



BY-LAW / POLICY COMMITTEE MEETING

Wednesday, February 4, 2026

6:00 - 9:00 p.m.

Council Chambers

AGENDA

1. Call to Order
2. Approval of Agenda
3. Review of Minutes
 - a) January 12, 2026
4. By-Laws/Policy:
 - a) Travel and Expense Policy
 - b) Strategic Communications Plan
 - c) Chief Administrative Officer (CAO) Performance Review Policy
 - d) Advertising and Sponsorship Policy
5. Review of the Working List
6. Recommendations to Council (if required)
7. Adjournment

By-Law/Policy Committee Meeting

January 12, 2026

Location: Council Chambers

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

Regrets: Troy MacCulloch, Chief Administrative Officer, Chris Boudreau, Director of Public Works, 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 Brent Sampson, seconded by Councillor Shawn Samson, that the agenda be approved.

Motion carried.

3. Review of Minutes, Re: December 2, 2025

Moved by Councillor Shawn Samson, seconded by Councillor Brent Sampson, that the minutes of the December 2, 2025, meeting be adopted.

Motion carried.

4. By-Law/Policy:

a) Chief Administrative Officer (CAO) Performance Review

It was the consensus of the Committee to have staff prepare a revised draft that includes the changes discussed.

b) Advertising and Sponsorship Policy

It was the consensus of the Committee to have staff prepare a revised draft that includes the changes discussed.

c) Travel and Expense Policy

It was the consensus of the Committee to defer the remainder of the Travel and Expense Policy review to the next meeting due to time constraints.

d) Strategic Communications Plan

It was the consensus of the Committee to defer the review of the Strategic Communication Plan to the next meeting due to time constraints.

5. Working List

For information only.

6. Recommendation(s) to Council

n/a

7. Adjournment

There being no further business, the chair adjourned at 9:00 p.m.

Chairperson

Municipal Clerk



Title: Travel and Expense Policy

Approved by Council
Policy Review Notification
Policy Review

Date:
Date:
Date:

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

Shelley David, Municipal Clerk

1. Purpose

1.1. The purpose of this Policy is to outline the process for pre-approving, approving, and reporting travel and related expenses in accordance with the Municipal Government Act (MGA), the Municipal Financial Reporting and Accounting Manual (FRAM), and the NSGEU Local 161 Collective Bargaining Agreement.

2. Scope

2.1. This Policy applies to all reportable individuals, municipal employees, and citizen appointees to ABCCs who incur approved travel and related expenses while performing official municipal duties, whether within or outside the Municipality of the County of Richmond (MOCR). This includes travel for meetings, site visits, training sessions, conferences, or other work-related activities approved in accordance with this policy.

3. Definitions

- 3.1. "ABCC" means Agencies, Boards, Commissions, and Committees, including those established by Council and those that are external.
- 3.2. "Local Travel" means travel within Richmond County, including Port Hawkesbury.
- 3.3. "Non-Local Travel" means travel outside of Richmond County and Port Hawkesbury.
- 3.4. "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.

3.5. “Signing Authority” means the authorizing personnel responsible for pre-approving travel 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 – pre-approval CAO – expense claim approval
CAO	Warden
Director	CAO
Municipal Employees	The Department Director or CAO

4. Roles and Responsibilities

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

5. Policy Guidelines

- 5.1. All travel and related expense claims must be submitted using the Municipality’s official Travel and Expense Claim Form, which is available on the MOCR SharePoint site.
- 5.2. All requests for travel must have a justifiable MOCR purpose and be within the parameters of the current budget to be approved and reimbursed. All travel requests must be pre-approved by the Signing Authority, who shall consider the necessity for travel based on the information provided on the claim form under the title “Purpose of Travel”.
 - a) Travel that exceeds budgetary limits shall require Municipal Council approval in advance of travel.
 - b) For Local Travel that is part of an employee’s routine duties related to their assigned position with the Municipality, does not require pre-

approval; the submission of a Travel and Expense Claim Form, along with any receipts, serves as confirmation of approved travel.

- c) For Local and Non-Local Travel that is part of a member of Council's routine duties to attend ABCC meetings to which they are appointed, or attend as an ex officio, does not require pre-approval; the submission of a Travel and Expense Claim Form serves as confirmation of approved travel.
 - d) A Signing Authority is prohibited from pre-approving or approving travel and related expenses on their own behalf.
- 5.3. When multiple requests for travel for the same purpose are submitted, it will be determined how many representatives are required to attend on behalf of MOCR.
- a) Should a member of Council have a disagreement regarding their request for travel, the request will be reviewed with the Warden.
 - b) Council will be advised, where possible, of who is travelling.
- 5.4. Travel expenses for accommodations shall only be reimbursed if the traveler cannot reasonably be expected to commute to or from a function due to an early start, late finish, or adverse weather conditions.
- 5.5. When an accommodation provider cannot be set up for direct billing, the municipal corporate credit card may be used to secure the booking. Only expenses eligible under this Policy may be charged to the Municipality.
- ** START HERE**
- 5.6. Time of departure and return must be consistent with the timing of the function. Legitimate reasons for earlier/later departure/return should be documented on the Travel and Expense Claim Form and discussed with the designated Signing Authority.
- 5.7. It is expected that when attending a conference, in order to be eligible for reimbursement of expenses, 80% of the conference sessions be attended. If this is not possible, it should be discussed with the signing authority in advance of attendance.
- 5.8. Shared vehicle use is encouraged, but only one traveller may claim mileage reimbursement per vehicle.



5.9. Persons using privately owned automobiles for municipal business travel are responsible for ensuring that the vehicle is properly insured for such use, that all relevant statutory requirements are complied with, and that insurance premiums are paid. The responsibility for insurance is entirely that of the privately owned vehicle's user/owner. The Municipality does not accept any liability under any circumstances for claims arising from the use of privately owned automobiles.

5.10. The Municipality of the County of Richmond does not provide travel or related expense advances. All reimbursements must be based on actual expenses incurred and supported by the required documentation or applicable per diem allowances, as outlined in this Policy. Advances will not be issued in lieu of reimbursement.

6. Travel and Related Expenses

6.1. Accommodations

Item	Direct Billing	Credit Card	Reimbursement	Required Receipt	Notes
Room reservations <ul style="list-style-type: none">• Are arranged by designated Departmental Staff.	x				Billed directly to the Municipality.
<ul style="list-style-type: none">• If direct billing is not available.		x			Subject to Corporate Credit Card Sign-out Procedures.
<ul style="list-style-type: none">• In situations where the cost cannot be directly billed or charged to the corporate credit card.			x	x	Reimbursed at actual cost.
Private Accommodations			x		Per overnight stay. See Schedule A.
Incidentals			x		Pier Diem See Schedule A
Parking, taxis, and tolls			x	x	Reimbursed at the actual cost incurred
Valet Parking			Ineligible		An exception may apply if it is the only option.



6.2. Meals

When meals are required for Local and Non-Local Travel, preapproval is required.

Item	Direct Billing	Credit Card	Reimbursement	Receipt	Notes
Full day of travel			x		Per diem allowance, see Schedule A
Full day of international travel			x		Per diem; reimbursed at the exchange rate at the time of travel.
Meals that are provided free of charge or included in registration fees paid directly by the Municipality.			Ineligible		Exceptions may apply (i.e., Food allergies). Agendas must be included in the expense claim.
Meal expenses that exceed the per diem allowance.			Ineligible		Required pre-approval. It may be considered in exceptional cases, i.e., food allergies.

6.3. Vehicle Use/Air Travel

Item	Direct Billing	Credit Card	Reimbursement	Receipt	Notes
Personal vehicle use for Local and Non-Local Travel			x		Reimbursed at the current Provincial km rate; return travel from regular workplace or place of residence (whichever is less).
Personal vehicle use outside normal working hours (personal vehicle)			x		Claim mileage from place of residence.
Out-of-province travel, cost comparison required			x	x	Reimbursement is the lesser of : (i) economy airfare + airport parking + ground transport, OR (ii) mileage at Provincial rate.

6.4. Registration Fees for Conferences and Other Events

Item	Direct Billing	Credit Card	Reimbursement	Receipt	Notes
Registration <ul style="list-style-type: none"> Is arranged by Departmental Staff 	x				Billed directly to the Municipality.
<ul style="list-style-type: none"> If direct billing is not available 		x			Subject to corporate credit card sign-out procedures.
<ul style="list-style-type: none"> When direct billing and credit card use are not possible. 			x	x	Reimbursement at the actual cost incurred.

7. **Exclusions**

- 7.1. Alcohol purchases are not an eligible expense and will not be reimbursed.
- 7.2. MOCR is not responsible for the cost of travel, lodging, meals, registration, etc., of spouses when they are accompanying the elected or appointed officials to meetings, seminars, conferences, training sessions, etc., unless specifically authorized by Municipal Council.

8. **Preapproval**

- 8.1. The Signing Authority may request additional information or justification to assess the necessity and appropriateness of the proposed travel.
- 8.2. Preapproval may be withheld if the travel request is deemed unnecessary, non-compliant with this policy, or exceeds budget limits.

9. **Submission/Approval of Travel and Expense Claims**

- 9.1. A completed and signed Travel and Expense Claim Form must be submitted to the appropriate Signing Authority within 60 days after return.
- 9.2. All claims must include the required documentation. **For meetings of Council and Council-established ABCCs, an agenda is not required, as these are available online. For all other meetings, conferences, or events** where no agenda or documentation is available, the following details must be provided on the claim form or in a short written report:
 - a) Purpose of the meeting
 - b) Date and location



- c) Start and end time
 - d) Participants
 - e) Brief summary of discussions
- 9.3. Itemized receipts are required for all expenses except per diem meal allowances and personal vehicle mileage for authorized travel.
- 9.4. For Non-Local Travel, a copy of the advance approval from the Signing Authority is required.
- 9.5. The Signing Authority must ensure that the expenses are consistent with this Policy and are supported by receipts.
- 9.6. A signing authority may request additional explanations, documentation, or justification from the claimant and may refuse to approve any expense items claimed that are deemed unreasonable or non-compliant with this Policy.
- 9.7. A Signing Authority may not approve expense claims submitted on the behalf of others.
- 10. Disagreement Resolution**
- 10.1. Where there is disagreement as to the acceptability of specified expenses between the claimant and the authorizing personnel, the matter shall be referred to the CAO, Warden, or Director of Finance for resolution.
- 11. Adjustments and Overpayments**
- 11.1. Any adjustments noted after a claim has been approved and paid will be indicated on the Travel and Expense Claim Form and initialed by the claimant. Any payment for adjustments of an over/underpayment will be reconciled on a subsequent claim. Adjustments may also be made before payment is issued.
- 12. Fraud, Misuse, or Misappropriation of Municipal Funds**
- 12.1. Suspicious activity and potential misuse of funds must be reported immediately to the CAO. If such activity relates to the CAO, it must be reported immediately to the Warden.
- 12.2. Fraudulent irregularity, misuse, or misappropriation of municipal funds may result in disciplinary action.
- 13. Reporting Requirements**



13.1. Municipal Staff shall prepare and publish a quarterly summary of travel expenses with supporting documentation on the Richmond County website within 90 days of the end of each fiscal quarter.

13.2. Municipal Staff shall prepare an annual summary report of travel expenses for reportable individuals and file it with the Minister by September 30th.

14. Review Requirements

14.1. The Audit Committee shall review the annual Summary of Travel Expenses for Reportable Individuals annually.

14.2. 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.

15. Repeal and Replace

15.1. This Policy replaces the Travel and Expense Policy re-adopted on January 28, 2025.

16. List of Schedules

16.1. Schedule A: Approved Travel Rates

16.2. Schedule B: ~~In-County Travel and Expense Claim Form~~

16.3. Schedule C: ~~Out-of-County Travel and Expense Claim Form~~

17. Related Documents

17.1. Municipal Financial Reporting and Accounting Manual (FRAM)

17.2. Nova Scotia Municipal Government Act (MGA)

17.3. MOCR Credit Card Policy

18. Review and amendment schedule:

Date of Review	Approved/Amended by Council
Nov. 24, 2025, Jan.12, 2026	
Jan. 14, 2025	Jan. 28, 2025 (re-adopted)
Oct. 10, 2023	Oct. 23, 2023 (amended)



Travel and Expense Policy
Schedule A: Approved Travel Rates

Category	Rate	Rate/Condition
Travel	Provincial rate (per km)	Personal Vehicle
Meals (per day)		
Breakfast	\$20.00	When travel starts before 7:30 a.m.
Lunch	\$25.00	When traveling away from home base
Dinner	\$30.00	When travel prevents return to home base before 6:00 p.m.
Private Accommodations	\$40.00	Per overnight stay
Incidentals	\$10.00	Per overnight stay

www.richmondcounty.ca

STRATEGIC COMMUNICATIONS PLAN

Richmond County



January 2026
Municipality of the
County of Richmond

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Purpose

The purpose of Richmond County's Strategic Communications Plan is to provide a guiding document to support communications best practices, as well as identify, develop, and implement communications-related policies, procedures, and overall strategic communications direction for the county. The strategy will guide consistency, transparency, effectiveness, and timeliness, ensuring that the communications activities of the Municipality of the County of Richmond are coordinated, well-managed, and meet the needs of the Municipality and its residents, members of Council, and stakeholders.

The Plan updates the County's previous communications planning projects and current communications initiatives, and provides a clear vision, goals, strategic objectives, and actions to guide and enhance future communications.

About Richmond County

Richmond County, on the southeastern side of Cape Breton Island, is bordered by the Atlantic Ocean to the south and the Bras d'Or Lake to the north. Covering approximately 1,246 km², the county features a rugged coastline, sheltered coves, forests, and waterways.

Home to about 8,900 residents, including the First Nation community of Potlotek, Richmond County reflects a rich cultural heritage with Mi'kmaq, Acadian, Irish, and Scottish roots, complemented by newcomers who contribute to the County's vibrant customs, language, music, and community life.

The sea has long played a central role, supporting fisheries and aquaculture, while inland areas sustain forestry, agriculture, and green energy opportunities. Strong infrastructure and a skilled workforce make Richmond County an attractive location for innovative and sustainable economic opportunities.

Key Audiences

- ❖ Residents
- ❖ Prospective Residents
- ❖ Community Organizations
- ❖ Visitors to the Area
- ❖ Local Businesses
- ❖ Elected Officials
- ❖ Municipal Staff
- ❖ Media
- ❖ Government Bodies

District Map

To view each district map, visit: www.richmondcounty.ca/council.



Guiding Principles

Richmond County's Strategic Communications Plan is based on a culture that is guided by the following principles that support effective municipal communication.

❖ **Responsibility**

Every member of Council and Municipal Staff has a role to play in carrying out the goals of this Communications Plan.

❖ **Public Outreach**

Information will be made available to residents in a timely manner, using the available channels, tools, and activities that residents require to receive accurate information.

