



THE MUNICIPALITY OF THE COUNTY OF
LA MUNICIPALITÉ DU COMITÉ DE
RICHMOND

BY-LAW / POLICY COMMITTEE MEETING

Tuesday, December 2, 2025

6:00 p.m.

Council Chambers

AGENDA

1. Call to Order
2. Approval of Agenda
3. Review of Minutes
 - a) November 24, 2025
4. By-Laws/Policy:
 - a) Delegations and Petitions Policy
 - b) Hospitality Policy
 - c) Chief Administrative Officer (CAO) Performance Review Policy
5. Working List
 - a) Item No. 18 – Registration of Volunteer Fire Department & Emerg. Services Policy – Verbal Update
6. Recommendations to Council (if required)
7. Adjournment

By-Law/Policy Committee Meeting

November 24, 2025

Location: Council Chambers

Present: Warden Lois Landry, Deputy Warden Amanda Mombourquette, Councillor Brian Marchand, Councillor Brent Sampson, Councillor Shawn Samson, Jason Jankuloski, Citizen Appointee, Shelley David, Municipal Clerk

Regrets: Troy MacCulloch, Chief Administrative Officer, Chris Boudreau, Director of Public Works, Kathleen Jeffrey, Director of Finance, Shannon Mury, Director of Community Development and Recreation

1. **Call to Order**

Warden Lois Landry called the meeting to order at 6:00 p.m.

2. **Approval of the Agenda**

Moved by Councillor Brian Marchand, seconded by Deputy Warden Amanda Mombourquette, that the agenda be approved.

Motion carried.

3. **Review of Minutes, Re: November 24, 2025**

Moved by Councillor Brian Marchand, seconded by Councillor Brent Sampson, that the minutes of the November 24, 2025, meeting be adopted as corrected.

Motion carried.

4. **By-Law/Policy:**

a) **Delegations and Petitions to Municipal Council Policy**

The Committee agreed to have staff prepare another draft incorporating the changes as discussed.

b) **Hospitality Policy**

The Committee agreed to have staff prepare another draft incorporating the changes as discussed.

c) Sponsorship Policy

The Committee agreed to have staff prepare another draft incorporating the changes as discussed.

d) Travel and Expense Policy

The Committee agreed to defer the policy to the next meeting.

5. Recommendation(s) to Council

There were no recommendations made to Council.

6. Adjournment

There being no further business, the chair adjourned at 8:50 p.m.

Municipal Clerk

Chairperson



Title Delegations and Petitions to Municipal Council

Approved by Municipal Council

Date:

Policy Review Notification

Date:

Policy Review

Date:

I certify this to be a true copy of the **Delegations and Petitions to Municipal Council Policy** as adopted by the Municipal Council of Richmond County at a Public Meeting held _____.

Shelley David, Municipal Clerk

1. Purpose

1.1 This policy outlines the process for delegation requests and petition submissions made to Municipal Council.

2. Scope

2.1 This policy applies to individuals and organizations making delegation requests or submitting petitions.

3. Definitions

3.1 “Delegation” means appearing before Municipal Council by:

- a) an individual to speak on matters of concern; or
- b) an individual or individuals representing a local or regional organization, professional association, not-for-profit, government agency, or municipal partner to speak on matters of concern.

3.2 “Petition” means a formal written request, signed by multiple individuals, that asks Municipal Council for a specific outcome or action.

4. Roles and Responsibilities

4.1 Municipal Council is responsible for reviewing, amending, and adopting the Delegations and Petitions to Municipal Council Policy.

4.2 The Chief Administrative Officer (CAO) is responsible for implementing and administering this Policy.

4.3 The Municipal Clerk, or designate, is responsible for forwarding delegation requests and petition submissions to the CAO and Warden for review.



