



**“When You Talk - We Listen!”**



TOWN OF COLLINGWOOD

JUDICIAL INQUIRY

Before:

Associate Chief Justice Frank Marrocco

Held at:

Collingwood Town Hall

Council Chambers

97 Hurontario Street

Collingwood, Ontario

April 15th, 2019

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

APPEARANCES

Kate McGrann ) Inquiry Counsel  
John Mather ) Associate Inquiry  
 ) Counsel  
Michael Watson ) Alectra Utilities  
 ) Corporation  
(No Counsel) ) For Paul Bonwick  
George Marron ) For Sandra Cooper  
(No Counsel) ) For Timothy Fryer  
Frederick Chenoweth ) For Edwin Houghton  
William McDowell ) For Town of Collingwood  
Ryan Breedon (np) )  
Patrick Gajos ) For Collus PowerStream  
 ) Corporation

	TABLE OF CONTENTS	
		PAGE NO.
1		
2		
3	List of Exhibits	4
4	Opening remarks	5
5		
6	SARA JANE ALMAS, sworn	
7	Examination-in-chief by Mr. John Mather	12
8	Cross-Examination by Mr. Paul Bonwick	131
9	Cross-Examination by Mr. Michael Watson	140
10		
11		
12	Certificate of Transcript	226
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

1	List of Exhibits		
2	Exhibit No.	Description	Page No.
3	1	Foundation document	11
4	2	TOC0038001	31
5	3	ALE0000192	49
6	4	CJI0009206	49
7	5	ALE0000175	58
8	6	CJI0010492	65
9	7	CJI00009217	68
10	8	CJI0009218	69
11	9	ARB0000513	105
12	10	CJI0009220	123
13	11	CJI0009072	167
14	12	CJI0009080	167
15	13	ALE0050204	167
16	14	CJI0007986	182
17			
18			
19			
20			
21			
22			
23			
24			
25			

1 --- Upon commencing at 10:00 a.m.

2

3 THE HONOURABLE FRANK MARROCCO: I just  
4 wanted to say a few words about the -- the origins of  
5 the Inquiry, to start with. The Inquiry occurs  
6 because of Town Council resolution in February 2018.  
7 The mandate is to look into the 50 percent share sale  
8 of Collus Utility Services Corporation, the  
9 PowerStream, and the application of the funds from the  
10 sale.

11 The Inquiry is being conducted, or is  
12 circumscribed, by the terms of reference, which  
13 Council passed. Part 1 focuses on the events leading  
14 to the sale. Part 2 focuses on the allocation of the  
15 proceeds from the sale, and Part 3 considers broader  
16 policy and good governance issues.

17 We wanted to reduce the need to call  
18 witnesses to prove facts, and so part of our process  
19 involved the production of a foundation document.  
20 There will be two (2) such documents, one (1) dealing  
21 with the sale, and one (1) dealing with the  
22 application of funds.

23 The foundation document was produced  
24 from documents in our database. We have received an  
25 overwhelming number of documents from all of the

1 participants, and from those documents we produced a  
2 foundation document which sets out some of the  
3 information contained in those documents, which we  
4 thought people should be aware of.

5                   The document will be modified by the  
6 evidence of the witnesses. The statements in the  
7 document have not been tested for the truth of their  
8 contents. They may be tested, challenged, and  
9 supplemented through the oral evidence, which we're  
10 going to hear over the next little while.

11                   The public hearing is an investigation.  
12 It's not a civil or criminal trial. I think I've said  
13 that about five (5) times, and I'll probably say it  
14 many more times before this is over. Inquiry counsel  
15 assist the Commissioner. They're not partisan or  
16 adverse. Their responsibility is to act in a public  
17 interest. They will lead the examination of  
18 witnesses.

19                   But unlike a -- a trial, they cannot  
20 accept the statements of the witnesses they call at  
21 face value. It falls to commission counsel to examine  
22 the witnesses with particular thoroughness. They must  
23 investigate, test, and verify what the witnesses say.  
24 Without that thoroughness, we won't be able to get the  
25 answers that the town has asked us to get in

1 connection with these transactions.

2           There are participants -- persons who  
3 have participatory rights. They have a direct and  
4 substantial interest in the proceedings. They are  
5 obligated to assist the inquiry with carrying out its  
6 mandate. That the reason why they've been given  
7 participatory rights, because their participation will  
8 be of assistance to the inquiry in carrying out its  
9 mandate.

10           After Inquiry counsel have examined the  
11 witness, counsel for the participants will have the  
12 opportunity to cross-examine -- or examine, depending  
13 on how they approach it -- the same witnesses.  
14 Counsel for the witness, if the witness has counsel,  
15 will be the last person to question the witness on  
16 cross-examination, and the only other examination of  
17 the witness will be reexamination by commission  
18 counsel.

19           The findings of the Commissioner, my  
20 findings, relate to the investigation we're  
21 conducting. I make findings of fact, and I will --  
22 and have the opportunity to express my opinion about  
23 some of what I hear or read.

24           The procedure we follow isn't the  
25 typical procedure that you follow in a trial. We're

1 not bound by the evidentiary procedures that you would  
2 see in a courtroom. We have more flexibility than  
3 that. I cannot establish criminal or civil liability.  
4 Trials -- criminal and civil trials do exactly that.

5                   A trial is a narrow and retrospective  
6 exercise which examines specific events in the past.  
7 They don't -- trials don't seek to explain why  
8 something occurred, except for the purposes of  
9 determining guilt or liability. By contrast, the  
10 public Inquiry is a public investigation carried out  
11 in the public eye, according to the Inquiry's rules of  
12 conduct. It's unusual for investigations to be  
13 carried out in the public eye. Most times  
14 investigations are carried out with a minimum of  
15 publicity, but this is a peculiar type of  
16 investigation.

17                   A public inquiry can affect public  
18 opinion, but it cannot have penal or civil  
19 consequences. I can make findings of misconduct.  
20 Misconduct is improper or unprofessional behaviour, or  
21 bad management. Witnesses about whom I might make a  
22 negative finding will be privately advised of that  
23 fact so that they can conduct themselves accordingly.

24                   Any consequences that flow from the  
25 findings of the Inquiry are the responsibility of



1 others, not the Commission. Once we report, we are  
2 finished. The public inquiries are less formal than  
3 trials. I have a wide range of investigative powers.

4           There are some governing principles:  
5 Thoroughness, which means a number of things, but it  
6 means determining the proper boundaries of the  
7 investigation. The Inquiry has to balance the need  
8 for thoroughness with the need to get the job done.  
9 No important stone must be left unturned, but the  
10 emphasis is on the word important.

11           Proportionality, which requires us to  
12 be engaged in developing the mandate. We develop the  
13 mandate at an early stage. We don't wait for the  
14 calling of witnesses. We've been interviewing since  
15 basically the Commission was set up. Some people have  
16 been interviewed more than once. An Inquiry cannot  
17 resemble a lengthy multiparty examination for  
18 discovery in which questions of limited relevance are  
19 patiently tolerated.

20           Fairness is a principle that has to  
21 govern the conduct of the Inquiry, and that requires  
22 us to keep an open mind until all of the evidence is  
23 in. It also means that there should be no surprises  
24 during the course of the Inquiry. It's not a question  
25 of anyone getting ambushed by something that they

1 weren't expecting, but they are public. However,  
2 certain kinds of information can sometimes not be  
3 discussed in public, and in those rare and exceptional  
4 circumstances, we will sit in camera.

5                   Finally, as the participants have been  
6 given the opportunity to make an opening written  
7 statement, those written statements will be posted on  
8 the website, and I would urge people interested in the  
9 Inquiry take the time to read each of the witnesses'  
10 opening statements.

11                   So with those introductory remarks, I  
12 think I'll turn my counsel. Ms. McGrann...?

13                   MS. KATE MCGRANN: Good morning.  
14 We'll be starting today with the foundation document.  
15 You've heard that we received an overwhelming number  
16 of documents. More specifically, the Inquiry has  
17 received over four hundred and forty-four thousand  
18 (440,000) documents. A foundation document was  
19 created from the information that we received, and the  
20 participants had the opportunity to provide  
21 suggestions, comments, and corrections to a draft that  
22 they received on a confidential basis.

23                   During the hearing, the foundation  
24 document will be used as a reference and a guide for  
25 the witnesses and the evidence that they're here to

1 give. At this point, I will ask that foundation  
2 document 1 be made Exhibit 1.

3 THE HONOURABLE FRANK MARROCCO: So  
4 ordered.

5

6 --- EXHIBIT NO 1: Foundation document 1

7

8 MS. KATE MCGRANN: And I will turn to  
9 my colleague, John Mather, to call our first witness.

10 THE HONOURABLE FRANK MARROCCO: Before  
11 we do that, is there anything that -- is there anyone  
12 that wants to say something -- say something before we  
13 get started? But I -- I do want to get started, so if  
14 you've got something to say, say it with your hand,  
15 Mr. Watson.

16 MR. MICHAEL WATSON: There. Right  
17 here. Okay. There we go. All right. Your Honour,  
18 Michael Watson, for Alectra, formally PowerStream.

19 You will be aware of the fact that  
20 there was a preliminary matter that we have been  
21 intending to deal with this morning. I'm pleased to  
22 say that it has been resolved over the past twenty-  
23 four (24) hours, so we need not deal with it.

24 THE HONOURABLE FRANK MARROCCO: Thank  
25 you very much, Mr. Watson, that's very helpful. Mr. -

1 - Mr. McDowell...?

2 MR. WILLIAM MCDOWELL: Yes,  
3 Commissioner. Just one (1) brief point, I guess, for  
4 clarification. I know that it -- it's at least in one  
5 (1) version of the schedule, the Commission was  
6 sitting on Easter Monday. I -- I know that in my  
7 household, and in a number of others, that's a day  
8 that we've observed, and so I just ask for some  
9 direction on that.

10 THE HONOURABLE FRANK MARROCCO: Well,  
11 actually, Mr. McDowell I -- I confess I was somewhat  
12 surprised when I realized we had scheduled ourselves  
13 to sit on -- on Easter Monday. It -- I'm quite  
14 content to respect the fact that some people celebrate  
15 that day, and we won't sit that day. Mather...?

16 MR. JOHN MATHER: Thank you. The  
17 first witness will be Sara Jane Almas.

18

19 SARA JANE ALMAS, Sworn

20

21 EXAMINATION-IN-CHIEF BY MR. JOHN MATHER:

22 MR. JOHN MATHER: Good morning, Ms.  
23 Almas.

24 MS. SARA ALMAS: Good morning.

25 MR. JOHN MATHER: What's your current

1 position with the town of Collingwood?

2 MS. SARA ALMAS: I am currently the  
3 clerk of the municipality.

4 MR. JOHN MATHER: And how long have  
5 you been the Town Clerk?

6 MS. SARA ALMAS: I was hired in 2004,  
7 and became the clerk in 2007.

8 MR. JOHN MATHER: Thank you. And for  
9 the benefit of the Inquiry, could you just provide an  
10 overview of your roles and responsibilities as a  
11 clerk?

12 MS. SARA ALMAS: Certainly. At that  
13 time?

14 MR. JOHN MATHER: Certainly, I would  
15 start with -- and at that time, I think we're talking  
16 mostly about the 2010 to 2012 time period. So, yes,  
17 at that time.

18 MS. SARA ALMAS: Perfect. As a clerk,  
19 I was responsible for all the statutory obligations of  
20 a municipal clerk for the municipality, including the  
21 record and recording of all Council meetings, standing  
22 committee of the whole, I guess, at the time, Council  
23 planning and development meetings.

24 I am responsible for vital statistics,  
25 lottery licensing, business licensing. My portfolio

1 includes -- I -- I am responsible for bylaw  
2 enforcement, parking control, crossing guards. I am  
3 resp -- I was responsible for the entire  
4 communications at that point. We didn't have a  
5 communications office for that, so that included any  
6 sort of public notices, including any sort of media  
7 release.

8 I was responsible for, obviously,  
9 records management, responsible for freedom of  
10 information, and protection of privacy legislation. I  
11 was responsible for -- at that period of time, for --  
12 for one (1) year between 2012 and 2013, I was a member  
13 of the executive management team that was established  
14 by the CAO at the time. And I believe that's the most  
15 significant pieces of my portfolio, but --

16 MR. JOHN MATHER: I can see you're --

17 MS. SARA ALMAS: -- it's rather large.

18 MR. JOHN MATHER: -- responsible for a  
19 lot of things, yes?

20 MS. SARA ALMAS: Yes, I was.

21 MR. JOHN MATHER: Has your  
22 responsibilities changed in any significant way from  
23 then to today?

24 MS. SARA ALMAS: Absolutely. We have  
25 a purchasing officer in place. We have a

1 communications officer in place. We have a records  
2 and FOI coordinator in place. We have had a  
3 realignment of my entire portfolio, so I am no longer  
4 responsible for bylaw enforcement, animal control,  
5 parking program or parking enforcement. I am no  
6 longer responsible for land administration matters,  
7 including encroachments and agreements. That was  
8 something that was in my portfolio before. As I said,  
9 with a communications officer in place, that  
10 significantly lessened that piece of -- of my duties.  
11 I would say that -- that was -- are the most  
12 significant changes.

13 MR. JOHN MATHER: Okay. Thank you.  
14 Going back to the time period of 2010 to 2012, how  
15 frequently were Town Council meetings held?

16 MS. SARA ALMAS: So back in that time  
17 period, we were -- we had Council meetings actually --  
18 I believe it was the first, second, and fourth Monday  
19 of the month, and the third Mondays was Council  
20 meetings dedicated to planning and development  
21 matters.

22 MR. JOHN MATHER: Okay. And how was  
23 the agenda determined for a Council meeting at that  
24 time?

25 MS. SARA ALMAS: The agenda

1 preparation is reviewed with the department heads. At  
2 the time, all staff reports were vetted through our  
3 department head team. The correspondence was  
4 collected that would go on the correspondence or  
5 consent agenda.

6                   The information was vetted at  
7 department heads, then there was meetings held -- a  
8 meeting held with the mayor and the CAO prior to it  
9 being released, confirming all the information that  
10 was collected was pref -- noted on the agenda, or if  
11 anything needed to be rearranged to a subsequent  
12 agenda, that conversation was held. And then my staff  
13 prepared a package and finalized the agenda material,  
14 and distributed it generally on Thursday evenings  
15 before Council on the following Monday.

16                   MR. JOHN MATHER:    Okay.  So just so I  
17 understand, that's the way a package would be  
18 prepared, with agenda and supporting materials?  Is  
19 that fair?

20                   MS. SARA ALMAS:    Correct.

21                   MR. JOHN MATHER:    And it was your  
22 office, then, that distributed it?

23                   MS. SARA ALMAS:    Yes, it was.

24                   MR. JOHN MATHER:    Was there any other  
25 way to get material before Council other than going



1 through your office?

2 MS. SARA ALMAS: If Council themselves  
3 made a request for a staff report, that -- that then  
4 became material that -- or a notice of motion became  
5 material that would be added to a future agenda.

6 Information such as PowerPoints, or any  
7 sort of presentation that would have been for any sort  
8 of deputation, or another staff department, at that  
9 time would either bring the material with them for  
10 that Council meeting, or it was provided. Now, the --  
11 the system is it's provided to the clerk's department  
12 by twelve noon on Fridays, and then a separate  
13 information package is provided to members of Council  
14 of all additional materials that would -- would go to  
15 a council.

16 MR. JOHN MATHER: And -- so I just  
17 want to break that down a bit. So it sounds to me  
18 like what you're saying was it -- currently at this  
19 time, if a -- a member of a -- a head of a staff  
20 department wants to bring materials to -- before the  
21 Council, at this time they go through your office, but  
22 in 2010/2012, were they able to do that without going  
23 through your office?

24 MS. SARA ALMAS: So if -- if it was a  
25 -- a change to the agenda, we would either issue the

1 agenda as amended, or we would issue an addendum to  
2 the agenda to provide the subsequent information.  
3 However, any sort of presentation material that they  
4 would provide that was supplemental to the item that  
5 was on the agenda didn't necessarily come to the  
6 clerk's office first.

7 MR. JOHN MATHER: It was possible  
8 there would be material before Council, that had --  
9 that hadn't been seen by the -- your office?

10 MS. SARA ALMAS: Correct.

11 MR. JOHN MATHER: At the time, did you  
12 ever have any concerns about staff members or anyone  
13 providing tho -- those sorts of materials without  
14 going through your office?

15 MS. SARA ALMAS: Because the -- the  
16 presentation certainly didn't form what the -- the  
17 recommendation was, because the recommendation was  
18 generally in the -- the form of the staff report, and  
19 the presentations were generally supplemental to that,  
20 one (1) thing that was concerning, and obviously, why  
21 we have changed is that if any of that material  
22 bypassed the clerk's department, we didn't have copies  
23 for official record, and I would have to make a note  
24 saying that I did not have a copy to request that  
25 information to ensure that the -- the file remains

1 complete.

2 MR. JOHN MATHER: How frequently would  
3 there be materials that didn't go through your office  
4 that you would have to track down after the fact?

5 MS. SARA ALMAS: Not -- not very  
6 often. It was always generally from a specific  
7 department.

8 MR. JOHN MATHER: And at that time  
9 again in 2010 to 2012, was direction given to these  
10 departments to file it before the office -- sorry,  
11 file it through your office first?

12 MS. SARA ALMAS: I -- I don't  
13 recollect.

14 MR. JOHN MATHER: And I think you said  
15 that there was generally a specific department where  
16 this occurred. What department was that?

17 MS. SARA ALMAS: Departments under Ed  
18 Houghton's portfolio.

19 MR. JOHN MATHER: The one (1) -- and -  
20 - and what was Mr. Houghton's portfolio in 2010 to  
21 2012?

22 MS. SARA ALMAS: So he was responsible  
23 for the public works and engineering department. He  
24 was the president/CEO of Collus, and he was  
25 responsible for water/wastewater.

1 MR. JOHN MATHER: Right. And so when  
2 you discuss that, today, now, all materials need to go  
3 through your office first, that was the change that  
4 you say is responsive to the issue you were -- you had  
5 in 2010/2012?

6 MS. SARA ALMAS: I would say that we  
7 made that change -- I -- I would say that was probably  
8 one of the preempters, yes, for the change.

9 MR. JOHN MATHER: And so at the  
10 outset, I think you said one (1) of your  
11 responsibilities was the record and recording of  
12 Council meetings. Is -- did I have that correct?

13 MS. SARA ALMAS: That's correct.

14 MR. JOHN MATHER: Okay. So I take it,  
15 then, that you were the person who took Council  
16 minutes?

17 MS. SARA ALMAS: Yes.

18 MR. JOHN MATHER: Okay. How did you  
19 go about taking Council minutes? What was your  
20 practice?

21 MS. SARA ALMAS: So generally, my  
22 deputy clerk would take the agenda and prepare it in a  
23 template for minutes. During the meetings, I would  
24 record in draft the -- the meeting. Following the  
25 meeting, my deputy would actually review the minutes,

1 put in the appropriate resolution numbers, and do any  
2 tidying up of the minutes that need to be done, and  
3 then save them in a final form.

4 MR. JOHN MATHER: And how did you  
5 decide what to include in minutes in terms of the  
6 discussion that was going on or the decisions that  
7 were being made, and how did you decide what not to  
8 include in the minutes?

9 MS. SARA ALMAS: So generally, in my  
10 draft version, I include more discussion and more  
11 commentary. However, the official record minutes of -  
12 - of a municipality or of a council, in accordance  
13 with the Municipal Act, are without note and without  
14 comment.

15 MR. JOHN MATHER: And what do you mean  
16 by "without note and without comment" for someone who  
17 maybe isn't familiar with the Act?

18 MS. SARA ALMAS: Certainly. It means  
19 that I cannot put in individual's -- individual  
20 comments, member's opinions, whatnot. Basically, I  
21 record only the direction, and resolution, and bylaws  
22 that -- that are a result of the meeting.

23 MR. JOHN MATHER: And in terms of  
24 directions, resolutions, and bylaws, in the 2010 to  
25 2012 time period, how were those decisions made? What

1 was the process for coming to those decisions?

2 MS. SARA ALMAS: Sorry, the decisions  
3 on?

4 MR. JOHN MATHER: How did Council make  
5 decisions on the time? How did they vote? I just  
6 want an understanding of that process.

7 MS. SARA ALMAS: Certainly. So for  
8 the most part, it was done based on a staff report.  
9 So a staff report would be before them. It would have  
10 a recommendation in there. It would provide the  
11 background, and the analysis, financial impact on what  
12 the decision was going to be made. That was the basis  
13 for the Council deliberation before they actually  
14 voted on a matter.

15 In the case of certain staff reports,  
16 they required a bylaw. So a bylaw would be appended  
17 to the staff report. And the other way that accounts  
18 can make decisions if they did their own notice of  
19 motion and they voted on -- on a motion independent of  
20 a staff report.

21 MR. JOHN MATHER: And how were votes  
22 taken?

23 MS. SARA ALMAS: They were generally -  
24 - the mayor put the question to the table, and the  
25 vote was called. If a member requested it be a

1 recorded vote, the process for recorded votes were the  
2 clerk would ask those in favour to stand and then be  
3 seated; all the supposed to stand and be seated, and  
4 it was actually acknowledged and recorded in the  
5 minutes.

6 MR. JOHN MATHER: And if it's not a  
7 recorded vote, how was it determined what the  
8 consensus was?

9 MS. SARA ALMAS: The Chair or the  
10 mayor would -- would call the motion as either being  
11 carried or defeated.

12 MR. JOHN MATHER: Okay. And how did  
13 the Chair or the mayor determine whether it was  
14 carried or defeated?

15 MS. SARA ALMAS: By majority vote.

16 MR. JOHN MATHER: By people saying yes  
17 or no, or --

18 MS. SARA ALMAS: Sorry, they would  
19 raise their hand.

20 MR. JOHN MATHER: They would raise  
21 their hand. And then I take it these decisions would  
22 be reflected in the minutes?

23 MS. SARA ALMAS: Correct.

24 MR. JOHN MATHER: And so is it fair to  
25 say that where Council makes a decision -- again in

1 2010 to 2012, where Council made a decision, that that  
2 decision should then be reflected in the minutes?

3 MS. SARA ALMAS: All decisions of the  
4 Council were recorded in the minutes.

5 MR. JOHN MATHER: Going now to today,  
6 has there been -- you -- you've -- you've talked about  
7 the process for what you would include in the minutes,  
8 and the process for decision-making and votes. Has  
9 there been any significant changes from 2010/2012 to  
10 today?

11 MS. SARA ALMAS: Yes, there's been  
12 changes. Currently, we record all substantive  
13 motions. We record and maintain a database for each  
14 Council and standing committee meetings of attendance  
15 and voting records. However, any formal request for a  
16 recorded vote at the meeting is only what's included  
17 in the actual set of minutes.

18 MR. JOHN MATHER: So -- and I just  
19 want to make sure I understand that. So the minutes -  
20 - the minutes may not reflect a recorded vote if it's  
21 not called for, but you now have a record --

22 MS. SARA ALMAS: Yes.

23 MR. JOHN MATHER: -- in any event?

24 MS. SARA ALMAS: Correct.

25 MR. JOHN MATHER: Okay. And that



1 wasn't the case in 2012?

2 MS. SARA ALMAS: Correct.

3 MR. JOHN MATHER: So if it wasn't a  
4 recorded vote, there would be no record of who voted,  
5 or who was in favour, or not in favour?

6 MS. SARA ALMAS: It was the  
7 individual's responsibility to -- to know how they  
8 voted in the matter. Various recordings -- at the  
9 time, Rogers did record the majority of the Council  
10 meetings, so there was the ability also for the public  
11 to review recording practices -- or voting practices  
12 based on -- on reviewing the -- the Rogers televised  
13 version of the -- the meeting.

14 MR. JOHN MATHER: Okay. What does it  
15 mean when a session of Council was held in camera?

16 MS. SARA ALMAS: It means that Council  
17 moves into a closed or confidential session. There is  
18 only a specific set of exemptions that allow a  
19 municipal -- a municipality to actually go in -- in  
20 camera to have confidential discussions. There is no  
21 decision that can be made in camera. The only thing  
22 that can be provided is a -- a matter of procedure, or  
23 providing instruction or direction to staff or agent  
24 on behalf of the municipality.

25 MR. JOHN MATHER: So no decisions can

1 be made, but you said directions or instruction and  
2 procedure. Could you just give a general example to  
3 help illustrate what the difference is between a  
4 decision and an instruction or procedure?

5 MS. SARA ALMAS: Certainly. So an  
6 example of a procedure matter that can be voted on in  
7 camera would be the receiving of the minutes from the  
8 previous meeting. So -- or if there is a vote that's  
9 needed to -- if somebody calls a question of personal  
10 privilege, and there needs to be a vote, or a decision  
11 made on -- on something like that matter, that can be  
12 held in camera, but there could be no -- no direction  
13 or no decision to advance any material business of the  
14 municipality, basically, that can happen in camera.

15 Instruction would be if they would like  
16 the CAO to investigate something further on their  
17 behalf and report back to them, something along that  
18 line.

19 MR. JOHN MATHER: So if something  
20 that's discussed in camera needs to be decided upon,  
21 how does that process follow?

22 MS. SARA ALMAS: Certainly. So that -  
23 - that happens frequently, if there is information  
24 that has solicitor/client privilege that we have  
25 communications in camera for, that we have that

1 conversation, and then Council must rise from in  
2 camera, come out, back to the table, put a motion to  
3 the floor, have discussion or debate, and then decide  
4 on the matter publicly, and then it forms within the  
5 official records of the -- the municipality.

6 MR. JOHN MATHER: Okay. You said there  
7 was only a -- a -- to paraphrase, a certain set of  
8 items that could be discussed in camera were -- were  
9 allowed to be discussed in camera. Where is that set  
10 out? Where can you find what can and can't be  
11 discussed in camera?

12 MS. SARA ALMAS: Section 239 of the  
13 Municipal Act.

14 MR. JOHN MATHER: So it's in the Act?

15 MS. SARA ALMAS: Yeah.

16 MR. JOHN MATHER: Was your process  
17 again in 2010 to 2012 for taking minutes different  
18 when Council was in camera as opposed to when it was a  
19 public session?

20 MS. SARA ALMAS: No. I followed the  
21 same -- same practice. I would generally take more  
22 detailed notes to ensure that I -- I recalled the --  
23 the situation. The minutes, though, I guess, one (1)  
24 practice that was different is generally, I -- I would  
25 modify my own in camera minutes, because I'm only

1 aware of -- of what had happened. My deputy clerk, on  
2 occasion, when she did the public minutes, you know,  
3 would have to -- you know, may have to look at the  
4 video again on -- on occasion. But for the most part,  
5 they were done pretty similar, and I maintained a  
6 draft file, and a final version.

7 MR. JOHN MATHER: And I think you said  
8 you would maybe make them more detailed, I think, as  
9 opposed to a public session. Why would you make an  
10 effort to make them more detailed?

11 MS. SARA ALMAS: Actually, I don't  
12 think there -- I -- I would disagree with that  
13 statement, sorry.

14 MR. JOHN MATHER: And I'm not --

15 MS. SARA ALMAS: If I -- if I said  
16 that, I didn't --

17 MR. JOHN MATHER: No, no, no, and I'm  
18 not -- I'm certainly not trying to put words in your  
19 mouth.

20 MS. SARA ALMAS: If anything, they're  
21 -- it's -- it's less.

22 MR. JOHN MATHER: It's less detailed.  
23 Okay. So we know decisions can't be made in camera,  
24 but instructions like -- or directions can be done, or  
25 procedural matters. How would those be reflected in

1 the in camera minutes?

2 MS. SARA ALMAS: In the form of a -- a  
3 resolution, or a motion.

4 MR. JOHN MATHER: So it was -- it  
5 would -- and -- and then would that then be reflected  
6 in the same way as the -- as the public minutes?

7 MS. SARA ALMAS: So you can vote on  
8 providing instruction or direction in camera, so it's  
9 the same. You -- you'd have a mover and secondary.  
10 You'd have the body of the motion, and it would be  
11 carried or defeated.

12 MR. JOHN MATHER: Right. So if I  
13 looked at in camera minutes, I could determine --

14 MS. SARA ALMAS: If there was a  
15 decision made.

16 MR. JOHN MATHER: If there was a  
17 decision made?

18 MS. SARA ALMAS: Correct.

19 MR. JOHN MATHER: Has anything changed  
20 in terms of the process for in camera meetings, the  
21 minutes taken, how decisions are recorded since 2010  
22 and 2012?

23 MS. SARA ALMAS: I believe the only  
24 change is currently, Council has requested a recording  
25 of in camera minutes until the Inquiry is completed to

1 determine if that's something that should be  
2 undertaken permanently.

3 MR. JOHN MATHER: And do you know when  
4 that decision was made?

5 MS. SARA ALMAS: Fairly recently.

6 MR. JOHN MATHER: And is it an audio  
7 recording or a video recording?

8 MS. SARA ALMAS: It's an audio  
9 recording.

10 MR. JOHN MATHER: Okay. So when I --  
11 I'm going to ask that document TOC38001 be pulled up.  
12 And if you could scroll to the bottom of the page?

13 So, Ms. Almas, what's on the screen is  
14 an email from Rick Lloyd, dated January 17th, 2011, to  
15 you. It's my understanding that Mr. Lloyd was the  
16 deputy mayor at the time. Is that correct?

17 MS. SARA ALMAS: That's correct.

18 MR. JOHN MATHER: Okay. Do you recall  
19 receiving Mr. Lloyd's email at this time?

20 MS. SARA ALMAS: I didn't recollect it  
21 until it was brought to my attention.

22 MR. JOHN MATHER: Okay. And -- and in  
23 the context of this Inquiry?

24 MS. SARA ALMAS: Yes.

25 MR. JOHN MATHER: And when it was

1 brought to your attention, did that refresh your  
2 memory about this email?

3 MS. SARA ALMAS: Yes.

4 MR. JOHN MATHER: Okay. Just at this  
5 point, I would like to mark this email as an exhibit.

6 THE HONOURABLE FRANK MARROCCO: So  
7 ordered.

8

9 --- EXHIBIT NO. 2: Email dated January 17,  
10 2011 from Rick Lloyd to  
11 Sara Almas

12

13 CONTINUED BY MR. JOHN MATHER:

14 MR. JOHN MATHER: So in the email, Mr.  
15 Lloyd writes that his brother is considering again  
16 bidding -- sorry, I'll just quote it:

17 "My brother is considering again the  
18 bidding on town work, but was  
19 worried about putting me into a  
20 conflict."

21 And then he goes on:

22 "I'm not involved in his business,  
23 and I told him that I will not have  
24 a conflict (pecuniary interest), as  
25 I'm not involved in his business,

1 and the Conflict of Interest Act  
2 clearly states that I must declare  
3 an interest if it's -- if it's -- is  
4 spouse, sons, or daughters, and  
5 parents. I'm sending this to you  
6 only to ask if this is your  
7 understanding as well, and I do  
8 realize that I -- that you cannot  
9 give advice on this matter."

10 In your time as clerk in this time  
11 period, 2010 to 2012, again, was it common for the  
12 deputy mayor or other members of Council to seek your  
13 input on conflicts of interest?

14 MS. SARA ALMAS: Certainly within this  
15 -- this time period, and still to this day. I -- I  
16 provide the conflict of interest orientation training  
17 to our committees, and for Council orientation, it's  
18 done through the lawyers.

19 But quite frequently, I would be asked  
20 a question, and they knew my answer was always, I  
21 can't provide legal advice or give you a legal  
22 opinion. However, in my response to this, as you can  
23 see, it would be -- generally what I would do is I'm  
24 not addressing his specific conflict that he  
25 identifies in here, but note that he was correct in



1 his understanding that the Municipal Conflict of  
2 Interest Act does not pertain to siblings.

3 MR. JOHN MATHER: So if we could  
4 scroll up, I think we can then see there -- so was  
5 this -- we have an -- response from you on the same  
6 day. Is this -- is this what you're referring to?

7 MS. SARA ALMAS: Yes. And the  
8 statement basically that's -- that's drilled into all  
9 clerks through our Association of Municipal Clerks and  
10 Treasurers of Ontario is -- and Council was -- is  
11 fully aware, and any -- any people that I do advise is  
12 that they need to satisfy themselves. So that's --  
13 that's the common statement that we've always used.

14 MR. JOHN MATHER: So I -- so I  
15 understand, what you're saying is you would provide  
16 information, but you would tell them that they needed  
17 to go and -- and satisfy yourself?

18 MS. SARA ALMAS: Correct.

19 MR. JOHN MATHER: Okay. Sorry,  
20 themselves. Other -- in this time period, would  
21 members of Council receive any -- and I think you've  
22 already referred to it, but I'd like to know -- more  
23 generally receive any training about how to identify  
24 and -- and assess potential conflicts of interest?

25 MS. SARA ALMAS: Certainly. So in

1 2010, when we did our comprehensive orientation  
2 process, we actually had our solicitors in from Aird  
3 Berlis to do specific training. So if they had  
4 examples, they could speak to them directly, because  
5 as -- as you are -- are probably aware, one (1) of the  
6 significant changes put into place through Bill 68 has  
7 been the requirement of having an integrity  
8 commissioner.

9                   So now -- now, members of Council and -  
10 - and the boards have access -- and the public to an  
11 integrity commissioner that can provide  
12 interpretation. Otherwise, Council had to seek their  
13 own and pay out of pocket their own costs associated  
14 with getting a legal response.

15                   MR. JOHN MATHER: So -- so at that  
16 time, if -- if a member of Council wanted a legal  
17 opinion, just to make sure I understand you correctly,  
18 they would have to go and to speak to their own  
19 lawyer?

20                   MS. SARA ALMAS: Correct.

21                   MR. JOHN MATHER: In this response to  
22 Mr. Lloyd, you referenced the Municipal Conflict of  
23 Interest Act, and that it identifies that a member is  
24 not deemed to be in conflict if it's the interest,  
25 direct or indirect, of a sibling. Again, putting

1 yourself in the time period, other than the Municipal  
2 Conflict of Interest Act, were there any other laws or  
3 policies that you were aware of that provided guidance  
4 or information on what -- or what -- what was or was  
5 not a conflict of interest?

6 MS. SARA ALMAS: I'm aware -- you  
7 know, obviously, there's other conflicts -- conflict  
8 of interest requirements that are out there, but I am  
9 not an expert in those, and I only speak to the  
10 Municipal Conflict of Interest Act.

11 MR. JOHN MATHER: Other than this  
12 email exchange that we've seen between you and Mr.  
13 Lloyd, do you recall having any further conversations  
14 with him about this -- this issue he potentially  
15 identified with his brother?

16 MS. SARA ALMAS: No, I do not  
17 recollect --

18 MR. JOHN MATHER: Okay.

19 MS. SARA ALMAS: -- any further  
20 conversations.

21 MR. JOHN MATHER: Did you have any  
22 knowledge about what Mr. Lloyd's brother may or may  
23 not be considering doing in relation to the town?

24 MS. SARA ALMAS: No idea.

25 MR. JOHN MATHER: So if we could

1 scroll up in the email chain, we see Mr. Lloyd  
2 responds and thanks you. And then, on January 27th,  
3 2011, the document shows that Mr. Bul -- Mr. Lloyd  
4 forwarded this email to Paul Bonwick.

5                   Were you aware that Mr. Lloyd had  
6 forwarded your email to Mr. Bonwick?

7                   MS. SARA ALMAS: I was not until I  
8 received the Inquiry documents.

9                   MR. JOHN MATHER: But at the time, you  
10 did not know?

11                   MS. SARA ALMAS: Yeah.

12                   MR. JOHN MATHER: Did Mr. Lloyd give  
13 you any indication that he would be forwarding your  
14 response on to Mr. Bonwick?

15                   MS. SARA ALMAS: No, he did not.

16                   MR. JOHN MATHER: Did you have any  
17 awareness that Mr. Bonwick would be relying -- or  
18 using your communications with Mr. Lloyd in ongoing  
19 discussions with PowerStream?

20                   MS. SARA ALMAS: No, I did not.

21                   MR. JOHN MATHER: And at this point in  
22 time -- and by this point in time, January 2011, did  
23 you know anything about Mr. Bonwick -- potential  
24 relationship, or working relationship with  
25 PowerStream?

1 MS. SARA ALMAS: I had no idea.

2 MR. JOHN MATHER: So the next thing  
3 I'd like to turn to is page 76 of foundation document  
4 1.

5

6 (BRIEF PAUSE)

7

8 MR. JOHN MATHER: And paragraph 192,  
9 specifically.

10

11 (BRIEF PAUSE)

12

13 MR. JOHN MATHER: So, Ms. Almas, this  
14 is -- this is paragraph 192, in Section -- in chapter  
15 3.4 of foundation document 1. And the paragraph  
16 describes Mr. Bonwick contacting you around June 2nd,  
17 2011, and to -- to ask you for a meeting. And then it  
18 indicates that you agreed to meet with him on that  
19 day.

20 Do you have any recollection of this  
21 meeting?

22 MS. SARA ALMAS: I do.

23 MR. JOHN MATHER: What do you recall  
24 about it?

25 MS. SARA ALMAS: I recall getting the

1 -- the email from Mr. Bonwick in the morning. We had  
2 agreed to get together later that morning. And I -- I  
3 didn't know the basis for -- for the request, and what  
4 -- what he was going to talk about -- I believe he  
5 indicated it was about a proposal, and he wanted to  
6 have a conversation with myself.

7 MR. JOHN MATHER: Okay. And when you  
8 received this email from Mr. Bonwick, or this request  
9 for a meeting, what did you know about him at the  
10 time?

11 MS. SARA ALMAS: I -- I knew Mr.  
12 Bonwick was a former MP. I knew he was the mayor's  
13 brother. I knew of his company, Commen -- Compenso  
14 Communications.

15 I didn't have any sort of personal  
16 relationship or acquaintance with Mr. Bonwick, and  
17 that's it.

18 MR. JOHN MATHER: What did you know  
19 about Compenso at the time?

20 MS. SARA ALMAS: I -- I knew that they  
21 were a -- a PR communication type of company. I  
22 wasn't aware of their -- their full portfolio of what  
23 they did.

24 MR. JOHN MATHER: And was this the  
25 first time that Mr. Bonwick had emailed you for a

1 meeting to discuss something that his company was  
2 doing?

3 MS. SARA ALMAS: I can't say for  
4 certain, but I don't -- I don't recollect another time  
5 prior, or -- or subsequent.

6 MR. JOHN MATHER: Okay. Were you  
7 surprised that Mr. Bonwick was reaching out to you at  
8 this point?

9 MS. SARA ALMAS: Not particularly. I  
10 -- I get requests for meetings all the time. I'm --  
11 we have a very busy office here, and I have a very  
12 large portfolio, so it's not unusual to meet with a  
13 lot of people.

14 MR. JOHN MATHER: Okay. And so I  
15 believe you -- you agreed to meet with him, and you've  
16 -- you've walked us through how that came about. What  
17 you recall that the meeting itself? What was the  
18 discussion there?

19 MS. SARA ALMAS: Certainly. So at --  
20 at that time, he advised me that he had put in a  
21 proposal with PowerStream, and he explained who  
22 PowerStream was, and indicated that this proposal was  
23 to work in -- as noted in here. He's saying that  
24 PowerStream was basically an LDC, and he was going to  
25 be -- his proposal was to work with PowerStream to do

1 work with the CHEC companies, which is an LCD  
2 cooperative, basically, in the region, and Collingwood  
3 was a member.

4 He was going to be providing PR  
5 activities and community outreach. However, he had  
6 confirmed with me that Brian Bentz, the CEO of  
7 PowerStream, had indicated a concern with potential  
8 conflict if they're doing any work with Collingwood,  
9 since he was the mayor's brother, and he just wanted  
10 to -- he wanted to seek my opinion.

11 So during the conversation, I said, I  
12 cannot give you legal advice. You need to satisfy  
13 yourself. He had asked if I would prepare, then, a  
14 general email to provide to Mr. Bentz, and I said no,  
15 I wasn't really comfortable with that.

16 He provided the suggestion about -- if  
17 he sent an email and copied me, would that be  
18 appropriate if -- if it relayed what we talked about,  
19 and I said, As long as you said that I'm not giving  
20 you legal advice, certainly. And basically, that was  
21 our conversation.

22 MR. JOHN MATHER: Okay, so when I'm --  
23 I'm going to ask you a few questions about that, but I  
24 -- I noticed I think you were looking at paragraph  
25 193, which sets out a transcript of some notes that



1 you took of that meeting. So I'm going to ask that  
2 that document got called up on the screen. It says CG  
3 -- CJI9206.

4

5 (BRIEF PAUSE)

6

7 MR. JOHN MATHER: So Ms. Almas, in  
8 foundation document 1, we see a transcript of a  
9 written -- written notes that you took at this  
10 meeting. Is what -- what you see on the screen now --  
11 or though -- is that a copy of those notes?

12 MS. SARA ALMAS: That is.

13 MR. JOHN MATHER: Okay. And I note,  
14 if we scroll up a bit, the date of the notes is June  
15 1st, 2011. Do you see that?

16 MS. SARA ALMAS: Yes.

17 MR. JOHN MATHER: Is that date  
18 correct?

19 MS. SARA ALMAS: That is incorrect.  
20 And actually, if you look at my notes, I regularly, on  
21 the 1st of the month, do errors, but I actually  
22 started to write May to begin with. But yes, it was  
23 June 2nd, the date of the meeting.

24 MR. JOHN MATHER: Okay. And at this  
25 point in the meeting, you mentioned that Mr. Bonwick

1 was -- had -- had -- was going to -- could -- was  
2 considering working for PowerStream. What did you  
3 know about PowerStream at that point?

4 MS. SARA ALMAS: I -- I really didn't  
5 know too much about PowerStream.

6 MR. JOHN MATHER: Had you heard of  
7 them before?

8 MS. SARA ALMAS: I believe I -- I  
9 would have.

10 MR. JOHN MATHER: Okay. And I believe  
11 one of the notes, or one of the things you -- you --  
12 you mentioned is, there's a -- there's a line there  
13 that says "PR - activities/community outreach." Do  
14 you see that there?

15 MS. SARA ALMAS: Yes.

16 MR. JOHN MATHER: And I just want to  
17 make sure I -- I have this correctly, that is a note  
18 reflecting what Mr. Bonwick told you about what he was  
19 going to be doing for PowerStream?

20 MS. SARA ALMAS: Correct.

21 MR. JOHN MATHER: And beyond PR  
22 activities/community outreach, what else did he tell  
23 you about what he was going to do for PowerStream?

24 MS. SARA ALMAS: Nothing further that  
25 I recollect.

1 MR. JOHN MATHER: Okay. So I would  
2 like to pull up document --

3 THE HONOURABLE FRANK MARROCCO: Before  
4 you leave that, on your note where it says, "Paul to  
5 send email," there's a question mark. Is there a  
6 reason for that, do you remember?

7 MS. SARA ALMAS: No. I actually -- I  
8 regularly do arrows and question mark something. I  
9 think that was -- I believe that that was my intention  
10 to question, to make sure that we had a conversation  
11 about he was going to send it, it wasn't to be me, and  
12 our conversation about -- our conversation about me  
13 not providing legal advice.

14 MR. JOHN MATHER: And we'll -- we will  
15 be coming back to these notes in a second. I just  
16 want to pull up another document, so CJI9206.

17 THE HONOURABLE FRANK MARROCCO: I  
18 thought this was 9206.

19 MR. JOHN MATHER: Oh, my apologies.  
20 Sorry, ALE192.

21

22 (BRIEF PAUSE)

23

24 So if we could just quickly scan  
25 through the document so Ms. Almas can just see what

1 the document looks like. We'll get to specific parts.  
2 And scroll down to the bottom.

3

4

(BRIEF PAUSE)

5

6 CONTINUED BY MR. JOHN MATHER:

7 MR. JOHN MATHER: So, Ms. Almas, do you  
8 recognize this document?

9 MS. SARA ALMAS: I have never seen  
10 this document before the inquiry showed it to me.

11 MR. JOHN MATHER: Right. So it's our  
12 understanding that this is Mr. Bonwick's retainer with  
13 PowerStream. And if we go up to the top of the  
14 document, you see it's dated June 7th, 2011, and I  
15 appreciate, Ms. Almas, that you did not see this  
16 document, you weren't aware of this document at the  
17 time.

18 But if we could scroll down to where it  
19 says "Scope of Work" and it says "CCI," which I  
20 believe is Compenso Communications, "and Bonwick  
21 shall," and then it sets out in bullet point form  
22 various activities or scopes of work.

23 And have you reviewed these bullet  
24 points, Ms. Almas?

25 MS. SARA ALMAS: I have, yes.

1 MR. JOHN MATHER: Okay. Did Mr.  
2 Bonwick say -- at your meeting, do you recall, did he  
3 say this is the sort of work he'd be doing for  
4 PowerStream?

5 MS. SARA ALMAS: I had no idea that it  
6 had anything to do -- and obviously he probably  
7 wouldn't have shared with me either because we hadn't  
8 even had conversations about selling the LDC, so I had  
9 no idea that it was for opportunities to actually  
10 purchase the company or merge with a company or a  
11 strategic partnership with a company.

12 MR. JOHN MATHER: Right. So that says  
13 -- the first bullet point that says, "Identify  
14 potential opportunities for the purchase, merger,  
15 other business combinations of LDCs," he didn't talk  
16 about that in terms of what he'd be doing?

17 MS. SARA ALMAS: No.

18 MR. JOHN MATHER: And then at your  
19 meeting on June 2nd, did he talk about providing,  
20 sorry, preparing detailed briefings, identifying key  
21 decision-makers related to a particular opportunity?

22 MS. SARA ALMAS: I don't recollect.

23 MR. JOHN MATHER: Okay. Did he say  
24 anything about assisting in the preparation of any  
25 proposals that PowerStream intends to submit?

1 MS. SARA ALMAS: I don't know for  
2 sure, but I wouldn't be taking proposals in the  
3 context of an acquisition or merger. It was more of a  
4 communications, a PR, or working with a cooperative  
5 together.

6 MR. JOHN MATHER: Right. And so if we  
7 could scroll down to "Methodology and Deliverables."  
8 And so this says, "While executing this retainer, CCI  
9 and Bonwick shall undertake the following," and it  
10 sets out various activities that he'd be doing.

11 Looking at this now, did Mr. Bonwick  
12 describe these activities to you as what he would be  
13 doing for PowerStream? And if you need a moment to  
14 read, please take it.

15

16 (BRIEF PAUSE)

17

18 MS. SARA ALMAS: Sorry. In reviewing  
19 it, in a general context some of this information I  
20 believe Mr. Bonwick shared with me, but again it  
21 wasn't in the context of -- of acquiring the Collus  
22 Utility Services Corporation.

23 MR. JOHN MATHER: So what -- what did  
24 he share with you?

25 MS. SARA ALMAS: So -- so basically,

1 like the key components that I actually wrote in my  
2 notes were about the PR activities and that sort of  
3 community outreach and -- and knowing that his company  
4 did communications because we had a conversation about  
5 what Ian Chadwick's role, who was a councillor at the  
6 time, generally was with this organization. I don't  
7 think it was specific with the proposal he was talking  
8 about. It was just -- I believe it was a side kind of  
9 conversation that we had, so it was more in -- in that  
10 frame --

11 MR. JOHN MATHER: Okay.

12 MS. SARA ALMAS: -- conversation. So  
13 I wouldn't say that this -- I'm sure that he shared  
14 some of this, but it was -- I didn't take it in the  
15 correct context because I wasn't aware.

16 MR. JOHN MATHER: If we could scroll  
17 down a little further, just where it says "Issue  
18 monitoring," and it says in the first sentence that  
19 CCI -- so:

20 "Compenso is in constant contact  
21 with municipal government leaders  
22 and as such is able to monitor and  
23 report any changes or opportunities  
24 that may arise as your early warning  
25 system. Our intelligence gathering

1                   will help prepare you to respond to  
2                   any potential critical challenges  
3                   brought forward regarding this  
4                   approach."

5                   In June -- on June 2nd, 2011, were you  
6 aware that Mr. Bonwick was in constant contact with  
7 municipal government leaders?

8                   MS. SARA ALMAS:    I didn't know then.

9                   MR. JOHN MATHER:    Understood.  So the  
10 question was at that time, okay.  And did he tell you  
11 that he was planning on being in constant contact with  
12 municipal government leaders?

13                  MS. SARA ALMAS:    I can't recollect  
14 specifically that conversation.

15                  MR. JOHN MATHER:    And did he give you  
16 an indication that Compenso was going to be acting as,  
17 and I appreciate these are not your words, but an  
18 early warning system?

19                  MS. SARA ALMAS:    No.

20                  MR. JOHN MATHER:    Okay.  So I'd like  
21 to mark this as an exhibit.

22                  THE HONOURABLE FRANK MARROCCO:    Yes.

23

24 --- EXHIBIT NO. 3:    ALE0000192

25



1 MR. JOHN MATHER: Okay. And then if  
2 we could go back to the document we had up, which was  
3 see CJI9206.

4

5 (BRIEF PAUSE)

6

7 CONTINUED BY MR. JOHN MATHER:

8 MR. JOHN MATHER: Ms. Almas, we've  
9 brought your notes back up on the screen, and while I  
10 -- while it's on my mind, I'd like to mark this as an  
11 exhibit as well.

12 THE HONOURABLE FRANK MARROCCO: Yes.

13

14 --- EXHIBIT NO. 4: CJI0009206

15

16 CONTINUED BY MR. JOHN MATHER:

17 MR. JOHN MATHER: So you mentioned  
18 Ian Chadwick in your earlier answer. And Mr. Chadwick  
19 was a councillor at the time, is that correct?

20 MS. SARA ALMAS: Correct.

21 MR. JOHN MATHER: And we see here  
22 there's a note that says, "Ian's role, Media Relations  
23 Training." You've touched on it a bit, but I just  
24 want to make sure we have a -- a complete answer.  
25 What do you recall Mr. Bonwick telling you about what

1 Mr. Chadwick would be doing?

2 MS. SARA ALMAS: I don't -- I don't  
3 recollect that -- that Ian's role was specifically  
4 talked about in the context of his proposal. I  
5 believe, because it was at that time that we knew that  
6 Ian was doing some work and there was some questions  
7 the odd time that would happen between staff and the  
8 public about on Ian's role with Compenso, so I sought  
9 -- I believe that I sought the opportunity at this  
10 time just to have a, you know, conversation about what  
11 Ian actually did for the company.

12 MR. JOHN MATHER: So at this point in  
13 time you were -- you were aware that the -- that the -  
14 - the public -- it was publicly known that Mr.  
15 Chadwick was working for Compenso. Do I have that  
16 correct?

17 MS. SARA ALMAS: I -- I believe so.

18 MR. JOHN MATHER: Okay. And why did  
19 you believe so?

20 MS. SARA ALMAS: I know that at a  
21 certain time that his -- his name was on the public  
22 website, and it would have been from staff or the  
23 public that would've contacted me to let me know.

24 MR. JOHN MATHER: I'm sorry, what do  
25 you mean by the public website?

1 MS. SARA ALMAS: The public would have  
2 let ... not public website.

3 MR. JOHN MATHER: Okay.

4 MS. SARA ALMAS: Sorry, the -- the  
5 Compenso website had -- had information on it.

6 MR. JOHN MATHER: Okay. So, and --  
7 and again I just want to make sure I understand  
8 clearly. At this point you -- you don't -- maybe I'll  
9 put it this way, you don't recall whether Mr. Bonwick  
10 said whether Mr. Chadwick was working in relation with  
11 PowerStream?

12 MS. SARA ALMAS: Correct.

13 MR. JOHN MATHER: Okay. So the next  
14 document I'd like to be pulled up is ALE175.

15

16 (BRIEF PAUSE)

17

18 MR. FREDERICK CHENOWETH: Before we  
19 move to that exhibit, are these exhibits to have  
20 exhibit numbers or do I take it that we're just going  
21 to refer to them by their ALE number?

