



FOUNDATION DOCUMENT PART II: FUNDING THE RECREATIONAL FACILITIES AT CENTRAL PARK AND HERITAGE PARK

Chapter 5: Council Directs Staff to Develop Timeline and Estimate for Constructing Single Pad Arena and Covering Outdoor Pool with a Fabric Building; Green Leaf and BLT Work Together on a Pool and Arena Proposal

Commissioner: The Honourable Frank N. Marrocco, Associate Chief Justice, Superior Court of Justice, Ontario

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Chapter 5: Council Directs Staff to Develop Timeline and Estimate for Constructing Single Pad Arena and Covering Outdoor Pool with a Fabric Building; Green Leaf and BLT Work Together on a Pool and Arena Proposal

5.1 Council Directs Staff to Develop Project Timeline and Estimate for Constructing Single Pad Arena and Covering Outdoor Pool with Fabric Building

225. Town Council met on July 16, 2012. At the meeting, PRCAC Chair Penny Skelton provided a deputation on behalf of PRCAC regarding Central Park.

Council Minutes, July 16, 2012, [CJI0008083](#)

226. Penny Skelton discussed the importance of planning and consultation, and expressed concern about the alternatives being discussed for Central Park. Ms. Skelton stated,

“As a committee our major concern is many of the new alternatives being discussed are being done so without any operational costs attached... If Council is considering covering the outdoor pool...The department budget would have to increase..”

Council Minutes, July 16, 2012, [CJI0008083](#)

Council Agenda, July 16, 2012, [CJI0008028](#)

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

227. The Central Park Steering Committee Co-Chairs, Brian Saunderson and Claire Tucker-Reid, followed with a deputation and slide presentation to Council. Both spoke in support of the Central Park Steering Committee’s work. Mr. Saunderson said the Town was at a watershed moment and had a “one-off chance” to build a recreation facility. As part of his closing remarks, Mr. Saunderson stated:

...stay the course and pursue the funding alternatives and options for a Central Park development or other possible developments going through the proper due diligence to identify the capital costs and operation costs... so that when the community is afforded an opportunity for input they are comparing apples to apples, they know the differences, they know what they’re comparing.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

228. Council did not ask any questions of Penny Skelton, Brian Saunderson, or Claire Tucker-Reid at the meeting.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

229. After the PRCAC and Steering Committee deputations, Council discussed the late delivery of certain correspondence to Council, including the Ameresco letter. Ed Houghton explained that he had erroneously assumed that Ameresco had delivered its letter to all of council because all of Council had been copied on the letter. Councillor Chadwick noted Ameresco had initially requested to speak at the June 25th meeting, indicating that he would have liked to have heard what they had to say and that they could have been asked to provide other information. Mr. Houghton explained that he and Mayor Cooper did not believe it would be appropriate for Ameresco to provide an explanation at that time about what Ameresco thought they could do for the Town in the future.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

Letter from Anthony DaSilva to Sandra Cooper, Rick Lloyd, Ian Chadwick, Kevin Lloyd, Sandy Cunningham, Mike Edwards, Joe Gardhouse, Keith Hull and Dale West, June 19, 2012, [AME0000017](#)

Council Agenda, July 16, 2012, [CJI0008028](#)

230. Following the Ameresco discussion, Ed Houghton and Marta Proctor presented the results of the June 11, 2012 Central Park Strategic Planning session.

Council Agenda, July 16, 2012, [CJI0008028](#), p 4, 135-146

Council Minutes, July 16, 2012, [CJI0008083](#)

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

231. As part of that presentation, Marta Proctor explained the Summary of Resolutions document, which outlined potential resolutions with respect to the future of Central Park. The resolutions were divided into two categories: "Direction A" and "Direction B".

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

Council Agenda, July 16, 2012, [CJI0008028](#), P 135-144

232. “Direction A” provided Council with options if it wished to continue pursuing the Steering Committee’s recommendation of a MURF in Central Park, including exploring funding opportunities without market sounding and forming a Phase 2 Steering Committee with Council representatives.

Council Agenda, July 16, 2012, [CJI0008028](#), P 135-144

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

233. “Direction B” provided Council with options if it wished to rescind all previous resolutions with respect to Central Park and consider other options that were raised at the Central Park Strategic Planning Session. The draft resolutions under “Direction B” read:

RESOLUTIONS:

1. **THAT** Council direct staff to pursue the following recommended options, and develop a project timeline and detailed estimates:
 - 1. Construct a Single Pad Arena
 - 2. Construct a Double Pad Arena that could be Phased
 - 3. Construct a 25 metre 6 Lane Pool at the Central Park YMCA
 - 4. Construct a New Therapeutic Leisure Pool at the Central Park YMCA
 - 5. Addition of a Theatre/Performing Arts Centre to the Proposed Multi-Use Centre
 - 6. Enclose the Outdoor Rink with a Fabric Building
 - 7. Cover the Outdoor Rink with a Roof Structure
 - 8. Enclose the Outdoor Pool with a Fabric Building
 - 9. Examine a New Site for a Phased Purpose-Built Multi-Use Facility
 - 10. No New Recreation Facilities
2. **THAT** Council direct staff to include the capital funds needed to upgrade the Eddie Bush Arena in the 2013 budget review.

OR

3. **THAT** Council direct staff to explore other opportunities for the future use of the Eddie Bush Arena.

Council Agenda, July 16, 2012, [CJI0008028](#), p 135-144

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

234. With respect to the options under “Direction B”, the Summary Resolutions Document stated: “Adding new or different components would require additional architectural/engineering work.... Council will need to provide staff with clear direction, and resources, on the priority options to be explored... additional public/stakeholder engagement may be required as well as the development and costing of conceptual drawings and a 5 year business plan.” Marta Proctor repeated this message in her presentation.