5. Policy Guidelines

- 5.1 The CAO and Warden will review delegation requests and petition submissions and determine the best way to present the matter to Municipal Council.
- 5.2 Approved delegation requests and petition submissions are addressed at Committee of the Whole meetings, unless the CAO and Warden determine that a matter should be managed through another process.
- 5.3 Presentations are limited to two (2) per meeting. Exceptions may apply if deemed appropriate by the CAO and Warden.
- 5.4 Matters presented to the Committee of the Whole may result in a recommendation for Municipal Council to consider at a Council meeting.
- 5.5 Matters in which the Municipality has entered into legal proceedings, matters related to personnel issues, and by-laws for which a public hearing has been scheduled **will not be entertained by Municipal Council.**

6. Request and Submission Process

- 6.1 Delegation requests must be submitted in writing to the Office of the CAO and include the presenter's name(s), contact information, a clear description of the topic, and relevant supporting documents.
- 6.2 Petitions must be submitted in writing and include the purpose, petition start date, contact information of the lead petitioner (name, civic address, telephone number, and email **as available**), and the names and civic addresses of all signatories.

7. Review Process

- 7.1 Delegation requests and petition submissions may be scheduled as a presentation, included on the agenda as correspondence, or managed through another appropriate process. Decisions will be based on, but not limited to, the following:
 - a) The nature and purpose of the request (e.g., providing updates, raising awareness, seeking support, or celebrating community achievements)
 - b) Municipal jurisdiction
 - c) Alignment with municipal priorities
 - d) Complexity or impact



- e) Details and supporting information provided
- f) Matters where there has been an opportunity for public input

7.2 The CAO and Warden reserve the right to decline a request; any declined requests will be communicated to Municipal Council.

8. Notification of Review

8.1 The Office of the CAO will provide written notice of the decision within ten (10) business days of the request being received. When applicable, the notice will include meeting details and any next steps or follow-up actions.

9. Presentation Guidelines

9.1 Presenters must submit an electronic copy of their presentation material to the Office of the CAO within seven (7) business days before the scheduled meeting. Failure to provide presentation materials by the deadline will result in the item being placed on the next available meeting agenda.

9.2 The total time allotted for a presentation is 15 minutes.

9.3 Members of Municipal Council may ask questions following the presentation.

10. Repeal and Replace

10.1 The Delegation Appearing before Municipal Council Policy (2008, as amended in 2024) and the Delegation Appearing before Committee of the Whole Policy (1993) are repealed and replaced with this policy.

11. Policy Review/Approved/Amended Schedule

Date of Review	Approved/Amended by Council
New	



Title **Hospitality Policy**

Approved by Council	Date:
Policy Review Notification	Date:
Policy Review	Date:
I certify this to be a true copy of the Hospitality Policy as adopted by the Municipal Council of Richmond County at a Public Meeting held _____.	
_____ Shelley David, Municipal Clerk	

1. Purpose

1.1 This policy outlines the process for pre-approving, approving, and reporting hospitality expenses in accordance with the Municipal Government Act (MGA) and the Municipal Financial Reporting and Accounting Manual (FRAM).

2. Scope

2.1 This policy applies to all reportable individuals and employees of the Municipality of the County of Richmond (MOCR) who incur approved expenses for hosting individuals from outside the Municipality for reasons of diplomacy, protocol, recognition, business development, or promotional advocacy. These activities may include providing hospitality for receptions, ceremonies, conferences, or other group events. Allowable expenses may include meals, beverages (non-alcoholic), or other approved items.

3. Definitions

3.1 “reportable individuals” means members of Council, the Chief Administrative Officer (CAO), and any employees delegated the responsibilities or powers of the CAO under section 29(b) of the MGA.

3.2 “outside the Municipality” means outside the corporation of MOCR



3.3 “Signing Authority” means the authorizing personnel responsible for pre-approving hospitality and approving the related expense claims. The table below shows the Signing Authority for each position:

Position	Signing Authority
Warden	CAO
Member of Municipal Council	Warden and CAO - preapproval CAO - expense claim approval
CAO	Warden
Director	CAO
Municipal Employees	Their Supervisory Director or CAO

4. Roles and Responsibilities

- 4.1 Municipal Council will be responsible for reviewing, amending, and adopting the Hospitality Policy.
- 4.2 The CAO will be responsible for implementing and administering this Policy.
- 4.3 Signing Authorities will be responsible for pre-approving and approving hospitality expenses in accordance with this Policy.
- 4.4 Finance Department will be responsible for providing advice and assistance to Municipal Council and the CAO regarding the application of this Policy, monitoring hospitality expenses for proper use and consistency with policy directive, and processing hospitality expenses.