22 THE HONOURABLE FRANK MARROCCO: How do  
23 you want to do that?

24 MS. KATE MCGRANN: I think for ease of  
25 reference we'll continue to refer to them by the

1 document ID that you've been heard called out so far  
2 this morning.

3 THE HONOURABLE FRANK MARROCCO: If  
4 that becomes a problem, let me know and we'll just  
5 change the way we're --

6 MR. WILLIAM MCDOWELL: Just one second  
7 on that point. It -- it's possible I think just to --  
8 to mark them with -- on the database with a code, so  
9 it's the same number but it has a checkmark or  
10 something that indicates that it's been made an  
11 exhibit.

12 MS. KATE MCGRANN: We'll look into  
13 that and come back to you. Thanks.

14

15 CONTINUED BY MR. JOHN MATHER:

16 MR. JOHN MATHER: So, Ms. Almas, on  
17 the screen we have an email dated June 2nd, 2011.  
18 It's from Mr. Bonwick to Brian Bentz, John Glicksman,  
19 copied to yourself.

20 As a preliminary question, did you know  
21 who Mr. Bentz was prior to meeting Mr. Bonwick?

22 MS. SARA ALMAS: I don't believe so.  
23 I don't believe that I -- I would have known him until  
24 the meeting that I had with -- with Paul.

25 MR. JOHN MATHER: And I think you said

1 earlier that Mr. Bonwick suggested that Mr. Bentz had  
2 had some potential concerns, and again I'm not trying  
3 to put words in your mouth so please correct me if I'm  
4 wrong, but had some potential concerns and wanted Mr.  
5 Bonwick to speak to the Town.

6 Do you remember what Mr. Bonwick said  
7 about Mr. Bentz's concerns during the meeting?

8 MS. SARA ALMAS: Sorry, just -- just  
9 to clarify, I don't recoll -- I don't recollect that  
10 he said -- told Mr. Bonwick to contact the Town to get  
11 clarity.

12 MR. JOHN MATHER: Okay.

13 MS. SARA ALMAS: I think -- I think he  
14 was told that he needs to provide PowerStream with  
15 confirmation that there wouldn't be any sort of  
16 conflict, so he reached out --

17 MR. JOHN MATHER: Right.

18 MS. SARA ALMAS: -- obviously to me.

19 MR. JOHN MATHER: Right, and thank  
20 you. Thank you for clarifying.

21 Do you remember anything else about  
22 what Mr. Bonwick said about PowerStream or Mr. Bentz'  
23 concerns?

24 MS. SARA ALMAS: They just didn't want  
25 any potential opportunities that came in the future to

1 be impacted by a conflict with -- with his sister.

2 MR. JOHN MATHER: Who was the mayor at  
3 the time?

4 MS. SARA ALMAS: Mayor Cooper, yes.

5 MR. JOHN MATHER: Do you -- do you  
6 remember at the time receiving this email?

7 MS. SARA ALMAS: I do.

8 MR. JOHN MATHER: And what was your  
9 reaction to receiving this email?

10 MS. SARA ALMAS: I remember being  
11 disappointed. Obviously he put the word "opinion" in  
12 brackets, because we had the conversation that I don't  
13 provide legal advice or opinion. He noted in there,  
14 Provincial Conflict of Interest Act, and I -- I  
15 addressed the Municipal Conflict of Interest Act, but  
16 generally I wasn't -- I wasn't -- I wasn't overly  
17 surprised. Those were the two (2) things I was  
18 frustrated about, but generally I thought it was -- it  
19 was a pretty accurate description of what -- what we  
20 had a conversation about.

21 MR. JOHN MATHER: Okay. So the two  
22 (2) things you were frustrated about was the word  
23 "opinion" in brackets and the Provincial Conflict of  
24 Interest Act. Can you just expand on why you were  
25 concerned about the word "opinion"?

1 MS. SARA ALMAS: Because it -- it gave  
2 more of a -- a legal framework to it in my -- I  
3 personally believe that it made it look like it was  
4 more of a legal interpretation I was providing by  
5 putting the word "opinion" in there.

6 MR. JOHN MATHER: Right. And you had  
7 expressed to Mr. Bonwick that you weren't providing a  
8 legal opinion.

9 MS. SARA ALMAS: Correct.

10 MR. JOHN MATHER: And what concerned  
11 you about the use of the term "Provincial Conflict of  
12 Interest Act"?

13 MS. SARA ALMAS: Because I didn't  
14 speak to anything except for the Municipal Conflict of  
15 Interest Act.

16 MR. JOHN MATHER: Did anything else  
17 concern you about this email?

18 MS. SARA ALMAS: No. In hindsight it  
19 -- it seemed okay because I was -- basically what he  
20 had described as his services were. He didn't detail  
21 what -- what the services were in the response, but I  
22 took his services different than Mr. Bentz and John  
23 Glicksman would've taken his services.

24 MR. JOHN MATHER: And you -- you've  
25 explained to us how you -- you understood his

1 services, so --

2 MS. SARA ALMAS: Yeah.

3 MR. JOHN MATHER: -- based on what Mr.  
4 Bonwick had described what services would be, was this  
5 a fair characterization for him to write that you had  
6 -- that you were, quote,

7 "Quite clear that there was no  
8 conflict of interest based on my  
9 company's relationship with  
10 PowerStream"?

11 MS. SARA ALMAS: And again I addressed  
12 it as the Municipal Conflict of Interest Act, it was  
13 not applicable to siblings.

14 MR. JOHN MATHER: So sorry, and so --  
15 so --

16 MS. SARA ALMAS: So generally, that's  
17 correct.

18 MR. JOHN MATHER: Based on what you --  
19 you knew the time.

20 MS. SARA ALMAS: Yeah.

21 MR. JOHN MATHER: Now, having seen Mr.  
22 Bonwick's retainer with PowerStream, do you think that  
23 was a fair characterization?

24 MS. SARA ALMAS: No.

25 MR. JOHN MATHER: Why not?



1 MS. SARA ALMAS: I -- I -- I --  
2 actually I -- my response regarding the Municipal  
3 Conflict of Interest Act is -- is clear, because the  
4 Municipal Conflict of Interest Act is specific and it  
5 doesn't include siblings, so I -- I think that's okay.  
6 Do I think that if I knew the full extent of what the  
7 services were, I may have responded differently? I'm  
8 not so sure.

9 I think the biggest thing that I'm  
10 frustrated that I didn't do, and as -- as you can see  
11 later on I actually bring this to the attention of our  
12 CAO at the time, because it was concerning me a little  
13 bit, is I wish that I had responded just -- just be  
14 clear this is not a legal opinion or an interpretation  
15 or legal advice.

16 MR. JOHN MATHER: So in retrospect you  
17 wish you would have responded and identified that it  
18 wasn't a legal opinion or legal advice. Is there  
19 anything else you would've said in retrospect?

20 MS. SARA ALMAS: I think I -- I would  
21 have made it clear too in the response that, you know,  
22 if that's what you're looking for, you need to go and  
23 satisfy yourself, you know, same as what I would tell  
24 a member of council.

25 MR. JOHN MATHER: At this point in

1 time wasn't unusual for someone who wasn't a member of  
2 council to be coming to you asking questions about the  
3 Municipal Conflict of Interest Act?

4 MS. SARA ALMAS: Yes, that was -- that  
5 would be rare.

6 MR. JOHN MATHER: Can you think of  
7 another occasion on when it occurred?

8 MS. SARA ALMAS: I cannot offhand. If  
9 a member of the public was concerned that another  
10 member -- that a member of council had -- had  
11 contravened the Act, I may get an inquiry, but again  
12 very rare.

13 MR. JOHN MATHER: I would like to mark  
14 this document as an exhibit.

15 THE HONOURABLE FRANK MARROCCO: Yes.

16

17 --- EXHIBIT NO. 5: ALE0000175

18

19 MR. JOHN MATHER: So the next document  
20 I'd like to pull up is TOC49090.

21

22 (BRIEF PAUSE)

23

24 CONTINUED BY MR. JOHN MATHER:

25 MR. JOHN MATHER: So if we scroll

1 down, we can see that it's the email we were just  
2 looking at from Mr. Bonwick to Mr. Bentz and Mr.  
3 Glicksman, and you then forwarded it on. If we scroll  
4 to the top to Ms. Wingrove, Kim Wingrove -- and she  
5 was the CAO at the time, is that correct?

6 MS. SARA ALMAS: Correct.

7 MR. JOHN MATHER: Okay. Is this what  
8 you were referring to when you said that you forwarded  
9 on the email to Ms. Wingrove?

10 MS. SARA ALMAS: Correct.

11 MR. JOHN MATHER: What did Ms.  
12 Wingrove say about the email?

13 MS. SARA ALMAS: I -- I recollect we -  
14 - we had a brief conversation, and I said, you know, I  
15 did have this conversation with Mr. Bonwick and I  
16 wanted to bring this to your attention.

17 And I remember saying, you know, like  
18 technically he's not saying that I'm giving legal  
19 advice, and I remember having a conversation, is this,  
20 you know, one of the battles that we should engage in  
21 or not engage in, and we -- it was collectively after  
22 the conversation determined that it would remain  
23 unanswered.

24 MR. JOHN MATHER: What you mean by is  
25 this one of the battles we should engage in or not

1 engage in?

2 MS. SARA ALMAS: Like, I think, like -  
3 - like having -- actually I don't -- I don't even know  
4 how to -- like, is this -- is this -- does this  
5 warrant a response basically I think was -- was  
6 basically our conversation, and then we decided that,  
7 you know -- you know, rather than engaging in -- in  
8 the situation, sometimes it's -- it's best just to  
9 leave things alone, and I believe that was the context  
10 of our conversation and hence the hindsight that I  
11 wish I had just responded.

12 MR. JOHN MATHER: Understood,  
13 understood. Other than forwarding this email to Ms.  
14 Wingrove and having the conversation you've described,  
15 did you take any other steps after receiving this  
16 email?

17 MS. SARA ALMAS: No.

18 MR. JOHN MATHER: Did you have any  
19 further conversations with Ms. Wingrove about Mr.  
20 Bonwick?

21 MS. SARA ALMAS: Not that I recollect.

22 MR. JOHN MATHER: Did you ever have  
23 any further conversations with Mr. Bonwick about his  
24 work for PowerStream?

25 MS. SARA ALMAS: Not that I recollect.

1 MR. JOHN MATHER: And as the process  
2 towards the RFP for the sale of Collus, the sale of  
3 Collus and the transaction progressed, you know, from  
4 this date, June 2011 into July 2012, are you -- are  
5 you -- were you aware of Mr. Bonwick's work for  
6 PowerStream ever coming up in conversation or being  
7 brought to your attention again?

8 MS. SARA ALMAS: I don't recollect it  
9 coming to my attention again.

10 MR. JOHN MATHER: Do you recall  
11 whether you ever thought about Mr. Bonwick's work for  
12 PowerStream as the Collus sale was being carried  
13 through?

14 MS. SARA ALMAS: I -- I -- I -- I'm  
15 sure that I did but I don't recollect at what point.

16 MR. JOHN MATHER: Okay. So it sounds  
17 like you -- you don't recollect where but you think  
18 you maybe did. Do you remember what you thought? Did  
19 you have a concern? Do you remember what the recollection  
20 was?

21 MS. SARA ALMAS: You know, piecing  
22 together, like, once I became aware that the sale was  
23 happening and soon as I heard that one of the  
24 participants was -- was PowerStream, you know, would  
25 have been that kind of trigger that, hmm --

1 MR. JOHN MATHER: You said would have  
2 been the trigger. Do -- do you remem -- and I just  
3 want --

4 MS. SARA ALMAS: No.

5 MR. JOHN MATHER: That's fine.

6 MS. SARA ALMAS: It's so long ago. I  
7 apologize.

8 MR. JOHN MATHER: No, no. And  
9 understood. It's -- it's a -- it's a while. And I  
10 take it then -- do you recall ever speaking to anyone  
11 about Mr. Bonwick and PowerStream later in the  
12 process, for instance after it was announced they were  
13 a bidder?

14 MS. SARA ALMAS: No, because I had the  
15 whole conversation with the CAO and the CAO was  
16 involved throughout the -- the pro -- process on the  
17 task team, so she was aware and if she felt that that  
18 was an issue that came up, I expected that she would  
19 have made a statement.

20 MR. JOHN MATHER: Understood. So the  
21 next document I would like to pull up is CJI10492.

22

23 (BRIEF PAUSE)

24

25 MR. JOHN MATHER: So we're scrolling

1 through the document, and if we go to the top of the  
2 page -- so it's my understanding that this is another  
3 copy of a page from your notebook. Is that correct?

4 MS. SARA ALMAS: Correct.

5 MR. JOHN MATHER: And the date on the  
6 top of the note is May 18th, 2011, and if we scroll  
7 down, there is a note that says "Collus - valuation,  
8 financial report, in camera, council rep, arrow  
9 motion."

10 Do you recall the circumstances of you  
11 making this note on or around May 18th?

12 MS. SARA ALMAS: So certainly the next  
13 the next -- the next council meeting, I believe it was  
14 the -- the public presentation of Collus presenting a  
15 business plan, and so I would have been given  
16 information to say, you know, when you're preparing  
17 your agenda, you know, this is the -- the information.  
18 I did note in camera on here.

19 In reviewing actually the -- the next  
20 set of minutes, there was no in camera, because quite  
21 regularly I'd be asked to have something to go in  
22 camera and I would have to say whether it met the test  
23 of being in camera or not, and I could see that this  
24 could have been one (1) of those instances.

25 MR. JOHN MATHER: Of whether or not it

1 would be in camera or not?

2 MS. SARA ALMAS: So I might have been  
3 told by, and most likely it would have been Ed  
4 Houghton saying that on the next agenda we need these  
5 items to go forward, including an in camera, and then  
6 I would have to make the decision whether it's an in  
7 camera or not, because I -- I don't believe that there  
8 was an in camera actually on that meeting.

9 MR. JOHN MATHER: Do you recall Mr.  
10 Houghton or anyone else specifically mentioning that  
11 there had been a valuation of Collus at this point?

12 MS. SARA ALMAS: No. Just it was  
13 provided me in this context, together with their  
14 business plan, but it didn't trigger a sale to me.

15 MR. JOHN MATHER: And -- and I  
16 appreciate that. I'm just wondering if, you know,  
17 looking at this note today but then going back to  
18 2011, May 2011, if you recall anyone telling you that  
19 there had been a valuation of Collus or there was a  
20 contemplation of a valuation of Collus, so there was  
21 someone determining what its -- what its value would  
22 be?

23 MS. SARA ALMAS: I wasn't involved  
24 with the Collus board at all, and so I would write  
25 down face value the information that was given and I



1 wasn't aware what they were doing.

2 MR. JOHN MATHER: And I think -- I  
3 just want to make sure I have this correct, that you  
4 don't recall who gave you whatever information that  
5 led to this note?

6 MS. SARA ALMAS: Correct. And I  
7 didn't -- I didn't note it here and I can't remember--

8 MR. JOHN MATHER: Can't remember.

9 MS. SARA ALMAS: -- eight (8) years  
10 ago.

11 MR. JOHN MATHER: I would like to mark  
12 this document as an exhibit.

13 THE HONOURABLE FRANK MARROCCO: Yes.

14

15 --- EXHIBIT NO. 6: CJI0010492

16

17 CONTINUED BY MR. JOHN MATHER:

18 MR. JOHN MATHER: The next document  
19 I'd like to pull up is CJI9217.

20

21 (BRIEF PAUSE)

22

23 MR. JOHN MATHER: And then after that  
24 I'd also like to pull up 9218.

25

1 (BRIEF PAUSE)

2

3 MR. JOHN MATHER: So we'll come back  
4 to it, Ms. Wingrove, (sic) but this is documents  
5 CJI9217, so if we could just scroll.

6

7 (BRIEF PAUSE)

8

9 MR. JOHN MATHER: Actually, no, we --  
10 we'll stay here for now. Do you recognize this  
11 document?

12 MS. SARA ALMAS: Yes.

13 MR. JOHN MATHER: What is it?

14 MS. SARA ALMAS: It was the mayor's  
15 speaking notes.

16 MR. JOHN MATHER: The mayor's speaking  
17 notes from when?

18 MS. SARA ALMAS: I believe it's  
19 December the 5th.

20 MR. JOHN MATHER: Is there something  
21 you want to see? Do you want to go to the top of the  
22 document?

23 MS. SARA ALMAS: The very top of the  
24 page, I -- I've noted to keep with the December 5th in  
25 camera package and that it was confidential.

1                   MR. JOHN MATHER:    So these are the  
2 mayor's speaking notes from December 5th from a  
3 council meeting?

4                   MS. SARA ALMAS:    From the in camera  
5 council meeting, correct.

6                   MR. JOHN MATHER:    And how do you know  
7 these are the mayor's notes?

8                   MS. SARA ALMAS:    Because -- let's just  
9 go back to the bottom. Number one (1), I was present  
10 at the meeting, so I observed her speaking, and this  
11 is -- these are her notes.

12                  MR. JOHN MATHER:    I'm sorry, I just --  
13 I -- I just want to make sure, like, why do you  
14 believe these to be her notes? Did you see her write  
15 them, for instance?

16                  MS. SARA ALMAS:    Yes. I generally sit  
17 beside the mayor at -- at all meetings, and they  
18 regularly -- the mayor will regularly write notes on  
19 her information, notes for herself to remember  
20 whenever she is speaking, and then after all in camera  
21 meetings are finished, I gather all of the materials  
22 from in camera because obviously all the materials are  
23 confidential, and I would have collected her material  
24 and this was with it.

25                  MR. JOHN MATHER:    Yeah. And so do you

1 recognize this as her handwriting?

2 MS. SARA ALMAS: Yes.

3 MR. JOHN MATHER: So I'd like to mark  
4 this as an exhibit.

5 THE HONOURABLE FRANK MARROCCO: Yes.

6

7 --- EXHIBIT NO. 7: CJI0009217

8

9 MR. JOHN MATHER: And then I will pull  
10 up CGI9218.

11

12 (BRIEF PAUSE)

13

14 CONTINUED BY MR. JOHN MATHER:

15 MR. JOHN MATHER: So this is a -- a  
16 different document. Do you recognize it?

17 MS. SARA ALMAS: It -- it -- it  
18 appears to be more notes from the mayor.

19 MR. JOHN MATHER: Okay. And can we  
20 scroll down?

21

22 (BRIEF PAUSE)

23

24 MR. JOHN MATHER: Do you have any --  
25 do you -- do you have any reason to believe that these

1 notes are from the same meeting as the notes we just  
2 looked at?

3 MS. SARA ALMAS: I believe that they  
4 are the same -- same meeting.

5 MR. JOHN MATHER: And why do you  
6 believe that?

7 MS. SARA ALMAS: Because I believe on  
8 December the 5th was whenever council instructed staff  
9 to pursue negotiations with the number one (1)  
10 proponent and report back to council.

11 MR. JOHN MATHER: This is the -- the  
12 December 5th in camera meeting where a decision was --

13 MS. SARA ALMAS: I believe so. I  
14 would have to look at my notes but I believe on  
15 December 5th that's what happened.

16 MR. JOHN MATHER: Yeah. I'd like to  
17 mark this as an exhibit.

18 THE HONOURABLE FRANK MARROCCO: Yes.

19

20 --- EXHIBIT NO. 8: CJI0009218

21

22 (BRIEF PAUSE)

23

24 MR. JOHN MATHER: Ms. Almas, in 2010  
25 to 2012, were you ever involved in any procurement or

1 RFPs for the Town of Collingwood?

2 MS. SARA ALMAS: Generally within --  
3 within the bylaw, I believe it was 2006, the clerk had  
4 some responsibilities within the bylaw. It was -- the  
5 bylaw was actually finalized by an external lawyer at  
6 Aird & Berlis through our Treasury Department and  
7 responsibility for purchasing was either through the  
8 buyer or purchasing manager or department head and --  
9 and on the prescribed forms that were provided by the  
10 Treasurer, I believe.

11 MR. JOHN MATHER: That was in 2010 to  
12 2012?

13 MS. SARA ALMAS: Yes.

14 MR. JOHN MATHER: So at that point in  
15 time did you have any role in Town RFPs or  
16 procurement?

17 MS. SARA ALMAS: I -- so that -- I was  
18 responsible for opening, so at that time all RFPs that  
19 the Town of Collingwood issued, it was the clerk's  
20 requirement to be present and to open those and then  
21 work with either the department head or the buyer  
22 regarding any sort of official process that, you know,  
23 that might need to be completed.

24 MR. JOHN MATHER: What do you mean you  
25 were responsible for opening? What -- what did that

1 involve?

2 MS. SARA ALMAS: So generally --  
3 generally all the RFPs or tenders that were provided  
4 were actually opened in a public forum.

5 MR. JOHN MATHER: And by opened do you  
6 mean what was submitted was --

7 MS. SARA ALMAS: Right. So it was --  
8 it was publicly known who bid on a project, and -- but  
9 the -- if there was a two (2) envelope system, the  
10 price envelope wouldn't be provided but at least it  
11 would be known who -- who was bidding.

12 MR. JOHN MATHER: And can you just  
13 explain, again for someone who might not be familiar  
14 with procurement, what a two (2) envelope system is?

15 MS. SARA ALMAS: Certainly. So  
16 basically we ask that proposals be submitted, one (1)  
17 including background information, the proposal, the  
18 details, any sort of experience, any sort of reference  
19 material that they have to support their bid, with the  
20 second envelope being retained with only the price on  
21 what they're -- they're bidding, the -- the dollar  
22 amount. So basically you would evaluate the criteria  
23 and then only the top ring bidders, I generally would  
24 be able -- you'd open their -- the second envelope.

25 MR. JOHN MATHER: So a proponent would

1 submit two (2) envelopes. One (1) would contain what  
2 was essentially non-financial criteria. Is that a  
3 fair characterization?

4 MS. SARA ALMAS: Correct.

5 MR. JOHN MATHER: And then one (1)  
6 envelope would contain the financial criteria?

7 MS. SARA ALMAS: Correct.

8 MR. JOHN MATHER: And I think I  
9 understood from your answer, the non-financial  
10 criteria would typically be opened publicly?

11 MS. SARA ALMAS: Correct.

12 MR. JOHN MATHER: Okay. And -- and  
13 then from there the top bidders, the financial  
14 envelope would be opened?

15 MS. SARA ALMAS: So I should clarify  
16 that. That's our process since we implemented our new  
17 purchasing bylaw in 2014 or '15, but before that, I  
18 can't recollect if -- if all the prices were opened in  
19 2010 to '12 or whether it was just the top ring  
20 bidders, because now it's just the top ring bidders,  
21 would you get the second one (1).

22 MR. JOHN MATHER: Fair enough, so not  
23 -- not certain in two thousand --

24 MS. SARA ALMAS: Yeah.

25 MR. JOHN MATHER: -- ten, 2012,



1 whether all of the financial envelope would be opened  
2 or not.

3 MS. SARA ALMAS: Right.

4 MR. JOHN MATHER: But would -- the  
5 ones that would be opened, would they be opened  
6 publicly?

7 MS. SARA ALMAS: Generally.

8 MR. JOHN MATHER: Generally, okay.  
9 And in 2010 to 2012 were most procurements two (2)  
10 envelope procurements; were some?

11 MS. SARA ALMAS: I -- I believe that  
12 anything significant was generally done with the two  
13 (2) envelope system, but I have -- I'd have to go  
14 through my records.

15 MR. JOHN MATHER: That's -- that's  
16 your recollection, that more significant matters would  
17 -- would go --

18 MS. SARA ALMAS: Yes.

19 MR. JOHN MATHER: -- would generally  
20 go two (2) envelopes? Is that -- is that fair?

21 MS. SARA ALMAS: Correct.

22 MR. JOHN MATHER: Okay. In terms of  
23 the weighting of the value of the non-financial  
24 submission versus the financial submission, was -- and  
25 again 2010 to 2012, was there any policy or guideline

1 on how those two (2) components of a bid should be  
2 weighted?

3 MS. SARA ALMAS: No, there wasn't a  
4 guideline and I -- I -- I'm aware that when they did,  
5 depending on the significance and depending what the  
6 project was and the proposal was for, whether it was  
7 for a professional service or -- or something else,  
8 but it -- it wasn't consistent. It wasn't -- whether  
9 it was 60/40 or 70/30. It varied depending on the  
10 project.

11 MR. JOHN MATHER: Okay. So I want to  
12 move to a bit of a different topic area at this point,  
13 and just to put everyone and yourself in a point in  
14 time, I want to ask some questions about the process  
15 of negot -- of the signing of the Transaction  
16 documents.

17 And by that I mean we can see in the  
18 Foundation Document that on January 23rd, 2012,  
19 Council decided to proceed with the negotiations with  
20 PowerStream to finalize a sale of 50 percent of Collus  
21 that followed the December 5th meeting, 2011, we spoke  
22 to earlier where they instructed staff -- or sorry,  
23 instructed -- you'll correct me if I'm misstating  
24 this, but instructed staff to continue negotiations.  
25 So I want to talk about that process of finalizing the

1 Transaction documents.

2 Were you involved in that process?

3 MS. SARA ALMAS: No.

4 MR. JOHN MATHER: It's my  
5 understanding that you signed the Transaction  
6 documents.

7 MS. SARA ALMAS: Yes.

8 MR. JOHN MATHER: Is that correct?

9 MS. SARA ALMAS: That's correct.

10 MR. JOHN MATHER: Okay.

11 MS. SARA ALMAS: I'm a signatory for  
12 the Corporation.

13 MR. JOHN MATHER: And it's also my  
14 understanding that in order to have those Transaction  
15 documents signed, a bylaw needed to be passed. Is  
16 that fair?

17 MS. SARA ALMAS: That's correct.

18 MR. JOHN MATHER: Okay. Were you  
19 involved in drafting that bylaw?

20 MS. SARA ALMAS: Ironically I wasn't  
21 on this one (1).

22 MR. JOHN MATHER: And why do you say  
23 ironically you were not?

24 MS. SARA ALMAS: Because I recall  
25 receiving the bylaw actually from Leo Longo, a draft

1 bylaw that was circulated to, I believe, my -- myself  
2 and the CAO and -- and Ed Houghton at the time, but  
3 generally the clerk's department prepares 95 percent  
4 of all the bylaws that -- that we do, unless it's some  
5 sort of complex nature that -- that we would have  
6 done. I know in the remaining sale transaction, we  
7 had solicitor involvement as well, but it also  
8 included more provisions in there because we had to  
9 deal with buy-sell requirements, so basically if -- if  
10 I had prepared the bylaw, it would have been more  
11 simplified in its nature.

12 MR. JOHN MATHER: Okay, and so maybe  
13 to assist in understanding that a bit further, we'll  
14 pull up page 196 of the Foundation Document.

15

16 (BRIEF PAUSE)

17

18 MR. JOHN MATHER: And, Your Honour, I  
19 -- at this point I don't know what your views on a  
20 morning break. I'm happy to continue but I just --

21 THE HONOURABLE FRANK MARROCCO: 11:30.

22 MR. JOHN MATHER: 11:30?

23 THE HONOURABLE FRANK MARROCCO: 11:30,

24 if that's okay with everybody, for fifteen (15)

25 minutes.

1

2 CONTINUED BY MR. JOHN MATHER:

3

MR. JOHN MATHER: All right, thank  
4 you. So Ms. Almas, if we could draw your attention to  
5 paragraph 492, there's a description of -- on January  
6 17th, 2012, Leo Longo of Aird & Berlis sent Ed  
7 Houghton a draft bylaw authorizing Collingwood to  
8 enter the Share Purchase Agreement and the Unanimous  
9 Shareholders Agreement with PowerStream. And I just  
10 want to ask you a few questions to help understand  
11 what's going on in these -- these coming paragraphs.

12

So the Share Purchase Agreement and the  
13 Unanimous Shareholders Agreement, it's our  
14 understanding that those are the -- the primary  
15 documents that effected the sale of Collus. Is that  
16 your understanding?

17

MS. SARA ALMAS: That's correct.

18

MR. JOHN MATHER: Okay. And who was  
19 Leo Longo?

20

MS. SARA ALMAS: Leo Longo the Town's  
21 municipal solicitor.

22

MR. JOHN MATHER: And he works for  
23 Aird & Berlis?

24

MS. SARA ALMAS: Correct.

25

MR. JOHN MATHER: And so was this what

1 you were referring to when you said that Mr. Longo  
2 drafted the bylaw authorizing Collingwood to enter the  
3 -- the two (2) agreements?

4 MS. SARA ALMAS: Correct.

5 MR. JOHN MATHER: Okay. And so is it  
6 fair to say, based on what you've said, you would --  
7 you at the time would have expected to be responsible  
8 for drafting the bylaw?

9 MS. SARA ALMAS: Generally I would for  
10 -- for items of a similar nature.

11 MR. JOHN MATHER: Did anyone have any  
12 discussions with you about why Mr. Longo would be  
13 drafting this bylaw?

14 MS. SARA ALMAS: No. However, I knew  
15 that Aird & Berlis, you know, had been working very  
16 intimately on this file, so I know that generally that  
17 when bylaws come forward and my responsibility with  
18 them is really to ensure they're technical in nature  
19 and that they're enforceable, so obviously coming from  
20 the -- the lawyer, I didn't have any concern because  
21 basically it's -- it's the author of whoever needs the  
22 bylaw, it's -- it's however they -- they want that  
23 information to be contained.

24 MR. JOHN MATHER: Understood. So  
25 unusual that Mr. Longo was drafting it but you weren't

1 concerned with the process at the time?

2 MS. SARA ALMAS: No.

3 MR. JOHN MATHER: Okay. So if we can  
4 scroll down to paragraph 493.

5

6 (BRIEF PAUSE)

7

8 MR. JOHN MATHER: And so I don't  
9 propose to take you to the whole bylaw, so I'm just  
10 going to ask you questions that are set out in the  
11 document. So this paragraph says the bylaw drafted by  
12 Mr. Longo included the following clauses, and there's  
13 two (2) clauses there. The first is,

14 "That the mayor and clerk be  
15 authorized to execute the Share  
16 Purchase Agreement and Shareholders  
17 Agreement with PowerStream  
18 respecting the purchases of shares  
19 of the Collingwood Utility Services  
20 Corp. once those agreements are in a  
21 form and content to the satisfaction  
22 of the Town's solicitor."

23 Do you have any -- looking at that now,  
24 do you have any concerns about that clause, any  
25 thoughts about the clause?

1 MS. SARA ALMAS: No.

2 MR. JOHN MATHER: Is that something  
3 you would have included had you drafted the bylaw?

4 MS. SARA ALMAS: We generally  
5 wouldn't, you know, indicate actually within the bylaw  
6 to the satisfaction of the Town's solicitors because  
7 Town staff, you know, take the advice of their  
8 solicitors before we signed an agreement anyways, so  
9 it was common practice, you know, whether it was  
10 included in -- within the -- the specificity of the  
11 bylaw or not.

12 MR. JOHN MATHER: So just to make sure  
13 I understand, it wasn't your practice to include  
14 satisfaction of the Town's solicitor, instead it would  
15 be the satisfaction of the staff member under the  
16 understanding that that staff member would be taking  
17 advice from the solicitor?

18 MS. SARA ALMAS: No. Basically would  
19 say that the mayor and clerk be authorized to execute  
20 whatever documents are necessary to effect the  
21 decision of council, in a very broad sense.

22 MR. JOHN MATHER: Okay. And -- and  
23 --

24 MS. SARA ALMAS: We wouldn't say to  
25 the satisfaction of anyone.



1 MR. JOHN MATHER: Okay. Oh, so it  
2 wouldn't say to the satisfaction of anyone?

3 MS. SARA ALMAS: No.

4 MR. JOHN MATHER: But --

5 MS. SARA ALMAS: But --

6 MR. JOHN MATHER: -- on the  
7 understanding that staff was going to be seeking legal  
8 advice?

9 MS. SARA ALMAS: Absolutely.

10 MR. JOHN MATHER: Thank you. That  
11 helps clarify.

12 And then the second portion of the  
13 bylaw that's reflected here says,

14 "That appropriate Town staff and the  
15 Town solicitor report back to  
16 council as required, as the  
17 conditions precedent to closing this  
18 transaction are addressed, and in  
19 any event prior to the final closing  
20 of the share purchase Transaction."

21 Did you have, at the time or today, any  
22 views on this portion of the bylaw?

23 MS. SARA ALMAS: No, I didn't -- I  
24 didn't have any concerns when I -- I first read it.  
25 With doing that, you know, obviously -- it's not

1 something that we would normally do prior to closing.

2           An analogy would be if I am authorized  
3 to execute agreements on behalf of a corporation for a  
4 purchase and sale, I don't then go back, sign the  
5 agreement, and report back to Council to say I did  
6 what you told me to do before it closes. So I -- I  
7 did think that it was a little odd. For example,  
8 council in our last transaction was provided with a  
9 breakdown after the closing had happened because we  
10 had been provided other direction to undertake before  
11 -- before -- for the closing, so then we reported  
12 back, you know, the outcome of the closing.

13           MR. JOHN MATHER:    So what you're  
14 identifying as odd or unusual is -- is the requirement  
15 that before closing --

16           MS. SARA ALMAS:    M-hm.

17           MR. JOHN MATHER:    -- the staff or  
18 solicitor report back to council.

19           MS. SARA ALMAS:    Right. If there was  
20 something that was significantly changed from what I  
21 believe the intent that council approved and provided  
22 the authorization on, then absolutely council --  
23 report -- go back to council, but not just for the  
24 fact of going back to counsel.

25           MR. JOHN MATHER:    Okay, understood.

1 I'll have some more questions but I think it's 11:30,  
2 so --

3 THE HONOURABLE FRANK MARROCCO: Just  
4 before we break, number three (3), can you help me  
5 with -- what's that supposed to mean though, that --

6 "That the appropriate Town staff and  
7 the Town solicitor report back to  
8 Council as required, as the  
9 conditions precedent to closing the  
10 transaction are addressed, and in  
11 any event prior to final closing."

12 Condition precedent to closing the  
13 transaction, so if they don't do it, can't close.

14 MS. SARA ALMAS: I didn't recollect  
15 that that was a condition precedent, but again I  
16 wasn't familiar with the documents nor with the  
17 preparation of this.

18 THE HONOURABLE FRANK MARROCCO: Thank  
19 you.

20 We'll break for fifteen (15) minutes.

21

22 --- Upon recessing at 11:31 a.m.

23 --- Upon resuming at 11:51 a.m.

24

25 THE HONOURABLE FRANK MARROCCO: I just

1 want to clarify, we will be marking the exhibits with  
2 numbers and the documents that have been tendered so  
3 far, we'll produce a list so you have the numbers for  
4 them.

5

6 (BRIEF PAUSE)

7

8 MR. FREDERICK CHENOWETH: I just --  
9 with respect to that, Your Honour, I -- I thought my --  
10 - I thought My Friend, Mr. McDowell's comments were  
11 useful and that he suggested that it may also be  
12 possible to mark -- I take it he meant the Foundation  
13 Document, with -- with a note that certain links were  
14 made exhibits. If that's possible, that might be of  
15 assistance as well.

16 THE HONOURABLE FRANK MARROCCO: I'll  
17 think about that, Mr. Chenoweth.

18

19 CONTINUED BY MR. JOHN MATHER:

20 MR. JOHN MATHER: So if we could pull  
21 back up the Foundation Document where we were, page  
22 196.

23

24 (BRIEF PAUSE)

25

1 MR. JOHN MATHER: So paragraph 492, I  
2 believe, was around where we were.

3

4 (BRIEF PAUSE)

5

6 MR. JOHN MATHER: So Ms. -- 493,  
7 sorry. So Ms. Almas, just to reorient -- reorient  
8 ourselves, we were discussing these two (2) provisions  
9 of the bylaw that Mr. Longo drafted. If we could go  
10 down to the next paragraph.

11

12 (BRIEF PAUSE)

13

14 MR. JOHN MATHER: And so this is  
15 paragraph 494 and we see that on January 18th, 2012,  
16 Dennis Nolan, who was the Executive Vice-President,  
17 Corporate Services, and Secretary at PowerStream, sent  
18 Mr. Houghton a revised version of the draft bylaw that  
19 Mr. Longo had prepared.

20 In this time period, Ms. Almas, would  
21 you have expected that the counter-party to a  
22 transaction would have had the opportunity to revise a  
23 bylaw that had been prepared for the Town?

24 MS. SARA ALMAS: Absolutely not.

25 MR. JOHN MATHER: Why not?

1 MS. SARA ALMAS: Because this is the  
2 Town's -- the Town's bylaw and it's how the Town wants  
3 it to be in the form and approval for Town Council's  
4 interests. It wasn't for PowerStream's interest.

5 MR. JOHN MATHER: Do you recall any  
6 discussion within the Town about -- let me put it  
7 another way -- were you -- as far as you were aware,  
8 did anyone know that PowerStream had made a revision  
9 of the bylaw drafted by Mr. Longo?

10 MS. SARA ALMAS: No. I was surprised  
11 to see that it had been to PowerStream.

12 MR. JOHN MATHER: Do you remember any  
13 conversations along those lines?

14 MS. SARA ALMAS: No.

15 MR. JOHN MATHER: I want to look at  
16 the summary of changes in this paragraph in terms of  
17 what Ms. -- the changes Mr. Nolan made to the bylaw,  
18 starting with subparagraph (b) here which says that,

19 "Mr. Nolan replaced the requirement  
20 that the Share Purchase Agreement  
21 and the Unanimous Shareholders  
22 Agreement be in a form and contents  
23 to the satisfaction of the Town  
24 solicitor, with a requirement that  
25 the agreements be in form and

1 content to the satisfaction of the  
2 mayor."

3 Reviewing that today, do you have any  
4 concerns with that proposed change?

5 MS. SARA ALMAS: Certainly knowing  
6 that at the time the mayor was involved with both the  
7 Town and the task force that was undertaking the  
8 review and negotiation with -- with PowerStream, I  
9 understand that she would have a little bit more  
10 intimate knowledge, but regardless I -- as I -- I knew  
11 Mayor Cooper, I know that the mayor would be relying  
12 upon legal and staff advice for executing such a  
13 document, so I wasn't terribly concerned.

14 MR. JOHN MATHER: And when you say  
15 wasn't terribly concerned, did you -- do you recall  
16 reviewing, and now you may have answered this and I  
17 apologize, but do you -- do you recall reviewing these  
18 draft bylaws at the time or is this sitting here  
19 today?

20 MS. SARA ALMAS: I recall receiving  
21 the final version that came in that evening, and again  
22 it came in on a Thursday evening, once we had gone  
23 home from work with that final version from Mr.  
24 Houghton, but again the bylaw, I am sure that the  
25 technical components of the bylaw are there, but it

1 was -- it -- it's basically a CAO report, prepared by  
2 staff report, and like I said earlier, it's the  
3 Business Unit's requirement, what they believe should  
4 be in the bylaw that -- that formed the bylaw.

5 MR. JOHN MATHER: And we can go to it  
6 if we need to, but I think the final version of the  
7 bylaw essentially has this change, which is it's in  
8 the form and content to the satisfaction of the mayor.  
9 So I understand that you saw that at the time and you  
10 were comfortable with it. Is that fair?

11 MS. SARA ALMAS: Because I knew that  
12 she'd be rely -- relying on the advice --

13 MR. JOHN MATHER: Right.

14 MS. SARA ALMAS: -- of our solicitors  
15 and staff.

16 MR. JOHN MATHER: Yeah, which you  
17 explained, so thank you.

18 So moving to Item (c), subparagraph  
19 (c), it said,

20 "Remove the requirement of that --  
21 requirement that Town staff and the  
22 solicitor report back to council  
23 before the closing of the  
24 Transaction."

25 Do you see that?



1 MS. SARA ALMAS: Yes.

2 MR. JOHN MATHER: You have any  
3 concerns with this proposed change?

4 MS. SARA ALMAS: No. I think we  
5 touched upon it a little bit earlier.

6 MR. JOHN MATHER: The reasons we  
7 discussed, that it -- in fact it wasn't -- it was  
8 unusual to have a report back. Is that fair?

9 MS. SARA ALMAS: Right. Unless there  
10 was some sort of significant change from what council  
11 had -- had authorized.

12 MR. JOHN MATHER: Then with  
13 subparagraph (d) it says,

14 "Added a clause authorizing the  
15 mayor and town clerk to execute any  
16 documents related to the  
17 Transaction."

18 MR. JOHN MATHER: Do you recall at the  
19 time whether this suggestion caused you any concern?

20 MS. SARA ALMAS: No, it didn't.

21 MR. JOHN MATHER: And why not?

22 MS. SARA ALMAS: That's generally in -  
23 - in significant transactions, there could be other  
24 documents that are required to effect the decision of  
25 the Council and to ensure that we have the appropriate

1 authority, the Council authority through bylaw to  
2 execute them. There's generally a statement like  
3 this, I think within the bylaw.

4 MR. JOHN MATHER: Thank you. So as we  
5 talked about, you -- you actually sign the documents  
6 themselves. Do you recall when the Transaction  
7 documents were signed?

8 MS. SARA ALMAS: They were signed  
9 early March of 2012.

10 MR. JOHN MATHER: And --

11 MS. SARA ALMAS: Well, there's two (2)  
12 sets of signing documents. There was those documents  
13 and the signing at close.

14 MR. JOHN MATHER: Okay, and when was  
15 the close, do you remember?

16 MS. SARA ALMAS: I believe it was on  
17 July 31st.

18 MR. JOHN MATHER: So there was signing  
19 in March 2012 and a signing on July 31st, 20012?

20 MS. SARA ALMAS: Right.

21 MR. JOHN MATHER: Do you remember what  
22 happened in between those two (2) signings, the March  
23 signing and the July signing?

24 MS. SARA ALMAS: So once the  
25 Transaction agreements were prepared, I believe the

1 requirement was that it's sent to the OEB and then OEB  
2 has to approve it before that can be finalized, and I  
3 believe that was what -- what occurred in between.

4 MR. JOHN MATHER: Okay. So there was  
5 an initial signing and then the OEB approval process  
6 and then a final signing?

7 MS. SARA ALMAS: Correct.

8 MR. JOHN MATHER: Is that fair  
9 characterization?

10 MS. SARA ALMAS: I believe that's  
11 true.

12 MR. JOHN MATHER: That's to the best  
13 of your recollection.

14 Starting with the March signing, would  
15 you have read the -- and when I say the Transaction  
16 documents I mean the Share Purchase Agreement and  
17 Unanimous Shareholders Agreement and any related  
18 documents.

19 Would you have read those prior to  
20 signing them?

21 MS. SARA ALMAS: No, I did not.

22 MR. JOHN MATHER: How did you know  
23 what was in those documents?

24 MS. SARA ALMAS: So we actually  
25 received an email from our Town solicitor, Leo Longo.

1 It included a memory -- sorry, a memorandum that  
2 summarized what the documents were to be executed, and  
3 he advised that he would be available to answer any  
4 questions. So we were scheduled via teleconference  
5 with both Leo Longo, the CAO, the mayor, and Ed  
6 Houghton, and we reviewed the various agreements. So  
7 as I said before, we would not execute any sort of  
8 documents without a solicitor review. That is what  
9 happened on -- on those dates, you know, whether it  
10 was included in the bylaw or not.

11 MR. JOHN MATHER: So -- so my question  
12 was about the March date. So there was a call with  
13 yourself, Mr. Longo, I believe you said the CAO, Mr.  
14 Houghton. Did I miss anyone?

15 MS. SARA ALMAS: I believe -- I  
16 believe it was just the four (4) of us.

17 MR. JOHN MATHER: The four (4) of us.  
18 Do you remember anything specifically about that call?

19 MS. SARA ALMAS: Yes. I think in  
20 reviewing some of the agreements, the CAO had some  
21 concerns and wanted to have them addressed, so we  
22 decided to have the call with Leo, and Ed participated  
23 in that call and we discussed -- we have reviewed some  
24 of the issues. There was questions. Ed tried to, you  
25 know, explain why things were done a certain way. I

1 recall the discussion at some points where it was a  
2 little -- was a little heated.

3 MR. JOHN MATHER: What do you mean by  
4 "heated"?

5 MS. SARA ALMAS: Because the CAO was  
6 asking some targeted questions and so Leo would say,  
7 you know, because he wasn't, you know, familiar --  
8 sorry, familiar with the details of some of the more  
9 electricity sector-related information versus the  
10 municipal components of it, so when he was speaking to  
11 it, was speaking generally, and I remember Ed trying  
12 to explain or justify the reason why things were done  
13 the way they were.

14 MR. JOHN MATHER: I'm going to go  
15 through some of this, but I want to pick up on  
16 something you just said, that Mr. Longo indicated that  
17 he wasn't familiar with certain details, I believe  
18 with respect to the energy sector.

19 Do you remember what those details  
20 were?

21 MS. SARA ALMAS: Not -- not  
22 specifically.

23 MR. JOHN MATHER: Do you remember  
24 having any concern that Mr. Longo was expressing that  
25 he didn't follow for -- or was having difficulty with

1 some details of the Transaction documents?

2 MS. SARA ALMAS: And that's what Ed  
3 was trying to explain to him.

4 MR. JOHN MATHER: And from the best of  
5 your recollection, did it appear that Mr. Longo was  
6 satisfied with Mr. Houghton's explanation?

7 MS. SARA ALMAS: I believe during --  
8 either during that conversation or following that  
9 conversation, everybody was in agreement that the --  
10 the documents were in a form that were satisfactory,  
11 met what -- what council has requested --

12 MR. JOHN MATHER: And -- and can I --

13 MS. SARA ALMAS: -- and --

14 MR. JOHN MATHER: Oh, sorry.

15 MS. SARA ALMAS: -- and hence why they  
16 were signed.

17 MR. JOHN MATHER: And just to put --  
18 make sure we're clear on the point in time, this is  
19 the conversation before the March signing of the  
20 documents. Is --

21 MS. SARA ALMAS: Correct.

22 MR. JOHN MATHER: -- that correct?  
23 Okay. And you mentioned that Ms. Wingrove had some  
24 concerns or issues she wanted to raise. Do you  
25 remember what those were?

1 MS. SARA ALMAS: I don't recall  
2 what they specifically were about.

3 MR. JOHN MATHER: Do you have -- did  
4 you have any discussions -- so following that call,  
5 did you have any further conversations about what had  
6 been discussed on that call, the disagreements or  
7 issues that had been raised?

8 MS. SARA ALMAS: I'm sure that we did.  
9 I had a pretty open professional relationship with the  
10 CAO and I'm sure we would have went back to her  
11 office, because they were in the same area, discussing  
12 the -- the content of -- of the call, but I don't know  
13 specifics.

14 MR. JOHN MATHER: Do you have a  
15 specific recollection of speaking with her or is that  
16 just something you think you would have done?

17 MS. SARA ALMAS: Yeah, it's something  
18 that would be normal.

19 MR. JOHN MATHER: So again March -- in  
20 the March signing, when you did sign the documents did  
21 you feel comfortable with what had been explained to  
22 you by Mr. Longo and Mr. Houghton?

23 MS. SARA ALMAS: Yes, yes. I was  
24 comfortable -- the documents came forward from Ron  
25 Clark, the energy sector lawyers, from Aird & Berlis

1 firm, provided to our solicitor, so they -- they  
2 weren't even sent to me directly, and so they were --  
3 were provided and reviewed to us by our Town  
4 solicitor, and I recall I was comfortable following  
5 our conversation with executing them.

6 MR. JOHN MATHER: Sorry -- what was  
7 your understanding of Ron Clark's role?

8 MS. SARA ALMAS: So Mr. Ron Clark was  
9 working primarily directly with -- with Ed Houghton  
10 and Collus at the time, doing the detailed elect --  
11 the -- you know, the electric industry -- industry  
12 work that was required and obviously the -- the  
13 recapitalization requirements and all that between I  
14 think Ron Clark and Corrine Kennedy at the time.

15 MR. JOHN MATHER: And Ms. Clark and  
16 Ms. -- sorry, Mr. Clark and Ms. Kennedy are both at  
17 Aird & Berlis as well, correct?

18 MS. SARA ALMAS: Correct.

19 MR. JOHN MATHER: And so did you  
20 understand Ms. -- Mr. Clark and Ms. Kennedy and Mr.  
21 Longo to be representing the same people?

22 MS. SARA ALMAS: That's a very grey  
23 area.

24 MR. JOHN MATHER: So what was your  
25 understanding at the time, appreciating that you've



1 said it was grey?

2 MS. SARA ALMAS: So we did have Mr.  
3 Longo -- provided advice throughout the process. Was  
4 he retained specifically to be looking at these --  
5 these agreements? Not that I'm aware of.

6 MR. JOHN MATHER: Who did you  
7 understand Mr. Longo's client to be?

8 MS. SARA ALMAS: So Mr. Longo was the  
9 Town's lawyer.

10 MR. JOHN MATHER: But he was repre --  
11 and I don't mean to put words in your mouth, but I  
12 take it from that he was representing the interests of  
13 the Town.

14 MS. SARA ALMAS: There's -- there's  
15 some confusion there, and --

16 MR. JOHN MATHER: And what was the  
17 source -- what -- can you explain that confusion?

18 MS. SARA ALMAS: It's just because  
19 now I have a lot of detail in my mind from what  
20 transpired afterwards, and I am fully aware of  
21 conversations where Mr. Longo had indicated that he  
22 feels that he was not representing the Town, but at  
23 that time did I feel that he was fully not  
24 representing the Town. I think -- and there's  
25 documents that evidence it, showing that he -- he was

1 suggesting some advice that was -- that was not taken.

2 MR. JOHN MATHER: And it's in the  
3 Foundation Document and we can pull it up, but do you  
4 recall -- and the document discusses some issues that  
5 Mr. Longo raised -- do you recall those discussions at  
6 the time or do -- do you -- or did you only learn  
7 about them or recall them after reviewing the  
8 Foundation Document?

9 MS. SARA ALMAS: I -- I knew at the  
10 time because I knew -- I knew that the CAO wanted to  
11 have a side conversation with Mr. Longo. I'm not  
12 exactly sure what that was about, but I think it was  
13 in relation to how these emails were occurring.

14 MR. JOHN MATHER: So if we could go to  
15 page 190 of the Foundation Document.

16

17 (BRIEF PAUSE)

18

19 MR. JOHN MATHER: Paragraph 480 --  
20 479 gives context to paragraph 480. So -- and we can  
21 scroll through this, Ms. Almas, but this is a section  
22 of the Foundation Document that discusses  
23 conversations going on between, amongst others, Mayor  
24 Cooper, Mr. Longo, Ron Clark, and in this section Mr.  
25 Longo raises some questions about whether or not the

1 Town has received independent advice about the  
2 Transaction. I'm summarizing.

3 I -- looking at the document, it does  
4 not appear that you were -- and -- and if we scroll  
5 through, we can see who was on these emails and  
6 conversations. It does not appear that you were on  
7 these email chains. Does that -- is that -- is that  
8 your recollection?

9 MS. SARA ALMAS: That -- that's  
10 correct. I believe that Leo was consulted by Ron  
11 Clark and Corrine Kennedy only on specific items. He  
12 didn't have an overall representation of the work.

13 MR. JOHN MATHER: Right. And so what  
14 I want to, and I appreciate you've seen a -- a whole  
15 bunch of material since that time, so I just want to  
16 have an understanding of what you knew at the time in  
17 terms of any issues or concerns that Mr. Longo was  
18 raising about the Town's interests or whether they  
19 needed independent advice.

20 Do you recall anything at the time?

21 MS. SARA ALMAS: No, but that is the  
22 reason why we had the call with him before signing the  
23 Transaction documents, so yes, he provided us the  
24 Transaction documents and he reviewed the Transaction  
25 documents with us. I felt by -- from this January

1 time frame to that March time frame, he got associated  
2 with -- with the agreements.

