



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

Richmond County 2022 - 2024 Strategic Plan Refresh



August 2022

Submitted by

**preferred
choice** 
Development Strategists
www.preferchoice.ca

FBM
architecture
interior design
planning
www.fbm.ca

This Strategic Plan has been prepared by Preferred Choice (DJ Leier Enterprises Ltd.) and FBM Planning Studio (Fowler Bauld & Michell Ltd.) with support from the Municipality of the County of Richmond (Richmond County) and the Cape Breton Regional Enterprise Network (Cape Breton Partnership) for the exclusive use of the Richmond County.

The information included in this report for the exclusive use of the Richmond County and its designate(s).



Contents

Executive Summary	i
Municipality of the County of Richmond.....	i
Richmond County Strategic Plan.....	i
Community Engagement and Promotion of the Refresh	i
Richmond County Vision.....	ii
Richmond County Mission	ii
Richmond County Goals.....	ii
Richmond County Objectives.....	iii
Strategic Plan Next Steps	iii
1.0 Richmond County Strategic Plan Refresh	1
1.1. Richmond County Vision.....	1
1.2. Richmond County Mission Statement	1
1.3. Richmond County Goals.....	1
1.4. Richmond County Objectives.....	2
1.4.1. <i>Grow the Economy Objectives</i>	3
1.4.2. <i>Invest in Infrastructure Objectives</i>	3
1.4.3. <i>Nurture Quality of Life Objectives</i>	3
1.4.4. <i>Lead and Engage Stakeholders Objectives</i>	3
1.5. Strategic Plan Progress Indicators	4
1.6. Richmond County Municipal Perspective.....	4
1.7. Richmond County Stakeholder and Community Engagement	5
1.8. Richmond Strategic Plan Refresh Guiding Documents and Input	6
2.0 Richmond County Strategic Position	7
2.1. Municipality of the County of Richmond.....	7
2.2. Richmond County Organization Structure.....	9
2.3. Richmond County Demographics	9

3.0	Richmond County Strategic Plan Refresh Process Advancement.....	11
3.1.	Refreshing the Richmond County Strategic Plan	11
3.2.	The Strategic Planning Format.....	12
3.3.	The Strategic Action Planning Process.....	12
3.4.	The Benefits of a Good Clear Strategic Plan	13
3.5.	Richmond County Strategic Plan Implementation	13
	Appendix A: Virtual Stakeholder Input Sessions	15
	Richmond County Strategic Assessment SWOT Analysis	15
	<i>Richmond County Strategic Assessment SWOT - Strengths</i>	<i>15</i>
	<i>Richmond County Strategic Assessment SWOT - Weaknesses.....</i>	<i>17</i>
	<i>Richmond County Strategic Assessment SWOT - Opportunities</i>	<i>18</i>
	<i>Richmond County Strategic Assessment SWOT - Threats</i>	<i>21</i>
	Richmond County Virtual Stakeholder Engagement Sessions.....	23
	<i>County Virtual Engagement Session 1: Municipal Position</i>	<i>24</i>
	<i>County Virtual Engagement Session 2: Business, Economic Development and Tourism</i>	<i>25</i>
	<i>County Virtual Engagement Session 3: Quality of life</i>	<i>28</i>
	<i>St. Peter’s Village Commission Virtual Engagement Session</i>	<i>33</i>
	<i>Seniors Take Action Coalition Virtual Engagement Session</i>	<i>34</i>
	<i>Additional Stakeholder Discussions.....</i>	<i>35</i>
	County Virtual Engagement Session 1: Municipal Position	35
	<i>County Virtual Engagement Session 1 Notes</i>	<i>36</i>
	<i>County Virtual Engagement Session 1 Jamboard.....</i>	<i>53</i>
	County Virtual Engagement Session 2: Business, Economic Development and Tourism	62
	<i>County Virtual Engagement Session 2 Notes</i>	<i>62</i>
	<i>County Virtual Engagement Session 2 Jamboard.....</i>	<i>73</i>
	County Virtual Engagement Session 3: Quality of Life	79
	<i>County Virtual Engagement Session 3 Notes</i>	<i>79</i>
	<i>Quality of Life Virtual Stakeholder Session Follow-Up</i>	<i>95</i>
	<i>County Virtual Engagement Session 3 Jamboard.....</i>	<i>96</i>
	St. Peter’s Village Commission Virtual Engagement Session.....	104
	<i>St. Peter’s Village Commission Virtual Engagement Session Notes</i>	<i>104</i>
	<i>St. Peter’s Village Commission Virtual Engagement Session Jamboard.....</i>	<i>107</i>
	Seniors Take Action Coalition Virtual Engagement Session	111
	<i>Seniors Take Action Coalition Virtual Engagement Session Notes</i>	<i>111</i>
	<i>Seniors Take Action Coalition Virtual Engagement Session Jamboard</i>	<i>115</i>

Appendix B: Richmond County Municipal Planning Sessions 120

- Richmond County Planning Considerations Overview 120
 - Richmond County Municipal Perspective*120
 - Richmond County View*120
 - Expectations for Richmond County*121
 - Past Municipal Efforts*121
 - Richmond County Challenges*.....121
 - Municipal Services and Infrastructure Challenges*122
 - Richmond County Strategic Plan Refresh Considerations*122
- Municipality of the County of Richmond Planning Sessions 123
 - Richmond County Municipal Planning Session 1: Perspective, Process, and Expectations*123
 - Richmond County Planning Session 2: Strategic Assessment and Municipal Position*124
 - Richmond County Planning Session 3: Observed Themes and Goals Reaffirmation*125
- Richmond County Municipal Planning Session 1: Perspective, Process, and Expectations 128
 - Richmond County Municipal Planning Session 1 Notes*.....128
 - Richmond County Municipal Planning Session 1 Jamboard*.....133
- Richmond County Municipal Planning Session 2: Strategic Assessment and Municipal Position 142
 - Richmond County Municipal Planning Session 2 Notes*.....142
 - Richmond County Municipal Planning Session 2 Jamboard*.....153
- Richmond County Municipal Planning Session 3: Observed Themes and Goals Reaffirmation 161
 - Richmond County Municipal Planning Session 3 Notes*.....161
 - Richmond County Municipal Planning Session 3 Jamboard*171
- Municipality of the County of Richmond Strategic Plan 2022 Progress Summary 179

Appendix C: Stakeholder Discussion Sessions 182

- Potlotek First Nation Input 182
- Business Contact Input - Premium Seafoods..... 183
- Business Contact Input - Invest in Canada..... 183
 - Background of Invest in Canada*.....183
 - Discussion Topics*.....183

Appendix D: Richmond County Plan Refresh Open House Meetings	187
Richmond County Strategic Plan Refresh Open House Sessions Overview	187
<i>Open House Vision Options Feedback.....</i>	<i>187</i>
<i>Open House Mission Options Feedback</i>	<i>187</i>
<i>Open House Goals and Objectives Perspectives.....</i>	<i>187</i>
Richmond County Strategic Plan Refresh Open House Sessions.....	188
Session Dates	188
Format and Attendance	188
Community Member Attendance, in addition to staff:	189
Where Attendees Live in the County.....	189
Big Ideas for Communities	189
Vision	190
Mission.....	190
Comments on “Grow the Economy”	190
Comments on “Nurture Quality of Life”	190
Comments on “Invest in Infrastructure”	190
Comments on “Lead and Engage Stakeholders”	191
Conversation Notes.....	191
Appendix E: Richmond County Strategic Plan Refresh Additional Input	194
Seniors Take Action Coalition Submission	194

Appendix F: Richmond County Strategic Plan Refresh Input Survey 195

- Richmond County Strategic Plan Refresh Community Input Survey Overview 195
 - Past Strategic Plan*195
 - Sustainable Municipal Services*196
 - Economy*.....197
 - Tourism*198
 - Healthy & Active Community*200
 - Communication & Engagement*201
 - Other Feedback*202
- 2022 Strategic Plan Refresh Survey Responses 202
 - Respondents*.....203
 - Past Strategic Plan*205
 - Sustainable Municipal Services*209
 - Economy*.....212
 - Tourism*222
 - Healthy & Active Community*225
 - Communication & Engagement*233
 - Other Feedback*236
- 2022 Strategic Plan Refresh Survey Questions 240

Appendix G: Richmond Strategic Plan Refresh Guiding Documents 248

- Richmond County Strategic Plan 2019 - 2024 Excerpts..... 248
 - Vision*248
 - Mission*248
 - Goals*248
 - Values*249
 - Three Overarching Pillars*250
 - Key Directions & Action Steps*251
 - Priorities and Actions*251
 - Part Two Eastern District Planning Commission - Municipal Planning Strategy*.....264

Appendix H: Promotion of Community Engagement 265

Notes 271

Exhibits

- Exhibit 00.01 - Richmond County Strategic Plan Refresh Community Engagement i
- Exhibit 00.02 - Richmond County Goals..... ii
- Exhibit 00.03 - Richmond County Objectives..... iii
- Exhibit 01.01 - Richmond County Goals.....1
- Exhibit 01.02 - Richmond County Objectives.....2

Exhibit 01.03 - Municipal Position Range5

Exhibit 01.04 - Initial Strategic Plan Refresh Noted Themes6

Exhibit 02.01 - Richmond County Area Maps7

Exhibit 02.02 - Richmond County Organization Structure9

Exhibit 02.03 - Richmond County 2021 Census Population Age Distribution9

Exhibit 03.01 - Richmond County Strategic Plan Refresh Process Elements11

Exhibit 03.02 - Strategic Planning Components.....12

Exhibit 03.03 - Strategic Planning Action Plan Components12

Exhibit 03.04 - Richmond County Strategic Plan Implementation Process14

Exhibit A.01 - Strategic SWOT Assessment Format15

Exhibit A.02 - Input on Richmond County Attraction24

Exhibit A.03 - Richmond County Opportunities.....26

Exhibit A.04 - Canadian Index of Wellbeing 8 Domains.....29

Exhibit A.05 - The Housing Continuum.....30

Exhibit A.06 - Canadian Social Determinants of Health.....31

Exhibit B.01 - Richmond County Expectations.....121

Exhibit B.02 - Municipal Position Range124

Exhibit B.03 - Richmond County Municipal Position Interests125

Exhibit B.04 - Richmond County Strategic Plan Refresh Process126

Exhibit B.05 - Initial Strategic Plan Refresh Noted Themes127

Exhibit F.01 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Awareness195

Exhibit F.02 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Five Key Directions196

Exhibit F.03 - Richmond County Strategic Plan Refresh - Taxation and Quality of Services197

Exhibit F.04 - Richmond County Strategic Plan Refresh - Economic Development Emphasis198

Exhibit F.05 - Richmond County Strategic Plan Refresh - Tourism Amenities and Venues Investment199

Exhibit F.06 - Richmond County Strategic Plan Refresh - New Accommodations Development Support199

Exhibit F.07 - Richmond County Strategic Plan Refresh - Quality of Road Network.....201

Exhibit F.08 - Richmond County Strategic Plan Refresh - Strait Area Transit Service201

Exhibit F.09 - Richmond County Strategic Plan Refresh - 2022 Resident Survey Responses Timeframe202

Exhibit F.10 - Richmond County Strategic Plan Refresh - Respondent Age203

Exhibit F.11 - Richmond County Strategic Plan Refresh - Respondent District204

Exhibit F.12 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Awareness205

Exhibit F.13 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Five Key Directions206

Exhibit F.14 - Richmond County Strategic Plan Refresh - Changes Since 2018 to Consider206

Exhibit F.15 - Richmond County Strategic Plan Refresh - Quality of Municipal Services.....209

Exhibit F.16 - Richmond County Strategic Plan Refresh - Taxation and Quality of Services.....212

Exhibit F.17 - Richmond County Strategic Plan Refresh - Types of Economic Development Importance213

Exhibit F.18 - Richmond County Strategic Plan Refresh - Economic Development Emphasis215

Exhibit F.19 - Richmond County Strategic Plan Refresh - Best Economic Development Opportunity215

Exhibit F.20 - Richmond County Strategic Plan Refresh - Features Importance to Attract More People.....218

Exhibit F.21 - Richmond County Strategic Plan Refresh - Tourism Amenities and Venues Investment222

Exhibit F.22 - Richmond County Strategic Plan Refresh - New Accommodations Development Support223

Exhibit F.23 - Richmond County Strategic Plan Refresh - Tourism Support Ideas223

Exhibit F.24 - Richmond County Strategic Plan Refresh - Quality of Life Available Options.....226

Exhibit F.25 - Richmond County Strategic Plan Refresh - Improvement of Living Experience228

Exhibit F.26 - Richmond County Strategic Plan Refresh - Housing Needs230

Exhibit F.27 - Richmond County Strategic Plan Refresh - Quality of Road Network.....232

Exhibit F.28 - Richmond County Strategic Plan Refresh - Strait Area Transit Service233

Exhibit F.29 - Richmond County Strategic Plan Refresh - Past Communication with the County234

Exhibit F.30 - Richmond County Strategic Plan Refresh - Additional Comments236

Executive Summary

Municipality of the County of Richmond

The Municipality of the County of Richmond is located on the East Coast of Nova Scotia and is represented by council members from five districts. In 2021 Richmond County had a Census Population of 8,914 people.

Richmond County Strategic Plan

In 2018 - 2019, the Municipality of the County of Richmond developed a five-year strategic plan for 2019 to 2024. In 2020 and 2021 the COVID-19 Global Pandemic and a number of organizational changes and changing market factors led to the interest in Richmond County to refresh its Strategic Plan for 2022 - 2024.

Community Engagement and Promotion of the Refresh

Promotional materials for the virtual sessions, in-person open houses, stakeholder interviews, and an online survey were promoted by Richmond County. The sessions were advertised through the municipality’s website, the Reflections of Richmond quarterly newsletter, updates on Telile Community Television, posters and postcards distributed throughout communities, information in church bulletins, and cross promotion on both the municipality’s and the Cape Breton Partnership’s social media channels. A project-specific email address was created to gather feedback, and the option to provide feedback by phone was provided. See Appendix H for information on the methods utilized to promote community engagement.

Exhibit 00.01 - Richmond County Strategic Plan Refresh Community Engagement



Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM photo courtesy of Cape Breton Partnership

In total, 124 people completed the survey, 11 people attended three in-person events, and 70 people attended three virtual events. Three emails were received. Five Stakeholder meetings were held, with a total of approximately 20 participants.

Additional discussions took place with representatives of Potlotek First Nation, the business community, and senior development agencies.

Invest in Canada and Nova Scotia Business Inc. are available to meet with Richmond County, Cape Breton Partnership, and area partners to discuss methods to advance significant economic opportunities for the area.

Richmond County Vision

A Destination Rich in History with a Future of Growth

Richmond County Mission

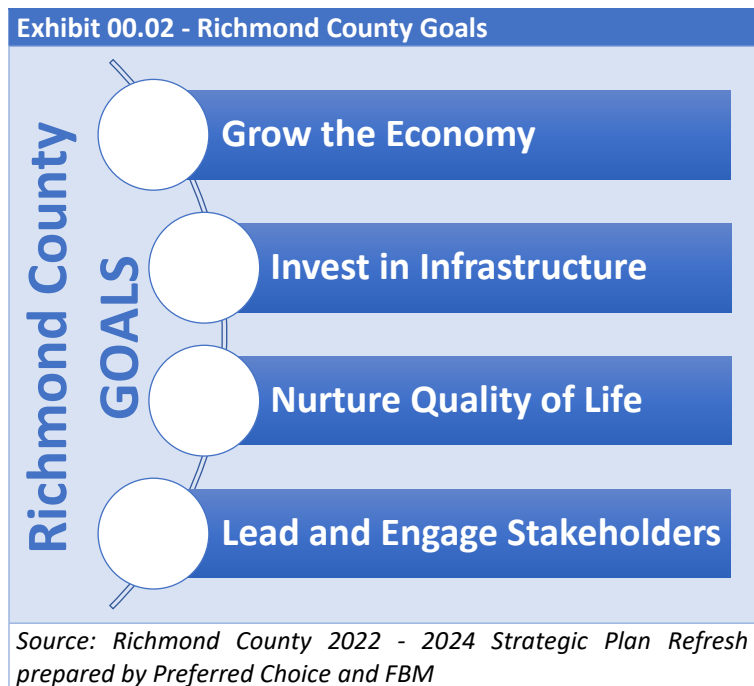
To provide efficient and effective municipal services and actively engaging with the business community, residents and partners to facilitate growth and a high quality of life

Richmond County Goals

The plan has four main goals.

- 1. Grow the Economy**
- 2. Invest in Infrastructure**
- 3. Nurture Quality of Life**
- 4. Lead and Engage Stakeholders**

Strong economic growth, infrastructure investments, nurturing the quality of life, and stakeholder relationships support overall growth and quality of life for residents, businesses, and visitors.



Richmond County Objectives

A number of objectives were updated and selected for each goal of the refreshed Richmond County Strategic Plan.

Exhibit 00.03 - Richmond County Objectives

<p>Grow the Economy GOAL</p> <ul style="list-style-type: none"> • Advance Development in Industrial Parks • Facilitate Business & Investment Attraction • Support Business Retention and Growth • Advocate for Tourism Development to Build-Up 12-Month Tourism Experiences • Develop a Branding Strategy and champion promotion of area destinations 	<p>Invest in Infrastructure GOAL</p> <ul style="list-style-type: none"> • Implement Long Term Capital Planning for Sound Fiscal Management • Continue to Deliver and Protect Quality Water and Sewer Services and Resources • Build-Up Funding for Facilities Renewal • Develop and Improve Accessible Sidewalks / Pathways / Corridors • Champion Broadband and Cell Service Expansion
<p>Nurture Quality of Life GOAL</p> <ul style="list-style-type: none"> • Utilize an Accessibility and Age-Friendly Approach to all Services, Projects, and Initiatives • Support, Build and Enhance Spaces for Health and Wellness • Encourage Housing Development Across the Housing Continuum • Address Climate Change Across the County • Ensure a Welcoming Experience that values Equity, Diversity and Inclusion 	<p>Lead and Engage Stakeholders GOAL</p> <ul style="list-style-type: none"> • Adopt and Implement a Communications Plan and Policy, and continue to Inform and Involve Citizens and Stakeholders in a variety of ways • Support and Connect Citizens and Volunteer Groups • Seek and Sustain Collaborations with Organizations in a Variety of areas to Pursue Shared Goals • Foster strong and consistent relationships with other local governments (Potlotek First Nation and the St. Peter’s Village Commission) • Find and leverage funding supports in areas including Infrastructure Renewal, Roads, Trails, Sustainability, Housing, Accessibility, and Tourism

Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

Strategic Plan Next Steps

The Strategic Plan Refresh Process can be followed up by a Strategic Action Planning Process by the Municipality of the County of Richmond senior management and Council.

The adopted Strategic Plan will achieve success by having a strong framework that is implemented, monitored, reported, reviewed, adjusted, and renewed going forward. Richmond County can work with appropriate stakeholders and partners to utilize available resources to fully advance implementation of the Refreshed Richmond County Strategic Plan.

1.0 Richmond County Strategic Plan Refresh

Based on discussions with the Richmond County Representatives, various reports and documents provided by the Municipality of the County of Richmond, a community input survey, input from stakeholder groups, strategic planning sessions held with Council and Virtual Stakeholder Engagement Sessions, and open house sessions this 2022 - 2024 Strategic Plan Refresh was developed.

1.1. Richmond County Vision

A Destination Rich in History with a Future of Growth


1.2. Richmond County Mission Statement

To provide efficient and effective municipal services and actively engaging with the business community, residents and partners to facilitate growth and a high quality of life

1.3. Richmond County Goals

The following goals have been refined for the refreshed Richmond County Strategic Plan.

Exhibit 01.01 - Richmond County Goals



The infographic features a vertical stack of four blue horizontal bars, each containing a goal. To the left of these bars, the words "Richmond County" are written vertically in a large, bold, blue font, and the word "GOALS" is written vertically in a smaller, bold, blue font. Four white circles are connected by a thin line, with each circle overlapping the top edge of one of the goal bars.

- Grow the Economy**
- Invest in Infrastructure**
- Nurture Quality of Life**
- Lead and Engage Stakeholders**

Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

1. **Grow the Economy**
2. **Invest in Infrastructure**
3. **Nurture Quality of Life**
4. **Lead and Engage Stakeholders**

Strong economic growth, infrastructure investments, nurturing the quality of life, and stakeholder relationships support overall growth and quality of life for residents, businesses, and visitors.

1.4. Richmond County Objectives

A number of objectives were updated and selected for each goal of the refreshed Richmond County Strategic Plan.

Exhibit 01.02 - Richmond County Objectives

<p>Grow the Economy GOAL</p> <ul style="list-style-type: none"> Advance Development in Industrial Parks Facilitate Business & Investment Attraction Support Business Retention and Growth Advocate for Tourism Development to Build-Up 12-Month Tourism Experiences Develop a Branding Strategy and champion promotion of area destinations 	<p>Invest in Infrastructure GOAL</p> <ul style="list-style-type: none"> Implement Long Term Capital Planning for Sound Fiscal Management Continue to Deliver and Protect Quality Water and Sewer Services and Resources Build-Up Funding for Facilities Renewal Develop and Improve Accessible Sidewalks / Pathways / Corridors Champion Broadband and Cell Service Expansion
<p>Nurture Quality of Life GOAL</p> <ul style="list-style-type: none"> Utilize an Accessibility and Age-Friendly Approach to all Services, Projects, and Initiatives Support, Build and Enhance Spaces for Health and Wellness Encourage Housing Development Across the Housing Continuum Address Climate Change Across the County Ensure a Welcoming Experience that values Equity, Diversity and Inclusion 	<p>Lead and Engage Stakeholders GOAL</p> <ul style="list-style-type: none"> Adopt and Implement a Communications Plan and Policy, and continue to Inform and Involve Citizens and Stakeholders in a variety of ways Support and Connect Citizens and Volunteer Groups Seek and Sustain Collaborations with Organizations in a Variety of areas to Pursue Shared Goals Foster strong and consistent relationships with other local governments (Potlotek First Nation and the St. Peter’s Village Commission) Find and leverage funding supports in areas including Infrastructure Renewal, Roads, Trails, Sustainability, Housing, Accessibility, and Tourism

Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

1.4.1. Grow the Economy Objectives

The objectives under the first goal are noted as follows:

1. Grow the Economy GOAL

- 1.1. Advance Development in Industrial Parks
- 1.2. Facilitate Business & Investment Attraction
- 1.3. Support Business Retention and Growth
- 1.4. Advocate for Tourism Development to Build-Up 12-Month Tourism Experiences
- 1.5. Develop a Branding Strategy and Champion Promotion of Area Destinations

A number of objectives under other goals help sustain economic growth.

1.4.2. Invest in Infrastructure Objectives

The objectives under the second goal are noted as follows:

2. Invest in Infrastructure GOAL

- 2.1. Implement Long Term Capital Planning for Sound Fiscal Management
- 2.2. Continue to Deliver and Protect Quality Water and Sewer Services and Resources
- 2.3. Build-Up Funding for Facilities Renewal
- 2.4. Develop and Improve Accessible Sidewalks / Pathways / Corridors
- 2.5. Champion Broadband and Cell Service Expansion

1.4.3. Nurture Quality of Life Objectives

The objectives under the third goal are noted as follows:

3. Nurture Quality of Life GOAL

- 3.1. Utilize an Accessibility and Age-Friendly Approach to all Services, Projects, and Initiatives
- 3.2. Support, Build and Enhance Spaces for Health and Wellness
- 3.3. Encourage Housing Development Across the Housing Continuum
- 3.4. Address Climate Change Across the County
- 3.5. Ensure a Welcoming Experience that values Equity, Diversity and Inclusion

1.4.4. Lead and Engage Stakeholders Objectives

The objectives under the fourth goal are noted as follows:

4. Lead and Engage Stakeholders GOAL

- 4.1. Adopt and Implement a Communications Plan and Policy, and continue to Inform and Involve Citizens and Stakeholders in a variety of ways
- 4.2. Support and Connect Citizens and Volunteer Groups
- 4.3. Seek and Sustain Collaborations with Organizations in a Variety of areas to Pursue Shared Goals

- 4.4. Foster strong and consistent relationships with other local governments (Potlotek First Nation and the St. Peter's Village Commission)
- 4.5. Find and leverage funding supports in areas including Infrastructure Renewal, Roads, Trails, Sustainability, Housing, Accessibility, and Tourism

1.5. Strategic Plan Progress Indicators

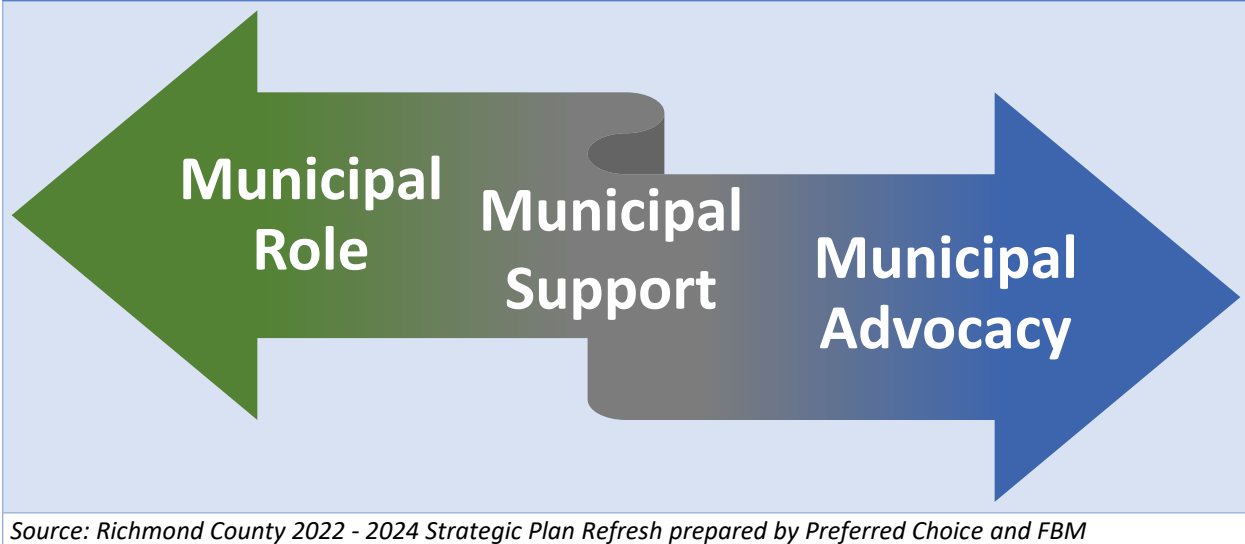
A range of indicators were identified by stakeholders and council to determine the progress on achieving success in Richmond County. Key progress indicators include the following areas:

- Securing resources from senior government and partners to support infrastructure renewal
- Population growth: attracting and retaining people from a variety of backgrounds and ages
- Recruitment and Retention of Professionals (Health, Education, Industry, ...)
- Improved connectivity in the County for Internet and Cellular Service
- Economic growth and investment: new businesses, businesses retention & expansion
- Tourism development: more amenities, events, accommodations, and visitors all year - 12 months
- Expanding housing development across the housing continuum including rental and affordable housing
- Enhanced infrastructure and mechanisms to improve accessibility in the county
- Strong measures to support accessibility and age friendly initiatives
- Continuing access to available public services such as health, education, recreation, utilities
- Progress on accessibility and age-friendly goals
- A competitive balance maintained for municipal services and reasonable taxes
- Capturing new cleaner energy opportunities and investments in the County
- Prosperity and opportunities for all demographic segments of the County
- Maintaining strong and consistent relationships with other local governments, stakeholder groups, industry, and senior government agencies

1.6. Richmond County Municipal Perspective

The Municipality of the County of Richmond Council and Chief Administrative Officer (CAO) along with Cape Breton Partnership held a number of sessions from February to May 2022 to provide input into the Strategic Plan Refresh Process.

A discussion took place regarding municipal roles in direct service delivery, areas the municipality has an interest in advocacy or encouraging outcomes, and the space in between which may receive funding by the municipality to make a difference. The range of municipal positions is noted in the next exhibit.

Exhibit 01.03 - Municipal Position Range


Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

Refer to Appendix B for a summary of the municipal sessions and full notes on each of the Municipality of the County of Richmond planning sessions.

1.7. Richmond County Stakeholder and Community Engagement

Five stakeholder engagement sessions, three in-person open houses, follow-up stakeholder interviews, an online survey, and e-mail input were utilized for community participation in the strategic planning refresh process. Promotional materials for the virtual sessions, in-person open houses, stakeholder interviews, and an online survey were promoted by Richmond County. The sessions were advertised through the municipality's website, the Reflections of Richmond quarterly newsletter, updates on Telile Community Television, posters and postcards distributed throughout communities, information in church bulletins, and cross promotion on both the municipality's and the Cape Breton Partnership's social media channels. A project-specific email address was created to gather feedback, and the option to provide feedback by phone was provided.

In total, 124 people completed the survey, 11 people attended three in-person events, and 70 people attended three virtual events. Three emails were received. Five Stakeholder meetings were held, with a total of approximately 20 participants.

Refer to Appendix A for a summary of the stakeholder sessions and full notes on each of the Richmond County Virtual Stakeholder Engagement Sessions. Appendix A also contains an updated Strategic Assessment SWOT Analysis.

Notes on additional stakeholder discussions are included in Appendix C.

Summary and full notes on the open house sessions are contained in Appendix D.

In May 2022, the Seniors Take Action Coalition (STAC) provided a written submission with input for the County to consider as the Richmond County Strategic Plan is Refreshed which is included in Appendix E.

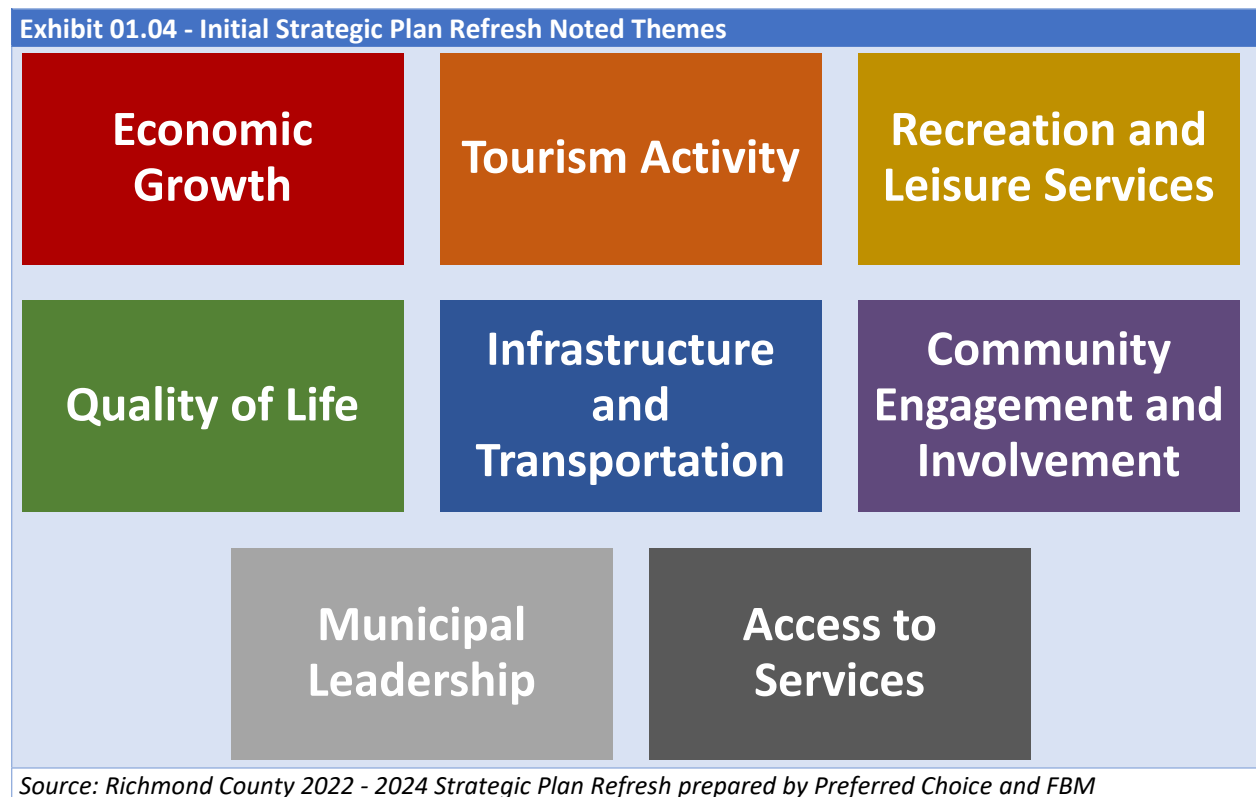
An overview and the full results of the online survey are contained in Appendix F.

See Appendix H for information on the methods utilized to promote community engagement.

1.8. Richmond Strategic Plan Refresh Guiding Documents and Input

A range of reference documents were utilized in the development of the 2022 - 2024 Strategic Plan Refresh, including Excerpts from the 2019 - 2024 Richmond County Strategic Plan contained in Appendix G.

Based on the 3 Community Stakeholder Focus Group Sessions and 2 initial Council Sessions the following 8 themes had been noted.

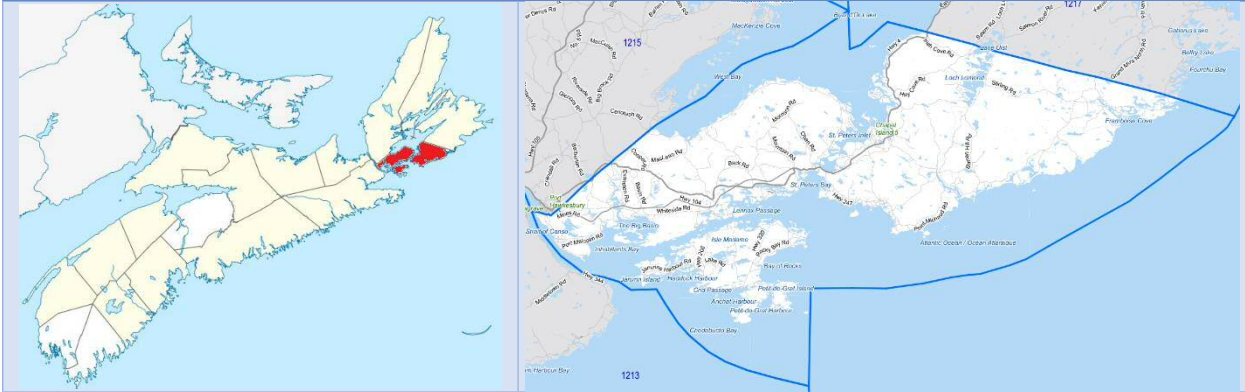


Extensive Stakeholder input was utilized to guide the Refresh of the Richmond County Strategic Plan.

2.0 Richmond County Strategic Position

2.1. Municipality of the County of Richmond

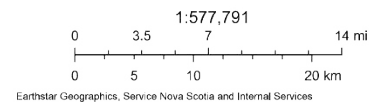
Exhibit 02.01 - Richmond County Area Maps



Richmond County Map



July 21, 2022



Source: Statistics Canada and ARC GIS Service Nova Scotia and Internal Services

Richmond County is located on the East Coast of Nova Scotia about 90 kilometres south east of Sydney, NS and 340 km north east of Halifax, NS. The Municipality of the County of Richmond is

situated on the Cape Breton side of the Strait of Canso, adjacent to international shipping lanes, the county is bordered on the south by the Atlantic Ocean and on the north by the Bras d'Or Lake.

The St. Peter's Canal bisects Richmond County by joining the Atlantic Ocean with the World-Renowned Sailing Destination of the Bras d'Or Lake. The county is largely rural and boasts 230,000 acres of forested land and miles of pristine coastline.

The Municipality of the County of Richmond is represented by council members from five districts:

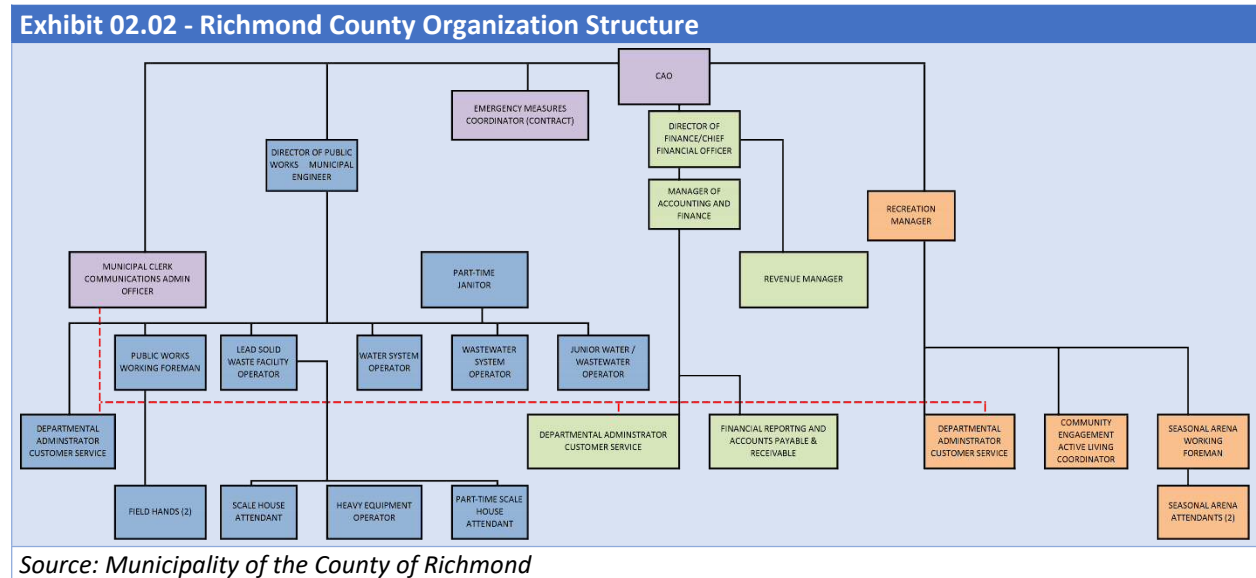
- District 1: Petit De Grat / Arichat East
- District 2: D'Escousse / West Arichat
- District 3: Evanston / Louisdale
- District 4: St. Peter's / River Bourgeois
- District 5: L'Ardoise / Johnstown

The council selects a Warden and Deputy Warden to perform key responsibilities on behalf of the rural municipality.

A number of boards and advisory committees support the municipality. The Eastern District Planning Commission provides land use planning, subdivision and building inspection services for Richmond County. The Cape Breton Partnership, through the Regional Enterprise Network (REN) carries out economic development activities on behalf of the Municipality of the County of Richmond.

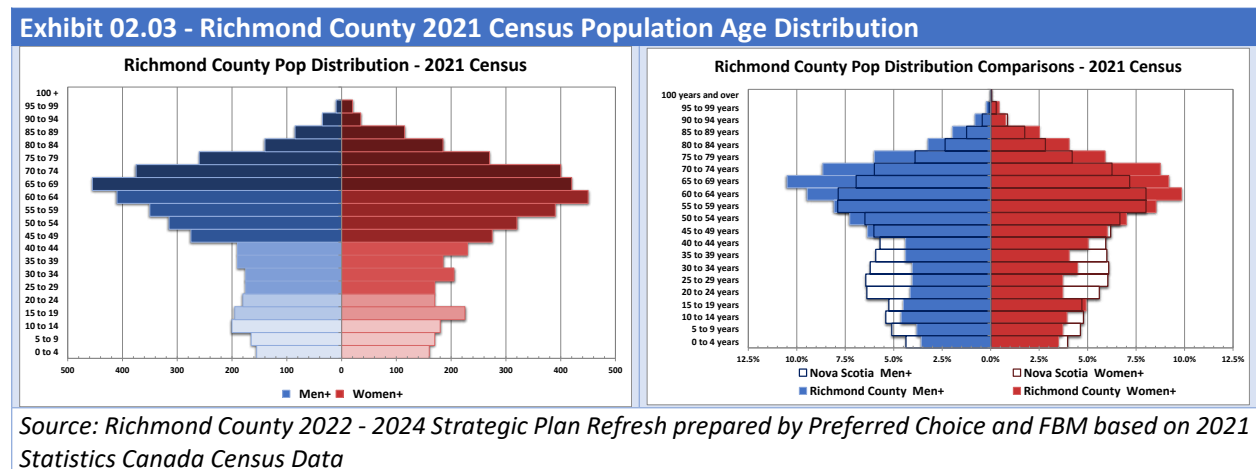
2.2. Richmond County Organization Structure

The following organizational chart represents a view of Richmond County organizational structure as of 2021.



2.3. Richmond County Demographics

The 2021 Census Population for Richmond County was 8,914. This is -0.6% less than the 2016 Census.



The 2021 Census population age distribution is noted in the previous exhibits. The population pyramid on the left is for Richmond County and the pyramid on the right has the percentage of population by age for Richmond County with an overlay of the population distribution for the

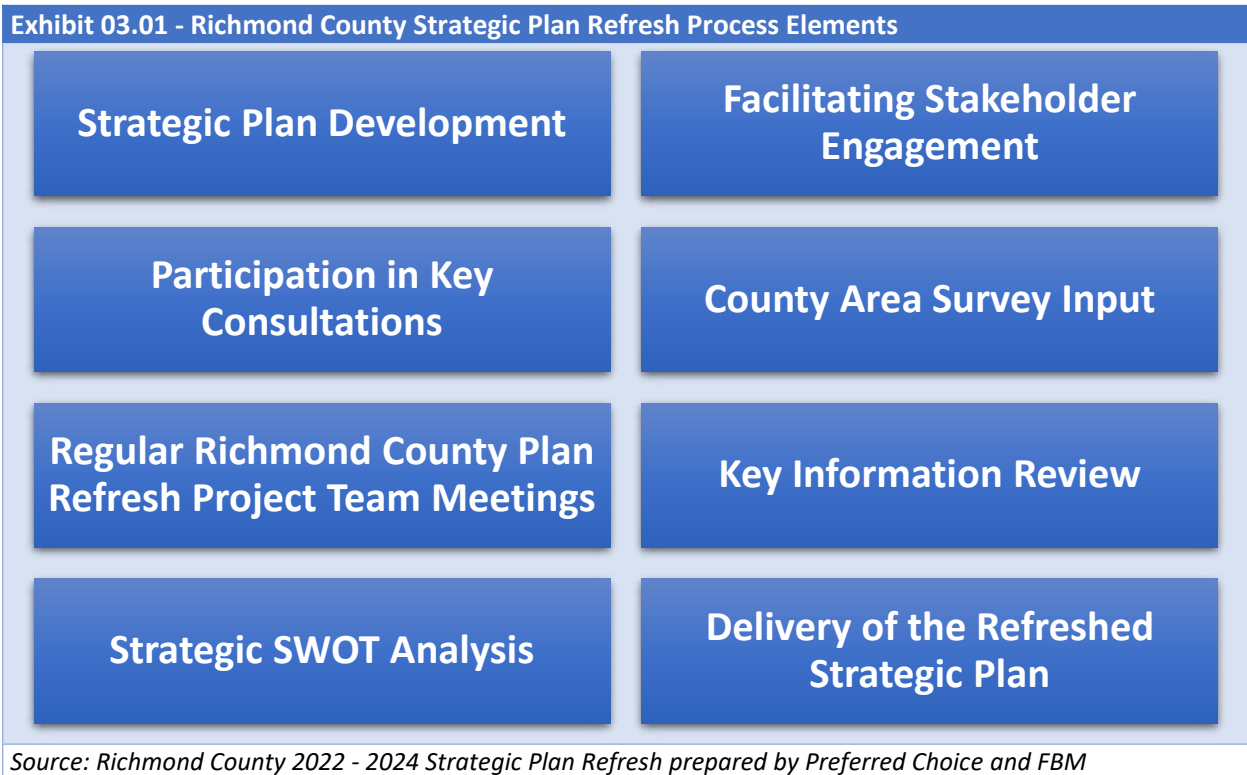
province of Nova Scotia. The majority of the population of Richmond County or 56.4% is age 50 or older compared to 44.7% for the province of Nova Scotia. The province has 31.3% of the population under 30 while Richmond County had 24.2% under 30 years old in 2021. The median age of the population in Richmond County is 54 years old, in Nova Scotia is 46 years old, and for Canada was 42 years old in 2021.

3.0 Richmond County Strategic Plan Refresh Process Advancement

3.1. Refreshing the Richmond County Strategic Plan

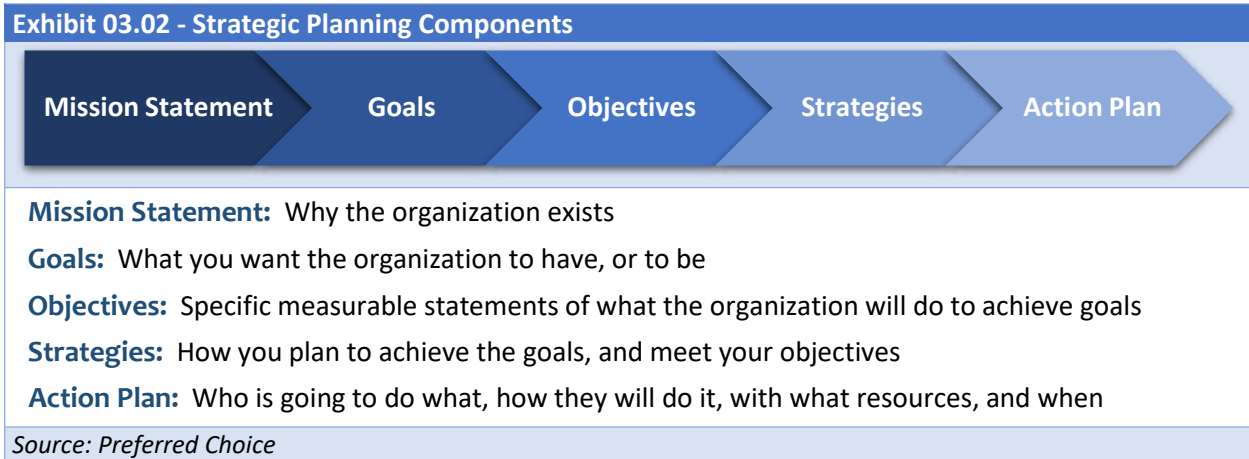
In 2018 - 2019, the Municipality of the County of Richmond developed a five-year Strategic Plan for 2019 to 2024. In October 2020 a full turnover in elected representatives in Richmond County occurred. In 2020 and 2021 the COVID-19 Global Pandemic and a number of changing market factors led to the interest in Richmond County to refresh its Strategic Plan for 2022 - 2024.

The Strategic Plan Refresh Process incorporated elements noted in the following exhibit.



3.2. The Strategic Planning Format

Strategic Planning covers the components noted in the following exhibit.



3.3. The Strategic Action Planning Process

The Strategic Plan Refresh Process can be followed up by a Strategic Action Planning Process by the Municipality of the County of Richmond senior management for discussion with Council.

The Strategic Action Plan lays out particular strategies related to the plan goals along with the importance or emphasis on the strategy, performance measures, timing, who is responsible for the strategy, and budget and other resources.

Exhibit 03.03 - Strategic Planning Action Plan Components

Strategic Action Plan							
Goal	Objective	% of Emphasis	Strategies	Timing	Performance Measures	Responsibility	Budget / Resources
1.	1.	%	1.	•	•	•	•

- For each identified Strategic Goal or Issue
 - Note Objectives and Projects
 - Note Potential Key Performance Indicators for each Strategic Goal or Issue

Source: Preferred Choice

3.4. The Benefits of a Good Clear Strategic Plan

A good strategic plan is:

- **Measurable**
 - Even some form of general measurement is better than having none at all
- **Inclusive**
 - One which includes all key stakeholders
- **Builds Consensus**
 - One which achieves some consensus on critical issues
- **Understandable**
 - One that is straight forward, easy to understand, identify with, remember, and measure
- **Captivating**
 - One which captures the imagination as to the organization's potential
- **Reviewed and renewed**
 - Reported, updated and reviewed on a regular basis
- **Specific**
 - One with a well-defined action plan
- **Presentable**
 - One that clearly promotes key messages that becomes part of a communications strategy
- **Process**
 - Most of all, a good action plan is a process, not a report that is filed

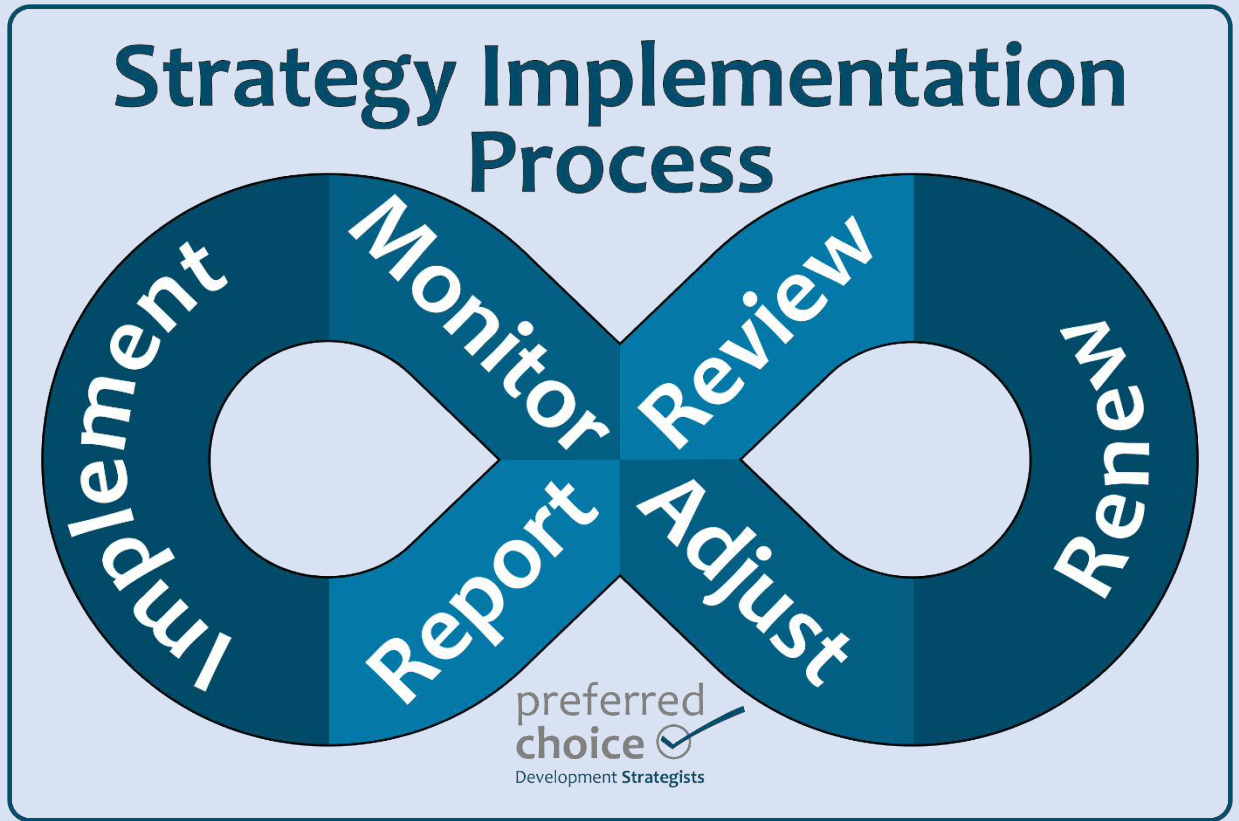
3.5. Richmond County Strategic Plan Implementation

The adopted Strategic Plan will achieve success by having a strong framework that is implemented, monitored, reported, reviewed, adjusted, and renewed going forward.

The Aspirations and Vision of the Richmond County Strategic Plan will ultimately be realized through action on the goals, objectives, strategies and the response to stimulate ongoing related county opportunities. The Richmond County Strategic Plan has identified a number of priority areas to advance over the next several years.

The strategy needs to be tracked with regular updates on the action and progress of the Strategic Plan. The next steps are to adopt the plan and set out an action planning phase with strategies, resources, timeframes, and performance measures. This can be followed by a Strategic Plan monitoring and evaluation process.

Exhibit 03.04 - Richmond County Strategic Plan Implementation Process



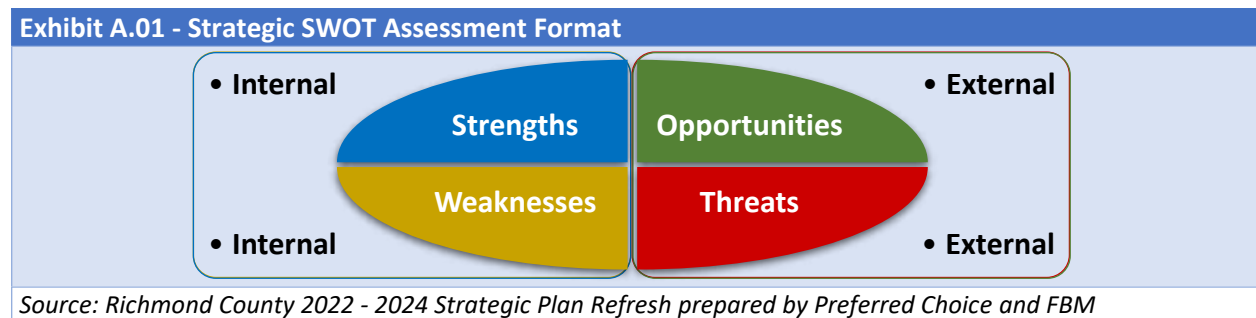
Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

Appendix A: Virtual Stakeholder Input Sessions

Richmond County Strategic Assessment SWOT Analysis

Richmond County Stakeholders on March 24, 2022 and Council & the Chief Administrative Officer on March 31, 2022 participated in a strategic assessment of Richmond County. The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis considered the position of the County.

The following strategic analysis was identified by stakeholders and re-affirmed with additional input during a County Council & CAO planning session.



Richmond County Strategic Assessment SWOT - Strengths

Stakeholders and council identified the following Internal Strengths of the Municipality of the County of Richmond and area.

- Hardworking Community
- Natural Resources
 - Fishing / Aquaculture
 - Forestry
- Appealing Scenic Location
- Great beaches
- Huge aquaculture potential, severely under-utilized resource
 - Deep water port at Port of Canso
- Lots of undeveloped industrial land in the Lennox passage area
- Bilingue population
- Creative thinkers and increasing professional community base - retired or otherwise - that are actively involved
- Many strong volunteer organizations
- Waterways, ocean

- Incredible coastlines --- ocean and lakes
- Community partnerships
- Visionary warden and council
- We are windy!
 - Potential for wind energy
 - Off Shore Wind
- Experienced staff members
- White tigers....older people with much experience in varied fields
 - A wealth of skills and expertise in older population
- Point Tupper Heavy Industrial Zone
- Fisheries
- Sustainable Forestry
- Our own community television station - Telile
 - An under-utilized local asset
- Increasing culture of cooperation between Isle Madame, Eastern Richmond, and Potlotek
- Community halls everywhere
- Dr Kingston Memorial Community Health Centre in L'Ardoise, Richmond Villa and Saint Anne Centre
- An urgent care center in Arichat....used to be an emergency center
- Wealth of experience from new people
- Strong connections with the adjacent Town of Port Hawkesbury, as well as adjacent Inverness County, and Potlotek First Nation
- Diversity
- Affordable land
- More older people should be encourager to move in...and then younger people would follow
- Many areas of natural landscapes
- A long, long history....some of the oldest communities in Canada
- Point Tupper Industrial Park
- A transition economy into green infrastructure along our coast to combat coastal erosion and opportunities there in cooperative and private investments
- We have a community transit provider - SAT
- Family connections
- 12-month economy - because it's local instead of seasonal
 - Live, Work, Play, Grow
 - Do Business
- Regional airport

Richmond County Strategic Assessment SWOT - Weaknesses

Stakeholders and council identified the following Internal Weaknesses of the Municipality of the County of Richmond and area.

- Aging Population / Demographics
- Limited High-Speed Internet / Connectivity
- Aging Infrastructure
- Lack of Housing / Affordable Housing
- Lack of affordable residential energy solutions
- Limited financial resources
- No community theatre to explore humour and community issues
- Inaccessible and not inclusive beaches + public spaces
- Vulnerability to climate change, coastal erosion
- Volunteer organizations competing for scarce resources
- Declining population
- Older populations
- Youth don't feel involved
 - No youth groups / hang out places
 - Youth, new residents, volunteerism and inclusion
 - Loss of school is a sign of the times with fewer kids
- Lack of Entrepreneur stewardship
- Lack of rentals in general
 - Rentals meaning long term house rental / apartments / basement apartments
 - Residents who complain about lack of housing, but refuse to invest in it (why won't someone do something... no not me, someone else!)
- Not great transportation
 - No taxi service etc.
 - Rural Uber or solution for public transportation?
- Lack of younger volunteers
- Yes, communication needs
- Richmond County often left out of tourism promotions by province or DCBA
- Great to have community gardens when residents can grow their own food
 - This would help reduce our carbon footprint, and would help residents of all income levels have access to fresh produce in the warmer months
 - Maybe there could be a year-round solution?

- Location is largely unknown outside of the area “I’m from Richmond County”, response: where?
- Aging infrastructure
- Struggling fire departments
- We do not municipal staff dedicated to supporting volunteer organizations
- Poor provincial road infrastructure
- Not enough accessible multi-use trails - not connected to others in Cape Breton
- Casual jobs economy doesn't allow you to pay for a car
- NS Power may drive everyone out of their homes
- Very difficult to find private hired help for caregiving, running errands and maintaining people in their communities
- Health care recruitment hard to attract people
- Loss of community control felt as schools moved out of the communities
- An older population, out migration of youth
- No campgrounds
- Volunteer burnout, 10% of people doing most of the work
- Prevailing “someone else will do it” attitude
- We have had 5 CAOs in 6 years
- Breaking out of an old boys’ club - politically and in economics of area
- Communication
 - Social media doesn't work for everyone
 - Some don't have internet or can't afford internet - we rely too much on this
 - Most older folks are watching telile - Wednesday at 7 - bingo!!!
 - Telile was meant for this communications tool
- We need to better support our volunteer organizations to be successful
- Age of our arena
- Focus on competition rather than collaboration
- Mental Health and Addictions support
- Importance of welcome groups

Richmond County Strategic Assessment SWOT - Opportunities

Stakeholders and council identified the following External Opportunities for the Municipality of the County of Richmond and area.

- Tourism growth potential
- Industry Development - Point Tupper
- LNG potential

- More opportunities for youth
- Youth voices through the arts
- Youth engagement
- Entrepreneur stewardship
- Youth co-ops in fishing here & in yard work for seniors
- Maintained green space / eco parks
- Bingo & chase the ace could be part of intergenerational events including variety shows with music and theatre sketches
- Intergenerational focus
- Aquaculture
- Offshore Wind Development
- Skilled workers moving into our communities
- St. Peter's Canal Development
- Dark sky reserves
 - Stars are visible
- Organic small holding farms
- Lots of arable lands which were once farms, now abandoned
- We need data & science to inform our understanding of our people and our community
 - Why is that private data piece being sold to who knows who via social media and big tech?
 - We need to own our own data and understand it
- Tourism Expansion Post COVID-19
- Opportunities for Maritime experiences
 - Agriculture tourism
- Tourism related fisheries
 - Opportunity to grow our fishing industry and culture into an oceans-focused tourism
 - Excellent recreational fishing
- Yes, tourism on the waterways
 - Make it easier for small business
- Family farm visits?
- Placement on Bras d'Or Lake allows for much attraction with the right plan
 - Bras d'Or Lake Biosphere - tourism, IDE, and other business attraction to an environment with a UNESCO designation
- Trees are on the march changing historical hay/farm lands
- Clean Green Tech (recent NuStar purchase)
- This planning process is an opportunity for a fresh start

- Invest in young people with tuition costs with them returning to the area to fill health care positions
- Cape Breton Food Hub expansion
- Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth
- Expansion of Innovation Driven Enterprises
 - For every 1 IDE job created, it's estimated that up to 6 other jobs are created
 - Spur Innovation driven Enterprises (IDE) with connection to post secondaries
- Experiential tourism
 - Arts and Experience economy
- Promoting our natural assets - beaches, coastlines, forests
- Opportunity to do targeted recruitment to get people to come back
- Zoning and permitting should allow farming
- Increasing attention to marine and ocean sciences careers at local community college and university
 - Collège communautaire in Petit-de-Grat....offering collège and university level courses U sainte-Anne
 - Université St Anne marine research
- Richmond County is (largely) a blank slate
 - Emptiness, lack of people, lack of services in some areas, etc., also means room to grow and create something new
- Arichat and St. Peter's Mainstreet development
- Lots of federal funding opportunities to access
 - ICIP (Invest in Canada Infrastructure Program) - sewer treatment and other aging infrastructure projects
 - Former gas tax - now community building fund
- Immigration
- The high cost of housing elsewhere is attracting people to rural communities
- Hopefully fiberoptic coming into our rural areas soon
- Leave Vancouver, drive across Canada
 - The first time you see the Atlantic Ocean to the horizon is in St. Peter's!
- Two welcome groups - St. Peter's, Louisdale and hopefully soon in Arichat
 - But the information on newcomers is not really collected
 - But not everyone makes themselves known when they are new
- Community year-round gardens where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint

- Many communities around Canada have done this and there have been positive benefits from it
- Partnerships with neighbouring counties / town / First Nation partners
 - So much room to grow these relationships
 - Opportunities to partner with neighboring municipal units on issues
- Affordability and Retention
- Opportunity for the REN: help to build online capacity of local businesses?
- The local businesses will have loyal clientele - but is there space for new businesses to break in?
- Opportunities related to Newcomers
 - Do a Newcomer assessment of why people are coming to Richmond County

Richmond County Strategic Assessment SWOT - Threats

Stakeholders and council identified the following External Threats that the Municipality of the County of Richmond and area should be prepared to deal with.

- Negative Media Coverage
- Potential Impact from Climate Change
- Potential Loss of Industry due to external factors
- Climate change is our challenge which means we all bend to the new catastrophic weather patterns
- Loss of local ACOA office
- Land use success is ecosystem conservation
- Threats to fresh water resources and watershed areas
 - Protection to ensure they are available for future development as population rises
- Our fisheries are highly dependent on only a select few species
- Increasing climate volatility
 - Lack of comprehensive emergency response planning in light of more severe storms
 - More storms and more serious
- Time isn't slowing down, whether we like it or not our residents are growing older and momentum won't keep up without catalysts put in place now
- Long-standing businesses refusing to modernize to remain competitive (or open)
- Big stores-not locally owned-moving in
- Shopping online
- Shopping off island
- People from away may buy up coastline properties
- Shopping off island (big boxes instead of Coop)

- A long-standing attitude locally places suspicion on our leaders and those who try, counteracting the good we / they do
 - It's a threat constantly beating back progress
- Misunderstanding of “people from away”
- An aging population that our volunteer organizations depend on, this really concerns me
- Coastal erosion
- Competing for limited resources available to community grants etc.
- Habits of older ways -- some culture of being laid back, or “wait and see”, resisting change, back door business deals, “it’s who you know” connections...
- Land use success is ecosystem conservation
- Lack of skills to take over some positions
- Not investing in youth and young people in the face of the population majority of seniors and the big voice of our proactive seniors
- Current mass-selling of land/homes for big prices
 - Brought on by decades of said properties not being bought or sold by locals, and current market pricing/demands
- Not being organized to access federal funding for non-profit housing
- We have never explored a community fountain which is popular near Baddeck
 - Most buy water
 - Why not a local fountain tested regularly by municipality for locals and visitors to access?
- Few people have a strong sense of civic engagement
 - We are burning people out
- Immigration roadblocks
- Broadband & cellular coverage
- Mandatory Contributions by Municipality to Province
- Part time work zero-hours contracts do not pay the bills and certainly do not pay the costs of vehicle ownership
- Raise the bar for the younger generation and you develop a “skilled” workforce...
- Care work is mostly zero hours contracts yet this is most important to support seniors
 - Burden on caregivers -- makes it difficult for people to be active in their communities or have their voices heard
- Lack of recognition of Richmond County as part of Cape Breton
- We are too reliant on car ownership
- Cost of living and hardship as older homes need maintenance
 - Risk of hoarding/condemned properties/unsafe conditions
- Mismatch between skill sets of residents and employment needs of private and public sector

- Stuck in old ways, some lifelong residents don't want to see change, they want more services but there needs to be a mindset shift that in order to get those services, you need population growth
- Conflict between new comers and current residents
- Limited jobs - looking for better jobs and more permanent/full time jobs
 - Low paying jobs and no incentives for employees
- Good mix of jobs - both entry level and suitable for supporting a family
 - Generally, in Cape Breton there are more jobs than people, or there is a mismatch between skills we have and what employers are looking for - in skillsets and pay expectations
- Very few big chains
 - Good amount of local spending and local dining - and “Come from Aways” also like to support local
 - The local businesses will have loyal clientele - but is there space for new businesses to break in?

Richmond County Virtual Stakeholder Engagement Sessions

In March and April 2022, three virtual stakeholder input sessions were conducted:

1. County Virtual Engagement Session 1: Municipal Position - March 24, 2022
2. County Virtual Engagement Session 2: Business, Economic Development and Tourism - April 13, 2022
3. County Virtual Engagement Session 3: Quality of Life - April 28, 2022

The first three sessions had a combined total of 70 participants.

The sessions were advertised through the municipality’s website, the Reflections of Richmond newsletter mailout, updates on Telile Community Television, posters and postcards distributed throughout communities, information through church bulletins, and through Facebook.

Additional virtual engagement sessions were conducted with the following groups:

- St. Peter’s Village Commission Virtual Engagement Session - May 17, 2022
- Seniors Take Action Coalition Virtual Engagement Session - May 19, 2022

The additional two sessions had a combined total of 17 participants.

Full notes on each of the Richmond County Virtual Stakeholder Engagement Sessions are contained at the end of the Appendix following the summary in this section.

County Virtual Engagement Session 1: Municipal Position

The focus of the first session was to talk about Richmond County, conduct a strategic SWOT Assessment, and seek input on the role of the municipality in a better future. The Strategic SWOT Assessment along with Council’s review is presented in Section 4.0 of this report.

Richmond County Attraction

Some highlights of session participants views on what attracts people and businesses to Richmond County is noted in the following exhibit.

Exhibit A.02 - Input on Richmond County Attraction		
To Live and Stay	To Do Business	To Visit
<ul style="list-style-type: none"> • People support each other • Surrounded by the coast • Welcoming. Richmond County has 3 welcome groups already <ul style="list-style-type: none"> ○ Isle Madame, St. Peter's, and Louisdale • Lively festivals <ul style="list-style-type: none"> ○ Pirate Days, Acadian Festival, Baraco Days, etc.... • Our demographics of people are always our biggest strength with potential to realize more • Sense of togetherness, pride and community • The slower pace • Mi'kmaq partnerships (Potlotek) • Safe • The scenery • Resilient community - strong and independent • So much water! Lake and Ocean provide for amazing outdoor recreational opportunities • Strong volunteer organizations committed to the community • Two great nursing homes • Everyone knows everyone - leads to low crime 	<ul style="list-style-type: none"> • Dedicated support local campaigns and sentiments from residents • Local representation from CB Partnership through CB Regional Enterprise Network • 12 Month Economy • Strait Area Chamber of Commerce • Because of a current lack of commercial developments, there are great open opportunities to explore • Lots of small businesses • Supportive business community • Open mindsets to new ideas and collaboration • No overdevelopment....clean, natural environments... • More open mindsets to new ideas and collaboration as compared to years ago • Low tax rate • Variety of commercial goods and services 	<ul style="list-style-type: none"> • Historical and present day • Boating heaven • Natural environment • Quiet • The Different Cultures • Senior power is experience & history connection • A rich history • Unama’ki • Groundswell pub and Bras d’Or Lakes Inn rent water equipment - great for visitors • Dundee golf resort • St. Peter's is a beautiful town geographically, and has a nice selection of small businesses. • I feel as a county we are fully functional, hospitals, businesses, grocery stores, small businesses etc. • The interesting characters that live there • The artists, musicians, authors • Water-world connection • The different cultures • Isle Madame is beautiful and vastly underrated as an attraction in the overall scheme of things • The people from away who have moved there • Celtic colors • Pirate days • Kayaking, ATVs, outdoor adventures on the water • Pourquoi pas?

		<ul style="list-style-type: none"> • Les autochones ici • Salt water is healing. The city had salt water rooms in malls as a business • In Canada! • We used to all be swimmers learned in our ocean and lakes • Strong ties to resilient communities/ancestry, rich history • Our wharves identified and their condition and access to public fishing etc. could be a strength • Sense of freedom • Coastal walk Potential • Welcoming • Strong Acadian Culture • Lighthouses, beaches, hiking and multi-use trails • Water-world connection - always water next to us - beaches, canals • EVENTS!!! Pirate Days, Festival of Trees, LobsterFest, CodStock, St Ann's Mission and so many more • Friendliness of people
<p><i>Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM</i></p>		

Municipality Role in a Better Future

Discussion included the role of the municipality to help ensure a better future. Ensuring that there is sufficient staff capacity to work with partners, support volunteers, continue to engage the community, implement the plan, and build partnerships was a recurring perspective in the session.

Additional comments and topics are presented in the full session notes.

County Virtual Engagement Session 2: Business, Economic Development and Tourism

The second session topics included economic development and tourism discussions.

Key Trends Considerations

Participants noted a number of trends in tourism, business, globalization, and area market needs to support business, economic development and tourism. The group noted a number of impacts of these trends on the Municipality of the County of Richmond’s plan including:

- Richmond needs much needed infrastructure i.e., water-sewer, housing

- The municipality needs to be a driving force to move the tourism industry forward
- Municipality as a partner and champion in tourism industry

Economic Risks

The group discussed the economy and economic outlook for Richmond County. A number of risks were identified including:

- Access to people
 - Lack of Skilled Trades & Workers
 - Lack of Population Growth
 - Youth Retention
- Small Business failures
- Connectivity
- Loss of market / sales to external markets
 - Out of area top nearby markets
 - On-line to far away markets
- Global supply chain challenges
- Inflation
- Various other factors

Opportunities

Discussion occurred on what are the biggest economic opportunities and biggest tourism opportunities for Richmond County over the next few years is noted in the following exhibit.