5. Policy Guidelines

- 5.1 All hospitality shall be offered in a manner that reflects prudent stewardship of public funds.
- 5.2 Hospitality may be offered under the following circumstances:
 - a) Hosting **guests**;
 - b) Engaging in official public matters with representatives from other governments, business, industry, or labour leaders, or other community leaders;
 - c) Sponsoring or hosting conferences;
 - d) Hosting ceremonies/recognition events; or
 - e) Other official functions.



- 5.3 All hospitality requests must be pre-approved by the Signing Authority and be within the current budget to be approved.
- 5.4 Municipal Council approval is required for hospitality expenditure requests that exceed the current budget.
- 5.5 A Signing Authority is prohibited from pre-approving or approving hospitality expenses on their own behalf.
- 5.6 Alcohol is not an eligible expense.
- 5.7 Token gifts for diplomacy, cultural proficiency, protocol, business development, or promotional advocacy may be provided to individuals outside the Municipality when preapproved by the Signing Authority.
- 6. Preapproval**
- 6.1 The Hospitality Expense Request Form, provided by the Municipality, must be submitted to the Signing Authority, who may request additional information or justification to assess the necessity and appropriateness of the proposed hospitality.
- 7. Submission/Approval Hospitality Expense Claims**
- 7.1 Hospitality expense claims must be submitted to the Signing Authority for approval and include the following:
- A copy of the signed preapproved Hospitality Request Form;
 - The names and positions of the guests at the hospitality event;
 - The business objective for the expense; and
 - A detailed, itemized receipt for the expense.
- 8. Reporting Requirements**
- 8.1 Staff shall prepare and publish a quarterly summary of hospitality expenses with supporting documentation on the MOCR website within 90 days of the end of each fiscal quarter.
- 8.2 Municipal staff shall prepare an annual summary report of expenses for reportable individuals and file it with the Minister by September 30th.
- 9. Review Requirements**
- 9.1 The Municipality Audit Committee shall review the Hospitality Expenses Summary Report annually.



9.2 By January 31st, immediately following a regular election held under the Municipal Elections Act, Council shall review this Policy and, following a motion by Council, either re-adopt the Policy or amend the Policy and adopt the Policy as amended.

10. Related Documents

- [Financial Reporting and Accounting Manual \(FRAM\), Nova Scotia Department of Municipal Affairs](#)
- [Nova Scotia Municipal Government Act \(MGA\)](#)

11. Policy Review/Amendments

Date of Review	Approved/Amended by Council
November 24, 2025	
January 14, 2025	January 28, 2025 (readopted)
March 26, 2018	April 23, 2018

Hospitality Policy

Alternative to Section 5.2

Hospitality may be offered in a manner that supports the scope of this Policy. The following are examples of circumstances in which hospitality may be provided:

- a) When hospitality facilitates municipal business, including:
 - Hosting or meeting with dignitaries, partners, or stakeholders for diplomacy, protocol, or recognition.
 - Hosting meetings or events for business development or promotional advocacy, including economic development, tourism, infrastructure, connectivity, community well-being, housing, health, sustainability, and environmental initiatives.
- b) When hospitality is desirable as a matter of courtesy or protocol, including:
 - Recognizing individuals or organizations for outstanding contributions.
 - Conducting ceremonies, conferences, or events that foster leadership, partnerships, or stakeholder engagement.
 - Hosting events that strengthen relationships with volunteer groups, organizations, or other local governments (including Potlotek First Nation and St. Peter's Village Commission).
- c) Other official functions



Title **Chief Administrative Officer (CAO) ~~Employee Success Plan~~ Performance Review**

Approved by Council

Date:

Policy Review Notification

Date:

Policy Review

Date:

I certify this to be a true copy of the **CAO Performance Review Policy** as adopted by the Council of the Municipality of the County of Richmond at a Public Meeting held September 25, 2023.