Council Agenda, July 16, 2012, [CJI0008028](#), p 135-144

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

235. After Marta Proctor’s presentation, Sara Almas reviewed the process for rescinding previous resolutions, which required a two thirds majority vote to pass.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

236. Ed Houghton further stated that the options presented were a “menu of options... there is an opportunity for you to sort of mix and match these... be creative and do others”.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

237. Following the presentation, Mayor Cooper opened the floor for questions and comments. All councillors at the meeting emphasized the need for pursuing possible funding through a Phase 2 Steering Committee, which some suggested would include phasing, but also agreed that immediate demands needed to be fulfilled, namely ice time.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

238. Councillor Keith Hull spoke of the importance of engaging in a similar public consultation process and vetting should any other options be explored and emphasized that the work of the Steering Committee should be seen through to its conclusion by investigating potential funding and developing a funding strategy. Alternatives should only be investigated, he said, should it be found that funding for a MURF was not available. Later in the discussion, Councillor Hull stated:

...I think it is very unfair that we keep referring to this \$35 million is, as if we, the Town of Collingwood taxpayers are the ones that are paying the \$35 million. Again, no one has suggested that, we have talked about simply putting forward a portion and in fact I would suggest, and I could stand to be corrected, when we started this process, the proceeds of a potential sale of our interest in Collus was not even a part of the discussion. So, circumstances have changed, I mean now we potentially have a new source of revenue coming to the municipality that may or may not be available for this type of project, if we choose to go to that direction.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

239. Joe Gardhouse pointed out that they had learned that the Collingwood population was projected to be 33,000 in 2031 and that decisions made in the present could not be “patchwork” as they needed to take the future population into consideration. He suggested to Council that they devise a budget before discussing the type of building that should be used for the project.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

240. Deputy Mayor Rick Lloyd commented that, while a MURF was a good idea, the projected cost at the present was too high. He indicated that a MURF could be achieved by a phased-in approach, but the residents wanted and deserved a new ice pad and a 6 lane, 25 metre pool now. He said,

...

I actually would encourage and would like to request Council support to have staff prepare a report for our next Council meeting that looks at a structure over top of Centennial Pool which has been looked at. It would allow bleachers and so on. A structure that is 100 x 143’ in size. I know some discussions of this kind of facility is less than \$3 million and it would be something that can be done immediately to meet today’s needs, but it wouldn’t happen for us with our future concerns.

And as well, I would like the staff to give us, to include in the report a new ice pad also at Central Park and I would like to see us move forward as quickly as possible with funding. Again, looking at the needs of today. I think when I have listened to the committee and seen some of the recommendations it’s come loud and clear to me that we need to move forward as quickly as possible. And, I have through some discussions looked at different companies that give us alternatives, very viable alternatives for now, not Band-Aid alternatives, something that have a life expectancy of 60 years, or more. Something that, that can be done immediately, something that perhaps as soon as the pool closes in September it could be fully

functional, operational within 6 to 8 weeks after. So, that the people do get today what they've been wanting for a long time. That can work hopefully with something with the Y that, or, through you Marta whoever may give us a operating proposal through partnerships or through us alone.

The structure could either be an architectural membrane or a fabric building that can be repurposed in the future. Repurposed as such that as we found that there was a demand, as we said, in 2035 or 2030 that we can have a large Multi-use facility that we have the funding for and this facility, this building, could be repurposed.

As Chair of Finance, I really would like to work with staff and our CAO to come up with an alternative. I would like to see a report back for our next Council meeting which is July 30. Again, to look at covering our Centennial Pool and a new ice pad at Central Park.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

241. Councillor Joe Gardhouse asked Deputy Mayor Rick Lloyd for clarification with respect to the ice pad and whether the intention was to cover the existing outdoor arena. Deputy Mayor Lloyd replied, "No, brand-new ice pad that could be a fabric cover or a membrane covered facility, which there's are all kind of examples throughout North America and Europe." He also said "there has been prices that have come through in the neighbourhood of \$5 million for a complete facility with that's turnkey. But I want staff to investigate it further."

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

242. Councillors Ian Chadwick, Dale West, and Sandy Cunningham supported Deputy Mayor Rick Lloyd's request to have staff look at alternatives.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

243. In response to a comment by Councillor Ian Chadwick that funding should be determined before staff obtained architectural site plan drawings, Ed Houghton stated that Collingwood's treasurer had informed him that,

...internally, there is potentially 13.5 million dollars. I reluctantly say this, because at the June 11th, we did receive negative comments back about even mentioning it without having the opportunity to go to the public in making sure this is the direction they would like to go. But there is the opportunity with the Collus

partnership, there was \$8 million, also, through debentures and development charges.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

244. Deputy Mayor Rick Lloyd emailed Ed Houghton at 7:51 pm, saying, “The motion I have here is for staff report to be done no later than aug27. I would like it for July 30th but that might be too aggressive.” Ed Houghton replied shortly afterwards, stating “make it no later than August 27th.”

Email chain including Rick Lloyd and Ed Houghton, July 16, 2012, [TOC0185481](#)

245. During the meeting, Mayor Cooper announced there was a motion on the table from Deputy Mayor Lloyd, who proposed:

Be it resolved, that Council direct staff to pursue the following recommended options and develop a project timeline and detailed estimates and bring report back to Council no later than August 27, 2012.

No. 1 Construct a single pad arena that could be phased into a double pad, as well enclose the outdoor pool with a fabric building.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

246. In discussing the proposed motion, Councillor West asked whether the previous resolution on Central Park would still be in effect, since Deputy Mayor Lloyd's motion did not mention Central Park. Mayor Cooper said that was correct. Councillor Edwards also asked that the report include operating costs, to which Deputy Mayor Lloyd replied, “estimates on everything, yes,” and Mayor Cooper added, “detailed estimates”. Later, Deputy Mayor Lloyd said, “The proposals would be coming forth would include the operating costs of both facilities. There is all kinds of examples throughout North America that can be used for costing, as well as, estimates.”

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

247. Councillor West then brought up Ameresco, their possible role, and whether that was covered. Mayor Cooper said, “All the recommended options, develop a project timeline, detailed estimates and bring back the report to Council.” Marta Proctor indicated that

to explore all options with project timelines and costs estimates to report to Council would not be feasible, and that such a task would require an outside consultant.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

248. Councillor Edwards asked about the status of the Central Park Steering Committee. It was then clarified that the formation of a committee would not take place until a report came back. Councillor Edwards indicated that he did not think the formation of the committee should be on hold for such time.

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

249. Councillor Hull asked questions about a new rink configuration and said that the cost of any displaced amenities should be noted in any report, so they could be fully aware of all the costs. Deputy Mayor Lloyd responded:

Going to Central Park, the configuration of a new rink at Central Park will be part of the proposal coming back from staff. There is one ball diamond that has been deemed rather difficult to use up there I believe, I will pass that on to Councillor West. Let the staff bring back that option of how we are going to do the configuration there.

