**From:** Stacey Forfar
**Sent on:** November 27, 2025 4:18:12 PM
**To:** Bakir Alazawi; William McLennan; Renee Ainsworth; Michael Binetti
**CC:** Ahmad Attia
**Subject:** RE: Privileged and Confidential - Draft Communications Strategy and Joint Statement

Hi everyone,

Mayor Coughlin is available tomorrow afternoon at 1:30pm for a call to walk through the final communication pieces. William, are you ok to send out the link to everyone?

Very best,
Stacey

Stacey Forfar RPP, MBA
Chief Administrative Officer
Township of Springwater
2231 Nursery Road
Minesing, ON L9X 1A8
P. 705-728-4784 Ext. 2009

***Respecting Your Right to Disconnect: My working hours may not reflect yours. Please do not feel obligated to answer outside your normal work hours.***

The information contained in this message is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied, or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the *Municipal Freedom of Information and Protection of Privacy Act*. If you have received this message in error, please notify the sender of the error so that we can update our distribution list and then delete the message without making a copy.

---

**From:** Bakir Alazawi <[redacted]>
**Sent:** November 27, 2025 3:39 PM
**To:** Stacey Forfar <stacey.forfar@springwater.ca>
**Cc:** Ahmad Attia <a[redacted]>; William McLennan <wmclennan@agmlawyers.com>; Renee Ainsworth <Renee.Ainsworth@springwater.ca>; Michael Binetti <mbinetti@agmlawyers.com>
**Subject:** Re: Privileged and Confidential - Draft Communications Strategy and Joint Statement

**EXTERNAL EMAIL. Please check sender.**

I should clarify - anytime other than 10-11:30 AM tomorrow works for me.

On Thu, Nov 27, 2025 at 3:37 PM Bakir Alazawi <[redacted]> wrote:

> 1:30 PM works
>
> On Thu, Nov 27, 2025 at 3:32 PM Stacey Forfar <stacey.forfar@springwater.ca> wrote:
>
> > My thanks everyone – I think Mayor Coughlin would appreciate having someone walk her through it as well.

How does 10:30am tomorrow morning or 1:30pm tomorrow afternoon work? I will reach out and see what works best on her end.

With thanks,
Stacey

Stacey Forfar RPP, MBA
Chief Administrative Officer
Township of Springwater
2231 Nursery Road
Minesing, ON  L9X 1A8
P. 705-728-4784 Ext. 2009

***Respecting Your Right to Disconnect: My working hours may not reflect yours.  Please do not feel obligated to answer outside your normal work hours.***

The information contained in this message is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied, or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the *Municipal Freedom of Information and Protection of Privacy Act*. If you have received this message in error, please notify the sender of the error so that we can update our distribution list and then delete the message without making a copy.

---

**From:** Ahmad Attia <[redacted]>
**Sent:** November 27, 2025 3:27 PM
**To:** William McLennan <wmclennan@agmlawyers.com>
**Cc:** Stacey Forfar <stacey.forfar@springwater.ca>; Renee Ainsworth <Renee.Ainsworth@springwater.ca>; Michael Binetti <mbinetti@agmlawyers.com>; Bakir Alazawi <[redacted]>
**Subject:** Re: Privileged and Confidential - Draft Communications Strategy and Joint Statement

**EXTERNAL EMAIL. Please check sender.**

We can get an updated copy to Will this evening. I think it's a good idea for Bakir to present it to her tomorrow. It thus serves as both a validation and a quick training on how to use it.

Ahmad

On Thu, Nov 27, 2025 at 3:12  PM William McLennan <wmclennan@agmlawyers.com> wrote:

> I think this is a good idea. But it would be most efficient if Mayor Coughlin can first review the revised copy, so that we can focus the discussion on the points that she believes need revision.
>
> Assuming Gestalt can get another turn of the comms document this afternoon or early tomorrow, and Mayor Coughlin has time to review, I can make myself available tomorrow from 9 a.m. to 12 p.m. or anytime after 130 p.m.
>
> Will
>
> AGM

**AFFLECK GREENE MCMURTRY LLP**
**BARRISTERS**

**WILLIAM MCLENNAN**

+1 647-797-0623
wmclennan@agmlawyers.com

365 Bay Street, Suite 200
Toronto, Canada M5H 2V1
**T/F** +1 416-360-2800
agmlawyers.com / thelitigator.ca

To subscribe or unsubscribe to our publications, visit our subscription centre.
This e-mail may be privileged and confidential.