Shelley David, Municipal Clerk

1. **Policy Statement**

1.1. Council recognizes the importance of performance reviews in maintaining an effective and professional relationship between Council and the County's CAO. Regular, annual reviews are essential to provide opportunity to consider job performance, salary and benefits, and professional development opportunities. The Purpose of this policy is to outline the standards, roles and responsibilities in regard to the Municipality of the County of Richmond's Chief Administrative Officer (CAO) Performance Reviews.

2. **Short Title**

2.1. This Policy is entitled "CAO ~~Employee Success Plan~~ Performance Review Policy".

3. **Scope**

3.1. This policy applies to the Council and CAO relationship in relation to performance review, salary and benefits, and professional development.

4. **Standards**

4.1. See CAO ~~Employee Success Plan~~ Performance Review Template Form attached. (Appendix A)



5. Roles & Responsibilities

5.1. Council

- a) to ensure that Council fulfills the CAO contract requirement to provide an annual written performance review for the CAO.
- b) to provide a framework for the CAO performance review that maintains, strengthens, and monitors the relationship between Council and the CAO.
- c) to provide for timely adjustment to the CAO salary and benefits reflective of job performance; eligibility for movement on the salary grid shall be effective at the beginning of the next fiscal year.
- d) to ensure cost-of-living adjustment increases continue in the usual manner with an eligibility date the same as all non-union County employees.

5.2. CAO

- a) to determine appropriate professional development direction and opportunities, and advise Council
- b) to actively review Council's CAO ~~Employee Success Plan~~ **Performance Review Plan** and discuss opportunities for the year ahead in regards to **related to** activities, efforts or suggested areas for improvement or refocus.

6. Policy Review

6.1. This policy shall be reviewed by Council **at least** every five (5) years.

6.2. The framework of the CAO ~~Employee Success Plan~~ **Performance Review Plan** shall be reviewed annually in March.

7. Appendix

7.1. Appendix A – **CAO Performance Review** Template Form

7.2. Appendix B – MOCR Chief Administrative Officer Job Description

8. Policy Review/Amendment Schedule

Date of Review	Council Approval - Notes
July 17, 2023	New policy, reviewed.
September 11, 2023	Approved by Council on September 25, 2023.



CAO Performance Review:

Name of CAO:

Year of Review:

Name of Reviewer:

Date of Last Review:

The performance evaluation of the CAO is a valued instrument of this Council and is used to:

- Emphasize the importance of the Council / CAO relationship.
- Satisfy the requirement of Council in the CAO employment contract.
- Outline requirements and ensure sound and regular feedback.
- Provide the CAO with a forum for outlining and discussing his/her annual objectives and assessing the results.

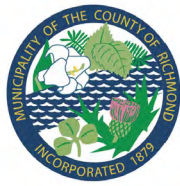
Process:

- The CAO will use this form to complete a self-evaluation and provide it to Council.
- Council members will then use the form to provide their feedback.
- Council members will meet with the CAO at an in-camera session after the Regular Council meeting in January of each year.
- The Warden will take notes for each item, creating a single collective version of the Success Plan, and circulate the draft Success Plan to Council for accuracy following the meeting.
- Once confirmed by Council, the Warden will send the draft Success Plan to the CAO for his/her review and to include any general comments.

The goal will be to have a final copy of the final success plan for review/approval in camera at the Regular Council meeting in **February**, which can be followed by a public motion to accept the **Performance Review Plan** of the CAO and implement any appropriate advancement as per the terms of his/her contract.

This Performance Review includes a Mandate Letter that will be reviewed at three points during the year to assess progress, provide feedback, and adjust priorities as necessary. The final review will inform the Performance Review for the upcoming fiscal year.

