

Good evening, and “Good evening” to deputy Clerk Kaitlin who appears to be, for tonight at least, sitting in the Bos chair!

Speaking of chairs, did you know that current health and safety criteria specify that office, roller-chairs must have a minimum of 5 arms and roller-wheels. Look down at your chairs, it’s true. You can’t sit safely on a four-legged chair, let alone on a one-legged stool. This report CAO-2024-11 before you this evening is a one-legged stool.

Council cannot lead, and direct staff to manage an efficient and effective corporation based on a design plan that will, as described on page 2 of the report, “***direct the operations of the corporation over the term of Council***”, and which consists of only one leg.

I’m here to delegate on REPORT NO: CAO-2024-11 - 2024 Strategic Action Plan.

I’m going to explain why the recommendation “THAT Report CAO-2024-11 be received” should be received **ONLY**.

I’m going to explain why the recommendation “THAT the 2024 Strategic Plan as presented in attachment 2 be approved”, should **NOT BE APPROVED**, and that the report should be tabled definitely until specific steps, which I will explain, have all been completed.

Corporations can’t stand on one leg or on one person/role funneling and filtering all of its affairs. Such organizations are autocracies or monarchies or dictatorships. Even Sam Walton’s WalMart is not a sole proprietorship. Successful corporations can be recognized by the fact that they:

- Are **financially stable**.
- Have executive Boards that provide **direction that is driven by its customers’ needs, is data-based, and uses clear, specific, instructions** to its administration staff. The direction is based on **regular reporting, has tracking systems** to ensure projects’ completions, and has accountability procedures.
- Have **high levels of commitment and competence** among their hired staff. There is normally low turn-over, nor a need for it.
- Provide goods and/or services that meet their customers’, clients’, citizens’ values, interests, needs, wants, goals and aspirations. They

do so by asking the customers/citizens, constantly, for updates in real time.

- Have efficient and effective strategies and systems in place which facilitate communication 1. between the executive Board and its hired administration staff; 2. communication out to its customers for constant positioning of its operations for customers' review, 3. communication in from customers to provide external signaling about when the corporation is off-track and requires early warning of a need for re-direction.
- Have timely reporting systems, internal and external, that use modern technologies.
- Have clear, firm, fair, tracking and accountability systems to ensure that its customers are reassured that all tasks get done, accurately, on time and on budget.
- Have high degrees of involvement by, and trust from its customers.
- Have sophisticated, multi-faceted communication and planning processes that are completely integrated.

To be efficient, effective and fiscally responsible to their customers, corporations must plan. Planning is not a one-legged stool. Planning is comprehensive, coordinated and tested against the criteria of needs as defined by its customers. Competent planning requires many legs put in place, simultaneously – the 5-w's.

One leg is **Strategic Planning**. This discovers the **what** and the **why** as expressed by its customers/citizens.

A second leg is **Implementation Planning**. This describes the **how** and **when** with comprehensive, regular detail of the reporting and accountability criteria.

A third leg is the **Personnel Allocation and P.D. Training Planning**. This describes **who** does what, when, where.

A fourth leg is the **Communication Planning**. This describes the strategies and technologies for communicating between the leadership and administration bodies, communicating out to the customers, receiving communication in from the customers.

A fifth leg is the **Reporting and Accountability Planning**. This describes the content, format, detail, and timing in reports of the information that is being communicated above between and among the parties. It also describes strategies that use this reported information to hold employees accountable. It is used in regular review for administration's compliance with the direction given to it by the executive leadership Board.

The last leg is the **Transition Plan**. This describes the management plan that will be used to "move the change" from the existing organizational management to the new one. All of the above 5 plans must be coordinated on a time line and costing basis to change the direction of the "*operations of the corporation over the term of Council*". And if any of you get re-elected it will form the basis for an internal S.P. review in the first 6 months of the next term, and thus save us another \$46,104.

If an organization is considering a new Strategic Plan, then **before it can be approved all the other planning described above must be in place** for consideration by the citizens, and ultimate approval by the executive Board, Council.

The first step in an **Implementation Plan** is a "**gap analysis**". This is an evaluation of the gap between the contents of the existing Strategic Plan, and the one being proposed. What's the same? Different? What's added? What's left out?

Recognize that if this report is approved tonight, **everyone's work legally changes** as of tomorrow morning. It's like popping a balloon on New Year's eve – out with the old plan, in with the new plan.

I wanted to do a "gap analysis quiz" with all of you sitting in this chamber tonight – to recognize the gaps between the existing operations and proposed operations of the corporation as included in this report tonight.

