

April 22, 2024

To: CAO Chambers, Clerk Bunn (copies to Councillors)

Following the Council meeting of March 25, 2024, when the Council decided, "That Council receive Report CAO-202404 Prime Ministers Path: Options for Next steps; and further,

That Council directs staff to proceed with Option 1, as presented in Report CAO-2024-03."

I reviewed what was discussed and the implications of the presentation to the Council.

Last week I met with several Councillors and distributed a version of the *attached* to each. I indicated to them that I would, as a professional courtesy, also send it to you and the Clerk. See the *attachment* below.

Timing

REPORT NO: CAO-2024-03 consists of 16 pages as printed. On page 7, in the '*background/context*' section, option 1 is stated as "1) Maintain current direction and create a Working Group of Individuals and Communities in Wilmot following completion of the Strategic Plan development."

Starting on page 8, the full descriptions of each option were presented, which would be the **actual options that the Council voted on**.

The wording, **that the Council voted on** was stated as, "**Maintain Current Direction and Create a Working Group Comprised of a Balanced Representation of the Individuals and Communities within Wilmot Township.**"

You will note, that the Council voted to proceed, **without the need to act only** "...following completion of the Strategic Plan Development." The option #1 that the Council voted for **did not necessitate waiting** until a strategic plan was completed.

In the attachment below, I review the original rationale for, at the initiative of Councillor Wilkinson, the Council revisiting the entire process of how the previous Council made decisions about the Prime Ministers Path project.

It is commonly understood, I would suggest, among the citizens of Wilmot, and the Council, that the Prime Ministers Path project decision-making process used by the previous Council did not reflect the wishes of the citizenry. The evidence is in the significant majority mass of communications subsequently received from citizens about the process and the evidence that all three previous Councillors who presented themselves as candidates to return to office were defeated. A clean slate of Councillors was elected. The present Councillors have on frequent occasions in public indicated that the PMP project process was a significant issue and a priority that needs to be addressed with a “**restart**” of the entire decision-making process.

As described in my attachment, the strategic planning process and the PMP project process are different and **separate issues**. The one does not necessarily preclude the other. A strategic planning process is an, “...internal” process designed to prevent a corporation, ‘team’ or other organization from “...wasting time, money, and effort on projects that are not going to take your business to where it wants to go. The clarity that comes from a strategic plan sets you up for successful resource allocation...”

Miro 2023

[\[https://miro.com/blog/how-to-write-a-strategic-plan/?utm_source=google&utm_medium=cpc&utm_campaign=PM%7CGO O%7CNB%7CCA%7CALL-EN%7CPmax&utm_adgroup=&adgroupid=&utm_custom=20494043745&utm_content=&utm_term=&matchtype=&device=cgad_source=1&gclid=EAlaQobChMI0uaXnNrThQMVfjytBh164Q-MEAYASAAEgJSz_D_BwE&loc=1002171\]](https://miro.com/blog/how-to-write-a-strategic-plan/?utm_source=google&utm_medium=cpc&utm_campaign=PM%7CGO O%7CNB%7CCA%7CALL-EN%7CPmax&utm_adgroup=&adgroupid=&utm_custom=20494043745&utm_content=&utm_term=&matchtype=&device=cgad_source=1&gclid=EAlaQobChMI0uaXnNrThQMVfjytBh164Q-MEAYASAAEgJSz_D_BwE&loc=1002171)

The Corporation of Wilmot **has an existing strategic plan**, which is frequently referred to as the rationale to confirm decision-making alignment. Wilmot Township’s strategic plan already has a “vision” statement, a “mission” statement (both are posted on the reception area wall at great purchase expense), etc.

As a citizen interested in efficiency, I would suggest that any revision of a strategic plan at the wish of a “new” Council, which was elected in 2022, should/would have been completed by mid-2023 at the latest. I would suggest that to inject a strategic planning process, to occupy Wilmot personnel at this late date in the Council’s term would be counter-indicative

of the purposes of a strategic plan. It would be a waste of time, money, and effort, an inefficient allocation of resources, and a distraction from the priority issue to the citizens of Wilmot. As I bluntly state my opinion in the attachment, ***“The issue is the restart of the decision-making process of the PMP. It is NOT some administrative “busy-being-busy” strategic plan.”***

I have opined that Wilmot citizens do not care 2¢, at this time, about vision statements, mission statements, or strategic plans that direct the work plans of staff. Staff can use its present strategic plan to get on with managing existing affairs as approved by the Council – stop signs, gravel, easements, minor variances, dump trucks, etc.

[As an aside opinion, I would suggest that the 770 acres issue will also work itself out without undue Council concern as it is becoming more common knowledge that Wilmot Council does not control or have much influence on this development but rather it is ultimately provincially driven, and after the land owners negotiate their acceptable price, it will die down as the gravel pits have. Thus, the PMP project holds priority concern.]

I believe citizens are ‘top-of-mind’ concerned about how and when they get their say on their priority issue – the PMP project. They want their say on the fundamental question at hand, ***“Why and how does Wilmot dispose of the statues, or why and how does Wilmot display the statues with an educational component?”*** The question is not only why and how to dispose of the project as the First Peoples Group might appear to prefer.

Therefore, I have suggested to the Councillors that the implementation of **option #1 as passed** by the Council **does not require a strategic planning process first**. I suggest that the strategic planning process is a distraction from the priority issue at hand and an untimely use of everyone’s time.

It is common practice, in community consultation processes, that there be a focused, short-time period of sharing values, beliefs, and foundational principles of social compatibility **during** a consultation meeting. Whatever the topic at hand, this often occurs as part of the process. Short and sweet. This is successful as it is focused, directed by a facilitator, compiled quickly and efficiently by the participants, recorded by the facilitators, and **the meeting moves on**. This values portion, if used, takes 10-15 minutes to reach a consensus among the participants, It does not require, for our purposes, the process described by you as CAO at the March 25th meeting.

In the attachment, it is my conclusion that a strategic planning process first, is a **red-herring**, a distraction from the priority question among citizens, and potentially a deflection from the question in red above, dispose or display.

Change in Direction?

In your verbal presentation on March 25th, you made a point to focus on “...*if Council chooses to move in a different direction, then...*”. The implication was, that the Council has to follow exactly what the previous Council has directed and comply with all the contents of the First Peoples Group report.

I remind the CAO that most of the Council have already indicated that it has questions and doubts about the validity of the consultation process used by the First Peoples Group, and the decision-making process used by the previous Council, and the conclusions and recommendations by the First Peoples Group (“...*to temporarily store the statues and discontinue any future expansion or investment in the Prime Ministers Path as it exists today.*”).

I suggest that the present Council has already decided that it **may** go in a different direction if that is the recommendation of the citizens after a due process consultation process using a working group. The fact that it is revisiting the entire process of decision-making is evidence of that. I would suggest that the Council’s choice of option #1, was a process decision.

The process to be used would require a working group to recommend to the Council how a change in decision-making may occur, and how a new community consultation process (led by a working group and facilitators with advice from a consultant firm) might occur. That working group report would return to the Council for approval and future direction, before consultations actually occur.

There was mention by some Councillors, with head nods by others (view the Youtube video) that this process **must not become a top-down process**. This **must be a down-up process** of input from citizens directing the Council of why, what, where and how to go. Properly conducted, the consultation meetings will provide specific strategies of why and how to **dispose** of, or why and how to **display** with an educational component the statues and PMP project. Then Council will pass that along to direct staff on how to manage it.

I suggest that the previous Council lost track of the fact that the Municipal decision-making process, from the staff at the bottom on up, is structured in the Ontario Municipal Act, with everyone accountable to the voters. The Council, led by the Corporation's CEO, *directs, monitors and supervises* its hired staff. The CAO then *manages/administers* the implementation of that direction.

My attachment recommends to the Council that it should:

- 1) Direct staff to postpone any strategic planning process until after the completion of the community consultation process about the PMP project. (Maybe even wait until after the 2026 Council is elected and thus avoid distractions and inefficient use of staff time.)
- 2) Request a list of all consultants and 'experts' that staff have consulted in the process so far of writing an RFP to hire a consultant to advise on the PMP project process.
- 3) Take an active part (2 do a preliminary review of the staff's proposed RFP, and then consult with the rest of the Council) in the writing of the RFP for the PMP project. All the Council will get any blame or credit, not its staff.
- 4) Create and widely distribute a comprehensive list of potential consultants, not restricted to a few who have already been consulted by staff and have had a role in making recommendations on how to write this RFP and its contents.
- 5) Assume a full role in the evaluation process after a designated Councillor has preliminarily reviewed the returned proposals. [This is one of those rare, emotional, highly charged issues that will determine the legacy of this Council and its staff. History needs to be constantly reviewed so as not to repeat the errors of the past. (Irony intended.)]