3 MR. JOHN MATHER: Did you ever have  
4 conversations with Mr. Clark or Ms. Kennedy about the  
5 Transaction documents?

6 MS. SARA ALMAS: They might be -- they  
7 were asking for various documents here and there  
8 throughout the preparation of the information that I  
9 provided but that was it.

10 MR. JOHN MATHER: So do you -- do you  
11 recall them giving you any advice or explaining  
12 anything to you about the documents?

13 MS. SARA ALMAS: No.

14 MR. JOHN MATHER: Who did you  
15 understand them to be representing?

16 MS. SARA ALMAS: Collus.

17 MR. JOHN MATHER: Collus.

18 THE HONOURABLE FRANK MARROCCO: Sorry.  
19 Sorry, who did you understand to be representing  
20 Collus?

21 MS. SARA ALMAS: Ron -- Ron Clark and  
22 Corrine Kennedy.

23 THE HONOURABLE FRANK MARROCCO: Thank  
24 you.

25

1 CONTINUED BY MR. JOHN MATHER:

2 MR. JOHN MATHER: Do you recall if you  
3 have any concerns about lawyers from the same law firm  
4 representing Collus and the Town?

5 MS. SARA ALMAS: I didn't. You know,  
6 the -- the Town was 100 percent owner of the Collus  
7 company and it was the Town, so I -- I didn't have any  
8 significant thought about that.

9 MR. JOHN MATHER: Were you aware of  
10 any discussions that other people were having about  
11 Aird & Berlis representing both Collus and the Town?

12 MS. SARA ALMAS: Not that I recollect.

13 MR. JOHN MATHER: So going back a bit,  
14 we talked about the process before signing the March -  
15 - the signing in March 2012 and the call you had with  
16 Mr. Longo and others.

17 Was a similar process followed before  
18 the closing in July 2012?

19 MS. SARA ALMAS: Yes. I recall being  
20 summoned to the Collus boardroom and all the  
21 information was prepared and laid out all around the  
22 table, and each document was there, provided in full,  
23 and reiterated what -- what they were, the content of  
24 the document.

25 MR. JOHN MATHER: When you say

1 reiterated what they were, who -- who reiterated that?

2 MS. SARA ALMAS: I -- I can't -- I  
3 can't recollect. Like, I -- I recall Ed Houghton and  
4 Pam Hogg being present, and I believe that there's  
5 others present but I can't --

6 MR. JOHN MATHER: And I think with the  
7 March documents you discuss receiving an email from  
8 Mr. Longo setting out what was in the documents and  
9 having a conversation with Mr. Longo about what was in  
10 the documents.

11 Do you have -- did you receive a  
12 similar email or have similar conversations before the  
13 July 2012 signing?

14 MS. SARA ALMAS: I -- I can't  
15 recollect.

16 MR. JOHN MATHER: So if we could open  
17 up documents ARB513.

18

19 (BRIEF PAUSE)

20

21 MR. JOHN MATHER: So apologies to keep  
22 travelling you through various points in time, but  
23 this is an email -- sorry, could we just scroll up to  
24 the top -- from Mr. Longo to John Brown, who I  
25 understood was at this point in time -- I'm not sure

1 if April or July 2015 -- in any event, at that point  
2 Mr. Brown was the CAO. Is that correct?

3 MS. SARA ALMAS: Correct.

4 MR. JOHN MATHER: Okay. So this is an  
5 email from Mr. Longo to Mr. Brown. and it looks like  
6 it's an email relating to the closing of the  
7 Transaction which we've been discussing, and in the  
8 third paragraph Mr. Longo writes,

9 "In our discussion last week with  
10 Sara, she advised that the import of  
11 signing the July 31st, 2012, letter  
12 was never discussed with her. She  
13 believed that the Town in signing  
14 the letter simply waived compliance  
15 with 4.35 of the Purchase Agreement  
16 but was not amending the SSA."

17 Do you know what is being referred to  
18 here?

19 MS. SARA ALMAS: Yes, yes. So there  
20 was a side letter. There is a requirement in the  
21 Purchase and Sale Agreement that when the transaction  
22 closed, the Shared Service Agreement would be in  
23 place, and the negotiations for the shared services  
24 had not been completed by that time.

25 So basically I was advised that this

1 document was waiving that compliance but it was an  
2 undertaking to ensure that the review of the  
3 agreements and the information contained within that -  
4 - that -- that letter or that letter agreement, would  
5 be undertaken, I believe it was within six (6) months  
6 or something along that line.

7 MR. JOHN MATHER: And we're going to  
8 pull up a copy of the letter which may assist you, but  
9 while that's happening, I just want to be clear, what  
10 did you understand that letter to mean in -- in July  
11 2012?

12 MS. SARA ALMAS: It wasn't confirming  
13 any sort of agreement to provide a certain level of  
14 service or not, that that was still to be negotiated.

15 MR. JOHN MATHER: And who explained to  
16 you what that letter meant in July 2012?

17 MS. SARA ALMAS: Whoever was present  
18 at that meeting when we did the --

19 MR. JOHN MATHER: Do you recall who it  
20 was though?

21 MS. SARA ALMAS: No.

22 MR. JOHN MATHER: Okay. And so --

23 MS. SARA ALMAS: I believe that there  
24 were solicitors there. I'm pretty -- I'm pretty sure.  
25 I'd have to confirm but I believe there was a number



1 of people present in the room when we were doing the  
2 execution of the document.

3 MR. JOHN MATHER: And then this email  
4 in 2015, it looks as though you've learned something  
5 new that has made you say, well that's not what I  
6 understood it to be at the time. What did you learn?

7 MS. SARA ALMAS: So this all came  
8 about during Mr. John Brown's review of shared  
9 services and the work -- and the relationship between  
10 Collus PowerStream and -- and the Town, and we were  
11 looking at continuing the shared services or preparing  
12 a new agreement and then all of a sudden this -- this  
13 letter came up and there was quite a conversation  
14 about whether it had a binding nature or not on -- on  
15 the various components that were within it.

16 MR. JOHN MATHER: One (1) second. So  
17 -- and I'd like to mark this document as an exhibit.

18 THE HONOURABLE FRANK MARROCCO: Yes.

19 THE REGISTRAR: Exhibit 9, Your  
20 Honour.

21

22 --- EXHIBIT NO. 9: ARB0000513

23

24 (BRIEF PAUSE)

25

1 MR. JOHN MATHER: So we'll pull up  
2 Document CPS6970.

3

4 (BRIEF PAUSE)

5

6

7 MR. JOHN MATHER: And once we get it  
8 up, page 167.

9

10 (BRIEF PAUSE)

11

12 MR. JOHN MATHER: No, the document  
13 itself.

14

15 (BRIEF PAUSE)

16

17 CONTINUED BY MR. JOHN MATHER:

18 MR. JOHN MATHER: So if you're  
19 comfortable, Ms. Almas, it might take a second for  
20 this document to load given its size. Are you okay if  
21 I ask you some other questions?

22 MS. SARA ALMAS: Certainly.

23 MR. JOHN MATHER: Okay. Going back to  
24 when we were discussing Mr. Longo's role and Mr. Clark  
25 and Ms. Shuttle (phonetic) -- sorry, Ms. Kennedy's

1 role, I'll start with Mr. Longo.

2 Who was providing him instructions from  
3 the Town?

4 MS. SARA ALMAS: I -- I don't -- I  
5 don't know who was providing instructions to him at  
6 the time, so the staff report was prepared by the CAO.  
7 I don't know whether it was Ed Houghton, whether it  
8 was Kim Wingrove.

9 The general practice, and that's  
10 something that we have changed now and put into place,  
11 you know, a guideline that a politician doesn't have  
12 direct access to municipal lawyers, they'd all have to  
13 go through the CAO, so at that time, because I'm aware  
14 of the conversations that -- would have had directly  
15 with Leo versus having administration involved, so I -  
16 - I can't confirm at the time who it would have been.

17 MR. JOHN MATHER: And maybe I'll put  
18 it a bit of a different way. If Leo had a question  
19 and needed it answered in terms of what would you like  
20 to do about any given issue, who would he ask and who  
21 would give him the answer?

22 MS. SARA ALMAS: It would generally be  
23 the CAO. If it's something more procedural --  
24 depending on who it was dealt with, but generally the  
25 CAO would always be copied, if not being directed to

1 her for direction.

2 MR. JOHN MATHER: And was that true  
3 during the process of signing the Transaction  
4 documents?

5 MS. SARA ALMAS: Yes. Kim was  
6 involved in that whole conversation during the  
7 execution of those documents in March.

8 MR. JOHN MATHER: And do you know who  
9 was instructing Mr. Clark and Ms. Kennedy?

10 MS. SARA ALMAS: I believe it was Ed  
11 Houghton.

12 MR. JOHN MATHER: Why do you believe  
13 that?

14 MS. SARA ALMAS: Because he had the  
15 reporting information and the knowledge for the  
16 information that they were looking for, to finalize  
17 the -- you know, the electricity portion of the -- the  
18 deal.

19 MR. JOHN MATHER: And did you believe  
20 Mr. Houghton when he was instructing Mr. Clark and Ms.  
21 Kennedy -- was he instructing them on behalf of  
22 Collus, on behalf of the Town, or on behalf of both of  
23 them?

24 MS. SARA ALMAS: Depends what time  
25 period you're talking about.

1 MR. JOHN MATHER: Okay. Well, what  
2 are the difference in the time periods?

3 MS. SARA ALMAS: Up until April of  
4 2012, Kim Wingrove was the CAO, and from April until  
5 the closing transaction, Ed Houghton was the acting  
6 CAO.

7 MR. JOHN MATHER: So once -- so when --  
8 -- before when -- before Mr. Houghton became the acting  
9 CAO, who would have been giving instructions -- who --  
10 who would he have -- on whose behalf would he have  
11 been directing the Aird & Berlis lawyers?

12 MS. SARA ALMAS: I would believe it's  
13 on behalf of Collus.

14 MR. JOHN MATHER: And then after he  
15 became acting CAO?

16 MS. SARA ALMAS: I would say both.

17 MR. JOHN MATHER: Okay. Sorry,  
18 apologies for shifting topics but do -- want to make  
19 the best use of your time. So if we pulled up  
20 documents CPS6970, and if we could just scroll up to  
21 the top.

22

23 (BRIEF PAUSE)

24

25 MR. JOHN MATHER: Is this the July

1 31st letter that was being discussed in the 2015 email  
2 from Mr. Longo to Mr. Brown?

3 MS. SARA ALMAS: If you can scroll  
4 down through it, I believe it is.

5

6 (BRIEF PAUSE)

7

8 MS. SARA ALMAS: That is the -- the  
9 document.

10 MR. JOHN MATHER: That's the document  
11 that was being referenced in the email we were looking  
12 at. And just for the benefit -- it starts on page 167  
13 of this document 6970.

14 So if I recall, you were saying that at  
15 the time you did not understand this to be a form of  
16 binding contractual commitment. Again, if I'm  
17 misstating you, please -- please let me know. And  
18 then there was some concern -- is it fair -- looking  
19 back in 2015 there was some concern that in fact it  
20 was.

21 And do you remember, was there any  
22 conclusion drawn that you were aware of about whether  
23 or not this was binding in 2015?

24 MS. SARA ALMAS: We received legal  
25 advice, and again representatives from PowerStream

1 disputed the legal advice we received, so there --  
2 there was a dispute on how binding this was, and I  
3 don't -- I don't recall the resolution except for we  
4 continued to work on a very long time on establishing  
5 a Shared Services Agreement that never came about and  
6 we finally terminated any sort of shared services.

7 MR. JOHN MATHER: After the signing --  
8 and again, thank you for that, so I'm going to go back  
9 to where we were. After the signing in March and then  
10 the signing in July 2012, was there any reports back  
11 to council?

12 MS. SARA ALMAS: I believe that there  
13 was an email once the OEB approval had happened. I  
14 believe the acting CAO at the time let council know  
15 that we were in the final stretch. Other than that,  
16 nothing formal at a council meeting.

17 MR. JOHN MATHER: Thank you. So I'm  
18 going to move to a different topic now, and if we  
19 could go to --

20 THE HONOURABLE FRANK MARROCCO: Just  
21 before you do that --

22 MR. JOHN MATHER: Yeah.

23 THE HONOURABLE FRANK MARROCCO: -- to  
24 your knowledge did Aird & Berlis ever agree that they  
25 were acting for both Collus and the Town in this

1 transaction?

2 MS. SARA ALMAS: I don't think they've  
3 ever agreed to that, that they were representing both  
4 of us.

5 THE HONOURABLE FRANK MARROCCO: Thank  
6 you.

7

8 CONTINUED BY MR. JOHN MATHER:

9 MR. JOHN MATHER: So if we could go to  
10 page 230 of the Foundation One Document.

11

12 (BRIEF PAUSE)

13

14 MR. JOHN MATHER: When we get there,  
15 Ms. Almas, I'm going to be asking you some questions  
16 about the termination of the employment of Ms.  
17 Wingrove.

18

19 (BRIEF PAUSE)

20

21 MR. JOHN MATHER: So we see in this  
22 paragraph 581, discusses that council moved into a  
23 closed session to discuss the performance of the  
24 Town's CAO, who we know to be Ms. Wingrove, and the  
25 ultimate result of this, as we understand it, is that



1 it was decided that Ms. Wingrove's employment would be  
2 terminated.

3 Prior to this April 2nd, 2012, meeting,  
4 had anyone expressed to you any concerns about Ms.  
5 Wingrove's job performance?

6 MS. SARA ALMAS: I -- I was requested  
7 to add the original item on the December 1st -- or  
8 sorry, December 5th, 2011, council in camera closed  
9 meeting agenda, as I had to also relinquish my  
10 authority to our solicitor at the time to participate  
11 in a closed section, because you cannot have a closed  
12 meeting without a clerk present, or any meeting of  
13 council for that fact without a clerk, so at that time  
14 I knew that, you know, the conversation was coming up.  
15 I knew that certain members of council weren't happy  
16 with the CAO's performance.

17 Do I think to the extent that she would  
18 be terminated? Absolutely not.

19 MR. JOHN MATHER: Okay. So I'm going  
20 to again discuss a few things you raised there. So  
21 we'll start with, I believe you said that you knew  
22 that certain members of council had concerns. What  
23 were those concerns?

24 MS. SARA ALMAS: Certain members of  
25 council had a specific agenda and if the CAO didn't --

1 didn't -- didn't want to pursue their agendas, they  
2 would not be happy with her performance.

3 MR. JOHN MATHER: Can you give some  
4 more detail or provide some more context to that?

5 MS. SARA ALMAS: Certainly we had a  
6 few issues with -- within the BIA, within the Library  
7 board and it made a couple councillors not -- not  
8 happy with how she was handling it. Do I believe that  
9 those councillors were -- members of Council I should  
10 say were intimidating, potentially bullying the CAO?  
11 Yes.

12 MR. JOHN MATHER: And which members of  
13 Council do -- are you referring to?

14 MS. SARA ALMAS: The two (2) in  
15 particular would be the Deputy Mayor and Councillor  
16 Chadwick.

17 MR. JOHN MATHER: And how did you come  
18 to believe that they were bullying or intimidating Ms.  
19 Wingrove?

20 MS. SARA ALMAS: Just various actions  
21 that they had done. I don't -- I don't -- I think my  
22 colleagues, you know, would equally attest to the  
23 same.

24 MR. JOHN MATHER: Can you give --  
25 provide some examples?

1 MS. SARA ALMAS: So I think -- I -- I  
2 don't want to speculate, I guess, and I don't -- I  
3 don't have -- it was just -- they -- they just had a  
4 different demeanour in how -- how they addressed her,  
5 and if things weren't done, I guess, verbally. You  
6 know, their conversations, and watching, you know, the  
7 --

8 MR. JOHN MATHER: And so these were  
9 things that -- interactions that you would have  
10 witnessed?

11 MS. SARA ALMAS: Yes.

12 MR. JOHN MATHER: And can you describe  
13 that demeanour as best you can?

14 MS. SARA ALMAS: Well, I -- I guess  
15 the best way to -- to address it is if there was  
16 specific areas of focus that the deputy mayor or the  
17 Council had, and that -- that wasn't a priority of the  
18 Corporation or a priority of the CAO, or if she  
19 disagreed with their approach and advised her that,  
20 you know, that's not the approach she would take. She  
21 would recommend doing it this way.

22 You could -- they could, you know,  
23 through their -- their conversation, and their --  
24 their mannerisms, you know, tell their frustration.  
25 And...

1 MR. JOHN MATHER: So would they raise  
2 their voice?

3 MS. SARA ALMAS: No, they -- they  
4 would -- they actually didn't really raise their  
5 voice. They -- they weren't aggressive in that tone.  
6 They were really kind of, you know, very low-key about  
7 how they -- they would -- they interacted with staff,  
8 so they were -- they were cautious. Let's just say  
9 that.

10 MR. JOHN MATHER: Cautious? Yeah, and  
11 I'm just -- all I want to do is just get an  
12 understanding. Obviously, you had this impression of,  
13 I think, bullying and intimidation. I just wanted to  
14 understand how you saw that manifest, or how you came  
15 to form that impression.

16 MS. SARA ALMAS: M-hm.

17 MR. JOHN MATHER: Is there anything  
18 else?

19 MS. SARA ALMAS: Not specifically with  
20 Kim.

21 MR. JOHN MATHER: With other members  
22 of staff, though?

23 MS. SARA ALMAS: There would have  
24 been, yes.

25 MR. JOHN MATHER: Okay. Any --

1 anything more you can explain about what you observed?

2 MS. SARA ALMAS: I guess -- I guess  
3 one (1) that I can personally attest to, because it  
4 happened to me, was we had received authorization to  
5 proceed with obtaining a communications officer in the  
6 transition where we didn't have a CAO. By the time I  
7 ended the EMT, and Councillor Chadwick sent an email  
8 to our HR manager requesting clarification on why this  
9 hasn't been done, and what's staff not done about it.

10 And so I'd sent him back an email  
11 personally and said, you know, I'm not sure what  
12 you're trying to do, you know, if you're trying to  
13 discipline me. I can tell you that I have been  
14 working nonstop. I put it -- and I -- I know -- I  
15 know the -- the email. I -- I worked day, night,  
16 weekend. I work all the time.

17 And we don't have a CAO right now. And  
18 because I haven't acted on -- on a -- an authorization  
19 to complete, because if -- obviously, we wanted to  
20 complete a -- a communications officer, because that'd  
21 be less work off my portfolio. Because that didn't  
22 happen, I -- I sent a very strong response back to  
23 him, and which he responded, I -- I didn't mean -- I  
24 didn't mean it -- mean to take offence to that way.  
25 But it's --

1 MR. JOHN MATHER: And would you  
2 describe the way that he communicated with you, was  
3 that typical of the sort of communication you would  
4 receive, or other staff members would receive?

5 MS. SARA ALMAS: Yes.

6 MR. JOHN MATHER: So you mentioned  
7 that this interaction that you were describing  
8 happened when there was, I believe, an acting CAO, Mr.  
9 Houghton. Is that correct?

10 MS. SARA ALMAS: I bel -- I believe  
11 that the time period when this happened was actually  
12 whenever the CAO had terminated his involvement as the  
13 acting CAO, and we were in transition before we  
14 received a new CAO.

15 MR. JOHN MATHER: So it was after Mr.  
16 Houghton had -- had -- was no longer the acting CAO?

17 MS. SARA ALMAS: Yeah. Correct.

18 MR. JOHN MATHER: Okay. Do you have  
19 any other specific time period that -- can you put any  
20 more specificity on the time period?

21 MS. SARA ALMAS: I believe it's June,  
22 July 2013, it would have been.

23 MR. JOHN MATHER: Thank you. You  
24 mentioned the EMT. And that -- what was the EMT?

25 MS. SARA ALMAS: So the EMT was

1 basically once the CAO -- Ed Houghton was appointed as  
2 the acting CAO, he didn't relinquish any of oth -- his  
3 other responsibilities, and basically, I felt it was  
4 put together to assist him to ensure matters of the  
5 town were -- continued to be addressed.

6 MR. JOHN MATHER: Okay. And who was  
7 on the EMT?

8 MS. SARA ALMAS: It was myself,  
9 Marjory Leonard, the treasurer, and Larry Irwin, the  
10 operations director and manager of IT, who is actually  
11 an employee of Collus.

12 MR. JOHN MATHER: And how -- who  
13 selected who would be on the EMT?

14 MS. SARA ALMAS: It -- it was an  
15 informal selection made by Ed Houghton.

16 MR. JOHN MATHER: And was -- do you  
17 know whose idea it was to have an EMT in the first  
18 place?

19 MS. SARA ALMAS: I'm assuming it was  
20 his, but I -- I can't -- I can't be certain.

21 MR. JOHN MATHER: And what was it like  
22 to be on the EMT?

23 MS. SARA ALMAS: At first, it wasn't  
24 bad. I always looked for professional development  
25 opportunities and new challenges. It was -- there was

1 definitely benefits of the EMT. The -- the department  
2 had met regularly every Tuesday morning, but the focus  
3 of the EMT was to have, you know a greater, you know,  
4 concentrated discussion on specific matters that  
5 wouldn't maybe be applicable to all the other  
6 departments.

7 I work best in a collaborative role,  
8 and it worked well at the beginning. However, Ed  
9 never had his office here, so I felt that myself,  
10 especially, was impacted significantly from being  
11 involved in this role.

12 It quickly got a lot of PR and -- and  
13 publicity about the EMT, and, you know, I felt a  
14 little bit of animosity, maybe, from my colleagues, or  
15 whether they may not have had animosity, I -- I felt  
16 that, you know, that I was disappointed, because I  
17 would have preferred to be selected in a fair,  
18 competitive process. So that -- that was never an  
19 issue.

20 So myself and the treasurer, being at  
21 the Town Hall, we had to do a majority of the work.  
22 And finally, it got to a point where it was -- things  
23 were out of control, and Ed had finally decided he was  
24 -- he was stepping down. I said that, I'm not being  
25 part of this.



1                   They wanted to carry on. And I --  
2 that's when it ended. We were doing a KPMG review at  
3 the time, and was put on hold so he could hire at  
4 least an interim CAO, and that's when John Brown was  
5 hired, and we had a CAO back.

6                   MR. JOHN MATHER:    Okay. Thanks.  
7 Thank you for that. So I'm going to take you back now  
8 to where -- where we started in -- in this area, which  
9 is the Ms. Wingrove termination, which led to the EMT.

10                   So one (1) of the things -- so you  
11 spoke about -- already about the -- what you observed  
12 in terms of how Ms. Wingrove had been treated by  
13 certain members of Council. One (1) of the things you  
14 mentioned was a -- a decision at a December 5th, 2011,  
15 meeting. Is that correct?

16                   MS. SARA ALMAS:    Correct.

17                   MR. JOHN MATHER:    And what was that  
18 decision?

19                   MS. SARA ALMAS:    Right. So it -- it  
20 wasn't a decision that I recollect. Number 1, I  
21 wasn't at the meetings, so I only seen the minutes  
22 afterwards, but I think the discussion was -- it was  
23 based on how do we undertake a performance evaluation  
24 of the CAO, because there was concerns. And they had  
25 the interim manager involved as well, at the time.

1 MR. JOHN MATHER: Right. So the  
2 question was -- so someone was asking whether there'd  
3 been a performance evaluation of the CAO?

4 MS. SARA ALMAS: Or maybe there needs  
5 to be one (1) done.

6 MR. JOHN MATHER: Let me put it this  
7 way. At that time -- at that period in time, December  
8 2011, were you aware of a performance evaluation of  
9 the CAO having been completed or contemplated?

10 MS. SARA ALMAS: No. I -- I think  
11 this was -- this was the trigger to members of Council  
12 that weren't with her performance, because we've never  
13 had a performance management program in place for the  
14 CAO following the first CAO when I started in 2004.

15 MR. JOHN MATHER: So if we could just  
16 pull up document CJI9220.

17

18 (BRIEF PAUSE)

19

20 MR. JOHN MATHER: So this is an email  
21 from you, Ms. Almas, dated Monday, December 5th, 2011,  
22 to Ms. Cooper, Ms. Wingrove, Mr. Longo. And it says:

23 "Please accept this email as my  
24 delegation of authority as clerk for  
25 the purposes of recording a portion

1 of an in camera meeting scheduled  
2 for that date with respect to a  
3 personal matter pertaining to the  
4 CAO performance evaluation process."

5 Does this email relate to what you were  
6 talking about in terms of the consideration of there  
7 being a performance review?

8 MS. SARA ALMAS: Correct.

9 MR. JOHN MATHER: And what does it  
10 mean to delegate your authority as a clerk?

11 MS. SARA ALMAS: So I -- I had the  
12 ability to delegate my authorities in writing to  
13 another individual. In -- in particular, matters  
14 relating to in camera, I can delegate my authority in  
15 writing to an individual that -- as long as that  
16 individual is not a member of Council. So this is my  
17 -- my delegation to Leo Longo to act as clerk for that  
18 in camera session.

19 MR. JOHN MATHER: Thank you. I'd like  
20 to mark this as an exhibit.

21 THE HONOURABLE FRANK MARROCCO: Yes.

22

23 --- EXHIBIT NO. 10: Email dated December 5,  
24 2011 from Sara Almas to  
25 Ms. Cooper, Ms. Wingrove,

1 and Mr. Longo delegating  
2 authority. CJ1009220

3

4 CONTINUED BY MR. JOHN MATHER:

5 MR. JOHN MATHER: Okay, so if we could  
6 go back to the foundation document, page 230, where we  
7 were.

8

9 (BRIEF PAUSE)

10

11 MR. JOHN MATHER: And just bringing  
12 you back in time to the Council meeting where Ms.  
13 Wingrove's employment was terminated.

14 Between December 5th, and -- 2011 and  
15 April 2nd, 2012, were you aware whether any  
16 performance review of the CAO was completed?

17 MS. SARA ALMAS: Not to my knowledge.

18 MR. JOHN MATHER: And I believe --  
19 again, when we started out -- down this road, you said  
20 you weren't necessarily surprised that Ms. Wingrove  
21 was terminated for the reasons we've discussed, or  
22 maybe -- I don't mean to -- I think were surprised --

23 MS. SARA ALMAS: I was surprised.

24 MR. JOHN MATHER: Sorry, that's what I  
25 meant.

1 MS. SARA ALMAS: Yeah.

2 MR. JOHN MATHER: You -- you had seen  
3 signs that it might be coming, but you were surprised.  
4 Why were you surprised?

5 MS. SARA ALMAS: Because we do you  
6 have a protocol in place for disciplinary action. And  
7 so there's a number steps that need to be taken. So  
8 first, the -- the employee needs to be apprised of  
9 what performance issues that the individual are  
10 having. There's a -- a process in place.

11 So I knew that the meeting happened on  
12 December 5. I knew things weren't getting better. So  
13 whenever this happened, I -- I recall the next  
14 morning, actually, coming into -- to work, and being  
15 confronted by Ms. Wingrove, and saying to me, Oh my  
16 gosh, did you know?

17 And I'm like, Know what? And she told  
18 me, and I was shocked.

19 MR. JOHN MATHER: And what would the  
20 process -- what -- what was -- at that time, what was  
21 the process for -- for discipline?

22 MS. SARA ALMAS: It was a -- it's a  
23 progressive disciplinary plan that's generally put in  
24 place together working with -- with the human  
25 resources manager. I can't detail specifically what

1 it includes, but there -- there is a process normally.

2 MR. JOHN MATHER: And had that process  
3 been -- been carried out with respect to Ms. Wingrove,  
4 would you have been aware of that process being  
5 carried out?

6 MS. SARA ALMAS: Generally, because if  
7 -- if Council has to make -- Council makes a decision  
8 collectively, and so they can't make a decision unless  
9 they are meeting as a Council in which I would be  
10 present or have my authority delegated, so I would  
11 have an idea of what's happening.

12 MR. JOHN MATHER: So I take it, then,  
13 between December 5th and April 2nd, you weren't at any  
14 Council meetings where decisions relating to Ms.  
15 Wingrove were -- were made?

16 MS. SARA ALMAS: Yes, not that I  
17 recollect.

18 MR. JOHN MATHER: And -- but in that  
19 time, was there any Council meetings where you  
20 delegated your authority that you can recall?

21 MS. SARA ALMAS: Just the -- the last  
22 one in April 2nd as well, yeah.

23 MR. JOHN MATHER: So I just want to --  
24 could we turn at page 70 of the foundation document,  
25 please.

1 (BRIEF PAUSE)

2

3 MR. JOHN MATHER: So I'm taking you to  
4 a different topic area now. And this is going back,  
5 if you recall, Ms. Almas, earlier this morning, we  
6 looked at that note from May 18th, 2011, relating to  
7 the Collus evaluation. And I believe one (1) of the  
8 questions you had was you weren't certain whether or  
9 not there had been an in camera discussion at the next  
10 Council meeting.

11 This -- this paragraph reflects there  
12 was a Council meeting on May 30th, 2011. Do you know  
13 if that would have been the next Council meeting  
14 following May 18th?

15 MS. SARA ALMAS: Yes, it would have  
16 been.

17 MR. JOHN MATHER: Okay. Thank you.  
18 So, Ms. Almas, those are my -- what else have you got  
19 -- questions about what happened and what went on in  
20 the past. And one (1) of the things that we are going  
21 to do as -- as part of the inquiry process is ask  
22 witnesses like yourself both to look backwards and  
23 look forwards about things they would have done  
24 differently now that they have the benefit of time and  
25 information that's been disclosed.

1                   So you've already spoken today about  
2 how you would have handled the email you received from  
3 Mr. Bonwick to PowerStream differently. Looking back  
4 on the subject matter of the inquiry, is there  
5 anything else you would have done differently?

6                   MS. SARA ALMAS: Certainly, and we've  
7 implemented -- we've implemented a lot of changes  
8 since 2011 and -- and '12 time period. One (1) quite  
9 clearly, I think I mentioned earlier with respect to  
10 the changes with Bill 68 is having an integrity  
11 commissioner that addresses conflict of interest.

12                   I think -- still think that there is an  
13 error in that -- that provincial piece of legislation,  
14 because there's such greater common law that's  
15 applicable to conflict of interest matters beside the  
16 Municipal Conflict of Interest Act. I think one (1)  
17 of the significant is, for example, how we -- so we  
18 made changes to our code of conduct.

19                   So in our code of conduct, we make  
20 reference to any member that has a private or personal  
21 interest that is in -- related to a sib -- a sibling,  
22 a friend, an associate. There's a -- a broad  
23 definition there that they are to disclose it.  
24 However, if they remain biased, or the perception of  
25 their bias still occurs, they are actually instructed



1 through our integrity commissioner as well to leave  
2 the Council chambers, similar to what is expected  
3 through Municipal Conflict of Interest act conflict.

4                   The error -- the error in the  
5 legislation, though, is that I have to record them as  
6 being absent from the meeting during that vote,  
7 because I can't -- I can't say that they have a  
8 conflict under the Municipal Conflict of Interest Act  
9 where they're prohibited from voting, and we require  
10 that all members of Council are required to vote  
11 unless prohibited by law.

12                   So we've done changes there. We've  
13 done -- we've implemented a new comprehensive  
14 procurement policy. We've hired a -- a purchasing  
15 manager. We've hired a communications officer. We've  
16 made the code of conduct changes. We allow for -- I -  
17 - I have -- I had such a -- a list in my head of  
18 everything that's changed.

19                   One (1) of the significant changes,  
20 too, is the whole realignment of the clerk's office  
21 responsibilities. Our CAO has put in place and  
22 Council has approved a realignment to include an  
23 accountability officer within the clerk's department,  
24 and having that procurement piece being an oversight  
25 piece rather than a finance piece.

1 My portfolio is very focussed now,  
2 which I think is -- is apparent, that the -- the  
3 clerk's department having a -- a significant statutory  
4 obligation to Council and community needs to have that  
5 -- that stronger focus. So I think that's great.

6 In hindsight, yes, I would have  
7 responded back to Mr. Bonwick's email. I would have  
8 put that -- that in. We are -- as part of this  
9 realignment, we actually have a staff report ready to  
10 go to recommend the implementation of a lobbyist  
11 registry within the town of Collingwood. Because  
12 under the -- the accountability officer will be  
13 responsible for managing a lobbyist portfolio and  
14 registry system. And I don't know -- I don't know.  
15 I'm sure there's -- there's going to be a million  
16 things that I think about afterwards that I forgot,  
17 so.

18 MR. JOHN MATHER: Of course, of  
19 course. And at this point in time, is there nothing  
20 else you would like to say to the inquiry, or any  
21 other suggestions or comments you would like to make?

22 MS. SARA ALMAS: The only -- the only  
23 thing that -- that I will add is when the documents  
24 came out, and knowing the amount of conversations that  
25 happened behind the scenes that I had no idea had

1 happened, shocked and disgusted me.

2 MR. JOHN MATHER: So Inquiry counsel  
3 has no further questions at this time. Thank you, Ms.  
4 Almas.

5 THE HONOURABLE FRANK MARROCCO: And I  
6 think we did circulate an order on how we would go  
7 about this. Mr. McDowell, I guess the Town is next.  
8 Any questions?

9 MR. WILLIAM MCDOWELL: Sorry, it's our  
10 witness, so we would go last in the batting order, I  
11 think. And it'll be Mr. Breedon, rather than I.

12 THE HONOURABLE FRANK MARROCCO: All  
13 right. Mr. Breedon...?

14 MR. MICHAEL WATSON: Your Honour, if I  
15 -- if I may, I -- the party -- counsel for the parties  
16 and the parties have had some discussion about this.  
17 And I believe that the rules of procedure provide that  
18 the cross-examination -- the order of cross-  
19 examination is to be determined by consensus or  
20 agreement among those cross-examiners, in the absence  
21 of which, it's to be determined by the inquiry.

22 We've had some discussions about that  
23 in order sort of to share the burden, if I may. And I  
24 believe that Mr. Bonwick is prepared to go first, and  
25 that other counsel have agreed that we would go

1 second, if I have that -- the rules of procedure  
2 correctly.

3 THE HONOURABLE FRANK MARROCCO: Well,  
4 all right. Mr. Bonwick...?

5

6 CROSS-EXAMINATION BY MR. PAUL BONWICK:

7 MR. PAUL BONWICK: Thank you, Your  
8 Honour.

9 Now, Ms. Almas, I'm very respectful of  
10 the fact that this matter took place eight (8) years  
11 ago, and it's certainly a challenge for all of us, I'm  
12 sure. Justice is going to hear that on a -- on a  
13 regular basis.

14 I've commented in several locations  
15 that had there been a need for the inquiry, it  
16 certainly would have been easier for some of us to  
17 have dealt with it a year or two (2) after the fact  
18 versus -- versus eight (8) years after the fact. So  
19 please know that I am sympathetic to some of the  
20 questions I'm going to ask in your ability to -- to  
21 reflect on them.

22 To touch on a couple of different  
23 points, firstly, when you and I met to discuss the  
24 conflict of interest, would you say that the meeting  
25 was professional, friendly, collegial?

1 MS. SARA ALMAS: Yeah. Absolutely.

2 MR. PAUL BONWICK: And so -- and I'll  
3 take this opportunity to say I -- I did not mean to  
4 mischaracterize in any manner of speaking our  
5 conversation. When you say Municipal Act which is  
6 controlled by the Province, I automatically know the  
7 Province, but you're quite correct in terms of the  
8 exact wording is the Municipal Act.

9 That being said, I understood you quite  
10 clearly during that meeting, certainly upon  
11 reflection, that you were not in a position to give me  
12 any legal advice relating to conflict. And so I  
13 suspect based on my memory eight (8) years ago, that's  
14 exactly why I would have said opinion versus legal  
15 opinion.

16 And so what I was trying to do was  
17 share with not only Kim, but others, that based on our  
18 conversation, which I deemed to be collegial,  
19 cooperative, informative, from my perspective, that  
20 this was my interpretation based on the fact that we  
21 did have that sort of positive collegial environment  
22 taking place.

23 I'm surprised to hear after the fact  
24 that all of a sudden, I didn't really agree with the  
25 content of it, because I certainly wouldn't have, in

1 any manner of speaking, dissuaded you from saying,  
2 it's the Municipal Act or, I'm not allowed to give  
3 legal opinions. I certainly would have encouraged you  
4 to -- to do so. So I'm -- I'm kind of confused about  
5 after the fact, I had some reservations, concerns  
6 about it, but I didn't tell anybody.

7 And so from my perspective, that causes  
8 me some concern, because when I --

9 THE HONOURABLE FRANK MARROCCO: Mr.  
10 Bonwick, can I just ask you to --

11 MR. PAUL BONWICK: Yeah.

12 THE HONOURABLE FRANK MARROCCO: --  
13 hold on there for a second. Mr. Mather...?

14 MR. JOHN MATHER: Yes, Your Honour.  
15 Inquiry counsel's concerned that the form of the  
16 question appears to be more --

17 THE HONOURABLE FRANK MARROCCO: I -- I  
18 --

19 MR. JOHN MATHER: -- giving of  
20 evidence.

21 THE HONOURABLE FRANK MARROCCO: -- I  
22 appreciate that. Yeah, I appreciate that.

23 MR. JOHN MATHER: We just wanted to  
24 raise that --

25 THE HONOURABLE FRANK MARROCCO: But

1 Mr. -- Mr. Bonwick's representing himself, so --

2 MR. JOHN MATHER: Understood.

3 THE HONOURABLE FRANK MARROCCO: --

4 there's a certain amount of leeway. Go ahead, Mr.

5 Bonwick. Carry on.

6

7 CONTINUED BY MR. PAUL BONWICK:

8 MR. PAUL BONWICK: Thank you. So just

9 from my perspective, Ms. Almas, it was -- to hear

10 after the fact that there was some concern over that -

11 - that gives me pause to reflect, and say, you know,

12 there -- there was opportunity, because based on that

13 email, I predicated my actions without anybody

14 challenging the email, whether it be the -- Ms.

15 Wingrove, or yourself, or others, for that matter.

16 I'm curious -- a -- a question --

17 MS. SARA ALMAS: Can -- can I just --

18 MR. PAUL BONWICK: Yeah, please.

19 MS. SARA ALMAS: Can -- can I make a

20 statement, if I think that what he's said is not what

21 I said?

22 MR. PAUL BONWICK: I don't -- this is

23 my -- this is my first rodeo. I'm not sure how this

24 all works.

25 THE HONOURABLE FRANK MARROCCO: Well,

1 I -- I take it the witness doesn't agree with the way  
2 you characterized her testimony. That's what she  
3 said. I understood what you said.

4 But typically, there would be a  
5 question in there somewhere. And -- and I -- I don't  
6 say that -- I -- I don't say that disrespectfully,  
7 just because you're representing yourself. It -- it -  
8 - typically, there would be a question that you're  
9 asking, rather than a statement --

10 MR. PAUL BONWICK: Right.

11 THE HONOURABLE FRANK MARROCCO: --  
12 exclusively. You can certainly make a statement to  
13 set the stage for your question. You can certainly do  
14 that. But at some point, there would be a question  
15 put to the witness.

16

17 CONTINUED BY MR. PAUL BONWICK:

18 MR. PAUL BONWICK: And -- thank you,  
19 Your Honour. And so the question out of that is, I  
20 think we both perceived to be a professional,  
21 collegial environment, and open for dialogue. Why,  
22 then, wouldn't you have taken the liberty of emailing  
23 me, or emailing Kim, copying me, and saying, That's  
24 not exactly what I meant?

25 MS. SARA ALMAS: So there --



1 certainly. As I did say, I did bring to Kim's  
2 attention. I did email it to Kim's attention. Kim  
3 and I had a conversation about it, and I didn't say I  
4 disagree with what you -- your email stated, because I  
5 agree. It collect -- correct -- collect -- correctly  
6 stated what we did discuss, and it was a professional,  
7 cordial conversation.

8 I just wish that I had further  
9 clarified back to you. And that's why Kim and I had  
10 the -- the brief discussion and, you know, you know,  
11 it's technically correct. It's what we had talked  
12 about. So, you know, is it worthy of a response, or  
13 just leave it be, because I was satisfied with it,  
14 because the information that you shared with me versus  
15 the information what Brian Bentz took might have been  
16 different, but unlike the document -- summary doc --  
17 evidence document says that I disagreed with his  
18 email, and I don't disagree with his email.

19 MR. PAUL BONWICK: Thank you. The  
20 municipality, Ms. Almas, spends, I'm sure, several  
21 tens of millions of dollars every year. I'm not sure  
22 what your budget is.

23 When I sat on Council back in the early  
24 mid '90s, it was substantially less than it is today,  
25 but as a result of living in a community the size of

1 our own, and recognizing that there is expenditures of  
2 several tens of millions of dollars a year, and  
3 whether that be through engineering, through financial  
4 institutions, services, purchasing trucks, computers,  
5 photocopiers -- you know the list better than I in  
6 terms of all the things that happen. I think it's  
7 safe to assume that many businesses in the community  
8 are touched by the expenditures.

9 MS. SARA ALMAS: Absolutely.

10 MR. PAUL BONWICK: I think it's  
11 largest employer, and certainly likely one (1) of the  
12 largest entities that spends money in the community  
13 for services and product.

14 With that in mind, and recognizing that  
15 municipal councils are typically made up of people  
16 from the community, it's safe to say that on numerous  
17 occasions throughout any given term, that whether it  
18 be an in-law, a family member, a brother, a sister, a  
19 son, or a daughter, whatever the case might be, that  
20 there's -- there's going to be links from time to  
21 time.

22 And so my question to you is: How many  
23 businesses in the private sector have approached you,  
24 taken a proactive step, and said, I'd like to meet,  
25 and discuss, and make you aware of what we're doing,

1 and to find out if you have any issues or concerns  
2 about it, or get feedback. How many would typically  
3 do that in the -- any given --

4 MS. SARA ALMAS: To me personally,  
5 about products or services that I would acquire for  
6 our portfolio?

7 MR. PAUL BONWICK: Just generally  
8 speaking, for example. And then this is hypothetical,  
9 so it's not an accurate statement, but for example, if  
10 the engineering firm was providing a set of services  
11 to you. Has an engineering firm ever come in and  
12 said, listen, we're getting this contract, but my  
13 sister-in-law sits on Council. I'm curious if there's  
14 any conflicts.

15 And have you ever had somebody from the  
16 private sector take that initiative?

17 MS. SARA ALMAS: No. Very rarely, if  
18 ever, do I think that's happened.

19 MR. PAUL BONWICK: I suspected that  
20 was the case, that typically, people in the private  
21 sector do not take the initiative to go and determine  
22 whether or not there's conflicts, or --

23 MS. SARA ALMAS: Correct.

24 MR. PAUL BONWICK: -- make you aware  
25 of what their relationship is going to be, but rather,

1 they leave that up to the municipal councillors, or  
2 staff members to source that out based on your  
3 understanding of the Municipal Act. And again, if it  
4 requires, they will get a legal opinion.

5                   Specific to that topic, again, I was --  
6 as I was looking at the email from Councillor Lloyd  
7 requesting conflict of interest, I can reflect back to  
8 when I sat at the Council chambers. And were you  
9 aware that Councillor Lloyd was challenged -- I think  
10 it was in 1995, but I -- it was in and around 1995,  
11 based on voting for a -- awarding a contract to his  
12 brother for -- I think it was a snow removal contract  
13 at the time.

14                   And there was significant debate around  
15 the table about whether or not he should be able to  
16 vote on that. And the world has changed significantly  
17 in the last eight (8) years, or certainly in the last  
18 thirty (30) years, since I was on it.

19                   But are you aware that Councillor Lloyd  
20 had already been through that situation once before?

21                   MS. SARA ALMAS: No, I was not aware.

22                   MR. PAUL BONWICK: Are you aware of  
23 the fact that Councillor -- or that Mr. Lloyd's  
24 brother had provided services on an on and off again  
25 basis from time to time for the municipality?

1 MS. SARA ALMAS: In 2011/'12-ish, I  
2 would have been aware of -- of his brother's company.

3 MR. PAUL BONWICK: So based on that,  
4 and following the -- the path that you have sort of  
5 identified, and I'm pleased to hear you talk about the  
6 reforms that have really taken place over the course  
7 of the last eight (8) to ten (10) years, and I -- I  
8 would argue that those reforms are long overdue.

9 I can speak to fifteen (15) years ago.  
10 The reforms within the federal and the provincial  
11 lobby registration systems, and the rules and  
12 guidelines, and those that attached to staff, as well  
13 as elected officials have changed rather dramatically.  
14 And I think municipalities are -- are starting to  
15 catch up in terms of lending transparency and more  
16 accountability to the -- to the system than what was  
17 in place many years ago.

18 So with that thought in mind, would it  
19 not make sense that if Councillor Lloyd was concerned  
20 about his brother possibly bidding for work, or doing  
21 work for the Works Department, or something like that,  
22 that he would reach out to you and ask for your  
23 opinion on whether he was -- continued to be in  
24 conflict?

25 MS. SARA ALMAS: All council were

1 advised that I do not provide the legal advice, and  
2 they need to satisfy themselves.

3 MR. PAUL BONWICK: Right.

4 MS. SARA ALMAS: So when he asked that  
5 question, I wasn't specifically referencing his  
6 specific circumstance. I was just addressing the  
7 specific question of, is a sibling deemed an indirect  
8 or direct interest of a member, and -- and confirming  
9 that the legislation is not written that way.

10 Do I agree that -- now with the changes  
11 that the -- the opportunities -- and this is the fine  
12 line that I think -- that needs to change in the  
13 Province -- between committee members and all of  
14 their, like, Council volunteers with so many  
15 organizations, and businesses, and has associates, and  
16 friends, that there's a fine line between, you know,  
17 performing their elected duty -- because the original  
18 intent of the change to the code of conduct was to  
19 declare -- decl -- publicly disclose that you have a -  
20 - a personal or private interest, because there's a  
21 specific relationship, but that I -- I do not have a  
22 closed mind, and I don't have a biased (sic) in this  
23 matter.

24 And so I'm still going to be sitting at  
25 the table, but I'm going to be open and transparent to

1 the public that I -- that there is -- there could be  
2 this perception. And if that perception is so  
3 significant, now that's what our integrity  
4 commissioners are -- are saying, is, we want you  
5 actually to leave the room altogether.

6 So I think there's a very fine line,  
7 because some municipalities are going to be so  
8 hamstrung, they won't be able to make decisions.

9 MR. PAUL BONWICK: It -- it -- but I  
10 think this -- the spirit of it is good. It -- it's  
11 lending -- it -- it's --

12 MS. SARA ALMAS: Totally.

13 MR. PAUL BONWICK: -- it's -- it's not  
14 one (1) silver bullet that's going to solve it, but  
15 it's -- it -- I think the moves are good.

16 You spoke about your surprise or  
17 disappointment that Councillor Lloyd forwarded on your  
18 email to me. Typically, if a email is not marked  
19 confidential, do councillors inform you of forwarding  
20 on informations, whether it be from you, or whether it  
21 be from somebody in the Works Department, or somebody  
22 in the treasury? I mean, would they normally say, by  
23 the way, Ms. Almas, I forwarded your email on to my  
24 neighbour; I forwarded my email on to my constituent;  
25 I forward my email on to my friend?

1 MS. SARA ALMAS: No, it -- it --

2 MR. PAUL BONWICK: I served on  
3 Council. I certainly never, during my time, informed  
4 any staff unless was marked confidential, about my  
5 interactions with constituents, friends, colleagues,  
6 whatever the case might be.

7 MS. SARA ALMAS: I do respond to all  
8 my emails thinking that it could be, you know, on the  
9 front page of the newspaper. My frustration was that  
10 he was deceptive in his question of me, that wasn't  
11 meant for me, it was meant for you.

12 THE HONOURABLE FRANK MARROCCO: I  
13 think what we'll do, Mr. Bonwick, it's one o'clock.  
14 We could break for lunch. I've been asked to vacate  
15 at 3:30, so I suspect what we'll do is break for lunch  
16 at 2:15, then when we come back, just sit straight  
17 through till 3:30.

18

19 --- Upon recessing at 1:03 p.m.

20 --- Upon resuming at 2:17 p.m.

21

22 THE HONOURABLE FRANK MARROCCO: I know  
23 Mr. Bonwick you we're asking some questions of the  
24 witness. You want to --do you want to continue doing  
25 that?



1

2 CONTINUED BY MR. PAUL BONWICK:

3 MR. PAUL BONWICK: Ms. Almas, I was  
4 review -- reviewing your comments related to the --  
5 your responsibilities to the Municipality and Council,  
6 if I understood it properly and I don't want to put  
7 words in your mouth.

8 But basically to review and provide  
9 opinions in part on the Municipal Act and how that  
10 applies. And with that responsibility also comes the  
11 responsibility of being able to bind the Corporation  
12 in any number of different agreements.

13 Is that accurate?

14 MS. SARA ALMAS: So there's two (2)  
15 separate questions. Yes, I have the ability to bind  
16 the Corporation and, yes, I provide advice on -- on  
17 legislative protocol, various matters.

18 MR. PAUL BONWICK: So where I got a  
19 little bit confused was when you're dealing with a  
20 multi-million-dollar transaction, would it be typical  
21 having to fulfil those responsibilities not to review  
22 the document yourself, but simply rely on any one (1)  
23 of the many lawyers that were involved to tell you  
24 that it was okay?

25 MS. SARA ALMAS: Typically, I do not

1 review in full substantive agreements like that.  
2 Primarily because of my intimate knowledge now with  
3 the exact documents that we're referring to because of  
4 my awareness of the recent 2018 transaction that, you  
5 know, they're very technical in nature.

6 And from that, that's why we seek  
7 solicitor advice to review and provide any sort of  
8 oversight on -- on such agreements.

9 MR. PAUL BONWICK: Thank you. Did you  
10 ever receive email correspondence from any councillor  
11 or board member from Collus during the period of the  
12 RFP or at the conclusion of the RFP that raised  
13 concerns about me engaging them inappropriately or  
14 applying any pressure or anything that would -- you  
15 would view to be on towards?

16 Did you get any correspondence from any  
17 member of Council or any Board member, regarding that?

18 MS. SARA ALMAS: Not that I recollect.

19 MR. PAUL BONWICK: Okay. That's --  
20 that's good with me, Your Honour. Thanks very much  
21 for your patience.

22 THE HONOURABLE FRANK MARROCCO: You  
23 said -- apparently you've all agreed on an order so  
24 who's next is next.

25 MR. MICHAEL WATSON: I got the short,

1 the long or the middle straw, I don't know which one  
2 but...

3 THE HONOURABLE FRANK MARROCCO: Okay,  
4 Mr. Watson, yes.

5

6 CROSS-EXAMINATION BY MR. MICHAEL WATSON:

7 MR. MICHAEL WATSON: Thank you. Ms.  
8 Almas, my name is Michael Watson. I'm one (1) of the  
9 lawyers for Alectra which I think you probably know is  
10 now the name of PowerStream which was at the time the  
11 purchaser of the 50 percent of the shares.

12 You understand that?

13 MS. SARA ALMAS: Correct.

14 MR. MICHAEL WATSON: I wanted to ask  
15 you about the keeping of minutes. Mr. Mather asked  
16 you about that and -- and minutes both of the regular  
17 public Council meeting sessions and then the in camera  
18 ones.

19 And what you said is that -- well,  
20 first of all, sorry, I should stop here and say, it  
21 was -- you had the responsibility of attending all  
22 Council meetings?

23 MS. SARA ALMAS: Correct.

24 MR. MICHAEL WATSON: And you have  
25 responsibility with respect to the formulation of the

1 agenda and getting it ready, as you said?

2 MS. SARA ALMAS: Correct.

3 MR. MICHAEL WATSON: And the keeping  
4 of minutes. You sat beside the mayor right up at the  
5 front in this very room; is that right?