Exhibit A.03 - Richmond County Opportunities	
Economic Opportunities	Tourism Opportunities
<ul style="list-style-type: none"> • Strong need to collaborate • Planning with a County-wide perspective for energy, food security, transportation, etc. • Can we turn risks into opportunities (e.g., energy)? <ul style="list-style-type: none"> ○ Renewable energy and Offshore wind ○ Offshore wind exploration - responsibly sharing the ocean • Richmond River Roots Market Garden • In our Better with Age Newsletter focusing on older adults we highlight businesses in each issue that are operated by older adults :) 	<ul style="list-style-type: none"> • Cultural Tourism <ul style="list-style-type: none"> ○ Cross Cultural Experiences ○ Artists and musicians, events in churches, great sound, they have concerts in rural areas in PEI all summer ○ Mi'kmaw, Acadian, Gaelic, Irish • Campground <ul style="list-style-type: none"> ○ Campgrounds, glamping/ dome tents ○ A greener park? More environmentally friendly ○ There is obvious demand for camp sites ○ You can barely get a camp site ○ I understand most provincially parks are fully booked for this summer • How often is Martinique park used, has anyone done a study of late? <ul style="list-style-type: none"> ○ Battery Park books within minutes • ATVs without environmental destruction! <ul style="list-style-type: none"> ○ Opportunities for events / rallies and rentals ○ Fully accessible, non-destructive, trail development

- | | |
|---|--|
| <ul style="list-style-type: none"> ● Building on the skills of incomers, we need a 'catalogue' of people skills in Richmond County <ul style="list-style-type: none"> ○ We have many people that have come from away now living in Richmond County with many skills ○ IT Industry ● A recruiting plan that is proactive to attract people to consider moving back to the area ● Build an aquarium - a new tourism feature ● Creating an age friendly community with amenities to attract retired folks ● Develop a backbone of fully accessible trails in addition to trails specific to walking, mountain biking, motorized only, etc. ● Is there a possibility to partner with our neighbours at the Port Hastings airport to bring in more air traffic to promote tourism and growth? <ul style="list-style-type: none"> ○ Perhaps could cater to luxury vacations ● Richmond County lifestyle <ul style="list-style-type: none"> ○ Opportunity to attract more people - lots of people would love to move to a rural community, but they do need to have reliable internet. Even if they don't open a business if they are remote worker ○ People choose where to live first, the job second ○ Convince people from the city to move here - city house prices are going up ● Online retail business represents increased competition for local retailers, but also represents opportunity for local retailers to sell to the international market and not be so reliant on tourists ● Capitalize on our Bras d'Or Lake Biosphere UNESCO designation ● Acadian culture and preservation of the French language - we are | <ul style="list-style-type: none"> ● Off Isle Madame and in Grand River and Bras D'Or <ul style="list-style-type: none"> ○ Opportunity to do salt water kayaking in a protected place ● More tourism-supporting assets at Point Michaud ● Excursion / overnight hiking ● Surfing ● There are many people with nice boats, picnic and barbecues ● More activities organized at our beaches, such a volleyball events, sand castles ● Understand and capitalize on Motivators to Visit Cape Breton Island ● Building on the skill of incomers, we need a 'catalogue" of people skills in Richmond County ● Tailoring experiences to different age groups, people of different backgrounds, interests, etc. ● Richmond County needs a world class festival <ul style="list-style-type: none"> ○ Festivals that are unlike things happening in other places (e.g., Pirate Days as an example) ● Harbour Wars is coming back this year! <ul style="list-style-type: none"> ○ Harbour wars as a hospital foundation fundraiser ○ John Paul Jones is a notable pirate in Isle Madame ● Unique events are an excellent idea!! Stuff you can't find anywhere else... ● How is promotion done? There is more work to be done <ul style="list-style-type: none"> ○ We were successful when we animated our presence at Saltscape - but it required an immense level of volunteerism and it might not be sustainable ○ How to encourage others to promote the area? ● Isle Madame day park <ul style="list-style-type: none"> ○ Isle Madame is tremendously undervalued as a tourist destination. It's fantastic! ○ And it is underused ○ Can it be changed to a provincial park? ● Festival Acadian in Petit-de-Gras ● Relationship with the province to promote tourism? <ul style="list-style-type: none"> ○ Our relationship with the province is strong, I would say. We've worked hard to build/maintain those relationships. ● Can we ask Telile to run the tourism videos more frequently and Maune develop a tourism program? <ul style="list-style-type: none"> ○ We have a couple of videos we need to promote more ● Visitors are seeking experiences - think about the experience first and the uniqueness of that experience ● North River Kayaks does guided kayak tours. Because it is guided, it generates more jobs and revenues than simply rentals ● Would love to see a guided walking ghost tour <ul style="list-style-type: none"> ○ Many communities do that ● Tailoring experiences to different age groups, people of different backgrounds, interests, etc. ● Relationships with Potlotek. Canal Landing as a result. We could be doing more ● SPEDO, Isle Madame Development, and Potlotek put together a guidebook for Richmond County |
|---|--|

<p>able to attract French speakers from other parts of the world because there is already a francophone community</p> <ul style="list-style-type: none"> ○ Threatened language is an opportunity? ○ Merging authenticity of our communities ● Telisle = way to highlight who is in the community already to appeal to others to move here 	<ul style="list-style-type: none"> ● 1000s of years - this is the gathering place for the Mi'kmaw nation ● Some things can be turned into a tourism experience, while some things are sacred and can't be shared that way ● Solar energy ● Also, that the planning be that all communities benefit and not compete ● A nine-hole golf course through Richmond....with hole one in Petit-de-Grat ● Mi-Carêmedinners and story telling <ul style="list-style-type: none"> ○ Let's bring back the Mi-Carême in a big way! ○ Love the Mi-Carême idea!! ● Cycling around Isle Madame. Create a world class cycling route. ● Highway 4 can be a tourism corridor - it is a unique travel experience <ul style="list-style-type: none"> ○ Different from Cabot Trail - Route 4 is a hidden gem
--	--

Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM

Economic Development Role

The session discussed the role of Richmond County in Economic Development. The Cape Breton Regional Enterprise Network (CBREN) was recognized as the mechanism for economic development for the municipality. Defining, marketing, and promoting what Richmond County has to offer was suggested. Promotion of career and job opportunities through the Cape Breton Job Board was noted. Facilitating, encouraging, and presenting the case for housing opportunities was also suggested.

Tourism Role

The session discussed the role of Richmond County in Tourism. Developing partnerships, a tourism plan, promotional supports, and municipal resources (allocated staff and funds) were deemed important for the County to encourage tourism development and growth.

County Virtual Engagement Session 3: Quality of life

The third session included discussion on Quality of Life / Well-Being, Recreation, Culture, and Leisure Experiences, Quality of Life Perspectives, Age Friendly Considerations, and related Quality of Life Considerations.

Quality of Life Wellbeing

A number of resources pertinent to quality of life were suggested to consider by stakeholders at previous sessions. Reference information was presented from these sources:

- University of Waterloo - Canadian Index of Wellbeing <https://uwaterloo.ca/canadian-index-wellbeing/>
- Engage Nova Scotia <https://engagenovascotia.ca/about-qol>
- Nova Scotia Quality of life - 2020 <https://www.nsqualityoflife.ca/>
- United Nations 17 Sustainable Development Goals <https://sdgs.un.org/goals>

Exhibit A.04 - Canadian Index of Wellbeing 8 Domains



Source: University of Waterloo - Canadian Index of Wellbeing

Richmond County Recreation, Culture, and Leisure

The group discussed Richmond County recreation, culture, and leisure.

- Municipal Facilities
 - Richmond County Arena in Louisdale
- Supported Facilities
 - Strait Area Pool in Port Hawkesbury
- Recreation Programming
 - Delivered in various community halls and education facilities
 - Events at various athletic sites
- Public Spaces
 - Greenspaces and walking areas

Age friendly and accessible spaces and walking trails were noted as an important need. There was no real facility gap noted and a number of suggestions were made to partner with other groups to encourage year-round use of other facilities such as school grounds and venues. Many assets noted were not municipal owned assets. It was also noted that socio-economic gaps between residents needs to be considered in accessibility from a personal financial perspective.

Richmond Recreation, Culture, & Leisure Services

The potential for a County 'Wellness Centre' as a multipurpose facility for a number of non-profit organizations was suggested. Spaces and activities for youth and people of all ages was identified as an important need. The municipality could partner with others to ensure leisure services and activities are available. There was also favourable support for libraries and museums as public amenities.

It was noted that Quality of Life varies based on life stage and includes physical, artistic, and health aspects.

Maintaining assets is important to ongoing utilization such as a proper skateboard park. Supports for volunteer groups was deemed as an important area to provide quality of life options. Intergenerational activities and all age friendly initiatives were noted areas to focus on.

Quality of Life Considerations

There was discussion on mental health supports and a number of provincial initiatives geared towards supporting mental health needs. Seniors’ housing and care supports was noted as a growing need. Better connectivity to the Internet was again noted as a key quality of life essential service.

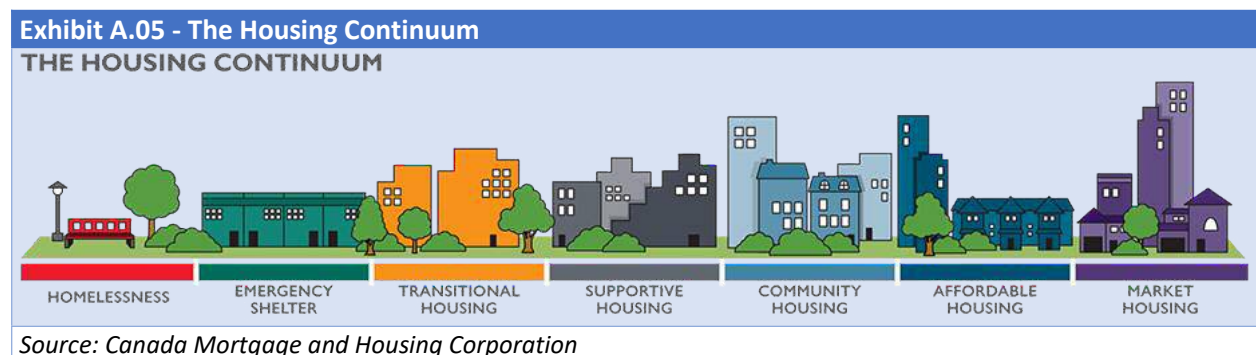
Age Friendly Considerations

Highlights of the 2019 Richmond Age Friendly Community Plan were reviewed. The plan had not been adopted by the County. The vision of the proposed 2019 Age Friendly Plan was *to become an age friendly community, one that values, respects and supports the safety, security, diversity and well-being of all citizens.*

The physical environment within the Richmond County was identified by session participants as important to being age friendly. Items noted included sidewalks, pavement, access to funding, transit, and emergency planning to consider an age lens should be addressed by Richmond County.

Housing and Health Factors

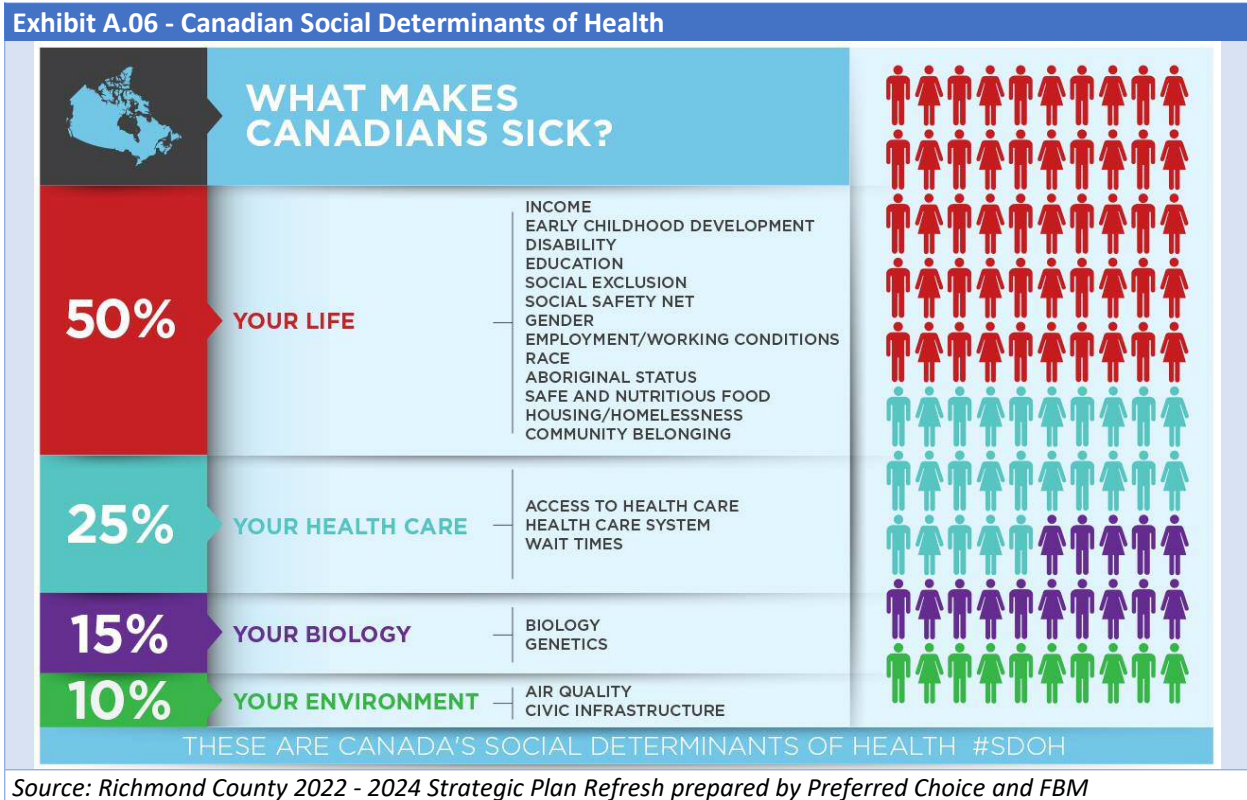
A number of housing and health factors were reviewed. The nature of housing along the housing continuum can be a significant factor in one’s health and quality of life.



The Canadian Medical Association has noted a number of determinants that impacts health in four areas:

- Your Life
- Your Health Care

- Your Biology
- Your Environment



Session participants noted a range of short to long term housing needs, housing and elder care best practises, and work done by the Seniors Take Action Coalition regarding age friendly considerations and social determinants of health.

Municipal Initiatives to Support Quality of Life

Richmond County has a number of initiatives underway to enhance the Quality of Life including a new Accessibility Plan, support for various non-profit organizations, a community grants program, exploration of options to improve internet and cellular coverage, and support for health care recruitment.

On April 25, 2022, Richmond County's Accessibility Plan was officially approved by Council and is at [http://www.richmondcounty.ca/images/Accessibility/0%20Richmond AccessibilityPlan.pdf](http://www.richmondcounty.ca/images/Accessibility/0%20Richmond%20AccessibilityPlan.pdf) on the county web-site.

Session participants noted a number of potential roles for the county to support quality of life includes:

- We need someone who works at the municipality who supports volunteer organizations with training, development, strategic planning etc.
- We need to find a way to take more leadership on housing
 - There is work about to begin to develop a non profit for housing in strait area that will look at a wide range of housing needs
- Long Term Care and affordable housing and assisted living
 - Adult day care
- Future alignment of the community grants program with the strategy
 - The community grants program should align with the Strategic Plan priorities
- The municipality needs to know their communities through ongoing engagement
- Poverty Rates in Nova Scotia and Richmond County need to be considered

Affordability and Housing

A number of points were made regarding affordability and housing. Considering ways to support housing development with flexibility to enable new projects instead of regulations that deter development was identified. Encourage the Province of Nova Scotia to recognize that affordable housing issue is not only a city issue and that projects in Richmond County should be supported. Richmond County can take steps to access senior government (CMHC and provincial) funding to enable housing development.

Other Quality of Life Considerations

A range of other items were noted to help improve quality of life including updating the County 2013 Climate Action Plan, improved communication including with seniors that have limited online capacity, current information from the municipality, volunteer supports, a vision for growth and housing opportunities, and community engagement and involvement in County and community initiatives.

Training initiatives for the community and county can help improve the experience. Access to funding is important for quality of life. Consideration of a bit more services funded by a little more taxes was suggested as a reasonable consideration, ensuring that municipal staff is in place to take action and implement the refreshed Strategic Plan.

Emailed Input

A project-specific email address, refresh@richmondcounty.ca, was set up and advertised through the municipality's website, and the Reflections of Richmond newsletter mailout. Three emails were received with further commentary relating to recreation, the environment, and fire services.

Additional input was received after the session on Quality of Life noting that while Richmond County operates an arena, it has no other recreation assets that it is directly responsible for such as playgrounds and athletic courts. It was suggested that the recreation department mandate should be defined beyond programming to include infrastructure with a budget and staff to create a vibrant community to attract and retain families to Richmond County.

Emailed comments also noted the necessity for the municipality to lead climate action on the provincial and local level. This should include long-term plan for basic public transit or vehicle sharing. The municipality should ensure balance between short/long-term environmental concerns and land use as well as economic issues, and it should facilitate community supported agriculture.

Emailed comments also noted the necessity of supporting volunteer fire departments and the critical services they provide, including for protecting residents and houses during forest fires. The needs of the fire services, including with access to water systems and water bodies needs to be incorporated in land use planning and infrastructure planning. In the driest years, it was noted that residents could lose homes in fire seasons due to the lack of emergency water sources to fight fires in rural areas.

St. Peter's Village Commission Virtual Engagement Session

The session with St. Peter's Village Commission representatives discussed the relationship of the County and the Village Commission and other considerations for the Strategic Plan Refresh.

Relationship with Richmond County

The line of communication was viewed favourably between the Village Commission and Richmond County.

Things to work on include: consider joint training opportunities, better access and clarity on reliable access to gas tax funding for projects, including St. Peter's infrastructure in the County's Asset Management Plan, and regular joint meetings of the Municipal Council and Village Commission.

Richmond County Impact

Discussion included what the County can do to benefit Richmond County area. Parks Canada had considered replacing the canal look-off prior to the COVID-19 Pandemic. Working with Potlotek First Nation and the Village Commission would be beneficial for Richmond County. Resurrecting the \$6 million Tourism Plan for the Canal should be explored. A number of tourism amenities and infrastructure investments should be explored.

Partnership Opportunities

A number of partnership opportunities for St. Peter's Village Commission and Richmond County were noted including: water and sewer systems, addressing the housing development need, and sidewalk maintenance and accessibility improvements.

Seniors Take Action Coalition Virtual Engagement Session

The session with Seniors Take Action Coalition (STAC) representatives discussed the relationship of the County and the Seniors Take Action Coalition and other considerations for the Strategic Plan Refresh.

In May 2022 STAC provided a written submission with input for the County to consider as the Richmond County Strategic Plan is Refreshed which is included in Appendix E.

Relationship with Richmond County

Regarding the relationship with Richmond County staff support was active and the accessibility plan is a start but the needs of seniors require consideration. This can include broader use of notify now text messages and sign-up assistance, and information sharing. Additional staff support is desired for seniors. There should be efforts for Affordable Housing, Emergency Management, and Transportation. Council should consider the STAC Age Friendly Communities and Comprehensive Submission with Recommendations.

Richmond County Impact

Discussion included what the County can do to benefit Richmond County area. Items noted included having increased training of people in care, involvement of older adults in the municipality on committees, an age-friendly lens on municipal web-site structure, programs and staff support for seniors, and addressing housing needs and seniors support from other groups. The municipality can work with partners and the business community to address seniors needs.

Partnership Opportunities

A number of partnership opportunities for STAC and Richmond County were noted including: partnerships to access and leverage federal funding, enhanced municipal staffing, maintaining strong communications and ongoing engagement, promotion of universal access in housing and building construction, visible community amenities, and ensuring the strategy is backed by staff performance and budget priorities.

STAC Strategic Plan Refresh Submission Input Recommendations

The STAC Input to the Strategic Planning Refresh Process contained in Appendix E has the following recommendations:

- That the Municipality Design and deliver an educational program that enables Council members as well as residents of Richmond County to understand the benefits of adopting an age friendly communities' perspective and achievement of equity for those living in Richmond County through consideration of the social determinants of health on well-being.
- That the Municipality Establish an Age-Friendly Communities Planning Advisory Group.
- That the Municipality develop (or adapt) and adopt lens for decision-making that encompasses consideration of community belonging and equity.

Additional Stakeholder Discussions

Notes on additional stakeholder discussions are included in Appendix C.

Potlotek First Nation Input

On June 16th a meeting took place with the Potlotek First Nation CEO. A number of topics from cultural knowledge and ceremonies, land acknowledgements, joint training opportunities, tourism, programming, funding leveraging, and other opportunities to collaborate were noted.

Additional Business Community Input

On June 28th a discussion took place with a local business person on a range of topics including the importance to support business, importance of business friendliness and timely municipal regulatory process, as well as supportive environment for business.

Additional Business Development Input

On August 3rd a discussion took place with a representative of Invest in Canada (IIC) on a range of topics including the nature of IIC, Nova Scotia Business Inc. (NSBI), Cape Breton Partnership, and regional approaches to site selection, as well as key business opportunities and strategic positioning considerations. IIC and NSBI are available to meet with Richmond County, Cape Breton Partnership, and area partners to discuss methods to advance significant economic opportunities for the area.

County Virtual Engagement Session 1: Municipal Position

The virtual Richmond County Strategic Planning Stakeholder Session 1 topic was Strategic SWOT Assessment and Role of the Municipality in a Better Future Discussion held on March 24, 2022.

The session was attended by 27 participants including District 2: Councillor Michael Diggdon, District 3: Deputy Warden Melanie Sampson, District 4: Warden Amanda Mombourquette, Cape Breton Partnership Acting President & Chief Executive Officer Tyler Mattheis, Cape Breton Partnership Economic Development Officer - Richmond County & Town of Port Hawkesbury

Megan Watt, and Jeremy Martell, Director of Communications, and various community participants.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - Kieron Hunt & David Paterson.

County Virtual Engagement Session 1 Notes

Information Review

Mr. Leier started the session with a review of information about the Municipality of the County of Richmond, County Demographics, and the Richmond County Strategic Plan Refresh project.

Further information on the community engagement for the Strategic Plan refresh is on the county website which includes a link to the resident survey.

Strategic Planning Input

A number of topics were discussed to obtain input from the group.

Richmond County Attraction

What attracts people to live and stay in Richmond County?

- People support each other
- Surrounded by the coast
- Welcoming. Richmond county has 2 almost 3 welcome groups already
 - Officially 3, Isle Madame, St. Peter's, and Louisdale
- Lively festivals
 - Pirate Days, Acadian Festival, Baraco Days, etc....
- Our demographics of people are always our biggest strength with potential to realize more
- Sense of togetherness, pride and community
- The slower pace
- Mi'kmaq partnerships (Potlotek)
- Safe
- The scenery
- Resilient community - strong and independent
- So much water! Lake and Ocean provide for amazing outdoor recreational opportunities
- Strong volunteer organizations committed to the community
- Two great nursing homes

- Everyone knows everyone - leads to low crime

What attracts companies to do business in Richmond County?

- Dedicated support local campaigns and sentiments from residents
- Local representation from CB Partnership through CB Regional Enterprise Network
- 12 Month Economy
- Strait Area Chamber of Commerce
- Because of a current lack of commercial developments, there are great open opportunities to explore
- Lots of small businesses
- Supportive business community
- Open mindsets to new ideas and collaboration
- No overdevelopment....clean, natural environments...
- More open mindsets to new ideas and collaboration as compared to years ago
- Low tax rate
- Variety of commercial goods and services

What attracts visitors to come to Richmond County?

- Historical and present day
- Boating heaven
- Natural environment
- Quiet
- The Different Cultures
- Senior power is experience & history connection
- A rich history
- Unama'ki
- Groundswell pub and Bras d'Or lakes inn rent water equipment- great for visitors
- Dundee gold resort- to visit
- St. Peter's is a beautiful town geographically, and has a nice selection of small businesses.
- I feel as a county we are fully functional, hospitals, businesses, grocery stores, small businesses etc.
- The interesting characters that live there
- The artists, musicians, authors
- Water-world connection
- The different cultures

- Isle Madame is beautiful and vastly underrated as an attraction in the overall scheme of things
- The people from away who have moved there
- Celtic colors
- Pirate days
- Kayaking, ATVs, outdoor adventures on the water
- Pourquoi pas?
- Les autochones ici
- Salt water is healing. The city had salt water rooms in malls as a business
- In Canada!
- We used to all be swimmers learned in our ocean and lakes
- Strong ties to resilient communities/ancestry, rich history
- Our wharves identified and their condition and access to public fishing etc. could be a strength
- Sense of freedom
- Coastal walk Potential
- Welcoming
- Strong Acadian Culture
- Lighthouses, beaches, hiking and multi-use trails
- Water-world connection - always water next to us - beaches, canals
- EVENTS!!! Pirate Days, Festival of Trees, LobsterFest, CodStock, St Ann's Mission and so many more
- Friendliness of people

Other comments

- In the smaller communities - not just a SWOT for all of Richmond, but looking at each district or community's strengths and opportunities
 - Some of the smaller communities are waiting for development and connection
 - Some of them need to be lifted up
- Le francais ici dans nos maisons et nos ecoles
- Le chat est en anglais seulement

Area Success

What do you see as the appropriate signs of success for the area?

- Changes within municipal council is a sign of positive change and success! Thank you!
- Success as public transit as 1/3 of our households are in poverty

- Wide array of ages wanting to move back to the area....
- High quality of life, economically, physically, culturally, spiritually, creative scene
- Keeping young people here
- HEALTH CARE...yes!
- Living wages not an economy dominated by casual work that has no stability
- Housing and affordable living is important to address
- Fair distribution of wealth
- Internet access to have people able to move in and work from a rural area
- Strong opportunity for the region where Port Hastings airport is concerned, if money invested
- Accessibility of services
 - Good sidewalks
 - Vision mobility and other reasons make it harder to participate
- 12-month economy
- New businesses opening in commercial areas and more rural ones
- Increasing population
- Success spread throughout including to smaller communities
- Wide array of ages wanting to move back to the area
- Less out migration of young people
- Retention of current youth, attraction of new youth from elsewhere
- Connectivity
 - Cell coverage for all
 - Internet for all
- Recruitment and retention of health care professionals
- To keep new residents from away and get them to stay, consider looking further into energy alternatives for residents
 - This is prudent to ensure they stay
 - Energy costs here are about 500% higher than other provinces
- More opportunities for people to get involved in municipal initiatives and lend their expertise
- Wide array of ages wanting to get back to the area
- Volunteer organizations working together to improve the quality of life for all
- Housing is affordable, but there are not nearly enough dwellings available
 - Appropriate and adequate housing for residents
 - Improved housing options
 - Housing and affordable living is important to address

- Improved access to services
- Reduce social isolation of older adults
- Create an age friendly community
- Build capacity of our volunteer organizations
- “Come from aways” feel more included and accepted into local groups
 - Also moving in and moving into decision-making roles
 - Was not as easy years ago
- People feel like they belong
- Healthy water / sewer infrastructure services
- Keeping a low tax rate
 - But that means fewer services
 - How to balance service and taxation
- Keep lower taxes by encouraging fairer valuations
- Strong results on the EDI (Early Development Instrument)
- And land-use as facilitation of public space, access to water ways while protecting/restoring water quality throughout
- Maybe we could advocate for basic income as success so there is a floor economy and we know income in those households circulate in local communities
- Participate in climate action on provincial and local level
 - Climate change - we are implementing a transition economy
 - Long term plan for basic public transit or vehicle sharing
 - Land use restoration and protection - how do we prioritize
 - Are we having the right conversation about the green economy potential?
 - Municipality can be the key voice in this
- Income security and food security
 - Precarity of work (like casual, part time work that you can't rely on)-- but a lot of these trends are everywhere

What do you think others in the area see as desired signs of success?

Are there particular indicators or benchmarks that demonstrate progress on achieving success in the area? What are these benchmarks / indicators of success?

SWOT Strategic Assessment Strengths

What do you see as the Internal Strengths of the Municipality of the County of Richmond and area?

- Hardworking Community
- Natural Resources
 - Fishing / Aquaculture
 - Forestry
- Appealing Scenic Location
- Great beaches
- Huge aquaculture potential, severely under-utilized resource
- Lots of undeveloped industrial land in the Lennox passage area
- Bilingue population
- Creative thinkers and increasing professional community base - retired or otherwise - that are actively involved
- Many strong volunteer organizations
- Waterways, ocean
 - Incredible coastlines --- ocean and lakes
- Community partnerships
- Visionary warden and council
- We are windy!
 - Potential for wind energy
- Experienced staff members
- White tigers....older people with much experience in varied fields
 - A wealth of skills and expertise in older population
- Point Tupper Heavy Industrial Zone
- Fisheries
- Sustainable Forestry
- Our own community television station - Telile
 - An under-utilized local asset
- Increasing culture of cooperation between Isle Madame, Eastern Richmond, and Potlotek
- Community halls everywhere
- Dr Kingston Memorial Community Health Centre in L'Ardoise, Richmond Villa and Saint Anne Centre
- An urgent care center in Arichat....used to be an emergency center
- Wealth of experience from new people

- Strong connections with the adjacent Town of Port Hawkesbury, as well as adjacent Inverness County, and Potlotek First Nation
- Diversity
- Affordable land
- More older people should be encouraged to move in...and then younger people would follow
- Many areas of natural landscapes
- A long, long history....some of the oldest communities in Canada
- Point Tupper Industrial Park
- A transition economy into green infrastructure along our coast to combat coastal erosion and opportunities there in cooperative and private investments
- We have a community transit provider - SAT
- Family connections

SWOT Strategic Assessment Weaknesses

What do you see as the Internal Weaknesses of the Municipality of the County of Richmond and area?

- Aging Population / Demographics
- Limited High-Speed Internet / Connectivity
- Aging Infrastructure
- Lack of Housing / Affordable Housing
- Lack of affordable residential energy solutions
- Limited financial resources
- No community theatre to explore humour and community issues
- Inaccessible and not inclusive beaches + public spaces
- Vulnerability to climate change, coastal erosion
- volunteer organizations competing for scarce resources
- Declining population
- Older populations
- Youth don't feel involved
 - No youth groups / hang out places
- Lack of Entrepreneur stewardship
- Lack of rentals in general
 - Rentals meaning long term house rental / apartments / basement apartments
 - Residents who complain about lack of housing, but refuse to invest in it (why won't someone do something... no not me, someone else!)

- Not great transportation
 - No taxi service etc.
 - Rural Uber or solution for public transportation?
- Lack of younger volunteers
- Yes, communication needs
- Richmond County often left out of tourism promotions by province or DCBA
- Great to have community gardens when residents can grow their own food
 - This would help reduce our carbon footprint, and would help residents of all income levels have access to fresh produce in the warmer months
 - Maybe there could be a year-round solution?
- Location is largely unknown outside of the area “I’m from Richmond County”, response: where?
- Aging infrastructure
- Struggling fire departments
- We do not have municipal staff dedicated to supporting volunteer organizations
- Poor provincial road infrastructure
- Not enough accessible multi-use trails - not connected to others in Cape Breton
- Casual jobs economy doesn't allow you to pay for a car
- NS Power may drive everyone out of their homes
- Very difficult to find private hired help for caregiving, running errands and maintaining people in their communities
- Health care recruitment hard to attract people
- Loss of community control felt as schools moved out of the communities
- An older population, out migration of youth
- No campgrounds
- Volunteer burnout, 10% of people doing most of the work
- Prevailing “someone else will do it” attitude
- We have had 5 CAOs in 6 years
- Breaking out of an old boys’ club - politically and in economics of area
- Communication
 - Social media doesn't work for everyone
 - Some don't have internet or can't afford internet - we rely too much on this
 - Most older folks are watching telile - Wednesday at 7 - bingo!!!
 - Telile was meant for this communications tool
- We need to better support our volunteer organizations to be successful
- Age of our arena

- Focus on competition rather than collaboration
- Mental Health and Addictions support

SWOT Strategic Assessment Opportunities

What External Opportunities do you see for Municipality of the County of Richmond and area?

- Tourism growth potential
- Industry Development - Point Tupper
- LNG potential
- More opportunities for youth
- Youth voices through the arts
- Youth engagement
- Entrepreneur stewardship
- Youth co-ops in fishing here & in yard work for seniors
- Maintained green space / eco parks
- Bingo & chase the ace could be part of intergenerational events including variety shows with music and theatre sketches
- Intergenerational focus
- Aquaculture
- Offshore Wind Development
- Skilled workers moving into our communities
- St. Peter's Canal Development
- Dark sky reserves
 - Stars are visible
- Organic small holding farms
- Lots of arable lands which were once farms, now abandoned
- We need data & science to inform our understanding of our people and our community
 - Why is that private data piece being sold to who knows who via social media and big tech?
 - We need to own our own data and understand it
- Tourism Expansion Post COVID-19
- Opportunities for Maritime experiences
 - Agriculture tourism
- Tourism related fisheries
 - Opportunity to grow our fishing industry and culture into an oceans-focused tourism
 - Excellent recreational fishing

- Yes, tourism on the waterways
 - Make it easier for small business
- Family farm visits?
- Placement on Bras d'Or Lake allows for much attraction with the right plan
 - Bras d'Or Lake Biosphere - tourism, IDE, and other business attraction to an environment with a UNESCO designation
- Trees are on the march changing historical hay/farm lands
- Clean Green Tech (recent NuStar purchase)
- This planning process is an opportunity for a fresh start
- Invest in young people with tuition costs with them returning to the area to fill health care positions
- Cape Breton Food Hub expansion
- Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth
- Expansion of Innovation Driven Enterprises
 - For every 1 IDE job created, it's estimated that up to 6 other jobs are created
- Experiential tourism
- Promoting our natural assets - beaches, coastlines, forests
- Opportunity to do targeted recruitment to get people to come back
- Zoning and permitting should allow farming
- Increasing attention to marine and ocean sciences careers at local community college and university
 - Collège communautaire in Petit-de-Grat...offering collège and university level courses U sainte-Anne
 - Université St Anne marine research
- Richmond County is (largely) a blank slate
 - Emptiness, lack of people, lack of services in some areas, etc., also means room to grow and create something new
- Arichat and St. Peter's Mainstreet development
- Lots of federal funding opportunities to access
 - ICIP (Invest in Canada Infrastructure Program) - sewer treatment and other aging infrastructure projects
 - Former gas tax - now community building fund
- Immigration
- The high cost of housing elsewhere is attracting people to rural communities
- Hopefully fiberoptic coming into our rural areas soon

- Leave Vancouver, drive across Canada
 - The first time you see the Atlantic Ocean to the horizon is in St. Peter's!
- Two welcome groups - St. Peter's, Louisdale and hopefully soon in Arichat
 - But the information on newcomers is not really collected
 - But not everyone makes themselves known when they are new
- Community year-round gardens where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint
 - Many communities around Canada have done this and there have been positive benefits from it
- Partnerships with neighbouring counties / town / First Nation partners
 - So much room to grow these relationships
 - Opportunities to partner with neighboring municipal units on issues

Other comments:

- Newcomer assessment
 - Why people are coming here?
 - Note that this group doesn't necessarily reflect newcomers.
 - Are we actually talking to newcomers?

SWOT Strategic Assessment Threats

What External Threats do you see the County of Richmond and area should be prepared to deal with?

- Negative Media Coverage
- Potential Impact from Climate Change
- Potential Loss of Industry due to external factors
- Climate change is our challenge which means we all bend to the new catastrophic weather patterns
- Loss of local ACOA office
- Land use success is ecosystem conservation
- Threats to fresh water resources and watershed areas
 - Protection to ensure they are available for future development as population rises
- Our fisheries are highly dependent on only a select few species
- Increasing climate volatility
 - Lack of comprehensive emergency response planning in light of more severe storms
 - More storms and more serious

- Time isn't slowing down, whether we like it or not our residents are growing older and momentum won't keep up without catalysts put in place now
- Long-standing businesses refusing to modernize to remain competitive (or open)
- Big stores-not locally owned-moving in
- Shopping online
- Shopping off island
- People from away may buy up coastline properties
- Shopping off island (big boxes instead of Coop)
- A long-standing attitude locally places suspicion on our leaders and those who try, counteracting the good we / they do
 - It's a threat constantly beating back progress
- Misunderstanding of “people from away”
- An aging population that our volunteer organizations depend on, this really concerns me
- Coastal erosion
- Competing for limited resources available to community grants etc.
- Habits of older ways -- some culture of being laid back, or “wait and see”, resisting change, back door business deals, “it’s who you know” connections...
- Land use success is ecosystem conservation
- Lack of skills to take over some positions
- Not investing in youth and young people in the face of the population majority of seniors and the big voice of our proactive seniors
- Current mass-selling of land/homes for big prices
 - Brought on by decades of said properties not being bought or sold by locals, and current market pricing/demands
- Not being organized to access federal funding for non-profit housing
- We have never explored a community fountain which is popular near Baddeck
 - Most buy water
 - Why not a local fountain tested regularly by municipality for locals and visitors to access?
- Few people have a strong sense of civic engagement
 - We are burning people out
- Immigration roadblocks
- Broadband & cellular coverage
- Mandatory Contributions by Municipality to Province
- Part time work zero-hours contracts do not pay the bills and certainly do not pay the costs of vehicle ownership

- Raise the bar for the younger generation and you develop a “skilled” workforce...
- Care work is mostly zero hours contracts yet this is most important to support seniors
 - Burden on caregivers -- makes it difficult for people to be active in their communities or have their voices heard
- Lack of recognition of Richmond County as part of Cape Breton
- We are too reliant on car ownership
- Cost of living and hardship as older homes need maintenance
 - Risk of hoarding/condemned properties/unsafe conditions
- Mismatch between skill sets of residents and employment needs of private and public sector
- Stuck in old ways, some lifelong residents don't want to see change, they want more services but there needs to be a mindset shift that in order to get those services, you need population growth
- Conflict between new comers and current residents
- Limited jobs - looking for better jobs and more permanent/full time jobs
 - Low paying jobs and no incentives for employees
- Good mix of jobs - both entry level and suitable for supporting a family
 - Generally, in Cape Breton there are more jobs than people, or there is a mismatch between skills we have and what employers are looking for - in skillsets and pay expectations

Role of the Municipality in a Better Future

What do you see as the main responsibilities of the Richmond County Municipality?

- Clear understanding of how / who is responsible to ensure the items included in the strategic plan are implemented
 - Notably, 'governance surrounding and protection of'...how do we ensure that the wheel turns as it should to properly reach it's intended end?
- Mobilize action
- Walk the talk
- Think outside the box
- Be creative
- Set a precedent of fairness, and innovative plans
- Path to the future of the county
- Staff need to be more engaged with community
- Think big and be strategic and visionary
- Municipal staff sit at community tables

- Leadership in local attitude-shift
- Continuing education must be primarily online access here with few travel requirements to up-skill.
- When people move in or live there - they should know they have services - water and sewer is important
 - An extension is needed to grow these services
- Invest in the future - spend taxpayers' dollars in a way that takes care of seniors and moves us in the right direction for the future - recruitment and retention
- Keeping amalgamation at bay
- To effectively engage its citizens in meaningful ways
 - Find ways to engage people
 - Communicate... communicate... communicate
- Planning and vision for an inclusive, safe place to live
- Develop policy and a plan to move the County forward...based on established priorities
- Advocacy to Provincial & Federal Government
- Making more noise for the provincial government to notice us
- Recreation
- Protect our valuable resources
- Our youth can do creative stuff as intellectual property
- Advocate for disadvantaged
- To support volunteer organizations to be successful
- Support & Recognize Volunteers
- Strengthening the services
- Invest in Communities
- Water and sewer
- Food security
- Affordable housing
- Economic development of the area
- Médical services
- Set an example
- Hire a CAO that is a great communicator and collaborator
 - A good CAO
 - Be diligent and focused on picking the next CAO
- Ensure the municipal staff are doing their jobs
 - Municipal positions should show evidence of their work and timely progress towards goals

- Municipality would benefit from a staff who is responsible for community engagement and collaboration
- Community involvement by both staff and council
- Transparency
 - Be open and transparent
- Leadership
- Looking at the “Big” picture
- Community outreach - ensure that citizens are engaged in the plan
- Plan for a clean, sustainable environment and communities
- World War 3 will mean rationing & a world migrating
- Responsibilities: we are local in a global era. When will we organize the Ukraine protest to stop the war?
- Too much is Business replicating same ole same ole
 - We need to do intellectual property development

What should Richmond County as Municipality do to ensure a better future for the area?

- Planning and priorities
- Where are we spending our money...a limited resource
- Add a couple of new staff positions who job it is to work with community partners
- Hold people accountable to their roles
- A clear understanding of the roles of staff to know who to reach out to for support and knowing that we can get the support needed
- Strengthen Committee Structure
- A public engagement plan is needed
 - Community outreach - ensuring citizens are engaged in the plan
 - Communications Plan / Standards
- Ensure balance b/w short / long-term environmental concerns and land use as well as economic issues (ex. four-wheelers, walking paths, Air B&B)
 - Facilitate community supported ag
- Participate in climate action on the provincial and local level
 - Long-term plan for basic public transit or vehicle sharing
- Research housing options...co-op living etc.
 - How much housing stock is there (rentals/purchase/new build opportunities)
- Aquaculture development Area
- Leadership in economic development - Business Friendly

- Municipal help in coordination of projects involving tourism and community economic development
- Food security
- A clear understanding of the roles of staff to know who to reach out to for support and knowing that we can get the support needed
- My sense is that we may not be able to rely on volunteer bases as we have been used to....
- Bring back the volunteer banquet
- Lead investing in volunteer organizations - support them in their recruitment, strategic planning
 - They play a major role but many are struggling
- Yes, community banquet so municipalities can host food handler permits to get everyone interested in food
- In helping as volunteers
- Develop mentorship programs for volunteer organizations
- Encouragement of a Youth council, or other youth engagement
 - Not just school-aged youth, but also our 20-35 year old's
- Knowing proper inventory of lands, tax base, businesses available for sale, etc. to assist with the succession and growth of the business community
- Support groups working on social determinants of health
- Enhance protection of watersheds
- Stronger connection with Potlotek, maybe a department, role, office, or etc. that can focus on driving that relationship (L'nu affairs/relationships)
- Province creates a lot of rules that ties the hands of municipalities - these need to change to help with pressures on housing. People want to move here, but the services may not be here
- Continuing education
- Municipalities to host maybe pet development for blind persons and for mental health therapy and for the schools

Are there things the Richmond County Municipality should watch out for in promoting a better future for the area?

- Doing things a certain way because that's the way they've always been done
- Not engaging people, apathy
- Skyrocketing costs will impact services
- Amalgamation

- The County is more than just St. Peter's and Isle Madame
 - Both geographically AND demographically
- Keeping the residents informed and engaged
- Careful that building business won't take over our lands/water and add to pollution while destroying the natural resources of our area
- Programs for older populations - if all volunteers were to stop, we would be in a mess. many volunteers are in their 80s
- I think we are there with volunteer fatigue and overuse of volunteers to do actual paid positions
- I come back to grey-white tigers let's take advantage of what they can do rather than on age factor
 - Not just about age - but about experience and knowledge
- Mindful of comments made during meetings... decisions should reflect the best interest of the whole county... definitely watch out for the fall out of this...
- Our libraries were not on the author route last year. There were speakers about how to pitch scripts
- Our current population may be older, but our youth matter
 - They are both the present and future
 - Neglecting to focus on them is to the county's detriment
- Promote the area as youth oriented alongside senior oriented
- Recruitment of volunteers necessary
- Protection of cultural diversity
- Loss of unique identity
- Immigration is necessary
- How can we become more prideful of Unama'ki roots and opportunities to support the older Mi'kmaq speakers?
- Federal and provincial downloading of responsibilities
- There is anew Richmond County Network getting started that met today, 25 people there and asked it RC took take a leadership role

Other comments

- Are the surveys receiving French commentary?
- How are we capturing Mi'kmaq language?

Session Closeout

Mr. Leier thanked the people for attending the session and provided links to information about the process and an e-mail address for further feedback.

County Virtual Engagement Session 1 Jamboard

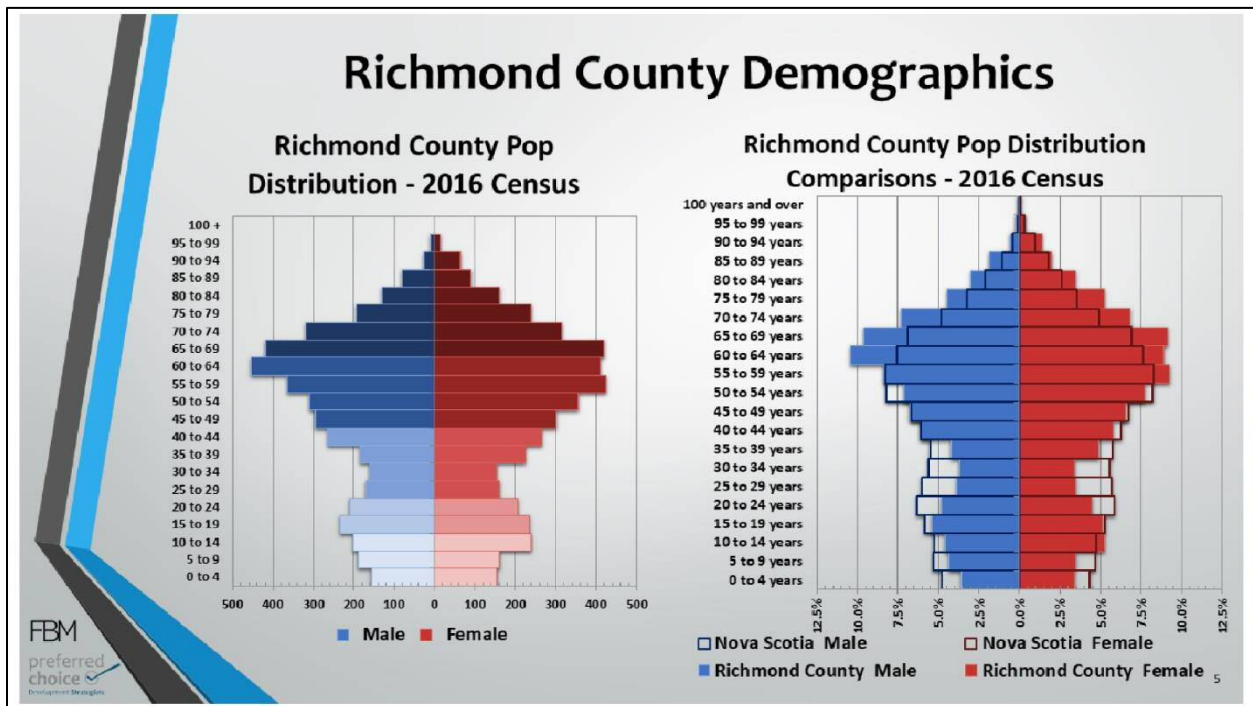






- Municipality of the County of Richmond
- County Demographics
- Richmond County Strategic Plan Refresh
- Strategic Assessment SWOT
- The Role of the Municipality in a Better Future
- Next Steps





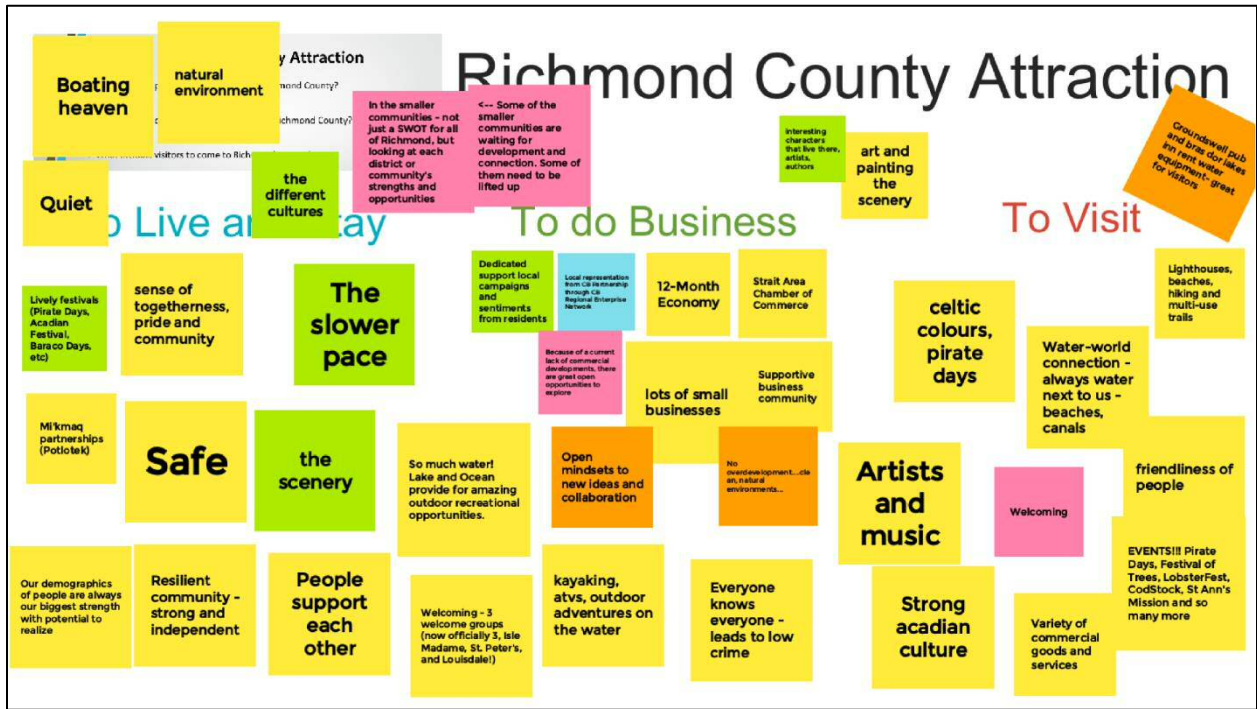


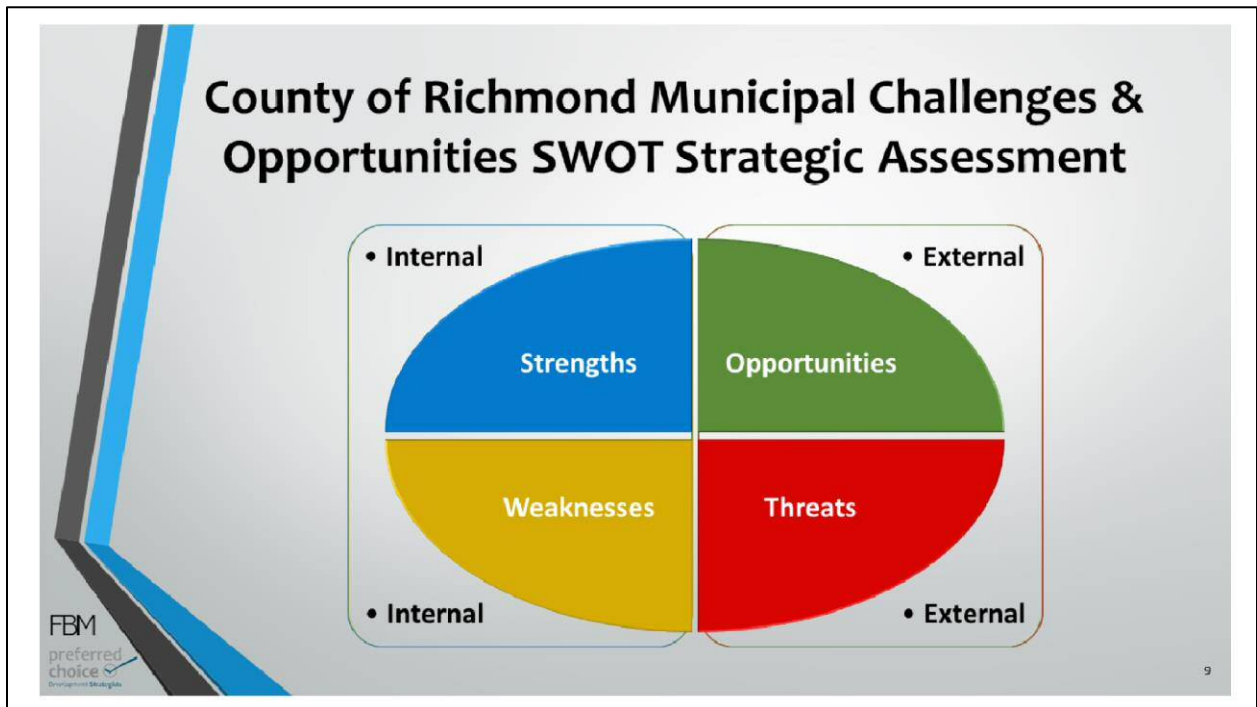
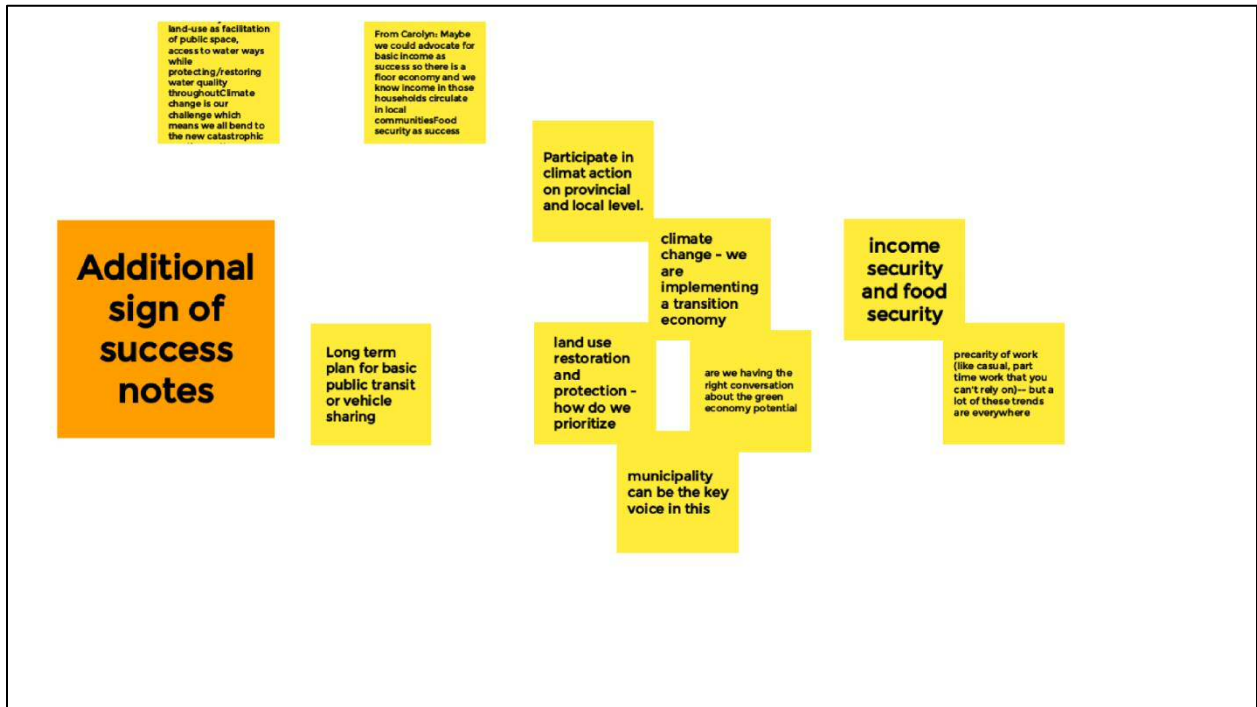
How to use Jamboard

1. Select the sticky notes icon on the left side of your screen
2. In the box that pops up, write your comments and click 'Save'
3. A sticky note with your text will appear. You can resize this or move it as you like. It's that easy!
4. When you're done on this slide, advance to the next one by clicking the right arrow at the top of your screen (each person does this individually)

Tips and tricks

- To edit what you've written, double-click the sticky note
- To resize your sticky note, drag the bottom right corner





Strategic Assessment Strengths

- Hardworking Community
- Natural Resources
- Fishing / Aquaculture
- Forestry
- Appealing Scenic Location

SWOT - Strengths

- Great beaches
- Internal
- sustainable forestry
- hospital, villa and saint anne centre
- L'ardoise Dr Kingston Health Centre
- Point Tupper Industrial Park
- Huge aquaculture potential, severely under utilized resource.
- many strong volunteer organizations
- Community partnerships
- a visionary warden and council
- Point Tupper Heavy Industrial Zone
- our own community television station- Tellie
- wealth of experience from new people
- Diversity
- Access to Tellie (an under-utilized local asset)
- bilingual population
- Lennox passage undeveloped land
- visionary warden and council
- experienced staff members
- a wealth of skills and expertise in older population
- Increasing culture of cooperation between Isle Madame, Eastern Richmond, and Potlotek
- Strong connections with the adjacent Town of PRK, as well as adjacent Inverness County, and Potlotek First Nation
- Many areas of unspoiled landscapes
- we have a community transit provider- SAT
- creative thinkers and increasing professional community base - retired or otherwise - that are actively involved.
- waterways, ocean
- wind / potential for wind energy
- white tigers...older people with much experience in varied fields
- Fisheries
- community halls everywhere
- Affordable land
- a long, long history...some of the oldest communities in Canada
- Dr Kingston Health Centre
- Incredible coastlines --- ocean and lakes

Strategic Assessment Weaknesses

SWOT - Weaknesses

- We have great halls / facilities
- Vulnerability to climate change, coastal erosion
- Richmond County often left out of tourism promotions by province or DCBA
- aging Population / Demographic
- Limited High Speed Internet / Co
- aging Infrastructure
- NS Power may drive everyone out their homes
- health care recruitment hard to attract people
- we need to better support our volunteer organizations to be successful
- Age of our arena
- Internal
- volunteer organizations competing for scarce resources
- community gardens when residents can grow their own food. This would help reduce our carbon footprint, and would help residents of all income levels have access to fresh produce in the warmer months. Maybe there could be
- we do not municipal staff dedicated to supporting volunteer organizations
- Youth co-ops in fishing here & in yard work for seniors
- loss of community control felt as schools moved out of the communities.
- Prevailing "someone else will do it" attitude
- we have had 5 CAOs in 6 years
- No youth groups / hang out places - youth engagement is lacking
- Youth voices through the arts
- Lack of affordable residential energy solutions.
- Declining population
- Location is largely unknown outside of the area "I'm from Richmond County" Response where?
- Affordable homes
- Residents who complain about lack of housing, but refuse to invest in it (they aren't someone do something... no not me, someone else)
- rural uber or solution for public transportation?
- no community theatre to explore humour and community issues
- no campgrounds
- An older population, out migration of youth
- breaking out of an old boys club -- politically and in economics of area
- Entrepreneur stewardship
- Limited financial resources
- Youth dont feel involved
- Lack of youth volunteers
- casual jobs economy doesn't allow you to pay for a car
- volunteer burnout, 10% of people doing most of the work
- communication - social media doesn't work for everyone. Some don't have internet or can't afford internet - we rely too much on this. Most older folks are watching tellie - wednesday at 7 - bingo!!
- Focus on competition rather than collaboration
- no community theatre to explore humour and community issues
- Lack of Entrepreneur stewardship
- aging infrastructure
- Struggling fire departments
- Poor provincial road infrastru
- Not enough accessible multi-use trails - not connected to others in CB
- very difficult to find private hired help for caregiving, running errands and maintaining people in their communities
- Bingo & chase the ace could be part of intergenerational events including variety shows with music and theatre sketches
- Tellie was meant for this communications tool
- MENTAL HEALTH AND ADDICTIONS SUPPORT
- inaccessible and not inclusive beaches + public spaces

WOT - Opportunities

newcomer assessment - why people are coming here? Note that this group doesn't necessarily reflect newcomers. Are we actually talking to them?

(but not everyone makes themselves known when they are new)

Opportunities

Trees are on the march changing historical hay/farm lands

tourism on the waterways. Make it easier for small business.

opportunity to do targeted recruitment to get people to come back

where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint. Many communities around Canada have done this and there

Partnerships with neighboring counties/towns/frst nation partners. So much room to grow these relationships

Invest in young people with tuition costs with them returning to the area to fill health care positions

Cape Breton Food Hub expansion

lots of federal funding opportunities to access

the high cost of housing elsewhere is attracting people to rural communities

opportunities to partner with neighboring municipal units on issues

Opportunities for Maritime experiences. Agriculture tourism.

Family farm visits?

Aquaculture

Clean Green Tech (recent NuStar purchase)

Tourism Expansion Post Covid

Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth.

Promoting our natural assets - beaches, coastlines, forests

ICIP (invest in canada infrastructure program) - sewer treatment and other aging infrastructure projects

Lots of arable lands which were once farms, now abandoned. Used to be a large farming community

Former gas tax - now community building fund

zoning and permitting should allow farming

Offshore Wind Development

Dark sky reserves - stars are visible

this process is an opportunity for a fresh start

experiential tourism

Organic small holding farms

Immigration

hopefully fiberoptic coming into our rural areas soon

We need data a science to inform our understanding of our people and our community. Why is that private data piece being sold to who knows who via social media and big tech? We need to own our own data and understand it

excellent recreational fishing

skilled workers moving into our communities

Richmond County is (largely) a blank slate. Emptyness, lack of people, lack of services in some areas, etc., also means room to grow and create something new

Placement on Bras d'Or Lakes allows for much attraction with the right plan

increasing attention to marine and ocean sciences careers at local community college and university

Arichat and St. Peter's Mainstreet development

Universite St Anne marine research

Opportunity to grow our fishing industry and culture into an oceans-focused tourism

Bras d'Or Lakes Biosphere - Tourism, IDE, and other business attraction to an environment with a UNESCO designation

Expansion of Innovation Driven Enterprises (for every 1 IDE job created, it's estimated that up to 6 other jobs are created)

St. Peter's Canal Development

WOT - Threats

Maintaining the influx of people who moved here during the pandemic from other parts of the country brought

Few people have a strong sense of civic engagement

Part time work zero-hour contracts do not pay the bills and yet only do not pay the costs of vehicle ownership. Care work is mostly zero hour contracts yet this is most important to support economy

Lack of recognition of Richmond County as part of Cape Breton

Stack in old ways, some lifelong residents don't want to see change, they want more services but there needs to be a mindset shift that in order to get those services, you need population growth.

Relax the bar for the younger generation and you develop a "silver" workforce.

We are too reliant on car ownership

External

not being organized to access federal funding for non-profit housing

Shopping online

Shopping off island

conflict between new comers and current residents

Our fisheries are highly dependent on only a select few species

we are burning people out

Our fisheries are highly dependent on two major species

an aging population that our volunteer organizations depend on, this really concerns me

Habits of older ways -- some culture of being laid back, or "wait and see", resisting change, back door business deals, "its who you know" connections...

Big stores moving in

fresh water resources and watershed areas. Protection to ensure they are available for future development as population rises.

cost of living and hardship as older homes need maintenance. Risk of hoarding/condemned properties/unsafe conditions

limited jobs - looking for better jobs and more permanent/full time jobs

Low paying jobs and no incentives for employees.

Increasing climate volatility

Long-standing businesses refusing to modernize to remain competitive (or open)

A long standing attitude locally places suspicion on our leaders and those who try, counteracting the good we do try. It's a threat constantly beating back progress.

Coastal erosion

Landuse success is ecosystem conservation

not investing in youth and young people in the face of the population majority of seniors and the big voice of our proactive seniors.

Current mass-selling of land/homes for big prices (brought on by decades of said properties not being bought or sold by locals, and current market pricing/demands)

burden on caregivers -- makes it difficult for people to be active in their communities or have their voices heard

Both entry level and suitable for supporting a family. Generally in Cape Breton there are more jobs than people, or there is a mismatch between skills we have and what employers are looking for - in skillsets and

Time isn't slowing down, whether we like it or not our residents are growing older and momentum won't keep up without catalysts put in place now.

Broadband & cellular coverage

Loss of local ACOA office

competing for limited resources available to community grants etc

lack of skills to take over some positions

Mandatory Contributions by Municipality to Province

more storms and more serious

Mismatch between skill sets of residents and employment, needs of private and public sector

We have never explored a community fountain which is popular near backside.

Most buy water. Why not a local fountain tested regularly by municipality for locals and visitors to access

people from away may buy up coastline properties

Misunderstanding of "leave them alone"



Role of the Municipality in a Better Future

- Are there things the Richmond County Municipality should watch out for in promoting a better future for the area?

Municipal Role - Considerations

Our current population may be older, but our youth matter. They are both the present and future. Neglecting to focus on them is to the county's detriment.

amalgamation

keeping the residents informed and engaged

programs for older populations - if all volunteers were to stop, we would be in a mess. many volunteers are in their 80s

Mindful of comments made during meetings... decisions should reflect the best interest of the whole county... definitely watch out for the fall out of this...

careful that building business won't take over our lands/water and add to pollution while destroying the natural resources of our area

How can we become more prideful of unama'ki roots and opportunities to support the older mikmaw speakers?

Skyrocketing costs will impact services

The County is more than just St. Peter's and Isle Madame. Both geographically AND demographically.

<-- I think we are there with volunteer fatigue and overuse of volunteers to do actual paid positions

Our libraries were not on the author route last year. There were speakers about how to pitch scripts

promote the area as youth oriented alongside senior oriented

not engaging people, apathy

Federal and provincial downloading of responsibilities

Loss of unique identity

I come back to gray-white tigers let's take advantage of what they can do rather than on age factor.

not just about age - but about experience and knowledge

be open to new ideas - either from youth or older generation - what are the mechanisms for getting these ideas out there

There is anew Richmond County Network getting started that met today, 25 people there and asked it RC took take a leadership role

Role of the Municipality in a Better Future

- Are there areas where the Richmond County Municipality should take a lead role to advocate for a better future for the area?
- Are there areas where the Richmond County Municipality should play a supportive role to advocate for a better future for the area?

Municipal Role - Lead & Support

County Lead Role

County Supportive Role

Role of the Municipality in a Better Future

- What would you like to see the Richmond County Municipality accomplish over the next five years?
- Are there any other comments of thoughts you would like the Municipality consider regarding its role and encouraging positive outcomes for the area?

Municipal Role - Accomplishments

Like to See Municipality Accomplish

Other Comments

County Virtual Engagement Session 2: Business, Economic Development and Tourism

The virtual Richmond County Strategic Planning Stakeholder Session 2 on Business, Economic Development & Tourism Development Discussion was held on April 13, 2022.

The session was attended by 18 participants including District 1: Councillor Shawn Samson, District 3: Deputy Warden Melanie Sampson, District 4: Warden Amanda Mombourquette, District 5: Councillor Brent Sampson; Cape Breton Partnership President & Chief Executive Officer Tyler Mattheis, Carly Appleton, Communications Coordinator, Bill Culp, Creative Economy Development Officer, and Jeremy Martell, Director of Communications; Terry Smith, CEO of Destination Cape Breton, and various community participants.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - David Paterson.

County Virtual Engagement Session 2 Notes

Information Review

Mr. Leier started the session with a review of information about the Municipality of the County of Richmond and the Richmond County Strategic Plan Refresh project.

Strategic Planning Input

A number of topics were discussed to obtain input from the group.

Key Trends Expected

What trends and changes are expected in the area, whether they originate inside the region or from the national / international market?

- National trends in tourism
 - Outdoor adventure
 - Responsible travel
 - Indigenous cultural tourism
 - Luxury travel + upscale experiences
 - Boomers are getting older - next gen is about being out in nature, and health and wellbeing in terms of travel
- Bras D'Or lake will become more well known as a destination
- More discerning tastes re food and accommodations
- Wise to start looking at high season, and then to look at off-season - winter can be unpredictable weather wise in winter....but some elements (e.g., indoors)

- Cabot Links and Cabot Cliffs = luxury
 - We can capture some of this travel segment
- Seafood festivals, tours
- Active transportation and recreation - big trend for residents and visitors alike
- Food security
- Greening of the economy (primary industries, and new innovative industries, knowledge economy)
- Succession planning / transition in existing businesses
- Strong Acadian roots
- One trend is employers offering part time positions and not enough permanent positions with benefits
- Employers aren't willing to pay a living wage
- Out migration of our youth, brain drain
 - Attracting young people to a safe place to grow a family and business
- Companies are following their people
- Internet connectivity
 - Remote work
 - Move to largely online work (highly internet based)
- Renewable energy (offshore wind)
- Some experience in working together to achieve common goals. Agri-tourism.
- More online shopping eroding local business
- Accessible/age friendly tourism!
- Aqua Tourism
- Growth in the ocean farming sector
- Safety!

How will these trends impact on the regional economy?

- Small businesses (especially tourism-related) need more online presence. Help them get on Google Maps, Trip Advisor, etc. so they can be found.
- Luxury experience = being exclusive rather than part of a group tour
- Fishing / lobstering / crabbing tourism
 - Tranquility Adventures - clam digging example business
- We need affordable housing to attract people
- Some experience in working together to achieve common goals. Agri-tourism.
- Online shopping can also be an opportunity for local business
- Campground on Isle Madame needs development
- Musicians and artists that could really be promoted
- Transition from Coal to Greener Energy Sources
- CB as a safe place to grow a business (in view of the world as a whole)
- Quality internet is a must to attract work-from-home industries
- St. Peter's Canal - small scale cruise ships
- Building on our waterfronts and building on the 2 harbours - supporting existing businesses

How will these trends impact the Municipality of the County of Richmond's plan?

- Richmond needs much needed infrastructure i.e., water-sewer, housing
- The municipality needs to be a driving force to move the tourism industry forward
- Municipality as a partner and champion in tourism industry

Status of the Richmond County Economy

What is your view of the status of the Richmond County economy and outlook over the next few years?

- Fisheries - record income and catches, and also innovation is rooted in the culture
 - Threats to fisheries - species mix, water temperatures
- Newcomers and immigration
 - Opportunities to really bring in more immigrants to also address health care professionals to make RC their home
- Richmond River Roots Market Garden
- Food security - there are small scale farms that are doing well but more data would be helpful
- Point Tupper and RC and PH joint parks
- When you drive through Richmond County you don't always visibly see new growth

- There are a number of grand openings such as businesses in St. Peter's
- Celebrating openings + promoting new businesses
- We are spread out - so it is sometimes hard to see what's changed
- The Chamber has traditionally highlighted businesses, rather than municipality
- Maybe we can engage Telile to do more of that
- Retail market
 - New retailers are innovative including with online
 - Housing market = virtuous cycle with retail growth
- Where are all the business owners tonight? How can businesses be more engaged in the process?
- We need to do a better job of identifying 12-month tourism economy opportunities
- In our Better with Age Newsletter focusing on older adults we highlight businesses in each issue that are operated by older adults :)
- Quality internet is a must to attract work-from-home industries
- We have tremendous resource in musicians and artists that could really be promoted
- Active transportation and recreation - big trend for residents and visitors alike
- Potential for growth.
- Immigrations as potential, if you bring in immigrants with skills in farming
 - With regards to immigration, lobbying work needs to be done to change the Urban immigration policy to include Rural
- Designed communities that encourage intergenerational interactions...community square...
- COVID has been bad news, but outlook and bookings are looking up - may not get back to 2019, but expect to be much closer in 2022 (full bounce back not until 2023 or 2024)
 - Flight capacity / US visitors will take more time
- Cycling on Route 4 blue route, also off-road mountain biking = these are tourism related, but also everyday use for residents
 - Also think about e-bikes
- New businesses cropping up and are successful so it encourages other potential entrepreneurs to do the same.
- New people are buying existing businesses - breathes new life, makes renovations that add to existing strengths
- Louisbourg has a cruise ship coming in - similar port to St. Peter's

Richmond County Economic Outlook

What in your view is the biggest risk to the economic position of Richmond County over the next few years?

- Lack of skilled trades
 - Lack of workers
- Lack of population growth
 - With regards to immigration, lobbying work needs to be done to change the Urban immigration policy to include Rural
- Youth Retention
 - Youth out migration
- Small businesses failing
 - Hard to have county-specific data, but anecdotally there has been a turnover and dynamic market in rural areas
- Poor quality internet will make it difficult to continue to attract businesses to come here
- COVID resurgence
 - New people that have moved to Richmond County during the pandemic deciding to return to their old home province...if we don't live up to our reputation
- People grocery shopping in Port Hawkesbury due to limited options
- Global supply chain challenges
 - Maybe we can engage Telile to do more of that
- We need to celebrate and support of businesses
- Many services are being run by volunteer organizations and we have an aging population
- Lobster biomass migrating north
- Gas prices
- Strong need to collaborate
- Energy Security
 - If our green energy strategy and switch over from coal fails, huge risk to a very profitable future and economic driver
 - CB Island powers the province
- Food security
- Rising costs for local business owners
- Cost of labour / having to use unions for building
- Employee pension and health benefits challenges for non-profits, etc.
- Limited options for accommodations, local transit, campgrounds
- Increased cost of borrowing and diminished purchasing power

- Worried about skyrocketing costs may hamper ability to take on projects, upgrade roads / infrastructure, supply grants, support projects economically - capacity will be stretched
- The municipality needs to be financially sound

Richmond County Economic Opportunities

What in your view is the biggest opportunity to expand the economic position of Richmond County over the next few years?

- Strong need to collaborate
- Planning with a County-wide perspective for energy, food security, transportation, etc.
- Can we turn risks into opportunities (e.g., energy)?
 - Renewable energy and Offshore wind
 - Offshore wind exploration - responsibly sharing the ocean
- Richmond River Roots Market Garden
- In our Better with Age Newsletter focusing on older adults we highlight businesses in each issue that are operated by older adults :)
- Building on the skills of incomers, we need a 'catalogue' of people skills in Richmond County
 - We have many people that have come from away now living in Richmond County with many skills
 - IT Industry
- A recruiting plan that is pro-active to attract people to consider moving back to the area
- Build an aquarium - a new tourism feature
- Creating an age friendly community with amenities to attract retired folks
- Develop a backbone of fully accessible trails in addition to trails specific to walking, mountain biking, motorized only, etc.
- Is there a possibility to partner with our neighbours at the Port Hastings airport to bring in more air traffic to promote tourism and growth?
 - Perhaps could cater to luxury vacations
- Richmond County lifestyle
 - Opportunity to attract more people - lots of people would love to move to a rural community, but they do need to have reliable internet. Even if they don't open a business if they are remote worker
 - People choose where to live first, the job second
 - Convince people from the city to move here - city house prices are going up

- Online retail business represents increased competition for local retailers, but also represents opportunity for local retailers to sell to the international market and not be so reliant on tourists
- Capitalize on our Bras d'Or Lake Biosphere UNESCO designation
- Acadian culture and preservation of the French language - we are able to attract French speakers from other parts of the world because there is already a francophone community
 - Threatened language is an opportunity?
 - Merging authenticity of our communities
- Telile = way to highlight who is in the community already to appeal to others to move here

Richmond County Tourism Opportunities

What in your view is the biggest opportunity to grow tourism sector of Richmond County over the next few years?