---

**From:** Stacey Forfar <stacey.forfar@springwater.ca>
**Sent:** November 27, 2025 2:04 PM
**To:** William McLennan <wmclennan@agmlawyers.com>; Renee Ainsworth <Renee.Ainsworth@springwater.ca>
**Cc:** Michael Binetti <mbinetti@agmlawyers.com>; Bakir Alazawi <[redacted]>; Ahmad Attia <[redacted]>
**Subject:** RE: Privileged and Confidential - Draft Communications Strategy and Joint Statement

CAUTION: External Sender. Please do not click on links or open attachments from senders you do not trust.

Good afternoon everyone,

Appreciate the note and all the work that has been put into this.

In terms of the questions regarding factual nuances, I am afraid we have limited feedback to provide as it is Mayor Coughlin that has been intimately involved in the discussions and negotiations around the Framework Agreement, and as such, she is best positioned to provide this.

In terms of moving forward – and appreciating we have eaten up quite a bit of 'Teams' time with everyone already – would it be helpful to suggest that if the notes below from AGM LLP can be incorporated into the final working draft, could we host a call with Mayor Coughlin, bring the content up on screen, and then between AGM and Gestalt, we can review it with her directly? She truly has the most knowledge and has been the thread through all of this.

Wide open to suggestions as to how to finalize as I know we are anxious to push out public messaging during this period. If this approach would be helpful, I can grab some time slots that she is available either late today or tomorrow and send them through? Or if everyone can send me some time slots that work, I can get her coordinated for one of them.

Very best,
Stacey

Stacey Forfar RPP, MBA
Chief Administrative Officer
Township of Springwater
2231 Nursery Road
Minesing, ON L9X 1A8
P. 705-728-4784 Ext. 2009

***Respecting Your Right to Disconnect: My working hours may not reflect yours. Please do not feel***



***obligated to answer outside your normal work hours.***

The information contained in this message is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied, or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the *Municipal Freedom of Information and Protection of Privacy Act*. If you have received this message in error, please notify the sender of the error so that we can update our distribution list and then delete the message without making a copy.

---

**From:** William McLennan <wmclennan@agmlawyers.com>
**Sent:** November 27, 2025 1:25 PM
**To:** Stacey Forfar <stacey.forfar@springwater.ca>; Renee Ainsworth <Renee.Ainsworth@springwater.ca>
**Cc:** Michael Binetti <mbinetti@agmlawyers.com>; Bakir Alazawi <[redacted]>; Ahmad Attia <[redacted]>
**Subject:** Privileged and Confidential - Draft Communications Strategy and Joint Statement

**EXTERNAL EMAIL. Please check sender.**

Stacey and Renee,

We received the attached drafts from Gestalt.

I've copied everyone here so that we can more quickly review and revise.

From our perspective as focused on the legal issues, I have the following initial notes. I think there are some factual nuances throughout that need to be worked out (e.g., Answers 1, 2 and 3 in "Category 3: Community Benefits"), but I have not noted/reviewed for those.

We'll look forward to your comments.

**Communications Strategy:**

- Throughout, the messaging should more clearly articulate the "benefits" or "best interests" of the community include the actual or potential development of residential housing and/or servicing for residential services. For example, this can be woven into the "Top 3 Key Messages" (page 1), the first Answer 1 in "Category 2: Strong Mayor Powers" (page 3), and the "Overarching Frame" bullets (page 6). Other areas are noted below.
- FAQ Category 1: Challenging the Framework:
    - Answer 3: My understanding is not that the cross-border servicing will completely eliminate the Township's exposure with respect to the water treatment facility.
    - Answer 4: This is not an issue at the moment and would require further advice/consultation. It should be removed.
- FAQ Category 2: Strong Mayor Powers
    - Answer 1: The words "Council put us at real risk" should be removed. The council acted under the strong mayor powers. Failing to be part of the boundary adjustment and have a seat at the table created the risk of losing servicing.
    - Answer 2: This is not an issue at the moment and would require further advice/consultation. It should be removed.
    - Answer 3: The Township cannot speak to what the province knew or when, or its motivations or reasons with certainty. Consider removing "They saw that a local consensus wasn't being reached due to obstruction, and they took this action to ensure housing and infrastructure goals were met for the entire region."