6 MS. SARA ALMAS: For public meetings.  
7 Most in cameras were held across the hallway.

8 MR. MICHAEL WATSON: In the Brandiff  
9 (phonetic) room over here?

10 MS. SARA ALMAS: Correct.

11 MR. MICHAEL WATSON: And you -- you  
12 said in your evidence this morning, I would record the  
13 minutes in draft at the meeting.

14 MS. SARA ALMAS: Right.

15 MR. MICHAEL WATSON: And -- and you  
16 said that in the draft version I would include more  
17 commentary then ultimately found its way into the  
18 final minutes that are up on the Town website, right?

19 MS. SARA ALMAS: Correct.

20 MR. MICHAEL WATSON: When you said  
21 that, that you would record the minutes in draft at  
22 the meeting, how did you do that? And I'm sorry, I'm  
23 talking about the 2010 to 1212 time period, which may  
24 be different than now.

25 MS. SARA ALMAS: Okay. It was still

1 done the -- the same way, so I have a laptop or  
2 notebook computer and I would have a template that's  
3 already provided to me through my deputy clerk and  
4 then I would fill it out as we go along and basically  
5 that provides my draft and which is revised and tidied  
6 up for the final version.

7 MR. MICHAEL WATSON: All right. And I  
8 take it that -- is this a -- a Word template in  
9 Microsoft Word?

10 MS. SARA ALMAS: Yes. It -- it was at  
11 that time.

12 MR. MICHAEL WATSON: Right and you  
13 would save that document, I take it?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: And then you  
16 would give that document, I take it, to the deputy  
17 clerk to do the fi -- kind of the first cut anyway of  
18 the final minutes?

19 MS. SARA ALMAS: Correct.

20 MR. MICHAEL WATSON: Would you then  
21 review the minutes that the deputy clerk provided to  
22 you?

23 MS. SARA ALMAS: I do.

24 MR. MICHAEL WATSON: Do the draft  
25 minutes from meetings back in 2010 to 2012 still

1 exist?

2 MS. SARA ALMAS: Yes, they do.

3 MR. MICHAEL WATSON: Where are they  
4 located?

5 MS. SARA ALMAS: They're located on  
6 our confidential server under the appropriate Tom  
7 Rim's (phonetic) record-keeping coding for -- for  
8 minutes in draft.

9 MR. MICHAEL WATSON: I see. All  
10 right. So for example, for the December 5th, 2011  
11 meeting, you remember that one?

12 MS. SARA ALMAS: Yes.

13 MR. MICHAEL WATSON: And that is the  
14 meeting at which Council received a presentation from  
15 the Strategic Task Team, right?

16 MS. SARA ALMAS: Correct.

17 MR. MICHAEL WATSON: And that was done  
18 in camera?

19 MS. SARA ALMAS: Correct.

20 MR. MICHAEL WATSON: And then,  
21 ultimately, it was brought into public session for the  
22 motion by Council to accept PowerStream as the  
23 preferred proponent, right?

24 MS. SARA ALMAS: I'd have to go and  
25 take a look at the -- the public minutes of that

1 meeting. I don't recollect not having them here.

2 MR. MICHAEL WATSON: All right, I -- I  
3 understand. And so, for example, for -- for the in  
4 camera session there, both the in camera final minutes  
5 and the draft minutes that you prepared would still  
6 exist?

7 MS. SARA ALMAS: They should, yes.

8 MR. MICHAEL WATSON: And I take it  
9 with the draft minutes that you would be -- and I  
10 don't want to make it sound like a stenographer's  
11 task, not at all, but you would be taking down what  
12 people were saying?

13 MS. SARA ALMAS: Correct.

14 MR. MICHAEL WATSON: Right. Perhaps  
15 not verbatim --

16 MS. SARA ALMAS: As much --

17 MR. MICHAEL WATSON: -- but as much as  
18 possible what they were saying?

19 MS. SARA ALMAS: Specific comments  
20 that I think that would be valuable in the  
21 conversation should I go back and have -- have to take  
22 a look at them.

23 MR. MICHAEL WATSON: I see, all right.  
24 And then you said as well that Rogers recorded the  
25 majority of Council meetings and that was under

1 contract with the Town or anything like that, was it?

2 MS. SARA ALMAS: It's -- it's -- they  
3 own all the equipment and they have the recording room  
4 in the back. However, it wasn't -- there were  
5 occasions where some meetings weren't recorded because  
6 they had airing or television conflicts.

7 MR. MICHAEL WATSON: Sorry, was that  
8 done live then or cast live?

9 MS. SARA ALMAS: I -- I believe at the  
10 time it was a -- a two (2) hour delay.

11 MR. MICHAEL WATSON: All right. Now,  
12 you were then asked by Mr. Mather about in camera  
13 meetings, and in particular, the keeping of minutes  
14 for the in camera meetings and what you said was that  
15 we, basically, followed the same practice as in the  
16 public portion of the meetings, is that right?

17 MS. SARA ALMAS: Correct.

18 MR. MICHAEL WATSON: And therefore, I  
19 take it that you were there in a different document I  
20 take it.

21 MS. SARA ALMAS: Yes.

22 MR. MICHAEL WATSON: Writing down the  
23 draft minutes what people we're saying and so on?

24 MS. SARA ALMAS: Correct.

25 MR. MICHAEL WATSON: And then from



1 there you would give that document to the deputy clerk  
2 to prepare the final in camera minutes, right?

3 MS. SARA ALMAS: Primarily, I was  
4 responsible for the -- the in camera minutes and  
5 preparation just because I had the intimate knowledge  
6 of what was happening for the in camera.

7 MR. MICHAEL WATSON: I see.

8 MS. SARA ALMAS: On occasion she --  
9 she helps tidy up or look at any sort of typo or  
10 grammatical errors.

11 MR. MICHAEL WATSON: And then you said  
12 something when you were talking about the in camera  
13 meetings that took place, you said on one (1) thing  
14 when you were asked a question you said, I might have  
15 to look at the video.

16 And I was wondering about that. So do  
17 I take it then that the in camera meetings were  
18 videotaped as well?

19 MS. SARA ALMAS: No, I didn't have to  
20 -- I should clarify. So I pers -- personally did not  
21 have to look at the video on -- I don't call very  
22 many, if ever, any occasions. However, if she was  
23 typing up or revising minutes from a meeting that she  
24 didn't have intimate knowledge on what would happen,  
25 she would refer to a video.

1 MR. MICHAEL WATSON: Right and -- and  
2 that --

3 MS. SARA ALMAS: Versus coming to ask  
4 me.

5 MR. MICHAEL WATSON: I understand.  
6 And so that's the deputy clerk when you say "she"?

7 MS. SARA ALMAS: Correct.

8 MR. MICHAEL WATSON: Were the in  
9 camera meetings ever video recorded?

10 MS. SARA ALMAS: No, they were not.

11 MR. MICHAEL WATSON: They were --  
12 obviously being in camera, Rogers was not going to put  
13 them on the TV even two (2) hours later, I take it?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: So, therefore,  
16 the only record then that would exist of the in camera  
17 -- the only records would be (a) your draft minutes  
18 that you were taking as it was going on, right?

19 MS. SARA ALMAS: Correct.

20 MR. MICHAEL WATSON: And be the final  
21 ones?

22 MS. SARA ALMAS: Correct.

23 MR. MICHAEL WATSON: All right. Have  
24 you been asked at all for the draft minutes -- to  
25 produce the draft minutes to this Inquiry?

1 MS. SARA ALMAS: I was summons to  
2 provide every single document that the Town had  
3 regarding the transaction.

4 MR. MICHAEL WATSON: And -- and did  
5 you, yourself, do the search?

6 MS. SARA ALMAS: Yes between me and my  
7 staff we undertook the search.

8 MR. MICHAEL WATSON: I -- I'm not  
9 sure. I'm not the document grugru on our team, that's  
10 for sure, but I haven't seen any draft minutes.

11 Did you come across or did you search  
12 for or provide any draft minutes?

13 MS. SARA ALMAS: Yes, that they would  
14 have been provided.

15 MR. MICHAEL WATSON: I see, all right.  
16 Now, Municipal Conflict Of Interest Act, if I may say  
17 was pretty impressed with how much you know about all  
18 this and I appreciate you're -- you know especially  
19 not being a lawyer, but you were talking about --  
20 about Council orientation and presentations.

21 Remember that?

22 MS. SARA ALMAS: Yes.

23 MR. MICHAEL WATSON: All right. And -  
24 - and you talked about -- about the 2010 Council and I  
25 take it what you were talking about is the Council

1 that was elected in the fall 2010 elections?

2 MS. SARA ALMAS: Correct.

3 MR. MICHAEL WATSON: That took office  
4 then in January of 2011?

5 MS. SARA ALMAS: It would have been,  
6 yes. Well, they took -- take office in December.

7 MR. MICHAEL WATSON: All right. And  
8 they get together now and start doing their work in  
9 January?

10 MS. SARA ALMAS: Correct. Well, they  
11 can do work as soon as they're sworn in.

12 MR. MICHAEL WATSON: And in January  
13 2011, which was, of course, the year in which this all  
14 started to happen, Council had a two (2) day  
15 orientation workshop.

16 Do you remember that?

17 MS. SARA ALMAS: Yes.

18 MR. MICHAEL WATSON: Is that typical  
19 every -- you know, after every election that there's a  
20 -- an orientation workshop?

21 MS. SARA ALMAS: Yes, there is.

22 MR. MICHAEL WATSON: For new and  
23 perhaps returning councillors, is that right?

24 MS. SARA ALMAS: For all of Council,  
25 yes.

1 MR. MICHAEL WATSON: And this is -- is  
2 organized, I think you said, by the CAO, the Chief  
3 Administrative Officer?

4 MS. SARA ALMAS: Actually they're  
5 generally organized with a great responsibility of the  
6 clerk's department, in consultation with the CAO.

7 MR. MICHAEL WATSON: So you were  
8 involved, for example, in setting the agenda for that?

9 MS. SARA ALMAS: Yes, I would've been  
10 involved in setting the agenda.

11 MR. MICHAEL WATSON: And could I ask  
12 please for document CJI-9072. And I may embarrass  
13 myself by having the wrong number. I hope not.

14 So look at that. So this is a special  
15 meeting of Council. And this is the orientation  
16 workshop in -- in 2011. Do you see that?

17 And were you present at this?

18 MS. SARA ALMAS: Yes, I was.

19 MR. MICHAEL WATSON: For the whole  
20 thing, the two (2) days?

21 MS. SARA ALMAS: I believe so

22 MR. MICHAEL WATSON: Right and this  
23 take -- took place, if you may remember, on a Thursday  
24 and a Friday?

25 MS. SARA ALMAS: I couldn't recollect

1 right now.

2 MR. MICHAEL WATSON: All right. And  
3 there was -- if we can go down and I must confess, I  
4 just didn't take a look. We can go down further there  
5 is an item for Aird & Berlis. It may be actually on  
6 the second -- second page, yes.

7 If you see that --

8 THE HONOURABLE FRANK MARROCCO: 1030,  
9 Mr. Watson.

10 MR. MICHAEL WATSON: Sorry, right  
11 there. Yes, exactly -- exactly, Your Honour.

12

13 CONTINUED BY MR. MICHAEL WATSON:

14 MR. MICHAEL WATSON: So there's a  
15 legal review and so Mr. Longo, about whom you've  
16 spoken before, was present with another of his  
17 colleagues talking about these items, right?

18 MS. SARA ALMAS: Correct.

19 MR. MICHAEL WATSON: And impart -- and  
20 the second item is Municipal Conflict Of interest.

21 MS. SARA ALMAS: That's right.

22 MR. MICHAEL WATSON: Now, I think it's  
23 fair to say that you had a fairly good understanding,  
24 if I may put it that way, not as a lawyer, but of the  
25 Municipal Conflict Of Interest Act and its

1 requirements. Is that fair?

2 MS. SARA ALMAS: I'd say that's fair.

3 MR. MICHAEL WATSON: All right. All  
4 right, what I'd now like to do, please, is if we could  
5 go to the Aird and Berlis PowerPoint which is CJI9080.

6 All right. And this is -- I believe  
7 it's about a 20-page presentation on Municipal  
8 Conflict Of Interest with Leo F. Longo and it's got  
9 the date of January 7th.

10 As you just look at this cover page,  
11 does this ring a bell? Do you remember this?

12 MS. SARA ALMAS: Absolutely, yes.

13 MR. MICHAEL WATSON: Did you get a  
14 copy of this PowerPoint, either in its original PPT  
15 format or in hard copy?

16 MS. SARA ALMAS: I -- I believe we  
17 did, yes.

18 MR. MICHAEL WATSON: And by "we" you  
19 mean the Municipality the Town?

20 MS. SARA ALMAS: The Corporation, yes.

21 MR. MICHAEL WATSON: All right. And  
22 did -- did you keep it handy for any kind of reference  
23 or did you know it well enough you didn't need it?

24 MS. SARA ALMAS: No, actually, I  
25 utilized a number of these slides when I do my own

1 committee orientations.

2 MR. MICHAEL WATSON: Oh, yes, right --  
3 yes, because you -- you talked about that. All right.  
4 All right, we may -- may come back to that. But what  
5 I want to do is, I want to ask -- ask you about the  
6 Municipal Conflict Of Interest Act.

7 How did you get your understanding of  
8 it? Did you receive any training as a clerk or how --  
9 how did you get that?

10 MS. SARA ALMAS: Certainly, since this  
11 is one (1) of, you know, the significant pieces of  
12 legislation that govern how a Municipality runs in an  
13 open and transparent manner, there's a number of  
14 training sessions that are offered through our various  
15 associations. There's many on Municipal Conflict Of  
16 Interest Act requirements and then also just my  
17 regular work in dealing with our solicitors on the  
18 Conflict Of Interest Act and the opinions that we've  
19 received in the past is, basically, where I've -- I've  
20 attain my -- my knowledge.

21 MR. MICHAEL WATSON: And I take it  
22 that you're aware of the fact that statutes are  
23 amended from time to time?

24 MS. SARA ALMAS: They are.

25 MR. MICHAEL WATSON: And I think



1 you've made some reference to that. Could I ask  
2 please for document ALE50204.

3 Now, this is a document that we have  
4 received. And are -- are you at all familiar with the  
5 Canada Legal Institute website?

6 MS. SARA ALMAS: Minor.

7 MR. MICHAEL WATSON: All right. So --  
8 so this is -- is a copy of the statute and you'll see  
9 the arrows that we've put -- put on this. This is the  
10 version that was in effect between July 1st, 2010 and  
11 December 31, 2016. So during this entire period of  
12 time. Not that the relevant provisions have changed  
13 at all but just to show that we know how to find these  
14 things, all right.

15 And I take it that you are aware of the  
16 fact that a clerk has certain duties with respect to  
17 municipal conflict of interest?

18 MS. SARA ALMAS: Yes.

19 MR. MICHAEL WATSON: Could we turn,  
20 please -- just actually scroll down the first page and  
21 you'll see, obviously, there are definitions there,  
22 right? Or do -- do you see that?

23 MS. SARA ALMAS: Oh, sorry, yes.

24 MR. MICHAEL WATSON: All right and  
25 could we go down to the definition of "member." Right

1 there. "Member" means member of a council or of a  
2 local board.

3 I take it that is familiar to you?

4 MS. SARA ALMAS: Yes.

5 MR. MICHAEL WATSON: Indeed, you  
6 replied to Mr. Lloyd's email in January of 2011 using  
7 that term of "member"?

8 MS. SARA ALMAS: Yes, I believe so.

9 MR. MICHAEL WATSON: All right and  
10 when it says "member of a council" that would include  
11 a municipal council such as the Town Council of  
12 Collingwood?

13 MS. SARA ALMAS: Correct.

14 MR. MICHAEL WATSON: All right. Could  
15 we go then to section 6, please. And we see then  
16 under "record of disclosure" that under section 6:

17 "Every declaration of interest and the  
18 general nature thereof made under  
19 section 5" [and we'll go back to  
20 that] shall, where the meeting is  
21 open to the public, be recorded in  
22 the minutes of the meeting by the  
23 clerk of the municipality or  
24 secretary of the -- of the  
25 committee."

1                   So that's a duty that you had and  
2 you've known ever since before maybe you were a clerk  
3 that that was one (1) of your duties?

4                   MS. SARA ALMAS:     Absolutely.

5                   MR. MICHAEL WATSON:    And indeed, in  
6 the minutes -- and I take we've got a lot of Town of  
7 Collingwood minutes on the website, we see that there  
8 is, in your standard template, "declaration of  
9 conflict of interest" every time -- and sometimes  
10 there are and sometimes there aren't, right?

11                   All right but it's a standard thing  
12 that you have to fill in, right?

13                   MS. SARA ALMAS:     We -- we have a  
14 registry system now that's in place where they have to  
15 provide a written disclosure to us and that's an  
16 amendment to -- Bill 68 but prior to that time they  
17 had to disclose at -- at a meeting and then I would  
18 have to record that they disclosed a conflict and the  
19 general nature thereof.

20                   MR. MICHAEL WATSON:    Now can we go  
21 back, please, to section 5. All right. And so "duty  
22 of a member" and you'll see -- so this heading has to  
23 do with and imposes a duty on every member of council,  
24 right?

25                   MS. SARA ALMAS:     Yes.

1 MR. MICHAEL WATSON: And that inclu --  
2 includes the mayor, the deputy mayor and all of the  
3 other councillors?

4 MS. SARA ALMAS: Absolutely.

5 MR. MICHAEL WATSON:

6 "Where a member either on his or her  
7 own behalf or while acting for, by  
8 or through any other has a pecuniary  
9 interest..."

10 Just stopping there. "Pecuniary  
11 interest" was also one (1) of the things that Leo  
12 Longo discussed in the Aird and Berlis presentation,  
13 right?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: And that means a  
16 financial interest or having to do with money, right?

17 MS. SARA ALMAS: Correct.

18 MR. MICHAEL WATSON: And then it says  
19 "direct or indirect." And you understood that  
20 terminology?

21 MS. SARA ALMAS: Correct.

22 MR. MICHAEL WATSON: And in fact, you  
23 use that terminology again in your reply to -- to  
24 Deputy Mayor Lloyd in January 2011, right?

25 MS. SARA ALMAS: Correct.

1 MR. MICHAEL WATSON: All right.

2 "In any matter and is present at any  
3 meeting of the council or local  
4 board at which the matter is the  
5 subject of consideration."

6 And so what this statute talks about is  
7 a conflict that may arise where there is a matter for  
8 consideration by a council or local board, right?

9 Right and the re -- sorry, I just want  
10 to make sure that your answers are recorded.

11 And be -- because -- and the conflict  
12 on your understanding could arise because a councillor  
13 might be voting on something or debating something for  
14 action by the council where he or she might have a  
15 pecuniary interest, right?

16 MS. SARA ALMAS: Correct.

17 MR. MICHAEL WATSON: And that would  
18 have to be declared as it says in section 5?

19 MS. SARA ALMAS: Correct.

20 MR. MICHAEL WATSON: All right. And  
21 then recorded?

22 MS. SARA ALMAS: Correct.

23 MR. MICHAEL WATSON: And then there  
24 are various things that the member then, who has  
25 declared a conflict, is prohibited from doing and

1 they're listed in section 5?

2 MS. SARA ALMAS: Correct.

3 MR. MICHAEL WATSON: So the key to  
4 this whole thing is that the member -- first of all,  
5 there has to be -- it has to be with respect to a  
6 member, such as Mayor Sandra Cooper or Deputy Mayor  
7 Rick Lloyd or any of the other councillors, right?

8 MS. SARA ALMAS: Right.

9 MR. MICHAEL WATSON: And there would  
10 have to be a pecuniary interest?

11 MS. SARA ALMAS: Correct.

12 MR. MICHAEL WATSON: And it would have  
13 to be a pecuniary interest in respect of some matter  
14 coming before the council for consideration, right?

15 MS. SARA ALMAS: Correct.

16 MR. MICHAEL WATSON: Those are the  
17 three (3) requirements for the Municipal Conflict Of  
18 Interest Act to apply and for this section to be  
19 triggered?

20 MS. SARA ALMAS: Correct.

21 MR. MICHAEL WATSON: Right and -- and

22 --

23 MS. SARA ALMAS: I'm not a lawyer --

24 MR. MICHAEL WATSON: No, no.

25 MS. SARA ALMAS: -- but I believe that

1 to be correct.

2 MR. MICHAEL WATSON: Right, and this -  
3 - and that's how you approached it?

4 MS. SARA ALMAS: yes.

5 MR. MICHAEL WATSON: And that, indeed,  
6 is what Aird and Berlis were saying in their -- in  
7 their presentation, right?

8 MS. SARA ALMAS: Yes.

9 MR. MICHAEL WATSON: Your Honour, I --  
10 my apologies, I forgot to ask that two (2) documents  
11 be marked as an exhibit and the first one is the --  
12 sorry, I think we should have three (3). The first  
13 one is the agenda for the orientation workshop,  
14 CJI99072.

15 THE HONOURABLE FRANK MARROCCO: I'll  
16 make them all -- the 9080 and 50204.

17 MR. MICHAEL WATSON: Thank you. Thank  
18 you, Your Honour.

19 THE HONOURABLE FRANK MARROCCO: They  
20 are all exhibits.

21

22 --- EXHIBIT NO. 11: Document CJI00090072.

23

24 --- EXHIBIT NO. 12: Document CJI0009080.

25

1 --- EXHIBIT NO. 13: Document ALE0050204

2

3 CONTINUED BY MR. MICHAEL WATSON:

4 MR. MICHAEL WATSON: All right. And  
5 then if we can go -- oh, sorry, I wasn't actually done  
6 with that one whoever is controlling this, if we can  
7 still go back to the -- to the statute 50204. There's  
8 one (1) more section on this and it's section --  
9 section 3. Okay, yeah, right -- right -- right there.

10 And so we've talked about this whole  
11 thing about spouses and all that and siblings and so  
12 on. And -- and this is then the section that deals  
13 with those relationships, right?

14 MS. SARA ALMAS: That's correct.

15 MR. MICHAEL WATSON: Okay and so it  
16 says:

17 "For the purposes of this Act, the  
18 pecuniary interest, direct or  
19 indirect, of a parent or the spouse  
20 or any child of a member shall, if  
21 know to the member, be deemed also  
22 to be the pecuniary interest of the  
23 member."

24 And you're very familiar with that?

25 MS. SARA ALMAS: Yes.



1 MR. MICHAEL WATSON: So that it's a --  
2 it's a -- it's a deeming provision and if anyone who  
3 falls within those categories has a pecuniary interest  
4 on a matter coming before council, then the member is  
5 deemed to have that same one direct or indirect,  
6 right?

7 MS. SARA ALMAS: Correct.

8 MR. MICHAEL WATSON: And it was the  
9 absence of "sibling" from that section and, indeed,  
10 anything else, you know, grandchild or, you know, who  
11 knows what that then circumscribes what -- what is  
12 required by that statute?

13 MS. SARA ALMAS: Correct.

14 MR. MICHAEL WATSON: Okay. All right,  
15 I think that that then is that. Now, could we get to  
16 the handwritten notes and I'm not sure which one that  
17 is. Sorry, this was the one where the document ID was  
18 pending. This is the May -- the May 18th notes that  
19 we were talking about this morning. You remember  
20 those handwritten notes?

21 MS. SARA ALMAS: I do.

22 MR. MICHAEL WATSON: I'm sorry.

23 MR. JOHN MATHER: The document ID is  
24 CJI10492.

25 MR. MICHAEL WATSON: 10492, thank you.

1 (BRIEF PAUSE)

2

3 CONTINUED BY MR. MICHAEL WATSON:

4 MR. MICHAEL WATSON: All right, and if  
5 we could go to the nonblack part because that will be  
6 more interesting. Yes, all right.

7 So this -- these were the notes that  
8 you made on May 18th, as we could see from the top,  
9 right?

10 MS. SARA ALMAS: Yes.

11 MR. MICHAEL WATSON: And -- and you  
12 said as well, I think a couple of times, that the next  
13 meeting of Council that was coming up was on May 30th?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: All right. And  
16 actually in one (1) of the documents we actually put  
17 in a whole list of the meetings from 2011 because  
18 they're, of course, still on the website, right?

19 MS. SARA ALMAS: Right.

20 MR. MICHAEL WATSON: Okay. And -- all  
21 right, so -- so, that then was the next meeting May  
22 30th and did you make these notes in a meeting or on a  
23 phone call or what or can you remember?

24 MS. SARA ALMAS: I can't -- I can't  
25 recollect where it was in person. I write from my

1 office in my own desk regarding information I get on  
2 the telephone or -- and I take my book to meetings so  
3 it could have been either one.

4 MR. MICHAEL WATSON: Have you had --  
5 well, I won't ask you this way whether you've had an  
6 opportunity.

7 Have you reviewed, before coming to  
8 give your evidence, the minutes of that May 30th  
9 council meeting?

10 MS. SARA ALMAS: I took a brief  
11 actually look at them yesterday and that's where I --  
12 because I was specifically looking to see if there was  
13 an in camera portion of that meeting and I don't  
14 believe that there was.

15 MR. MICHAEL WATSON: Right. I'm --  
16 I'm going to come to that because unless I'm grossly  
17 misunderstanding the agenda and so on, I think there  
18 was.

19 MS. SARA ALMAS: Okay.

20 MR. MICHAEL WATSON: And it's referred  
21 to -- now when you set up agendas, they're not  
22 infrequently, and I've taken a look through a lot of  
23 them, are in camera sessions. Not every meeting but  
24 often, right?

25 MS. SARA ALMAS: We've dealt with a

1 lot of significant items that required a lot of in  
2 camera discussions.

3 MR. MICHAEL WATSON: Including back at  
4 that time?

5 MS. SARA ALMAS: Yes.

6 MR. MICHAEL WATSON: And -- and on the  
7 agenda, an item for an in camera meeting will appear,  
8 right?

9 MS. SARA ALMAS: Yes, it will.

10 MR. MICHAEL WATSON: Right. And it  
11 always appears at the end or right almost at the end,  
12 right?

13 MS. SARA ALMAS: Correct.

14 MR. MICHAEL WATSON: And the reason  
15 for that is that council meetings are open to the  
16 public, except the in camera meeting, right?

17 MS. SARA ALMAS: That's right.

18 MR. MICHAEL WATSON: And so you don't  
19 want to have it some place in the middle where people  
20 come, then they got to go, and then they've got to  
21 come back at some time in determined time in the  
22 future, fair?

23 MS. SARA ALMAS: Right.

24 MR. MICHAEL WATSON: Okay. All right.  
25 And then -- and then minutes of meetings, council

1 meetings, also have to be approved, right?

2 MS. SARA ALMAS: That's right.

3 MR. MICHAEL WATSON: And generally at  
4 the next council meeting?

5 MS. SARA ALMAS: Yes.

6 MR. MICHAEL WATSON: And from what  
7 I've seen the minutes are attached to the agenda of  
8 the next council meeting.

9 MS. SARA ALMAS: Correct.

10 MR. MICHAEL WATSON: And so the next  
11 council meeting after May 30th was June 6th. Does  
12 that sound right; a week later, one (1) week later?

13 MS. SARA ALMAS: Yes.

14 MR. MICHAEL WATSON: And I'll be  
15 taking you to them. The minutes also disclose that  
16 there was an in camera meeting.

17 When you were looking at the May 30th  
18 agenda, did you see the one of the agenda items was  
19 Collus Business Plan Report?

20 MS. SARA ALMAS: That's the one (1)  
21 that I recollect looking at, yes.

22 MR. MICHAEL WATSON: Right. So let's  
23 then -- all right. And -- and we'll -- we'll get to  
24 that but that agenda then would've been something that  
25 you would've prepared?

1 MS. SARA ALMAS: Yes.

2 MR. MICHAEL WATSON: From information  
3 given to you by various staff people and so on?

4 MS. SARA ALMAS: Correct.

5 MR. MICHAEL WATSON: And so when  
6 Collus Business Plan -- and I hope I'm quoting it  
7 correctly and we'll get to it -- appeared in those  
8 minutes that would've been as a result of someone  
9 telling you that that was what was going to be coming  
10 up for discussion, one (1) of the things, right?

11 MS. SARA ALMAS: Correct.

12 MR. MICHAEL WATSON: And -- and Ed  
13 Houghton was the CEO of Collus at the time?

14 MS. SARA ALMAS: Yes.

15 MR. MICHAEL WATSON: All right. And  
16 Tim Fryer was CFO?

17 MS. SARA ALMAS: Correct.

18 MR. MICHAEL WATSON: And were you  
19 familiar with -- did you know any of the other --  
20 well, any of the Board of Director members?

21 MS. SARA ALMAS: I was aware of them  
22 because we have to authorize the appointment of those  
23 members.

24 MR. MICHAEL WATSON: Indeed, at a  
25 shareholders meeting that takes place every year,

1 right?

2 MS. SARA ALMAS: And Council appoints  
3 the various members to the -- the board if there's  
4 vacancies and what not, yes.

5 MR. MICHAEL WATSON: Right, okay.  
6 And from what I've seen that happens in and around  
7 June of every year. Does that -- does that ring a  
8 bell?

9 MS. SARA ALMAS: So in June there  
10 needs to be a council representative that acts on  
11 behalf of council at their AGM and I think that's what  
12 you're referring to.

13 MR. MICHAEL WATSON: And so someone  
14 obviously told you in the run-up to the May 30th  
15 council meeting that -- that Collus was going to be  
16 making a presentation.

17 MS. SARA ALMAS: Yes.

18 MR. MICHAEL WATSON: And does that  
19 help you now to remember that it came from Ed Houghton  
20 because you were a little bit uncertain, I think, this  
21 morning when we were talking -- when you were talking  
22 about?

23 MS. SARA ALMAS: Right. Most likely  
24 it came from Ed but -- so these statements I'm  
25 assuming came from Ed. I -- I'm just -- I can't say

1 for certain.

2 MR. MICHAEL WATSON: Fair enough, and  
3 -- but this is information here on these notes that  
4 somebody gave you, right?

5 MS. SARA ALMAS: Right.

6 MR. MICHAEL WATSON: And what was in -  
7 - and again I don't want to mis -- misquote them. But  
8 we're going to see this when we get to the May 30th  
9 agenda.

10 It talked about the Collus Business  
11 Plan?

12 MS. SARA ALMAS: Right.

13 MR. MICHAEL WATSON: There's a report  
14 and a business plan.

15 MS. SARA ALMAS: Right.

16 MR. MICHAEL WATSON: Okay. And that  
17 wouldn't surprise you. There'd be nothing more than  
18 that that would appear in the agenda.

19 MS. SARA ALMAS: Generally.

20 MR. MICHAEL WATSON: And so when  
21 somebody told you or said something to you about  
22 valuation in connection with a simple agenda item, you  
23 know, presentation of -- of a business plan for -- for  
24 the year, that must have struck you as a little odd?

25 MS. SARA ALMAS: So in -- in my notes,



1 when I write "financial report" that is what I called  
2 -- that was their financial reporting when they  
3 presented their business plan.

4                   So it -- it didn't catch me off guard  
5 when it said "valuation" because they were presenting  
6 their financial reports and they could have gathered  
7 that information, and noth -- nothing was triggered to  
8 me at that time to think, oh, my goodness, you know,  
9 they're looking at some sort of sale transaction.

10                   MR. MICHAEL WATSON: I'm -- I'm going  
11 to take it, and correct me if I'm wrong, it was many  
12 years ago and it's not surprising that people can't  
13 remember things particularly since there's no reason  
14 to at the time, that what you can recall about this  
15 meeting or phone call is basically just what's in the  
16 notes; is that fair?

17                   MS. SARA ALMAS: Exactly.

18                   MR. MICHAEL WATSON: All right. Okay.  
19 And so you have no recollection of whether the person  
20 who told you said anything about the purpose for the  
21 valuation. All you know is valuation, right?

22                   MS. SARA ALMAS: I don't even know it  
23 was a valuation of.

24                   MR. MICHAEL WATSON: All right. And  
25 then it does -- it does say "in camera" and you were

1 asked about that this morning and your -- your  
2 response almost right a way was but there was no in  
3 camera meeting coming up.

4 MS. SARA ALMAS: Right.

5 MR. MICHAEL WATSON: You're going to  
6 see that, in fact, there was.

7 MS. SARA ALMAS: Okay.

8 MR. MICHAEL WATSON: And so when you  
9 wrote "in camera," is this something that you think  
10 was told to you or something that you thought, hmm,  
11 okay, well, I guess that has to be in camera and you  
12 wrote it down as a reminder to yourself?

13 MS. SARA ALMAS: No, general --  
14 generally, I was advised whenever they thought that  
15 information need to go behind close session. So what  
16 I would do is they would provide that information, and  
17 then I would have to decide whether it met one (1) of  
18 the exemptions withing the Municipal -- Municipal Act.  
19 So that's why whenever -- because I recall seeing the  
20 Collus Business Plan in those May 30th and I didn't  
21 recollect seeing it.

22 I know that there was a few occasions  
23 that I was challenged on having an in camera meeting  
24 and I convinced them that there wasn't the appropriate  
25 exemption and we didn't go in close session.

1 MR. MICHAEL WATSON: I see. Again  
2 because -- because not being a lawyer, you were very  
3 familiar with your duties --

4 MS. SARA ALMAS: Right.

5 MR. MICHAEL WATSON: -- and with the  
6 requirements of public sessions and in camera  
7 sessions, I take it?

8 MS. SARA ALMAS: Correct.

9 MR. MICHAEL WATSON: -- among all the  
10 other things you know a lot about?

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: All right. Fair  
13 enough. And -- and then when it says "Council rep  
14 motion," does that mean anything to you?

15 MS. SARA ALMAS: Yeah. So that would  
16 be the Council representative that we appoint for the  
17 AGM, is what I'm assuming that meant.

18 MR. MICHAEL WATSON: Okay. And -- and  
19 there's nothing secret about that. That's done in --  
20 in an open public session, right?

21 MS. SARA ALMAS: Annually, yeah.

22 MR. MICHAEL WATSON: Yeah. Indeed,  
23 every year. All right. So why don't we then get,  
24 finally, to the May 30th Council meeting? And could I  
25 see -- what do I want to take a look at, here? Yes,

1 CJI9 -- sorry, CJI7986.

2

3

(BRIEF PAUSE)

4

5 MR. MICHAEL WATSON: All right. So  
6 these are the Council minutes of -- of May -- of May  
7 30th. And what I'd like to do, if I could, is go  
8 first of all right to the -- right to the bottom. And  
9 just a little bit up from the -- up from the bottom --  
10 okay. Stopping right there, do you see right in the  
11 middle of page:

12 "Council proceed to in camera  
13 session as previously resolved at  
14 7:39, and then rose from in camera,  
15 and came back at 8:10."

16 Do you see that?

17 MS. SARA ALMAS: Yes.

18 MR. MICHAEL WATSON: All right. And  
19 so obviously, there was an in camera meeting that  
20 you'd just forgotten about, right?

21 MS. SARA ALMAS: Can -- can we scroll  
22 up in those minutes --

23 MR. MICHAEL WATSON: Absolutely.

24 MS. SARA ALMAS: -- just so I can see  
25 the in camera motion?

1 (BRIEF PAUSE)

2

3 MS. SARA ALMAS: So -- so there, it  
4 wasn't the item that was for discussion at that  
5 meeting. It's potential land acquisition regarding  
6 the Public Works. So that in camera meeting did not  
7 have information on Collus.

8 MR. MICHAEL WATSON: Okay, I -- I  
9 actually haven't asked you anything about Collus.

10 MS. SARA ALMAS: Okay, sorry. That's  
11 what -- okay.

12 MR. MICHAEL WATSON: My question was  
13 that Council proceed to in camera?

14 MS. SARA ALMAS: Yes.

15 MR. MICHAEL WATSON: All right. And I  
16 take it that you are, therefore, assuming because of  
17 this item that you've just pointed out, that that's  
18 all that was discussed in the in camera session?

19 MS. SARA ALMAS: I believe.

20 MR. MICHAEL WATSON: All right. Now  
21 then, if we can go back up -- and I'm not sure where  
22 it is, I'm -- I'm sorry -- toward the top. And -- and  
23 we'll see a -- something about the pri -- yes. All  
24 right.

25 So you see the Collus business plan

1 there, and it said:

2 "Mr. Houghton, president and CEO;  
3 Dean Muncaster, Chair; Tim Frier,  
4 CFO, provided a detailed overview of  
5 2011 Collus business plan, address  
6 question by Council."

7 Do you see that?

8 MS. SARA ALMAS: Yes.

9 MR. MICHAEL WATSON: All right. And I  
10 -- I spent a really interesting time watching the  
11 video of that, or at least some of it. And do you --  
12 do you have a recollection of that?

13 MS. SARA ALMAS: Not offhand. I  
14 haven't re-watched since --

15 MR. MICHAEL WATSON: Okay.

16 MS. SARA ALMAS: -- I've never watched  
17 it, actually.

18 MR. MICHAEL WATSON: May I ask this be  
19 made the next exhibit, Your Honour?

20 THE HONOURABLE FRANK MARROCCO: Yes.

21

22 --- EXHIBIT NO. 14: CJI0007986

23

24 CONTINUED BY MR. MICHAEL WATSON:

25 MR. MICHAEL WATSON: Now -- and let's

1 go to the June 2nd meeting with Mr. Bonwick. And you  
2 -- I just need to situate myself here for a second.

3

4 (BRIEF PAUSE)

5

6 MR. MICHAEL WATSON: And we saw -- and  
7 -- and I'm not going to ask to look at it again, but  
8 we saw the email that Mr. Bonwick sent. And one (1)  
9 of the things that he said is that you agreed to be  
10 copied on it. Do you remember that?

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: All right. And I  
13 take it that that was right, that you did?

14 MS. SARA ALMAS: I did.

15 MR. MICHAEL WATSON: Okay. In your  
16 evidence this morning, said -- that Mr. Bonwick --  
17 that Mr. Bonwick said that -- that, first of all,  
18 talked about Brian Bentz -- all right, and we'll take  
19 a look at your notes -- and -- and said that -- that  
20 Mr. Bentz said -- told him that, you know, if -- if  
21 PowerStream was going to be doing any work in  
22 Collingwood, that he, Mr. Bentz, had a concerns -- I  
23 wrote down what you said -- if they would be -- if  
24 they'd be doing something in Collingwood, right, a  
25 concern about conflict?

1 MS. SARA ALMAS: Correct.

2 MR. MICHAEL WATSON: Right, because of  
3 Mr. Bonwick being the brother of the mayor?

4 MS. SARA ALMAS: Correct.

5 MR. MICHAEL WATSON: Right. And  
6 that's what Mr. Bonwick said?

7 MS. SARA ALMAS: M-hm.

8 MR. MICHAEL WATSON: And that Mr.  
9 Bonwick was -- might very well be doing the work for  
10 PowerStream. He told you some things about that,  
11 right?

12 MS. SARA ALMAS: That he had submit a  
13 proposal to PowerStream, yes.

14 MR. MICHAEL WATSON: All right.  
15 Right. And -- and then you also said a little bit  
16 later on that they, being PowerStream, were concerned  
17 about a conflict in case of future opportunities that  
18 might come along.

19 That's what you recall Mr. Bonwick  
20 saying?

21 MS. SARA ALMAS: M-hm.

22 MR. MICHAEL WATSON: Sorry, is that a  
23 yes?

24 MS. SARA ALMAS: Yes.

25 MR. MICHAEL WATSON: All right.



1 MS. SARA ALMAS: Yes, sorry.

2 MR. MICHAEL WATSON: Okay. And then  
3 could we then go to your notes? And I believe that  
4 that is CJI9206.

5

6 (BRIEF PAUSE)

7

8 MR. MICHAEL WATSON: All right. And  
9 you talked about these notes this morning? All right,  
10 June 2nd, corrected --

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: -- corrected  
13 date?

14 MS. SARA ALMAS: That's correct.

15 MR. MICHAEL WATSON: All right. And  
16 so -- and -- and so this is a -- a bit of a summary of  
17 your discussion with Mr. Bonwick, right?

18 MS. SARA ALMAS: That's correct.

19 MR. MICHAEL WATSON: Now you said that  
20 -- that the notes that you made shortly before the May  
21 30th meeting, you know, those short two (2) or three  
22 (3) lines, you couldn't really recall whether it was  
23 on the phone or in a meeting. Remember that?

24 MS. SARA ALMAS: Correct.

25 MR. MICHAEL WATSON: And -- nor, in

1 fact, who told you all of that information, right?

2 MS. SARA ALMAS: Correct.

3 MR. MICHAEL WATSON: Now apart from  
4 the fact that you know that this is Mr. Bonwick --

5 MS. SARA ALMAS: M-hm.

6 MR. MICHAEL WATSON: -- is your memory  
7 of that meeting basically what you see in these notes?  
8 Is that fair?

9 MS. SARA ALMAS: No. Actually, Mr.  
10 Bonwick was a pretty prominent gentleman, so I  
11 actually recollect quite well that conversation,  
12 because I had time to reflect upon it, you know,  
13 within the days following that conversation. So it's  
14 much more vivid to me.

15 MR. MICHAEL WATSON: Right. And he  
16 was prominent -- he -- he had been an MP, a two (2)  
17 term MP for Simcoe-Grey?

18 MS. SARA ALMAS: Correct.

19 MR. MICHAEL WATSON: And I take it you  
20 knew that at the time?

21 MS. SARA ALMAS: Yes.

22 MR. MICHAEL WATSON: Are you from this  
23 area?

24 MS. SARA ALMAS: Yes.

25 MR. MICHAEL WATSON: All right. And -

1 - and you knew that he had -- had himself been a town  
2 councillor?

3 MS. SARA ALMAS: Yes.

4 MR. MICHAEL WATSON: Did you have any  
5 position with the town at the time he was a town  
6 councillor?

7 MS. SARA ALMAS: No, I did not.

8 MR. MICHAEL WATSON: So that was  
9 before 2004?

10 MS. SARA ALMAS: Correct.

11 MR. MICHAEL WATSON: Okay. But you  
12 knew of that?

13 MS. SARA ALMAS: I knew of that.

14 MR. MICHAEL WATSON: Did you see him  
15 around town and the Town Hall from time to time?

16 MS. SARA ALMAS: At various events  
17 that the Corporation was represented at, I would see  
18 Mr. Bonwick.

19 MR. MICHAEL WATSON: And you were --  
20 in -- in the course of some of your answers this --  
21 this morning, you talked about the CHEC group?

22 MS. SARA ALMAS: Yes.

23 MR. MICHAEL WATSON: All right. And  
24 you describe that as a group of local LDCs?

25 MS. SARA ALMAS: Yes.

1 MR. MICHAEL WATSON: All right. Local  
2 distribution companies, right? That's what that  
3 means?

4 MS. SARA ALMAS: That's correct.

5 MR. MICHAEL WATSON: So distributing  
6 electricity locally, right?

7 MS. SARA ALMAS: Yeah. Yes.

8 MR. MICHAEL WATSON: And that's what  
9 Collus -- that's what Collus was?

10 MS. SARA ALMAS: Yes.

11 MR. MICHAEL WATSON: All right. And  
12 there were, we -- for all we knew, LDCs in various  
13 committees all around the Province?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: And, indeed,  
16 there had to be a local LDC for every community in the  
17 Province, or people wouldn't have electricity, right?

18 MS. SARA ALMAS: Correct.

19 MR. MICHAEL WATSON: And so you said  
20 that you had -- you had heard the name of -- you knew  
21 the name PowerStream?

22 MS. SARA ALMAS: Correct.

23 MR. MICHAEL WATSON: But you didn't  
24 know a lot about it?

25 MS. SARA ALMAS: Correct.

1 MR. MICHAEL WATSON: And -- but you  
2 knew that it was an LDC?

3 MS. SARA ALMAS: Yes.

4 MR. MICHAEL WATSON: From --

5 MS. SARA ALMAS: Well, I knew -- I was  
6 familiar of it, and -- but Mr. Bonwick confirmed it  
7 was an LDC.

8 MR. MICHAEL WATSON: Right. And did -  
9 - did you have any idea where it operated?

10 MS. SARA ALMAS: Yes, because I've  
11 drove by it on many occasions.

12 MR. MICHAEL WATSON: Right. And I --  
13 I'm talking about back then and not now, so the 2010  
14 to 2012 time period.

15 MS. SARA ALMAS: Okay.

16 MR. MICHAEL WATSON: Did you know that  
17 it -- you know, it -- it consists of, you know,  
18 Markham, and Vaughan, and Barrie, and those areas?

19 MS. SARA ALMAS: I don't think that I  
20 would have been familiar with the -- the makeup of the  
21 company specifically.

22 MR. MICHAEL WATSON: And -- and so he  
23 raised CHEC, right? He talked about CHEC, and -- and  
24 he said, as one (1) of the region, and Collingwood is  
25 a member. Now, you, yourself, had said that -- that

1 Collus was a -- a member of CHEC?

2 MS. SARA ALMAS: I -- I didn't even  
3 know what CHEC was at that time. I'm only familiar  
4 now because I was the co-Chair of Collus PowerStream.

5 MR. MICHAEL WATSON: Indeed. And we  
6 understand that, yes. So, again, I'm asking you not  
7 about now, but about back then, what you can remember  
8 --

9 MS. SARA ALMAS: Yeah.

10 MR. MICHAEL WATSON: -- about back  
11 then. All right. So you didn't know that, but he told  
12 you about CHEC?

13 MS. SARA ALMAS: Right.

14 MR. MICHAEL WATSON: And -- and  
15 Collingwood is a member. And I take it he told you  
16 because of PowerStream, and so on, that it was -- it  
17 was a group of LDCs?

18 MS. SARA ALMAS: Yes.

19 MR. MICHAEL WATSON: All right. And -  
20 - and he was raising this -- I take it this was very  
21 clear from your conversation with them because of his  
22 relationship with the mayor?

23 MS. SARA ALMAS: That's why he came to  
24 talk to me.

25 MR. MICHAEL WATSON: In -- indeed.

1 MS. SARA ALMAS: Yes.

2 MR. MICHAEL WATSON: Right. And his  
3 concern as to whether the Municipal Conflict of  
4 Interest Act might apply, right?

5 MS. SARA ALMAS: M-hm.

6 MR. MICHAEL WATSON: And -- because if  
7 -- if the Municipal Conflict of Interest Act treated  
8 siblings in the same way as it treated parents, or  
9 spouses, or children, then the mayor might very well  
10 have a conflict. That was what you understood his  
11 concern to be?

12 MS. SARA ALMAS: Correct.

13 MR. MICHAEL WATSON: And --

14 MS. SARA ALMAS: Well, I ended --  
15 understood to be a concern of PowerStream's.

16 MR. MICHAEL WATSON: Right, right.  
17 And he had been kind of directed by PowerStream to --

18 MS. SARA ALMAS: Yes.

19 MR. MICHAEL WATSON: -- raise this  
20 issue? And -- and the reason that there might be such  
21 a concern would be the possibility of a matter we  
22 discussed before, in which Mr. Bonwick had a pecuniary  
23 interest coming before Council for consideration in  
24 the words of the statute, right?

25 MS. SARA ALMAS: Correct.

1 MR. MICHAEL WATSON: Okay. And so Mr.  
2 Bonwick merely doing public relations in the community  
3 isn't something that's going to come before Council.

4 MS. SARA ALMAS: Correct.

5 MR. MICHAEL WATSON: And -- and him  
6 doing community outreach for PowerStream isn't going  
7 to be something that comes before Council, right?

8 MS. SARA ALMAS: That's right.

9 MR. MICHAEL WATSON: There's -- it had  
10 to be something else, not just that. That was pretty  
11 clear? Yes?

12 MS. SARA ALMAS: I -- I -- actually, I  
13 -- I kind of left the meeting kind of surprised about  
14 what could be the interest, because of that very fact.

15 MR. MICHAEL WATSON: All right. But  
16 he was certainly raising it, and so you thought that,  
17 well, that might very well be a pos -- a possibility,  
18 and that's why he'd be raising it, that PowerStream  
19 instructed him to do so, right?

20 MS. SARA ALMAS: No, not necessarily.  
21 It -- I wouldn't -- I don't know -- I didn't know his  
22 familiarity, I guess, with the Municipal Conflict of  
23 Interest Act, so I wasn't exactly sure, you know, you  
24 know, how these specific activities could impact his  
25 sister, I guess.



1 MR. MICHAEL WATSON: All right. So  
2 you were curious about that?

3 MS. SARA ALMAS: M-hm.

4 MR. MICHAEL WATSON: But you didn't  
5 ask?

6 MS. SARA ALMAS: No, but this was all  
7 the information that he was providing.

8 MR. MICHAEL WATSON: Yeah. All right.  
9 It seemed from some emails, that maybe you knew him on  
10 a first name basis. Is that right?

11 MS. SARA ALMAS: I would call him Paul.

12 MR. MICHAEL WATSON: He called you  
13 Sara?

14 MS. SARA ALMAS: Yes.

15 MR. MICHAEL WATSON: You'd seen him  
16 before and talked to him?

17 MS. SARA ALMAS: Yeah. We weren't  
18 acquaintances by any means.

19 MR. MICHAEL WATSON: And you -- you  
20 talked about the -- about his company Compenso, yes,  
21 and you had talked about what was on the website,  
22 right?

23 MS. SARA ALMAS: Yes.

24 MR. MICHAEL WATSON: So you had made  
25 it your business to go onto his website to see what

1 that company was doing and so on, right?

2 MS. SARA ALMAS: I -- I only went onto  
3 his website at -- at one (1) point whenever it was  
4 suggested to me that one (1) of our councillors was a  
5 member. I did not go onto his website to -- to look  
6 at his activities, or what the details of his  
7 corporation was about.

8 MR. MICHAEL WATSON: And so -- and --  
9 and he sent you an email that morning asking to come  
10 to see you?

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: Not just to get  
13 on the phone with you or anything like that, right?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: Nor did he send -  
16 - merely send an email like Mr. Lloyd had sent in  
17 January, right?

18 MS. SARA ALMAS: Correct.

19 MR. MICHAEL WATSON: He asked to come  
20 to see you?

21 MS. SARA ALMAS: Correct.

22 MR. MICHAEL WATSON: Had he ever done  
23 that before, asking to come to see you?

24 MS. SARA ALMAS: I don't believe so.

25 MR. MICHAEL WATSON: So this was

1 something that was new and different?

2 MS. SARA ALMAS: Yeah.

3 MR. MICHAEL WATSON: And in your  
4 email, you will -- you -- you -- the email that you  
5 discussed this morning -- we'll take a look at that --  
6 there obviously is mention of the discussion about the  
7 Municipal Conflict of Interest Act, right?

8 MS. SARA ALMAS: It -- it mentions the  
9 Provincial Conflict of Interest Act, but it is  
10 Municipal Conflict of Interest Act.

11 MR. MICHAEL WATSON: All right. And -  
12 - and just -- and just to be fair, the Municipal  
13 Conflict of Interest Act is an Act of the Province,  
14 right?

15 MS. SARA ALMAS: That's right.

16 MR. MICHAEL WATSON: Yeah, of the  
17 legislature of the Province?

18 MS. SARA ALMAS: Right.

19 MR. MICHAEL WATSON: All right. So  
20 it's not necessarily, you know, a formal title that he  
21 was using, but perhaps a recognition that it was a  
22 Provincial statute?

23 MS. SARA ALMAS: He had put -- put it  
24 in quotations, and said it was the Act. That's why I  
25 --

1 MR. MICHAEL WATSON: Right. Okay. In  
2 any event, you knew perfectly well what it was and why  
3 he was there. He needed to discuss, right?

4 MS. SARA ALMAS: Right.

5 MR. MICHAEL WATSON: Okay. Now there  
6 is no reference in your notes whatsoever of Municipal  
7 Conflict of Interest Act, is there?

8 MS. SARA ALMAS: No.

9 MR. MICHAEL WATSON: Right. And that  
10 doesn't mean that it didn't take place and it wasn't  
11 discussed at the meeting, fair?

