



TOWN OF COLLINGWOOD

JUDICIAL INQUIRY

Before:

Associate Chief Justice Frank Marrocco

Held at:

Collingwood Town Hall

Council Chambers

97 Hurontario Street

Collingwood, Ontario

April 24th, 2019

1 APPEARANCES

2

3 Kate McGrann ) Inquiry Counsel

4 John Mather ) Associate Inquiry

5 ) Counsel

6

7 Michael Watson ) Alectra Utilities

8 Belina Bain ) Corporation

9

10 (No Counsel) ) For Paul Bonwick

11

12 George Marron ) For Sandra Cooper

13

14 (No Counsel) ) For Timothy Fryer

15

16 Frederick Chenoweth ) For Edwin Houghton

17

18 William McDowell ) For Town of Collingwood

19 Ryan Breedon )

20

21 Patrick Gajos (np) ) For Collus PowerStram

22 ) Corporation

23

24

25

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1	LIST OF EXHIBITS (cont'd)		
2	Exhibit No.	Description	Page No.
3	63	CPS0002407	
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1 --- Upon commencing at 10:01 a.m.

2

3 THE REGISTRAR: You understand you're  
4 still under oath?

5 MS. SANDRA COOPER: Yes, I understand.

6

7 SANDRA COOPER, Previously Sworn

8

9 MS. KATE MCGRANN: Just one (1) matter  
10 of housekeeping before we get back to Ms. Cooper's  
11 evidence. Yesterday, you may recall that in calling  
12 up a paragraph from chapter 1 of foundation document  
13 1, there was a paragraph number mismatch. Chapter 1  
14 has been updated in the court book to reflect the copy  
15 that you all have. So Exhibit 1 remains as is. The  
16 paragraph numbers that were off in chapter 1 have been  
17 corrected, so references that have been made to the  
18 foundation document so far as Exhibit 1 will continue  
19 to be correct, and we will continue to refer to  
20 Exhibit 1 as we go forward.

21

22 CONTINUED EXAMINATION-IN-CHIEF BY MS. KATE MCGRANN:

23 MS. KATE MCGRANN: Good morning, Ms.  
24 Cooper.

25 MS. SANDRA COOPER: Good morning, Ms.

1 McGrann. Good morning, Your Honour.

2 MS. KATE MCGRANN: At the end of the  
3 day yesterday, we were discussing who had received and  
4 had the opportunity to review the option analysis that  
5 KPMG had completed. Just for the sake of reference,  
6 I'm going to ask that that document be shown on the  
7 screen. And it's at KPM1032.

8

9 (BRIEF PAUSE)

10

11 MS. KATE MCGRANN: So this is a set of  
12 slides KPMG disclosed, Collingwood utility services  
13 review of options, May 24th, 2011.

14 You've discussed with us your  
15 recollection of having a copy of this document. You  
16 mentioned that you thought that maybe Mike Edwards has  
17 a -- had a copy by virtue of the fact that he sat on  
18 one (1) of the boards.

19 Just to clarify that, I'm going to ask  
20 that a -- another document be shown to you, CBB155.

21

22 (BRIEF PAUSE)

23

24 MS. KATE MCGRANN: This is a chart of  
25 the -- the various Collus entities and the board

1 members during material time. When we look at the  
2 Collus Power Corp., the yellow square in the bottom  
3 left-hand corner, we see that the board members were  
4 identified as Dean Muncaster, yourself, and David  
5 McFadden. Does that accord with your recollection?

6 MS. SANDRA COOPER: Yes.

7 MS. KATE MCGRANN: And then we see  
8 that Mike Edwards sat on the board of Collingwood  
9 Utility Services?

10 MS. SANDRA COOPER: Yes.

11 MS. KATE MCGRANN: And that appears to  
12 be the only Collus entity board that he sat on. Does  
13 this help you recall whether he would have received a  
14 copy of the KPMG slides about the options analysis?

15

16 (BRIEF PAUSE)

17

18 MS. SANDRA COOPER: I believe that the  
19 directors from the utility services had received the  
20 KPMG document as shown.

21 MS. KATE MCGRANN: What do you recall  
22 about them receiving it?

23 MS. SANDRA COOPER: A presentation  
24 would have been -- had been made to the board.

25 MS. KATE MCGRANN: A presentation by



1 who?

2 MS. SANDRA COOPER: It would have --  
3 it was KPMG, had been -- had their name to the  
4 document, had put their document to -- together. And  
5 it would have been -- sorry, it -- it was Mr. Houghton  
6 and KPMG. I don't recall who exactly.

7 MS. KATE MCGRANN: Do you recall Mr.  
8 Houghton and a KPMG representative giving a joint  
9 presentation of the KPMG slides to the Collingwood  
10 Utility Services Board?

11 MS. SANDRA COOPER: That is my  
12 recollection.

13 MS. KATE MCGRANN: Do you remember  
14 when that presentation took place?

15

16 (BRIEF PAUSE)

17

18 MS. SANDRA COOPER: I don't recall the  
19 exact date. I believe the dates are in the foundation  
20 document, and that it would have been some time when -  
21 - after it had been compiled.

22 MS. KATE MCGRANN: I'd ask you to --  
23 we'll provide you with a copy of the foundation  
24 document. And I think that there's a copy there, but  
25 I'll ask you take a look at it on the morning break,

1 and then maybe you can advise us where you say the  
2 dates are identified in this document.

3

4 (BRIEF PAUSE)

5

6 MS. KATE MCGRANN: Other than this  
7 presentation to the Collingwood Utility Services Board  
8 that you remember, to your recollection, was that KPMG  
9 presentation shared with anyone else?

10 MS. SANDRA COOPER: Not that I recall.

11 MS. KATE MCGRANN: And I just have to  
12 make a correction. If we could scroll down a little  
13 bit, I can see that Mike Edwards also had a seat on  
14 the Collus Solutions court board. If that changes  
15 anything that you've said so far, I first of all  
16 apologize for not bringing that to your attention, and  
17 please let me know.

18 MS. SANDRA COOPER: No, that's fine.

19 MS. KATE MCGRANN: Turning now to the  
20 Council meeting of June 27th, 2011, I'm going to turn  
21 your attention to paragraph 210 of the foundation  
22 document. We will start with 209, and then move to  
23 210.

24

25 (BRIEF PAUSE)

1 MS. KATE MCGRANN: Paragraph 209  
2 describes that on June 27th, 2011, Mr. Houghton made  
3 an in camera presentation to Collingwood Town Council  
4 about a study Collus was doing to investigate  
5 strategic opportunities. It was -- Council was  
6 advised that a detailed report would be provided to  
7 Council once the study was complete.

8 Do you recall Mr. Houghton making this  
9 in camera presentation to Council on June 27th, 2011?

10 MS. SANDRA COOPER: Yes, I do recall,  
11 as other staff there also.

12 MS. KATE MCGRANN: What do you recall  
13 of this presentation?

14 MS. SANDRA COOPER: There was a  
15 presentation made by Mr. Houghton regarding strategic  
16 opportunities, and there was a discussion from members  
17 of Council -- excuse me. And I don't recall who said  
18 what from that June 27th, 2011 in camera meeting.  
19 However, there -- there was discussion about that in  
20 the in camera meeting at that time.

21 MS. KATE MCGRANN: I'm going to ask  
22 you a couple more questions about your recollection of  
23 that meeting, but per -- first, I'd like to turn your  
24 attention to paragraph 210, which discusses an email  
25 exchange before the meeting. You're not copied on

1 this email exchange, but it's described here, where it  
2 says -- in the hours leading up to the meeting, Mr.  
3 Houghton sent an email to Mr. Bonwick, writing:

4 "Sounds like Mike is trying to  
5 hijack the process. He wants to  
6 speak to Council without Collus."

7 Mr. Bonwick responds:

8 "Can't. Has a responsibility to  
9 Collus. You should let Sandra know  
10 that clearly and now."

11 This to me looks like it's a reference  
12 to Mike Edwards. I realize you're not copied on this.  
13 Do you have an idea of who the Mike discussed here  
14 could be?

15 MS. SANDRA COOPER: I couldn't confirm  
16 that.

17 MS. KATE MCGRANN: Do you recall a  
18 discussion with either Mr. Houghton or Mr. Bonwick on  
19 June 27th about anyone wanting to speak to Council  
20 without Collus at that meeting?

21 MS. SANDRA COOPER: No, I do not  
22 recall that, and again, I was not copied on this  
23 email. I was not aware of it all.

24

25 (BRIEF PAUSE)

1

2 MS. KATE MCGRANN: At this point in  
3 time, I believe that you have seen a report that KPMG  
4 has made to Collus about its valuation and ownership  
5 options. Is that correct?

6 MS. SANDRA COOPER: Yes.

7 MS. KATE MCGRANN: And you've been  
8 part of a group that made a decision that that -- the  
9 fact of that analysis would not be disclosed to  
10 Council?

11 MS. SANDRA COOPER: At that time.

12 MS. KATE MCGRANN: Did you ask  
13 yourself whether being in possession of information  
14 about work being done for Collus and the Town without  
15 telling Council put you in a difficult position with  
16 respect to the duties you owed as mayor?

17 MS. SANDRA COOPER: I felt that duty  
18 as a director on the Collus board was my focus, and  
19 certainly in oversight as mayor as well, and I was  
20 comfortable that the information would come to Council  
21 at some point in time.

22 MS. KATE MCGRANN: And by "the  
23 information," do you mean the information resulting  
24 from KPMG's work on the valuation and options  
25 analysis?

1 MS. SANDRA COOPER: Yes.

2

3 (BRIEF PAUSE)

4

5 MS. KATE MCGRANN: Did you speak with  
6 anyone about the thoughts you just described to us?

7 MS. SANDRA COOPER: I don't recall  
8 that.

9

10 (BRIEF PAUSE)

11

12 MS. KATE MCGRANN: Looking down at  
13 paragraphs 211 and 212 of the foundation document,  
14 these paragraphs describe the slide presentation that  
15 Mr. Houghton gave to Council, discuss the fact that the  
16 slide presentation talked about the purpose of the  
17 review to ensure that the municipality was receiving  
18 the most value for its dollar. I -- discussing the  
19 current context of the electricity sector, the  
20 potential push for LDC consolidation and political  
21 risk doing -- due to concerns about the electricity  
22 cost, increasing regulatory complexity, and then the  
23 presentation identified four (4) options.

24 1. Maintaining current ownership or  
25 the status quo.

1                   2. Selling the entire ownership in  
2 Collus.

3                   3. Selling part of the Town's  
4 ownership, or;

5                   4. A strategic partnership where the  
6 Town would receive cash and either retain a partial  
7 ownership interest in Collus or become a minority  
8 owner of the acquiring partner. And the presentation  
9 recommends the strategic partnership option.

10                   So with that background, do you recall  
11 if Mr. Houghton or anyone else in the in camera  
12 portion of the meeting, advised Council that KPMG had  
13 been retained to assess the Town's ownership options?

14                   MS. SANDRA COOPER: I don't recall if  
15 it was identified specifically that KPMG had a -- done  
16 a -- provided a report. However, the presentation --  
17 there were options that were made. And as I'd  
18 mentioned yesterday, that many times, strategic  
19 partnership was in -- was referenced.

20                   MS. KATE MCGRANN: I'm sorry, many  
21 times strategic partnership was referenced when?

22                   MS. SANDRA COOPER: In conversation to  
23 Council.

24                   MS. KATE MCGRANN: Okay, conversation  
25 as between Council and whom?

1 MS. SANDRA COOPER: Mr. Houghton.

2 MS. KATE MCGRANN: Okay. And when did  
3 those conversations take place?

4 MS. SANDRA COOPER: During the  
5 meetings, the meetings of Council.

6 MS. KATE MCGRANN: But you're --  
7 you're pointing at the page on the screen, which is --

8 MS. SANDRA COOPER: I am.

9 MS. KATE MCGRANN: -- describing the  
10 June 27th, 2011 meeting. Are you --

11 MS. SANDRA COOPER: Yes.

12 MS. KATE MCGRANN: -- are you meaning  
13 that Mr. Houghton referenced strategic partnerships  
14 many times in his presentations to Council at this  
15 meeting?

16 MS. SANDRA COOPER: Strategic  
17 partnership over a period of time, not only specific  
18 to this particular meeting, but ongoing, looking at  
19 strategic partnership.

20 MS. KATE MCGRANN: Okay, I understand  
21 you to be saying that Mr. Houghton mentioned strategic  
22 partnerships in his discussions with Council at  
23 Council meetings, both at the June 27th meeting and  
24 other meetings. Is that right?

25 MS. SANDRA COOPER: Yes.



1 MS. KATE MCGRANN: Okay. What other  
2 meetings are you referring to?

3 MS. SANDRA COOPER: It would be other  
4 in camera Council meetings or other Council meetings.  
5 I'll be more broad.

6 MS. KATE MCGRANN: Do you specifically  
7 remember Mr. Houghton talking about a strategic  
8 partnership at any Council meeting prior to the June  
9 27th, 2011 meeting?

10 MS. SANDRA COOPER: I -- I know that  
11 as I just mentioned, strategic partnership was  
12 mentioned along -- from June on in speaking with  
13 Council, and also at our board meetings, the strategic  
14 partnership -- excuse me -- and so do I recall a  
15 specific time? I don't recall specifics, because it  
16 was something that was repeated. Prior to this, I  
17 don't recall.

18

19 (BRIEF PAUSE)

20

21 MS. KATE MCGRANN: Could we please  
22 display CPS4397 on the screen?

23

24 (BRIEF PAUSE)

25

1 MS. KATE MCGRANN: This is a copy of  
2 the slides that we understand were presented at the  
3 June 27th, 2011 in camera meeting. It says on the  
4 first slide, "Confidential review of options."

5 Was it your recollection that -- that  
6 this presentation was presented on a confidential  
7 basis?

8 MS. SANDRA COOPER: Yes.

9 MS. KATE MCGRANN: Do you remember in  
10 -- what was your understanding of why this was being  
11 presented on a confidential basis?

12 MS. SANDRA COOPER: There was -- there  
13 -- there was or could be sensitive material within the  
14 presentation and that's noted as confidential.

15 MS. KATE MCGRANN: If we could go to  
16 the second slide and scroll all the way down to the  
17 bottom.

18

19 (BRIEF PAUSE)

20

21 MS. KATE MCGRANN: And scroll down to  
22 the third slide, please.

23

24 (BRIEF PAUSE)

25

1 MS. KATE MCGRANN: So on this summary  
2 of the report structure, in the last paragraph, you  
3 can see that it says:

4 "In the second part of this report,  
5 we review three (3) options and the  
6 issues that influenced these  
7 options. We then conclude with a  
8 summary of the advantages and  
9 disadvantages of the status quo  
10 option, the sale option, and the  
11 preferred option, which is the  
12 strategic partnership option. We  
13 compare this to the KPMG report."

14 First of all, the KPMG report resented  
15 four options (4). This report presents three (3). Do  
16 you recall how the decision was made to present three  
17 (3) options in this presentation to Council?

18 MS. SANDRA COOPER: I don't recall. I  
19 did not craft the presentation, so I -- I don't  
20 recall. I don't know that one.

21 MS. KATE MCGRANN: This presentation  
22 identifies the strategic partnership option as the  
23 preferred option.

24 Do you know who was involved in  
25 identifying the strategic partnership option as the

1 preferred option?

2 MS. SANDRA COOPER: There was  
3 discussion at -- at the board, the Collus board, and  
4 looking at various opportunities in strategic  
5 partnership. I can't identify exactly which board  
6 member or director had referenced, however, that -- it  
7 -- it was discussed at the Board meetings, the  
8 preferred was a strategic partnership, and -- and  
9 Council was -- was aware of that in -- in this  
10 presentation.

11 MS. KATE MCGRANN: Just to be clear,  
12 when you say it was discussed at the Board, are you  
13 referring to the Collus Power Board or a different  
14 board?

15 MS. SANDRA COOPER: It'd be the Collus  
16 Board.

17 MS. KATE MCGRANN: Can you take a look  
18 at CBB155 again, please?

19

20 (BRIEF PAUSE)

21

22 MS. KATE MCGRANN: Which of these  
23 boards was involved in the discussion you're -- you're  
24 telling us about?

25 MS. SANDRA COOPER: Going back to 2010

1 or '11, I'm recalling that it would be the Collingwood  
2 Utility Services Board.

3 MS. KATE MCGRANN: Do you recall if  
4 the discussion that you are telling us about took  
5 place before or after receipt of the KPMG slides about  
6 their options analysis?

7 MS. SANDRA COOPER: I don't recall  
8 that.

9 MS. KATE MCGRANN: Do you recall if  
10 the decision to identify the strategic partnership as  
11 a -- as the preferred option took place before or  
12 after receipt of the KPMG options analysis?

13 MS. SANDRA COOPER: I can't be sure  
14 when -- when exactly it was introduced.

15 MS. KATE MCGRANN: When we reviewed  
16 the KPMG options analysis, we saw that KPMG analysed  
17 four (4) options. That's status quo, full sale -- my  
18 paraphrasing -- minority sale, and majority sale.  
19 KPMG did not make any comments about the concept of  
20 the strategic partnership.

21 Do you know if KPMG was asked to assess  
22 a strategic partnership as an option for the Town with  
23 respect to Collus Power?

24 MS. SANDRA COOPER: I would say that -  
25 - could you flip to the last slide -- slide please,

1 the --

2 MS. KATE MCGRANN: The June 27th?

3 MS. SANDRA COOPER: Yes.

4 MS. KATE MCGRANN: Yes. CPS4397.

5 Could we please make the -- the organization chart we  
6 were just looking at, CBB155 the next exhibit?

7 THE HONOURABLE FRANK MARROCCO: Yes.

8 THE REGISTRAR: Exhibit 40, Your  
9 Honour.

10 MS. SANDRA COOPER: So then the next,  
11 please.

12

13 CONTINUED BY MS. KATE MCGRANN:

14 MS. KATE MCGRANN: The last slide we  
15 were looking at was Slide No. 3. This is the slide we  
16 would like to see.

17 MS. SANDRA COOPER: Option and  
18 preferred option, which was strategic partnership.

19 I'm sorry. The discussion was, what  
20 I recall, was the -- the sale option. There was no  
21 appetite for a sale option.

22 MS. KATE MCGRANN: Are you referring  
23 to the 100 percent sale?

24 MS. SANDRA COOPER: Yes.

25 MS. KATE MCGRANN: Okay. I'm trying

1 to understand whether -- whether KPMG was asked to  
2 assess the strategic partnership option, which Council  
3 is being advised here is the preferred option.

4 MS. SANDRA COOPER: I believe they  
5 did, and it was the -- yeah, I believe they did.

6 MS. KATE MCGRANN: You believe that  
7 KPMG was asked to assess that option?

8 MS. SANDRA COOPER: Yes.

9 MS. KATE MCGRANN: Okay. Can you tell  
10 me what you remember about that?

11 MS. SANDRA COOPER: That they were  
12 asked to look at strategic partnerships and what that  
13 would -- would look like.

14 MS. KATE MCGRANN: When do you recall  
15 that request being made of KPMG?

16 MS. SANDRA COOPER: I don't recall the  
17 exact date but certainly at a Board meeting there  
18 would have -- there was discussion, and varia --  
19 looking at various options.

20 MS. KATE MCGRANN: Would you expect  
21 that discussion to be reflected in the minutes of that  
22 Board meeting?

23 MS. SANDRA COOPER: I'm not a minute-  
24 taker, so what the minutes reflect would be approved  
25 by the Board, and I -- I didn't see any concerns of

1 that detail, whether it was in -- in those minutes or  
2 not.

3 MS. KATE MCGRANN: With respect to the  
4 minutes of the -- the Collus Power Board, my  
5 understanding is that draft minutes would be  
6 circulated after a given meeting for everyone to  
7 review and comment on. Is that correct?

8 MS. SANDRA COOPER: Yes.

9 MS. KATE MCGRANN: And then the  
10 minutes would be approved at a subsequent meeting?

11 MS. SANDRA COOPER: Correct.

12 MS. KATE MCGRANN: What did approving  
13 minutes mean to you?

14 MS. SANDRA COOPER: Approving the  
15 minutes as they are in the Council Chambers as well by  
16 the Clerk, the minutes are a reflection of what would  
17 be discussed at -- at that particular meeting.

18 MS. KATE MCGRANN: Was the purpose of  
19 providing draft minutes to attendees at the meeting to  
20 allow them to review and advise if they thought  
21 anything was incorrect or missing from the minutes?

22 MS. SANDRA COOPER: Yes.

23 MS. KATE MCGRANN: Was it your  
24 expectation that you and other attendees at the  
25 meeting would review the draft minutes and advise if



1 anything was missing or incorrect?

2 MS. SANDRA COOPER: Well, I can't  
3 speak for the others, but myself, most times I had an  
4 opportunity, and there were other times, fewer, that  
5 there were a lot of other things happening that I was  
6 attending to and may not have looked at the draft  
7 minutes.

8 MS. KATE MCGRANN: Was it your  
9 expectation that when minutes of meetings were  
10 approved, everyone was agreeing that those minutes  
11 were accurate and complete?

12 MS. SANDRA COOPER: Yes.

13 MS. KATE MCGRANN: If you had the  
14 opportunity to review the Foundation Document on a  
15 break, for example, do you think it would assist you  
16 in recalling when the Board meeting took place in  
17 which the Board discussed instructing KPMG to look  
18 specifically at a strategic partnership option?

19 MS. SANDRA COOPER: I would have to  
20 leaf through and look for a -- a meeting date and --  
21 and read the minutes.

22 MS. KATE MCGRANN: Do you think it  
23 would be of assistance though? Do you think it might  
24 help you?

25 MS. SANDRA COOPER: Perhaps.

1 MS. KATE MCGRANN: Do you recall how  
2 KPMG and was instructed to look at the strategic  
3 partnership option? Was it by telephone or in an  
4 email?

5 MS. SANDRA COOPER: With the Board?  
6 Are you referring to with the Board, this  
7 presentation, KPMG presentation to the Board? Would  
8 you please clarify?

9 MS. KATE MCGRANN: Sure. So we have  
10 looked at the KPMG retainer which set out what the  
11 Collus Power Board had retained KPMG to do. We've  
12 looked at the resulting KPMG slides on the options  
13 analysis. We have seen that they assessed four (4)  
14 options: full sale; status quo; minority sale; and  
15 majority sale. I assume that there's no discussion of  
16 a strategic partnership option.

17 I have asked you, was KPMG asked to  
18 look at a strategic partnership option? I -- I think  
19 that you have said that you recall that the Board  
20 discussed asking them to look at it. I'm trying to  
21 understand whether that request was made of KPMG. I'd  
22 like to know what you remember about how that request  
23 was made of KPMG.

24 MS. SANDRA COOPER: I believe that  
25 request, and that would have been directed from the

1 Board to Mr. Houghton, and then on to KPMG.

2 MS. KATE MCGRANN: I'm reacting to  
3 your use of the phrase "would have." Do you remember  
4 the Board directing Mr. Houghton to ask KPMG to look  
5 at a strategic partnership option?

6 MS. SANDRA COOPER: I believe we --  
7 the Board gave those instructions.

8 MS. KATE MCGRANN: Do you recall  
9 receiving a report from KPMG advising of its  
10 assessment of the strategic partnership option?

11 MS. SANDRA COOPER: Yes.

12 MS. KATE MCGRANN: Can you tell me how  
13 you received that report?

14 MS. SANDRA COOPER: It would have been  
15 -- I received the report in hard copy, and generally  
16 it was practice that we -- each Board member had a  
17 binder with a hard copy of the information and the  
18 electronic also.

19 MS. KATE MCGRANN: Do you remember if  
20 this KPMG work product came in the form of slides or a  
21 letter?

22 MS. SANDRA COOPER: It was in slides.

23 MS. KATE MCGRANN: Do you remember if  
24 those slides were delivered before the report on the  
25 options analysis that discuss the four (4) options we

1 have been talking about or afterwards?

2 MS. SANDRA COOPER: I don't recall if  
3 it was before or after.

4 MS. KATE MCGRANN: Do you still have a  
5 copy of the slides today?

6 MS. SANDRA COOPER: Anything that I  
7 have is from the Foundation Document. I turned in  
8 everything to the Commission and so I have -- I have  
9 nothing other than the Foundation Documents.

10 MS. KATE MCGRANN: Okay. My  
11 understanding is that you received two (2) sets of  
12 slides from KPMG, the set that we have looked at that  
13 discusses the four (4) options we've already talked  
14 about and a separate set of slides that addresses the  
15 strategic partnership option.

16 Do you know if KPMG was asked to  
17 provide the Board of Collus Power or Council with  
18 advice about which of those options should be the  
19 preferred option for the Town?

20 MS. SANDRA COOPER: It was my  
21 understanding that the Board was looking at all  
22 options in the beginning and then would -- then would  
23 -- that was reduced to the appetite of -- of the Board  
24 and what was felt best for the Town.

25 MS. KATE MCGRANN: Do you know if KPMG

1 was asked to provide a recommendation to the Board out  
2 of which of the five (5) options, the four (4) on the  
3 slide deck that we've seen, the one (1) on the slide  
4 deck you're telling us about this morning, which of  
5 those five (5) options in its view would be the best  
6 option or the preferred option for the Town?

7 MS. SANDRA COOPER: KPMG provided the  
8 options and the discussion and the -- the view of the  
9 directors, the Board, then had instructed KPMG, we're  
10 not looking at full sale option, so we're looking at -  
11 - we're looking at other opportunities, strategic  
12 partnerships.

13 MS. KATE MCGRANN: Okay. Other than  
14 the Board instructing KPMG that the full sale was not  
15 an option that the Board would look at, was KPMG asked  
16 to give its opinion to the Board or the Town as to  
17 which of the options would be the best or the  
18 preferred option for the Town?

19 MS. SANDRA COOPER: It's my  
20 understanding that KPMG provided all options in the  
21 discussion, then came to the Board and -- and the  
22 appetite there in -- in a particular area, which would  
23 have been the strategic partnership option.

24 MS. KATE MCGRANN: Was it the case  
25 that the -- the Board selected the strategic

1 partnership option as the preferred option?

2 MS. SANDRA COOPER: Yes.

3 MS. KATE MCGRANN: Do you remember why  
4 it was selected as the preferred option?

5 MS. SANDRA COOPER: It was a part --  
6 well, partnership, and working with your partner and  
7 that both partners benefit from -- from that  
8 relationship.

9 MS. KATE MCGRANN: Do you remember any  
10 discussions with the Board about how control would be  
11 allotted between the partners?

12 MS. SANDRA COOPER: It would be set  
13 out in an agreement that would be acceptable for both  
14 partners, and it was felt by the Board and by Council  
15 that anything below a 50 percent would not be of  
16 interest. It was not something that they would --  
17 they were interested in. So the 50 percent was a good  
18 partnership.

19 MS. KATE MCGRANN: We have talked  
20 about who was provided with copies of the KPMG slides  
21 that discuss the four (4) options. I would now like  
22 to know who was given the opportunity to review the  
23 KPMG slides. You've discussed -- talked about the  
24 strategic partnership option.

25 Do you remember if those slides were

1 shared with Council?