The outdoor pool as we see it today would be covered approximately 100 by 143' in that the building that is there now would be within the structure - tore down, new dressing rooms, new washrooms would be included in the price, turnkey and what it would be is just a building within 3 feet of the building all around. Is what the proposals have been in the past, for this kind of thing..... The proposals would be coming forth would include the operating costs of both facilities. There is all kinds of examples throughout North America that can be used for costing, as well as, estimates."

Transcript of July 16, 2012 Council Meeting, [CJI0011234](#)

250. Council proceeded to vote on the motion proposed by Deputy Mayor Lloyd. The motion passed 8-1, with Councillor Gardhouse opposing. The minutes recorded:

No. 330 **Moved by Deputy Mayor Lloyd**
Seconded by Councillor Lloyd

THAT Council direct staff to pursue the following recommended options and develop a project timeline and detailed estimates and bring the report back to Council not later than August 27, 2012.

- 1. Construct a Single Pad Arena, that could be phased into a double pad
- 2. Construct a Double Pad Arena that could be phased
- 3. Construct a 25 metre 6 Lane Pool at the Central Park YMCA
- 4. Construct a New Therapeutic Leisure Pool at the Central Park YMCA
- 5. Addition of a Theatre/Performing Arts Centre to the Proposed Multi-Use Centre
- 6. Enclose the Outdoor Rink with a Fabric Building
- 7. Cover the Outdoor Rink with a Roof Structure
- 8. Enclose the Outdoor Pool with a Fabric Building
- 9. Examine a New Site for a Phased Purpose-Built Multi-Use Facility
- 10. No New Recreation Facilities

CARRIED

Council Minutes, July 16, 2012, [CJ10008083](#), p 7

Recorded Vote No. 330, July 16, 2012, [CPS0007641 0001](#)

251. Following the motion, Councillor Edwards asked if there needed to be a further motion to continue the establishment of a Phase 2 Steering Committee. Clerk Sara Almas and Mayor Sandra Cooper clarified that none of the previous resolutions by Council on the Central Park redevelopment were rescinded but they were all on hold until the August 27 report was provided. Councillor Edwards noted he was anxious to see the committee continue, to which Mayor Cooper responded, "Yup, and that is something that if the Executive Team can look at in consideration now and pulling that together."

Transcript of July 16, 2012 Council Meeting, [CJ10011234](#)

252. During the meeting, at 7:49 PM, Councillor Ian Chadwick emailed Deputy Mayor Rick Lloyd the link to an Enterprise Bulletin article from July 16, 2012 titled "Company pitches central park partnership," and wrote under the link "vote below..." The article described Ameresco's letter to Council, noted that, "...Several councillors have signalled they are uncomfortable with the associated pricetag..." for the Steering Committee's

recommended MURF, and stated that, “Whether the offer from Ameresco...will be heard in time before council makes its decision on the future of Central Park remains to be seen.”

Email from Ian Chadwick to Rick Lloyd, July 16, 2012, [TOC0185477](#)

“Company Pitches Central Park Partnership”, Ian Adams, Enterprise-Bulletin, July 16, 2012, [AME0000018](#)

5.2 Deputy Mayor Rick Lloyd Emails with Councillor Dale West, Councillor Sandy Cunningham, and Terry Geddes After the July 16, 2012 Council Meeting

253. Deputy Mayor Rick Lloyd and Councillor Dale West emailed each other following the July 16, 2012 Council meeting regarding the resolution to look at other options for Central Park. In the final exchange, Councillor West wrote: “So now do we have sprung and Ameresco both do. Deps and then make sure staff is following up.” Deputy Mayor Lloyd responded: “Agreed.”

Email chain including Rick Lloyd and Dale West, July 16-17, 2012, [TOC0185965](#)

Email chain including Rick Lloyd and Dale West, July 16, 2012, [TOC0185611](#)

Email chain including Rick Lloyd and Dale West, July 16, 2012, [TOC0185595](#)

254. Deputy Mayor Lloyd also emailed Councillor Cunningham after the meeting stating, “Well done my frirnd!!” Councillor Cunningham replied, “The good old boys prevail as always. Don,t you love it.”

Email chain including Rick Lloyd and Sandy Cunningham, July 16, 2012, [TOC0185617](#)

255. On July 17, 2012, Deputy Mayor Lloyd and Terry Geddes exchanged emails regarding the resolution to look at other recreation facility options. Deputy Mayor Lloyd wrote:

“I spoke with Doc Paul and gave him the Sprung material and he was very supportive and I suggested that he gets involved as soon as I get it approved by council so he wouldn’t be part of the Fight. I would like him to be the chair as I think we will be building these facilities with Membrane material that has a life of at least 60 years.

Email chain including Rick Lloyd and Terry Geddes, July 16, 2012, [TOC0185557](#)

5.3 The Department Heads Discuss the Community Infrastructure Improvement Fund

256. On July 16, 2012 at 6:32 pm, PRC Director Marta Proctor sent the Department Heads a draft document relating to the Community Infrastructure Improvement Fund (“CIIF”) grant “...for discussion/input at tomorrow’s Department Heads meeting.” The document identified projects that could be the subject of a funding application, including “Improvements to Heritage Park” and “YMCA pool expansion.” Ms. Proctor noted in the covering email: “The application deadline is in late August, therefore we would require Council authority on an approved project submission at the July 30th meeting.”

Email and attachment from Marta Proctor to Town Department Heads, July 16, 2012, [CPS0003518](#) and [CPS0007632 0001](#)

257. The Department Heads met on July 17, 2012. The minutes recorded that Marta Proctor explained the scope of the CIIF grant and outlined 3 potential projects: Heritage Park; Eddie Bush Arena and Curling Club, “... with the concerns with each project and further added that deadline for applications is prior to the August 27th meeting of Council at which they are to decide which options from the Central Park project are to be initiated.” The minutes recorded that Ms. Proctor agreed to draft a Staff Report providing “her top 3 recommendations”.

Department Head Meeting Minutes, July 17, 2012, [TOC0548266](#)

5.4 Staff Draft Report About Possible Community Infrastructure Improvement Fund Grant Applications

258. On July 19, 2012, Marta Proctor sent Dave McNalty a draft Staff Report regarding possible CIIF grant applications and asked to discuss.