This attachment is intended to provide a step back in distance or perspective. It is intended to provide the context of the issue being before the Council. It is to remind the Council and its hired staff that **the process of discovering an answer to the citizens' question – dispose or display, why and how – is the focus**. It's not about some make-work strategic plan, visioning happens without an expensive, complex, Linton Consulting-led, project.

It's about participatory democracy, in Wilmot, by Wilmot voters, for Wilmot citizens, and maybe as an example to others in Ontario.

Conclusions:

- 1) Postpone the Linton strategic planning process. Let them get on to some other project as they await their turn to get back here in Wilmot.
- 2) Get on with the PMP project. This is also grant-driven.
- 3) No top-down (including by a CAO or consultant) specified direction. The staff makes suggestions and manages implementation only.
- 4) The council must drive the direction.
- 5) It needs to be a bottom-up process, with lots of opportunities for all eligible Wilmot citizens to participate and see their input as part of the statistical record.

Respectfully submitted,
Barry Wolfe
Baden

See attachment

Municipal Act, 2001, S.O. 2001, c. 25

PART VI PRACTICES AND PROCEDURES

Municipal Organization and Administration

Role of council

224 It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) **to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;**
- (d.1) **to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;**
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224; 2006, c. 32, Sched. A, s. 99.

Section Amendments with date in force (d/m/y)

Role of head of council

225 It is the role of the head of council,

- (a) **to act as chief executive officer of the municipality;**
- (b) to preside over council meetings so that its business can be carried out efficiently and effectively;
- (c) to **provide leadership to the council;**
- (c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
- (d) to represent the municipality at official functions; and
- (e) to carry out the duties of the head of council under this or any other Act. 2001, c. 25, s. 225; 2006, c. 32, Sched. A, s. 100.

Section Amendments with date in force (d/m/y)

Substitution

Municipal Act, 2001, S.O. 2001, c. 25

226 A municipality may, with the consent of the head of council, appoint a member of council to act in the place of the head of council on any body, other than on the council of another municipality, of which the head of council is a member by virtue of being head of council. 2001, c. 25, s. 226.

Head of council as chief executive officer

226.1 As chief executive officer of a municipality, the head of council shall,

- (a) uphold and promote the purposes of the municipality;
- (b) promote public involvement in the municipality's activities;
- (c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- (d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents. 2006, c. 32, Sched. A, s. 101.

Section Amendments with date in force (d/m/y)

Municipal administration

227 It is the role of the officers and employees of the municipality,

- (a) **to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;**
- (b) to undertake research and provide advice to council on the policies and programs of the municipality; and
- (c) to carry out other duties required under this or any Act and other duties assigned by the municipality. 2001, c. 25, s. 227.

Clerk

228 (1) A municipality shall appoint a clerk whose duty it is,

- (a) to record, without note or comment, all resolutions, decisions and other proceedings of the council;
- (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question;
- (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council;
- (d) to perform the other duties required under this Act or under any other Act; and

Municipal Act, 2001, S.O. 2001, c. 25

(e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).

Deputy clerks

(2) A municipality may appoint deputy clerks who have all the powers and duties of the clerk under this and any other Act. 2001, c. 25, s. 228 (2).

Not required to be an employee

(3) A clerk or deputy clerk is not required to be an employee of the municipality. 2001, c. 25, s. 228 (3).

Delegation

(4) The clerk may delegate in writing to any person, other than a member of council, any of the clerk's powers and duties under this and any other Act. 2001, c. 25, s. 228 (4).

Clerk retains powers and duties

(5) The clerk may continue to exercise the delegated powers and duties, despite the delegation. 2001, c. 25, s. 228 (5).

Chief administrative officer

229 A municipality may appoint a chief administrative officer who shall be responsible for,

- (a) **exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and**
- (b) **performing such other duties as are assigned by the municipality.** 2001, c. 25, s. 229.

Therefore:

- + The CAO exists at the will of the Council. [Due process > termination]
- + The CAO acts at the will of the Council.
- + The CAO does what the Council tells them to do. [229 (b)]
- + The CAO manages staff to execute what the Council told the CAO to do. [224 (d)]
- + The Council is responsible for ensuring that the CAO & staff do as it directs. [224 (d.1)]
- + A CAO provides advice. A CAO may provide recommended actions. A CAO does not provide direction! The Council accepts, revises, or does not accept any advice from a CAO. The council sets its direction and then dictates directives to a CAO.

Municipal Act, 2001, S.O. 2001, c. 25

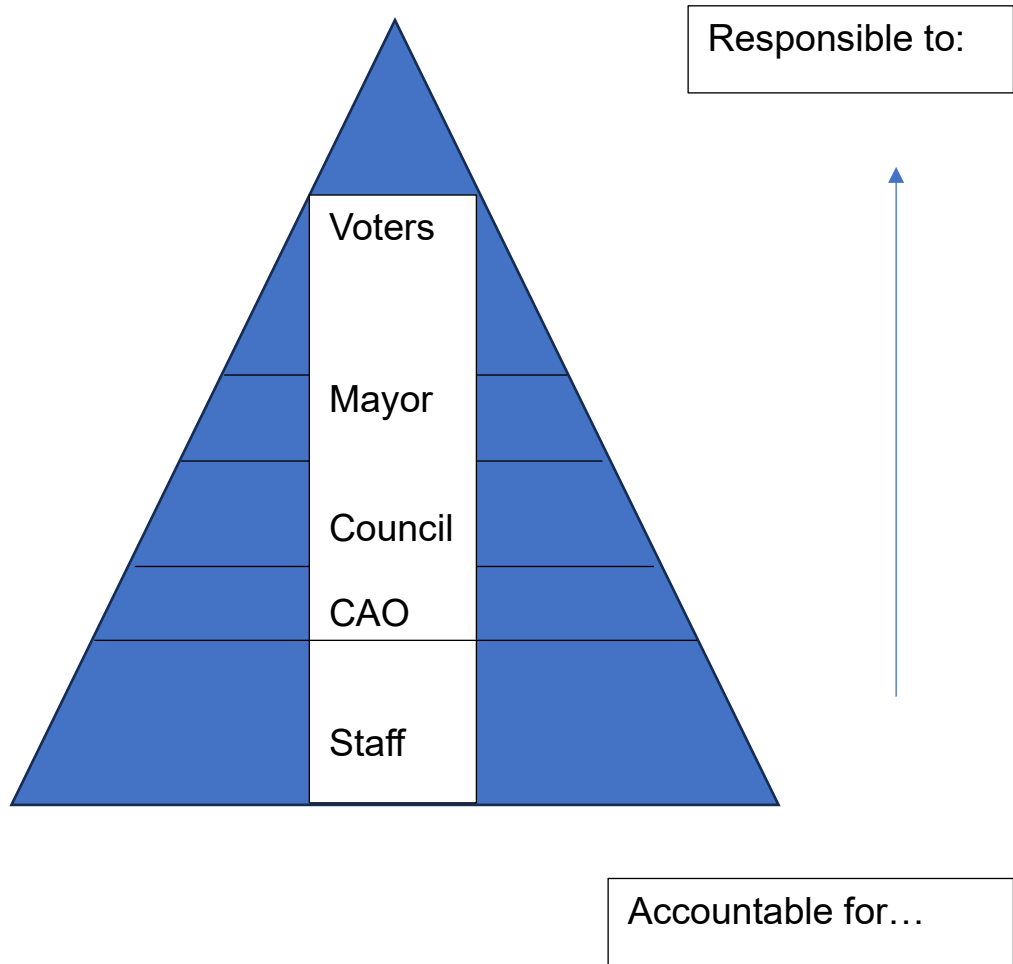
+ The mayor does not ask permission from the CAO to be active (with Councillors) in any activities that it has directed the CAO and staff to implement. [Ex. R.F.P. / press release contents / etc.]

The legislation is clear. The CAO in a Municipality is accountable to the Council.

Practice, in any specific situation, is less clear.

Over time, due to the 'force of personality' and factors such as past practice or customs, any CAO position may evolve to become one where any CAO may act 'beyond their authority'. That is, a CAO may make decisions and take actions that are not compliant with the intent and direction of the Council. These decisions may include NOT doing something. An example may be a CAO not "implementing an educational component" in a project.

The Council is responsible to the voters for ensuring that its policies, practices and procedures are executed as per its will.



Municipal Act, 2001, S.O. 2001, c. 25

Excerpts from the March 25, 2024, Council Meeting: - a transcript as accurate as I could relate it. Confirm for yourself by viewing the Youtube video record starting at about the 3-hour point.