I'll give you the answers as collected from the "*Township of Wilmot, Strategic Plan, 2020 Update*", found on the municipality's website, and from the "*Township of Wilmot, Setting Priorities & Achieving Results: Strategic Action Plan, Draft Final Report (Revised)*" as submitted by the consultant for \$46,104 including mileage and taxes.

First the **proposed** 2024 Strategic Plan:

- Goals = 4

- Strategies = 11
- Actions / work tasks = 39

Second, the **existing** 2020 Strategic Plan:

- Goals = 5
- Strategies = 17
- Actions / work tasks = 76

The numbers alone show that the 2024 goals are reduced by one, strategies by 6, action work program tasks by 37. These are major changes, and **there are no indications in either this administration report or the consultant's report of any recognition of what the changes are, nor of their implications for task changes, task assignments, personnel assignments or reassignments, or potential staff terminations, political fallout for imposing chaos on the community, nor of the financial costs.**

I'm assuming that the Township's existing Vision and Mission statements are unchanged because there is no mention of a vision or mission in the consultant's report, nor the administrator's report. Both things are essential fundamentals for a Strategic Plan, and they appear to be unaddressed in the submitted documents. Because these statements are not in this report, if approved, then there are no Vision or Mission statements, and the expensive sign in the entry foyer will have to be removed, and all Township stationery will have to be changed.

I'm not asking how many numbers you got correct. This may get your attention to consider how well informed you are about what the existing SP contains, and what is or is not contained in the proposal, which will be used, and I quote from the report CAO-2024-11, to "**direct the operations of the corporation**".

The numbers alone indicate a very large number of specific changes. The existing Strategic Plan's **directions**, if this report is approved tonight, will no longer legally apply to Council, the senior administration, and each and every staff when they arrive for work tomorrow morning.

On page 3 of the cover report, there is a list of 6 values and they also now appear in the final draft. Who produced these? The existence of such a list, without any contextual rationale, appears to belie the first sentence of the first value, "*We know the best solutions come from effective communication and genuine teamwork.*" There is no reference as to where these values

came from, who wrote them, who contributed to the list and what process of community consultation was used to create them. There was nothing in the 10-minute survey questionnaire nor the 2 one-hour public sessions where public input regarding values was requested or provided. They, by default, must have been arbitrarily 'made up out of whole cloth' by someone in senior administration.

This is problematic. It appears that actions as written are already not in alignment with the aspirational words themselves. This is another example of **top-down imposition of process and product** from *what appears to be* one office chair, one role in the corporation.

During a one-hour public consultation the citizens clearly and specifically indicated to the consultant that they wanted the Strategic Plan, after it was preliminarily reviewed by Council, **to come back to the citizens, in multiple public hall sessions for their review, observations, suggested amendment and return to Council.** The consultant indicated they would bring the request back to senior administration.

Either the consultant did not bring that request/direction from the public back to senior administration, or the ask was forgotten, ignored, or rejected – but in any case, it never went back to the citizens whose values, interests, needs, goals, and aspirations the plan is intended to address. But, it's not too late – it must go back along with the other 4 plans listed above as "best practice". This plan is supposed to describe the **what** and **why** of those citizen desires. The non-existent **Implementation Plan** is supposed to describe the **how** and **when**.

The consultant shared 4 goals to be considered in the S.P. They are described in the proposal. These goals were also imposed top-down, with no opportunity for citizen input.

In comparing the cover report by the senior administrator, the Executive Summary and Final draft Report by the consultant, I can find **no mention of an Implementation Plan.** There is **no "gap analysis".** There is **no Communications Plan.** There is **no indication of a process of Accountability through reporting and public disclosure** as is contained in section 7 of the existing S.P. There is **no Transition Plan.** There is **no Staffing and Staff Allocation Plan.** There is **no indication of Professional Inservice** which has been conducted, under the direction of Council, by senior staff, with all

employees, thus, unprepared to start their new job descriptions tomorrow morning.

Before an organization can transform itself from one condition to another (old S.P. to new S.P.) it must conduct a gap analysis and develop supervisory and administrative transition plans that are pre-approved by Council before any attempt at implementation.