2 MS. SANDRA COOPER: I don't recall the  
3 KPMG report coming to Council.

4 MS. KATE MCGRANN: Do you remember why  
5 the KPMG strategic partnership report was not shared  
6 with Council?

7 MS. SANDRA COOPER: No, I don't recall  
8 if there was a reason given.

9 MS. KATE MCGRANN: If we could go to  
10 Slide 24 in the slide presentation. And actually if  
11 we could skip down to Slide 25. A couple of questions  
12 about the points on this slide.

13 The first point says that timing is  
14 critical considering the upcoming election, possible  
15 provincial policy changes, upcoming Town budget  
16 deliberations, and current value.

17 Do you remember any discussion about  
18 the items in this bullet point at the June 27th, 2011,  
19 meeting?

20 MS. SANDRA COOPER: I don't recall  
21 specific discussion on -- on that first bullet,  
22 however, there -- there were questions that I'm not --  
23 specifically be able to say what they were. There was  
24 some discussion, the -- the point being made, budget  
25 policy and election and current value and being in

1 control of our own destiny were topics that were of  
2 interest for Council.

3 MS. KATE MCGRANN: If we could look up  
4 to the slide above this for a moment. This slide  
5 identifies the next steps that are being presented to  
6 Council. It describes an exercise to identify and  
7 investigate potential parties interested in the  
8 opportunity surrounding the strategic partnership  
9 option.

10 Do you remember that being discussed  
11 with Council at this meeting?

12 MS. SANDRA COOPER: If it's in the  
13 slides, it would have been discussed.

14 MS. KATE MCGRANN: Do you remember a  
15 discussion at this meeting?

16 MS. SANDRA COOPER: What I do recall  
17 is that Mr. Houghton was -- would be determining if  
18 there was a -- an interest out there in the energy  
19 field.

20 MS. KATE MCGRANN: Do you recall if he  
21 discussed what steps he would take to determine the  
22 level of interest, if any?

23 MS. SANDRA COOPER: Yes.

24 MS. KATE MCGRANN: What do you  
25 remember about that?



1 MS. SANDRA COOPER: That there should  
2 be a -- a focused team tasked to move forward with --  
3 with the initiative of a strategic partner.

4 MS. KATE MCGRANN: And are you  
5 referring to the team that's discussed at Point 3 of  
6 this slide?

7 MS. SANDRA COOPER: Yes.

8 MS. KATE MCGRANN: Do you remember  
9 whose idea it was to form this team?

10 MS. SANDRA COOPER: Attempting to  
11 recall back to that time, it -- if I recall it, that  
12 it would have been Mr. Houghton. He had a team  
13 approach.

14 MS. KATE MCGRANN: Okay. So it was  
15 Mr. Houghton's idea to form this team?

16 MS. SANDRA COOPER: Yes.

17 MS. KATE MCGRANN: Do you remember who  
18 picked the members of this team?

19 MS. SANDRA COOPER: Who selected the  
20 members of the team -- I know we were in agreement on  
21 who was on the team, and who selected them, I -- I  
22 don't recall. We also brought in Mr. Doug Garbutt on  
23 the -- the task team as well, I believe.

24 MS. KATE MCGRANN: When you say we  
25 were in agreement about the members of the team, who

1 are you referring to?

2 MS. SANDRA COOPER: Council. They  
3 were provided with this -- with the slide and it was  
4 then acceptable that there be a -- another Council  
5 representative as well as the mayor automatically to  
6 be there, sitting with the team.

7 MS. KATE MCGRANN: Okay. Looking at  
8 Points 4 and 5, these points discuss preparing a  
9 request for proposal for the end of August and calling  
10 the RFP for the end of October 2011.

11 Do you remember -- what did you  
12 understand the purpose of the RFP was as of June 27th,  
13 2011?

14 MS. SANDRA COOPER: The request for  
15 proposal, from what I understood it to be, was to  
16 confirm interested -- there was some interest out  
17 there. We knew that, that there had been some  
18 interest, and then in going forward with an RFP is a -  
19 - a formal approach to seeing whether there was a fit  
20 with -- with any tenders that came in.

21 MS. KATE MCGRANN: When you say we  
22 knew that there had been some interest, what did you  
23 know as at June 27th, 2011, about interest in a  
24 potential strategic partnership option?

25 MS. SANDRA COOPER: As -- as a Board

1 member, that looking for opportunities of interest in  
2 the electricity market in general and then there was  
3 also a meeting after the team was established. There  
4 was also -- there were, I'll -- I'll say road trips  
5 with Mr. Muncaster and Mr. Houghton reaching out to  
6 various LDCs, and then from there it was important  
7 that an RFP be sent.

8 MS. KATE MCGRANN: At this point, on  
9 June 27th, when the strategic partnership option is  
10 being presented to Council as the preferred option, to  
11 your knowledge had anyone expressed an interest in a  
12 strategic partnership of Collus Power at this point in  
13 time?

14 MS. SANDRA COOPER: I don't recall.  
15 That would've been laid out in an RFP. I don't recall  
16 if it was prior to -- to that preparation.

17 MS. KATE MCGRANN: When you say that  
18 would've been laid out in an RFP, do you mean that  
19 prior expressions of interest would be laid out in the  
20 RFP?

21 MS. SANDRA COOPER: No. Strategic  
22 partnerships.

23 MS. KATE MCGRANN: Like the parameters  
24 of what Collus Power was looking for in a strategic  
25 partner?

1 MS. SANDRA COOPER: Yes.

2 MS. KATE MCGRANN: If you scroll down  
3 to the last slide one more time. Second bullet point  
4 here says "confidentiality is critical to ensure that  
5 the greatest value is fully recognized."

6 Do you remember what you understood  
7 that point to meaning during this in-camera meeting in  
8 June 27th, 2011?

9 MS. SANDRA COOPER: My clear  
10 understanding of it was that it was a confidential  
11 presentation and to ensure greatest value it was  
12 confidential, and I would not be sharing that  
13 information with others.

14 MS. KATE MCGRANN: The slide above  
15 that we just looked at had described a series of next  
16 steps that included Mr. Houghton generating interest,  
17 a task team being formed, an RFP being issued. Was it  
18 your understanding that those next steps were also to  
19 be kept confidential?

20 MS. SANDRA COOPER: The next steps  
21 would be, in my view, kept confidential.

22 MS. KATE MCGRANN: Could we make this  
23 set of slides the next exhibit, please?

24 THE HONOURABLE FRANK MARROCCO: Yes.

25 THE REGISTRAR: Exhibit 41, Your

1 Honour.

2

3

4 CONTINUED BY MS. KATE MCGRANN:

5 MS. KATE MCGRANN: Turning to document  
6 TOC516351, these are the minutes of the June 27th,  
7 2011 in-camera meeting.

8 These minutes don't record Council  
9 coming to a consensus with respect to the next steps  
10 or giving any directions or coming to any agreement  
11 about whether or not the next steps should be enacted.

12 What do you remember about any  
13 decisions or agreements that Council made with respect  
14 to the next steps that Mr. Houghton presented to them?

15 MS. SANDRA COOPER: So in -- in my  
16 recollection, from June 27th, 2011 Council meeting,  
17 the in-camera portion that Council gave blessing to Ed  
18 to move forward with, looking at opportunities with --  
19 with what -- what's out there in the -- in the market.  
20 And again, still all in camera information.

21 MS. KATE MCGRANN: Is there a  
22 difference between Council giving a blessing, as  
23 you've described, as compared to Council giving a  
24 direction or coming to an agreement?

25 MS. SANDRA COOPER: What I recall from

1 -- so generally, I'll say for procedure-wise, I do  
2 count the support of the clerk for any directions,  
3 minutes, motions, both on camera and behind closed  
4 doors, in camera, working with the clerk on -- on that  
5 particular area.

6 And I -- that's -- that's what I would  
7 make my assumptions on.

8 MS. KATE MCGRANN: I'm not sure that I  
9 follow your answer. I want to understand if the  
10 blessing that you described -- maybe the best way to  
11 do it is this.

12 What did the -- what did Council giving  
13 its blessing look like? What do you remember about  
14 how that was communicated?

15 MS. SANDRA COOPER: That -- giving --  
16 and I've seen the minutes recently, from June 27th,  
17 2011, that there isn't a reference. However, Council  
18 was very interested in -- in this opportunity and  
19 asked Ed to further pursue it. Houghton. Mr.  
20 Houghton.

21 MS. KATE MCGRANN: How did Council  
22 communicate that request to Mr. Houghton?

23 MS. SANDRA COOPER: Verbally, in-  
24 camera, tend -- tended to be more forthcoming with  
25 some conversations or discussions that you may not

1 have in -- in -- in any topic in open session.

2 And so there would have been a  
3 discussion and certainly that Mr. Houghton was to move  
4 ahead. There was the appetite by Council.

5 MS. KATE MCGRANN: You said there  
6 would've been a discussion. I want to understand what  
7 you do recall of this meeting. Do you recall how  
8 Council communicated to each other and to others at  
9 the meeting, that this was the direction that Mr.  
10 Houghton should follow? Was a vote taken?

11 MS. SANDRA COOPER: I don't recall.

12 MS. KATE MCGRANN: Do you recall who -  
13 - who communicated to Mr. Houghton that he should  
14 follow the next steps proposed in that slide?

15 MS. SANDRA COOPER: I believe from the  
16 discussion of Members of Council in that in-camera  
17 meeting from June 27th, 2011, that the direction was  
18 moving towards clear, not written, but certainly  
19 verbally to move forward and pursue further interest  
20 in -- in this -- in the Collus topic, and had there  
21 been anything or a member of Council strongly opposing  
22 to any of this, I certainly would've had some  
23 recollection.

24 MS. KATE MCGRANN: And you've said  
25 that Council wanted Mr. Houghton to pursue further

1 interest in the strategic partnership. Do you recall  
2 whether -- not in the minutes, but do you remember  
3 whether Council gave Mr. Houghton instruction or  
4 direction to proceed with the RFP process?

5 MS. SANDRA COOPER: Yes, that Council  
6 felt comfortable with that.

7 MS. KATE MCGRANN: Do you know why  
8 that communication from Council to Mr. Houghton is not  
9 reflected in the minutes?

10 MS. SANDRA COOPER: No, I do not know  
11 why.

12 MS. KATE MCGRANN: I'd like to turn  
13 now from the June 27th, 2011 meeting to the topic of  
14 Mr. Bonwick's work for PowerStream.

15 I'd like to start by pulling up ALE135.  
16 This is an e-mail from Mr. Bonwick to Brian Bentz,  
17 with a copy to Sandra DiPonio. The subject is Mayor  
18 Cooper letter and there is an attachment PowerStream  
19 letter. You are not copied on this e-mail.

20 In this e-mail Mr. Bonwick writes:

21 "Hi Brian, here's a draft letter as  
22 per our discussion. Please review  
23 and let me know if the content is  
24 satisfactory. Thanks."

25 As I said, you're not copied on this e-



1 mail. Were you aware at May 18th, 2011 that Mr.  
2 Bonwick was sending Mr. Bentz a draft letter from you?

3 MS. SANDRA COOPER: No.

4 MS. KATE MCGRANN: Could we please  
5 mark this e-mail as the next exhibit?

6 THE HONOURABLE FRANK MARROCCO: Yes.

7 THE REGISTRAR: Exhibit 41, Your  
8 Honour.

9

10 CONTINUED BY MS. KATE MCGRANN:

11 MS. KATE MCGRANN: The attachment  
12 here, the PowerStream letter, is found at ALE 136.

13 I'm going to ask you to direct our  
14 court operator to scroll up and down so you have an  
15 opportunity to review this document.

16 MS. SANDRA COOPER: Okay. Thank you.

17 MR. FREDERICK CHENOWETH: Can we go to  
18 the top so I might see the date, Your Honour?

19 THE HONOURABLE FRANK MARROCCO: Yes.

20 MS. KATE MCGRANN: Do you recall if --

21 MR. WILLIAM MCDOWELL: Excuse me,  
22 there's obviously -- I don't see a date on it. Do you  
23 want the date of the e-mail?

24 THE HONOURABLE FRANK MARROCCO: That  
25 would be helpful.

1 MS. KATE MCGRANN: May 18th, 2011.

2 MR. FREDERICK CHENOWETH: Thank you.

3 MS. KATE MCGRANN: This site is -- the  
4 e-mail is ALE 0000135, the attachment is ALE0000136.

5 MR. FREDERICK CHENOWETH: Thank you, I  
6 have it.

7

8 CONTINUED BY MS. KATE MCGRANN:

9 MS. KATE MCGRANN: Ms. Cooper, have  
10 you at any time during the period between May 18th and  
11 June 2nd, 2011, did you see this draft letter?

12 MS. SANDRA COOPER: I did see a  
13 letter, I didn't see the word "draft" on it, but I did  
14 see a letter.

15 MS. KATE MCGRANN: In what context did  
16 you see the letter?

17 MS. SANDRA COOPER: Paul Bonwick had  
18 said that he would be providing some services for  
19 PowerStream and he felt that it would be in a good  
20 light, in my terms, to put a letter together and  
21 provide to Mr. Bentz, who I didn't know.

22 And so the letter was provided to me, I  
23 thought it was a good letter and it made -- made sense  
24 for -- for me.

25 MS. KATE MCGRANN: When did Mr.

1 Bonwick first tell you that he may be doing some work  
2 for PowerStream?

3 MS. SANDRA COOPER: It would have been  
4 around that time.

5 MS. KATE MCGRANN: Around May 18th,  
6 2011?

7 MS. SANDRA COOPER: Yes.

8 MS. KATE MCGRANN: What do you recall  
9 him telling you about the work he may be doing for  
10 PowerStream?

11 MS. SANDRA COOPER: I don't recall a  
12 detail. However, he did bring to my attention that he  
13 would be providing some services for PowerStream and -  
14 - and that providing the letter I haven't -- a review  
15 at it and I was very comfortable with -- with what the  
16 body of the -- the letter had stated. I agreed.

17 MS. KATE MCGRANN: Looking at the  
18 letter -- actually -- looking at the letter. The  
19 first paragraph says "my brother, Paul Bonwick,  
20 recently brought to my attention that he had submitted  
21 a proposal to provide services to PowerStream."

22 Did he tell you anything about the  
23 proposal that he had submitted?

24 MS. SANDRA COOPER: No.

25 MS. KATE MCGRANN: Did he show you a

1 copy of it?

2 MS. SANDRA COOPER: No.

3 MS. KATE MCGRANN: Did you ask to see  
4 a copy of it?

5 MS. SANDRA COOPER: No.

6 MS. KATE MCGRANN: Do you remember why  
7 you didn't ask to review a copy of the proposal?

8 MS. SANDRA COOPER: At this point in  
9 time it was bringing to my attention that he would be  
10 proposal -- proposing to work with PowerStream and  
11 that to -- to let Mr. Bentz know that we were related.

12 However, I'll say in spite of that or  
13 due to that fact, sending a notice that still any work  
14 would be based on ability and not due to  
15 relationships, as it was noted in the letter.

16 MS. KATE MCGRANN: Okay, and we're  
17 going to -- we will walk through the letter and you'll  
18 have an opportunity to speak to all of the contents.

19 What I want to understand right now is  
20 do you remember why you didn't ask to see a copy of  
21 the proposal that you're writing to Mr. Bentz about?

22 MS. SANDRA COOPER: I didn't feel that  
23 it was -- it was my business to -- to -- to read  
24 through a proposal between Mr. Bentz and Paul Bonwick.

25 MS. KATE MCGRANN: Looking at the

1 next paragraph, the letter goes on to state,

2 "Paul has described the potential  
3 services his company will be  
4 providing."

5 What did he describe to you about the  
6 potential services his company would be providing?

7 MS. SANDRA COOPER: That it would be  
8 public relations.

9 MS. KATE MCGRANN: Did he give you any  
10 details about what that meant?

11 MS. SANDRA COOPER: I don't recall  
12 details.

13 MS. KATE MCGRANN: Is it the case that  
14 he may have provided you details and don't remember  
15 that conversation, or is it the case that you don't  
16 recall him providing you any details, period?

17 MS. SANDRA COOPER: I don't recall him  
18 providing details.

19 MS. KATE MCGRANN: Did he describe any  
20 potential services his company would be providing to  
21 you, other than public relations?

22 MS. SANDRA COOPER: I don't recall at  
23 this point in time.

24 MS. KATE MCGRANN: The letter says  
25 that he is described potential services his company

1 will be providing to include, but not limited to,  
2 strategic advice in matters related to public  
3 relations, and you've mentioned that. Strategic  
4 planning, do you remember having any conversations  
5 with Mr. Bonwick about strategic planning that he  
6 would be doing for PowerStream?

7 MS. SANDRA COOPER: I don't recall  
8 that.

9 MS. KATE MCGRANN: The letter says  
10 that he's described acquisitions to you. Do remember  
11 conversations with Mr. Bonwick about what acquisition-  
12 related work he might be doing?

13 MS. SANDRA COOPER: I don't recall  
14 that. As I say, I certainly remember the letter and  
15 that it -- it made sense to me. And they're going  
16 through that.

17 MS. KATE MCGRANN: I just wanted to  
18 give you the opportunity to speak to all of the points  
19 that are outlined in the letter.

20 Do you recall him describing to you,  
21 around this time, any media relations work that he may  
22 be doing for PowerStream?

23 MS. SANDRA COOPER: It's hard to think  
24 back to May 2011.

25 He likely would've. No, sorry. Wrong

1 terms.

2 Yes, media relations would have been  
3 mentioned.

4 MS. KATE MCGRANN: What do you  
5 remember him telling you about media relations?

6 MS. SANDRA COOPER: I don't recall a  
7 detail of that. But again, I had not seen any  
8 proposal.

9 MS. KATE MCGRANN: So I'd like to step  
10 back from the May 2011 time period. We've looked at  
11 this letter, you're aware that he submitted a  
12 proposal. You remember him describing the public  
13 relations and media relations work to you.

14 During the period between May 2011 and  
15 July 31st, 2012, the date that the PowerStream share  
16 sale transaction closed, do you recall receiving any  
17 additional information or detail from Mr. Bonwick  
18 about the work he was doing for PowerStream?

19 MS. SANDRA COOPER: I don't believe  
20 so.

21

22 (BRIEF PAUSE)

23

24 MS. KATE MCGRANN: I'm about to move  
25 to a different document, I'm just looking at the time.

1 Did you want to take a break now, or should we  
2 continue?

3 THE HONOURABLE FRANK MARROCCO: We'll  
4 take 10.

5

6 --- Upon recessing at 11:05 a.m.

7 --- Upon resuming at 11:16 a.m.

8

9 CONTINUED BY MS. KATE MCGRANN:

10 MS. KATE MCGRANN: Ms. Cooper, before  
11 the morning break, I had been asking you about a draft  
12 letter that was appended to a May 18th, 2011 email.  
13 I'd now like to move to May 19th. I'm going to ask  
14 that TOC518063 be shown.

15

16 (BRIEF PAUSE)

17

18 MS. KATE MCGRANN: Could you scroll to  
19 the bottom of this email chain, please. The -- this  
20 email chain starts with an email from Mr. Bonwick. He  
21 writes:

22 "Hi Brian. Mayor Cooper called this  
23 morning and offered to call Mayor  
24 Lehman. If you would still like  
25 that to take place, I'm available if



1                   you wish to call me at some point  
2                   this afternoon."

3                   If we could scroll up a little bit  
4 further, Bentz responds:

5                   "Hi Paul. I spoke with Mayor  
6                   Lehman, and he's agreeable to  
7                   receiving a call from Mayor Cooper.  
8                   Thanks, Paul."

9                   Scroll up a bit further, and I'll come  
10 back to that. Keep going. Mr. Bentz provides Mr.  
11 Bonwick with Mayor Lehman's cell phone number. If you  
12 scroll up further, you can see Mr. Bonwick forwards  
13 this entire email chain to you with a message, "Let's  
14 chat first. Cheers, Paul."

15                  Scroll all the way up. And that's --  
16 that's your email. Do you remember receiving these  
17 emails from Mr. Bonwick?

18                  MS. SANDRA COOPER: I don't recall the  
19 -- if you mind scrolling down, that portion of it,  
20 however -- scroll down again, please. Thank you. The  
21 -- the next -- number 2.

22

23                               (BRIEF PAUSE)

24

25                  MS. SANDRA COOPER: I don't -- I don't

1 recall that portion of it. I do -- I do recall that I  
2 did speak with Mr. Lehman, Mayor Lehman, sorry, that I  
3 did speak with Mayor Lehman.

4 MS. KATE MCGRANN: You recall how the  
5 topic of you speaking to Mayor Lehman came up?

6

7 (BRIEF PAUSE)

8

9 MS. SANDRA COOPER: I was -- I knew  
10 Mayor Lehman from County of -- Simcoe County Council  
11 meetings, that I would see him there, and -- and we  
12 may have discussions on various topics relating to the  
13 County.

14 So I was looking to speak with Mayor  
15 Lehman regarding the -- if there was any outcry, any  
16 impacts that he felt when the City of Barrie went from  
17 Barrie Hydro to something else that was -- and I was  
18 looking for -- to reach out to Mayor Lehman.

19 MS. KATE MCGRANN: You say when --

20 MS. SANDRA COOPER: And --

21 MS. KATE MCGRANN: Sorry. Please go  
22 ahead.

23 MS. SANDRA COOPER: And I was -- I was  
24 not aware of any details between Mr. Bentz and Mr.  
25 Bonwick.

1 MS. KATE MCGRANN: When you say you  
2 weren't aware of any details between Mr. Bentz and Mr.  
3 Bonwick, what are you -- details are you referring to?

4 MS. SANDRA COOPER: Well, I'm looking  
5 at the email here. That's what I'm referring to, the  
6 email in front of us.

7 MS. KATE MCGRANN: Okay. If you  
8 scroll slowly up, this email from Brian to Paul  
9 appears to have been part of an email chain, the  
10 entirety of which was forwarded to you. So can you  
11 help me understand what you mean when you say you  
12 weren't aware of that detail?

13 MS. SANDRA COOPER: I don't know what  
14 their conversation was. What I was looking for was  
15 Mayor Lehman's contact information, and I just had  
16 said, you know, I wanted to speak with Mayor Lehman.  
17 I wanted to find out how receptive the City -- the  
18 City of Barrie, the residents of Barrie were with the  
19 changes, or were there any changes? Was it seamless?  
20 Those are all questions that -- for my own comfort  
21 that I would like to have a conversation with Mayor  
22 Lehman.

23 MS. KATE MCGRANN: Okay. The changes  
24 that you're referring to, they're with respect to  
25 Barrie Hydro. Is that right?

1 MS. SANDRA COOPER: Yes.

2 MS. KATE MCGRANN: What did Barrie  
3 Hydro change into?

4 MS. SANDRA COOPER: Well, Barrie Hydro  
5 changed to PowerStream, and I don't know the details  
6 of -- of that arrangement, not unlike with the owner,  
7 that the Town of Collingwood has now, and when there  
8 was an interest there, reaching out to yet another  
9 mayor colleague to ask what was the experience they  
10 had with any changes and how that impacted the  
11 community. And they were general questions.

12 MS. KATE MCGRANN: Okay. My  
13 understanding is that at this point in time, you're  
14 interested in asking Mayor Lehman how his City  
15 experience, transitioning from its own locally owned  
16 Hydro company to a PowerStream company?

17 MS. SANDRA COOPER: And not -- yes,  
18 and in general terms, not specific to PowerStream, but  
19 certainly I -- I would like to know from transitioning  
20 to 'A' to 'B', how -- how did -- how was that accepted  
21 by the community?

22 MS. KATE MCGRANN: And were you  
23 interested in hearing about that because you were  
24 thinking about how Collingwood would react to a  
25 similar change?

1 MS. SANDRA COOPER: Yes.

2 MS. KATE MCGRANN: You said that you  
3 sat on the County Council with Mayor Lehman?

4 MS. SANDRA COOPER: M-hm. Yes.

5 MS. KATE MCGRANN: Why are you going  
6 through Paul Bonwick to get Mayor Lehman's contact  
7 number?

8 MS. SANDRA COOPER: I thought he would  
9 -- I thought he'd probably have his number and his  
10 phone number, just as -- that -- Paul Bonwick had been  
11 an MP, and -- and Mr. Lehman in the City -- Mayor  
12 Lehman in the City of Barrie, that they would have had  
13 some -- some contacts at -- at some point in time, and  
14 -- and to receive that phone number, and -- and then I  
15 made arrangements -- my office made arrangements to  
16 meet with Mayor Lehman.

17 MS. KATE MCGRANN: If you scroll back  
18 down to the bottom of this email chain, please.

19

20 (BRIEF PAUSE)

21

22 MS. KATE MCGRANN: The first email in  
23 this chain is from Mr. Bonwick to Mr. Bentz, and Mr.  
24 Bonwick says:

25 "Mayor Cooper called this morning

1                   and offered to call Mayor Lehman, if  
2                   you would still like that to take  
3                   place."

4                   Do you remember having a conversation  
5 with Mr. Bonwick about wanting to speak to Mayor  
6 Lehman?

7

8                   (BRIEF PAUSE)

9

10                  MS. SANDRA COOPER:    I did -- yes, I  
11 did say -- say that I wanted to have a conversation  
12 with Mayor -- Mayor Lehman, and -- and do you have his  
13 phone number.

14                  MS. KATE MCGRANN:    Do you remember  
15 what Mr. Bonwick responded to that request?

16                  MS. SANDRA COOPER:    He likely pro --  
17 provided a phone number and I don't recall any -- any  
18 further of the conversation.

19                  MS. KATE MCGRANN:    We can see here  
20 that he reached out to Mr. Bentz, and Mr. Bentz  
21 provided a phone number, which Mr. Bonwick forwarded  
22 to you, but do you remember if you explained to Mr.  
23 Bonwick why you wanted to speak to Mayor Lehman?

24                  MS. SANDRA COOPER:    I'm not sure if I  
25 got -- got into that -- any sort of detail.

1 MS. KATE MCGRANN: Is it the case that  
2 you can't recall whether or not you discussed what you  
3 wanted to talk to Mayor Lehman about?

4 MS. SANDRA COOPER: I did not discuss  
5 in any detail what my interests were to speak with Mr.  
6 -- with Mayor Lehman regarding.

7 MS. KATE MCGRANN: Okay. You didn't  
8 discuss in any detail. What -- what did you say?

9 MS. SANDRA COOPER: That I would --  
10 I'd like to speak with Mayor Lehman. He's a  
11 neighbouring municipality, and I had known that they  
12 had gone from 'A' to 'B' with their Hydro -- from  
13 Barrie Hydro, and what did the residents think about -  
14 - what did the taxpayers think of it? That was my  
15 focus, and there was no detail that I would have had  
16 with Paul Bonwick.

17 MS. KATE MCGRANN: At this point in  
18 time, do you remember if Mr. Bonwick had told you that  
19 he may be working for PowerStream yet?

20 MS. SANDRA COOPER: I'm sorry, I don't  
21 recall. I'm looking at May 19th, and I've seen  
22 various other dates, and -- and I -- I can't be  
23 specific on that.

24 MS. KATE MCGRANN: Okay. Do you  
25 remember if, when you received this email, you had any

1 questions for Mr. Bonwick, or just in your mind about  
2 why he was speaking to Brian Bentz?