❖ **Active Listening**

The voices and needs of Richmond County residents are valued. Municipal Staff and Elected Officials will work to ensure input and feedback from Richmond County residents is heard and incorporated into the Municipality's communication activities.

❖ **Continuous Improvement**

Municipal resources will be used effectively and appropriately by regularly reviewing communications practices, tools, and metrics to support continuous improvement.

❖ **Accessibility**

Municipal communications must be accessible to all residents, with consideration given to plain language, visually accommodating digital tools, placements of messages, differing abilities of residents, and more.

To learn more about accessibility standards and how the Municipality ensures its communications meet these requirements, [click here to view the Inclusive, Diverse, Equitable, Accessible \(IDEA\) Plan Refresh.](#)

Strategic Goals and Actions

Except where otherwise noted, all municipal communications activities are coordinated by the Communications Officer under the direction of the Chief Administrative Officer.

1	<p>Ensure information is shared with residents in a timely and effective manner.</p> <p>Staff to implement Standard Operating Procedures (SOPs) to define how information is disseminated to the public, at what frequency, and through which channels. Develop a practice of intentional consultation for projects and other initiatives.</p>
2	<p>Identify and define ongoing roles, responsibilities, and processes of Municipal Staff and Council as it relates to internal and external communications.</p> <p>Staff to create and implement an internal communications SOP that identifies the process for communicating internally, including accountability.</p>
3	<p>On an annual basis, review and assess current communication tools and channels and identify new and improved ways to communicate with Richmond residents, prospective residents, businesses, and tourists.</p> <p>Example: Staff to explore implementing a notification application, which is a cost-effective tool that allows the ability for both cell phone users and landline users to subscribe to alerts that the county can activate. These messages can be emergency in nature, or serve as simple reminders, such as closures of facilities, garbage pickup reminders, etc.</p>
4	<p>Ensure a strong social media strategy is maintained to reach a modern audience.</p> <p>Staff to develop a social media strategy to be maintained, assess current social media channels, update existing social media terms of use policy, and implement an SOP that provides guidance on using social media, frequency of posting, responding to messages, etc.</p>
5	<p>Prioritize two-way communication when communicating with Richmond residents.</p> <p>Staff to review process for collecting residents' feedback (question period at council meetings, social media messages, surveys, phone calls, and emails), and identify current/emerging tools for collection that are not currently being used.</p>
6	<p>Maintain a dynamic, user-friendly, and accessible Municipal website.</p> <p>Staff to establish a quarterly audit schedule and supporting SOP to ensure the website stays up-to-date, in addition to adopting accessibility use standards to meet upcoming accessibility legislation.</p>

Communication Processes

Council, in collaboration with Staff, will facilitate the creation of an organizational culture that values open and two-way communication in how it listens to residents, plans projects, and undertakes tasks with the intent to provide residents with accurate, clear, objective, and complete information in an effective and timely manner.

❖ **Website**

The municipal website, www.richmondcounty.ca, is the Municipality's official online presence and primary channel for sharing information with the public. A strong online presence is important for providing services to current residents and businesses, as well as attracting future residents, visitors, and investment.

In accordance with the Municipal Government Act (MGA), the website is regularly maintained through routine content updates, quarterly reviews, security monitoring, and system upgrades. Designated staff are responsible for maintaining website content to ensure accuracy and compliance with legislative requirements.

To learn more about how the Municipal Website will be maintained, see the Website Content and Maintenance Policy, Appendix 1.

❖ **Social Media**

The Municipality's social media platforms (currently Facebook and Instagram) serve as secondary channels for sharing information and enhancing communication from the Municipality to the public. Wherever possible, social media posts should link back to the municipal website to provide access to forms, documents, and additional or specific information. The CAO, Municipal Clerk, and Senior Management Team will collaboratively plan a yearly social media content calendar. The social media content calendar will be used proactively to promote events, consultations, promotions, news, and stories on social media.

For a list of all social media channels and links, see the Communications Channel section later in this plan. To learn more about the social media guiding principles, see the Social Media Policy, Appendix 2.

❖ **Voyent Alert**

The Municipality uses Voyent Alert as a notification service to provide residents with timely and relevant information, including service interruptions, facility closures, public safety notices, and other critical municipal updates.

Residents may choose to receive notifications through the Voyent Alert! mobile app, email, SMS text message, or automated voice call. Registration is free, voluntary, and anonymous.

❖ To receive notifications via the mobile app, download the Voyent Alert! app from the [Apple App Store](#) or [Google Play](#).

❖ To receive notifications by email, text message, or phone call, complete the registration process available on the Municipal website, under the Emergency Management menu, listed as [Voyent Alert](#).

To learn more about how alerts are issued, see the MOCR Use of Voyent Alert Standard Operating Procedure (SOP), Appendix 16.

❖ **Richmond Reflections**

Richmond Reflections is a quarterly newsletter used to share information on Municipal services, recreation programming, community news, and events. The newsletter is sent to all Richmond County residents through Canada Post. Digital versions are also available on the Municipal website, under the Recreation menu, listed as [Richmond Reflections Newsletter](#). Municipal Staff are responsible for producing and publishing the publication four times throughout the year, in addition to promoting it as a positive and useful community resource.

To learn more about how Richmond Reflections is created and distributed, see the Richmond Reflections Standard Operating Procedures (SOP), Appendix 3.

❖ **Media Releases & Inquiries**

Media releases are issued when the County makes a public announcement about a new initiative or project, a new partnership with an external stakeholder, a major service change, a response to an arising issue, or other news the public should be made aware of.

All media releases are drafted in accordance with the Municipal Government Act. All Municipal-related releases are jointly prepared and reviewed by the Warden and the CAO, and discussed with Council when appropriate. A media release must never be sent without express approval by the CAO. Similarly, any request for comment or other forms of media inquiries must be coordinated by the Municipal Clerk under the direction of the CAO.

To learn more about the process and how media releases are drafted and distributed, see the Media Releases SOP, Appendix 4, and Media Inquiries SOP, Appendix 5.

❖ **Public Engagement**

The Municipality of the County of Richmond will inform members of the public and stakeholders in a timely manner about opportunities to participate in public consultation and engagement processes. A variety of communication channels, including print, electronic, and community outreach methods, will be used to broaden the Municipality's reach within the community.

To learn more, please refer to the Communications Matrix, Appendix 6, and the Communication/Dissemination of Information SOP, Appendix 7.

❖ **Council and Agencies, Boards, Commissions, and Committees (ABCCs)**

Meetings

As governed by the Municipal Government Act, all Council meetings and meetings of Council-established ABCCs are open to the public and meet required advertising guidelines. Members of the public can engage with Council through:

- Question periods
- Public hearings
- Approved presentations
- Directly reaching out to Councillors

To learn more about how to present to Council, refer to the Delegations and Petitions to Municipal Council Policy, Appendix 8.

Hybrid Meeting Participation

The Municipality provides a hybrid attendance option to support participants who require virtual attendance. This option is available to:

- Members of Council
- Citizen appointees to Council-established ABCCs
- Approved presenters

To ensure sufficient time for technical setup, the Municipal Clerk should be notified of any virtual participation requests at least 24 hours in advance, where possible.

Public Access to Virtual Meetings

When meetings of Council or Council-established ABCCs are held virtually, members of the public can request a link to watch the meeting online. You can check if a meeting is virtual by viewing the meeting schedule on the municipal website, under the Council menu, listed as [Schedule of Meetings](#). Public notices will also include the contact email address to request a virtual meeting link. For more information on requesting a meeting link, refer to the Virtual Attendance Meeting Link Request SOP, Appendix 9.

Meeting Packages

Meeting packages and other documents, such as meeting minutes and committee reports, are a matter of public record and are made available for the public to view on the municipal website, in accordance with the Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy, Appendix 10. Digital copies of meeting packages will be in PDF format and made available to the public on the municipal website, under the Council menu, listed as [Municipal Documents – Agendas, Minutes, and Finance](#). Hard copies may be made available upon request.

Livestreaming and/or Recordings

Committee of the Whole, Regular Council, and [Special meetings](#), except for in-camera components, are recorded and/or livestreamed. Livestreams can be viewed on the [Municipality's YouTube channel](#), and recorded meetings are broadcast on Telile Community Television. Recordings are available to view 24/7, with links accessible on the municipal website, under the Council menu, listed as [Recorded Council Meetings](#), or [directly on the Municipality's YouTube channel](#).

❖ **Finances**

Council, Municipal Staff, and ABCC citizen appointees expenses, hospitality expenses, visa statements, audit and budget documents, and grant recipient information are matters of public record and are made available for public viewing on the municipal website in accordance with the Publication of Council, Committee, Committee Reports and Meeting Packages on Municipal Website Policy, Appendix 10, Budget Release Policy, Appendix 11 and, the Grant Disclosure Policy, Appendix 12.

These documents are located on the municipal website, under the Council menu, listed as [Municipal Documents – Agendas, Minutes, and Finances](#).

❖ **Internal Communications**

Information about Municipal priorities, initiatives, department functions, programs, and responsibilities will be made easily accessible to ensure all members of the organization have the information needed to succeed in their role and that accurate information is conveyed to the public and stakeholders. Council and Municipal Staff are provided information prior to public channels. The CAO and Directors are responsible for employee engagement activities that will deliver key information to frontline staff about relevant and timely updates to aid in responding to public inquiries. Methods include, but are not limited to, a mix of print, electronic, staff meetings, one-on-one engagement, and staff intranet.

To learn more about internal communications, view the Internal Communications SOP, Appendix 13.

❖ **Emergency Communications**

In times of emergency or crisis, the Municipality will communicate information that helps protect the health, safety, and security of residents and their property.

Richmond County provides official communications and updates in accordance with the Municipal Emergency Management Plan (MEMP) and the Municipal Emergency Management By-law, By-law #50. To view the by-law, visit [By-law #50](#). For questions regarding the MEMP, contact the Emergency Services Coordinator at emo@richmondcounty.ca.

Communication decisions will be made by the CAO in collaboration with the Emergency Services Coordinator. Communications will take any form necessary, including **Voyent Alert!**, to ensure residents receive accurate, timely, and relevant information to prevent, mitigate, respond to, or recover from an emergency.

❖ **Municipal Election Communications**

All election-related communications follow the requirements set out in the [Nova Scotia Municipal Elections Act](#). Communication efforts during election periods focus on helping residents understand how to participate, including voter registration, voting locations, advance polls, and key election dates. The municipal website is regularly updated with informational materials, FAQs, and contact details to support voter awareness and engagement. During an election year, election-related information is prominently displayed on the main webpage.

Residents are encouraged to visit the municipal website for the most up-to-date election information. For questions, please contact the Municipal Clerk's Office.

Communication Channels

This chart outlines the communication channels used by the Municipality and provides the relevant contact information.

Digital	
Municipal Website	clerk@richmondcounty.ca
Eastern District Planning	bookkeeper@edpc.ca
Internal/External Email	info@richmondcounty.ca
Facebook	info@richmondcounty.ca
Instagram	info@richmondcounty.ca
Voyent Alert!	info@richmondcounty.ca
Advocate Media Inc.	nicolefawcett@porthawkesburypaper.com
Television	
Telile Community Television	telile@telile.tv
St. Peter's Cable	landryrichard@hotmail.com

Newspaper	
The Reporter	nicolefawcett@porthawkesburyreporter.com
Cape Breton Post	cbpost.news@postmedia.com
The Casket	coreyleblanc@thecasket.ca
Le Courrier de la Nouvelle-Écosse	publicite@lecourrier.com
Print	
Stella Maria Pastoral Unit, Faith-	smpuoffice@eastlink.ca
St. Peter's United, FBB	dale@capebretonrealty.com
St. Peter's River Bourgeois	bulletinsisp@gmail.co
Canada Post – Mail Outs	No direct email, phone 902-226-2929
Posters	Within Communities
Radio	
The Hawk, 101.5 FM	hawknews@radioabl.ca
CITU Radio Richmond, 104.1 FM	billyjoyce@cifufm.ca
CBRM Internet Radio	ryan@cbrm.ca
CBC Information Morning, 90.5	nicole.maclennan@cbc.ca
XFM, 98.9 FM	news@989xfm.ca
Mniku Radio, 93.7 FM	kitpu@potlotek.ca
In Person	
District Session	clerk@richmondcounty.ca
Regular Council, Committee of the	clerk@richmondcounty.ca
Town Hall(s)	clerk@richmondcounty.ca
Presentation to Council	clerk@richmondcounty.ca
Public Hearing	clerk@richmondcounty.ca

❖ To view the list of paid and owned communication channels, see Appendix 14.

Conclusion

The methods used to communicate effectively with the Municipality of the County of Richmond's audiences may change over time. It is important that this strategy is periodically reviewed and updated to remain aligned with the Municipality's direction. This ensures that the strategy remains a living document, actively guiding Council and Municipal Staff. In line with the Communications Policy, Appendix 15, Council and Municipal Staff will revisit the plan and its associated standard operating procedures annually.

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- ❖ The electronic version of policies in this document is provided for your convenience and personal use only. Formatting of the electronic version may differ from the official, printed version. In case of discrepancy between the policies within this document and the official, printed version held by the Municipal Clerk, the official, printed copy shall prevail.

Appendix 1

Website Content and Maintenance Policy

Date Approved: January 31, 2024

1. Purpose

This policy aims to:

- 1.1. Set out roles and responsibilities to ensure consistency, accuracy, and reliability of information published on the Municipal website.
- 1.2. Establish guidelines for website content and outline a system for online content maintenance.

2. Policy Statement

- 2.1. The Municipality of the County of Richmond website is the primary source of online information exchange with the public and is the Municipality's official internet presence. The content guidelines, routine maintenance and quarterly reviews outlined in this policy will assist in ensuring that the municipal website is up-to-date, accurate, accessible, easy to use, and a convenient source for municipal information.

3. Scope

This policy applies to:

- 3.1. The Municipality of the County of Richmond website (www.richmondcounty.ca), including all current and future landing pages.
- 3.2. All personnel that fall within the scope of this policy.

4. Definitions

- 4.1. "Alternative Text" describes the appearance or function of an image on a page.
- 4.2. "Content" means any information or creative material that expresses an idea or perception, including text, images, video, etc.
- 4.3. "Content Contributor/Editor" means a designated Municipal employee who is responsible for the content creation, review, edits, routine maintenance and quarterly reviews to their respective department pages.
- 4.4. "Content Management System (CMS)" refers to a computer application that allows publishing, editing, and modifying content, organizing, deleting as well as maintenance from a central interface (i.e.: Joomla).
- 4.5. "Council" means the Council of the Municipality of the County of Richmond.