Part 1: Performance Related to Job Description



(Please Provide Examples / Metrics)

NOTE: This section relates to CAO Job Description, included in the CAO Performance Review as Appendix C

1. **Organizational Strategies, Structure, and Services:** There are approved, and sustainable strategies, structures and citizen services plans for the direction and operation of the organization with measurable results and outcomes.

CAO's Self Evaluation:
Feedback from Council:

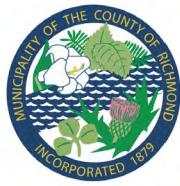
2. **People Performance, Organizational Capacity (HR):** There is a "Staff and People Plan" to meet the needs of the organization as established in number one (1) above, both in present and future terms.

CAO's Self Evaluation:
Feedback from Council:

3. **Council Advisor, Leader of Action and Implementation:** Council is well-advised, decisions are implemented effectively, and legal, procedural, and electoral duties are fulfilled in compliance with legislation.

CAO's Self Evaluation:
Feedback from Council:

4. **External relationships, Partnerships, and Services:** There are external partnerships strategies, and for each an implementation plan, measures, outcomes which all serve and support the strategies and needs of the County.



CAO's Self Evaluation:
Feedback from Council:

5. **Senior Management Leadership:** There is a senior management team that provides leadership and direction to all staff and engages the staff and external partners and the community in the Strategies and Services and Polices of the County.

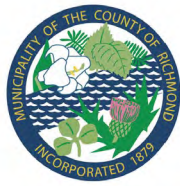
CAO's Self Evaluation:
Feedback from Council:

6. **Organizational Development, Organizational Outcomes, and Accountability:** The County has a clear development plan that creates a direction supporting organization needs in the short and long run.

CAO's Self Evaluation:
Feedback from Council:

7. **Supervision, Management, and Leadership of Direct Reports:** There are clear roles, Performance Development Plans and measures for each report.

CAO's Self Evaluation:
Feedback from Council:



Part 2: Core Competencies
(Please Provide Examples / Metrics)

Core competencies are the essential skills, attributes, and behaviors required for success in this role, regardless of specific duties. The CAO should demonstrate these core competencies and foster them in all MOCR staff members.

1. *Strategic Thinking* – Demonstrates the ability to analyze situations, solve problems, and make informed, forward-looking decisions.

CAO's Self Evaluation:
Feedback from Council:

2. *Leadership & Accountability* – Leads by example, develops others, and takes responsibility for performance and outcomes.

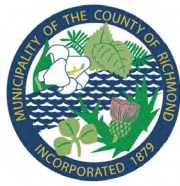
CAO's Self Evaluation:
Feedback from Council:

3. *Innovation & Adaptability* – Embraces change, generates new ideas, and adjusts effectively in dynamic environments.

CAO's Self Evaluation:
Feedback from Council:

4. *Communication* – Communicates clearly and respectfully across various audiences, both verbally and in writing.

CAO's Self Evaluation:
Feedback from Council:



5. *Collaboration & Relationship Building* – Works effectively with others, fosters strong relationships, and supports team success.

CAO's Self Evaluation:
Feedback from Council:

6. *Customer & Service Orientation* – Prioritizes client and stakeholder needs, delivering high-quality, responsive service.

CAO's Self Evaluation:
Feedback from Council:

7. *Equity, Diversity & Inclusion* – Values diverse perspectives and creates inclusive environments where everyone is respected.

CAO's Self Evaluation:
Feedback from Council:

8. *Self-Awareness & Professionalism* – Demonstrates emotional intelligence, confidence, and commitment to continuous improvement.

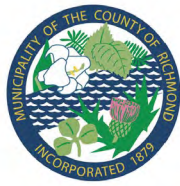
CAO's Self Evaluation:
Feedback from Council:



Part 3: CAO Goals for Upcoming Year

CAO's reflection on plans for the next review period in terms of both Job Description and/or Core Competencies. These can include areas for further development or improvement or specific goals with target dates.

CAO's Goals:



Part 4: Mandate Letter

The CAO's Performance Review is an opportunity for Council to define and articulate their vision and expectations. This mandate letter outlines the specific expectations for the year, based on the goals of Council and the CAO.