3 MS. SANDRA COOPER: No, I didn't --  
4 really didn't give it any thought. I would -- my  
5 thought was to speak with Mayor Lehman and that he  
6 could give me some -- some suggestions of the  
7 experience that -- that he had during their -- their  
8 time of transition.

9 MS. KATE MCGRANN: Could you scroll up  
10 to the top of this email again, please. And down a  
11 little bit to the email from Mr. Bonwick.

12 So Mr. Bonwick forwards all of this to  
13 you in the evening of May 19th. His message to you  
14 is, "Let's chat first." Do you recall if you chatted  
15 with Mr. Bonwick before you called Mayor Lehman?

16 MS. SANDRA COOPER: I do not recall.

17 MS. KATE MCGRANN: Do you recall if  
18 you did speak to Mayor Lehman as a result of this --  
19 or following this email chain?

20 MS. SANDRA COOPER: Yes, I would have.

21 MS. KATE MCGRANN: What do you recall  
22 of that conversation?

23 MS. SANDRA COOPER: Well, just as I  
24 mentioned earlier, when I spoke with Mayor Lehman,  
25 that I wanted to have an understanding of impact to



1 the City of Barrie with the changes in their way of  
2 doing business, and going from Barrie Hydro into --  
3 into -- from 'A' to 'B', and getting an understanding  
4 of how that was impacting the customers.

5 I would, you know, areas that were  
6 issues, I -- I was interested in learning about. If  
7 there was any opposition to that, was it a smooth  
8 transition. Those are the types of questions.

9 MS. KATE MCGRANN: Do you remember  
10 what he told you in response to those questions?

11 MS. SANDRA COOPER: Yes, he did tell  
12 me -- one (1) thing that he -- that I do recall was  
13 that he -- he was not a mayor at that time, but he did  
14 serve on Council. And that -- and he said that their  
15 transition was fine. There were no -- he felt that  
16 there was -- with the Hydro side, that there were no  
17 showstoppers, I guess I'll say in my terminology, not  
18 his. And he also said that -- that the City of Barrie  
19 kept their water department, and that was something  
20 that was of interest in the merger, the acquisition.

21 Not knowing details, however, he did  
22 say that there was an interest -- an appetite to look  
23 at their water department too, and that was a definite  
24 no, that they weren't going there.

25 MS. KATE MCGRANN: Okay, so just to

1 make sure I understand. He told you that PowerStream  
2 had been interested in looking at Barrie's water  
3 department. Barrie had said that that was not an  
4 option for PowerStream and PowerStream continued with  
5 hydro in any event?

6 MS. SANDRA COOPER: Correct.

7 MS. KATE MCGRANN: As a result of that  
8 conversation did you form a belief that Collingwood,  
9 if it partnered with PowerStream, may be able to keep  
10 its water department out of the deal as well?

11 MS. SANDRA COOPER: I hadn't -- I  
12 hadn't contemplated that one (1) way or the other at  
13 that period in time and until he had mentioned about  
14 the water department.

15 MS. KATE MCGRANN: And once he  
16 mentioned the Water Department, did you -- did you  
17 form any views or -- or have any thoughts about how  
18 that might work for Collingwood?

19 MS. SANDRA COOPER: I never -- no, I  
20 didn't have thoughts about it. I just thought, well,  
21 that's interesting and -- and I thought nothing  
22 further, but our focus was on looking at our hydro --  
23 electricity, in my mind.

24 MS. KATE MCGRANN: Did you share the  
25 information that you received from your discussion

1 with Mr. Lehman with anybody else after it was over?

2 MS. SANDRA COOPER: I don't believe I  
3 did.

4 MS. KATE MCGRANN: Did you share it  
5 with Council?

6 MS. SANDRA COOPER: No. It was my  
7 fact-finding mission. I'd also done -- had contacted,  
8 well, as I've mentioned earlier, in last term another  
9 mayor colleague about the now owner of the hydro  
10 company for Collingwood, and so just doing my own  
11 investigative reporting to how -- how was the  
12 reception to the residents, and that was my main area  
13 to represent, were -- were the people, the  
14 constituents, the residents of -- of Collingwood.

15 MS. KATE MCGRANN: But when you say  
16 you're doing your own investigative reporting, you  
17 didn't report that conversation to anyone, right?

18 MS. SANDRA COOPER: My own --

19 MS. KATE MCGRANN: Right.

20 MS. SANDRA COOPER: For my own  
21 comfort.

22 MS. KATE MCGRANN: The call that you  
23 just mentioned to another mayor about another company,  
24 were you referring to EPCOR and steps that you took  
25 during your 2014 to 2018 term as mayor?

1 MS. SANDRA COOPER: Yes.

2 MS. KATE MCGRANN: Okay. Do you  
3 recall if you and Mayor Lehman in this conversation  
4 had any discussion about Mr. Bonwick and the work he  
5 may be doing for PowerStream?

6 MS. SANDRA COOPER: There was no  
7 discussion.

8 MS. KATE MCGRANN: On May 31st, 2011,  
9 Mr. Bonwick received a draft consulting agreement from  
10 PowerStream. You can see that document at ALE160.

11

12 (BRIEF PAUSE)

13

14 MS. KATE MCGRANN: The document is  
15 dated June 1st, 2011, and I will ask you once again to  
16 instruct our court operator to scroll through the  
17 document so you can review it.

18 MS. SANDRA COOPER: Okay.

19

20 (BRIEF PAUSE)

21

22 MS. SANDRA COOPER: Okay.

23

24 (BRIEF PAUSE)

25

1 MS. SANDRA COOPER: Okay.

2

3 (BRIEF PAUSE)

4

5 MS. SANDRA COOPER: Okay.

6

7 (BRIEF PAUSE)

8

9 MS. SANDRA COOPER: Okay.

10

11 (BRIEF PAUSE)

12

13 MS. SANDRA COOPER: Yes.

14

15 (BRIEF PAUSE)

16

17 MS. SANDRA COOPER: Thank you.

18 MS. KATE MCGRANN: Had you seen a copy

19 of this document in or around May 31st, 2011?

20 MS. SANDRA COOPER: No.

21 MS. KATE MCGRANN: Can we mark this

22 document as the next exhibit?

23 THE HONOURABLE FRANK MARROCCO: Yes.

24

25 CONTINUED BY MS. KATE MCGRANN:

1 MS. KATE MCGRANN: And for the sake of  
2 completeness, if you could pull up ALE159?

3

4 (BRIEF PAUSE)

5

6 MS. KATE MCGRANN: This is the May  
7 31st email that attached the document that you just  
8 looked at. As you can see, you are not copied on it.  
9 Do you recall if this email was ever forwarded to you?

10 MS. SANDRA COOPER: Sorry, could you  
11 repeat that?

12 MS. KATE MCGRANN: Yes. Was this  
13 email ever forwarded to you? Did you ever receive a  
14 copy of this email?

15 MS. SANDRA COOPER: No.

16 MS. KATE MCGRANN: Could this email  
17 please be marked as the next exhibit?

18 THE HONOURABLE FRANK MARROCCO: Yes.

19

20 CONTINUED BY MS. KATE MCGRANN:

21 MS. KATE MCGRANN: Could we look at  
22 TOC48811?

23

24 (BRIEF PAUSE)

25

1 MS. KATE MCGRANN: If you scroll up a  
2 little bit, this is a email that Ms. Fuhre sent to  
3 Brian Bentz at PowerStream.ca. The subject is  
4 "Correspondence from the Office of the Mayor."  
5 There's an attachment, "PowerStream," which we'll look  
6 at in a second. On June 2nd, 2011, Ms. Fuhre writes:

7 "Dear President Bentz: At the  
8 request of Mayor Cooper, I am  
9 forwarding you correspondence from  
10 the Office of the Mayor for your  
11 consideration. She notes that the  
12 original letter will be sent via  
13 regular mail."

14 Do you recall this email being sent?

15 MS. SANDRA COOPER: I'd have to look  
16 at what the letter was.

17 MS. KATE MCGRANN: Okay. Could this  
18 email please be marked as the next exhibit?

19 THE HONOURABLE FRANK MARROCCO: Yes,  
20 yes.

21

22 CONTINUED BY MS. KATE MCGRANN:

23 MS. KATE MCGRANN: And I believe that  
24 the attachment is TOC48812.

25 This is the letter that was attached to

1 that email. It's dated June 2, 2011. It's on your  
2 letterhead. I'll ask you to direct the court operator  
3 to scroll through so you can review it.

4 MS. SANDRA COOPER: Okay. Scroll  
5 down, please.

6

7 (BRIEF PAUSE)

8

9 MS. SANDRA COOPER: Okay. Okay, thank  
10 you.

11 MS. KATE MCGRANN: Do you recall  
12 asking that this letter be sent to Brian Bentz?

13 MS. SANDRA COOPER: Yes.

14 MS. KATE MCGRANN: Is that your  
15 signature?

16 MS. SANDRA COOPER: Yes.

17 MS. KATE MCGRANN: If you could scroll  
18 up to the top.

19 Do you recall why you sent this letter  
20 on June 2nd, 2011?

21 MS. SANDRA COOPER: Yes. It was a  
22 follow-up from a conversation that Paul Bonwick and I  
23 had regarding general services that he was going to be  
24 providing to our proposal to PowerStream, and so to  
25 that conversation he drafted the letter, I read it,



1 and at the time I was comfortable with the body of the  
2 letter and sent it to -- to Mr. -- to Mr. Bentz.

3 MS. KATE MCGRANN: When you say that  
4 you were comfortable with the body of the letter, do  
5 you mean you felt it accurately reflected what you  
6 understood about what Mr. Bonwick would be doing?

7 MS. SANDRA COOPER: At that time I  
8 felt that it was -- it seemed accurate, and as well  
9 knowing, from the body saying "my brother," and  
10 knowing that I had reviewed, as I often did, the  
11 municipal Conflict of Interest Act to ensure that  
12 there was no conflict of interest according to  
13 municipal Conflict of Interest Act, and so I felt in  
14 that regard that that was fine, that there was no  
15 conflict.

16 MS. KATE MCGRANN: So is it the case  
17 that you specifically reviewed the municipal Conflict  
18 of Interest Act in response Mr. Bonwick asking you to  
19 send this letter?

20 MS. SANDRA COOPER: I would -- as I'd  
21 mentioned the other day, from time to time I would  
22 review the Conflict of Interest Act just to be sure  
23 that my understanding was according to the act.

24 MS. KATE MCGRANN: Okay. And did you  
25 specifically review the municipal Conflict of Interest

1 Act in response to Mr. Bonwick's communication to you  
2 that he may be doing work for PowerStream?

3 MS. SANDRA COOPER: I would have  
4 around that time. I don't know what day it would have  
5 been but it would have -- yes, around that time.

6 MS. KATE MCGRANN: And was the reason  
7 for your review what Mr. Bonwick had told you about  
8 the fact that he may be doing work for PowerStream?

9 MS. SANDRA COOPER: Yes, it was to  
10 that.

11 MS. KATE MCGRANN: Do you remember how  
12 long after you had the meeting with Mr. Bonwick you  
13 sent this letter? Was it the next day or was it a  
14 couple of days later?

15 MS. SANDRA COOPER: I don't remember  
16 exactly. It could have been a couple of days later;  
17 could have been the next day.

18 MS. KATE MCGRANN: You sent this  
19 letter on June 2nd. We just looked at a May 31st  
20 email in which Mr. Bonwick is provided with a draft  
21 retainer. You said you hadn't seen the draft  
22 retainer. When you set the --

23 MS. SANDRA COOPER: No. I said that I  
24 didn't see that it had draft on it.

25 MS. KATE MCGRANN: Oh. Had you seen a

1 copy of the retainer agreement with -- between Mr.  
2 Bonwick --

3 MS. SANDRA COOPER: Oh, no.

4 MS. KATE MCGRANN: -- and PowerStream?

5 MS. SANDRA COOPER: No.

6 MS. KATE MCGRANN: Had -- before you  
7 sent this letter on June 2nd, did Mr. Bonwick tell you  
8 that he had received a copy of the engagement letter  
9 from PowerStream?

10 MS. SANDRA COOPER: No.

11 MS. KATE MCGRANN: Do you recall if  
12 you made any edits to the draft that Mr. Bonwick put  
13 together for you or did you just adopt his language  
14 and -- and use it?

15 MS. SANDRA COOPER: I made no changes.

16 MS. KATE MCGRANN: Can we scroll down  
17 so we can see the body of the letter? We already  
18 talked about the potential services described in your  
19 letter.

20 MS. SANDRA COOPER: M-hm.

21 MS. KATE MCGRANN: I'd like to look at  
22 the second portion of the second paragraph where it's  
23 written:

24 "He has also stated that these  
25 responsibilities" --

1                   These are responsibilities relating to  
2 his work for PowerStream, it looks like.

3                   -- "could potentially incorporate  
4 advice related to the Town of  
5 Collingwood, subject to certain  
6 conditions unfolding in the coming  
7 months."

8                   What were the certain conditions  
9 described in your letter?

10                  MS. SANDRA COOPER:   What I would  
11 describe them as, certainly there -- what I would  
12 describe them as would be public relations and media  
13 relations, subject to certain conditions, I'm not  
14 sure.

15                  MS. KATE MCGRANN:   So -- so this --  
16 your letter says that Mr. Bonwick has told you that he  
17 could potentially be giving advice related to the Town  
18 of Collingwood, subject to certain conditions  
19 unfolding in the coming months. That to me reads like  
20 he may be giving advice related to the Town of  
21 Collingwood if certain things happen in the coming  
22 months. Is that what you meant by this letter?

23                  MS. SANDRA COOPER:   I -- at that -- at  
24 that time I didn't read in-depth into it. In my mind,  
25 it was referring to the municipal Conflict of Interest

1 Act and that siblings, there was no conflict with  
2 siblings, and that with any propositions, any jobs  
3 that he would -- job tasks, jobs that Paul Bonwick  
4 would have, it wasn't in relation to a family member.  
5 It was in relation to whether he -- he can provide --  
6 provide the service, not based on relationships. So  
7 that was my focus and comfortable that public  
8 relations, media relations -- that's how I read in --  
9 that's how I read into the -- the letter.

10 MS. KATE MCGRANN: So at the time were  
11 you aware of any potential conditions unfolding in the  
12 coming months that would result in Mr. Bonwick giving  
13 advice about of the -- the Town of Collingwood to  
14 PowerStream?

15 MS. SANDRA COOPER: Well, there would  
16 be no confidential information that I would provide to  
17 him, there would be no conversation with processes of  
18 Collus that -- that I would have with him.

19 MS. KATE MCGRANN: I'm just trying to  
20 understand what you're talking about in this last  
21 sentence of your letter here. Is there anything else  
22 you can tell me that would help me understand what  
23 you're referring to?

24 MS. SANDRA COOPER: That he could  
25 potentially incorporate advice related to the Town of

1 Collingwood, certain -- subject to certain conditions  
2 unfolding.

3 MS. KATE MCGRANN: Okay. And do you  
4 know what those certain conditions were?

5 MS. SANDRA COOPER: No, not -- I'm not  
6 sure what -- what the reference was to specifically.

7 MS. KATE MCGRANN: Do you remember  
8 being unsure of what this sentence was about at the  
9 time that you signed this letter?

10 MS. SANDRA COOPER: No, not in that  
11 portion. I think that more focus for me was there was  
12 no conflict of interest in the Conflict of Interest  
13 Act. I think that was where I was clearing myself  
14 from, that if Paul Bonwick is doing work with  
15 PowerStream, then as a that family relationship that  
16 is not a conflict of interest, and that's -- that was  
17 my thoughts on -- on this letter.

18 MS. KATE MCGRANN: This letter goes on  
19 to say:

20 "Should these conditions come into  
21 play, Paul has suggested that a  
22 meeting be scheduled with relevant  
23 parties to more formally clarify  
24 Paul's role with PowerStream."

25 What can you tell me about Paul

1 suggesting to you that this meeting be scheduled?

2 MS. SANDRA COOPER: He had suggested  
3 that perhaps PowerStream meet with some -- some of the  
4 staff with the Town of Collingwood, and myself.

5 MS. KATE MCGRANN: And in what event  
6 would that meeting take place, do you remember?

7 MS. SANDRA COOPER: It happened -- it  
8 did take place in the town hall. I don't recall the  
9 exact date for it but I believe it was -- I would say  
10 an introduction or an introductory meeting.

11 MS. KATE MCGRANN: I'm going to  
12 suggest to you that the certain conditions that are  
13 referred to twice in this letter were the potential  
14 sale of Collus Power, the decision to -- to put out an  
15 RFP. Is that -- could that be accurate?

16 MS. SANDRA COOPER: That is not  
17 something that I took from this. That was not my  
18 interpretation.

19 MS. KATE MCGRANN: It's a letter  
20 coming from you. You've signed it --

21 MS. SANDRA COOPER: Yes, it is. I see  
22 that today.

23 MS. KATE MCGRANN: So I want to  
24 understand what you meant when you sent it.

25 MS. SANDRA COOPER: Well, as I said

1 earlier, I was in -- in that particular part of it,  
2 certain conditions unfolding, I was looking at the --  
3 the conflict, potential conflict areas, and that was -  
4 - that was the focus for me and I didn't read anything  
5 into that --

6 MS. KATE MCGRANN: With respect to the  
7 --

8 MS. SANDRA COOPER: -- meeting --

9 MS. KATE MCGRANN: Oh, I'm sorry.  
10 With respect to the meeting that Paul suggested you  
11 having, you said he suggested it should be with  
12 several members of staff.

13 Do you recall if he identified who he  
14 would like at that meeting?

15 MS. SANDRA COOPER: No. I would have  
16 -- no.

17 MS. KATE MCGRANN: Do you recall why  
18 you couldn't more formally clarify Paul's role with  
19 PowerStream on June 2nd?

20 MS. SANDRA COOPER: He would more  
21 formally provide --

22 MS. KATE MCGRANN: I'm just looking at  
23 the -- the suggestion here. Paul had suggested a  
24 meeting be scheduled with relevant parties to more  
25 formally clarify Paul's role with PowerStream. Why



1 would you wait to do that?

2 MS. SANDRA COOPER: Well, if he had  
3 submitted a proposal, if -- if there was nothing come  
4 from it, then there would be no need -- need to meet.  
5 However, now that -- going forward if -- if being  
6 retained by PowerStream, then a meeting be scheduled,  
7 relevant parties, certainly there were some Town staff  
8 that were in attendance.

9 MS. KATE MCGRANN: You mentioned  
10 earlier that you thought it was a good idea to send  
11 this letter to Mr. Bentz.

12 MS. SANDRA COOPER: Yes.

13 MS. KATE MCGRANN: Why did you think  
14 it was a good idea?

15 MS. SANDRA COOPER: Because it clear -  
16 - in my mind -- further in this -- still this page 1,  
17 that looking at -- should you choose to engage  
18 Compenso, it should be based on merits of the proposal  
19 and unrelated to relationship with me and that of my  
20 office. So that's -- again that was a focus for me,  
21 to ensure that -- don't make a decision whether to  
22 retain Paul Bonwick or not based on me being the  
23 mayor. Based -- base it on merit.

24 MS. KATE MCGRANN: Did Mr. Bonwick ask  
25 you to send letters like this to other potential

1 clients of his?

2 MS. SANDRA COOPER: No.

3 MS. KATE MCGRANN: Did you ask  
4 yourself on June 2nd or at any time afterwards why he  
5 was asking you to send this letter to Mr. Bentz?

6 MS. SANDRA COOPER: Yes. He had  
7 mentioned about transparency for -- forwarding this --  
8 or preparing it and -- and sending it to Mr. Bentz to  
9 be clear that we were related, and that that relative  
10 -- relationship should not be based on, at least that  
11 relationship should not be based whether he be  
12 retained or not, and so I -- I think to -- to make  
13 that perfectly clear

14 MS. KATE MCGRANN: Can you see how a  
15 recipient of this letter would think that you had had  
16 a -- a conversation with Mr. Bonwick about work he  
17 would be doing related to public relations, strategic  
18 planning, acquisition, and media relations?

19 MS. SANDRA COOPER: I can't speak on  
20 behalf of someone else and what they would think from  
21 it.

22 MS. KATE MCGRANN: Can you see how a  
23 plain reading of this letter suggests that Mr. Bonwick  
24 described the potential services his company would be  
25 providing to include public relations, strategic

1 planning, acquisitions, and media relations?

2 MS. SANDRA COOPER: I'm reading that  
3 as it stands out now.

4 MS. KATE MCGRANN: Was this statement  
5 in your letter accurate at the time that you signed  
6 the letter?

7 MS. SANDRA COOPER: I do not recall  
8 that -- public relations and media relations were  
9 certainly ones that I -- I felt that that was fine.  
10 Acquisitions, I had no idea what that -- what that  
11 meant, nor did I ask.

12 MS. KATE MCGRANN: That's what I want  
13 to understand is if it was important for you to send  
14 this letter to Mr. Bentz, and I think that it was, you  
15 did send it, right?

16 MS. SANDRA COOPER: Yes.

17 MS. KATE MCGRANN: You thought it was  
18 a good idea to send it?

19 MS. SANDRA COOPER: Yes.

20 MS. KATE MCGRANN: Why didn't you take  
21 steps to understand what was written in the letter  
22 that you signed?

23 MS. SANDRA COOPER: I had a focus on  
24 clarifying the relationship as it -- as related to the  
25 Conflict of Interest Act, and that was -- at the time

1 that was my focus on this, that it was whatever work  
2 you're doing it has nothing to do with me as Mayor.  
3 I'm not your parent, I'm not your spouse and I'm not  
4 your child. You're not my child, either way.

5 MS. KATE MCGRANN: If that was the  
6 portion of the letter that was important to you, why  
7 not simply remove the other parts that you didn't  
8 fully understand?

9 MS. SANDRA COOPER: Good question.  
10 I can't answer that.

11 MS. KATE MCGRANN: You sent this  
12 letter on June 2nd. It looks to us like Mr. Bonwick  
13 met with clerk Almas on June 2nd, she appeared and  
14 gave some evidence about that meeting.

15 Were you aware that Mr. Bonwick was  
16 going to meet with Sara Almas?

17 MS. SANDRA COOPER: I was aware he was  
18 going to meet with her. Yes.

19 MS. KATE MCGRANN: How were you aware  
20 of that?

21 MS. SANDRA COOPER: He -- Paul Bonwick  
22 had mentioned to me that that he was going to be  
23 meeting with the clerk.

24 MS. KATE MCGRANN: What did he tell  
25 you about why he was going to meet with her?

1 MS. SANDRA COOPER: He didn't get into  
2 details.

3 MS. KATE MCGRANN: Was that a usual  
4 course of action for him to go and meet with the  
5 clerk?

6 MS. SANDRA COOPER: I -- I don't --  
7 I'm not aware.

8 MS. KATE MCGRANN: Before we move on  
9 from this letter I will just ask that it be marked as  
10 the next exhibit.

11 Did it strike you as unusual that he  
12 was going to meet with the clerk?

13 MS. SANDRA COOPER: I didn't give it  
14 any thought. I know that as a -- previously as a  
15 member of Parliament within this riding he would be  
16 corresponding with other municipalities, so I didn't  
17 get a comfort level to be able to -- I felt -- to come  
18 in and speak with the clerk.

19 MS. KATE MCGRANN: So I understand why  
20 you thought he had a comfort level, but I'm more  
21 wondering were you curious about why he was going to  
22 speak to the clerk?

23 MS. SANDRA COOPER: It wasn't my  
24 business.

25 MS. KATE MCGRANN: Okay, and that --

1 that may be how you answered the -- the question of  
2 curiosity in your mind. But did you ask yourself why  
3 is he going to meet with the clerk?

4 MS. SANDRA COOPER: I -- I was of the  
5 assumption that it would be to clarify the -- the  
6 Conflict of Interest Act.

7 MS. KATE MCGRANN: But you didn't ask  
8 him?

9 MS. SANDRA COOPER: I don't recall  
10 that and we did not have a follow-up, the clerk and I  
11 did not follow up.

12 MS. KATE MCGRANN: And just to be  
13 clear, you didn't have a follow-up conversation about  
14 the meeting that happened with either Mr. Bonwick or  
15 the clerk?

16 MS. SANDRA COOPER: Not that I recall.

17 MS. KATE MCGRANN: Can we please look  
18 at paragraph 208 of the Foundation document.

19 This paragraph describes an e-mail from  
20 Mr. Bonwick to Brian Bentz, you're not copied on it,  
21 it's sent on June 22nd, 2011.

22 In his e-mail, Mr. Bonwick writes "Good  
23 morning Brian, Mayor Cooper informed me that she will  
24 be having lunch today with Mayor Lehman. Is there a  
25 particular method you would like brought forward from

1 Mayor Cooper. Regards."

2 First of all, do you recall having  
3 lunch with Mayor Lehman on or around June 22nd, 2011?

4 MS. SANDRA COOPER: We did not have  
5 lunch.

6 MS. KATE MCGRANN: Do you recall  
7 telling Mr. Bonwick that you would be having lunch  
8 with Mayor Lehman in around this time?

9 MS. SANDRA COOPER: I don't recall if  
10 I said to him that I would be having lunch with Mayor  
11 Lehman.

12 MS. KATE MCGRANN: Is it possible that  
13 you told him and you just don't remember today?

14 MS. SANDRA COOPER: I don't remember  
15 if I -- I said to Paul Bonwick I was having lunch with  
16 anyone that day or not.

17 MS. KATE MCGRANN: Were you aware at  
18 the time that Mr. Bonwick was talking to individuals  
19 at PowerStream about the things that you were doing  
20 during your day?

21 MS. SANDRA COOPER: No.

22 MS. KATE MCGRANN: Were you aware that  
23 at this time Mr. Bonwick was offering to have you  
24 deliver messages from PowerStream?

25 MS. SANDRA COOPER: No. I was not

1 copied on this e-mail.

2 MS. KATE MCGRANN: At any point before  
3 July 31st, 2012, the date of the closing of the share  
4 sale transaction, did you have any discussions with  
5 Mayor Lehman about the work Mr. Bonwick was doing for  
6 PowerStream or his retainer with PowerStream?

7 MS. SANDRA COOPER: No.

8 MS. KATE MCGRANN: Go -- pardon me --  
9 to paragraph 207 of the Foundation document.

10 This paragraph describes a -- a couple  
11 of things. First of all, it describes an e-mail that  
12 Mr. Bonwick sent to Deputy Mayor Lloyd on June 14th,  
13 it said "meeting PowerStream 2:30 June 29, 2011".

14 Do you recall knowing that Mr. Bonwick  
15 was speaking with Deputy Mayor Lloyd in early June  
16 about a meeting with PowerStream on June 29th?

17 MS. SANDRA COOPER: No, I was not  
18 aware. I hadn't been copied that e-mail, nor was I  
19 aware of that.

20 MS. KATE MCGRANN: If you go to the  
21 bottom of this paragraph, it says on June 22nd, 2011,  
22 Mayor Cooper's executive assistant invited Mr.  
23 Houghton, Deputy Mayor Lloyd, Mr. Muncaster, and CAO,  
24 Wingrove to an introductory meeting with Mr. Bentz.

25 Do you remember being involved in



1 scheduling this meeting?