- 4.6. “Department Head” means the Director or Manager of a Department of the Municipality of the County of Richmond, and who is a member of the Senior Management Team.
- 4.7. “Routine Maintenance” includes, but is not limited to, the following tasks: updating the calendar of events, posting public notices, or other materials related to the Municipality, posting material as requested by various department heads, correcting information posted online in order to ensure accuracy, verifying all hyperlinks to ensure that they are functioning, conducting accessibility checks, and removing any information that is deemed outdated and/or inaccurate.
- 4.8. “Quarterly Review” is the process of reviewing all website pages every three months to make necessary changes to update, correct or enhance the page content to ensure the entire website is up-to date, accurate, and accessible.
- 4.9. “Website” refers to the official Municipality of the County of Richmond website at www.richmondcounty.ca, including all website landing pages, and any other domain name(s) the Municipality acquires for official Municipal use.
- 4.10. “Municipality” refers to the Municipality of the County of Richmond

5. Roles and Responsibilities

- 5.1. CAO is responsible for:
 - a) administering and implementing the Website Content and Maintenance Policy,
 - b) the strategic alignment of the website with the Municipal Strategic Plan, and;
 - c) identifying necessary revisions to the content management guidelines in collaboration with the Communications Officer and Department Heads.
- 5.2. Department Heads are responsible for:
 - a) identifying staff member(s) in their department to be assigned the role of content contributor/editor,
 - b) ensuring the accuracy of the website content created for their department; and,
 - c) the routine maintenance and quarterly website reviews.

- 5.3. Communications Officer is responsible for:
 - a) scheduling quarterly reviews;
 - b) managing the overall Municipal website and working with content contributors/editors to manage the development and maintenance of online content and ensure compliance with website content management guidelines, as outlined in this policy;
 - c) maintaining the strategic alignment of the website under the direction of the CAO; and,
 - d) referring technical site issues to the website developer.
- 5.4. Content Contributor/Editor is responsible for:
 - a) coordinating the development of content for their department/area of work; using the CMS to create and update content as directed by their Department Head;
 - b) ensure content complies with the content management guidelines, as outlined in this policy;
 - c) maintaining consistency with the general style format, language, and
 - d) accessibility standards of the website; and,
 - e) performing routine maintenance and quarterly website reviews.

6. Content Management Guidelines

- 6.1. Content must be approved by the CAO and/or Department Head.
- 6.2. Content must adhere to applicable provincial, federal, and municipal laws, regulations, and policies.
- 6.3. The language, style, and format of content must be consistent throughout the website. (See Style Guide, online)
- 6.4. Images must be original, free of copyright or permission granted to use, and should have little to no text in them, and include an alternative text description.
- 6.5. Content must be designed using plain language. (See Government of Canada plain language, accessibility, and inclusive communications best practices guide, online.)
- 6.6. Content must be checked thoroughly for accuracy (e.g., spelling, grammar, factuality) to maintain the professional image of the Municipality and the website.
- 6.7. If content is adapted from a third-party source, proper copyright permissions

or acknowledgements must be documented.

- 6.8. All portable document format (PDF) files published to the website and created by the Municipality need to be in Optical Character Recognition (OCR) format and should meet accessibility standards. (See online, Adobe Accessibility PDF Guidelines)
- 6.9. Out-of-date content and information must be regularly removed (archived) from the website to avoid user confusion.

7. Quarterly Review Process & Timeline

- 7.1. A review of the entire website will take place every three months.
- 7.2. Content Contributors/Editors, in collaboration with Department Heads, will review the website content of their department/areas of work using the content review checklist, Appendix A, and submit their completed checklist to the Communications Officer.
- 7.3. Content Contributors/editors shall make any changes necessary to update, correct, or enhance the page content.

Appendix A, Content Review Checklist

Appendix 1 Continued

Website Content and Maintenance Policy - Appendix A Content Review Checklist

Review the content of each webpage your department is responsible for. Content Contributor/editors shall make any changes necessary to update, correct or enhance the page content. Submit completed forms to the Communications Officer.

Currency of content

- Is the content up to date?
- Is there more information that should now be included?
- Is there a better way to present the content?
- Does the content still provide information that people have a use for? (If not, archive.)

Archival information

- If content is no longer needed, it should be archived but not deleted.

Accuracy

- Are all facts, dates, and other details accurate?
- Are there spelling or grammatical errors?
- Are headings and bulleted lists used to break up long blocks of text?
- Are acronyms spelled out the first time they are used?
- Is the contact information up to date and correct?

Links

- Do all links work, and go to the expected pages/sites?
- Are all legislation links going to the most recent version of the Act(s)?

Documents

- Is the most recent version of all documents used?
- Does the description/ title of each document still make sense?

Department:

Website Pages:

Date of completion:

Signature:

Appendix 2

Social Media Policy

Date Approved: January 31, 2024

1. Purpose

- 1.1. The purpose of this policy is to identify roles and responsibilities, establish guidelines and standards for the establishment and administration of Municipal managed social media sites.

2. Policy Statement

- 2.1. The Municipality will use social media as a communication channel used to reach a broader audience as outlined in the Strategic Communications Plan.

3. Scope

- 3.1. This policy shall apply to all Municipal Staff who are authorized to post information in an official capacity on Municipal managed social media sites.
- 3.2. These guidelines apply to all municipal service areas and cover officially established, publicly available, and Municipality-managed social media accounts. These guidelines do not require the establishment of social media accounts, nor do they apply to the use of social media on a personal basis or cover use of social media for political or internal government purposes.

4. Guiding Principles

The following principles will guide the social media practices of the Municipality:

- 4.1. Value – to encourage the safe, creative, and effective use of social media by municipal staff by providing a framework for the application of the policies and guidelines that oversee social media use.
- 4.2. Quality of Service – to improve communication and public engagement through the presentation of information and knowledge that is timely, accurate, and relevant.
- 4.3. Transparency – to present information to the public in a way that is easily discoverable and readily accessible, and presents the Municipality in a fair and reasonable manner.
- 4.4. Respect – to ensure that social media interactions are conducted in a manner that conforms to the same professional and ethical standards required in the workplace.
- 4.5. Integrity – to ensure that municipal staff and Council conduct themselves honestly and appropriately on social media sites, respecting the laws of copyright infringement, software licensing, property rights, security, and privacy.

- 4.6. Accountability – to require that all municipal staff and Council are responsible for understanding and following the relevant policies and procedures affecting the use of social media.
- 4.7. Legislative – to adhere to applicable provincial, federal and municipal laws, regulations, and policies.

5. Definitions

- 5.1. “Social media” includes all online technologies and practices used to share information, express opinions, and build relationships. It can involve a variety of formats, including text, pictures, video, audio, and real-time dialogues. It includes, but is not limited to, such things as social networks (e.g., Facebook, Twitter), media-sharing (e.g., YouTube, Flickr), webcasts (e.g., RSS, podcast), and collaborative media (e.g., wikis, blogs). Not all forms of social media may be appropriate for use by the Municipality.
- 5.2. “Contributor” refers to any staff of the Municipality (full and part-time, members of Council, and all other municipal advisors or consultants using corporate resources) who creates content that is posted to any of the Municipality’s social media accounts.
- 5.3. “Subscriber” refers to members of the public who receive or access content from a social media account. Different forms of social media may have specific jargon for this concept (e.g., Facebook “Friends”, Twitter subscribers are known as “followers”). Subscribers may submit comments for posting in response to content. All comments are reviewed prior to being posted on Municipal social media sites.
- 5.4. “Moderator” refers to an authorized municipal staff person who reviews, authorizes, and posts content submitted by staff contributors and public subscribers on a Municipal managed social media account.

6. Responsibilities

- 6.1. The Chief Administrative Officer (CAO) is responsible for:
 - a) Administering and implementing the Social Media policy, and;
 - b) the approval to create or initiate new municipal social media accounts based on the Strategic Communications Plan and on appropriate level of risk, particularly with respect to privacy and network security.
- 6.2. The Communications Officer is responsible for:
 - a) Managing municipal social media accounts and working with contributors and moderators to ensure content remains in compliance with the social media guidelines, as outlined in this policy, and;

- b) identifying necessary revisions to the Social Media Guidelines in consultation with the CAO and Department Heads.
- 6.3. Department Heads are responsible for:
- a) Ensuring that service area staff are advised of the approved Social Media Guidelines of the Municipality, and;
 - b) acting or appointing another staff member, to act as the Moderator responsible for reviewing, authorizing, and posting content submitted by staff contributors and public subscribers to a municipal managed social media account, and review site activity and content daily for exploitation or misuse.

7. Monitoring

- 7.1. Municipal social media accounts are monitored periodically Monday to Friday from 8:30 a.m. to 4:00 p.m. Updates, postings, subscriber content approvals, and responses deemed necessary will typically occur during those hours.
- 7.2. Information requests made through social media platforms is not considered official, and the public is directed to email or call the Municipal Office.

8. Terms of Use

- 8.1. The Municipality's website ([www.richmondcounty .ca](http://www.richmondcounty.ca)) will remain the primary source of online information exchange with the public and is the Municipality's official internet presence. Where possible, social media posts shall link back to the Municipal website for the purpose of downloading forms, documents, and providing specific or additional information.
- 8.2. Use of social media for municipal purposes falls under the same legal and ethical standards as any other means of communication with the public on behalf of the Municipality of the County of Richmond.
- 8.3. Municipal representation
 - a) Only staff who is given authorization to act as a designated representative by their service area managers may post content in the name of the Municipality of Richmond to any social media site. Contributors and moderators of the Municipality are required to identify themselves honestly, accurately, and completely when participating in social media.

- b) Other staff may participate in social media in the course of business when relevant to their duties, but they do so as individuals representing themselves through personal social media accounts, not representing the opinions of the Municipality.

8.4. Appropriate content

- a) Only information that is publicly available may be posted to social media sites. It is unacceptable to publish or report on conversations or information that is confidential, pre-decisional, or speculative.
- b) Content from contributors and public subscribers containing any of the following shall not be allowed for posting:
 - i. comments that are not topically related to the site or article being commented upon;
 - ii. comments that are repetitive or spam;
 - iii. posts that are meant to solicit sales, products, or goods and services;
 - iv. profane language or inflammatory content;
 - v. content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, colour, age, religion, gender, marital status, physical or mental disability, or sex orientation;
 - vi. sexual content or links to sexual content;
 - vii. encouragement of illegal activity;
 - viii. information that may compromise the safety or security of the public or public systems.
- c) Content that is deemed by moderators to be unsuitable according to the above criteria shall be removed and retained along with a description of the reason that the specific content was deemed unsuitable for posting.
 - i. Any person who continues to post unsuitable content as outlined in 8.4 (b), will be permanently blocked from all Municipality of the County of Richmond social media channels.

9. Copyright, Fair Use, and Privacy Laws

- 9.1. Communication through social media is subject to all relevant provincial, federal and municipal laws, regulations and policies.
- 9.2. Any content posted to a third-party social media site is ultimately owned and controlled by the site operator according to its established terms of use.

Appendix 3

Richmond Reflections Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

Activity/Content	Content Type	Timeline
<ul style="list-style-type: none"> • Richmond Reflections Newsletter 	<ul style="list-style-type: none"> • Newsletter, Digital Copy • Newsletter, Hard Copy 	<ul style="list-style-type: none"> • Winter Edition - January 1 to March 31 • Spring Edition - April 1 to June 30 • Summer Edition - July 1 to September 30 • Fall Edition - October 1 to December 31

2. Roles and Responsibilities

2.1 Municipal Staff will be responsible to:

- a) Produce and publish the newsletter four times per year;
- b) Promote each edition using various mediums (hard copies, digital copies);
- c) Gather information on municipal services and programming for each edition;
- d) Invite community groups to share their events in each publication, and;
- e) Ensure equitable access to the information provided in each edition.

3. Communication Channels

3.1 See the Communications Matrix, Appendix 7.

4. Related Documents

4.1 Communication/Dissemination of Information SOP

4.2 Communications Policy

5. Procedure

5.1 Submissions

- a) Invite community groups and partners to share their events in each publication by sending an email. The community group email contact list can be found on the Common network drive located in the “Community Group Contact” folder.
- b) Direct all submissions, including Recreation programs/instructors information, via email to the Active Living/Community Engagement Coordinator at sharla.sampson@richmondcounty.ca
 - i. Information submitted for publishing is gathered, and Municipal Staff

make all efforts to include programming, community news, and events; however, there may be instances when content submitted will not be included.

- b) Accept Photo submissions for the newsletter cover and any community events or news happening throughout Richmond County. General inquiries can be directed to recreation@richmondcounty.ca or 902-226-2400.

5.2 Production and Publishing

- a) Production requires following the Richmond Reflections newsletter template. This document can be found on the Recreation network drive located in the “REFLECTIONS of Richmond” folder.
- b) Municipal Staff will meet at set times for publishing and proofreading, which may vary from one issue to the next, in order to meet the required deadlines of the service providers.
- c) The final approval for publishing will be from the Director of Community Development and Recreation.
- d) The Director or designate will initiate publishing details.

5.3 Mail - Out (Canada Post)

- a) Contact the Arichat Canada Post Office, 902-226-2929, to inform them that a mail-out is currently being organized and provide a day and time that the newsletter will arrive.
- b) Ensure the mail-out document is up to date, and that Canada Post has the most recent copy. This document can be found on the Common network drive, located in the “MAIL-OUTS” folder.
- c) Have a payment method prepared to complete payment before the mail-out is distributed.
- d) Process payment documentation once the payment transaction is complete.

5.4 Digital and Hard Copies

- a) Digital copies of the newsletter are in PDF format and are uploaded to the Municipal Website and Instagram accounts upon completion.
- b) Hard copies are mailed out to all Richmond County residents who are scheduled to receive flyers.

Appendix 4

Media Release Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

Activity/Content	Content Type	Communication Timeline
<ul style="list-style-type: none">Media Releases	<ul style="list-style-type: none">Press Release, DocumentQ & A Document (if required)	<ul style="list-style-type: none">Upon approval of the Warden and CAO

2. Roles and Responsibilities

2.1 The CAO will be responsible to provide the Communications Officer with the following documents:

- a) Press Release Document
- b) Q & A Document (if required)

2.2 The Communications Officer will be responsible to:

- a) Organize the publishing of the release document and, if required, Q & A document, and;
- b) email Municipal Staff and Council before public channels are used.

3. Communication Channels

As per the Communications Matrix, Appendix 7.

4. Related Documents

4.1. Communication/Dissemination of Information SOP

4.2. Communications Policy

5. Procedure

5.1. Press Release

- a) Prepare release; place the draft watermark on the document, save it as a word document named as “YYYYMMDD_Release_NameOfRelease”.
- b) Anticipate questions from the news release and, if they cannot be answered within the release, obtain answers and prepare a potential Q&A document. This should be done BEFORE the release is issued. Ensure Warden/CAO has reviewed/approved these as well.
- c) For news release media contact, ensure it is the appropriate subject matter expert, such as the Warden, CAO, or designate. Once the release is finalized and approved, remove the draft watermark and save the file as a PDF.