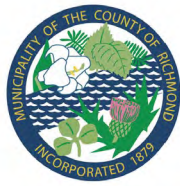
The items included in this mandate letter come from three sources:

1. The CAO goals as outlined in Part 3 above.
2. Items identified by Council through this review process.
3. Council's priorities related to strategic plans and motions of Council.

Mandate letter items will be reviewed three times per year. Though not meant to be prescriptive, the following schedule may be considered:

1. Immediately following passing of budget. (May/June)
2. Midway through fiscal year. (September/October)
3. As first part of next fiscal year's Performance Review (January/February)

MANDATE LETTER ITEM	REVIEW JUNE 20XX	REVIEW OCTOBER 20XX	REVIEW FEBRUARY 20XX
From CAO			
"			
From Performance Review Process			
"			
From Council based on priorities			
"			



Part 5: Feedback and Signatures

Comments from CAO on content and/or process of this Performance Review (OPTIONAL):

Signatures acknowledge receipt of the Performance Review Report, not necessarily agreement with its assessment.

CAO Signature:

Warden Signature:

Date:

MOCR Chief Administrative Officer: Job Description

Overview

This is the senior management position and head of the administrative branch of the Municipality of the County of Richmond. This position is accountable to the Council for the proper administration of the affairs of the municipality in accordance with the Municipal Government Act as well as by-laws of the municipality and the policies adopted by the Council.

As the senior staff person, the incumbent will develop the team practices and competencies that will lead to sustainability and to positive outcomes. And the team will be responsible for the provision of services within the approved strategies of Council.

Duties and Responsibilities

The following is a general outline of duties and responsibilities of the Chief Administrative Officer and is not intended to be all-inclusive or to limit the Council to expand the functions or to assign additional responsibilities.

1. **Organizational Strategies, Structure, and Services:**

- Pro-actively coordinates, directs and implements a sustainable Long Range Strategic Plan (LRSP) for the municipality that respects provincial and municipal priorities, review annually, and submit to Council.
- Prepares an organizational structure of the municipality to carry out the LRSP and submit to Council.
- Coordinates and directs the preparation of subordinate plans and programs for the sale of municipal property as well as the execution and delivery of municipal programs and services ensuring they are representative of, or cause amendments to, the LRSP and submit all amendments to Council.

Outcome: *There are approved and sustainable strategies, structures and citizen services plans for the direction and operation of the organization with measurable results and outcomes.*

2. **People Performance, Organizational Capacity (HR):**

- Based on applicable legislation and any relevant regulations, including OH&S, establish the Structure of departments of the municipal administration, operations and services and submit to Council.
- Develops a system of classification of positions of municipal officers and employees for adoption by Council and review as necessary or at least every four years, in accord with the MGA and/or the CBA.
- Determines the salaries, wages and emoluments to be paid to municipal officers and employees, including payment pursuant to a classification system which has been approved by Council.

- Fixes the amount in which security is to be given by municipal officers and employees, the form of security, the manner in which security is to be given and approved and the nature of the security to be given.
- All powers of staffing and employment to achieve the approved purposes of the County, appoint, suspend and remove all employees of the County with power to further delegate this authority.
- Develops, promotes, and implements management policies and plans to maintain harmonious labour/management and employee relationships with, and between, all employees.

Outcome: *There is a “Staff and People Plan” to meet the needs of the organization as established in number one (1) above, both in present and future terms.*

3. Council Advisor, Leader of Action & Implementation:

- Reviews the drafts of all proposed by-laws and policies and make recommendations to the Council with respect to them. Implements all policies, plans, programs and by-laws of the Municipality as approved by Council, and or as within the authority of the role of the CAO within the MGA and other relevant legislation.
- Authorizes, in the name of the Municipality, the commencement or defense of a legal action or proceedings before a court, board, or tribunal, including reporting the commencement of the legal action, defense or proceeding to the council at the next meeting and may, if the council so provides by policy, delegate this authority to employees of the municipality.
- Settles all legal actions or proceedings in accordance with policy and any policies of the Council.
- Prepares Council and Committee meeting agendas, attend such meetings and ensures that all actions from meetings are performed or actioned.
- Attends meetings of any board, committee, commission or corporation of the Municipality, as required to represent and serve the interests of the County.
- Acts as, or designates the Returning Officer, Registrar of Voters, and Revision Officer and the Municipal Engineer role, pursuant to the provisions of the Municipal Elections Act and the MGA.