2 MS. SANDRA COOPER: Yes, it would have  
3 been my assistant at that time that -- that put  
4 everything together.

5 MS. KATE MCGRANN: Whose idea was it  
6 to arrange this meeting?

7 MS. SANDRA COOPER: It was -- it was  
8 Paul Bonwick's idea to have an introductory meeting.

9 MS. KATE MCGRANN: What was the  
10 purpose of the meeting?

11 MS. SANDRA COOPER: An introduction of  
12 Mr. Bentz, and also to look at some -- what they were  
13 planning to do in the area, and I don't recall  
14 specifically, but they did speak about Blue Mountain.

15 MS. KATE MCGRANN: Earlier today we  
16 looked at a letter dated June 2nd that you had sent to  
17 Mr. Bentz. That letter made reference to a meeting  
18 that should take place if certain conditions unfolded.

19 Do you know if this is the meeting that  
20 was referred to in that letter?

21 MS. SANDRA COOPER: I can't say one  
22 way or another.

23 MS. KATE MCGRANN: Why did you need to  
24 receive an introduction to PowerStream at this time?

25 MS. SANDRA COOPER: Well, an

1 introduction, they were going to be in the area and to  
2 see face-to-face, and -- and I felt important the CA -  
3 - the CAO be in attendance and to have a conversation  
4 what -- what they're doing in the area.

5                   It was quite common for business  
6 interests, not only for Collingwood, but around the  
7 Clearview town of Blue Mountains, there would be a  
8 meeting set up and then I would learn that it wasn't  
9 specific to Collingwood and --

10                   MS. KATE MCGRANN:    Okay, so I think  
11 you said that Mr. Bonwick requested that this meeting  
12 be organized.   Is that right?

13                   MS. SANDRA COOPER:    Yes.

14                   MS. KATE MCGRANN:    Who attended the  
15 meeting?

16                   MS. SANDRA COOPER:    So CAO Wingrove  
17 attended the meeting, I believe Dean Muncaster was at  
18 the meeting.   Mr. Bentz was at the meeting.   I know it  
19 was in the Council board room, that I do remember.

20                   MS. KATE MCGRANN:    Okay, and you said  
21 that PowerStream was going to be in the area.   What  
22 was PowerStream going to be doing in the area?

23                   MS. SANDRA COOPER:    I -- I don't  
24 recall specifically.   I don't recall specifics.

25                   MS. KATE MCGRANN:    Okay.   Pardon me.

1                   Was the work that Mr. Bonwick was going  
2 to be doing for PowerStream discussed at this meeting?

3                   MS. SANDRA COOPER:    I don't recall  
4 that, I'm sorry.

5                   MS. KATE MCGRANN:    Is it the case that  
6 you don't remember whether or not it was discussed or  
7 you remember that it definitely wasn't discussed?

8                   MS. SANDRA COOPER:    I don't remember  
9 if it was discussed.

10                  MS. KATE MCGRANN:    It's -- the meeting  
11 happens on June 29th. At this point you've directed  
12 Collus to get a valuation and an options analysis.

13                  Mr. Houghton has advised Council two  
14 days earlier that Collus is going to assemble a team  
15 of people and take an RFP out to look for a strategic  
16 partner.

17                  At this meeting, did you consider  
18 whether PowerStream may respond to the RFP?

19                  MS. SANDRA COOPER:    I don't recall if  
20 that was the case. I don't recall. I'm sorry, on  
21 that.

22                  MS. KATE MCGRANN:    Okay. I neglected  
23 to mention that you've also contacted Mayor Lehman to  
24 ask him how the Barrie transition from their LDC to  
25 PowerStream went.

1                   At this point in time did you consider  
2 whether the work that Mr. Bonwick may be doing for  
3 PowerStream could involve advice about a response to a  
4 Collus Power RFP?

5                   MS. SANDRA COOPER:    I think my under -  
6 - well, my understanding would be in communication,  
7 public relations, and in those areas.

8                   MS. KATE MCGRANN:    Did you think that  
9 he would be working on media relations and public  
10 communications with respect to a potential Collus  
11 Power RFP?

12                  MS. SANDRA COOPER:    For -- for the  
13 Collus RFP?

14                  MS. KATE MCGRANN:    M-hm.

15                  MS. SANDRA COOPER:    No.

16                  MS. KATE MCGRANN:    You didn't think  
17 that he would be doing any work on that?

18                  MS. SANDRA COOPER:    On -- for Collus,  
19 no.

20                  MS. KATE MCGRANN:    How did you come to  
21 that conclusion?

22                  MS. SANDRA COOPER:    I -- I did not see  
23 anything with Paul Bonwick's name on any presentations  
24 or RFPs or Compenso, I guess I should say.

25                  MS. KATE MCGRANN:    At any point

1 between June 2nd -- at any point -- at any point  
2 between January 1st, 2011 and July 31st, 2012 did you  
3 ever ask Mr. Bonwick if he would be assisting  
4 PowerStream, or if he had been assisting PowerStream  
5 in its response to the Collus RFP?

6 MS. SANDRA COOPER: No, I did not ask  
7 that question.

8 MS. KATE MCGRANN: Did you ask him any  
9 questions about the work that he was doing for  
10 PowerStream?

11 MS. SANDRA COOPER: No, I did not. I  
12 was attending Collus board meetings. Many other  
13 things that I was involved in, and I did not have a  
14 conversation to ask specifically if he was involved in  
15 an RFP.

16 MS. KATE MCGRANN: Okay, my question  
17 was a bit broader than that.

18 At any point -- try to make the period  
19 of time a bit more responsive to the information that  
20 you've given us. At any point between the period of  
21 time that starts when Mr. Bonwick advises you he may  
22 be doing some work for PowerStream, through to July  
23 31st, 2012, did you ask him any questions about the  
24 work that he was doing for PowerStream?

25 MS. SANDRA COOPER: No.

1 MS. KATE MCGRANN: Why not?

2 MS. SANDRA COOPER: I had a focus on  
3 Council and the Board and going through the task force  
4 RFP process criterion, that was my -- that was my  
5 focus, not to say 'hey how's it going, what are you  
6 doing for PowerStream', I -- I did not ask that  
7 question.

8 MS. KATE MCGRANN: I understand that  
9 you had the focus that you just described to us. How  
10 did that focus prevent you from asking Mr. Bonwick any  
11 questions about the work that he was doing for  
12 PowerStream?

13 MS. SANDRA COOPER: It was, say, I'm -  
14 - I wasn't -- I wasn't looking beyond what I felt was  
15 important to work with a task team, to look at  
16 options, to mark marking criteria, that -- I didn't  
17 look beyond that to say what are they doing working  
18 here now, or who's working for this company or I -- I  
19 didn't consider it at that. That wasn't -- again, my  
20 thoughts were to concentrate on the RFP, listening to  
21 Board of Directors, listening to the task team and  
22 their comments, listening to KPMG, listening to staff.  
23 That was -- that's where I had my concentration on.

24 MS. KATE MCGRANN: And after the work  
25 of the strategic task team was completed and

1 PowerStream and been selected as the successful  
2 respondent, did you ask any questions of Mr. Bonwick  
3 about the work he was doing for PowerStream after  
4 that?

5 MS. SANDRA COOPER: No.

6 MS. KATE MCGRANN: Why not?

7 MS. SANDRA COOPER: I was confident  
8 with our team, with staff, with the KPMG consultant,  
9 with others involved in the strategic partnership with  
10 PowerStream. I was comfortable with the people  
11 involved in it and I did not follow up with -- with  
12 Paul Bonwick to ask any questions, outcome or what do  
13 you think. I didn't ask opinions, I didn't discuss  
14 any of that.

15 MS. KATE MCGRANN: How did your  
16 confidence and comfort with the things you just  
17 described to us stop you or prevent you from asking  
18 Mr. Bonwick about the work he was doing for  
19 PowerStream, a company that had been selected to  
20 become the Town strategic partner?

21 MS. SANDRA COOPER: I focused -- my  
22 concentration was with the professionals that I had  
23 worked with to -- to come to a completion of the  
24 partnership.

25 MS. KATE MCGRANN: One final couple of

1 questions in this area. If we could look at paragraph  
2 198 of the Foundation document. This paragraph  
3 describes an e-mail from Mr. Bonwick to Mr. Glicksman  
4 and Mr. Bentz of PowerStream, sent on June 3rd, 2011.

5 Just to help you orient yourself in  
6 time, on May 24th, KPMG delivered its draft evaluation  
7 and options analysis report, June 3rd Mr. Bonwick  
8 sends this email. June 27th, presentation is made by  
9 Mr. Houghton to Town Council about the strategic  
10 partnership and RFP. June 29th you have the meeting  
11 that we've just finished discussing. On June 3rd, Mr.  
12 Bonwick ends his e-mail to these gentlemen at  
13 PowerStream writing,

14 "As an FYI, I learned that Collus  
15 has completed their evaluation using  
16 KPMG. This step is in keeping with  
17 the timelines discussed several  
18 weeks ago."

19 My understanding is that the KPMG work  
20 was being kept confidential from Council. Was this  
21 KPMG work public knowledge on June 3rd, 2011?

22 MS. SANDRA COOPER: I don't recall at  
23 that point in time whether it was or not, and it's  
24 something that whenever it would become public then it  
25 could be presented, but publicly.



1                   However, I mean if it was kept -- it  
2 was to be kept confidential, it was confidential in my  
3 mind.

4                   MS. KATE MCGRANN:    Do you know how Mr.  
5 Bonwick knew that Collus had completed their  
6 evaluation using KPMG as at June 3rd, 2011?

7                   MS. SANDRA COOPER:   No, I don't.  And  
8 my name is not attached to that e-mail, but no, I do  
9 not.

10                  I know that it wasn't me, that's what I  
11 do know.

12                  MS. KATE MCGRANN:    I'm about to move  
13 on to a different area.  I wonder if you --

14                  THE HONOURABLE FRANK MARROCCO:   Just  
15 keep going.

16                  MS. KATE MCGRANN:    I'd like to ask you  
17 some questions now about International Solar Solutions  
18 Inc. and solar attic-vents initiative.

19                  During the period between I'll call it  
20 May and August of 2011 were you aware that Collus was  
21 involved in a solar attic vent initiative?

22                  MS. SANDRA COOPER:    A presentation was  
23 made to the Collus Board with the solar vent being  
24 displayed at a Board meeting.

25                  MS. KATE MCGRANN:    I'm going to ask

1 that summary document 1-3 paragraphs 6 to 8 be  
2 displayed on the screen.

3

4 (BRIEF PAUSE)

5

6 MS. KATE MCGRANN: Could summary  
7 document 1-3 please be marked as the next exhibit.

8 THE HONOURABLE FRANK MARROCCO: Yes.

9

10 CONTINUED BY MS. KATE MCGRANN:

11 MS. KATE MCGRANN: Paragraph 6 here  
12 says that on June 10th, 2011, Mr. Houghton brought a  
13 model of the solar attic vent to the Collus Power  
14 Board meeting. The minutes record that Mr. Houghton  
15 described the operation of the vent and told the Board  
16 that Collus had an opportunity to be involved with the  
17 project.

18 Is this what you're referring to?

19 MS. SANDRA COOPER: Yes.

20 MS. KATE MCGRANN: What do you  
21 remember being discussed at that meeting?

22 MS. SANDRA COOPER: Well, as I had  
23 said earlier, the solar attic vent was brought to the  
24 meeting. Ed described it -- Houghton described it  
25 somewhat. I know the Board was enthusiastic and

1 excited about an interest in having the solar vents  
2 installed on residential homes in the Town of  
3 Collingwood.

4 MS. KATE MCGRANN: And what were they  
5 enthusiastic and excited about?

6 MS. SANDRA COOPER: We thought it was  
7 innovative, something different, that could adhere to  
8 energy savings.

9 MS. KATE MCGRANN: Do you remember  
10 what specifically was being proposed at the time?

11 MS. SANDRA COOPER: Around that time,  
12 it was proposed that Collus Power purchase some of  
13 those vents and be able to have them as a model, an  
14 encouragement for more -- more and more residents to -  
15 - to see what they were all about and perhaps purchase  
16 them, and that would certainly reduce energy costs.

17 MS. KATE MCGRANN: Okay. If we could  
18 scroll down to paragraph 7 and 8, we can see that at  
19 the June 10 meeting you left the meeting before a  
20 decision was made.

21 But after you left, the Board agreed  
22 that Collus Power would participate in the solar attic  
23 roof vent project because it showed Collus Power to be  
24 a leader with a positive message for the utility and  
25 council to get the message out regarding conservation.

1                   Is that consistent with what you  
2 remember happening?

3                   MS. SANDRA COOPER:    Yes.

4                   MS. KATE MCGRANN:    Scroll down to  
5 paragraph 9, please.  This paragraph describes an  
6 email that Mr. Houghton received from Budd Energy Inc.  
7 providing him with information about Nature's Power  
8 solar roof vent.

9                   Do you recall knowing in July 2011  
10 about a company called Budd Energy Inc.?

11                  MS. SANDRA COOPER:    I was not familiar  
12 with Budd Energy Inc.  But, however, I was familiar  
13 with the president, the owner, the chair of that  
14 company as he had done -- had provided some consulting  
15 work for Collus some years earlier.

16                  MS. KATE MCGRANN:    Who is that person?

17                  MS. SANDRA COOPER:    Peter Budd.

18                  MS. KATE MCGRANN:    Were you aware at  
19 any point during the time that Collus Power was  
20 involved in the solar attic roof initiative that Mr.  
21 Budd was involved at all?

22                  MS. SANDRA COOPER:    Yes.

23                  MS. KATE MCGRANN:    What did you know  
24 about Mr. Budd's involvement in the -- in the roof  
25 vent initiative?

1 MS. SANDRA COOPER: That it was his  
2 product.

3 MS. KATE MCGRANN: What did that mean?  
4 Did he invent it? Was he marketing it?

5 MS. SANDRA COOPER: He was marketing  
6 it, from my understanding.

7 MS. KATE MCGRANN: Where did that  
8 understanding come from? How did you come to learn  
9 that?

10 MS. SANDRA COOPER: That -- that Peter  
11 Budd had this solar vent and -- and it would be of  
12 interest for others to -- to buy into it, that it was  
13 something that would reduce costs. It was innovative.  
14 As was mentioned here, it would put Collus out in the  
15 forefront of innovation.

16 MS. KATE MCGRANN: Do remember how you  
17 learn that he was involved, that Mr. Budd was involved  
18 in this?

19 MS. SANDRA COOPER: I believe it was  
20 at one of the -- it was either -- at one (1) of the  
21 meetings. I believe that that's -- that's where I  
22 understood that Peter Budd was involved, or Budd  
23 Energy.

24 MS. KATE MCGRANN: Did he attend one  
25 (1) of the meetings? Do you recall if someone

1 mentioned that he was involved?

2 MS. SANDRA COOPER: He was at the  
3 solar event. I don't recall if he was at the Board  
4 meeting or if -- certainly, it was mentioned that --  
5 Peter Budd and -- and that he was author of it.

6 MS. KATE MCGRANN: So the board was  
7 enthusiastic and excited about the idea and the -- the  
8 conservation elements that it presented. Do you know  
9 if -- if any investigation was done to see if there  
10 are other products that were similar to this that  
11 should also be considered, other solar attic roof  
12 vents?

13 MS. SANDRA COOPER: I don't believe  
14 there was.

15 MS. KATE MCGRANN: Do you know why --  
16 why that investigation wasn't undertaken?

17 MS. SANDRA COOPER: No, I don't.

18 MS. KATE MCGRANN: Other than Mr.  
19 Budd, who else did you understand was involved with  
20 the solar attic roof vents?

21 MS. SANDRA COOPER: The other was  
22 Green Leaf.

23 MS. KATE MCGRANN: Okay. And what was  
24 Green Leaf?

25 MS. SANDRA COOPER: That was an --

1 also, an energy conservation environmental company.

2 MS. KATE MCGRANN: What did you  
3 understand Green Leaf's role to be with respect to the  
4 solar attic vent initiative?

5 MS. SANDRA COOPER: That they were  
6 also company that had purchased the solar vents. That  
7 was my understanding.

8 MS. KATE MCGRANN: What was their  
9 involvement with -- or did they have any involvement  
10 with the -- the initiative that Collus Power was  
11 involved in?

12 MS. SANDRA COOPER: Well, they were  
13 not -- they did not attend the Board meetings;  
14 however, they attended the launch event.

15 MS. KATE MCGRANN: Other than  
16 attending the launch event, to your knowledge, did  
17 they have any involvement in the solar attic  
18 initiative? Did they do any work for it?

19 MS. SANDRA COOPER: I'm trying to  
20 separate what I know now to what I knew then. So  
21 going to what I knew then was that there was also  
22 discussion about getting the word out about the solar  
23 vent and that -- I believe that it was Green Leaf that  
24 was going to be assisting with this but having people  
25 in the community, letting residents know about this

1 product.

2 MS. KATE MCGRANN: So, like, a  
3 community outreach marketing role kind of thing?

4 MS. SANDRA COOPER: Yes.

5 MS. KATE MCGRANN: Who was affiliated  
6 -- or who was associated with Green Leaf? Do you know  
7 who owned the company?

8 MS. SANDRA COOPER: My understanding,  
9 that it was Ms. Abby Stec that owned the company.

10 MS. KATE MCGRANN: Okay. Were you  
11 aware of any other ownership interest in the company?

12 MS. SANDRA COOPER: At that time, I  
13 was not.

14 MS. KATE MCGRANN: Did that change  
15 over time?

16 MS. SANDRA COOPER: Af -- and I I'm  
17 not sure when, sequence, but, yes.

18 MS. KATE MCGRANN: And what changed  
19 about your understanding of the ownership of Green  
20 Leaf?

21 MS. SANDRA COOPER: That Paul Bonwick  
22 was involved.

23 MS. KATE MCGRANN: Do you remember how  
24 you came to understand that?

25 MS. SANDRA COOPER: I went on their



1 website.

2 MS. KATE MCGRANN: And he was listed  
3 as someone assoc -- how -- what did the website tell  
4 you?

5 MS. SANDRA COOPER: At fir -- at  
6 first, it was Abby -- Ms. Abby Stec, and it was  
7 environmental initiatives that they -- they were --  
8 her company was in -- involved with or promoting.

9 I just -- it was just sort of a broad  
10 brush that I -- I had a look to see, well, that's who  
11 it is, so, okay.

12 MS. KATE MCGRANN: Maybe I  
13 misunderstood, but I thought you were saying that you  
14 visited the Green Leaf website and -- and you learned  
15 that Mr. Bonwick had an ownership interest in the  
16 company?

17 MS. SANDRA COOPER: Sometime later, I  
18 understood that, not -- not during July of 2011.

19 MS. KATE MCGRANN: Did you later  
20 learned that Mr. Bonwick had an ownership interest in  
21 Green Leaf as a result of looking at the website?

22 MS. SANDRA COOPER: I had -- yes, I  
23 had seen his name there.

24 MS. KATE MCGRANN: Do you remember  
25 when you learned this?

1 MS. SANDRA COOPER: It was some --  
2 quite some time later, actually.

3 MS. KATE MCGRANN: Could you give us a  
4 ballpark figure? Was it months or years later?

5 MS. SANDRA COOPER: It -- it would  
6 have been months anyway.

7 MS. KATE MCGRANN: Do you remember why  
8 you were looking at the Green Leaf website at the  
9 time?

10 MS. SANDRA COOPER: I -- for my own  
11 curiosity.

12 MS. KATE MCGRANN: When you saw Mr.  
13 Bonwick's name on the website did you speak to him  
14 about what you had seen?

15 MS. SANDRA COOPER: No, I did not. I  
16 just -- I looked at the website at one time looking  
17 and -- and because I had heard of Green Leaf. And  
18 then I had seen -- quite some time later. And, no, I  
19 -- I did not discuss his business interests, nor my  
20 business interests if -- if there were any, or with  
21 any of my siblings.

22 MS. KATE MCGRANN: Okay. I'd like to  
23 stay focused, if we can, on -- on Mr. Bonwick. When  
24 you discovered that he had an ownership interest in  
25 Green Leaf from looking at the website, by that time,

1 were you aware that Green Leaf had been involved in  
2 the solar attic roof initiative?

3 MS. SANDRA COOPER: Yes.

4 MS. KATE MCGRANN: Did you wonder to  
5 yourself why didn't Mr. Bonwick tell me that he was  
6 involved in this initiative that the town's company is  
7 running?

8 MS. SANDRA COOPER: At this point in  
9 time?

10 MS. KATE MCGRANN: When you discovered  
11 that he had ownership interest.

12 MS. SANDRA COOPER: Oh. I didn't  
13 expect Paul Bonwick to -- to -- he -- he didn't report  
14 -- report to me. I didn't know when his interest was  
15 -- came on board.

16 MS. KATE MCGRANN: Did you take any  
17 steps to find out?

18 MS. SANDRA COOPER: I did not. I had  
19 brief conversations with Ms. Stec. I did -- and I did  
20 not have a conversation with -- with Paul Bonwick  
21 about it.

22 I had many job tasks, and it -- it was  
23 not part of what I felt that all my other duties as  
24 described was a part of.

25 MS. KATE MCGRANN: And just for the

1   sake of clarity, when you say you had brief  
2   conversations with Ms. Stec, did you ask her any  
3   questions about Mr. Bonwick's involvement or role with  
4   Green Leaf?

5                   MS. SANDRA COOPER:    No.

6                   MS. KATE MCGRANN:    Other than Green  
7   Leaf, did you believe anybody else to be involved in  
8   the solar attic vent initiative on the attic vent  
9   side?

10                  MS. SANDRA COOPER:    There were -- I'm  
11   not sure if I'd say partners.  There were others that  
12   were involved in the launch, the solar launch in  
13   Collingwood.  And there were others -- other hydro  
14   LDCs that were sponsored, and so I knew that they were  
15   involved.

16                  MS. KATE MCGRANN:    Okay.  Who else  
17   from -- from that?  Who else are you describing there?

18                  MS. SANDRA COOPER:    So, Orangeville  
19   Hydro, Wasaga Beach Hydro, PowerStream.  And I believe  
20   there was one (1) more because there were a few logos  
21   on the -- the bottom of the page, the agenda.  And I  
22   can't -- I -- I can't recall for sure the others, but  
23   those are ones that I -- I do recollect.

24                  MS. KATE MCGRANN:    The other LDCs that  
25   you've listed, what did you understand their

1 involvement in the initiative was?

2 MS. SANDRA COOPER: I understood that  
3 it was the -- the same as Collus, that they would  
4 purchase so many and have them in some of their homes  
5 in -- in Wasaga Beach and Orangeville and other  
6 places, Barrie or that particular area.

7 MS. KATE MCGRANN: If we look at  
8 paragraph 28 of summary document 1-3, this paragraph  
9 describes Mr. Houghton participated in discussions  
10 with PowerStream staff and Mr. Bonwick to approve news  
11 releases related to the solar attic vents events.

12 Do you recall that there was an attic  
13 event launch in the summer of 2011?

14 MS. SANDRA COOPER: Yes. I just  
15 referred to that.

16 MS. KATE MCGRANN: This paragraph  
17 summarizes correspondence, including correspondence  
18 where Mr. Bonwick said he would get the mayor to sign  
19 off on a news release on August 10th.

20 You weren't copied on this email  
21 correspondence, but do you recall discussing a news  
22 release about the solar attic vents initiative with  
23 Mr. Bonwick in August of 2010?

24 MS. SANDRA COOPER: I don't recall  
25 that discussion. What I do recall though was a news

1 release.

2 MS. KATE MCGRANN: Do you remember  
3 signing off on the news release or if you sign off on  
4 it?

5

6 (BRIEF PAUSE)

7

8 MS. SANDRA COOPER: I recall a news  
9 release. I don't recall signing off.

10 MS. KATE MCGRANN: Is it possible that  
11 you did sign off on it and you just don't remember  
12 today?

13

14 (BRIEF PAUSE)

15

16 MS. SANDRA COOPER: I -- I don't  
17 recall. As I say -- well, Mr. Houghton prepared, or  
18 at least provided me with an agenda for that launch.  
19 I was there briefly. And -- so. And there was a news  
20 release. I -- I don't recall anything further than  
21 that, who provided or -- specifically or me signing  
22 off.

23 MS. KATE MCGRANN: The bottom of this  
24 paragraph says that members of council and the  
25 strategic task team were all invited to the event by

1 Collus. And it says that you forwarded a copy of your  
2 invitation to Mr. Bonwick.

3 Do you remember doing that?

4 MS. SANDRA COOPER: Yes.

5 MS. KATE MCGRANN: Okay, why did you  
6 do that?

7

8 (BRIEF PAUSE)

9

10 MS. SANDRA COOPER: I invited him to  
11 attend for no specific reason.

12 MS. KATE MCGRANN: You don't remember  
13 why you invited him to attend?

14 MS. SANDRA COOPER: No specific  
15 reason.

16 MS. KATE MCGRANN: Can we look at  
17 paragraph 44 of the foundation document, please?

18

19 (BRIEF PAUSE)

20

21 MS. KATE MCGRANN: Other than  
22 forwarding your invitation to the solar attic vent  
23 launch to Mr. Bonwick and inviting him to come with  
24 you, what discussions, if any, do you recall having  
25 with him about the solar attic vent initiative?

1 MS. SANDRA COOPER: It was a great  
2 idea. And I -- basically, that was it, that I thought  
3 it was a great idea and that certainly was innovative,  
4 as far as I was concerned and great idea.

5 MS. KATE MCGRANN: Did he share any of  
6 his views with you about it?

7 MS. SANDRA COOPER: Not specific, just  
8 probably an agreement.

9 MS. KATE MCGRANN: Do you remember  
10 what he said back to you?

11 MS. SANDRA COOPER: No.

12

13 (BRIEF PAUSE)

14

15 MS. KATE MCGRANN: Can you take that  
16 off the screen and can we look instead at TOC518191?

17

18 (BRIEF PAUSE)

19

20 MS. KATE MCGRANN: Can you scroll to  
21 the bottom of this email chain, please? So this is an  
22 August 12th, 2011, email from yourself to Pam Hogg,  
23 subject, "Contacts." You write:

24 "Pam, can you provide me with the  
25 contacts -- can you provide me the



1 contacts for PowerStream, including  
2 Mr. Henderson, next week? Any time  
3 is fine. Thank you, Sandra."

4 And then scroll up. Ms. Hogg says,  
5 "I'm getting the contacts together for PowerStream for  
6 you." And she asks you, "Do you mean all the people  
7 that were involved in the solar launch?" Scroll up.

8 You respond, "Yes, please, include all  
9 of those folks." And if you could scroll up a little  
10 bit further you can see that Ms. Hogg provides you  
11 with contact information for Mr. Bentz, Mr. Henderson,  
12 Mr. Fagen. Scroll up a bit further.

13 And then you send an email to Ms.

14 Fuhre:

15 "I would like to be able to provide  
16 a dollar amount when contacting  
17 these folks. They were involved  
18 with the solar vent -- event at  
19 Creekside, also."

20 Do you remember this email  
21 correspondence?

22 MS. SANDRA COOPER: Yes.

23 MS. KATE MCGRANN: Could it please be  
24 marked as the next exhibit?

25 THE HONOURABLE FRANK MARROCCO: Yes.

1 CONTINUED BY MS. KATE MCGRANN:

2 MS. KATE MCGRANN: Why were you  
3 reaching out to Ms. Hogg about contact information for  
4 people from PowerStream at this time?