ITEM 13.2 CAO Report:

3:02:10 “Option 1 was to maintain the current direction and create a working group comprised of a balanced representation of individuals and communities in Wilmot and that was the recommendation that was contained within the First Peoples Group Report. This option discussed how federal funding could be used to hire a consultant to develop terms of reference for the working group as well as advise on best practices for selecting such working groups and to provide advice to the working group in their work.

“Option #2 was to engage further on the Prime Ministers Path Project to assess community support for establishing the working group or to explore alternative approaches for citizen engagement and decision-making and this also involved hiring a consultant to do some additional engagement with the community, um, either to determine whether there’s support for continuing with the working group or to explore some alternative approaches for citizen engagement.”

3rd option ...referendum

“So, staff recommended within that report that option 1 to establish the working group be maintained because this was the recommendation that was actually arrived at through community consultation. Um, the report included **a suggested timelining and a recommended staging of that engagement following the Township’s strategic planning process**. And the rationale for that timing was really to allow Council to work with the community to engage the community and to develop a vision for the community and the values that would help them to inform future decisions but also understand what’s important to the community **without considering this project**. Um and then once they know what that vision is then they can really have some good information to understand decision-making as we move forward as it relates to the Prime Ministers Path and how that aligns with those community vision and values.

“It also helps to **stage** the work appropriately as we are a small Municipality. We’re a small team so undertaking that strategic planning work allows us to focus on that and **then once that is complete, then** we can take on the additional work of engaging on the Prime Ministers Path project.

Municipal Act, 2001, S.O. 2001, c. 25

“If Council chooses to go in a *different direction* (?) then we do recommend that there be additional community consultation, um, to confirm the direction so that you’re receiving that feedback from the community about the approach.

“So following the discussion at Council, Council directed staff to report back on March 25th with some additional detail on what option 2 would entail before, uh, making a decision on which option you wanted to consider. Um, and so the report before you this evening, uh, provides you with an update of activities that staff have undertaken since February 26th when that report was presented and also discusses the issue and several requests for proposals to hire a consultant that would develop an engagement plan for the community which would ultimately assist you in making a decision on the Prime Ministers Path.

“If Council decides not to establish a working group as recommended by the First Peoples Group it’s recommended that the Casmari? Funding, so that the federal funding that we had been awarded, be used to hire a firm specializing in inclusive engagement to develop a community engagement plan that will lay out the methods by which the community will be engaged and over what timeline. In terms of the timeline for issuing that RFP, we do believe that this work should start immediately because we want to take advantage of that funding which does expire in June. Um, you know we will see if that can be extended to ensure that we are able to complete the work in time, but as of now, um, that does expire in June.

WHO?

“So, since that report was tabled **we have started to meet with some experts in the field of community engagement** as well as talking to other communities who are dealing with similar issues related to statues and that includes the City of Kitchener and through their learning they confirm that our recommendation to start with community visioning was a best practice approach. **Additional meetings have been scheduled later this week. Miss Kell and I will be meeting with a couple of more consultants and experts** as we continue to learn and gather information about best practices for inclusive community conversations. This research will really assist us in developing a request for proposals to hire a consultant to assist with these next steps and that doesn’t matter whether it’s through option 1 of creating a working or it’s option 2 considering an alternative approach.

“The learning that we are doing right now is very valuable in developing some knowledge and best practices on how to engage the community on these issues.

“Um, in terms of additional actions, **we have hired our strategic planning consultant**, so Linton Consulting has been awarded that work and they’ve started meeting with staff and Council and **will be holding some**

Municipal Act, 2001, S.O. 2001, c. 25

community town halls and focus group sessions starting in April. And just as a reminder if Council does choose *not to proceed with the working group* this would be a reconsideration of the previous decision of Council and would require a 2/3rds vote of Council to overturn.

3:08:42 “So, with that, that summarizes the report and I would be happy to take any questions.”

Cressman Option 2 = working group and hire the consultant > set parameters = distance from 1st PG > Council can step back.

CAO “Just to affirm. The working group would be option 1. So that would create the working group and we could hire a consultant to help us to develop the terms of reference for that working group and they could um, work with the working group to help the working group to develop engagement plans.

“Option 2, *if you decide not to proceed with the working group* then that puts Council in the seat in determining with the consultant what engagement plan that you want to develop.

Martin No concern about 1st PG, process how we will make a decision?

Wilkinson Option 1 = working group, Council unable to determine future engagement process?

CAO The consultant could actually work with the working group and Council to develop a mandate for what it is that Council is really tasking that working group to do. There would be reporting back on the findings as the engagement occurs, so that Council is aware of what the working group is doing but *it does create that separation that you are essentially tasking the working group with developing an engagement plan and deciding and making recommendations as to how we move forward* in terms of any activities related to this project. So they could be looking at things like learning opportunities for the community and that sort of thing and really developing a plan that would assist Council in making the decision at the end of the day. So that is what I believe the First Peoples Group envisioned but it was really, um, it was the recommendation to create the working group without a lot of detail or content or context of what that working group does. So I would suggest that we need some expertise to assist us in developing out the framework and the working plan for that working group so that, you know, Council’s giving some clear direction to them about what you’re asking them to do. That’s what we’d looking to engaging a consultant to do.

3:14:31 “If you decide not to move forward with a working group then I would suggest that you’re just engaging a consultant who has expertise in developing engagement plans. I’m having some really good conversations with experts

Municipal Act, 2001, S.O. 2001, c. 25

in this field who have really good ideas about how to foster community conversations around these types of issues. Um, but you'd be the decision-maker, as Council, around those engagement plans. I think the difference is you're tasking the working group to do that work in option #1, and in option #2 you're taking it on yourself and working with a consultant to do that, um, directly.

Wilkinson We could overturn Council's previous > hybrid

CAO I don't think so. Working group or not. Hire a consultant to direct.

Delegations

Council

Wilkinson Separate issue this from the Strategic Plan. It's own path moving forward. New decision-making framework. Avoid top down > community discussion and consensus. Funding 1st PG or others as well

CAO It (funding) relates to diversity, equity and inclusion, So it allows us to hire a inclusive consultant as long as we're doing an inclusive engagement. I believe that would fit within the funding stream.

I would also, through you mayor if you don't mind, just want to provide some clarification for Council about exactly what the direction was from the Council of the day so that you can understand whether what you heard tonight from the delegates fit within that box and requires a change in direction because that said, because *if you're doing anything other than what was approved by the previous Council then that requires a reconsideration*. So I'm just going to read that motion for you.

4:03:19 Read the motion starting at "THAT staff be directed..."

"So that is the current direction of Council. So I would suggest that that is option 1. That is on the table, which is continuing with the current direction of Council. You've heard some suggestions this evening of what could be incorporated into the work of the working group as well as what could form part of an RFP. Um, that would deliver on that. So, I would suggest to you that a lot of what you heard tonight fits within that framework and doesn't require a change in direction.

Cressman "Balanced representation"?

CAO "I think that's where we really want to look to the expertise of the consultant who has led these types of engagements and set forward the terms of

Municipal Act, 2001, S.O. 2001, c. 25

reference, and even bring forward best practices in how we select representation for these types of working groups. That's certainly not something that we've done before so in my initial recommendation we did set out that that would be part of the work of the consultant to assist us through that process in developing how we actually go ahead and create this working group.

Mayor "I suppose I have a question about the wording that currently stands for creating a working group. I am asking this not because this is the process I would want but I want the flexibility should somebody like a consultant come forward and suggest this. It says residents of Wilmot. I still very much believe it is a conversation of the residents of Wilmot, but when Mr Kipp was doing his presentation that this obviously is about a larger conversation > experts?

CAO Up to the working group & Council. Consultant gave us advice = best practice.

Dunstall It goes out to everybody = entire Township

CAO "Yes and as we heard from many of the delegations tonight that part of that focus of the working group really should be how we develop those working plans with the community and the consultant we engage through this, um, it's very important we get the right consultant that has a lot of knowledge in how to lead those conversations in the community. Certainly, I have heard from members of Council since I have here about, um, the wanting to have those, you know, smaller focus group type conversations with the community where people can feel safe in sharing diverse opinions, and, um, I very pleased to say that Mis Kell and I in some of the conversations in the past couple of weeks with consultants who have experience in this space. There are some really great ideas there that, um, that we can implement in terms of having that really meaningful community conversation where all perspectives are heard.

Martin Process. Need a motion?

The CAO is telling the Council that the CAOs office's intention is to hire a consultant to lead a **STRATEGIC PLANNING** process, that may or may not include the PMP project, when Linton has already been hired to do that. **NOTE: The original reason for the July 5, 2021 motion, and Option #1 is to address DECISION-MAKING THAT LED TO THE PMP FIASCO.**

Linton Consulting has been hired by the CAO to address strategic planning.