Outcome: *Council is well-advised, decisions are implemented effectively, and legal, procedural, and electoral duties are fulfilled in compliance with legislation.*

4. External Relationships, Partnerships & Services:

- Creates and Oversees the Development of regional and federal and provincial partnerships and relationships to advance and sustain the interests of the County.

- Liaises and communicates with Service Nova Scotia and Municipal Affairs, other provincial and federal government departments, municipalities, boards, commissions, or other authorities as required.
- Directs the organization to support and promote community engagement activities including consultation and participation in the planning of municipal services and programs.
- Creates methods and systems for the evaluation of the effectiveness of alternate regional and County strategies relating to partnerships.
- Creates networks and partnerships within the County to ensure strong and sustainable County strategies.

Outcome: *There are external partnerships strategies, and for each an implementation plan, measures, outcomes which all serve and support the strategies and needs of the County.*

5. Senior Management Leadership:

- Establishes objectives for the organization in accordance with government legislation and policy, formulate or approve and evaluate programs and procedures alone or in conjunction with senior government committees.
- Advises elected representatives on policy questions and refer any major policy matters to Council for final decision. Recommends, reviews, evaluates and approves documents, briefs and reports submitted by managers and senior staff members of the municipality to Council, and other Levels of Government and Regional partners.
- Ensure, in collaboration with the Director of Finance that appropriate systems and procedures are developed and implemented to provide budgetary control—Directs or ensures the coordination of department activities with other senior and regional government managers and officials. Makes presentations to Council, committees, the community and other government agencies and organizations regarding policies, programs or budgets as appropriate.
- Holds quarterly meetings of the organization and supports other means of communication.

Outcome: *There is a senior management team that provides leadership and direction to all staff and engages the staff and external partners and the community in the Strategies and Services and Polices of the County.*

6. Organizational Development, Organizational Outcomes and Accountability:

- Reviews organization resources and directs the development and maintenance of competencies to meet current and future organizational goals and objectives.
- Provides executive leadership and collaborate with senior management to promote organizational development that supports, coaches and

demonstrates a strong commitment to the development and well-being of human resources.

- Provides opportunities for quality training and education for the development of organizational and employee competencies where appropriate.
- Ensures there is a system so that all staff are appropriately certified or trained and meet all provincial and federal requirements for the positions they hold and ensure competencies remain current.
- Evaluates practices, procedures, and protocols relating to staff education, professional development, and organizational processes and collaborate with senior management and other employees or committees to make recommendations on changing needs as appropriate.
- Directs all levels of management to determine core competencies required for key positions in the organization as well as identify specific resources to ensure acquisition and maintenance of those competencies. Creates organizational development and professional growth activities for the management team.
- Develops and assures the continuous evaluation of activities and resources to determine their effectiveness in meeting department and/or organizational goals and objectives and respond to professional development needs.

Outcome: *The County has a clear development plan that creates a direction supporting organization needs in the short and long run.*

7. Supervision, Management, and Leadership of Direct Reports:

- Ensures all managers, senior managers and staff perform responsibilities per relevant Municipal, Provincial and Federal policies both existing and emergent.
- Establishes clear roles and expectations for all reporting managers, as well as measures of progress and performance, and applies and supplies resources to enable staff to attain their purposes.
- Develops and Executes performance development plans (PDP) for all senior management reporting to the CAO and ensure all employees throughout the organization are provided the opportunity to participate in the PDP process with their applicable managers and supervisors.
- Coaches the staff who report to him to ensure the satisfactory performance and support, as well as suitable communications to enable success of the County.