- Cultural Tourism
 - Cross Cultural Experiences
 - Artists and musicians, events in churches, great sound, they have concerts in rural areas in PEI all summer
 - Mi'kmaw, Acadian, Gaelic, Irish
- Campground
 - Campgrounds, glamping/ dome tents
 - A greener park? More environmentally friendly
 - There is obvious demand for camp sites
 - You can barely get a camp site
 - I understand most provincially parks are fully booked for this summer
- How often is Martinique park used, has anyone done a study of late?
 - Battery Park books within minutes
- ATVs without environmental destruction!
 - Opportunities for events / rallies and rentals
 - Fully accessible, non-destructive, trail development
- Off Isle Madame and in Grand River and Bras D'Or
 - Opportunity to do salt water kayaking in a protected place
- More tourism-supporting assets at Point Michaud
- Excursion / overnight hiking
- Surfing

- There are many people with nice boats, picnic and barbecues
- More activities organized at our beaches, such a volleyball events, sand castles
- Understand and capitalize on Motivators to Visit Cape Breton Island
 - <https://destinationcapebreton.com/wp-content/uploads/2021/06/RiseAgain2030-CB-Destination-Development-Strategy.pdf>
- Building on the skill of incomers, we need a 'catalogue" of people skills in Richmond County
- Tailoring experiences to different age groups, people of different backgrounds, interests, etc.
- Richmond County needs a world class festival
 - Festivals that are unlike things happening in other places (e.g., Pirate Days as an example)
- Harbour Wars is coming back this year!
 - Harbour wars as a hospital foundation fundraiser
 - John Paul Jones is a notable pirate in Isle Madame
- Unique events are an excellent idea!! Stuff you can't find anywhere else...
- How is promotion done? There is more work to be done
 - We were successful when we animated our presence at Saltscape - but it required an immense level of volunteerism and it might not be sustainable
 - How to encourage others to promote the area?
- Isle Madame day park
 - Isle Madame is tremendously undervalued as a tourist destination. It's fantastic!
 - And it is underused
 - Can it be changed to a provincial park?
- Festival Acadian in Petit-de-Gras
- Relationship with the province to promote tourism?
 - Our relationship with the province is strong, I would say. We've worked hard to build/maintain those relationships.
- Can we ask Telile to run the tourism videos more frequently and Maune develop a tourism program?
 - We have a couple of videos we need to promote more
- Visitors are seeking experiences - think about the experience first and the uniqueness of that experience
- North River Kayaks does guided kayak tours. Because it is guided, it generates more jobs and revenues than simply rentals

- Would love to see a guided walking ghost tour
 - Many communities do that
- Tailoring experiences to different age groups, people of different backgrounds, interests, etc.
- Relationships with Potlotek. Canal Landing as a result. We could be doing more
- SPEDO, Isle Madame Development, and Potlotek put together a guidebook for Richmond County
- 1000s of years - this is the gathering place for the Mi'kmaw nation
- Some things can be turned into a tourism experience, while some things are sacred and can't be shared that way
- Solar energy
- Also, that the planning be that all communities benefit and not compete
- A nine-hole golf course through Richmond....with hole one in Petit-de-Grat
- Mi-Carêmedinners and story telling
 - Let's bring back the Mi-Carême in a big way!
 - Love the Mi-Carême idea!!
- Cycling around Isle Madame. Create a world class cycling route.
- Highway 4 can be a tourism corridor - it is a unique travel experience
 - Different from Cabot Trail - Route 4 is a hidden gem

Richmond County Economic Development Role

Richmond County contributes to the Cape Breton Regional Enterprise Network (CBREN). What role do you believe Richmond County should play in encouraging economic development and growth?

- Essential work of the municipality is critical - it has to be a good experience when a person moves to a community or wants to start a business
- Good quality customer service for businesses
- Point Tupper - RC is friendly to heavy industry and being attuned to its needs (though not at the expense of communities)
- Food security and agri-tourism
- REN will always be a connector to amplify efforts of councils
- REN provides data
- We need to be somewhat choosy about businesses we attract...i.e. environment conscious, collaborative, support local employment, etc.
- If Richmond County did 1 thing...
 - Not clear what the Municipality of Richmond County is able to offer

- Business people spend so much time working in their business, they can't take the time to work on the business!
- So maybe we could help right now but advertising your job opportunities on our SM.
 - Utilize the Cape Breton Job Board run by the Partnership! - <https://www.capebretonjobboard.com/>
 - I think staffing is an important challenge for many now....
 - Staffing is a challenge for local business, especially in tourism
 - Semi-retirement phase is an untapped opportunity for workers?
 - Immigration
- Make it known that all jobs matter. E.g. difficult to find small home repairs people, people to work in health care
- Certain jobs are low wages
- Employers need to pay not only a living wage but a competitive wage.
- Also, the municipality is bound by provincial rules and regulations
- A plan then needs people to move the plan into action
 - Plans sitting on a shelf are of no value
- Facilitate Housing Developments
 - Housing is needed to encourage workers
 - Environmentally friendly housing (e.g. passive house / net zero)

Richmond County Tourism Development Role

What role do you believe Richmond County should play in encouraging tourism development and growth?

- At one time the municipality had staff responsible for Tourism correct?
 - Need a full-time person? Maybe, maybe not - also a chance to partner with the REN / Destination Cape Breton.
- Efforts have been made in the past in Richmond County, but we have not been as successful as some other parts of Cape Breton Island.
- Develop a Tourism Plan and Implement it with Partners
 - We need an action plan that is born of the general plan. What do we do first? What do we do next?
 - A plan then needs people to move the plan into action
 - There has to be a reason to bring people to Richmond County - people need to know it is a great destination
 - We need to sell an experience

- We have done great work, but it has not necessarily succeeded. But just because we tried it once and it didn't work, it doesn't mean we shouldn't try it again - because timing is everything.
- Reinvestment
- Support promotional efforts
- Turn on a Dime (designed by our own Wallace MacAskill btw!) - get them to make a right at the causeway!
- The experience makers - musicians and artists etc.
- People in the tourism business need to step up to the plate and work together
- Our capacity for event-based experiences is HUGE - but we'll need to re-invigorate our volunteer base after 2 years of staying home.
- There's a problem with the tourism industry in Richmond County. Some people are in and many people are in but don't want to pay their fair share.
- We need an action plan that is born of the general plan. What do we do first? What do we do next?
- Encourage tourists to visit BOTH sides of the island. Richmond County needs to develop its own reasons (and identity) to get them to come here. I love the idea of "unique" events!
- Give a good base then private operators can build off this
- Why are there no municipal staff on this call?
- Councillors are all part-timers - actioning items will need staff resources so they don't sit on shelves
- But we can be innovative in how we accomplish this / leverage funds
- Municipality has limited financial resources and will need help - collaboration with Regional Enterprise Network (REN) and Destination Cape Breton

Richmond County Strategic Plan Refresh

Are there any other observations or comments that you would like to provide for Richmond County as it refreshes its municipal strategy?

- One thing that the county can do that would really make a difference....
 - Hire an exceptional CAO to help lead you into the future
 - Input from those we never hear from!
 - Call on people in the community that have expertise to get engaged
 - Knowing that the county is on your side will make operators feel better
 - COVID has meant a great deal of uncertainty - good to feel that others are as concerned as you are

- Develop a strong public engagement strategy to involve people
- How to follow through a plan with action
 - Create community committees with expertise to help
 - Ideas are great but action is EVERYTHING
- It is important to reach out to the community
 - There are little old ladies who does feel comfortable using internet
 - Telile, radio (HAWK), francophone radio
 - Media - Port Hawkesbury Reporter newspaper
 - Use library, credit union for connectivity / survey spot

Session Closeout

Mr. Leier thanked the people for attending the session and provided links to information about the process and an e-mail address for further feedback.

<http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>

refresh@richmondcounty.ca

County Virtual Engagement Session 2 Jamboard





How to use Jamboard

1. Select the sticky notes icon on the left side of your screen
2. In the box that pops up, write your comments and click 'Save'
3. A sticky note with your text will appear. You can resize this or move it as you like. It's that easy!
4. When you're done on this slide, advance to the next one by clicking the right arrow at the top of your screen (each person does this individually)

Tips and tricks

- To edit what you've written, double-click the sticky note
- To resize your sticky note, drag the bottom right corner

The screenshot shows the Jamboard interface with a vertical toolbar on the left containing icons for erasing, deleting, moving, creating sticky notes, adding images, and zooming. A 'Sticky note' dialog box is open with the text 'Just like this!' and 'Save' and 'Cancel' buttons. On the board, there are three sticky notes: a yellow one with 'Hello Jamboard!', a green one with 'Just like', and an orange one with 'this!'. Navigation arrows and a '1/5' indicator are at the top.

Key Trends

accessible/age friendly tourism!

St Peters Canal - small scale cruise ships

Building on our waterfronts and building on the 2 harbours - supporting existing businesses

Small businesses (especially tourism-related) need more online presence. Help them get on Google Maps, Trip Advisor, etc so they can be found.

Seafood festivals, tours

Fishing/lobstering/crabbing tourism

Food security, greening of the economy (primary industries, and new innovative industries, knowledge economy)

On line shopping can also be an opportunity for local business

Infrastructure like water-sewer, housing

transition from coal to green energy

Transition from Coal to Greener Energy Sources

Attracting young people to a safe place to grow a family and business

CB as a safe place to grow a business (in view of the world as a whole)

Companies are following their people

Employers aren't willing to pay a living wage.

Lack of housing impedes economic development.

Quality internet is must to attract work-from-home industries

Move to largely online work (highly internet based)

Remote work

Municipality as a partner and champion in tourism industry

Luxury experience = being exclusive rather than part of a group tour

Succession planning/transition in existing businesses

Campground on Isle Madame

active transportation and recreation - big trend for residents and visitors alike

Tranquility Adventures - dam digging example business (<https://www.tcapel.com/>)

some experience in working together to achieve common goals. Agri-tourism.

People willing to spend their disposable income more freely

musicians and artists that could really be promoted

strong Acadian roots

one trend is employers offering part time positions and not enough permanent positions with benefits

More discerning tastes re food and accommodations.

Wise to start looking at high season, and then to look at off-season - winter can be unpredictable weather wise in winter...but some elements (e.g. indoors)

Bras D'Or lakes will become more well known as a destination

Cabot Links and Cabot Cliffs = luxury. We can capture some of this travel segment.

Outdoor adventure

Responsible travel

National trends in tourism

Indigenous cultural tourism

boomers are getting older - next gen is about being out in nature, and health and wellbeing in terms of travel

luxury travel + upscale experiences

What are the challenges we expect to see in the region or from the market?

How will these trends impact the Municipality's plan?

Growth in the ocean farming sector.

Why are we seeing these trends in the market?

How will these trends impact the Municipality's plan?

Outdoor adventure

Responsible travel

National trends in tourism

Indigenous cultural tourism

boomers are getting older - next gen is about being out in nature, and health and wellbeing in terms of travel

luxury travel + upscale experiences

What are the challenges we expect to see in the region or from the market?

How will these trends impact the Municipality's plan?

Growth in the ocean farming sector.

Why are we seeing these trends in the market?

How will these trends impact the Municipality's plan?

Outdoor adventure

Responsible travel

National trends in tourism

Indigenous cultural tourism

boomers are getting older - next gen is about being out in nature, and health and wellbeing in terms of travel

luxury travel + upscale experiences

What are the challenges we expect to see in the region or from the market?

How will these trends impact the Municipality's plan?

Growth in the ocean farming sector.

Why are we seeing these trends in the market?

How will these trends impact the Municipality's plan?

Economy Status

Status of the Richmond County Economy

What is your view of the status of the Richmond County economy and outlook over the next few years?

Richmond River Roots Market Garden

Fisheries - record income and catches, and also innovation is rooted in the culture

Threats to fisheries - species mix, water temperatures

Food security - there are small scale farms that are doing well but more data would be helpful

When I drive through Richmond County I don't see new growth

Potential for growth.

Immigrations as potential, if you bring in immigrants with skills in farming

With regards to immigration, lobbying work needs to be done to change the Urban Immigration policy to include Rural

Grand Openings in St Peter's

Point Tupper and RC and PH joint parks

Retail market

new retailers are innovative including with online

Housing market = virtuous cycle with retail growth

COVID has been bad news, but outlook and bookings are looking up - may not get back to 2019, but expect to be much closer in 2022 (full bounceback not till 23 or 24)

designated communities that encourage intergenerational interactions...community square...

flight capacity / US visitors will take more time

New businesses cropping up and are successful so it encourages other potential entrepreneurs to do the same.

Louisbourg has a cruise ship coming in - similar port to St Peters

celebrating openings + promoting new businesses

Chamber has traditionally highlighted businesses, rather than municipally

Where are all the business owners tonite?

We need to do a better job of identifying 12-month tourism economy opportunities

Cycling on Route 4 blue route, also off road mountain biking = these are tourism related, but also everyday use for residents

Also think about e-bikes

New people are buying existing businesses - breathes new life, makes renovations that add to existing strengths

We are spread out - so it is sometimes hard to see what's changed

maybe we can engage Telle to do more of that

Richmond River Roots Market Garden

Fisheries - record income and catches, and also innovation is rooted in the culture

Threats to fisheries - species mix, water temperatures

Food security - there are small scale farms that are doing well but more data would be helpful

When I drive through Richmond County I don't see new growth

Potential for growth.

Immigrations as potential, if you bring in immigrants with skills in farming

With regards to immigration, lobbying work needs to be done to change the Urban Immigration policy to include Rural

Grand Openings in St Peter's

Point Tupper and RC and PH joint parks

Retail market

new retailers are innovative including with online

Housing market = virtuous cycle with retail growth

COVID has been bad news, but outlook and bookings are looking up - may not get back to 2019, but expect to be much closer in 2022 (full bounceback not till 23 or 24)

designated communities that encourage intergenerational interactions...community square...

flight capacity / US visitors will take more time

New businesses cropping up and are successful so it encourages other potential entrepreneurs to do the same.

Louisbourg has a cruise ship coming in - similar port to St Peters

celebrating openings + promoting new businesses

Chamber has traditionally highlighted businesses, rather than municipally

Where are all the business owners tonite?

We need to do a better job of identifying 12-month tourism economy opportunities

Cycling on Route 4 blue route, also off road mountain biking = these are tourism related, but also everyday use for residents

Also think about e-bikes

New people are buying existing businesses - breathes new life, makes renovations that add to existing strengths

We are spread out - so it is sometimes hard to see what's changed

maybe we can engage Telle to do more of that

Richmond River Roots Market Garden

Fisheries - record income and catches, and also innovation is rooted in the culture

Threats to fisheries - species mix, water temperatures

Food security - there are small scale farms that are doing well but more data would be helpful

When I drive through Richmond County I don't see new growth

Potential for growth.

Immigrations as potential, if you bring in immigrants with skills in farming

With regards to immigration, lobbying work needs to be done to change the Urban Immigration policy to include Rural

Grand Openings in St Peter's

Point Tupper and RC and PH joint parks

Retail market

new retailers are innovative including with online

Housing market = virtuous cycle with retail growth

COVID has been bad news, but outlook and bookings are looking up - may not get back to 2019, but expect to be much closer in 2022 (full bounceback not till 23 or 24)

designated communities that encourage intergenerational interactions...community square...

flight capacity / US visitors will take more time

New businesses cropping up and are successful so it encourages other potential entrepreneurs to do the same.

Louisbourg has a cruise ship coming in - similar port to St Peters

celebrating openings + promoting new businesses

Chamber has traditionally highlighted businesses, rather than municipally

Where are all the business owners tonite?

We need to do a better job of identifying 12-month tourism economy opportunities

Cycling on Route 4 blue route, also off road mountain biking = these are tourism related, but also everyday use for residents

Also think about e-bikes

New people are buying existing businesses - breathes new life, makes renovations that add to existing strengths

We are spread out - so it is sometimes hard to see what's changed

maybe we can engage Telle to do more of that

Richmond County Economic Outlook

What in your view is the biggest risk to the economic position of Richmond County over the next few years?

Economic Risks

- Lack of skilled trades.**
- Lack of workers.**
- small businesses failing**
hard to have county-specific data, but anecdotally there has been a turnover and dynamic market in rural areas
- lack of population growth**
- youth retention**
- youth out migration**
- Poor quality internet will make it difficult to continue to attract businesses to come here.**
- COVID resurgence**
- New people that have moved to RC during the pandemic deciding to return to their old home province...if we don't live up to our reputation.**
- people grocery shopping in Port Hawkesbury due to limited options**
- Global supply chain challenges**
- we need to celebrate and support of businesses**
- many services are being run by volunteer organizations and we have an aging population**
- strong need to collaborate**
- gas prices**
- Cost of labour/having to use unions for building.**
- Limited options for accommodations, local transit, campgrounds**
- employee pension and health benefits challenges for non-profits, etc.**
- Rising costs for local business owners.**
- increased cost of borrowing and diminished purchasing power**
worried about skyrocketing costs may hamper ability to take on projects, upgrade roads/infrastructure, supply grants, support projects economically - capacity will be stretched
- The municipality need to be financially sound**
- Lobster biomass migrating north**
- If our green energy strategy and switch over from coal fails, huge risk to a very profitable future and economic driver.**
- Energy security**
CB Island powers the province
- Food security**

Richmond County Economic Opportunities

What in your view is the biggest opportunity to expand the economic position of Richmond County over the next few years?

Economic Opportunities

- Renewable energy and Offshore wind**
- Waterfront and harbour development**
- build an aquarium a new tourism feature.**
- can we turn risks into opportunities (e.g. energy)**
- a recruiting plan that is pro-active to attract people to consider moving back to the area**
- creating an age friendly community when amenities to attract retired folks**
- is there a possibility to partner with our neighbours at the Port Hastings airport to bring in more air traffic to promote tourism and growth? Perhaps could cater to luxury vacations.**
- On-line retail business represents increased competition for local retailers, but also represents opportunity for local retailers to sell to the international market and not be so reliant on tourists**
- Acadian culture and preservation of the french language - we are able to attract french speakers from other parts of the world because there is already a francophone community**
- collaborating**
- Planning with a County-wide perspective for energy, food security, transportation, etc.**
- Develop a backbone of fully accessible trails in addition to trails specific to walking, mountain biking, motorized only, etc**
- Offshore wind exploration - responsibly sharing the ocean**
- People choose where to live first, the job second**
- Opportunity to attract more people - lots of people would love to move to a rural community, but they do need to have reliable internet. Even if they don't open a business if they are remote worker**
- Capitalize on our Bras d'Or Lakes Biosphere UNESCO designation**
- threatened language is an opportunity?**
- merging authenticity of our communities**
- building on the skill of Incomers, we need a "catalogue" of people skills in Richmond County.**
- we have many people that have come from away now living in Richmond County with many skills**
- IT Industry?**
- Convince people from the city to move here - city house prices are going up**
- Richmond County lifestyle**
- Telise = way to highlight who is in the community already to appeal to others to move here**

guided walking ghost tour
North River Kayaks does guided kayak tours. Because it is guided, it generates more jobs and revenues than simply rentals

How is promotion done? There is more work to be done
We were successful when we animated our presence at Saltcape - but it required an immense level of volunteerism and it might not be sustainable

cultural tourism
artists and musicians, events in churches, great sound, they have concerts in rural areas in PEI all summer

mi'kmaw, acadian, gaelic, irish
Festivals that are unlike things happening in other places (e.g. Pirate Days as an example)

micramers dinners and story telling
Highway 4 can be a tourism corridor - it is a unique travel experience

Isle Madame day park - can it be changed to provincial park?
Isle Madame is undervalued as a destination

A nine hole golf course through Richmond...with hole one in Petit-de-Crat
Fully accessible, non-destructive trail development

Motivators to Visit Cape Breton Island

Motivator	Percentage
Scenic views	85%
Historical sites	50%
Outdoor recreation	47%
Local food and drink	43%
Cultural experiences	42%
Wildlife	32%
Historical architecture	25%

<https://destinationcapebreton.com/2030-plan/>

Can we ask Telus to run the tourism videos more frequently?
Our relationship with the province is strong. I would say: We've worked hard to build/maintain these relationships

Richmond County Economic Development Role

Employers need to pay not only a living wage but a competitive wage.

Richmond County contributes to the Cape Breton Regional Enterprise Network (CBREN). What role do you believe Richmond County should play in encouraging economic development and growth?

Economic Development Role

If county did 1 thing...

Not clear what Muni of RC is able to offer

Business people spend so much time working IN their business, they can't take the time to work ON the business

Facilitate Housing Developments
Environmentally friendly housing (e.g. passive house / net zero)

housing is needed to encourage workers

REN will always be a connector to amplify efforts of councils

REN provides data

businesses in communities need to promote one another

Every sector needs help - costs are rising

Staffing is a challenge for local business, esp in tourism
Make it known that all jobs matter. E.g. difficult to find small home repairs people, people to work in health care

Semi-retirement phase is an untapped opportunity for workers?
immigration

Muni can advertise local job opportunities
Utilize the Cape Breton Job Board run by the Partnership! <https://jobs.capebretonpartnership.com/>

jobs are low wages

Good quality customer service for businesses

Food security and agri-tourism

Point Tupper - RC is friendly to heavy industry and being attuned to its needs (though not at the expense of communities)

Boiling work of the muni is critical - it has to be a good experience when a person moves to a community or wants to start a business

we need to be somewhat choosy about businesses we attract...i.e. environment conscious, collaborative, support local employment, etc.

Tourism Role

Richmond County Tourism Role

What role do you believe Richmond County should play in encouraging tourism development and growth?

why are there no munc staff on this call?

Did county used to have someone on staff for tourism promotion?

Efforts have been made in the past in RC, but we have not been as successful as some other parts of CB Island

Support promotional efforts

Turn on a Dime (designed by our own Wallace MacAskill btw!) - get them to make a right at the causeway!

The experience makers - musicians and artists etc

Our capacity for event-based experiences is HUGE - but we'll need to re-invigorate our volunteer base after 2 years of staying home.

People in the tourism business need to step up to the plate and work together

Give a good base then private operators can build off this

encourage tourists to visit BOTH sides of the island. Richmond County needs to develop its own reasons (and identity) to get them to come here. I love the idea of 'unique' events!

Develop a Tourism Plan and Implement it with Partners

We have done great work, but it has not necessarily succeeded. But just because we tried it once and it didn't work, it doesn't mean we shouldn't try it again - because timing is everything

Reinvestment

need a full time person? Maybe, maybe not - also a chance to partner with the REN/Destination CB

There's a problem with the tourism industry in Richmond County. Some people are in and many people are in but don't want to pay their fair share.

Councilors are all part-timers - actioning items will need staff resources so they don't sit on shelves

But we can be innovative in how we accomplish this / leverage funds

Muni has limited financial resources and will need help - collaboration with REN and Destination CB

We need an action plan that is born of the general plan. What do we do first? What do we do next?

a plan then needs people to move the plan into action

has to be a reason to bring people to RC - people need to know it is a great destination

We need to sell an experience.

Other Comments

Richmond County Strategic Plan Refresh

Are there any other observations or comments that you would like to provide for Richmond County as it refreshes its municipal strategy?

HIRE An exceptional CAO to help lead you into the future

One thing that the county can do that would really make a difference....

How to follow through a plan with action

telite, radio (HAWK), francophone radio

media - port hawkesbury reporter

church bulletins

Use library, credit union for connectivity / survey spot

what about little old ladies who does feel comfortable using internet.

Input from those we never hear from!

call on people in the community that have expertise to get engaged

Create community committees with expertise to help

Ideas are great but action is EVERYTHING

Knowing that the county is on your side will make operators feel better

COVID has meant a great deal of uncertainty - good to feel that others are as concerned as you are

develop a strong public engagement strategy to involve people

County Virtual Engagement Session 3: Quality of Life

The virtual Richmond County Strategic Planning Stakeholder Session 3 topic was Quality of Life Factors held on April 28, 2022.

The session was attended by 25 participants including District 1: Councillor Shawn Samson, District 4: Warden Amanda Mombourquette; Cape Breton Partnership: Carly Appleton, Communications Coordinator; Bill Culp, Creative Economy Development Officer; and Jeremy Martell, Director of Communications; and various community participants.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with Preferred Choice Development Strategists, in partnership with FBM - David Paterson.

County Virtual Engagement Session 3 Notes

Information Review

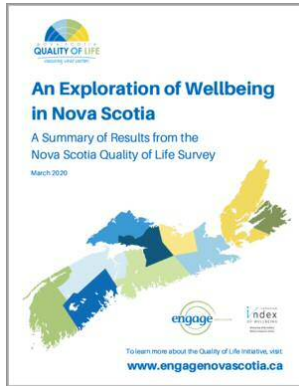
Mr. Leier started the session with a review of information about the Municipality of the County of Richmond and the Richmond County Strategic Plan Refresh project.

Strategic Planning Input

A number of topics were discussed to obtain input from the group.

Quality of Life - Wellbeing

At the previous engagement session a participant noted the work done by Engage Nova Scotia on Quality of Life assessment.



The Canadian Index of Wellbeing has adopted the following as its working definition:

The presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture.

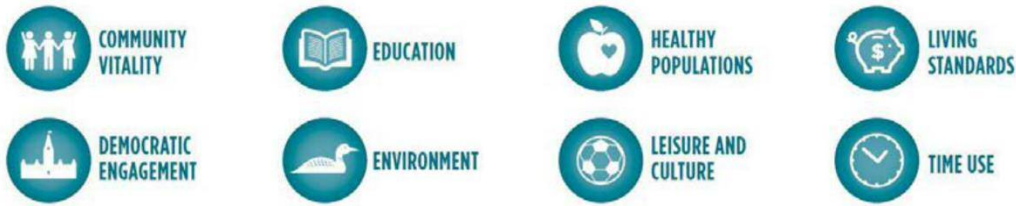
<https://uwaterloo.ca/canadian-index-wellbeing/what-wellbeing>

- Engage Nova Scotia - <https://engagenovascotia.ca/about-gol>
- Nova Scotia Quality of Life - 2020 <https://www.nsqualityoflife.ca/>
- University of Waterloo - Canadian Index of Well-being <https://uwaterloo.ca/canadian-index-wellbeing/>

The United Nations has identified 17 Sustainable Development Goals (<https://sdgs.un.org/goals>).



The CIW monitors 64 indicators from eight interconnected domains (<https://uwaterloo.ca/canadian-index-wellbeing/>):



- Community Vitality
- Democratic Engagement
- Education
- Environment
- Healthy Populations
- Leisure and Culture
- Living Standards
- Time Use

Richmond County Recreation, Culture, and Leisure

- Municipal Facilities
 - Richmond County Arena in Louisdale
- Supported Facilities
 - Strait Area Pool in Port Hawkesbury
- Recreation Programming
 - Delivered in various community halls and education facilities
 - Events at various athletic sites
- Public Spaces
 - Greenspaces and walking areas



Are the conditions and available Richmond County facilities adequate for the needs of residents? Why or why not?

- Eco trail
 - We need safe, age friendly walking trails
 - We have a first-class walking trail win St. Peter’s, operated by DNR but there has been little maintenance or signage.
- Should we be adding other facilities that exist?
 - Many not listed for culture and leisure
 - D’Escousse ballfield
 - Rink in D’Escousse

- Boat clubs
- La Picasse Centre
- Lenoir Forge
- Lennox Passage/ Martnique Park
- Pondville Beach
 - Not adequate for accessibility at the Beach and trails
- Developing known walking areas - but when plans are put in place they need a financial plan too to make sure they work out
- Many are not municipal assets - they are community groups and that's not sustainable if the champions fall out
 - We have seniors' clubs trying to run buildings
 - The recreation department needs a staff / mandate - in other areas of the province the recreation departments are leading these things
 - Would love to see a lot more leadership from municipality
- Community halls are struggling
 - Insurance is prohibitive for some organizations
 - Community Groups lack - volunteers, expertise, insurance, funds, ability for on-going maintenance
- We have schools that can also be used in partnership
 - Ball field in Louisdale at the school
 - But no funds to upkeep the school when out of session in summer
- With an aging population and the news from Statistics Canada we really need to ensure facilities are accessible and age friendly
- The arena is getting old (45 years) and other centres have been shown to enhance the quality of life in other areas
- Funding in Canada Community Building Fund - is the main funding provided by Federal Government for large recreation projects - funding with the Municipality

Are the available Richmond County activities adequate for the needs of residents? Why or why not?

- Acadian culture and parades
- We have many community halls that offer many events
- We need to pay more attention to the increasing gap between 'haves' and 'have nots'...those adversely affect by the social determinants of health

Richmond Recreation, Culture, & Leisure Services

Are there other services that Richmond County should consider providing for Recreation, Culture, and Leisure activities?

- Should the County consider building a ‘wellness’ Centre?
 - Enfield, Guysborough etc. examples - community can define it. It can be a centre for lots of things.
 - A multi purpose wellness centre could also house non-profit organizations
- Not much activity for Younger folks
- Support a multi-use, fully accessible trail backbone connected to surrounding counties with branches for hiking, cycling, and other specific activities
- I feel like our county is very spread out and if we build one wellness centre then it implies that people who use it can get around easily on their own.
 - I would really like to see a space which provides access over a wide range of hours which is welcoming to people who simply want a place to sit and knit or visit or just be in a room where other people are.
 - So a place for informal meeting up. In my imagination this would also include a community kitchen and perhaps some food storage facilities.
- Basketball or pickleball

Does the community have a role in any additional recreation, culture, and leisure services?

- Could municipality have a spot to bring together in a hub various community groups and clubs, so that resources are better shared, buildings are used by multiple groups.
- Partnerships with Potlotek
- Students in St. Peter's noted Kin-excel shut down - for young people it was important. A lack of a high-end fitness centre in St. Peter's is a concern
 - New gym planned for old liquor store in St. Peter's - Open House May 15
 - Support for fitness facilities and clubs (Richmond Warriors Boxing, Richmond Cheer, etc.)
- What about recreation and education - connection to local environment? Schools and seniors - foraging in the area, learning about our beaches and how to protect them, learning about the unique parts of our environment
- We are trying to do the kitchen, food facilities, knit and chat idea in the Richmond River Roots Market Garden and glebe in River Bourgeois.
 - Living room for people who are otherwise socially isolated
 - Also connection to food security issues
 - Long hours

- Some burn out of volunteers - especially with the pandemic
 - So how to invest in our volunteer sector?
 - Volunteer organizations need support post covid to become revitalized
 - Rare to see under 40-year-olds volunteering - how to get younger people to volunteer
 - People volunteer for various reasons
 - We have tapped into volunteer hours with students for seniors' programs
 - Definitely agree on the too big a dependence on volunteers
 - We also have to provide flexible opportunities
 - Things that can be done at home on their computer...
- Libraries and museums are also important spaces for our communities
 - Love the libraries and think they should be used for many more things
 - Lots of people use the library during the pandemic and there is an impact when it is not open
 - Libraries are the heart of communities
 - Isolation impacted people
- Some seniors' clubs have drop ins
 - Maybe some community halls can be developed more for drop ins
 - The drop in model is good if you are person who is good at getting to places at specific times ...
 - I am thinking of some cross between a library with a lot more open hours, and maybe a place where people can have message boards ... and just a place in town that is easy for people to drop in to and sit around and chat about whatever...
 - Someplace that parents and children might drop into and find some people of a lot of different ages.
 - Maybe a big wall to draw on...
- Youth Art Activation Project!!!
 - Youth activation project = create a challenge to develop art, have the Cape Breton Centre for Design Involved - end is that the art is professionally displayed
- Linking up with schools
- Connection to schools - their insurance is good. Co-op programs exist, but usually towards paying work. So it is hard to get young people to volunteer
- Quality of Life varies based on life stage
 - Aspects include: Physical / artistic / health care

Is there more Richmond County could do to support community organizations providing recreation, culture, and leisure activities? If so, what more could the county do?

- No proper skateboard park...
 - Regarding a skateboard park -- so much was built and maintenance fell to the wayside
- Yes. Municipality should be leader in recreation infrastructure and have a long-term plan.
- I don't see the municipality doing a lot in the culture area?
- A lot more can be done to support volunteer organizations in areas of volunteer development, training
- Would love to see a position at the county responsible for building volunteer capacity and community engagement
 - Would love to see a dedicated marketing program for volunteering, different age groups are motivated by different things
 - A huge volunteer marketing plan that appeals to different age groups
 - Would be great to have one person at the municipality who is the go-to person on volunteerism
 - We need to rethink volunteer roles, and offer tasks that people can do with their friends and families
 - Volunteers' groups also benefit greatly with staff support to help them be successful
 - Flexible opportunities for volunteering = on the computer
- People under 40 - better time spent if the building their businesses
 - Want to spend free time with families etc.
- "Family Volunteering"
 - Families can volunteer together
- Volunteer of the year = grade 11 student this year
- It is wonderful that there have been so many community groups and volunteers, where are the true gaps? how do we refresh?
 - If we create a hub for volunteers at the municipality, and documented awareness of what is available from government and private businesses
 - We may not need so many (sometimes competing) organizations
 - Documented information on government services, up-to-date information on what is on offer from local businesses, we may need less volunteer organizations.
- Avoid more swings and city parks, add more opportunities for cycling, hiking, walking, etc.
- Consider more intergenerational things -- raised garden by the nursing homes, taken care of by young people, adults and older adults in care

- Immigration and multiculturalism
- A data base for distribution of information within Richmond County
- There are a lot of great ideas here, however, we are in tough times and money is tight. Brainstorming for funding outside of just taxation might be helpful.
- Municipality can help to bring people together - they don't necessarily have to bring all the resources. But openness to being available and bringing people together is important

Quality of Life

What is your view on the quality of life experienced by residents in Richmond County?

- Clean air is important
- It's SAFE in Richmond County
- Generally our Quality of Life is good - clean air, beaches, forests, lots of opportunities to get outside
- Just this week, the Kingston Centre launched a toolkit on a project they did on seniors' mental health and social isolation called Mind Body and Spirit
- Housing, food security, primary and mental health at the base of Maslow's hierarchy. Many struggle with poverty and affordable housing. Without these addressed, difficult to celebrate what makes place great.
- Mental health is being affected by the pace of change in the county and the sense of loss, the quiet enjoyment aspect of being outside for instance is really being impacted here in Roberta by the huge increase in vehicle traffic.
 - That means it feels less safe to walk on the road, it means there is more fossil fuel being burned by each of us going as a single person or a couple back and forth to town... we are building a car centred county, the rural housing is pretty much all spread out, rather than clustered as if we might have bus stops...
- Pre-covid there were many, many vibrant festivals that provided fun ways to connect - hopefully we can get back to that!

Are there areas that need improvement for the quality of life in Richmond County?

- Mental health is important to Quality of Life
 - Emphasis on support for mental health services
 - CMHA offers many programs
 - Schools Plus in our schools
 - NSH offers a lot of virtual support
 - Plenty of positions in mental health - but many are unfilled, and that is pervasive across the province

- The data that is available is somewhat skewed as those most vulnerable are much less likely to participate in surveys, etc. And yes, the need for mental health programs and services is huge!
- Social isolation is an issue for many seniors, especially coming out of the pandemic
- We have the fourth highest poverty rate in Richmond County
- How well do we really know our communities?

If so, what areas need improvement?

- I would like to improve the quality of life for seniors in nursing homes
- Internet quality is important
 - Better Internet services to reduce isolation
 - Lots of peer support available online also in NS - This is also related to aging in place

Is there a role for the municipality to play in any noted areas?

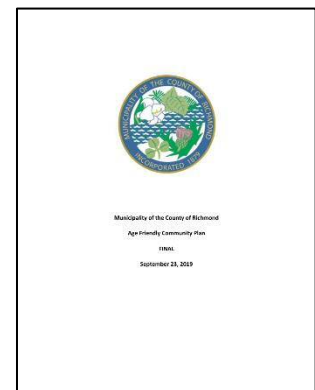
- Regarding mental health
 - We can offer mental health first aid courses in the community so people feel more equipped to address mental health concerns
 - Funding or partnership to launch mental health facility with support of the municipality

2019 Richmond Age Friendly Community Plan

Vision: *To become an age friendly community, one that values, respects and supports the safety, security, diversity and well-being of all citizens.*

Guiding Principles and Beliefs

- All citizens are supported to age actively, enjoy good health and remain involved in their communities
- All citizens are encouraged to participate in their community
- Our community is welcoming, inclusive and supportive
- Our community recognizes and values the benefits from the increased participation of older adults in community life, and
- We recognize the skills and abilities of all citizens in our communities.

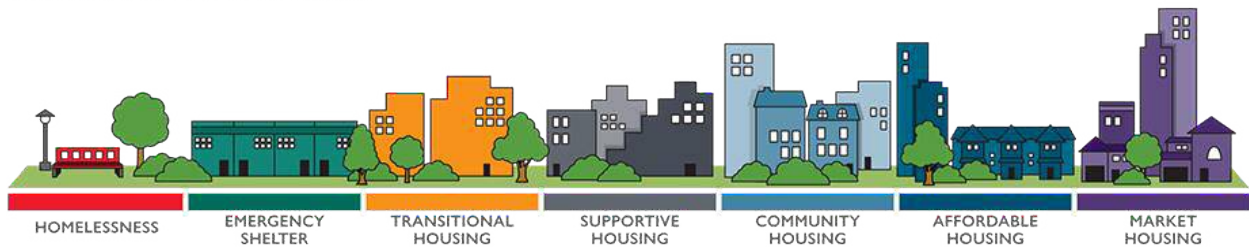


- Goal 1: Natural and Built Environments
- Goal 2: Community Transportation Services
- Goal 3: Housing
- Goal 4: Social Inclusion
- Goal 5: Social Participation and Civic Engagement
- Goal 6: Community Health
- Goal 7: Community Economic Development (CED)
- Goal 8: Awareness and Communication
- Goal 9: Implementation

Housing and Health Factors

The nature of housing along the housing continuum can be a significant factor in one’s health and quality of life.

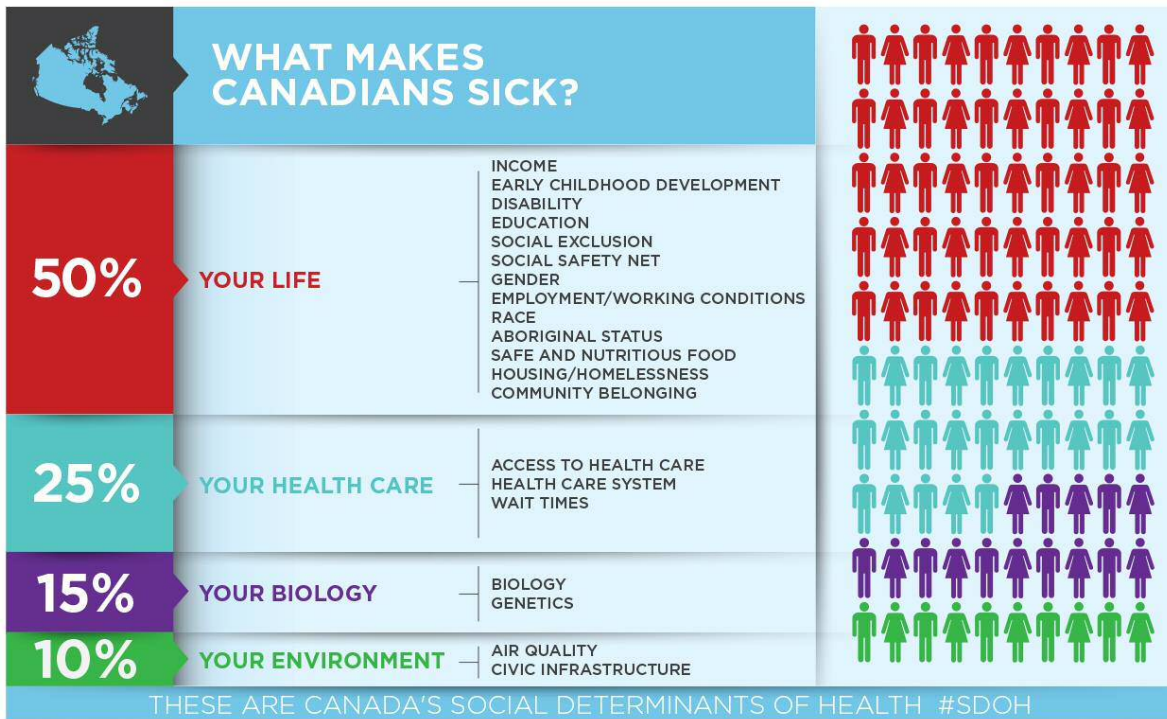
THE HOUSING CONTINUUM



Source: Canada Mortgage and Housing Corporation

The Canadian Medical Association has noted a number of determinants that impacts health in four areas:

- Your Life
- Your Health Care
- Your Biology
- Your Environment



Source: Canadian Medical Association

In consideration of Age Friendly Community the following items were noted by participants:

- Sidewalks
 - No village commissions other than St. Peter's so we don't get parks, sidewalks, benches etc.
 - Sidewalk in Arichat -- has been a great help, for young and old and everyone in between.
 - Kings County's Villages work well
- The physical environment is huge in age friendly communities
- An age friendly community helps all ages
- Canada Community Building Fund as an option
- Kings Transit is a good example for Strait Area Transit to follow for fixed bus routes
- How we get information out is huge for an age friendly community?
- When our roads are paved, pave the edges for bikes! Extends the life of the road, improves recreation infrastructure, improves our appreciation of our beautiful natural environment.
- Emergency management planning with an age lens is needed

- On goal 7: what about a tour of the point topper industrial park (perhaps a self-directed one) so that we can learn about what is already here, and where there might be development.

In consideration of Housing and Health Factors the following items were noted by participants:

- Housing - what about a modern boarding house? or more?
 - A new form - for young people doing coops, internships, to young people applying for jobs from away... including therapists, including physical and mental health therapists.
- On the topic of housing and health and age friendly communities - item yesterday morning on The Current which talks about different housing and elder care styles in Denmark and Netherlands.
- Seniors Take Action Coalition has a document relating to age friendly communities relating the social determinants of health.

Municipal Initiatives to Support Quality of Life

Richmond County has a number of initiatives underway to enhance the Quality of Life including a new Accessibility Plan under development, support for various non-profit organizations, a community grants program, exploration of options to improve internet and cellular coverage, and support for health care recruitment.

- Accessibility Plan is ready and adopted
- We need to find a way to take more leadership on housing

What initiatives are important for Richmond County to support - that benefit the quality of life for residents? In what role should Richmond County support these initiatives?

- We need someone who works at the municipality who supports volunteer organizations with training, development, strategic planning etc.
- We need to find a way to take more leadership on housing
 - There is work about to begin to develop a non profit for housing in strait area that will look at a wide range of housing needs
- Long Term Care and affordable housing and assisted living
 - Adult day care
 - Yes, to the assisted living aspect... very much think the kind of models they talked about in Europe are worth exploring. The adult day care also can be addressed in these models
- Future alignment of the community grants program with the strategy

- The community grants program seems ad hoc and does not align with priorities
- There is about \$300,000 in total under the program and the County is looking to grow it
- Grants now don't necessarily need to align with strategic plan - the County wanted to get the strategic plan refreshed first
- The municipality needs to know their communities
 - They should hold meeting in local halls and really flush out what people are saying
 - There will be a number of public open houses in June 2022 as part of the planning process
- Richmond County has the highest poverty rate in Nova Scotia

Affordability

Affordability and housing have been noted by the community as important quality of life factors. What role should Richmond County as a municipality consider playing in this regard?

- Question: Non-resident property tax - does this come back to municipalities?
 - No regulations yet - but expected to go back to provincial general revenue
 - Municipalities across the province are advocating about this issue
- The Warden is the co-chair of the Housing Coalition now and we are working with Port Hawkesbury to create a regional Non-Profit Organization
 - Congratulations to on the good work going on with the housing initiative under development
 - It makes one wonder if there is a way that instead of having lots of rules against certain things that maybe if the county communities could really work on some vision of what we imagine as an ideal community in one hundred years time, then create some kinds of bonus system for development
 - For instance if developers cluster housing on large plots of land rather than sharing it out to small lots which fracture the landscape and wildlife habitat, then there is a benefit of some kind to the residents
 - So also, things like community land trusts to ensure that there is land for agriculture, for housing, for working woodlands, for wild conservation lands which balance the stewardship of land, with what we have now which is very much about speculative value of land
- Emphasize to the Province that affordable housing issue is not only a city issue
- Canada Mortgage and Housing often has money to help with building affordable housing. our we using it at municipal or provincial level?
 - Richmond County could look at housing for temporary needs

- Affordable housing for those who want to check out the area or take a new job - young people especially
- Regional approach underway for not-for-profit approach to community housing
- Municipalities can provide inventory of land available for projects (or water service, etc.)
- Challenge - we have missed out on years of opportunities because we have not had an organization to capitalize on funding

Other Quality of Life Considerations

Are there other areas Richmond County should play a role to improve the quality of life for residents?

- 2013 climate action plan is out of date
 - Should a clean energy plan go hand in hand?
 - Coal use in power generation, vehicle emissions, etc.
 - Position Richmond as a clean energy consumer and exporter
 - Emergency Planning with climate action plan is key
- We cannot take our physical, natural environment for granted
 - Sustainability includes a healthy environment
- Communication that targeted to the population
 - Too much reliance on internet, website, social media
- Don't lose sight of how lucky we are to live here
 - As simple as Facebook posts about Richmond County to show sense of community and what's going on
 - Last 2 years have been relentless, so good to take time to be positive
 - Create a Happy Community Movement
 - Richmond County Facebook page could be celebrating Richmond County
- Would love to see someone at the municipality that is a clearing house of information that can be called for information, business directory is dated
 - Consider reorganization of the municipality business directory - what a good job for a student. It is not easy to consult and it is very out of date.
- Careful not to be negative and say "you guys aren't volunteering!" to the under-40s
 - Encourage rather than shame into volunteerism - also know your audience
- Arichat Community Building Association - strong group of families volunteering
 - It's not about volunteering - it is about participating, and there are many, many ways! Young families with their kids - there are many peer-to-peer things going on and those should be respected.

- The senior take action Facebook page celebrates older adults in the community and so does their Better with Age newsletter, celebrating their contribution
- I am saddened by another attempt at a city park on Isle Madame
- People volunteer for difference reasons
- We should also let people leave an organization if they want to, many stay around out of necessity
 - We should not guilt people into volunteering
- Pirate days had no trouble getting volunteers - it was about being a pirate, not sitting around a board table
- Have a great need to re-energize the volunteer sector post pandemic
- Some vision of what we imagine as an ideal community in one hundred years time, then create some kinds of bonus system for development.
 - For instance if developers cluster housing on large plots
 - Conserve green space.
 - So also, things like community land trusts to ensure that there is land for agriculture, for housing, for working woodlands, for wild conservation lands which balance the stewardship of land
- CBU's desire to work with agencies around developing community groups (this was pre-covid and it was already an issue that the volunteer sector was aging out). Can we look at that relationship?
- More public participation on County Committees, more members of the public “representing” the municipality on boards, etc.

Richmond County Strategic Plan Refresh

Are there any other observations or comments that you would like to provide for Richmond County as it refreshes its municipal strategy?

- Don't be afraid to assess low taxes and low services approach. We may need to look at higher taxes.
 - But let people know what the taxes are for
 - Communicate what tax increases are supporting is a great idea!!!
- On taxes, there are land transfer taxes the municipality does not appear to be collecting -- something to look at. Get a legal student to do a study.
- Communities where halls exist could play a greater role to re-energize their communities with municipal support
- There is a great deal of skills and talent and experience in the community that could act as advisors

- Service training for ALL municipal employees and council to better serve folks with accessibility issues, diverse populations, etc.
- Who ensures implementation?
- The Government of Canada recognizes that our long-term recovery from the pandemic will require a more inclusive model of economic growth to create better opportunities for all Canadians.
- In Budget 2021, the Government provided \$400 million to Employment and Social Development Canada (ESDC) to create the Community Services Recovery Fund (CSRF) to help charities and non-profits adapt and modernize so they can better support economic recovery in their communities. The CSRF is a one-time investment to strengthen the sector as it supports Canadian communities to recover from the COVID-19 pandemic.
- The Government will deliver the CSRF through National Funders who will be responsible for establishing open application processes to distribute funding to eligible charities and non-profits providing services in communities across Canada
- Huge opportunity coming up above
- Communities where halls exist could play a greater role to re-energize their communities with municipal support
- The example about volunteering for pirate days... that kind of working together that is not around a board room table is the kind of interaction I imagine taking place in the informal settings I hope we eventually are able to provide in our communities.
- Encourage partners in beautification projects
- Who is missing around this consultation??
- Last time I talked about actions as opposed to plans
 - Council will need to prioritize items to tackle in year 1, year 2, year 3 - and then develop implementation plan / projects to achieve them
- Co-ops and interns to support projects - usually this can be paid by federal programs - this can help with attraction and retention

Session Closeout

Mr. Leier thanked the people for attending the session and provided links to information about the process and an e-mail address for further feedback.

<http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>

refresh@richmondcounty.ca

Quality of Life Virtual Stakeholder Session Follow-Up Input

Post session the following additional input was received by e-mail from a participant.

Thanks for putting on this session... great discussions. Just a few follow up notes while it's still fresh:

1. I thought your first slide said a lot in what it doesn't say, under our current municipal recreational assets section. The one bullet being Richmond Arena. What we don't see is:

- Municipal Playgrounds: 0
- Municipal Parks: 0
- Municipal Trails: 0
- Municipal Tennis courts: 0
- Municipal Basketball courts: 0
- Municipal Baseball fields: 0
- Municipal gathering spaces: 0

2. The discussion always went back to revitalizing community groups and volunteers which is important, however, I think the focus of the municipal strategic plan in this area should be whether our recreation department should be given a mandate, budget and staff to expand beyond programming and in to infrastructure.

The state of most current infrastructure put in by past community groups is closer on the scale to "Ghost Town" than it is to "Vibrant Community" and many people are now leaving Richmond County (to go to Port Hawkesbury) for their recreational activities (playground, splash pad, bike course, walking trails, tennis courts, basketball courts, etc.) We already see new and returning families buying homes in town instead of in Richmond.


Thanks again.

County Virtual Engagement Session 3 Jamboard

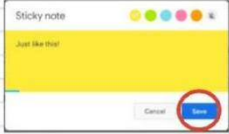


How to use Jamboard

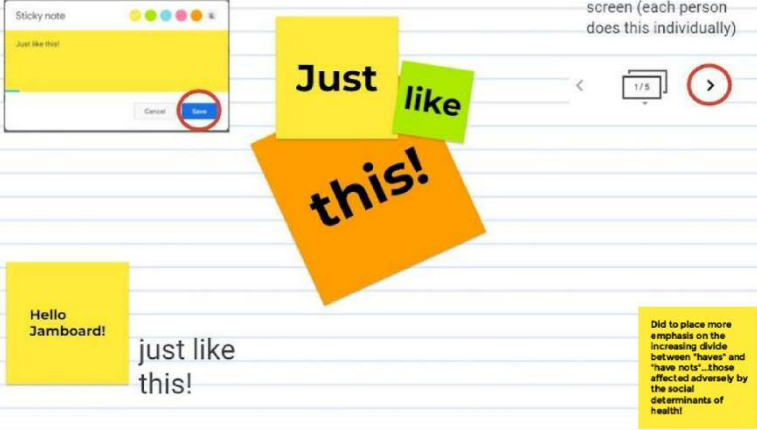
1. Select the sticky notes icon on the left side of your screen




2. In the box that pops up, write your comments and click 'Save'



3. A sticky note with your text will appear. You can resize this or move it as you like. It's that easy!



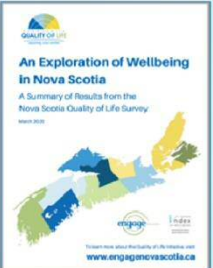
4. When you're done on this slide, advance to the next one by clicking the right arrow at the top of your screen (each person does this individually)



Tips and tricks

- To edit what you've written, double-click the sticky note
- To resize your sticky note, drag the bottom right corner

Quality of Life - Wellbeing




There are many definitions of wellbeing. The Canadian Index of Wellbeing has adopted the following as its working definition:

- **The presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture.**

<https://uwaterloo.ca/canadian-index-wellbeing/what-wellbeing>

- Engage Nova Scotia - <https://engagenovascotia.ca/about-qol>
- Nova Scotia Quality of Life - 2020 <https://www.nsqualityoflife.ca/>
- University of Waterloo - Canadian Index of Well-being <https://uwaterloo.ca/canadian-index-wellbeing/>


6

Quality of Life - Well Being

United Nations 17 Sustainable Development Goals -
<https://sdgs.un.org/goals>



Canadian Index of Wellbeing (CIW) 8 Domains
<https://uwaterloo.ca/canadian-index-wellbeing/>



FBM preferred choice Development Strategists 7

Richmond County Recreation, Culture, & Leisure

- Municipal Facilities
 - Richmond County Arena in Louisdale
- Supported Facilities
 - Strait Area Pool in Port Hawkesbury
- Recreation Programming
 - Delivered in various community halls and education facilities
 - Events at various athletic sites
- Public Spaces
 - Greenspaces and walking areas



FBM preferred choice Development Strategists 8

Richmond Recreation, Culture, & Leisure

Are the conditions and available Richmond County facilities adequate for the needs of residents? Why or why not?

Are the available Richmond County activities adequate for the needs of residents? Why or why not?

We need safe, age friendly walking trails

We have a first-class walking trail in St. Peter's, operated by DNR but there has been little maintenance or signage.

Ball field in lousdale at the school

but no funds to upkeep the school when out of session in summer

Lenoir Forge

Pondville Beach

Community Groups lack - volunteers, expertise, insurance, funds, ability for on-going maintenance

we have schools that can also be used in partnership

Funding In Canada Community Building Fund - is the main funding provided by Federal Gov. for large recreation projects - funding with the Municipality

Eco trail

We need to pay more attention to the increasing gap between 'haves' and 'have nots', those adversely affect by the social determinants of health.

Acadian culture and parades

Not adequate for accessibility at the Beach and trails

we have seniors clubs trying to run buildings

La Picasse Centre

Lennox Passage/Martnique Park

Many are not municipal assets - they are community groups and that's not sustainable if the champions fall out.

The rec dept needs a staff/mandate - in other areas of the province the rec depts are leading these things.

Boat clubs

WE have many community halls that offer many events

Insurance is prohibitive for some organizations

Transportation huge issue in rural communities

we may have facilities but people cannot get to them...

Developing known walking areas - but when plans are put in place they need a financial plan too to make sure they work out

would love to see alot more leadership from municipality

Muni as a facilitator with upper levels of govt

Richmond Recreation, Culture, & Leisure Services

There are a lot of great ideas here, however, we are in tough times and money is tight. Brainstorming for funding outside of just taxation might be helpful.

Rare to see under 40-year-olds volunteering - how to get younger people to volunteer

volunteering is difficult

Some burn out of volunteers - especially with the pandemic

Volunteer organizations need support post covid to become revitalized

So how to invest in our volunteer sector?

Connection to schools - their insurance is good. Co-op programs exist, but usually towards paying work. So it is hard to get young people to volunteer

Support a multi-use, fully accessible trail backbone connected to surrounding counties with branches for hiking, cycling, and other specific activities

Libraries and museums are also important spaces for our communities.

some seniors clubs have drop ins

Libraries and museums are also important spaces for our communities.

low love the libraries and think they should be used for many more things.

consider more intergenerational things -- raised garden by the nursing homes, taken care of by young people, adults and older adults in care

maybe some community halls can be developed more for drop ins

reskateboard park -- so much was built and maintenance fell to the wayside.

avoid more swings and city parks, add more opportunities for cycling, hiking, walking, etc.

what about recreation and education - connection to local environment? Schools and seniors - foraging in the area, learning about our beaches and how to protect them, learning about the unique parts of our environment

Youth Art Activation Project!!!

basket ball or pickleball

Partnerships with Pototek

I dont see the municipality doing alot in the culture area?

Students in St Peter's noted Kinexcel shut down - for young people it was important. A lack of a high and fitness centre in St Peter's is a concern

Should the County consider building a 'wellness' Centre? The arena is getting old (45 years) and other centres have been shown to enhance the quality of life in other areas.

Yes. Municipality should be leader in rec. infrastructure and have a long term plan.

The drop in model is good if you are person who is good at getting to places at specific times... I am thinking of some cross between a library with a lot more open hours, and maybe a place where people can have message boards - and just a place in town that is easy for people to drop in to and sit around and chat about whatever...

could municipality have a spot to bring together in a hub various community groups and clubs, so that resources are better shared, buildings are used by multiple groups.

alot more can be done to support volunteer organizations in areas of volunteer development, training

A data base for distribution of information within Richmond County.

Immigration and multiculturalism

new gym planned for old liquor store in St Peters - Open House May 15

Support for fitness facilities and clubs (Richmond Warriors Boxing, Richmond Cheer, etc)

Enfield, Guysborough etc examples - community can define it. It can be a centre for lots of things

a multi purpose wellness centre could also house non-profit organizations

Living room for people who are otherwise socially isolated

We are trying to do the kitchen, food facilities, and what else in the Richmond River Roads Market Garden and greenhouse in River Bourgeois.

provides access over a wide range of hours - which is welcoming to people who simply want a place to sit and knit or visit or just be in a room where other people are.

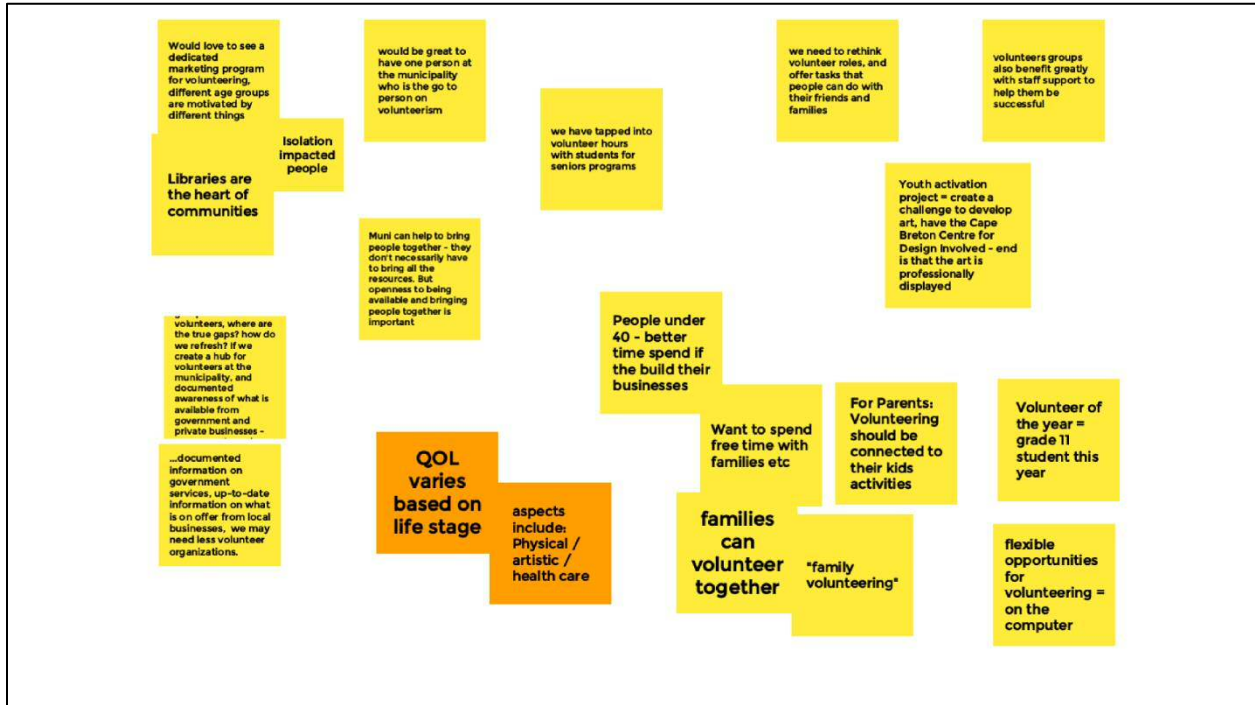
Also connection to food security issues

So a place for informal meeting up. In my imagination this would also include a community kitchen and perhaps some food storage facilities.

Not much activity for Younger folks, no proper skateboard park...

would love to see a position at the county responsible for building volunteer capacity and community engagement

Backbone multi-use fully accessible trail system with branches specific to hiking, cycling, and other specific uses



2019 Richmond Age Friendly Commu

how we get information out is huge for an age friendly community

Emergency management planning with an age lens is needed

Seniors Take Action Coalition has a document relating to agree friendly communities relating the the social determinants of health

on goal 7, what about a tour of the point-topper industrial park (perhaps a self-directed one) so that we can learn about what is already here, and where there might be development.

housing - what about a modern boarding house? or more? A new form - for young people doing coops, internships, to young people applying for jobs from away... including therapists, including physical and mental health therapists.

when our roads are paved, pave the edges for bikers! Extends the life of the road, improves recreation infrastructure, improves our appreciation of our beautiful natural environment.

On the topic of housing and health and age friendly communities - I am yesterday morning on The Current which talks about different housing and elder care styles in Denmark and Netherlands

the physical environment is huge in age friendly communities

an age friendly community helps all ages

Sidewalks

No village commissions other than St Peters so we don't get parks, sidewalks, benches etc

sidewalk in Arichat - has been a great help, for young and old and everyone in between.

Kings County's Villages work well

Canada Community Building Fund

Kings Transit is a good example for Strait Area Transit to follow for fixed bus routes

Housing and Health Factors

THE HOUSING CONTINUUM

Source: CMHC

Source: Canadian Medical Association

Municipal Initiatives to Support Quality of Life

Quality of Life

Richmond County has a number of initiatives underway to enhance the Quality of Life including a new Accessibility Plan under development, support for various non-profit organizations, a community grants program, exploration of options to improve internet and cellular coverage, and support for health care recruitment.

What initiatives are important for Richmond County to support - that benefit the quality of life for residents? In what role should Richmond County support these initiatives?

Accessibility Plan is ready and adopted

we need someone who works at the municipality who supports volunteer organizations with training, development, strategic planning etc

Long Term Care and affordable housing and assisted living

Adult day care

Yes, to the assisted living aspect... very much think the kind of models they talked about in Europe are worth exploring. The adult day care also can be addressed in these models.

the community grants program seems adhoc and does not align with priorities

about \$300k in total, looking to grow it

grants now don't necessarily need to align with strategic plan - we wanted to get the strategic plan refreshed first

The municipality need to know their communities. They should hold meeting in local halls and really flush out what people are saying

does it align with priorities in the community

when RC has the highest poverty rate in NS

We need to find a way to take more leadership on housing

there is work about to begin to develop a non profit for housing in strait area that will look at a wide range of housing needs

Affordability

Affordability and housing have been noted by the community as important quality of life factors. What role should Richmond County as a municipality consider playing in this regard?

- The Warden is the co-chair of the Housing Coalition now and we are working with PH to create a regional NP organization
- Question: Non-resident property tax - does this come back to municipalities?
- No regs yet - but expected to go back to provincial general revenue
- munis across the province are advocating about this issue
- Canada mortgage and housing often has money to help with building affordable housing, our we using it at municipal or provincial level? we could look at housing for temporary needs
- for those who want to check out the area or take a new job - young people especially.
- Emphasize to the Province that affordable housing issue is not only a city issue.
- Regional approach underway for not-for-profit approach to community housing
- Municipalities can provide inventory of land available for projects (or water service, etc)
- Challenge - we have missed out on years of opportunities because we have not had an org to capitalize on funding

Other Quality of Life Considerations

Quality of Life Considerations: some vision of what we imagine as an ideal community in one hundred years time, then create some kind of bonus system for development. For instance if developers cluster housing on large plots

- conservate green space. So also, things like community land trusts to ensure that there is land for agriculture, for housing, for working woodlands, for wild conservation lands which balance the stewardship of land
- More public participation on County Committees, more members of the public 'representing' the municipality on boards, etc
- we should not guilt people into volunteering
- we should also let people leave an organization if they want to, many stay around out of necessity
- people volunteer for difference reasons
- Richmond County FB page could be celebrating Richmond County
- have a great need to re-energize the volunteer sector post pandemic
- Pirate days had no trouble getting volunteers - it was about being a pirate, not sitting around a board table
- Careful not to be negative and say 'you guys aren't volunteering' to the under-40s
- encourage rather than shame into volunteerism. Also know your audience
- Arichat Community Building Association - strong group of families volunteering.
- It's not about volunteering - it is about participating, and there are many, many ways! Young families with their kids - there are many peer-to-peer things going on and those should be respected.
- as simple as facebook posts about richmond county to show sense of community and what's going on. Last 2 years have been relentless, so good to take time to be positive
- Consider reorg of the municipality business directory - what a good job for a student. It is not easy to consult and it is very out of date.
- Don't lose sight of how lucky we are to live here
- Happy Community Movement
- 2013 climate action plan is out of date
- need to start making all decisions in a way that is supported by a strong climate action plan
- we cannot take our physical, natural environment for granted. Sustainability includes a healthy environment.
- communication that targetted to the population, to much reliance on internet, website, social media
- Should a clean energy plan go hand in hand?
- coal use, vehicle emissions, etc
- Position Richmond as a clean energy consumer and exporter
- Emergency Planning with climate action plan is key
- would love to see someone at the municipality that is a clearing house of information that can be called for information, business directory is dated
- Maintain Partnerships with groups like CEPI, BLBRA, Pitu'paq
- The senior take action FB page celebrates older adults in the community and so does their Better With Age newsletter, celebrating their contribution
- CBU's desire to work with agencies around developing community groups (this was pre-covid and it was already an issue that the volunteer sector was aging out). Can we look at that relationship
- Are there other areas Richmond County can improve for residents?

Richmond County Strategic Plan Refresh

- Are there any other observations you would like to provide for Richmond County as it refreshes its strategic plan?

Other Comments

talk about actions as opposed to plans

Who is missing around this consultation??

could there be a citizen committee put in place

what land transfer taxes are not being collected?

we need people at the municipality to trained in public engagement

Don't be afraid to assess low taxes and low services approach. We may need to look at higher taxes

Communicate what tax increases are supporting is a great idea!!

Communities where there is a great deal of skills and talent and experience in the community that could act as advisors

but let people know what the taxes are for

who ensures implementation?

Service training for ALL municipal employees and council to better serve folks with accessibility issues, diverse populations, etc.

Co-ops and interns to support projects - usually this can be paid by federal programs - this can help with attraction and retention

Encourage partners in beautification projects

on taxes, there are land transfer taxes the municipality does not appear to be collecting - something to look at. Get a legal student to do a study.

Council will need to prioritize items to tackle in year 1, year 2, year 3 - and then develop implementation plan/projects to achieve them.

C of Canada recognizes that our long-term recovery from the pandemic will require a more inclusive model of economic growth to create better opportunities for all Canadians.

Budget 2021, \$400 million to Employment and Social Development Canada (ESDC) to create the Community Services Recovery Fund (CSR) to help charities and non-profits

adapt and modernize so they can better support economic recovery in their communities.

The CSR is a one-time investment to strengthen the sector as it supports Canadian communities to recover from the COVID-19 pandemic.

The Government will deliver the CSR through National Funders who will be responsible for establishing open application processes to distribute funding to eligible charities and non-profits providing services in communities across Canada

Strategic Planning Development Contacts



D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK
306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca



Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca

St. Peter's Village Commission Virtual Engagement Session

The virtual St. Peter's Village Commission Session was held on May 17, 2022.

The session was attended by 7 participants including District 4: Warden Amanda Mombourquette; St. Peter's Village Commissioner Pamela Martell; St. Peter's Village Commission staff Amanda Martell, Katja Seufert, and Meghan Hayter.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - David Paterson.

St. Peter's Village Commission Virtual Engagement Session Notes

Information Review

Mr. Leier started the session with a review of information about the Municipality of the County of Richmond and the Richmond County Strategic Plan Refresh project.

Strategic Planning Input

A number of topics were discussed to obtain input from the group.

Relationship with Richmond County

Participants noted the following is working well in the relationship between St. Peter's Village Commission and Richmond County.

- Good communications track record with Municipality of the County of Richmond
- Communication with current council is working well

Participants noted the following could be improved in the relationship between St. Peter's Village Commission and Richmond County.

- But communication can always be improved
- Department of Public Works communication improvement (join advocacy for service) - it is hard to get service from them, e.g. for street sweeper - little things, but we run against walls
- More funding or funding opportunities
 - Gas tax
 - How to make clear request to the county
 - Other municipalities have policies developed for gas tax transfer but we do not
 - Good if gas tax was reliable transfer - not one-off applications
- County went through asset management inventory in ~2019 - but missed St. Peter's infrastructure

- Can't manage infrastructure in a vacuum
- Interest in joint meetings of Muni Council and Village Commission - some legal challenge, but it would be great to pursue, and it makes a statement that you're working together
 - Quarterly Joint meetings were happening at one point to discuss combined goals
 - Maybe Potlotek FN participates
- Joint training opportunities?
 - e.g. On meeting chairing

Richmond County Impact

The group noted what they would like to see the County do that would benefit the Richmond area.

- Look-off over canal was maintained by village but had to be removed for safety. Its replacement would be a nice addition.
 - Parks Canada just before pandemic was supposed to look at it - but have not heard back.
- Parks Canada communication is good, but they don't have much funding to bring to the table.
 - Most communication is about infrastructure.
 - Potential for joint submissions to federal government from Municipality and Village.
- Also involvement from Potlotek FN - this presents additional opportunities
- Resurrect Tourism Plan for Canal
 - \$~6m but it did not get funded
 - Big impact was tourism, with St. Peter's as hub of the area - benefits would spread through the municipality
- Battery Park is Provincial - and they include the coastal trail - they are a partner here too
- Services to the park - what upgrades would be needed to have small scale cruise ships?
 - Was there a business case - or would a business be needed?
 - Sewer doesn't go to Lock Master House, but water does
- Community hub at old NSLC (Nova Scotia Liquor Corporation) to house visitor info, gym and library
- Moving slowly - moving forward with asbestos abatement.
- Boat launch on the Atlantic side is needed

Richmond County Partnerships

The group noted the following areas that St. Peter's Village Commission can work in partnership with Richmond County.

- Water system is a partnership with the county - it was joined with Sampsonville ~13 years ago - water board is a joint group
- Should sewer system be extended? (What can system handle; what is business case for extending)
 - Been discussed for 30 years
- Utilities discussion - this should be associated with conversations around development - industry and residential density
- There is a housing crisis and utilities are a part of this - e.g. apartments in Sampsonville benefit from the system
 - Some projects are held because they're too far off the system
- Sidewalks, crosswalk and their maintenance
 - Accessibility
 - We do have a joint Accessibility Committee

Richmond County Strategic Plan Refresh

The group noted the following other observations or comments for Richmond County as it refreshes its municipal strategy.

- Village doesn't have a big income - so has to be strategic about what they take on
 - If gas tax was a regular contribution, then it would be easier to plan projects and maintenance
 - Enshrine this in policy - e.g. predictable % gas tax transfer
- Tax collection is joint with the municipality
- Keep open communication - regular joint meetings would help both organizations
- Proactive on joint training

Session Closeout

Mr. Leier thanked the people for attending the session and provided links to information about the process and an e-mail address for further feedback.