5.2. Email Formatting for Press Release

- a) Open email and create a new message. Copy and paste all the text from the release in the body of email and attach the PDF.
 - i. Copy and paste all text and logos from the release into the email body.
 - ii. Ensure logos at the top are center justified.
 - iii. Ensure “For Immediate Release” is left justified.
 - iv. Ensure Date is right justified (move date to line below For Immediate Release).
 - v. Ensure headlines are bold and in all-caps.
 - vi. If using “-30-“ is center-justified.
 - vii. Ensure all text is the same font type and font size, and any words meant to be bolded, underlined, or italicized still are.
- b) Attach the PDF release file to the email, and any other accompanying files such as approved images.
- c) In the BCC line, add:
 - i. Media list
 - ii. Relevant partners
- d) Before sending, double-check to ensure previous steps were completed correctly (all email addresses are in BCC and not CC, email body is formatted correctly, last check for typos, etc.). Once completed, send email.

5.3. Website Article Formatting for Press Release

- a) Create an article in the Council/Press Release section. (See Joomla Guide, online.)
- b) First Line: Add the title in font style “heading 2”
- c) Second Line: Ensure “For Immediate Release” is left justified and is in font style “heading 3”.
- d) Copy and paste all text and logos from the release into the page editor after the second line. The font style is in “paragraph”
- e) If using “-30-“, place it center-justified.
- f) Next line, add the Title “Media Contact” in font style “heading 2”.
- g) Next line, add the name of the contact, font style “paragraph”.

- h) Next two lines, add contact information, i.e., phone and email.
- i) Ensure all the text is the same font type and font size, and any words meant to be bolded, underlined, or italicized still are.
- j) Save the article.
- k) If there is a Q & A document, link the document into the article after the “-30-“, just above the Media Contact.

Appendix 5

Media Inquiry

Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

Activity/Content	Content Type	Communication Timeline
• Media Inquiry	• Email response	• As needed

2. Roles and Responsibilities

2.1. The CAO will:

a) Delegate municipal-related inquiries to the Warden.

2.2. Act as the subject matter expert for operational inquiries or designate the appropriate Director to provide the information.

2.3. Municipal Staff will:

a) Forward all media inquiries to the communications officer.

2.4. The communications officer will:

a) Use the procedures listed below as a guide.

3. Communication Channels

3.1 Email, Phone, Text

4. Related Documents

4.1. Communication/Dissemination of Information SOP

4.2. Communications Policy

5. Procedure

5.1. For interview or information requests:

a) Ask the reporter for a few details about the request. Sample questions are as follows:

i. What information do you need?

ii. What is the story about?

iii. When will the story air/be published?

iv. Who else are you talking to about this story?

b) Provide the CAO with the overview of the request.

c) Respond accordingly via email.

Appendix 6

Communications Matrix

This Communications Matrix highlights the typical channels the Municipality uses to share information with residents and stakeholders. The use of fewer or additional channels is at the discretion of the Municipality and is guided by factors such as audience needs, message requirements, cost, and available resources.

1.1 Municipal Finance & Related Documents

Minimum Channels ↓	Content →		
	Monthly Cheques	Annual Budget Documents	Bi-Annual Tax Sales
Digital			
Website – Richmond Municipality	x	x	x
Website – Eastern District Planning Commission (EDPC)			
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)		x	x
External Email			x
Facebook		x	x
Instagram			
Virtual Link (if applicable)			
MOCR YouTube Channel			
Advocate Media			
Television			
Telile TV – TV Broadcasting			
Telile TV – Scroll			x
St. Peter's TV – Scroll			x
Newspaper/Print			
The Reporter			x
Cape Breton Post			
Casket			
Le Courrier de la Nouvelle-Écosse			
Faith-Based Bulletins			x
Mail Drop			
Posters			
Radio			
1015 The Hawk			x
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			x
Mniku Radio			x
In Person			
District Sessions			
Council/Committee Meetings	x		x
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert! Notification			

Communications Matrix

1.1 Finance & Related Documents, Cont.

Minimum Channels ↓	Content →		
	Annual Grants and Tax Exemptions	Annual Audit	Quarterly Expenses and Visa
Digital			
Website – Richmond	x	x	x
Website – EDPC			
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)	x		
External Email			
Facebook	x	x	
Instagram			
Virtual Link (if applicable)			
MOCR YouTube Channel			
Advocate Media			
Television			
Telile TV – TV Broadcasting			
Telile TV – Scroll	x		
St. Peter's TV – Scroll	x		
Newspaper/Print			
The Reporter	x		
Cape Breton Post			
Casket			
Le Courrier de la Nouvelle-Écosse			
Faith-Based Bulletins			
Mail Drop			
Posters			
Radio			
1015 The Hawk			
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			
Mniku Radio			
In Person			
District Sessions			
Council/Committee Meetings			
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert Notification			

Communications Matrix

1.2 Municipal Council Meetings & Related Documents

Minimum Channels ↓	Content →		
	Monthly Meetings with Question Period	ABCC Meetings	Special Meetings
Digital			
Website – Richmond County	x	x	x
Website – EDPC	.		
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)			
External Email			
Facebook	x	x	x
Instagram			
Virtual Link (if applicable)	x	x	x
MOCR YouTube Channel			
Advocate Media			
Television			
Telile – TV Broadcasting	x		x
Telile TV – Scroll	x	x	x
St. Peter's TV – Scroll	x	x	x
Newspaper/Print			
The Reporter			
Cape Breton Post			
Casket			
Le Courrier de la Nouvelle-Écosse			
Faith-Based Bulletins			
Mail Drop			
Posters			
Radio			
1015 The Hawk			
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			
Mniku Radio			
In Person			
District Sessions			
Council/Committee Meetings			
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert Notification			

Communications Matrix

1.3 Municipal Council Meetings & Related Documents, Cont.

Minimum Channels ↓ Digital	Content →		
	Recorded and/or Livestreamed	Emergency Meetings	Warden's Report / Administration Operations Report
Website – Richmond County	x	x	
Website – EDPC			
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)			
External Email			
Facebook		x	
Instagram			
Virtual Link (if applicable)		x	
MOCR YouTube Channel	x		
Advocate Media			
Television			
Telile – TV Broadcasting	x		
Telile TV – Scroll		x	
St. Peter's TV – Scroll		x	
Newspaper/Print			
The Reporter			
Cape Breton Post			
Casket			
Le Courrier de la Nouvelle-Ecosse			
Faith-Based Bulletins			
Mail Drop			
Posters			
Radio			
1015 The Hawk			
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			
Mniku Radio			
In Person			
District Sessions			
Council/Committee Meetings			x
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert Notification			

Communications Matrix

1.4 Planning and Related Documents

Minimum Channels ↓	Content →		
	Municipal Policy	Municipal By-laws	Land Use By-laws
Digital			
Website – Richmond County	X	X	X
Website – EDPC			X
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)	X	X	X
External Email			
Facebook	X	X	X
Instagram			
Virtual Link (if applicable)			
MOCR YouTube Channel			
Advocate Media			
Television			
Telile TV – TV Broadcasting			
Telile TV – Scroll	X	X	X
St. Peter's TV – Scroll	X	X	X
Newspaper/Print			
The Reporter		X	X
Cape Breton Post			
The Casket			
Le Courrier de la Nouvelle-Écosse			
Faith-Based Bulletins			
Mail Drop			
Posters			
Radio			
1015 The Hawk			
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			
Mniku Radio			
In Person			
District Sessions			
Council/Committee Meetings			
Town Hall(s)			
Presentations to Council			
Public Hearing		X (as needed)	X
Voyent Alert			
Voyent Alert Notification			

Communications Matrix

1.4 Planning and Related Documents, Cont.

Minimum Channels ↓	Content →	
	Rezoning/Land Development	Public Hearings
Digital		
Website – Richmond County	X	X
Website – EDPC	X	X
Website – Nova Scotia Tender Portal		
Internal Email (Municipal Staff & Council)	X	X
External Email		
Facebook	X	X
Instagram		
Virtual Link (if applicable)		
MOCR YouTube Channel		
Advocate Media Inc.		
Television		
Telile TV – TV Broadcasting		
Telile TV – Scroll	X	X
St. Peter's TV – Scroll	X	X
Newspaper/Print		
The Reporter	X	X
Cape Breton Post		
The Casket		
Le Courrier de la Nouvelle-Écosse		
Faith-Based Bulletins		
Mail Drop		
Posters		
Radio		
1015 The Hawk		
CBC Halifax		
CBC Sydney		
989 XFM		
CBFM		
CITU		
Mniku Radio		
In Person		
District Sessions		
Council/Committee Meetings		
Town Hall(s)		
Presentations to Council		
Public Hearing		
Voyent Alert		
Voyent Alert Notification		

Communications Matrix

1.5 Special Projects and Related Documents

Minimum Channels ↓ Digital	Content →	
	Projects with Community Consultations	Department Planned Projects
Website – Richmond County	X	X
Website – EDPC		
Website – Nova Scotia Tender Portal		
Internal Email (Municipal Staff & Council)	X	X
External Email	X	
Facebook	X	
Instagram		
Virtual Link (if applicable)	X	
MOCR YouTube Channel		
Advocate Media Inc.	X	
Television		
Telile TV – TV Broadcasting		
Telile TV – Scroll	X	X
St. Peter's TV – Scroll	X	X
Newspaper/Print		
The Reporter	X	X
Cape Breton Post	X	
The Casket	X	
Le Courrier de la Nouvelle-Écosse	X	X
Faith-Based Bulletins	X	
Mail Drop	X	
Posters	X	
Radio		
1015 The Hawk	X	
CBC Halifax	X	
CBC Sydney	X	
989 XFM	X	
CBFM	X	
CITU	X	
Mniku Radio	X	
In Person		
District Sessions		
Council/Committee Meetings	X	
Town Hall(s)		
Presentations to Council	X	
Public Hearing		
Voyent Alert		
Voyent Alert Notification	X (as needed)	

Communications Matrix

1.6 Department Operations and Related Documents

Minimum Channels ↓	Content →		
	Department Operational Issues/Planned Events	Public Tender	Facility Closures
Website – Richmond County	X	X	X
Website – EDPC			
Website – Nova Scotia Tender Portal		X	
Internal Email (Municipal Staff & Council)	X	X	X
External Email	X		
Facebook	X	X	X
Instagram			
Virtual Link (if applicable)			
MOCR YouTube Channel			
Advocate Media Inc.			
Television			
Telile TV – TV Broadcasting			
Telile TV – Scroll	X		X
St. Peter's TV – Scroll	X		X
Newspaper/Print			
The Reporter		X	
Cape Breton Post			
The Casket			
Le Courrier de la Nouvelle-Écosse			
Faith-Based Bulletins			
Mail Drop			
Posters			
Radio			
1015 The Hawk	X		
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU	X		
Mniku Radio	X		
In Person			
District Sessions			
Council/Committee Meetings			
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert Notification	X (as needed)		

Communications Matrix

1.7 Operations and Related Documents, Cont.

Minimum Channels ↓	Content →		
	Employment Listings/ABCC Member Call-Out	Volunteer of the Month/Year	Quarterly Recreation Programming
Digital			
Website – Richmond County	x	x	x
Website – EDPC			
Website – Nova Scotia Tender Portal			
Internal Email (Municipal Staff & Council)	x	x	
External Email			
Facebook	x	x	x
Instagram		x	x
Virtual Link (if applicable)			
MOCR YouTube Channel			
Advocate Media Inc.			
Television			
Telile TV – TV Broadcasting			
Telile TV – Scroll	x	x	x
St. Peter's TV – Scroll	x	x	x
Newspaper/Print			
The Reporter	x		x
Cape Breton Post			
The Casket			x
Le Courrier de la Nouvelle-Écosse			x
Faith-Based Bulletins			x
Mail Drop			
Posters			
Radio			
1015 The Hawk			x
CBC Halifax			
CBC Sydney			
989 XFM			
CBFM			
CITU			x
Mniku Radio			x
In Person			
District Sessions			
Council/Committee Meetings		x	
Town Hall(s)			
Presentations to Council			
Public Hearing			
Voyent Alert			
Voyent Alert Notification			

Communications Matrix

1.7 Operations and Related Documents, Cont.

Minimum Channels ↓	Content →	
	Quarterly Reflections	All Media Releases
Digital		
Website – Richmond County	x	x
Website – Eastern District Planning Comm.		
Website – Nova Scotia Tender Portal		
Internal Email (Municipal Staff & Council)	x	x
External Email	x	x
Facebook	x	x
Instagram	x	
Virtual Link (if applicable)		
MOCR YouTube Channel		
Advocate Media Inc.		
Television		
Telile TV – TV Broadcasting		
Telile TV – Scroll	x	x
St. Peter's TV – Scroll	x	x
Newspaper/Print		
The Reporter		x
Cape Breton Post		x
The Casket		x
Le Courrier de la Nouvelle-Écosse		x
Faith-Based Bulletins		x
Mail Drop	x	
Posters		
Radio		
1015 The Hawk		x
CBC Halifax		x
CBC Sydney		x
989 XFM		x
CBFM		x
CITU		x
Mniku Radio		x
In Person		
District Sessions		
Council/Committee Meetings	x	
Town Hall(s)		
Presentations to Council		
Public Hearing		
Voyent Alert		
Voyent Alert Notification		

Communications Matrix

1.8 Events and Related Documents

Minimum Channels ↓ Digital	Content →				
	Municipal Events	Council Workshops	Training/ Info. Sessions	Submitted Events	Municipal Elections
Website – Richmond County	x	x		x	x
Website – EDPC					
Website – Nova Scotia Tender Portal					
Internal Email (Municipal Staff & Council)	x	x	x		x
External Email	x				
Facebook	x				x
Instagram	x				
Virtual Link					
MOCR YouTube Channel					
Advocate Media Inc.					
Television					
Telile TV – TV Broadcasting					
Telile TV – Scroll	x				x
St. Peter's TV – Scroll	x				x
Newspaper/Print					
The Reporter					x
Cape Breton Post					
Casket					
Le Courier					
Faith-Based Bulletins					x
Mail Drop					x (as needed)
Posters					
Radio					
1015 The Hawk					
CBC Halifax					
CBC Sydney					
989 XFM					
CBFM					
CITU					
Mniku Radio					
In Person					
District Sessions					
Council/Committee Meetings	x				x
Town Hall(s)					
Presentations to Council					
Public Hearing					
Voyent Alert					
Voyent Alert Notification	x (as needed)				x (as needed)

Communications Matrix

1.9 Emergency Management and Related Documents

Minimum Channels ↓	Content →
Digital	Emergency Management and Related Documents: Critical/Emergency Events
Website – Richmond County	X
Website – EDPC	
Website – Nova Scotia Tender Portal	
Internal Email (Municipal Staff & Council)	X
External Email	X
Facebook	X
Instagram	
Virtual Link (if applicable)	
MOCR YouTube Channel	
Advocate Media Inc.	
Television	
Telile TV – TV Broadcasting	
Telile TV – Scroll	X
St. Peter's TV – Scroll	X
Newspaper/Print	
The Reporter	
Cape Breton Post	
The Casket	
Le Courrier de la Nouvelle-Écosse	
Faith-Based Bulletins	
Mail Drop	
Posters	
Radio	
1015 The Hawk	X
CBC Halifax	
CBC Sydney	
989 XFM	
CBFM	
CITU	
Mniku Radio	
In Person	
District Sessions	
Council/Committee Meetings	
Town Hall(s)	
Presentations to Council	
Public Hearing	
Voyent Alert	
Voyent Alert Notification	X

Appendix 7

Communication/Dissemination of Information Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

1.1 Financial and Related Documents

Activity/Content	Content Type	Communication Timeline
Annual Grants and Tax Exemptions	<ul style="list-style-type: none"> Grant Funds & Funding Contribution Year-End Document Website Article Facebook Post Public Service Announcement (PSA) Reporter Advertisement 	<ul style="list-style-type: none"> Annually, before June 30th.
Annual Audit	<ul style="list-style-type: none"> Annual Audit Document Website Article Facebook Post 	<ul style="list-style-type: none"> Within 10 business days of final approval.
Annual Budget	<ul style="list-style-type: none"> Revenue Budget Document Expense Budget Document Final Budget Newsletter 	<ul style="list-style-type: none"> Within 10 business days of Council approval.
Bi-Annual Tax Sales	<ul style="list-style-type: none"> Tax Sale Advertisement Document Website Article Facebook Post PSA PSA for the Committee/Council meeting package Results of Tax Sale Document 	<ul style="list-style-type: none"> Ad published twice, with the first ad appearing at least thirty days prior to the sale Meeting before the tax sale. Upon final review by the Director of Finance
Council, Municipal Staff, and ABCC citizen appointees Expenses, Hospitality Expenses	Council, Municipal Staff, and ABCC citizen appointees Expenses Summary document Hospitality Expenses Summary document	<ul style="list-style-type: none"> Within 10 business days following the end of each quarterly period.
Monthly Visa	<ul style="list-style-type: none"> Visa Statement, PDF Document 	<ul style="list-style-type: none"> After review by the Director of Finance
Monthly Cheques Issued	<ul style="list-style-type: none"> Vendor Cheque Register Reports, PDF Documents (Chequebook ID General, Water, Online Payments, and Online Utility) 	<ul style="list-style-type: none"> Within 10 business days following review by the Committee of the Whole.