12 MS. SARA ALMAS: Fair.

13 MR. MICHAEL WATSON: All right,  
14 because indeed, that was a central thing that --  
15 that's why he was there?

16 MS. SARA ALMAS: That's right.

17 MR. MICHAEL WATSON: Okay. And -- and  
18 this morning, also, when you said that -- that he had  
19 been told by Brian Bentz that he -- they had to come  
20 and talk to you about that, there's nothing in your  
21 notes about that either?

22 MS. SARA ALMAS: I note in here that  
23 he talks about the present CEO, a Brian Bentz --

24 MR. MICHAEL WATSON: Right.

25 MS. SARA ALMAS: -- and that's why the

1 conversation came up about the president.

2 MR. MICHAEL WATSON: I -- I do  
3 understand that. And -- and, listen, please, I am not  
4 in any way being critical of this, because you weren't  
5 taking a verbatim transcript of it, were you?

6 MS. SARA ALMAS: That's correct.

7 MR. MICHAEL WATSON: Right. But what  
8 I'm getting at is that there were some things that  
9 were said in that meeting -- and you talked about some  
10 of them this morning -- that don't appear in your  
11 notes, fair?

12 MS. SARA ALMAS: Abs -- absolutely,  
13 like --

14 MR. MICHAEL WATSON: Yeah.

15 MS. SARA ALMAS: -- like you said,  
16 it's not verbatim.

17 MR. MICHAEL WATSON: Right. In --  
18 including that -- when you said that -- that they,  
19 PowerStream, were concerned about a conflict in case  
20 of future opportunities that might come along with  
21 Collingwood. Nothing there in your notes about that  
22 either, right?

23 MS. SARA ALMAS: Correct.

24 MR. MICHAEL WATSON: Okay. And so I -  
25 - I take it that, then, you were -- you remembered,

1 obviously, the conversation. You discussed with Ms.  
2 Wingrove aft -- afterwards, but there are various  
3 things that were said in that meeting that -- that, in  
4 fairness, aren't -- aren't --

5 MS. SARA ALMAS: Absolutely.

6 MR. MICHAEL WATSON: -- in these  
7 notes?

8 MS. SARA ALMAS: Yeah.

9 MR. MICHAEL WATSON: Then let's --  
10 sorry. Could we go, please, to the June 27th Council  
11 in camera meeting. This is TOC516351.

12

13 (BRIEF PAUSE)

14

15 MR. MICHAEL WATSON: Yeah. So it's  
16 called to order at -- at 6:10 p.m. And if we can just  
17 scroll down, just to, you know, see what this has to  
18 do with, we see Collus Power Property. So there is an  
19 item concerning that. Do you see that?

20 MS. SARA ALMAS: Yes, I see that,  
21 sorry.

22 MR. MICHAEL WATSON: All right. And  
23 Mr. Houghton was there, and -- and made a -- and --  
24 and made some kind of presentation. And you'll see  
25 that it says:

1 "Mr. Houghton provided an update for  
2 Council's information on a study  
3 that Collus Power is undertaking to  
4 investigate their strategic  
5 opportunities."

6 Do you see that?

7 MS. SARA ALMAS: Yes.

8 MR. MICHAEL WATSON: And then it says:  
9 "Mr. Houghton and Mr. Frier, CFO,  
10 address questions from Council,  
11 including concerns with valuations."

12 Now you were, of course, at this  
13 meeting?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: And you took the  
16 minutes?

17 MS. SARA ALMAS: I did.

18 MR. MICHAEL WATSON: And when -- when  
19 they were talking about valuations, that must have  
20 rung a bell with you for what somebody, maybe Mr.  
21 Houghton, had talked about just a month and a half  
22 earlier?

23 MS. SARA ALMAS: Correct.

24 MR. MICHAEL WATSON: Strategic  
25 opportunities, as it says here, right?

1 MS. SARA ALMAS: Yes.

2 MR. MICHAEL WATSON: Okay. And then  
3 if we can continue on down, there is -- there is --  
4 and they said:

5 "Mr. Houghton confirmed that  
6 following the completion of the  
7 study, a detailed report will be  
8 provided to Council."

9 So Collus was, as it -- as it says in  
10 the previous paragraph, doing a study with respect to  
11 strategic opportunities, right?

12 MS. SARA ALMAS: Correct.

13 MR. MICHAEL WATSON: Was this the  
14 first time that you had heard anything at all about  
15 it, or had you heard something about it before, some  
16 kind of intimation, some of discussions?

17 MS. SARA ALMAS: Well, I received --  
18 obviously, in my handwritten notes from May 18, when  
19 it's noted that there was going to be a Council --  
20 there was going to be an in camera discussion  
21 requested. There was going to be -- it -- because it  
22 indicated valuation -- sorry, if you can repeat your  
23 question?

24 MR. MICHAEL WATSON: Of course. Of  
25 course.



1 MS. SARA ALMAS: Sorry.

2 MR. MICHAEL WATSON: It was -- my  
3 question was -- was this, June 27th, the first time  
4 that you had heard anything about a possible strategic  
5 opportunity, or a study that was being done with  
6 respect of that, or a valuation with respect to that?

7 MS. SARA ALMAS: Yes. The  
8 significance of it, it didn't catch my attention  
9 anytime significantly before that I recollect, but  
10 this was clearly presented, and that's when I became  
11 fully aware of what they were undertaking.

12 MR. MICHAEL WATSON: All right. Now  
13 if we can scroll down slowly, we see a great big, you  
14 know, a big -- a black patch. If we can keep going  
15 on. It's big, okay? And then -- sorry, just stop  
16 there.

17 So I'm going to take it that -- that  
18 redaction is something that -- that you put in, or did  
19 inquiry Council do it, or who -- who did it? Do you  
20 know?

21 MS. SARA ALMAS: I think inquiry  
22 Council, I believe.

23 MR. MICHAEL WATSON: All right. And -  
24 - and as far as you're concerned, I take it, then,  
25 that would indicate that there's nothing in there that

1 was relevant to the Collus Transaction, right?

2 MS. SARA ALMAS: So based on some of  
3 the documents I see, if there's more than two (2)  
4 items or three (3) items that are on -- on our in  
5 camera agenda, they've blacked out the items that  
6 weren't pertinent to the conversation.

7 MR. MICHAEL WATSON: Right. So we'd  
8 have to look at the agenda to see --

9 MS. SARA ALMAS: Yeah.

10 MR. MICHAEL WATSON: -- how many of  
11 those boxes were ticked off --

12 MS. SARA ALMAS: Yes.

13 MR. MICHAEL WATSON: -- and what they  
14 might be?

15 MS. SARA ALMAS: Yes.

16 MR. MICHAEL WATSON: Is that fair?

17 MS. SARA ALMAS: Yes.

18 MR. MICHAEL WATSON: All right. And  
19 so if we can go to -- back up to the top -- well,  
20 first of all, sorry -- sorry -- if we stay there, you  
21 see that -- that the in camera session adjourned at  
22 8:49.

23 MS. SARA ALMAS: Right.

24 MR. MICHAEL WATSON: Right. Do you  
25 remember one of the previous ones, the in camera

1 session lasted for about twenty-five (25) minutes?

2 MS. SARA ALMAS: Right.

3 MR. MICHAEL WATSON: This one (1)  
4 ended at 8:49, right? Let's go to the top. And --  
5 and the top says calling to order at 6:10. You see  
6 that?

7 MS. SARA ALMAS: Yes.

8 MR. MICHAEL WATSON: So this was a two  
9 and two-thirds (2 2/3) hour in camera session.

10 MS. SARA ALMAS: Right.

11 MR. MICHAEL WATSON: Okay. And we see  
12 that there's just, you know, a whole bunch of stuff  
13 there but if we then, sorry, go -- go back down --  
14 down a little -- a little further, we see that Collus  
15 Power -- Power Property, and that's certainly one of  
16 the -- one of items -- and you got there, you know,  
17 six (6) lines, well five (5) lines there and then  
18 another one (1) just -- just below that, for a  
19 discussion of the study -- the strategic  
20 opportunities, taking questions, valuations,  
21 partnerships, assets, and so on. And -- and these the  
22 final minutes with respect to that, right?

23 MS. SARA ALMAS: I believe --

24 MR. MICHAEL WATSON: Right.

25 MS. SARA ALMAS: -- that they are.

1 MR. MICHAEL WATSON: And I take it  
2 then that there would be a whole heck of a lot more in  
3 your draft minutes about what was said about all of  
4 these things.

5 MS. SARA ALMAS: Generally I would  
6 have more. This would be the summary.

7 MR. MICHAEL WATSON: All right. Then  
8 I'm -- I'm going to reiterate a request that we have  
9 previously made for -- for minutes. I did not --  
10 however, to be fair, I did not appreciate before your  
11 evidence this morning that there were draft minutes  
12 and not just final ones.

13 And so what I'm going to ask for on  
14 behalf of our client, and my guess is some other  
15 people here as well, is the draft minutes that would  
16 undoubtedly have, I take it, Ms. Almas, a lot more  
17 detail than what you've recorded here, fair?

18 MS. SARA ALMAS: Some of them didn't  
19 have significantly more, but there's -- there's always  
20 more in the draft than there is in the final.

21 MR. MICHAEL WATSON: I'm -- I'm going  
22 to ask that and we'll -- we can take it up later with  
23 Inquiry counsel, but I just want to make that request  
24 on -- on -- on the record.

25

1 (BRIEF PAUSE)

2

3 MR. FREDERICK CHENOWETH: Are you  
4 asking -- thank you, I've got it on. Are you asking  
5 for the minutes, all draft minutes with respect to  
6 council meetings that have been produced to Inquiry  
7 counsel or are you asking for the draft minutes  
8 relating to the June 27th, 2011, meeting?

9 MR. MICHAEL WATSON: The request --

10 THE HONOURABLE FRANK MARROCCO: Why --  
11 why don't we just deal with this -- why don't you --  
12 the two (2) of you can about the nature of the  
13 request. Why don't we try to continue with the cross-  
14 examination of the witness and then you and -- and  
15 counsel for Mr. Houghton can sort out the nature of  
16 your request.

17 MR. MICHAEL WATSON: Indeed.

18 THE HONOURABLE FRANK MARROCCO: Let us  
19 know what your request is and we'll, if we have those  
20 minutes, we'll produce them.

21 MR. MICHAEL WATSON: Okay. Thank you,  
22 Your Honour.

23

24 CONTINUED BY MR. MICHAEL WATSON:

25 MR. MICHAEL WATSON: So that's that.

1 Now you talked about procurement this morning.

2 MS. SARA ALMAS: Yes.

3 MR. MICHAEL WATSON: And the Town of  
4 Collingwood had a procurement bylaw.

5 MS. SARA ALMAS: Yes.

6 MR. MICHAEL WATSON: And it was passed  
7 in 2006.

8 MS. SARA ALMAS: I believe so.

9 MR. MICHAEL WATSON: I was curious  
10 about that so I spent a -- a little time, that's the  
11 kind of life I have, going over various minutes of  
12 meetings and so on over the past few years, and I see  
13 there is a -- an updated procurement bylaw in 2017, is  
14 that right?

15 MS. SARA ALMAS: Yes.

16 MR. MICHAEL WATSON: And -- and so the  
17 twenty (20) -- 2006 procurement -- sorry, it's a  
18 policy, right?

19 MS. SARA ALMAS: They're both bylaws.

20 MR. MICHAEL WATSON: All right. Yeah,  
21 sorry, yes, it -- yes, it was, because it has that  
22 number.

23 MS. SARA ALMAS: Yes.

24 MR. MICHAEL WATSON: 2006-42, all  
25 right. And -- and -- and that 's that's something

1 that's mandated by the Municipal Act, right, that is,  
2 that the Municipal Act uses the term "policy." You're  
3 familiar with that?

4 MS. SARA ALMAS: Yes.

5 MR. MICHAEL WATSON: Not bylaw. It  
6 doesn't require a bylaw.

7 MS. SARA ALMAS: Right.

8 MR. MICHAEL WATSON: But it requires  
9 the municipality to have, among other things, policies  
10 respecting procurement.

11 MS. SARA ALMAS: Correct.

12 MR. MICHAEL WATSON: And procure means  
13 to obtain something from someone, right?

14 MS. SARA ALMAS: Correct.

15 MR. MICHAEL WATSON: Okay. And so  
16 could we take a look, please, then at TOC517154?

17 And, Your Honour, while we're getting  
18 that, just to give an indication, I am hoping, and I  
19 may very well be done by 3:30.

20 THE HONOURABLE FRANK MARROCCO: Well,  
21 we have to stop --

22 MR. MICHAEL WATSON: I understand.

23 THE HONOURABLE FRANK MARROCCO: -- you  
24 know, so just govern yourself accordingly. If you're  
25 not finished, then pick a convenient point and stop.

1

2 CONTINUED BY MR. MICHAEL WATSON:

3 MR. MICHAEL WATSON: Fine, fine. All  
4 right. And so this is the bylaw, I take it, that, you  
5 know, you don't necessarily take around with you to  
6 parties, but you're familiar with it.

7 MS. SARA ALMAS: I am familiar, yes.

8 MR. MICHAEL WATSON: Right. And you  
9 have some -- you have some role with respect to  
10 procurement, right?

11 MS. SARA ALMAS: I do.

12 MR. MICHAEL WATSON: Okay. So --  
13 well, this is not going to be fun. I'm not going to  
14 go through the whole thing, but basically -- and I  
15 want to take you to something -- it deals with the  
16 procurement of goods and services, fair?

17 MS. SARA ALMAS: Right.

18 MR. MICHAEL WATSON: That's what it's  
19 basically about.

20 MS. SARA ALMAS: Right.

21 MR. MICHAEL WATSON: Right. And if we  
22 can go, please, then to -- I think it's 2.0 policy  
23 statement and a whole bunch of definitions which are  
24 really boring, and then what we see here, a policy  
25 statement. So this is a general policy statement that



1 the Town has put in place describing what the bylaw is  
2 all about and what the intent is, right?

3 MS. SARA ALMAS: (NO AUDIBLE RESPONSE)

4 MR. MICHAEL WATSON: Okay. And so we  
5 see:

6 "No expenditure, purchase, or  
7 commitment shall be incurred or made  
8 and no account shall be paid by the  
9 Town for goods and services."

10 You see that?

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: And of course  
13 that's a defined term, okay.

14 "Except as provided in this file or  
15 otherwise approved by council" --

16 Da da da da da. And then (b):

17 "In implementing this, no contract  
18 shall be entered into and no  
19 expenditure shall be authorized or  
20 incurred unless council has provided  
21 funds for such purpose in the annual  
22 budget."

23 You see that?

24 MS. SARA ALMAS: (NO AUDIBLE RESPONSE)

25 MR. MICHAEL WATSON: Right. And so --

1 and so what that has to do with is, if there are goods  
2 and services that are going to be purchased, then you  
3 can't sign a contract for that unless there has been  
4 an allocation in the municipal budget for -- for the  
5 year or unless council specifically approves it, fair?

6 MS. SARA ALMAS: Correct.

7 MR. MICHAEL WATSON: All right. And  
8 then (c) says:

9 "Department heads shall ensure that  
10 bylaws and provisions of the bylaw  
11 are complied with."

12 And then (d) deals with unsolicited  
13 proposals, and so we see what it has to do with and  
14 that is the acquisition of either goods or services by  
15 the Town, right? Yes?

16 MS. SARA ALMAS: Sorry, which --  
17 which section are we on?

18 MR. MICHAEL WATSON: Well, I'm talking  
19 -- talking just now overall. We've taken a look at  
20 all of these, and again this -- the whole thing has to  
21 do with the acquisition or procurement of goods and  
22 services by the Town.

23 MS. SARA ALMAS: Correct.

24 MR. MICHAEL WATSON: Okay, thank you.

25 Now, could we please go to then the RFP for this

1 transaction, which is CPS6891.

2

3 (BRIEF PAUSE)

4

5 MR. MICHAEL WATSON: And I daresay  
6 you're familiar with this document.

7 MS. SARA ALMAS: I am.

8 MR. MICHAEL WATSON: I think everybody  
9 in this room is. All right. So this was the request  
10 for proposal, the RFP, for the strategic partnership  
11 put out by Collus Power Corp, right?

12 MS. SARA ALMAS: Right.

13 MR. MICHAEL WATSON: In October of  
14 2011.

15 MS. SARA ALMAS: Right.

16 MR. MICHAEL WATSON: And that then led  
17 to various proposals being made by four (4) bidders in  
18 November, right?

19 MS. SARA ALMAS: Right.

20 MR. MICHAEL WATSON: And evaluation by  
21 the strategic task team of Collus and a presentation  
22 to council on December 5th.

23 MS. SARA ALMAS: Yes.

24 MR. MICHAEL WATSON: In an in camera  
25 session.

1 MS. SARA ALMAS: That's correct.

2 MR. MICHAEL WATSON: And then Council  
3 voting to approve PowerStream as the preferred  
4 proponent.

5 MS. SARA ALMAS: I don't recollect  
6 that to be specifically correct.

7 MR. MICHAEL WATSON: All right. We'll  
8 leave that point. That's all right; that -- that's  
9 fine. Could we then scroll down, please, and I want  
10 to take a look at the -- at the purpose of the -- of  
11 the request. Okay. So stopping there -- sorry.

12 We see -- the first thing is the  
13 purpose of the request and then there's a whole bunch  
14 of stuff about background and governance, right.  
15 Okay, so let's go down to Purpose of Request section  
16 on page 1. So here we have -- this request for  
17 proposal is being issued by Collus Power Corp and the  
18 Town of Collingwood. So it actually, in fairness, is  
19 both, right, both the Town and Collus. Yes?

20 MS. SARA ALMAS: Yes.

21 MR. MICHAEL WATSON: All right. And -  
22 - and you appreciated that Collus had a whole bunch of  
23 associated and affiliated companies, right, utility  
24 company, the asset company, the LDC company, and so  
25 on?

1 MS. SARA ALMAS: yes.

2 MR. MICHAEL WATSON: All right. And  
3 some of them were dormant and some of them were  
4 active.

5 MS. SARA ALMAS: Right.

6 MR. MICHAEL WATSON: Okay. And -- and  
7 what it says is:

8 "For the purpose of soliciting  
9 written proposals to enter into a  
10 strategic partnership arrangement  
11 for the purpose of this request,  
12 some of the key needs of a strategic  
13 partner include the following."

14 And so you see purchase of shares of up  
15 to 50 percent in Collus Power. That was a very  
16 central feature of this entire transaction, right?

17 MS. SARA ALMAS: Yes.

18 MR. MICHAEL WATSON: Okay.

19 MS. SARA ALMAS: Just for  
20 clarification --

21 MR. MICHAEL WATSON: Yes.

22 MS. SARA ALMAS: -- if I may --

23 MR. MICHAEL WATSON: Yes.

24 MS. SARA ALMAS: -- actually I didn't  
25 -- I don't recollect, because I didn't prepare this

1 document nor was involved in this document, I didn't  
2 actually recollect that it had the Town of Collingwood  
3 included -- included in that purpose. So that -- that  
4 is -- I -- I thought it was being primarily issued by  
5 Collus Power Corp.

6 MR. MICHAEL WATSON: And that may be  
7 primarily by Collus Power Corp, I wanted to mention  
8 that out of fairness --

9 MS. SARA ALMAS: Yes.

10 MR. MICHAEL WATSON: -- right, because  
11 the Town of Collingwood was the sole shareholder --

12 MS. SARA ALMAS: Absolutely.

13 MR. MICHAEL WATSON: -- of Collus and  
14 -- and indeed you have talked about that this morning  
15 in connection with the Aird & Berlis -- Aird & Berlis  
16 sort of acting in a way kind of for both and all of  
17 that, right?

18 MS. SARA ALMAS: Right.

19 MR. MICHAEL WATSON: Okay. So it's  
20 talking here about the purchase of shares of up to 50  
21 percent in Collus Power, and of course that would be  
22 the -- the purchase of shares by some other company or  
23 entity, right?

24 MS. SARA ALMAS: Correct.

25 MR. MICHAEL WATSON: Okay. Such as,

1 as it turned out, PowerStream or Veridian or -- or  
2 Horizon or Hydro One, who were all invited --

3 MS. SARA ALMAS: Yes.

4 MR. MICHAEL WATSON: -- to the show,  
5 right. Okay. And then provision of strategic and  
6 specialized resources to Collus Power while continuing  
7 to effectively engage in the Collus Power and  
8 affiliate -- and affiliate employees, right. We saw  
9 that. That's a "yes"?

10 MS. SARA ALMAS: Yes.

11 MR. MICHAEL WATSON: All right. And -  
12 - and so -- so that -- so the first point, purchase of  
13 shares, would be purchase of shares from the Town,  
14 because the Town was the owner of the shares, right?

15 MS. SARA ALMAS: Yes. The Holdco was,  
16 I guess, technically the owner but the Town was -- was  
17 -- was responsible for the entire company.

18 MR. MICHAEL WATSON: Fair enough.

19 MS. SARA ALMAS: I believe --

20 MR. MICHAEL WATSON: There was a  
21 holding company --

22 MS. SARA ALMAS: Yes, yeah.

23 MR. MICHAEL WATSON: -- and you're  
24 familiar with the fact that what then happened, I take  
25 it you know for tax reasons beneficial to the Town,

1 was that it was changed to the Holdco, right?

2 MS. SARA ALMAS: Near the end,  
3 correct.

4 MR. MICHAEL WATSON: All right. So  
5 that -- that's fine. The entire Collus Group, if I  
6 can put it that way, was wholly owned by the Town.

7 MS. SARA ALMAS: That is correct.

8 MR. MICHAEL WATSON: Okay. Through,  
9 as you point out, carefully -- a -- a holding company.

10 MS. SARA ALMAS: That's correct.

11 MR. MICHAEL WATSON: All right. And -  
12 - and so this then would be a purchase of, indirectly,  
13 through the holding company, of an asset of the Town--

14 MS. SARA ALMAS: Right.

15 MR. MICHAEL WATSON: -- which would  
16 explain, I take it now that you think about it and  
17 look at it, why the -- it was stated to be the Town of  
18 Collingwood, right? Because the first part of it has  
19 to do with Town.

20 MS. SARA ALMAS: Right.

21 MR. MICHAEL WATSON: But not the Town  
22 getting goods and services, the Town selling 50  
23 percent of its shares, right? So the procurement  
24 bylaw had nothing to do with this, correct?

25 MS. SARA ALMAS: I don't -- I'm -- I'm



1 not sure.

2 MR. MICHAEL WATSON: Okay, all right,  
3 all right. That's fine. And the only reason I'm  
4 asking this is that you were asked a bunch of  
5 questions about the normal way in which the Town does  
6 various things and RFPs, but those are RFPs for the --  
7 for -- for the -- for the acquisition of goods and  
8 services, right, because that's what that bylaw is all  
9 about, fair?

10 MS. SARA ALMAS: Yes.

11 MR. MICHAEL WATSON: Yes, all right.  
12 And then the rest of all of this has to do with  
13 providing services to Collus Power, as you can see,  
14 right?

15 MS. SARA ALMAS: (NO AUDIBLE RESPONSE)

16 MR. MICHAEL WATSON: Okay. Then --  
17 how are we doing?

18

19 (BRIEF PAUSE)

20

21 MR. MICHAEL WATSON: All right. I  
22 think actually maybe the last point that I want to get  
23 to -- I'm starting -- myself -- is, you were asked  
24 about -- and -- and we're now going forward and I'm  
25 going to situate you to the January 2012 time period.

1                   So this is after Town Council has  
2 approved -- yeah, has approved PowerStream, and now I  
3 think you were aware of the fact that the parties were  
4 then negotiating the various documents through their  
5 lawyers, and Aird & Berlis of course was acting for --  
6 for -- I'm just going to say the Town/Collus, right.

7                   MS. SARA ALMAS:     Correct.

8                   MR. MICHAEL WATSON:    And you're  
9 familiar with the fact that both the Town and Collus  
10 were signatories to the Share Purchase Agreement.

11                  MS. SARA ALMAS:     Correct.

12                  MR. MICHAEL WATSON:   And you --  
13 forgive me, I may have forgotten or gotten this wrong  
14 you. You are signing officer for the Corporation on  
15 those documents, right?

16                  MS. SARA ALMAS:     That is correct.

17                  MR. MICHAEL WATSON:   So that would  
18 include the Share Purchase Agreement?

19                  MS. SARA ALMAS:     Yes.

20                  MR. MICHAEL WATSON:   And you remember  
21 that there is a Unanimous Shareholders Agreement?

22                  MS. SARA ALMAS:     Correct.

23                  MR. MICHAEL WATSON:   You signed both?

24                  MS. SARA ALMAS:     Correct.

25                  MR. MICHAEL WATSON:   Did you read them

1 before you signed them? And I'm not asking --  
2 critical, because you used lawyers. I appreciate  
3 that. Did you read them?

4 MS. SARA ALMAS: No, I did not read  
5 them.

6 MR. MICHAEL WATSON: Okay. You -- you  
7 relied on advice from people you trusted.

8 MS. SARA ALMAS: Right.

9 MR. MICHAEL WATSON: Is that a fair  
10 way to put it?

11 MS. SARA ALMAS: Correct.

12 MR. MICHAEL WATSON: Okay. And --

13 MS. SARA ALMAS: And again to  
14 reiterate, they're extremely substantial legal  
15 documents.

16 MR. MICHAEL WATSON: Yes, I understand  
17 that. All right. And one of the things that -- that  
18 you said this morning that was interesting -- when you  
19 were asked about this, you remember Mr. Mather took  
20 you through the bylaw and -- and the -- the fact that  
21 Mr. Nolan of PowerStream had written back with  
22 comments and what he wanted to see in the bylaw.

23 Do you remember that?

24 MS. SARA ALMAS: Yes.

25 MR. MICHAEL WATSON: And -- and you

1 said that you were very surprised with that. Do you  
2 remember saying that?

3 MS. SARA ALMAS: Yes.

4 MR. MICHAEL WATSON: And you said this  
5 wasn't for PowerStream's interest. Do you remember  
6 saying that?

7 MS. SARA ALMAS: M-hm.

8 MR. MICHAEL WATSON: And you said, and  
9 I kind of detected an element of effrontery. Well,  
10 this is the Town's bylaw. That was your view. So  
11 sort of, in your view, what the heck is PowerStream  
12 doing, sticking its nose into a Town bylaw?

13 MS. SARA ALMAS: Right.

14 MR. MICHAEL WATSON: Okay. And then  
15 you were taken to -- do do do do do...

16

17 (BRIEF PAUSE)

18

19 MR. MICHAEL WATSON: Yeah, yeah,  
20 sorry. And I -- I have not made a note of this, I'm  
21 sorry. You -- the -- the four (4) items with respect  
22 -- that -- in that document that Mr. Nolan was asking  
23 about. Do you remember those four (4) items, (a),  
24 (b), (c), (d)?

25 MS. SARA ALMAS: Oh, yes.

1 MR. MICHAEL WATSON: You were asked  
2 about that. I'm sorry, for some reason, didn't make a  
3 note of the document.

4 MS. SARA ALMAS: Like the various --  
5 progressive change to the bylaw.

6

7 (BRIEF PAUSE)

8

9 MR. MICHAEL WATSON: If --

10 MR. JOHN MATHER: 494?

11

12 (BRIEF PAUSE)

13

14 MR. MICHAEL WATSON: It's -- I can put  
15 it on the record, paragraph 494, Foundation Document  
16 1. Okay, thanks. All right, if we can get up, that'd  
17 be great. Thank you.

18

19 (BRIEF PAUSE)

20

21 CONTINUED BY MR. MICHAEL WATSON:

22 MR. MICHAEL WATSON: All right. So  
23 you remember you were asked about this, right?

24 MS. SARA ALMAS: Yes.

25 MR. MICHAEL WATSON: And -- and -- and

1 it included a whereas clause. Basically you said this  
2 morning you didn't have any concerns about any of  
3 these.

4 MS. SARA ALMAS: I -- I wasn't  
5 terribly concerned, no.

6 MR. MICHAEL WATSON: Well, I wrote  
7 down you said, "I had no concerns about these." You  
8 say basically -- you had some concern about the fact  
9 that PowerStream was involving itself, right?

10 MS. SARA ALMAS: Right.

11 MR. MICHAEL WATSON: But leaving aside  
12 that, you didn't have any concerns about these  
13 specific items, fair?

14 MS. SARA ALMAS: That is -- that's  
15 fair.

16 MR. MICHAEL WATSON: All right. And -  
17 - and when -- and when we see, for example, on Item  
18 (c), and you were asked about this, "Remove the  
19 requirement that Town staff and Town solicitor report  
20 back to council before closing of the Transaction.  
21 You see that?

22 MS. SARA ALMAS: Yes.

23 MR. MICHAEL WATSON: And indeed in  
24 your evidence this morning, you said that it's a  
25 pretty unusual thing to do this because it's already

1 authorized, why do you have to come back to council  
2 unless there is a very significant change, is what you  
3 said, right?

4 MS. SARA ALMAS: That is correct.

5 MR. MICHAEL WATSON: So what would had  
6 been put into the draft bylaw, was in fact something  
7 that you thought was unnecessary.

8 MS. SARA ALMAS: yes.

9 MR. MICHAEL WATSON: Yes. So thank  
10 goodness, PowerStream came along and said that. Fair?

11 MS. SARA ALMAS: Not -- not  
12 necessarily.

13 MR. MICHAEL WATSON: Is it something  
14 that maybe you would have thought your lawyers would  
15 have done?

16 MS. SARA ALMAS: To report back to --  
17 to council, obviously is not a bad thing, so it's not  
18 the way normal process would work, so it was odd that  
19 it was in there.

20 MR. MICHAEL WATSON: Right.

21 MS. SARA ALMAS: But it -- but it by  
22 no means is it -- is it wrong, and if anything, you  
23 know, it -- if we thought there should have been a  
24 report back to council, it could be in there but it's  
25 generally not that case.

1 MR. MICHAEL WATSON: All right. And -  
2 - and when you're talking about the bylaw and you were  
3 being asked about the bylaw, you said that, well, you  
4 know, we need authorization for this. This is the  
5 words you used. In other words, the Town would need  
6 proper authorization to enter into this transaction,  
7 right?

8 MS. SARA ALMAS: That's correct.

9 MR. MICHAEL WATSON: Okay. And that's  
10 done by bylaw.

11 MS. SARA ALMAS: Yes.

12 MR. MICHAEL WATSON: And, because  
13 after all, it was selling 50 percent of - of a pretty  
14 significant subsidiary corporation that ran the  
15 electrical utility.

16 MS. SARA ALMAS: Correct.

17 MR. MICHAEL WATSON: And town council  
18 had to be apprised of that and had to pass a bylaw to  
19 that effect.

20 MS. SARA ALMAS: That's correct.

21 MR. MICHAEL WATSON: Okay. Now, what  
22 I'd like to do then, and I think this may be just --  
23 maybe toward the end. Could we go then to ARB513?

24

25



1 (BRIEF PAUSE)

2

3 MR. MICHAEL WATSON: Sorry, no, no,  
4 no.

5

6 (BRIEF PAUSE)

7

8 MR. MICHAEL WATSON: Give me a moment,  
9 Your Honour.

10 THE HONOURABLE FRANK MARROCCO: Mr.  
11 Watson --

12 MR. MICHAEL WATSON: Yes.

13 THE HONOURABLE FRANK MARROCCO: --  
14 we've got about two (2) minutes to go before we're --  
15 we're asked to vacate. Is this a good point to stop?

16 MR. MICHAEL WATSON: Well, since --  
17 I'm trying to figure out the document. It's a great  
18 place to stop, so, yes, and I can finish up in just a  
19 few minutes in the morning.

20 THE HONOURABLE FRANK MARROCCO: That's  
21 fine. We'll finish up tomorrow.

22 We talked about and agreed that we're  
23 not sitting on the 22nd, so we'll start on the 23rd at  
24 one o'clock because I have a -- a commitment in  
25 Toronto at 8:00 in the morning. Would -- could we sit

1 on the Friday, the 26th? People available?

2

3

(BRIEF PAUSE)

4

5

THE HONOURABLE FRANK MARROCCO:

6 Perhaps you can let me know in the morning if -- if --

7 if that's literally -- but that way we would -- for

8 some reason we're not sitting on -- on the Friday, but

9 it might not be a bad idea to do that. So anyway, let

10 me know tomorrow if that is a great inconvenience to

11 people or not. Well, let me know in the morning.

12

13

(BRIEF PAUSE)

14

15 --- Upon adjourning at 3:31 p.m.

16

17 Certified correct,

18

19

20

-----

21 Wendy Woodworth, Ms.

22

23

24

25

-	141:7	85:15	<b>20</b> 206:17	127:6,12
- 42:13	<b>10:00</b> 5:1	127:6,14	<b>20012</b> 90:19	128:8
	<b>100</b> 101:6	169:18	<b>2004</b> 13:6	150:10
1	<b>1030</b> 158:8	170:8	122:14	156:4,13
<b>1</b> 4:3	<b>10492</b>	<b>190</b> 98:15	187:9	157:16
5:13,20,2	169:25	<b>192</b> 37:8,14	<b>2006</b> 70:3	162:6
1 11:2,6	<b>105</b> 4:11	<b>193</b> 40:25	206:7,17	164:24
12:3,5	<b>11</b> 4:3,13	<b>196</b> 76:14	<b>2006-42</b>	170:17
14:12	167:22	84:22	206:24	182:5
18:20	<b>11:30</b>	<b>1995</b> 140:10	<b>2007</b> 13:7	205:8
19:19	76:21,22,	<b>1st</b>	<b>2010</b> 13:16	211:14
20:10	23 83:1	41:15,21	15:14	<b>2011/'12-</b>
27:23	<b>11:31</b> 83:22	113:7	19:9,20	<b>ish</b> 141:1
34:5	<b>11:51</b> 83:23	161:10	21:24	<b>2012</b> 13:16
37:4,15	<b>12</b> 3:7 4:14		24:1	14:12
41:8	72:19	<u>2</u>	27:17	15:14
63:24	128:8	<b>2</b> 4:4	29:21	19:9,21
67:9 69:9	167:24	5:14,20	32:11	21:25
71:16	<b>1212</b> 148:23	31:9	34:1	24:1 25:1
72:1,5,21	<b>123</b> 4:12	54:17,22	69:24	27:17
75:21	<b>13</b> 4:15	71:9,14	70:11	29:22
105:16	168:1	72:1	72:19	32:11
117:3	<b>131</b> 3:8	73:9,13,2	73:9,25	61:4
121:10,13	<b>14</b> 4:16	0 74:1	148:23	69:25
,20 122:5	182:22	78:3	149:25	70:12
127:7,20	<b>140</b> 3:9	79:13	155:24	72:25
128:8,16	<b>15</b> 72:17	85:8	156:1	73:9,25
129:19	76:24	90:11,22	161:10	74:18
138:11	83:20	114:14	189:13	77:6
143:14	141:9	132:17	<b>2010/2012</b>	85:15
145:22	<b>15th</b> 1:22	145:14	17:22	90:9,19
147:8	<b>167</b>	152:10	20:5 24:9	101:15,18
153:13	4:13,14,1	154:13	<b>2011</b> 30:14	102:13
160:11	5 106:8	156:14	31:10	103:11
163:3	110:12	157:20	36:3,22	104:11,16
164:11	<b>17</b> 31:9	167:10	37:17	109:4
168:8	<b>17th</b> 30:14	185:21	41:15	111:10
170:16	77:6	186:16	44:14	113:3
173:12,20	<b>18</b> 200:18	202:3	48:5	124:15
174:10	<b>182</b> 4:16	203:9	52:17	149:25
178:17	<b>18th</b>	205:12	61:4 63:6	189:14
178:17	63:6,11	225:14	64:18	217:25
183:8		<b>2.0</b> 208:22	74:21	<b>2013</b> 14:12
189:24		<b>2/3</b> 203:9	113:8	118:22
189:24		<b>2:15</b> 144:16	121:14	<b>2014</b> 72:17
194:3,4		<b>2:17</b> 144:20	122:8,21	<b>2015</b> 103:1
194:3,4			123:24	105:4
203:3,18			124:14	110:1,19,
212:16				23
221:16				
<b>1:03</b> 144:19				
<b>10</b> 4:12				
123:23				

2016 161:11	207:19	125:12	<hr/>	140:15
2017 206:13	<b>3:31</b> 226:15	162:19	7	143:8
2018 5:6	<b>30</b> 140:18	163:21	<b>7</b> 4:9 68:7	145:11
146:4	<b>30th</b> 127:12	165:18	<b>7:39</b> 180:14	<b>Abs</b> 197:12
2019 1:22	170:13,22	166:1	<b>70</b> 126:24	<b>absence</b>
20-page	171:8	203:17	<b>70/30</b> 74:9	131:20
159:7	173:11,17	<b>50</b> 5:7	<b>76</b> 37:3	169:9
226 3:12	175:14	74:20	<b>7th</b> 44:14	<b>absent</b>
22nd 225:23	176:8	147:11	159:9	129:6
230 112:10	178:20	213:15	<hr/>	<b>absolutely</b>
124:6	179:24	214:20	8	14:24
239 27:12	180:7	216:22	<b>8</b> 4:10 65:9	81:9
23rd 74:18	185:21	224:13	69:20	82:22
225:23	<b>31</b> 4:4	<b>50204</b>	132:10,18	85:24
24 11:23	161:11	167:16	133:13	113:18
25 203:1	<b>31st</b>	168:7	140:17	133:1
26th 226:1	90:17,19	<b>58</b> 4:7	141:7	138:9
27th 36:2	103:11	<b>581</b> 112:22	<b>8:00</b> 225:25	159:12
198:10	110:1	<b>5th</b>	<b>8:10</b> 180:15	163:4
201:3	<hr/>	66:19,24	<b>8:49</b> 202:22	164:4
205:8	4	67:2	203:4	180:23
2nd 37:16	<b>4</b> 3:3 4:6	69:8,12,1	<hr/>	197:12
41:23	49:14	5 74:21	9	198:5
45:19	92:16,17	113:8	<b>9</b> 4:11	214:12
48:5	211:17	121:14	105:19,22	<b>accept</b> 6:20
52:17	220:21,23	122:21	<b>9080</b> 167:16	122:23
113:3	<b>4.35</b> 103:15	124:14	<b>90s</b> 137:24	150:22
124:15	<b>440,000</b>	126:13	<b>9206</b> 43:18	<b>access</b>
126:13,22	10:18	150:10	<b>9218</b> 65:24	34:10
183:1	<b>479</b> 98:20	211:22	<b>95</b> 76:3	107:12
185:10	<b>480</b>	<hr/>	<b>97</b> 1:18	<b>accordance</b>
<hr/>	98:19,20	6	<hr/>	21:12
3	<b>49</b> 4:5,6	<b>6</b> 4:8 65:15	<b>9</b> 4:11	<b>according</b>
<b>3</b> 4:5 5:15	<b>492</b> 77:5	104:5	105:19,22	8:11
48:24	85:1	162:15,16	<b>9080</b> 167:16	<b>access</b>
83:4	<b>493</b> 79:4	203:17	<b>90s</b> 137:24	34:10
166:17	85:6	<b>6:10</b> 198:16	<b>9206</b> 43:18	107:12
167:12	<b>494</b> 85:15	203:5	<b>9218</b> 65:24	<b>accordance</b>
168:9	221:10,15	<b>60/40</b> 74:9	<b>95</b> 76:3	21:12
185:22	<hr/>	<b>65</b> 4:8	<b>97</b> 1:18	<b>according</b>
202:4	5	<b>68</b> 4:9 34:6	<hr/>	8:11
<b>3.4</b> 37:15	<b>5</b> 3:4 4:7	128:10	<b>A</b>	<b>accordingly</b>
<b>3:30</b>	6:13	163:16	<b>a.m</b> 5:1	8:23
144:15,17	58:17	<b>69</b> 4:10	83:22,23	207:24
	123:23	<b>6970</b> 110:13	<b>ability</b>	<b>account</b>
		<b>6th</b> 173:11	25:10	209:8
			123:12	<b>accountabil</b>
			132:20	<b>ity</b>
			145:15	129:23
			<b>able</b> 6:24	130:12
			17:22	141:16
			47:22	<b>accounts</b>
			71:24	22:17

<b>accurate</b>	192:23	41:20,21	81:18	8:22
54:19	195:7,9,1	43:7 45:9	83:10	39:20
139:9	0,13,24	47:1	92:21	92:3
145:13	196:7	50:11	115:4	103:10,25
<b>acknowledge</b>	207:1,2	57:2,11	119:5	115:19
<b>d</b> 23:4	<b>acted</b>	60:3	<b>addresses</b>	142:1
<b>acquaintanc</b>	117:18	63:19	128:11	178:14
<b>e</b> 38:16	<b>acting</b>	64:8 66:9	<b>addressing</b>	<b>affect</b> 8:17
<b>acquaintanc</b>	48:16	70:5 71:4	32:24	<b>affiliate</b>
<b>es</b> 193:18	109:5,8,1	75:25	142:6	215:8
<b>acquire</b>	5	80:5 90:5	<b>adjourned</b>	<b>affiliated</b>
139:5	111:14,25	91:24	202:21	212:23
<b>acquiring</b>	118:8,13,	116:4	<b>adjourning</b>	<b>aft</b> 198:2
46:21	16 119:2	118:11	226:15	<b>afterwards</b>
<b>acquisition</b>	164:7	119:10	<b>administrat</b>	97:20
46:3	214:16	125:14	<b>ion</b> 15:6	121:22
181:5	218:5	128:25	107:15	130:16
210:14,21	<b>action</b>	130:9	<b>Administrat</b>	198:2
217:7	125:6	143:5	<b>ive</b> 157:3	<b>agenda</b>
<b>across</b>	165:14	157:4	<b>advance</b>	15:23,25
148:7	<b>actions</b>	158:5	26:13	16:5,10,1
155:11	114:20	159:24	<b>adverse</b>	2,13,18
<b>act</b> 6:16	135:13	161:20	6:16	17:5,25
21:13,17	<b>active</b>	168:5	<b>advice</b>	18:1,2,5
27:13,14	213:4	170:16	32:9,21	20:22
32:1 33:2	<b>activities</b>	171:11	40:12,20	63:17
34:23	40:5	181:9	43:13	64:4
35:2,10	44:22	182:17	54:13	113:9,25
54:14,15,	46:10,12	186:9,11	57:15,18	148:1
24	47:2	192:12	59:19	157:8,10
55:12,15	192:24	212:18	80:7,17	167:13
56:12	194:6	213:24	81:8	171:17
57:3,4	<b>activities/</b>	214:2	87:12	172:7
58:3,11	<b>community</b>	217:22	88:12	173:7,18,
123:17	42:13,22	<b>add</b> 113:7	97:3 98:1	24
128:16	<b>acts</b> 175:10	130:23	99:1,19	176:9,18,
129:3,8	<b>actual</b>	<b>added</b> 17:5	100:11	22
133:5,8	24:17	89:14	110:25	202:5,8
134:2	<b>actually</b>	<b>addendum</b>	111:1	<b>agendas</b>
140:3	12:11	18:1	133:12	114:1
145:9	15:17	<b>additional</b>	142:1	171:21
155:16	20:25	17:14	145:16	<b>agent</b> 25:23
158:25	22:13	<b>address</b>	146:7	<b>aggressive</b>
160:6,16,	23:4	115:15	219:7	116:5
18 166:18	25:19	182:5	<b>advise</b>	<b>AGM</b> 175:11
168:17	28:11	199:10	33:11	179:17
178:18	34:2	<b>addressed</b>	<b>advised</b>	<b>ago</b> 62:6
191:4,7		54:15		
		56:11		

65:10	101:11	18:10,15	8,24	20,22
132:11	109:11	19:5,12,1	54:4,7,10	90:8,11,1
133:13	111:24	7,22	55:1,9,13	6,20,24
141:9,17	158:5	20:6,13,1	,18	91:7,10,2
177:12	159:5	7,21	56:2,11,1	1,24
<b>agreed</b>	164:12	21:9,18	6,20,24	92:15,19
37:18	167:6	22:2,7,23	57:1,20	93:5,21
38:2	214:15	23:9,15,1	58:4,8	94:2,7,13
39:15	218:5	8,23	59:6,10,1	,15,21
112:3	<b>airing</b>	24:3,11,2	3	95:1,8,17
131:25	152:6	2,24	60:2,17,2	,23
146:23	<b>ALE</b> 51:21	25:2,6,16	1,25	96:8,18,2
183:9	<b>ALE0000175</b>	26:5,22	61:8,14,2	2
225:22	4:7 58:17	27:12,15,	1	97:2,8,14
<b>agreement</b>	<b>ALE0000192</b>	20	62:4,6,14	,18
77:8,9,12	4:5 48:24	28:11,15,	63:4,12	98:9,21
,13	<b>ALE0050204</b>	20	64:2,12,2	99:9,21
79:16,17	4:15	29:2,7,14	3 65:6,9	100:6,13,
80:8 82:5	168:1	,18,23	66:12,14,	16,21
86:20,22	<b>ALE175</b>	30:5,8,13	18,23	101:5,12,
91:16,17	51:14	,17,20,24	67:4,8,16	19
94:9	<b>ALE192</b>	31:3,11	68:2,17	102:2,14
103:15,21	43:20	32:14	69:3,7,13	103:3,19
,22	<b>ALE50204</b>	33:7,18,2	,24	104:12,17
104:4,13	161:2	5 34:20	70:2,13,1	,21,23
105:12	<b>Alectra</b> 2:7	35:6,16,1	7	105:7
111:5	11:18	9,24	71:2,7,15	106:19,22
131:20	147:9	36:7,11,1	72:4,7,11	107:4,22
218:10,18	<b>allocation</b>	5,20	,15,24	108:5,10,
,21	5:14	37:1,13,2	73:3,7,11	14,24
<b>agreements</b>	210:4	2,25	,18,21	109:3,12,
15:7 78:3	<b>allow</b> 25:18	38:11,20	74:3	16
79:20	129:16	39:3,9,19	75:3,7,9,	110:3,8,2
82:3	<b>allowed</b>	41:7,12,1	11,17,20,	4 111:12
86:25	27:9	6,19	24	112:2,15
90:25	134:2	42:4,8,15	77:4,17,2	113:6,24
92:6,20	<b>Almas</b> 3:6	,20,24	0,24	114:5,14,
97:5	12:17,19,	43:7,25	78:4,9,14	20
100:2	23,24	44:7,9,15	79:2	115:1,11,
104:3	13:2,6,12	,24,25	80:1,4,18	14
145:12	,18	45:5,17,2	,24	116:3,16,
146:1,8	14:17,20,	2	81:3,5,9,	19,23
<b>ahead</b> 135:4	24	46:1,18,2	23	117:2
<b>Aird</b> 34:2	15:16,25	5 47:12	82:16,19	118:5,10,
70:6	16:20,23	48:8,13,1	83:14	17,21,25
77:6,23	17:2,24	9 49:8,20	85:7,20,2	119:8,14,
78:15		50:2,17,2	4	19,23
95:25		0	86:1,10,1	121:16,19
96:17		51:1,4,12	4 87:5,20	122:4,10,
		52:16,22	88:11,14	21
		53:8,13,1	89:1,4,9,	123:8,11,

24	159:2,12,	186:2,5,9	209:3,11,	197:3
124:17,23	16,20,24	,18,21,24	24	207:18
125:1,5,2	160:10,24	187:3,7,1	210:6,16,	208:7
2	161:6,18,	0,13,16,2	23	211:7
126:6,16,	23	2,25	211:7,12,	<b>ambushed</b>
21	162:4,8,1	188:4,7,1	15,19,23	9:25
127:5,15,	3	0,14,18,2	212:1,5,2	<b>amended</b>
18 128:6	163:4,13,	2,25	0	18:1
130:22	25	189:3,5,1	213:1,5,1	160:23
131:4	164:4,14,	0,15,19	7,19,22,2	<b>amending</b>
132:9	17,21,25	190:2,9,1	4	103:16
133:1	165:16,19	3,18,23	214:9,12,	<b>amendment</b>
135:9,17,	,22	191:1,5,1	18,24	163:16
19 136:25	166:2,8,1	2,14,18,2	215:3,10,	<b>among</b>
137:20	1,15,20,2	5	15,19,22	131:20
138:9	3,25	192:4,8,1	216:2,7,1	179:9
139:4,17,	167:4,8	2,20	0,14,20,2	207:9
23 140:21	168:14,25	193:3,6,1	5	<b>amongst</b>
141:1,25	169:7,13,	1,14,17,2	217:10,15	98:23
142:4	21	3	218:7,11,	<b>amount</b>
143:12,23	170:10,14	194:2,11,	16,19,22,	71:22
144:1,7	,19,24	14,18,21,	24	130:24
145:3,14,	171:10,19	24	219:4,8,1	135:4
25 146:18	,25	195:2,8,1	1,13,24	<b>analogy</b>
147:8,13,	172:5,9,1	5,18,23	220:3,7,1	82:2
23	3,17,23	196:4,8,1	3,25	<b>analysis</b>
148:2,6,1	173:2,5,9	2,16,22,2	221:4,24	22:11
0,14,19,2	,13,20	5	222:4,10,	<b>animal</b> 15:4
5	174:1,4,1	197:6,12,	14,22	<b>animosity</b>
149:10,14	1,14,17,2	15,23	223:4,8,1	120:14,15
,19,23	1	198:5,8,2	1,16,21	<b>announced</b>
150:2,5,1	175:2,9,1	0	224:8,11,	62:12
2,16,19,2	7,23	199:7,14,	16,20	<b>annual</b>
4	176:5,12,	17,23	<b>alone</b> 60:9	209:21
151:7,13,	15,19,25	200:1,12,	<b>already</b>	<b>Annually</b>
16,19	177:17,22	17	33:22	179:21
152:2,9,1	178:4,7,1	201:1,7,2	121:11	<b>answer</b>
7,21,24	3	1	128:1	32:20
153:3,8,1	179:4,8,1	202:2,9,1	140:20	49:18,24
9	1,15,21	2,15,17,2	149:3	72:9 92:3
154:3,7,1	180:17,21	3	222:25	107:21
0,14,19,2	,24	203:2,7,1	<b>altogether</b>	<b>answered</b>
2	181:3,10,	0,23,25	143:5	87:16
155:1,6,1	14,19	204:5,16,	<b>am</b> 13:2,24	107:19
3,22	182:8,13,	18	14:1,2	
156:2,5,1	16	206:2,5,8	15:3,5	
0,17,21,2	183:11,14	,15,19,23	35:8 82:2	
4	184:1,4,7	207:4,7,1	87:24	
157:4,9,1	,12,21,24	1,14	97:20	
8,21,25	185:1,11,	208:7,11,	132:19	
158:18,21	14,18,24	17,20		