Email and attachment from Marta Proctor to Dave McNalty, July 19, 2012, [TOC0186924](#) and [TOC0186925](#)

259. The draft Staff Report identified three projects that Staff considered to be eligible for CIIF funding: Eddie Bush Upgrades and Improvements, Heritage Park Improvements, and Curling Club Repairs and Expansion. The draft report stated:

While the three projects outlined above have not had specific community consultation, their origin has been validated through many past studies, the most recent being the Central Park Redevelopment process...the Eddie Bush project provides the greatest opportunity to address existing substantiated recreational infrastructure challenges and meet the program criteria.

Email and attachment from Marta Proctor to Dave McNalty, July 19, 2012, [TOC0186924](#) and [TOC0186925](#)

260. With respect to the Eddie Bush project, the draft report said: “The total costs for the improvements to the facility are approximately \$3 million, requiring a commitment of \$2 million from the Town in order to submit a \$1 million funding request.”

Email and attachment from Marta Proctor to Dave McNalty, July 19, 2012, [TOC0186924](#) and [TOC0186925](#)

5.5 Staff Draft Terms of Reference to Explore Constructing an Arena in Central Park

261. On July 19, 2012, Dave McNalty emailed Marta Proctor a memorandum titled “Ice Arena Feasibility Study”, writing, “Draft terms of reference attached”. The Ice Arena Feasibility Study included discussion about the Steering Committee’s MURF proposal and related cost concerns, stating:

The Town would like to explore the feasibility of moving forward with specific components of the project in the preferred location of Central Park either as a stand-alone project or as the initial phase of the overall Redevelopment Project. Further, this approach requires that the cost to retrofit the existing Eddie Bush Memorial Arena to extend its life expectancy for at least another ten (10) years be fully investigated.

The feasibility of several options should be examined in terms of a comparison to the overall Central Park Redevelopment Project scope. This will allow the costs and benefits of various opportunities to be compared directly while also enabling the preparation of operating estimates and the exploration of anticipated social improvements.

Email and attachment from Dave McNalty to Marta Proctor, July 19, 2012, [TOC0187441](#) and [TOC0187442](#)

262. The next section of the Ice Arena Feasibility Study stated:

...

The following scenarios are to be considered as a minimum. Alternatives may be provided should they enhance the opportunity for part of the project to forward.

Proposed Central Park Redevelopment Project Components (as presented)	Initial Phase of Single Pad Arena, necessary park improvements with future option to combine into overall redevelopment concept	Upgrade of the Eddie Bush Memorial Arena beyond ten (10) years
<i>Description</i>		
<p>Complete Community Recreation Centre</p> <ul style="list-style-type: none"> • Twin pad arena • New six lane 25m pool • Adapt existing pool for therapeutic and warm water programs • Curling club upgrades • Integrated common space • Family oriented park uses • Integration of Lawn bowling • Park and Site Development • Redevelopment of 3 ball diamonds 	<p>New year round Ice Arena in Central Park that may be phased into the broader concept. Options may include</p> <ul style="list-style-type: none"> • As first phase of proposed Recreation Centre • Fabric Membrane (Sprung, or equivalent) • Other affordable structures <p>The placement of the Ice Arena would enable retention of the existing outdoor arena pending further development</p> <p>Identify displaced amenities and costs associated with redevelopment</p> <p>Park and Site development shall be on an as needed basis in conjunction with the various phases</p>	<p>Upgrade of the existing Eddie Bush Memorial Arena for continued use as a community Ice Arena as well as improvements to encourage and develop alternative uses</p> <ul style="list-style-type: none"> • Replace board system • Replace ventilation system • Upgrade refrigeration room • Replace chiller • Upgrade electrical • Upgrade alarm system • Replace roof • Lighting replacements and improvements • Replace exterior doors and frames • Change room upgrades • New concrete floor • Washrooms upgrades • Accessibility issues • Improvements to accommodate special events (concerts, trade shows...) • Upgrade seating
<i>Implications/Benefits</i>		
<ul style="list-style-type: none"> • Displaced Ball diamonds require new location 		<ul style="list-style-type: none"> • Extending economic life of the facility • Improved access for persons with disabilities • Improved energy efficiency • Decreased operational or maintenance costs • Increased staff and public safety for the facility • Increases attendance at

		Central Park facility <ul style="list-style-type: none"> • Improves facility use for regional tourism events
<ul style="list-style-type: none"> • \$35 mill 		

Email and attachment from Dave McNalty to Marta Proctor, July 19, 2012, [TOC0187441](#) and [TOC0187442](#)

263. With respect to timing, the memorandum stated that, “the feasibility of each of the options considered must be presented to Council on August 27, 2012. The Town is requesting a draft report by no later than August 15, 2012”.

Email and attachment from Dave McNalty to Marta Proctor, July 19, 2012, [TOC0187441](#) and [TOC0187442](#)

264. Between July 19 and July 20, 2012, Marta Proctor and Dave McNalty exchanged further emails about the options to be incorporated into the “Terms of Reference” section of the memorandum. Mr. McNalty stated:

I know the document doesn't really say it yet, but I'm thinking that it will present that the [Eddie Bush Arena] is an important transitional piece if we phase the project - under any construction scenario. And that we will have the information for the [Eddie Bush Arena] upgrade to stand on it's own.

In a phased approach we can present the full rec centre versus the various phased construction options (and there costs, benefits, operating costs, etc) plus the [Eddie Bush Arena] part. Not options, but more of a shopping list....

Obviously, the lists below the text need to be fixed up and descibed more.

...Look forward to your thoughts

Email chain including Dave McNalty and Marta Proctor, July 19-20, 2012, [TOC0187664](#)

265. Later that day, Dave McNalty again emailed Marta Proctor stating:

May add third scenario - new 12 month ice rink in Central Park, no automatic opportunity to evolve to full rec centre - various construction styles - minimal interference with existing amenities What do you think?

Email chain including Dave McNalty and Marta Proctor, July 19 - 20, 2012, [TOC0187664](#)

266. Marta Proctor responded:

I'm thinking we should add a column which costs building and upgrading the pool at the Y. I think phasing 1 arena and the pool may be smarter than covering the

outdoor. If they really want, the new pool could be a sprung building just like the arena....what do you think of that?

Email chain including Dave McNalty and Marta Proctor, July 19 - 20, 2012, [TOC0187664](#)

267. Dave McNalty replied: "If I understand correctly, the pool expansion at the Y is right out by the street, across the corner? Not sure about the fabric membrane over that...." The following day, Mr. McNalty told Ms. Proctor that he would send her a new version of the feasibility study for review.