1.2 Council Meetings and Related Documents

Activity/Content	Content Type	Communication Timeline	
Regular Council Meeting	<ul style="list-style-type: none"> Website Calendar Facebook Post 	<ul style="list-style-type: none"> Minimum two days prior 	
	<ul style="list-style-type: none"> Meeting Package Documents 	<ul style="list-style-type: none"> 3 days prior – Members of Council 2 days prior – Website 	
	<ul style="list-style-type: none"> Public Service Announcement (PSA) 	<ul style="list-style-type: none"> Minimum two days prior 	
	<ul style="list-style-type: none"> Approved Meeting Minutes Proclamation Document 	<ul style="list-style-type: none"> Within 10 business days of approval. 	
	<ul style="list-style-type: none"> Press Release Document 	<ul style="list-style-type: none"> Upon approval of the CAO and/or Warden. 	
	<ul style="list-style-type: none"> Virtual Meeting Link 	<ul style="list-style-type: none"> Within two days of a request. 	
	<ul style="list-style-type: none"> Meeting Recording - Video 	<ul style="list-style-type: none"> Next day, broadcast by Telile Community Television 	
	<ul style="list-style-type: none"> MOCR Livestream Link 	<ul style="list-style-type: none"> Minimum two days prior 	
Committee of the Whole Meeting	<ul style="list-style-type: none"> Website Calendar Facebook Post 	<ul style="list-style-type: none"> Minimum two days prior Minimum two days prior 	
	<ul style="list-style-type: none"> Meeting Package Documents 	<ul style="list-style-type: none"> 3 days prior – Members of Council, 2 days prior – Website 	
	<ul style="list-style-type: none"> Public Service Announcement (PSA) 	<ul style="list-style-type: none"> Minimum two days prior 	
	<ul style="list-style-type: none"> Approved Meeting Minutes and Committee Reports 	<ul style="list-style-type: none"> Within 10 business days of approval. 	
	<ul style="list-style-type: none"> Warden's Council Report 	<ul style="list-style-type: none"> Included in meeting package 	
	<ul style="list-style-type: none"> Administration Operations Report 		
	<ul style="list-style-type: none"> Meeting Recording- Video 	<ul style="list-style-type: none"> Next day, broadcast by Telile Community Television 	
	<ul style="list-style-type: none"> MOCR Livestream Link 	<ul style="list-style-type: none"> Minimum two days prior 	
Special Meetings/ Committees of Council	<ul style="list-style-type: none"> Website Calendar Facebook Post 	<ul style="list-style-type: none"> Minimum two days prior 	
	<ul style="list-style-type: none"> Meeting Package Document 	<ul style="list-style-type: none"> 3 days prior – Members of Council, 2 days prior – Website 	
	<ul style="list-style-type: none"> PSA 	<ul style="list-style-type: none"> Minimum two days prior 	
	<ul style="list-style-type: none"> Approved Meeting Minutes, Documents 	<ul style="list-style-type: none"> Within 10 business days of approval 	
	<ul style="list-style-type: none"> Virtual Meeting Link 	<ul style="list-style-type: none"> Within 2 days 	
	<ul style="list-style-type: none"> MOCR Livestream Link 	<ul style="list-style-type: none"> Minimum two days prior 	
Emergency Meetings	<ul style="list-style-type: none"> Website Calendar Facebook Post PSA 	<ul style="list-style-type: none"> As the circumstance allows 	
	Record Meetings	<ul style="list-style-type: none"> MOCR Video Recording 	<ul style="list-style-type: none"> Next business day – Telile TV Broadcast

1.3 Planning and Related Documents

Activity/Content	Content Type	Communication Timeline
Adopted Policy	<ul style="list-style-type: none"> • Adopted Policy, Document • Facebook Post • PSA • Internal Email • Website Article 	<ul style="list-style-type: none"> • Within 10 days of Council approval
	<ul style="list-style-type: none"> • Policies with application submission deadlines: <ul style="list-style-type: none"> ○ PSA ○ Facebook post ○ Internal Email 	<ul style="list-style-type: none"> • Three scheduled notices: one issued one month before the deadline, one 14 days prior, and one 7 days prior
Adopted By-law and Land Use By-law	<ul style="list-style-type: none"> • Adopted By-law Document • Local Newspaper Advertisement Document • Website Article • PSA • Facebook post • Internal Email 	<ul style="list-style-type: none"> • Within 10 days of Council approval
Public Hearings - Land Use By-Law - Rezoning - Land Development Agreements	<ul style="list-style-type: none"> • Local Newspaper Advertisement Document • EDPC Website Notice • Municipal Website Article • Municipal Website Calendar Event • PSA • Facebook Post • Meeting Package Documents • Public Hearing minutes 	<ul style="list-style-type: none"> • Two ads within 14 days prior to the second reading. • 14 days prior to second reading. • Minimum 2 days prior to the Public Hearing. • 3 days prior – members of Council • 2 days prior – website • Within 10 days of Council approval
Municipal Public Hearings - By legislation or Council-initiated	<ul style="list-style-type: none"> • Local Newspaper Advertisement Document 	<ul style="list-style-type: none"> • One ad, 14 days prior to the second reading or as required by the MGA
	<ul style="list-style-type: none"> • Municipal Website Article • Municipal Website Calendar Event 	<ul style="list-style-type: none"> • 14 days prior to the second reading • Minimum 2 days prior to the Public Hearing
	<ul style="list-style-type: none"> • Facebook Meeting Notice 	<ul style="list-style-type: none"> • Minimum two days prior to public hearing
	<ul style="list-style-type: none"> • Meeting Package Document 	<ul style="list-style-type: none"> • 3 days prior – members of Council • 2 days prior – website
	<ul style="list-style-type: none"> • Public Hearing minutes 	<ul style="list-style-type: none"> • Within 10 days of Council approval

1.4 Special Projects and Related Documents

Activity/Content	Content Type	Communication Timeline
Special Projects Requiring Community Consultation	<ul style="list-style-type: none"> • Website Article • Facebook Post • Internal /External Email • Instagram Post • Mail - Outs Document • Newspaper and Radio Advertisement Document(s) • PSA • Posters • Virtual Link (if applicable) 	<ul style="list-style-type: none"> • Project-based.
Department Planned Projects	<ul style="list-style-type: none"> • Website Article • Facebook Post • Local Newspaper Advertisement, Document • PSA • Internal Email 	<ul style="list-style-type: none"> • Project-based.

1.5 Operations and Related Documents

Activity/Content	Content Type	Communication Timeline
Employment Listings/ABCC member call out	<ul style="list-style-type: none"> • Employment Listing/ABCC member call-out Advertisement Document • Website Article • Facebook Post • Internal Email 	<ul style="list-style-type: none"> • Minimum two weeks prior to the closing date.
Public Tenders	<ul style="list-style-type: none"> • Tender Document • Tender Advertisement Document • Website Article • Nova Scotia Tender Portal • Facebook Post • Internal Email 	<ul style="list-style-type: none"> • Minimum one week prior to the closing date.
Facility Closures	<ul style="list-style-type: none"> • Holiday Closure Notice Website Article • PSA • Facebook Post 	<ul style="list-style-type: none"> • Minimum two days prior.
	<ul style="list-style-type: none"> • Storm Closure Notice Website Article • PSA • Facebook Post 	<ul style="list-style-type: none"> • As per MOCR Storm Closure Policy.
	<ul style="list-style-type: none"> • Storm Closure Update 	<ul style="list-style-type: none"> • As the situation allows.
Department/Operational Planned Events	<ul style="list-style-type: none"> • Dept. Operational Planned Event Notice Website Article • Facebook Post • PSA • Internal email • External email as needed • Voyent Alert Notification 	<ul style="list-style-type: none"> • Minimum one week prior.

Department Operational Issues	<ul style="list-style-type: none"> • Dept. Operational Issue Notice Website Article • Facebook Post • Internal Email • External email as needed • PSA • Voyent Alert Notification 	<ul style="list-style-type: none"> • As the situation allows. Note: Communication channels used may vary, depending on the situation.
Recreation Quarterly Programs	<ul style="list-style-type: none"> • Website Article • Facebook Post • Instagram • PSA • Internal Email 	<ul style="list-style-type: none"> • Minimum one week prior to program registration
Recreation Pop-Up Event	<ul style="list-style-type: none"> • Facebook Post • Instagram 	<ul style="list-style-type: none"> • As the situation allows
Recreation Volunteer of the Month/Year (VOM)	<ul style="list-style-type: none"> • VOM / VOM Year Notice Website Article • Facebook Post • Instagram • Internal Email • Committee of the Whole Meeting PSA Document 	<ul style="list-style-type: none"> • Monthly/Yearly
Richmond Reflections Newsletter	<ul style="list-style-type: none"> • Richmond Reflections Newsletter Document 	<ul style="list-style-type: none"> • Quarterly, see Appendix 3 for details
All Media Releases	<ul style="list-style-type: none"> • Media Release Document 	<ul style="list-style-type: none"> • Upon approval, see Appendix 4, Media Releases

1.6 Events and Related Documents

Activity/Content	Content Type	Communication Timeline
Municipal Events	<ul style="list-style-type: none"> • Website Article • Internal email • External email, as needed • Facebook Post • Instagram Post • Local Television & Faith-Based Bulletin PSA • Committee of the Whole meeting PSA document 	<ul style="list-style-type: none"> • Minimum two weeks prior to the event.
Council Workshops	<ul style="list-style-type: none"> • Website Announcement Document 	<ul style="list-style-type: none"> • Minimum two weeks prior to the event.
Training/Information Session	<ul style="list-style-type: none"> • Internal Email • Calendar Invite 	<ul style="list-style-type: none"> • Minimum two weeks prior to the event.
Submitted Events	<ul style="list-style-type: none"> • Website Community Calendar • Facebook Post 	<ul style="list-style-type: none"> • As the situation allows.
Municipal Elections Related documents: <ul style="list-style-type: none"> • Nova Scotia Municipal Election Act (NSMEA) 	<ul style="list-style-type: none"> • Website Page: "YYYY Elections" • Nominee Advertisement Document for: <ul style="list-style-type: none"> ○ Reporter ○ Website Article ○ Facebook Post 	<ul style="list-style-type: none"> • A minimum of two months before the election

<ul style="list-style-type: none"> • <u>Municipal Returning Officer's Handbook</u> 	<ul style="list-style-type: none"> ○ PSA ○ Faith-Based Bulletins 	
	<ul style="list-style-type: none"> • Nomination Entries – PDF Document 	<ul style="list-style-type: none"> • As approved by the Returning Officer
	<ul style="list-style-type: none"> ○ Richmond Reflections Voting Day Notice ○ Document for Website Article, Internal Email ○ PSA ○ Faith-Based Bulletins • Election Information Mail - Out • Voyent Alert Notification 	<ul style="list-style-type: none"> • As per the published issue date of the fall issue of the Richmond Reflections • As needed • As needed
	<ul style="list-style-type: none"> • Election Communications such as Notice of List of Electors, Notice of Advance and Ordinary Poll Day, Disclosure papers etc. 	<ul style="list-style-type: none"> • As per the NSMEA and Municipal Returning Officer's Handbook

1.7 Emergency Management and Related Documents

Activity/Content	Content Type	Communication Timeline
Critical and Emergency Events	<ul style="list-style-type: none"> • Website Article • Internal email • External email, as needed • Facebook Post • PSA • Voyent Alert Notification 	<p>As the situation allows.</p> <p>Note: Communication channels used may vary depending on the situation.</p>

2. Roles and Responsibilities

2.1 Financial and Related Documents

- a) The CAO will be responsible for providing the Municipal Clerk with the Final Budget Newsletter and Budget Press Release.
- b) The Director of Finance will be responsible for providing the Municipal Clerk with the Grant Funds & Funding Contribution Year End Master List, the Revenue and Expense Budget Documents, and the Annual Audit Document.
- c) The Revenue Manager will be responsible for:
 - i. Creating the Municipal property tax sale advertisement, arranging for its publication as required under the MGA, and providing a copy to the Municipal Clerk for publishing through the approved channels in the Communication Matrix.
 - ii. Providing the Municipal Clerk with approved and processed copies of Council, Municipal Staff, ABCC citizen appointee travel

and expense claims, **hospitality expense claims**, and Visa statements, each with accompanying receipts.

- d) The Accounts Payable Administrator will be responsible for providing the Municipal Clerk with the monthly Vendor Cheque Register Report Document.
- e) The Municipal Clerk will be responsible for creating the quarterly Council, Municipal Staff, and **ABCC citizen appointee** Expense Summary document, and **Hospitality Expense** Summary document, and publishing them through the approved channels in the Communication Matrix.

2.2 Council Meetings and Related Documents

- a) The Municipal Clerk or designate will be responsible for organizing and providing meeting packages to Council and Agencies, Boards, Commissions, and Committees (ABCCs) of Council, coordinating with the Technology Specialist regarding live streaming, and publicizing meeting notices as per the MGA, meeting packages, approved minutes, and other approved related documents.