5 MS. SANDRA COOPER: Because they were  
6 in the mayor's golf tournament, and I wanted to thank  
7 them for attending both. It was the -- the same  
8 people.

9 MS. KATE MCGRANN: The solar event --  
10 event at Creekside, do you recall what that was?

11 MS. SANDRA COOPER: That was the solar  
12 event at Creekside as a residential subdivision in  
13 Collingwood. And that was happening the same day as  
14 the golf fundraiser, charity golf tournament.

15 MS. KATE MCGRANN: At this point in  
16 time, it's August 18th, we're going to talk about the  
17 strategic task team next, but you've already attended  
18 a strategic task team meeting. You've attended a  
19 meeting with PowerStream on June 27th that Mr. Bonwick  
20 arranged.

21 You've sent a letter to Mr. Bentz  
22 acknowledging that Mr. Bonwick is going to be working  
23 for PowerStream. At this point in time, do you  
24 remember wondering whether PowerStream would be  
25 responding to the Collus Power RFP?

1 (BRIEF PAUSE)

2

3 MS. SANDRA COOPER: I don't recall --  
4 I don't recall at this time. I don't recall back at  
5 that time.

6 MS. KATE MCGRANN: You said that the -  
7 - these PowerStream folks were attendees at the  
8 mayor's golf tournament?

9 MS. SANDRA COOPER: Yes.

10 MS. KATE MCGRANN: Is there any reason  
11 that you're asking Ms. Hogg for their contact  
12 information?

13 MS. SANDRA COOPER: Yes. All of the  
14 attendees, participants in the golf tournament  
15 received a thank you from my office and a photo --  
16 group photo shot or a link to that.

17 So that would have been the reason that  
18 they participated, like, a hundred and how many  
19 participants in the golf -- golf tournament that I  
20 would be thanking for their participation, and as well  
21 as volunteers. I did the same there, thanked them for  
22 their assistance.

23 MS. KATE MCGRANN: And why did you ask  
24 Ms. Hogg specifically for the PowerStream contact  
25 information?

1 MS. SANDRA COOPER: Because they were  
2 a hydro company, and I thought she would have their --  
3 their contact information. I did not have it.

4 MS. KATE MCGRANN: I'm about to move  
5 on to a different topic. Would you like to --

6 THE HONOURABLE FRANK MARROCCO: Why  
7 don't we just go for another twenty (20) minutes and  
8 then stop for lunch.

9

10 CONTINUED BY MS. KATE MCGRANN:

11 MS. KATE MCGRANN: So I'd like to ask  
12 you some questions about the work that you did on the  
13 Strategic Partnership Task Team. We've been referring  
14 to it as the Strategic Task Team just to shorten the  
15 name up a little bit.

16 We saw that you were identified as one  
17 of the members of that team on the slide from  
18 June 27th, 2011. If we could look at paragraph 92 of  
19 the Foundation Document -- page 92 of the Foundation  
20 Document. My apologies. Look at paragraph 239.

21 It's our understanding that the first  
22 meeting of the Strategic Partnership Task Team took  
23 place on August 3rd, 2011. Is that consistent with  
24 what you remember?

25 MS. SANDRA COOPER: Yes.

1 MS. KATE MCGRANN: Was it your  
2 understanding that the discussions of the Strategic  
3 Task Team at the Strategic Task Team meetings and  
4 otherwise were to be kept confidential?

5 MS. SANDRA COOPER: That was my  
6 understanding.

7 MS. KATE MCGRANN: What was the basis  
8 for that understanding?

9 MS. SANDRA COOPER: There was  
10 sensitive material that couldn't be shared.

11 MS. KATE MCGRANN: Do you remember any  
12 discussion at any of the Strategic Task Team meetings  
13 about how the information discussed at those meetings  
14 should be treated?

15 MS. SANDRA COOPER: The -- they should  
16 be treated with confidence.

17 MS. KATE MCGRANN: Do you remember who  
18 said that?

19 MS. SANDRA COOPER: I don't recall who  
20 exactly said that, but certainly, I took away that the  
21 information was to remain confidential.

22 MS. KATE MCGRANN: We'll talk about --  
23 the Strategic Task Team had several meetings. I'm  
24 going to walk you through them.

25 Do you remember at any point in time

1 whether -- the fact that Mr. Bonwick was working for  
2 PowerStream was disclosed to the Strategic Task Team?

3 MS. SANDRA COOPER: I don't recall.

4 MS. KATE MCGRANN: What did you  
5 understand the purpose of the Strategic Task Team to  
6 be?

7 MS. SANDRA COOPER: Looking at  
8 strategic partnership, the RFP would be sent out; that  
9 criteria would be reached from that information,  
10 criteria, RFP; and that the team would evaluate each  
11 of those interested parties.

12 MS. KATE MCGRANN: Do you recall if  
13 different individuals on the Strategic Task Team had  
14 different roles and responsibilities? Or were you all  
15 there to do the same thing?

16 MS. SANDRA COOPER: While we were --  
17 we were there to -- for all the same purpose was to  
18 review the interested parties and -- and for marking  
19 purposes and -- and selection.

20 MS. KATE MCGRANN: When you refer to  
21 "marking purposes," are you referring to reviewing and  
22 scoring the responses to the RFP?

23 MS. SANDRA COOPER: Yes.

24 MS. KATE MCGRANN: I'm going to ask  
25 that you be shown the meeting notes from this meeting

1 at CPS2342.

2

3 (BRIEF PAUSE)

4

5 MS. KATE MCGRANN: I'll ask you to  
6 direct the court operator if you would like to take a  
7 chance to look at the whole document.

8 MS. SANDRA COOPER: Okay. Continue.

9

10 (BRIEF PAUSE)

11

12 MS. SANDRA COOPER: Yes.

13

14 (BRIEF PAUSE)

15

16 MS. SANDRA COOPER: Please.

17

18 (BRIEF PAUSE)

19

20 MS. SANDRA COOPER: Yes.

21

22 (BRIEF PAUSE)

23

24 MS. KATE MCGRANN: Have you seen these  
25 minutes before?

1 MS. SANDRA COOPER: Yes

2 MS. KATE MCGRANN: Would they be  
3 marked as the next exhibit?

4 THE HONOURABLE FRANK MARROCCO: Yes.

5

6 CONTINUED BY MS. KATE MCGRANN:

7 MS. KATE MCGRANN: If you could at the  
8 bottom of page 1 that is, it was decided that we would  
9 not look at further partnership opportunities such as  
10 Corix, Fortis, et cetera. Do you remember how that  
11 was decided?

12 MS. SANDRA COOPER: It would have been  
13 a discussion at the meeting and whether to include  
14 them or not and reasons why.

15 MS. KATE MCGRANN: Do you remember  
16 anything about that discussion?

17 MS. SANDRA COOPER: I don't recall the  
18 details of it. I know there was others -- other LDCs  
19 that were mentioned and -- and that for these reasons,  
20 we believe that they should not be included.

21 MS. KATE MCGRANN: The next bullet  
22 point says:

23 "It was agreed that we are  
24 investigating this venture to make  
25 Collus stronger through a



1 partnership, not a sale of the  
2 utility."

3 Do you see that?

4 MS. SANDRA COOPER: Yes.

5 MS. KATE MCGRANN: What do you  
6 remember about that discussion?

7 MS. SANDRA COOPER: It was a strategic  
8 partner and not a full-out sale of the utility.  
9 That's -- I -- I remember the discussions there.

10 And also that council would've -- and  
11 it's not in any minutes -- but that the June 27th,  
12 that there were no strong issues. Although no  
13 direction appears to be in any minutes that -- that a  
14 strategic partner was what the focus would be for  
15 Collus.

16 MS. KATE MCGRANN: Do you know if by  
17 this point in time, August 3rd, 2011, the members of  
18 the Strategic Task Team have been provided with the  
19 options analysis, slides from KPMG that we've seen, or  
20 the slides about the strategic partnership from KPMG  
21 that you've described?

22 MS. SANDRA COOPER: I believe we have  
23 at that point in time prior to -- prior to -- prior to  
24 this.

25 MS. KATE MCGRANN: Okay., Do you

1 remember who delivered those to the group?

2 MS. SANDRA COOPER: It would have been  
3 staff.

4 MS. KATE MCGRANN: Do you remember how  
5 those two sets of slides were delivered to the group?

6 MS. SANDRA COOPER: Likely -- and I'm  
7 just -- generally, the way is, it would -- would be  
8 electronically, and I just go by that. Because there  
9 were times that I had received a binder with a hard  
10 copy, and there were other times that in Town Hall  
11 that if I received something electronically that  
12 either myself or I'd send it over to Ms. Fuhre and --  
13 my assistant -- and she would print -- print them out  
14 for me.

15 So a lot of times hard -- most times,  
16 it was a hard copy package that I'd receive.

17 MS. KATE MCGRANN: Do you remember  
18 whether there was a discussion amongst the Strategic  
19 Task Team about the analysis KPMG had done on the four  
20 options and the analysis it has -- it had done on the  
21 strategic partnership option? Do you remember if you  
22 discussed KPMG's assessment views?

23 MS. SANDRA COOPER: Well, I do recall  
24 KPMG giving -- providing information, and I -- I do  
25 recall that the -- looking at who would be -- what we

1 would be looking for in the best -- the best light of  
2 a -- a strategic partner, a shared partner. And so  
3 KPMG would have provided that presentation.

4 MS. SANDRA COOPER: Okay. So if you  
5 scroll up to the top where the list of attendees is  
6 set out, there's no one from KPMG listed as attending  
7 this meeting.

8 MS. SANDRA COOPER: Okay.

9 MS. KATE MCGRANN: We do see them come  
10 to become involved subsequently. Is it possible that  
11 you're thinking about a later meeting when you say  
12 this?

13 MS. SANDRA COOPER: Yes. I -- I look  
14 at dates, and -- and I don't recall specific dates.  
15 But absolutely, they were in attendance at many of  
16 those Strategic Team meetings.

17 MS. KATE MCGRANN: Okay.

18 MS. SANDRA COOPER: Task Team.

19 MS. KATE MCGRANN: When you talk about  
20 KPMG providing advice about who would be a good  
21 strategic partner -- I think that's what-- I think  
22 that's what you said, but I don't want to misquote  
23 you. So if I'm off, please correct me.

24 MS. SANDRA COOPER: Provided  
25 information to make a -- an informed decision of who

1 would be the best partner.

2 MS. KATE MCGRANN: Okay. I want to  
3 step back one step in the process to where it's being  
4 decided that a strategic partner is what you're  
5 looking for, as opposed to a buyer for a minority or,  
6 you know, majority share in the company.

7 But I want to understand how -- how it  
8 came to be that the strategic task team is looking at  
9 a strategic partner. We have been talking about the  
10 two sets of slides that KPMG had delivered. We're  
11 talking about whether or not the Strategic Task Team  
12 had received those slides. You said you thought they  
13 did.

14 Do you remember if there was a  
15 discussion about the KPMG work product analyzing the  
16 different options available amongst the members of the  
17 Strategic Task Team?

18 MS. SANDRA COOPER: I -- I believe --  
19 I believe they did. That was -- that's my  
20 understanding looking at that with KPMG.

21 MS. KATE MCGRANN: But what do you  
22 remember about the Strategic Task Team's discussions  
23 about KPMG's analysis of the four options set out in  
24 that one slide deck and the strategic partner option?

25 MS. SANDRA COOPER: I believe the

1 message was for KPMG that nothing less than not a  
2 minority purchase or partnership, that would not be  
3 acceptable.

4 MS. KATE MCGRANN: When you say "the  
5 message was for KPMG," who was the message from?

6 MS. SANDRA COOPER: That council --  
7 the members of council in their discussion at the  
8 presentation there that -- and that others felt that  
9 the minority would not be something that Collus would  
10 be interested in, nor the Town.

11 MS. KATE MCGRANN: Okay. When you  
12 talk about council and the presentation, are you  
13 referring to the June 27th, 2011 in-camera meeting  
14 where Mr. Houghton made a presentation?

15 MS. SANDRA COOPER: Yes.

16 MS. KATE MCGRANN: Were members of  
17 KPMG in attendance at that meeting to your  
18 recollection?

19 MS. SANDRA COOPER: No.

20 MS. KATE MCGRANN: How did council  
21 deliver a message to KPMG?

22 MS. SANDRA COOPER: The message would  
23 have been from -- a follow-up from the -- the June  
24 meeting and that -- that it was the understanding of  
25 all the people that were present at that meeting that

1 those were -- those were their thoughts that not a  
2 minority, that we're not -- there was not the interest  
3 in a minority.

4 So taking that -- that forward, that  
5 would have been part of -- part of the -- part of the  
6 thought in the -- the follow-up strategic partnership  
7 meetings and with KPMG.

8 MS. KATE MCGRANN: Okay. So at the  
9 end of the June 27th, 2011 council meeting, it was  
10 understood that council was not interested in the sale  
11 of a minority share in Collus Power and that  
12 information was transmitted to KPMG at some later  
13 date?

14 MS. SANDRA COOPER: And it was -- it  
15 would have been -- it would have been transmitted  
16 that, you know, we're not interested in a minority.

17 MS. KATE MCGRANN: Do you remember how  
18 that information was provided to KPMG?

19 MS. SANDRA COOPER: Trying to recall  
20 to that that it would be at one of our -- our  
21 meetings, our -- our partnership -- Strategic  
22 Partnership Team Task Force meetings and just the -- a  
23 discussion around -- of, you know, where we  
24 collectively are not as interested as in a -- a  
25 minority partnership.

1 MS. KATE MCGRANN: Okay. Is there --  
2 and we're going to go through the subsequent meetings,  
3 so maybe that we see something in the minutes that  
4 helps with this conversation.

5 Is there anything else you can tell me  
6 about what you remember about how it was decided that  
7 a strategic partnership would be what was being looked  
8 at?

9 MS. SANDRA COOPER: They were looking  
10 for similarities of -- in the criteria as -- has  
11 explored out, looking at how you can have a  
12 partnership that will work to success for both  
13 parties. In the 50 percent partnership would  
14 certainly for the -- the team moving forward with that  
15 found that to be accept -- acceptable.

16 MS. KATE MCGRANN: One other point on  
17 this set of minutes that I'd like to ask you about.  
18 It's on the second page that:

19 "A discussion ensued as to the right  
20 time to inform staff. It was  
21 decided that perhaps following the  
22 RFP process might be the best time,  
23 as it may be too premature now until  
24 the next level of interest is  
25 determined."

1 I understand this to be saying that a  
2 decision was made not to inform Collus Power staff  
3 that anything was happening with respect to the RFP  
4 until after the RFP was completed. Is that right?

5 MS. SANDRA COOPER: Yes, that is  
6 correct.

7 MS. KATE MCGRANN: Can you help me  
8 understand why that decision was made?

9 MS. SANDRA COOPER: It was recommended  
10 by Mr. Houghton that it -- it was too premature at  
11 that point to -- to inform staff because, again, there  
12 wasn't that information. Wait till we had everything  
13 compiled, and then Ed could go and Mr. Houghton could  
14 go and speak with staff about this strategic  
15 partnership, about the -- what was happening.

16 MS. KATE MCGRANN: Okay. So at this  
17 point, there's been: a confidential valuation;  
18 options analysis review; an in-camera presentation to  
19 council; a strategic task team meeting that you  
20 understood to be confidential; and a decision made  
21 that the staff of Collus Power are not going to be  
22 advised about the strategic partnership search until  
23 the RFP is done.

24 All of that that looks to me like the  
25 only people who know that this is happening at this



1 point are the Collus Power Board, people at KPMG, the  
2 members of council, and the members of the Strategic  
3 Task Team. Is that everybody who knew what was going  
4 on with respect to the RFP at this point?

5 MS. SANDRA COOPER: I believe at that  
6 point in time, yes.

7 MS. KATE MCGRANN: I would be moving  
8 to the next Strategic Task Team meeting at this time.

9 THE HONOURABLE FRANK MARROCCO: Take a  
10 break for lunch.

11

12 --- Upon recessing at 1:03 p.m.

13 --- Upon resuming at 2:17 p.m.

14

15 THE HONOURABLE FRANK MARROCCO: Go  
16 ahead.

17

18 CONTINUED BY MS. KATE MCGRANN:

19 MS. KATE MCGRANN: Good afternoon, Ms.  
20 Cooper.

21 MS. SANDRA COOPER: Good afternoon,  
22 Ms. McGrann.

23 MS. KATE MCGRANN: Before lunch, we  
24 were talking about the first meeting of the Strategic  
25 Task Team on August 3rd, 2011. I'd now like to talk

1 to you about the second meeting of the Strategic Task  
2 Team, which I believe took place on August 29th, 2011.

3 We'll pull up the minutes, which are at  
4 CPS8756\_00001. Would you like an opportunity to  
5 review these minutes on the screen before I start my  
6 questions with you?

7 MS. SANDRA COOPER: That would be  
8 great. Yes, please.

9 MS. KATE MCGRANN: I'll ask you to  
10 direct the court operator to scroll as needed.

11

12 (BRIEF PAUSE)

13

14 MS. SANDRA COOPER: Thank you.

15 MS. KATE MCGRANN: Do you recall  
16 attending this meeting?

17 MS. SANDRA COOPER: Yes.

18 MS. KATE MCGRANN: Do you recall  
19 seeing a copy of these minutes?

20 MS. SANDRA COOPER: I would have  
21 received a copy of the minutes, yes.

22 MS. KATE MCGRANN: Can these minutes  
23 be marked as the next exhibit?

24 THE HONOURABLE FRANK MARROCCO: Yes.

25 Yes.

1 CONTINUED BY MS. KATE MCGRANN:

2 MS. KATE MCGRANN: I would first like  
3 to look at the paragraph that's a little bit further  
4 down the first page, starting with, "Mr. Houghton put  
5 forth a suggestion." Here it says that:

6 "Mr. Houghton put forth a suggestion  
7 that KPMG put together the RFP for  
8 us, and sit in on the interview  
9 meetings. Mr. Houghton will  
10 investigate the cost of having them  
11 prepare the RFP, the cost to have  
12 them involved in the interview  
13 process, and the cost to have them  
14 review the completed RFPs, make a  
15 fair recommendation to the task  
16 force, and then the vote's taken,  
17 and it's agreed to move forward with  
18 contracting KPMG to put together the  
19 RFP, and to investigate the cost of  
20 having them participate in the  
21 interview process and review the  
22 completed RFPs."

23 What did you think KPMG was going to be  
24 doing for the Strategic Task Team?

25 MS. SANDRA COOPER: That KPMG would be

1 preparing the RFP, and the criteria set out of that  
2 consideration of each of the interested parties.

3 MS. KATE MCGRANN: What input --

4 MS. SANDRA COOPER: And --

5 MS. KATE MCGRANN: -- did you think  
6 the Strategic Task Team was going to have in the  
7 creation of the RFP?

8 MS. SANDRA COOPER: So there would be  
9 certainly some discussion, a comfort of what those  
10 list of items are, and -- in the criteria, and that --  
11 that would be how we move forward with that presenta -  
12 - or the information that KPMG would put together for  
13 the task force, make that recommendation, and just to  
14 move forward with KPMG as the oversight, and provide  
15 guidance as well.

16 MS. KATE MCGRANN: And at a high  
17 level, did KPMG do what you expected them to do?

18 MS. SANDRA COOPER: I believe they  
19 did.

20 MS. KATE MCGRANN: If you could scroll  
21 down to page 2, I'd like to ask you some questions  
22 about the interview process that was envisioned here.  
23 The second paragraph, where it says:

24 "Significant discussion took place  
25 regarding the importance of openness

1 and transparency and the need to be  
2 consistent in our questions to the  
3 interested parties."

4 It goes on to say:

5 "It was felt that as long as the  
6 interested parties knew in advance  
7 the evaluation criteria for the  
8 RFPs, they should all be on the same  
9 level playing field."

10 And then it goes on to discuss that a  
11 letter will be sent out to the bidders in advance, and  
12 I'll need you to scroll down a little bit to show this  
13 nine (9) point list, here. It says:

14 "We will outline in our letter to  
15 them that their presentation should  
16 cover the following."

17 And then there's a list of nine (9)  
18 points, the financial background, culture, vision and  
19 mission, presence in Collingwood, how they treat their  
20 employees, what are their rates, and are there plans  
21 for rate harmonizing, safety perspective, what  
22 programs in place, unions, successor rights, will  
23 there be financial impact, attracting others, will  
24 there be a royalty, what is their vision for  
25 rationalization, and finally, governance, how would

1 the boards be populated.

2 Do you remember how this list of nine  
3 (9) items was put together?

4 MS. SANDRA COOPER: I believe that  
5 KPMG and Mr. Houghton put the -- some of the criteria  
6 together, and I know there was discussion around  
7 presence in Collingwood, that -- that was important.  
8 So that would have been something that we would have -  
9 - the board would have had a discussion, and Ed would  
10 have been -- Houghton would have been aware of -- of  
11 that.

12 As well, how they treat their employees  
13 was something else that was brought up -- brought out  
14 as needing to be on that list. And that was brought  
15 forward to -- to Ed Houghton.

16 MS. KATE MCGRANN: Okay. Looking at  
17 this list of nine (9) items, these minutes -- we just  
18 looked at a section of the minutes where it appears  
19 that the Strategic Task Team agreed to go to KPMG and  
20 ask them to get involved. This list of nine (9) items  
21 is in the minutes of this same meeting.

22 So was it your understanding that KPMG  
23 was already doing work with Mr. Houghton on this?

24 MS. SANDRA COOPER: My dates aren't  
25 down pat, but KPMG had -- and I'm not sure at what

1 period in time, but certainly, this was something that  
2 KP -- KPMG had seen, or would have -- had seen, and  
3 that -- that's what we were going to be looking at in  
4 -- in presentations.

5 MS. KATE MCGRANN: Okay, so this list  
6 of nine (9) items came from Mr. Houghton and KPMG?

7 MS. SANDRA COOPER: Ms. -- and the --  
8 as -- as I had said earlier, that the board talked  
9 about what they would like to see, and certainly, some  
10 of these presence in Collingwood, and was top -- my  
11 list, anyway.

12 MS. KATE MCGRANN: So this list  
13 includes items that had been topics of previous  
14 conversation at board meetings, the board of Collus  
15 Power?

16 MS. SANDRA COOPER: Yes.

17 MS. KATE MCGRANN: Did the Strategic  
18 Task Team have any input into this -- the assembly of  
19 this list of nine (9) items?

20 MS. SANDRA COOPER: I believe it was  
21 Mr. Houghton and Mr. Muncaster -- Chair Muncaster that  
22 then were able to compile this, and -- this list of  
23 nine (9).

24 MS. KATE MCGRANN: If you could scroll  
25 down to page 3, the top of the page. Mr. Houghton

1 reviews the proposed outline of the critical dates.

2 Do you remember who -- who put together this schedule?

3 MS. SANDRA COOPER: I don't recall who  
4 put the schedule together.

5 MS. KATE MCGRANN: Do you recall any  
6 discussion amongst the members of the Strategic Task  
7 Team as to the timeline for the RFP, or the particular  
8 dates that are set out in this schedule?

9 MS. SANDRA COOPER: No, not that I  
10 recall.

11 MS. KATE MCGRANN: Pardon me. And if  
12 you scroll down a little bit further on this page,  
13 there's a paragraph that starts with, "Discussion then  
14 took place" --

15 MS. SANDRA COOPER: M-hm.

16 MS. KATE MCGRANN:  
17 -- "with respect to governance, and  
18 it was stated that we wish to have  
19 significant board representation."

20 Do you remember if there was anything  
21 discussed beyond what is outlined in the minutes here  
22 about the governance structure?

23 MS. SANDRA COOPER: There -- there was  
24 a discussion. I can't say definitely when that took  
25 place, of governance.



1 MS. KATE MCGRANN: Okay. Do you  
2 remember what was discussed?

3 MS. SANDRA COOPER: Not at this -- at  
4 this particular meeting or -- or the later time when  
5 governance --

6 MS. KATE MCGRANN: Let's -- so with  
7 this particular meeting. I think you think you don't  
8 -- do -- what do you remember from this particular  
9 meeting?

10 MS. SANDRA COOPER: I remember the  
11 discussion, I recall as a focus on similar culture.  
12 That was something that we all felt was very important  
13 with -- with a partner, and -- and again many times  
14 over various meetings, not only here but others that -  
15 - looking at questioning, is it a change in  
16 government, and there would be a change in policy, and  
17 I think that the mandate or at least the -- the intent  
18 in my view was reduce -- reducing the number of LDCs,  
19 and I'd attended dis -- electricity distribution --  
20 Electrical Distribution (sic) Association meeting --  
21 conference, annual conference, and that was certainly  
22 the case then, and -- and so that was carried through  
23 with some discussion here as well, the reduction of  
24 the number of local distribution companies for the  
25 future.

1 MS. KATE MCGRANN: If you scroll  
2 down to the paragraph at the bottom of the page that  
3 starts with "Mr. Houghton." There we are.

4 "Mr. Houghton posed the question  
5 about negotiations after review of  
6 the RFPs and whether this would be -  
7 - should be allowed."

8 And it says:

9 "It was decided that the price would  
10 be the price and not negotiated but  
11 we will look at the best deal and  
12 negotiate the finer details."

13 Do you remember a discussion about this  
14 at this particular meeting?

15 MS. SANDRA COOPER: I do recall that  
16 there would be the best deal for Collus and for the  
17 Town of Collingwood, looking at further -- other  
18 details as -- as -- as time goes on, and with one  
19 individual. So at the end of it, if there needs to be  
20 further refining, then that would be acceptable.

21 MS. KATE MCGRANN: Do you remember why  
22 it was decided that the price would be the price and  
23 not negotiated?

24 MS. SANDRA COOPER: I don't recall  
25 that.

1 MS. KATE MCGRANN: And finally this --  
2 this page ends with:

3 "Items to be considered in the  
4 evaluation are as follows."

5 And it lists several bullet points  
6 there. Do you recall who assembled or was the source  
7 of this list of bullet points?

8

9 (BRIEF PAUSE)

10

11 MS. SANDRA COOPER: It would have --  
12 sorry, Mr. Houghton or Recording Secretary to -- from  
13 the discussions with the Board would have pulled these  
14 items out. We did speak about, as referenced early,  
15 Board representation or governance and employee  
16 retention. Certainly Collingwood presence was  
17 important to me. So I think with conversation or  
18 discussion at the Board meeting and these items were  
19 collected from that.

20 MS. KATE MCGRANN: Okay. So these --  
21 these items are the result of discussions at the  
22 Collus Power Board meeting and you think that they  
23 were included either by Mr. Houghton or by Ms. Hogg as  
24 the secretary of those meetings?

25 MS. SANDRA COOPER: That's my

1 recollection. I do recall that there was a discussion  
2 on -- on these items.