Outcome: *There are clear roles, Performance Development Plans and measures for each report.*

Core Competencies

Core competencies are the essential skills, attributes, and behaviors required for success in this role, regardless of specific duties. The CAO should demonstrate these core competencies and foster them in all MOCR staff members.

Strategic Thinking – Demonstrates the ability to analyze situations, solve problems, and make informed, forward-looking decisions.

Leadership & Accountability – Leads by example, develops others, and takes responsibility for performance and outcomes.

Innovation & Adaptability – Embraces change, generates new ideas, and adjusts effectively in dynamic environments.

Communication – Communicates clearly and respectfully across various audiences, both verbally and in writing.

Collaboration & Relationship Building – Works effectively with others, fosters strong relationships, and supports team success.

Customer & Service Orientation – Prioritizes client and stakeholder needs, delivering high-quality, responsive service.

Equity, Diversity & Inclusion – Values diverse perspectives and creates inclusive environments where everyone is respected.

Self-Awareness & Professionalism – Demonstrates emotional intelligence, confidence, and commitment to continuous improvement.

Note: The order of items listed below may be adjusted as organizational priorities evolve.

BY-LAW/POLICY WORKING LIST		DATE ADDED	STATUS	DRAFT	NEXT STEPS
1	Delegations and Petitions to Municipal Council	08-05-2024	Ready for review	2	Review for updating
2	Hospitality Expense Policy - Amendments	14-01-2025	Ready for review	2	Review for updating
3	CAO Success Plan Policy - Amendments (December)	04-22-2024	Ready for review	1	Review for updating
4	Sponsorship Policy	07-22-2025	Ready for review	2	Review for updating
5	Travel and Expense Policy - Amendments	14-01-2025	Ready for review	1	Review for updating
6	Strategic Communications Plan - Amendments	25-11-2024	Ready for review	1	Review for updating
7	Dry Fire Hydrant Policy	27-05-2024	Draft in progress	1	Review of staff report
8	Committee Terms of Reference (Audit, MEMAC)	28-11-2022	Draft in progress	2	
9	Municipal Record Management Policy	21-10-2024	Draft in progress	1	Review for updating
10	Private Road Curbside Collection Requests Policy	02-25-2025	For Review		Review for updating
11	Purchasing and Tendering Policy	05-27-2025	For Review		Review for updating
12	Taxis By-Law	23-09-2024	For Review		Send to legal first.
13	CCBF - Non-Profits Policy	27-02-2023	Not in progress		
14	Councillor Payment Policy	26-06-2023	Not in progress		
15	Road Trails Designation By-Law	18-06-2024	Not in progress		
16	Vending By-Law	11-04-2023	Not in progress	2	
17	Vending Fee Policy	11-04-2023	Not in progress	2	
18	Registration of Volunteer Fire Department & Emerg. Services Policy	31-01-2024	Pending		Requires an implementation plan that incorporates support for VFD & Emerg. Service Providers with the documentation required.
19	Fire Protection Services Committee Terms of Reference	28-11-2022	Pending		
DISCUSSION		DATE ADDED	STATUS		NEXT STEPS
1	Waste Receptables at food establishments	24-06-2024	In progress		
2	Receipt of Donations	23-09-2024	In progress		Staff Report on the feasibility of a policy.
3	Halloween	21-10-2024			
4	Spike Fund	27-05-2025			Spike Fund discussion with Receipt of donations

5	MGA Amendment: Tax reductions due to natural disasters	28-10-2025			
6	MGA Amendment: Allowing tax sale payments to be made electronically	28-10-2025			
TO BE REPEALED		DATE ADDED	STATUS		NEXT STEPS
EDPC LAND USE BY-LAWS IN PROGRESS		DATE ADDED	STATUS		NEXT STEPS
1	Amendments to the MPS and LUB for Central Richmond, Isle Madame, and St. Peters Plan Area Municipal Planning Strategies and Land Use By-Laws	11-25-2025			Public Hearing - Dec. 16, 2025
BY-LAW/POLICY COMPLIANCE or Items in Progress		DATE ADDED	STATUS		NEXT STEPS