Municipal Act, 2001, S.O. 2001, c. 25

At 3:06:25 the CAO said that she's now looking for a consultant to provide direction regarding a strategic planning process (vision/values) "without considering this project" .

It is impossible to be writing and distributing an RFP for a project (strategic planning maybe leading to PMP later) that already has a contractor hired.

4:14:52 Mayor: "My question would be on the consulting. I know RFPs normally sit within your jurisdiction and awarding. I'm curious. I know I certainly would be interested in – because this is a politicized topic – so Council having at least input on who would be the top candidates and who it would be awarded to. Perhaps some of the wording in the RFP to ensure it encapsulates what we're envisioning. Curious to see what that would look like without stepping on staff's toes."

CAO: "Yes. I agree with you completely in this respect that Council will want input into this process and I will be happy to **bring back the provisions of the RFP for Council to look at** and I would also suggest that a member of Council be on the evaluation team as we're awarding this to ensure that it's aligned with Council's vision on this."

Municipal Act, 2001, S.O. 2001, c. 25

Observations, Conclusions:

Directions The CAO mentions a couple of times, **changing direction**.
““Option 1 was to **maintain the current direction** and create a working group”

*“If Council chooses to **go in a different direction (?)** then we do recommend that there be additional community consultation, um, to confirm the direction so that you’re receiving that feedback from the community about the approach.*

*“So **that is the current direction of Council**. So I would suggest that that is option 1. That is on the table, which is continuing with the current direction of Council. You’ve heard some suggestions this evening of what could be incorporated into the work of the working group as well as what could form part of an RFP. Um, that would deliver on that. So, I would suggest to you that a lot of what you heard tonight fits within that framework and doesn’t require a change in direction.”*

The CAO Report 2024-03 included the CAOs definition of what she believed Option #1 consisted of. She described 4 “aspects” that would be delegated to a consulting firm. Her description places a huge amount of power on the consultant to describe and define all the actions of the working group of representatives from Wilmot. (CAO 2024-03, page 4 of 8) It is possible to foresee that the working group could potentially become “go-fors” complying with, *“**This firm would take the lead in shaping the work and providing guidance on the following aspects.**”*

With this stipulation, it is hard to believe that this would not be another top-down process. The clause in the July 5th motion states that the role of the working group is, *“...to **discuss, develop and suggest plans for the implementation of next steps...**”* This means, to this English speaker, that it is the working group members, not the consultant nor CAO, that creates the plan for action to recommend to the Council for later implementation.

*I would suggest that the **Council will want to ensure that the RFP distributed for consultant applicants ensures that it is clear that this review of the decision-making process of the PMP project is driven by the working group, NOT by the CAOs office nor the consultant. To do otherwise would be another top-down imposition of the process onto citizens hidden behind a veneer of “citizen-driven” participation.***

Timing On page 7 of the CAO Report 2024-03, it describes Option #1.

Municipal Act, 2001, S.O. 2001, c. 25

“Maintain current direction and create a Working Group of Individuals and Communities in Wilmot following completion of the Strategic Plan development.”

Motion: HOWEVER: The motion that was passed by the Council on March 25, 2024, defined Option #1 DIFFERENTLY!!! It was passed with this wording:
“Maintain Current Direction and Create a Working Group Comprised of a Balanced Representation of the Individuals and Communities within Wilmot Township.”

NOTE: The motion passed makes no mention of, nor requires that the working group’s creation, nor that its activities be delayed until after the strategic plan.

The CAOs report to the Council on March 25th appears to assume that the strategic planning would go first. That is not what the Council directed.

THE CAOs ‘STAGING’ OF A STRATEGIC PLANNING PROCESS BEFORE THE RESTART OF THE DECISION-MAKING PROCESS OF THE PMP PROJECT IS IN REVERSE ORDER, I BELIEVE.

Background Council tasked the CAO to bring a report to Council on March 25th, to address a potential option #2. This report was to address an option **for a restart of the decision-making process regarding the PMP project**. The 3 options had nothing to do with a strategic planning process.

However, this report ranged off-topic to include a strategic planning process. **I believe that this comingling of different issues confused Councillors and viewers.**

A strategic planning process is usually an “internal” administrative process. A consultant may work internally, with the officers and staff of a corporation, not its customers. The CAO appears to have usurped the ‘public consultation’ process by inserting into it a strategic planning process (**which should have been completed in mid-2023**) ahead of addressing the fundamental issue which is the decision-making around the PMP project. **As a result, it appears that the CAO and her assistant were and still are researching consultants and experts. The first research would have occurred before the hiring of Linton Consulting to conduct the strategic planning public consultation. Linton has already been hired and is supposedly at work. Secondly, on March 25th the CAO said, “The learning that we are doing right now is very valuable in developing some knowledge and best practices on how to engage the community on these issues.” which indicates that she and her assistant are still learning about how to conduct public consultations, and this learning appears to be necessary to direct in her writing an RFP and hiring a consultant/expert for the PMP project. On**

Municipal Act, 2001, S.O. 2001, c. 25

the surface, this does not appear to be logically consistent. 1) Learning must have been essential in writing an RFP and choosing a consultant to perform the strategic planning consultations > Linton Consulting was contracted. 2) Why is new learning needed in preparation for writing an RFP to perform the same public consultation process, but for a separate PMP project?

Strategic planning, and the creation of a working group to address the PMP project through public consultation (Option #1) are entirely separate tasks.

The CAO had already started the process of strategic planning by hiring a consulting firm, Linton Consulting, to provide advice and direction of how to start a community consultation process. **The process of community consultation on strategic planning has already begun.**

She has attached this "*community engagement process*" to what I believe is her priority - which is strategic planning. Her 'down-the-road' concern is the actual decision-making process and a restart of the process regarding the PMP project. Her rationale for "staging" these processes is an assumption that visioning and valuing must be established first, as a base upon which to build a PMP consultation process. I believe this is a premature assumption. **People have a multitude of values and visions, depending on the issue at hand – different issue > different goal or 'vision' based on separate values they hold. To assume that one described vision, in a strategic planning report, applies in all situations is false. As part of the consultant/working group community engagement/consultation process, there will probably be a 'perfunctory' discussion at the beginning of the consultations around values, in the context of the PMP project. **A strategic planning process is NOT a requirement preceding the PMP project consultations. I believe it is an unnecessary delay and this a waste of time, probably causing an increase in citizens' frustrations around the process of addressing this issue.****

The CAO wants to finish up this strategic planning process and NOT include the PMP in this part of the consultation.

There is NOT a working group as part of the strategic planning process.

After the strategic planning is all completed, then she wants to start the working group process of consultation to address the PMP issue.

From an administrator's/management point of view, this may appear to make sense. Do one thing using the resources of in-house personnel available to you. Then, move on to another thing. OK But I believe this sequence does not align with the priority interest of the citizens. Do the strategic planning in-house **last**. Do the community engagement consultation to restart the decision-making process of the PMP project **FIRST**.

Municipal Act, 2001, S.O. 2001, c. 25

NOTE: The federal grant terminates in June (subject to an expeditious application to extend it).

HOW DOES WILMOT COMPLETE A STRATEGIC PLANNING CONSULTATION AT THE SAME TIME AS HIRING A PMP CONSULTANT AND PRIOR TO FORMING A WORKING GROUP AND DOING A CONSULTATION RE. PMP?

ANSWER? USE THE SAME CONSULTANT (LINTON) TO DO BOTH?

OPINION: The CAO appears to want to be in control of the community engagement process, not a “working group” of citizens as was directed in the July 5th 2021 motion.

This strategy of already hiring her preferred consultant and initiating community consultations on a “red-herring” task has usurped the PMP task of the working group, i.e., to prepare a report on how to consult and engage the public.

The Mayor (Council) needs to direct the CAOs office to:

- 1) Put the visioning, mission statement, strategic planning process on “hold”. The time for creating a strategic plan was by July 2023. Its time has passed. Do nothing more regarding strategic planning community consultations until AFTER the PMP process has been completed. Wilmot citizens I believe do not care much about visioning, mission statements and strategic plans to direct the Council’s work plans. It cares about the decision-making process of the PMP project. **The issue is the restart of the decision-making process of the PMP.** It is NOT some administrative “busy-being-busy” strategic plan.
- 2) Submit to Council a list of all “consultants/experts” it has consulted (names, topic consulted on, potential tasks to be performed for the Township – for two issues: the strategic plan considerations, AND the PMP investigations so far).
- 3) Provide the Council with the RFP distributed that resulted in the contract awarded to Linton Consultants describing the tasks it is to perform for the Township with timelines.
- 4) Solicit additional consultants and provide a comprehensive list of potential consultants to Council for review and input re. the PMP project.
- 5) Provide a DRAFT version of an RFP for the PMP working group, consultation process and ensure that all potential tasks a consultant would have to be capable of performing are described in the RFP, and direct applicants to describe how they would execute the tasks. A consultant must have the capacity (size of work force) and skills and technology to be able to create statistically valid questionnaires and surveys and be able to tabulate statistically valid results, compile oral and written submissions from Wilmot citizens, execute the logistics of public meetings in 6 community centres including security, etc.