This is exactly what a successful corporation's executive board insists upon before any transformations (or journeys toward change) are implemented by its administrative staff. It starts by assessing two different items (in this case an existing and a proposed Strategic Plan) for comparisons and contrasts. How are they the same or different? What are the implications of these differences? This gap analysis looks for things such as:

- What is exactly the same, and thus we can keep, and little adjustment in transition, staff training and implementation is needed?
- What is deleted, and what is the organization, therefore, no longer going to pursue regarding those goals, strategies, and specific actions as described in each staff member's work plans – that is, what they do each day? Are there implementation costs (fallout) associated with these deletions?
- What is added, and must now be implemented by restructuring? Is there a detailed planning report, and an internal corporate communications plan among Council, senior administration, staff, and the community? Are there the "*administrative policies, practices and procedures and controllership policies, practices and procedures*", that "*are in place to implement the decisions of council.*" [OMA section 224 (d)] Is Council provided with sufficient detailed planning "*to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality*"? [OMA 224, (d.1)]
- In restructuring what are the staffing implications? More, less, reassignment of staff after training? Are contractual obligations by the corporation changed? Are there costs resulting, and what are they?

I repeat, in none of these reports, is there evidence that:

- a gap analysis has been performed for similarities and differences,
- the implications of additions or deletions have been managed with professional training of service department Directors,

- the implications of additions or deletions have been managed with professional training of all staff who have to make dramatic amendments to their work actions starting tomorrow morning if this is legally approved,
- a cost analysis has been performed on all aspects of this dramatic transformation, without Council approved Transition, Training and Implementation Plans, which need to include every specific step during the transition phase before full implementation.

This list of omissions does not align as a positive example of how efficient and effective and fiscally responsible organizations manage themselves.

I'll provide Council with just one "gap analysis" example, as of tonight, in the existing 2020 S.P. There is an existing Goal. It is "Quality of Life", the Strategy is via "Arts, Culture and Heritage", the Action is "Consultations on the Prime Ministers Path Project", the lead (who is accountable) is the "Information and Legislative Services" area. (It used to be Castle Kilbride, ILS, then the CAO)

The closest match in the proposed document is, "Healthy Community", the Strategy is, "Working with our community partners to enhance our quality of life", but **none of the actions includes the PMP project.**

I remind Council that it recently awarded a contract to begin work on this PMP action. As of tomorrow morning, **that action is no longer legally existent.** Has there been a recognition of and an analysis of the potential implications of this dramatic change from recent Council direction? Does the existing contract with the consultant have a cancellation provision? Are there fiscal costs associated with this cancellation? Are there political costs? What are the costs from a betrayal of trust by Council and its administration with its residents if this S.P. is approved and published "*word-for-word*" as promised by the consultant?

"History informs the present, and the present describes the future."

If we choose, we can learn from past mistakes, change our decisions, and describe a different future – or not.

I'm guessing the answer to this lack of administration preparation and planning might be such as follows:

- We're a small municipality,

- Staff available is too small,
- That's different than what you asked us to do before,
- That would mean we'd have to do more research, and redo a report, and put it back on another agenda,
- Staff is too busy doing other stuff,
- Coming back to Council would just delay things and waste everyone's time,
- Council would have to give us new directions in public session and that would be embarrassing for Council,
- We can't change direction now.

Oops, sorry. That's the list of excuses some small municipality administrations give for not complying with some random Council's request for information about the cost of an item, or a budget report on a topic, or researched information to provide perspective on an issue, or other questions. Sorry, wrong list.

I'm guessing the answer might be such as the following:

- Don't worry, we'll work it out internally.
- Don't worry, we've got a plan we found as common practice (not best practice) in another municipality somewhere.
- Trust us, we know what we're doing.
- Have we ever failed council and the community before?
- If Council wants to get along with us, then it will go along with us.
- If Council does not go along with us, then we will not get along with it.
- Trust us.
- Trust us.

I definitely hope that the administration response will NOT BE, "*Trust us. We know what we're doing. Council just has to go along, to get along with us on this one.*"

I may be old, bald, white, fat and ugly – I admit it – but I'm not naïve. Three of the lessons I've learned in my 75 years so far are:

1. "Trust but verify and confirm. Truth is not necessarily found in what someone says, but in what they do – or don't do. Actions speak louder truths than words."
2. "If it isn't written down in clear, specific language, then it does not exist."

3. “Even when it’s written down in clear, specific language, it does not necessarily guarantee that the tasks will be done as assumed – or at all.”

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

1. **Hire** a competent person to fill the position of “Manager of Communications and Strategic Initiatives”.
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 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 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. Put it

all on a Gantt Chart. The assistant to the Mayor and Council could perform this task.

Thank you.