<http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>


refresh@richmondcounty.ca

St. Peter's Village Commission Virtual Engagement Session Jamboard

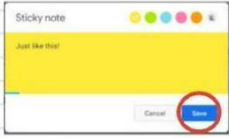


How to use Jamboard


1. Select the sticky notes icon on the left side of your screen




2. In the box that pops up, write your comments and click 'Save'



3. A sticky note with your text will appear. You can resize this or move it as you like. It's that easy!

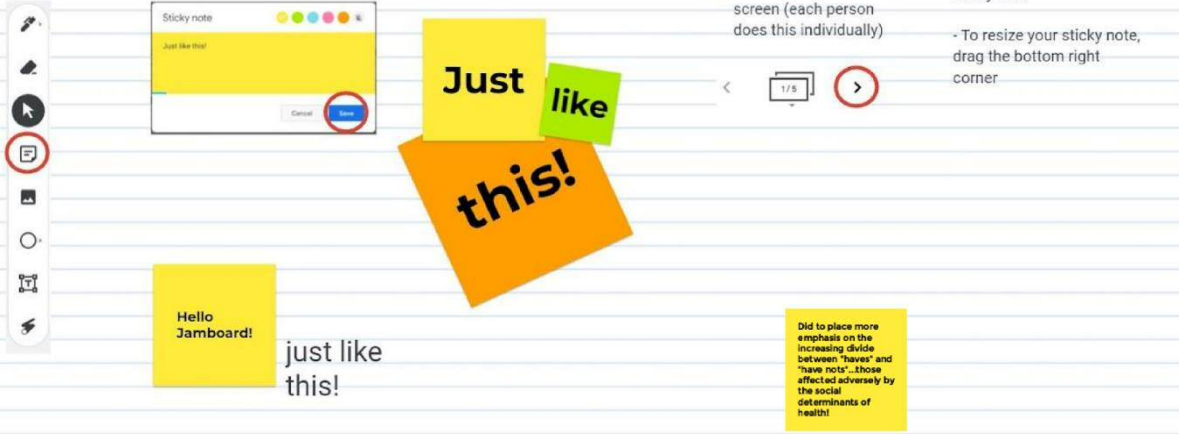


4. When you're done on this slide, advance to the next one by clicking the right arrow at the top of your screen (each person does this individually)



Tips and tricks

- To edit what you've written, double-click the sticky note
- To resize your sticky note, drag the bottom right corner



St. Peter's Village Commission

- Tell Us About the St Peter's Village Commission and its relationship with Richmond County.
 - What works?
 - What can be improved?

Relationship with Richmond County

Working well

- Good communications track record with MoCoR
- communication with current council is working well

Can be improved

- But communication can always be improved
- More funding or funding opportunities
- gas tax
 - Other municipalities have policies developed for gas tax transfer but we do not
 - how to make clear request to the county
 - County went through asset management inventory in - 2019 - but missed St. Peter's infrastructure
- Good if gas tax was reliable transfer - not one off applications
- Interest in joint meetings of Muni Council and Village Commission - some legal challenge, but it would be great to pursue, and it makes a statement that you're working together
- Maybe Potlotek FN participates
- Quarterly Joint meetings were happening at one point to discuss combined goals
- joint training opportunities? e.g. on meeting chairing

Deve

Richmond County Impact

- What would your group like to see the County do that would benefit the Richmond area?

County Impact

refresh@richmondcounty.ca

Look-off over canal was maintained by village but had to be removed for safety. It's replacement would be a nice addition

Also Involvement from Potlotek FN - this presents additional opportunities

Resurrect Tourism Plan for Canal

\$-6m But it did not get funded

Services to the park - what upgrades would be needed to have small scale cruise ships?

Sewer doesn't go to Lock Master House, but water does

Parks Canada just before pandemic was supposed to look at it - but have not heard back

big impact was tourism, with St Peter's as hub of the area - benefits would spread through the municipality

Was there a business case - or would a business be needed

Parks Canada communication is good, but they don't have much funding to bring to the table

Potential for joint submissions to fed gov't from Muni and Village

Battery Park is Provincial - and they include the coastal trail - they are a partner here too

Community hub at old NSLC to house visitor info, gym and library

Boat launch on the atlantic side is needed

Most communication is about infrastructure

Moving slowly - moving forward with asbestos abatement.

Richmond County Partnerships

- Are there areas your organization can work in partnership with Richmond County? Please describe these partnership opportunities.

Partnership Opportunities

Water system is a partnership with the county - it was joined with samsonville -13 years ago - water board is a joint group

Should sewer system be extended? (What can system handle, what is business case for extending)

Been discussed for 30 years

Utilities discussion - this should be associated with conversations around development - industry and residential density

Sidewalks, crosswalk and their maintenance

there is a housing crisis and utilities are a part of this - e.g. apartments in samsonville benefit from the system

Some projects are held because they're too far off the system

Accessibility

We do have a joint Accessibility Committee

Richmond County Strategic Plan Refresh

- Are there any other observations or comments that you would like to provide for Richmond County as it refreshes its municipal strategy?

Other Comments

- Village doesn't have a big income - so has to be strategic about what they take on
- Tax collection is joint with the municipality
- If gas tax was a regular contribution then it would be easier to plan projects and maintenance
- Enshrine this in policy - e.g. predictable gas tax transfer
- Keep open communication - regular joint meetings would help both organizations
- Proactive on joint training

Strategic Planning Development Contacts



D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK
306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca



Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca



Seniors Take Action Coalition Virtual Engagement Session

The virtual Seniors Take Action Coalition Session was held on May 19, 2022.

The session was attended by 10 participants including District 1: Councillor Shawn Samson, District 3: Deputy Warden Melanie Sampson; Seniors Take Action Coalition Celeste Gotell, Marlene LeBlanc, Helen Slade, Margaret Herdman, Jamine Lacroix, Carolyn Clackdoylepn, and Claire Doyle.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM.

Seniors Take Action Coalition Virtual Engagement Session Notes

Information Review

Mr. Leier started the session with a review of information about the Municipality of the County of Richmond and the Richmond County Strategic Plan Refresh project.

Strategic Planning Input

A number of topics were discussed to obtain input from the group.

Relationship with Richmond County

Participants noted the following is working well in the relationship between Seniors Take Action Coalition and Richmond County.

- Past relationship was stronger with previous staff member active
- Staff have reached out for Richmond Reflections
- Past facilitated sessions and engagement a few years ago worked well
- One thing that works is recent support demonstrated by this council
- Accessibility Plan is a start but not focused on seniors, it is focused on everyone
- Has the Seniors Safety Coordinator role been supportive? It is partially funded by the municipality.
 - That role has been supportive
- What was the role of past support? Active participant and involved in planning and original funding applications in 2016
 - Important that Josette was bilingual to support Francophone members of the community
- Including Seniors photos and features in Richmond Reflections
 - The staff support us including information in Richmond Reflections

Participants noted the following could be improved in the relationship between Seniors Take Action Coalition and Richmond County.

- Consider the Age Friendly Communities and Comprehensive Submission with Recommendations
- In Recent years that relationship has not been as strong as could be
- Warden is championing the Better with Age newsletter
 - I would like to see the municipality print our newsletter and make copies available
 - Need to hear what others are saying and not leave it all to Facebook
 - The warden shares information that is posted on STAC FB page
- Potential for a Notify Now sign-up for text and phone messaging to older adults and all residents
 - Some do not have tools to function in Internet connections
- Retaining or allocating staff
 - One thing that can be improved is dedicated staffing for older adults
- Planning should be engaged in activities that happen throughout the year
 - Don't have staff participation any more
 - There is enough staff in Richmond County that can take part
- There should be Affordable Housing, Emergency Management, Transportation. Need to be creative. Youth and opportunities. Creativity is important.
 - Public consultation needs to be playful and that ideas have been meaningful and listened to.
- Importance of communication, update a database

Other comments included:

- Focus on Seniors and belonging
- Older adults in RC bring great skills and talent
- Value added in a strong active Seniors Population

Richmond County Impact

The group noted what they would like to see the County do that would benefit the Richmond area.

- Addressing needs of seniors and allocating supports in that regard
- Active involvement in housing
- Increased training of people in care
 - Respite relief
 - Seniors Daycamp

- Paid CCA training for everyone
- A targeted program to recruit older adults to live to RC
- Would love to see the municipality engage more older adults as mentors and on more committees
 - There are so many people with knowledge and experience and the municipality could access this talent
- Safety measures are important at homes and at community or commercial buildings
 - Universal access for housing design. Education for builders to build one entrance fully accessible and one bathroom fully accessible
- Communication - we need to use Telile more
- Public Transportation - potential rural uber
 - Roads are provided through taxes, not everyone gets to use them - some funding to support transportation - could be some creative solutions
- The County website is not user friendly
 - The directory on the website is dated and nobody keeps it up unless someone submits information, someone can keep it up-to-date
- Create a position related to seniors needs
 - Municipal staff need to be more engaged and more interested
 - Provide core funding to an organization or create a position to oversee all things seniors
 - I hear of seniors that call the municipality for information and they are frustrated at the lack of knowledge of community resources
- Seniors are retiring from away, what we need to do is provide infrastructure for opportunity
- Opportunity for employers' participation
- We need to build communities that are user friendly. The municipality can play a part in helping with development
- Health and healthy programs are important - access - transport - awareness
- Grow a community due to Municipal encouragement
- Paid co-ops in our area for renovation trades
- Active even at home - such as Telile

Richmond County Partnerships

The group noted the following areas that Seniors Take Action Coalition can work in partnership with Richmond County.

- I would like to see the municipality look at partnerships with provincial government to develop programs
 - Leadership to access funding for opportunities - e.g. \$400 million federal funding available
- Staff and access to funding opportunities
 - Council in budget deliberations to consider staffing resources to support access to funding and senior supports
- Community changes and the municipality should change as well
 - The budget is set for the coming year but we will need to work with our new CAO to determine staffing levels
- Consider the Social Determinants of Health and actively address those as a Municipality in addition to the obligatory municipal services
- Lots of organizations are the heartbeat of the community with over 1,000 people volunteers in 11 organizations
- Build an Attractive Richmond County
- Communications and Partnerships is vital - open communication to partners
- Acknowledge that around you and a database and promoting that
- Identify a whole list of items and connect with those organizations out there to address the list
- Universal access for housing design. Education for builders to build one entrance fully accessible and one bathroom fully accessible
- Demand living wages for care workers

Richmond County Strategic Plan Refresh

The group noted the following other observations or comments for Richmond County as it refreshes its municipal strategy.

- A community well fountain for water security
- Communications in a higher sense, like how we communicated with stakeholders, public engagement
 - need a communications person
- Lots of disadvantaged folks unable to volunteer so outreach to them essential
- Features to attract people
- One of the priorities needs to be older adults
- See community grants aligned with Strategy priorities
 - Pie charts showing investment per activity and who it served

- Grants added back in, some grants to eliminate costs, some supports for health and other
- One of the priorities needs to be how we engage the community and access the skills and talents
- Housing needs to be a priority
- Food Security
- Would like to see staff performance tied to strategic priorities
- Information on what is being presenting at upcoming public meetings

Session Closeout

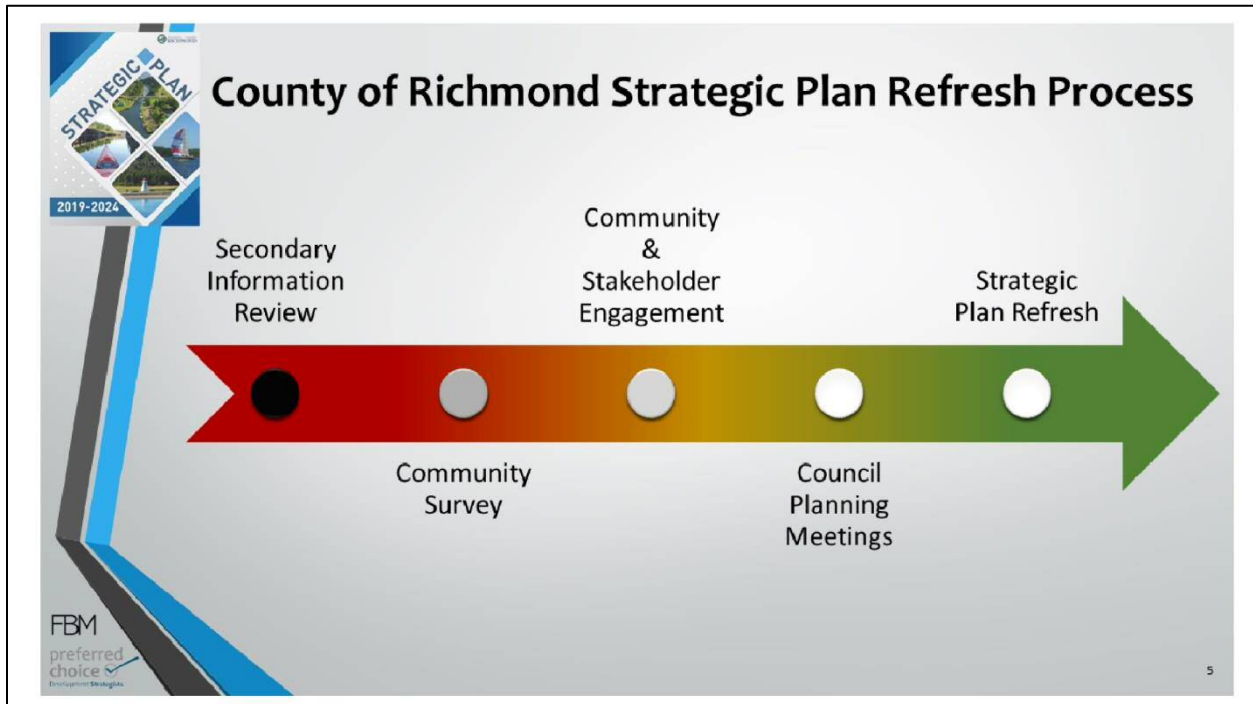
Mr. Leier thanked the people for attending the session and provided links to information about the process and an e-mail address for further feedback.

<http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>

refresh@richmondcounty.ca

Seniors Take Action Coalition Virtual Engagement Session Jamboard





How to use Jamboard

Comment

1. Select the sticky notes icon on the left side of your screen
2. In the box that pops up, write your comments and click 'Save'
3. A sticky note with your text will appear. You can resize this or move it as you like. It's that easy!
4. When you're done on this slide, advance to the next one by clicking the right arrow at the top of your screen (each person does this individually)

Tips and tricks

- To edit what you've written, double-click the sticky note
- To resize your sticky note, drag the bottom right corner.

The diagram shows a Jamboard interface with a toolbar on the left containing icons for sticky notes, eraser, lasso, and zoom. A 'Sticky note' dialog box is shown with the text 'Just like this!' and 'Save' and 'Cancel' buttons. Several sticky notes are placed on the board: 'Hello Jamboard!', 'Just like this!', 'Just like this!', 'my comment', and a note about the 'increasing divide between "haves" and "have nots"'. Navigation arrows and a '1/5' indicator are also visible.

What has Worked

- older adults in RC bring great skills and talent
- Value added in a strong active Seniors Population
- Has the Seniors Safety Coordinator role been supportive? It is partially funded by the municipality.
- That role has been supportive
- Past relationship was stronger with previous staff member active.
- Past facilitated sessions and engagement a few years ago worked well
- one thing that works is recent support demonstrated by this council
- What was the role of past support? Active participant and involved in planning and original funding applications in 2016
- In Recent years that relationship has not been as strong as could be
- Need to here what others are saying and not leave it all to Facebook
- Staff have reached out for Richmond Reflections
- Important that Josette was bilingual to support Francophone members of the community
- Warden is championing the Better with Age newsletter
- Potential for a Notify Now sign-up for text and phone messaging to older adults and all residents
- There should be Affordable Housing, Emergency Management, Transportation. Need to be creative. Youth and opportunities. Creativity is important.
- Public consultation needs to be playful and that ideas have been meaningful and listened to.
- Accessibility Plan is a start but not focused on seniors. It is focused on everyone
- Age Friendly Communities and Comprehensive Submission with Recommendations
- I would like to see the municipality print our newsletter and make copies available
- Some do not have tools to function in internet connections
- Importance of communication, update a database

What can be improved

- Retaining or allocating staff
- one thing that can be improved is dedicated staffing for older adults
- Planning should be engaged in activities that happen throughout the year
- Don't have staff participation any more
- There is enough staff in Richmond County that can take part
- the warden shares information that is posted on STAC FB page
- the staff support us including information in Richmond Reflections
- Including Seniors photos and features in Richmond Reflections

Richmond County Impact

What would your group like to see the County do that would benefit the Richmond area?

- Addressing needs of seniors and allocating supports in that regard
- Active involvement in housing
- Increased training of people in care
- Public Transportation - potential rural uber
- create a po
- provide core funding to an org or create a position to oversee all things seniors
- I hear of seniors that call the municipality for information and they are frustrated at the lack of knowledge of community resources
- Respite relief
- Roads are provided through taxes, not everyone gets to use them - some funding to support transportation - could be some creative solutions
- Seniors a from awa need to c provide infrastruc opportun
- municipal staff need to be more engaged and more interested
- We need to build communities that are user friendly. The municipality can play a part in helping with development
- Grow a community due to Municipal encouragement
- a targeted program to recruit older adults people to live to RC
- would love to see the municipality engage more older adults as mentors and on more committees
- there are so many people with knowledge and experience and the municipality could access this talent
- the directory on the website is dated and nobody keeps it up unless someone submits information, someone can keep it up to date
- the website is not user friendly
- Pa
- theve
- Opportunity for employers participation
- Health and healthy programs are important - access - transport - awareness
- Paid co-ops in our area for renovation trades
- Safety measures are important at homes and at community or commercial buildings
- communication - we need to use Tellie more
- Education for builders to build one entrance fully accessible and one bathroom fully accessible
- Active even at home - such as Telie

Partnership Opportunities

Richmond County Partnerships

- Are there areas your organization can work in partnership with Richmond County? Please describe these partnership opportunities.

I would like to see the municipality look at partnerships with provincial government to develop programs

Leadership to access funding for opportunities - e.g. \$400 million federal funding available

Staff and access to funding opportunities

Council in budget deliberations to consider staffing resources to support access to funding and senior supports

Community changes and the municipality should change as well

The budget is set for the coming year but we will need to work with our new CAO to determine staffing levels

Consider the Social Determinants of Health and actively address those as a Municipality in addition to the obligatory municipal services

Build an Attractive Richmond County

Communications and Partnerships is vital - open communication to partners

Acknowledge that around you and a database and promoting that

Lots of organizations are the heartbeat of the community with over 1,000 people volunteers in 11 organizations

Identify a whole list of items and connect with those organizations out there to address the list

Other Comments

Richmond County Strategic Plan Refresh

- Are there any other observations or comments that you would like to provide for Richmond County as it refreshes its municipal strategy?

A community well fountain for water security

communications in a higher sense, like how we communicated with stakeholders, public engagement

One of the priorities needs to be older adults

one of the priorities needs to be how we engage the community and access the skills and talents

Housing needs to be a priority

would like to see staff performance tied to strategic priorities

need a communications person

Lots of disadvantaged folks unable to volunteer so outreach to them essential

See community grants aligned with Strategy priorities

Food Security

Features to attract people

Pie charts showing investment per activity and who it served

Grants added back in, some grants to eliminate costs, some supports for health and other

Information on what is being presenting at upcoming public meetings



Strategic Planning Development Contacts

preferred choice
Development Strategists

D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK
306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca

FBM
architecture
interior design
planning

Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca

FBM preferred choice Development Strategists

10

Appendix B: Richmond County Municipal Planning Sessions

Richmond County Planning Considerations Overview

Richmond County Municipal Perspective

The Municipality of the County of Richmond Council and Chief Administrative Officer (CAO) along with Cape Breton Partnership held a number of sessions from February to May 2022 to provide input into the Strategic Plan Refresh Process.

Richmond County View

Richmond Council noted the following thoughts about Richmond County:

- Economic opportunities
- Before COVID-19 poised for growth in tourism, events and activities
- Low tax rate is a strength
- Point Tupper heavy industry
 - Joint venture park with Town of Port Hawkesbury - 300+ acres available for development. Also, Lennox Passage Park
 - Inclusive and environmentally responsible heavy opportunity
- Innovation and hardworking in fishing economy
- Cultures - Indigenous + Acadian. Acadian culture is strong in Richmond County
- Volunteerism - even after COVID
- Isle Madame is an island on an island - tourism opportunity
- Strong pull to come back after leaving - related to cultural identity and quality of life, and difference from overpopulated areas
- Natural beauty and water - appealing to tourists and new settlers looking to leave cities
- Aging population - need younger people too - at a tipping point
 - New settlers can even out the demographics
 - Future generations to have opportunity to stay and raise a family on the island / in Richmond County
- We need to pull together all communities, and demographics, to be part of bettering the municipality as a whole
- What County provides - infrastructure, arena, facilities - make sure not interruptions in service
- Small, tight knit communities with pride
- Forests and undeveloped land
- Struggles = access to high-speed internet - this has funnelled people to certain areas
- Cruise ships in St. Peter's? Development opportunities for the canal

- Potlotek and Village Commission representatives should be included in the process

Expectations for Richmond County

The Municipality of the County of Richmond Council, CAO, and Cape Breton Partnership noted what would constitute notable “wins” for the Municipality over the next few years as noted in the following exhibit.

Exhibit B.01 - Richmond County Expectations		
Within the Next 12 Months	Within the Next 3 Years	Beyond Three Years
<ul style="list-style-type: none"> • Recruit health care professionals <ul style="list-style-type: none"> ○ Include local learners - in addition to foreign trained professionals 	<ul style="list-style-type: none"> • Increase tourism amenities over the next 3 years • Tourism - drawing people back <ul style="list-style-type: none"> ○ Accommodations are limited, especially outside of St. Peters • Expanding housing stock, especially rental housing • Port Hawkesbury has housing shortage - likely similar in Richmond County <ul style="list-style-type: none"> ○ There is vacant land but challenging to build now ○ More Affordable Housing • Retaining people / growing population • Island wide population increase by 12% in 15 years needed to keep existing labour force <ul style="list-style-type: none"> ○ Establish hard population growth in next 3 years 	<ul style="list-style-type: none"> • Coal phase out - big one in Point Tupper <ul style="list-style-type: none"> ○ Transition into a green energy economy ○ 150 MW Megawatts in Nova Scotia Power Point Tupper Coal Plant • NewStar facility sold to EverWind - off-shore and on shore wind, hydrogen, ammonia opportunities; Richmond County is well poised because of stable infrastructure, transmission infrastructure, rail line, deep water port • Replace aging infrastructure
<p><i>Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM</i></p>		

Past Municipal Efforts

An area noted where past municipal efforts did not hit the mark as expected was labour force stability including the retention of youth in the area.

Richmond County Challenges

In the past Richmond County faced the following challenges noted by the municipality:

- Tourism strategy - \$6 million project but it didn't go forward. Not clear if commitment from province would come through and council at the time got cold feet.
 - If suggesting tourism initiatives, they need to be achievable
- Strategic plan didn't get off the ground
 - Differing opinions, but some would have wanted to have more consultation
- Port Hawkesbury Joint Park - there were high expectation but not much happened.

- Age-friendly plan / seniors take action coalition were not satisfied.
 - May need to be dusted off.
 - It was not adopted by council
- LNG possibilities
- Climate Change and rising sea levels as a threat to coastal communities
- Aging population
- Roads - potholes
 - Especially to Framboise

New challenges facing Richmond County noted by the municipality:

- COVID-19
- Inflation
- Reconciliation - working with Potlotek is a great opportunity, but with challenges
 - Inclusion is a key part of reconciliation - if not including the Indigenous Community from the beginning it won't work

Municipal Services and Infrastructure Challenges

The group noted the following barriers or challenges for municipal services and infrastructure in Richmond County:

- Infrastructure deficit is substantial
- 2 struggling sewer plants - 40/50 years old.
 - Arichat/Petit de Gras = \$12m
- Roads are a challenge but often provincial responsibility, and there is assistance from the province for 50% funding
- Arena is 45 years old - lots of patchwork repairs.
 - \$2m needed to replace ice surface and ice plant
- Water is in good shape

Richmond County Strategic Plan Refresh Considerations

The current planning process was requested to focus on a refresh for the balance of 2022-2024 of the previous 2019-2024 Strategic Plan. Council viewed the Refresh as an update and not an overhaul to the Strategic Plan.

The municipality was interested in broad participation in the Strategic Plan Refresh Process.

Municipality of the County of Richmond Planning Sessions

On February, March, and May, three virtual Municipality of the County of Richmond planning sessions were conducted:

1. Richmond County Municipal Planning Session 1: Perspective, Process, and Expectations - February 23, 2022
2. Richmond County Municipal Planning Session 2: Strategic Assessment and Municipal Position - March 31, 2022
3. Richmond County Municipal Planning Session 3: Observed Themes and Goals Reaffirmation - May 12, 2022

Full notes on each of the Municipality of the County of Richmond planning sessions is contained at the end of this Appendix following the summary in this section.

Richmond County Municipal Planning Session 1: Perspective, Process, and Expectations

The first session had participation of Richmond County Municipal Council and Chief Administrative Officer along with three representatives from the Cape Breton Partnership.

Information Review

The first session reviewed basic demographic information, the Richmond County Strategic Plan Refresh Work Plan, and Strategic Plan Refresh Process. Input was provided for community input.

Matters to Note

Council Noted the following items to be aware of for the Strategic Plan Refresh process:

- High-speed internet service is limited
- Increasing tension around moderate livelihood fishery at Potlotek - this can be a risk to the good relationship that's been built
- Divide between "mainland" and Isle Madame - but this is getting less
- Focus on what's best for the County as a whole
- Media history - how to be a good news story. Being considerate of how things are perceived. Want to see some good news pieces.

Other Considerations

A number of items were noted by the municipality including:

- Pride in ability for major projects to take place in Richmond County = part of the identity
- Low Taxes are a plus
 - Keeping Richmond County affordable
 - Low tax rate is a double-edged sword, as it hurts to have to increase it

Richmond County Planning Session 2: Strategic Assessment and Municipal Position

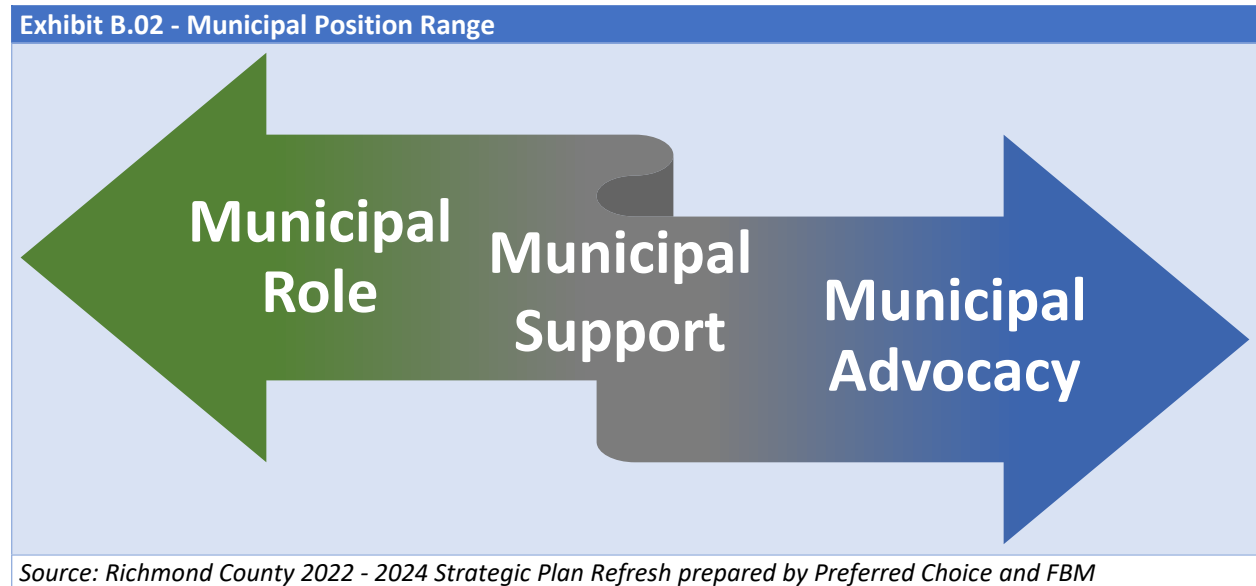
The second session had participation of Richmond County Municipal Council and Chief Administrative Officer.

Strategic Assessment

Richmond County Council and the CAO reviewed and discussed the first virtual stakeholder engagement session Strategic SWOT Assessment. Additional council updates and refinements were made to the Strengths, Weaknesses, Opportunities, and Threats analysis noted in Section 4.0 of this report.

Municipal Position

A discussion took place regarding municipal roles in direct service delivery, areas the municipality has an interest in advocacy or encouraging outcomes, and the space in between which may receive funding by the municipality to make a difference. After the session an illustration was developed to illustrate the range of municipal positions noted in the next exhibit.



Council noted interest in the range of potential municipal roles as summarized in the next exhibit.

Exhibit B.03 - Richmond County Municipal Position Interests		
Municipal Roles - areas that council is open to enhancing in the current municipal services offered	Municipal Support - areas outside direct Municipal services and programs that council provides funding to support activities or initiatives	Municipal Advocacy - areas beyond direct Municipal services and programs that council has an interest in advocating or encouraging to happen
<ul style="list-style-type: none"> • Community Grants • Customer Service training to staff relating to Accessibility & Participation • Defined infrastructure renewal targets • Consider Capital plan, communications plan, committees plan • West Richmond School Site Plan • Land Use Plan - Plan Eastern Nova • Climate plan, Income security, health and addictions, food security, environmental stewardship, spurring entrepreneurship - see other topics from SWOT session • Better job at leveraging funds • Re-establish public works role - just below Director of Public Works / Municipal Engineer position • Special / Strategic projects role? • 	<ul style="list-style-type: none"> • Support for not-for profits • MoCoR has provided funding for: Seniors Safety Coordinator + Health Care Recruitment and Retention • Training so non-profits can be the best they can be - to be successful in grant writing, governance, etc. • Fire Services • To be discussed - housing strategy to promote housing to be provided by senior levels of government or non-profits • Note how the municipality supports 3rd party groups with grants, such as food banks • Council to supply grants funding budget to illustrate this 	<ul style="list-style-type: none"> • Internet and Cell Service • Health care professional recruitment + services • Non-municipal road maintenance in the area / conditions of road access to the area • We do well for leveraging for infrastructure and recreation - but what about for housing • Connect to Develop NS on Waterfront improvements
<p><i>Source: Richmond County 2022 - 2024 Strategic Plan Refresh prepared by Preferred Choice and FBM</i></p>		

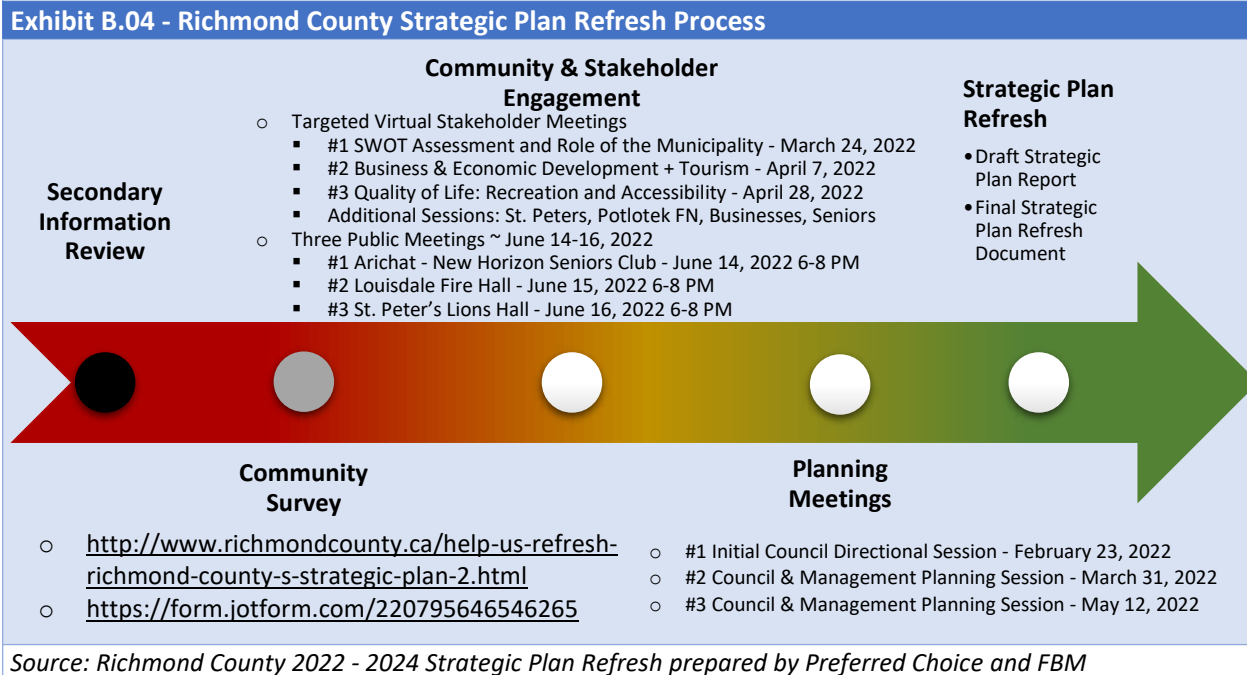
Richmond County Planning Session 3: Observed Themes and Goals Reaffirmation

The third municipality session for Richmond County had participation of Municipal Council, senior management, and the Cape Breton Partnership.

Strategic Planning Progress

A Review took place of the Richmond County Strategic Plan Refresh process including:

- Targeted Virtual Stakeholder Meetings
- Council Planning Sessions
- Additional Stakeholder Sessions
- Open House Public Meetings
- Online Input Survey



The Richmond County Strategic Plan Refresh is about developing a renewed strategy from vision to objectives with stakeholder input. Strategies and an action plan is a potential follow-up activity for council and administration, with action planning typically developed and implemented by the management team and approved by council.

Municipality of the County of Richmond Strategic Plan 2022 Progress

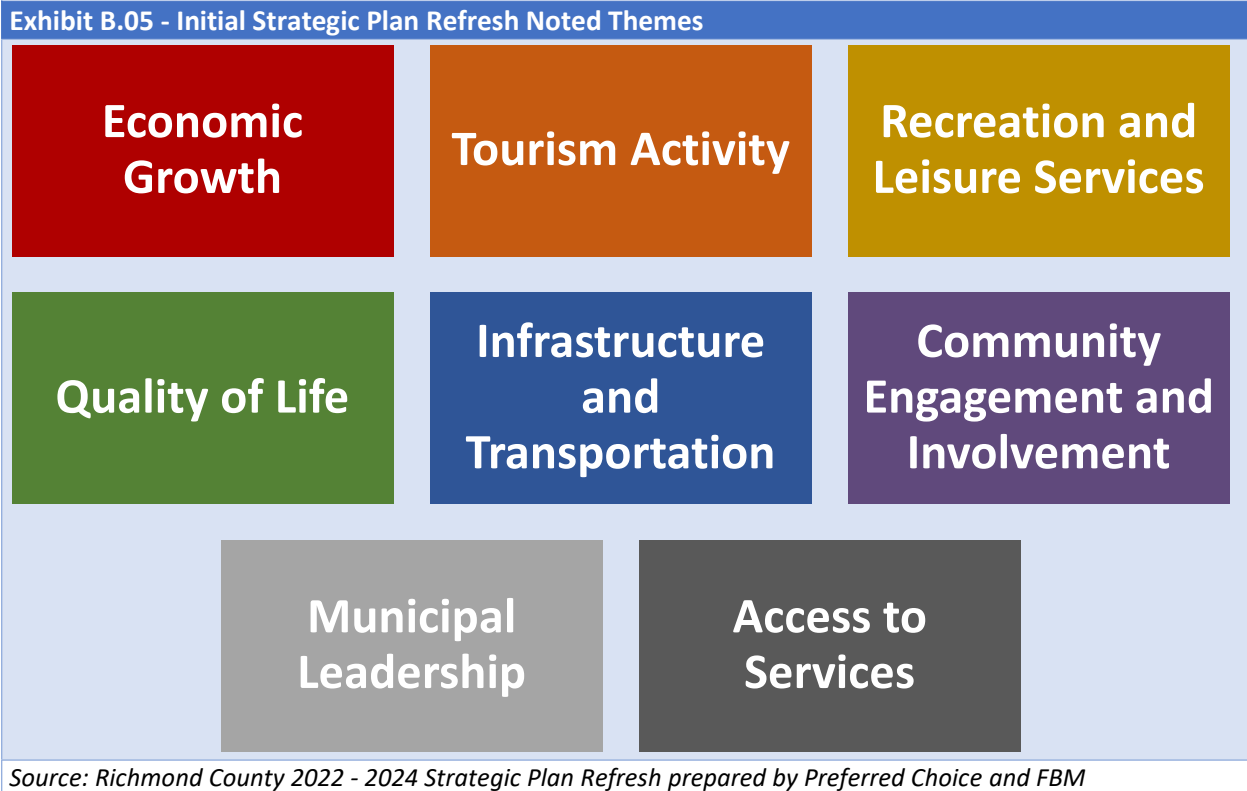
The Municipality of the County of Richmond senior management prepared a summary of progress indicators noted on the initial Richmond County 2019 - 2024 Strategic Plan. The summary is included with materials contained in Appendix B.

Richmond Strategic Plan Refresh Guiding Documents

A range of reference documents were utilized in the development of the 2022 - 2024 Strategic Plan Refresh, including Excerpts from the 2019 - 2024 Richmond County Strategic Plan contained in Appendix G.

Observed Themes from Stakeholder Input

Based on the 3 Community Stakeholder Focus Group Sessions and 2 previous Council Sessions the following 8 themes had been noted.



Richmond County Strategic Plan Refresh Priorities

Based on these themes and a review of key points in the previous Strategic Plan four goals were noted for the Strategic Plan Refresh:

- 1. Grow the Economy**
- 2. Invest in Infrastructure**
- 3. Nurture Quality of Life**
- 4. Lead and Engage Stakeholders**

The group discussed potential priorities to build objectives under each of the goals. Additional discussion took place regarding the potential options under the goals.

Richmond County Strategic Direction

A number of options were identified for a potential more succinct and memorable vision statement and mission statement.

Additional briefing materials were subsequently prepared for council feedback prior to the public open house input sessions in June 2022.

Richmond County Municipal Planning Session 1: Perspective, Process, and Expectations

The Richmond County Strategic Planning Council Session 1 was held on February 23, 2022.

The session was attended by District 1: Councillor Shawn Samson, District 2: Councillor Michael Diggdon, District 3: Deputy Warden Melanie Sampson, District 4: Warden Amanda Mombourquette, District 5: Councillor Brent Sampson, Chief Administrative Officer Don Marchand, Cape Breton Partnership Acting President & Chief Executive Officer Tyler Mattheis, Cape Breton Partnership Economic Development Officer - Richmond County & Town of Port Hawkesbury Megan Watt, and Jeremy Martell, Director of Communications.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - Kieron Hunt & David Paterson.

Richmond County Municipal Planning Session 1 Notes

Information Review

Mr. Leier started the session with a review of information about the Municipality of the County of Richmond, County Demographics, and the Richmond County Strategic Plan Refresh project.

Strategic Planning Internal Considerations

A number of topics were discussed to obtain input from the group.

What are the County Council's thoughts about the Richmond area?

- Economic opportunities
- Before COVID-19 poised for growth in tourism, events and activities
- Low tax rate is a strength
- Point Tupper heavy industry
 - Joint venture park with Town of PH - 300+ acres available for development. Also Lennox Passage Park.
 - Inclusive and environmentally responsible heavy opportunity
- Innovation and hardworking in fishing economy
- Cultures - Indigenous + Acadian. Acadian culture is strong in Richmond County.
- Volunteerism - even after covid
- Isle Madame is an island on an island - tourism opportunity
- Strong pull to come back after leaving - related to cultural identity and quality of life, and difference from overpopulated areas
- Natural beauty and water - appealing to tourists and new settlers looking to leave cities
- Aging population - need younger people too. At a tipping point.

- New settlers can even out the demographics
- Future generations to have opportunity to stay and raise a family on the island/in Richmond County
- We need to pull together all communities, and demographics, to be part of bettering the municipality as a whole.
- What County provides - infrastructure, arena, facilities - make sure not interruptions in service.
- Small, tight knit communities with pride
- Forests and undeveloped land
- Struggles = access to high-speed internet. This has funnelled people to certain areas
- Cruise ships in St. Peter's? Development opportunities for the canal.
- Potlotek and Village Commission reps should be included in the process.

What are the County Council's thoughts about the Municipality of the County of Richmond?

- Provision of services / infrastructure deficit.
- Experienced staff - organizational historical knowledge is valuable
- But experience of staff can be stifling if we've always done something the same way, but need to do things differently in the future.
- A refresh of the strategic plan can help
- Oct 17, 2020 - brand new council
 - Used to be council of 10, now 5. But we are spread thin. Staff and public appointments to committees should be considered.
 - Effective committees
- Looking to move the ball forward and work for all of Richmond County
- Accessibility Advisory Committee is looking for a plan by end of March. For example, Accessibility customer service training for staff and partner organizations is a good initiative
- Municipality is leveraging resources well with partnerships: EDPC, Library, Cape Breton REN
- Partner with neighbouring municipalities
 - Seek stronger partnerships with other government bodies - Village of St. Peters and Potlotek FN
- Attrition and pending retirements? We're pretty good.
 - It would be nice to have more staff, but do the best we can with what we have
 - Succession planning - difficulty that some technical requirements in public works dept and senior staff limit advancement

- Staff cross-training should be pursued. We should offer opportunities to move up the ladder or across the organization.
- Power house of businesses and events draw people to Sydney - but tapping into the potential of Route 4 as a way to get there

Are there any matters of note by the County of Richmond Council to be aware of?

- High-speed internet service is limited
- Increasing tension around moderate livelihood fishery at Potlotek - this can be a risk to the good relationship that's been built
- Divide between "mainland" and Isle Madame - but this is getting less
- Focus on what's best for the County as a whole
- Media history - how to be a good news story. Being considerate of how things are perceived. Want to see some good news pieces

Mr. Leier reviewed the Strategic Planning format.

Expectations, Challenges, Success

In your view what would constitute notable “wins” for the Municipality of the County of Richmond?

- Within the next 12 months?
 - Recruit health care professionals
 - Include local learners - not just foreign trained professionals
- Within the next 3 years?
 - Increase tourism amenities over the next 3 years
 - Tourism - drawing people back
 - Accommodations are limited, especially outside of St. Peter’s
 - Expanding housing stock, especially rental housing
 - Port Hawkesbury has house shortage - likely similar in Richmond County.
 - There is vacant land but challenging to build now.
 - More Affordable Housing
 - Retaining people / growing population
 - Island wide population increase by 12% in 15 years needed to keep existing labour force.
 - Establish hard population growth in next 3 years.
- Beyond 3 years?
 - Coal phase out - big one in Point Tupper
 - Transition into a green energy economy
 - 150 MW Megawatts in Nova Scotia Power Point Tupper Coal Plant

- NewStar facility sold to EverWind - off-shore and on shore wind, hydrogen, ammonia opportunities. Richmond County is well poised because of stable infrastructure, transmission infrastructure, rail line, deep water port
- Replace aging infrastructure

Are there areas where previous municipal efforts did not hit the mark as expected?

- Labour force stability - including retention of youth

In the past what challenges has County of Richmond faced?

- Tourism strategy - \$6 million project but it didn't go forward. Not clear if commitment from province would come through and council at the time got cold feet.
 - If suggesting tourism initiatives they need to be achievable
- Strategic plan didn't get off the ground
 - Differing opinions, but some would have wanted to have more consultation
- Port Hawkesbury Joint Park - there were high expectation but not much happened.
- Age-friendly plan / seniors take action coalition were not satisfied.
 - May need to be dusted off.
 - Was it adopted by council?
- LNG possibilities
- Climate Change and rising sea levels as a threat to coastal communities
- Aging population
- Roads - potholes
 - Especially to Framboise

Are there new challenges facing the area?

- COVID-19
- Inflation
- Reconciliation - working with Potlotek is a great opportunity, but with challenges
 - Inclusion is a key part of reconciliation - if not including the Indigenous Community from the beginning it won't work

Other Considerations

- Pride in ability for major projects to take place in Richmond County = part of the identity
- Low Taxes are a plus
 - Keeping Richmond County affordable
 - Low tax rate is a double-edged sword, as it hurts to have to increase it

What barriers or challenges impact the delivery of municipal services and infrastructure in the Municipality of the County of Richmond?

- Infrastructure deficit is substantial
- 2 struggling sewer plants - 40/50 years old.
 - Arichat/Petit de Gras = \$12m
- Roads are a challenge but often provincial responsibility, and there is assistance from the province for 50% funding
- Arena is 45 years old - lots of patchwork repairs.
 - \$2m needed to replace ice surface and ice plant
- Water is in good shape

Next Steps

As the current planning process is requested to focus on a refresh for the balance of 2022-2024 of the previous 2019-2024 Strategic Plan. What is council's perspective on the level of refresh desired for the Strategic Plan?

If there is one thing that the Strategic Plan Refresh must address, what would that be?

- Get better than 4% inclusion?
 - How to do without going door to door?

The stages of the Municipality of the County of Richmond Planning Process were reviewed with the group.

The suggested approach for the community survey is to use new questions relevant to a series of topics such as:

- The Economy
- Tourism
- Sustainability of Municipal Services
- Healthy and Active Community
- Communication and Engagement

Are there any topics or particular questions council wants incorporated into the community survey?

- Yes, to these five topics
- Ask Did we miss anything - open discussion is needed
- Set topics and dates
- Contact Board of directors of halls and legions - this will increase consultation

As part of the engagement process a series of meetings will be held to gather input.

- Established groups: SPEDO, Lions Club, Arichat Development, D'Escousse

Options for this are:

- Meetings with different groups such as business, youth, health care, community groups...
- Meetings on topics with representatives from a range of groups with topics such as municipal services and infrastructure, business & development, youth, seniors, quality of life...

Is there any preference on which approach to use, group based or topic-based engagement?

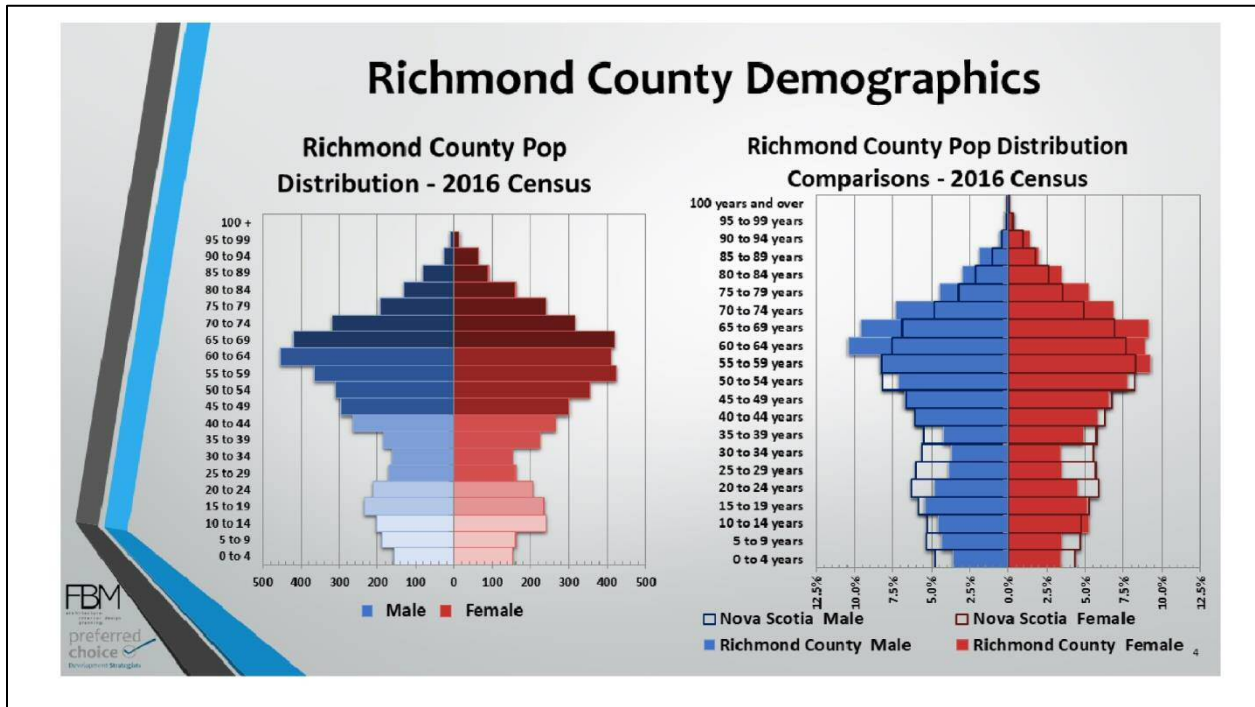
- The direction was a topic-based approach.

Session Closeout

Mr. Leier thanked the people for attending the session.

Richmond County Municipal Planning Session 1 Jamboard





Richmond County Strategic Plan Refresh Work Plan

1.0 CLIENT PROJECT ENGAGEMENT

- Regular client interaction
- Client to identify Pertinent Reference Information
- Discussion of Information Review
- Discussion of Stakeholder Engagement
- Discussion of Strategic Planning Sessions
- Discussion of Optional Planning Components
- Discussion of Strategic Plan Refresh Documents

2.0 REVIEW EXISTING INFORMATION

- Previous Richmond County Strategic Plan 2022-2024
- Progress Reports on Previous Plan
- Economic Development Information Including Point Tupper Prospectus
- Relevant Bylaws, Strategies, Plans, Policies, and Reports
- Other Pertinent Information

3.0 COMMUNITY & STAKEHOLDER ENGAGEMENT

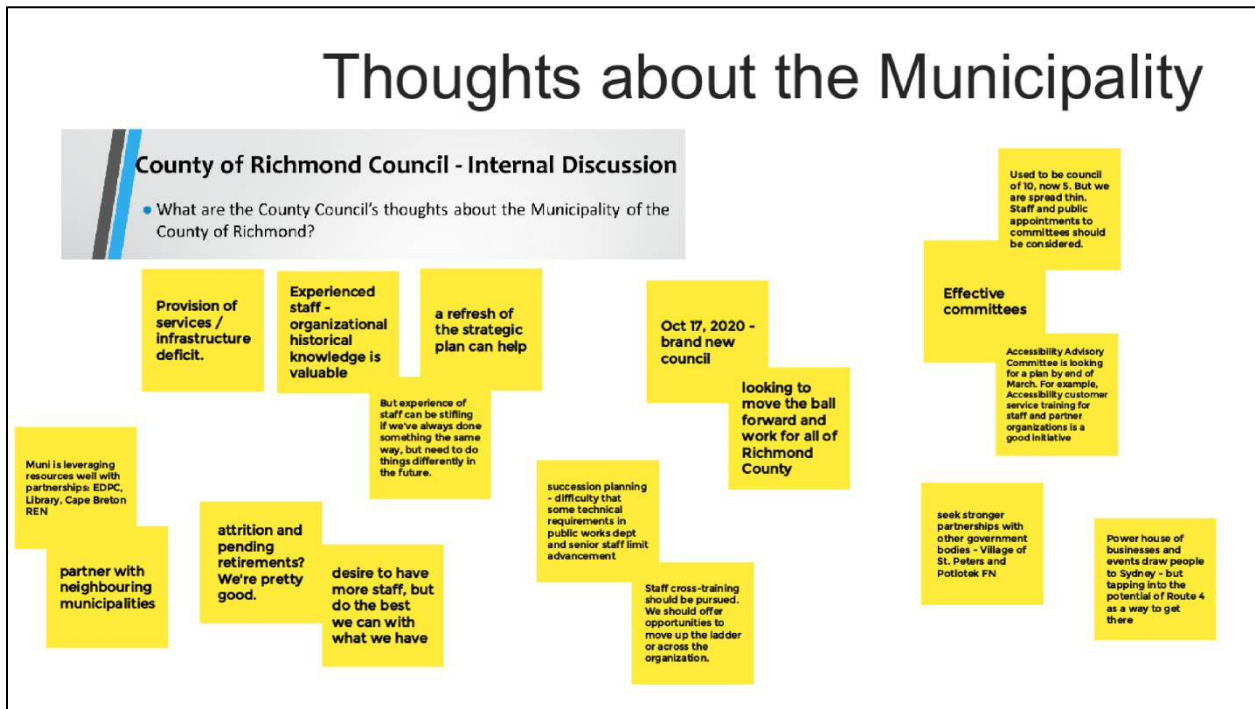
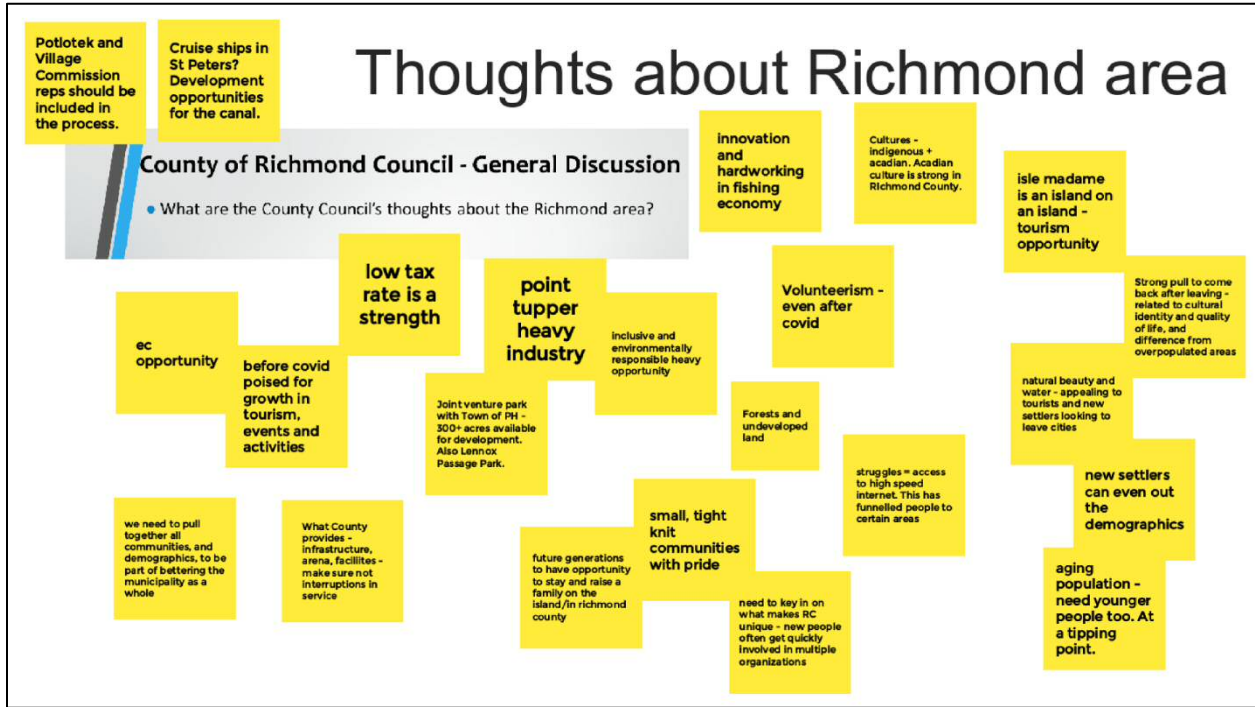
- FBM will lead community engagement through daytime, evening and online input methods:
 - Newsletter / announcement content
 - Information backgrounders or community postcard
 - Participation in Cape Breton Partnership Work Sessions
- Targeted Meetings with Business Community, Youth, Health Care, Community Groups, Cultural Groups, and Advocates
- Two Public Meetings (based on Covid-19 Pandemic Status and Provincial Health Regulations, these may be virtual or in-person or a combination of both).
- Paper and Online survey to solicit community input.
- What We Heard Summary Report

4.0 RICHMOND COUNTY STRATEGIC PLANNING

- Discussion of Expectations, Challenges and Success Factors
- Review of Stakeholder Engagement Considerations
- Strategic SWOT Analysis
- Determination of Council Priorities

5.0 STRATEGIC PLAN REFRESH REPORT

- **Draft Report & Workshop**
- Participate in a virtual on-line workshop presentation to share Draft Refresh Findings
 - Executive Summary
 - Strategic Plan Foundation
 - Planning Considerations
 - Strategic SWOT Analysis
 - Strategic Direction
 - Implementation Considerations
- **Final Report & Presentation**
- Incorporate any client edits and update the final report components.



County of Richmond Council - Internal Discussion

- Are there any matters of note by the County of Richmond Council to be aware of?

Matters of Note

- High-speed internet
- Increasing tension around moderate livelihood fishery at Pollock - this can be a risk to the good relationship that's been built
- Divide between "mainland" and Isle Madame - but this is getting less
- Focus on what's best for the County as a whole
- Media history - how to be a good news story. Being considerate of how things are perceived. Want to see some good news pieces

The Strategic Planning Format

- Mission Statement:** Why the organization exists
- Goals:** What you want the organization to have, or to be
- Objectives:** The measurements of whether the organization has achieved this
- Strategies:** How you plan to achieve the goals, and meet your objectives
- Action Plan:** Who is going to do what, how they will do it, with what resources, and when.

FBM preferred choice Development Strategists

9

Wins and Expectations

Wins and Expectations

- In the past what would constitute notable "wins" for the Municipality of the County of Richmond?
- Within the next 12 months?
- Within the next 3 years?
- Beyond 3 years?
- Are there areas where previous municipal efforts did not hit the mark as expected?
- What is the significance of each of these for the region?

12 Months
3 Years
Beyond 3 Years

Previous Efforts

- recruit health care professionals
- include local learners - not just foreign trained professionals
- labour force stability - inc retention of youth

- increase tourism amenities over the next 3 years
 - tourism - drawing people back, accommodations are limited, especially outside of St. Peters
- expanding housing stock, esp. rental
 - PH has house shortage - likely similar in RC. There is vacant land but challenging to build now.
- affordable housing
- retaining people / growing population
 - island wide population increase by 12% in 15 years needed to keep existing labour force. Establish hard population growth in next 3 years.

- replace aging infrastructure
- Coal phase out - big one in Point Tupper. We have transitioned into a green energy economy
- No. Megawatts in Point Tupper:
 - NewStar facility sold to EverWind - off-shore and on shore wind, hydrogen, ammonia opportunities. RC is well poised because of stable infra, transmission infrastructure, rail line, deep water port

Challenges

County of Richmond Challenges

- In the past what challenges has County of Richmond faced?
- Have any of these previous challenges been addressed or overcome?
- Are any of these previous challenges, still an issue?
- Are there new challenges facing the area?

Past
Previous status

New Challenges

- Pride in ability for major projects to take place in RC = part of the identity
- Roads - potholes, esp to Frambois
- low taxes
- COVID
- Inflation
- Reconciliation - working with Potlatch is a great opportunity, but with challenges
 - Inclusion is a better word than reconciliation - if not including the Indigenous Community from the beginning it won't work
- Climate Change and rising sea levels as a threat to coastal communities
- Aging population
- keeping RC affordable. Low tax rate is a double edged sword, as it hurts to have to increase it

- tourism strategy - 6 million dollar project but it didn't go forward. Not clear if commitment from province would come through and council at the time got cold feet.
- if suggesting tourism initiatives they need to be achievable
- PH Joint Park - there were high expectation but not much happened.
- age-friendly plan / seniors take action coalition were not satisfied. may need to be dusted off. Was it adopted by council?
- Strategic plan didn't get off the ground
- differing opinions, but some would have wanted to have more consultation
- LNG possibilities

Services and Infrastructure Challenges

Municipal Services & Infrastructure Challenges

- What barriers or challenges impact the delivery of municipal services and infrastructure in the Municipality of the County of Richmond?

infrastructure deficit is substantial

2 struggling sewer plants - 40/50 years old. Archat/Petit de gras = \$12m

roads are a challenge but often provincial responsibility, and there is assistance from the province for 50% funding

arena is 45 years old - lots of patchwork repairs. \$2m needed to replace ice surface and ice plan

water is in good shape

Key Trends Expected

- What trends and changes are expected in the area, whether they originate inside the region or from the national / international market?
- How will these trends impact on the regional economy?
- How will these trends impact the Municipality of the County of Richmond's plan?

Key Trends

Municipality of the County of Richmond Strategic Plan Refresh

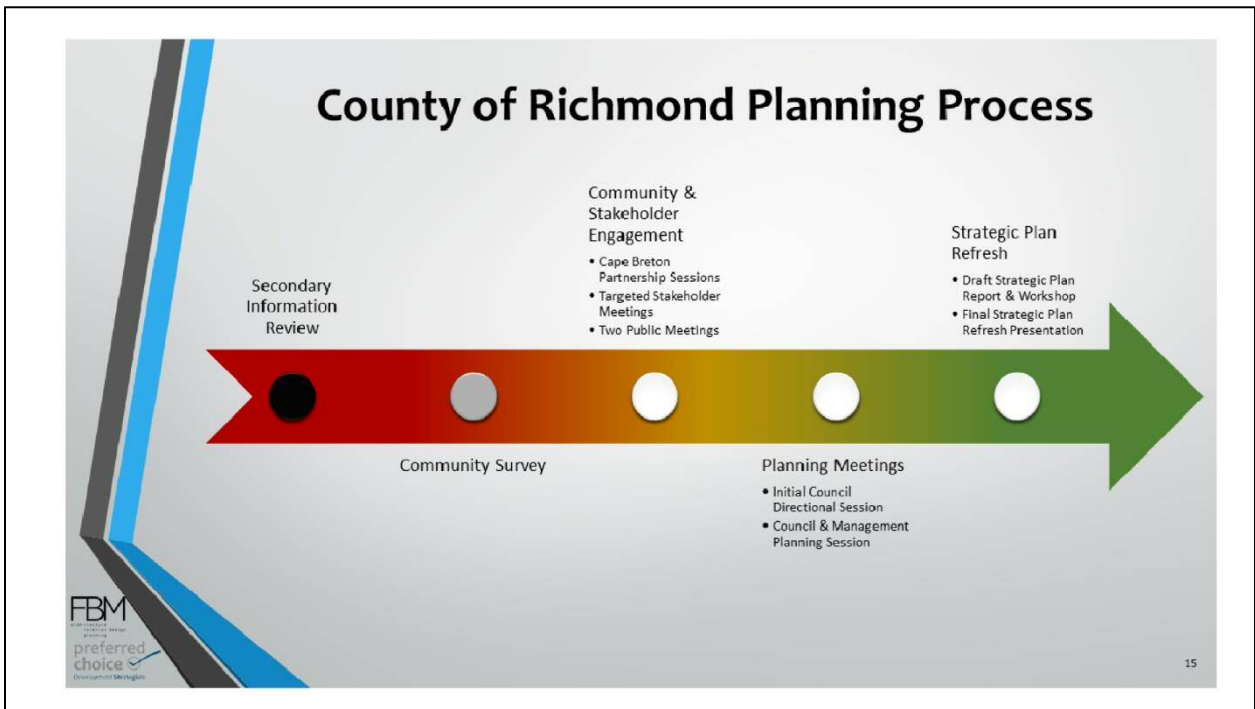
- As the current planning process is requested to focus on a refresh for the balance of 2022-2024 of the previous 2019-2024 Strategic Plan. What is council's perspective on the level of refresh desired for the Strategic Plan?
- If there is one thing that the Strategic Plan Refresh must address, what would that be?

Strategic Plan Refresh

Level of Refresh

get better that 4% inclusion?
How to do that except go door to door?

Strategy Refresh must Address



Next Steps - Community Survey

- The suggested approach is to use new questions relevant to a series of topics such as
 - The Economy
 - Tourism
 - Sustainability of Municipal Services
 - Healthy and Active Community
 - Communication and Engagement
- Are there any topics or particular questions council wants incorporated into the community survey?

Yes to these five topics

Ask Did we miss anything - open discussion is needed

Set topics and dates

Contact Board of directors of halls and legions - this will increase consultation

Next Steps - Stakeholder Engagement

- As part of the engagement process a series of meetings will be held to gather input.
- Options for this are
 - Meetings with different groups such as business, youth, health care, community groups...
 - Meetings on topics with representatives from a range of groups with topics such as municipal services and infrastructure, business & development, youth, seniors, quality of life...
- Is there any preference on which approach to use, group based or topic based engagement?

Established groups: SPEDO, Lions Club, Arichat Development, Descousse,

Please help us build our stakeholder contact list with groups, contact names, and phone/email

Community groups	Youth	Potlotek FN
Economic Development	Seniors	NSBI
Health care	Cultural Organizations	Others?

Strategic Planning Development Contacts




D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK

306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca

Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca


18

Richmond County Municipal Planning Session 2: Strategic Assessment and Municipal Position

Richmond County Strategic Planning Council Session 2 was held on March 31, 2022.

The session was attended by District 1: Councillor Shawn Samson, District 3: Deputy Warden Melanie Sampson, District 4: Warden Amanda Mombourquette, District 5: Councillor Brent Sampson, and Chief Administrative Officer Don Marchand.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - Kieron Hunt & David Paterson.

Richmond County Municipal Planning Session 2 Notes

Information Review

Mr. Leier started the session with a review of information about the Richmond County Strategic Plan Refresh project. Mr. Leier noted the previous session with council held on February 23rd, the online survey posted on Jotform, county management update on actions taken since the last plan was developed, and the first stakeholder session held on March 24th.

Presentation and Feedback on Strategic Assessment Input

Mr. Leier presented input from the SWOT Assessment and Role of the Municipality in a Better Future Discussion concerning stakeholders view of Strengths, Weaknesses, Opportunities, and Threats.

SWOT Strategic Assessment Strengths

Stakeholders identified the following Internal Strengths of the Municipality of the County of Richmond and area.

- Hardworking Community
- Natural Resources
 - Fishing / Aquaculture
 - Forestry
- Appealing Scenic Location
- Great beaches
- Huge aquaculture potential, severely under-utilized resource
- Lots of undeveloped industrial land in the Lennox passage area
- Bilingue population

- Creative thinkers and increasing professional community base - retired or otherwise - that are actively involved
- Many strong volunteer organizations
- Waterways, ocean
 - Incredible coastlines --- ocean and lakes
- Community partnerships
- Visionary warden and council
- We are windy!
 - Potential for wind energy
- Experienced staff members
- White tigers....older people with much experience in varied fields
 - A wealth of skills and expertise in older population
- Point Tupper Heavy Industrial Zone
- Fisheries
- Sustainable Forestry
- Our own community television station - Telile
 - An under-utilized local asset
- Increasing culture of cooperation between Isle Madame, Eastern Richmond, and Potlotek
- Community halls everywhere
- Dr Kingston Memorial Community Health Centre in L'Ardoise, Richmond Villa and Saint Anne Centre
- An urgent care center in Arichat....used to be an emergency center
- Wealth of experience from new people
- Strong connections with the adjacent Town of Port Hawkesbury, as well as adjacent Inverness County, and Potlotek First Nation
- Diversity
- Affordable land
- More older people should be encouraged to move in...and then younger people would follow
- Many areas of natural landscapes
- A long, long history....some of the oldest communities in Canada
- Point Tupper Industrial Park
- A transition economy into green infrastructure along our coast to combat coastal erosion and opportunities there in cooperative and private investments
- We have a community transit provider - SAT
- Family connections

Council members also noted the following thoughts on internal strengths.

- Thoughts noted at the stakeholder session
 - Off Shore Wind
- Additional thoughts
 - Deep water port at port of Canso
 - 12-month economy - because it's local instead of seasonal
 - Regional airport
 - Live, Work, Play, Grow
 - Do Business

SWOT Strategic Assessment Weaknesses

Stakeholders identified the following the Internal Weaknesses of the Municipality of the County of Richmond and area.

- Aging Population / Demographics
- Limited High-Speed Internet / Connectivity
- Aging Infrastructure
- Lack of Housing / Affordable Housing
- Lack of affordable residential energy solutions
- Limited financial resources
- No community theatre to explore humour and community issues
- Inaccessible and not inclusive beaches + public spaces
- Vulnerability to climate change, coastal erosion
- Volunteer organizations competing for scarce resources
- Declining population
- Older populations
- Youth don't feel involved
 - No youth groups / hang out places
- Lack of Entrepreneur stewardship
- Lack of rentals in general
 - Rentals meaning long term house rental / apartments / basement apartments
 - Residents who complain about lack of housing, but refuse to invest in it (why won't someone do something... no not me, someone else!)
- Not great transportation
 - No taxi service etc.
 - Rural Uber or solution for public transportation?

- Lack of younger volunteers
- Yes, communication needs
- Richmond County often left out of tourism promotions by province or DCBA
- Great to have community gardens when residents can grow their own food
 - This would help reduce our carbon footprint, and would help residents of all income levels have access to fresh produce in the warmer months
 - Maybe there could be a year-round solution?
- Location is largely unknown outside of the area “I’m from Richmond County”, response: where?
- Aging infrastructure
- Struggling fire departments
- We do not have municipal staff dedicated to supporting volunteer organizations
- Poor provincial road infrastructure
- Not enough accessible multi-use trails - not connected to others in Cape Breton
- Casual jobs economy doesn't allow you to pay for a car
- NS Power may drive everyone out of their homes
- Very difficult to find private hired help for caregiving, running errands and maintaining people in their communities
- Health care recruitment hard to attract people
- Loss of community control felt as schools moved out of the communities
- An older population, out migration of youth
- No campgrounds
- Volunteer burnout, 10% of people doing most of the work
- Prevailing “someone else will do it” attitude
- We have had 5 CAOs in 6 years
- Breaking out of an old boys’ club - politically and in economics of area
- Communication
 - Social media doesn't work for everyone
 - Some don't have internet or can't afford internet - we rely too much on this
 - Most older folks are watching telile - Wednesday at 7 - bingo!!!
 - Telile was meant for this communications tool
- We need to better support our volunteer organizations to be successful
- Age of our arena
- Focus on competition rather than collaboration
- Mental Health and Addictions support

Council members also noted the following thoughts on internal weaknesses.

- Thoughts noted at the stakeholder session
 - Youth, new residents, volunteerism and inclusion
 - Loss of school is a sign of the times with fewer kids
- Additional thoughts
 - Importance of welcome groups

SWOT Strategic Assessment Opportunities

Stakeholders identified the following External Opportunities for the Municipality of the County of Richmond and area.

- Tourism growth potential
- Industry Development - Point Tupper
- LNG potential
- More opportunities for youth
- Youth voices through the arts
- Youth engagement
- Entrepreneur stewardship
- Youth co-ops in fishing here & in yard work for seniors
- Maintained green space / eco parks
- Bingo & chase the ace could be part of intergenerational events including variety shows with music and theatre sketches
- Intergenerational focus
- Aquaculture
- Offshore Wind Development
- Skilled workers moving into our communities
- St. Peter's Canal Development
- Dark sky reserves
 - Stars are visible
- Organic small holding farms
- Lots of arable lands which were once farms, now abandoned
- We need data & science to inform our understanding of our people and our community
 - Why is that private data piece being sold to who knows who via social media and big tech?
 - We need to own our own data and understand it
- Tourism Expansion Post COVID-19
- Opportunities for Maritime experiences

- Agriculture tourism
- Tourism related fisheries
 - Opportunity to grow our fishing industry and culture into an oceans-focused tourism
 - Excellent recreational fishing
- Yes, tourism on the waterways
 - Make it easier for small business
- Family farm visits?
- Placement on Bras d'Or Lake allows for much attraction with the right plan
 - Bras d'Or Lake Biosphere - tourism, IDE, and other business attraction to an environment with a UNESCO designation
- Trees are on the march changing historical hay/farm lands
- Clean Green Tech (recent NuStar purchase)
- This planning process is an opportunity for a fresh start
- Invest in young people with tuition costs with them returning to the area to fill health care positions
- Cape Breton Food Hub expansion
- Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth
- Expansion of Innovation Driven Enterprises
 - For every 1 IDE job created, it's estimated that up to 6 other jobs are created
- Experiential tourism
- Promoting our natural assets - beaches, coastlines, forests
- Opportunity to do targeted recruitment to get people to come back
- Zoning and permitting should allow farming
- Increasing attention to marine and ocean sciences careers at local community college and university
 - Collège communautaire in Petit-de-Grat...offering collège and university level courses U sainte-Anne
 - Université St Anne marine research
- Richmond County is (largely) a blank slate
 - Emptiness, lack of people, lack of services in some areas, etc., also means room to grow and create something new
- Arichat and St. Peter's Mainstreet development
- Lots of federal funding opportunities to access

- ICIP (Invest in Canada Infrastructure Program) - sewer treatment and other aging infrastructure projects
- Former gas tax - now community building fund
- Immigration
- The high cost of housing elsewhere is attracting people to rural communities
- Hopefully fiberoptic coming into our rural areas soon
- Leave Vancouver, drive across Canada
 - The first time you see the Atlantic Ocean to the horizon is in St. Peter's!
- Two welcome groups - St. Peter's, Louisdale and hopefully soon in Arichat
 - But the information on newcomers is not really collected
 - But not everyone makes themselves known when they are new
- Community year-round gardens where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint
 - Many communities around Canada have done this and there have been positive benefits from it
- Partnerships with neighbouring counties / town / First Nation partners
 - So much room to grow these relationships
 - Opportunities to partner with neighboring municipal units on issues

Council members also noted the following thoughts on external opportunities.

- Thoughts noted at the stakeholder session
 - Spur Innovation driven Enterprises (IDE) with connection to post secondaries?
- Additional thoughts
 - Affordability and Retention
 - Arts and Experience economy
 - Opportunity for the REN: help to build online capacity of local businesses?
 - The local businesses will have loyal clientele - but is there space for new businesses to break in?