Municipal Act, 2001, S.O. 2001, c. 25

It is my opinion that the Mayor and Council have made a strategic leadership error in not controlling the CAOs ability to unilaterally award a contract to a consultant firm (Linton) that will now probably be in control (along with the CAO) of all future actions concerning: strategic plans, goal setting, information sharing, consultation methods, and probably of the outcomes of any issue and decisions dumped into Council's lap.

Because the CAO hired the "strategic planning" consultant, and the consultant wants to be hired for the next steps in "Wilmot's Walk Through History" project it will do whatever the CAO nudges it toward to get the next contract. **[Linton's web site: "We build long-lasting business relationships.]**

It will be the CAO calling the leadership shots, not the Council. The CAO has "responsibility deniability" and the Council gets the accountability consequences = BLAME.

A Council must be constantly vigilant that it is constantly aware, and constantly informed before – not after a decision. It is the Council's legal duty to perform its supervisory duties – ALWAYS.

OPINIONS 1) The CAO and staff act at the will and direction of the Council and the CEO – the Mayor.

The Mayor as CEO, and Council, do not ask permission to be actively involved in tasks assigned to its staff.

When the Mayor wants to be involved, they will **tell** the CAO how and when they want to be involved. The CAO does not take any actions, in these intense situations, until given authorization by the Council.

2) The Mayor should ensure a "common purpose" with their Councillors through their own "visioning process". As the CEO, the Mayor needs, at the beginning of the term of office, or at the first opportunity now, to hold a retreat with Councillors to identify key items of each Council member:

- + reasons for running for office

- + goals to achieve for their ward and Township residents (short and long-term)

- + personal goals

- + how long do they plan to stay on the Council

 - + if one term, then the Council had better start a ward succession plan

3) The Mayor needs to decide whether Council will be a managers, busy-being-busy, or leaders. Filling potholes, stop signs, easements, minor variances are for management – CAOs office direction. Developing strategies to move the Township toward long-term goals is the OMA responsibility of the leadership team – Mayor as CEO & Council as Board of Directors. Councillors must decide how they fulfill their role – manage or lead.

Municipal Act, 2001, S.O. 2001, c. 25

4) If the Mayor chooses to act as a long-term leader with defined goals and timelines, then there needs to be a consensus that they (Mayor and Councillors) need to act in cohesion:

- + Council is the Board of Directors providing direction.
- + The CAO and staff provide counsel and professional advice ONLY.
- + The CAO and staff do not act without authorization. The Council will, as is the case of the “decision-making process” tell the CAO clearly what to do.
- + Some issues are not controversial and “all-hands-on-deck” watching over shoulders is not required. It is the responsibility of the Mayor to determine key issues, coordinate with Councillors, and make staff clearly aware of their authorized limits to act.

Municipal Act, 2001, S.O. 2001, c. 25

SUMMARY

The following observations, conclusions and opinions are based on what the CAO has said at Council – see script above.

- 1) The CAO wants to implement a “strategic planning” process BEFORE addressing the PMP project. [The CAO is telling Council that its priority should be strategic planning and the PMP can wait until ...?]
- 2) The strategic planning process addresses visioning, mission statements, and values leading to a goal which is unspecified in public comments by the CAO. [Strategic plans have traditionally addressed how a group sets its goals, prioritizes its tasks, how it allocates personnel and resources and sets timelines with observable, measurable outcomes. This process should have been completed by mid 2023 and is now a waste of resources. National reconciliation does not result from a strategic planning process nor a PMP restart process.]
- 3) The CAO has already hired **Linton Consulting** to drive that process of community engagement including focus groups consultations. Consultations begin in April/have already begun.
- 4) There is no indication that the working group will play any part in this process as it is not dealing with the PMP project.
- 5) The CAO and the strategic initiatives mgr. (Miss Kell) have already started consulting “experts” and other communities about best practices to approaching the PMP project and have been reviewing “consultants”. [The CAO has not named who she deems “experts” or potential consultants. She has indicated that she is seeking advice as to what consultants want in an RFP. The potential consultants are setting the scope, mandate and probable terms to be written into the RFP. **Opinion:** It’s like asking the foxes to describe how they want you to let them into the henhouse. **The council needs to set the scope, mandate and terms for this particular, highly charged RFP.** Any consultant needs to have the “capacity” (size and skills and technology) to not just plan the logistics of conducting meetings with breakout or focus groups in 6 community centres, but also the skills to design **VALID** surveys, questionnaires and the technical ability to compile and interpret the statistical validity of the data, but also able to solicit, receive, document and compile a permanent record of written submissions which would form an “appendix” to a report.]
- 6) The federal government grant expires in June (with the potential for a minor extension). The CAO is suggesting that a consultant be hired (and she’s been doing the groundwork – see #4 above for concerns – and ‘needs to get the RFP out quickly’. She says she’d be “happy to bring back the provisions of the RFP for Council to look at”. [“look at” is not acceptable. **Council needs to drive the process of writing and distributing as well as evaluating responses of the RFP.** The council approves the contractor and its contract terms. This is too sensitive to be given away to the CAO with the risk of blowback onto Councillors.]
- 7) The only way the CAO can get in under the federal grant timelines is **to use the same consultant, a father & daughter business – Linton, for the strategic planning and the PMP decision-making process** using a working group of representative citizens and communities within Wilmot. [Even then, the working group will have already been told how to jump, where to jump, and how high by the CAO and consultant – unless Council does get more deeply involved. Council cannot pass this off to a working group to be accountable for because Council is responsible for supervising and monitoring all Township affairs and thus accountable to the public for any success or failure. In my

Municipal Act, 2001, S.O. 2001, c. 25

- opinion, this will not be as easy as approving a stop sign. Council will need to get even more deeply involved in this process from start to finish.]
- 8) The timeline to comply with the federal grant conditions do not align with the CAOs plan to complete the visioning strategic plan before starting to create and implement a working group. [I suggest that the Wilmot public does not care 2¢ for any visioning and strategic planning. I suggest that the Wilmot public wants Council to address the issue at hand which is, “The previous Council changed its mind at the last minute and made arbitrary decisions using a flawed process of consultation. The issue, the question, that needs to be managed “at the end of the day”, is, “Does Wilmot dispose of the statues, why and how, OR, does Wilmot display the statues, why and how?” The Wilmot public will only get more upset when it discovers that this “strategic planning” consultation is not about their issue, but rather is a make-work task which obfuscates, denies their priorities, delays public input and wastes their time. Using the CAOs sequence the public will be more frustrated, and will not participate in the real issue because they do not trust a process which is driven down upon them from the top – the CAOs office. BUT, Councillors will get the blame and all that entails. The strategic planning is a red herring. POSTPONE IT INDEFINITELY UNTIL AFTER ALL PMP CONSULTATIONS ARE COMPLETED AND A DECISION MADE – DISPOSE OR DISPLAY!]
- 9) The CAO made a point of reading the July 5, 2021 motion to Council. She highlighted that this Council must act within the parameters set by the previous Council unless it changes direction, in an unspecified manner. She emphasized this need for compliance with the previous Council including the point “**THAT staff be directed to report back to Council with an implementation plan for the incorporation of the remaining recommendations from the First Peoples Group, including,....**” [The CAO has not indicated what “*remaining recommendations*” she may parachute into an RFP or insert during the design stage with the consultant hired. PERSONAL OPINION: It appears to me that the CAO does not want to manage (with Council) a consultation process that leads to a clear answer to the question which might include DISPLAY THE STATUES AND HERE'S WHY AND HOW that may result. I sense that the CAO is “reading/interpreting/opinionating” that the First Peoples Group has already told Council to dump the statues and thus the statues being displayed is really a dead issue. The rationale for inserting a strategic planning red herring is to distract attention from the real issue right now (fix the decision-making process and do a restart about the whole PMP project) and focus on the ‘touchy-feely’, emotion-driven ‘reconciliation of settlers to Indigenous Peoples concerns’ which, in my opinion, is a national task to resolve. Wilmot needs to keep to its knitting and focus on what it can influence and control – not change attitudes and behaviours of all Wilmot citizens resulting from generations of socialization.]
- 10)

May 6, 2024

Good evening Mayor, Councillors, Staff, Wilmot Citizen Viewers

I'm here to supplement some Correspondence, appearing on the agenda as Item _____. The correspondence addresses items arising out of staff reports submitted to the Council. The items are the need to change the decision-making process used by the Council and staff regarding the rare issues of significant concern, and well as the decision-making process around the Prime Ministers Path project specifically.