Email chain including Dave McNalty and Marta Proctor, July 19 - 20, 2012, [TOC0187664](#)

5.6 Town Staff Ask WGD Architects ("WGD") to Prepare Information about Pre-Engineered Structures and Fabric Membrane Structures Including Pricing; Acting CAO Ed Houghton Advises that Deputy Mayor Rick Lloyd Has Directed that Ed Houghton is the Town's Sprung Contact Person

268. Marta Proctor and Dave McNalty contacted WGD and asked if the firm could compile financial and architectural information regarding pre-engineered recreational structures and fabric membrane structures for an outdoor arena. These interactions between Town Staff and WGD are described further in [Summary Document 2-4](#).

Email chain including Ed Houghton, Marjory Leonard, Larry Irwin, Sara Almas and Dave McNalty, July 24-25, 2012, [TOC0189964](#)

Email chain including Dave McNalty, Brian Gregersen and Richard Dabrus, July 25, 2012, [CJI0006682.0015](#)

[Summary Document 2-4](#): WGD's Interaction with Collingwood Staff, Council and Residents (July-October 2012)

269. On July 24, 2012, Brian Gregerson of WGD emailed Dave McNalty architectural drawings dated July 23, 2012, which he described as, "...the current concept for a single pad arena." The attachment included drawings for both a "PRE-ENG STRUCTURE" and a "SPRUNG STRUCTURE." In a follow up email, Mr. Gregersen confirmed that the drawings included a Sprung structure.

Emails and attachment from Brian Gregersen to Dave McNalty and Richard Dabrus, July 24, 2012, [TOC0189220](#) and [TOC0189221](#)

Email from Brian Gregerson to Dave McNalty, July 24, 2012, [TOC0189222](#)

270. Later that day, Treasurer Marjory Leonard sent an email to the EMC and Dave McNalty. Ms. Leonard stated that she had asked Mr. McNalty to continue to work with WGD on a list of items, including redrawing certain parts of the schematics and providing pricing for both a pre-fabricated steel structure, and a bricks and mortar building. With respect to Sprung, Marjory Leonard stated:

Leave the Sprung building pricing for now until the Management Team and Dave McNalty can meet with the Sprung people. Once we have the pricing and operating costs for the buildings from WGD, somebody (Ed, Dave, Dave and the Mgmt Team) will contact Sprung to get pricing to ensure that we are comparing apples to apples.

Email from Marjory Leonard to Ed Houghton, Larry Irwin, Sara Almas and Dave McNalty, July 24, 2012, [TOC0189770](#)

[Summary Document 2-4](#): WGD's Interaction with Collingwood Staff, Council and Residents (July-October 2012)

271. Acting CAO Ed Houghton responded to Marjory Leonard's email on the same day, July 24, 2012, writing that the Town needed "... to have the operational information for the bricks and mortar building and the structural steel building (actually I'm not sure where this building fits into the equation but I may have missed it)". Dave McNalty responded that the "pre-fab steel type arena is in response to the request in our terms of reference for 'other affordable structures' as a more or less direct comparison to a Sprung arena. This is in contrast to the "bricks and mortar" approach which I would essentially call Phase 1 of the overall Central Park plan as presented by the steering committee". Mr. McNalty then wrote that there were two components of operation costs to consider: "energy etcc" and the "staffing costs". He continued:

Presumably, I'm still okay to carry on the discussion with Sprung on covering Centennial Pool, and I will discuss the rest of the Heritage Park things, to identify any concerns, with Brian/JP.

Email chain involving Ed Houghton, Marjory Leonard, Larry Irwin, Sara Almas and Dave McNalty, July 24-25, 2012, [TOC0189964](#)

272. Ed Houghton responded to Dave McNalty's email and stated:

...

First I think that staffing costs are probably not necessary since presumably they are the same for all types of buildings. I think however there are more operational costs to be considered and that is future maintenance costs. Again presumably these costs would be greater in a bricks and mortar building.

The second thing is regarding the structural steel building. You mention "it is in response to the request in our terms of reference for "other affordable structures". What do you mean our terms of reference?

Email chain including Ed Houghton, Marjory Leonard, Larry Irwin, Sara Almas and Dave McNalty, July 24-25, 2012, [TOC0189964](#)

273. Dave McNalty replied: "You are right, staffing costs are removed when the multi-use centre in conjunction with the Y are not considered". With respect to the terms of reference, Mr. McNalty advised that it was "the four page document you received yesterday and the table within was to guide WGD's work and our thoughts along the way".

Email chain including Ed Houghton, Marjory Leonard, Larry Irwin, Sara Almas and Dave McNalty, July 24-25, 2012, [TOC0189964](#)

274. Ed Houghton responded only to Mr. McNalty: "The last point I should make is that I will be the contact person with Sprung. The Deputy-Mayor made that perfectly clear with me on the week-end." Mr. McNalty responded: "Okay. Got it."

Email chain including Ed Houghton, Marjory Leonard, Larry Irwin, Sara Almas and Dave McNalty, July 24-25, 2012, [TOC0189964](#)

5.7 Acting CAO Ed Houghton Arranges Meeting Between Sprung, the EMC, and Staff

275. On Wednesday, July 25, 2012, Town Engineering Department Administrative Assistant Amanda Norris sent Ed Houghton the contact information for Tom Lloyd at Sprung. The next day, Thursday, July 26, 2012, Ed Houghton sent a meeting invitation titled "Meeting with Sprung" to Dave McNalty, Larry Irwin, Marjory Leonard, and Tom Lloyd. The meeting was scheduled for Friday, July 27, 2012, at 10:00 am. Mr. Irwin, Ms. Leonard, Ms. Almas, and Mr. Lloyd accepted the meeting invitation.