Other Stakeholders comments included:

- Newcomer assessment
 - Why people are coming here?
 - Note that this group doesn't necessarily reflect newcomers.
 - Are we actually talking to newcomers?

SWOT Strategic Assessment Threats

Stakeholders identified the following External Threats do you see the County of Richmond and area should be prepared to deal with.

- Negative Media Coverage
- Potential Impact from Climate Change
- Potential Loss of Industry due to external factors
- Climate change is our challenge which means we all bend to the new catastrophic weather patterns
- Loss of local ACOA office
- Land use success is ecosystem conservation
- Threats to fresh water resources and watershed areas
 - Protection to ensure they are available for future development as population rises
- Our fisheries are highly dependent on only a select few species
- Increasing climate volatility
 - Lack of comprehensive emergency response planning in light of more severe storms
 - More storms and more serious
- Time isn't slowing down, whether we like it or not our residents are growing older and momentum won't keep up without catalysts put in place now
- Long-standing businesses refusing to modernize to remain competitive (or open)
- Big stores-not locally owned-moving in
- Shopping online
- Shopping off island
- People from away may buy up coastline properties
- Shopping off island (big boxes instead of Coop)
- A long-standing attitude locally places suspicion on our leaders and those who try, counteracting the good we / they do
 - It's a threat constantly beating back progress
- Misunderstanding of "people from away"

- An aging population that our volunteer organizations depend on, this really concerns me
- Coastal erosion
- Competing for limited resources available to community grants etc.
- Habits of older ways -- some culture of being laid back, or “wait and see”, resisting change, back door business deals, “it’s who you know” connections...
- Land use success is ecosystem conservation
- Lack of skills to take over some positions
- Not investing in youth and young people in the face of the population majority of seniors and the big voice of our proactive seniors
- Current mass-selling of land/homes for big prices
 - Brought on by decades of said properties not being bought or sold by locals, and current market pricing/demands
- Not being organized to access federal funding for non-profit housing
- We have never explored a community fountain which is popular near Baddeck
 - Most buy water
 - Why not a local fountain tested regularly by municipality for locals and visitors to access?
- Few people have a strong sense of civic engagement
 - We are burning people out
- Immigration roadblocks
- Broadband & cellular coverage
- Mandatory Contributions by Municipality to Province
- Part time work zero-hours contracts do not pay the bills and certainly do not pay the costs of vehicle ownership
- Raise the bar for the younger generation and you develop a “skilled” workforce...
- Care work is mostly zero hours contracts yet this is most important to support seniors
 - Burden on caregivers -- makes it difficult for people to be active in their communities or have their voices heard
- Lack of recognition of Richmond County as part of Cape Breton
- We are too reliant on car ownership
- Cost of living and hardship as older homes need maintenance
 - Risk of hoarding/condemned properties/unsafe conditions
- Mismatch between skill sets of residents and employment needs of private and public sector

- Stuck in old ways, some lifelong residents don't want to see change, they want more services but there needs to be a mindset shift that in order to get those services, you need population growth
- Conflict between new comers and current residents
- Limited jobs - looking for better jobs and more permanent/full time jobs
 - Low paying jobs and no incentives for employees
- Good mix of jobs - both entry level and suitable for supporting a family
 - Generally in Cape Breton there are more jobs than people, or there is a mismatch between skills we have and what employers are looking for - in skillsets and pay expectations

Council members also noted the following thoughts on external threats.

- Additional thoughts
 - Opportunity for the REN: help to build online capacity of local businesses?
 - good amount of local spending and local dining - and “Come from Aways” also like to support local
 - Very few big chains
 - The local businesses will have loyal clientele - but is there space for new businesses to break in?

Municipal Position Follow-Up Discussion

At this point a discussion took place regarding municipal roles in direct service delivery, areas the municipality has an interest in advocacy or encouraging outcomes, and the space in between which may receive funding by the municipality to make a difference.

- **Municipal Roles** - areas that council is open to enhancing in the current municipal services offered
 - Community Grants
 - Customer Service training to staff relating to Accessibility & Participation
 - Defined infrastructure renewal targets
 - Consider Capital plan, communications plan, committees plan
 - West Richmond School Site Plan
 - Land Use Plan - Plan Eastern Nova
 - Climate plan, Income security, health and addictions, food security, environmental stewardship, spurring entrepreneurship - see other topics from SWOT session
 - Better job at leveraging funds

- We do well for leveraging for infrastructure and recreation - but what about for housing
- Re-establish public works role - just below Director of Public Works / Municipal Engineer position
- Special / Strategic projects role?
- Connect to Develop NS on Waterfront improvements
- Note how the municipality supports 3rd party groups with grants, such as food banks
- Council to supply grants funding budget to illustrate this
- **Municipal Support** - areas outside direct Municipal services and programs that council provides funding to support activities or initiatives
 - Support for not-for profits
 - Internet and Cell Service
 - Previous MoCoR has provided funding for: Seniors Safety Coordinator + Health Care Recruitment and Retention
 - Training so non-profits can be the best they can be - to be successful in grant writing, governance, etc.
 - Fire Services
 - To be discussed - housing strategy to promote housing to be provided by senior levels of government or non-profits
- **Municipal Advocacy** - areas beyond direct Municipal services and programs that council has an interest in advocating or encouraging to happen
 - Health care professional recruitment + services
 - Non-municipal road maintenance in the area / conditions of road access to the area

Next Steps

The next steps in the strategic plan refresh process were noted including the upcoming Virtual Community Engagement session on Business, Economic Development and Tourism Development; Virtual Community Engagement session on Quality of Life in Richmond County; and Richmond County Council and Management Goals Setting session.

Session Closeout

Mr. Leier thanked council and the CAO for attending the session.

Richmond County Municipal Planning Session 2 Jamboard

preferred choice
Development Strategists

FBM
ARCHITECTURE
INTERIOR DESIGN
PLANNING

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

Strategic Plan Refresh
The Municipality of the County of Richmond
Council Strategic Planning Session 2
March 31, 2021
Facilitated by
Dr. James Leier
www.preferredchoice.ca

Council Strategic Planning Session 2

- County of Richmond Planning Process and Progress
- Virtual Session 1 - SWOT Input and Discussion
- Virtual Session 1 - Municipal Position Input and Follow-up
- Trends
- Considerations for the Next 5 Years
- Next Steps

FBM preferred choice Development Strategists

County of Richmond Planning Process

Secondary Information Review

- o <http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>
- o <https://form.jotform.com/220795646546265>

Community & Stakeholder Engagement

- o Targeted Virtual Stakeholder Meetings
 - #1 SWOT Assessment and Role of the Municipality - March 24, 2022
 - #2 Business & Economic Development + Tourism - April 7, 2022
 - #3 Quality of Life: Recreation and Accessibility - April 28, 2022
- o Two Public Meetings ~ June 15, 2022
 - #1 Arichat
 - #2 St. Peter's

Strategic Plan Refresh

- Draft Strategic Plan Report
- Final Strategic Plan Refresh Document

Community Survey

Planning Meetings

- o #1 Initial Council Directional Session - February 23, 2022
- o #2 Council & Management Planning Session - March 31, 2022
- o #3 Council & Management Planning Session - May 12, 2022

FBM preferred choice Development Strategists

SWOT Strategic Assessment Strengths

Internal

Live, Work, Play, Grow

Do Business

Strengths

off shore wind

- We are windy!
 - Potential for wind energy
- Experienced staff members
- White tigers...older people with much experience in varied fields
 - A wealth of skills and expertise in older population
- Point Tupper Heavy Industrial Zone
- Fisheries
- Sustainable Forestry
- Our own community television station- Telle
 - An under utilized local asset
- Increasing culture of cooperation between Isle Madame, Eastern Richmond, and Potlotek
- Community halls everywhere
- Hospital, villa and saint Anne centre
- L'archoise Dr Kingston Health Centre
- An urgent care center in Arichat...used to be an emergency center
- Wealth of experience from new people
- Strong connections with the adjacent Town of Port Hawkesbury, as well as adjacent Inverness County, and Potlotek First Nation
- Diversity
- Affordable land
- More older people should be encourager to move in...and then younger people would follow
- Many areas of natural landscapes
- A long, long history...some of the oldest communities in Canada
- Point Tupper Industrial Park
- A transition economy into green infrastructure along our coast to combat coastal erosion and. And opportunities there in cooperative and private investments
- We have a community transit provider- SAT
- Family connections

deep water port at port of Canso

12-month economy - because it's local instead of seasonal

regional airport

- Hardworking Community
- Natural Resources
 - Fishing / Aquaculture
 - Forestry
- Appealing Scenic Location
- Great beaches
- Huge aquaculture potential, severely under utilized resource
- Lots of undeveloped industrial land in the Lennox passage area
- Bilingual population
- Creative thinkers and increasing professional community base - retired or otherwise - that are actively involved
- Many strong volunteer organizations
- Waterways, ocean
 - Incredible coastlines - ocean and lakes
- Community partnerships
- Visionary warden and council

6

SWOT Strategic Assessment Weaknesses

Internal

Weaknesses

importance of welcome groups

- Lack of younger volunteers
- Yes, communication needs
- Richmond County often left out of tourism promotions by province or DCBA
- Great to have community gardens when residents can grow their own food
 - This would help reduce our carbon footprint, and would help residents of all income levels have access to fresh produce in the warmer months
 - Maybe there could be a year-round solution?
- Location is largely unknown outside of the area "I'm from Richmond County", response: where?
- Aging infrastructure
- Struggling fire departments
- We do not municipal staff dedicated to supporting volunteer organizations
- Poor provincial road infrastructure
- Not enough accessible multi-use trails - not connected to others in Cape Breton
- Casual jobs economy doesn't allow you to pay for a car
- NS Power may drive everyone out their homes
- Very difficult to find private hired help for caregiving, running errands and maintaining people in their communities
- Health care recruitment hard to attract people
- Loss of community control felt as schools moved out of the communities
- An older population, out migration of youth
- No campgrounds
- Volunteer burnout, 10% of people doing most of the work
- Prevailing "someone else will do it" attitude
- We have had 5 CAOs in 6 years
- Breaking out of an old boys' club - politically and in economics of area
- Communication
 - Social media doesn't work for everyone
 - Some don't have internet or can't afford internet - we rely too much on this
 - Most older folks are watching telile - Wednesday at 7 - bingo!!!
 - Telile was meant for this communications to ol
- We need to better support our volunteer organizations to be successful
- Age of our arena
- Focus on competition rather than collaboration
- Mental Health and Addictions support

Youth, new residents, volunteerism and inclusion

Loss of school is a sign of the times with fewer kids

- Aging Population / Demographics
- Limited High Speed Internet / Connectivity
- Aging Infrastructure
- Lack of Housing / Affordable Housing
- Lack of affordable residential energy solutions
- Limited financial resources
- No community theatre to explore humour and community issues
- Inaccessible and not inclusive beaches + public spaces
- Vulnerability to climate change, coastal erosion
- volunteer organizations competing for scarce resources
- Declining population
- Older populations
- Youth don't feel involved
 - No youth groups / hang out places
- Lack of Entrepreneur stewardship
- Lack of rentals in general
 - Rentals meaning long term house rental / apartments / basement apartments
 - Residents who complain about lack of housing, but refuse to invest in it (why won't someone do something... no not me, someone else!)
- Not great transportation
- No taxi service etc.
- Rural User or solution for public transportation?

7

SWOT Strategic Assessment Opportunities 2

spur IDE with connection to post secondaries?


- Placement on Bras d'Or Lakes allows for much attraction with the right plan
 - Bras d'Or Lakes Biosphere - tourism, IDE, and other business attraction to an environment with a UNESCO designation
- Trees are on the march changing historical hay/farm lands
- Clean Green Tech (recent NuStar purchase)
- This planning process is an opportunity for a fresh start
- Invest in young people with tuition costs with them returning to the area to fill health care positions
- Cape Breton Food Hub expansion
- Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth
- Expansion of Innovation Driven Enterprises
 - For every 1 IDE job created, it's estimated that up to 6 other jobs are created
- Experiential tourism
- Promoting our natural assets - beaches, coastlines, forests
- Opportunity to do targeted recruitment to get people to come back
- Zoning and permitting should allow farming
- Increasing attention to marine and ocean sciences careers at local community college and university
 - Collège communautaire in Petit-de-Grat...offering college and university level courses U sainte-Anne
 - Université St Anne marine research
- Richmond County is (largely) a blank slate. Emptiness, lack of people, lack of services in some areas, etc., also means room to grow and create something new
- Arichat and St. Peter's Mainstreet development
- Lots of federal funding opportunities to access
 - ICI (Invest in Canada Infrastructure Program) - sewer treatment and other aging infrastructure projects
 - Former gas tax - now community building fund
- Immigration
- The high cost of housing elsewhere is attracting people to rural communities
- Hopefully fiberoptic coming into our rural areas soon

Affordability and Retention

External

Opportunities

- Leave Vancouver, drive across Canada
 - The first time you see the Atlantic Ocean to the horizon is in St. Peter's!
- Two welcome groups - St Peter's, Louisdale and hopefully soon in Arichat
 - But the information on newcomers is not really collected
 - But not everyone makes themselves known when they are new
- Community year-round gardens where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint
 - Many communities around Canada have done this and there has been positive benefits from it
- Partnerships with neighbouring counties / town / First Nation partners
 - So much room to grow these relationships
 - Opportunities to partner with neighboring municipal units on issues



SWOT Strategic Assessment Opportunities 1

Arts and Experience economy

- Tourism growth potential
- Industry Development - Point Tupper
- LNG potential
- More opportunities for youth
- Youth voices through the arts
- Youth engagement
- Entrepreneur stewardship
- Youth co-ops in fishing here & in yard work for seniors
- Maintained green space / eco parks
- Bingo & chase the ace could be part of intergenerational events including variety shows with music and theatre sketches
- Intergenerational focus
- Aquaculture
- Offshore Wind Development
- Skilled workers moving into our communities
- St. Peter's Canal Development
- Dark sky reserves
 - Stars are visible
- Organic small holding farms
- Lots of arable lands which were once farms, now abandoned
- We need data & science to inform our understanding of our people and our community
 - Why is that private data piece being sold to who knows who via social media and big tech?
 - We need to own our own data and understand it

External


Opportunities

- Tourism Expansion Post COVID-19
- Opportunities for Maritime experiences
 - Agriculture tourism
- Tourism related fisheries
 - Opportunity to grow our fishing industry and culture into an oceans-focused tourism
 - Excellent recreational fishing
- Yes, tourism on the waterways
 - Make it easier for small business
- Family farm visits?



SWOT Strategic Assessment Opportunities 2


- Placement on Bras d'Or Lakes allows for much attraction with the right plan
 - Bras d'Or Lakes Biosphere - tourism, IDE, and other business attraction to an environment with a UNESCO designation
- Trees are on the march changing historical hay/farm lands
- Clean Green Tech (recent NuStar purchase)
- This planning process is an opportunity for a fresh start
- Invest in young people with tuition costs with them returning to the area to fill health care positions
- Cape Breton Food Hub expansion
- Investment in the Allan J could provide great benefit to the whole region in terms of tourism, investment, and growth
- Expansion of Innovation Driven Enterprises
 - For every 1 IDE job created, it's estimated that up to 6 other jobs are created
- Experiential tourism
- Promoting our natural assets - beaches, coastlines, forests
- Opportunity to do targeted recruitment to get people to come back
- Zoning and permitting should allow farming
- Increasing attention to marine and ocean sciences careers at local community college and university
 - Collège communautaire in Petit-de-Grat...offering college and university level courses U sainte-Anne
 - Université St Anne marine research
- Richmond County is (largely) a blank slate. Emptiness, lack of people, lack of services in some areas, etc., also means room to grow and create something new
- Arichat and St. Peter's Mainstreet development
- Lots of federal funding opportunities to access
 - ICIP (Invest in Canada Infrastructure Program) - sewer treatment and other aging infrastructure projects
 - Former gas tax - now community building fund
- Immigration
- The high cost of housing elsewhere is attracting people to rural communities
- Hopefully fiber optic coming into our rural areas soon



Opportunities

External

- Leave Vancouver, drive across Canada
 - The first time you see the Atlantic Ocean to the horizon is in St. Peter's!
- Two welcome groups - St Peter's, Louisdale and hopefully soon in Arichat
 - But the information on newcomers is not really collected
 - But not everyone makes themselves known when they are new
- Community year-round gardens where residents can grow their own food would be a great opportunity to improve quality of life, access to healthy food and reduce our carbon footprint
 - Many communities around Canada have done this and there has been positive benefits from it
- Partnerships with neighbouring counties / town / First Nation partners
 - So much room to grow these relationships
 - Opportunities to partner with neighboring municipal units on issues



9

SWOT Strategic Assessment Threats 1


Opportunity for the REN: help to build online capacity of local businesses?

good amount of local spending and local dining - and CFAs also like to support local

very few big chains

the local businesses will have loyal clientele - but is there space for new businesses to break in?


- Negative Media Coverage
- Potential Impact from Climate Change
- Potential Loss of Industry due to external factors
- Climate change is our challenge which means we all bend to the new catastrophic weather patterns
- Loss of local ACOA office
- Land use success is ecosystem conservation
- Threats to fresh water resources and watershed areas
 - Protection to ensure they are available for future development as population rises
- Our fisheries are highly dependent on only a select few species
- Increasing climate volatility
 - Lack of comprehensive emergency response planning in light of more severe storms
 - More storms and more serious
- Time isn't slowing down, whether we like it or not our residents are growing older and momentum won't keep up without catalysts put in place now
- Long-standing businesses refusing to modernize to remain competitive (or open)
 - Big stores-not locally owned-moving In
 - Shopping online
 - Shopping off island
 - People from away may buy up coastline properties
 - Shopping off island (big boxes instead of Coop)



Threats

External


- A long standing attitude locally places suspicion on our leaders and those who try, counteracting the good we / they do
 - It's a threat constantly beating back progress
- Misunderstanding of "people from away"
- An aging population that our volunteer organizations depend on, this really concerns me
- Coastal erosion
- Competing for limited resources available to community grants etc.
- Habits of older ways - some culture of being laid back, or "wait and see", resisting change, back door business deals, "It's who you know" connections...




10

SWOT Strategic Assessment Threats 2

- Land use success is ecosystem conservation
- Lack of skills to take over some positions
- Not investing in youth and young people in the face of the population majority of seniors and the big voice of our proactive seniors
- Current mass-selling of land/homes for big prices
 - Brought on by decades of said properties not being bought or sold by locals, and current market pricing/demands
- Not being organized to access federal funding for non-profit housing
- We have never explored a community fountain which is popular near Baddeck
 - Most buy water
 - Why not a local fountain tested regularly by municipality for locals and visitors to access?
- Few people have a strong sense of civic engagement
 - We are burning people out
- Immigration roadblocks
- Broadband & cellular coverage
- Mandatory Contributions by Municipality to Province
- Part time work zero-hours contracts do not pay the bills and certainly do not pay the costs of vehicle ownership
- Raise the bar for the younger generation and you develop a "skilled" workforce...
- Care work is mostly zero hours contracts yet this is most important to support seniors
 - Burden on caregivers -- makes it difficult for people to be active in their communities or have their voices heard
- Lack of recognition of Richmond County as part of Cape Breton
 - We are too reliant on car ownership
 - Cost of living and hardship as older homes need maintenance
 - Risk of hoarding/condemned properties/unsafe conditions



- Mismatch between skill sets of residents and employment needs of private and public sector
- Stuck in old ways, some lifelong residents don't want to see change, they want more services but there needs to be a mindset shift that in order to get those services, you need population growth
- Conflict between new comers and current residents
- Limited jobs - looking for better jobs and more permanent/full time jobs
 - Low paying jobs and no incentives for employees
- Good mix of jobs - both entry level and suitable for supporting a family. Generally in Cape Breton there are more jobs than people, or there is a mismatch between skills we have and what employers are looking for - in skillsets and pay expectations



Municipal Position Follow-Up

Municipal Advocacy

Are there areas beyond direct Municipal services and programs that council has an interest in advocating or encouraging to happen?

note how the municipality supports 3rd party groups, such as food banks

Public works role - just below Chris?

Special/Strategic projects role?

Connect to Develop NS on Waterfront Improvements

Council to supply grants funding budget to illustrate this

Training so non-profits can be the best they can be - to be successful in grant writing, governance, etc

inc fire services

Better job at leveraging funds

we do well for leveraging for infra and rec - but what about for housing

How to make sure there is success for major industries/waterfronts - leverage their investment - get a direct or indirect payback

TBDiscussed: Housing strategy to promote housing to be provided by senior levels of government or non-profits

Community Grants

Customer Service training to staff relating to Accessibility & Participation

West Richmond School Site Plan

Land Use Plan - Plan Eastern Nova

Support for not-for profits

health care professional recruitment + services

defined infrastructure renewal targets

Consider Capital plan, communications plan, committees plan

Climate plan, Income security, health and addictions, food security, environmental stewardship, spurring entrepreneurship - see other topics from SWOT session

we provide funding to...

Internet and Cell Service

Road maintenance

Previous MoCoR has provided funding for: Seniors Safety Coordinator + Health Care Recruitment and Retention

Key Trends Expected

- What trends and changes are expected in the area, whether they originate inside the region or from the national / international market?
- How will these trends impact on the regional economy?
- How will these trends impact the Municipality of the County of Richmond's plan?

Key Trends

Role of the Municipality in a Better Future

- What would you like to see the Richmond County Municipality accomplish over the next five years?
- Are there any areas the Municipality should investigate to encourage positive outcomes for the area?

Role of the County

Next 5 Years Accomplish

Investigate

Next Steps - Virtual Engagement

- Richmond County Strategic Plan ReFRESH Virtual Community Engagement
Topic Meeting 2: Business, Economic Development and Tourism Development
 - Apr 7, 2022, 6:00-7:30 PM Atlantic
 - Registration is required for this meeting: <https://us02web.zoom.us/meeting/register/tZlofuCtqzwwH9GEn2FITRsnkZt9ANZHwwlh>

- Richmond County Strategic Plan ReFRESH Virtual Community Engagement
Topic Meeting 3: Quality of Life in Richmond County
 - Apr 28, 2022, 6:00-7:30 PM Atlantic
 - Registration is required for this meeting: https://us02web.zoom.us/meeting/register/tZAuf-CppjMvHdOy2PVghjA5HzYSFeu_Y9ja

- Richmond County Council and Management Goals Setting
 - Date in first part of May to be selected



15

Strategic Planning Development Contacts



D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK

306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca



Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca



16

Richmond County Municipal Planning Session 3: Observed Themes and Goals Reaffirmation

The Richmond County Strategic Planning Council Session 3 was held on May 12, 2022.

The session was attended by District 1: Councillor Shawn Samson, District 2: Councillor Michael Diggdon, District 3: Deputy Warden Melanie Sampson, District 4: Warden Amanda Mombourquette, Chief Administrative Officer Don Marchand, Municipal Clerk / Communications & Administrative Officer Yvonne Boudreau, Director of Finance / Chief Financial Officer Jason Martell, Director of Public Works / Municipal Engineer Chris Boudreau, Recreation Manager Laurier Samson, and Cape Breton Partnership Director of Communications Jeremy Martell.

The Municipality of the County of Richmond Council Strategic Planning Session was facilitated by D. James Leier with preferred choice Development Strategists, in partnership with FBM - Kieron Hunt & David Paterson.

Richmond County Municipal Planning Session 3 Notes

Information Review

Mr. Leier started the session with a review of information about the Richmond County Strategic Plan Refresh project. Mr. Leier noted the sessions held to date:

- Targeted Virtual Stakeholder Meetings
 - #1 Strategic SWOT Assessment and Role of the Municipality - March 24, 2022
 - #2 Business & Economic Development + Tourism - April 7, 2022
 - #3 Quality of Life: Recreation and Accessibility - April 28, 2022
- Council Planning Sessions
 - #1 Initial Council Directional Session - February 23, 2022
 - #2 Council & Management Planning Session - March 31, 2022
 - #3 Council & Management Planning Session - May 12, 2022

Upcoming planned sessions:

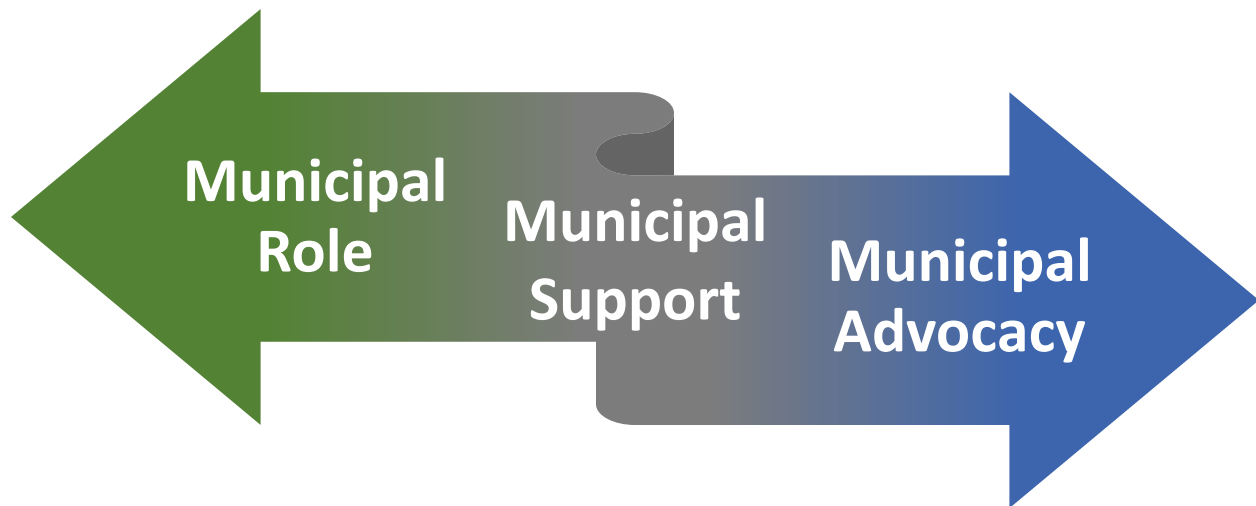
- Stakeholder Sessions
 - St. Peter's Village Commission - May 17, 2022
 - Seniors Take Action Coalition - May 19, 2022
 - Potlotek First Nation - Requested
 - Businesses - Planned
- Public Meetings (**Revised May 16**)
 - #2 Louisdale Fire Hall - June 15, 2022 6-8 PM
 - #1 Arichat - New Horizon Seniors Club - June 14, 2022 6-8 PM
 - #3 St. Peter's Lions Hall - June 16, 2022 6-8 PM

The online survey posted on Jotform <https://form.jotform.com/220795646546265> will be open until about June 20, 2022.

Municipal Position Range

Mr. Leier noted that the position of the municipality range included these items:

- Municipal Direct Role
- Municipal Support of Others
- Municipal Advocacy



Strategic Planning Format

The strategic planning moves from strategy to action in the following areas:



Mission Statement: Why the organization exists

Goals: What you want the organization to have, or to be

Objectives: The measurements of whether the organization has achieved this

Strategies: How you plan to achieve the goals, and meet your objectives

Action Plan: Who is going to do what, how they will do it, with what resources, and when

The Richmond County Strategic Plan Refresh is about developing a renewed strategy from vision to objectives with stakeholder input. Strategies and an action plan is a potential follow-up activity

for council and administration, with action planning typically developed and implemented by the management team.

Observed Themes from Recent Sessions

Based on the 3 Community Stakeholder Focus Group Sessions and 2 Council Sessions the following 8 themes have been noted:



Theme	Priority			Notes
	1	2	3	
Economic Growth	5			
Tourism Activity	1	1		
Infrastructure and Transportation	1	1		Transportation should be a separate theme
Quality of Life		2		
Recreation and Leisure Services		1	1	Connected to Quality of Life
Community Engagement and Involvement		1	2	
Municipal Leadership			2	Connected to Community Engagement
Access to Services			1	

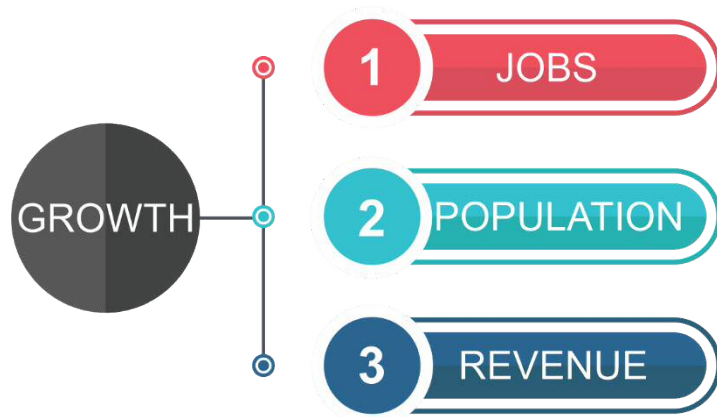
Council and management discussed the themes and noted priority areas as indicated in the previous table. Other comments included:

- Infrastructure is a top priority
 - Infrastructure is aging
- Recreation and Economic Growth are important
- Financial Sustainability of the Municipality is key to fulfilling the municipal mandate
- Municipal leadership includes leveraging resources and collaboration role
 - Leadership builds confidence in the municipality
- #4 is Transportation and #5 Access to Services
- Access to services includes health and internet
- Recreation and user services also need to give people reasons to come and stay
- Economic growth is the need first in order to support recreation etc.

Strategic Plan Goals Refresh

In the initial 2019 - 2024 Strategy the Plan had these growth pillars:

- Jobs
- Population
- Revenue



There were five key directions outlined in the plan, underpinned by several guiding principles. All of the identified directions include a number of action steps to guide implementation. The five key directions were:

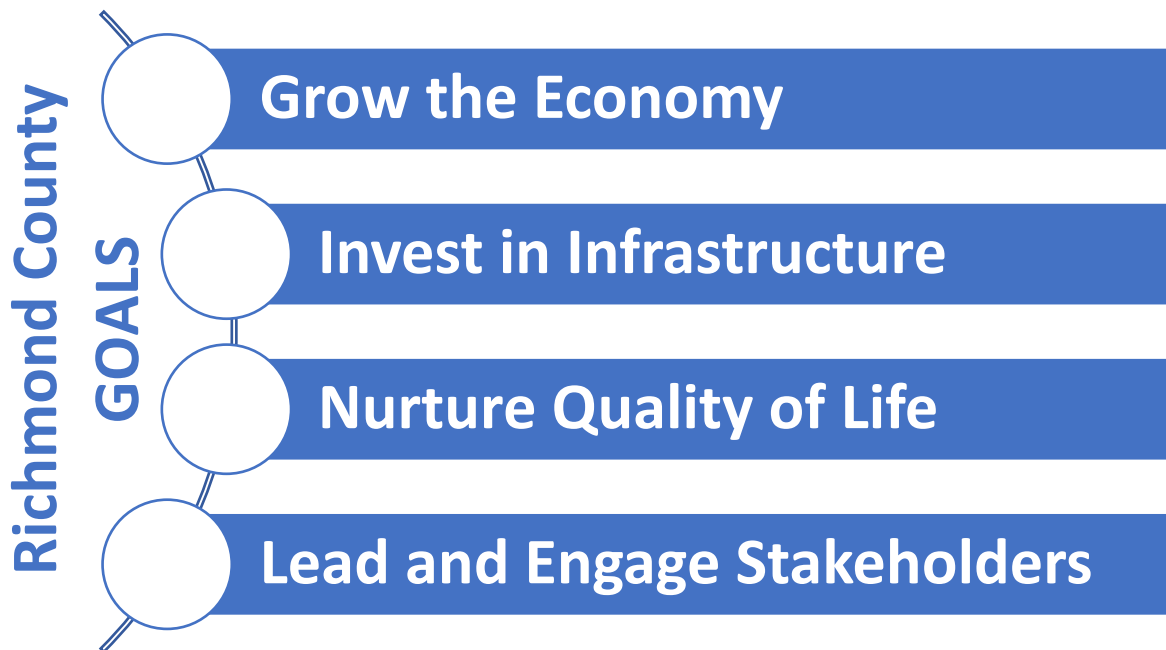
- 1) Grow the Economy
- 2) Grow the Tourism Industry
- 3) Invest in Infrastructure
- 4) Nurture Healthy, Active Communities
- 5) Inform and Engage Citizens

The key directions were rooted in the following principles, and the need to:

- Communicate, Collaborate and Cooperate
- Make Evidence Based Decisions
- Ensure Accountable, Focused Investments
- Leverage Investment Dollars
- Build Sustainable Relationships

The group reviewed the past key directions and suggested these four goals to refresh the Richmond County Strategic Plan:

1. Grow the Economy
2. Invest in Infrastructure
3. Nurture Quality of Life
4. Lead and Engage Stakeholders



Discussion on the refinement of the goals included the following points:

- Like that the directions / goals are actions
- Tourism is deemed to fit under the economic growth goal
 - Tourism Growth needs to *'Build-Up 12 Month Tourism Experiences'*
 - The Tourism Objectives must be visibly seen in the Growth Goal so people do not miss the importance
 - Really make 12-month tourism the reality

- One consideration: Seasonality of tourism in other areas hurts their year-round livability - 12-month tourism will benefit Quality of Life
- Active community pieces will also be tourism draws, such as trails, beaches, etc.
- It is more about implementation as these directions are still relevant
- Synthesis of previous 2 and 4: Build experiences so that people will want to live here and visit here
 - But will recreation get lost if they are combined?
- Is tourism closer connected to recreation or to economy?
 - The direction of the group was the economy
- Just a thought on the former number 4 (Nurture Healthy, Active Communities) - could it be something like *‘Prioritize Health & Wellness’*? This would speak to recreation, health services and quality of life, and would be clearer than the initial title, but still be vague enough to fit many things under it.
 - Previous 4: bring to the people - people won't come to us - how to accommodate the elderly, while also entice the younger people
 - The County invests a lot in health and wellness
 - Previous 4 update: Where does accessibility fit?
 - Potential wording for 4: *‘Nurture quality of life and access for all residents’*
 - For example: staff with patience to walk people through admin processes
- For the quality of life goal: Provide Friendly, Accessible Service?
 - Enhance Health and Wellness

Plan Priorities and Potential Objectives

The group discussed potential priorities to build objectives under each of the goals.

The following illustration notes ideas noted in relation to each of the four proposed refreshed goals.

Grow the Economy GOAL	Invest in Infrastructure GOAL
<ul style="list-style-type: none"> ● Advance Industrial Parks Development ● Facilitate Business & Investment Attraction ● Build-Up 12-Month Tourism Experiences ● Encourage Tourism Product Development ● Advocate for Destination Development ● Encourage Tourism Promotion ● Promote a Destination on Isle Madame ● Develop a Branding Strategy ● Actively Participate in Regional Economic Opportunities 	<ul style="list-style-type: none"> ● Maintain and Implement Long Term Capital Planning for Sound Fiscal Management ● Provide quality water and sewer services ● Build-up resources for Arena Redevelopment ● Develop additional sidewalks + accessibility improvements on existing sidewalks ● Champion Broadband Service Expansion ● Advocate for Access to Senior Government Funding for Projects

- Assemble Business Start-Up Supports
- Provide responsive services to businesses



Nurture Quality of Life GOAL

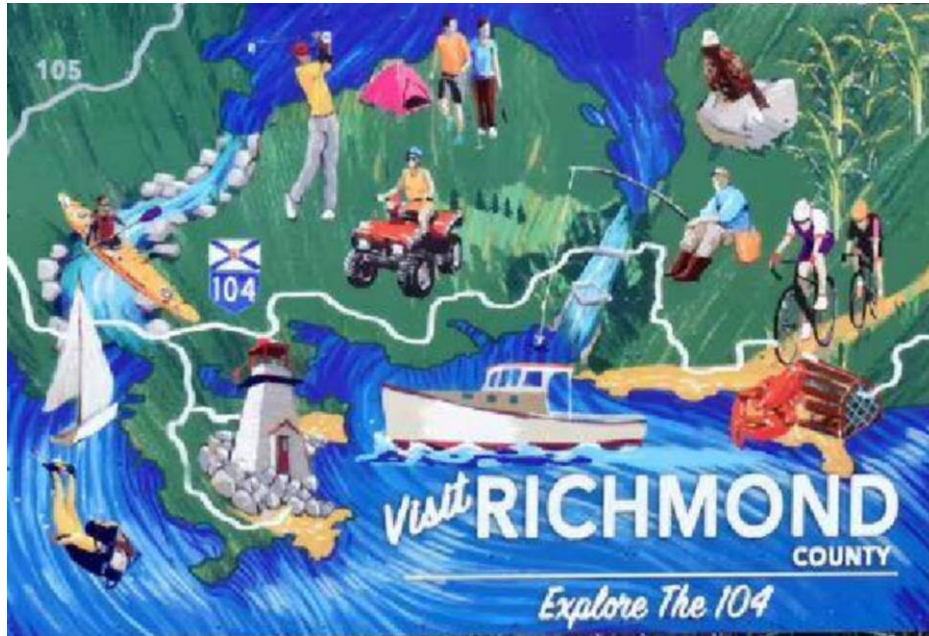
- Take an Age Friendly Approach to all Services, Projects, and Initiatives
- Build & enhance potential of current open spaces for health and wellness
- Advance Trails Development
- Encourage Housing Development Across the Housing Continuum
- Ensure Protection of the Environment
- Advocate for access to services for the County residents and visitors
- Encourage a quality of living that benefits all residents of varying needs
- Ensure a welcoming experience that values equity, diversity and inclusion

Lead and Engage Stakeholders GOAL

- Leverage Cape Breton REN in promotion of Business Program Delivery
- Provide a new Website experience
- Adopt and Implement a Communications Plan and Policy
- Utilize in person and virtual meetings to connect with rural areas
- Utilize Reflections of Richmond to inform Citizens on Council and County Activities
- Address Climate change as a concern that is both local and global, and touches upon all areas (Economy, Infrastructure and Quality of Life)
- Support citizens and volunteer groups, including local economic development organizations, community groups, advocacy groups and halls
- Leverage collaborations and partnerships with Develop NS, NSBI, schools, adjacent municipalities, the NS Federation of Municipalities, the Chamber of Commerce, educational institutions and other organizations
- Foster a stronger working relationship with the St. Peter’s Village commission and recognize the key services it provides ,
- Foster the relationship with Potlotek FN in service delivery, quality of life, economic development, tourism and infrastructure
- Find and leverage funding supports in areas including infrastructure renewal, roads, trails, sustainability, housing, accessibility, and tourism.

Additional discussion took place regarding the following considerations related to options under the goals:

- The current Richmond County Signage is too busy and needs a simpler graphic and text



- Business happens across the county - make it easier to do business in all locations
- Streamline onboarding of new businesses in Richmond County
 - Ensure roadblocks to business are not reintroduced
- Explore ways to streamline access to permits in the municipality
- Invest in projects that leverage funds
- Ensure Long Term Capital Plan allocates funds to cover future liabilities to maintain existing and new infrastructure
 - Big infrastructure deficit being addressed - currently spending more on maintenance, than new projects
 - All infrastructure projects be required to consider ongoing operating costs as well as future maintenance / replacement needs
- Arena redevelopment or renewal
- Quality of Life initiatives geared towards Enhancing Health and Wellness
- Ensure welcome groups connect with new residents, businesses, visitors, and partners
- Cape Breton Partnership does good work (e.g. with succession planning) but there may be better uptake if the message is coming from councillors
- Isle Madame Develop Group and SPEDO are both doing good advocacy and partnership development
- Utilize Information technology and hybrid meetings to engage and inform citizens

- What is an appropriate and sustainable approach to support volunteers, community group halls, and community initiatives?
- Provide support for citizens to participate regardless of their location (geographic equity)
- Keep citizens informed of budget decisions

Vision and Mission Considerations

Vision: what the community can be like in the future - as it fulfills its mission

Mission: why the organization exists - the need the organization is addressing

Strategic Plan Vision Refresh

The group reviewed the 2019 - 2024 initial Strategic Plan Vision:

Initial Vision

The Municipality of the County of Richmond will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents.

Through responsible and professional leadership, continue to be a healthy and progressive community respecting the rich heritage and history that supports lifestyle quality, an extraordinary cultural mosaic, community growth and open, flexible governance.

Vision Renewal Considerations

Discussion around the vision noted the following:

- Highlights from the initial vision statement:
 - Maximize opportunities for development of an attractive, sustainable and secure environment rich in history and heritage
- Rich in heritage, history, and opportunities
- Richmond County is a vibrant place for people and businesses
- Richmond County is a collection of thriving communities
- Grounded in History focused on the Future
- A destination rich in history, fixed on the future
 - Maybe use the word 'destination' (for tourism, economic development, recreation)

A document will be developed with three potential refreshed vision options for consideration at the public meetings.

Strategic Plan Mission Refresh

The group reviewed the 2019 - 2024 initial Strategic Plan Mission:

Initial Mission

Richmond County will provide efficient and effective municipal services for our citizens. We will create an environment where we provide active engagement with the business community, residents and partners to understand their needs and facilitate growth.

We seek to support and instill cultural pride and a sense of place in our communities. Our mission is founded on the belief that our community assets are valued and plentiful, none more precious than its people, and that Richmond's assets and human resources possess the answers to our most difficult challenges.

Mission Renewal Considerations

Discussion around the mission noted the following:

- Highlights from the initial mission statement:
 - Provide efficient and effective municipal services and actively engage with the business community, residents and partners to understand their needs and facilitate growth.
- An engaged cultural and historic community looking to the future
- A destination rich in history, fixed on the future
- Growing economy is necessary in the mission to support necessary service delivery
 - Actively engaging businesses, residents, and partners to sustain economic growth that enhances the Richmond County experience
- A place to grow

A document will be developed with three potential refreshed mission options for consideration at the public meetings.

Next Steps

The next steps in the strategic plan refresh process were noted including the upcoming Stakeholder Sessions and Richmond County three public open houses sessions June 14th, 15th, and 16th. A request was made to change the session location dates for Arichat to June 14th and Louisdale to June 15th in the districts which will be explored by the County for hall availability to rearrange the sessions order. (Note the change was made May 16 and is reflected in the notes above)

Session Closeout

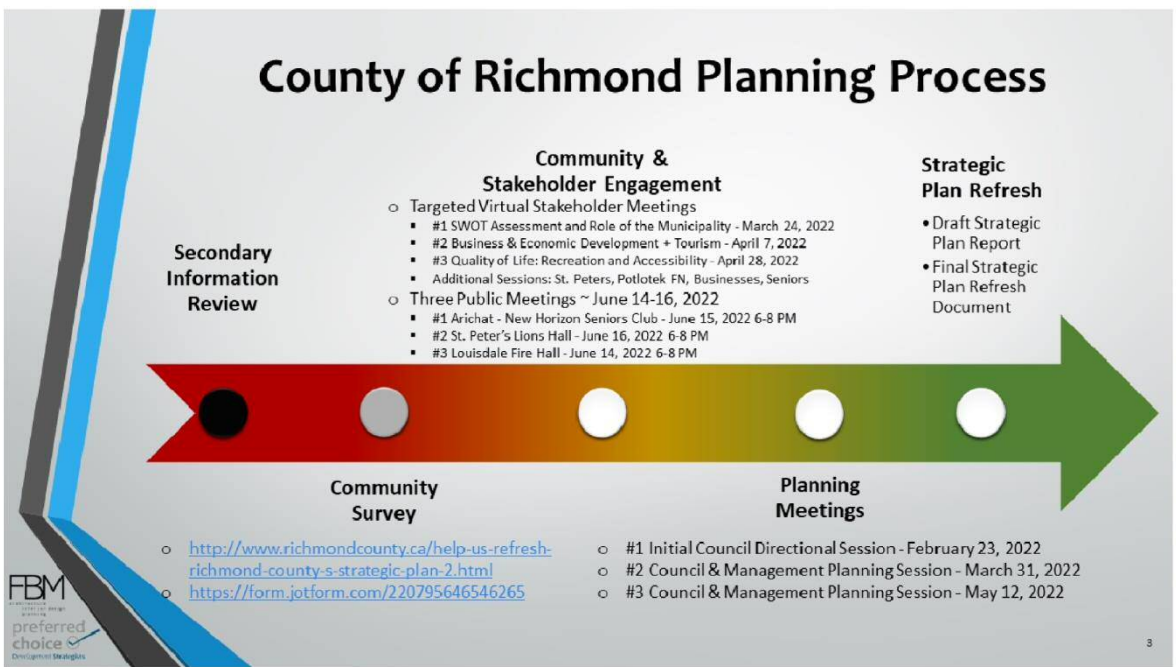
Mr. Leier thanked council and the senior management for attending the session.

Richmond County Municipal Planning Session 3 Jamboard



Council Strategic Planning Session 3

- County of Richmond Planning Process and Progress
- Strategic Planning Format
- Observed Themes from Input Sessions
- Goals Reaffirmation
- Priorities
- Next Steps



County of Richmond Planning Process

Secondary Information Review

Community & Stakeholder Engagement

- Targeted Virtual Stakeholder Meetings
 - #1 SWOT Assessment and Role of the Municipality - March 24, 2022
 - #2 Business & Economic Development + Tourism - April 7, 2022
 - #3 Quality of Life: Recreation and Accessibility - April 28, 2022
 - Additional Sessions: St. Peters, Potlotek FN, Businesses, Seniors
- Three Public Meetings ~ June 14-16, 2022
 - #1 Arichat - New Horizon Seniors Club - June 15, 2022 6-8 PM
 - #2 St. Peter's Lions Hall - June 16, 2022 6-8 PM
 - #3 Louisdale Fire Hall - June 14, 2022 6-8 PM

Strategic Plan Refresh

- Draft Strategic Plan Report
- Final Strategic Plan Refresh Document

Community Survey

- <http://www.richmondcounty.ca/help-us-refresh-richmond-county-s-strategic-plan-2.html>
- <https://form.jotform.com/220795646546265>

Planning Meetings

- #1 Initial Council Directional Session - February 23, 2022
- #2 Council & Management Planning Session - March 31, 2022
- #3 Council & Management Planning Session - May 12, 2022

Richmond County Planning Refresh Progress

The collage displays several key documents from the refresh process:

- Richmond County Strategic Planning Council Session 1** (February 23, 2022)
- Richmond County Strategic Planning Council Session 2** (March 01, 2022)
- Richmond County Strategic Planning Stakeholder Session 1** (March 16, 2022)
- Richmond County Strategic Planning Stakeholder Session 2** (April 06, 2022)
- Richmond County Strategic Plan Refresh: Resident Survey** form with questions like "What is your age?" and "What District of the Municipality do you live in?"

Municipal Position Range

The diagram illustrates the range of municipal positions:

- Municipal Role** (Green arrow pointing left)
- Municipal Support** (Grey arrow pointing center)
- Municipal Advocacy** (Blue arrow pointing right)

The Strategic Planning Format

Mission Statement: Why the organization exists

Goals: What you want the organization to have, or to be

Objectives: The measurements of whether the organization has achieved this

Strategies: How you plan to achieve the goals, and meet your objectives

Action Plan: Who is going to do what, how they will do it, with what resources, and when.

6

Observed Themes from Recent Sessions

Which Themes are Priorities?

1. Economic Growth
2. Quality of Life
3. Community Engagement and Involvement

1. Economic Growth

Ec Growth is the need first to support rec etc.

1 Infra is a top priority. Yes to remove transportation

Also rec and ec growth

Also - financial sustainability of the muni

2. Community Engagement & Involvement

1. ec growth.

2. infra and transpo need to be separated. More on infra, not transportation

3. access to services (health, internet)

3. Municipal Leadership

1- Economic Growth & Tourism Activity / Infrastructure. 2 - Quality of Life & Recreation. 3 - Municipal Leadership - Community Engagemen. 4 - Transportation. 5 - Access to Services. (AM)

need an active community to drive growth

1. Economic Growth. 2. Tourism. 3. Recreation

Rec and user services - also need to give reasons for people to come and stay

Rec+Leisure and QOL are tightly connected

leverage and collab role of muni leadership

Leadership: build confidence in our municipality

MOCR 2019-2024 Strategic Plan Pillars

1 JOBS

2 POPULATION

3 REVENUE

GROWTH

Economy

Synthesis of 2 and 4: Build experiences so that people will want to live here and visit here

But will recreation get lost if they are combined?

Really make 12 month tourism the reality

One consideration: Seasonality of tourism in other areas hurts their year-round livability. 12-month tourism will benefit Quality of Life

Is tourism closer connected to recreation or to economy?

MOCR 2019-2024 Strategic Plan Key Directions

Like that these are actions

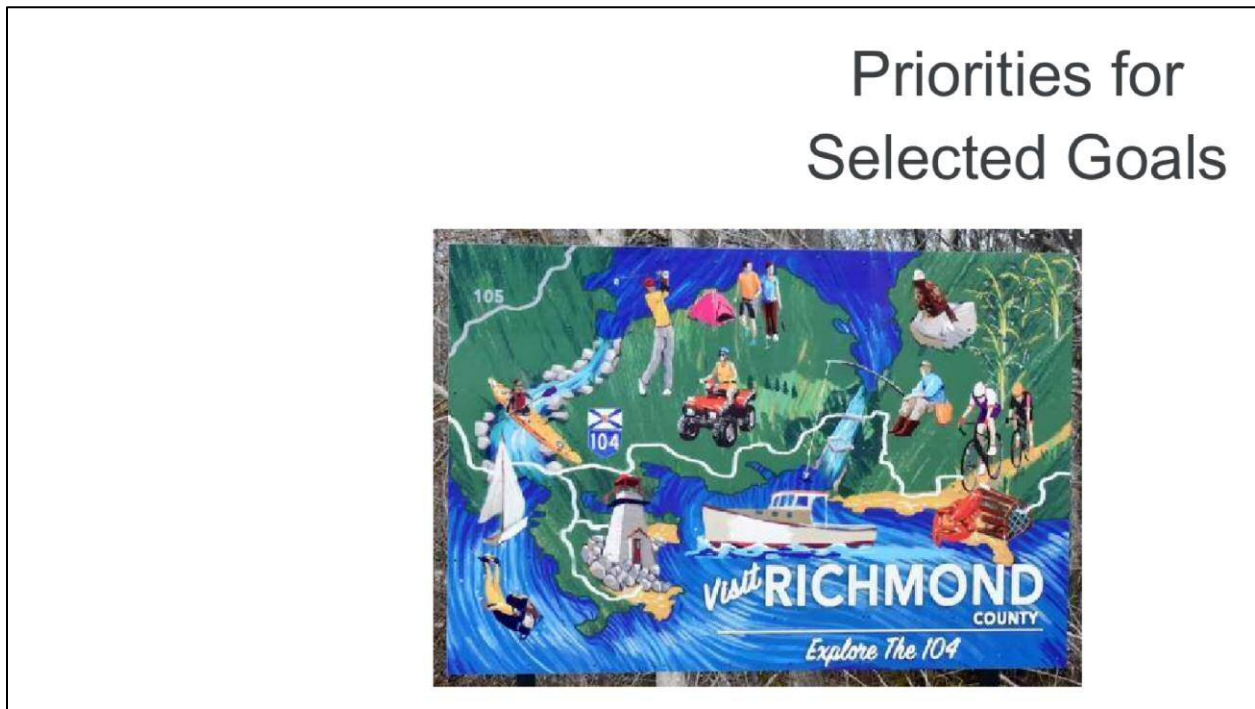
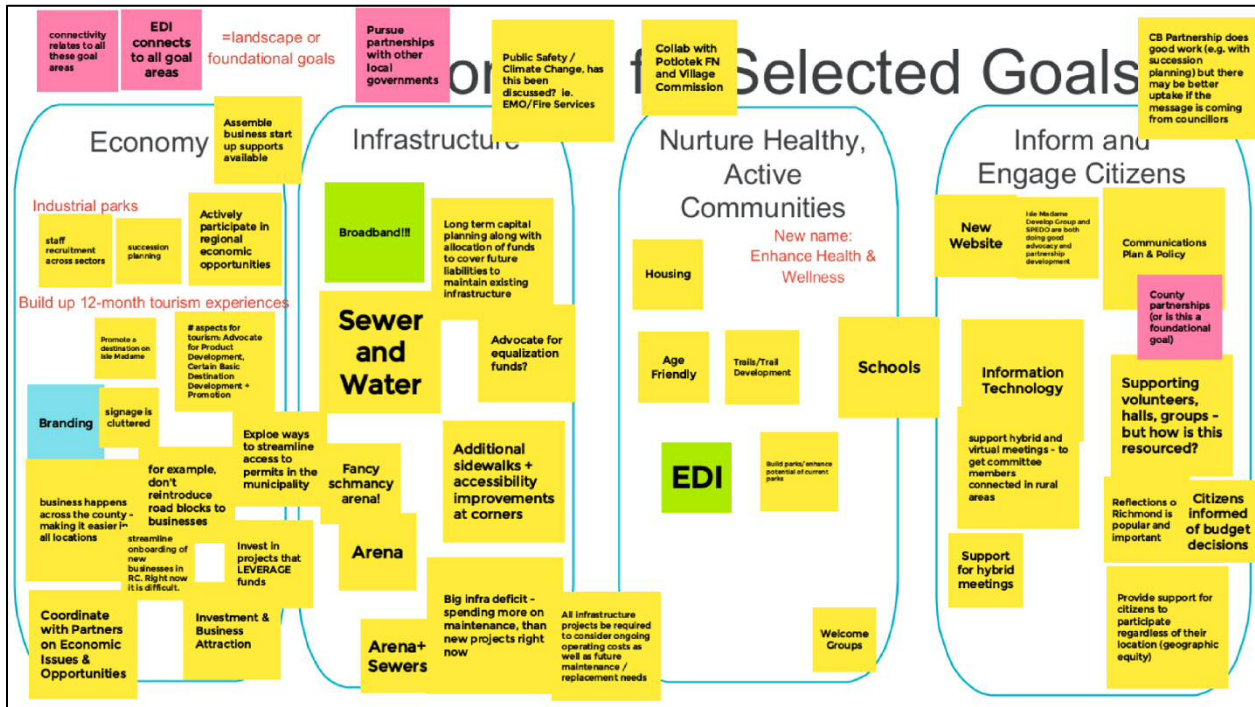
- 1) Grow the Economy
Build up 12-month tourism experiences
- 2) Grow the Tourism Industry
- 3) Invest in Infrastructure
- 4) Nurture Healthy, Active Communities
- 5) Inform and Engage Citizens

- The key directions are rooted in the following principles, and the need to:
 - Communicate, Collaborate and Cooperate
 - Make Evidence Based Decisions
 - Ensure Accountable, Focused Investments
 - Leverage Investment Dollars
 - Build Sustainable Relationships

Municipality of the County of Richmond Goal Setting

- What are the potential Goals that could Guide the direction for Municipality of the County of Richmond over the next few years?
- Which of these potential Goals should be selected for the Municipality of the County of Richmond?

Goal Setting



Observed Theme Options from Recent Sessions

Build up 12-month tourism experiences					
Themes and Related Options		Level of focus		Level of focus	
<p>For each theme, if you were only able to select three options for Richmond County to address, which three would those be? How would you rank these options in priority? Which 3 options should be the first priorities? Thinking about the municipality having limited resources, how would 100 per cent of the effort be divided among these options?</p>		<p>Recreation and Leisure Services</p> <ul style="list-style-type: none"> Renewal or Improvement of Richmond County Arena Multi-Use Facilities Arts and Cultural Activities / Venues County Recreational Facilities Parks, Campgrounds, Outdoor Recreation Facilities County Partnerships with Existing Recreational Facilities (School, Community Groups, Community Walk...) Trail, development and maintenance – active transportation and ATVs 		<p>Community Engagement and Involvement</p> <ul style="list-style-type: none"> Volunteer Base Volunteer and Community Organizations Welcoming environment for New Residents Active Communication Plan with Residents, Visitors, Businesses, Stakeholders, and Partners 	
<p>Economic Growth</p> <ul style="list-style-type: none"> Business Retention and Expansion Investment Attraction Place Branding / Marketing New Businesses 12 Month Economic Activity Businesses throughout the County Population Growth and retention of new residents Youth Retention and quality of life Attraction and Retention of Professionals and Skilled Workers Clean Energy Production / Energy Transition Fishing / Aquaculture Sector Active Forestry Sector Innovation Driven Enterprises Growth Online Market Growth for Area Businesses Point Supper Industrial Park Strait of Canoe Port (Port Hawkesbury) Assessment and Encouragement of Viable Opportunities 		<p>Quality of Life</p> <ul style="list-style-type: none"> Housing Development Affordable Housing Alcohol services Protection of the Environment Wealth and Good Standard of Living Food Security Strong Mental Health Supports Active Community at All Ages Accessibility Plan Implementation 		<p>Municipal Leadership</p> <ul style="list-style-type: none"> People to Implement the Strategic Plan (Staffing or partnerships) Standards for Recreation Staff for Infrastructure to Support Programs People to Support Community Groups People to Support Tourism Promotion Municipal Development Planning and Processes Accessing and Leveraging Funding Connections with Town of Fort Hawkesbury, St. Peter's Village, Postbrook First Nation Support for Community Groups and Volunteers Advocacy for Area Services Development with Community Leaders to Advance Renewal and Growth Balance of Taxation and Services Council and Senior Leadership relationship with unincorporated staff 	
<p>Quality of Life</p> <ul style="list-style-type: none"> Infrastructure and Transportation Roadways Sidewalks Safe Water and Sewer Systems Solid Waste Management Transportation Corridors Accessible Facilities and Routes Strait Area Transit Infrastructure Renewal and Maintenance Improved Streetscapes and Signage 		<p>Access to Services</p> <ul style="list-style-type: none"> Health Care Cultural High Speed Internet 			

Richmond County Strategic Plan 2019-24 Excerpts

Grow the Economy

- Focused and Strategic Economic Development
- Economic Accountability and Alignment
- Industrial Park Development
- Enhance Connectivity
- Investment and Business Attraction
- Place Branding

Grow the Tourism Industry

- Experiential Product Development
- A Proud History - A Prosperous Tomorrow
- The Place Where Families Come to Play
- Nature's Water Park
- St. Peter's Canal
- Highlighting Unique Destinations and Experiences
- Making Musical Memories
- Cultural Engagement and Participation

Richmond County Strategic Plan 2019-24 Excerpts

Invest in Infrastructure

- Maintaining Quality, Safety
- Improving Streetscapes, Signage

Nurture Healthy, Active Communities

- Building Better Communities
- Creating Age-Friendly Communities
- Housing Matters
- Linking Communities

Inform and Engage Citizens

- Connected Communities
- Council Governance
- Education and Skills Development

PCR 2019-2024 Strategic Plan Vision

Richmond County is a vibrant place for people and businesses.

Rich in heritage, history, and opportunities

Richmond County is a collection of thriving communities.

Grow in Richmond County

Vision

- The Municipality of the County of Richmond will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents.
- Through responsible and professional leadership, continue to be a healthy and progressive community respecting the rich heritage and history that supports lifestyle quality, an extraordinary cultural mosaic, community growth and open, flexible governance.

Grounded in History focused on the Future

Use the word "Destination" (for tourism, economic, recreation)

For public meetings - we will develop 3 options for comment

A destination rich in history, fixed on the future.



15

2024 Strategic Plan Mission

A destination rich in history, fixed on the future.

Working Relationships / Partnerships

An engaged cultural and historic community looking to the future

A destination rich in history, fixed on the future.


Growing economy is necessary in the mission to support necessary service delivery

A place to grow

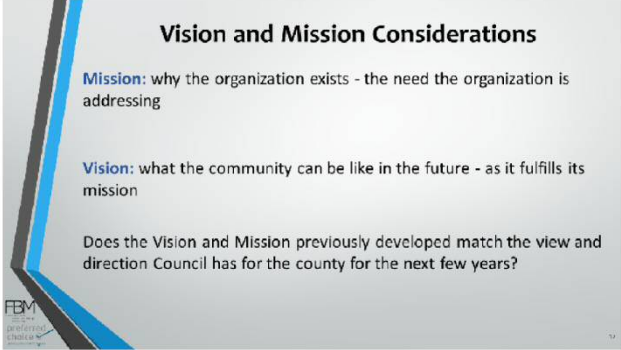
Mission

- Richmond County will provide efficient and effective municipal services for our citizens. We will create an environment where we provide active engagement with the business community, residents and partners to understand their needs and facilitate growth.
- We seek to support and instill cultural pride and a sense of place in our communities. Our mission is founded on the belief that our community assets are valued and plentiful, none more precious than its people, and that Richmond's assets and human resources possess the answers to our most difficult challenges.
- Our success is built on a strong work ethic and productive working relationships with our community and regional partners.

- We will achieve our Mission by focusing on the following goals:
 - JOBS
 - POPULATION
 - FINANCIAL MANAGEMENT
 - HERITAGE/CULTURE
 - LIFESTYLES



16



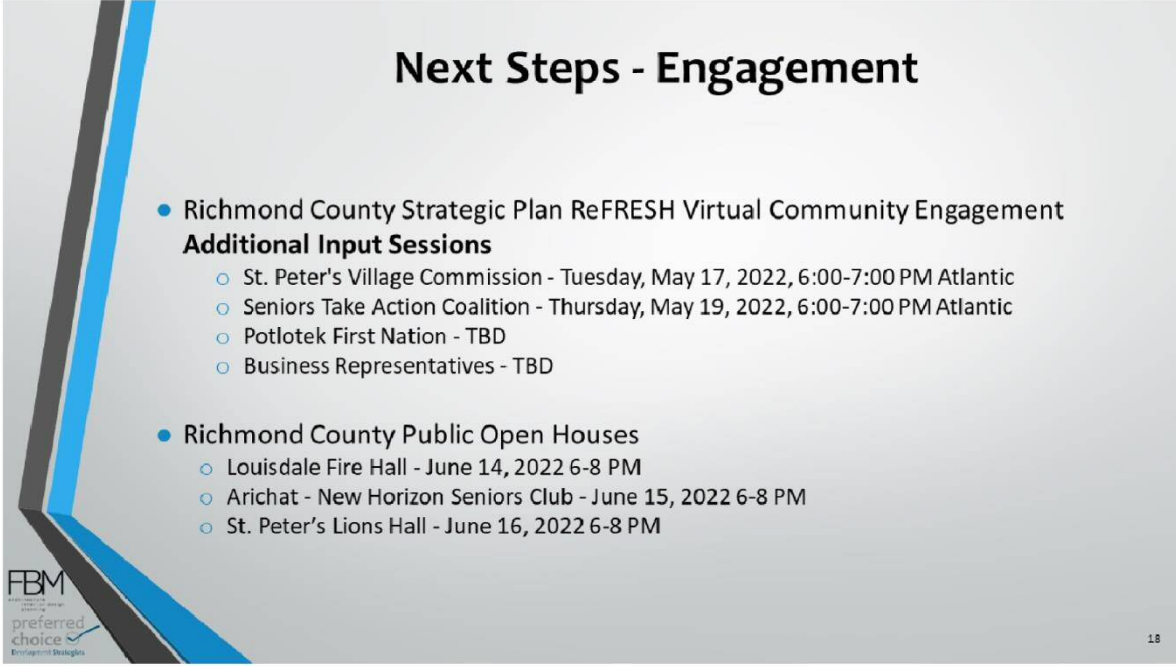
Vision and Mission Considerations

Mission: why the organization exists - the need the organization is addressing

Vision: what the community can be like in the future - as it fulfills its mission

Does the Vision and Mission previously developed match the view and direction Council has for the county for the next few years?

Plan Vision and Mission



Next Steps - Engagement

- **Richmond County Strategic Plan ReFRESH Virtual Community Engagement Additional Input Sessions**
 - St. Peter's Village Commission - Tuesday, May 17, 2022, 6:00-7:00 PM Atlantic
 - Seniors Take Action Coalition - Thursday, May 19, 2022, 6:00-7:00 PM Atlantic
 - Potlotek First Nation - TBD
 - Business Representatives - TBD

- **Richmond County Public Open Houses**
 - Louisdale Fire Hall - June 14, 2022 6-8 PM
 - Arichat - New Horizon Seniors Club - June 15, 2022 6-8 PM
 - St. Peter's Lions Hall - June 16, 2022 6-8 PM

Strategic Planning Development Contacts



D. James Leier
Strategic Planning Lead
Preferred Choice
Saskatoon, SK

306.380.0907
djleier@preferchoice.ca
www.preferchoice.ca



Kieron Hunt
Planning Studio Lead
hunt@fbm.ca

David Paterson
Community & Stakeholder Engagement
paterson@fbm.ca

FBM
Halifax, NS
902.429.4100
www.fbm.ca


19

Municipality of the County of Richmond Strategic Plan 2022 Progress Summary

The following document was prepared and provided in March 2022 noting progress on the 2019 - 2024 Strategic Plan by the Municipality of the County of Richmond.

2018-2024 Strategic Plan Summary

The Place Where Families Come to Play - p. 37

Action Items 1, 2 and 4

Over the past few years, we've purchased sea kayaks and stand-up paddleboards to add to our inventory at Point Michaud Beach to create some more unique experiences.

We've also been working with a resident, the Accessibility Advisory Committee, as well as the Department of Natural Resources and Renewals to try to figure out how we can get a Mobi-Mat (accessible mat) and possibly a beach wheelchair for the beach in Point Michaud as well.

Nature's Water Park - p. 39

Action item 2 and 4

A new Point Michaud Surf Building was included in our Capital Budget last year. We have been in conversations with the Department of Natural Resources over the past few years trying to make this a reality.

Highlighting Unique Destinations - p. 43

Action Item 1, 2 and 7

We are currently in the midst of creating a Richmond County Trails Strategy with the help of UPLAND. We have also supplied funding for local ATV groups to create, maintain or rehabilitate trails to multi-use standards.

Building Better Communities - p. 56

Action item 4, 5, 7

We are always analyzing and evaluating our recreation programs - after every program, and at the end of a season.

There have been discussions internally, and a brief conversation with Council about the possibility of a Recreation Complex.

When we plan for programs, we always look at an Age-Friendly lens - from the content of particular programs, to where the programs are located and the accessibility of these locations.

Creating Age-Friendly Communities - p. 58

Action item 1

An RFP for an Age-Friendly Plan was advertised and awarded. We worked with the consultant to create this plan. The plan was created but never approved or adopted by Council. Although not approved by Council, the Recreation department continues to fulfill some of the recommendations through programming.

Connected Communities - p. 63

Action Items 2, 4

Our Recreation Department has since created its' own Facebook Page and Instagram page where we share photos, program information as well as any other information pertaining to recreation and physical activity. We also continue to keep residents informed through our quarterly newsletter, Reflections of Richmond.

Investing in Infrastructure - p. 51

Action Items 2, 3, 4, 5

We have completed and forwarded an application for Investing in Canada Infrastructure Program (ICIP) funding for the replacement of the Arichat and Petit de Grat sewer treatments plants.

We replaced the roof on the Arichat Water Treatment facility. We also replaced equipment at the same facility to address safety concerns and meet regulatory requirements.

We have hired a third Water Treatment Operator to assume extra duties due to a new water treatment facility and prepare for succession planning.

The Richmond Arena has been placed on our Capital Plan to address the ongoing issues affecting the facility. We have completed pre-engineering for the replacement of the floor and the refrigeration system.

Streetscapes and Signage - p. 53

Action items 1, 3

The Sidewalk and Streetscape project in Arichat was approved and is nearing completion with only some signage left to complete. This project included ACOA as a funding partner.

We currently have two Districts in our Municipality that apply a beautification levy to their residents.

Investment and Business - p. 27

Action Item 2

We constructed a new road into undeveloped land in our Lennox Passage Industrial Park

We recently sold two properties for commercial development in our Lennox Passage Industrial Park. Both properties have commercial buildings constructed on them and are nearing completion.

Council Governance - p 64

Action Item 1, 3

Mayor versus Warden governance model was debated and after much deliberation, taking into consideration the pros and cons, Council chose not to change the current model of governance.

Experiential Product Development - p.32

Action Item 8

Richmond County signs were designed and placed at both the east and west highway entrances into the county.

Appendix C: Stakeholder Discussion Sessions

Potlotek First Nation Input

Meeting notes session with Crystal Nicholas at Potlotek First Nation, June 16th, 2022.

Meeting attended by Warden Amanda Monbouquette and David Paterson, FBM.

The First Nation's 2017-2022 Strategic plan is wrapping up and most things have progressed. Their new Strat plan will also need to include emergency management and climate change, which were not previously a major consideration.

The following topics of collaboration were discussed:

- Lands acknowledgement, treaty and TRC education, including blanket ceremony with senior municipal staff and village commission staff in the coming months
- Solid waste coordination
- Emergency management coordination and mutual aid, with evacuation plans, cord with fire halls.
- Training opportunities especially with public Works staff, Inc. Hazardous material
- Unama'ki destination passport in various communities around Cape Breton. Potlotek is the oldest community. Start at canal landing and Elk Island.
- Youth success strategy and shared youth council. Note that participation of elders is important. Outdoor school focus and pre-post-secondary boot camp.
- Health and wellness - outdoor kitchen and rec programming
- Leveraging funding - look for opportunities to coapply for funding. Some experience with rapid housing.
- CEPI and Bras d'Or Lake biosphere, Unama'ki Institute, inland fisheries, sport of fishing and moderate livelihoods fisheries, oysters
- Accessibility
- Housing
- Welcome signage can be improved

Business Contact Input - Premium Seafoods

Phone call notes with Edgar Samson at Premium Seafoods, June 28th, 2022.

Call with David Paterson, FBM.

- Premium Seafoods operates across the municipality. 99% of product is sold outside the County and it is shipped by truck.
- Important for County to support and enable business
- Reduce red tape and provide integrated and collaborative service for permitting, recognizing that companies are bringing money and jobs into the municipality (staff should “do what you can to make it work” / “not put-up roadblocks”)
- Good experience with the CB Partnership and with the current council, and with staff

Business Contact Input - Invest in Canada

Virtual interview session with Daniel Dooks of Invest in Canada (IIC), August 3, 2022.

D. James Leier with Preferred Choice Development Strategists, and David Paterson with FBM, conducted an online interview.

Background of Invest in Canada

Foreign Direct Investment Agency, work on transformational projects and major industrial opportunities. Typically one of the following criteria: More than \$75m annual revenue; foreign owned or headquarters; more than 500 employees; \$30-50m+ investment.

Broad services to provide the value proposition and customized solutions to prospective investors, such as facilitating financing, marketing intelligence, regulatory insights.

Mr. Dooks has a high level of knowledge in Strait Area. He often works with NSBI.

Discussion Topics

Several topics were discussed with Mr. Dooks.

- Project interactions with the Municipality of Richmond County
 - Not many interactions. Moreso with the CB Partnership. IIC will approach CB Partnership about a prospective business to discuss potential land, buildings or supply chains to support an enquiry from a site selector.
- Strategic improvements options for Richmond County
 - Regional alignment between municipalities within the Strait Area, incl Municipality of the County of Guysborough, Town of Port Hawkesbury, Town of Mulgrave. When it comes to

the sorts of opportunities Mr. Dooks focuses on, Richmond has more common interests with Guysborough than it does with other municipalities in Cape Breton. It makes sense to promote RC as part of the Strait Area, not only as part of Cape Breton.

- One confusion for site selectors is navigating the various jurisdictions, and getting needed information within 24 hours. There is a market intelligence opportunity. Richmond County/Cape Breton Partnership can identify the opportunities they want to come in, and give the feedback to Invest in Canada, and have the information easily on hand. Invest in Canada knows the companies.
- Useful Information from IIC and Nova Scotia Business Inc. (NSBI)
 - Strait area municipalities should worry less about the specific location of where the asset lands, but think more about the benefit to the region. For example, a major industry could land in Guysborough, with housing and supporting industries in Port Hawkesbury and Richmond County.
 - Coal phase out and hydrogen electrolzers are major opportunities. Many large companies are looking to move forward. 2000 to 3000 megawatts of power are needed but it needs to be sourced from green energy, which is not currently there. These opportunities represent a \$1b investment, then that spins off to \$3-4 B for offshore wind and other power generation. All the pieces are there in the Strait area, but no one municipality has everything needed.
 - RC needs to think about its value proposition. Every competing municipality has, to one degree or another, land, people, supply chain partners, recreation, etc. Strait of Canso is the one thing that differentiates the region. Opportunities in RC industry include hydrogen, conventional energy, offshore wind, ammonia/urea/fertilizer production. They don't have an edge in other areas.
 - RC has marine industrial land adjacent to the Strait, but not a lot. Melford Industrial Reserve in Guysborough County is across the strait from them and it has more land.
 - One issue for investors is the need for construction worker housing for a major project. Not all projects need inventory of 2,000 housing units - some might be 200 to 300 needed in a 1-hour drive.
 - Building new housing might be desirable, but you need more than a 2-3 year project to make an apartment building viable. Temporary modular worker camps is one option. But where do you put it and how does it get zoned, how is it serviced, and will the community push back against a location? Having serviced and pre-zoned land for workforce temporary housing would be a major attractor to investors.
 - It was noted that there is an ongoing Municipal Planning Strategy and Land Use Bylaw review being completed by the Eastern District Planning Commission (Draft municipal planning strategies and land use bylaws are available at

<https://www.planeasternnova.ca/>). This Planning Commission covers various Strait Area municipalities. These documents have not been finalized. The issue of work camp modular housing does not appear to have been examined thus far through the project to review the plans in Richmond County; Richmond County may advocate for this consideration in the planning process to support economic development and housing goals.