The staff report, CAO-2024-03, was publicly presented to the Council on February 26, 2024. On March 25, 2024, Report CAO-2024-04 was presented and discussed and the Council chose Option #1.

Option #1 was, "*Maintain Current Direction* and Create a Working Group Comprised of a Balanced Representation of the Individuals and Communities within Wilmot Township."

The March 25th verbal presentation to the Council included the statement that the CAO office intended to hire a consultant to lead a Strategic Planning process that may or may not include the PMP project. Subsequently, it was acknowledged that, in fact, a firm, Linton Consulting, had already been awarded a contract to conduct a Strategic Planning process, and in fact that firm had already started its consultations with staff and Council members, and was imminently going to progress to wide public consultation meetings throughout the Wilmot community.

The presentation also included a couple of times, the statement, "*If Council chooses to change direction, then....*". The implication appeared to be if option #1 was not chosen, then the July 5, 2021 motion by the previous Council would have to be rescinded and replaced with a new direction. The statement was made that option #1 was the best option of the 3 presented, as it would include a working group of citizens. Because the working group was confirmed as being the driver of the revised process, the Council voted to accept option #1.

CAO Report-2024-03 and CAO Report-2024-06, both include a project timeline. The wording in the Report CAO-2024-06 (April 8, 2024) was this:

*“The proposed timeline will stage the work **in conjunction with** the Township’s strategic planning process, as follows;*

- *March to August 2024 – Undertake strategic planning process to develop a vision and goals for the community, based on robust community engagement.*
- *April 12 – RFP drafted*
- *April 15 to 19 – Draft RFP reviewed by Team*
- *April 22 – RFP posted on BidsandTenders.ca*
- *May 3 – RFP closes*
- *May 10 – RFP awarded*
- *End of May – Consultant to submit Working Group framework and engagement plan including proposed timelines for the creation of the working group and proposed work plan.*

I tried to imagine how this would be operationalized – put into practice. I reviewed the information available in the presentations:

1. An RFP had been written, and distributed, and a contract was awarded for a strategic planning process.
2. The contract was awarded to Linton Consulting Services Inc. A Google search indicated that Linton Consulting is a father-and-daughter organization based in Elora. Its website contains the statement, *“We build long-lasting business relationships. A key measure of success for us is **being asked by our clients to stick around and do more work for them.**”*
3. The Reports CAO-2024-03 and CAO-2024-06 both indicated that an RFP will be written, distributed and awarded for the PMP project.
4. It was noted that Report CAO-2024-04, for consistency, repeated previously presented wording of option #1 as follows: *“Maintain current direction and create a working Group of Individuals and Communities in Wilmot **following completion of the Strategic Plan development.**”* The rationale presented by staff for “staging” the two projects separately was that Wilmot has a small staff, and doing both at the same time would be a task too large.
5. Then, in Report CAO-2024-06, the proposed timeline for the PMP project was to. *“...stage the work **in conjunction with** the Township’s strategic planning process.”* The phrase, **“...in conjunction with” means the two issues will be done in combination with each other. Both will implemented at the same time and are done together.** There was no explanation for why a task which was

described as being too large for staff to manage, and had to be done sequentially, was now manageable and needed to be done simultaneously – “*In conjunction with*” each other.

6. The Council’s members have variously indicated that they want, reflecting public input, to have the decision-making and PMP project restarted, a redo, start over from the beginning. This process is recognized as necessarily being a completely separate process from any strategic planning process.
7. The staff’s proposed timeline means there will be two separate projects being implemented at the same time. The public will be invited to participate in two entirely different processes of consultation at the same time. A reasonable Wilmot citizen might conclude that there appear to be only two ways of executing these two processes.
 - A) **Execute both consultation processes at the same time but separately.** In practice, this could mean that one night of the week citizens of Wilmot go to their nearby community centre to be consulted robustly about developing a strategic plan for Wilmot Township. Then, potentially, they would be invited another night that week to attend their nearby community centre to be consulted robustly about the decision-making process and the fate of the statues and the PMP project. However, remembering that the CAOs original rationale for describing the timelines for the two projects needed to be sequential – one completed, then 2nd started – was an incapacity of a small staff complement, this does not make sense logically. Why was staff previously incapable of performing two tasks simultaneously, but now have the capacity? Thus, it may be logically concluded that this is not the staging that will be implemented. They will not be done at the same time and separately. That leads to strategy two.
 - B) **Execute both consultation processes at the same time, AND together (in conjunction with each other).**
8. The CAO report indicated that staff had been meeting with and getting suggestions and direction from various, unnamed “experts” and consultants about “best practices” for how to proceed in a PMP project consultation process and what to specify as the contents of an RFP for the PMP project community consultation process.
9. The RFP for the PMP project would be then distributed. I then wondered, “Who were these “experts” and “consultants” who had participated in the process leading to the writing of this RFP? Were these same “experts” and consultants potentially going to be on the

“BidsandTenders.ca” list? Were those who had inside, background information about the RFP then going to be potential bidders? It reminded me of a lesson my Scottish grandmother, taught me. “If you’re losing chickens from the henhouse, don’t get security advice from the fox, badger or weasel.”

10. The information available leads me to tentatively conclude that the only way to operationalize these two processes – strategic plan development and PMP decision-making restart simultaneously– was to fold them both TOGETHER. This process, as described, will not implement a restart of the PMP project which could result in a different fate for the PMP project at all. This is a visioning, mission statement, and strategic planning process with PMP painted on it in lipstick.
11. If both tasks – strategic plan development and determining the final resting place for the statues – were to be done together, then why distribute two RFPs? The most cost-effective, and most effective staff-time utilization option appears to be that the same consultant will conduct both consultation processes. Remember Linton’s promotional material, “*A key measure of success for us is being asked by our clients to stick around and do more work with them.*”
12. This hypothesis is supported by the statements made by the CAO, “*If the Council chooses to go in a different direction*” (than that described in the July 5, 2021 motion). The option #1 states, “**Maintain the current direction...**”. I’m guessing that the Council and, I admit I too, maybe assumed that option #1 consisted of a working group leading the way and then reporting back to the Council with a report describing a process to be used to implement a robust community consultation on the PMP project that would answer a simple question. “Why and how do we dispose of the statues and the educational materials already prepared for the PMP project?” OR “Why and how do we display the statues and implement the educational materials to support them?” **WRONG!**
13. The CAO made it a point to re-read the July 5, 2021 motion to the Council. “THAT staff arrange for the immediate removal and temporary storage of the four remaining statues on the Prime Ministers Path and **discontinue any future expansion or investment in the Prime Ministers Path as it exists today.**” and “THAT staff be directed to report back to Council with an implementation plan for the incorporation of the remaining recommendations from the First Peoples Group...”. That appears to be the meaning of the CAOs words, “*Maintain the current direction...*”

14. Given all the information as presented in various reports from the CAO, it may be reasonably concluded that: 1) There will be no further expansion of the PMP project as it exists today. 2) There will be no further investment in the PMP as it exists today. 3) The working group will be deciding how to start, “*Engaging with the community on the permanent home for the Prime Ministers Path statues...*” [Report CAO-2024-04, page 4 of 4.] 4) **One question only: “How do we dispose of the statues?”** No statues, no PMP educational project.
15. At this point, I came to the personal opinion that this management-created plan was a sham. (my opinion word.) Sham means, “A thing that is not what it is purported to be.” It was not what I thought it was purported to be. I was wrong that there were two options for the statues and that the community would make its recommendations. I was wrong because I didn’t read between the lines. I then realized that the wording in the CAO reports means exactly what it states. It’s not readily recognized or transparent what these reports all add up to BUT the intentions in the CAO reports are exactly correct in the wording that has been very carefully crafted. I suggest that possibly the Council members and I, and probably those citizens watching the YouTube videos of Council meetings, and reading the agendas and minutes have also made inaccurate assumptions and conclusions. Maybe we have seen what we wanted to see. Maybe we believed that there would be robust, widespread community consultation on a **restart**. We thought that maybe all Wilmot citizens who wanted to could participate in a legitimate process of information sharing, suggestion making, consensus building, participating in mutual sensitivity and understanding evolution, and recommending an action decision to the Council. **WRONG!**
16. The way this process is described this is going to be another top-down fiasco which will not provide an opportunity to consider two options – to **dispose of or to display** the statues with an already begun educational component. This process will only consider how to find “the permanent home for the PMP statues”. The July 5, 2021 motion, which is the “direction” that the CAO keeps referring to, states that the “permanent home for the PMP statues” will NOT be a display of some sort. They’re all in secret storage now, and the only decision will be where to dispose of them. No future investment, no expansion. NO potential display of statues as an option.
17. The folding of the strategic plan development into the PMP project “permanent home” process is, as I stated in the correspondence, a

red-herring which will only obfuscate and detract from the original reason for this issue being returned for Council to address. Injecting a strategic plan process just leads us down a rabbit hole. The original issue was: a lack of appropriate public consultation, a consulting group which used a flawed process and was widely alleged to have a biased perspective before it started, a Council which reacted prematurely in an atmosphere of highly charged emotion stimulated by **one group's historic concerns**, and a decision that appeared to ignore and did not reflect the wishes of a majority of Wilmot citizens.