Email from Amanda Norris to Ed Houghton, July 25, 2012, [TOC0190470](#)

Calendar Invitation from Ed Houghton to Dave McNalty, Larry Irwin, Marjory Leonard, Sara Almas and Tom Lloyd, "Meeting with Sprung," July 26, 2012, [TOC0190874](#) and [TOC0190875](#)

Invitation Acceptances by Marjory Leonard, Larry Irwin and Tom Lloyd, "Meeting with Sprung," July 27, 2012, [TOC0190878](#), [TOC0190880](#), [TOC0190936](#)

Tentative Invitation Acceptance by Sara Almas, "Meeting with Sprung," July 27, 2012, [TOC0190931](#)

5.8 Sprung Arranges a Meeting Between BLT, Paul Bonwick and Abby Stec of Green Leaf

276. On Monday, July 23, 2012, Tom Lloyd of Sprung emailed Dave Barrow of BLT, copying Dave MacNeil and Abby Stec. He wrote:

Hi Dave,

We are working with Abby Stec and her partner Paul Bonwick on the Collingwood projects. They would like to meet at your office on Thursday July 26th at 2:00pm. Please confirm that works with you and/or Mark. Prior to Thursday they would like to have a conference call. Can you please let me know if you are available tomorrow? Thanks Dave.

Email from Tom Lloyd to Dave Barrow, Dave MacNeil and Abby Stec, July 23, 2012, [CJI0007128](#)

277. On Thursday, July 26, 2012 at 7:41 am, Tom Lloyd advised Dave MacNeil, Dave Barrow and Abby Stec:

My meeting this afternoon in Sudbury just got cancelled. I was able to get an earlier flight so if all goes well I will be able to get there for 4:00pm.

Dave B, there is no meeting on Monday in Collingwood so far. Dave M and I will be there to meet the taskforce tomorrow.

Email from Tom Lloyd to Dave MacNeil, Dave Barrow and Abby Stec, July 26, 2012, [CJI0007129](#)

278. On July 26, 2012 at 7:31 pm, Abby Stec emailed Dave Barrow. She wrote: "Hi All, Thank you so much for participating in our meeting today. I look forward to working with all of you. Attached is the address for your meeting with the town tomorrow at 10 am." Ms. Stec provided the address for Collingwood Utility Services at 43 Stewart Road.

Email chain including Abby Stec, Dave Barrow and Ryan Manchee, July 26, 2012, [CJI0007090](#)

5.9 BLT, Sprung, and the Town of Collingwood Discuss Design Proposals and Procurement Strategy

279. On July 27, 2012, Dave MacNeil of Sprung emailed Ed Houghton and thanked Mr. Houghton for meeting with him that day. Mr. MacNeil provided Mr. Houghton with a link to access,

... the documents that were included in your packages as well as a few sample drawings to help give you an idea when deciding how you would like to see the layout of the interior of the arena...I look forward to our meeting next week to discuss the design, please let me know a time that works best for you and your colleagues.

Email from Dave MacNeil to Ed Houghton, July 27, 2012, [EHH0000028](#)

280. On July 30, 2012, Ed Houghton scheduled a meeting for July 31, 2012 at 1:30 pm in his office with the EMC, Manager of Fleet, Facilities and Purchasing Dave McNalty, and Town Manager, Recreation Facilities and Arena Supervisor Dennis Seymour.

Calendar Invitation from Ed Houghton to Marjory Leonard, Larry Irwin, Sara Almas, Dave McNalty, Dennis Seymour, "Meeting to Discuss Ice Pad & Centennial Pool", July 30, 2012, [TOC0192747](#)

5.10 Community Infrastructure Improvement Funding Application Options Presented at July 30 Council Meeting

281. Council met on July 30, 2012. The Agenda for that meeting included Staff Report PRC2012-14 regarding "Funding Application for Community Infrastructure Improvement Fund" (the "CIIF Application Report"). The Staff Report had previously been distributed and reviewed at the Department Head meeting on July 24, 2012.

Email and attachment from Megan Schollenberger to Department Heads, Lynda Reid, Brian MacDonald, Marcus Firman, Becky Dahl, Mandy Long, Pam Hogg, Shelley Fuhre, Rose Madigan, Debbie Rowbotham, Kay Blakely, Amanda Norris and Monica Gal, July 20, 2012, [TOC0188069](#) and [TOC0188070](#)

Council Agenda, July 30, 2012, [CJ10008029](#)

Staff Report PRC- 2012-14, "Funding Application for Community Infrastructure Improvement Fund," July 30, 2012, [TOC0195369](#)

282. The CIIF Application Report identified three projects that were potentially eligible for the CIIF and their estimated cost: Eddie Bush upgrades and improvements, Heritage Park improvements and Curling Club repairs and expansion. The Staff Report recommended proceeding with an application for the Eddie Bush Memorial Arena on the basis that it “provides the greatest opportunity to address existing substantiated recreational infrastructure challenges and meet the program criteria”.

Staff Report PRC- 2012-14, “Funding Application for Community Infrastructure Improvement Fund,” July 30, 2012, [TOC0195369](#)

283. The Staff Report also addressed Central Park and the Centennial Pool, stating:

The funding mechanism for the Town portion of this project is tied to several other future Council decisions related to the Centennial Pool and Central Park. Once decisions have been reached on these projects and their costs are available, a funding plan for all aspects of the recreation infrastructure renewal can be provided to Council for approval.

Staff Report PRC- 2012-14, “Funding Application for Community Infrastructure Improvement Fund,” July 30, 2012, [TOC0195369](#)

284. At the meeting, Council authorized “Town Staff to proceed with the Community Infrastructure Improvement Fund (CIIF) funding application to a maximum of \$1 million or 1/3 of the total cost of the project as approved” and “staff to submit the CIIF application for the Eddie Bush Memorial Arena project as approved”.

Council Minutes, July 30, 2012, [CJ10008084](#)

285. At a Department Head meeting on August 14, 2012, Marta Proctor noted that she would soon circulate a CIIF funding application for review, and that the application needed to be brought to the attention of the Mayor and Deputy Mayor.

Department Head Meeting Minutes No. 2012-32, August 14, 2012, [TOC0549005](#)

5.11 Green Leaf Sends Agreements to BLT Construction Services Inc.; Paul Bonwick and Acting CAO Ed Houghton Meet to Discuss the Collingwood Projects

286. On Monday, July 30, 2012, Abby Stec of Green Leaf sent an email with an attached confidentiality agreement to Dave Barrow and Mark Watts of BLT, writing:

It was a pleasure speaking with you on Friday. As promised, I have attached a standard Non Disclosure Agreement for the relationship between Green Leaf Distribution and BLT. We will send an agreement out to you by Wednesday of this week. I look forward to working with you both on this project and future endeavours.