- Other comments.
 - The NSBI has put lots of effort on Strait Area. Crown review has meant NSBI is being dissolved, but likely the new organization will continue to have a strong focus on rural investment in NS.
 - Mr. Dooks is offering to travel in the coming weeks to the Strait area with NSBI counterpart to speak with municipalities, the REN and Eastern District Planning Commission relating to regional goals and the information they need to have on hand in order to close deals. Needs to be a deal team, with ongoing collaboration. Wanda MacLean is contact as NSBI - RC and Cape Breton Partnership should be in conversation with her. Gordon MacDonald is Economic Development at Guysborough. No economic development officer for Town of Mulgrave, as they are a very small municipality.
 - Is there a need for Cape Breton Partnership to put greater resources into promotion of Richmond County? It's more about picking your strength, not duplicating efforts. Invest in Canada and NSBI are sophisticated in closing deals (IIC = big project, NSBI = mid and big projects), whereas CB Partnership good for supporting existing businesses and after care, but they do not always have the needed information to rapidly respond to site selection enquiries and provide the most needed information. If a site selector calls looking for info, best practice is to get it back in 24 hours, but this has not always been the case, or sometimes the information provided is poor quality. This can mean the potential to be overlooked by investors. If there is a large opportunity, local government and REN need to work from the beginning with NSBI and IIC.
 - Getting pre-zoned sites available for industry and worker housing is necessary. Have a coordinated basket of the locations in the area, and this should not just be limited to Cape Breton/Richmond County.
 - Other partnerships - be connected with community colleges to ramp up needed training.
 - The Municipality sets the stage for investment, and provides the aftercare
 - IIC sets the stage but needs the municipality to be ready. The investments required to meet this need are very low - it is simply about leaning the resources that are out there, and being ready.
 - Joint Industrial Park in Richmond County/Port Hawkesbury should be ready for supporting investment at the Strait.

- Need for investment readiness, and responsiveness - the only thing that scares this off investment is uncertainty, currently there is uncertainty but it is possible to reduce uncertainty, for example by zoning areas for housing or industry, and reducing the risk of community opposition.
- There is a strong window of opportunity in this area right now, but it may not last long into the future, so now is a good time to prepare for investment readiness.

Appendix D: Richmond County Plan Refresh Open House Meetings

Richmond County Strategic Plan Refresh Open House Sessions Overview

In June 2022 Richmond County hosted three open house public meetings regarding the refresh of the Richmond County Strategic Plan held in the following locations:

1. Session 1: Isle Madame New Horizons Seniors Club in Arichat, Tuesday, June 14, 2022, 6-8 PM
2. Session 2: Louisdale Fire Hall, Wednesday, June 15th, 6-8 PM
3. Session 3: St. Peter's Area Lions Hall, Thursday, June 16th, 2022, 6-8 PM

Promotional materials for the sessions (along with the online survey) were produced by the Cape Breton Partnership. The sessions were advertised through the municipality's website, the Reflections of Richmond newsletter mailout, updates on Telile Community Television, posters and postcards distributed throughout communities, information through church bulletins, and through Facebook.

The three open house sessions had 11 community members in attendance along with representatives from Richmond County Council, interim CAO, and the Cape Breton Partnership. Full notes on the open house sessions are contained at the end of this Appendix.

Open House Vision Options Feedback

The top two options identified by attendees for potential updated vision statements were:

- A Destination Rich in History with a Future of Growth
- An Ideal Place to Live, Work, Grow, Play and Explore

The "*Destination Rich in History with a Future of Growth*" is suggested as the more unique option.

Open House Mission Options Feedback

The preferred mission statement option with the most favourable response by open house attendees was:

- Providing efficient and effective municipal services and actively engaging with the business community, residents and partners to facilitate growth and a high quality of life

Open House Goals and Objectives Perspectives

Open house attendees were supportive of the four proposed goals and offered a number of comments relevant to each goal.

1. Grow the Economy
2. Invest in Infrastructure

3. Nurture Quality of Life
4. Lead and Engage Stakeholders

Some of the comments related to each goal are already implied in the proposed objectives including:

- Population growth
- Explore various options for housing development
- Support for 12-month tourism
- Support for “Branding Strategy”
- Champion connectivity

There were updates to proposed objectives to include comments about protecting water sources and foster relationships with other local governments.

There was also a comment about health and wellness spaces reaching all major centres of the county. Cost of living and wealth inequity was raised as a major concern. The potential for the mayor system was raised as a way to have more focused advocacy for the County as a whole. The fishing industry was highlighted as a key piece of the economy, as was the Bras d’Or Lake, and the importance of local economic development organizations. Communications and involving youth are suggested as a key role for the municipality moving forward, Options to foster stronger participation on advisory committees was discussed.

Richmond County Strategic Plan Refresh Open House Sessions

From June 14-16th, 2022 Richmond County hosted three open house public meetings regarding the refresh of the Richmond County Strategic Plan.

Session Dates

Session 1: Isle Madame New Horizons Seniors Club in Arichat, Tuesday, June 14, 2022, 6-8 PM

Session 2: Louisdale Fire hall, Wednesday, June 15th, 6-8 PM

Session 3: St. Peter's Area Lions Hall, Thu June 16th, 2022, 6-8 PM

Format and Attendance

Attendance at each session included: Planner at FBM, David Paterson, Cape Breton Partnership Director of Communications Jeremy Martell, Warden Amanda Mombourquette, and interim Chief Administrative Officer Karen Malcolm. In addition, Session 1 was also attended by Carly Appleton, Cape Breton Partnership, and District 1 Councillor Shawn Samson. Session 2 was also attended by Carly Appleton, Communications Coordinator, Cape Breton Partnership, Bill Culp,

Creative Economy Development Officer, Cape Breton Partnership, and District 3 Councillor and Deputy Warden Melanie Sampson. Session 3 was also attended by Norma Jean MacPhee, Cape Breton Welcome Network Coordinator, Cape Breton Partnership.

Each session opened with 30 minutes to mingle and provide comments on the display boards. This was followed by presentation by David Paterson, FBM, and open discussion, which included input and feedback from Municipal Staff, Councillors, and Cape Breton Partnership representatives.

Community Member Attendance, in addition to staff:

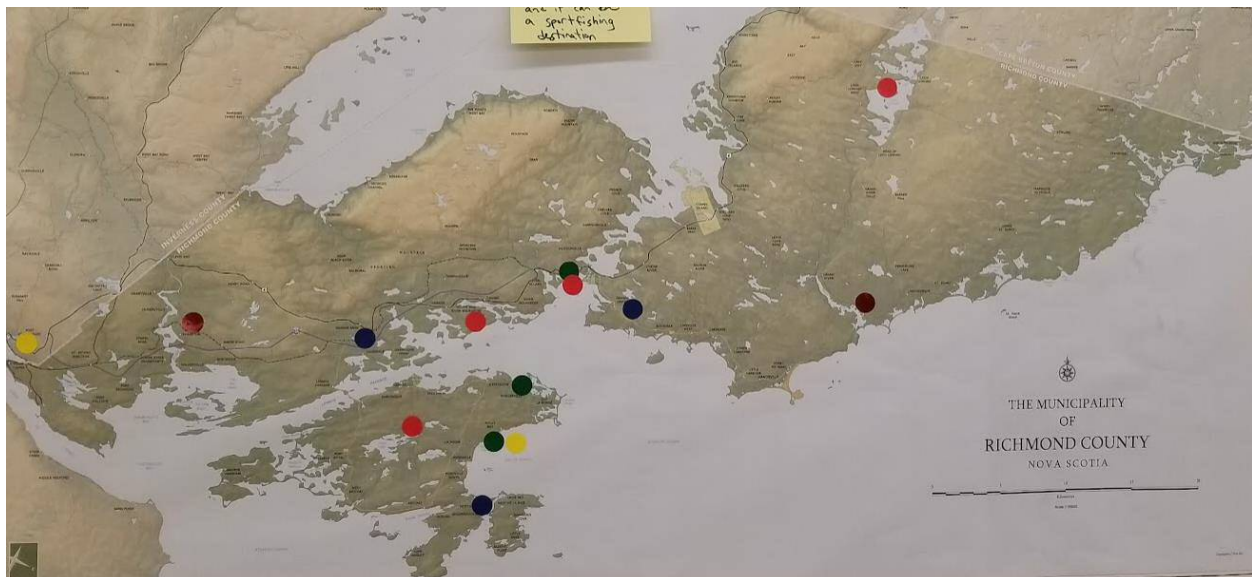
Session 1: 3 ppl

Session 2: 3 ppl

Session 3: 5 ppl

TOTAL: 11 ppl

Where Attendees Live in the County



Big Ideas for Communities

- Stock fish in Bras d’Or Lake
- Hydrogen Hub in Point Tupper

Vision

The following options for a refreshed vision statement for the Municipality of the County of Richmond are identified for feedback:

Option	Number of Dots
Communities of Culture, History, and Opportunities	1
A Destination Rich in History with a Future of Growth	5
A Vibrant Place for People and Businesses	2
An Ideal Place to Live, Work, Grow, Play and Explore	5

Mission

The following options for a refreshed mission statement for the Municipality of the County of Richmond are identified for feedback:

Option	Number of Dots
Actively engaging businesses, residents, and partners to sustain economic growth and enhance the Richmond County experience	2
Providing efficient and effective municipal services and actively engaging with the business community, residents and partners to facilitate growth and a high quality of life	6
An Engaged Cultural and Historic Community - Building a Flourishing Future	2

Comments on “Grow the Economy”

- Why didn’t Lennox Passage Industrial Park work? Make sure we don’t repeat past mistakes
- Grow the population
- Trailer parks for younger families and workers
- 4 dots for “Advocate for tourism and build up 12-month tourism experiences”
- Branding Strategy: “Get Lost in Richmond” (Plenty of old roads)

Comments on “Nurture Quality of Life”

- Build and enhance spaces for health and wellness across the county

Comments on “Invest in Infrastructure”

- Protect water sources at all costs
- Develop sidewalks and pathways where possible to do so
- Absolutely champion broadband and cell service expansion

Comments on “Lead and Engage Stakeholders”

Note there was confusion on 4.4 “Foster strong and consistent relationships with Potlotek FN and St. Peter’s Village Commission” and suggested rewrite is “Foster strong and consistent relationships with other local governments (Potlotek FN and St. Peter’s Village Commission)”

- Celebrate Volunteers
- Make sure people can join and participate in municipal committees
- Explore the mayor system so there is more local advocacy - it would be helpful to have another person in addition to the 5 councillors
- Start using different communications methods, like church bulletins, for meetings that affect residents

Conversation Notes

- To achieve better community involvement in committees, consider rotating locations for meetings
- Accessibility is not just about physical access, but also the ability to communicate and connect to Committee and Council meetings, for example through Telile
- Relationship with the Harbour Authorities and DFO is very important
- Fishing industry is the backbone of the economy
- There is an issue with wealth disparity - it used to be that all people in the county were relatively equal in wealth, but there is now a disparity between rich and poor
- Celebrate volunteers (volunteer banquet is important)
- Population growth needs to be achieved via economic opportunities
- Take advantage of the “gray tigers” - you could even fill Richmond County with retirees with condos
- To achieve the 12-month tourism goal, need to focus on winter and shoulder, with ATVs and winter festival. Consider that the winters are not as cold as they used to be
- There are lots of hidden gems in Richmond County to be the focus of tourism
- Christmas lights and community pride
- Stocking rainbow trout in the Bras D’Or would bring visitors - this can be explored by the Bras d’Or Lake Collaborative Environment Planning Initiative (CEPI), which includes the First Nations and the Biosphere reserve.
- Longer term covid effects = some drop off in volunteerism and socializing, but now coming out of the pandemic, people appreciate their social connections that much more
- Communications: It is not about the quantity of communication methods, but quality - for example the website can be improved. The mission for communications is to reach the people who are hard to reach.

- Youth Council and greater participation with Schools - this can give youth the chance to be part of decision making and experience of chairing meetings etc.
- Local Economic Development Organizations need more support and networking - for example a local or rural development summit
- There should be a better kiosk and welcome experience at the gateway to Cape Breton so people know what Richmond County has to offer if they take the 104.
- Make sure the County calendar has all the key community and municipal events
- The Recreation Manager position should connect to seniors, women, youth - there is a big communication role here
- There should be more opportunities for industries explored so that Richmond County can be independent. This could include agriculture. It could also include forestry and having a wood pellet industry, for example, so there is less reliance on oil.
- The NSCC Home share model for students is a good one to explore
- What is the Information Technology basis needed for implementing these objectives? And how will success of the activities be measured? Have to make sure you are referring back to the Strategic Plan, so it doesn't gather dust on the shelf
- Staff reporting: Consider receiving quarterly reports on progress from departments on the Strategic Plan
- This council has been making good partnerships and advocacy efforts, and this is encouraging
- The Bras D'Or Biosphere should be a major focus of the municipality
- Keep pushing for Broadband and Cell service, especially in areas where service diminishes in bad weather or if the power goes out
- Agri-tourism is an opportunity
- Make sure you are understanding the social determinants of health in decision making
- More young families are coming in, including migrants from other parts of Canada
- The St. Peter's Area has one of everything that you need (except some restaurant choices)
- The County checks all the Recreation and outdoor activities boxes
- Is there funding to support marina expansion?
- Some people live in St. Peter's especially because there is a sidewalk
- Consider a curling rink in St. Peter's
- Consider a distillery or microbrewery in St. Peter's, or a restaurant with a patio near the Tim Hortons area
- Consider Uber or organized taxi service
- The hospital is in a poor location and it is challenging to recruit doctors
- Doctors Office is needed in St. Peter's
- Little Anse can be promoted as similar to Peggy's Cove

- Seafood festival on Isle Madame
- Customs Office for boats ought to be in St. Peter's, not Baddeck
- More accommodations are desirable in St. Peter's - often booked solid, including by utilities workers
- ATV trails should be connected to St. Peter's. Biosphere walking trail would be great or rails to trails. The Celtic Shores multi-use trail is a good example where ATVers and trail walkers co-exist.

Appendix E: Richmond County Strategic Plan Refresh Additional Input

Seniors Take Action Coalition Submission

In May 2022 the Seniors Take Action Coalition provided a written submission with input for the County to consider as the Richmond County Strategic Plan is Refreshed.



Seniors Take Action Coalition

... promoting age friendly communities

Input to the Municipality of Richmond County Strategic Planning Refresh Process

May 2022

STAC Sub-Committee:

- Dorothy Barnard - Author
- Celeste Gotell - Author
- Michele MacPhee
- Marlene LeBlanc
- Janine Lacroix



Seniors Take Action Coalition

... promoting age friendly communities

Input to the Municipality of Richmond County Strategic Planning Refresh Process

Preamble

The Seniors Take Action Coalition is pleased to have this opportunity to contribute to the Strategic Planning Refresh for Richmond County. It is our hope that this submission provides a sound understanding of the importance of age- friendly communities and the strong connection to overall health and well-being. In this document, we use the term seniors and older adults interchangeably for referring to people 55 years of age and older.

Introduction:

The Seniors Take Action Coalition (STAC) was established in January, 2016. We work collaboratively with others to improve the health and well-being of seniors in the Strait Richmond Area. Members come from various seniors' clubs, organizations involved in seniors' programming and services, and people passionate about ageing well in the place we call home. The Coalition is mainly focussed on seniors' issues as they are expressed in our local area. We strive to engage and support seniors to actively participate in the life of their communities. Through the many connections of members of the Coalition, we are able to develop and implement collaborative community projects and programs that facilitate the well-being of seniors.

Members of STAC are dedicated to contributing to the development of age friendly communities in Richmond County. In addition, we feel strongly that the social determinants of health have a profound, and largely unrecognized, effect on the well-being of individuals and communities. We embrace the value of equity and the concept of belonging.

Background:

Richmond County, with a total population of 8,964 (2016 census), has approximately 3,345 persons over the age of 65 years and 4,810 over the age of 55 years in 2022 (extrapolated from 2016 census data). Although often perceived as a liability, in fact older adults bring to their

communities a life-time of skills, experiences and knowledge; they contribute the bulk of volunteer work; they are a valuable resource.

We know from 2016 Census data that the population of Richmond County decreased by 3.5% (9,293-8,964) over the years from 2011-2016 (but has increased recently); 28% are over the age of 65 years and 46% are over the age of 55 years; 1,175 live alone; and 24% of persons over the age of 65 live on an income below the 'low-income measure after tax limit'. Yet, most in Richmond County have a strong sense of community belonging (higher than the Canadian and Nova Scotian averages) (Vital Signs).

Past community consultations and interactions have identified concerns of seniors within Richmond County (see Appendix 1). Most are ongoing and have not been adequately addressed. Highlights of participant recommendations include:

- improve cell phone/internet coverage
- improve communication and access to information
- increase bilingual services, programs and resources
- enhance public transportation
- create more accessible and affordable housing
- develop more recreational/social opportunities
- make shoulders on roads wide enough for walking and biking
- have more and better maintained trails
- create more school and Municipality supported intergenerational activities
- establish a staff position at the Municipality to address and coordinate the needs of seniors
- financially support opportunities for seniors seeking retraining
- expand affordable services to allow seniors to age in their own homes
- develop a database of available services, programs and resources

These concerns were reflected in the community consultations held by the Strait Richmond Community Health Board (fall 2009, spring 2010, and again in 2015). Additionally, the need for in-home supports such as repairs, yard work and house cleaning were identified in the STAC Housing Survey done in 2018. Participants noted the challenges faced by those living with poverty, food insecurity, depression, mental illness, substance abuse and social isolation. They also noted strengths and benefits of living in the Strait Richmond Area. Participants in the Strait Richmond Area Chamber of Commerce Vital Conversations (June, 2018) noted that collaboration as well as family, community and social supports were important for the future of our area. Similar concerns have been expressed by participants in the Richmond County Literacy Network Collaboration Retreat and by community residents who have participated in grant-funded projects such as the Mind Body Spirit programs. Other resources include the People Assessing Their Health project "Ma Sante-Mon Avenir" (2010) developed with Richmond County Acadian population representatives along with members of the STFX Extension

Department. All of these issues can be addressed through an age friendly plus social determinants of health framework. Finally, Engage NS 2021, provides a wealth of information on the quality-of-life indicators for Richmond County.

Age- Friendly Communities

An age-friendly community is a community where the policies, services and physical spaces are universally designed to enable people of all ages to live safely in a secure and accessible environment and experience their communities in a way they can participate and enjoy. In 2006, the World Health Organization (WHO) developed the Global Age-Friendly Cities Project. This project brought together cities from around the world that were interested in supporting healthy aging by becoming more age-friendly. These cities gathered information from seniors, senior-care providers and other groups and individuals with an interest in age-friendly communities. This information helped to identify eight key domains of community life:

- outdoor spaces and buildings;
- transportation;
- housing;
- social participation;
- respect and social inclusion;
- civic participation and employment;
- communication and information; and
- community support and health services.

<https://www.canada.ca/en/public-health/services/health-promotion/aging-seniors/friendly-communities.html>).



(Keefe, 2022)

When we take into consideration the perspectives of seniors, it can benefit people of all ages, abilities and backgrounds. Using an age-friendly communities' lens will create environments that enhance belonging and equity.

If the Municipal Council were to consider all its policies, services and structures related to the physical and social environment, and put the following principles into practice, they would be applying an age friendly lens to their work.

- Recognize the strengths and resources that older adults bring to the community.
- Anticipate and respond flexibly to aging related needs and preferences.
- Respect decisions and lifestyle choices.
- Support the safety and wellbeing of those who are most vulnerable.
- Engage older adults and encourage them to contribute in all areas of community life.

(Dr. Janice Keefe, 2022)

In addition, the following questions are applicable:

- How can the policy, program or service under consideration be improved to better enhance the independence, participation, and dignity of people?
- Will a policy, program or service under consideration have a negative impact on the independence, participation, and dignity of people?

National Positive Ageing Strategy, 2013, Department of Health, Ireland.

The guiding principles of an Age-friendly lens are:

- **Equitable:** Everyone has access to fair and equal treatment under the law regardless of age, race, religion, gender or ability.
- **Accessible and Affordable:** Environments, products, devices, policies, programs and services are accessible and affordable for older adults with a wide range of abilities and varying incomes
- **Inclusive:** Enables participation from everyone so that all members of the community feel welcome and included
- **Evidence Based:** Decisions are based on the best available research and expertise and the ideas and opinions of those most directly impacted
- **Empowering:** Enables older adults to experience greater confidence, and control over their life or situation
- **Security:** Takes measures that ensure physical, emotional, and financial well-being

(Age-Friendly Saskatoon Policy Lens: A Self Assessment Tool. The Saskatoon Council on Aging, 2017)

Potentially relevant policies, services and programs for examination through an age friendly lens might include “Street Lights”, “Grants”, “Communications Plan”, “Community Use of Schools”, “Hiring” and “Use of Social Media”, website design, and other program offerings. Other documents to be considered with an age friendly lens might include the Municipal Climate Change Plan and Richmond Integrated Community Sustainability Plan, Zoning By-Laws and the Emergency Measure Plan. Relevant committees include the Municipal Emergency Measures Planning Committee, Recreation Committee and Accessibility Committee.

The Municipality of Richmond County has undertaken several steps towards becoming an age-friendly County. In November and December of 2012, the County was involved with others in community consultations related to the well-being of seniors. Although a draft report was written, it was never finalized or circulated. A major recommendation in that report was the formation of a leadership team/age friendly advisory committee. Funding was granted in 2016, and additional funding in 2019, to develop a plan and to recruit and coach community champions who would spearhead the education of community members related to age friendly community concepts. The latter project was never realized. In 2019, a consultant was hired to develop an age friendly plan which culminated in the document *Municipality of the County of Richmond Age Friendly Community Plan. FINAL. September 23, 2019*. This plan was presented to Council in November 2019 but was never ratified. There was little public consultation and many of the issues identified were not addressed in the plan. To our knowledge, the recommendations contained in the plan submitted have not been actioned. However, this document does provide a starting point for developing an age friendly Richmond County action plan that reflects the input of residents of Richmond County from all walks of life.

The Municipality currently supports initiatives that facilitate and support achieving an age friendly Richmond County. Examples include the establishment of an Accessibility Advisory Committee and development of an Accessibility Plan; active participation in the Strait Richmond Housing Matters Coalition and offering recreation programs that appeal to older adults.

Annual funding to support to Strait Area Transit, the Seniors’ Safety and Social Inclusion Coordinator position, and support to various seniors’ clubs through the community grant program, also help contribute to an age friendly community

An equally important aspect of developing Richmond County to its full potential is to make decisions that are informed by the social determinants of health on the well-being of residents.

The Connection between Age Friendly Communities and the Social Determinants of Health

As illustrated in the following diagram, many factors impact our sense of belonging, well-being and health. These factors all interact and impact each other to create a favourable or unfavourable environment for each individual. They also interact to determine if one lives in a favourable or unfavourable community environment. Many of these factors are beyond an individual’s control and demand a community, county, country and global response. Within

Richmond County, there is much we can do. Nutrition programs, housing initiatives, and ridesharing partnerships are some of the ways providers are reducing healthcare costs by addressing social determinants of health.

Examples of municipal leadership and involvement in the social determinants of health include the work currently underway to increase accessibility, involvement in Cape Breton South Recruiting for Health to improve health services, and leadership in the Strait Richmond Housing Matters Coalition.



[\(https://www.wellnessnb.ca/resources/determinants-of-health-poster/\)](https://www.wellnessnb.ca/resources/determinants-of-health-poster/)

Understanding the Social Determinants of Health and the principles of an Age Friendly Community also help to address health equity:

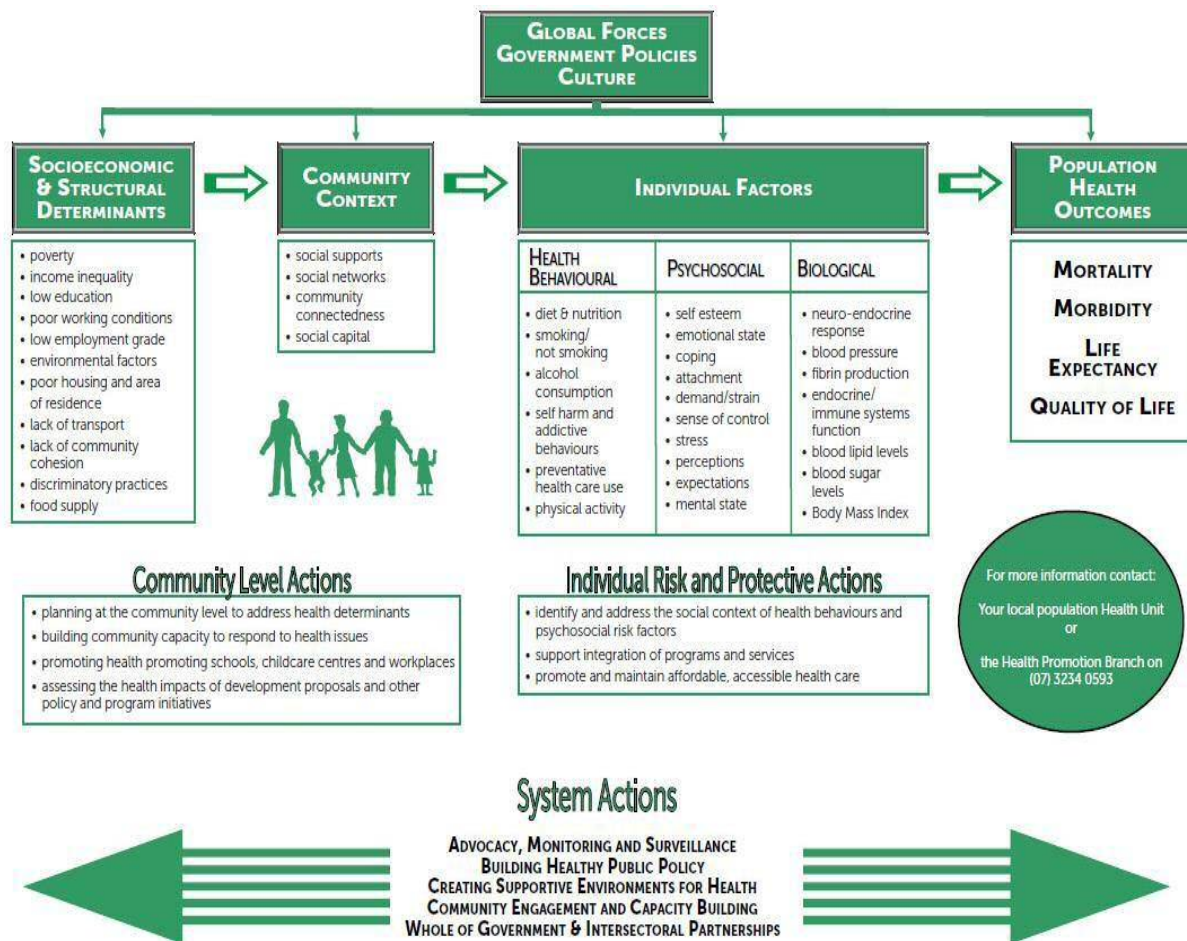
“Health equity is created when individuals have the fair opportunity to reach their fullest health potential. Achieving health equity requires reducing unnecessary and avoidable differences that are unfair and unjust”. (<https://www.publichealthontario.ca/en/health-topics/health-equity>).



Equality vs Equity

Through addressing the social determinants of health, overall population health can be improved and can reduce health inequities. For example, walkable communities, which encourage people to be more active, can improve both physical and mental health.

The following figure illustrates the approach that Cape Breton Recruiting for Health is taking in collaboration with Nova Scotia Health and the Department of Health and Wellness. Through this approach Richmond County (and the Strait Richmond Area) can become a place where the social determinants of health are interwoven into all decisions, programs and services.



Final Thoughts

We look forward to continuing to collaborate with the Municipality to improve the quality of life for the older adults that call Richmond County their home and to create an age- friendly County that both embraces the contribution of older adults and ensures policies, programs and services that respect the unique and diverse needs of all its citizens.

Recommendations:

That the Municipality:

- Design and deliver an educational program that enables Council members as well as residents of Richmond County to understand the benefits of adopting an age friendly communities' perspective and achievement of equity for those living in Richmond County through consideration of the impact of the social determinants of health on their health and well-being. (Seek funding for appropriate education/training program)
- Establish an Age-Friendly Communities Planning Advisory Group (Refer to Appendix 2)
- Develop/adapt and adopt lens for decision-making that encompasses consideration of community belonging and equity (Seek funding – see above).

References:

Advancing Equity and Inclusion: A Guide for Municipalities. 2015. © City for All Women Initiative (CAWI), Ottawa.

Association of Municipalities Ontario. 2019. *Partners for a Healthy Ontario: A Check-up on the Municipal Role for Health*.

Association of Municipalities Ontario. 2019. *A Compendium of Municipal Health Activities and Recommendations*. A Companion to AMO's "Partner's for a Healthy Ontario: A Check Up on the Municipal Role in Health". Discussion Paper.

Community Foundation of Nova Scotia/Strait Region Society for Children, Youth & Families. 2020. *Strait Region's Vital Signs*.

Employment and Social Development Canada. 2018. *Opportunity for All, Canada's First Poverty Strategy*.

Engage Nova Scotia. 2021. <https://engagenovascotia.ca>

Gotell, C. 2018. Seniors Survey Results: Richmond County and Strait Area. Seniors Take Action Coalition/Nova Scotia Health.

Hill, T. & Holland, C. (2021). *Survey Snapshots: Sustainable Development Goals and the NS Quality of Life Survey Results*. Halifax, NS: Engage Nova Scotia.

Kelly, J.G. 2022. *Senior Age Friendly Environment (S.A.F.E) small town active community model*.

Public Health Agency of Canada. 2018. *Key Health Inequalities in Canada: A National Portrait*.

Raphael, D., Bryant, T., Mikkonen, J., Raphael, A. 2020. *Social Determinants of Health: The Canadian Facts*. 2nd Edition.

Ritsatakis, A., Ostergren, P-O., Webster, P. 2015. Tackling the social determinants of inequalities in health during Phase V of the Healthy Cities Project in Europe. *Health Promotion International*, 30, S1: i45–i53. doi: 10.1093/heapro/dav034.

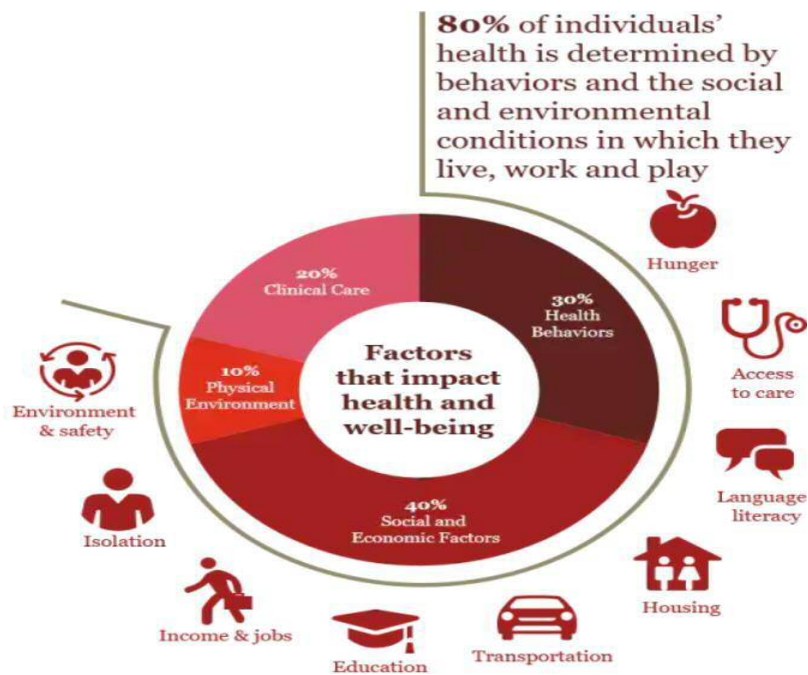
World Health Organization. 2016. *Creating age-friendly environments in Europe. A tool for local policy-makers and planners*. WHO.

<https://semaaa.org/funding-community/age-friendly-communities/>

<https://www.pwc.com/ca/en/industries/healthcare/health-issues-18/looking-to-the-social-determinants.html>

<https://revcycleintelligence.com/news/how-addressing-social-determinants-of-health-cuts-healthcare-costs>

<https://scoa.ca/wp-content/uploads/2021/03/aflens.pdf>



APPENDIX 1

Richmond County-Related Background Information

Strait Richmond Community Health Board- Community Consultations, 2009-2010

Ma Santé- Mon Avenir. Hope...building a solid, strong, safe and healthy community (Isle Madame, 2010)

L'Ardoise Senior's Jolly Club- Needs Survey, 2012

L'Ardoise Community Consultation Report, 2012 (GASHA)

Social Equity Forum Proceedings, May 2012

Age Friendly Communities Nova Scotia Implementation- Summary Report of Community Consultations, Municipality of the County of Richmond, 2013

Strait Richmond Community Health Board- Community Conversations, 2013

Strait Area Equity Network- Community Wellness Conversations, 2014

GASHA Primary Health Care- Strategic Planning Work- June 2014

GASHA Community Health Boards- Community Conversations "Hope for the health of our Communities"- April 2015

Seniors Wellness day- May, 2015

Community Outreach and Support Worker Report- October, 2015

Seniors Take Action Conferences (2015-2017)

Mind Body Spirit Collaboration Forums- October, 2017 and October, 2018

Mind Body Spirit Feeding the Soul Conference- May, 2018

Looking Forward: Partnerships at Work Conference (Parts I, II) Summary of Proceedings. April, June, 2018. Richmond County Literacy Network sponsored.

Strait Richmond Area Chamber of Commerce Vital Conversations- June, 2018

Seniors Housing Survey Report- Richmond County and Strait Area, October, 2018

Input from participants in Dr. Kingston Memorial Community Health Centre sponsored programs (2016-2022)

APPENDIX 2

Suggested Terms of Reference for the Age-Friendly Action Team

Purpose

To advise on the implementation of the Richmond County Age Friendly Community Plan in collaboration with the Municipality.

Organizational Structure

The Richmond County Age Friendly Community Team shall be a Special Committee of Council.

Membership

Membership will be chosen to reflect the geographic areas and diversity of Richmond County.

- A member of Municipal Council
- A representative from a senior's club as chosen by the Seniors' Council
- A Member from Seniors Take Action Coalition
- A representative from a youth-serving organization
- A representative from the Francophone/Acadian community
- A representative from Potlotek
- A business representative
- For the first term of the AFCT's mandate, 2 members of the original steering committee involved in drafting Richmond County's Age Friendly Community Plan
- A member of municipal staff assigned to help coordinate the AFCT's work. (a staff member will provide secretarial support to this team, i.e. schedule meetings, circulate minutes, take minutes, be the holder of all documentation)
- Other ex-officio members with specific expertise as identified by the committee

Responsibilities

- Raise awareness of the importance of Richmond County as an age-friendly community
- Advise on the Implementation of the Richmond County Age Friendly Community Plan
- Identify champions/partners to help implement the AFC Plan

- Participate in the reviewing and updating of the AFC Plan semi-annually.
- Support the Municipality in the implementation of an age friendly community lens

Term

Appointments to the Age Friendly Community Team will be staggered to ensure continuity. Upon initiation of the AFCT, half of the members may serve a 3-year term and half of the members may serve a 2-year term.

Co-Chairs

- Co-Chairs will be chosen by the AFCT
- The Co-Chairs will provide an annual report to Municipal Council highlighting progress with the Age Friendly Community Plan.

Meeting Schedule and Location

The Age Friendly Community Team will meet 6 times per year

- Meeting minutes will be taken and distributed along with a notice of meeting
- Notices of meetings shall be distributed 1 weeks prior to a meeting.
- Meetings will be held in person or via zoom if required

Decision Making

All decisions will be made using consensus. When a consensus cannot be reached, decisions will be made using a majority vote of 60%.

Each organization/person participating will have one vote

Quorum for Voting Purposes

Quorum is 60% of core membership.

Confidentiality

Members are expected to respect the confidential nature of the discussions and will not disclose any information that is considered confidential with any person or organization. Non-confidential decisions, recommendations and information will be reflected in the minutes.

Conflict of Interest

Any member of the team in a situation or decision that may be of benefit personally or for her/his organization must immediately disclose a conflict of interest. Furthermore, that member must not be included in any further discussion or voting on the issue of potential conflict.

Spokesperson for the Team

A Co-Chair shall act as the spokesperson for the Team.

Resources and Budget

The Municipality will cover all related costs to host meetings and other expenses identified for the team to carry out its work.

Documentation and Electronic Data Retention and Safe Keeping of Records

Core documents will be shared with members, electronic records of all documents will be kept by the person providing secretarial support to ensure the safe keeping of agendas, minutes, reports, slide decks, membership lists, and other related material.

Communication and Information Sharing

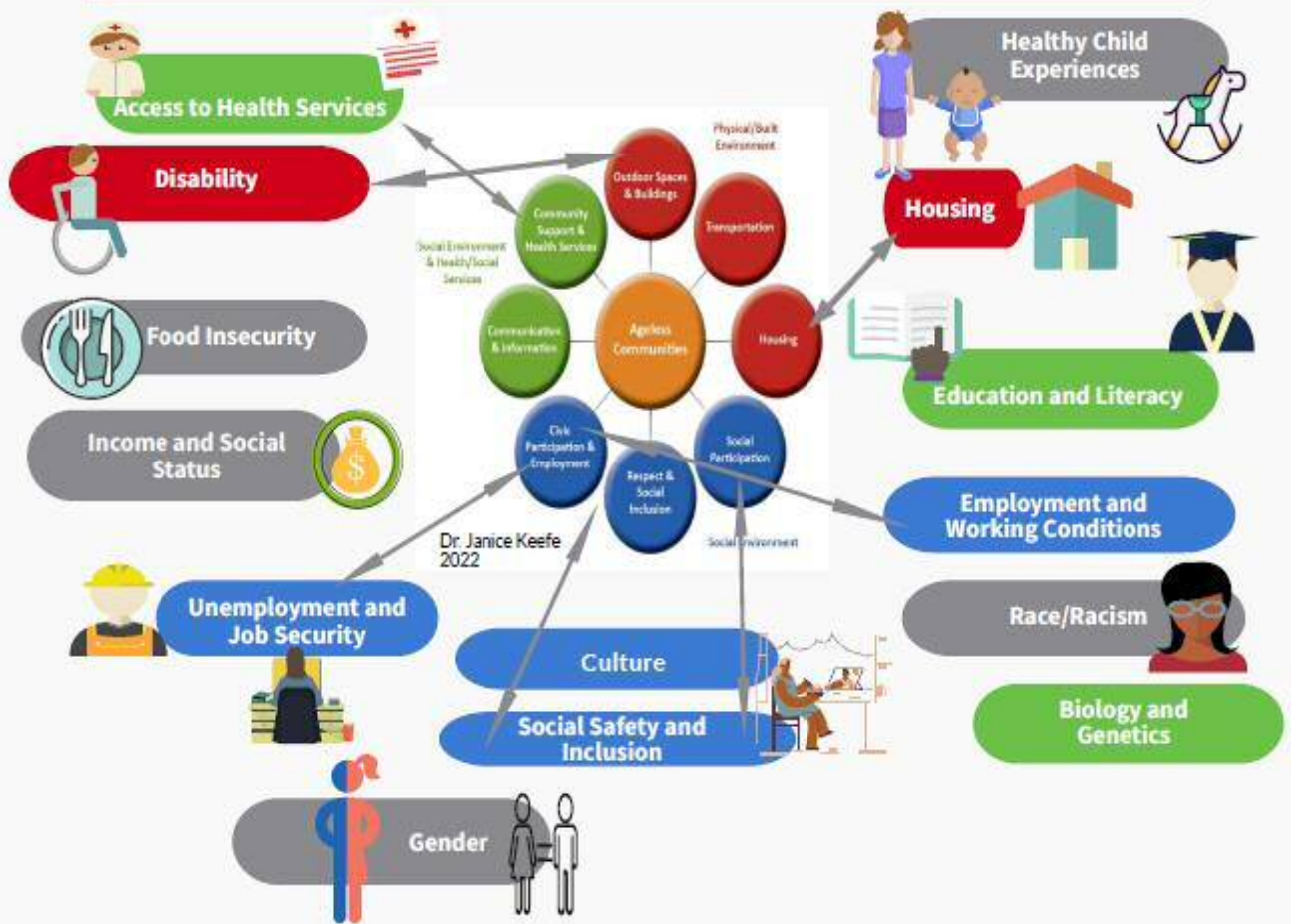
Communication among members, and between the staff and team will occur through: email, telephone for meeting notices, minutes, and activity updates; and regular representation and participation at meetings.

Note

The Terms of Reference will be reviewed annually and revised as deemed necessary.

MAKING THE CONNECTIONS

EXPLORING THE CONNECTION BETWEEN AGE FRIENDLY COMMUNITIES, THE SOCIAL DETERMINANTS OF HEALTH AND PROGRAMS AND SERVICES OFFERED IN RICHMOND COUNTY



Persons 55 years and older make up 46% of the population in Richmond County.

Community Initiatives and Organizations in Richmond County that promote age friendly communities while also addressing the social determinants of health.

Community Partner Led

The Dr. Kingston Memorial Community Health Centre has received many grants and offered several programs for older adults; including the Mind, Body and Spirit, Zine, Theatre, Storytelling PhotoVoice, Java Club, Holiday Happiness, falls prevention, community outreach and education

Seniors Safety, Social Inclusion Coordinator

Richmond River Roots Garden Market Society

Richmond County Literacy Network programs for older adults, such as computer training

There are 11 seniors clubs in Richmond County as well as the Richmond County Seniors Council

Strait Richmond Palliative Care

Eastern County Regional Libraries

Strait Richmond Community Health Board

Telile Community Television is a great source of information and communication tool for older adults who do not have internet to hear about programs

Seniors Take Action Coalition now produces a quarterly newsletter called Better With Age - 5 issues have been produced to date. Limited print copies can be accessed at locations throughout Richmond County.

Seniors Take Action Coalition FaceBook page now has over 525 members. Click link below.

<https://www.facebook.com/groups/1161257753926917>

CB Welcome Network Welcome Groups in St. Peter's and Area, Isle Madame and Louisdale

VON

Raising the Villages - Ingenerational

Municipally Led Work

The work underway in the Municipality for an accessibility plan has great opportunities to improve living conditions for persons with disabilities.

Emergency Measures Planning

Recreation programs offered by the Municipality include opportunities for older adults, some of their programs are offered by older adults. Produce and distribute Richmond Reflections quarterly delivered to homes.

Work the Municipality partners on

Richmond Villa and St Anne's Centre Boards

Richmond County contributes to Strait Area Transit and sits on their Board

Cape Breton South Recruiting for Health financial contribution and board involvement

Richmond County was selected as a community for Aging Collectively

Strait Richmond Housing Matters Coalition

Contributes financially to local Food Banks

Richmond County provides annual funding toward a Seniors Safety and Social Inclusion Coordinator



Seniors Take Action Coalition

... promoting age friendly communities

Who are we?

As the Seniors Take Action Coalition, we are committed to promoting an age friendly Richmond County. We advocate for issues, that are both important to and impact older adults. We celebrate the lives and contributions of older adults in our communities. The Coalition was formed in January 2016.

Since that time, we have had members from various seniors' clubs, community organizations, NS Health, Retired Teachers Association, the municipality, and other community members interested in issues impacting older adults. While many of our members are older adults, we welcome anyone who is interested in supporting seniors to become involved.

What do we do?

- We have a [Facebook group](#) with close to 500 members, where we share information almost daily. Search 'Seniors Take Action Coalition'.
- We send letters to elected officials on the Municipal, Provincial and Federal level to bring to their attention issues that impact older adults. At present, we are very concerned about the recent announcement by Nova Scotia Power to increase electricity rates for residential customers by at least 10 per cent over the next three years, and an additional storm rider that would allow Nova Scotia Power to increase bills by up to two per cent. We will be raising our concerns and mobilizing others to also speak up about this important issue.
- We have been involved in organizing and partnering on three conferences. The last one was called **Feeding the Soul**, it was part of the Mind, Body and Spirit Project, held in 2018.
- We carried out a housing survey in 2017 to gain an understanding of the needs of seniors in our communities. Over 262 seniors completed surveys and we presented the findings to the Richmond County Council.
- We launched a social media campaign to raise seniors' issues during the Municipal Election in Fall 2020.
- In the spring of 2021, we launched a newsletter called *Better With Age*. You can subscribe to receive this newsletter electronically. We are working to get limited copies available at locations such as the library, municipal office, La Picasse, the local MLA office. To sign up to receive the newsletter [Subscription \(mailchi.mp\)](#).
- We advocated for Richmond County to develop an Age Friendly Communities Action Plan and participated on the Advisory Committee that was selected to work with the hired consultant. This plan was presented in the Fall of 2019 to the previous Council but was never officially endorsed or released. We look forward to working with the current Council to revisit the plan as part of the upcoming Strategic Planning process.

Why?

Older adults over 55 years of age make up 46% of the population in Richmond County. We believe that as strong advocates we can increase the awareness about, and emphasize the importance of, age-friendly communities for older adults, while knowing that people of all ages who live in Richmond County will also benefit.

We also believe that we need to work together collaboratively to improve the overall health of our community.

When?

The Coalition meets monthly. Prior to COVID-19, our meetings took place at the Lion's Hall in Louisdale. We now meet on Zoom. We hope to resume meeting in person as soon as it is possible to do so. While not ideal, we have found that Zoom is a user- friendly way to keep things going until we can meet again!

For more information, please join our Face Book Group or contact Dorothy Barnard, Chair of the Coalition at barndr@gmail.com.

Appendix F: Richmond County Strategic Plan Refresh Input Survey

Richmond County Strategic Plan Refresh Community Input Survey Overview

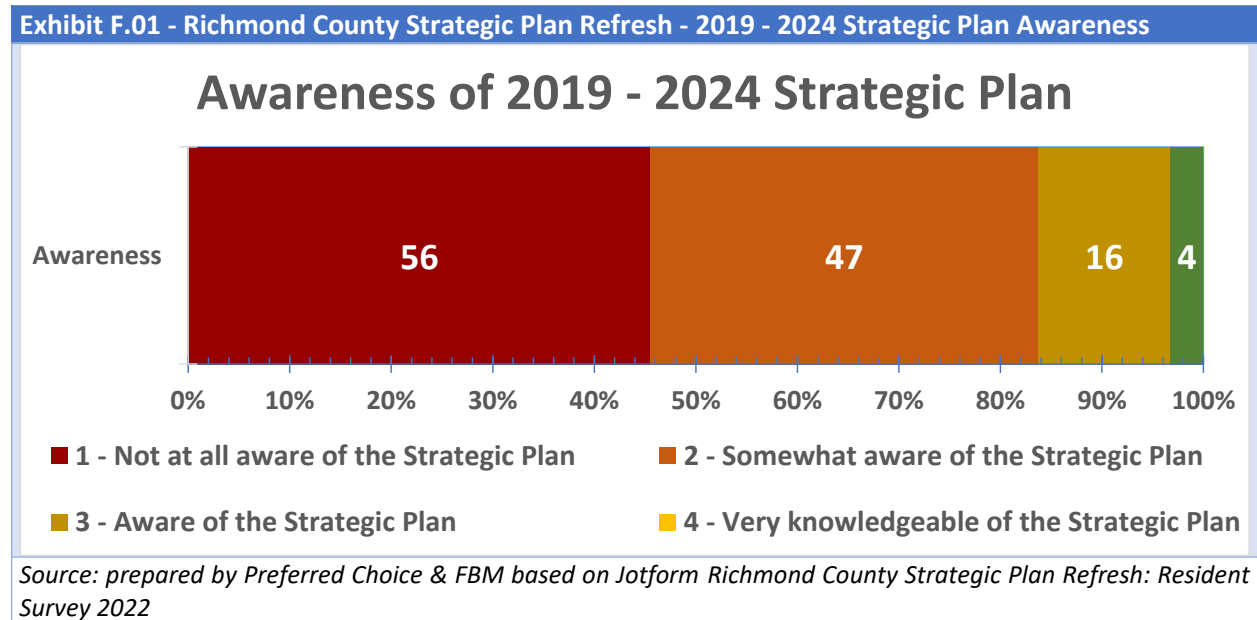
As part of the Richmond County Strategic Plan Refresh a Resident Survey using Jotform was available online for 3 months. From March 21, 2022 to June 24, 2022 there were 124 responses to the survey.

The full results of the online survey are contained at the end of the Appendix following the summary in this section.

Promotional materials for the online survey were produced by the Cape Breton Partnership. The survey was advertised alongside virtual and in-person engagement opportunities through the municipality’s website, the Reflections of Richmond newsletter mailout, updates on Telile Community Television, posters and postcards distributed throughout communities, information through church bulletins, and through Facebook.

Past Strategic Plan

Awareness of the 2019 - 2024 Strategic Plan had 16.26% very knowledgeable or aware of the plan, 28.21% somewhat aware, and 45.53% not at all aware of the plan.

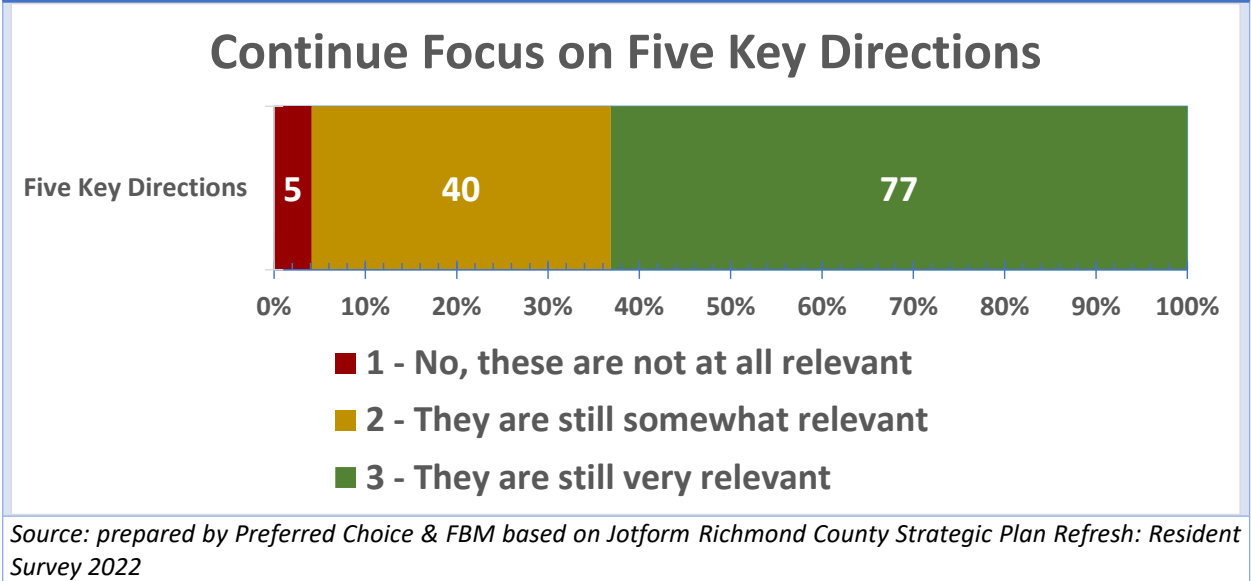


The majority believe the five key directions are still relevant:

- Sustainability of Municipal Services
- Economy

- Tourism
- Healthy and Active Community
- Communication and Engagement

Exhibit F.02 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Five Key Directions



Survey respondents noted a number of changes to consider since the 2018 planning cycle.

Sustainable Municipal Services

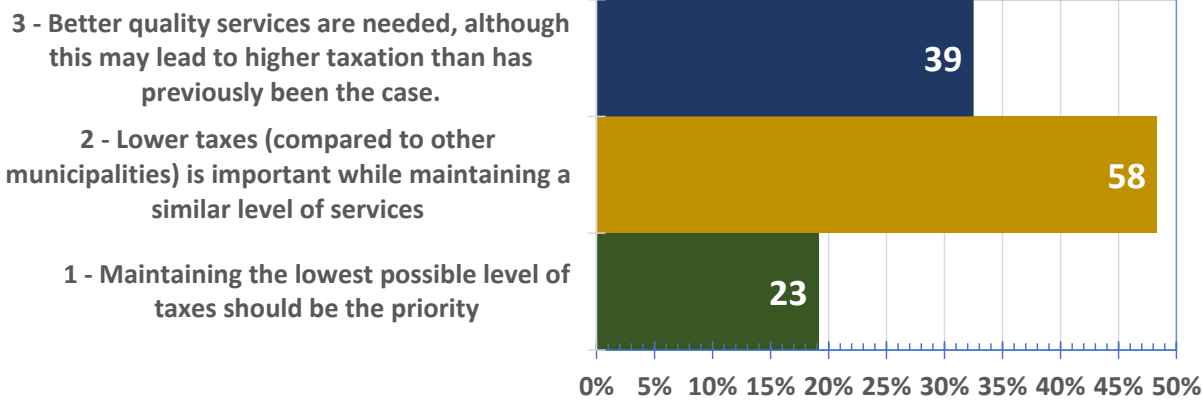
Residents noted municipal services from most favourable views to least favourable as follows:

1. Solid Waste Collection and Disposal Services
2. Administration Services
3. Fire Protection Services
4. Recreation and Cultural Services
5. Water and Wastewater Services
6. Health and Development Services
7. Planning & Development Services
8. Transportation Services

Taxation and Quality of Services had the most favourable view to maintain lower taxes compared to other centres while maintaining similar services supported by 48.33%, better quality services supported by 32.50%, and maintaining the lowest taxes supported by 19.17% of respondents.

Exhibit F.03 - Richmond County Strategic Plan Refresh - Taxation and Quality of Services

Taxation and Quality of Life Services Preferences



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

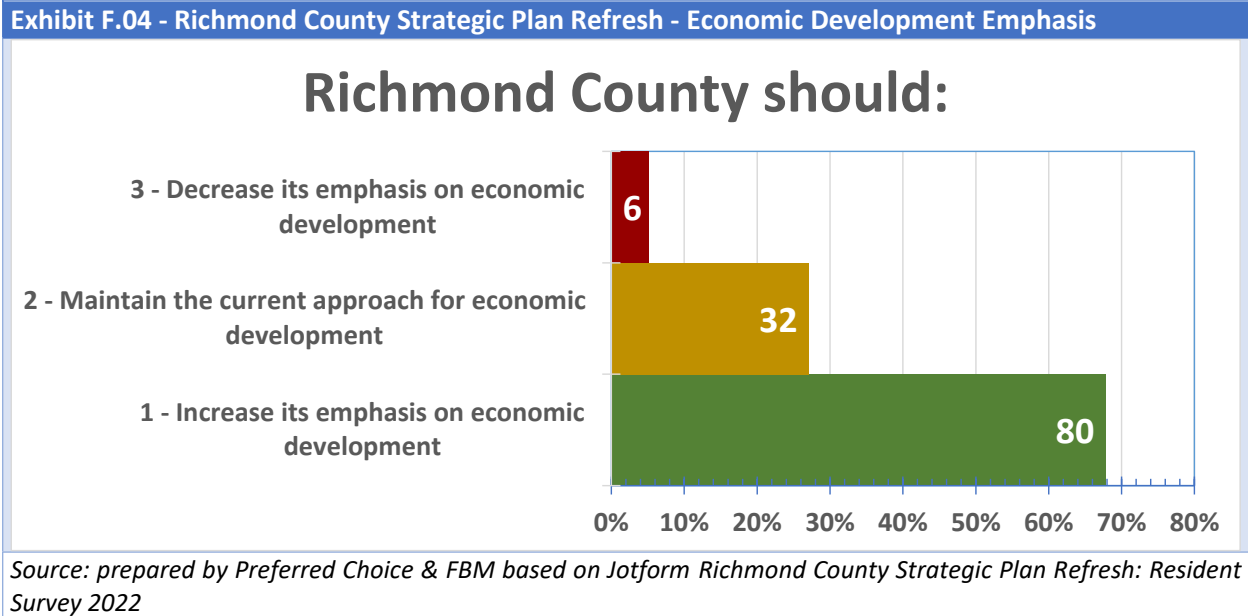
Economy

Residents noted economic development services from most favourable views to least favourable as follows with favourable views of all the noted options:

- Retaining, Supporting and Expanding Existing Businesses
- Supporting New Local Businesses and Start-Ups
- Attracting Investment from Outside the County
- Immigration Initiatives
- Marketing and Promotion

All of the above noted economic development services had an overall favourable view by respondents.

There was a strong 67.80% support for an increased emphasis on economic development.



A range of suggestions were noted regarding good economic development opportunities for the County.

Residents noted features important to attract more people from most favourable views to least favourable as follows:

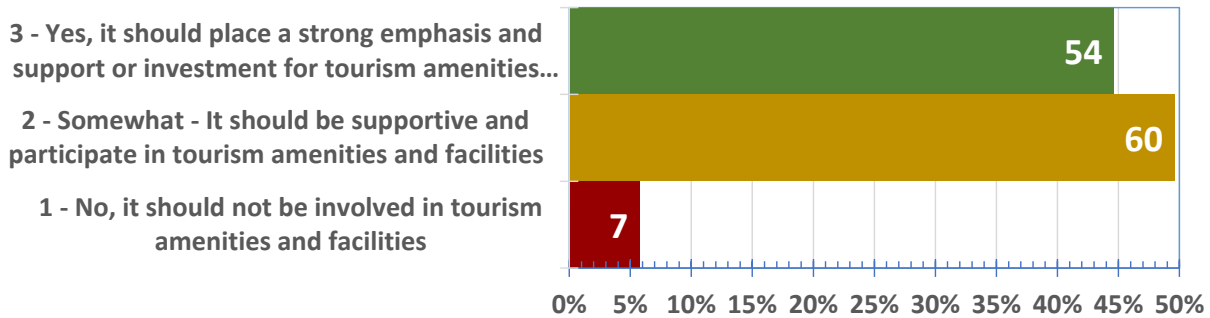
- Health Services
- Available / Suitable Housing
- High-speed Internet
- Education Services
- Employment / Career Options
- Reliable Utility Services
- Community Appearance
- Maintaining Municipal Infrastructure
- Sports & Recreational Amenities and Activities
- Arts & Cultural Amenities and Activities
- Other various comments

Tourism

The largest segment 49.59% of respondents are somewhat supportive for participation in tourism amenities and facilities followed by 44.63% with strong support for county tourism events and facilities investment.

Exhibit F.05 - Richmond County Strategic Plan Refresh - Tourism Amenities and Venues Investment

Should Richmond County invest in amenities and venues to host events?

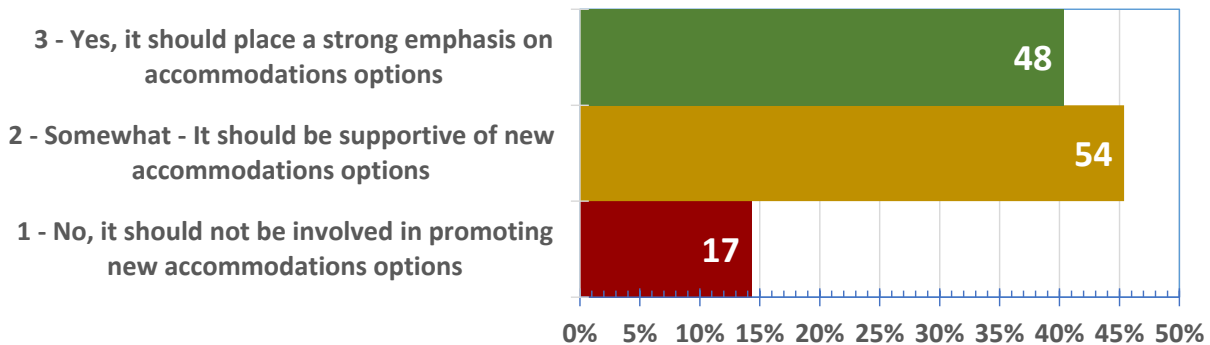


Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

The largest segment 45.38% of respondents are somewhat supportive for support for development of new accommodations options followed by 40.34% with strong support for county strong emphasis on accommodations options.

Exhibit F.06 - Richmond County Strategic Plan Refresh - New Accommodations Development Support

Should Richmond County support the development of new accommodations options:



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

A range of other ideas to support tourism were identified.

Healthy & Active Community

Residents noted quality of life and options by demographic group viewed most favourable to least favourable as follows:

- Seniors 65 years and older
- Adults 25 to 64 years old
- Youth aged 15 and under
- New Residents & Immigrants
- Teens and Young adults, aged 16 to 24 years
- People with Accessibility Needs
- People Experiencing Social or Economic Challenges

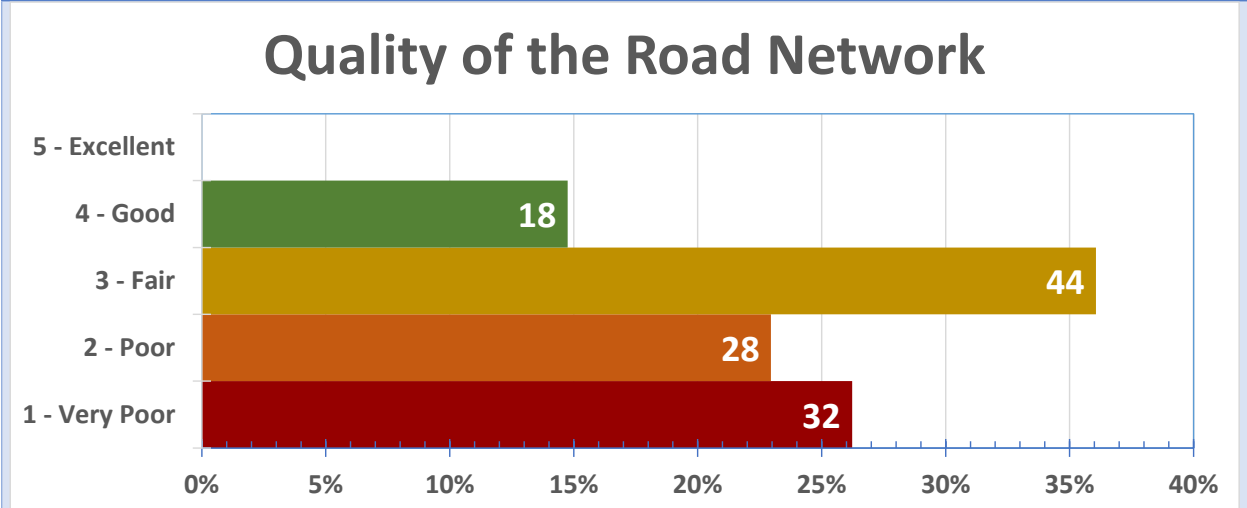
A range of suggestions were noted by respondents on how to improve the living experience in Richmond County.

Residents noted housing needs viewed most important to least important as follows:

- Seniors Housing / Assisted Living
- Rental Housing / Apartments
- Social / Affordable Housing
- Market Housing
- Emergency Shelters

Regarding area roads, the majority are maintained by the Province of Nova Scotia, 49.18% of respondents viewed the quality as poor or very poor, 36.07% as fair, and 14.75% indicated roads were good.

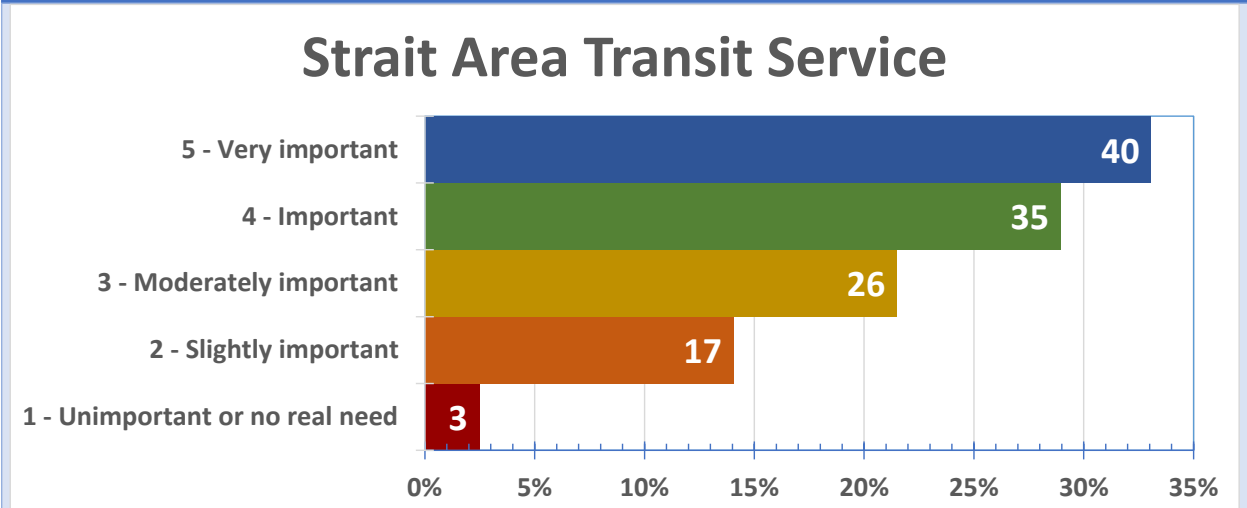
Exhibit F.07 - Richmond County Strategic Plan Refresh - Quality of Road Network



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

The majority or 61.98% of respondents viewed Strait Area Transit as important or very important.

Exhibit F.08 - Richmond County Strategic Plan Refresh - Strait Area Transit Service



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

Communication & Engagement

Respondents indicated the ability to communicate with the county in the past viewed most favourably to least favourably as follows:

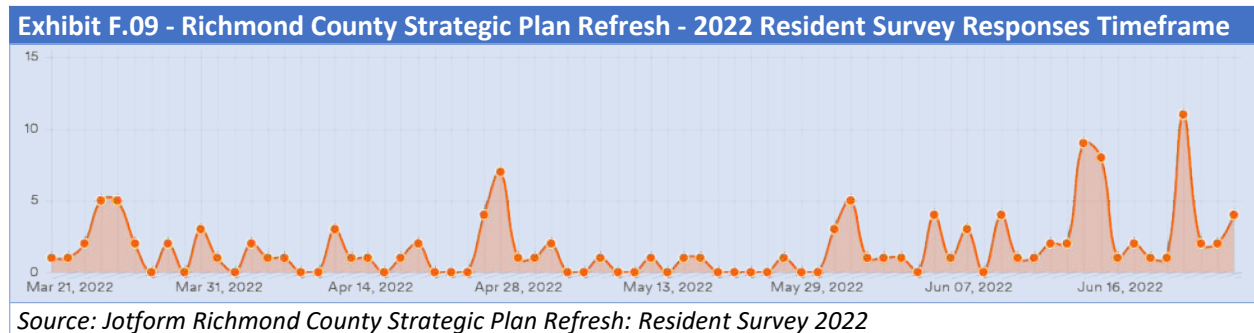
- Access to information on the County via newsletters, Like Reflections of Richmond
- Availability of staff at Richmond County
- Access to information on the County via Social Media, like Facebook

- Communication with Council at Richmond County
- Access to information on the Municipal web-site
- Access to information on the County in Advertisements

Other Feedback

Additional comments for Richmond County to consider as it refreshes its Strategic Plan were noted by respondents in a range of areas.

2022 Strategic Plan Refresh Survey Responses

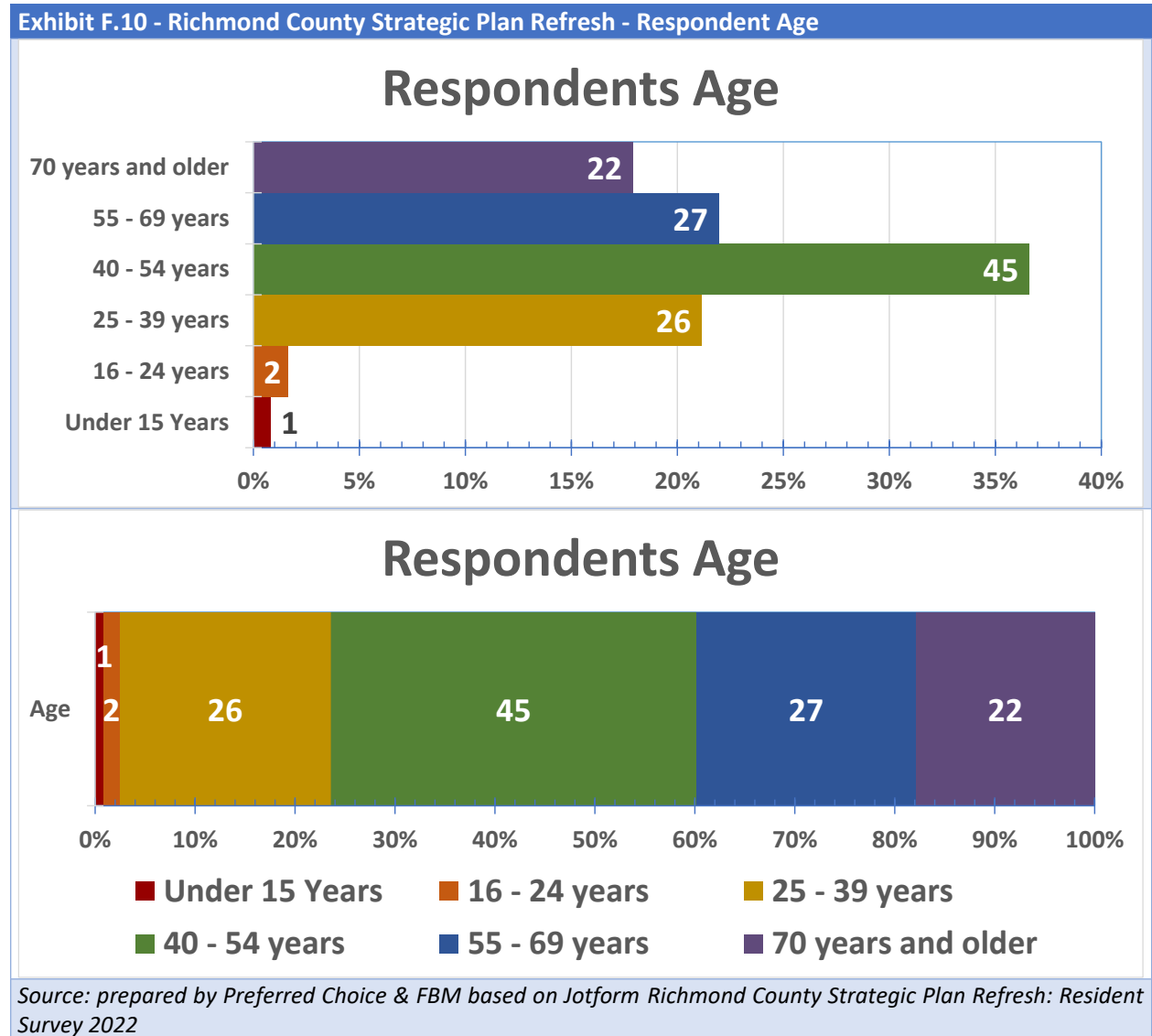


As part of the Richmond County Strategic Plan Refresh a Resident Survey using Jotform was available online for 3 months. From March 21, 2022 to June 24, 2022 there were 124 responses to the survey. The average completion time for the survey was 10 minutes and 33 seconds.

A summary of the responses to each question is presented in this document.