This issue is NOT JUST an Indigenous people issue. It could be equally proposed that numerous other identifiable groups could have, at any random time, stimulated a highly charged emotional crisis such as that which flabbergasted the previous Council. The PMP project was intended to display all of Canada's Prime Ministers throughout all of our history. Each statue was designed to represent an individual era within that journey through history. Sir John A. Macdonald was only one era. There were eras before Sir John A. There were and will continue to be eras after Macdonald. Maybe the previous Council could have hired a consultant group consisting of Chinese, or Indians from India, or Asians, or Jews, or Sikhs, or Muslims, or Hindus, or Irish Fenians, or etc. Does anyone remember the "Head tax and Chinese Immigration Act of 1923", or the "Indian Immigration and Continuous Journey Regulation of 1908" which turned around a ship and sent its immigrants back to India? Any of these groups could have thrown coloured paint onto the statue representing that era in Canada's history. But they didn't. They didn't rise up, and thus they did not throw paint, toss their garbage under the bushes or leave behind wilted banners pounded into the Township's grounds. Picking that consultant was a biased decision in that it gave preference to just one identifiable group with historical issues, and I suggest that we need to learn about and learn from many others through 'Wilmots' Walk Through History'.

18. I invite Councillors to count up, in their memories, the total of how many citizens they were in contact with during the 2022 election campaign who complained about the wording of the Township's visioning statement, or the mission statement, or took particular issue with one of the objectives in the existing Strategic Plan? How many citizens have you heard from since who have major issues with the existing strategic Plan?
19. The Corporation of the Township of Wilmot has an existing roadmap, an existing strategic plan. You can see the 2 statements posted on

the wall in the foyer outside these chambers. That display cost probably several hundred dollars to manufacture and mount on the wall. Now, almost halfway through this Council's journey through its mandate, the staff is recommending that we pull over to the side of the road, sit around and wait while we create a new map of where we're going. We already know. We have a strategic plan. In fact, staff has included on page 4 of Report CAO-2024-04 a full paragraph describing how its recommendations are in "Alignment With The Township of Wilmot Strategic Plan". If it fits this issue, it must be still working OK.

20. Implementing a robust community consultation about a new strategic plan development joined together with a PMP consultation of where we're going to dispose of the statues is a **red herring**, it is a distraction and a waste of staff time that is in short supply. It will be a huge confusion to citizen participants about why and what they are really there to do and will result in mass negative feedback to the Council about another top-down, administratively mandated, outside consulted, outside directed experience resulting in further frustration. It is my opinion that this process, as it presently exists, is doomed to fail.

As usual, I have recommendations for the Council to act on:

- Under the leadership of the Corporation's CEO, Mayor Salonen, convene a meeting in CLOSED SESSION, as soon as practical.
- Only 7 persons will be invited to that CLOSED SESSION meeting; the Corporation's Chief Executive Officer, the mayor, the Corporation's Board of Directors, the 5 elected Councillors, and the Clerk whose role will be solely for official record keeping.
- Deliberate on what the voters told you when they did not elect the 3 previous Councillors aspiring to return to Council. Consider what the voters told you were their priority concerns during the last election campaign period and subsequently when evaluating the relative importance of a strategic plan development consultation compared to the voters' expressed need to completely restart the PMP project decision-making process.
- During the agenda item, 'Business Arising From Closed Session', report back in public session with the following motions:

1. NOTICES OF MOTION

xx.x **Councillor (_____)** **Regarding Prime Ministers Path Project: Next Steps**

Councillor (_____) has given notice to introduce the following motion for consideration on this date:

RECOMMENDATION

WHEREAS Council recognizes the importance of transparency, accountability, and public consultation in municipal governance;

WHEREAS Council recognizes that broad-based community consultation on issues of recognized high public interest, such as the Next Steps regarding the Prime Ministers Path Project, requires a process which is not directed top-down but provides for full Wilmot citizens' participation;

WHEREAS Council recognizes that any confusion about which direction the PMP project is moving toward must be avoided;

WHEREAS Council recognizes that the implications of its present "Maintain the Current Direction..." statement may not be clearly understood by all in Wilmot;

THEREFORE, BE IT RESOLVED that staff is directed to:

- take no further action on community consultations regarding a strategic plan development process with Linton Consulting Inc. until further advised by the Council;
- take no further action regarding the PMP project, including placing a hold on any RFP until further advised by Council as follows;

BE IT FURTHER RESOLVED THAT staff is directed to:

- report to the Council at its next General Meeting, with an implementation timeline for:

- 1) Date for drafting an RFP to hire a consultant to advise the Council and staff on the creation of a working group comprised of a balanced representation of the individuals and communities within Wilmot Township.

This working group will develop and suggest plans for the implementation of the next steps, centred on community cohesion and healing, which will;

- a) describe a process of community engagement and consultation processes which will transform community engagement and consultation processes in Wilmot Township in a way that encourages greater openness, accountability and citizen participation in decision-making, with a REPORT to the Council AND,
- b) develop and suggest plans for the implementation of next steps centred in community cohesion and healing which will implement the recommended community engagement and consultation processes described above, and as approved by the Council, to answer the question, “Why and how does Wilmot Township dispose of the PMP statues, OR why and how does Wilmot Township display the PMP statues and implement a complimentary educational component that will facilitate and encourage community learning, cohesion and healing”, with a recommendations REPORT to the Council.

- 2) Date for review and approval of the Draft RFP by representative(s) of the Council.

- 3) Date for posting of the RFP as approved by the Council.

- 4) Date for the RFP closing.

- 5) Date for the review of all RFP submissions by staff and representative(s) of the Council. Subsequent approval of the contract will be authorized by the Council.
- 6) Date for the consultant to submit the proposed Working Group framework and engagement plan including proposed timelines for creating the working group.
- 7) Date the working group commences its tasks as described in i) a) and b) above.

BE IT FINALLY RESOLVED THAT the By-Law No. 2021-35 is rescinded immediately.”

- RECONVENE INTO OPEN SESSION
- BUSINESS ARISING FROM CLOSED SESSION:
 - Introduce the above NOTICE OF MOTION
 - Adjourn.
- Ensure that staff does not take any interim actions as this notice is not yet legally binding and there may be a temptation to proceed anyway. The Mayor should probably put it in writing to the CAO as a directive.
- Write a press release.
- The Mayor will serve as the spokesperson with the press.
- A press release should be released, its contents will be as directed and pre-authorized by the Council.
- The local press should be informed that a Notice of Motion addressing a significant Wilmot Township issue has been introduced by the Council, and the Press Release distributed.
- **Councillors should be prepared to provide a comprehensive rationale for the Motion**, including, for examples:

- the 2022 election process gave a message to the present Council. Voter input and expressed strong concerns about a decision that appeared to lack adequate, accurate public input,
- the present wording of option #1 requires that the Council “*Maintain the present direction*”, that is the direction given by the previous Council to 1) terminate the agreement with Createscape Waterloo, 2) remove and store the statues, 3) to discontinue any further expansion in the PMP project, 4) to discontinue any further investment in the PMP project.
- the Council does not conclude that that option represents the wishes of the Wilmot voters to have their say, right from the beginning
- the Council believes that it is through a comprehensive community consultation process, led by a working group of representative Wilmot citizens, and supported by a contracted consulting firm, that all Wilmot citizens who choose to participate in a broad-based consultation process, must and will have an opportunity to provide their reasons for why and how the statues should be **either** disposed of or displayed with an educational component in some manner.
- the Council has heard that Wilmot citizens want a restart of this decision-making process regarding the PMP project
- the existing motion, option #1 does not provide for 2 choices by Wilmot citizens, it only provides direction to consult on how to find a “home” where the statues can be disposed of
- the Council believes that it is the citizens of Wilmot who must provide the information and direction upon which the Council will eventually make its decision, and decision to either dispose or display the statues, and how to do either one
- Be prepared for delegations who will speak only on the contents of the Notice of Motion at the next Council meeting.
- Make it clear that this is a Wilmot Township issue and the decision will be made by Wilmot Council using the input from Wilmot citizen.
- Ensure that speakers who are residents of Wilmot are prioritized in speaking order, and non-residents will only be accommodated if the time allotted provides for it. Speakers are not listed in the order in which they register. Potential delegations must provide

their permanent residence address. Wilmot residents go first. Outsiders may or may not get an opportunity.