2.3 Planning and Related Documents

- a) The Municipal Clerk or designate is responsible for publicizing notices for by-law adoption, public hearings, and other related materials, as well as final policies, by-laws, land use by-laws, land development agreements, and related documents, in accordance with the MGA and the approved channels in the Communication Matrix.

2.4 Special Projects

- a) The Municipal Clerk or designate is responsible for publishing notices of approved administrative projects and initiatives, including EDPC planned municipal projects, as well as open houses and community consultations.
- b) The Department Directors or their designees are responsible for publishing notices of approved departmental projects, events, and initiatives, which may include open houses and community consultations.

2.5 Municipal Department Operations and Related Documents.

- a) The Municipal Clerk or designate is responsible for publishing the Administration Department employment listings, ABCC citizen member call-outs, operational closures, updates, media releases, and other department-specific content using the approved channels in the

Communication Matrix.

- b) Department Directors are responsible for providing employment listings, tender notices, event notices, operational service updates, and other department-specific content to their Departmental Administrators or designate for publishing using the approved channels in the Communication Matrix.

2.6 Events

- a) The Municipal Clerk, Department Administrator, or designate is responsible for publishing notices for municipal events, Council workshops, and training/information sessions on approved channels in the Communication matrix.
- b) The Community Development Coordinator, or designate, is responsible for publishing submitted events on the website community calendar.

2.7 Emergency Management and Related Documents

- a) The Emergency Services Coordinator is responsible for providing the Municipal Clerk, or designate, with copies of official communications and updates for release through the approved channels as outlined in the Communication Matrix.
- b) The Municipal Clerk or designate is responsible for publicizing emergency management notices and related documents.

3. Communication Channels

As per the Communication Matrix, Appendix 6.

4. Related Documents

4.1. Financial and Related Documents

- a) Grant Disclosure Policy
- b) Budget Release Policy
- c) Municipal Government Act
- d) Municipal Financial Reporting and Accounting Manual (FRAM)
- e) Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy

4.2. Council Meetings and Related Documents

- a) Municipal Government Act
- b) Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy
- c) Virtual Attendance Meeting Link Request SOP
- d) Virtual Meetings Policy

- e) Delegation to appear before Municipal Council
 - f) Delegation to appear before Committee of the Whole
- 4.3. Planning and Related Documents
- a) Municipal Government Act, Heritage Property Act
 - b) Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy
 - c) Land Use By-Laws, Municipal By-Laws and Council Policies
- 4.4. Special Projects
- a) Municipal Government Act
 - b) Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy
- 4.5. Operations and Related Documents
- a) Hours of Operation Policy
 - b) Storm Closure Policy
 - c) Purchasing and Tender Policy
 - d) Richmond Reflections Newsletter SOP
 - e) Municipal Government Act
- 4.6. Events
- a) Communication / Dissemination of Information SOP
 - b) Communications Matrix
 - c) Internal Communications SOP
 - d) Nova Scotia Municipal Elections Act
- 4.7. Emergency Management and Related Documents
- a) Municipal Government Act
 - b) The Municipality of the County of Richmond Emergency Management By-Law

5. Procedure

- 5.1. Website – Uploading Documents and Creating Notices.
- a) Log in to the administrator website.
 - b) Upload document(s) using DOCMAN to the municipal website into the appropriate category.
 - c) Documents need to be a PDF and in OCR format.
 - d) Upload notices to News and Announcement or to department news using ARTICLE.
 - e) For step-by-step instructions, refer to the [AMANS Joomla Documentation](#).

- 5.2. Website – Create a Calendar Event

- a) Log in to the administrator website.
- b) Create a calendar event using JEVENTS.
- c) Enter date, time, location, additional information, and image (optional).
- d) For step-by-step instructions, refer to the [AMANS Joomla Documentation](#).

5.3. Facebook - Create and Publish Post

- a) Log in to the Municipal Facebook page;
- b) Open the post composer;
- c) Create your post and proofread the text;
- d) Insert a link back to the municipal website for the detailed information (if applicable);
- e) Insert an image (i.e., Municipal Social Media Graphic or other if applicable).
- f) Select post to upload the information to the Facebook page.
- g) For step-by-step instructions, refer to the [Facebook Help Centre](#).

5.4. Newspaper Advertisement – Create and Publish

- a) Provide the local newspaper with a copy of a draft advertisement or ask the editor to create one;
- b) Review proof and approve the advertising dates.
- c) Media Contact list can be found on the network common drive located in a folder named Media Contact.

5.5. Publish Press Releases

- a) Upload the press release document to the municipal website;
- b) Create a Facebook post;
- c) Email the press release document to Council and Municipal Staff;
- d) Email the press release to Media Contacts.

5.6. Recorded Meetings – Website Link

- a) Log in to the Administrator Website;
- b) Open “Recorded Meetings” article;
- c) Edit the article by inserting the meeting date, name of the meeting and inserting the link to the recorded meeting.
- e) The video link can be found by copying and pasting the link from the Telile Community YouTube channel page.
- f) For step-by-step instructions, refer to the [AMANS Joomla Documentation](#).

5.7. Email – Internal and External Email Contacts

- a) Internal email contact list includes group emails such as “Staff” and “Council”. All other email contacts are generated and organized by the user.
 - b) Media contact list is located on the MOCR network common drive, in the “Media Contacts” folder.
- 5.8. Public Service Announcements
- a) Provide the written brief to the selected channels from the Communications Matrix, Appendix 7.
- 5.9. Voyent Alert Notifications
- a) Directors or designees should use the Voyent Alert notifications template to write their alert message. If a template isn’t available, a message can be drafted using the same format and key information.
 - b) The Voyent Alert notifications template file can be found on the Common drive in the folder named Voyent Alert.
 - c) Review the Voyent Alert Notifications SOP, Appendix 16.
- 5.10. Response to Public Enquiries
- a) Public enquiries should be responded to within 24-48 hours.
 - b) Depending on the nature of the enquiry, a response within the time frame noted in 5.10. (a) may not always provide a complete resolution; however, Municipal Staff are to provide an acknowledgement and indication of any further action that will be taken to resolve the issue/enquiry.
- 5.11. Responses to Public Question Period at Regular Council and Committee of the Whole Meetings
- a) There may be instances where Council is unable to provide an answer or a response during question period and requires more time in order to provide an accurate answer.
 - b) If a question cannot be answered at the meeting, Municipal Staff will ask the questioner to provide their contact details so that a response can be provided at a later time.
 - c) Responses that are provided in 5.11 (b) will be part of the meeting package for the following Regular Council or Committee of the Whole meeting.

Appendix 8

Delegation and Petitions to Municipal Council

Date Approved: December 16, 2025

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 or hard 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.

Appendix 9

Virtual Attendance - Meeting Link Request Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

Activity	Content Type	Communication Timeline
• Virtual Meeting Link	• Virtual Meeting Link via Email	• Within 2 business days.

2. Roles and Responsibilities

- 2.1. Municipal Staff, CAO, Members of Council, and ABCC Members will:
 - a) Forward all requests for virtual attendance to the Municipal Clerk.
- 2.2. Municipal Clerk/Communication Officer or designate will:
 - a) Provide a virtual meeting link within two business days of receiving the request, where possible.
 - b) Ensure virtual attendance requests are managed in accordance with meeting participation eligibility (members of Council, citizen ABCC appointees, approved presenters, or members of the public for non-livestreamed meetings).
 - c) Include a contact email for virtual meeting requests in the published meeting schedule and related public advertising for meetings commonly held virtually.
 - d) When responding to a public request for virtual attendance, include the standard Virtual Meeting Attendance Instructions outlined in Section 5.3, and indicate whether the meeting includes a public question period.

3. Communication Channel(s)

- 3.1. Internal Email
- 3.2. External Email

4. Related Documents

- 4.1. Communications Policy (Appendix 16)
- 4.2. Delegations and Petitions to Municipal Council (Appendix 8)
- 4.3. [Council Meeting Schedule](#) (Municipal Website)

5. Procedures

5.1. Create a Virtual Meeting in Zoom or Microsoft Teams:

- a) Log in to the virtual meeting platform (e.g., Zoom – www.zoom.us/signin#/login or Microsoft Teams or Outlook).
- b) Schedule the meeting with the correct date, time, and title
- c) If sending a meeting link by email, copy and paste the meeting link into the email.
- d) For step-by-step instructions, refer to:
 - i. [How to schedule a Zoom meeting](#)
 - ii. [How to schedule a meeting in Microsoft Teams](#)
 - iii. [How to schedule a Teams meeting from Microsoft Outlook.](#)

5.2. Provide Virtual Meeting Attendance Instructions to Public Viewers:

- a) When providing a virtual meeting link to a member of the public, Municipal Staff must include the following information:
 - i. Inform public participants that the meeting invite is for viewing only and that public attendees will not be participating in the meeting.
 - ii. Attendees must keep microphones muted and cameras turned off for the duration of the meeting.
- b) Clarify that, while the chat function cannot be disabled, public attendees are requested not to use the chat during the meeting, unless the meeting includes a designated public question period.
- c) If the meeting includes a public question period, inform attendees that they may participate during that portion by sending a message to the Municipal Clerk through the chat indicating their intent to speak. When their name is called, they may unmute their microphone and turn on their camera to address Council. Once they have finished speaking and been addressed by Council, the public attendee must turn off their microphone and camera.

Appendix 10

Publication of Council, Committee of Council, Committee Reports, and Meeting Packages on Municipal Website Policy

Date Approved: January 31, 2024

1. Purpose

- 1.1. This is the Municipality of the County of Richmond “Publication of Council, Committee and Committee Reports and Meeting Packages on Municipal Website” Policy

2. Policy Statement

- 2.1 It shall be the policy of the Municipality of the County of Richmond that approved minutes of Council, and Council Committees, together with Committee Reports provided to Council, and meeting packages will be posted on the municipal website.
- 2.2 Agenda and meeting packages for Council and Committees of Council are provided two business days prior to the meeting.
- 2.3 Municipal Council will not publish or distribute minutes of “In-Camera” meetings of Council, or Committees of Council.

2. Policy Guidelines

- 2.1 Municipal staff will prepare minutes for Municipal Council Meetings, and meetings of Committees of Council; and these minutes will be presented to the following Council or Committee Meeting for approval.
- 2.2 Municipal staff will prepare a report from Committees of Council, and provide them to Council for consideration.
- 2.3 Municipal Council and Committees of Council, will consider the minutes prepared by staff, and will consider and approve the minutes, with or without amendments.
- 2.4 Municipal staff will publish the minutes of Council meetings and the Committee reports received at Council Meetings within 10 business days following the approval of the Council minutes.
- 2.5 Municipal staff will publish the minutes of Committees of Council within 10 business days following the approval of the Committee minutes.

- 2.6 Municipal staff will not publish, or distribute, minutes of any “In-Camera” meetings of Council, or Committees of Council unless directed to do so by a resolution of Council, or a law enforcement organization or Court.
- 2.7 Municipal staff will publish agendas and meeting packages for Council and Committees of Council on the municipal website two business days prior to the meeting.

Appendix 11

Budget Release Policy

Date Approved: May 23, 2023

1. Policy Statement

- 1.1 It is the policy of the Municipality of the County of Richmond, to release annually information to the public regarding the approved budget and specifically any changes in taxes, water, sewer rates and user fees.

2. Objectives

- 2.1 To inform the public of the highlights of the approved budget and of any changes.
- 2.2 To be open and transparent with the public with changes that may affect our ratepayers.
- 2.3 Timely communication with the public as per our approved Communications Plan.

3. Qualification

- 3.1 The Municipality shall annually release a budget summary document that will detail the highlights and important facts about the approved budget as well as any changes that will directly affect our ratepayers.

4. Responsibilities

- 4.1 Municipal Council will be responsible to:
 - a) review, amend, and adopt the budget release policy, and;
 - b) support the C.A.O. and staff in the implementation of policy.
- 4.2 The C.A.O. will be responsible to:
 - a) implement the budget release policy, and;
 - b) work with Municipal Council to release the document annually.
- 4.3 The Department Heads will be responsible to:
 - a) send important information and facts regarding their departments budget to the C.A.O;

5. Timing

- 5.1 The budget release document shall be released/posted within 10 business days of final approval of the annual budget.

Appendix 12

Grant Disclosure Policy

Date Approved: October 28, 2025

1. Policy Statement

Pursuant to Section 65(C) of the *Municipal Government Act*, it shall be the policy of the Municipality of the County of Richmond that all grant funding provided each year by the Municipality to community organizations be publicly disclosed according to the conditions as set out in this policy.

Grant disclosure policies 65C

- 1) The council shall adopt a policy that requires the municipality to disclose to the public a list of recipients of grants made by the municipality and the amounts of those grants.
- 2) A policy adopted under subsection (1) must include the (a) frequency and timing of disclosure; (b) content to be included in a disclosure; and (c) form in which the disclosure must be made.
- 3) A policy adopted under subsection (1) may include any other matter that the council considers necessary or advisable to carry out effectively the intent and purpose of the policy.

2. Short Title

- 2.1 This Policy is entitled "Grant Disclosure Policy".

3. Frequency and Timing of Disclosure

- 3.1 Prior to June 30th of each year, the Municipality shall publicly disclose all grant funding provided in the previous fiscal year through one master list of all recipients.

4. Content to be Included in Disclosure

- 4.1 The following information must be included in the Disclosure:
 - a) The name of the recipient organization with the total granted amount, the type of grant as defined in the current funding framework.

5. Form in which the Disclosure Must be Made

- 5.1 Disclosure of such grant funding shall be on our municipal website and as per the Strategic Communications Plan.
- 5.2 Additional communication channels used for disclosure are listed in the Strategic Communications Plan.

6. Responsibilities

- 6.1 Municipal Council will be responsible to:
 - a) review, amend, and adopt the Grant Disclosure Policy.
- 6.2 The C.A.O. will be responsible to:
 - a) implement the grant disclosure policy;
 - b) support staff in the release of the document
- 6.3 The Director of Finance will be responsible for producing the master list of grant recipients for disclosure.
- 6.4 The Municipal Clerk will be responsible for publishing the disclosure as per the Communication/Dissemination of Information standard operating procedures.