3 MS. KATE MCGRANN: Discussion at the  
4 Collus Board meeting or discussions --

5 MS. SANDRA COOPER: Yes.

6 MS. KATE MCGRANN: -- discussions at  
7 strategic task team meeting, or both?

8 MS. SANDRA COOPER: At the -- at the  
9 task meeting and as well as I believe at the Collus  
10 Board as well.

11 MS. KATE MCGRANN: Okay. So I had  
12 maybe misunderstood you, but I had understood you to  
13 be saying that this list of items, one, two, three --  
14 this list of seven (7) items --

15 MS. SANDRA COOPER: M-hm.

16 MS. KATE MCGRANN: -- had come from  
17 discussions at the Collus Power Board meetings. But  
18 is it the case that it also came from discussions of  
19 the strategic task team?

20 MS. SANDRA COOPER: Yes. We would  
21 have discussed these items as well.

22 MS. KATE MCGRANN: What can you tell  
23 me about what you remember about the strategic task  
24 team discussions about these items?

25 MS. SANDRA COOPER: That -- just that

1 the task team was comfortable with -- with this list  
2 of -- of evaluation or criteria that would be  
3 presented.

4 MS. KATE MCGRANN: So was it the case  
5 that the strategic task team was presented with this  
6 list of seven (7) items, there was discussion and they  
7 agreed that this list of seven (7) items should --  
8 should go forward, be taken forward?

9 MS. SANDRA COOPER: They -- yes, they  
10 were comfortable with it.

11 MS. KATE MCGRANN: Do you recall that  
12 the strategic task met with potential bidders in  
13 September 2011, attended individual meetings?

14 MS. SANDRA COOPER: I do recall that,  
15 yes.

16 MS. KATE MCGRANN: And did you attend  
17 those meetings?

18 MS. SANDRA COOPER: Yes.

19 MS. KATE MCGRANN: Do you recall if  
20 the strategic task team provided feedback to the  
21 bidders on their presentations at those meetings,  
22 either during the meetings or after the fact?

23 MS. SANDRA COOPER: Well, I know that  
24 I did -- I did not provide feedback to the -- to the  
25 bidders.

1 MS. KATE MCGRANN: To your knowledge,  
2 did anyone provide feedback to the bidders on the  
3 presentations they made at those introductory  
4 meetings?

5 MS. SANDRA COOPER: For the  
6 introductory meetings -- so stepping back first of  
7 all, Mr. Houghton and Mr. Muncaster had, as I had said  
8 earlier, kicked tires -- had introduced to various  
9 LDCs, and -- and at this point in time, as you --  
10 you've referred to then, with -- prior to the RFPs, an  
11 introduction, and then -- and then the RFPs after  
12 that. Did I have any contact? I did not have contact  
13 with any of the parties. I don't recall others.

14 MS. KATE MCGRANN: Okay. My question  
15 is a little bit different. It's, do you know if  
16 anyone on the strategic task team provided feedback to  
17 the bidders on the meetings that happened in September  
18 of 2011?

19 MS. SANDRA COOPER: I don't -- I don't  
20 recall at this time. I -- I know they would have  
21 reached out -- they would have been -- Mr. Houghton,  
22 Mr. Muncaster -- RFPs are going out.

23 MS. KATE MCGRANN: Okay. What do you  
24 know about Mr. Houghton and Mr. Muncaster reaching  
25 out?

1 MS. SANDRA COOPER: What I -- what I  
2 do know, that they would -- they did work closely  
3 together and that after the initial introductions and  
4 then the next -- it would be, yes, thank you, and the  
5 RFPs will be coming out. After that time, I -- I  
6 don't recall after the RFPs went out if there was  
7 direct follow-up.

8 MS. KATE MCGRANN: Okay. Focusing on  
9 the September meetings that the strategic task team  
10 had with each of the bidders, I understand that you  
11 didn't provide feedback, I'm trying to understand if  
12 to your knowledge anybody else provided feedback. You  
13 said you knew that Mr. Houghton and Mr. Muncaster  
14 would have reached out.

15 Were you saying that in reference to  
16 the September meetings the strategic task team had  
17 with the bidders?

18 MS. SANDRA COOPER: It would have been  
19 the -- the first initial tour and then introduction  
20 and the RFP. Oh, I'm sorry. Then the RFP. I'm  
21 sorry, I don't -- I don't recall at that step. I -- I  
22 did not provide input.

23 MS. KATE MCGRANN: I understand that  
24 you didn't provide input. What I'm trying to  
25 understand is whether, to your knowledge, anybody else

1 provided feedback to the bidders on those September  
2 meetings?

3 Do you know if anyone provided feedback  
4 to the bidders on the September meetings?

5 MS. SANDRA COOPER: I am not aware of  
6 that.

7 MS. KATE MCGRANN: Do you recall if  
8 the fact that Mr. Bonwick had been retained by  
9 PowerStream was mentioned at the strategic task team  
10 meeting with PowerStream?

11 MS. SANDRA COOPER: No.

12 MS. KATE MCGRANN: Just to clarify,  
13 no, you don't recall whether it was mentioned, or no,  
14 it wasn't mentioned?

15 MS. SANDRA COOPER: No, it wasn't  
16 mentioned.

17 MS. KATE MCGRANN: Was it your  
18 understanding that the -- the discussion and contents  
19 of the meetings that the strategic task team had with  
20 the bidders in September of 2011 was to be kept  
21 confidential?

22 MS. SANDRA COOPER: That was my  
23 understanding.

24 MS. KATE MCGRANN: What was the basis  
25 of that understanding?



1 MS. SANDRA COOPER: It -- there could  
2 be sensitive information and -- and for everyone to be  
3 on a level playing field, in my terminology.

4 MS. KATE MCGRANN: Did anyone tell you  
5 that that -- that those meetings were to be kept  
6 confidential? Did you sign any documents that said  
7 that you would keep that information confidential?

8 MS. SANDRA COOPER: I don't recall  
9 signing any -- anything saying that it was  
10 confidential, but it certainly sensitive material in  
11 my -- my estimation, and should be confidential. It  
12 should be treated accordingly.

13 MS. KATE MCGRANN: Okay. And that was  
14 my fault for smashing two (2) questions together in  
15 the one question.

16 MS. SANDRA COOPER: No problem.

17 MS. KATE MCGRANN: So you answered the  
18 document question. Do you remember if anyone said to  
19 you, the information at these meetings should be kept  
20 confidential?

21 MS. SANDRA COOPER: I don't re --  
22 recall specifically.

23 MS. KATE MCGRANN: I'd like to turn up  
24 paragraph 281 of the Foundation Document.

25

1 (BRIEF PAUSE)

2

3 MS. KATE MCGRANN: Can we go to  
4 document CJI10437?

5

6 (BRIEF PAUSE)

7

8 MS. KATE MCGRANN: I'll get you to  
9 scroll to the bottom of this email chain.

10 So this is an email chain starting from  
11 you to others on September 25th, 2011. You write  
12 "Hello Gentlemen", and can we look at lunch for  
13 October 7th, and then I'll ask you to scroll up.

14 You get a response that someone's away  
15 and then you get another response from someone saying  
16 -- advising is there availability and they go on to  
17 say:

18 "I don't know what's going on with  
19 Collus and PowerStream, but it  
20 should not be something done behind  
21 closed doors, selling off all or  
22 part of our utility is not something  
23 to be done lightly. It was never  
24 mentioned during the campaign, and  
25 if not handled responsibly will be a

1                   very divisive local issue."

2                   And if you scroll up a little bit  
3 further, you respond:

4                   "I understand that you are meeting  
5 with Rick on this matter. You are  
6 correct in saying that this was not  
7 introduced prior to the election,  
8 but it was brought forward by a  
9 couple of members of Council during  
10 budget deliberations for 2011."  
11                  Then you invite this person to -- to  
12 stop by the office.

13                 Do you remember someone bringing up the  
14 topic of Collus and PowerStream, it shouldn't be done  
15 behind closed doors in September of 2011?

16                 MS. SANDRA COOPER: As I look at the  
17 e-mail today, I do -- now it comes back to my memory,  
18 yes.

19                 MS. KATE MCGRANN: And you write, "I  
20 understand that you are meeting with Rick on this  
21 matter." Do you know who the "Rick" you're referring  
22 to is there?

23                 MS. SANDRA COOPER: I believe it would  
24 be Rick Lloyd.

25                 MS. KATE MCGRANN: What do you

1 remember that Deputy Mayor Lloyd meeting with people  
2 outside of the strategic task team Council and the  
3 Collus Power Board about Collus Power and PowerSteam  
4 in September of 2011?

5 MS. SANDRA COOPER: I did not know  
6 what the -- what the topic of the meeting are --  
7 sorry, is. I don't know what the topic of the meeting  
8 was with Rick.

9 And again, it was constituent that had  
10 brought forward the e-mail.

11 MS. KATE MCGRANN: Okay, let's scroll  
12 down and look at the e-mail that you're responding to  
13 again, for a second.

14 This person is giving you their  
15 availability to meet. Did you understand that Rick  
16 was meeting with them about their availability to meet  
17 with you?

18 MS. SANDRA COOPER: My -- my office  
19 door was always open, so it was not -- certainly there  
20 are always residents that would come in -- come into  
21 the office, walking by and see me or set something up  
22 more formally.

23 MS. KATE MCGRANN: This person writes  
24 to you:

25 "I don't know what's going on with

1 Collus and PowerStream. They say it  
2 shouldn't be done behind closed  
3 doors, they say selling off the  
4 utility is not something to be done  
5 lightly. They warn you that if it's  
6 not handled responsibly it will be a  
7 very divisive local issue."

8 The only other thing they raise in this  
9 e-mail is when they can come and see you. If you  
10 scroll up, your response, to me, reads as if you're  
11 responding to their message and their warnings about  
12 what's going on with Collus and Collus Power.

13 Is that fair? Is that what you were  
14 responding to?

15 MS. SANDRA COOPER: Yes.

16 MS. KATE MCGRANN: What did you know  
17 about Deputy Mayor Lloyd meeting with people about  
18 Collus and PowerStream in September of 2011?

19 MS. SANDRA COOPER: I did not have his  
20 schedule or -- nor was aware of him meeting with --  
21 with people. He didn't report back to me. Once in a  
22 while he would mention well, I'm meeting with a  
23 constituent, and that would be it. He wouldn't get  
24 into details of anything.

25 And other members of Council certainly

1 did the same, they would -- say they were -- they had  
2 met with an individual in -- on a particular day.

3 MR. WILLIAM MCDOWELL: Commissioner,  
4 could I just raise something? Given the evidence that  
5 we're hearing, I'm not sure why this has been  
6 redacted. If there are extracurricular meetings  
7 between the deputy mayor and people in relation to the  
8 strategic task team, then we should know who these  
9 people are, it's fair game for the inquiry.

10 THE HONOURABLE FRANK MARROCCO: What  
11 was the source of the redaction?

12 MR. GEORGE MARRON: I'd like to --  
13 just -- just for the record, Mr. Commissioner, I'd  
14 like to join my friend with that.

15 I'm having some difficulty with this  
16 for the same reason. I don't know how -- I don't know  
17 how we can cross-examine on it, it doesn't identify  
18 who the individual is -- I thought I was. I'm sorry.

19 THE HONOURABLE FRANK MARROCCO: Let me  
20 just find out why there was a redaction.

21 MS. KATE MCGRANN: It may be that we  
22 can skip over that discussion. I'm just looking to  
23 see if we can pull up an unredacted version right now.

24 THE HONOURABLE FRANK MARROCCO: Why  
25 don't we -- we'll -- we'll -- I appreciate the point,

1 so why don't we take five minutes and see if we can  
2 find an unredacted version.

3 MR. WILLIAM MCDOWELL: Thank you.

4 THE HONOURABLE FRANK MARROCCO: Were  
5 there -- was it just this e-mail or -- because there  
6 were redactions in other documents?

7 MR. WILLIAM MCDOWELL: Let's start  
8 with this chain. In our redactions and other  
9 documents, but this is the one that, to me, kind of  
10 screams out this is some information that the  
11 Commissioner really needs to have.

12 THE HONOURABLE FRANK MARROCCO: All  
13 right.

14 MR. WILLIAM MCDOWELL: It will assist  
15 the witness as well.

16 THE HONOURABLE FRANK MARROCCO: All  
17 right, we'll stand down for a few minutes.

18

19 --- Upon recessing at 2:50 p.m.

20 --- Upon resuming at 2:59 p.m.

21

22 THE HONOURABLE FRANK MARROCCO: Carry  
23 on.

24

25 CONTINUED BY MS. KATE MCGRANN:

1 MS. KATE MCGRANN: So could we have an  
2 unredacted version of that document put on the screen,  
3 please? Could you scroll all the way down at the  
4 bottom?

5 So on September 25th, you email  
6 jdhawkins@sympatico.ca, Alex Besse, Brian Hickey, and  
7 ronemo@thunderstar.net about lunch. You say:

8 "Hello, gentlemen. Can we look at  
9 lunch for October 7th?"

10 Who are the four (4) gentlemen that are  
11 -- that this email is addressed to?

12 MS. SANDRA COOPER: They are retired  
13 or semi-retired former mayor, former solicitor, and  
14 retired gentlemen who were part of my campaign team.

15 MS. KATE MCGRANN: Okay. Can we just  
16 address them one (1) at a time?

17 MS. SANDRA COOPER: Sorry.

18 MS. KATE MCGRANN: So J.D. Hawkins,  
19 who -- who is he?

20 MS. SANDRA COOPER: Dunc -- Duncan  
21 Hawkins.

22 MS. KATE MCGRANN: Duncan Hawkins,  
23 okay. And -- and is he --

24 MS. SANDRA COOPER: How --

25 MS. KATE MCGRANN: -- retired, he's a



1 former mayor, what?

2 MS. SANDRA COOPER: No, he is a  
3 retired business member.

4 MS. KATE MCGRANN: Okay. Alex Besse,  
5 or Besse?

6 MS. SANDRA COOPER: Alex Besse. He is  
7 a retired solicitor.

8 MS. KATE MCGRANN: Okay. And Brian  
9 Hickey?

10 MS. SANDRA COOPER: He is a retired  
11 resident of Collingwood.

12 MS. KATE MCGRANN: And Ron Emo?

13 MS. SANDRA COOPER: Former mayor.  
14 They are all residents of Collingwood.

15 MS. KATE MCGRANN: And you said that  
16 they were part of your campaign team?

17 MS. SANDRA COOPER: Yes.

18 MS. KATE MCGRANN: Did you continue to  
19 go to them for support or advice when you were the  
20 mayor of the Town of Collingwood?

21 MS. SANDRA COOPER: We would keep in  
22 touch from time to time how things are going, and get  
23 some feedback as well from them, suggestions.

24 MS. KATE MCGRANN: As of September  
25 25th, 2011, had you had any discussions with any of

1 these four (4) gentlemen about the potential sale of  
2 Collus Power, or a potential strategic partnership  
3 that the Company was looking at entering into?

4 MS. SANDRA COOPER: No.

5 MS. KATE MCGRANN: Can you scroll up  
6 to the email from Ron Emo? So we can see that he has  
7 replied to everyone on the email chain that you  
8 started. He is the author of the paragraph:

9 "I don't know what's going on with  
10 Collus and PowerStream, but it's not  
11 something that should be done behind  
12 closed doors."

13 I've read this paragraph to you before.  
14 He ends with a warning that if it's not handled  
15 responsibly, it will be very -- a very divisive local  
16 issue.

17 If we scroll up to your response, does  
18 this help you understand what you meant when you said:

19 "I understand that you are meeting  
20 with Rick on this matter."

21 MS. SANDRA COOPER: Yes.

22 MS. KATE MCGRANN: Okay. What were  
23 you talking about there?

24 MS. SANDRA COOPER: If you scroll  
25 down, that -- as -- right there, thank you -- that

1 never mentioned at the campaign, Collus PowerStream  
2 selling off part of the Utility, that's not something  
3 that I ever shared, but there could have been whispers  
4 out there. Again, I -- I'm guessing at that.

5 And Mr. -- or Deputy Mayor --  
6 Councillor would have -- Rick Lloyd, certainly would  
7 have attended or been updated on Collus, and -- and,  
8 you know, I don't know what conversation they would  
9 have.

10 MS. KATE MCGRANN: Deputy Mayor Lloyd  
11 was a member of the Strategic Task Team. Is that  
12 right?

13 MS. SANDRA COOPER: Correct.

14 MS. KATE MCGRANN: You don't know what  
15 you what you -- what you were discussing when you said  
16 you understand that you're meeting with Rick on this  
17 matter?

18 MS. SANDRA COOPER: I -- yes, that he  
19 probably was -- I'm interpreting that Mr. Emo would  
20 have this same comment to Mr. Lloyd as what was  
21 provided here.

22 MS. KATE MCGRANN: Scroll to the top.  
23 What I would like to know is what you actually  
24 understand about why you put this sentence in your  
25 email to Mr. Emo, you write:

1 "I understand that you are meeting  
2 with Rick on this matter."

3 I don't want you to guess about what  
4 Deputy Mayor Lloyd may or may not have heard that  
5 you're not aware of. I just want to know what you  
6 remember about writing this sentence.

7 MS. SANDRA COOPER: So I'm taking from  
8 it today is that the deputy mayor would have mentioned  
9 to me a meeting with Ron Emo.

10 MS. KATE MCGRANN: Based on your  
11 answers, I'm gathering that you don't remember why you  
12 wrote this sentence. Is that the case?

13 MS. SANDRA COOPER: I just made a  
14 statement.

15 MS. KATE MCGRANN: Okay, but you don't  
16 -- do you remember why you made that statement?

17 MS. SANDRA COOPER: Acknowledging that  
18 Mr. Emo and the former deputy mayor were having a  
19 meeting.

20 MS. KATE MCGRANN: I think that Rick  
21 Lloyd was the deputy mayor at this time, right?

22 MS. SANDRA COOPER: Yes.

23 MS. KATE MCGRANN: You go on to say:

24 "You're correct in saying that this  
25 was not introduced prior to the

1 election."

2 Are you referring to the Collus and  
3 PowerStream comments that Mr. Emo made in his email?

4 MS. SANDRA COOPER: Specifically, yes.

5 MS. KATE MCGRANN: And you say:

6 "It was brought forward by a couple  
7 of members of Council during budget  
8 deliberations."

9 What members of Council are you  
10 describing there?

11 MS. SANDRA COOPER: I was being  
12 general in my comments that -- I mean, I was -- during  
13 my speaking to staff, and I did talk about cost-saving  
14 measures, reducing debt, look at ways to be  
15 innovative, all department, and so that was -- what I  
16 spoke about, I don't recall individual -- what  
17 individual members of Council brought it during budget  
18 of 2011.

19 MS. KATE MCGRANN: So you don't know  
20 who -- which Council members you're talking about  
21 there?

22 MS. SANDRA COOPER: I don't recall.  
23 It would have been a general comment.

24 MS. KATE MCGRANN: Okay. And -- and  
25 what were you saying was brought forward by them

1 during budget deliberations for 2011?

2 MS. SANDRA COOPER: In relation to the  
3 email below saying -- looking at opportunities for  
4 savings with all departments, and all assets, all --  
5 all -- a -- a different way of looking at doing  
6 things.

7 MS. KATE MCGRANN: Okay. The email  
8 below talks about selling off all or part of the  
9 Utility. So is that --

10 MS. SANDRA COOPER: Yes.

11 MS. KATE MCGRANN: -- what you were  
12 referring to? That was what was brought forward by a  
13 couple members of Council?

14 MS. SANDRA COOPER: Yes, in general  
15 terms, yes.

16 MS. KATE MCGRANN: Okay. But you  
17 don't remember who you thought had brought that  
18 forward?

19 MS. SANDRA COOPER: I don't recall the  
20 -- it may -- it may have been -- it wasn't deputy  
21 mayor that I recall. It was one (1) of the  
22 Councillors that said, Look at everything, and it --  
23 you might want to look at Collus as well.

24 MS. KATE MCGRANN: Do you remember who  
25 that was?

1 MS. SANDRA COOPER: I believe it was -  
2 - and -- and, I, again, there -- these would not be --  
3 these are only my recollections, that -- Councillor  
4 Joe Gardhouse.

5 MS. KATE MCGRANN: And do you remember  
6 if Councillor Joe Gardhouse raised that possibility  
7 before or after you directed Collus Power to undergo  
8 evaluation?

9 MS. SANDRA COOPER: Prior.

10 MS. KATE MCGRANN: Do you remember in  
11 what context he made that suggestion?

12 MS. SANDRA COOPER: It was in the  
13 context of cost savings for the municipality looking  
14 at ways that -- thinking outside of -- being creative,  
15 and -- and these aren't his words, but looking at  
16 opportunities with departments, including, You might  
17 want to even look at Collus.

18 MS. KATE MCGRANN: Did he make this  
19 comment in a Council meeting?

20 MS. SANDRA COOPER: I believe so.

21

22 (BRIEF PAUSE)

23

24 MS. KATE MCGRANN: Can we mark this  
25 email as the next exhibit, please?

1 THE HONOURABLE FRANK MARROCCO: Yes.

2 Yes.

3

4 CONTINUED BY MS. KATE MCGRANN:

5 MS. KATE MCGRANN: Turn -- sorry -- to  
6 paragraph 284 of the foundation document.

7

8 (BRIEF PAUSE)

9

10 MS. KATE MCGRANN: I'm asking you to  
11 be shown this paragraph to help orient you in time.  
12 September 28th, 2011. The Strategic Partnership Task  
13 Team meets to discuss the RFP. Mr. Herhalt of KPMG is  
14 listed as an attendee.

15 I'm going to ask that in advance of  
16 this meeting, slides are sent around to members of the  
17 Strategic Task Team for their review. I'm going to  
18 ask that the slides be shown, CPS2407.

19

20 (BRIEF PAUSE)

21

22 MS. KATE MCGRANN: So slide 1 is a  
23 cover page, slide 2 is a table of contents. Do you  
24 recall receiving these slides?

25 MS. SANDRA COOPER: Yes.



1 MS. KATE MCGRANN: I would like to  
2 focus on items 3 and 4 in the table of contents, the  
3 proposal's scope and response, and the proposal  
4 evaluation. They start at slide 7.

5 So in between the August 28th meeting  
6 and the September 28th meeting of the Strategic Task  
7 Team, you all receive these slides. They include this  
8 information, proposal scope, and response. You can  
9 see:

10 "All prospective strategic partners  
11 are asked to address the following  
12 at a minimum in their non-binding  
13 proposals."

14 And then there's a list of items. If  
15 we could scroll down, 3.1, 3.2. I'll just give you a  
16 second to take a look at those.

17

18 (BRIEF PAUSE)

19

20 MS. KATE MCGRANN: Do you recall what  
21 input the Strategic Task Team had into the items that  
22 are listed on this slide?

23

24 (BRIEF PAUSE)

25

1 MS. SANDRA COOPER: I recall proposed  
2 representation on the Company's board of directors, so  
3 with governance.

4 MS. KATE MCGRANN: Did the Strategic  
5 Task Team have a discussion where the items that  
6 bidders would be asked to respond to the RFP was  
7 discussed, narrowed down, a list was created?

8

9 (BRIEF PAUSE)

10

11 MS. SANDRA COOPER: Sorry, could you  
12 repeat that one?

13 MS. KATE MCGRANN: Yeah. I'm trying  
14 to understand the source of the -- the items that  
15 ultimately made their way into the RFP.

16 Do you know if the Strategic Task Team  
17 were together to identify those items? Did Mr.  
18 Houghton pull together the list and -- and give them  
19 to the Strategic Task Team for consideration? Did  
20 they come from KPMG? Was it a group effort?

21

22 (BRIEF PAUSE)

23

24 MS. SANDRA COOPER: I believe it was a  
25 -- a group effort on this one. So the task team and

1 KPMG.

2 MS. KATE MCGRANN: And what process  
3 was followed to identify the items that the bidders  
4 were going to be asked to respond to?

5 MS. SANDRA COOPER: The -- the process  
6 was -- and -- and this was set out -- Mr. Houghton  
7 explained the two (2) envelope bidding process.

8 MS. KATE MCGRANN: Specifically with  
9 respect to the -- the items that the bidders were  
10 going to be asked to respond to, for example, terms of  
11 payment, for example, if there's an interest in  
12 acquiring more than 50 percent interest in Collus  
13 Power. I'm trying to understand how this list of  
14 items that bidders were going to be asked to respond  
15 to was put together.

16 Was there a brainstorming session? Did  
17 you exchange emails while you worked on the list? How  
18 was this list put together?

19 MS. SANDRA COOPER: There had been a  
20 discussion of the Board about the 50 percent  
21 partnership and also the Board of Directors, that's  
22 something that we would have -- we did discuss as a  
23 board. The other -- I -- I can't say most definitely  
24 who would have put that together, considerations  
25 including proposed capital structures and

1 shareholders' agreement matters. I would say that it  
2 would have been others.

3 MS. KATE MCGRANN: Is it fair to say  
4 that you don't recall how -- how the items that went  
5 into the RFP were -- were put together?

6 MS. SANDRA COOPER: Yes.

7 MS. KATE MCGRANN: Do you recall --  
8 you had mentioned a second ago the two-envelope  
9 system.

10 MS. SANDRA COOPER: Yes.

11 MS. KATE MCGRANN: My understanding is  
12 that one envelope was for the non-financial components  
13 of the bid and the other envelope what was for the  
14 financial components, is that right?

15 MS. SANDRA COOPER: Yes, that's  
16 correct.

17 MS. KATE MCGRANN: My understanding is  
18 that the weighting of the scores was going to be 70  
19 percent for the non-financial components and 30  
20 percent for the financial, is that right?

21 MS. SANDRA COOPER: Correct.

22 MS. KATE MCGRANN: How was it decided  
23 that it would be 70 percent non-financial, 30 percent  
24 financial?

25 MS. SANDRA COOPER: The task team

1 spoke of the importance of the stress on the non-  
2 financial list, and I'm not sure who exactly came up  
3 with the 70/30.

4 MS. KATE MCGRANN: Do you remember if  
5 it -- it was a concept that was put to strategic task  
6 team and everyone agreed to it?

7 MS. SANDRA COOPER: As far as I can  
8 recall, yes.

9 MS. KATE MCGRANN: Do you recall  
10 anything specific about how that discussion went or  
11 how agreement was achieved?

12 MS. SANDRA COOPER: I don't recall  
13 back from 2011.

14 MS. KATE MCGRANN: Can we turn to  
15 paragraph 286 of the Foundation Document, please?

16

17 (BRIEF PAUSE)

18

19 MS. KATE MCGRANN: This paragraph  
20 discusses conversations that took place in email on  
21 September 30th, 2011. On this date Mr. Houghton asks  
22 yourself, Deputy Mayor Lloyd, and CAO Wingrove,  
23 whether you would like the upcoming Council meeting on  
24 October 3rd to include an in camera session regarding  
25 the strategic partnership initiative, and he offers to

1 provide an update. Deputy Mayor Lloyd responds in  
2 favour of receiving that update in an in camera  
3 session, and you responded saying:

4 "It's important to present the  
5 latest to Council to dispel rumours.  
6 Reference to staff is important to  
7 include and how this is being  
8 handled along with KPMG assistance.

9 Do you recall having concerns about  
10 rumours about the RFP at the end of September 2011?

11 MS. SANDRA COOPER: My con -- my  
12 concern not necessarily with the RFP but any detail  
13 that we would provide to members of Council, to  
14 provide them with information, is what I found  
15 important, for them to receive information, and if  
16 they happen to hear anything outside on the street,  
17 then they would -- they would have the correct  
18 information.