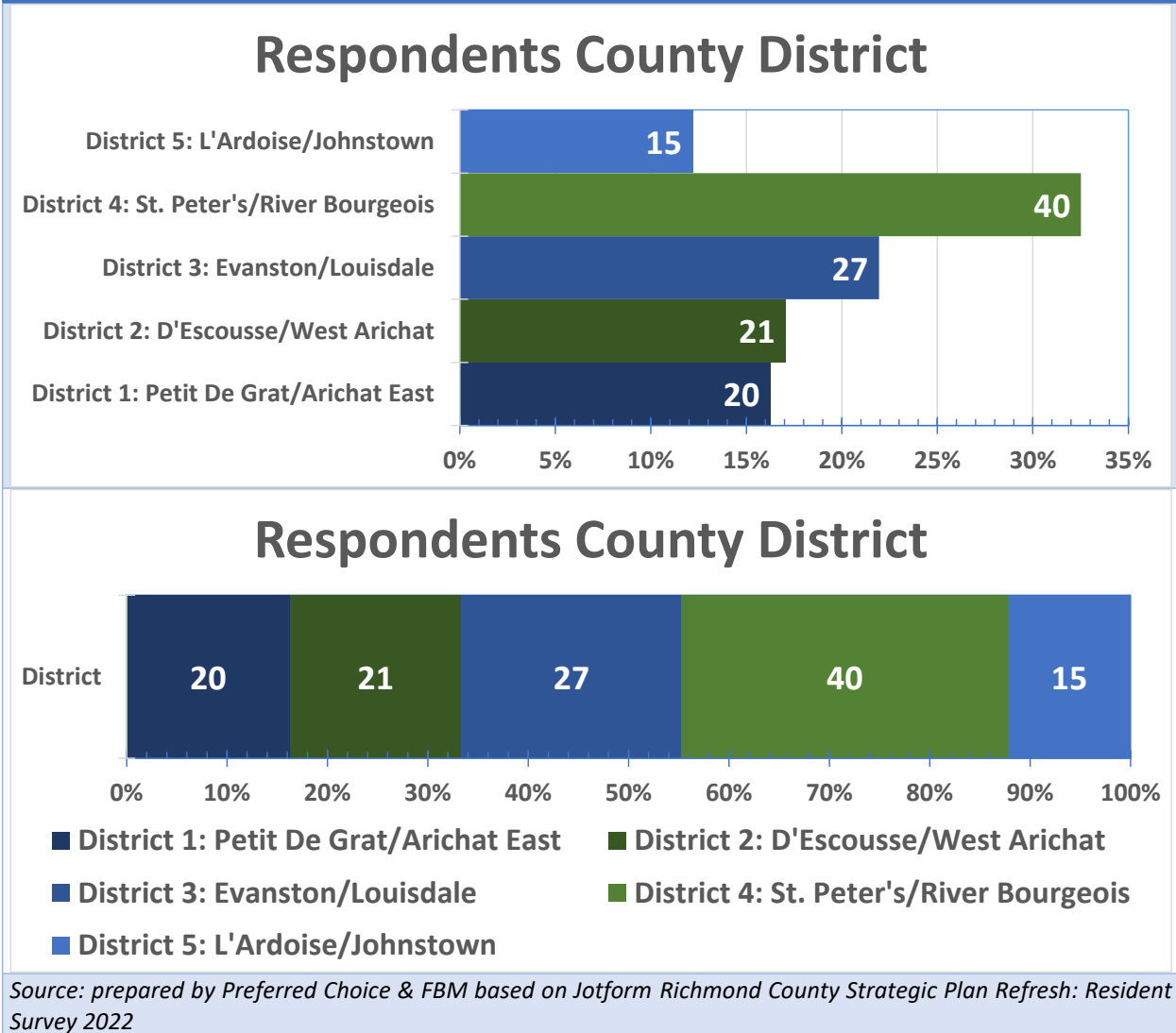
Respondents

Over 75% of respondents were 40 years of age or older.



Districts were represented ranging from 12.2% from District 5 up to 32.5% from District 4.

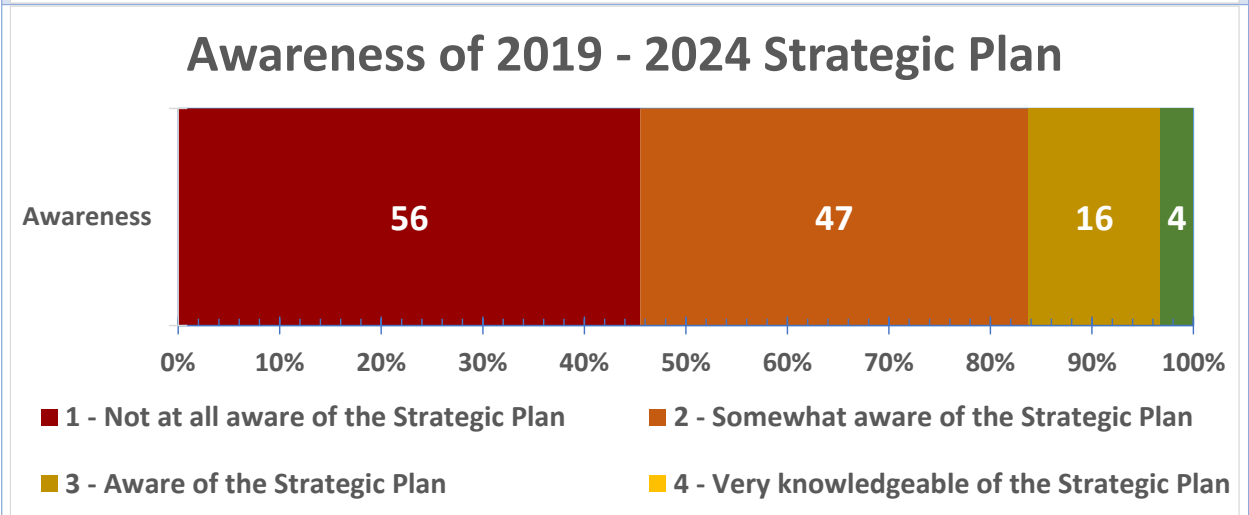
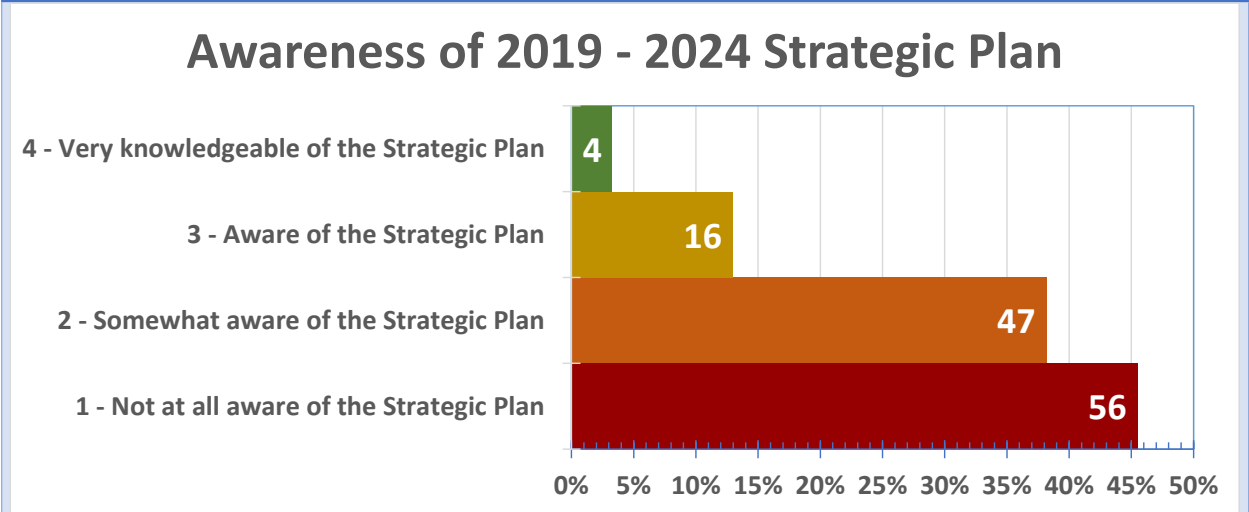
Exhibit F.11 - Richmond County Strategic Plan Refresh - Respondent District



Past Strategic Plan

Awareness of the 2019 - 2024 Strategic Plan had 16.26% very knowledgeable or aware of the plan, 28.21% somewhat aware, and 45.53% not at all aware of the plan.

Exhibit F.12 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Awareness

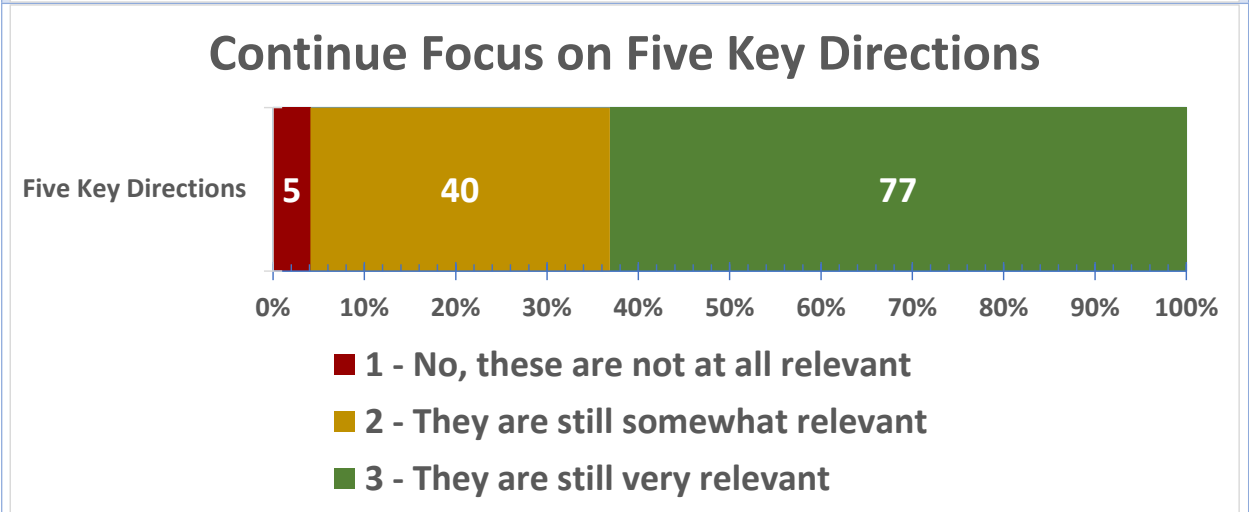
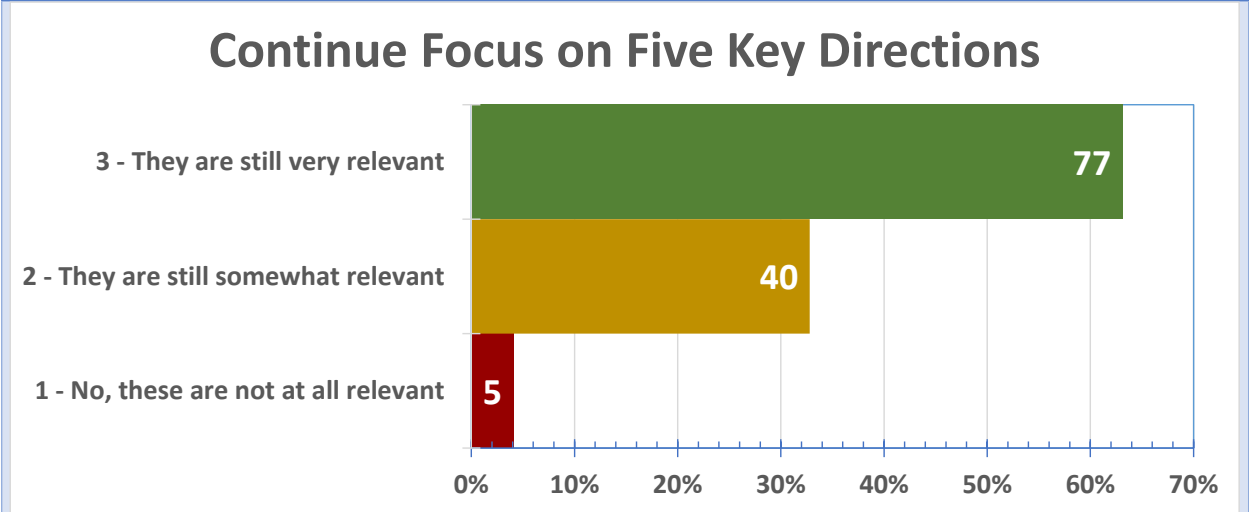


Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

The majority believe the five key directions are still relevant:

- Sustainability of Municipal Services
- Economy
- Tourism
- Healthy and Active Community
- Communication and Engagement

Exhibit F.13 - Richmond County Strategic Plan Refresh - 2019 - 2024 Strategic Plan Five Key Directions



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

A number of changes were noted to consider since the 2018 planning cycle.

Exhibit F.14 - Richmond County Strategic Plan Refresh - Changes Since 2018 to Consider

- New faces let them do good
- Cell reception for the area
- we need cell service and paved roads
- Jobs and doctors
- Changing population demographic...more people moving here
- Healthcare system in general is terrible, Covid, higher inflation, increased property taxes
- Health and seniors
- Pandemic. Rising costs. Staff shortages in healthcare. Affordable housing shortages, limited options
- Impact of Covid obviously including housing and services for seniors
- Housing
- Covid, economy, environment, perceived toxic work environment in Municipal Building

- High speed internet, cell phone service
- We need a Disaster plan re Fires, Floods.
- All relevant
- I think we need garbage cans at Point Michaud because it's getting so popular, and people throw their trash at the beach so often it's a turn off. I would love to see a waste bin there to establish community pride in keeping these gems of the county clean.
- With regards to communication, more accessible communication should be considered, whether it be in person, online, by telephone, or the community channels or in Richmond Reflections to share and source information. Richmond county has (presumably) had an increase in population amid the pandemic, with more property purchases from out of province buyers. Inflation has increased. There is an increased awareness on IDEA (inclusion, diversity, equity and access) across North America. Since 2018, the limited housing availability in the area has become prevalent given the increased population and cost of living. A focus on wellness and recreation/hobbies has increased as community residents navigated the pandemic, continue to work from home, and gradually learn how to live with COVID-19. Public health measures and accessibility should be considered with regards to new infrastructure.
- Immigration has been huge. Housing prices way up. More land and homes sold to non-residents. Unattainable housing for many. Healthcare is a shambles. St. Peter's village is running amuck with few controlling the many.
- Senior housing
- Cell service and internet access
- Young families moving back home
- Need for nursing home beds.
- Lack of career opportunities for young people.
- We need people to get out of their homes again and build back up their mental and physical health.
- More focus on engaging locals rather than just tourists
- Impacts of climate change; need to integrate sustainability, both environmental and financial, into new plans.
- Insane unaffordable housing crisis and unaffordable heating costs
- The encouragement of healthy living to be made in communication and availability to pursue that.
- Obviously, the ramifications of Covid and inflation
- Treating each community with the infrastructure and services it needs to be an equal partner in the County's success
- Cost of living, affordability
- Covid. People from away moving into area. Healthcare. Housing.
- We have a large influx of new families that have purchased homes and land and many returning home
- Many newcomers
- Healthy and active community
- Population increase, cost of housing and availability.
- The society has changed because of Covid-19's reach. More people work from home. Different landscape
- Food security in light of rising prices
- Community food security during times of supply chain disruptions
- Greater focus on Recreation and services to attract people to our County to live.
- Land and housing price increases
- Covid/ reduced tourism
- The last two directives have been visibly worked on, but there are still leaps and bounds to be accomplished.
- Housing
- Covid has changed things and reduced our volunteer base significantly so more support is needed. Covid has also exacerbated social problems from housing to literacy to poverty - support for organizations who work on these issues is needed. Economically, new energy opportunities are emerging and we need to be leaders in pursuing these.

- Covid, further outmigration of youth, rising household expenses in heating, gas, food, and power.
- Community events have declined since the pandemic. More people are walking/hiking, staying close to home especially with the rising cost of everything. Our communities need to be accessible to everyone. Our trails, our parks, our sidewalks have been neglected.
- Economy, tourism.
- We need to improve health care worry about global warming and rising sea levels
- more sidewalks Toulouse St.
- Government transparency and accountability; adequate fire service funding
- Pandemic has made people more isolated and created greater mental health issues.
- lots of new people living here, high cost of housing, lack of tourism
- Perception of ethics among council remains a concern. This needs to be a lens through which the plan is developed.
- The drop in tourism, mental health issues growing
- Tourism. Economic development.
- Affordability of housing should be at the top, or near the top, of new plan's key directives.
- Emergency preparedness
- COVID pandemic illustrates we are not ready for local or world disasters, widespread social isolation, vulnerability of/dependence on internet and the need for local food (and other) sovereignty. The marginalization of those who are economically challenged has increased and may increase further with more people moving to the area.
- fewer medical services, more newcomers since the pandemic hit, more young folks moved home
- Population is aging and the cost of transportation is increasing. Adding public transportation, though hard in rural areas is very important. Services like pick-up and delivery can't be underestimated either. Services like garbage and heavy garbage pick-up are invaluable
- Housing for the working poor
- Outdoor recreation - municipal assets. As a result of COVID, it's more important than ever to provide opportunities for community members to get out and move for mental and physical health.
- Changes in healthcare and access to such
- Consent culture is an important part of a healthy community-One Councillor has proven a complete lack of understanding of this point, Services to support influx of newcomers, higher property taxes for those that do not pay taxes here or live here year round
- Effects of Covid on economy and tourism, decrease in health care services
- People like to go outdoors more
- Tourism
- Inclusion
- Developers need better regulatory mechanisms; land use planning needs more attention; sustainability of roadways and transportation needs revisiting; accessibility needs to be incorporated into all aspects of planning
- Obviously COVID, but really not much else has changed. We were on a downward trend before, and still are... Population, Infrastructure, Services, Attitudes. Sloping downward, all of it.
- The need for municipal staff to engage with community in a supporting fashion (i.e.: Richmond Coalition)
- Economy, Tourism
- The importance of an outdoor non-motorized trail systems
- The importance of an outdoor non-motorized trail systems
- Not looking far enough into the future
- The importance of emergency planning and preparedness. The impact of social isolation on the health and well-being of residents. The hyper-inflation of the housing market and lack of housing. Unfortunately, because of this people that grew up here cannot afford property here and move elsewhere.
- More help for seniors, and something for our teens

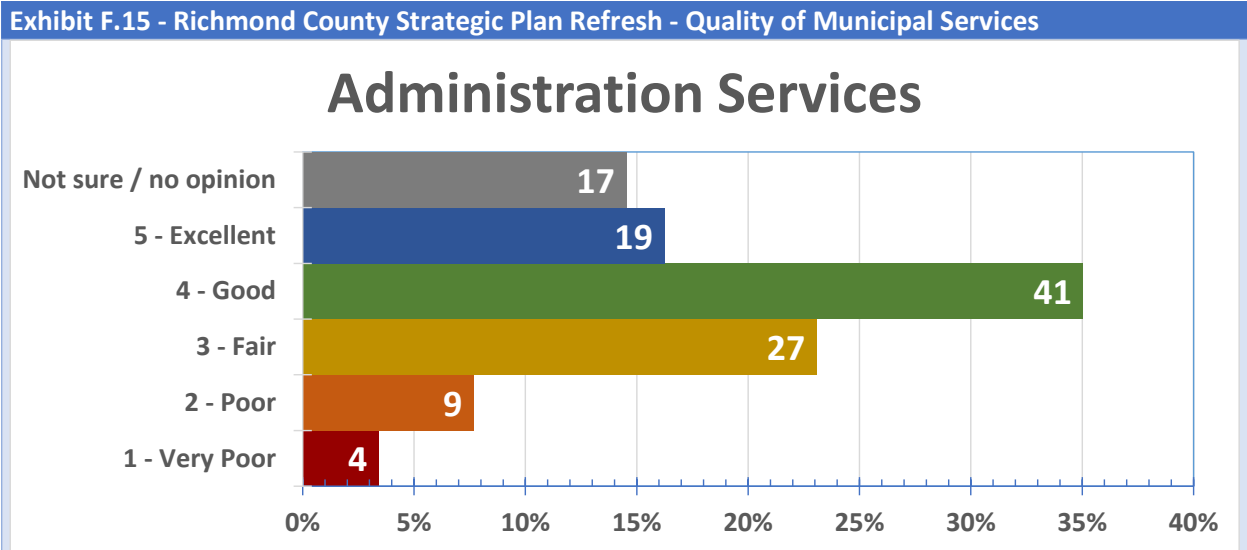
- New council should have opportunity to adjust the plan. New CEO to be hired, the plan should influence choice.
- We have lost the tourist revenue because of the Pandemic; we need to work hard to get those dollars back.
- Aquaculture

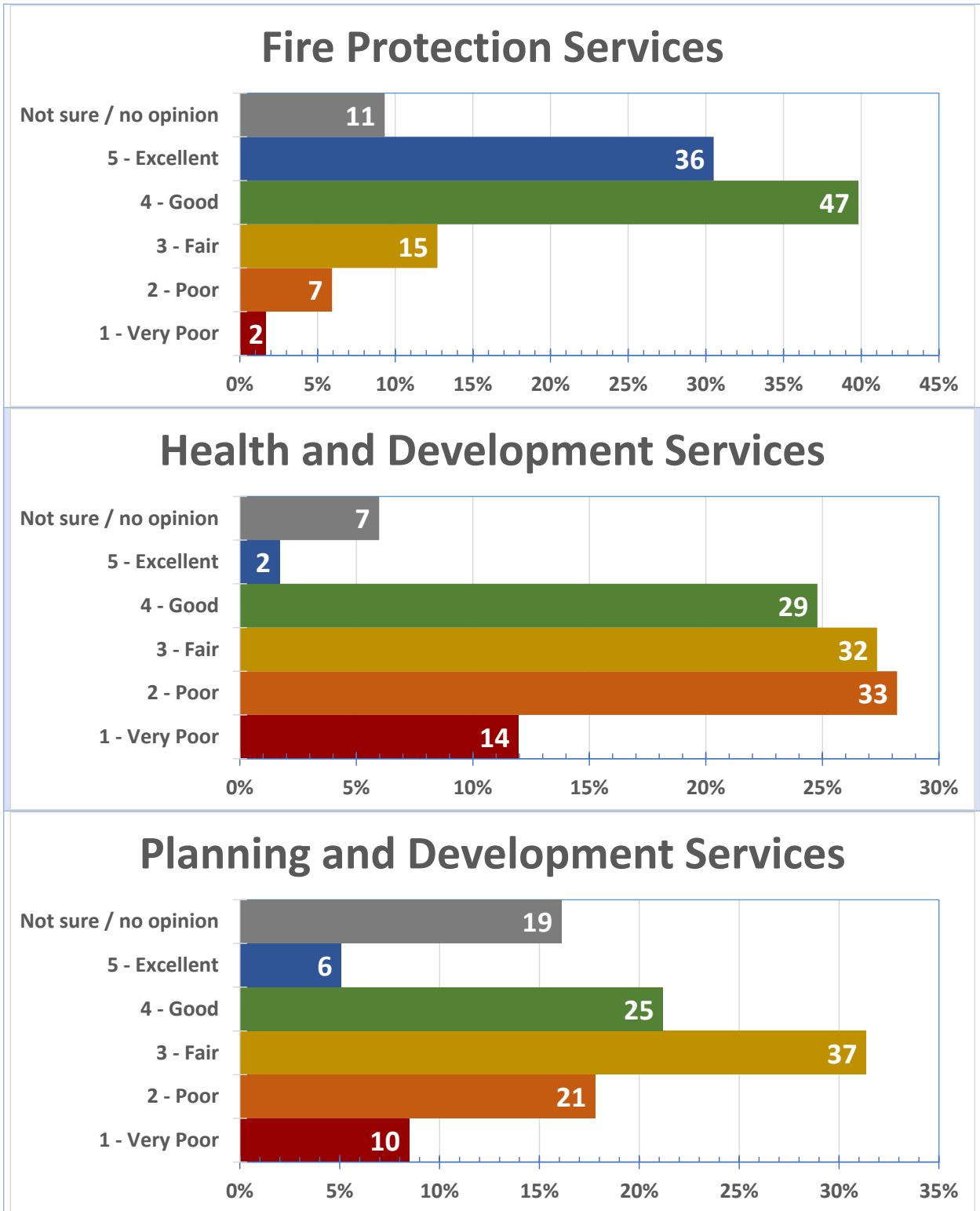
Source: Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

Sustainable Municipal Services

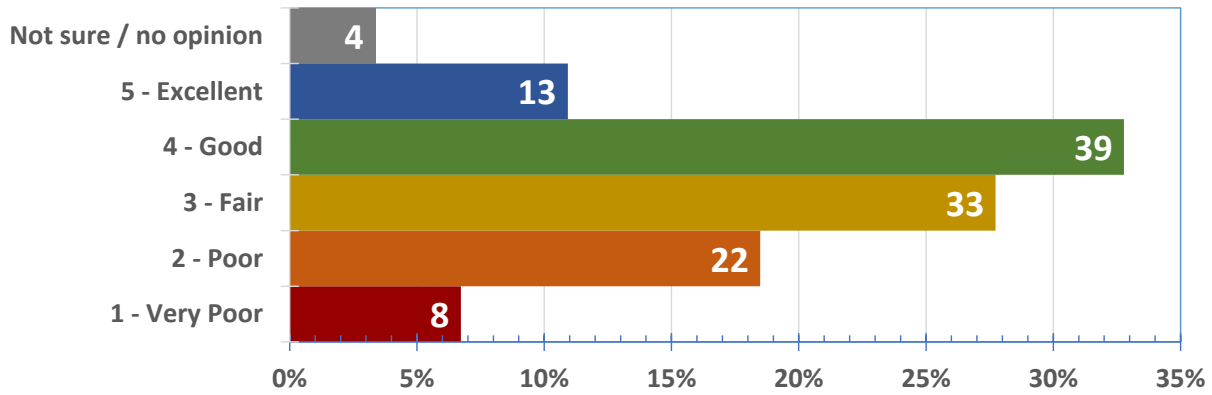
Residents noted municipal services from most favourable views to least favourable as follows:

1. Solid Waste Collection and Disposal Services
2. Administration Services
3. Fire Protection Services
4. Recreation and Cultural Services
5. Water and Wastewater Services
6. Health and Development Services
7. Planning & Development Services
8. Transportation Services

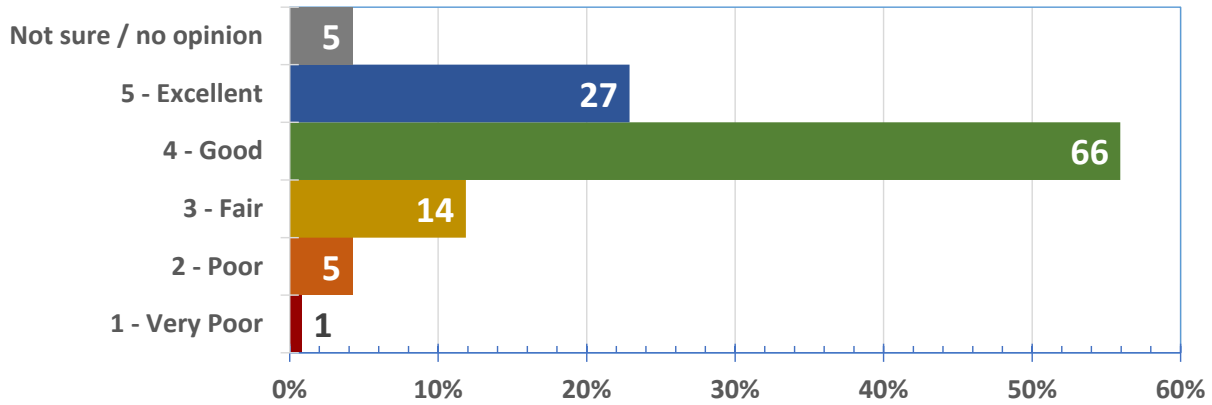




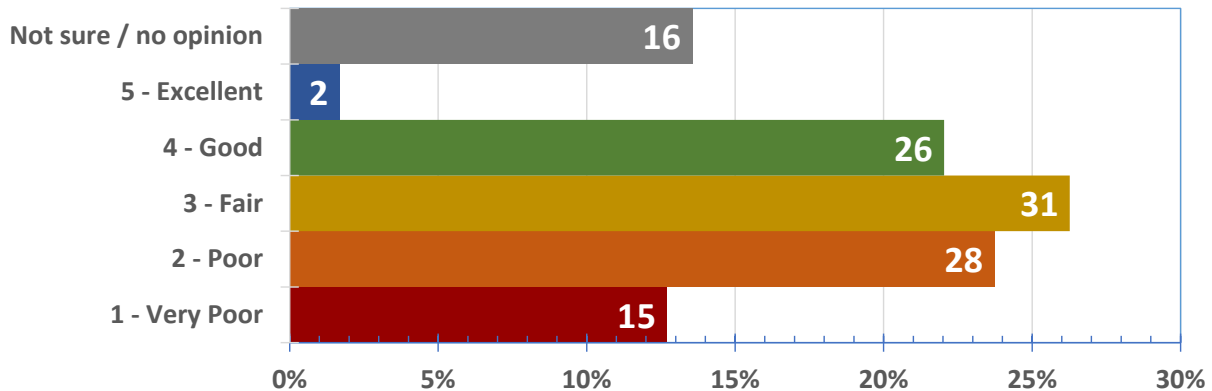
Recreation and Cultural Services

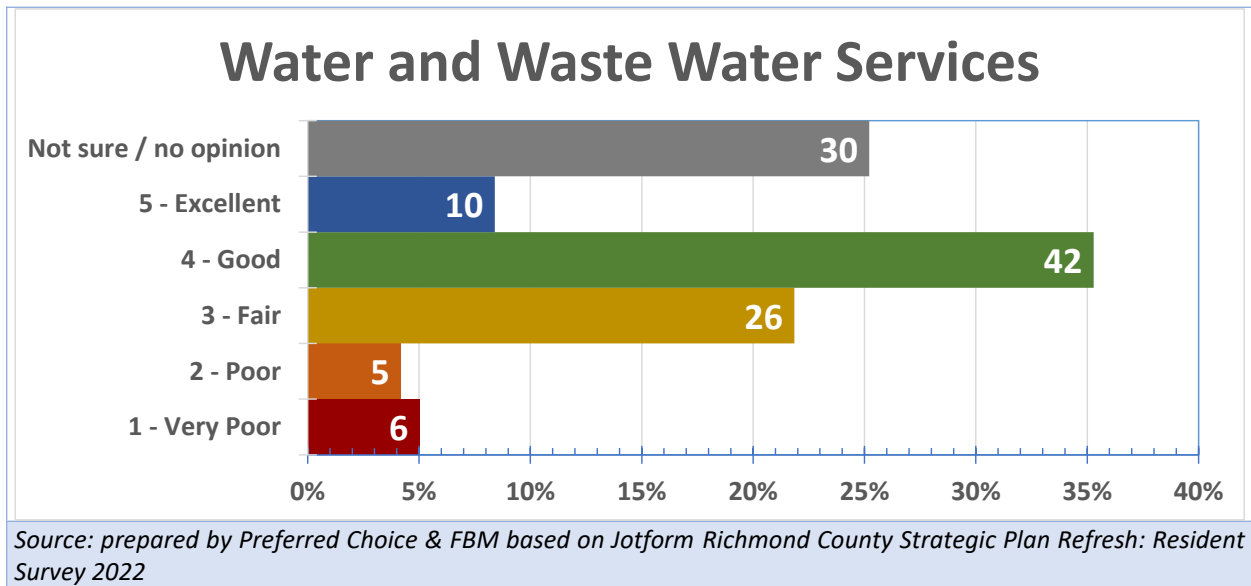


Solid Waste Collection and Disposal Services

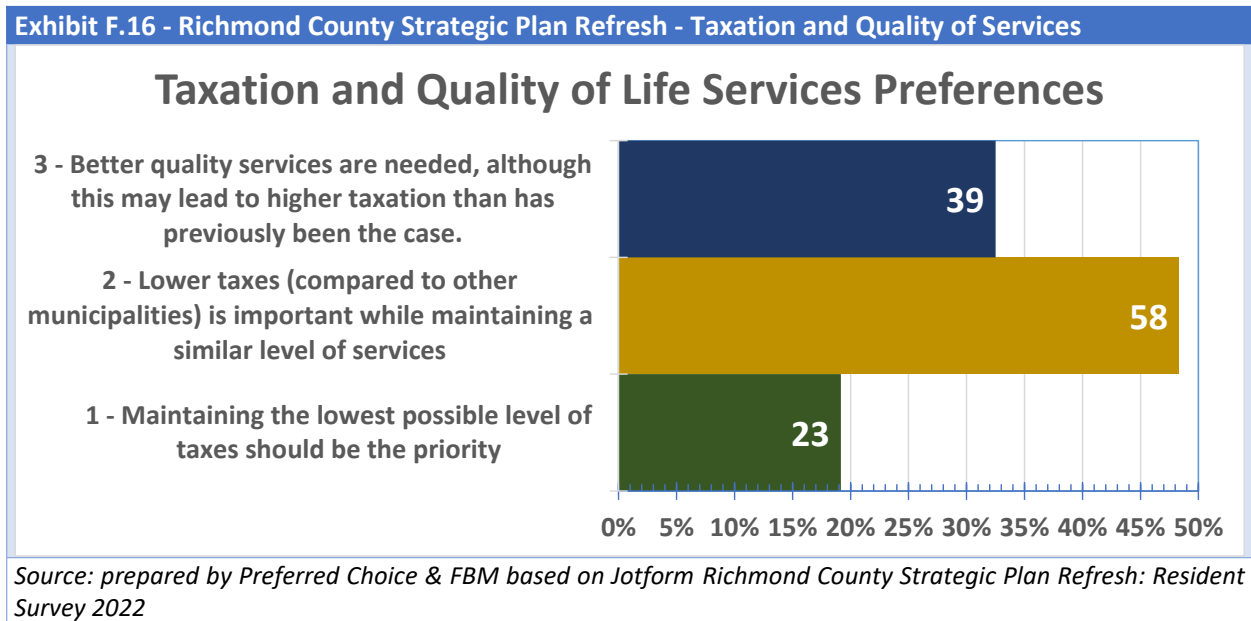


Transportation Services





Taxation and Quality of Services had the most favourable view to maintain lower taxes compared to other centres while maintaining similar services supported by 48.33%, better quality services supported by 32.50%, and maintaining the lowest taxes supported by 19.17% or respondents.



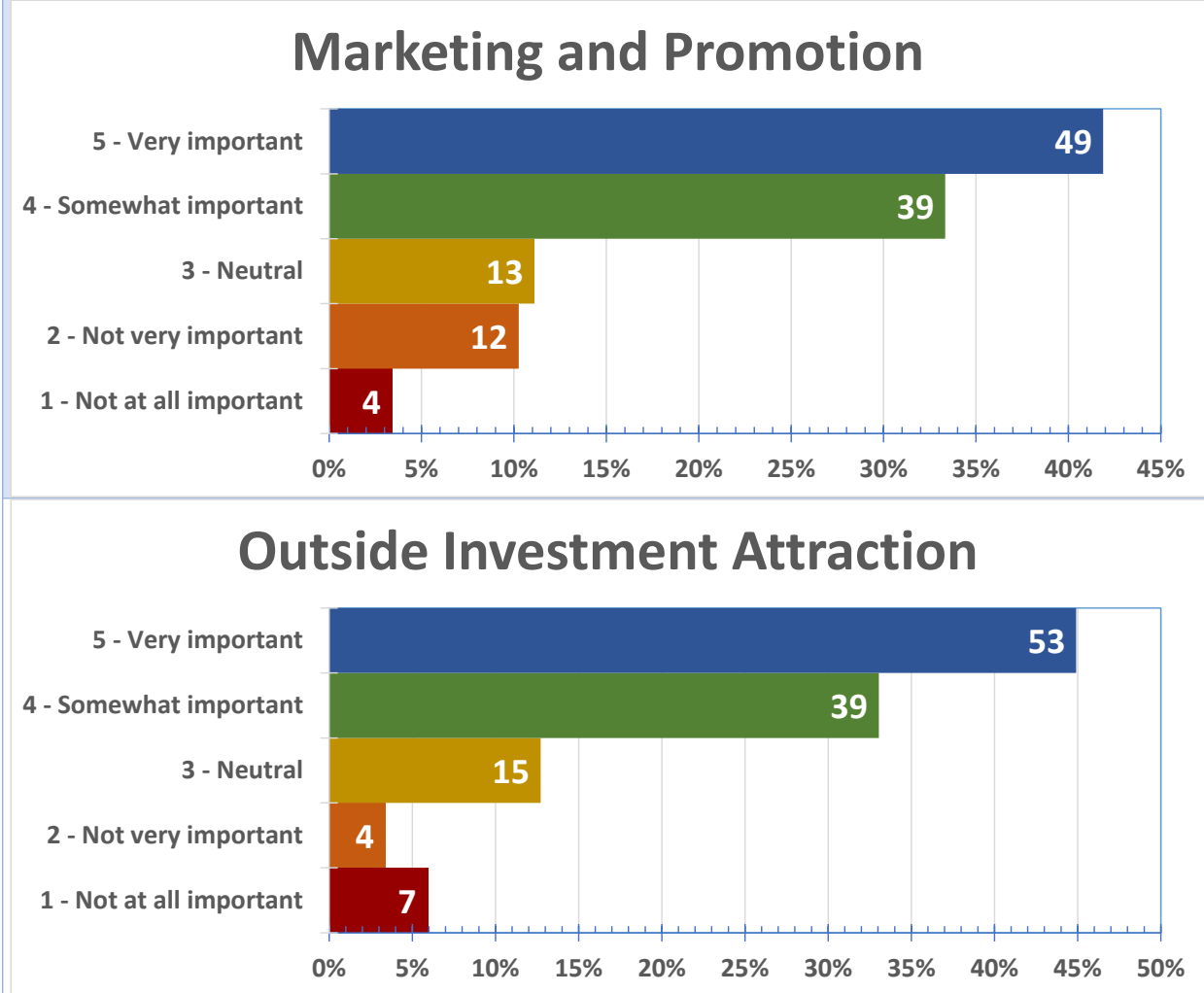
Economy

Residents noted economic development services from most favourable views to least favourable as follows with favourable views of all the noted options:

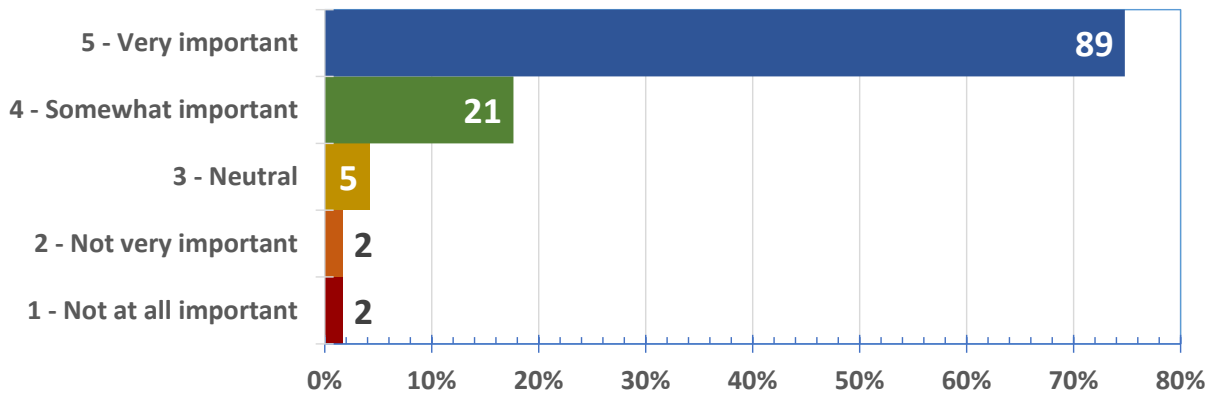
- Retaining, Supporting and Expanding Existing Businesses

- Supporting New Local Businesses and Start-Ups
- Attracting Investment from Outside the County
- Immigration Initiatives
- Marketing and Promotion

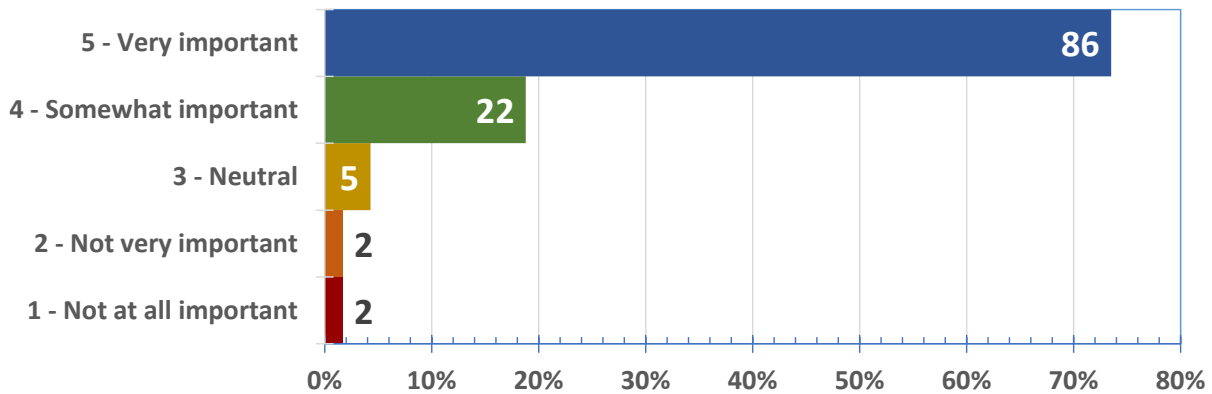
Exhibit F.17 - Richmond County Strategic Plan Refresh - Types of Economic Development Importance



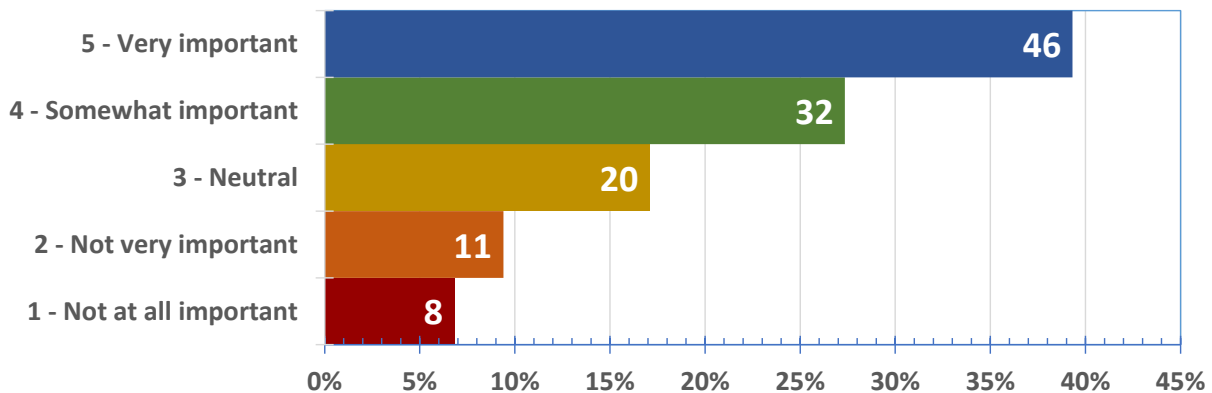
Business Retention and Expansion



New Local Businesses and Start-Ups



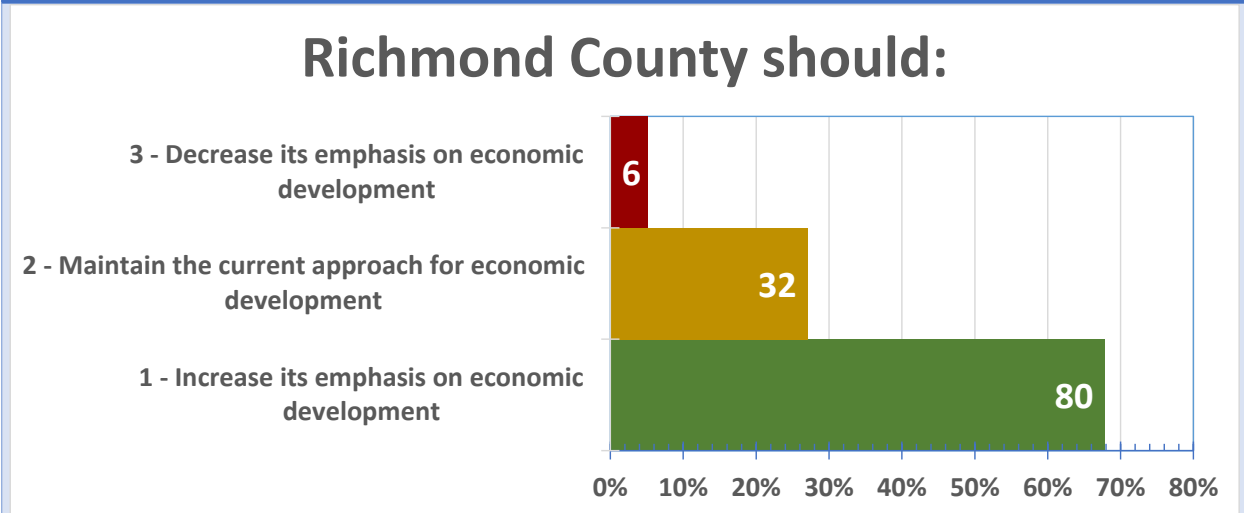
Immigration Initiatives



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

There was a strong 67.80% support for an increased emphasis on economic development.

Exhibit F.18 - Richmond County Strategic Plan Refresh - Economic Development Emphasis



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

A range of suggestions were noted regarding good economic development opportunities for the County.

Exhibit F.19 - Richmond County Strategic Plan Refresh - Best Economic Development Opportunity

- Look after businesses in the county so they can grow and have more employees
- Better infrastructure
- Tourism; County has a lot of untapped potential
- Supporting those who have been in it for the long haul. The struggle through COVID is real.
- Stable, sustainable, well-paying jobs that respect our environment!
- Focus on tourism. We have much to offer but no one knows about it. Rv and travel trailers come to Isle Madame but drive around it then leave. No place to stay.
- Marketing
- the human resources and natural gas exports opportunities
- Likely investors to bring their businesses to point tipper. However, I think for economic growth we need to look at the resources we have like bustling tourism industry and rich cultural history, and take a collaborative approach to ensure we are using them appropriately. Providing reliable high-speed internet is also critical as new remote positions continue to arise, and to serve newcomers to the community as they work remotely or bring their businesses to Richmond County.
- Supporting local small business unlike present.
- Is having educated and Intelligent leaders
- Quality internet service and cell service to support new business. This is the foundation of development in 2022.
- Retirement living.
- Making The county attractive to new business and housing developments
- Take advantage of our coastline and natural resources... i.e., beaches, hiking trail opportunities, land for camping and summer camp opportunities.

- Getting people to move here, which will only happen if there are more people interested in the amenities we provide as a county.
- Protect our environment, learn about our seafood options, learn about the land, the trees and how we can cultivate new business opportunities by knowing our environment well and protecting it, too.
- to attract young families priced out of the rest of the country: housing, health care, school, kids' activities, employment
- To give the residents the best they have for them to share and tell others about the great region it is.
- Partnership, collaboration, intentional outreach
- Proper planning with follow up.
- LNG, hydrogen, wind.
- Big employers
- Tourism
- Family friendly spaces and places and outdoor recreation
- Cultures
- increase housing and maintaining stable population
- Diversity in people, are there any BIPOC?
- attract people to move here and have places for them to work.
- Language and culture supports for Gaelic, Mi'kmaq, French and English. The four founding cultures in the county.
- Employment opportunities
- Incentives to bring new business into communities, and having communities that have appearances that are warm and inviting places to live.
- Tourism
- Tourism and technology
- Clean fuels
- We're a blank slate. That's opportunity. We don't have to start over; we just need to start.
- Industry. For example, LNG in Bear Head. Everything else grows from something like this.
- Improve the appearance of the area, repair roads, ensure bylaws and regulations don't hinder progress.
- Tourism and recreation. Sale to non-residents is very important. The county should offer tax rebates to tourists and non-residents to welcome them to Richmond and show up the province. ?
- small business
- Development of the business park on Unity Drive to increase tax base
- Attract our families and retirees back to the area....they have more of a vested interest in the communities than strangers would....although all should be welcomed
- attracting sustainable industry
- helping reduce red tape for organizations: offer a business navigation system.
- Funding, support from the community. Brining tourism to the community to see all what this great place has to offer
- Community involvement with municipal support.
- Making efficient and practical use of the land and resources that are unique to our area
- eco/agri and other tourism
- to start by developing a healthy society that is more motivated to work. Help small business start-ups in the community! There is more talent and ideas within our community than we realize
- our industrial parks and waterways
- Internet. You can't do business in the modern world without an online presence. A reliable connection means family and friends aren't quite as far away. Being rather remote to the big cities of the world, if we expect to entice professionals to our area, we have to supply what is needed and expected.
- Tourism, but we NEED to work on winter tourism
- Tourism

- Maybe cannabis cultivation, partnering with Potlotek for opportunities to showcase cultural events
- Housing development
- New businesses
- Bringing new businesses into the area. Offering such businesses tax relief.
- Tourism / manufacturing
- stop the shady developments by German developers; they are not contributing to the economy but instead destroying forests and land in Richmond County
- competing in the Island's tourism sector, continuing to work with CB partnership and strait chamber, and keep lines of communications open with port Hawkesbury, inverness, Victoria, and cbrm, and improve relationships with Potlotek
- Tourism
- Tourism. Growing from within.
- Tourism. Growing from within.
- Supporting start-up businesses
- A unique trait that can tie into mainland Nova Scotia, as well as other Maritime community activities
- Sustainable Agriculture, eco-tourism and immigration.
- Make this a great place to live for residents to attract remote workers / businesses that can be established anywhere.
- Invest in business if they need help but not to those who are well off with backers who don't need county money!
- Aquaculture

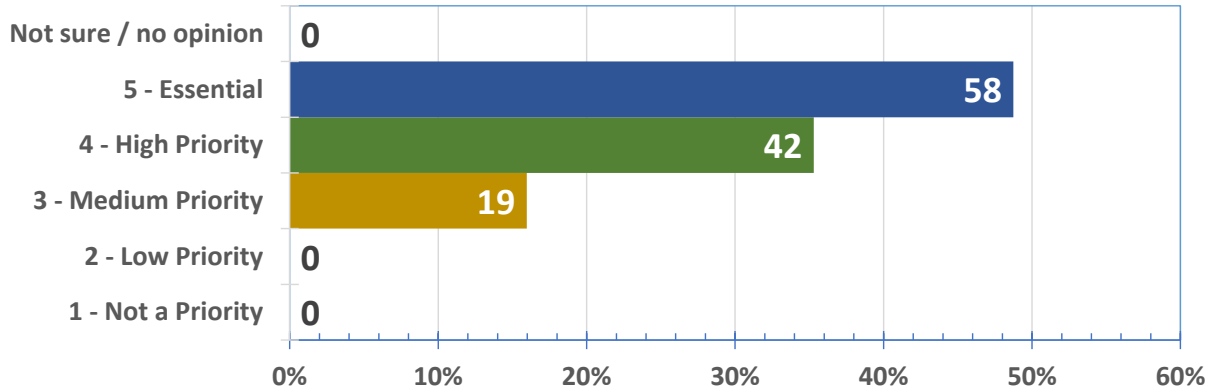
Source: Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

Residents noted features important to attract more people from most favourable views to least favourable as follows:

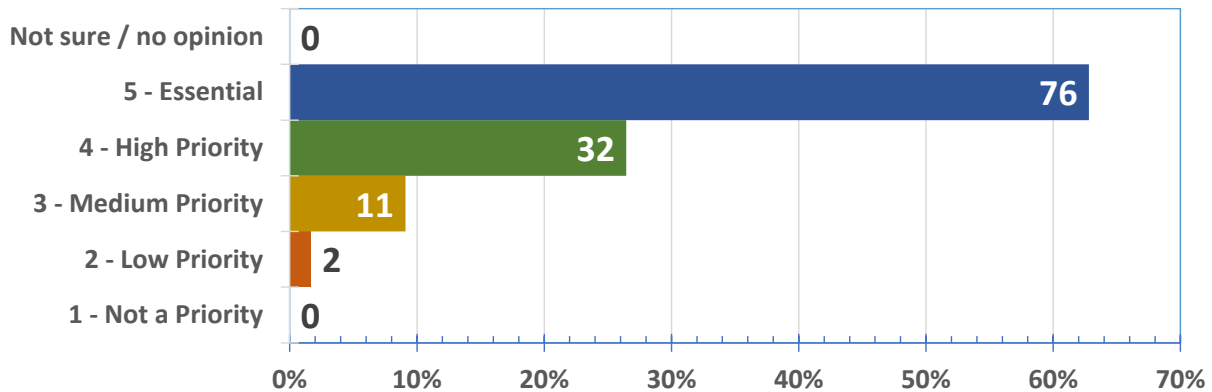
- Health Services
- Available / Suitable Housing
- High-speed Internet
- Education Services
- Employment / Career Options
- Reliable Utility Services
- Community Appearance
- Maintaining Municipal Infrastructure
- Sports & Recreational Amenities and Activities
- Arts & Cultural Amenities and Activities
- Other _____

Exhibit F.20 - Richmond County Strategic Plan Refresh - Features Importance to Attract More People

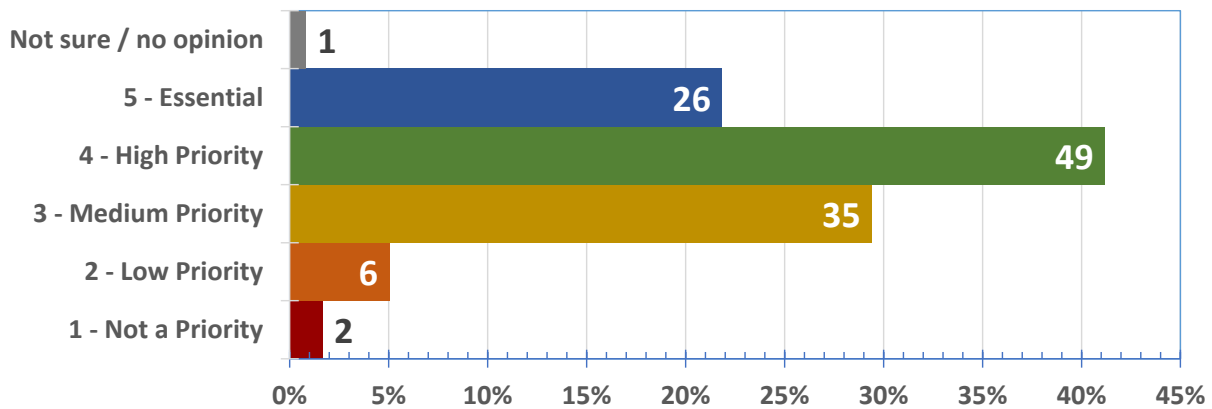
Employment / Career Options

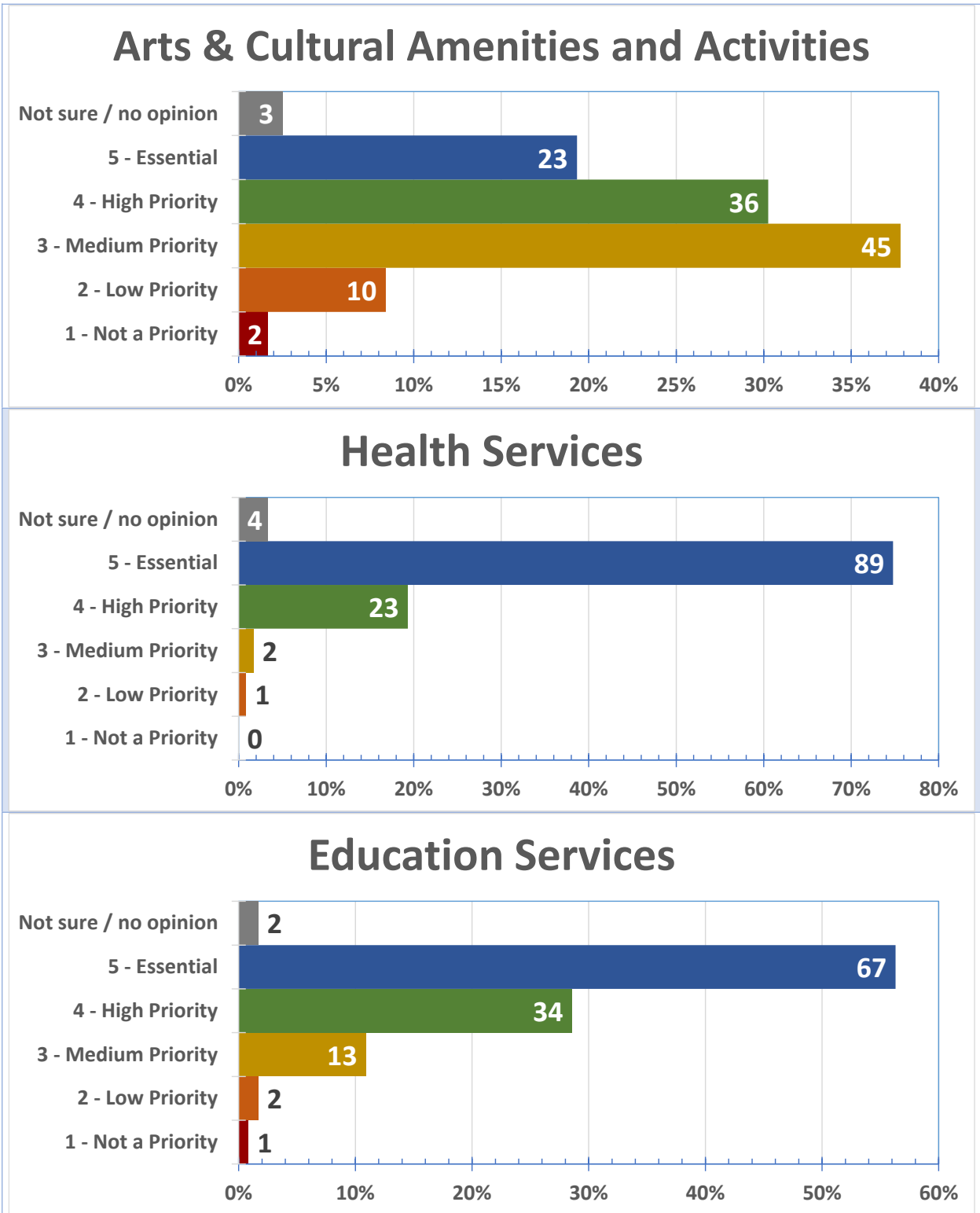


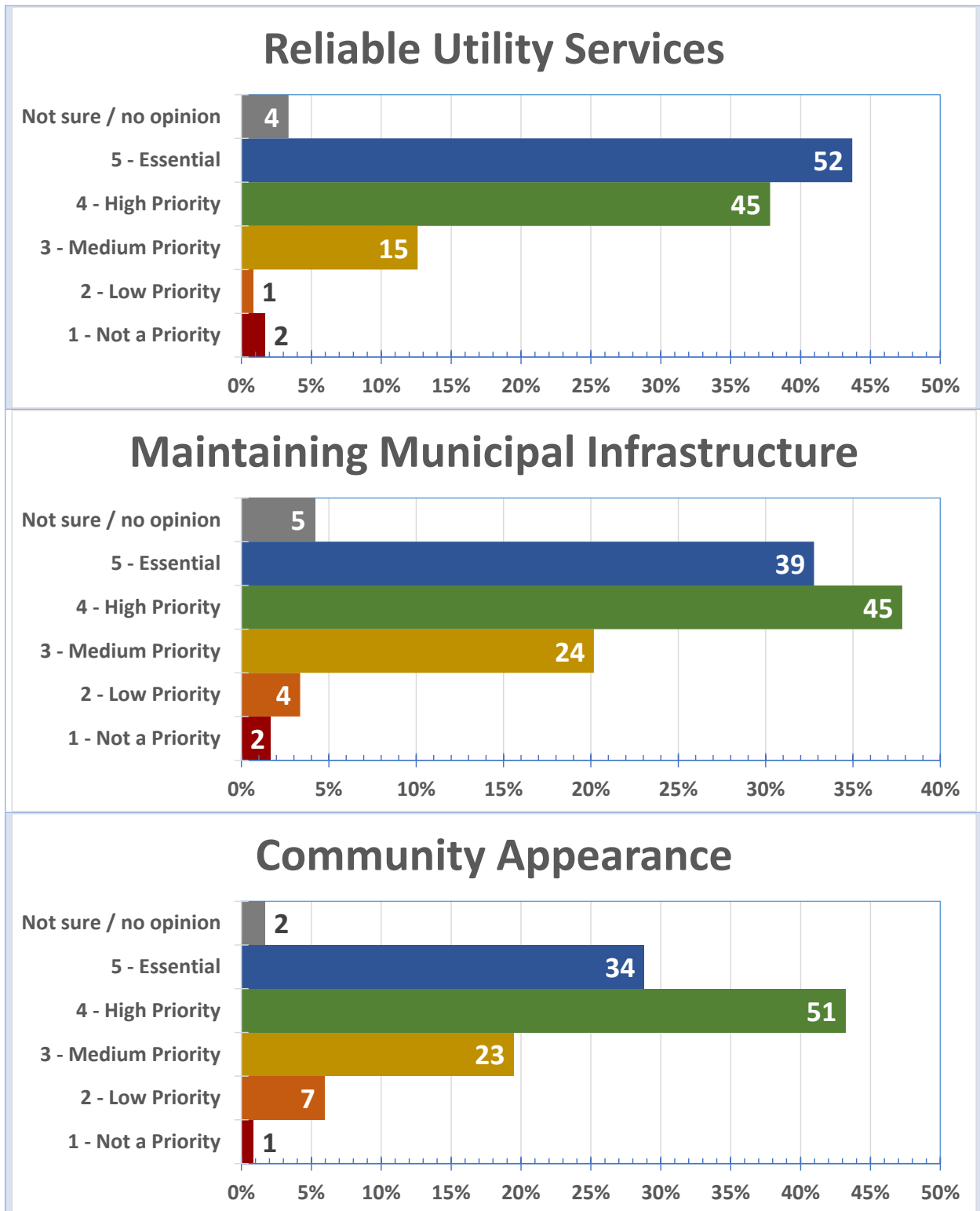
Available / Suitable Housing

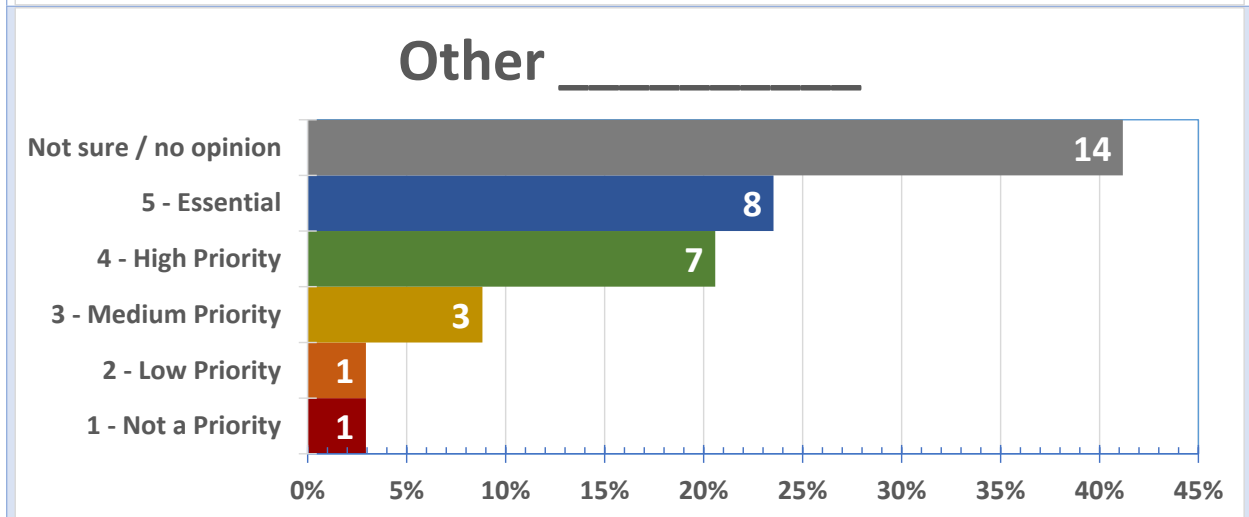
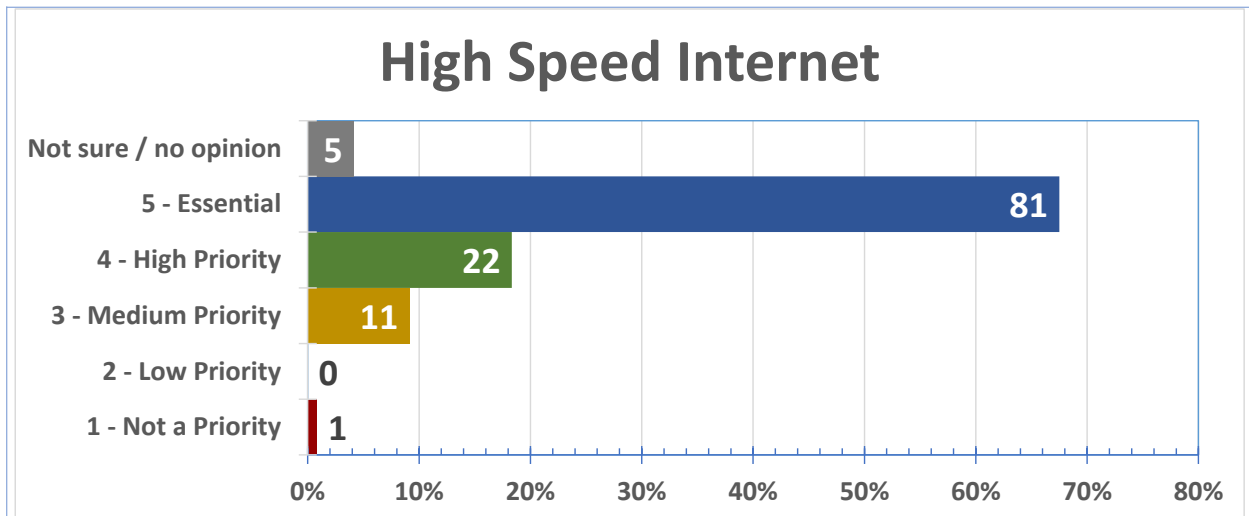


Sports & Recreational Amenities and Activities









3 - Medium Priority	Cell service county wide since you already decided to use taxpayers' money to improve in other areas
4 - High Priority	cell phone service and paved roads . there should be no mud roads in Richmond County
4 - High Priority	Accessibility
4 - High Priority	Road Conditions
4 - High Priority	Working with local businesses. Creating partnerships - perhaps a business-municipal liaison so to not overlap but to grow together. Include business outliers. Aka the groundswell, while not in Arichat it is a great local business.
4 - High Priority	Working with local businesses. Creating partnerships - perhaps a business-municipal liaison so to not overlap but to grow together. Include business outliers. Aka the groundswell, while not in Arichat it is a great local business.
5 - Essential	Cell Service
5 - Essential	It's time to welcome new people with new ideas
5 - Essential	Natural riches
5 - Essential	Welcome new comers
5 - Essential	Developing inclusive, accessible communities
5 - Essential	community connections
Not sure / no opinion	ROAD MAINTENANCE, proper road signage and maintenance of such signage, garbage roadside.

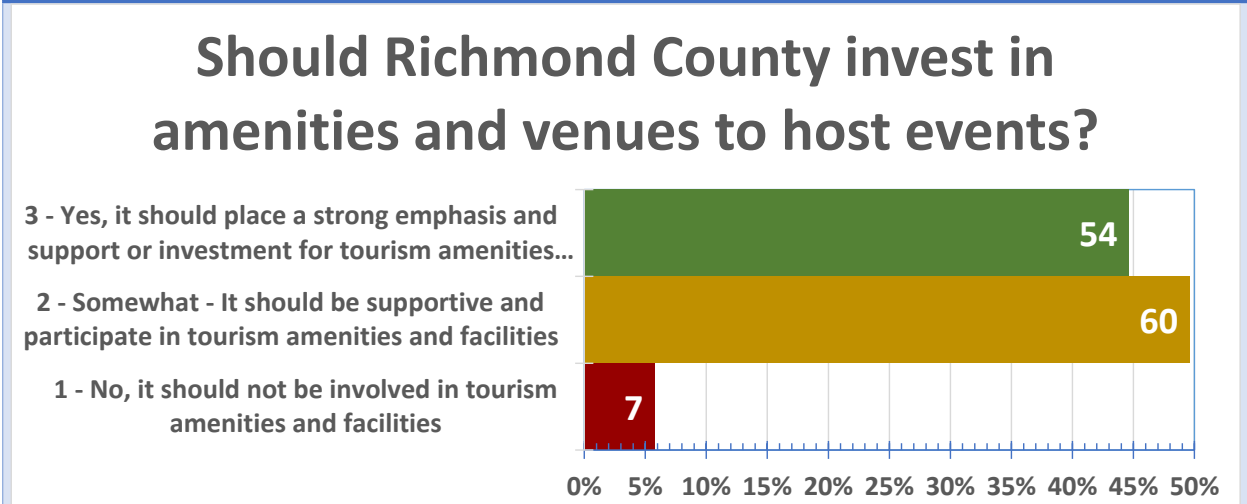
Not sure / no opinion	My main source of income comes from Alberta, I'd like it to be closer to home
	dedicated and strong leadership team
	German developers are not helping to support the economy - they are in turn destroying it; there will be no opportunity for economic growth if properties are sold to people who don't live here, live here part time, or keep homes vacant; a new model needs to be planned for accessible and affordable housing and that does not include developments and properties catered to foreign buyers
	housing for medium and low-income earners
	I think it's important to attract people to the region that pay their taxes here. As it stands now our region has some of the highest non-resident ownership in the Province. There will be no land left for future generations that want to live here. Municipal tax for non-residents should be considerably higher than what residents pay.
	temporary housing opportunities for interns, graduates trying out new jobs, persons looking for a place to live and work here.
	You can't expect people to retire here if we don't have a Drs.

Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

Tourism

The largest segment 49.59% of respondents are somewhat supportive for participation in tourism amenities and facilities followed by 44.63% with strong support for county tourism events and facilities investment.

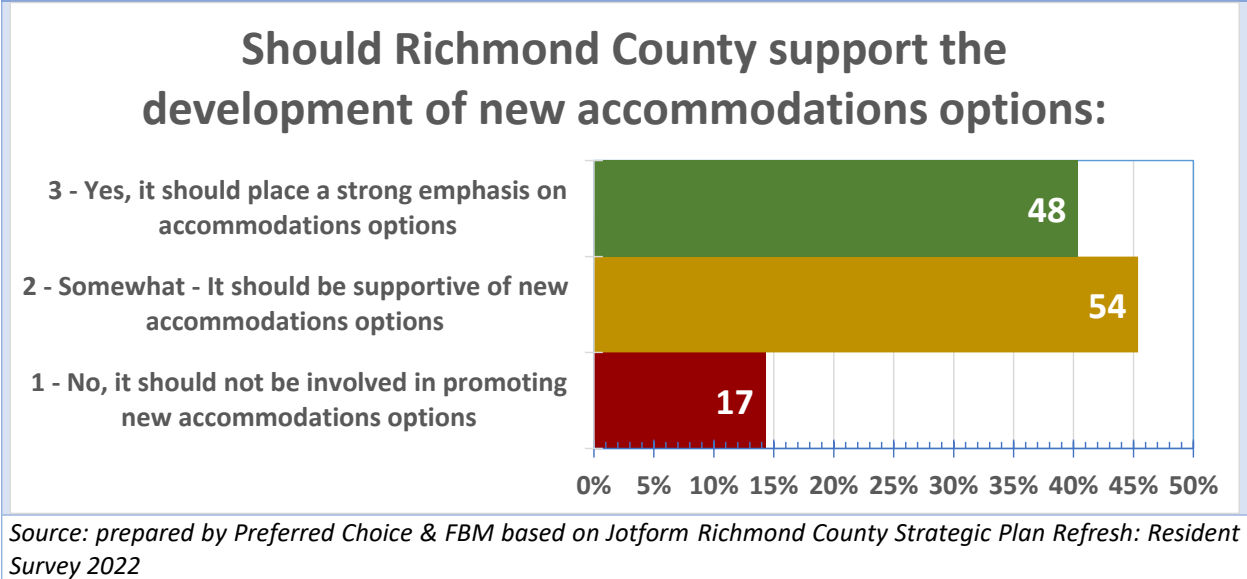
Exhibit F.21 - Richmond County Strategic Plan Refresh - Tourism Amenities and Venues Investment



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

The largest segment 45.38% of respondents are somewhat supportive for support for development of new accommodations options followed by 40.34% with strong support for county strong emphasis on accommodations options.