<b>answers</b>	226:9	<b>appoint</b>	129:22	<b>assets</b>
6:25	<b>anyways</b>	179:16	173:1	203:21
165:10	80:8	<b>appointed</b>	209:15	<b>assist</b> 6:15
187:20	<b>apart</b> 186:3	119:1	218:2	7:5 76:13
<b>anybody</b>	<b>apologies</b>	<b>appointment</b>	<b>approves</b>	104:8
134:6	43:19	174:22	210:5	119:4
135:13	102:21	<b>appoints</b>	<b>April</b> 1:22	<b>assistance</b>
<b>anyone</b> 9:25	109:18	175:2	103:1	7:8 84:15
11:11	167:10	<b>appreciate</b>	109:3,4	<b>assisting</b>
18:12	<b>apologize</b>	44:15	113:3	45:24
62:10	62:7	48:17	124:15	<b>associate</b>
64:10,18	87:17	64:16	126:13,22	1:7 2:4
78:11	<b>apparent</b>	99:14	<b>ARB000513</b>	128:22
80:25	130:2	134:22	4:11	<b>associated</b>
81:2 86:8	<b>apparently</b>	155:18	105:22	34:13
92:14	146:23	204:10	<b>ARB513</b>	100:1
113:4	<b>appear</b> 94:5	219:2	102:17	212:23
169:2	99:4,6	<b>appreciated</b>	224:23	<b>associates</b>
<b>anything</b>	172:7	212:22	<b>area</b> 74:12	142:15
11:11	176:18	<b>appreciatin</b>	95:11	<b>Association</b>
16:11	197:10	<b>g</b> 96:25	96:23	33:9
28:20	<b>APPEARANCES</b>	<b>apprised</b>	121:8	<b>association</b>
29:19	2:1	125:8	127:4	<b>s</b> 160:15
36:23	<b>appeared</b>	224:18	186:23	<b>assume</b>
45:6,24	174:7	<b>approach</b>	<b>areas</b>	138:7
53:21	<b>appears</b>	7:13 48:4	115:16	<b>assuming</b>
55:14,16	68:18	115:19,20	189:18	119:19
57:19	134:16	<b>approached</b>	<b>aren't</b>	175:25
73:12	172:11	138:23	163:10	179:17
92:18	<b>appended</b>	167:3	198:4	181:16
99:20	22:16	<b>appropriate</b>	<b>argue</b> 141:8	<b>attached</b>
100:12	<b>applicable</b>	21:1	<b>arise</b> 47:24	141:12
116:17	56:13	40:18	165:7,12	173:7
117:1	120:5	81:14	<b>arrangement</b>	<b>attain</b>
128:5	128:15	83:6	213:10	160:20
146:14	<b>application</b>	89:25	<b>arrow</b> 63:8	<b>attendance</b>
152:1	5:9,22	150:6	<b>arrows</b> 43:8	24:14
169:10	<b>applies</b>	178:24	161:9	<b>attending</b>
177:20	145:10	<b>approval</b>	<b>aside</b>	147:21
179:14	<b>apply</b>	86:3 91:5	222:11	<b>attention</b>
181:9	166:18	111:13	<b>assess</b>	30:21
194:13	191:4	<b>approve</b>	33:24	31:1
200:14	<b>applying</b>	212:3	<b>asset</b>	57:11
201:4	146:14	<b>approved</b>	212:24	59:16
223:22	<b>answers</b>	82:21	216:13	61:7,9
<b>anytime</b>	6:25			
201:9	165:10			
<b>anyway</b>	187:20			
149:17				



77:4	11:19	189:18	61:22	82:21
137:2	28:1	<b>based</b> 22:8	109:8,15	85:2 88:3
201:8	33:11	25:12	201:10	90:16,25
<b>attest</b>	34:5	56:3,8,18	<b>becomes</b>	91:3,10
114:22	35:3,6	78:6	52:4	92:13,15,
117:3	36:5	121:23	<b>begin</b> 41:22	16 93:17
<b>AUDIBLE</b>	38:22	133:13,17	<b>beginning</b>	94:7
209:3,24	44:16	,20	120:8	99:10
217:15	47:15	135:12	<b>behalf</b>	102:4
<b>audio</b>	48:6	140:2,11	25:24	104:5,23,
30:6,8	50:13	141:3	26:17	25
<b>author</b>	61:5,22	202:2	82:3	108:10,12
78:21	62:17	<b>basically</b>	108:21,22	,19
<b>authorities</b>	65:1 74:4	9:15	109:10,13	109:12
123:12	86:7	21:20	164:7	110:4
<b>authority</b>	97:5,20	26:14	175:11	111:12,14
90:1	101:9	33:8	204:14	113:21
113:10	107:13	39:24	<b>behaviour</b>	114:8,18
122:24	110:22	40:2,20	8:20	118:8,10,
123:10,14	122:8	46:25	<b>behind</b>	21 124:18
124:2	124:15	55:19	130:25	127:7
126:10,20	126:4	60:5,6	178:15	131:17,24
<b>authorizati</b>	138:25	71:16,22	<b>bel</b> 118:10	152:9
<b>on</b> 82:22	139:24	76:9	<b>believe</b>	157:21
117:4,18	140:9,19,	78:21	14:14	159:6,16
224:4,6	21,22	80:18	15:18	162:8
<b>authorize</b>	141:2	88:1	29:23	166:25
174:22	160:22	103:25	38:4	171:14
<b>authorized</b>	161:15	119:1,3	39:15	181:19
79:15	174:21	145:8	42:8,10	185:3
80:19	201:11	149:4	43:9	194:24
82:2	218:3	152:15	44:20	201:22
89:11	<b>awareness</b>	160:19	46:20	203:23
209:19	36:17	177:15	47:8	206:8
223:1	146:4	186:7	50:5,9,17	215:19
<b>authorizing</b>	<hr/>	208:14,19	,19	<b>believed</b>
77:7 78:2	<b>B</b>	222:1,8	52:22,23	103:13
89:14	<b>background</b>	<b>basis</b> 10:22	55:3 60:9	<b>bell</b> 159:11
<b>automatical</b>	22:11	22:12	63:13	175:8
<b>ly</b> 133:6	71:17	38:3	64:7	199:20
<b>available</b>	212:14	132:13	66:18	<b>beneficial</b>
92:3	<b>backwards</b>	140:25	67:14	215:25
226:1	127:22	193:10	68:25	<b>benefit</b>
<b>awarding</b>	<b>bad</b> 8:21	<b>batting</b>	69:3,6,7,	13:9
140:11	119:24	131:10	13,14	110:12
<b>aware</b> 6:4	223:17	<b>battles</b>	70:3,10	127:24
	226:9	59:20,25	73:11	<b>benefits</b>
	<b>balance</b> 9:7	<b>became</b> 13:7	76:1	120:1
	<b>Barrie</b>	17:4		<b>Bentz</b>

40:6,14	74:1	175:3	183:1,8,1	<b>brief</b> 12:3
52:18,21	<b>bidder</b>	<b>boardroom</b>	6,17	37:6,11
53:1,22	62:13	101:20	184:3,6,9	41:5
55:22	<b>bidders</b>	<b>boards</b>	,19	43:22
59:2	71:23	34:10	185:17	44:4
137:15	72:13,20	<b>body</b> 29:10	186:4,10	46:16
183:18,20	211:17	<b>Bonwick</b>	187:18	49:5
,22	<b>bidding</b>	2:10 3:8	189:6	51:16
196:19,23	31:16,18	36:4,6,14	191:22	58:22
<b>Bentz's</b>	71:11,21	,17,23	192:2	59:14
53:7	141:20	37:16	<b>Bonwick's</b>	62:23
<b>Berlis</b> 34:3	<b>biggest</b>	38:1,8,12	44:12	65:21
70:6	57:9	,16,25	56:22	66:1,7
77:6,23	<b>Bill</b> 34:6	39:7	61:5,11	68:12,22
78:15	128:10	41:25	130:7	69:22
95:25	163:16	42:18	135:1	76:16
96:17	<b>bind</b>	44:20	<b>book</b> 171:2	79:6
101:11	145:11,15	45:2	<b>boring</b>	84:6,24
109:11	<b>binding</b>	46:9,11,2	208:24	85:4,12
111:24	105:14	0 48:6	<b>bottom</b>	98:17
158:5	110:16,23	49:25	30:12	102:19
159:5	111:2	51:9	44:2 67:9	105:24
164:12	<b>bit</b> 17:17	52:18,21	180:8,9	106:4,10,
167:6	41:14	53:1,5,6,	<b>bound</b> 8:1	15 109:23
214:15	49:23	10,22	<b>boundaries</b>	110:6
218:5	57:13	55:7 56:4	9:6	112:12,19
<b>beside</b>	74:12	59:2,15	<b>boxes</b>	122:18
67:17	76:13	60:20,23	202:11	124:9
128:15	87:9 89:5	62:11	<b>brackets</b>	127:1
148:4	101:13	128:3	54:12,23	137:10
<b>best</b> 60:8	107:18	131:24	<b>Brandiff</b>	170:1
91:12	120:14	132:4,6,7	148:8	171:10
94:4	145:19	133:2	<b>break</b> 17:17	180:3
109:19	175:20	134:10,11	76:20	181:1
115:13,15	180:9	135:5,7,8	83:4,20	183:4
120:7	184:15	,18,22	144:14,15	185:6
<b>better</b>	185:16	136:10,17	<b>breakdown</b>	198:13
125:12	<b>black</b>	,18	82:9	205:1
138:5	201:14	137:19	<b>Breedon</b>	211:3
<b>beyond</b>	<b>blacked</b>	138:10	2:19	217:19
42:21	202:5	139:7,19,	131:11,13	220:17
<b>BIA</b> 114:6	<b>board</b> 64:24	24 140:22	<b>Brian</b> 40:6	221:7,12,
<b>bias</b> 128:25	114:7	141:3	52:18	19
<b>biased</b>	146:11,17	142:3	137:15	225:1,6
128:24	162:2	143:9,13	183:18	226:3,13
142:22	165:4,8	144:2,13,	196:19,23	<b>briefings</b>
<b>bid</b> 71:8,19	174:20	23		45:20
		145:2,3,1		<b>bring</b>
		8		17:9,20
		146:9,19		57:11

59:16	212:13,22	92:10	154:9,12,	124:16
137:1	217:4	206:4,13	16	129:21
<b>bringing</b>	<b>burden</b>	207:5,6	171:13,23	157:2,6
124:11	131:23	208:4	172:2,7,1	<b>CAO's</b>
<b>broad</b> 80:21	<b>business</b>	209:1	6 173:16	113:16
128:22	13:25	210:10	177:25	<b>carefully</b>
<b>broader</b>	26:13	216:24	178:3,9,1	216:9
5:15	31:22,25	217:8	1,23	<b>carried</b>
<b>brother</b>	45:15	219:20,22	179:6	8:10,13,1
31:15,17	63:15	220:10,12	180:12,14	4
35:15,22	64:14	221:5	,19,25	23:11,14
38:13	88:3	223:6	181:6,13,	29:11
40:9	173:19	224:2,3,1	18 198:11	61:12
138:18	174:6	0,18	200:20	126:3,5
140:12,24	176:10,14	<b>bylaws</b>	202:5,21,	<b>carry</b> 121:1
141:20	,23 177:3	21:21,24	25 203:9	135:5
184:3	178:20	76:4	211:24	<b>carrying</b>
<b>brother's</b>	181:25	78:17	<b>cameras</b>	7:5,8
141:2	182:5	87:18	148:7	<b>case</b> 22:15
<b>brought</b>	193:25	206:19	<b>Canada</b>	25:1
30:21	<b>businesses</b>	210:10	161:5	138:19
31:1 48:3	138:7,23	<b>bypassed</b>	<b>CAO</b> 14:14	139:20
49:9 61:7	142:15	18:22	16:8	144:6
150:21	<b>busy</b> 39:11	<hr/>	26:16	184:17
<b>Brown</b>	<b>buyer</b>	C	57:12	197:19
102:24	70:8,21	<b>camera</b> 10:4	59:5	223:25
103:2,5	<b>buy-sell</b>	25:15,20,	62:15	<b>cast</b> 152:8
110:2	76:9	21	76:2 88:1	<b>catch</b>
121:4	<b>bylaw</b> 14:1	26:7,12,1	92:5,13,2	141:15
<b>Brown's</b>	15:4	4,20,25	0 93:5	177:4
105:8	22:16	27:2,8,9,	95:10	201:8
<b>budget</b>	70:3,4,5	11,18,25	98:10	<b>categories</b>
137:22	72:17	28:23	103:2	169:3
209:22	75:15,19,	29:1,8,13	107:6,13,	<b>caused</b>
210:4	25	,20,25	23,25	89:19
<b>Bul</b> 36:3	76:1,10	63:8,18,2	109:4,6,9	<b>causes</b>
<b>bullet</b>	77:7	0,22,23	,15	134:7
44:21,23	78:2,8,13	64:1,5,7,	111:14	<b>cautious</b>
45:13	,22	8 66:25	112:24	116:8,10
143:14	79:9,11	67:4,20,2	113:25	<b>CCI</b> 44:19
<b>bullying</b>	80:3,5,11	2 69:12	114:10	46:8
114:10,18	81:13,22	113:8	115:18	47:19
116:13	85:9,18,2	123:1,14,	117:6,17	<b>celebrate</b>
<b>bunch</b> 99:15	3	18 127:9	118:8,12,	12:14
203:12	86:2,9,17	147:17	13,14,16	<b>central</b>
208:23	87:24,25	150:18	119:1,2	
	88:4,7	151:4	121:4,5,2	
	90:1,3	152:12,14	4	
		153:2,4,6	122:3,9,1	
		,12,17	4 123:4	

196:14	192:16	89:3,10	157:2	<b>CJI0010492</b>
213:16	203:15	142:12,18	<b>child</b>	4:8 65:15
<b>CEO</b> 40:6	<b>Certificate</b>	221:5	168:20	<b>CJI10492</b>
174:13	3:12	223:2	<b>children</b>	62:21
182:2	<b>Certified</b>	<b>changed</b>	191:9	169:24
196:23	226:17	14:22	<b>circulate</b>	<b>CJI7986</b>
<b>certain</b>	<b>CFO</b> 174:16	18:21	131:6	180:1
10:2	182:4	29:19	<b>circulated</b>	<b>CJI9</b> 180:1
22:15	199:9	82:20	76:1	<b>CJI-9072</b>
27:7 39:4	<b>CG</b> 41:2	107:10	<b>circumscrib</b>	157:12
50:21	<b>CGI9218</b>	129:18	<b>ed</b> 5:12	<b>CJI9080</b>
72:23	68:10	140:16	<b>circumscrib</b>	159:5
84:13	<b>Chadwick</b>	141:13	<b>es</b> 169:11	<b>CJI9206</b>
92:25	49:18	161:12	<b>circumstanc</b>	41:3
93:17	50:1,15	216:1	<b>e</b> 142:6	43:16
104:13	51:10	<b>changes</b>	<b>circumstanc</b>	49:3
113:15,22	114:16	15:12	<b>es</b> 10:4	185:4
,24	117:7	24:9,12	63:10	<b>CJI9217</b>
119:20	<b>Chadwick's</b>	34:6	<b>civil</b> 6:12	65:19
121:13	47:5	47:23	8:3,4,18	66:5
127:8	<b>chain</b> 36:1	86:16,17	<b>CJ1009220</b>	<b>CJI9220</b>
135:4	<b>chains</b> 99:7	128:7,10,	124:2	122:16
161:16	<b>Chair</b>	18	<b>CJI0009217</b>	<b>CJI99072</b>
176:1	23:9,13	129:12,16	4:9	167:14
<b>certainly</b>	182:3	,19	<b>CJI0007986</b>	<b>clarificati</b>
13:12,14	<b>challenge</b>	142:10	4:16	<b>on</b> 12:4
18:16	132:11	<b>chapter</b>	182:22	117:8
21:18	<b>challenged</b>	37:14	<b>CJI00090072</b>	213:20
22:7	6:8 140:9	<b>characteriz</b>	167:22	<b>clarified</b>
26:5,22	178:23	<b>ation</b>	<b>CJI0009072</b>	137:9
28:18	<b>challenges</b>	56:5,23	4:13	<b>clarify</b>
32:14	48:2	72:3 91:9	<b>CJI0009080</b>	53:9
33:25	119:25	<b>characteriz</b>	4:14	72:15
39:19	<b>challenging</b>	<b>ed</b> 136:2	167:24	81:11
40:20	135:14	<b>CHEC</b> 40:1	<b>CJI0009206</b>	84:1
63:12	<b>chambers</b>	187:21	4:6 49:14	153:20
71:15	1:17	189:23	<b>CJI0009217</b>	<b>clarifying</b>
87:5	129:2	190:1,3,1	68:7	53:20
106:22	140:8	2	<b>CJI0009218</b>	<b>clarity</b>
114:5	<b>change</b>	<b>checkmark</b>	4:10	53:11
128:6	17:25	52:9	69:20	<b>Clark</b> 95:25
132:11,16	20:3,7,8	<b>Chenoweth</b>	<b>CJI0009220</b>	96:8,14,1
133:10,25	29:24	2:16	4:12	5,16,20
134:3	52:5 87:4	51:18		98:24
136:12,13	88:7	84:8,17		99:11
137:1		205:3		
138:11		<b>Chief</b> 1:7		
140:17				
144:3				
160:10				

100:4,21	129:20,23	16:4,10	174:6,13	191:23
106:24	130:3	67:23	175:15	<b>Commen</b>
108:9,20	157:6	<b>collectivel</b>	176:10	38:13
<b>Clark's</b>	<b>Clerks</b> 33:9	<b>y</b> 59:21	178:20	<b>commencing</b>
96:7	<b>client</b> 97:7	126:8	181:7,9,2	5:1
<b>clause</b>	204:14	<b>collegial</b>	5 182:5	<b>comment</b>
79:24,25	<b>close</b> 83:13	132:25	188:9	21:14,16
89:14	90:13,15	133:18,21	190:1,4	<b>commentary</b>
222:1	178:15,25	136:21	198:18	21:11
<b>clauses</b>	<b>closed</b>	<b>Collingwood</b>	199:3	148:17
79:12,13	25:17	1:2,16,19	200:9	<b>commented</b>
<b>clear</b> 56:7	103:22	2:18 13:1	202:1	132:14
57:3,14,2	112:23	40:2,8	203:14	<b>comments</b>
1 94:18	113:8,11	70:1,19	211:11,21	10:21
104:9	142:22	77:7 78:2	212:17,19	21:20
190:21	<b>closes</b> 82:6	79:19	,22	84:10
192:11	<b>closing</b>	130:11	213:15	130:21
<b>clearly</b>	81:17,19	162:12	214:5,7,1	145:4
32:2 51:8	82:1,9,11	163:7	3,21	151:19
128:9	,12,15	183:22,24	215:6,7	219:22
133:10	83:9,11,1	189:24	216:5	<b>commission</b>
201:10	83:9,11,1	190:15	217:13	6:21 7:17
<b>clerk</b>	2 88:23	197:21	218:9	9:1,15
13:3,5,7,	101:18	206:4	<b>combination</b>	12:5
11,18,20	103:6	212:18	<b>s</b> 45:15	<b>commissione</b>
20:22	109:5	214:2,11	145:10	<b>r</b> 6:15
23:2 28:1	222:20	216:18	192:7	7:19 12:3
32:10	<b>co-Chair</b>	<b>Collus</b> 2:21	<b>comfortable</b>	34:8,11
70:3	190:4	5:8 19:24	40:15	128:11
79:14	<b>code</b> 52:8	46:21	88:10	129:1
80:19	128:18,19	61:2,3,12	95:21,24	<b>commissione</b>
89:15	129:16	63:7,14	96:4	<b>rs</b> 143:4
113:12,13	142:18	64:11,19,	106:19	<b>commitment</b>
122:24	<b>coding</b>	20,24	<b>coming</b> 22:1	110:16
123:10,17	150:7	74:20	43:15	209:7
149:3,17,	<b>collaborati</b>	77:15	58:2	225:24
21 153:1	<b>ve</b> 120:7	96:10	61:6,9	<b>committee</b>
154:6	<b>colleague</b>	100:16,17	77:11	13:22
160:8	11:9	,20	78:19	24:14
161:16	<b>colleagues</b>	101:4,6,1	113:14	142:13
162:23	114:22	1,20	125:3,14	160:1
163:2	120:14	105:10	154:3	162:25
<b>clerks</b> 33:9	144:5	108:22	166:14	<b>committees</b>
<b>clerk's</b>	158:17	109:13	169:4	32:17
17:11	<b>collect</b>	111:25	170:13	188:13
18:6,22	137:5	119:11	171:7	<b>common</b>
70:19	<b>collected</b>	127:7	174:9	
76:3		146:11	178:3	

32:11	<b>Compenso</b>	61:19	83:12,15	5,23
33:13	38:13,19	78:20	<b>conditions</b>	55:11,14
80:9	44:20	89:19	81:17	56:8,12
128:14	47:20	93:24	83:9	57:3,4
<b>communicate</b>	48:16	110:18,19	<b>conduct</b>	58:3
<b>d</b> 118:2	50:8,15	134:8	8:12,23	128:11,15
<b>communicati</b>	51:5	135:10	9:21	,16
<b>on</b> 38:21	193:20	183:25	128:18,19	129:3,8
118:3	<b>competitive</b>	191:3,11,	129:16	132:24
<b>communicati</b>	120:18	15,21	142:18	133:12
<b>ons</b>	<b>complete</b>	222:8	<b>conducted</b>	140:7
14:4,5	19:1	<b>concerned</b>	5:11	141:24
15:1,9	49:24	54:25	<b>conducting</b>	155:16
26:25	117:19,20	55:10	7:21	158:20,25
36:18	<b>completed</b>	58:9 79:1	<b>confess</b>	159:8
38:14	29:25	87:13,15	12:11	160:6,15,
44:20	70:23	134:15	158:3	18 161:17
46:4 47:4	103:24	141:19	<b>confidentia</b>	163:9,18
117:5,20	122:9	184:16	<b>l</b> 10:22	165:7,11,
129:15	124:16	197:19	25:17,20	25 166:17
<b>community</b>	<b>completion</b>	201:24	66:25	183:25
40:5 47:3	200:6	222:5	67:23	184:17
130:4	<b>complex</b>	<b>concerning</b>	143:19	191:3,7,1
137:25	76:5	18:20	144:4	0 192:22
138:7,12,	<b>compliance</b>	57:12	150:6	195:7,9,1
16 188:16	103:14	198:19	<b>confirm</b>	0,13
192:2,6	104:1	<b>concerns</b>	104:25	196:7
<b>companies</b>	<b>complied</b>	18:12	107:16	197:19
40:1	210:11	53:2,4,7,	<b>confirmatio</b>	<b>conflicts</b>
188:2	<b>components</b>	23 79:24	<b>n</b> 53:15	32:13
212:23	47:1 74:1	81:24	<b>confirmed</b>	33:24
<b>company</b>	87:25	87:4 89:3	40:6	35:7
38:13,21	93:10	92:21	189:6	139:14,22
39:1	105:15	94:24	200:5	152:6
45:10,11	<b>comprehensi</b>	99:17	<b>confirming</b>	<b>confronted</b>
47:3	<b>ve</b> 34:1	101:3	16:9	125:15
50:11	129:13	113:4,22,	104:12	<b>confused</b>
101:7	<b>computer</b>	23 121:24	142:8	134:4
141:2	149:2	134:5	<b>conflict</b>	145:19
189:21	<b>computers</b>	139:1	31:20,24	<b>confusion</b>
193:20	138:4	146:13	32:1,16,2	97:15,17
194:1	<b>concentrate</b>	183:22	4 33:1	<b>connection</b>
212:24	<b>d</b> 120:4	199:11	34:22,24	7:1
214:22	<b>concern</b>	222:2,7,1	35:2,5,7,	176:22
215:17,21	40:7	2	10 40:8	214:15
216:9,13	55:17	<b>conclusion</b>	53:16	<b>consensus</b>
<b>company's</b>		110:22	54:1,14,1	23:8
56:9		146:12		131:19
		<b>condition</b>		

<b>consent</b> 16:5	<b>d</b> 122:9	168:3	102:9	18:22
<b>consequence</b> <b>s</b> 8:19,24	<b>contemplati</b> <b>on</b> 64:20	170:3	105:13	<b>copy</b> 18:24
<b>considerati</b> <b>on</b> 123:6	<b>content</b> 12:14	182:24	108:6	41:11
165:5,8	79:21	205:24	113:14	63:3
166:14	87:1 88:8	208:2	115:23	104:8
191:23	95:12	221:21	133:5,18	159:14,15
<b>considering</b> 31:15,17	101:23	<b>continuing</b> 105:11	137:3,7	161:8
35:23	133:25	215:6	151:21	<b>copying</b> 136:23
42:2	<b>contents</b> 3:1 6:8	<b>contract</b> 139:12	171:1	<b>cordial</b> 137:7
<b>considers</b> 5:15	86:22	140:11,12	198:1	<b>Corp</b> 79:20
<b>consistent</b> 74:8	<b>context</b> 30:23	152:1	202:6	211:11
<b>consists</b> 189:17	46:3,19,2	209:17	<b>conversatio</b> <b>ns</b>	212:17
<b>constant</b> 47:20	1 47:15	210:3	35:13,20	214:5,7
48:6,11	50:4 60:9	<b>contractual</b> 110:16	45:8	<b>Corporate</b> 85:17
<b>constituent</b> 143:24	64:13	<b>contrast</b> 8:9	60:19,23	<b>corporation</b> 2:8,22
<b>constituent</b> <b>s</b> 144:5	98:20	<b>contravened</b> 58:11	86:13	5:8 46:22
<b>consultatio</b> <b>n</b> 157:6	114:4	<b>control</b> 14:2 15:4	95:5	75:12
<b>consulted</b> 99:10	<b>continue</b> 51:25	120:23	97:21	82:3
<b>contact</b> 47:20	74:24	<b>controlled</b> 133:6	98:23	115:18
48:6,11	76:20	<b>controlling</b> 168:6	99:6	145:11,16
53:10	144:24	<b>convinced</b> 178:24	100:4	159:20
<b>contacted</b> 50:23	200:3	<b>Cooper</b> 2:12	102:12	187:17
<b>contacting</b> 37:16	205:13	54:4	107:14	194:7
<b>contain</b> 72:1,6	<b>continued</b> 31:13	87:11	115:6	218:14
<b>contained</b> 6:3 78:23	44:6	98:24	130:24	224:14
104:3	49:7,16	122:22	<b>convinced</b> 178:24	<b>correct</b> 16:20
<b>contemplate</b> 158:13	52:15	123:25	54:4	18:10
	58:24	166:6	87:11	20:12,13
	65:17	<b>conversatio</b> <b>n</b> 16:12	98:24	23:23
	68:14	27:1 38:6	122:22	24:24
	77:2	40:11,21	123:25	25:2
	84:19	43:10,12	166:6	29:18
	101:1	47:4,9,12	<b>cooperative</b> 40:2 46:4	30:16,17
	106:17	48:14	133:19	32:25
	111:4	50:10	<b>coordinator</b> 15:2	33:18
	112:8	54:12,20	<b>copied</b> 40:17	34:20
	119:5	59:14,15,	52:19	41:18
	124:4	19,22	107:25	42:20
	135:7	60:6,10,1	183:10	47:15
	136:17	4 61:6	<b>copies</b>	49:19,20
	141:23	62:15		50:16
	145:2	94:8,9,19		51:12
	158:13	96:5		53:3 55:9
		98:11		

56:17	186:2,18	16:15,25	142:14	143:17
59:5,6,10	187:10	17:2,10,1	144:3	146:10
63:3,4	188:4,14,	3,15,21	145:5	165:12
65:3,6	18,22,25	18:8	146:17	187:2,6
67:5	191:12,25	20:12,15,	147:17,22	<b>councillors</b>
72:4,7,11	192:4	19 21:12	150:14,22	114:7,9
73:21	194:14,18	22:4,13	151:25	140:1
74:23	,21	23:25	155:20,24	143:19
75:8,9,17	197:6,23	24:1,4,14	,25	156:23
77:17,24	199:14,23	25:9,15,1	156:14,24	164:3
78:4 91:7	200:12	6 27:1,18	157:15	166:7
94:21,22	207:11,14	29:24	162:1,10,	194:4
96:17,18	210:6,23	32:12,17	11 163:23	<b>councils</b>
99:10	212:1,6	33:10,21	165:3,8,1	138:15
103:2,3	214:24	34:9,12,1	4 166:14	<b>Council's</b>
118:9,17	216:3,7,1	6 57:24	169:4	86:3
121:15,16	0,24	58:2,10	170:13	199:2
123:8	218:7,11,	63:8,13	171:9	<b>counsel</b>
133:7	16,22,24	67:3,5	172:15,25	2:3,5,10,
137:5,11	219:11	69:8,10	173:4,8,1	14
139:23	223:4	74:19	1	6:14,21
147:13,23	224:8,16,	80:21	175:2,10,	7:10,11,1
148:2,10,	20 226:17	81:16	11,15	4,18
19	<b>corrected</b>	82:5,8,18	179:13,16	10:12
149:14,19	185:10,12	,21,22,23	,24	82:24
150:16,19	<b>corrections</b>	83:8	180:6,12	131:2,15,
151:13	10:21	88:22	181:13	25 204:23
152:17,24	<b>correctly</b>	89:10,25	182:6	205:7,15
154:7,14,	34:17	90:1	191:23	<b>counsel's</b>
19,22	42:17	94:11	192:3,7	134:15
156:2,10	132:2	111:11,14	198:10	<b>counter-</b>
158:18	137:5	,16	199:10	<b>party</b>
162:13	174:7	112:22	200:8,19	85:21
164:14,17	<b>corresponde</b>	113:8,13,	201:19,22	<b>couple</b>
,21,25	<b>nce</b>	15,22,25	205:6	114:7
165:16,19	16:3,4	114:9,13	209:15,20	132:22
,22	146:10,16	115:17	210:5	170:12
166:2,11,	<b>Corrine</b>	121:13	211:22	<b>course</b> 9:24
15,20	96:14	122:11	212:2	130:18,19
167:1	99:11	123:16	218:1	141:6
168:14	100:22	124:12	222:20	156:13
169:7,13	<b>costs</b> 34:13	126:7,9,1	223:1,17,	170:18
170:14	<b>council</b>	4,19	24 224:17	187:20
172:13	1:17	127:10,12	<b>councillor</b>	199:12
173:9	5:6,13	,13	47:5	200:24,25
174:4,11,	13:21,22	129:2,10,	49:19	209:12
17 177:11	15:15,17,	22 130:4	114:15	214:21
179:8	19,23	137:23	117:7	218:5
184:1,4		139:13	140:6,9,1	
185:14,18		140:8	9,23	
,24		141:25	141:19	



<b>courtroom</b> 8:2	12:25	108:18	120:23	168:21
<b>cover</b> 159:10	<b>currently</b> 13:2 17:18	205:11	<b>decision</b> 22:12 23:25	169:5
<b>CPS6891</b> 211:1	24:12 29:24	<b>dealing</b> 5:20,21 145:19 160:17	24:1,2 25:21 26:4,10,13	<b>deeming</b> 169:2
<b>CPS6970</b> 106:2 109:20	<b>cut</b> 149:17	<b>deals</b> 168:12 208:15 210:12	29:15,17 30:4 64:6 69:12	<b>defeated</b> 23:11,14 29:11
<b>created</b> 10:19	<hr/> D <hr/> 209:16	<b>dealt</b> 107:24 132:17 171:25	80:21 89:24 121:14,18,20 126:7,8	<b>defined</b> 209:13
<b>criminal</b> 6:12 8:3,4	<b>da</b> 209:16	<b>Dean</b> 182:3	<b>decision-</b> <b>makers</b> 45:21	<b>definitely</b> 120:1
<b>criteria</b> 71:22 72:2,6,10	<b>daresay</b> 211:5	<b>debate</b> 27:3 140:14	<b>decision-</b> <b>making</b> 24:8	<b>definition</b> 128:23 161:25
<b>critical</b> 48:2 197:4 219:2	<b>database</b> 5:24 24:13 52:8	<b>debating</b> 165:13	<b>decisions</b> 21:6,25 22:1,2,5, 18 23:21 24:3 25:25 28:23 29:21 126:14 143:8	<b>definitions</b> 161:21 208:23
<b>cross</b> 131:18 205:13	<b>date</b> 41:14,17, 23 61:4 63:5 92:12 123:2 159:9 185:13	<b>December</b> 66:19,24 67:2 69:8,12,1 5 74:21 113:7,8 121:14 122:7,21 123:23 124:14 125:12 126:13 150:10 156:6 161:11 211:22	<b>decl</b> 142:19	<b>delay</b> 152:10
<b>cross-</b> <b>examinati</b> <b>on</b> 3:8,9 7:16 131:18 132:6 147:6	<b>dated</b> 30:14 31:9 44:14 52:17 122:21 123:23	<b>deceptive</b> 144:10	<b>declaration</b> 162:17 163:8	<b>delegate</b> 123:10,12 ,14
<b>cross-</b> <b>examine</b> 7:12	<b>dates</b> 92:9	<b>decide</b> 21:5,7 27:3 178:17	<b>declare</b> 32:2 142:19	<b>delegated</b> 126:10,20
<b>cross-</b> <b>examiners</b> 131:20	<b>daughter</b> 138:19	<b>decided</b> 26:20 60:6 74:19 92:22 113:1	<b>declared</b> 165:18,25	<b>delegating</b> 124:1
<b>crossing</b> 14:2	<b>daughters</b> 32:4		<b>dedicated</b> 15:20	<b>delegation</b> 122:24 123:17
<b>curious</b> 135:16 139:13 193:2 206:9	<b>day</b> 12:7,15 32:15 33:6 37:19 117:15 156:14		<b>declared</b> 165:18,25	<b>deliberatio</b> <b>n</b> 22:13
<b>current</b>	<b>days</b> 157:20 186:13		<b>dedicated</b> 15:20	<b>Deliverable</b> <b>s</b> 46:7
	<b>deal</b> 11:21,23 76:9		<b>deemed</b> 34:24 133:18 142:7	<b>demeanour</b> 115:4,13
				<b>Dennis</b> 85:16
				<b>department</b> 16:1,3,7 17:8,11,2 0 18:22 19:7,15,1 6,23 70:6,8,21 76:3

120:1	<b>desk</b> 171:1	26:3	34:4	138:25
129:23	<b>detail</b>	109:2	96:2,9	196:3
130:3	55:20	<b>different</b>	107:14	<b>discussed</b>
141:21	97:19	27:17,24	<b>director</b>	10:3
143:21	114:4	55:22	119:10	26:20
157:6	125:25	68:16	174:20	27:8,9,11
210:9	204:17	74:12	<b>disagree</b>	89:7
<b>departments</b>	<b>detailed</b>	107:18	28:12	92:23
19:10,17	27:22	111:18	137:4,18	95:6
120:6	28:8,10,2	115:4	<b>disagreed</b>	103:12
<b>depending</b>	2 45:20	127:4	115:19	110:1
7:12	96:10	132:22	137:17	124:21
74:5,9	182:4	137:16	<b>disagreemen</b>	164:12
107:24	200:7	145:12	<b>ts</b> 95:6	181:18
<b>Depends</b>	<b>details</b>	148:24	<b>disappointe</b>	191:22
108:24	71:18	152:19	<b>d</b> 54:11	195:5
<b>deputation</b>	93:8,17,1	195:1	120:16	196:11
17:8	9 94:1	<b>differently</b>	<b>disappointm</b>	198:1
<b>deputy</b>	194:6	57:7	<b>ent</b>	<b>discusses</b>
20:22,25	<b>detected</b>	127:24	143:17	98:4,22
28:1	220:9	128:3,5	<b>disciplinar</b>	112:22
30:16	<b>determine</b>	<b>difficulty</b>	<b>y</b>	<b>discussing</b>
32:12	23:13	93:25	125:6,23	85:8
114:15	29:13	<b>direct</b> 7:3	<b>discipline</b>	95:11
115:16	30:1	34:25	117:13	103:7
149:3,16,	139:21	107:12	125:21	106:24
21 153:1	<b>determined</b>	142:8	<b>disclose</b>	<b>discussion</b>
154:6	15:23	164:19	128:23	21:6,10
164:2,24	23:7	168:18	142:19	27:3
166:6	59:22	169:5	163:17	39:18
<b>describe</b>	131:19,21	<b>directed</b>	173:15	86:6 93:1
46:12	172:21	107:25	<b>disclosed</b>	103:9
115:12	<b>determining</b>	191:17	127:25	120:4
118:2	8:9 9:6	<b>directing</b>	163:18	121:22
187:24	64:21	109:11	<b>disclosure</b>	127:9
<b>described</b>	<b>develop</b>	<b>direction</b>	162:16	131:16
55:20	9:12	12:9 19:9	163:15	137:10
56:4	<b>developing</b>	21:21	<b>discovery</b>	174:10
60:14	9:12	25:23	9:18	181:4
<b>describes</b>	<b>development</b>	26:12	<b>discuss</b>	185:17
37:16	13:23	29:8	20:2 39:1	195:6
<b>describing</b>	15:20	82:10	102:7	200:20
118:7	119:24	108:1	112:23	203:19
209:1	<b>dialogue</b>	<b>directions</b>	113:20	<b>discussions</b>
<b>description</b>	136:21	21:24	132:23	25:20
4:2 54:19	<b>difference</b>	26:1	137:6	36:19
77:5		28:24		78:12
		<b>directly</b>		95:4 98:5
				101:10

131:22	84:13,21	25	21:10	146:11
172:2	87:13	100:5,7,1	28:6	161:11
200:16	98:3,4,8,	2	75:25	<b>duties</b>
<b>disgusted</b>	15,22	102:7,8,1	77:7	15:10
131:1	99:3	0,17	85:18	161:16
<b>dispute</b>	101:22,24	108:4,7	87:18	163:3
111:2	104:1	109:20	148:13,16	179:3
<b>disputed</b>	105:2,17	130:23	,21	<b>duty</b> 142:17
111:1	106:2,12,	146:3	149:5,24	163:1,21,
<b>disrespectf</b>	20	167:10	150:8	23
<b>ully</b>	110:9,10,	170:16	151:5,9	
136:6	13 112:10	202:3	152:23	<hr/>
<b>dissuaded</b>	122:16	218:4,15	154:17,24	E
134:1	124:6	219:15	,25	<b>earlier</b>
<b>distributed</b>	126:24	<b>dollar</b>	155:10,12	49:18
16:14,22	137:16,17	71:21	204:3,11,	53:1
<b>distributedin</b>	145:22	<b>dollars</b>	15,20	74:22
<b>g</b> 188:5	149:13,16	137:21	205:5,7	88:2 89:5
<b>distributedio</b>	152:19	138:2	223:6	127:5
<b>n</b> 188:2	153:1	<b>done</b> 9:8	<b>drafted</b>	128:9
<b>doc</b> 137:16	155:2,9	21:2 22:8	78:2	199:22
<b>document</b>	157:12	28:5,24	79:11	<b>early</b> 9:13
4:3	161:2,3	32:18	80:3 85:9	47:24
5:19,23	167:22,24	73:12	86:9	48:18
6:2,5,7	168:1	76:6	<b>drafting</b>	90:9
10:14,18,	169:17,23	92:25	75:19	137:23
24 11:2,6	211:6	93:12	78:8,13,2	<b>ease</b> 51:24
30:11	214:1	95:16	5	<b>easier</b>
36:3	220:22	114:21	<b>dramaticall</b>	132:16
37:3,15	221:3,15	115:5	<b>y</b> 141:13	<b>Easter</b>
41:2,8	225:17	117:9	<b>draw</b> 77:4	12:6,13
43:2,16,2	<b>documents</b>	122:5	<b>drawn</b>	<b>Ed</b> 19:17
5	5:20,24,2	127:23	110:22	64:3 76:2
44:1,8,10	5 6:1,3	128:5	<b>drilled</b>	77:6
,14,16	10:16,18	129:12,13	33:8	92:5,22,2
49:2	36:8 66:4	149:1	<b>drove</b>	4 93:11
51:14	74:16	150:17	189:11	94:2 96:9
52:1	75:1,6,15	152:8	<b>during</b> 9:24	102:3
58:14,19	77:15	168:5	10:23	107:7
62:21	80:20	179:19	20:23	108:10
63:1	83:16	194:22	40:11	109:5
65:12,18	84:2	201:5	53:7	119:1,15
66:11,22	89:16,24	207:19	94:7,8	120:8,23
68:16	90:5,7,12	223:15	105:8	174:12
74:18	91:16,18,	224:10	108:3,6	175:19,24
76:14	23 92:2,8	<b>dormant</b>	129:6	,25
79:11	94:1,10,2	213:3	133:10	<b>Edwin</b> 2:16
	0	<b>draft</b> 10:21	144:3	<b>effect</b>
	95:20,24	20:24		
	97:25			
	99:23,24,			

80:20	<b>element</b>	195:4	25 60:1	136:21
89:24	220:9	<b>emailed</b>	215:7	<b>equally</b>
161:10	<b>else</b> 42:22	38:25	<b>engaged</b>	114:22
224:19	53:21	<b>emailing</b>	9:12	<b>equipment</b>
<b>effected</b>	55:16	136:22,23	<b>engaging</b>	152:3
77:15	57:19	<b>emails</b>	60:7	<b>error</b>
<b>effectively</b>	64:10	98:13	146:13	128:13
215:7	74:7	99:5	<b>engineering</b>	129:4
<b>effort</b>	116:18	144:8	19:23	<b>errors</b>
28:10	127:18	193:9	138:3	41:21
<b>effrontery</b>	128:5	<b>embarrass</b>	139:10,11	153:10
220:9	130:20	157:12	<b>ensure</b>	<b>especially</b>
<b>eight</b> 65:9	169:10	<b>emphasis</b>	18:25	120:10
132:10,18	192:10	9:10	27:22	155:18
133:13	<b>email</b>	<b>employee</b>	78:18	<b>essentially</b>
140:17	30:14,19	119:11	89:25	72:2 88:7
141:7	31:2,5,9,	125:8	104:2	<b>establish</b>
<b>either</b>	14 35:12	<b>employees</b>	119:4	8:3
17:9,25	36:1,4,6	215:8	210:9	<b>established</b>
23:10	38:1,8	<b>employer</b>	<b>enter</b> 77:8	14:13
45:7	40:14,17	138:11	78:2	<b>establishing</b>
70:7,21	43:5	<b>employment</b>	213:9	g 111:4
94:8	52:17	112:16	224:6	<b>evaluate</b>
159:14	54:6,9	113:1	<b>entered</b>	71:22
164:6	55:17	124:13	209:18	<b>evaluation</b>
171:3	59:1,9,12	<b>EMT</b> 117:7	<b>entire</b> 14:3	121:23
196:21	60:13,16	118:24,25	15:3	122:3,8
197:22	61:25	119:7,13,	161:11	123:4
210:14	91:25	17,22	213:16	127:7
<b>elect</b> 96:10	99:7	120:1,3,1	215:17	211:20
<b>elected</b>	102:7,12,	3 121:9	216:5	<b>evening</b>
141:13	23	<b>encouraged</b>	<b>entities</b>	87:21,22
142:17	103:5,6	134:3	138:12	<b>evenings</b>
156:1	105:3	<b>encroachmen</b>	<b>entity</b>	16:14
<b>election</b>	110:1,11	<b>ts</b> 15:7	214:23	<b>event</b> 24:23
156:19	111:13	<b>energy</b>	<b>envelope</b>	81:19
<b>elections</b>	117:7,10,	93:18	71:9,10,1	83:11
156:1	15	95:25	4,20,24	103:1
<b>electric</b>	122:20,23	<b>enforceable</b>	72:6,14	196:2
96:11	123:5,23	78:19	73:1,10,1	<b>events</b> 5:13
<b>electrical</b>	128:2	<b>enforcement</b>	3	8:6
224:15	130:7	14:2	<b>envelopes</b>	187:16
<b>electricity</b>	135:13,14	15:4,5	72:1	<b>everybody</b>
93:9	137:2,4,1	<b>engage</b>	73:20	76:24
108:17	8 140:6	59:20,21,	<b>environment</b>	94:9
188:6,17	143:18,23		133:21	
	,24,25			
	146:10			
	162:6			
	183:8			
	194:9,16			

211:8	139:8,9	31:5,9	<b>explained</b>	186:1,4
<b>everyone</b>	150:10	48:21,24	39:21	192:14
74:13	151:3	49:11,14	55:25	215:24
<b>everything</b>	157:8	51:19,20	88:17	218:3,9
129:18	222:17	52:11	95:21	219:20
<b>evidence</b>	<b>examples</b>	58:14,17	104:15	222:8
6:6,9	34:4	65:12,15	<b>explaining</b>	223:6
9:22	114:25	68:4,7	100:11	<b>facts</b> 5:18
10:25	<b>except</b> 8:8	69:17,20	<b>explanation</b>	<b>fair</b> 16:19
97:25	55:14	105:17,19	94:6	23:24
134:20	111:3	,22	<b>express</b>	56:5,23
137:17	172:16	123:20,23	7:22	72:3,22
148:12	209:14	167:11,22	<b>expressed</b>	73:20
171:8	<b>exceptional</b>	,24 168:1	55:7	75:16
183:16	10:3	182:19,22	113:4	78:6
204:11	<b>exchange</b>	<b>exhibits</b>	<b>expressing</b>	88:10
222:24	35:12	3:3 4:1	93:24	89:8 91:8
<b>evidentiary</b>	<b>exclusively</b>	51:19	<b>extent</b> 57:6	110:18
8:1	136:12	84:1,14	113:17	120:17
<b>exact</b> 133:8	<b>execute</b>	167:20	<b>external</b>	158:23
146:3	79:15	<b>exist</b> 150:1	70:5	159:1,2
<b>exactly</b> 8:4	80:19	151:6	<b>extremely</b>	172:22
98:12	82:3	154:16	219:14	176:2
133:14	89:15	<b>expand</b>	<b>eye</b> 8:11,13	177:16
136:24	90:2 92:7	54:24	<hr/>	179:12
158:11	<b>executed</b>	<b>expected</b>	F	186:8
177:17	92:2	62:18	<b>face</b> 6:21	195:12
192:23	<b>executing</b>	78:7	64:25	196:11,12
<b>examination</b>	46:8	85:21	<b>fact</b> 7:21	197:11
6:17 7:16	87:12	129:2	8:23	202:16
9:17	96:5	<b>expecting</b>	11:19	204:10,17
131:19	<b>execution</b>	10:1	12:14	208:16
205:14	105:2	<b>expenditure</b>	19:4	210:5
<b>Examination</b>	108:7	209:6,19	82:24	215:18
<b>-in-chief</b>	<b>executive</b>	<b>expenditure</b>	89:7	217:9
3:7 12:21	14:13	<b>s</b> 138:1,8	110:19	219:9
<b>examine</b>	85:16	<b>experience</b>	113:13	222:13,15
6:21 7:12	<b>exemption</b>	71:18	132:10,17	223:10
<b>examined</b>	178:25	<b>expert</b> 35:9	,18	<b>fairly</b> 30:5
7:10	<b>exemptions</b>	<b>explain</b> 8:7	133:20,23	158:23
<b>examines</b>	25:18	71:13	134:5	9:20
8:6	178:18	92:25	135:10	198:4
<b>example</b>	<b>exercise</b>	93:12	140:23	212:18
26:2,6	8:6	94:3	160:22	214:8
82:7	<b>exhibit</b> 4:2	97:17	161:16	<b>fall</b> 156:1
128:17	11:2,6	117:1	164:22	<b>falls</b> 6:21
		216:16	178:6	169:3

<b>familiar</b> 21:17 71:13 83:16 93:7,8,17 161:4 162:3 168:24 174:19 179:3 189:6,20 190:3 207:3 208:6,7 211:6 215:24 218:9	<b>file</b> 18:25 19:10,11 28:6 78:16 209:14 <b>fill</b> 149:4 163:12 <b>final</b> 21:3 28:6 81:19 83:11 87:21,23 88:6 91:6 111:15 148:18 149:6,18 151:4 153:2 154:20 203:22 204:12,20 <b>finalize</b> 74:20 108:16 <b>finalized</b> 16:13 70:5 91:2 <b>finalizing</b> 74:25 <b>finally</b> 10:5 111:6 120:22,23 179:24 <b>finance</b> 129:25 <b>financial</b> 22:11 63:8 72:6,13 73:1,24 138:3 164:16 177:1,2,6 <b>finding</b> 8:22 <b>findings</b>	7:19,20,2 1 8:19,25 <b>fine</b> 62:5 142:11,16 143:6 208:3 212:9 216:5 217:3 225:21 <b>finish</b> 225:18,21 <b>finished</b> 9:2 67:21 207:25 <b>firm</b> 96:1 101:3 139:10,11 <b>first</b> 11:9 12:17 15:18 18:6 19:11 20:3 38:25 45:13 47:18 79:13 81:24 119:17,23 122:14 125:8 131:24 135:23 147:20 149:17 161:20 166:4 167:11,12 180:8 183:17 193:10 200:14 201:3 202:20 212:12 215:12 216:18 <b>firstly</b>	132:23 <b>five</b> 6:13 203:17 <b>flexibility</b> 8:2 <b>floor</b> 27:3 <b>flow</b> 8:24 <b>focus</b> 115:16 120:2 130:5 <b>focuses</b> 5:13,14 <b>focussed</b> 130:1 <b>FOI</b> 15:2 <b>force</b> 87:7 <b>forgive</b> 218:13 <b>forgot</b> 130:16 167:10 <b>forgotten</b> 180:20 218:13 <b>form</b> 18:16,18 21:3 29:2 44:21 79:21 86:3,22,2 5 88:8 94:10 110:15 116:15 134:15 <b>formal</b> 9:2 24:15 111:16 195:20 <b>formally</b> 11:18 <b>format</b> 159:15	<b>formed</b> 88:4 <b>former</b> 38:12 <b>forms</b> 27:4 70:9 <b>formulation</b> 147:25 <b>forty-four</b> 10:17 <b>forum</b> 71:4 <b>forward</b> 48:3 64:5 78:17 95:24 143:25 217:24 <b>forwarded</b> 36:4,6 59:3,8 143:17,23 ,24 <b>forwarding</b> 36:13 60:13 143:19 <b>forwards</b> 127:23 <b>foundation</b> 4:3 5:19,23 6:2 10:14,18, 23 11:1,6 37:3,15 41:8 74:18 76:14 84:12,21 98:3,8,15 ,22 112:10 124:6 126:24 221:15 <b>fourth</b> 15:18
---	--	---	---	---

<b>frame</b> 47:10 100:1	<b>frequently</b> 15:15 19:2	53:25 172:22 184:17	157:5 173:3 176:19	210:1,14, 21 216:22 217:7
<b>framework</b> 55:2	26:23 32:19	197:20	178:14 204:5 223:25	<b>gosh</b> 125:16
<b>Frank</b> 1:7 5:3 11:3,10,2 4 12:10 31:6 43:3,17 48:22 49:12 51:22 52:3 58:15 65:13 68:5 69:18 76:21,23 83:3,18,2 5 84:16 100:18,23 105:18 111:20,23 112:5 123:21 131:5,12 132:3 134:9,12, 17,21,25 135:3,25 136:11 144:12,22 146:22 147:3 158:8 167:15,19 182:20 205:10,18 207:20,23 225:10,13 ,20 226:5	<b>Friday</b> 157:24 226:1,8 <b>Fridays</b> 17:12 <b>friend</b> 84:10 128:22 143:25 <b>friendly</b> 132:25 <b>friends</b> 142:16 144:5 <b>Frier</b> 182:3 199:9 <b>front</b> 144:9 148:5 <b>frustrated</b> 54:18,22 57:10 <b>frustration</b> 115:24 144:9 <b>Fryer</b> 2:14 174:16 <b>fulfil</b> 145:21 <b>full</b> 38:22 57:6 101:22 146:1 <b>fully</b> 33:11 97:20,23 201:11 <b>fun</b> 208:13 <b>funds</b> 5:9,22 209:21 <b>future</b> 17:5	<hr/> <b>G</b> <b>Gajos</b> 2:21 <b>gather</b> 67:21 <b>gathered</b> 177:6 <b>gathering</b> 47:25 <b>general</b> 26:2 40:14 46:19 107:9 162:18 163:19 178:13 208:25 <b>generally</b> 16:14 18:18,19 19:6,15 20:21 21:9 22:23 27:21,24 32:23 33:23 47:6 54:16,18 56:16 67:16 70:2 71:2,3,23 73:7,8,12 ,19 76:3 78:9,16 80:4 89:22 90:2 93:11 107:22,24 125:23 126:6 139:7	<b>gentleman</b> 186:10 <b>George</b> 2:12 <b>getting</b> 9:25 34:14 37:25 125:12 139:12 148:1 197:8 207:17 216:22 <b>given</b> 7:6 10:6 19:9 63:15 64:25 106:20 107:20 138:17 139:3 174:3 <b>gives</b> 98:20 135:11 <b>giving</b> 40:19 59:18 100:11 109:9 134:19 <b>Glicksman</b> 52:18 55:23 59:3 <b>gone</b> 87:22 <b>goodness</b> 177:8 223:10 <b>goods</b> 208:16 209:9	<b>gotten</b> 218:13 <b>govern</b> 9:21 160:12 207:24 <b>governance</b> 5:16 212:14 <b>governing</b> 9:4 <b>government</b> 47:21 48:7,12 <b>grammatical</b> 153:10 <b>grandchild</b> 169:10 <b>great</b> 130:5 157:5 201:13 221:17 225:17 226:10 <b>greater</b> 120:3 128:14 <b>grey</b> 96:22 97:1 <b>grossly</b> 171:16 <b>group</b> 187:21,24 190:17 216:5 <b>grugru</b> 155:9 <b>guard</b> 177:4 <b>guards</b> 14:2 <b>guess</b> 12:3 13:22