19 MS. KATE MCGRANN: Okay. So you  
20 wanted Council to be informed with correct and up-to-  
21 date information in case they read into the rumours  
22 about the process on the street?

23 MS. SANDRA COOPER: Yes.

24 MS. KATE MCGRANN: Had you heard that  
25 there were rumours about the process on the street?

1 MS. SANDRA COOPER: I-- I really  
2 hadn't heard until Mr. Emo had mentioned an email  
3 about -- he had heard something about PowerStream and  
4 -- and Collus. It was something that I never passed  
5 around.

6 MS. KATE MCGRANN: So you're reacting  
7 to what Mr. Emo has said to you and you're saying  
8 because of that it's important that Council be  
9 provided with up-to-date information?

10 MS. SANDRA COOPER: I think it's  
11 important for Council to -- it was important for  
12 Council to be brought up to -- to the latest  
13 information.

14 MS. KATE MCGRANN: Did you follow up  
15 with Mr. Emo and ask where he heard about Collus and  
16 PowerStream from?

17 MS. SANDRA COOPER: I didn't ask where  
18 he had heard that from -- heard that -- that statement  
19 from.

20 MS. KATE MCGRANN: Why not?

21 MS. SANDRA COOPER: From time to time  
22 I would hear rumours about a number of topics and just  
23 making a statement of they're rumours only, wherever  
24 they're -- they -- wherever -- I don't know where they  
25 would come from and -- and they were rumours and I

1 didn't feel it was of importance to engage any further  
2 on that matter.

3 MS. KATE MCGRANN: Okay. You're  
4 talking about rumours you would hear from time to  
5 time. I'm talking specifically about a piece of  
6 information that you heard from someone who had worked  
7 on your campaign team about a project that you and  
8 Council were undertaking with Collus Power that you  
9 had all taken some care to make sure remained  
10 confidential.

11 MS. SANDRA COOPER: M-hm.

12 MS. KATE MCGRANN: So why didn't you  
13 try to find out from Mr. Emo where he heard that there  
14 was something going on with Collus and PowerStream?

15 MS. SANDRA COOPER: I just felt them  
16 as rumours. I -- I wasn't asking questions back. I  
17 didn't feel that -- the -- the need to do that, to ask  
18 where -- where did you hear from -- that rumour from.  
19 To me it was a rumour and there were rumours --  
20 there's rumours about various topics.

21 MS. KATE MCGRANN: Did you have any  
22 idea in your head about where he might have heard it  
23 from?

24 MS. SANDRA COOPER: No.

25 MS. KATE MCGRANN: And why did you



1 think it was important to -- to note how this was  
2 being handled with KPMG assistance?

3 MS. SANDRA COOPER: Well, that would  
4 be -- would have been part of the information. That  
5 was part of the information. It was correct,  
6 pertinent information, and I felt that that was  
7 important to include.

8 MS. KATE MCGRANN: But did you think  
9 that sharing that KPMG was assisting with the RFP  
10 would increase the confidence that Council had in the  
11 process?

12 MS. SANDRA COOPER: I -- yes.

13 MS. KATE MCGRANN: Turning to turning  
14 the paragraph 287, describes that on October 3rd,  
15 2011, Collus Power provided an update to Town Council  
16 during an in camera session. It describes the bidding  
17 process for the Collus Power shares, described the RFP  
18 in detail, and showed how the evaluations would be  
19 done.

20 Do you know why a copy of the RFP  
21 document itself was not shared with Council?

22 MS. SANDRA COOPER: No.

23 MS. KATE MCGRANN: I'm going to pull  
24 up the presentation that was given to Council at this  
25 meeting. It's ALE5133.0003.

1 (BRIEF PAUSE)

2

3 MS. KATE MCGRANN: Can we look at  
4 Slide 4, please? Do you remember seeing the slide  
5 presentation?

6 MS. SANDRA COOPER: Yes.

7 MS. KATE MCGRANN: Can the slide  
8 presentation please be marked as the next exhibit?

9 THE HONOURABLE FRANK MARROCCO: Yes.

10

11 CONTINUED BY MS. KATE MCGRANN:

12 MS. KATE MCGRANN: The slide present -  
13 - this slide in particular titled "Update on the  
14 Strategic Partnership" sets out key events, all the  
15 way down to October 3rd, provide Council with update,  
16 which was happening at that very moment, and October  
17 4th, the RFP to be released.

18 Was the fact that an RFP was being  
19 released public knowledge at this time?

20 MS. SANDRA COOPER: I believe it was.

21 MS. KATE MCGRANN: Do you remember  
22 whether --

23 MS. SANDRA COOPER: After Council --

24 MS. KATE MCGRANN: Pardon me, after  
25 Council?

1                   Do you remember how the information was  
2 released to the public?

3                   MS. SANDRA COOPER:    I don't recall.  I  
4 would have left that to -- to staff to undertake.  I  
5 was not looking at details of where it would be  
6 released to --

7                   MS. KATE MCGRANN:    But who --

8                   MS. SANDRA COOPER:    I leave that to  
9 others.

10                  MS. KATE MCGRANN:    Who on staff would  
11 have been responsible for this public -- for release  
12 of this information to the public?

13                  MS. SANDRA COOPER:    Mr. Houghton.

14                  MS. KATE MCGRANN:    In what capacity?

15                  MS. SANDRA COOPER:    As directed and by  
16 -- well, Collus -- as directed from -- it would be  
17 released from Mr. Houghton as a Collus staff person.

18                  MS. KATE MCGRANN:    Okay.  So when you  
19 say that staff released it to public you're referring  
20 to Collus Power staff?

21                  MS. SANDRA COOPER:    Yes, or task team,  
22 one of the same -- in releasing the RFP.  Again, I  
23 didn't get into micro-manage -- micro-managing.

24                  MS. KATE MCGRANN:    The minutes from  
25 this meeting don't record any Council decision,

1 direction, or instructions to proceed with releasing  
2 the RFP.

3 Do you recall any decision, directions,  
4 or instructions being given to release the RF -- RFP  
5 at this meeting?

6 MS. SANDRA COOPER: I don't recall the  
7 details from October 3rd, 2011.

8 MS. KATE MCGRANN: Can we please look  
9 at paragraph 288 of the Foundation Document?

10

11 (BRIEF PAUSE)

12

13 MS. KATE MCGRANN: This paragraph says  
14 that:

15 "On the same day, October 3rd, 2011"

16 -- so this is the same day as the in  
17 camera presentation we were just looking at --

18 "Mr. Bonwick advised PowerStream  
19 executive team that Collus Power  
20 would send out the RFP documents on  
21 October 4th, 2011. Mr. Bonwick  
22 asked if PowerStream wanted a  
23 meeting to provide an opportunity  
24 for him to share information."

25 Do you know how Mr. Bonwick knew on the

1 same day that the information was presented to Council  
2 that the RFP was going to be released the next day, on  
3 October 4th?

4 MS. SANDRA COOPER: No, I do not. It  
5 was not released by me.

6 MS. KATE MCGRANN: Could we look at  
7 ALE852, please?

8

9 (BRIEF PAUSE)

10

11 MS. KATE MCGRANN: This is an  
12 engagement letter that Mr. Bonwick entered into with  
13 PowerStream on November 9th, 2011.

14 You were aware that Mr. Bonwick entered  
15 into a further agreement with PowerStream at this  
16 time?

17 MS. SANDRA COOPER: I understood that  
18 Mr. Bonwick was engaged by PowerStream.

19 MS. KATE MCGRANN: At November 9th,  
20 2011, you understood that he was already engaged by  
21 PowerStream?

22 MS. SANDRA COOPER: Oh, the time that  
23 I knew was -- I recall would have been around the time  
24 that he had approached me and provided a letter, and I  
25 don't recall that exact date but that would have been

1 around the time.

2 MS. KATE MCGRANN: Okay. So on May  
3 18th he sends the draft letter from you to Mr. Bentz.  
4 On May 19th you have a conversation with Mayor Lehman  
5 about Barrie Hydro switching over to PowerStream. On  
6 June 2nd you sent the letter to Mr. Bentz.

7 MS. SANDRA COOPER: Yes.

8 MS. KATE MCGRANN: So was it your  
9 understanding that from in or around June 2nd onwards,  
10 Mr. Bonwick was working for PowerStream?

11 MS. SANDRA COOPER: That was my  
12 understanding.

13 MS. KATE MCGRANN: Okay. So this is a  
14 -- a revised retainer letter that he entered into that  
15 altered the terms of his retainer with PowerStream  
16 somewhat on November 9th, 2011.

17 Were you aware that he signed a -- a  
18 revised engagement letter at this time?

19 MS. SANDRA COOPER: No.

20 MS. KATE MCGRANN: Have you ever seen  
21 a -- the November 9th, 2011, engagement letter that  
22 he signed with PowerStream?

23 MS. SANDRA COOPER: With -- within the  
24 Foundation Documents.

25 MS. KATE MCGRANN: But not before

1 that?

2 MS. SANDRA COOPER: Correct.

3 MS. KATE MCGRANN: If we could turn to  
4 foundation paragraph 359, please.

5

6 (BRIEF PAUSE)

7

8 MS. KATE MCGRANN: Just to help orient  
9 you in time, we're now looking ahead to November 16th,  
10 2011. On this date, all four (4) bidders deliver  
11 their bids, okay.

12 If we look ahead to foundation  
13 paragraph 373, is that the next Council update happens  
14 on November 17th, 2011, again in a closed session of  
15 Council, the day after the day all the bidders submit  
16 their bids. At this meeting, Council is informed that  
17 Collus staff was preparing to issue a press release  
18 announcing a public information session regarding the  
19 RFP process on November 22nd, 2011.

20 Based on what we've reviewed, all of  
21 the conversations with Council about the valuation,  
22 the options analysis, and the RFP process up to this  
23 point have been in camera. The STT meetings have been  
24 confidential. It looks to us like this is the first  
25 time that the public is advised that there has been an

1 RFP process or that there's a consideration for a  
2 strategic partner for Collus Power.

3 Is that what you remember?

4 MS. SANDRA COOPER: I recall that  
5 Council from time to time, and I can't say what dates,  
6 that there were updates in camera to Council prior to  
7 that with an RFP going publicly. When did that  
8 happen? I'm not sure of the exact date.

9 MS. KATE MCGRANN: Are you aware of  
10 any information being provided to the public about the  
11 consideration of the strategic partner for Collus  
12 Power or the RFP before the press release that's  
13 discussed in this paragraph?

14 MS. SANDRA COOPER: I -- I don't  
15 recall. I -- I do know that at one point in time, and  
16 again they're all dates that are coming together, but  
17 there was that -- there was a public information  
18 session.

19 MS. KATE MCGRANN: And we can see that  
20 there was a public information session held on  
21 November 22nd, 2011.

22 Is that the session that you're  
23 referring to?

24 MS. SANDRA COOPER: Yes.

25 MS. KATE MCGRANN: Could we go to



1 paragraph 437 of the Foundation Document, please?

2

3 (BRIEF PAUSE)

4

5 MS. KATE MCGRANN: This paragraph  
6 discusses a December 5th, 2011, Council meeting in  
7 which there is an in camera item related to the Collus  
8 strategic partnership RFP review.

9 And if we could scroll down to  
10 paragraph 439, please, discusses about a presentation  
11 that was given during that in camera discussion. The  
12 slides identify the members of the strategic  
13 partnership task team, and if you scroll down you'll  
14 see you're there, Deputy Mayor Lloyd is there, Kim  
15 Wingrove, Dean Muncaster, David McFadden, Doug  
16 Garbutt, Ed Houghton, Tim Fryer, and John Herhalt and  
17 John Rockx of KPMG.

18 What do you remember about those two  
19 gentlemen being members of the strategic task team?

20 MS. SANDRA COOPER: They provided  
21 about -- Mr. Herhalt and Mr. Rockx?

22 MS. KATE MCGRANN: M-hm.

23 MS. SANDRA COOPER: So they were  
24 providing some oversight and some guidance, some  
25 advice.

1 MS. KATE MCGRANN: Do you remember  
2 viewing them as members of the strategic task team  
3 during the time that you were on that team?

4 MS. SANDRA COOPER: I did not believe  
5 them to be voting members but certainly they were in  
6 attendance and providing information at those  
7 meetings.

8 MS. KATE MCGRANN: Okay. If you can  
9 scroll down further, there are two (2) slides that  
10 appear below paragraph 441.

11 Information summarizing the scores  
12 assigned to the bidders was presented to Council in  
13 camera.

14 What do you remember about how the non-  
15 financial portions of the bids were scored by the  
16 strategic task team?

17 MS. SANDRA COOPER: How Council saw  
18 that?

19 MS. KATE MCGRANN: No. What process  
20 was -- was used to review the information on the non-  
21 financial portion of the bid and assigned scores?

22 Do you remember when you received the  
23 information, whether you scored on your own or in the  
24 context of a meeting.

25 MS. SANDRA COOPER: I would have

1 scored on my own and we did come back as a group.

2 MS. KATE MCGRANN: But what did you  
3 use as the basis for assigning your scores? Were you  
4 provided information in advance of the meeting, where  
5 you met to discuss your scores?

6 MS. SANDRA COOPER: I believe so.

7 MS. KATE MCGRANN: And do you remember  
8 how the group scores were collected? Did you hand in  
9 score sheets, did you read them out loud and somebody  
10 took the information down?

11 MS. SANDRA COOPER: I believe we had  
12 score sheets and there was, as in this slide, that  
13 there were slides on PowerPoint in the boardroom on  
14 Stewart Road.

15 MS. KATE MCGRANN: Can we look at  
16 paragraph 435 of the Foundation document, please?  
17 This paragraph describes that Mr. Bonwick sent you  
18 speaking notes in advance of the closed session of  
19 Council on December 5th, 2011, where the results of  
20 the scoring were discussed.

21 I'm going to take you to that e-mail,  
22 it's TOC 69485.

23 You see that Mr. Bonwick writes to you  
24 just after 1:45 in the afternoon. "Please review and  
25 comment accordingly. Good luck." There's an

1 attachment, Collus, 05-12-11. I'm going to ask you to  
2 be shown the attachment. It's TOC69486.

3 So these appear to be speaking notes  
4 for you to use during the in-camera session at the  
5 Council meeting that evening. Do you recall receiving  
6 these for Mr. Bonwick?

7 MS. SANDRA COOPER: Looking at the  
8 foundation documents, it did come back to me and from  
9 the first portion of -- I know that this was sent over  
10 to me from Paul Bonwick.

11 MS. KATE MCGRANN: Did you ask him to  
12 send you speaking notes for use at that meeting?

13 MS. SANDRA COOPER: No.

14 MS. KATE MCGRANN: Did you use the  
15 speaking notes that he sent you?

16 MR. FREDERICK CHENOWETH: Sorry, Your  
17 Honour, I apologize.

18 What meeting again are we talking  
19 about? A Council meeting or the STT meeting?

20 MS. KATE MCGRANN: It's the in-camera  
21 portion of the December 5th, 2011 Council meeting in  
22 which the results of the scoring of the responses to  
23 the RFP was discussed.

24 MR. FREDERICK CHENOWETH: At Council?

25 MS. KATE MCGRANN: M-hm.

1 MR. FREDERICK CHENOWETH: Thank you.

2 MS. KATE MCGRANN: Did you use these  
3 speaking notes at the December 5th meeting?

4 MS. SANDRA COOPER: I may have used a  
5 portion of them.

6 MS. KATE MCGRANN: It sounds to me  
7 like you're guessing. Do you remember whether you  
8 used them or not?

9 MS. SANDRA COOPER: In its complete  
10 and entirety, no.

11 MS. KATE MCGRANN: Is it fair to say  
12 that you remember using at least some of them?

13 MS. SANDRA COOPER: Yes. However, I'm  
14 looking -- thanking people I would do that anyway and  
15 I -- regularly with the staff or volunteers.

16 MS. KATE MCGRANN: Did you stop and  
17 consider whether there was any issue with using  
18 speaking notes provided to you by your brother while  
19 he was working for one of the bidders who responded to  
20 the RFP?

21 MS. SANDRA COOPER: I wasn't sure  
22 where they came from all of a sudden. I had a review  
23 and again, it was something that I would do anyway, is  
24 thanking board members, thanking volunteers, thanking  
25 staff on any project, such as the budget.

1 MS. KATE MCGRANN: We've looked at the  
2 e-mail from Mr. Bonwick providing you with these  
3 speaking notes. So what do you mean when you say you  
4 weren't sure where they came from?

5 MS. SANDRA COOPER: Well, they came  
6 from Mr. Bonwick. I did not ask for speaking notes.

7 MS. KATE MCGRANN: But you used at  
8 least some of the ones that he gave you?

9 MS. SANDRA COOPER: I would've read  
10 through it and already have known what I wanted to do,  
11 thanking people.

12 MS. KATE MCGRANN: My question is, did  
13 you consider whether there was any issue with using  
14 speaking notes that were written by your brother, who  
15 was working for one of the bidders who responded to  
16 the RFP that would be discussed at the meeting that  
17 night?

18 MS. SANDRA COOPER: My thought,  
19 recalling from this e-mail coming to me, note would  
20 have been that, okay, he's in communication --  
21 communications is his forte, he sent this over to me  
22 for consideration. That's what I looked at it as --

23 MS. KATE MCGRANN: Are you telling me  
24 that you didn't consider whether Mr. Bonwick's  
25 retainer by PowerStream would cause an issue for you

1 if you used the speaking notes that he wrote you?

2 MS. SANDRA COOPER: I did not consider  
3 -- consider that. Working with the task team and the  
4 review and all of the hands on there that I was  
5 confident in the decision that I had made and for this  
6 to come to me, it likely was a bit of a surprise  
7 coming to me.

8 However, I did not invite that speaking  
9 session to be -- be sent to me.

10 MS. KATE MCGRANN: Did you stop and  
11 think that writing speaking points for you may be some  
12 of the work that Mr. Bonwick was doing for  
13 PowerStream? That this might be part of the  
14 communications work he was doing for them?

15 MS. SANDRA COOPER: I didn't give it  
16 any thought at that time.

17 MS. KATE MCGRANN: At this point in  
18 time you're about to speak to Council in-camera about  
19 a bidder that has been selected through the RFP  
20 process.

21 Mr. Bonwick has provided you with  
22 speaking notes out of the blue that you didn't ask  
23 for. Did you think about asking him some questions  
24 about what he was doing for PowerStream during this  
25 time?

1 MS. SANDRA COOPER: I understood -- I  
2 felt I understood that it was in communication and  
3 public relations.

4 MS. KATE MCGRANN: Did you think about  
5 asking him whether any of his communications or public  
6 relations work was related to the response that  
7 PowerStream had submitted to the RFP?

8 MS. SANDRA COOPER: I did not.

9 MS. KATE MCGRANN: Why not?

10 MS. SANDRA COOPER: My focus was  
11 working with the task team, the RFPs, the marking  
12 scheme there, with the -- the task team and those very  
13 knowledgeable, respectful people that -- as well as  
14 KPMG, bringing -- guiding that process along.

15 And so that was the area that I was  
16 looking at. I wasn't always running and asking  
17 questions. Did you do this, are you involved in this?

18 MS. KATE MCGRANN: Well, my  
19 understanding is up until this point you haven't asked  
20 Mr. Bonwick a single question about the work that he's  
21 doing for PowerStream, is that right?

22 MS. SANDRA COOPER: That's correct,  
23 because I understood communications and -- in  
24 relations -- communication and public relations.

25 MS. KATE MCGRANN: Could we look at



1 TOC512149.

2

3 (BRIEF PAUSE)

4

5 MS. KATE MCGRANN: So these are the  
6 minutes of the in-camera meeting on December 5th,  
7 2011, and I'll ask you to just scroll down slowly.  
8 Further.

9 And here we see Collus has provided a  
10 recommendation for Council's consideration. The  
11 recommendation is that Collus Power be directed to  
12 undertake negotiations of PowerStream for the purpose  
13 of entering into a strategic partnership.

14 Do you remember receiving that  
15 recommendation?

16 MS. SANDRA COOPER: Yes.

17 MS. KATE MCGRANN: Scroll down a  
18 little bit further.

19 And here we see a motion that's carried  
20 that Council direct the Collus Board to negotiate --  
21 to continue negotiations with the preferred proponent,  
22 being PowerStream, for a potential strategic  
23 partnership arrangement.

24 This is the first motion that we have  
25 seen where Council provides direction with respect to

1 the strategic partnership investigation, the RFP.

2 Do you know why this is the first time  
3 that we see a record of a vote being taken with  
4 respect to this process?

5 MS. SANDRA COOPER: No.

6 MS. KATE MCGRANN: With respect to the  
7 negotiations that went on with PowerStream, who  
8 conducted those negotiations on behalf of the Town?

9 MS. SANDRA COOPER: Mr. Houghton.

10 MS. KATE MCGRANN: Who decided that  
11 Mr. Houghton would be the Town's representative in  
12 those negotiations?

13 MS. SANDRA COOPER: He continued to  
14 report from time to time back to Council.

15 MR. FREDERICK CHENOWETH: All right.  
16 Your Honour, is there some basis for this individual's  
17 answer as to how she would have any idea who did the  
18 negotiations? And if there is a basis for it, it may  
19 be useful to bring that up before we hear the  
20 evidence.

21 THE HONOURABLE FRANK MARROCCO: I  
22 think --

23 MR. FREDERICK CHENOWETH: In other  
24 words, how would she know what occurred with respect  
25 to negotiations that occurred between other

1 individuals?

2 THE HONOURABLE FRANK MARROCCO: I  
3 think as the mayor she -- she can be asked who she  
4 thought was negotiating on behalf of the Town.

5 I think as the mayor she can say who  
6 was negotiating on behalf of the Town. It might be a  
7 useful question to ask why she thinks that.

8 MS. KATE MCGRANN: I -- I understand  
9 that you understood that Mr. Houghton was conducting  
10 negotiations in the -- on behalf of the Town. Why did  
11 you think that he was the person who was representing  
12 the Town in the negotiations?

13 MS. SANDRA COOPER: The -- Collus and  
14 the Town of -- of Collingwood was one and the same, it  
15 was the same customer, the same resident and so the --  
16 the negotiation, as I understood, was Mr. Houghton and  
17 reporting back.

18 MS. KATE MCGRANN: Collus is a  
19 corporation, correct, to the Board?

20 MS. SANDRA COOPER: Yes.

21 MS. KATE MCGRANN: The Town is also a  
22 corporation, I understand?

23 MS. SANDRA COOPER: That's -- yes.

24 MS. KATE MCGRANN: Okay, so they're  
25 two different corporations, correct?

1 MS. SANDRA COOPER: Yes, they are.

2 Under the -- the Town of Collingwood is the owner of  
3 that.

4 MS. KATE MCGRANN: What do you know  
5 about how Mr. Houghton was selected to be the person  
6 representing the Town in negotiations with  
7 PowerStream?

8 Do you know how he became the person  
9 who represented the Town?

10 MS. SANDRA COOPER: I -- I don't -- I  
11 don't recall specifically. However, he knew the  
12 intricacies of -- of the -- the process of where we've  
13 come to, knows the electricity, that's his  
14 responsibility, under the umbrella of the Town of  
15 Collingwood.

16 MS. KATE MCGRANN: Okay. I think  
17 you're saying that you don't know how it was that he  
18 came to be representing the Town, but it made sense to  
19 you that he would do it because of his knowledge and  
20 experience?

21 MS. SANDRA COOPER: Yes.

22 MS. KATE MCGRANN: At some point after  
23 PowerStream was selected as the preferred bidder, what  
24 was being sold changed from shares in Collus Power to  
25 shares in the holding company Collus? Do you remember

1 that?

2 MS. SANDRA COOPER: Yes, as I reviewed  
3 the Foundation documents, it has come back -- back to  
4 me.

5 MS. KATE MCGRANN: Was it the case  
6 that you didn't remember that that had happened before  
7 you had the opportunity to review the Foundation  
8 document?

9 MS. SANDRA COOPER: I recall it did  
10 happen.

11 MS. KATE MCGRANN: Were you involved  
12 in the decision to -- to change what was being sold  
13 from shares in Collus Power to shares in the holding  
14 company?

15 MS. SANDRA COOPER: I alone was not.  
16 Depending on -- dependent on the knowledge of those  
17 that are in the industry and those that have the  
18 business background on the -- of the -- the task team  
19 that -- that I was -- I felt it was fine in that  
20 negotiation.

21 Sorry, I'm kinda -- could you repeat  
22 that? I'm --

23 MS. KATE MCGRANN: I just -- were you  
24 involved in the decision to change what was being sold  
25 from the shares in Collus Power to the shares in the

1 holding company?

2 MS. SANDRA COOPER: Yes.

3 MS. KATE MCGRANN: Okay. And I think  
4 I understood you to be saying that you weren't the  
5 only person who made that decision, you didn't make it  
6 by yourself?

7 MS. SANDRA COOPER: Correct.

8 MS. KATE MCGRANN: There were other  
9 people involved in the making of that decision?

10 MS. SANDRA COOPER: That is correct.

11 MS. KATE MCGRANN: Who else was  
12 involved?

13 MS. SANDRA COOPER: It would -- Mr.  
14 McFadden, Mr. Muncaster. Those are the two that I can  
15 recall.

16 MS. KATE MCGRANN: Do you recall if  
17 you and Mr. McFadden and Mr. Muncaster received any  
18 professional advice about whether to change what was  
19 being sold or why to change what was being sold?

20 MS. SANDRA COOPER: I believe, as  
21 reviewing the Foundation documents, that KPMG, and as  
22 well as -- it was brought to the attention, I believe,  
23 that it -- the CFO at the time, Mr. Fryer had  
24 mentioned about financial implications, tax and Hold  
25 Co.

1 MS. KATE MCGRANN: Ron Clark of Aird  
2 and Berlis came and made a presentation to Town  
3 Council about selling the shares of Collus rather than  
4 the shares of Collus Power.

5 Do you recall receiving that  
6 presentation?

7 MS. SANDRA COOPER: We would have  
8 received that invitation -- that presentation, that  
9 information, at Council.

10 MS. KATE MCGRANN: Who did you  
11 understand Mr. Clark to be representing in the  
12 transaction negotiations?

13 MS. SANDRA COOPER: Ron Clark  
14 represented -- was under Aird and Berlis and  
15 representing Collus. There were a number of lawyers  
16 involved in it.

17 MS. KATE MCGRANN: Okay, you  
18 understood Mr. Clark to be representing Collus. Did  
19 the Town have legal representation with respect to the  
20 transaction negotiations?

21 MS. SANDRA COOPER: So what I had seen  
22 were, I believe, four lawyers from Aird and Berlis  
23 with correspondence back and forth. So my  
24 understanding is that they were overseeing Collus in  
25 the Town of Collingwood.

1 MS. KATE MCGRANN: So your  
2 understanding was the four Aird and Berliss lawyers  
3 were representing both Collus and the Town in the  
4 transaction negotiations?

5 MS. SANDRA COOPER: And communication  
6 back and forth, yes.

7 MS. KATE MCGRANN: I'm about to move  
8 onto a more specific topic. I just wanted to check in  
9 with you about a break.