Personal Addendum:

THIS IS NOT AN INDIGENOUS ISSUE – ONLY

The reaction of some people by vandalizing one statue of a Prime Minister was stimulated by grievances of ONE identifiable group, Indigenous people. They associated a statue with resurrected information about a Canadian government policy that extended over many 'eras'. They "blamed" one statue as a symbol of their grievances. It was probably easier to focus their message on one statue rather than dump paint on all statues of all P.M.s during whose leadership these grievances perpetuated.

"What factual information do we have about our history?" "What knowledge do we have as a result of that probably incomplete and inaccurate information?" "How does that incomplete knowledge result in making inaccurate conclusions about our present?" "How do we change our bag of information, our knowledge of events in a broader perspective about all that information, and how do we discuss our different perspectives before coming to conclusions and designing plans of action so as not to repeat errors of the past?"

Answer: The PMP Project

The PMP project was organized around eras of history; potentially before the 1st PM, and during the 'era' of each PM. A statue served as the attraction/focal point and an educational component to facilitate learning, discussion, and comparisons of "era values". There was the potential for reconciliation with all of our past "grievances". The educational component was to be essential. It was intended to complement and supplement the viewers' experiences. That educational component was in the process of development by Nipissing University and a significant portion of that educational component existed. (Hopefully, it still does.)

There are numerous examples throughout the world's history, and thus in Canada's history of identifiable groups being targeted" or feeling aggrieved about their treatment by fellow citizens.

It should be noted that all “bad” actions that result in “identifiable” individuals or groups feeling “targeted” or “aggrieved” do NOT reflect the views of any particular Prime Minister. Some events DO reflect the personal views of a Prime Minister. There are some events that reflect the views of a particular Prime Minister because they are COMMONLY HELD VIEWS of the Canadian population AT THAT TIME in our history.

We should avoid “cherry-picking” examples of grievous events (as some listed below are) without first putting them into the context of the views of the time they occurred.

This applies to events BEFORE Canada became a “nation” and there were no Prime ministers, as well as after July 1, 1867. We should distinguish between events that are “one-offs” and “patterns” of behaviour. I suggest that individuals Municipalities and the courts can deal with the “one-offs” in a practical manner. Sociologists and psychologists would probably advise that “attitude and behaviour change” in large groups is extremely challenging. I suggest that long-term “patterns” of behaviour require more complicated strategies with significant support resources over long periods of time. We should recognize the difference between things we can influence and the things we can control. I believe the PMP project has the potential to “influence” attitudes and thus behaviours. It will not eliminate racism in Wilmot, and nothing this Council does or does not do (dispose of the statues) will control that.

Some random selections of events in Canada’s history when identifiable individuals or groups were targeted or aggrieved.

P.M. all of the first 13

1848-1960 – Africville was a derelict neighbourhood on the edge of Halifax. It was where escaped African slaves from the US, & their descendants were located. Nearby were relocated railroad tracks, sewage disposal pits, an open dump, with 70 negro families living in deplorable conditions. The city removed them from their homes, moved their belongings in city garbage trucks into the city, paid them \$500 for their houses and declared the end of racism in the city of Halifax.

P.M. J.A. Macdonald

1880 – 1885

15,000 Chinese were brought to B.C. to build the C.P.R. and paid \$1/day to do the most dangerous work with thousands being killed at work.

P.M. John Abbott

1900 - A Chinese head tax of \$500 was placed on immigrants. Gangs riotously attacked Chinese and Japanese neighbourhoods. Chinese were forbidden from voting.

P.M. Robert Borden

1913 Women were forbidden from voting.

P.M. Robert Borden

1914 – Ontario decided that the only language of instruction in its schools would be English. (In opposition to the Canada Act)

P.M. Robert Borden

1915 - During the First World War, many were interned in prison camps near Kapuskasing as perceived enemy aliens: Germans, Ukrainians

1914 - 1920 – Berlin renamed Kitchener, 80,000 “enemy aliens” were forced to report monthly or were interned, (Ukrainians, Germans, Bulgarians, Turks, Croats, Serbs), a further 8,579 were interned in 24 work camps scattered across Canada (1,200 prisoners including 60 women & children were prisoners, held at gunpoint, at Camp Spirit Lake near Amos, Abitibi Region, with 100s of km of forest surrounding them)

P.M. Robert Borden

1919 – Winnipeg General Strike anger based on inability to find work, and blamed recent immigrants for taking away their jobs

P.M. William L.M. King

1938 – Kristallnacht (Broken Glass) in Berlin > Jewish immigrants were refused entry to Canada, raised the amount of capital required to enter Canada to \$15,000, had to prove they were farmers, P.M. King bought all the land around his house to prevent Jews from becoming a neighbour, 907 Jewish immigrants on board the *St. Louis* ship were turned away

P.M. William L.M. King

1941 – WW2 – 1,200 fishing boats belonging to Japanese Canadians were impounded and sold

Jan. 14, 1942 – all the male Japanese Canadians between 18 & 45 were taken to camps in the B.C. interior, intent was to remove all Japanese from B.C. forever

Feb. 26, 1942 – 21,000 Japanese Canadians were allowed 1 suitcase each and “taken to livestock barns, photographed, finger-printed, given ID numbers” and after months of being herded into confinement in Vancouver were put on trains and relocated with families split apart, some to B.C. interior, others to Manitoba and Alberta to work on farms.

Jan. 19, 1943 – Fed. Gov’t. passed a law authorizing the sale of all seized Japanese properties without their consent.

P.M. Louis St. Laurent

1949 – the gov’t. removed the prohibition against Japanese-Canadians settling in B.C.

P.M. Lester B. Pearson & P. Trudeau

1967 & 1978 – immigration laws were revised to remove most of the racist barriers to immigration > large inflow of East Indians, West Indians, Portuguese, Greeks, and Italians > *racist reactions* to Sikh beards, turbans, saris > RCMP permitted Sikhs to wear turbans

P.M. Justin Trudeau

June 6, 2021 – the Afzaal family of 5 was walking on a sidewalk in London, Ont. when they were intentionally run over by a truck. 4 adults were killed and a young boy was orphaned. The Judge said at sentencing, “The offender did not know the victims. He had never met them. He killed them because they were Muslim.”

Etc.

The 2018-2022 Wilmot Council’s reaction was myopic. It associated this grievance targeted at one past Prime Minister with all Prime Ministers, all their statues, and the entire Prime Ministers Path project.

The Council’s choice was to acquire some “outside” advice and hired a consultant. I believe that their choice of consultant was prejudiced by the fact that the identifiable group that acted out to attract the world’s attention to their grievances was “Indigenous”. The previous Council did not do its “due diligence” in analyzing the fundamental nature of concern. The Council jumped prematurely to the conclusion that the issue was “Indigenous”. I

allege that the issue was NOT INDIGENOUS ONLY. I suggest that the accurate issue is: “A lot of ‘bad’ stuff has happened to a lot of identifiable individuals and groups before and after July 1, 1867, and it is NOT JUST an Indigenous issue.”

Hiring an Indigenous consultant was prejudiced in that the Council assumed it was ONLY an Indigenous issue. When they hired a consultant, I suggest that a myopic Council did not, or maybe cynically did anticipate the result. At least 3 of the previous Councillors suddenly reversed their long-held positions becoming vociferous advocates focused on the Indigenous aspect of a much larger issue, ignored the statistical input from delegates to Council, and had their written comments prepared before any delegations and vote on the issue.

The public identified this flaw in the decision-making process and the election results directed the new Council to **restart** this decision-making process by consulting with them before making a decision about the statues and the entire project with an educational component. They spoke clearly that they wanted a “do-over”, not a “maintain the direction” process. Option #1 as it exists is NOT a “do-over”, it is a “maintain the direction” which is to get rid of the statues because the July 5, 2021 “direction” mandates that everything else is a fait accompli > no expansion, no further investment = the PMP project is dead. Option #1 is a fiasco!

How do we learn, discuss a path forward and reconcile our understandings maybe resulting in some larger degree of cohesion than presently exists in Wilmot? How can we “influence” a potential change in attitudes?

See pages 7 – 11

Thank you for your interest.

Barry Wolfe