Appendix 13

Internal Communications Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline (including but not limited to)

Activity/Content	Content Type	Communication Timeline
New Employee Introduction	<ul style="list-style-type: none"> Email Notice 	<ul style="list-style-type: none"> Minimum 7 days prior
Employee Contact Directory	<ul style="list-style-type: none"> Document 	<ul style="list-style-type: none"> Quarterly review, or upon notification of a change.
Employee Workplace Wellness Committee Newsletter	<ul style="list-style-type: none"> Document 	<ul style="list-style-type: none"> As Municipal Staff resources allow
All Staff Meeting	<ul style="list-style-type: none"> Email Notice Virtual Meeting Link, if applicable Agenda, if applicable 	<ul style="list-style-type: none"> Minimum 7 days prior
Senior Management Meeting		<ul style="list-style-type: none"> As required
Departmental Project-Based		<ul style="list-style-type: none"> As required
Council and ABCC Meetings	<ul style="list-style-type: none"> Calendar Invite Email 	<ul style="list-style-type: none"> Minimum 7 days prior
Special Meetings		<ul style="list-style-type: none"> Minimum 2 days prior
Special Municipal Staff Events	<ul style="list-style-type: none"> Email Notice Calendar Invite 	<ul style="list-style-type: none"> Minimum 7 days prior
Council and or Corporate Decisions	<ul style="list-style-type: none"> Email Notice to "Staff" and "Council." 	<ul style="list-style-type: none"> Upon Council and or CAO approval.
Municipal activities, new initiatives, and programs.	<ul style="list-style-type: none"> Email Notice to "Staff" and "Council." Municipal Staff meeting (if applicable) 	<ul style="list-style-type: none"> Before public notification.
Out of office email and phone messaging.	<ul style="list-style-type: none"> Out-of-Office email notification Absent phone greeting 	<ul style="list-style-type: none"> When absent for one or more days
Document Sharing	<ul style="list-style-type: none"> Email Intranet (to be established) 	<ul style="list-style-type: none"> Within 24 - 48 hours or as otherwise noted. Available 24/7.
Email and Phone Inquiries	<ul style="list-style-type: none"> Email Response Phone Response 	Within 24 - 48 hours, see Appendix 6, section 5.10
Urgent or Detailed Information Exchange	<ul style="list-style-type: none"> Phone In Person 	As required.

2. Roles and Responsibilities

2.1 Municipal Council will be responsible to:

- a) fully participate in the communication process, such as active listening, reading, providing input, and feedback to the Chief Administrative Officer (CAO).

2.2 The CAO and Senior Management Team will be responsible to:

- b) deliver key departmental information, priorities, plans, and progress to all employees and Council, and;
- c) ensure all employees receive the information and communication they need to effectively complete their jobs.

2.3 Municipal Staff will be responsible to:

- a) fully participate in the communication process, such as active listening, reading, providing input and feedback, as well as asking questions that will help in daily work tasks.

3. Communication Channels

3.1 The following are current communication channels:

- a) Print - Memo, Briefing Note, Newsletter, Posters
- b) Digital – “Staff” and “Council” Email, Virtual Link, E-Newsletter
- c) In Person - One on One, Formal Face to Face (i.e., meetings), Informal Face to Face (i.e., CAO/Director walk-about)
- d) Telephone, Cell Phone, SMS Text Message

4. Related Documents

4.1. Communication/Dissemination of Information SOP

4.2. Communications Policy

4.3. Code of Conduct Policy

5. Procedure

5.1 Email Notices

- a) Select and open the email application.
- b) Select “New Email”.
- c) Create your subject line.
- d) Create the body of the email:
- e) Select “Send” to distribute the email.

f) For step-by-step instructions, refer to Microsoft's official guide:

i. [Create an email message in Outlook](#)

6. Schedule a Calendar Event or Meeting in Microsoft Outlook/Microsoft Teams

6.1 Open your Outlook Calendar or Microsoft Teams Calendar.

6.2 In Outlook, select "New Meeting" or "New Event"; for Teams, select "New Meeting" at the top right of the Calendar tab.

6.3 Enter the necessary details, depending on whether you are scheduling a meeting (with attendees and/or a virtual link) or an event (such as a flag-raising ceremony).

6.4 Select "Send" to distribute the calendar invite.

6.5 For step-by-step instructions, refer to Microsoft's official guides:

a) [Schedule a meeting in Outlook](#)

b) [Schedule a meeting in Microsoft Teams](#)

7. Out of Office Email and Phone Notifications

7.1 To keep channels of communication open and active, it is advised that all Municipal Staff set up "out of office" email and phone messages when they are away for extended periods of time (i.e., away from the office for 1 day or more).

7.2 Out of office notification messages should provide the contact information for an alternate Municipal Staff person approved by the CAO and or Department Head.

7.3 For step-by-step instructions, refer to Microsoft's official guide:

a) [Send Automatic Email Replies in Outlook](#)

8. Workplace Wellness Newsletter

8.1 The workplace wellness newsletter is created by volunteer members of the Employee Workplace Wellness Committee. When time allows, a designated committee member produces, edits, and publishes the newsletter, which is then shared via email with members of Council and Municipal Staff.

9. Document Sharing

9.1 PDF (accessible) documents are preferred unless otherwise specified.

9.2 For a step-by-step guide in creating accessible PDF documents using Adobe, refer to Adobe's official guide:

a) [Create and verify PDF accessibility](#)

Appendix 14

Paid and Owned Channels

Channel	Type (Owned or Paid)	New or Established
Television Advertising	Paid	Established
Newspaper/Magazine Advertising	Paid	Established
Radio Advertising	Paid	Established
Media	Paid	Established
Digital Screen - Administration Building Lobby	Owned	Established
Facebook	Owned/Paid	Established
Instagram	Owned/Paid	Established
Website	Owned/Paid	Established
Newsletters	Owned/Paid	Established
Video Production	Owned/Paid	Established
Strait Chamber of Commerce E-Blast	Paid	Established
Cape Breton Partnership E-Blast	Paid	Established
Association of Municipal Administrators of Nova Scotia Listserv	Paid	Established
Email	Owned/Paid	Established
Telile Television Broadcasting Services	Paid	Established
Notification Alert App	Paid	Established
Intranet	Paid	Not established yet.
MOCR YouTube Channel	Paid	Established

Appendix 15

Communications Policy

Date Approved: January 31, 2024

1. Purpose

1.1 The purpose of the Communications Policy is to put into practice the goals, objectives, and procedures as identified in the Municipality's Strategic Communications Plan.

2. Policy Statement

2.1 The Municipality of the County of Richmond (Municipality) supports clear, effective, timely, and consistent communication. This Policy establishes standards to ensure that communications with residents, stakeholders, Council, and employees reflect the values of the Municipality, and is efficient, responsive, and human-focused.

3. Short Title

3.1 This Policy is entitled "Communications Policy".

4. Scope

4.1 This policy shall apply to:

- a) All municipal representatives. This includes, but is not limited to: Municipal staff, consultants, contractors, partners, and members of Council.
- b) All internal and external communications.

5. Responsibility

5.1 Municipal Council will be responsible to:

- a) Review, amend, and adopt a Strategic Communications Plan.
 - i. The Strategy shall include measurable outcomes related to both external and internal communications and propose actions that respond to evolving needs of audiences, emerging trends, and proven practices. In all regards, the Strategic Communications Plan shall embody the values identified in the Municipality's Strategic Plan.

5.2 The Chief Administrative Officer (CAO) will be responsible to:

- a) implement the Strategic Communications Plan and Communications Policy.

- 5.3 The Communications Officer, under the direction of the CAO, is responsible to:
- a) develop, and periodically review the Strategic Communications Plan in collaboration with department heads and designated staff, and
 - b) suggest revisions for Council's consideration.

6. Policy Guidelines

- 6.1 Communication activities shall follow the goals, objectives, and procedures as identified in the Municipality's Strategic Communications Plan.
- 6.2 All communications shall reflect and promote inclusion, diversity, equity, and accessibility.
- 6.3 Municipal information, both online and in print, shall have the Municipal logo/branding.
- 6.4 Communications shall use plain language and a variety of methods as a means to be inclusive and responsive to the needs of target audiences.
- 6.5 All communications received by the Municipality will be reviewed, and where applicable, processed in accordance with this Policy in a timely manner, having regard to the circumstances the communication, including but not limited to, the subject matter of the communication, staff availability, operational priorities, and the Freedom of Information and Protection of Privacy Act.

Appendix 16

MORC Use of Voyent Alert

Standard Operating Procedures

1. Activity/Content, Content Type, and Communication Timeline

Activity/Content	Content Type	Communication Timeline
Alerting for Emergencies affecting the County and Municipal Operational day-to-day alerts.	<ul style="list-style-type: none"> • Database / Templates 	<ul style="list-style-type: none"> • Continuous - ongoing registration and maintenance.

2. Roles and Responsibilities

2.1 The Chief Administrative Officer (CAO) will be responsible to:

- a) Administer and implement the Voyent Alert program.
- b) Ensure staff are trained and informed of the program.
- c) Approve templates for use.
- d) Direct and authorize the use to inform subscribers.
- e) Send Voyent Alerts according to the procedure defined in this document.

2.2 The Department Directors will be responsible to:

- a) Provide information for the creation of templates or alerts on behalf of their department.
- b) Send all pertinent information regarding their alerts to the Emergency Services Coordinator (ESC) following the procedure defined in this document.

2.3 The Emergency Services Coordinator (ESC) will be responsible to:

- a) Create templates or alerts on behalf of all departments.
- b) Send Voyent Alerts according to the procedure defined in this document.
- c) Assist with administration.

2.4 The Municipal Clerk will be responsible to:

- a) Create templates or alerts as needed.
- b) Maintains the content on the municipal webpage for the Voyent Alerting.
- c) Send Voyent Alerts according to the procedure defined in this document.

- 2.5 The Technology Specialist will be responsible to:
- a) Maintains the content on the municipal webpage for the Voyent Alerting.
 - b) Works with Voyent Alert (ICEsoft) to ensure continuous operation.
- 2.6 Municipal staff will be responsible to:
- a) Direct any questions or concerns for follow-up to the ESC or Municipal Clerk.

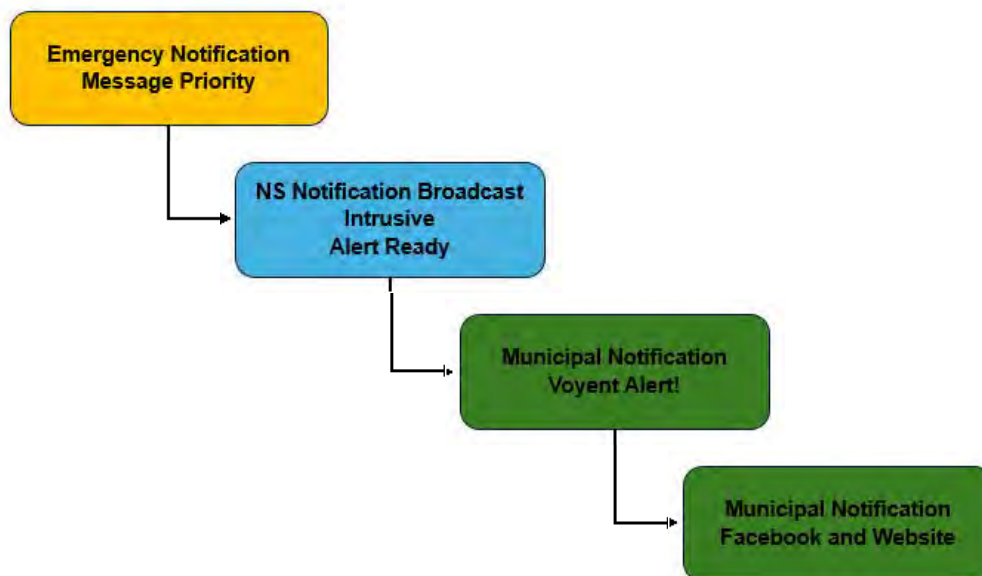
3. Communication Channels

- a) As per subscribers' preferences, the following channels are optional: Email, Phone, Text/SMS Message.

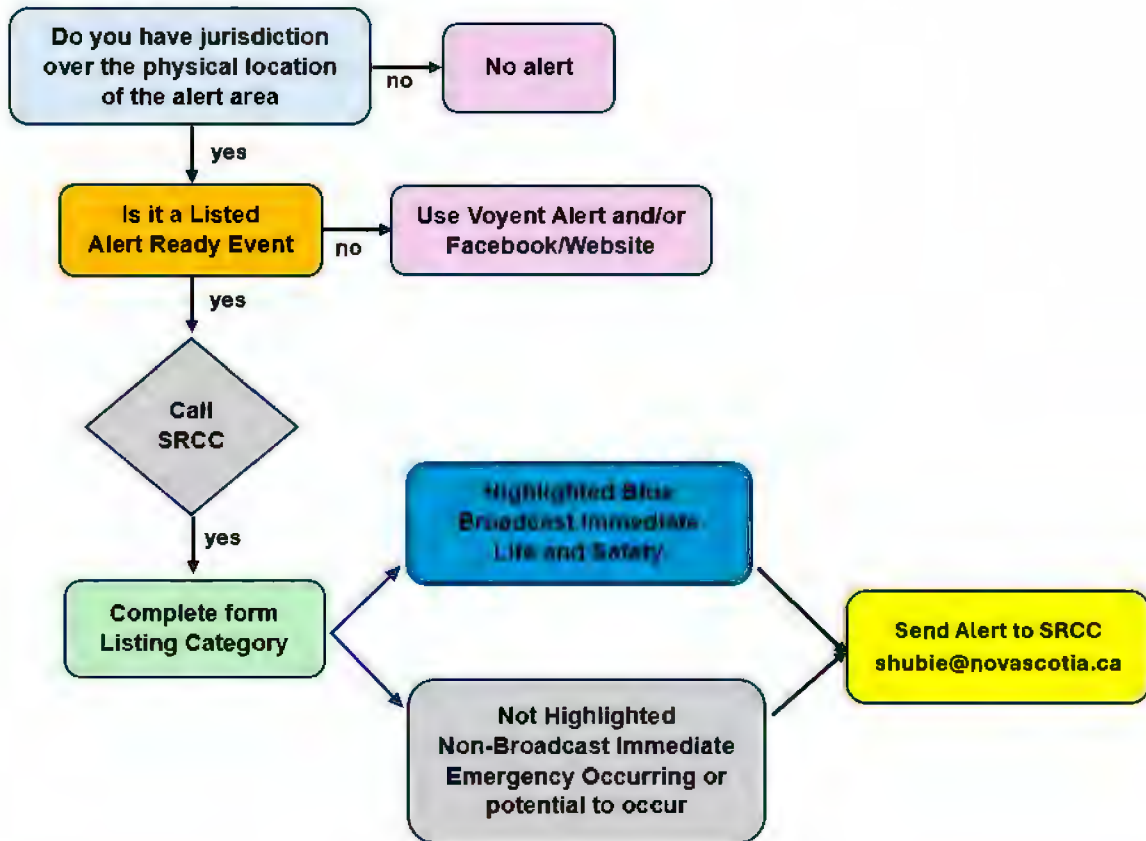
4. Related Documents

- a) [Voyent Alert! App Trouble Shooting Guide](#)
- b) [Frequently Asked Questions](#)
- c) Communications Matrix, Appendix 6

5. Procedure – Notifications



6. Procedure Overview – Alert Ready



7. Procedure Overview – Voyent Alert!

7.1 The municipality defines 4 classifications for notifications that subscribers can receive through Voyent Alert!

- a) Critical / Emergency
- b) Warning
- c) Watch
- d) Non-Emergency Disruption
- e) Example:

Event category	Example	Who receives the message
RED BANNER		
Critical / Emergency	Evacuation, Wildfire, Flooding Severe Weather, Public safety concern, Shelter in place, Boil Water Advisory	All Voyent Alert! users who have subscribed through the Municipality

Event category	Example	Who receives the message
Warning	Outside Evacuation area, Severe Weather	

Event category	Example	Who receives the message
YELLOW BANNER		
WATCH	Weather, Wildfire, Flood	
Non-Emergency Disruption	Road closure, Water pressure affected by repair work, Facility Closure Heavy waste collection Air quality, Fire Ban	Subscribers may opt in or out at any time

- f) When an event occurs, designated staff will follow set procedures to determine whether to use Voyent Alert! to communicate about the event or other communication methods.
- g) The procedure includes:
 - i. approval by CAO to ensure that the tool is only used, when necessary,
 - ii. pre-approved templates to ensure messages and instructions are unambiguous,
 - iii. pre-defined geographic zones to ensure subscribers only receive messages that affect them (their set preferences).