10 THE HONOURABLE FRANK MARROCCO: We'll  
11 take ten (10) minutes.

12

13 --- Upon recessing at 3:59 p.m.

14 --- Upon resuming at 4:07 p.m.

15

16 MR. WILLIAM MCDOWELL: Commissioner,  
17 just before you resume, I have the case conference by  
18 phone at 4:45 with a judge of the Ontario Court, so I  
19 just wanted to alert you. It may not matter, but...

20 THE HONOURABLE FRANK MARROCCO: What I  
21 was thinking of doing is finishing the, I guess, in-  
22 chief or whatever you want to call the examination  
23 today --

24 MR. WILLIAM MCDOWELL: Yes.

25 THE HONOURABLE FRANK MARROCCO: -- and



1 then adjourning to gi -- and start the cross-  
2 examination tomorrow.

3 MR. WILLIAM MCDOWELL: That's great.  
4 Thank you.

5 THE HONOURABLE FRANK MARROCCO: So --  
6 and I have every expectation that we should be  
7 finished pretty close to the time of your call.

8 Can Mr. Breedon sit in if you have to  
9 leave to take that call?

10 MR. WILLIAM MCDOWELL: Yes.

11 THE HONOURABLE FRANK MARROCCO: Thank  
12 you. You didn't have to be -- you sounded rather  
13 reluctant about that. I'm -- I'm quite concerned.

14 MR. WILLIAM MCDOWELL: If I must. If  
15 I must.

16 THE HONOURABLE FRANK MARROCCO: Go  
17 ahead.

18

19 CONTINUED BY MS. KATE MCGRANN:

20 MS. KATE MCGRANN: Can we look at  
21 paragraph 473 and the foundation document, please?

22

23 (BRIEF PAUSE)

24

25 MS. KATE MCGRANN: This is an email

1 that you're not copied on sent on January 13th, 2012,  
2 from Mr. Bonwick to John Glicksman. In his update,  
3 Mr. Bonwick says:

4 "The CAO attempted to cause some  
5 problems in the middle of the week,  
6 requesting the town lawyer to add  
7 some last-minute items that were  
8 contrary to the ongoing discussion  
9 and agreement. The CAO has engaged  
10 at the political level and has a  
11 very clear understanding of the  
12 level of support expected at this  
13 late date. No more problems  
14 expected.

15 I understand that Mr. Bonwick wrote  
16 this and you are not copied on it. Do you know what  
17 he's talking about here?

18 MS. SANDRA COOPER: No, I was not  
19 copied on the email.

20 MS. KATE MCGRANN: I understand that  
21 you weren't copied on the email, but do you know what  
22 he is talking about?

23 MS. SANDRA COOPER: No.

24 MS. KATE MCGRANN: Ms. Wingrove, when  
25 she appeared to give evidence, gave evidence that you

1 and Deputy Mayor Lloyd met with her in her office and  
2 told her that the draft bylaw -- and it was not going  
3 to included certain information that she had asked to  
4 be included.

5 Do you remember having a meeting like  
6 that?

7 MS. SANDRA COOPER: I recall attending  
8 that meeting.

9 MS. KATE MCGRANN: And what do you  
10 recall about meeting?

11 MS. SANDRA COOPER: What I do recall  
12 is that the oversight on the in -- the oversight on  
13 the -- the agreement or moving forward in the  
14 agreement was being handled with an oversight by  
15 legal, by Aird & Berlis and it -- it likely wasn't  
16 necessary to make changes that the task team had gone  
17 through.

18 And at the -- as things were coming  
19 together, that things do -- I'll say in my terminology  
20 -- go off the rails. There had been oversight on --  
21 on this and there was -- and that was -- that was  
22 good.

23 MS. KATE MCGRANN: Do you remember  
24 what specifically you were concerned was going off the  
25 rails?

1 (BRIEF PAUSE)

2

3 MS. SANDRA COOPER: The -- moving  
4 forward with the strategic partnership process.

5 MS. KATE MCGRANN: Can you be any more  
6 specific than that?

7 MS. SANDRA COOPER: There were time  
8 frames. There was a time frame there. And the task  
9 team had an opportunity to provide input with  
10 comments. And so, at -- at this stage, that the --  
11 the process needed to continue -- continue on.

12 MS. KATE MCGRANN: Were you asking Ms.  
13 Wingrove to do anything or to stop doing anything in  
14 that meeting?

15 MS. SANDRA COOPER: I don't recall  
16 that detailed conversation.

17 MS. KATE MCGRANN: If we could look at  
18 paragraphs 482 and onward in the foundation document  
19 starting with paragraph 42. Forty-two to forty-seven  
20 describes a series of emails that get exchanged as  
21 between yourself, Deputy Mayor and, at times, others  
22 from the town, and Leo Longo, who is a lawyer with  
23 Aird & Berlis, correct?

24 MS. SANDRA COOPER: Yes, that's  
25 correct.

1 MS. KATE MCGRANN: Looking at the  
2 email described in paragraph 42, Mr. Longo has emailed  
3 yourself, Deputy Mayor Lloyd and others. He writes  
4 that he's reviewed the latest draft agreements. He  
5 talks about proposed rep and warranties that he can  
6 review to ensure the town can make the statements.  
7 And then he says:

8 "What I cannot comment on are the  
9 financial aspects of the deal."

10 He asks, "Has the town received advice?

11 It is receiving fair value."

12 If you scroll down, you respond and you  
13 say that, "Collus has included Corinne and Ron from  
14 A&B" -- is that Aird & Berlis?

15 MS. SANDRA COOPER: Yes.

16 MS. KATE MCGRANN:

17 " -- to review documents. Mr.  
18 McFadden, an electricity expert, is  
19 reviewing other electricity  
20 agreements."

21 Did you understand that Mr. McFadden  
22 was reviewing documents related to the share tra --  
23 share sale transaction?

24 MS. SANDRA COOPER: I understood that  
25 Mr. McFadden was providing suggestions and -- and

1 comments along the way.

2 MS. KATE MCGRANN: What did you think  
3 he was providing suggestions and comments about?

4 MS. SANDRA COOPER: About the  
5 agreement.

6 MS. KATE MCGRANN: Who did you think  
7 he was providing them to?

8 MS. SANDRA COOPER: To Mr. Houghton.

9 MS. KATE MCGRANN: Okay. And you --  
10 you explain that John Herhalt and John Rockx from KPMG  
11 have participated as observers in all aspects,  
12 including the financial part.

13 Did you understand that those two (2)  
14 gentlemen were participating as observers in the  
15 negotiation of the transaction documents?

16 MS. SANDRA COOPER: I believed that  
17 they were also the oversight from KPMG in -- as -- as  
18 was stated here, as an observer --

19 MS. KATE MCGRANN: Okay.

20 MS. SANDRA COOPER: -- and provide  
21 comment where necessary, where required, where they  
22 felt they needed to.

23 MS. KATE MCGRANN: With respect to the  
24 negotiation of the transi -- transaction documents?

25 MS. SANDRA COOPER: With the process

1 leading up to -- and I -- I have to say that it's a  
2 complex matter as I even read through the foundation  
3 documents today, and that there was an oversight here  
4 with Aird & Berlis with KPMG, with our -- our Board  
5 and -- and specific director's, the chair.

6 MS. KATE MCGRANN: Did you think that  
7 John Herhalt and John Rockx from KPMG were involved in  
8 negotiating or drafting the transaction documents?

9 MS. SANDRA COOPER: I don't recall  
10 that.

11 MS. KATE MCGRANN: You conclude your  
12 email saying, "I hope this addresses your comments."  
13 If you scroll down a little bit further, Mr. Longo  
14 replies back that it had partially addressed his  
15 comments. He says:

16 "Ron and Corrine are advising  
17 Collus, not the town. I just want  
18 to note that the town's interests  
19 may not be identical to Collus."

20 Do you remember what your reaction to  
21 receiving this statement from your lawyer was?

22

23 (BRIEF PAUSE)

24

25 MS. SANDRA COOPER: My reaction to the

1 statement, it was -- there was -- and was mentioned  
2 here -- referenced here as well, John Mascarin, as  
3 well as Mr. Clark and Ms. Kennedy, all involved in the  
4 transaction, and so a back-and-forth -- sharing of  
5 emails back and forth.

6 I felt that advising Collus, I believed  
7 that they were advising for the best interest of the  
8 town of Collingwood and Collus.

9 MS. KATE MCGRANN: And -- and when one  
10 (1) of your lawyers says to you:

11 "I just want to note that the town's  
12 interests may not be identical to  
13 Collus.

14 Did you ask anyone any questions about  
15 that statement? Did you do anything in response to  
16 it?

17 MS. SANDRA COOPER: That was -- that  
18 was an opinion. The interest may not be identical to  
19 -- to Collus.

20 MS. KATE MCGRANN: Did you do anything  
21 in response to receiving this statement from Mr.  
22 Longo?

23 MS. SANDRA COOPER: I had earlier  
24 responded and -- in an email. And I felt comfortable  
25 in all the oversight that was happening and not



1 necessary to -- necessarily have a specific  
2 conversation with Mr. Longo.

3 MS. KATE MCGRANN: So is it the case  
4 that you didn't do anything in response to this  
5 message that you received from Mr. Longo?

6 MS. SANDRA COOPER: There was already  
7 an -- an oversight on this with consultants, with  
8 staff that were very involved with the Board, in  
9 particular, directors.

10 MS. KATE MCGRANN: Okay. I would like  
11 to move on to FD paragraph 501. This paragraph  
12 describes an email from Mr. Bonwick to you, Deputy  
13 Mayor Lloyd, and Ed Houghton. I'm going to take you  
14 to the email itself. It's at CPS9063\_00001.

15

16 (BRIEF PAUSE)

17

18 MS. KATE MCGRANN: Can you scroll down  
19 to the bottom of the email, please? So, here's an  
20 email from Mr. Bonwick on January 19th, 2012, to  
21 yourself, Deputy Mayor Rick Lloyd and Ed Houghton.  
22 The subject is, "Conference call." The importance is  
23 marked as high.

24 Mr. Bonwick writes:

25 "To all, Ed mentioned that the mayor

1 had asked for a motion to be  
2 available for meeting this afternoon  
3 for review by CAO Clerk and Ed."

4 He writes:

5 "I would respectfully suggest that  
6 the mayor bring in lick -- Rick and  
7 Leo in person or online. This will  
8 provide an opportunity to provide  
9 clear direction to Leo and the CAO  
10 for both members of the review team,  
11 who also happen to be mayor and  
12 deputy mayor. If the mayor believes  
13 this to be a reason -- reasonable  
14 approach, I would suggest it must  
15 take place this afternoon. Kind  
16 regards, Paul.

17 Do you remember receiving this email?

18

19 (BRIEF PAUSE)

20

21 MS. SANDRA COOPER: I don't recall at  
22 this time.

23 MS. KATE MCGRANN: Okay. If you  
24 scroll up in this email, we can see that you respond  
25 back to everyone. And you say, "Hello, Paul, I will

1 email Leo to be included.

2 Is that Leo Longo, the town's lawyer?

3 MS. SANDRA COOPER: That would be.

4 MS. KATE MCGRANN: Likely around 2ish.

5 Why are you having this conversation with Mr. Bonwick  
6 about -- about a meeting like this right now?

7 MS. SANDRA COOPER: There were emails  
8 that conver -- side conversations that I was not aware  
9 of. And I'm -- I'm not sure why I was receiving the -  
10 - the email, but, obviously, I've responded.

11 MS. KATE MCGRANN: Did Mr. Bonwick  
12 have any role in advising you or anyone else at the  
13 town about the negotiations with PowerStream at this  
14 point in time?

15 MS. SANDRA COOPER: Not with me.

16 MS. KATE MCGRANN: Why are you  
17 advising Mr. Bonwick about a meeting you're going to  
18 have with the town's lawyers?

19

20 (BRIEF PAUSE)

21

22 MS. SANDRA COOPER: I -- I can't  
23 answer.

24 MS. KATE MCGRANN: If we look at  
25 foundation paragraph 502.

1 (BRIEF PAUSE)

2

3 MS. KATE MCGRANN: This is an email  
4 from Mr. Bonwick to Mr. Glicksman and Mr. Nolan on  
5 January 19. He reports:

6 "The meeting went very well this  
7 afternoon with the town's lawyers,  
8 mayor, deputy mayor, CAO and Ed.  
9 The motion is completely in keeping  
10 with our discussion. It is subject  
11 to the satisfaction of the mayor  
12 with no mention of their lawyer.  
13 The discussion left no room for  
14 misinterpretation in regards to  
15 expectation Monday night. The mayor  
16 agrees/approves of the format  
17 discussed in the Boardroom this  
18 morning. All is moving ahead as per  
19 our discussion.

20 Did you follow up with Mr. Bonwick  
21 after the meeting that he suggested you arrange with  
22 Deputy Mayor Lloyd, Mr. Longo, Kim Wingrove, Mr.  
23 Houghton?

24 MS. SANDRA COOPER: No.

25 MS. KATE MCGRANN: Do you know how he

1 had this information about that meeting?

2 MS. SANDRA COOPER: No.

3 MS. KATE MCGRANN: Is this description  
4 of that meeting accurate?

5 MS. SANDRA COOPER: There was -- there  
6 was a meeting.

7

8 (BRIEF PAUSE)

9

10 MS. SANDRA COOPER: I mean, this is  
11 someone's interpretation, satisfaction with the mayor,  
12 with no mention of their lawyer.

13 I mean, we -- we did have -- there were  
14 lawyers involved. Aird & Berlis was involved in this.

15 MS. KATE MCGRANN: Can we look at  
16 paragraph 537 of the foundation document, please?

17

18 (BRIEF PAUSE)

19

20 MS. KATE MCGRANN: This section of the  
21 -- the document describes information that was  
22 provided to you and others about the documents that  
23 you were going to be signing with respect to the share  
24 transaction and -- and what you did with that.

25 So let's look at the email itself.

1 It's that ALE2075.

2

3 (BRIEF PAUSE)

4

5 MS. KATE MCGRANN: We'll start at the  
6 very bottom of the page. So this email chain starts  
7 with an email from Ron Clark to Leo Longo. Could you  
8 scroll up so we can see the date? It's on February  
9 29. Mr. Clark says:

10 "Leo, please see the attached for  
11 the purposes of your briefing of the  
12 mayor and the clerk, the documents  
13 to be signed by them with an  
14 explanatory memorandum prepared by  
15 Michael Ventresca."

16 You can scroll up a little bit further.

17 The --

18 "Mr. Longo, provide the attachments  
19 to yourself, Sara Almas, Kim  
20 Wingrove, and Mr. Houghton."

21 Mr. Longo says:

22 "Sandra and Sara, please see the  
23 attached, especially the final memo  
24 which generally describes the  
25 purposes of each document."

1                   He says:

2                   "I'd be happy to discuss this with  
3                   you at your convenience."

4                   Do remember receiving a memo that  
5 described the documents that you'd be signing for the  
6 transaction?

7                   MS. SANDRA COOPER:   There were a lot  
8 of documents that came in before March, in March, and  
9 again in July to be specific with this, when I would  
10 have to see what that looked like.

11                  MS. KATE MCGRANN:   Okay. Do you  
12 remember this email chain at least as we've looked at  
13 it so far?

14                  MS. SANDRA COOPER:   Yes.

15                  MS. KATE MCGRANN:   Can we scroll up a  
16 little bit further, please? We see Mr. Houghton  
17 forwarded the entire email chain to Mr. Bonwick. He  
18 says:

19                         "Paul, can ensure that this takes  
20                         place before end of day Friday?"

21                         Can you scroll up a little bit further?  
22 Mr. Bonwick then forwards the entire chain to you.  
23 And he says:

24                         "Hi, Sandra. Please let me know if  
25                         you have time available to chat

1                   tonight or tomorrow morning. My  
2                   understanding from PowerStream and  
3                   Ed is that the documents you need to  
4                   sign must be completed by Friday  
5                   afternoon, as a result of a lead  
6                   person starting holidays Monday for  
7                   two weeks. Thanks."

8                   Do you know why you were receiving this  
9                   message from Mr. Bonwick about documents you needed to  
10                  sign for the PowerStream share sale at this point in  
11                  time?

12                 MS. SANDRA COOPER:    No, I did not.

13                 MS. KATE MCGRANN:    Can you scroll up  
14                  any further?

15                 Mr. Bonwick reports to Mr. Houghton  
16                  with a copy to Brian Bentz, John Glicksman, Dennis  
17                  Nolan, Mark Henderson of PowerStream. And he writes:

18                         "Further to our discussion  
19                         yesterday, the meeting has now been  
20                         scheduled for 3:00 p.m. today for  
21                         update and signing the revised  
22                         docs."

23                 He says that:

24                         "The mayor clerk's office will have  
25                         the docs ready for pickup by 4:15."



1                   He says:

2                   "If you're available for the 3:00  
3                   p.m. meeting at the mayor's office,  
4                   I would recommend your  
5                   participation. Their solicitor on  
6                   occasion is not as constructive as  
7                   one would hope."

8                   Do you recall if Mr. Bonwick had any  
9                   involvement in scheduling a meeting for you to sign  
10                  the transaction documents?

11                  MS. SANDRA COOPER:   No. Other than  
12                  what he had emailed me further down in the -- the  
13                  next -- the one that we had just seen, the email. And  
14                  I couldn't understand why Mr. Houghton wouldn't have  
15                  just emailed me.

16                  MS. KATE MCGRANN:    Did you ask  
17                  Mr. Houghton why he didn't just email you?

18                  MS. SANDRA COOPER:    I don't recall if  
19                  I asked that question.

20                  MS. KATE MCGRANN:    Do you recall if  
21                  you asked Mr. Bonwick why he was involved in -- in the  
22                  Town signing transaction documents?

23                  MS. SANDRA COOPER:    No. But I was  
24                  frustrated by receiving this that way rather than  
25                  if -- if Ed or someone else from the -- the Board

1 chair. If we needed to have documents signed before  
2 someone went on vacation, I would expect that would --  
3 would come from another place.

4 MS. KATE MCGRANN: Why were you  
5 frustrated to be receiving that information from  
6 Mr. Bonwick?

7 MS. SANDRA COOPER: Because I felt  
8 that Mr. Houghton needed to bring that to my  
9 attention, my consideration, my attention.

10 MS. KATE MCGRANN: But why did you  
11 think it was Mr. Houghton that should be doing that?

12 MS. SANDRA COOPER: Well, he --  
13 Mr. Houghton was involved in the -- the transaction  
14 throughout, and coming down to this point in time, as  
15 well, that he had been involved, and -- and I would --  
16 I would have expected that he contact me.

17 MS. KATE MCGRANN: Did you know at  
18 this point in time whether Mr. Bonwick had been  
19 involved in the transaction on the PowerStream side at  
20 all?

21 MS. SANDRA COOPER: My understanding  
22 was that he was involved in public relations and  
23 communication.

24 MS. KATE MCGRANN: The memo that is  
25 discussed in this email is at ALE2084.

1 (BRIEF PAUSE)

2

3 MS. KATE MCGRANN: Can you scroll down  
4 a little bit?

5 That memo contains a chart that  
6 describes the documents and sets out a description of  
7 purpose and the signatures needed. Do you recall  
8 receiving this memo?

9 MS. SANDRA COOPER: I likely did  
10 receive it.

11 MS. KATE MCGRANN: Can we look at  
12 paragraph 540 of the Foundation Document, please.

13

14 (BRIEF PAUSE)

15

16 MS. KATE MCGRANN: This paragraph  
17 describes correspondence that you are not copied on,  
18 and it says:

19 "On March 5th, 2012, Aird & Berlis  
20 counsel, Corrine Kennedy, told town  
21 solicitor, Leo Longo, to expect an  
22 email from John Rockx of KPMG  
23 explaining that the dividends  
24 declared as a result of the upcoming  
25 share sale would be lower than

1 expected. After receiving  
2 information from Mr. Rockx,  
3 Mr. Longo followed up with  
4 Ms. Kennedy and asked whether  
5 Mr. Rockx was preparing any further  
6 documentation regarding the  
7 dividend."

8 If you could scroll down, please.

9 Ms. Kennedy responded:

10 "Leo, Ed Houghton has confirmed that  
11 he is briefing the mayor in dealing  
12 with this directly, and there is  
13 nothing for us to do on our end."

14 Do you recall anyone telling you, in  
15 and around March 5, 2012, that the dividends declared  
16 as a result of the upcoming share sale would be lower  
17 than expected?

18 MS. SANDRA COOPER: I don't recall  
19 that.

20 MS. KATE MCGRANN: Do you recall  
21 receiving that information before you signed the  
22 transaction documents?

23 MS. SANDRA COOPER: I don't recall.

24 MS. KATE MCGRANN: Did you ever tell  
25 Mr. Houghton that you would prefer to be briefed by

1 him, as opposed to by lawyers acting for Collus or the  
2 Town on the transaction?

3 MS. SANDRA COOPER: No, I did not say  
4 that. I saw an oversight by Aird & Berlis, but no, I  
5 did not say that.

6 MS. KATE MCGRANN: What are the main  
7 sources of information for you about the progress of  
8 the transaction negotiations?

9 MS. SANDRA COOPER: I would say to a  
10 degree in general terms, Mr. Houghton would inform me,  
11 not detailed information, but generally speaking that  
12 the lawyers are reviewing it; the document is coming  
13 together; and it'll be prepared for -- for signature.

14 MS. KATE MCGRANN: Other than  
15 Mr. Houghton, did you receive information on the  
16 progress of the transaction negotiations or the  
17 drafting of the documents from anyone else?

18 MS. SANDRA COOPER: Not that I recall.

19 MS. KATE MCGRANN: Starting from the  
20 transaction to the appointment of Mr. Houghton as  
21 acting CAO, what process was followed to the point  
22 Mr. Houghton is acting CAO?

23 MS. SANDRA COOPER: I believe that it  
24 was suggested that Mr. Houghton could come in as  
25 acting for an interim period until we would advertise

1 for a -- a permanent position.

2 MS. KATE MCGRANN: Do you recall who  
3 suggested that idea?

4 MS. SANDRA COOPER: I think it was  
5 the -- I believe it was the deputy mayor.

6 MS. KATE MCGRANN: Deputy Mayor Lloyd?

7 MS. SANDRA COOPER: Right. Yes,  
8 Lloyd.

9 MS. KATE MCGRANN: Were any other  
10 options explored by the Town or Council?

11 MS. SANDRA COOPER: Well, the acting  
12 CAO and an executive management team was the option  
13 that was suggested, and this was to be a -- a  
14 temporary measure until such time as we -- the Town  
15 would go through a -- a process of replacing the --  
16 filling the position as an -- for a permanent CAO.

17 MS. KATE MCGRANN: Were -- were any  
18 other options, other than Mr. Houghton, as acting CAO  
19 plus an EMT considered?

20 MS. SANDRA COOPER: Not that I recall  
21 at that -- at that point in time.

22 MS. KATE MCGRANN: Could we take a  
23 look at BLG238\_1231 (sic) -- sorry -- 0001.

24 COURT OPERATOR: Sorry, counsel. Can  
25 you repeat that?

1 MS. KATE MCGRANN: Yes. I'll try to  
2 get it right this time: BLG283\_0001.

3

4 (BRIEF PAUSE)

5

6 MS. KATE MCGRANN: These are  
7 handwritten notes that were disclosed to us by BLG.  
8 They're dated March 1st, 2016. They've got your name  
9 on the top. Do you know what these notes are?

10 MS. SANDRA COOPER: They are --

11 MR. GEORGE MARRON: Excuse me. Could  
12 -- we're -- we're shown -- is this a note that my  
13 client prepared, or is it prepared by somebody else?  
14 It's dated the 1st of March 2016.

15 MS. KATE MCGRANN: So I --

16 THE HONOURABLE FRANK MARROCCO: I  
17 think it's just appropriate to ask your client whether  
18 she has any knowledge of the note.

19

20 CONTINUED BY MS. KATE MCGRANN:

21 MS. KATE MCGRANN: Do you know what  
22 these notes are?

23 MS. SANDRA COOPER: I had only seen  
24 them as part of the documents from the commission that  
25 came forward to me. I had not seen them March 16th or

1 any other time. They're not my notes.

2 MS. KATE MCGRANN: Okay. We'll take  
3 them down then.

4 To your knowledge, did anyone acting as  
5 CAO shred any documents related to the transaction,  
6 the share sale transaction?

7 MS. SANDRA COOPER: No.

8 MS. KATE MCGRANN: Finally, can we  
9 take a look at ALE2230.

10

11 (BRIEF PAUSE)

12

13 MS. KATE MCGRANN: This is a letter to  
14 PowerStream addressed to Dennis Nolan. If you scroll  
15 down, it deals with the Share Purchase Agreement.  
16 Scroll down even further. It's signed by yourself and  
17 Ed Houghton.

18 I'll give you a second to take a look  
19 at the body of the letter, and my question for you  
20 first is: Do you remember signing this letter?

21 MS. SANDRA COOPER: I signed a lot of  
22 documents during that period of time, and so it would  
23 have been one of many. So specifically, I don't  
24 recall specifically. There were many documents that  
25 the clerk and I or Mr. Houghton and I had -- had



1 signed.

2 MS. KATE MCGRANN: Do you remember  
3 anyone providing you with any information or advice  
4 about documents you were signing that may impact the  
5 services that were shared as between the Collus  
6 entities, the Town, and CPUSB?

7 MS. SANDRA COOPER: Mr. Houghton  
8 would -- did speak to the services in the agreement or  
9 the services that they would continue at least until a  
10 settlement with that at a closing date. That was  
11 explained to me.

12 MS. KATE MCGRANN: Okay. And other  
13 than the explanation that Mr. Houghton gave you that  
14 you just described, did you get any information or  
15 advice from anybody else about how the transaction or  
16 documents you were signing may impact the shared  
17 services as between the Town, the Collus entities, and  
18 the CPUSB?

19 MS. SANDRA COOPER: I had confidence  
20 in staff very knowledgeable in the electricity -- the  
21 energy business. I also had the confidence of all  
22 those with their hands on it, and I'll say Aird &  
23 Berliss, KPMG at one time, the Strategic Task Team.

24 So I had a confidence that the  
25 documents would be such that I would sign.

1 MS. KATE MCGRANN: Those are my  
2 questions.

3 THE HONOURABLE FRANK MARROCCO: All  
4 right. So go ahead, Mr. McDowell, and Mr. --  
5 Mr. Breedon can receive the few words of wisdom that  
6 I'm about to impart, so.

7 MR. WILLIAM MCDOWELL: I'll write  
8 these down.

9 THE HONOURABLE FRANK MARROCCO: So the  
10 cross-examination will start tomorrow.

11 In terms of the next witness, if you  
12 could give us some idea of approximately how long you  
13 think it's going to be. I want to avoid a situation  
14 where I either keep the witness waiting around here  
15 for no good reason, other than that we're not  
16 finished, or alternatively have to stand down while we  
17 go find a witness and -- and bring him here so that we  
18 can go through the next witness.

19 So in addition to deciding the order,  
20 if you could give some thought to how long you think  
21 the process will take, it would be much appreciated.

22 Tomorrow at 10:00.

23

24 --- Upon adjourning at 4:43 p.m.

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5 Certified correct,

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10 Wendy Woodworth, Ms.

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