

Re: CAO-2024-11, a REPORT to Council [October 21, 2024]  
Suggestions to Council by Barry Wolfe, regarding essential actions required by Council before any consideration of approval of a revised Strategic Plan for Wilmot Township.

No delegation by Barry Wolfe would be complete without his suggestions. Here they are:

1. **Hire** a competent person, ASAP, to fill the presently vacant position of “Manager of Communications and Strategic Initiatives”. Do not permit this position to be “re-structured” out of existence.
2. **Receive only** this report CAO-2024-11, and the Strategic Action Plan documents submitted by Linton Consulting Services Inc.
3. Direct staff to inform Linton Consulting Services Inc. that **their work is suspended**, and further work on “*in-house design*”, or “*word-for-word*” formatting is not required at this time.
4. **Table** all sets of documents submitted with this report **definitely until** specific actions have been completed as listed below. **Staff is directed to:**
  - a. Perform a thorough and comprehensive “**gap analysis**” review of both the existing and submitted S.P.s identifying;
    1. Which goals are identical?
    2. Which strategies are identical?
    3. Which specific actions and work program tasks are identical?
    4. Which goals are omitted and what are **all** the implications?
    5. Which strategies are omitted and what are **all** the implications?
    6. Which specific actions and work program tasks are omitted and what are **all** the implications?
    7. Which specific actions and work program tasks are omitted in the Linton submission, and are deemed worthy of being ‘carried over’ to a potential revised S.P.?
    8. Which specific goals, strategies and actions / work program tasks are added (new) and what are **all** the implications of these additions?
  - b. Prepare and submit to Council for its consideration, potential amendment and subsequent approval, the following reports: an Implementation Plan with “gap analysis”, a Personnel Allocation and Training Plan, a Communications Plan, a Reporting and Accountability Plan, and a Transition Plan. These plans, as directed by Council. will describe in comprehensive detail **which strategies and work program actions will be assigned to which Service Area and which staff member**, noting which existing actions have been omitted in the task assignments, and why, which existing strategies

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- and existing work program strategies have been “carried over” and included in the report for implementation. [See below for further detail.]
- c. Prepare and submit to Council for its consideration, potential amendment and subsequent approval, a planning report that describes in comprehensive detail the **goals criteria and strategies for professional development** so that a cultural shift toward cooperation, transparency, mutual respect, the forthright sharing of fulsome information, and decision-making based upon data driven factual information occurs among the corporation’s staff including its senior administration reaching for an optimum level of professional performance and service to the Wilmot community.
  - d. Prepare and submit to Council for its consideration, potential amendment and subsequent approval, a planning report that describes in comprehensive detail an **internal and external corporate communications plan** among Council, senior administration, staff, and with strategies to involve the community.
  - e. Prepare and submit to Council for its consideration, potential amendment and subsequent approval, a planning report that describes in comprehensive detail the **financial consequences** of each phase of the Transition, Professional Development, and Implementation of a revised S.P.
  - f. After consideration and approval all these reports will be **publicly shared with the Wilmot community** including posting on a dedicated section of an improved Township website.
  - g. **Publicly post on the Township’s website copies of** the following reports:
    - i. The “Organizational Structure Review and People Plan”, the final report as was submitted by Whitesell & Company,
    - ii. The “Township’s Communications and Community Engagement Strategy”, as submitted by redbrick communications, and with updates as they are received and approved by Council.
5. After Council has received, reviewed, amended and approved all of the required documents, above, **Council will then provide direction regarding how an updated strategic Plan will be published** in final form.
  6. Create an **administration tracking sheet** that reports on all motion directions and “friendly directions” given by Council to any and all

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administration staff. Council must keep track of what it is responsible  
for supervising per the O.M.A., and then follow-up on each item. The  
assistant to the Mayor and Council could perform this task.

Thank you.

Respectfully submitted,  
Barry Wolfe, Baden

Ask me about:

- How might a “skunk works” might operate in Wilmot Township?
- How does one distinguish between professional advice and personal opinion?
- What effect does a 7<sup>th</sup>, unelected councilor, have on Wilmot’s decision-making?
- What is the role of communicating transparent, open, factually accurate, forthright and fulsome information, both outward and inward, in building trust?
- Why is corporate culture change a journey, not a transformation?
- The parable of, “The outfielder and the soapy water.”