8. Procedure - Unplanned Event

8.1 Unplanned Event – Critical / Emergency:

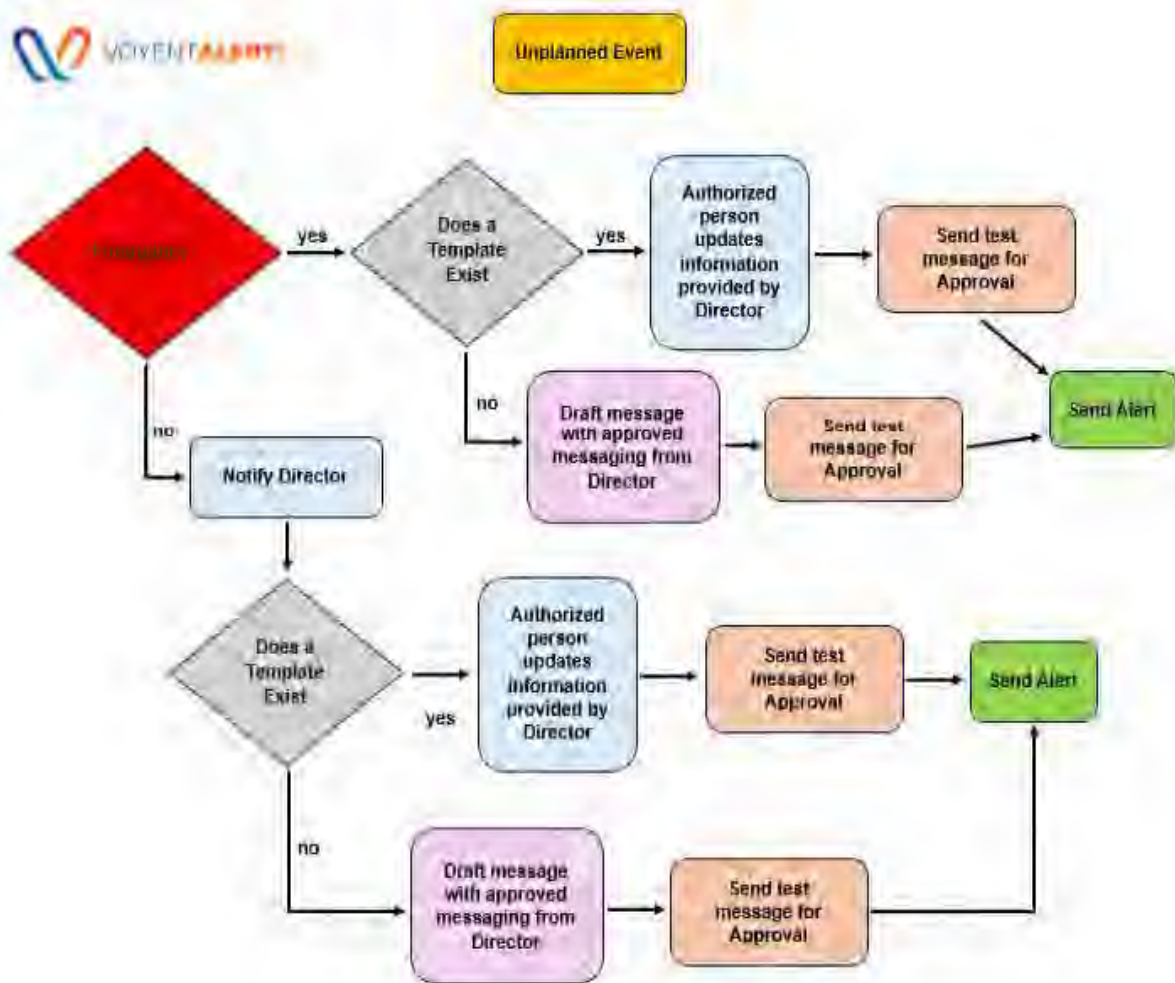
- a) Flow Chart 'A' is used when any staff are notified of an event that is defined as an emergency, they will notify the CAO or their Director.
- b) The CAO or Director will outline what template they would like to send or provide new message information to be put into an alert.
- c) If a template has been drafted and approved for use for the emergency type any authorized person can:
 - i. fill in the predefined template information with the current details of the emergency (date, time, location, etc.),
 - ii. send the preview test message to the Director responsible for final approval,
 - iii. send the Voyent Alert! to the affected zone (subscribers),
 - iv. follow up with the Department Director for the next steps as it relates to their department

- d) If there is no pre-approved template, authorized staff can:
 - i. take the information sent by the Director and draft the appropriate message,
 - ii. send the preview test message to the Director responsible for final approval,
 - iii. send the Voyent Alert! To the affected zone (subscribers)
 - iv. follow up with the Department Director for next steps as it relates to their department

8.2 Unplanned Event – Non-Emergency Disruption:

- a) Flow Chart 'A' is used when any staff learns of a current event that is not an emergency, but for which Voyent Alert! Communications are foreseen, they shall notify the appropriate person who will prepare the Voyent Alert! As follows.
- b) If a template has been drafted and approved for use in the current situation any authorized person can:
 - i. fill in the predefined template information with the current details of the emergency (date, time, location, etc.),
 - ii. send the preview test message to the Director responsible for final approval
 - iii. sends the Voyent Alert! To the affected zone (subscribers)
 - iv. follows up with relevant staff for next steps
- c) If there is no pre-approved template, authorized staff can:
 - i. Take the information sent by the Department Director and draft the appropriate message
 - ii. send the preview test message to the Director responsible for final approval
 - iii. sends the Voyent Alert! to the affected zone (subscribers)
 - iv. follow up with the Department Director for next steps as it relates to their department.

Flow Chart A – Unplanned Event



9. Procedure – Planned Event, Non-Emergency Disruption

9.1 Planned Event – Non-Emergency Disruption

- a) Flow Chart ‘B’ is used when staff plan or become aware of an operational event/issue for which Voyent Alert! communications are foreseen.
- b) If a template has been drafted and approved for use in that situation any authorized person can:
 - i. Fill in the template with the details of the operational event/issue provided by the Department Director
 - ii. send the preview test message to the Director responsible for final approval
 - iii. schedules the Voyent Alert!
 - iv. notifies the affected staff
- c) If there is no pre-approved template, authorized staff can:
 - i. Take the information sent by the Department Director and draft the appropriate message

- ii. sends the Voyent Alert! to the affected zone (subscribers)
- iii. follows up with relevant staff for next steps

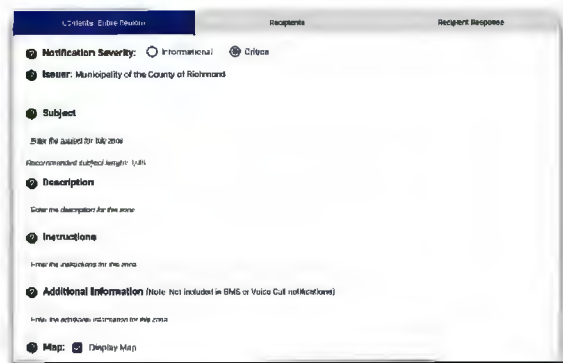
Flow Chart B – Unplanned, Non-Emergency Disruption



10. Procedure - Format of Voyent Alert! templates

10.1 Voyent Alerts have the following components:

- a) Alert name (name of template)
- b) Zone (default is the entire county; smaller regions can be defined by drawing on the map)
- c) Severity radio button (informational or critical)
- d) Issuer (MOCR – not editable)
- e) Subject (editable, but by default it is the name of the alert)
- f) Description
- g) Instructions
- h) Additional information



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

Strategic Communications Plan

Prepared by: Municipality of the County of Richmond

**Municipality of the County of Richmond
2357 Highway 206 Arichat, P.O. Box 120
Nova Scotia B0E 1A0
902-226-2400
info@richmondcounty.ca**

Title: Chief Administrative Officer (CAO) Performance Review

Approved by Council	Date:
Policy Review Notification	Date:
Policy Review	Date:
<p>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 _____.</p>	
<p>_____ Shelley David, Municipal Clerk</p>	

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 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 Performance Review Template attached. (Appendix A)

5. Roles & Responsibilities

5.1. Council

- a) to ensure that Council provides an annual written performance review of the CAO.



- b) to provide a template 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, benefits, or other contract obligations, reflective of job performance; eligibility for movement on the salary grid shall be effective at the beginning of the next fiscal year.

5.2. CAO

- a) to actively review Council’s CAO Performance Review Plan and discuss opportunities for the year ahead 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.

7. Appendix

7.1. Appendix A – CAO Performance Review Template

7.2. Appendix B – MOCR Chief Administrative Officer Job Description

8. Policy Review/Amendment Schedule

Date of Review	Council Amended/Approval
Dec. 2, 2025, Jan. 12, 2026	
Sept. 11, 2023	Sept. 25, 2023 (approved)
July 17, 2023	New policy, reviewed.



Appendix A: CAO Performance Review Template

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 in December of each year.
- The Warden will take notes for each item, creating a single collective version of the Performance Review, and circulate the draft Performance Review to Council for accuracy following the meeting.
- Once confirmed by Council, the Warden will send the draft Performance Review 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 Performance Review 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, Adaptability, & Professionalism* – Leads by example, takes responsibility for results, adapts well to change, and demonstrates self-awareness, professionalism, and a commitment to continuous improvement.

CAO's Self Evaluation:

Feedback from Council:

3. *Communication & Collaboration* – Communicates clearly and respectfully, builds positive working relationships, and works effectively with others to support shared goals and team success.

CAO's Self Evaluation:

Feedback from Council:

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

CAO's Self Evaluation:

Feedback from Council:



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

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 ORGANIZATIONAL Goals:

CAO's PROFESSIONAL DEVELOPMENT 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. (December/February)

MANDATE LETTER ITEM	REVIEW JUNE 20XX	REVIEW OCTOBER 20XX	FINAL REVIEW
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: _____

Appendix B: 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, Adaptability & Professionalism – Leads by example, takes responsibility for results, adapts well to change, and demonstrates self-awareness, professionalism, and a commitment to continuous improvement.

Communication & Collaboration – Communicates clearly and respectfully, builds positive working relationships, and works effectively with others to support shared goals and team success.

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

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



Title: Advertising and Sponsorship Policy

Approved by Council

Date:

Policy Review Notification

Date:

Policy Review

Date:

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

Shelley David, Municipal Clerk

1. Purpose

1.1. The purpose of this Policy is to outline the process for reviewing and approving advertising and sponsorship requests, ensuring transparency, fairness, and accountability in the allocation of sponsorship support.

2. Scope

2.1. This Policy applies to advertising and sponsorship requests submitted to the Municipality by eligible organizations, and community groups, or individuals applying through an eligible host organization.

3. Roles and Responsibilities

3.1. Municipal Council will be responsible for reviewing, amending, and adopting the Advertising and Sponsorship Policy.

3.2. The Chief Administrative Officer (CAO) will be responsible for implementing and administering the Policy.

3.3. Municipal Staff will be responsible for processing advertising and sponsorship applications, tracking allocations, and reporting to Municipal Council as required.

4. Sponsorship

4.1. Eligibility

a) Applicants must meet one of the following criteria:

- i. be in good standing with the Nova Scotia Registry of Joint Stocks,
- ii. be a registered charity under the Income Tax Act; or
- iii. provide other proof of organizational status.



- b) Applicants that do not meet the criteria in 4.1 (a) may apply through an eligible host organization, which will receive the funding on their behalf.

4.2. Application Process

- a) To apply, applicants must submit a completed Sponsorship Application Form, available on the Municipality's website or at the Municipal Office.
- b) Applications are accepted year-round, and each applicant may submit only one application per fiscal year. Each applicant submitted as a host organization on behalf of another group or individual does not count toward this limit.
- c) Applications will be evaluated based on alignment with the Municipality's strategic priorities and the responsible use of resources.
 - i. At the CAO's discretion, requests of up to \$250 can be reviewed and decided upon by the CAO or brought to Municipal Council. Any requests decided upon by the CAO will be communicated to Council.
 - ii. Requests exceeding \$250 are reviewed and decided upon by Municipal Council, typically at the Committee of the Whole from September to June.
- d) In-kind contributions may be considered and approved by the CAO, evaluated based on Municipal Staff capacity, operational priorities, and the availability of municipal resources.

4.3. Acknowledgement of Municipal Contributions

- a) Organizations receiving sponsorship support should acknowledge the Municipality's contribution in all public communications (e.g., photo opportunities, social media recognition, etc.).

5. Policy Review/Amendment Schedule

Date of Review	Approved/Amended by Council
Nov. 24, 2025, Jan. 12, 2026	

	BY-LAW/POLICY WORKING LIST	DATE ADDED	STATUS	DRAFT	NEXT STEPS
1	CAO Success Plan Policy - Amendments	04-22-2024	Ready for review	1	Review
2	Advertising and Sponsorship Policy	07-22-2025	Ready for review	2	Review
3	Travel and Expense Policy - Amendments	14-01-2025	Ready for review	1	Review
4	Strategic Communications Plan - Amendments	25-11-2024	Ready for review	1	Review
5	Dry Fire Hydrant Policy	27-05-2024	Draft in progress	1	Review of staff report
6	Private Road Curbside Collection Requests Policy	02-25-2025	For Review		Review
7	Purchasing and Tendering Policy	05-27-2025	For Review		Review
8	By-Law #17 Solid Waste By-Law	12-16-2025	Draft amendments in progress		
9	Committee Terms of Reference (Audit, MEMAC)	28-11-2022	Draft in progress	2	
10	Municipal Record Management Policy	21-10-2024	Draft in progress	1	Review
11	Taxis By-Law	23-09-2024	For Review		Review
12	By-Law #52 Sewer Service Charge By-Law	12-16-2025	Draft amendments in progress		
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	Inactive		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	Tabled		
	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			Send paperwork to DMA
BY-LAW/POLICY COMPLIANCE or Items in Progress		DATE ADDED	STATUS		NEXT STEPS