- Question/Answer 4: This should be rephrased. The challenge could come from anyone with standing (e.g., residents, individual councillors, etc.). The response should focus not on the province's action but the mayor's good faith belief that the bylaw was necessary to ensure the servicing agreement, which is likely to further the provincial priorities of residential housing and/or servicing for residential housing.

- Audience & Messaging Matrix
  - Objective "Frame Mayor Coughlin as a responsible leader working in Springwater's best interest": communication goal should focus on the narrative around the use of the powers.

- Facts and Core Messaging
  - Throughout, the messaging should tease out more focus on residential housing/servicing.
  - Pillar 1 – Talking Points – Bullet 2: The use of the powers was not to keep Springwater at the table; it was to bring forward a bylaw that would further the provincial priorities.
  - Pillar 2 – Talking Points – Bullet 3: This can specify how the Township is in a better position (e.g., servicing, etc.).
  - Pillar 3 – Facts: Specify the particulars of residential housing and servicing.
  - Pillar 3 – Talking Points – Bullet 3: Specify residential nature of practical outcomes, especially around servicing.
  - Pillar 4 – Talking Points – Bullet 2: Clarify how this is the case, specifically noting the ongoing negotiation for servicing and what that means.
  - Pillar 4 – Talking Points – Bullet 3: Specify residential benefits for residents.

**Joint Statement – I suggest the following revisions:**

**JOINT STATEMENT: CITY OF BARRIE AND TOWNSHIP OF SPRINGWATER November 27, 2025**

**Subject: Securing a Future of Mutual Prosperity and Housing Certainty**

The Township of Springwater and the City of Barrie welcome the decisive action taken by the Government of Ontario in introducing the *Barrie-Oro-Medonte-Springwater Boundary Adjustment Act, 2025* (Bill 76). This historic step acknowledges the regional necessity of aligning land use with essential infrastructure to meet provincial housing targets and drive economic growth across Simcoe County.

For the past two years, our communities have engaged in complex, provincially-facilitated discussions aimed at developing a path for growth that benefits all residents. The introduction of this legislation, based on the recommendation of the Provincial Land and Development Facilitator, brings certainty to this process and validates the spirit of partnership established between our two municipalities.

Mayor Alex Nuttall and Mayor Jennifer Coughlin share a core commitment: **to transform commercial and residential infrastructure capacity into tangible, long-term benefits for the people of this region.**

The Foundation for Partnership:

1. **Certainty and Servicing:** The City of Barrie reaffirms its commitment, originally outlined in the Restructuring Framework, to extend municipal water and wastewater servicing capacity to the critical non-annexed areas of Springwater, enabling key community projects and future residential development. This infrastructure guarantee is paramount, ensuring that regional growth moves forward immediately and responsibly.

2. **Community Benefits:** This resolution allows Springwater to move forward decisively on stalled community-building initiatives that rely on this servicing solution, including new capacity for seniors' housing, potential long-term care facilities, and essential public

infrastructure like a high school. ***WM NTD: Can we include development of residential areas that are currently not set to be serviced by the WTP?**

3. **Fiscal Responsibility:** This partnership provides the Township of Springwater with the agreed-upon compensation package, securing financial stability and avoiding the multi-million dollar, high-risk capital investment required to solve our servicing needs independently. ***WM NTD: Agree this is a stretch for Barrie. Can we frame it less emphatically, or more generally as beneficial for both?**

Now that the Province has provided the legislative framework, our focus shifts to seamless implementation. Our respective administrations will work together immediately to finalize the specific agreements on compensation, boundary transition, and servicing deployment, ensuring every resident benefits from this next chapter of shared prosperity.

This is a win for regional planning and growth, a win for local jobs, and most importantly, a win for the current and future residents and families of Springwater and Barrie.


**AFFLECK GREENE MCMURTRY LLP**
**BARRISTERS**

**WILLIAM MCLENNAN**

+1 647-797-0623
wmclennan@agmlawyers.com

365 Bay Street, Suite 200
Toronto, Canada M5H 2V1
**T/F** +1 416-360-2800
agmlawyers.com / thelitigator.ca



To subscribe or unsubscribe to our publications, visit our subscription centre.
This e-mail may be privileged and confidential.