Email and attachment from Abby Stec to Dave Barrow and Mark Watts, July 30, 2012, [CJ10007091](#) and [CJ10007091 0001](#)

287. On August 1, 2012, Abby Stec emailed Dave Barrow, Mark Watts and Paul Bonwick, advising:

Paul met with Ed Houghton today to continue discussions regarding the Collingwood project. Ed will be in touch with you in the next day or so to set up a follow up meeting to continue the process. We are drawing up an agreement between Green Leaf Distribution and BLT and will forward it to you for your review when it has been completed.

Email from Abby Stec to Dave Barrow, Mark Watts and Paul Bonwick, August 1, 2012, [CJ10007247](#)

288. On August 2, 2012 at 11:54 am, Abby Stec emailed Tom Lloyd and Dave MacNeil of Sprung, and Mark Watts and Dave Barrow of BLT, attaching a “scope of work” document for the arena and the pool. They discussed scheduling a call the following week.

Email chain including Abby Stec, Mark Watts, Dave Barrow, Dave MacNeil and Tom Lloyd, August 2, 2012, [CJ10007092](#)

289. A Green Leaf Memorandum to BLT and Sprung dated August 2, 2012 with the subject “Scope of Work – Pool, Arena” set out information about proposed buildings for a Central Park arena and the Centennial Pool (the “Scope of Work Memo”).

Green Leaf Memo to BLT, Sprung, “Scope of work – Pool, Arena”, August 2, 2012, [CJ10006583](#)

290. With respect to the arena, the Scope of Work Memo set out 27 design components and stated:

Central Park Arena

The proposed ice arena for Central Park would be positioned to minimize the displacement of existing amenities in the park while allowing for a future expansion of a second ice surface. The first ice surface would require that at least one baseball diamond be eliminated from the current park layout in order to accommodate

additional parking and service areas around the arena. A second ice surface may require the displacement of additional baseball diamonds, however the eventual construction of a second ice surface may allow for adequate planning and development of other parklands.

The intent would be to operate the new arena as a year round ice facility. This would allow the Eddie Bush Memorial Arena to be operated as an ice arena through the winter season, and evolve towards other uses in the off season...Options should be provided for ice making equipment.

The new arena may also be used for other special events such as concerts or trade shows and other assembly purposes and should be designed to allow for such use from both occupancy and functional points of view.

Green Leaf Memo to BLT, Sprung, "Scope of work – Pool, Arena", August 2, 2012, [CJI0006583](#)

291. With respect to the Centennial Pool, the Scope of Work Memo listed 21 design components and two "options," and stated:

An insulated enclosure over the existing Centennial Pool would be intended to allow the existing facility to be used on a year round basis. The existing facility is a six (6) lane, 25 meter pool outdoor pool which has a limited season during the summer months. The existing pool, although over 45 years old, has undergone several upgrades over recent years and is currently scheduled for an upgrade of the recirculation and filtration system in the fall of 2012.

The current service building for the pool was constructed in 1965 and requires significant upgrades. The intent would be to demolish the building and reconstruct appropriate service areas within the pool enclosure.

Improvements around the facility would be limited to drainage and grading, landscaping and parking lot improvements at this time. No other Heritage park amenities would be displaced in order to enclose the existing pool facility.

Green Leaf Memo to BLT, Sprung, "Scope of work – Pool, Arena", August 2, 2012, [CJI0006583](#)

5.12 Sprung Meets with the EMC, and Town Staff; After the Meeting, Paul Bonwick Raises Acting CAO Ed Houghton's Concerns about a Change in Approach with Sprung and BLT

292. On August 1, 2012, Ed Houghton sent a calendar invitation titled "Meeting with Sprung" to the EMC, Dave McNalty and Dennis Seymour, Deputy Mayor Rick Lloyd, and Tom Lloyd from Sprung. The meeting was scheduled for August 3, 2012. The invitation was forwarded to Dave MacNeil at Sprung. Deputy Mayor Rick Lloyd declined the meeting invitation.

Calendar Invitation from Ed Houghton to Dave McNalty, Dennis Seymour, Larry Irwin, Marjory Leonard, Rick Lloyd, Sara Almas and Tom Lloyd, "Meeting with Sprung", August 1, 2012, [TOC0194503](#), [TOC0194504](#)

Invitation Acceptance, Larry Irwin, Tom Lloyd, Dave MacNeil, Marjory Leonard, "Meeting with Sprung", August 1-2, 2012, [TOC0194508](#), [TOC0194509](#), [TOC0194510](#), [TOC0194511](#), [TOC0194528](#), [TOC0194529](#), [TOC0194680](#), [TOC0194681](#)

Invitation Declined, Rick Lloyd, "Meeting with Sprung", August 1, 2012, [TOC0194536](#), [TOC0194537](#)

293. Dave McNalty sent Dennis Seymour two documents entitled "Centennial Pool Enclosure Design Components" and "Central Park Arena Design Components" for comment at 8:02 am on August 2, 2012. At 9:38 am, Mr. McNalty circulated "drafts of the Design Components for each of the Centennial Pool enclosure and the Central Park arena" to the EMC and Dennis Seymour, asking for comments. Mr. Seymour responded, "Looks good."

Email and attachments from Dave McNalty to Dennis Seymour, August 2, 2012, [TOC0194602](#), [TOC0194603](#) and [TOC0194604](#)

Email chain including Dave McNalty, Ed Houghton, Larry Irwin, Marjory Leonard, Sara Almas, and Dennis Seymour, August 2, 2012, [TOC0194660](#)

294. At 8:51 am on August 3, 2012, Megan Schollenberger, Acting Coordinator, Clerk Services, emailed Ed Houghton to advise that, "Tom and Dave from Sprung are here for your meeting."

Email from Megan Schollenberger to Ed Houghton, August 3, 2012, [TOC0195013](#)

295. At 11:25 am on August 3, 2012, EMC member Larry Irwin emailed Dave MacNeil "Notes from Today's Meeting", copying Ed Houghton, Dave McNalty, and Marjory Leonard. The email attached two documents. The attachments contained the text of the Scope of Work memo that Abby Stec prepared for a Central Park Arena and the Centennial Pool, with additional information in red text.