95:22	58:20	26:3	142:24,25	<b>imposes</b>
96:9	63:21	<b>I'm</b> 11:21	147:8	163:23
102:3	65:19,24	12:13	148:22	<b>impressed</b>
107:7	68:3	27:25	155:8,9	155:17
108:11,20	69:16	28:14,17,	166:23	<b>impression</b>
109:5,8	73:13	18 30:11	169:16,22	116:12,15
118:9,16	104:25	31:22,25	171:15,16	<b>improper</b>
119:1,15	105:17	32:5,23	174:6	8:20
174:13	117:10	35:6	175:24,25	<b>inappropriately</b>
175:19	123:19	39:10	177:10,11	146:13
182:2	138:24	40:19,22,	179:17	<b>include</b>
198:23	150:24	23 41:1	181:21,22	164:1
199:1,9,2	159:2,4	47:13	183:7	<b>include</b>
1 200:5	180:7	50:24	189:13	21:5,8,10
205:15	224:22	53:2,3	190:3,6	24:7 57:5
<b>Houghton's</b>	<b>ID</b> 52:1	57:7,9	197:8	80:13
19:18,20	169:17,23	59:18	201:17	129:22
94:6	<b>idea</b> 35:24	61:14	204:8,13,	148:16
<b>hour</b> 152:10	37:1	64:16	21 208:13	162:10
203:9	45:5,9	67:12	210:18	213:13
<b>hours</b> 11:23	119:17	74:4,23	216:25	218:18
154:13	126:11	75:11	217:3,23,	<b>included</b>
<b>household</b>	130:25	76:20	24 218:6	14:5
12:7	189:9	79:9	219:1	24:16
<b>HR</b> 117:8	226:9	93:14	220:20	76:8
<b>human</b>	<b>identified</b>	95:8,10	221:2	79:12
125:24	35:15	97:5	225:17	80:3,10
<b>hundred</b>	57:17	98:11	<b>impact</b>	92:1,10
10:17	141:5	99:2	22:11	214:3
<b>Hurontario</b>	<b>identifies</b>	102:25	192:24	222:1
1:18	32:25	104:24	<b>impacted</b>	<b>includes</b>
<b>Hydro</b> 215:2	34:23	107:13	54:1	14:1
<b>hypothetica</b>	<b>identify</b>	110:16	120:10	126:1
1 139:8	33:23	111:8,17	<b>implementat</b>	164:2
<hr/>	45:13	112:15	<b>ion</b>	<b>including</b>
<b>I</b>	<b>identifying</b>	113:19	130:10	13:20
<hr/>	45:20	116:11	<b>implemented</b>	14:6 15:7
<b>Ian</b> 47:5	82:14	117:11	72:16	64:5
49:18	<b>I'll</b> 6:13	119:19	128:7	71:17
50:6,11	10:12	120:24	129:13	172:3
<b>Ian's</b> 49:22	31:16	121:7	<b>implementin</b>	197:18
50:3,8	51:8 83:1	125:17	<b>g</b> 209:17	199:11
<b>I'd</b> 33:22	84:16	127:3	<b>import</b>	<b>inconvenience</b>
37:3	107:1,17	130:15	103:10	226:10
48:20	133:2	132:9,11,	<b>important</b>	41:19
49:10	167:15	20 133:23	9:9,10	
51:14	173:14	134:2,4		
	<b>illustrate</b>	135:16,23		
		137:20,21		
		139:13		
		141:5		

<b>incurred</b> 209:7,20	<b>individual'</b> <b>s</b> 21:19 25:7	144:3	80:14	<b>interest</b> 6:17 7:4 31:24 32:1,3,13 ,16 33:2,24 34:23,24 35:2,5,8, 10 54:14,15, 24 55:12,15 56:8,12 57:3,4 58:3 86:4 128:11,15 ,16,21 129:3,8 132:24 140:7 142:8,20 155:16 158:20,25 159:8 160:6,16, 18 161:17 162:17 163:9 164:9,11, 16 165:15 166:10,13 ,18 168:18,22 169:3 191:4,7,2 3 192:14,23 195:7,9,1 0,13 196:7 220:5
<b>indeed</b> 162:5 163:5 167:5 169:9 174:24 179:22 188:15 190:5,25 196:14 205:17 214:14 222:23	<b>industry</b> 96:11	<b>infrequentl</b> <b>y</b> 171:22	<b>Institute</b> 161:5	
<b>independent</b> 22:19 99:1,19	<b>inform</b> 143:19	<b>initial</b> 91:5	<b>institution</b> <b>s</b> 138:4	
<b>indicate</b> 80:5 201:25	<b>informal</b> 119:15	<b>initiative</b> 139:16,21	<b>instructed</b> 69:8 74:22,23, 24 128:25 192:19	
<b>indicated</b> 38:5 39:22 40:7 93:16 97:21 200:22	<b>information</b> 6:3 10:2,19 14:10 16:6,9 17:6,13 18:2,25 26:23 33:16 35:4 46:19 51:5 63:16,17 64:25 65:4 67:19 71:17 78:23 93:9 100:8 101:21 104:3 108:15,16 127:25 137:14,15 171:1 174:2 176:3 177:7 178:15,16 181:7 186:1 193:7 199:2	<b>in-law</b> 138:18	<b>instructing</b> 108:9,20, 21	
<b>indicates</b> 37:18 52:10	<b>information</b> <b>s</b> 143:20	<b>input</b> 32:13	<b>instruction</b> 25:23 26:1,4,15 29:8	
<b>indication</b> 36:13 48:16 207:18	<b>informative</b> 133:19	<b>inquiries</b> 9:2	<b>instruction</b> <b>s</b> 28:24 107:2,5 109:9	
<b>indirect</b> 34:25 142:7 164:19 168:19 169:5	<b>informed</b>	<b>inquiry</b> 1:3 2:3,4 5:5,11 6:14 7:5,8,10 8:10,17,2 5 9:7,16,21 ,24 10:9,16 13:9 29:25 30:23 36:8 44:10 58:11 127:21 128:4 130:20 131:2,21 132:15 134:15 154:25 201:19,21 204:23 205:6	<b>integrity</b> 34:7,11 128:10 129:1 143:3	
<b>indirectly</b> 216:12		<b>Inquiry's</b> 8:11	<b>intelligenc</b> <b>e</b> 47:25	
<b>individual</b> 21:19 123:13,15 ,16 125:9		<b>instance</b> 62:12 67:15	<b>intending</b> 11:21	
		<b>instances</b> 63:24	<b>intends</b> 45:25	
		<b>instead</b>	<b>intent</b> 82:21 142:18 209:2	
			<b>intention</b> 43:9	
			<b>interacted</b> 116:7	<b>interested</b> 10:8
			<b>interaction</b> 118:7	<b>interesting</b> 170:6 182:10 219:18
			<b>interaction</b> <b>s</b> 115:9 144:5	<b>interests</b> 86:4 97:12

99:18	71:1	<b>item</b> 18:4	194:17	7,24
<b>interim</b>	<b>involved</b>	88:18	217:25	42:6,10,1
121:4,25	5:19	113:7	<b>job</b> 9:8	6,21
<b>interpretat</b>	31:22,25	158:5,20	113:5	43:1,14,1
<b>ion</b> 34:12	62:16	172:7		9
55:4	64:23	176:22	<b>John</b> 2:4	44:6,7,11
57:14	69:25	181:4,17	3:7 11:9	45:1,12,1
133:20	75:2,19	198:19	12:16,21,	8,23
<b>interviewed</b>	87:6	222:17	22,25	46:6,23
9:16	107:15	<b>items</b> 27:8	13:4,8,14	47:11,16
<b>interviewin</b>	108:6	64:5	14:16,18,	48:9,15,2
<b>g</b> 9:14	120:11	78:10	21	0
<b>intimate</b>	121:25	99:11	15:13,22	49:1,7,8,
87:10	145:23	158:17	16:16,21,	16,17,21
146:2	157:8,10	172:1	24 17:16	50:12,18,
153:5,24	214:1	173:18	18:7,11	24
<b>intimately</b>	<b>involvement</b>	202:4,5	19:2,8,14	51:3,6,13
78:16	76:7	203:16	,19	52:15,16,
<b>intimation</b>	118:12	220:21,23	20:1,9,14	18,25
200:16	<b>involving</b>	222:13	,18	53:12,17,
<b>intimidatin</b>	222:9	<b>it'll</b>	21:4,15,2	19
<b>g</b>	<b>ironically</b>	131:11	3 22:4,21	54:2,5,8,
114:10,18	75:20,23	<b>I've</b> 6:12	23:6,12,1	21
<b>intimidatio</b>	<b>Irwin</b> 119:9	66:24	6,20,24	55:6,10,1
<b>n</b> 116:13	<b>isn't</b> 7:24	132:14	24:5,18,2	6,22,24
<b>introducor</b>	21:17	144:14	3,25	56:3,14,1
<b>y</b> 10:11	192:3,6	160:19	25:3,14,2	8,21,25
<b>investigate</b>	<b>issue</b> 17:25	171:22	5 26:19	57:16,25
6:23	18:1 20:4	173:7	27:6,14,1	58:6,13,1
26:16	35:14	175:6	6	9,24,25
199:4	47:17	182:16	28:7,14,1	59:7,11,2
<b>investigati</b>	62:18	189:10	7,22	4
<b>on</b> 6:11	107:20	205:4	29:4,12,1	60:12,18,
7:20	120:19		6,19	22
8:10,16	191:20		30:3,6,10	61:1,10,1
9:7	<b>issued</b>		,18,22,25	6
<b>investigati</b>	70:19		31:4,13,1	62:1,5,8,
<b>ons</b>	212:17		4	20,25
8:12,14	214:4		33:3,14,1	63:5,25
<b>investigati</b>	<b>issues</b> 5:16		9	64:9,15
<b>ve</b> 9:3	92:24		34:15,21	65:2,8,11
<b>invited</b>	94:24		35:11,18,	,17,18,23
215:2	95:7 98:4		21,25	66:3,9,13
<b>involve</b>	99:17		36:9,12,1	,16,20
	114:6		6,21	67:1,6,12
	125:9		37:2,8,13	,25
	139:1		,23	68:3,9,14
			38:7,18,2	,15,19,24
			4 39:6,14	69:5,11,1
			40:22	6,24
			41:7,13,1	70:11,14,

24	, 13, 25	90:17, 19,	108:5	181:5
71:5, 12, 2	102:6, 16,	23 101:18	109:4	<b>laptop</b>
5	21, 24	102:13	116:20	149:1
72:5, 8, 12	103:4	103:1, 11	133:17	<b>large</b> 14:17
, 22, 25	104:7, 15,	104:10, 16	136:23	39:12
73:4, 8, 15	19, 22	109:25	137:2, 9	<b>largest</b>
, 19, 22	105:3, 8, 1	111:10	<b>Kim's</b>	138:11, 12
74:11	6	118:22	137:1, 2	<b>Larry</b> 119:9
75:4, 8, 10	106:1, 7, 1	161:10	<b>kinds</b> 10:2	<b>last</b> 7:15
, 13, 18, 22	2, 17, 18, 2	<b>June</b> 37:16	<b>knew</b> 32:20	82:8
76:12, 18,	3 107:17	41:14, 23	38:11, 12,	103:9
22	108:2, 8, 1	44:14	13, 20	126:21
77:2, 3, 18	2, 19	45:19	50:5	131:10
, 22, 25	109:1, 7, 1	48:5	56:19	140:17
78:5, 11, 2	4, 17, 25	52:17	57:6	141:7
4 79:3, 8	110:10	61:4	78:14	217:22
80:2, 12, 2	111:7, 17,	118:21	87:10	<b>lasted</b>
2	22	173:11	88:11	203:1
81:1, 4, 6,	112:8, 9, 1	175:7, 9	98:9, 10	<b>later</b> 38:2
10	4, 21	183:1	99:16	57:11
82:13, 17,	113:19	185:10	113:14, 15	62:11
25	114:3, 12,	198:10	, 21	154:13
84:19, 20	17, 24	201:3	125:11, 12	173:12
85:1, 6, 14	115:8, 12	205:8	186:20	184:16
, 25	116:1, 10,	<b>Justice</b> 1:7	187:1, 12,	204:22
86:5, 12, 1	17, 21, 25	132:12	13	<b>law</b> 101:3
5 87:14	118:1, 6, 1	<b>justify</b>	188:12, 20	128:14
88:5, 13, 1	5, 18, 23	93:12	189:2, 5	129:11
6	119:6, 12,	<hr/>	193:9	<b>laws</b> 35:2
89:2, 6, 12	16, 21	K	196:2	<b>lawyer</b>
, 18, 21	121:4, 6, 1	<hr/>	<b>knowledge</b>	34:19
90:4, 10, 1	7	<b>Kate</b> 2:3	35:22	70:5
4, 18, 21	122:1, 6, 1	10:13	87:10	78:20
91:4, 8, 12	5, 20	11:8	108:15	97:9
, 22	123:9, 19	51:24	111:24	155:19
92:11, 17	124:4, 5, 1	52:12	124:17	158:24
93:3, 14, 2	1, 18, 24	<b>Kennedy</b>	146:2	166:23
3	125:2, 19	96:14, 16,	153:5, 24	179:2
94:4, 12, 1	126:2, 12,	20 99:11	160:20	<b>lawyers</b>
4, 17, 22	18, 23	100:4, 22	<b>known</b> 50:14	32:18
95:3, 14, 1	127:3, 17	108:9, 21	52:23	95:25
9	130:18	<b>Kennedy's</b>	71:8, 11	101:3
96:6, 15, 1	131:2	106:25	163:2	107:12
9, 24	134:14, 19	<b>key</b> 45:20	<b>KPMG</b> 121:2	109:11
97:6, 10, 1	, 23 135:2	47:1	<hr/>	145:23
6	169:23	166:3	L	147:9
98:2, 14, 1	221:10	213:12	<b>laid</b> 101:21	218:5
9 99:13	<b>JUDICIAL</b>	<b>Kim</b> 59:4	<b>land</b> 15:6	
100:3, 10,	1:3	107:8		
14, 17	<b>July</b> 61:4			
101:1, 2, 9				

219:2	57:14,15,	116:8	166:1	187:24
223:14	18 59:18	173:22	<b>listen</b>	188:1,16
<b>LCD</b> 40:1	81:7	182:25	139:12	<b>locally</b>
<b>LDC</b> 39:24	87:12	198:9	197:3	188:6
45:8	110:24	203:4	<b>literally</b>	<b>located</b>
188:16	111:1	212:15	226:7	150:4,5
189:2,7	133:12,14	<b>letter</b>	<b>little</b> 6:10	<b>locations</b>
212:24	134:3	103:11,14	47:17	132:14
<b>LDCs</b> 45:15	140:4	,20	57:12	<b>long</b> 13:4
187:24	142:1	104:4,8,1	82:7 87:9	40:19
188:12	158:15	0,16	89:5 93:2	62:6
190:17	161:5	105:13	120:14	111:4
<b>lead</b> 6:17	219:14	110:1	145:19	123:15
<b>leaders</b>	<b>legislation</b>	<b>level</b>	175:20	141:8
47:21	14:10	104:13	176:24	147:1
48:7,12	128:13	<b>liability</b>	180:9	<b>longer</b>
<b>leading</b>	129:5	8:3,9	184:15	15:3,6
5:13	142:9	<b>liberty</b>	203:14	118:16
<b>learn</b> 98:6	160:12	136:22	206:10	<b>Longo</b> 75:25
105:6	<b>legislative</b>	<b>Library</b>	<b>live</b> 152:8	77:6,19,2
<b>learned</b>	145:17	114:6	<b>living</b>	0
105:4	<b>legislature</b>	<b>licensing</b>	137:25	78:1,12,2
<b>least</b> 12:4	195:17	13:25	<b>Lloyd</b>	5 79:12
71:10	<b>lending</b>	<b>life</b> 206:11	30:14,15	85:9,19
121:4	141:15	<b>likely</b> 64:3	31:10,15	86:9
182:11	143:11	138:11	34:22	91:25
<b>leave</b> 43:4	<b>lengthy</b>	175:23	35:13	92:5,13
60:9	9:17	<b>limited</b>	36:1,3,5,	93:16,24
129:1	<b>Leo</b> 75:25	9:18	12,18	94:5
137:13	77:6,19,2	<b>line</b> 26:18	140:6,9,1	95:22
140:1	0 91:25	42:12	9 141:19	96:21
143:5	92:5,22	104:6	143:17	97:3,8,21
212:8	93:6	142:12,16	164:24	98:5,11,2
<b>leaving</b>	99:10	143:6	166:7	4,25
222:11	107:15,18	<b>lines</b> 86:13	194:16	99:17
<b>led</b> 65:5	123:17	185:22	<b>Lloyd's</b>	101:16
121:9	159:8	203:17	30:19	102:8,9,2
211:16	164:11	<b>links</b> 84:13	35:22	4 103:5,8
<b>leeway</b>	<b>Leonard</b>	138:20	140:23	107:1
135:4	119:9	<b>list</b> 3:3	162:6	110:2
<b>legal</b> 32:21	<b>less</b> 9:2	4:1 84:3	<b>load</b> 106:20	122:22
34:14,16	28:21,22	129:17	<b>lobby</b>	123:17
40:12,20	117:21	138:5	141:11	124:1
43:13	137:24	170:17	<b>lobbyist</b>	158:15
54:13	<b>lessened</b>	<b>listed</b>	130:10,13	159:8
55:2,4,8	15:10	<b>local</b> 162:2	<b>longo's</b>	164:12
	<b>let's</b> 67:8	165:3,8	97:7	

106:24	9:12,13	4 12:10	<b>Mather</b> 2:4	44:6,7,11
<b>lot</b> 14:19	<b>mandated</b>	31:6	3:7 11:9	45:1,12,1
39:13	207:1	43:3,17	12:15,16,	8,23
97:19	<b>manifest</b>	48:22	21,22,25	46:6,23
120:12	116:14	49:12	13:4,8,14	47:11,16
128:7	<b>manner</b>	51:22	14:16,18,	48:9,15,2
163:6	133:4	52:3	21	0
171:22	134:1	58:15	15:13,22	49:1,7,8,
172:1	160:13	65:13	16:16,21,	16,17,21
179:10	<b>mannerisms</b>	68:5	24 17:16	50:12,18,
188:24	115:24	69:18	18:7,11	24
204:2,16	<b>March</b>	76:21,23	19:2,8,14	51:3,6,13
<b>lottery</b>	90:9,19,2	83:3,18,2	,19	52:15,16,
13:25	2 91:14	5 84:16	20:1,9,14	25
<b>low-key</b>	92:12	100:18,23	,18	53:12,17,
116:6	94:19	105:18	21:4,15,2	19
<b>lunch</b>	95:19,20	111:20,23	3 22:4,21	54:2,5,8,
144:14,15	100:1	112:5	23:6,12,1	21
	101:14,15	123:21	6,20,24	55:6,10,1
	102:7	131:5,12	24:5,18,2	6,24
	108:7	132:3	3,25	56:3,14,1
	111:9	134:9,12,	25:3,14,2	8,21,25
	<b>Marjory</b>	17,21,25	5 26:19	57:16,25
	119:9	135:3,25	27:6,14,1	58:6,13,1
	<b>mark</b> 31:5	136:11	6	9,24,25
	43:5,8	144:12,22	28:7,14,1	59:7,11,2
	48:21	146:22	7,22	4
	49:10	147:3	29:4,12,1	60:12,18,
	52:8	158:8	6,19	22
	58:13	167:15,19	30:3,6,10	61:1,10,1
	65:11	182:20	,18,22,25	6
	68:3	205:10,18	31:4,13,1	62:1,5,8,
	69:17	207:20,23	4	20,25
	84:12	225:10,13	33:3,14,1	63:5,25
	105:17	,20 226:5	9	64:9,15
	123:20	<b>Marron</b> 2:12	34:15,21	65:2,8,11
	<b>marked</b>	<b>material</b>	35:11,18,	,17,18,23
	143:18	16:13,25	21,25	66:3,9,13
	144:4	17:4,5,9	36:9,12,1	,16,20
	167:11	18:3,8,21	6,21	67:1,6,12
	<b>Markham</b>	26:13	37:2,8,13	,25
	189:18	67:23	,23	68:3,9,14
	<b>marking</b>	71:19	38:7,18,2	,15,19,24
	84:1	99:15	4 39:6,14	69:5,11,1
	<b>Marrocco</b>	<b>materials</b>	40:22	6,24
	1:7 5:3	16:18	41:7,13,1	70:11,14,
	11:3,10,2	17:14,20	7,24	24
		18:13	42:6,10,1	71:5,12,2
		19:3 20:2	6,21	5
		67:21,22	43:1,14,1	72:5,8,12
			9	,22,25

73:4,8,15 ,19,22 74:11 75:4,8,10 ,13,18,22 76:12,18, 22 77:2,3,18 ,22,25 78:5,11,2 4 79:3,8 80:2,12,2 2 81:1,4,6, 10 82:13,17, 25 84:19,20 85:1,6,14 ,25 86:5,12,1 5 87:14 88:5,13,1 6 89:2,6,12 ,18,21 90:4,10,1 4,18,21 91:4,8,12 ,22 92:11,17 93:3,14,2 3 94:4,12,1 4,17,22 95:3,14,1 9 96:6,15,1 9,24 97:6,10,1 6 98:2,14,1 9 99:13 100:3,10, 14,17 101:1,2,9 ,13,25 102:6,16, 21 103:4 104:7,15, 19,22	105:3,16 106:1,7,1 2,17,18,2 3 107:17 108:2,8,1 2,19 109:1,7,1 4,17,25 110:10 111:7,17, 22 112:8,9,1 4,21 113:19 114:3,12, 17,24 115:8,12 116:1,10, 17,21,25 118:1,6,1 5,18,23 119:6,12, 16,21 121:6,17 122:1,6,1 5,20 123:9,19 124:4,5,1 1,18,24 125:2,19 126:2,12, 18,23 127:3,17 130:18 131:2 134:13,14 ,19,23 135:2 147:15 152:12 169:23 219:19 221:10  <b>matter</b> 11:20 22:14 25:8,22 26:6,11 27:4 32:9 123:3 128:4	132:10 135:15 142:23 165:2,4,7 166:13 169:4 191:21  <b>matters</b> 15:6,21 28:25 73:16 119:4 120:4 123:13 128:15 145:17  <b>may</b> 6:8 24:20 28:3 35:22 41:22 47:24 57:7 58:11 63:6,11 64:18 84:11 87:16 104:8 120:15 127:6,12, 14 131:15,23 148:23 155:16 157:12,23 158:5,24 160:4 165:7 169:18 170:8,13, 21 171:8 173:11,17 175:14 176:8 178:20 179:24 180:6 182:18 185:20	200:18 207:19 213:22 214:6 218:13 224:22  <b>maybe</b> 21:17 28:8 51:8 61:18 76:12 107:17 120:5,14 122:4 124:22 163:2 193:9 199:20 217:22 223:14 224:23  <b>mayor</b> 16:8 22:24 23:10,13 30:16 32:12 54:2,4 67:17,18 68:18 79:14 80:19 87:2,6,11 88:8 89:15 92:5 98:23 114:15 115:16 148:4 164:2,24 166:6 184:3 190:22 191:9  <b>mayor's</b> 38:12 40:9 66:14,16 67:2,7  <b>McDowell</b> 2:18	12:1,2,11 52:6 131:7,9  <b>McDowell's</b> 84:10  <b>McGrann</b> 2:3 10:12,13 11:8 51:24 52:12  <b>mean</b> 21:15 25:15 50:25 59:24 70:24 71:6 74:17 83:5 91:16 93:3 97:11 104:10 117:23,24 123:10 124:22 133:3 143:22 159:19 179:14 196:10  <b>means</b> 9:5,6,23 21:18 25:16 162:1 164:15 188:3 193:18 207:12 223:22  <b>meant</b> 84:12 104:16 124:25 136:24 144:11 179:17  <b>media</b> 14:6 49:22
---	--	--	---	--

<b>meet</b> 37:18 39:12,15 138:24	173:4,8,1 1,16 174:25 175:15 177:15 178:3,23 179:24 180:19 181:5,6 183:1 185:21,23 186:7 192:13 196:11 197:9 198:3,11 199:13 205:8	57:24 58:1,9,10 80:15,16 123:16 128:20 138:18 142:8 146:11,17 161:25 162:1,7,1 0 163:22,23 164:6 165:24 166:4,6 168:20,21 ,23 169:4 189:25 190:1,15 194:5	<b>mentioned</b> 41:25 42:12 49:17 94:23 118:6,24 121:14 128:9 <b>mentioning</b> 64:10 <b>mentions</b> 195:8 <b>merely</b> 192:2 194:16 <b>merge</b> 45:10 <b>merger</b> 45:14 46:3 <b>met</b> 63:22 94:11 120:2 132:23 178:17 <b>Methodology</b> 46:7 <b>M-hm</b> 82:16 116:16 184:7,21 186:5 191:5 193:3 220:7 <b>Michael</b> 2:7 3:9 11:16,18 131:14 146:25 147:6,7,8 ,14,24 148:3,8,1 1,15,20 149:7,12, 15,20,24 150:3,9,1 3,17,20 151:2,8,1 4,17,23	152:7,11, 18,22,25 153:7,11 154:1,5,8 ,11,15,20 ,23 155:4,8,1 5,23 156:3,7,1 2,18,22 157:1,7,1 1,19,22 158:2,10, 13,14,19, 22 159:3,13, 18,21 160:2,21, 25 161:7,19, 24 162:5,9,1 4 163:5,20 164:1,5,1 5,18,22 165:1,17, 20,23 166:3,9,1 2,16,21,2 4 167:2,5,9 ,17 168:3,4,1 5 169:1,8,1 4,22,25 170:3,4,1 1,15,20 171:4,15, 20 172:3,6,1 0,14,18,2 4 173:3,6,1 0,14,22 174:2,5,1 2,15,18,2 4 175:5,13, 18
<b>meeting</b> 15:23 16:8 17:10 20:24,25 21:22 24:16 25:13 26:8 37:17,21 38:9 39:1,17 41:1,10,2 3,25 45:2,19 52:21,24 53:7 63:13 64:8 67:3,5,10 69:1,4,12 74:21 104:18 111:16 113:3,9,1 2 121:15 123:1 124:12 125:11 126:9 127:10,12 ,13 129:6 132:24 133:10 147:17 148:13,22 150:11,14 151:1 153:23 157:15 162:20,22 163:17 165:3 170:13,21 ,22 171:9,13, 23 172:7,16	<b>meetings</b> 13:21,23 15:15,17, 20 16:7 20:12,23 24:14 25:10 29:20 39:10 67:17,21 121:21 126:14,19 147:22 148:6 149:25 151:25 152:5,13, 14,16 153:13,17 154:9 170:17 171:2 172:15,25 173:1 205:6 206:12 <b>member</b> 14:12 17:19 22:25 34:16,23 40:3	<b>members</b> 17:13 18:12 32:12 33:21 34:9 113:15,22 ,24 114:9,12 116:21 118:4 121:13 122:11 129:10 140:2 142:13 174:20,23 175:3 <b>member's</b> 21:20 <b>memorandum</b> 92:1 <b>memory</b> 31:2 92:1 133:13 186:6 <b>mention</b> 195:6 214:7		



176:2,6,1 3,16,20 177:10,18 ,24 178:5,8 179:1,5,9 ,12,18,22 180:5,18, 23 181:8,12, 15,20 182:9,15, 18,24,25 183:6,12, 15 184:2,5,8 ,14,22,25 185:2,8,1 2,15,19,2 5 186:3,6,1 5,19,22,2 5 187:4,8,1 1,14,19,2 3 188:1,5,8 ,11,15,19 ,23 189:1,4,8 ,12,16,22 190:5,10, 14,19,25 191:2,6,1 3,16,19 192:1,5,9 ,15 193:1,4,8 ,12,15,19 ,24 194:8,12, 15,19,22, 25 195:3,11, 16,19 196:1,5,9 ,13,17,24 197:2,7,1 4,17,24 198:6,9,1 5,22	199:8,15, 18,24 200:2,13, 24 201:2,12, 23 202:7,10, 13,16,18, 24 203:3,8,1 1,24 204:1,7,2 1 205:9,17, 21,24,25 206:3,6,9 ,16,20,24 207:5,8,1 2,15,22 208:2,3,8 ,12,18,21 209:4,12, 25 210:7,18, 24 211:5,8,1 3,16,20,2 4 212:2,7,2 1 213:2,6,1 8,21,23 214:6,10, 13,19,25 215:4,11, 18,20,23 216:4,8,1 1,15,21 217:2,11, 16,21 218:8,12, 17,20,23, 25 219:6,9,1 2,16,25 220:4,8,1 4,19 221:1,9,1 4,21,22,2 5 222:6,11,	16,23 223:5,9,1 3,20 224:1,9,1 2,17,21 225:3,8,1 2,16 <b>Microsoft</b> 149:9 <b>mid</b> 137:24 <b>middle</b> 147:1 172:19 180:11 <b>million</b> 130:15 <b>millions</b> 137:21 138:2 <b>mind</b> 9:22 49:10 97:19 138:14 141:18 142:22 <b>minimum</b> 8:14 <b>Minor</b> 161:6 <b>minutes</b> 20:16,19, 23,25 21:2,5,8, 11 23:5,22 24:2,4,7, 17,19,20 26:7 27:17,23, 25 28:2 29:1,6,13 ,21,25 63:20 76:25 83:20 121:21 147:15,16 148:4,13, 18,21	149:18,21 ,25 150:8,25 151:4,5,9 152:13,23 153:2,4,2 3 154:17,24 ,25 155:10,12 162:22 163:6,7 171:8 172:25 173:7,15 174:8 180:6,22 199:16 203:1,22 204:3,9,1 1,15 205:5,7,2 0 206:11 225:14,19 <b>mis</b> 176:7 <b>mischaracte</b> <b>rize</b> 133:4 <b>misconduct</b> 8:19,20 <b>misquote</b> 176:7 <b>miss</b> 92:14 <b>misstating</b> 74:23 110:17 <b>misundersta</b> <b>nding</b> 171:17 <b>modified</b> 6:5 <b>modify</b> 27:25 <b>moment</b> 46:13 225:8 <b>Monday</b>	12:6,13 15:18 16:15 122:21 <b>Mondays</b> 15:19 <b>money</b> 138:12 164:16 <b>monitor</b> 47:22 <b>monitoring</b> 47:18 <b>month</b> 15:19 41:21 199:21 <b>months</b> 104:5 <b>morning</b> 10:13 11:21 12:22,24 38:1,2 52:2 76:20 120:2 125:14 127:5 148:12 169:19 175:21 178:1 183:16 185:9 187:21 194:9 195:5 196:18 197:10 204:11 206:1 214:14 219:18 222:2,24 225:19,25 226:6,11 <b>mostly</b> 13:16
---	--	---	--	---

<b>motion</b> 17:4	55:14	183:2	<b>nonblack</b>	41:9,11,1
22:19	56:12	217:23	170:5	4,20
23:10	57:2,4		<b>non-</b>	42:11
27:2	58:3	<hr style="width: 10%; margin: 0 auto;"/>	<b>financial</b>	43:15
29:3,10	77:21	N	72:2,9	47:2 49:9
63:9	93:10	<hr style="width: 10%; margin: 0 auto;"/>	73:23	66:15,17
150:22	107:12	<b>narrow</b> 8:5	<b>nonstop</b>	67:2,7,11
179:14	128:16	<b>nature</b>	117:14	,14,18,19
180:25	129:3,8	76:5,11	<b>noon</b> 17:12	68:18
<b>motions</b>	133:5,8	78:10,18	<b>nor</b> 83:16	69:1,14
24:13	134:2	105:14	185:25	169:16,18
<b>mouth</b> 28:19	138:15	146:5	194:15	,20
53:3	140:1,3	162:18	214:1	170:7,22
97:11	145:9	163:19	<b>normal</b>	176:3,25
145:7	155:16	205:12,15	95:18	177:16
<b>move</b> 51:19	158:20,25	<b>necessarily</b>	217:5	183:19
74:12	159:7	18:5	223:18	185:3,9,2
111:18	160:6,15	124:20	<b>normally</b>	0 186:7
<b>moved</b>	161:17	192:20	82:1	196:6,21
112:22	162:11	195:20	126:1	197:11,21
<b>mover</b> 29:9	166:17	208:5	143:22	198:7
<b>moves</b> 25:17	178:18	223:12	<b>nose</b> 220:12	200:18
143:15	191:3,7	<b>necessary</b>	<b>note</b> 18:23	<b>noth</b> 177:7
<b>moving</b>	192:22	80:20	21:13,16	<b>nothing</b>
88:18	195:7,10,	<b>negative</b>	32:25	42:24
<b>MP</b> 38:12	12 196:6	8:22	41:13	111:16
186:16,17	207:1,2	<b>negot</b> 74:15	42:17	130:19
<b>multi-</b>	210:4	<b>negotiated</b>	43:4	176:17
<b>million-</b>	<b>municipalit</b>	104:14	49:22	177:7
<b>dollar</b>	<b>ies</b>	<b>negotiating</b>	63:6,7,11	179:19
145:20	141:14	218:4	,18 64:17	196:20
<b>multiparty</b>	143:7	<b>negotiation</b>	65:5,7	197:21
9:17	<b>municipalit</b>	87:8	84:13	201:25
<b>Muncaster</b>	<b>y</b> 13:3,20	<b>negotiation</b>	127:6	216:24
182:3	21:12	<b>s</b> 69:9	196:22	<b>notice</b> 17:4
<b>municipal</b>	25:19,24	74:19,24	220:20	22:18
13:20	26:14	103:23	221:3	<b>noticed</b>
21:13	27:5	<b>neighbour</b>	<b>notebook</b>	40:24
25:19	137:20	143:24	63:3	<b>notices</b>
27:13	140:25	<b>newspaper</b>	149:2	14:6
33:1,9	145:5	144:9	<b>noted</b> 16:10	<b>November</b>
34:22	159:19	<b>night</b>	39:23	211:18
35:1,10	160:12	117:15	54:13	<b>np</b> 2:19
47:21	162:23	<b>Nolan</b> 85:16	66:24	<b>numerous</b>
48:7,12	207:9	86:17,19	200:19	138:16
54:15	<b>myself</b> 38:6	219:21	<b>notes</b> 27:22	<hr style="width: 10%; margin: 0 auto;"/>
	76:1	220:22	40:25	O
	119:8			<hr style="width: 10%; margin: 0 auto;"/>
	120:9,20			<b>obligated</b>
	157:13			

7:5	144:13	94:14	103:4	221:16
<b>obligation</b>	225:24	125:15	104:22	224:9,21
130:4	<b>October</b>	160:2	106:20,23	<b>ones</b> 73:5
<b>obligations</b>	211:13	161:23	109:1,17	147:18
13:19	<b>odd</b> 50:7	168:5	113:19	154:21
<b>obtain</b>	82:7,14	177:8	116:25	202:25
207:13	176:24	220:25	118:18	204:12
<b>obtaining</b>	223:18	<b>okay</b> 11:17	119:6	<b>ongoing</b>
117:5	<b>OEB</b> 91:1,5	15:13,22	121:6	36:18
<b>obviously</b>	111:13	16:16	124:5	<b>Ontario</b>
14:8	<b>offence</b>	20:14,18	127:17	1:19
18:20	117:24	23:12	145:24	33:10
35:7 45:6	<b>offered</b>	24:25	146:19	<b>onto</b> 193:25
53:18	160:14	25:14	147:3	194:2,5
54:11	<b>offhand</b>	27:6	148:25	<b>open</b> 9:22
67:22	58:8	28:23	168:9,15	70:20
78:19	182:13	30:10,18,	169:14	71:24
81:25	<b>office</b> 14:5	22 31:4	170:20	79:9
96:12	16:22	33:19	171:19	102:16
116:12	17:1,21,2	35:18	172:24	102:16
117:19	3	38:7	175:5	136:21
154:12	18:6,9,14	39:6,14	176:16	142:25
161:21	19:3,10,1	40:22	177:18	160:13
175:14	1 20:3	41:13,24	178:7,11	162:21
180:19	39:11	42:10	179:18	172:15
195:6	95:11	43:1	180:10	179:20
198:1	120:9	45:1,23	181:8,10,	<b>opened</b>
200:18	129:20	47:11	11 182:15	71:4,5
223:17	156:3,6	48:10,20	183:15	72:10,14,
<b>occasion</b>	171:1	49:1	185:2	18 73:1,5
28:2,4	<b>officer</b>	50:18	187:11	<b>opening</b> 3:4
58:7	14:25	51:3,6,13	189:15	10:6,10
153:8	15:1,9	53:12	192:1	70:18,25
<b>occasions</b>	117:5,20	54:21	196:1,5,1	<b>operated</b>
138:17	129:15,23	55:19	7 197:24	189:9
152:5	130:12	57:5 59:7	200:2	<b>operations</b>
153:22	157:3	61:16	201:15	119:10
178:22	218:14	68:19	203:11	<b>opinion</b>
189:11	<b>official</b>	72:12	205:21	7:22 8:18
<b>occurred</b>	18:23	73:8,22	207:15	32:22
8:8 19:16	21:11	74:11	208:12	34:17
58:7 91:3	27:5	75:10,18	209:4,13	40:10
<b>occurring</b>	70:22	76:12,24	210:24	54:11,13,
98:13	<b>officials</b>	77:18	212:11,15	23,25
<b>occurs</b> 5:5	141:13	78:5 79:3	213:6,18	55:5,8
128:25	<b>oh</b> 43:19	80:22	214:19,25	57:14,18
<b>o'clock</b>	81:1	81:1	215:5	133:14,15
		82:25	216:8	140:4
		90:14	217:2,16	
		91:4	219:6,12	
		94:23	220:14	

141:23	32:16,17	146:8	5 86:16	6:15
<b>opinions</b>	34:1	<b>overview</b>	98:19,20	<b>partner</b>
21:20	155:20	13:10	103:8	213:13
134:3	156:15,20	182:4	112:22	<b>partnership</b>
145:9	157:15	<b>overwhelmin</b>	127:11	45:11
160:18	167:13	<b>g</b> 5:25	200:10	211:10
<b>opportuniti</b>	<b>orientation</b>	10:15	221:15	213:10
<b>es</b>	<b>s</b> 160:1	<b>owned</b> 216:6	<b>paragraphs</b>	<b>partnership</b>
45:9,14	<b>original</b>	<b>owner</b> 101:6	77:11	<b>s</b> 203:21
47:23	113:7	215:14,16	<b>paraphrase</b>	<b>party</b>
53:25	142:17		27:7	131:15
119:25	159:14		<b>parent</b>	<b>pass</b> 224:18
142:11	<b>origins</b> 5:4		168:19	<b>passed</b> 5:13
184:17	<b>oth</b> 119:2	<hr/> <b>P</b> <hr/>	<b>parents</b>	75:15
197:20	<b>others</b> 9:1	<b>p.m</b>	32:5	206:6
199:5,25	12:7	144:19,20	191:8	<b>past</b> 8:6
200:11	98:23	198:16	<b>parking</b>	11:22
203:20	101:16	226:15	14:2 15:5	127:20
<b>opportunity</b>	102:5	<b>package</b>	<b>participant</b>	160:19
7:12,22	133:17	16:13,17	<b>s</b> 6:1	206:12
10:6,20	135:15	17:13	7:2,11	<b>patch</b>
45:21	<b>otherwise</b>	66:25	10:5,20	201:14
50:9	34:12	<b>page</b> 3:2	61:24	<b>path</b> 141:4
85:22	209:15	4:2 30:12	<b>participate</b>	<b>patience</b>
133:3	<b>ourselves</b>	37:3	113:10	146:21
135:12	12:12	63:2,3	<b>participate</b>	<b>patiently</b>
171:6	85:8	66:24	<b>d</b> 92:22	9:19
201:5	<b>outcome</b>	76:14	<b>participati</b>	<b>Patrick</b>
<b>opposed</b>	82:12	84:21	<b>on</b> 7:7	2:21
27:18	<b>outreach</b>	98:15	<b>participato</b>	<b>Paul</b> 2:10
28:9	40:5	106:8	<b>ry</b> 7:3,7	3:8 36:4
<b>oral</b> 6:9	42:13,22	110:12	<b>particular</b>	43:4
<b>order</b> 75:14	47:3	112:10	6:22	52:24
131:6,10,	192:6	124:6	45:21	132:6,7
18,23	<b>outset</b>	126:24	114:15	133:2
146:23	20:10	144:9	123:13	134:11
198:16	<b>overall</b>	158:6	152:13	135:7,8,1
203:5	99:12	159:10	<b>particularl</b>	8,22
<b>ordered</b>	210:19	161:20	<b>y</b> 39:9	136:10,17
11:4 31:7	<b>overdue</b>	180:11	177:13	,18
<b>organizatio</b>	141:8	212:16	<b>parties</b>	137:19
<b>n</b> 47:6	<b>overly</b>	<b>paid</b> 209:8	131:15,16	138:10
<b>organizatio</b>	54:16	<b>Pam</b> 102:4	208:6	139:7,19,
<b>ns</b> 142:15	<b>oversight</b>	<b>paragraph</b>	218:3	24 140:22
<b>organized</b>	129:24	37:8,14,1	<b>partisan</b>	141:3
157:2,5		5 40:24		142:3
<b>orientation</b>		77:5		
		79:4,11		
		85:1,10,1		

143:9,13	<b>peculiar</b>	13:18	<b>personal</b>	173:19
144:2	8:15	<b>perfectly</b>	26:9	174:6
145:2,3,1	<b>pecuniary</b>	196:2	38:15	176:11,14
8	31:24	<b>performance</b>	123:3	,23 177:3
146:9,19	164:8,10	112:23	128:20	178:20
193:11	165:15	113:5,16	142:20	181:25
<b>pause</b>	166:10,13	114:2	<b>personally</b>	182:5
37:6,11	168:18,22	121:23	55:3	<b>planning</b>
41:5	169:3	122:3,8,1	117:3,11	13:23
43:22	191:22	2,13	139:4	15:20
44:4	<b>penal</b> 8:18	123:4,7	153:20	48:11
46:16	<b>pending</b>	124:16	<b>persons</b> 7:2	<b>please</b>
49:5	169:18	125:9	<b>perspective</b>	46:14
51:16	<b>people</b> 6:4	<b>performing</b>	133:19	53:3
58:22	9:15 10:8	142:17	134:7	110:17
62:23	12:14	<b>perhaps</b>	135:9	122:23
65:21	23:16	151:14	<b>pertain</b>	126:25
66:1,7	33:11	156:23	33:2	132:19
68:12,22	39:13	195:21	<b>pertaining</b>	135:18
69:22	96:21	226:6	123:3	157:12
76:16	101:10	<b>period</b>	<b>pertinent</b>	159:4
79:6	105:1	13:16	202:6	161:2,20
84:6,24	138:15	14:11	<b>phone</b>	162:15
85:4,12	139:20	15:14,17	170:23	163:21
98:17	151:12	21:25	177:15	197:3
102:19	152:23	32:11,15	185:23	198:10
105:24	172:19	33:20	194:13	207:16
106:4,10,	174:3	35:1	<b>phonetic</b>	208:22
15 109:23	177:12	85:20	106:25	210:25
110:6	188:17	108:25	148:9	212:9
112:12,19	204:15	118:11,19	150:7	<b>pleased</b>
122:18	219:7	,20 122:7	<b>photocopier</b>	11:21
124:9	226:1,11	128:8	<b>s</b> 138:5	141:5
127:1	<b>perceived</b>	146:11	<b>pick</b> 93:15	<b>pocket</b>
135:11	136:20	148:23	207:25	34:13
170:1	<b>percent</b> 5:7	161:11	<b>piece</b> 15:10	<b>point</b> 11:1
180:3	74:20	189:14	128:13	12:3 14:4
181:1	76:3	217:25	129:24,25	31:5
183:4	101:6	<b>periods</b>	<b>pieces</b>	36:21,22
185:6	147:11	109:2	14:15	39:8
198:13	213:15	<b>permanently</b>	160:11	41:25
205:1	214:21	30:2	<b>piecing</b>	42:3
211:3	216:23	<b>pers</b> 153:20	61:21	44:21
217:19	224:13	<b>person</b> 7:15	<b>plan</b> 63:15	45:13
220:17	<b>perception</b>	20:15	64:14	50:12
221:7,12,	128:24	170:25	125:23	51:8 52:7
19	143:2	177:19		57:25
225:1,6	<b>Perfect</b>			61:15
226:3,13				64:11
<b>pay</b> 34:13				

70:14	122:25	<b>powers</b> 9:3	<b>PPT</b> 159:14	88:1
74:12,13	152:16	<b>PowerStream</b>	<b>PR</b> 38:21	90:25
76:19	171:13	2:21 5:9	40:4	101:21
94:18	<b>pos</b> 192:17	11:18	42:13,21	107:6
102:25	<b>position</b>	36:19,25	46:4 47:2	131:24
103:1	13:1	39:21,22,	120:12	151:5
120:22	133:11	24,25	<b>practice</b>	173:25
130:19	187:5	40:7	20:20	<b>prepares</b>
136:14	<b>positive</b>	42:2,3,5,	27:21,24	76:3
194:3	133:21	19,23	80:9,13	<b>preparing</b>
207:25	<b>possibility</b>	44:13	107:9	45:20
212:8	191:21	45:4,25	152:15	63:16
215:12	192:17	46:13	<b>practices</b>	105:11
216:9	<b>possible</b>	51:11	25:11	<b>prescribed</b>
217:22	18:7 52:7	53:14,22	<b>precedent</b>	70:9
225:15	84:12,14	56:10,22	81:17	<b>present</b>
<b>pointed</b>	151:18	60:24	83:9,12,1	67:9
181:17	201:4	61:6,12,2	5	70:20
<b>points</b>	<b>possibly</b>	4 62:11	<b>predicated</b>	102:4,5
44:24	141:20	74:20	135:13	104:17
93:1	<b>posted</b> 10:7	77:9	<b>preempters</b>	105:1
102:22	<b>potential</b>	79:17	20:8	113:12
132:23	33:24	85:17	<b>pref</b> 16:10	126:10
<b>policies</b>	36:23	86:8,11	<b>preferred</b>	157:17
35:3	40:7	87:8	120:17	158:16
207:9	45:14	105:10	150:23	165:2
<b>policy</b> 5:16	48:2	110:25	212:3	196:23
73:25	53:2,4,25	128:3	<b>preliminary</b>	<b>presentatio</b>
129:14	181:5	147:10	11:20	<b>n</b> 17:7
206:18	<b>potentially</b>	150:22	52:20	18:3,16
207:2	35:14	183:21	<b>preparation</b>	63:14
208:22,24	114:10	184:10,13	16:1	150:14
,25	<b>Power</b>	,16	45:24	159:7
<b>politician</b>	198:18	188:21	83:17	164:12
107:11	199:3	190:4,16	100:8	167:7
<b>portfolio</b>	203:15	191:17	153:5	175:16
13:25	211:11	192:6,18	<b>prepare</b>	176:23
14:15	212:17	197:19	20:22	198:24
15:3,8	213:15	212:3	40:13	211:21
19:18,20	214:5,7,2	215:1	48:1	<b>presentatio</b>
38:22	1 215:6,7	218:2	153:2	<b>ns</b> 18:19
39:12	217:13	219:21	213:25	155:20
117:21	<b>PowerPoint</b>	220:11	<b>prepared</b>	<b>presented</b>
130:1,13	159:5,14	222:9	16:13,18	177:3
139:6	<b>PowerPoints</b>	223:10	76:10	201:10
<b>portion</b>	17:6	<b>PowerStream</b>	85:19,23	<b>presenting</b>
81:12,22		's 86:4		63:14
108:17		191:15		177:5
		220:5		

<b>president</b>	113:3	5:18	5:19	74:6
182:2	163:16	22:1,6	<b>products</b>	184:13
197:1	<b>priority</b>	23:1	139:5	211:10
<b>president/</b>	115:17,18	24:7,8	<b>professiona</b>	212:17
<b>CEO</b> 19:24	<b>privacy</b>	26:21	<b>l</b> 74:7	<b>proposals</b>
<b>pressure</b>	14:10	27:16	95:9	45:25
146:14	<b>private</b>	29:20	119:24	46:2
<b>pretty</b> 28:5	128:20	34:2 61:1	132:25	71:16
54:19	138:23	62:12,16	136:20	210:13
95:9	139:16,20	70:22	137:6	211:17
104:24	142:20	72:16	<b>program</b>	213:9
155:17	<b>privately</b>	74:14,25	15:5	<b>propose</b>
186:10	8:22	75:2 79:1	122:13	79:9
192:10	<b>privilege</b>	91:5 97:3	<b>progressed</b>	<b>proposed</b>
222:25	26:10,24	101:14,17	61:3	87:4 89:3
224:13	<b>pro</b> 62:16	108:3	<b>progressive</b>	<b>protection</b>
<b>previous</b>	<b>proactive</b>	120:18	125:23	14:10
26:8	138:24	123:4	221:5	<b>protocol</b>
200:10	<b>probably</b>	125:10,20	<b>prohibited</b>	125:6
202:25	6:13 20:7	,21	129:9,11	145:17
<b>previously</b>	34:5 45:6	126:1,2,4	165:25	<b>prove</b> 5:18
180:13	147:9	127:21	<b>project</b>	<b>provide</b>
204:9	<b>problem</b>	223:18	71:8	10:20
<b>pri</b> 181:23	52:4	<b>procure</b>	74:6,10	13:9
<b>price</b>	<b>procedural</b>	207:12	<b>prominent</b>	18:2,4
71:10,20	28:25	69:25	186:10,16	22:10
<b>prices</b>	107:23	70:16	<b>proper</b> 9:6	32:16,21
72:18	<b>procedure</b>	71:14	224:6	33:15
<b>primarily</b>	7:24,25	129:14,24	<b>properly</b>	34:11
96:9	25:22	206:1,4,1	145:6	40:14
146:2	26:2,4,6	3,17	<b>Property</b>	53:14
153:3	131:17	207:10	198:18	54:13
214:4,7	132:1	208:10,16	203:15	104:13
<b>primary</b>	<b>procedures</b>	210:21	<b>proponent</b>	114:4,25
77:14	8:1	216:23	69:10	131:17
<b>principle</b>	<b>proceed</b>	<b>procurement</b>	71:25	142:1
9:20	74:19	<b>s</b> 73:9,10	150:23	145:8,16
<b>principles</b>	117:5	<b>produce</b>	212:4	146:7
9:4	180:12	84:3	<b>Proportiona</b>	155:2,12
<b>prior</b> 16:8	181:13	154:25	<b>lity</b> 9:11	163:15
39:5	<b>proceedings</b>	205:20	<b>proposal</b>	178:16
52:21	7:4	<b>produced</b>	38:5	<b>provided</b>
81:19	<b>proceeds</b>	5:23 6:1	39:21,22,	17:10,11,
82:1	5:15	205:6	25 47:7	13 25:22
83:11	<b>process</b>	<b>product</b>	50:4	35:3
91:19		138:13	71:17	40:16
		<b>production</b>		64:13
				70:9

