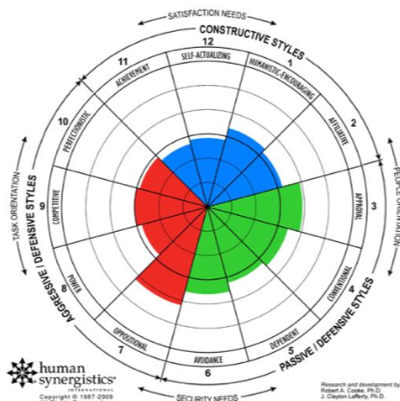


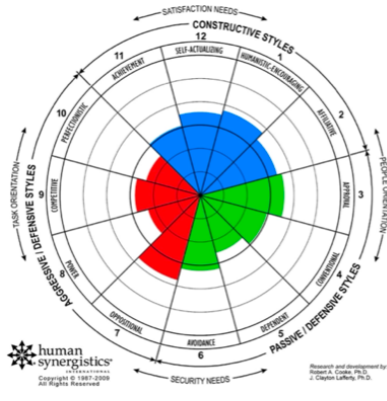
Organizational Culture Change Goals 2025 - 2027

“The future is not some place we are going to, but one we are creating. The paths to it are not found but made, and the activity of making them changes both the maker and destination.” - John Schaar

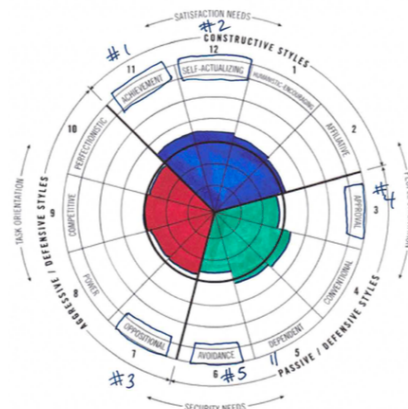
Current Culture 2023



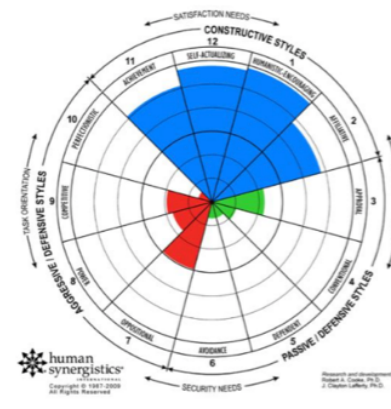
Current Culture 2025



Culture Change Goals



Ideal Culture



Goal # 1: to move the culture from efficiency styles to strategically proactive then to resilient/sustaining.

Goal # 2: to advance the OCI culture assessment by these gaps by December 2027. (two year term)

Achievement:	Currently at 42%	Now at 52%	Advance to 60%	Gap - 8% (18%)
Self-Actualized:	Currently at 46%	Now at 64%	Advance to 60%	Gap + 4% (14%)
Oppositional:	Currently at 78%	Now at 69%	Decrease to 45%	Gap - 24% (33%)
Approval:	Currently at 73%	Now at 65%	Decrease to 45%	Gap - 20% (28%)
Avoidance:	Currently at 65%	Now at 56%	Decrease to 40%	Gap - 16% (25%)

Our Case for Transformational Change

Our Organizational Culture Inventory (OCI) results are a wake-up call. They show us that while we have real strengths, too often our energy is consumed by defensive patterns—approvals, silos, and risk avoidance - rather than by innovation, accountability, and collaboration. These patterns limit our growth, drain our momentum, and hold us back from being the organization we aspire to be.

The reality is this: culture drives performance. If we don't change the way we think and work together, our strategy, our people, and our customer service will suffer. The market is moving faster, our stakeholders expect more, and our communities rely on us. We cannot meet those challenges if we continue to operate with outdated mindsets and behaviours.

This transformation is not optional—it is essential. Moving toward a more constructive culture means building trust, embracing accountability, encouraging achievement, and unlocking innovation at every level. It means creating an environment where people feel safe to contribute, share ideas, solve problems collectively, feel empowered to make decisions, and aligned around shared goals.

Change will not happen overnight, and it will not happen by leadership decree. It will happen because each of us chooses to think and act differently, supported by new tools, new conversations, and a collective commitment.

Too often initiatives like this become the flavour of the month. Not this time. Our commitment to engaging an internal culture change committee (C5) and a third-party consultant who has supported many firms on this pathway over the last 32 years (Frank Gallant with Peak Experiences). This will allow us to stay aligned to a co-designed path over the next two years.

If we embrace this change by aligning with our core values and by stepping into a space of shared leaders we will create an organization defined not by its limitations, but by its potential—and we will thrive together. We need your help and we look forward to this journey with you.