Email and attachments from Larry Irwin to Dave MacNeil, Ed Houghton, Dave McNalty and Marjory Leonard, August 3, 2012, [TOC0195144](#), [TOC0195145](#), and [TOC0195146](#)

296. On Friday, August 3, 2012, at 12:15 pm, Paul Bonwick emailed Dave Barrow, Mark Watts, Tom Lloyd, Dave MacNeil, and Abby Stec, writing:

We need to organize a call to once again discuss our collective strategy. Ed was very confused regarding part of the discussion with Tom this morning. If there has been a change in approach I think we all need to understand it and then determine how we participate going forward.

Email chain including Paul Bonwick, Dave Barrow, Mark Watts, Tom Lloyd, David MacNeil and Abby Stec, August 2-7, 2012, [CJI0007113](#)

297. Shortly afterwards, Abby Stec emailed Paul Bonwick, Dave Barrow, Mark Watts, and Tom Lloyd, asking that they confirm availability for a call at 3:30 that day to “debrief this morning’s meeting”.

Email chain including Abby Stec, Paul Bonwick, Dave Barrow, Mark Watts, Tom Lloyd, August 3, 2012, [CJI0007252](#)

298. On August 7, 2012, Dave Barrow of BLT responded to Paul Bonwick’s August 3, 2012 email regarding a collective strategy and his report that Mr. Houghton was confused following a meeting with “Tom”. Mr. Barrow wrote:

Paul, I believe we are on the same path with both projects. If Tom is steering waves let me know I will address this direct with him. We don’t need this project being questioned we need it to go forward making the decision very simple and clean. Let me know what the issue is and again I will have the conversation with Tom.

Email chain including Paul Bonwick, Dave Barrow, Mark Watts, Tom Lloyd, David MacNeil and Abby Stec, August 2-7, 2012, [CJI0007113](#)

299. Paul Bonwick replied with his cell phone number.

Email chain including Paul Bonwick, Dave Barrow, Mark Watts, Tom Lloyd, David MacNeil and Abby Stec, August 2-7, 2012, [CJI0007113](#)

5.13 Paul Bonwick and Acting CAO Ed Houghton Arrange to Meet to Discuss BLT and Other Items

300. On August 6, 2012, at 4:40 pm, Paul Bonwick wrote to Ed Houghton, requesting Mr. Houghton’s availability early the next morning. Mr. Bonwick followed up at 7:08 pm. Mr. Houghton replied at 7:11 pm, “Yes Bubba. Tuesday morning may be tough. What’s

the topic?” Mr. Bonwick replied at 9:05 pm, “Golf Tournament, BLT, new Board, Mt. View”. In a related email thread, Mr. Houghton proposed meeting at 8:30. Mr. Bonwick replied: “Sounds great... thank you Dear. Are you dropping by office or would you prefer me out to yours?”

Email chain including Paul Bonwick to Ed Houghton, August 6, 2012, [TOC0195571.0001](#)

Email chain including Paul Bonwick to Ed Houghton, August 6, 2012, [TOC0195563.0001](#)

5.14 Acting CAO Ed Houghton Seeks Golf Tournament Contributions from Paul Bonwick, Sprung, and BLT

301. On August 11, 2012, Ed Houghton emailed Paul Bonwick asking for a donation to a “Staff Only Golf Tournament”, referencing Mr. Bonwick’s \$500 donation the year before. Mr. Bonwick replied on August 13, 2012, “Good morning dear...I will do the same however I would like to do it with Green Leaf. Cheers, Paul.”

Email chain including Ed Houghton and Paul Bonwick, August 11, 13, 2012, [TOC0198479.0001](#)

302. On July 25, 2012, the Mayor’s Executive Assistant, Shelley Fuhre, emailed Ed Houghton and Mayor Sandra Cooper with a list of prize sponsors for the Mayor’s Golf Tournament. The list included CC Tatham, Greenland, and Ameresco.

Email chain including Shelley Fuhre, Bill Plewes, Nancy Farrer, Ed Houghton and Sandra Cooper, July 24 – 25, 2012, [TOC0518211](#)

303. On August 12, 2012, Ed Houghton sent an email to Dave Barrow of BLT and Dave MacNeil of Sprung, writing:

I was just reviewing the details of Mayor Cooper’s Golf Tournament that occurs this Thursday and noticed that you have two potential competitors involved in some way or another. One is actually playing in the tournament and the other is donating prizes. I was thinking that it may be wise to have a presence by donating to the cause. If you wish to do so let me know as soon as you can.

Email from Ed Houghton to Dave Barrow, Dave MacNeil, and Paul Bonwick, August 12, 2012, [CJI0007130](#)

5.15 Town Staff Discuss Sprung, are Advised that the Membrane is “Virtually Indestructible” and that Cost Will Prevent LEED Silver Certification

304. Ed Houghton chaired a Department Head meeting on August 7, 2012. The meeting minutes reflected that the meeting ran from 9:33 am to 11:15 am, and that Mayor Cooper and Councillor Lloyd were in attendance from 9:33 am until shortly after 10:30 am. The minutes recorded the following Staff discussion about the Sprung Structures:

The Chair showed a cutaway of one of the hoop type supports...provided by Sprung. The Chair noted that in order to compare competing quotes and technologies, the amenities, square footage and physical layout need to be included... Sprung buildings can attain equivalent to LEEDS 'Silver Standard' certification, but will not be certified as the process and attributed costs cannot be justified...In responding to Bill's concern, the Chair confirmed that it is the responsibility of the local contractor's Engineer to certify the building. The Tedlar membrane is virtually indestructible and any repairs are virtually undetectable within one week of repair.

Marta will join the Executive Mgmt Team at their Wednesday meeting to be brought up to date on developments with respect to both Central Park and Centennial Pool.

Department Head Meeting Minutes, August 7, 2012, [TOC0548961](#)

305. Leadership in Energy and Environmental Design (“LEED”) is an independent rating system that certifies buildings as being designed and built to certain environmental criteria. There are four levels of LEED certification: certified, silver, gold and platinum.

LEED: the international mark of excellence, undated, [CJI0011221](#)

LEED Certification Process, undated, [CJI0011222](#)

306. At 9:53 am on August 8, 2012, Ed Houghton sent the EMC and Marta Proctor an email with the subject “Executive Management Meeting” in which he set out “some of the topics we need to discuss” that day, including “Central Park – including the Sprung buildings on an ice pad and the centennial pool.”

Email from Ed Houghton to Sara Almas, Marjory Leonard, Marta Proctor and Larry Irwin, August 8, 2012, [TOC0517090](#)