71:3,10	3,17 9:2	109:19	<b>question</b>	63:20
82:8,10,2	10:1,3	<b>purchase</b>	7:15 9:24	105:13
1 96:1,3	14:6	45:10,14	22:24	128:8
97:3	19:23	77:8,12	26:9	133:7,9
99:23	25:10	79:16	32:20	186:11
100:9	27:19	81:20	43:5,8,10	<b>quotations</b>
101:22	28:2,9	82:4	48:10	195:24
140:24	29:6	86:20	52:20	<b>quote</b> 31:16
149:3,21	34:10	91:16	92:11	56:6
155:14	50:8,14,2	103:15,21	107:18	<b>quoting</b>
182:4	1,23,25	209:6	122:2	174:6
199:1	51:1,2	213:14	134:16	
200:8	58:9	214:20,22	135:16	
209:14,20	63:14	215:12,13	136:5,8,1	
<b>provides</b>	71:4	216:12	3,14,19	<hr/> R <hr/>
149:5	143:1	218:10,18	138:22	<b>raise</b>
<b>providing</b>	147:17	<b>purchased</b>	142:5,7	23:19,20
18:13	148:6	210:2	144:10	94:24
25:23	150:21,25	<b>purchaser</b>	153:14	116:1,4
29:8 40:4	152:16	147:11	181:12	134:24
43:13	162:21	<b>purchases</b>	182:6	191:19
45:19	172:16	79:18	200:23	<b>raised</b> 95:7
55:4,7	179:6,20	<b>purchasing</b>	201:3	98:5
107:2,5	181:6	14:25	<b>questions</b>	113:20
139:10	192:2	70:7,8	9:18	146:12
193:7	<b>publicity</b>	72:17	40:23	189:23
217:13	8:15	129:14	50:6 58:2	<b>raises</b>
<b>Province</b>	120:13	138:4	74:14	98:25
133:6,7	<b>publicly</b>	<b>purpose</b>	77:10	<b>raising</b>
142:13	27:4	177:20	79:10	99:18
188:13,17	50:14	209:21	83:1	190:20
195:13,17	71:8	212:10,13	92:4,24	192:16,18
<b>provincial</b>	72:10	,15	93:6	<b>ran</b> 224:14
54:14,23	73:6	213:8,11	98:25	<b>range</b> 9:3
55:11	142:19	214:3	106:21	<b>rare</b> 10:3
128:13	<b>pull</b>	<b>purposes</b>	112:15	58:5,12
141:10	43:2,16	8:8	127:8,19	<b>rarely</b>
195:9,22	58:20	122:25	131:3,8	139:17
<b>provision</b>	62:21	168:17	132:20	<b>rather</b>
169:2	65:19,24	<b>pursue</b> 69:9	144:23	14:17
215:5	68:9	114:1	145:15	60:7
<b>provisions</b>	76:14	<b>putting</b>	199:10	129:25
76:8 85:8	84:20	31:19	203:20	131:11
161:12	98:3	34:25	217:5	136:9
210:10	104:8	55:5	<b>quickly</b>	139:25
<b>public</b>	106:1	<hr/> Q <hr/>	43:24	141:13
6:11,16	122:16		120:12	
8:10,11,1	<b>pulled</b>		<b>quite</b> 12:13	
	30:11		32:19	<b>re</b> 165:9
	51:14		56:7	<b>reach</b>



141:22	35:13	99:1	101:12	29:21
<b>reached</b>	37:23,25	110:24	102:3,15	151:24
53:16	39:17	111:1	121:20	152:5
<b>reaching</b>	45:2	117:4	126:17	154:9
39:7	49:25	118:14	146:18	162:21
<b>reaction</b>	51:9	128:2	151:1	165:10,21
54:9	61:10	150:14	157:25	204:17
<b>ready</b> 130:9	62:10	160:19	170:25	<b>recording</b>
148:1	63:10	161:4	173:21	13:21
<b>realignment</b>	64:9,18	200:17	178:21	20:11
15:3	65:4	<b>receiving</b>	186:11	25:11
129:20,22	75:24	26:7	201:9	29:24
130:9	86:5	30:19	212:5	30:7,9
<b>realize</b>	87:15,17,	54:6,9	213:25	122:25
32:8	20 89:18	60:15	214:2	152:3
<b>realized</b>	90:6 93:1	75:25	<b>recollectio</b>	<b>recordings</b>
12:12	95:1 96:4	87:20	n 37:20	25:8
<b>really</b>	98:4,5,7	102:7	61:19	<b>record-</b>
40:15	99:20	<b>recent</b>	73:16	<b>keeping</b>
42:4	100:11	146:4	91:13	150:7
78:18	101:2,19	<b>recently</b>	94:5	<b>records</b>
116:4,6	102:3	30:5	95:15	14:9 15:1
133:24	104:19	<b>recessing</b>	99:8	24:15
141:6	110:14	83:22	177:19	27:5
182:10	111:3	144:19	182:12	73:14
185:22	125:13	<b>recognition</b>	<b>recommend</b>	154:17
208:24	126:20	195:21	115:21	<b>redaction</b>
<b>rearranged</b>	127:5	<b>recognize</b>	130:10	201:18
16:11	177:14	44:8	<b>recommenda</b>	<b>reduce</b> 5:17
<b>reason</b> 7:6	178:19	66:10	tion 18:17	<b>reexaminati</b>
43:6	184:19	68:1,16	22:10	on 7:17
68:25	185:22	<b>recalled</b>	<b>record</b>	<b>refer</b>
93:12	27:22	27:22	13:21	51:21,25
99:22	<b>recapitaliz</b>	<b>recognizing</b>	18:23	153:25
172:14	<b>ation</b>	138:1,14	20:11,24	<b>reference</b>
177:13	96:13	<b>recoll</b> 53:9	21:11,21	5:12
191:20	<b>receive</b>	<b>recollect</b>	24:12,13,	10:24
217:3	33:21,23	19:13	21 25:4,9	51:25
221:2	102:11	30:20	129:5	71:18
226:8	118:4	35:17	148:12,21	128:20
<b>reasons</b>	146:10	39:4	154:16	159:22
89:6	160:8	42:25	162:16	161:1
124:21	<b>received</b>	45:22	163:18	196:6
215:25	5:24	48:13	204:24	<b>referenced</b>
<b>recall</b>	10:15,17,	50:3 53:9	221:15	34:22
30:18	19,22	59:13	<b>recorded</b>	110:11
	36:8 38:8	60:21,25	23:1,4,7	<b>referencing</b>
	91:25	61:8,15,1	24:4,16,2	
		7 72:18	0 25:4	
		83:14		

142:5	105:19	38:16	61:18	<b>report</b> 9:1
<b>referred</b>	<b>registratio</b>	56:9 95:9	65:7,8	17:3
33:22	<b>n</b> 141:11	105:9	67:19	18:18
103:17	<b>registry</b>	139:25	86:12	22:8,9,17
171:20	130:11,14	142:21	90:15,21	,20 26:17
<b>referring</b>	163:14	190:22	92:18	47:23
33:6 59:8	<b>regular</b>	<b>relationshi</b>	93:11,19,	63:8
78:1	132:13	<b>ps</b> 168:13	23 94:25	69:10
114:13	147:16	<b>relayed</b>	110:21	81:15
146:3	160:17	40:18	150:11	82:5,18,2
175:12	<b>regularly</b>	<b>release</b>	155:21	3 83:7
<b>reflect</b>	41:20	14:7	156:16	88:1,2,22
24:20	43:8	<b>released</b>	157:23	89:8
132:21	63:21	16:9	159:11	107:6
135:11	67:18	<b>relevance</b>	169:19	130:9
140:7	120:2	9:18	170:23	173:19
186:12	<b>reiterate</b>	<b>relevant</b>	175:19	176:13
<b>reflected</b>	204:8	161:12	177:13	177:1
23:22	219:14	202:1	183:10	200:7
24:2	<b>reiterated</b>	<b>relied</b>	185:23	222:19
28:25	101:23	219:7	190:7	223:16,24
29:5	102:1	<b>relinquish</b>	202:25	<b>reported</b>
81:13	<b>relate</b> 7:20	113:9	218:20	82:11
<b>reflecting</b>	123:5	119:2	219:19,23	<b>reporting</b>
42:18	<b>related</b>	<b>rely</b> 88:12	220:2,5,2	108:15
<b>reflection</b>	45:21	145:22	3 221:23	177:2
133:11	89:16	<b>relying</b>	<b>remembered</b>	<b>reports</b>
<b>reflects</b>	91:17	36:17	197:25	16:2
127:11	128:21	87:11	<b>reminder</b>	22:15
<b>reforms</b>	145:4	88:12	178:12	111:10
141:6,8,1	<b>relating</b>	<b>remain</b>	<b>removal</b>	177:6
0	103:6	59:22	140:12	<b>repre</b> 97:10
<b>refresh</b>	123:14	128:24	<b>Remove</b>	<b>representat</b>
31:1	126:14	<b>remaining</b>	88:20	<b>ion</b> 99:12
<b>regarding</b>	127:6	76:6	222:18	<b>representat</b>
48:3 57:2	133:12	<b>remains</b>	<b>reorient</b>	<b>ive</b>
70:22	205:8	18:25	85:7	175:10
146:17	<b>relation</b>	<b>remarks</b> 3:4	<b>rep</b> 63:8	179:16
155:3	35:23	10:11	179:13	<b>representat</b>
171:1	51:10	<b>remem</b> 62:2	<b>repeat</b>	<b>ives</b>
181:5	98:13	<b>remember</b>	200:22	110:25
<b>regardless</b>	<b>relations</b>	43:6	<b>replaced</b>	<b>represented</b>
87:10	49:22	53:6,21	86:19	187:17
<b>region</b> 40:2	192:2	54:6,10	<b>replied</b>	<b>representin</b>
189:24	<b>relationshi</b>	59:17,19	162:6	<b>g</b> 96:21
<b>REGISTRAR</b>	<b>p</b> 36:24		<b>reply</b>	97:12,22,
			164:23	24

100:15,19	222:19	<b>respectful</b>	9,11,18	44:23
101:4,11	<b>requirement</b>	132:9	15:4,6	92:6,23
112:3	<b>s</b> 35:8	<b>respecting</b>	19:22,25	96:3
135:1	76:9	79:18	70:18,25	99:24
136:7	96:13	207:10	78:7	171:7
<b>request</b>	159:1	<b>respond</b>	130:13	<b>reviewing</b>
17:3	160:16	48:1	153:4	25:12
18:24	166:17	144:7	215:17	46:18
24:15	179:6	<b>responded</b>	<b>responsive</b>	63:19
38:3,8	<b>requires</b>	57:7,13,1	20:4	87:3,16,1
204:8,23	9:11,21	7 60:11	<b>rest</b> 217:12	7 92:20
205:9,13,	140:4	117:23	<b>result</b>	98:7
16,19	207:8	130:7	21:22	145:4
211:9	<b>resemble</b>	<b>responds</b>	112:25	<b>revise</b>
212:11,13	9:17	36:2	137:25	85:22
,15,16	<b>reservation</b>	<b>response</b>	174:8	<b>revised</b>
213:11	<b>s</b> 134:5	32:22	<b>resuming</b>	85:18
<b>requested</b>	<b>resolution</b>	33:5	83:23	149:5
22:25	5:6	34:14,21	144:20	<b>revising</b>
29:24	21:1,21	36:14	<b>retained</b>	153:23
94:11	29:3	55:21	71:20	<b>revision</b>
113:6	111:3	57:2,21	97:4	86:8
200:21	<b>resolutions</b>	60:5	<b>retainer</b>	<b>re-watched</b>
<b>requesting</b>	21:24	117:22	44:12	182:14
117:8	<b>resolved</b>	137:12	46:8	<b>RFP</b> 61:2
140:7	11:22	178:2	56:22	146:12
<b>requests</b>	180:13	209:3,24	<b>retrospect</b>	210:25
39:10	<b>resources</b>	217:15	57:16,19	211:10
<b>require</b>	125:25	<b>responsibil</b>	<b>retrospecti</b>	<b>RFPs</b>
129:9	215:6	<b>ities</b>	<b>ve</b> 8:5	70:1,15,1
207:6	<b>resp</b> 14:3	13:10	<b>returning</b>	8 71:3
<b>required</b>	<b>respect</b>	14:22	156:23	217:6
22:16	12:14	20:11	<b>review</b>	<b>Rick</b> 30:14
81:16	84:9	70:4	20:25	31:10
83:8	93:18	119:3	25:11	166:7
89:24	123:2	129:21	87:8 92:8	<b>rights</b>
96:12	126:3	145:5,21	104:2	7:3,7
129:10	128:9	<b>responsibil</b>	105:8	<b>Rim's</b> 150:7
169:12	147:25	<b>ity</b> 6:16	121:2	<b>ring</b> 71:23
172:1	161:16	8:25 25:7	123:7	72:19,20
<b>requirement</b>	166:5,13	70:7	124:16	159:11
34:7	200:10	78:17	145:4,8,2	175:7
70:20	201:6	145:10,11	1 146:1,7	<b>rise</b> 27:1
82:14	203:22	147:21,25	149:21	<b>road</b> 124:19
86:19,24	205:5	157:5	158:15	<b>rodeo</b>
88:3,20,2	208:9	<b>responsible</b>	<b>reviewed</b>	
1 91:1	220:21	13:19,24	16:1	
103:20		14:1,3,8,		

135:23	77:15	19	24	20
<b>Rogers</b>	82:4	42:4, 8, 15	78:4, 9, 14	115:1, 11,
25:9, 12	103:21	, 20, 24	79:2	14
151:24	177:9	43:7	80:1, 4, 18	116:3, 16,
154:12	<b>Sandra</b> 2:12	44:9, 25	, 24	19, 23
<b>role</b> 47:5	166:6	45:5, 17, 2	81:3, 5, 9,	117:2
49:22	<b>Sara</b> 3:6	2	23	118:5, 10,
50:3, 8	12:17, 19,	46:1, 18, 2	82:16, 19	17, 21, 25
70:15	24	5 47:12	83:14	119:8, 14,
96:7	13:2, 6, 12	48:8, 13, 1	85:24	19, 23
106:24	, 18	9 49:20	86:1, 10, 1	121:16, 19
107:1	14:17, 20,	50:2, 17, 2	4 87:5, 20	122:4, 10
120:7, 11	24	0	88:11, 14	123:8, 11,
208:9	15:16, 25	51:1, 4, 12	89:1, 4, 9,	24
<b>roles</b> 13:10	16:20, 23	52:22	20, 22	124:17, 23
<b>Ron</b> 95:24	17:2, 24	53:8, 13, 1	90:8, 11, 1	125:1, 5, 2
96:7, 8, 14	18:10, 15	8, 24	6, 20, 24	2
98:24	19:5, 12, 1	54:4, 7, 10	91:7, 10, 2	126:6, 16,
99:10	7, 22	55:1, 9, 13	1, 24	21 127:15
100:21	20:6, 13, 1	, 18	92:15, 19	128:6
<b>room</b> 105:1	7, 21	56:2, 11, 1	93:5, 21	130:22
143:5	21:9, 18	6, 20, 24	94:2, 7, 13	133:1
148:5, 9	22:2, 7, 23	57:1, 20	, 15, 21	135:17, 19
152:3	23:9, 15, 1	58:4, 8	95:1, 8, 17	136:25
211:9	8, 23	59:6, 10, 1	, 23	138:9
<b>rose</b> 180:14	24:3, 11, 2	3	96:8, 18, 2	139:4, 17,
<b>rules</b> 8:11	2, 24	60:2, 17, 2	2	23 140:21
131:17	25:2, 6, 16	1, 25	97:2, 8, 14	141:1, 25
132:1	26:5, 22	61:8, 14, 2	, 18 98:9	142:4
141:11	27:12, 15,	1	99:9, 21	143:12
<b>rung</b> 199:20	20	62:4, 6, 14	100:6, 13,	144:1, 7
<b>runs</b> 160:12	28:11, 15,	63:4, 12	16, 21	145:14, 25
<b>run-up</b>	20	64:2, 12, 2	101:5, 12,	146:18
175:14	29:2, 7, 14	3 65:6, 9	19	147:13, 23
<b>Ryan</b> 2:19	, 18, 23	66:12, 14,	102:2, 14	148:2, 6, 1
<hr/>	30:5, 8, 17	18, 23	103:3, 10,	0, 14, 19, 2
<hr/>	, 20, 24	67:4, 8, 16	19	5
<b>S</b>	31:3, 11	68:2, 17	104:12, 17	149:10, 14
<b>safe</b>	32:14	69:3, 7, 13	, 21, 23	, 19, 23
138:7, 16	33:7, 18, 2	70:2, 13, 1	105:7	150:2, 5, 1
<b>sale</b>	5 34:20	7	106:22	2, 16, 19, 2
5:7, 10, 14	35:6, 16, 1	71:2, 7, 15	107:4, 22	4
, 15, 21	9, 24	72:4, 7, 11	108:5, 10,	151:7, 13,
61:2, 12, 2	36:7, 11, 1	, 15, 24	14, 24	16, 19
2 64:14	5, 20	73:3, 7, 11	109:3, 12,	152:2, 9, 1
74:20	37:1, 22, 2	, 18, 21	16	7, 21, 24
76:6	5	74:3	110:3, 8, 2	153:3, 8, 1
	38:11, 20	75:3, 7, 9,	4 111:12	9
	39:3, 9, 19	11, 17, 20,	112:2	154:3, 7, 1
	41:12, 16,	24	113:6, 24	0, 14, 19, 2
		77:17, 20,	114:5, 14,	2

155:1,6,1 3,22 156:2,5,1 0,17,21,2 4 157:4,9,1 8,21,25 158:18,21 159:2,12, 16,20,24 160:10,24 161:6,18, 23 162:4,8,1 3 163:4,13, 25 164:4,14, 17,21,25 165:16,19 ,22 166:2,8,1 1,15,20,2 3,25 167:4,8 168:14,25 169:7,13, 21 170:10,14 ,19,24 171:10,19 ,25 172:5,9,1 3,17,23 173:2,5,9 ,13,20 174:1,4,1 1,14,17,2 1 175:2,9,1 7,23 176:5,12, 15,19,25 177:17,22 178:4,7,1 3 179:4,8,1 1,15,21 180:17,21 ,24 181:3,10,	14,19 182:8,13, 16 183:11,14 184:1,4,7 ,12,21,24 185:1,11, 14,18,24 186:2,5,9 ,18,21,24 187:3,7,1 0,13,16,2 2,25 188:4,7,1 0,14,18,2 2,25 189:3,5,1 0,15,19 190:2,9,1 3,18,23 191:1,5,1 2,14,18,2 5 192:4,8,1 2,20 193:3,6,1 1,13,14,1 7,23 194:2,11, 14,18,21, 24 195:2,8,1 5,18,23 196:4,8,1 2,16,22,2 5 197:6,12, 15,23 198:5,8,2 0 199:7,14, 17,23 200:1,12, 17 201:1,7,2 1 202:2,9,1 2,15,17,2 3 203:2,7,1 0,23,25	204:5,18 206:2,5,8 ,15,19,23 207:4,7,1 1,14 208:7,11, 17,20 209:3,11, 24 210:6,16, 23 211:7,12, 15,19,23 212:1,5,2 0 213:1,5,1 7,19,22,2 4 214:9,12, 18,24 215:3,10, 15,19,22 216:2,7,1 0,14,20,2 5 217:10,15 218:7,11, 16,19,22, 24 219:4,8,1 1,13,24 220:3,7,1 3,25 221:4,24 222:4,10, 14,22 223:4,8,1 1,16,21 224:8,11, 16,20 <b>sat</b> 137:23 140:8 148:4 <b>satisfactio</b> <b>n</b> 79:21 80:6,14,1 5,25 81:2 86:23 87:1 88:8 <b>satisfactor</b>	<b>y</b> 94:10 <b>satisfied</b> 94:6 137:13 <b>satisfy</b> 33:12,17 40:12 57:23 142:2 <b>save</b> 21:3 149:13 <b>saw</b> 88:9 116:14 183:6,8 215:8 <b>scan</b> 43:24 <b>scenes</b> 130:25 <b>schedule</b> 12:5 <b>scheduled</b> 12:12 92:4 123:1 <b>Scope</b> 44:19 <b>scopes</b> 44:22 <b>screen</b> 30:13 41:2,10 49:9 52:17 <b>scroll</b> 30:12 33:4 36:1 41:14 44:2,18 46:7 47:16 58:25 59:3 63:6 66:5 68:20 79:4 98:21 99:4	102:23 109:20 110:3 161:20 180:21 198:17 201:13 212:9 <b>scrolling</b> 62:25 <b>search</b> 155:5,7,1 1 <b>seated</b> 23:3 <b>second</b> 15:18 43:15 52:6 71:20,24 72:21 81:12 105:16 106:19 132:1 134:13 158:6,20 183:2 <b>secondary</b> 29:9 <b>secret</b> 179:19 <b>secretary</b> 85:17 162:24 <b>section</b> 27:12 37:14 98:21,24 113:11 162:15,16 ,19 163:21 165:18 166:1,18 168:8,9,1 2 169:9 210:17 212:15
--	---	--	---	---

<b>sector</b>	141:19	178:15,25	174:25	<b>signatories</b>
93:18	<b>sent</b> 40:17	179:20	218:21	218:10
95:25	77:6	180:13	<b>shares</b>	<b>signatory</b>
138:23	85:17	181:18	79:18	75:11
139:16,21	91:1 96:2	202:21	147:11	<b>signed</b>
<b>sector-</b>	117:7,10,	203:1,9	213:14	75:5,15
<b>related</b>	22 183:8	211:25	214:20,22	80:8
93:9	194:9,16	<b>sessions</b>	215:13,14	90:7,8
<b>seeing</b>	<b>sentence</b>	147:17	216:23	94:16
178:19,21	47:18	160:14	<b>she'd</b> 88:12	218:23
<b>seek</b> 8:7	<b>separate</b>	171:23	<b>shifting</b>	219:1
32:12	17:12	179:6,7	109:18	<b>significant</b>
34:12	145:15	<b>sets</b> 6:2	<b>shocked</b>	<b>e</b> 74:5
40:10	<b>served</b>	40:25	125:18	201:8
146:6	144:2	44:21	131:1	<b>significant</b>
<b>seeking</b>	<b>server</b>	46:10	<b>short</b>	14:15,22
81:7	150:6	90:12	146:25	15:12
<b>seemed</b>	<b>service</b>	<b>setting</b>	185:21	24:9 34:6
55:19	74:7	102:8	<b>shortly</b>	73:12,16
193:9	103:22	157:8,10	185:20	89:10,23
<b>seen</b> 18:9	104:14	<b>several</b>	<b>showed</b>	101:8
35:12	<b>services</b>	132:14	44:10	128:17
44:9	5:8 46:22	137:20	<b>showing</b>	129:19
56:21	55:20,21,	138:2	97:25	130:3
99:14	22,23	<b>share</b> 5:7	<b>shows</b> 36:3	140:14
121:21	56:1,4	46:24	<b>Shuttle</b>	143:3
125:2	57:7	77:8,12	106:25	160:11
155:10	79:19	79:15	<b>sib</b> 128:21	172:1
173:7	85:17	81:20	<b>sibling</b>	223:2
175:6	103:23	86:20	34:25	224:14
193:15	105:9,11	91:16	128:21	<b>significant</b>
<b>selected</b>	111:5,6	131:23	142:7	<b>ly</b> 15:10
119:13	138:4,13	133:17	169:9	82:20
120:17	139:5,10	218:10,18	<b>siblings</b>	120:10
<b>selection</b>	140:24	<b>shared</b> 45:7	33:2	140:16
119:15	208:16	46:20	56:13	201:9
<b>selling</b>	209:9	47:13	57:5	204:19
45:8	210:2,14,	103:22,23	168:11	<b>signing</b>
216:22	22 216:22	105:8,11	191:8	74:15
224:13	217:8,13	111:5,6	<b>sic</b> 66:4	90:12,13,
<b>send</b>	<b>session</b>	137:14	142:22	18,19,23
43:5,11	25:15,17	<b>shareholder</b>	<b>sign</b> 82:4	91:5,6,14
194:15,16	27:19	214:11	90:5	,20 94:19
<b>sending</b>	28:9	<b>shareholder</b>	95:20	95:20
32:5	112:23	<b>s</b> 77:9,13	99:22	99:22
<b>sense</b> 80:21	123:18	79:16	101:14,15	101:14,15
	150:21	86:21	102:13	102:13
	151:4	91:17	103:11,13	103:11,13
			108:3	108:3

111:7,9,1 0 218:14	<b>situation</b> 27:23 60:8 140:20	143:21 176:4,21 199:20	167:12 168:5 169:17,22 180:1	<b>source</b> 97:17 140:2
<b>signings</b> 90:22	<b>six</b> 104:5 203:17	<b>someone</b> 21:16 58:1 64:21 71:13 122:2 174:8 175:13 207:13	181:10,22 184:22 185:1 198:10,21 200:22 201:1,15 202:20 203:13 206:17,21 210:16 212:11 220:20,21 221:2 225:3	<b>speak</b> 34:4,18 35:9 53:5 55:14 141:9
<b>signs</b> 125:3	<b>size</b> 106:20 137:25	<b>somewhat</b> 12:11	206:17,21 210:16 212:11 220:20,21 221:2 225:3	<b>speaking</b> 62:10 66:15,16 67:2,10,2 0 93:10,11 95:15 133:4 134:1 139:8
<b>silver</b> 143:14	<b>slides</b> 159:25	<b>somewhere</b> 136:5	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>speaking</b> 62:10 66:15,16 67:2,10,2 0 93:10,11 95:15 133:4 134:1 139:8
<b>Simcoe-Grey</b> 186:17	<b>slowly</b> 201:13	<b>son</b> 138:19	<b>sons</b> 32:4	<b>special</b> 157:14
<b>similar</b> 28:5 78:10 101:17 102:12 129:2	<b>snow</b> 140:12	<b>sons</b> 32:4	<b>sorry</b> 19:10 22:2 23:18 28:13 31:16 33:19 43:20 45:20 46:18 50:24 51:4 53:8 56:14 67:12 74:22 85:7 92:1 93:8 94:14 96:6,16 100:18,19 102:23 106:25 109:17 113:8 124:24 131:9 147:20 148:22 152:7 158:10 161:23 165:9	<b>specialized</b> 215:6
<b>simple</b> 176:22	<b>sole</b> 214:11	<b>son</b> 138:19	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>simplified</b> 76:11	<b>soliciting</b> 213:8	<b>son</b> 138:19	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>simply</b> 103:14 145:22	<b>solicitor</b> 76:7 77:21 79:22 80:14,17 81:15 82:18 83:7 86:24 88:22 91:25 92:8 96:1,4 113:10 146:7 222:19	<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>special</b> 157:14
<b>single</b> 155:2	<b>solicitor/</b> <b>client</b> 26:24	<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specialized</b> 215:6
<b>sister</b> 54:1 138:18 192:25	<b>solicitors</b> 34:2 80:6,8 88:14 104:24 160:17	<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>sister-in-</b> <b>law</b> 139:13	<b>solve</b> 143:14	<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>sit</b> 10:4 12:13,15 67:16 144:16 225:25	<b>somebody</b> 26:9 139:15	<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>sits</b> 139:13		<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>sitting</b> 12:6 87:18 142:24 225:23 226:8		<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13
<b>situate</b> 183:2 217:25		<b>sons</b> 32:4	<b>sort</b> 14:6 17:7 18:3 38:15 45:3 47:2 53:15 70:22 71:18 76:5 89:10 92:7 104:13 111:6 118:3 131:23 133:21 141:4 146:7 153:9 177:9 205:15 214:16 220:11	<b>specific</b> 8:6 19:6,15 25:18 32:24 34:3 44:1 47:7 57:4 95:15 99:11 113:25 115:16 118:19 120:4 140:5 142:6,7,2 1 151:19 192:24 222:13

116:19	6 81:7,14	216:17	207:21,25	89:13
125:25	82:17	<b>statement</b>	225:15,18	<b>subsequent</b>
142:5	83:6	10:7	<b>stopping</b>	16:11
171:12	87:12	28:13	164:10	18:2 39:5
189:21	88:2,15,2	33:8,13	180:10	<b>subsidiary</b>
210:5	1 107:6	62:19	212:11	224:14
212:6	116:7,22	90:2	<b>straight</b>	<b>substantial</b>
<b>specificity</b>	117:9	135:20	144:16	7:4
118:20	118:4	136:9,12	<b>strategic</b>	219:14
<b>specifics</b>	130:9	139:9	45:11	<b>substantial</b>
95:13	140:2	208:23,25	150:15	<b>ly</b> 137:24
<b>specifity</b>	141:12	<b>statements</b>	199:4,24	<b>substantive</b>
80:10	144:4	6:6,20	200:11	24:12
<b>speculate</b>	155:7	10:7,10	201:4	146:1
115:2	174:3	175:24	203:19	<b>sudden</b>
<b>spends</b>	<b>stage</b> 9:13	<b>states</b> 32:2	211:10,21	105:12
137:20	136:13	<b>statistics</b>	213:10,12	133:24
138:12	<b>stand</b>	13:24	215:5	<b>suggested</b>
<b>spent</b>	23:2,3	<b>statute</b>	<b>straw</b> 147:1	53:1
182:10	<b>standard</b>	161:8	<b>Street</b> 1:18	84:11
206:10	163:8,11	165:6	<b>stretch</b>	194:4
<b>spirit</b>	<b>standing</b>	168:7	111:15	<b>suggesting</b>
143:10	13:21	169:12	<b>strong</b>	98:1
<b>spoke</b> 74:21	24:14	191:24	117:22	<b>suggestion</b>
121:11	<b>start</b> 5:5	195:22	<b>stronger</b>	40:16
143:16	13:15	<b>statutes</b>	130:5	89:19
<b>spoken</b>	107:1	160:22	<b>struck</b>	<b>suggestions</b>
128:1	113:21	<b>statutory</b>	176:24	10:21
158:16	156:8	13:19	<b>stuff</b>	130:21
<b>spouse</b> 32:4	225:23	130:3	203:12	<b>summarized</b>
168:19	<b>started</b>	<b>stay</b> 66:10	212:14	92:2
<b>spouses</b>	11:13	202:20	<b>subject</b>	<b>summarizing</b>
168:11	41:22	<b>stenographe</b>	128:4	99:2
191:9	121:8	<b>r's</b>	165:5	<b>summary</b>
<b>SSA</b> 103:16	122:14	151:10	<b>submission</b>	86:16
<b>staff</b>	124:19	<b>step</b> 138:24	73:24	137:16
16:2,12	156:14	<b>stepping</b>	<b>submit</b>	185:16
17:3,8,19	<b>starting</b>	120:24	45:25	204:6
18:12,18	10:14	<b>steps</b> 60:15	72:1	<b>summoned</b>
22:8,9,15	86:18	125:7	184:12	101:20
,17,20	91:14	<b>sticking</b>	<b>submitted</b>	<b>summons</b>
25:23	141:14	220:12	71:6,16	155:1
50:7,22	217:23	<b>stone</b> 9:9	<b>subparagrap</b>	<b>supplementa</b>
69:8	<b>starts</b>	<b>stop</b> 147:20	<b>h</b> 86:18	<b>l</b> 18:4,19
74:22,24	110:12	201:15	88:18	
80:7,15,1	<b>stated</b>			
	137:4,6			



<b>supplemente</b>	192:13	<b>talk</b> 38:4	211:21	118:12
<b>d</b> 6:9	220:1	45:15,19	<b>tax</b> 215:25	124:13,21
<b>support</b>	<b>surprises</b>	74:25	<b>team</b> 14:13	<b>termination</b>
71:19	9:23	141:5	16:3	112:16
<b>supporting</b>	<b>surprising</b>	190:24	62:17	121:9
16:18	177:12	196:20	150:15	<b>terminology</b>
<b>supposed</b>	<b>suspect</b>	<b>talked</b> 24:6	155:9	164:20,23
23:3 83:5	133:13	40:18	211:21	<b>terms</b> 5:12
<b>sure</b> 24:19	144:15	50:4 90:5	<b>technical</b>	21:5,23
34:17	<b>suspected</b>	101:14	78:18	29:20
42:17	139:19	137:11	87:25	45:16
43:10	<b>sworn</b> 3:6	155:24	146:5	73:22
46:2	12:19	160:3	<b>technically</b>	86:16
47:13	156:11	168:10	59:18	99:17
49:24	<b>sympathetic</b>	176:10	137:11	107:19
51:7 57:8	132:19	183:18	215:16	121:12
61:15	<b>system</b>	185:9	<b>teleconfere</b>	123:6
65:3	17:11	187:21	<b>nce</b> 92:4	133:7
67:13	47:25	189:23	<b>telephone</b>	138:6
80:12	48:18	193:16,20	171:2	141:15
87:24	71:9,14	,21 197:9	<b>televised</b>	<b>terribly</b>
94:18	73:13	199:21	25:12	87:13,15
95:8,10	130:14	206:1	<b>television</b>	222:5
98:12	141:16	214:14	152:6	<b>test</b> 6:23
102:25	163:14	225:22	<b>template</b>	63:22
104:24	<b>systems</b>	<b>talking</b>	20:23	<b>tested</b>
117:11	141:11	13:15	149:2,8	6:7,8
130:15	<hr/>	47:7	163:8	<b>testimony</b>
132:12	T	108:25	<b>ten</b> 72:25	136:2
135:23	<b>table</b> 3:1	123:6	141:7	<b>thank</b> 11:24
137:20,21	22:24	148:23	<b>tendered</b>	12:16
155:9,10	27:2	153:12	84:2	13:8
165:10	101:22	155:19,25	<b>tenders</b>	15:13
169:16	140:15	158:17	71:3	53:19,20
181:21	142:25	169:19	<b>tens</b> 137:21	77:3
192:23	<b>taking</b>	175:21	138:2	81:10
217:1	20:19	189:13	<b>term</b> 55:11	83:18
<b>surprise</b>	27:17	199:19	138:17	88:17
143:16	46:2	210:18,19	162:7	90:4
176:17	80:16	214:20	186:17	100:23
<b>surprised</b>	127:3	224:2	207:2	111:8,17
12:12	133:22	<b>talks</b> 165:6	209:13	112:5
39:7	151:11	196:23	<b>terminated</b>	118:23
54:17	154:18	<b>targeted</b>	111:6	121:7
86:10	173:15	93:6	113:2,18	123:19
124:20,22	197:5	<b>task</b> 62:17		127:17
,23	203:20	87:7		131:3
125:3,4		150:15		132:7
133:23		151:11		

135:8	135:4	140:18	<b>today</b> 10:14	224:23
136:18	138:20	<b>tho</b> 18:13	14:23	<b>towards</b>
137:19	139:13,22	<b>thoroughnes</b>	20:2	61:2
146:9	142:16,20	<b>s</b> 6:22,24	24:5,10	146:15
147:7	143:6	9:5,8	64:17	<b>town</b> 1:2,16
167:17	145:14	<b>thoughts</b>	81:21	2:18 5:6
169:25	156:19	79:25	87:3,19	6:25
205:4,21	158:14	<b>thousand</b>	128:1	13:1,5
210:24	160:13,15	10:17	137:24	15:15
221:17	168:7	72:23	<b>tolerated</b>	31:18
223:9	175:3	<b>throughout</b>	9:19	35:23
<b>thanks</b> 36:2	176:13	62:16	<b>Tom</b> 150:6	53:5,10
52:13	177:13	97:3	<b>tomorrow</b>	70:1,15,1
121:6	179:19	100:8	225:21	9 80:7
146:20	192:9	138:17	226:10	81:14,15
221:16	196:20	<b>Thursday</b>	<b>tone</b> 116:5	83:6,7
<b>that'd</b>	201:25	16:14	<b>top</b> 44:13	85:23
117:20	202:3	87:22	59:4	86:2,3,6,
221:16	203:12	157:23	63:1,6	23 87:7
<b>themselves</b>	204:19	<b>ticked</b>	66:21,23	88:21
8:23 17:2	212:13	202:11	71:23	89:15
33:12,20	<b>they'd</b>	<b>tidied</b>	72:13,19,	91:25
90:6	107:12	149:5	20 102:24	96:3
142:2	183:24	<b>tidy</b> 153:9	109:21	97:13,22,
<b>there'd</b>	<b>they're</b>	<b>tidying</b>	170:8	24 99:1
122:2	6:15	21:2	181:22	101:4,6,7
176:17	10:25	<b>till</b> 144:17	202:19	,11
<b>therefore</b>	28:20	<b>Tim</b> 174:16	203:4,5	103:13
152:18	40:8	182:3	<b>topic</b> 74:12	105:10
154:15	71:21	<b>Timothy</b>	111:18	107:3
181:16	78:18,19	2:14	127:4	108:22
<b>thereof</b>	129:9	<b>title</b>	140:5	111:25
162:18	146:5	195:20	<b>topics</b>	119:5
163:19	150:5	<b>TOC0038001</b>	109:18	120:21
<b>there's</b>	156:11	4:4	<b>Toronto</b>	130:11
24:11	157:4	<b>TOC38001</b>	225:25	131:7
35:7	166:1	30:11	<b>Totally</b>	148:18
42:12	170:18	<b>TOC49090</b>	143:12	152:1
43:5	171:21	58:20	<b>touch</b>	155:2
49:22	177:9	<b>TOC516351</b>	132:22	159:19
77:5	206:19	198:11	<b>touched</b>	162:11
79:12	219:14	<b>TOC517154</b>	49:23	163:6
90:2,11	<b>they've</b> 7:6	207:16	89:5	187:1,5,1
97:14,24	112:2	<b>thirty</b>	138:8	5 206:3
102:4	172:20	103:8	<b>toward</b>	209:1,9
125:7,10	202:5	<b>thirty</b>	181:22	210:15,22
128:14,22	<b>third</b> 15:19			212:18,19
130:15	103:8			214:2,11
	<b>thirty</b>			215:13,14
				,16,25

216:6,13, 17,19,21, 22 217:5 218:1,9 220:12 222:19 224:5,17 <b>Town/Collus</b> 218:6 <b>Town's</b> 77:20 79:22 80:6,14 86:2 97:9 99:18 112:24 220:10 <b>track</b> 19:4 <b>training</b> 32:16 33:23 34:3 49:23 160:8,14 <b>transaction</b> 61:3 74:15 75:1,5,14 76:6 81:18,20 82:8 83:10,13 85:22 88:24 89:17 90:6,25 91:15 94:1 99:2,23,2 4 100:5 103:7,21 108:3 109:5 112:1 145:20 146:4 155:3 177:9 202:1	211:1 213:16 222:20 224:6 <b>transaction</b> s 7:1 89:23 <b>transcript</b> 3:12 40:25 41:8 197:5 <b>transition</b> 117:6 118:13 <b>transparenc</b> y 141:15 <b>transparent</b> 142:25 160:13 <b>transpired</b> 97:20 <b>travelling</b> 102:22 <b>treasurer</b> 70:10 119:9 120:20 <b>Treasurers</b> 33:10 <b>treasury</b> 70:6 143:22 <b>treated</b> 121:12 191:7,8 <b>trial</b> 6:12,19 7:25 8:5 <b>trials</b> 8:4,7 9:3 <b>tried</b> 92:24 <b>trigger</b> 61:25 62:2	64:14 122:11 <b>triggered</b> 166:19 177:7 <b>trucks</b> 138:4 <b>true</b> 91:11 108:2 <b>trusted</b> 219:7 <b>truth</b> 6:7 <b>try</b> 205:13 <b>trying</b> 28:18 53:2 93:11 94:3 117:12 133:16 225:17 <b>Tuesday</b> 120:2 <b>turn</b> 10:12 11:8 37:3 126:24 161:19 <b>turned</b> 215:1 <b>TV</b> 154:13 <b>twelve</b> 17:12 <b>twenty</b> 11:22 206:17 <b>twenty-five</b> 203:1 <b>two-thirds</b> 203:9 <b>type</b> 8:15 38:21 <b>typical</b> 7:25 118:3	145:20 156:18 <b>typically</b> 72:10 136:4,8 138:15 139:2,20 143:18 145:25 <b>typing</b> 153:23 <b>typo</b> 153:9 <hr/> <b>U</b> <hr/> <b>ultimate</b> 112:25 <b>ultimately</b> 148:17 150:21 <b>Unanimous</b> 77:8,13 86:21 91:17 218:21 <b>unanswered</b> 59:23 <b>uncertain</b> 175:20 <b>understand</b> 16:17 24:19 33:15 34:17 51:7 77:10 80:13 87:9 88:9 96:20 97:7 100:15,19 104:10 110:15 112:25 116:14 147:12 151:3 154:5 190:6	197:3 207:22 219:16 <b>understandi</b> <b>ng</b> 22:6 30:15 32:7 33:1 44:12 63:2 75:5,14 76:13 77:14,16 80:16 81:7 96:7,25 99:16 116:12 140:3 158:23 160:7 165:12 <b>understood</b> 48:9 55:25 60:12,13 62:9,20 72:9 78:24 82:25 102:25 105:6 133:9 135:2 136:3 145:6 164:19 191:10,15 <b>undertake</b> 46:9 82:10 121:23 <b>undertaken</b> 30:2 104:5 <b>undertaking</b> 87:7 104:2 199:3 201:11
---	--	---	---	---

<b>undertook</b> 155:7	<b>useful</b> 84:11	175:3 187:16 188:12	,25 154:9 182:11	39:16
<b>undoubtedly</b> 204:16	<b>Utilities</b> 2:7	198:2 206:11	<b>videotaped</b> 153:18	<b>warning</b> 47:24 48:18
<b>Unit's</b> 88:3	<b>utility</b> 5:8	211:17	<b>view</b> 146:15	<b>warrant</b> 60:5
<b>unless</b> 76:4 89:9 126:8 129:11 144:4 171:16 209:20 210:3,5 223:2	46:22 79:19 212:23 224:15	217:6 218:4 221:4	220:10,11	<b>wasn't</b> 25:1,3 38:22 40:15 43:11 46:21 47:15 54:16 57:18 58:1 64:23 65:1 74:3,8 75:20 80:13 83:16 86:4 87:13,15 89:7 93:7,17 104:12 115:17 119:23 121:20,21 142:5 144:10 152:4 168:5 178:24 181:4 192:23 196:10 220:5 222:4
<b>unlike</b> 6:19 137:16	<b>utilized</b> 159:25	<b>Vaughan</b> 189:18	<b>views</b> 76:19 81:22	
<b>unnecessary</b> 223:7	<b>utilized</b> 159:25	<b>verbally</b> 115:5	<b>vital</b> 13:24	
<b>unprofession al</b> 8:20	<hr/> V <hr/>	<b>verbatim</b> 151:15 197:5,16	<b>vivid</b> 186:14	
<b>unsolicited</b> 210:12	<b>vacancies</b> 175:4	<b>Veridian</b> 215:1	<b>voice</b> 116:2,5	
<b>unturned</b> 9:9	<b>vacate</b> 144:14 225:15	<b>verify</b> 6:23	<b>volunteers</b> 142:14	
<b>unusual</b> 8:12 39:12 58:1 78:25 82:14 89:8 222:25	<b>valuable</b> 151:20	<b>version</b> 12:5 21:10 25:13 28:6 85:18 87:21,23 88:6 148:16 149:6 161:10	<b>vote</b> 22:5,25 23:1,7,15 24:16,20 25:4 26:8,10 29:7 129:6,10 140:16	
<b>update</b> 199:1	<b>valuation</b> 63:7 64:11,19, 20 176:22 177:5,21, 23 200:22 201:6	<b>versus</b> 73:24 93:9 107:15 132:18 133:14 137:14 154:3	<b>voted</b> 22:14,19 25:4,8 26:6	
<b>updated</b> 206:13	<b>valuations</b> 199:11,19 203:20	<b>via</b> 92:4	<b>votes</b> 22:21 23:1 24:8	
<b>upon</b> 5:1 26:20 83:22,23 87:12 89:5 133:10 144:19,20 186:12 226:15	<b>value</b> 6:21 64:21,25 73:23	<b>vetted</b> 16:2,6	<b>voting</b> 24:15 25:11 129:9 140:11 165:13 212:3	
<b>urge</b> 10:8	<b>varied</b> 74:9	<b>video</b> 28:4 30:7 153:15,21	<b>wait</b> 9:13	<b>watched</b> 182:16
	<b>various</b> 25:8 44:22 46:10 92:6 100:7 102:22 105:15 114:20 145:17 160:14 165:24 174:3	<b>Vice- President</b> 85:16	<hr/> W <hr/> <b>waived</b> 103:14 <b>waiving</b> 104:1 <b>walked</b>	<b>watching</b> 115:6 182:10 <b>water/ wastewater</b> 19:25

<b>Watson</b> 2:7	169:1,8,1	192:1,5,9	18,20,23	76:13
3:9	4,22,25	,15	216:4,8,1	83:20
11:15,16,	170:3,4,1	193:1,4,8	1,15,21	84:3
18,25	1,15,20	,12,15,19	217:2,11,	106:1
131:14	171:4,15,	,24	16,21	113:21
146:25	20	194:8,12,	218:8,12,	144:13,15
147:4,6,7	172:3,6,1	15,19,22,	17,20,23,	162:19
,8,14,24	0,14,18,2	25	25	173:23
148:3,8,1	4	195:3,11,	219:6,9,1	174:7
1,15,20	173:3,6,1	16,19	2,16,25	181:23
149:7,12,	0,14,22	196:1,5,9	220:4,8,1	183:18
15,20,24	174:2,5,1	,13,17,24	4,19	195:5
150:3,9,1	2,15,18,2	197:2,7,1	221:1,9,1	204:22
3,17,20	4	4,17,24	4,21,22,2	205:19,20
151:2,8,1	175:5,13,	198:6,9,1	5	212:7
4,17,23	18	5,22	222:6,11,	225:21,23
152:7,11,	176:2,6,1	199:8,15,	16,23	<b>Wendy</b>
18,22,25	3,16,20	18,24	223:5,9,1	226:21
153:7,11	177:10,18	200:2,13,	3,20	<b>we're</b> 6:9
154:1,5,8	,24	24	224:1,9,1	7:20,25
,11,15,20	178:5,8	201:2,12,	2,17,21	13:15
,23	179:1,5,9	23	225:3,8,1	51:20
155:4,8,1	,12,18,22	202:7,10,	1,12,16	52:5
5,23	180:5,18,	13,16,18,	<b>website</b>	62:25
156:3,7,1	23	24	10:8	94:18
2,18,22	181:8,12,	203:3,8,1	50:22,25	104:7
157:1,7,1	15,20	1,24	51:2,5	138:25
1,19,22	182:9,15,	204:1,7,2	148:18	139:12
158:2,9,1	18,24,25	1	161:5	144:23
0,13,14,1	183:6,12,	205:9,17,	163:7	146:3
9,22	15	21,24,25	170:18	152:23
159:3,13,	184:2,5,8	206:3,6,9	193:21,25	176:8
18,21	,14,22,25	,16,20,24	194:3,5	207:17
160:2,21,	185:2,8,1	207:5,8,1	<b>we'd</b> 202:7	217:24
25	2,15,19,2	2,15,22	<b>week</b> 103:9	225:14,15
161:7,19,	5	208:2,3,8	173:12	,22 226:8
24	186:3,6,1	,12,18,21	<b>weekend</b>	<b>we've</b> 9:14
162:5,9,1	5,19,22,2	209:4,12,	117:16	12:8
4	5	25	<b>weighted</b>	33:13
163:5,20	187:4,8,1	210:7,18,	74:2	35:12
164:1,5,1	1,14,19,2	24	<b>weighting</b>	49:8
5,18,22	3	211:5,8,1	73:23	103:7
165:1,17,	188:1,5,8	3,16,20,2	<b>we'll</b> 10:14	122:12
20,23	,11,15,19	4	43:14	124:21
166:3,9,1	,23	212:2,7,2	44:1	128:6,7
2,16,21,2	189:1,4,8	1	51:25	129:12,13
4	,12,16,22	213:2,6,1	52:4,12	,14,15
167:2,5,9	190:5,10,	8,21,23	66:3,10	131:22
,17	14,19,25	214:6,10,		160:18
168:3,4,1	191:2,6,1	13,19,25		161:9
5	3,16,19	215:4,11,		

163:6	143:20	121:9,12	60:24	57:19
168:10	171:5	122:22	61:5,11	157:9
171:25	177:19	123:25	70:21	173:24,25
210:19	178:17	124:20	87:23	174:8
225:14	185:22	125:15	96:12	<b>write</b> 41:22
<b>whatever</b>	191:3	126:3,15	99:12	56:5
65:4	<b>whoever</b>	135:15	105:9	64:24
80:20	78:21	198:2	111:4	67:14,18
138:19	104:17	<b>Wingrove's</b>	117:16,21	170:25
144:6	168:6	113:1,5	120:7,21	177:1
<b>whatnot</b>	<b>whole</b> 13:22	124:13	125:14	<b>writes</b>
21:20	62:15	<b>wish</b>	141:20,21	31:15
<b>whatsoever</b>	79:9	57:13,17	156:8,11	103:8
196:6	99:14	60:11	160:17	<b>writing</b>
<b>whenever</b>	108:6	137:8	183:21	123:12,15
67:20	129:20	<b>withing</b>	184:9	152:22
69:8	157:19	178:18	223:18	<b>written</b>
118:12	166:4	<b>witness</b>	<b>worked</b>	10:6,7
125:13	168:10	7:11,14,1	117:15	41:9
178:14,19	170:17	5,17 11:9	120:8	142:9
194:3	203:12	12:17	<b>working</b>	163:15
<b>whereas</b>	204:2	131:10	36:24	213:9
222:1	208:14,23	136:1,15	42:2 46:4	219:21
<b>whether</b>	210:20	144:24	50:15	<b>wrong</b> 53:4
23:13	212:13,22	205:14	51:10	157:13
51:9,10	<b>wholly</b>	<b>witnessed</b>	78:15	177:11
61:11	216:6	115:10	96:9	218:13
63:22,25	<b>whom</b> 8:21	<b>witnesses</b>	117:14	223:22
64:6	158:15	5:18	125:24	<b>wrote</b> 47:1
72:19	<b>who's</b>	6:6,18,20	<b>works</b> 19:23	178:9,12
73:1	146:24	,22,23	77:22	183:23
74:6,8	<b>whose</b>	7:13 8:21	135:24	222:6
80:9	109:10	9:14	141:21	
89:19	119:17	10:9,25	143:21	<hr/>
92:9	<b>wide</b> 9:3	127:22	181:6	Y
98:25	<b>William</b>	<b>wondering</b>	<b>workshop</b>	<b>yesterday</b>
99:18	2:18 12:2	64:16	156:15,20	171:11
105:14	52:6	153:16	157:16	<b>you'll</b>
107:7	131:9	<b>Woodworth</b>	167:13	74:23
110:22	<b>Wingrove</b>	226:21	<b>world</b>	161:8,21
120:15	59:4,9,12	<b>wording</b>	140:16	163:22
122:2	60:14,19	133:8	<b>worried</b>	198:24
124:15	66:4	<b>work</b> 31:18	31:19	<b>yourself</b>
127:8	94:23	39:23,25	<b>worthy</b>	33:17
135:14	107:8	40:1,8	137:12	35:1
138:3,17	109:4	44:19,22	<b>would've</b>	40:13
139:22	112:17,24	45:3 50:6	50:23	52:19
140:15	114:19		55:23	57:23
141:23				74:13

92:13  
127:22  
135:15  
136:7  
145:22  
155:5  
178:12  
189:25  
207:24

**you've**

10:15  
11:14  
24:6  
33:21  
39:15,16  
49:23  
52:1  
55:24  
60:14  
78:6  
96:25  
99:14  
105:4  
128:1  
146:23  
158:15  
161:1  
163:2  
171:5  
181:17  
204:17