Respectfully submitted,
Barry Wolfe, Baden

Ask me about:

1. How might a “skunk works” operate in Wilmot Township?
2. How does one distinguish between professional advice and personal opinion?
3. What effect does a 7th, unelected councilor, have on Wilmot’s decision-making?
4. What is the role, of clear, transparent, open, factually accurate, forthright and fulsome information, both outward and inward, in building trust?
5. Why is corporate culture change a journey, not a transformation?
6. The parable of, “The outfielder and the soapy water.”
7. The “project planner” as an Excel chart versus GPS type Project Management Software that coordinates all aspects of project implementation, reporting, communications, \$ accounting.
8. Why it is technically impossible for the consultant to provide any valid statistical data re. the survey’s demographics.

Question

Why it is technically impossible for the consultant to provide any valid statistical data re. the survey’s demographics.

Answer:

Kelly Linton was asked by a councilor to provide a demographic analysis of the data received via the online survey. He skimmed through some bar graphs made with MS Excel and couldn’t find the demographic data. He said he’d get back to Council, sometime, somehow.

It is technically impossible for him to provide it. If he does, he’s making it up out of nowhere. Here’s why:

This survey is a commercially available product called Survey Monkey, a license for which is very inexpensive to acquire and use multiple times.

Input to the survey was accessed by participants via a website landing page.

When a person clicked to sign in, there were no questions to self-identify - no name, no address, no postal code, no gender, no age group, no income scale, no nothing.

The only link is the responder's URL address on a computer, and if a survey is accessing that without permission, then I allege they are breaking the privacy laws. One can only disclose personal info. by "AGREE".

Even then, the URL can be "masked" to miss-direct to an anonymous URL.

There is no way to know the demographic characteristics of those using the computer at a URL address. It could be a 14-year-old, or it could be someone who broke into the house - no way to know.

It could be someone, masking their URL, and is signing on from Paris, France. To say this represented 2% of Wilmot adults, is ridiculous on its face. To brag about a 2% response rate tells me you're using the wrong strategy to get input.

This was a "closed choice" survey. It prevented any thinking outside his defined box. There was one open question. It led to a desire by citizens for financial stability, improved transparency and rebuilding trust.

Question:

What is the role, of clear, transparent, open, factually accurate, forthright and fulsome information, both outward and inward, in building trust?

Answer:

Lies when detected lead to a loss of credibility of the liar, and trust of all those who associate with or empower the liar results in mistrust of all in an organization.

Example 1: I stated to Council that during a public meeting with the consultant, the citizen participants held a vote on a motion to direct the consultant to tell the senior administration and Council that they wanted to see the final draft of the proposed Strategic Plan, after it was received by Council, but before it went to Council for final approval. That did not happen. When challenged about why this did not happen, the consultant's response was, "I don't have to do what people tell me to do."

In other words, 1. He lied to citizens. 2. He reported to senior admin (CAO) and they mutually agreed to ignore it (after all, the consultant publicly

admitted he wanted repeat business, he wants another \$46,104 contract in two years, and must please the treasurer.)

Example 2: When I stated to Council that this was another example of top down decision-making, and a councilor had introduced a motion to defer the approval of the report until the next meeting so that the mayor could participate (she gave 7 weeks' notice of her planned absence, and the report was placed on the agenda anyway) the acting CAO gave a reply about the thoroughness of the consultation process, how Council had opportunities to participate over several weeks (although no one had seen the final draft of the report until Wednesday this week), and there was urgency to get started before the 2025 budget process got started.

There was no urgency. This Strategic Plan was supposed to have been completed within 6 months of the current council being elected, and is thus two years late. Two weeks to reconsider would not affect a time line for a budget in 2025. This is disingenuous at best, more likely mis-leading, and potentially a false statement. All possibilities result in a further diminishing of trust.

Example 3: Why does the statement that citizens had a statistically large input at 2% in Wilmot, and the proposed Strategic Plan Report proved the validity of the process, and was not driven top-down.

Facts: This process of consultation was NOT designed to reflect the values, interests, needs, goals aspirations of Wilmot citizens. The following roles had this amount of input into the process in three phases. The first phase was setting the scope and objectives of the consultation.

Who	Phase 1	Phase 2	Phase 3	Total
CAO	3 hrs	15 hrs	5 hrs	23 hours, one-on-one
Sr Team	2	12	3	17 hours
Hired staff	0	¼	0	15 minutes survey
Council	0	9	2	11 hrs
Citizens	0	0	0	2 hrs + 10 mins survey

The numbers confirm the Strategic Plan was designed by and for senior hired staff administrators.

When communication is not clear, transparent, factually accurate, forthright and fulsome (complete no omissions or mis-direction) then mistrust results.