Exhibit F.22 - Richmond County Strategic Plan Refresh - New Accommodations Development Support



A range of other ideas to support tourism were identified.

Exhibit F.23 - Richmond County Strategic Plan Refresh - Tourism Support Ideas

- Pave all our roads in Richmond County
- Promote development of a central art gallery on cooperative basis.
- ATV trails; music and cultural events; farmers markets (not junky flea markets)
- Accessibility within the community INCLUDING atv trails that would attract another genre of tourists
- Building a pool, accessible beaches in Point Michaud and Pondville
- Beach festivals. Maybe a water park.
- Support and promote our local artists and crafts
- invest in infrastructure and attractions
- Waste bins/ to handle the influx of summer tourism.
- Collaboration to ensure we are providing equitable opportunities for tourism in the region. Signage or marketing investment with Nova Scotia Tourism. Re accommodation in question 13: long term accommodation availability should be invested in as it is a current need. It could be used to support seasonal tourism.
- Parking in town sites. Welcoming spaces. Marketing.
- more public toilets
- Be Reasonable in prices... less is more!
- There used to be many festivals. They should be revived.
- Boat tours, RV parks and camp grounds, reopen the ECO Trail
- People want to experience culture when they travel, which we have plenty of here but we have little to no opportunities for visitors to experience this. There should be excursions available for people to experience the various cultures and scenery in our beautiful county.

- Especially, places to camp on the island, like a municipal campsite. Beach boardwalks to make them more accessible. Protection of coasts, keeping ATVs off the beach sides, causing erosion and discouraging active living.
- eco-tourism: host foraging workshops for people to enjoy our resources and Instagram their finds
- Again, make it the best for the people and the people will talk and share and invite.
- Number one priority should be policing communities for cleanliness (no garbage) and proper maintenance of existing signage in partnership with the province and entrepreneurs.
- More support for community groups as they are the lifeline of the County
- Market Richmond to outdoor enthusiasts, but let the private sector provide activities and events.
- Recreation. Arts and culture. Marketing
- Camp ground
- Camping facilities, advertising
- Guided tours of the area
- Emphasis on unique cultural make-up and geography
- Have more people speak French and take anti racism training
- Please fix the roads in district 5. The Soldiers Cove Road to Grand River and on to Louisbourg are nearly impassable. Taking an RV over those roads would be impossible without sustaining damage and there is no cell coverage in the area.
- A campground
- Assuring community beautification and services.
- More festivals, community events
- Create more gathering spaces near the water - kayak launches and picnic areas
- Development of key assets - downtown cores, canal, La Picasse, etc.
- A dedicated tourism department. A stated commitment to the local industry. A current business focused task force. Greater connections to DCBA.
- Support sport venues. Let the trail system that runs through the village of St. Peter's become more accessible to everyone. This needs to change.
- Better use of social media
- Additional tax to home owners on air b n b and tax rebates to cottagers
- support canal landing @ battery park
- A true campground (not open field camping, a campground with trees between sites); improved trail networks
- Try to promote activities that give cultural experiences to visitors....create tours connected to our beautiful sceneries i.e., "family clam digging""Acadian dance experience with a lesson for an afternoon
- attracting the film industry, and other positive PR
- Family friendly Events, support Nicholas Denney's days, the lobster festival, try and get these events back
- Infrastructure. Parks, playgrounds, camping. Many community projects to increase tourism in Richmond with zero support from the municipality.
- Invest in attractions that will be welcomed and used by locals first, tourist second
- niche markets
- "excursion" development. We have talents and amazing unique experience in our backyard that we all take for granted. Folks from away would be delighted to experience if only they had the chance or knew how to access such experiences.
- overnight and camping parks
- Support multi use trail systems linking our communities together to help bring tourist dollars into them.
- Opening the track in St. Peter's for OHV for summer and winter tourism.
- Marketing grants/help
- better cell phone service
- I think there are lots of seasonal accommodations in place that could be better promoted.

- Extended promotion
- New shops, pop up shops, flea markets, antique markets, second hand stores.
- More Hiking ways more picking areas
- Support local halls in providing events
- accommodation options will not increase visitors - that is not the issue with Richmond County - Richmond County needs to invest in parks and ROADS - no one comes here because they can't use the roads because they are terrible
- locations to eat out at, supporting local community groups already improving our venues and talents,
- Revisit the tourism strategy created in 2016-17
- Entrepreneur Incentives (low tax rate for example)
- Trail systems that offer options for those of us without an atv. Non-motorized trail system. More sidewalks in business areas such as D'Escousse.
- Instead of playing economic catch up with larger towns/ cities... should focus on creating a new footprint to go on
- Looking into eco-tourism options, encouraging a local food culture-imagine RC restaurant without a deep fryer! Invest in sustainable agricultural practices. Continue supporting local initiatives that bring SO many people in to the area like Pirate Days.
- Make this a great place to live for residents and tourism will follow. Municipality must take the lead on recreational infrastructure: parks, sidewalks, trail systems, playgrounds, sports fields, recreational facilities, arts and culture facilities.
- Support the festivals that we as volunteers are trying to keep going, Pirate days, Swim The Canal, all festivals across the county.
- Sustainable eco-tourism approach that would require mediated dialogue between those promoting 4-wheeler and other motorized amusements, and those promoting walking paths/kayaking etc.
- Camp ground on Ilse Madame

Source: Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

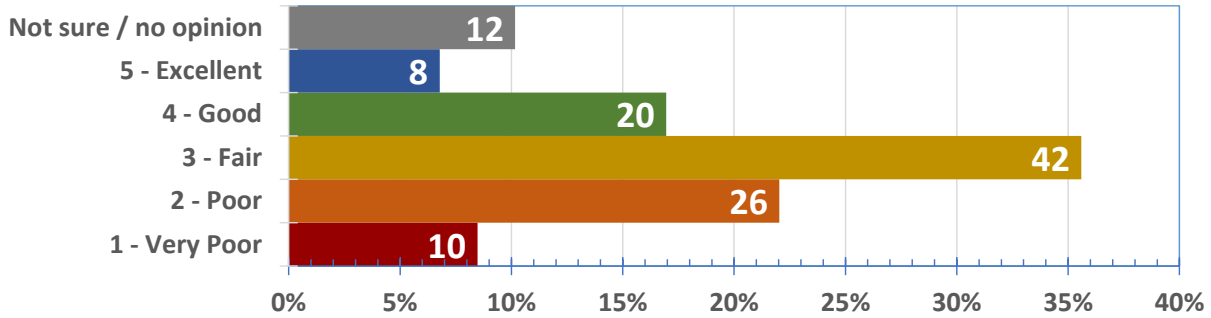
Healthy & Active Community

Residents noted quality of life and options by demographic group viewed most favourable to least favourable as follows:

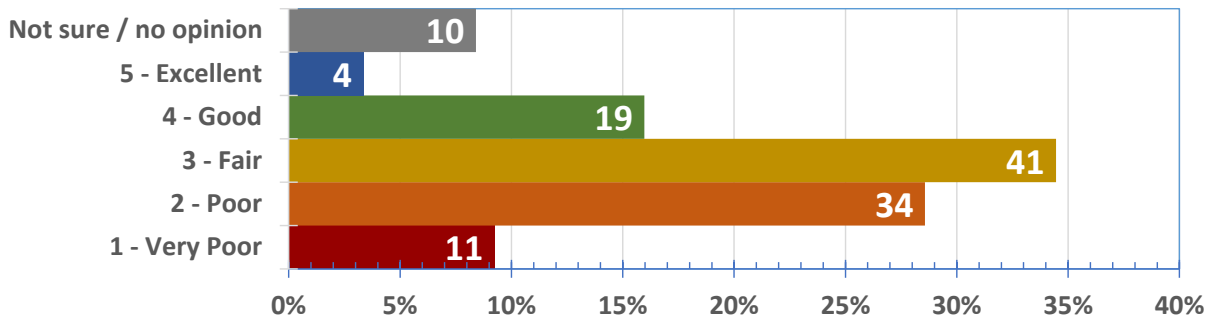
- Seniors 65 years and older
- Adults 25 to 64 years old
- Youth aged 15 and under
- New Residents & Immigrants
- Teens and Young adults, aged 16 to 24 years
- People with Accessibility Needs
- People Experiencing Social or Economic Challenges

Exhibit F.24 - Richmond County Strategic Plan Refresh - Quality of Life Available Options

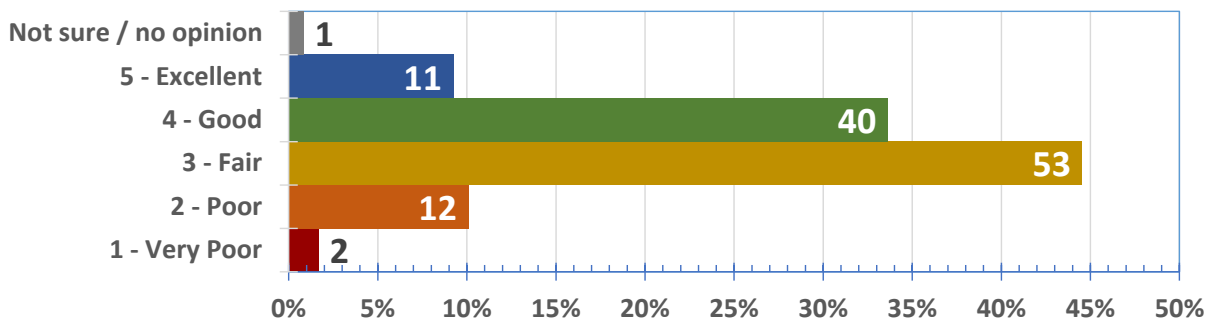
Quality of life and options available to 15 years and under



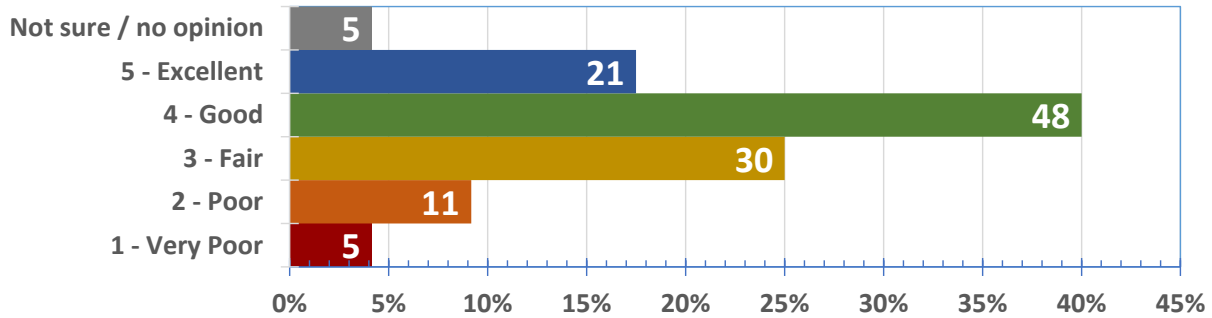
Quality of life and options available to those aged 16 to 24 years old



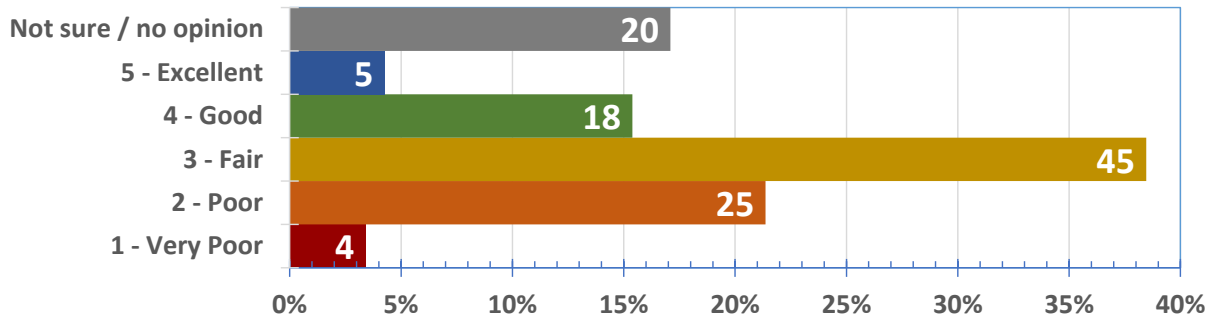
Quality of life and options available to 25 to 64 years old



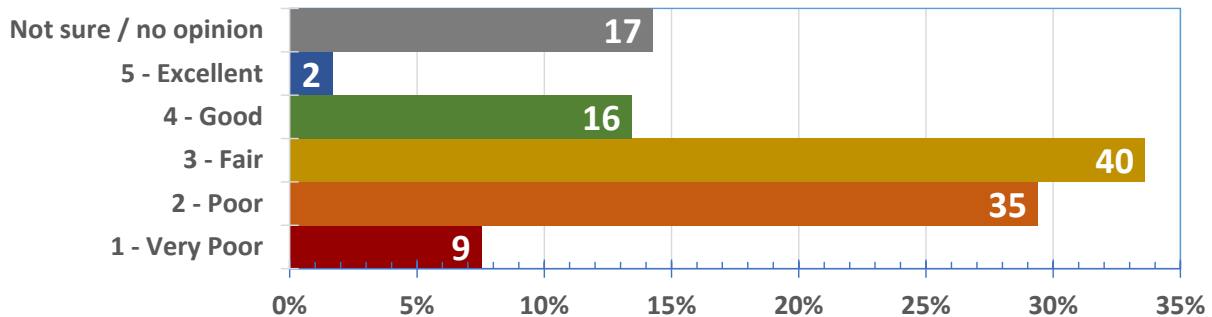
Quality of life and options available to 65 years and older

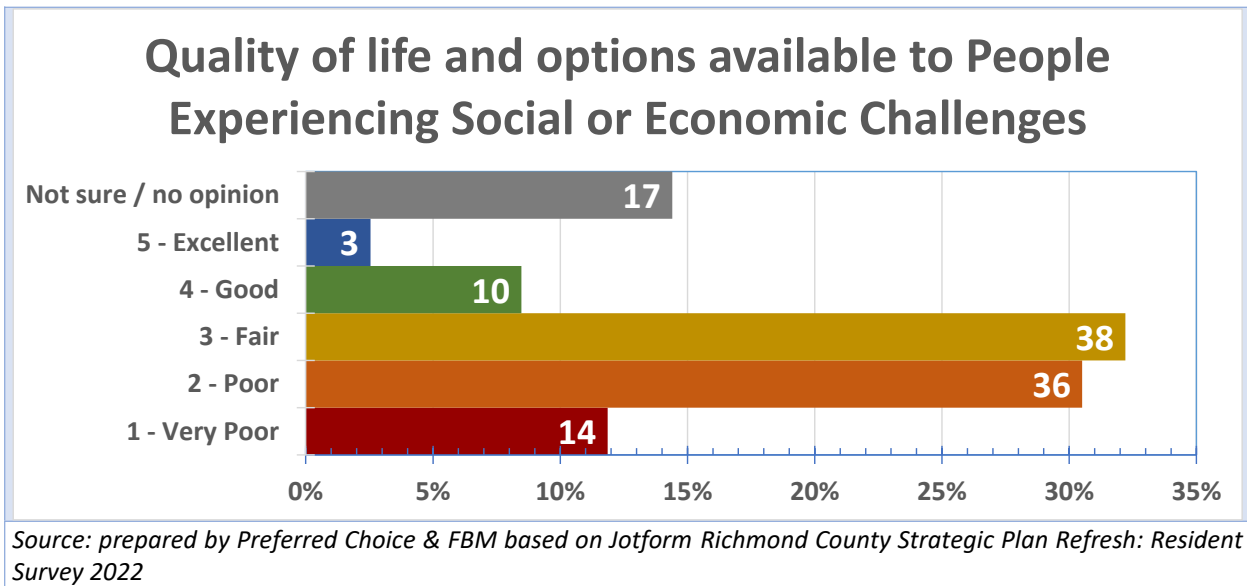


Quality of life and options available to New Residents & Immigrants



Quality of life and options available to People with Accessibility Needs





A range of suggestions were noted by respondents on how to improve the living experience in Richmond County.

- Exhibit F.25 - Richmond County Strategic Plan Refresh - Improvement of Living Experience**
- Paved roads
 - Free or low-cost Programs for youth and teens Swimming lessons geared for working parents at reasonable costs
 - More housing and public transportation options.
 - More businesses like restaurants, gas stations, etc.
 - Affordability. Taxes are high. Gas, groceries, rent. All high.
 - A pool, parks, more sports infrastructure, better health care.
 - Giving tourists a reason to come here.
 - More socio / economic development
 - Access to fresh produce and ample food supply through the community gardens or food bank. Also, with social opportunities for newcomers to meet people and for the community to be more welcoming.
 - Housing price regulation. Increasing employment opportunities. Training and recruitment for local small business. A tourism strategy. An economic improvement strategy.
 - Having back roads better maintained.
 - more health care professionals and medical facilities
 - By being welcoming
 - Transportation and internet service
 - Adding just about anything. We lack everything.
 - Investing in its people, but not always the same people...!
 - Providing young families with range of extracurricular for the whole family to benefit from. Many people move to the city because the opportunities for their children are little to none existent.
 - linking our many volunteer groups and networks to a central hub - to share information, collaborate on projects, make room for groups helping the marginalized, the isolated.
 - affordable housing and affordable heating and gas prices
 - Having transport, access to amenities, and having affordable housing for everyone.
 - Common sense decision making.

- More community-based programs and support not necessarily by district
- Striving economy with health care.
- Healthcare recruitment. Housing
- Supporting activities that bring people together....using communication through the county office. Advertising what goes on all over the county and encouraging participation
- Infrastructure developments
- Having a welcoming committee or kit for information about the country
- Affordable housing and better health care
- health facility access
- Greater diverse representation
- infrastructure and experience opportunities.
- More diversity in the restaurant industry. Something other than deep fried food would be wonderful.
- Focusing on the entire population not just senior programs
- Promotion of what we have to offer to all, not just the tourists. Often locals do not know what is available.
- Providing more youth opportunities- sports, events
- Somewhere for youth to gather outside of school - youth centre
- Additional housing, improved food security, festival rejuvenation
- Focusing more on youth. Our seniors are important they've done their share of work. But they're not here in the tomorrows to come, our youth are. Or they won't be, because we aren't showing them, we want them to stay. So, on our current trajectory, we won't have our Seniors OR our Youth in the future. We'll have no one.
- Our communities need to be desirable for our younger generations to stay. Small businesses are a must and something for growth of Industry
- Improved roads. Investment in sports and culture complexes, investment in a staff person to help with festivals and events in St. Peter's area, more doctors and health care professionals, more seniors subsidized housing
- Better cell and Internet services; county lead activities geared to adults that are not strictly during business hours, to allow employed people to participate in more activities that their tax dollars pay for
- Create celebration events....have family days, single days, senior days with activities planned to get people from different communities to come together and just experience each other....bring a picnic, have games, music etc.
- more social interactions with diverse groups, many activities seem to be directed towards retired seniors or children
- affordable and accessible housing being more available.
- Having more things for families to do, there is one small park for children,
- Community gatherings.
- A doctor/nurse practitioner in St. Peter's!
- Recognize the diversity of the community. One could argue the vast majority of residents are not Acadian and little is done to honour those who aren't
- focusing on the social determinants of health, empathy and helping people feel they belong
- things to do, places to go, experience to be had, opportunities to connect with other people to expand your social network
- improving housing and food security
- Easier access to finding information.
- More recreation options (parks, playgrounds, trails, etc.)
- Having one councillor resign, better roads and services (cell service and internet -patchy in Lardoise)
- Beautification, better roads, roadside garbage cleanup, dead and fallen tree cleanup, ditch cleaning, sign maintenance and more festivals.
- Provide halls for tourists' events
- making it accessible; better roadways needed for tourism; more social programming

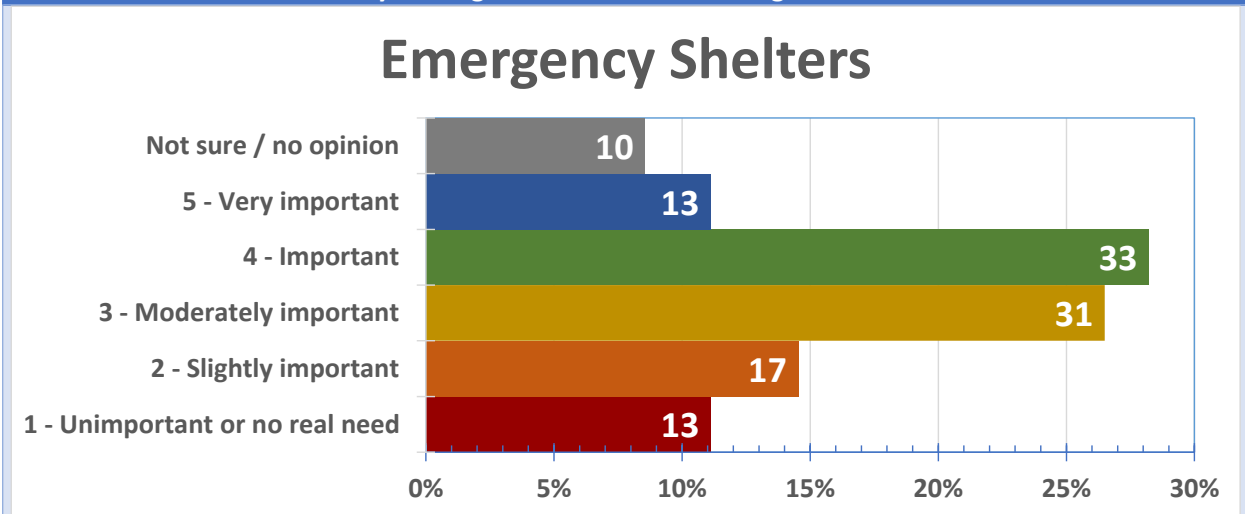
- Focusing on our youth, asap, before they all leave.
- Creating a county wide tourism strategy that would encompass seasonal activities for all age groups.
- Community Support for newcomers
- A better sense of community. Non-motorized trail system. playground.
- A better sense of community. Non-motorized trail system. playground.
- Supporting more cultural events
- I've lived and worked in a lot of places/provinces, and I'm glad I grew up here and will retire here if I can
- Improved access to healthcare, investing in social hubs (libraries), enhanced infrastructure (internet/cell service), cap on the amount of land owned by non-residents etc.
- See answer to the last question: recreational infrastructure: parks, playgrounds, sidewalks, trail systems, sports fields, recreational facilities, arts and culture facilities.
- Making sure we have places we can exercise, sponsor gyms, none currently in St. Peter's
- A strategic plan that people feel has been created and implemented through the participation of citizens (town hall meetings, presentations at association meetings - garden clubs, parishes, KofC, schools, volunteer associations etc.). More direct mobilization of people (e-mail lists, direct mail, door-to-door). Please don't lose that wonderful community spirit through social activities (festivals, markets, rallies, baseball)
- increased immigration

Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

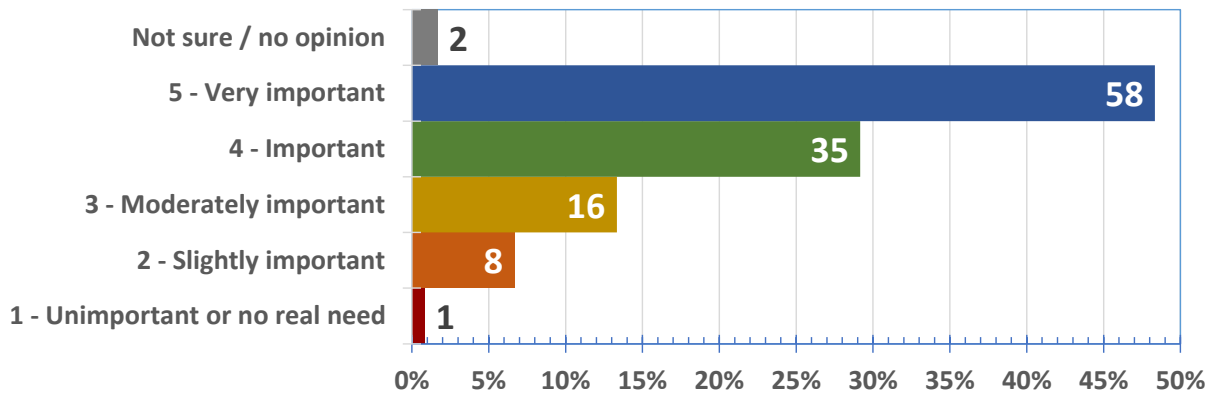
Residents noted housing needs viewed most important to least important as follows:

- Seniors Housing / Assisted Living
- Rental Housing / Apartments
- Social / Affordable Housing
- Market Housing
- Emergency Shelters

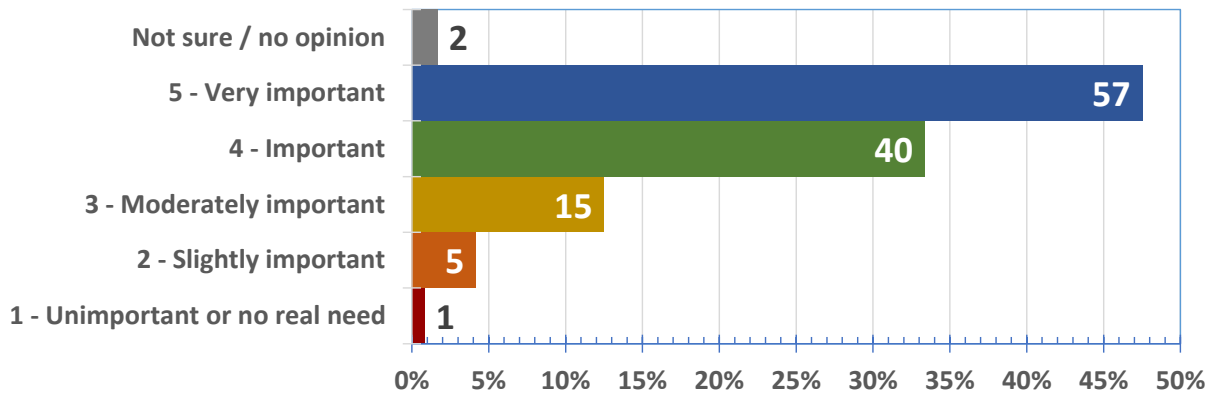
Exhibit F.26 - Richmond County Strategic Plan Refresh - Housing Needs



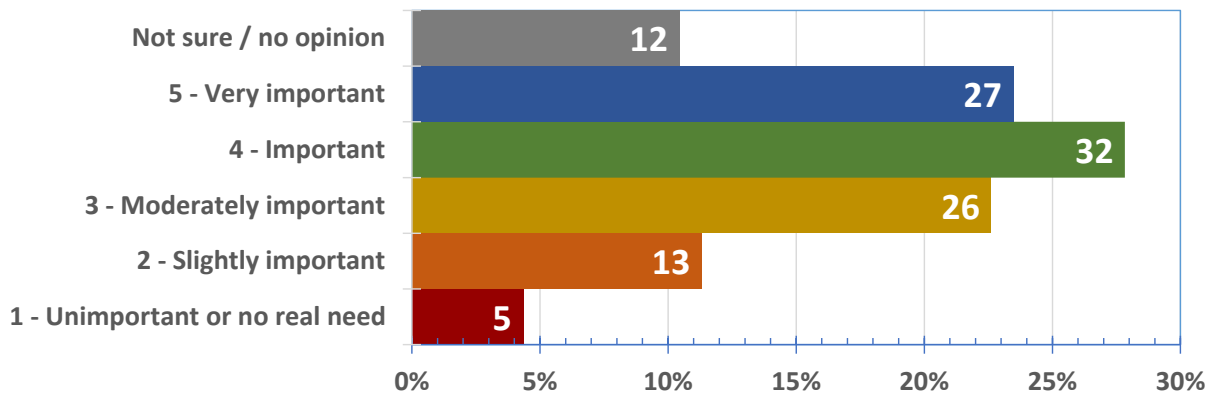
Social / Affordable Housing

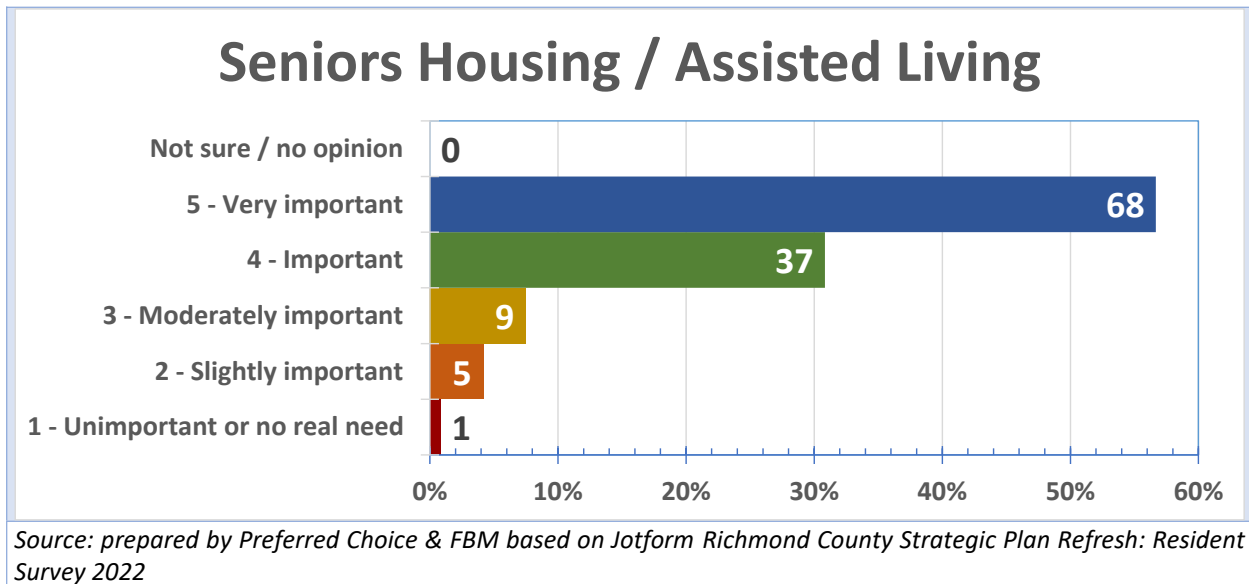


Rental Housing / Apartments

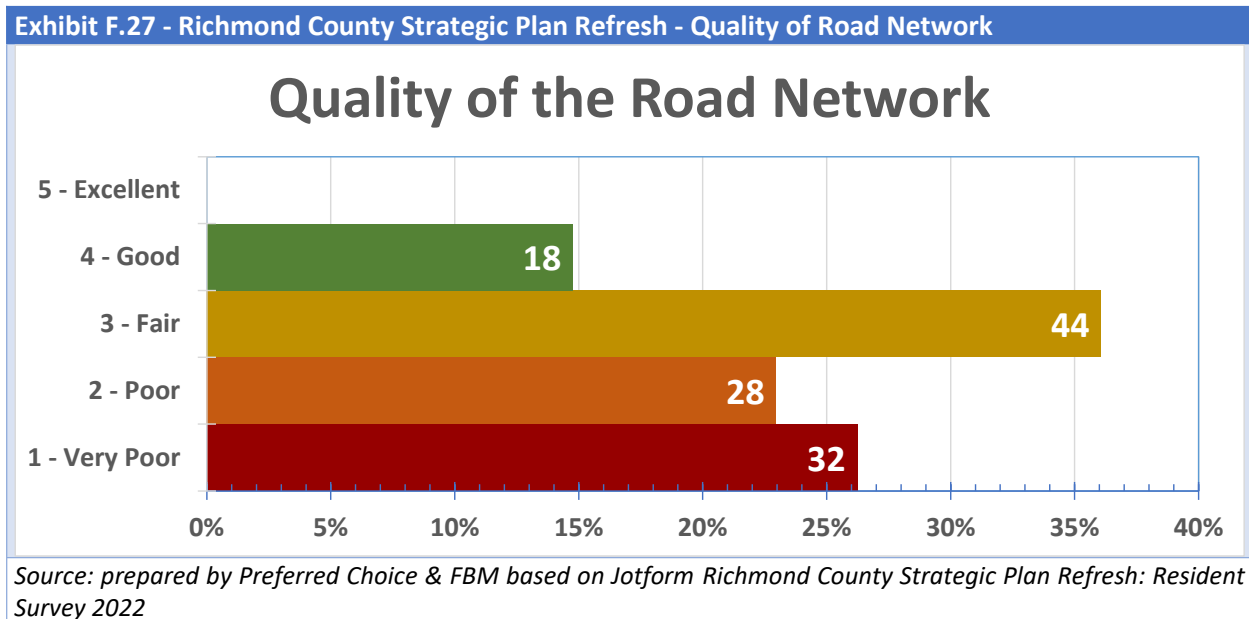


Market Housing

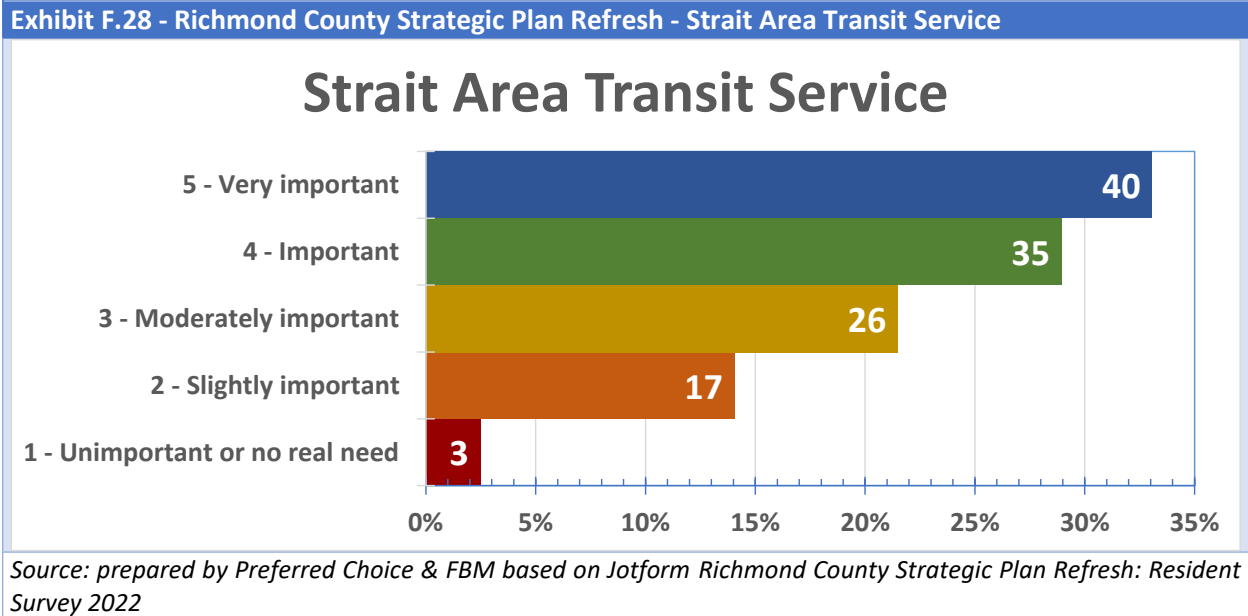




Regarding area roads, the majority are maintained by the Province of Nova Scotia, 49.18% of respondents viewed the quality as poor or very poor, 36.07% as fair, and 14.75% indicated roads were good.



The majority or 61.98% of respondents viewed Strait Area Transit as important or very important.

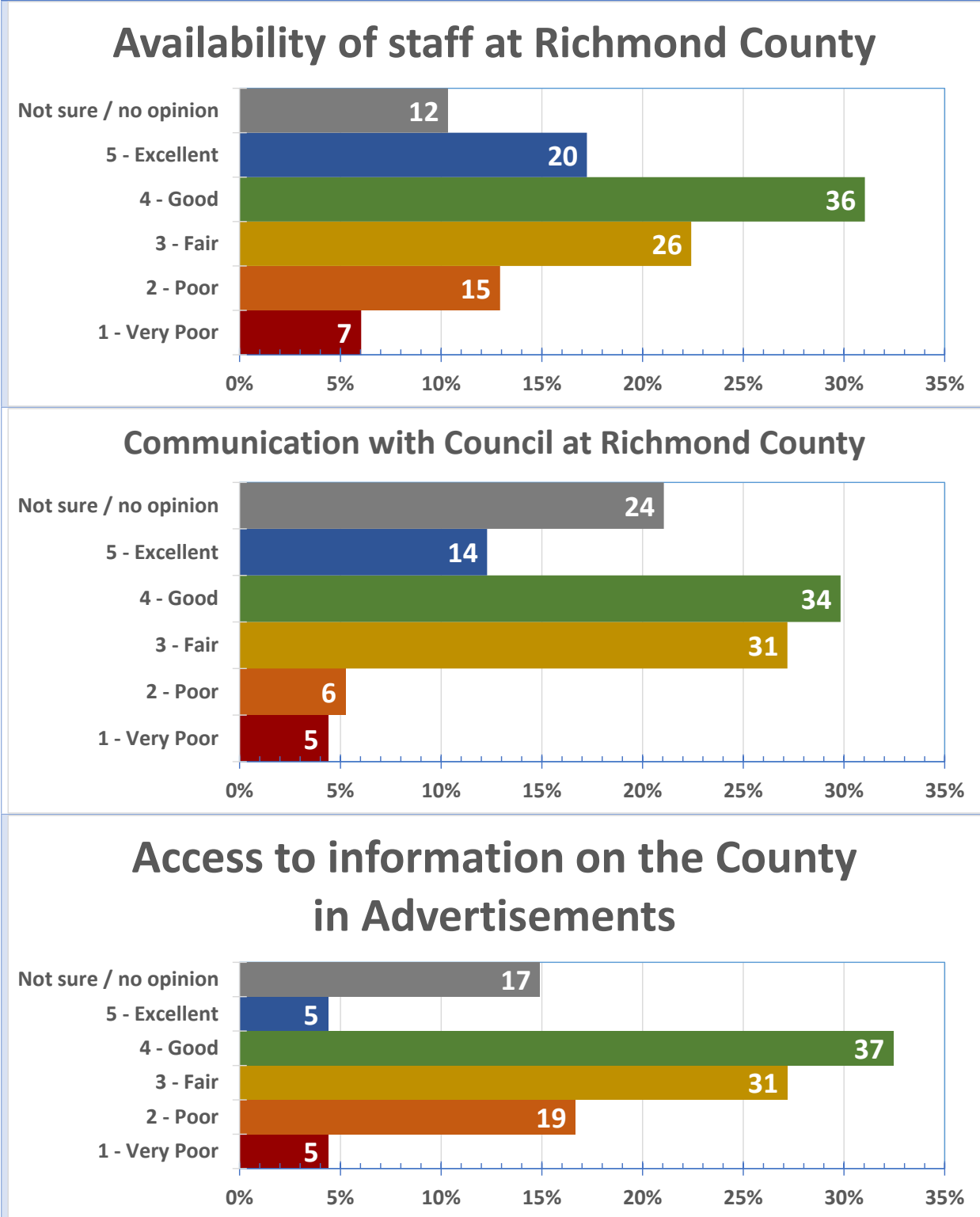


Communication & Engagement

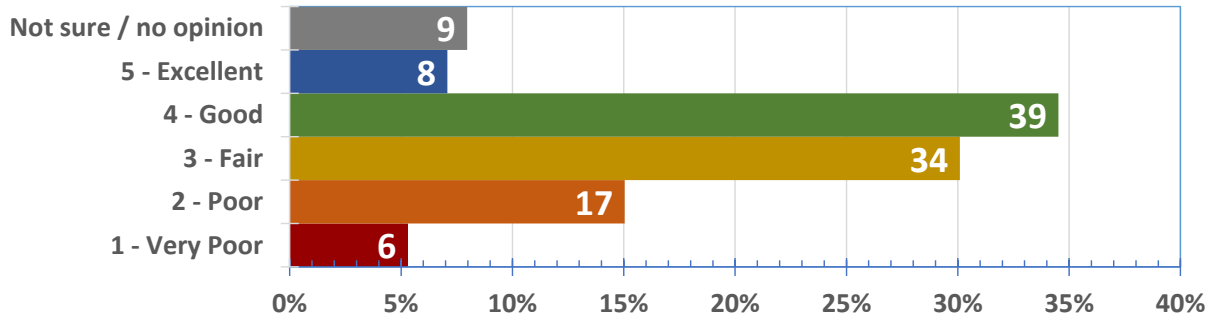
Respondents indicated the ability to communicate with the county in the past viewed most favourably to least favourably as follows:

- Access to information on the County via newsletters, Like Reflections of Richmond
- Availability of staff at Richmond County
- Access to information on the County via Social Media, like Facebook
- Communication with Council at Richmond County
- Access to information on the Municipal web-site
- Access to information on the County in Advertisements

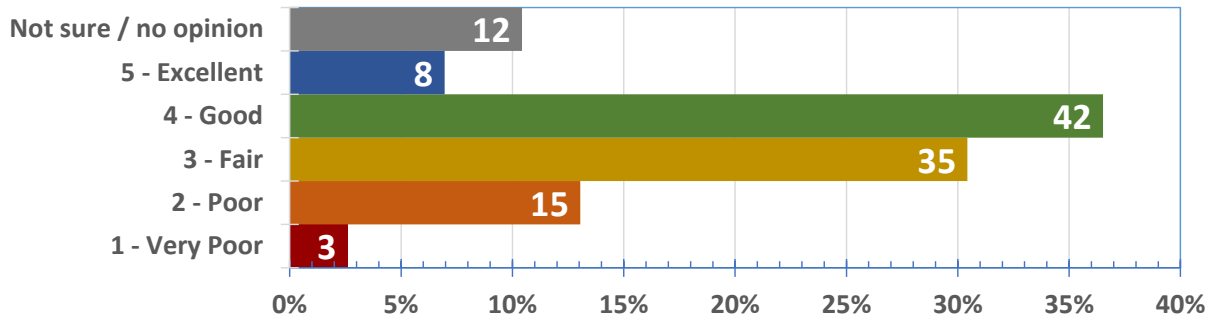
Exhibit F.29 - Richmond County Strategic Plan Refresh - Past Communication with the County



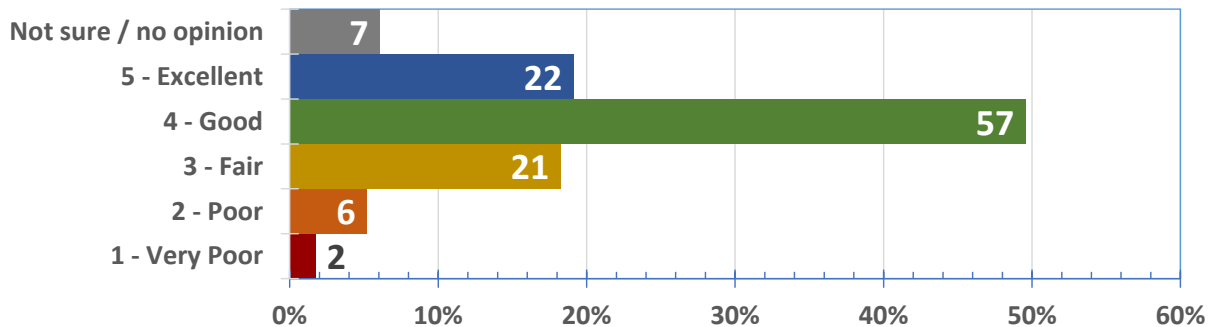
Access to information on the Municipal website



Access to information on the County via Social Media, like Facebook



Access to information on the County via newsletters, like Reflections of Richmond



Source: prepared by Preferred Choice & FBM based on Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

Other Feedback

Additional comments for Richmond County to consider as it refreshes its Strategic Plan were noted as follows by respondents.

Exhibit F.30 - Richmond County Strategic Plan Refresh - Additional Comments

- Ask local businesses what they would like done in their area
- It would be nice to have affordable housing for single low income or social services recipients can live in.
- It is my impression that County council and staff are really giving their best in challenging times.
- Improve work environment at the office. Governance courses for elected and non-elected officials.
- Communicating with the province the importance of clearing brush in our county. It creates a hazard and is very unsightly.
- Communications and engagement are two essential roles of municipal government
- I think for communication, it's important to meet people where they are, including those with and without reliable internet. I do think using social media is smart, however I think some important things should have a paid boost. Possibly a campaign to have community members join on social networks, while also keeping in mind those who don't use computers. The community channel or print materials are good. Also, free announcements at churches and more. There are grant options that can assist in marketing. Communication and clear information are important, and so having a contact point (email or phone) to questions can help to build trust and receive productive feedback.
- I like the strategic plan. It's long, but I like that it is fairly focused. There has been a lot of change since 2018, but our core values are still important and the plan showcases them. We should leave room for emerging initiatives and technologies over the next four years."
- beautiful place to live, we love it here and love getting out. the lack of toilets is a huge problem for us when we are out enjoying the area. please help.
- We need reliable and trustworthy representatives who are able to supervise each other and themselves. The actions of one council member and the lack of response by the council was extremely disappointing and eroded trust.
- Bar Billy Joyce from the internet
- Richmond County needs to focus on maintaining its younger generation and providing opportunities for them to build careers here. It's very honourable to build a campaign based on giving to the elders of our community but the future is with our younger generation and without them the future of Richmond is lost. Most of our young adults are leaving for jobs away and a lot do not return, this will eventually hurt our economy. I hope we can invest in our future.
- Unfortunate that Reflections of Richmond, with information on activities starting in early June, is not available on paper yet. Many older people rely on the paper copy, and many of us have missed the dates for activities, because of this. The county could plan simultaneous communications (website, Facebook, paper) regularly, and release information on different facets of the municipality at different times. For example - information on work done by the municipality in support of roads, or clean water. Information on percentage of material recycled. Coordinated spring clean ups - removing tires from our ponds! Considering specific environmental initiatives and working with the province on them, for example, making it more attractive to promote reusable take out containers, rather than allowing for a significant increase in one-time use, non-recyclable containers, creating garbage, marring our beautiful roadways and coastline. Explaining to people what will be talked about at a strategic planning refresh, so that we have some context to work with. Frankly, it is tiresome to see these open-ended meetings, which encourage gabbing and throwing ideas around, but not necessarily collaborating and building something viable and good.
- It is a great county to live in, and with continued care and attention it can be an even greater county!
- Any dealings I've had with staff past and present have been not only helpful, but pleasantly helpful, that's a very strong statement in 2022!

- As I stated in previous comments community-based support is needed not a district approach which exists presently. each community should be given the opportunity to support its residents not pitting itself against other communities for municie funds ...to make community groups run a shoestring budget to get municipal funding is shameful
- Better development and strategy for Point Tupper industrial park, and Collaboration to better use the ice-free port.
- Huge discrepancies in property tax valuations, it's a prejudice tax to those who recently construct or legitimately get building permits when required to do so. (Not everyone gets building permits for Reno's or garage builds hence not reflected on their assessments) Time to reconsider format of property taxation to level playing field for all properties. (Residential, commercial, industrial)"
- Seniors make up almost half the county's population but more supports need to be given to help support them.....you asked about transit that the county supports and is a very essential service but so is the Senior Safety coordinator, who is vital to many seniors in the county as well as a great resource person for many programs and educational information. Seniors' housing is a must and some coordinated efforts to new and inventive ideas. Also, a staff member should be assigned to senior groups in the county which exist in every small community and provide many activities to combat social isolation....they could benefit greatly from staff support, and a link to each group.
- Be studious and provide the best service!
- Please remember the Gaels of Richmond County when doing road signage and promotions. Gaelic is one of the four founding cultures in the county and we have so much to contribute to the fabric of the county and province.
- Access is getting better to information that is happening with Council.
- Need a new, accessible website
- Our poor road conditions are surely a negative aspect for tourism. There seems to be no rhyme or reason as to what roads get fixed first. Main roads or, in some cases, roads to tourist accommodations/attractions are worse than some roads that have very few residents or K roads, etc.
- When it comes to helping businesses or attracting businesses, there should be a caveat that if those businesses become or maintain profitability, they should have to repay all taxpayer dollars. In-kind help is preferable to dollars.
- Richmond County is home. We love it here. But we have to move forward with progress if we want our youth to stay and for others to want to move here, especially doctors.
- Staff has been almost not accessible since Covid. We need people to answer calls and be available when the public calls or drops in.
- When hiring, we should try to have representation from all corners of Richmond County. Employees should be required to reside in Richmond.
- stay out of fire dept business you have no experience in this field
- Need to hire a full-time emergency services coordinator, who is invested in the best interests of the county, and not living outside the area. Increase funding to fire services to allow for proper fire protection to the county, and to ensure the safety of our VOLUNTEER fire fighters who give up their own time to keep the county safe, both through fire calls and medical first responder calls. The lack of adequate EHS coverage means our fire fighters are taking on a huge role in medical services, with little to no funding to do so.
- Richmond Reflections is a pretty document without much info in it. Most seems like "filler", we need a better more environmentally friendly way of advertising events
- What about doing something with The Walter Fougere School in Evanston, it would make a great seniors home or Apartments ,every time I ask about it , no one knows, all I hear is talk to your councillors, I'm tired of asking and tired of voting for people who don't do anything, after all it is a brick building in and out, a lot of people in Richmond County would probably move in, why aren't we doing something about this , there has to be money somewhere, why let it sit there it's been empty since 2013, our community is willing to help, tired of people asking me why nobody is doing anything with it, as I was a Janitor up there for years, hopefully someone will wake up soon, lot of single people in our community that they said if it was open

they would sell their homes, they are living alone and company would be great, less headaches for us, please let the community know what your plans are, thanks

- Work with several community groups working very hard to increase tourism, economic development and housing. The lack of professionalism, and willingness to assist or partner with these projects by municipality staff is scary. No motivation to market our community properly and I do believe without the proper support from the municipality our community will continue to suffer. I've personally spoke directly with counsel about these on-going issues and unfortunately there is no solution in sight. I can only hope that with the County's Refresh to its current strategic plan will give residents and employees a clear vision of what the members of the community and volunteers are working so hard on. I will be watching closely to see how the Strategic Plan is implemented and how the municipality will prioritize community goals and projects.
- RC needs to be a year-round destination. RC needs affordable housing. RC needs affordable transit (Strait isn't affordable for some). RC needs better signage for tourists to navigate.
- I thought there would be some mention made of: a) policy committee participation with members at large, as is the case for other committees and as it had been promised; b) the question of warden vs mayor, as it had been made part of the 2018 document and the mayor option seemingly favored by a large number of respondents (76% if memory serves me right).
- In my opinion, this looks more like creating a new plan with not much emphasis on refreshing the 2018.
- Thanks for the opportunity.
- Housing solutions are needed badly.
- It is important to understand and engage the skills of people living in Richmond County.
- Make sure young people can afford to move back to their communities if they want to. Not entirely a municipal responsibility I recognize.
- Consider new zoning ideas that would make housing solutions easier ex: tiny home lots, boarding houses close to amenities etc."
- I understand that road and sign maintenance is the responsibility of our Province. Our Municipality of Richmond must have some kind of authority to complain about the road conditions and poor maintenance of them. It's like we're the "poor" cousins compared to other municipalities on Cape Breton Island. For example, route 19 is lovely. Perhaps we could follow them.
- 1. market house developments are not practical as the market they cater to is mostly German and foreign and that is not supporting our economy
- 2. tourism will never be a thing here unless you fix the roadways - no one wants to drive on our roads, not even the people who live here
- 3. land use - the municipality is allowing developers to build wherever they please which is contributing to massive forest loss, water issues to personal property and road ways; land use planning needs to be socially and economically responsible"
- Incorporate intentional community outreach and engagement for all county staff.
- "Don't make a 5-year plan, build a 150-year empire and reverse engineer it into reality
- Be the next Graham-Bell,
- Wright Brothers, Ford or Edison.
- Build the best thing since sliced bread
- (For me I think step 1 or 1-b , c, d, e, f~ish? Would involve rebuilding the ocean)"
- Some RC staff are regarded as hard to connect with and not interested in engaging with the public or community despite being asked or included. This makes trying to work together challenging.
- The "new" council is inspiring and seem to genuinely care about their role and providing opportunities for residents to engage, live, work and grow here. Keep up the good work! "
- It's important that we understand that not all seniors have internet access
- Note: the answer to question 20 in regards to communication is based on past councils. Communication has greatly improved. There are still items such as the Five-Year Capital Projects plan that could posted on the website, as most other Municipalities do.
- Transit: we need to continue to work towards getting fixed Strait Area Transit routes. See Kings Transit.

- Probably most importantly: What is the role of a Municipality our size?
- Whether it's part of this process or separate, we need to determine what should be the role of: Municipality, Village Commission, Community Groups, Partnerships, Private Business. Looking at other Municipalities of similar size around the Province, they are playing a much larger role, especially when it comes to recreational infrastructure. We only have one village commission and our community groups lack volunteers, resources, insurance and the capacity to roll out the necessary infrastructure projects required in a vibrant community.
- Also, the funding for these projects is with the municipality through Canada-Community Building Fund (CCBF - formally Gas Tax):
 - We are not using the CCBF to its full potential (mostly just used for public works, similar to before the eligibility changed in 2011)
 - We need to develop a strategy, processes and criteria for what we do with the CCBF funding we receive each year. It's a lot of money that could be doing a lot of good.
 - Without using the CCBF properly, we can't compete to keep and attract residents, and generally, all of us who currently live here are missing out.
- We have some major gaps when it comes to recreational infrastructure and active transportation, especially larger projects:
 - Recreation department has no mandate for recreational infrastructure (mostly just programming).
 - The community groups that are left and who are currently trying to pursue larger projects.... there are no methods for them to access this funding. They are funneled into the grants program (\$10,000?)
 - Run through the following scenarios with our current system:
 - 1) How do we build and maintain parks in our communities?
 - 2) How do we get new sidewalks in our communities?
 - 3) How do we create and maintain new playgrounds?
 - 4) How do we create and maintain a new tennis court in one of our communities?
 - 5) How do we create and maintain a new walking trail?
- To determine the role of the Municipality, have a consultant look at what other municipalities of similar sizes are doing and what are the best practices.
- Economic Development: We have the opportunity to rebuild the economic development from the ground up. Bring it back with a strong focus on becoming an expert in government funding. Even one staff member with the mandate below would pay for itself in no time and bring streams of our Federal/Provincial tax dollars back to our county:
 - stay current on Federal and Provincial budgets
 - actively advise council and staff on government funding opportunities,
 - actively advise local businesses and community groups about funding opportunities
 - assist all our municipal departments in filling out funding applications
 - assist local businesses and community groups in filling out funding applications
- I have a real problem with county giving money to help fund business ventures when the people involved are already well off, stop that & help the ones who really need it, your residents are listening & watching!
- Look into an aquaculture development area, argyle is a pilot project

Source: Jotform Richmond County Strategic Plan Refresh: Resident Survey 2022

2022 Strategic Plan Refresh Survey Questions

Richmond County Strategic Plan Refresh: Resident Survey

Thank you for taking the time to provide your input. This survey is expected to take between 5 and 20 minutes to complete.

TELL US ABOUT YOU

1. What is your age
 - Under 15 Years
 - 16 - 24 years
 - 25 - 39 years
 - 40 - 54 years
 - 55 - 69 years
 - 70 years and older

2. What District of the Municipality do you live in?
 - District 1: Petit De Grat/Arichat East.
 - District 2: D'Escousse/West Arichat.
 - District 3: Evanston/Louisdale.
 - District 4: St. Peter's/River Bourgeois.
 - District 5: L'Ardoise/Johnstown.

PAST STRATEGIC PLAN

In 2018-2019 Richmond County developed a strategic plan.

3. Please indicate your awareness of the previous 2019 - 2024 Strategic Plan based on the following scale:
 - 1 - Not Aware of the Previous Strategic Plan
 - 2 - Somewhat Aware of the Previous Strategic Plan
 - 3 - Aware of the Previous Strategic Plan
 - 4 - Very aware of the Previous Strategic Plan

4. The previous plan established these five key directions:

- Sustainability of Municipal Services
- Economy
- Tourism
- Healthy and Active Community
- Communication and Engagement

Are these areas still important for a renewal of Richmond County Strategic Plan?

- 1 - No, these are not at all relevant
- 2 - They are still somewhat relevant
- 3 - They are still very relevant

5. The Current Strategic Plan was drafted in 2018. What has changed in Richmond County since that time that the refresh needs to pay attention to? _____

Richmond County Strategic Plan Refresh - SUSTAINABLE MUNICIPAL SERVICES

Richmond County provides a range of services to residents.

6. Please indicate your view on the quality of service delivered by the County for services it is directly responsible for:

- 1 - Very Poor
- 2 - Poor
- 3 - Fair
- 4 - Good
- 5 - Excellent
- Not sure / no opinion
- Administration Services
- Fire Protection Services
- Health and Development Services
- Planning & Development Services
- Recreation and Cultural Services
- Solid Waste Collection and Disposal Services
- Transportation Services
- Water and Wastewater Services

7. Compared to other municipalities in Nova Scotia the level of property taxation in Richmond County is considerably lower. Please indicate your views regarding the relationship between taxation and quality of services delivered by the municipality:
- 1 - Maintaining the lowest possible level of taxes should be the priority
 - 2 - Lower taxes (compared to other municipalities) is important while maintaining a similar level of services
 - 3 - Better quality services are needed, although this may lead to higher taxation than has previously been the case.

Richmond County Strategic Plan Refresh - ECONOMY

Richmond County works closely with and provides annual funding to the Cape Breton Regional Enterprise Network (CB REN) on initiatives to grow the economy and encourage investment.

8. How important do you consider the following types of economic development to be for Richmond County.
- 1 - Not at all important
 - 2 - Not very important
 - 3 - Neutral
 - 4 - Somewhat important
 - 5 - Very important
 - Not sure / no opinion
 - Marketing and Promotion
 - Attracting Investment from Outside the County
 - Retaining, Supporting and Expanding Existing Businesses
 - Supporting New Local Businesses and Start-Ups
 - Immigration Initiatives

9. Richmond County should:

- 1 - Increase the emphasis on economic development
- 2 - Maintain the current approach for economic development
- 3 - Decrease the emphasis on economic development

10. The best opportunity for economic growth and development in the region is _____

11. Please indicate the importance of each of the following to attract more people to the region.

- 1 - Not a Priority
- 2 - Low Priority
- 3 - Medium Priority
- 4 - High Priority
- 5 - Essential
- Not sure / no opinion
- Employment / Career Options
- Available / Suitable Housing
- Sports & Recreational Amenities and Activities
- Arts & Cultural Amenities and Activities
- Health Services
- Education Services
- Reliable Utility Services
- Maintaining Municipal Infrastructure
- Community Appearance
- High-speed Internet
- Other _____

Richmond County Strategic Plan Refresh - TOURISM

A number of agencies actively promote facilities and events in the area. Destination Cape Breton actively markets things to do and see across Cape Breton. Richmond County plays a role in the tourism development and promotion of the area.

12. Should Richmond County invest in amenities and venues to host events for residents and visitors?
 - 1 - No, it should not be involved in tourism amenities and facilities
 - 2 - Somewhat - It should be supportive and participate in tourism amenities and facilities
 - 3 - Yes, it should place a strong emphasis and support or investment for tourism amenities and facilities

13. There are only a few options for accommodations for visitors and this limits the amount of overnight stays possible in the area. Should Richmond County support the development of new accommodations options:
 - 1 - No, it should not be involved in promoting new accommodations options
 - 2 - Somewhat - It should be supportive of new accommodations options
 - 3 - Yes, it should place a strong emphasis on accommodations options

14. What other ideas should Richmond County consider to support tourism?

Richmond County Strategic Plan Refresh - HEALTHY & ACTIVE COMMUNITY

Richmond County recognizes the importance in maintaining a quality of life that is strong for all citizens.

15. Please indicate your view on the quality of life and options available to each of the following groups:

- 1 - Very Poor
- 2 - Poor
- 3 - Fair
- 4 - Good
- 5 - Excellent
- Not sure / no opinion
- Youth aged 15 and under
- Teens and Young adults, aged 16 to 24 years
- Adults 25 to 64 years old
- Seniors 65 years and older
- New Residents & Immigrants
- People with Accessibility Needs
- People Experiencing Social or Economic Challenges

16. The experience living in Richmond County would be greatly improved by

17. Housing types span from temporary emergency shelters to social and affordable housing to market housing and seniors/supportive housing. Please indicate your view on the need for additional housing options for the following categories:
- 1 - Unimportant or no real need
 - 2 - Slightly important
 - 3 - Moderately important
 - 4 - Important
 - 5 - Very important
 - Not sure / no opinion
- Emergency Shelters
 - Social / Affordable Housing
 - Rental Housing / Apartments
 - Market Housing
 - Seniors Housing / Assisted Living
18. The majority of roads in Richmond County are maintained by the Province of NS, with just a few that are a joint responsibility of the County and the Province together. Please indicate your view on the quality of the road network::
- 1 - Very Poor
 - 2 - Poor
 - 3 - Fair
 - 4 - Good
 - 5 - Excellent
19. Richmond County helps fund Strait Area Transit. Please indicate your view on the importance of the service:
- 1 - Unimportant or no real need
 - 2 - Slightly important
 - 3 - Moderately important
 - 4 - Important
 - 5 - Very important

Richmond County Strategic Plan Refresh - COMMUNICATION & ENGAGEMENT

Engaged citizens helps ensure that the County understands the views of ratepayers in order to best deliver the services the community wants.

20. Richmond County is renewing the current strategic plan with a range of options for community input including this survey as well as planned stakeholder engagement sessions. Please indicate your view on the ability to communicate with the County in the past in the following areas:

- 1 - Very Poor
 - 2 - Poor
 - 3 - Fair
 - 4 - Good
 - 5 - Excellent
 - Not sure / no opinion
- Availability of staff at Richmond County
 - Communication with Council at Richmond County
 - Access to information on the County in Advertisements
 - Access to information on the Municipal web-site
 - Access to information on the County via Social Media, like Facebook
 - Access to information on the County via newsletters, Like Reflections of Richmond

21. If you have any other additional comments for the County as it refreshes its Strategic Plan, please provide them below.

Appendix G: Richmond Strategic Plan Refresh Guiding Documents

Richmond County Strategic Plan 2019 - 2024 Excerpts

The following was compiled from the original 2019 - 2024 Richmond County Strategic Plan.

Vision

The Municipality of the County of Richmond will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents.

Through responsible and professional leadership, continue to be a healthy and progressive community respecting the rich heritage and history that supports lifestyle quality, an extraordinary cultural mosaic, community growth and open, flexible governance.

Mission

Richmond County will provide efficient and effective municipal services for our citizens. We will create an environment where we provide active engagement with the business community, residents and partners to understand their needs and facilitate growth.

We seek to support and instill cultural pride and a sense of place in our communities. Our mission is founded on the belief that our community assets are valued and plentiful, none more precious than its people, and that Richmond's assets and human resources possess the answers to our most difficult challenges.

Goals

Our success is built on a strong work ethic and productive working relationships with our community and regional partners. We will achieve our Mission by focusing on the following goals:

- **Jobs**
- **Population**
- **Financial Management**
- **Heritage / Culture**
- **Lifestyles**

JOBS

Influence, encourage, initiate, manage and pursue the creation of jobs in Richmond County and the region, focusing on community based economic development opportunities and diversifying our economy.

POPULATION

Actions must focus on encouraging the younger generation, who live/work elsewhere, to return and/or move to our community to work and live as well as support and encourage our youth to stay in our community. With an aging population, provide sufficient community-based amenities, infrastructure and services to effectively promote Richmond County as a safe place people are proud to call home.

FINANCIAL MANAGEMENT

Provide fiscally responsible government management, services and initiatives that contribute to the long-term sustainability and growth of Richmond County.

HERITAGE / CULTURE

Promote and protect our established heritage, cultural and community assets and unique blend of multi-cultural communities.

LIFESTYLES

Healthy lifestyles rooted in unrestricted access to the natural beauty of our region's coastline, lakes and forests, a pristine environment and high-quality community services.

Values

There were many common themes shared through the public sessions, online input, as well as in discussions with community and business leaders. All expressed a desire for growth. They also expressed many shared values that matter to this community in its quest for sustainable, long-term growth. They include:

Leadership

Demonstrate strong, thoughtful decision making to achieve common goals for the benefit of our communities.

Respect

Uphold the principles of fairness, equity and inclusiveness for all citizens.

Communication

Provide open, transparent, accountable governance and opportunities for interaction with all citizens.

Social Well-Being

Promote initiatives that foster the healthy, safety, and security of our communities.

Community Pride

Celebrate our history, multiculturalism and heritage. Promote community betterments which reflect cleanliness, active lifestyle and quality of life.

Volunteerism

Recognize the important contribution that volunteers make to our community.

Partnerships

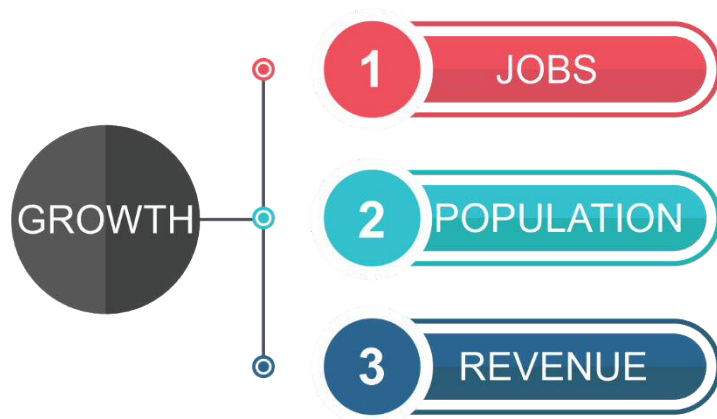
Build strong collaborative partnerships with community stakeholders.

Community Development

Provide sustainable services ensuring social, environmental, cultural, and economic integrity and growth for present and future generations.

Three Overarching Pillars

- 1. Job Creation
- 2. Population Growth
- 3. Increased Revenue



Key Directions & Action Steps

There are five key directions outlined in the plan, underpinned by several guiding principles. All of the identified directions include a number of action steps to guide implementation. The five key directions are:

- 6) Grow the Economy
- 7) Grow the Tourism Industry
- 8) Invest in Infrastructure
- 9) Nurture Healthy, Active Communities
- 10) Inform and Engage Citizens

The key directions are rooted in the following principles, and the need to:

- Communicate, Collaborate and Cooperate
- Make Evidence Based Decisions
- Ensure Accountable, Focused Investments
- Leverage Investment Dollars
- Build Sustainable Relationships

Priorities and Actions

Grow the Economy

- ★ **Focused and Strategic Economic Development**
- ★ **Economic Accountability and Alignment**
- ★ **Industrial Park Development**
- ★ **Enhance Connectivity**
- ★ **Investment and Business Attraction**
- ★ **Place Branding**

★ Focused and Strategic Economic Development

- Evaluate the results of the review of local Economic Development Agencies to ascertain where and with whom resources can be most effectively invested and where the greatest opportunities for return on investment lies.
- Liaise with private enterprise to explore opportunities for partnerships.
- Research, apply and secure federal and provincial funding through infrastructure development programs.
- Investigate and pursue every opportunity to access funds through Federal and Provincial programs designed for economic development, tourism, infrastructure, recreation and community initiatives that align with Richmond County's strategic priorities.
- Seek out willing and appropriate local companies to work with Richmond, CBREN, ACOA and others to develop potential qualifying projects for government programs.

★ Economic Accountability and Alignment

- Work with CBREN to create a 2019-2020 plan with clear objectives and strategies on how and where funds are being allocated, and which markets/sectors are being targeted for business investment and economic growth which align with Richmond's priorities.
- Ensure Richmond County's attributes are appropriately profiled and are in keeping with the key priorities, directions and expected outcomes of the County.
- Ensure Richmond's marketing video is widely used and appropriately distributed.
- Ensure regular reports are provided to Council and staff on targeted outcomes and progress regarding economic initiatives.
- Explore the opportunity of self-managed economic development - actions and initiatives directly controlled and targeted by the County.
- Work with CBREN to ensure a significant portion of the matching funds provided by the province are allocated to economic initiatives and efforts in Richmond.
- Evaluate the effectiveness of provincial and local investments after a 12-month period and at appropriate periods thereafter.
- Explore opportunities to collaborate with other Counties to create shared marketing materials and cost-effective service delivery efficiencies.
- Develop key performance indicators (KPI's) which will track, benchmark and guide strategic actions and economic productivity.

★ **Industrial Park Development**

- Seek detailed plans from NSBI on marketing efforts to attract and retain businesses for southwestern Cape Breton Island and Richmond County.
- Seek regular meetings with NSBI representatives to ensure there is mutual understanding of goals, objectives and expectations relating to provincial and local marketing efforts.
- Investigate and seek clarification regarding plans for attendance at regional, national and international trade shows, symposiums, conferences, forums and seminars by NSBI, CBREN, ACOA and other relevant agencies and ensure that Richmond County is featured appropriately.
- Ensure that staff access the appropriate and available trade market intelligence team's reports relating to market analysis and industry trends. Use this information to identify potential locations/opportunities for new business. Create an inventory of opportunities.
- Develop a Richmond County investment attraction "tool box" which will enable effective, efficient responses to investment queries and potential opportunities.
- Identify and develop a targeted corporate client list focused on business attraction and retention.
- Revamp the municipal website to include a prominent and comprehensive section on Economic Development.
- Develop plans for revitalization of key areas within Richmond County.
- Maintain a diligence and awareness of real estate opportunities within Richmond County with a view towards acquisition when necessary to facilitate and encourage highest and best use of critical properties/structures.
- Investigate opportunities to diversify Municipal assets and create new revenue streams through the introduction, expansion and recruitment of new economic development prospects - wind turbines, cruise ships, etc.

★ **Enhance Connectivity**

- Work closely with and maintain consistent and regular communication with Develop Nova Scotia to ensure the Richmond County priorities are part of the \$193 million trust fund which will be shared and distributed across Nova Scotia. At the earliest opportunity, apply for funds for the benefit of Richmond residents.
- Prioritize local projects and seek opportunities to partner with Develop Nova Scotia and with the federal department of Innovation, Science and Economic Development Canada.
- Build and maintain ongoing relationships with these agencies to ensure every available opportunity to drive economic growth and enable participation in the digital economy is realized.
- Continue to work with the Province of Nova Scotia, Develop Nova Scotia, and adjoining Counties to improve broadband, internet and cellular service.

★ **Investment and Business Attraction**

- Develop a strategy for additional enhancements to the parks which includes signage, beautification and property improvements.
- Develop a sales and marketing strategy for the three Industrial Parks to attract additional investment and tenants.
- As part of the parks' marketing strategy, target and attend appropriate trade shows, conferences, seminars, and forums to attract clients.
- Work with CBREN, NSBI, ACOA and private enterprise to aggressively pursue opportunities for land sales and business development in the Industrial Parks and other key sectors of the Richmond economy.
- In conjunction with appropriate partners and communication channels, develop marketing materials to inform and identify Richmond County as a place for relocating a home business, attracting tourism, boutique and creative businesses and other strategic investments targeting seafood, marine and cannabis sectors.

★ Place Branding

- Develop a marketing strategy that focuses on Richmond County as the coastal community of choice, for potential residents, both year-round and seasonal.
- Develop a marketing strategy that focuses on Richmond County as the place to grow a business, with a focus on tax rates, attractive and available infrastructure and ready and able workforce. Ensure the recently produced video highlighting Richmond County's business attributes is shared widely.
- Investigate successful incentive programs targeted to new businesses, pilot similar programs based on aligned growth areas.
- Seek out partnership opportunities with governments, universities and community organizations to increase immigration settlement in Richmond County.
- Nurture and foster relationships to enable partnerships with ACOA, the area Chambers of Commerce, the Cape Breton Partnership and the Department of Municipal Affairs as well as other government departments and agencies.
- Develop and maintain a close working relationship with Cape Breton University, NS Community College and Université Sainte-Anne with a focus on student involvement, training, business and employment research.
- Research, design and develop a Richmond branding strategy, complete with the appropriate marketing materials to be displayed at public events, community festivals, municipal occasions and necessary marketing opportunities.

Grow the Tourism Industry

- ★ **Experiential Product Development**
- ★ **A Proud History - A Prosperous Tomorrow**
- ★ **The Place Where Families Come to Play**
- ★ **Nature's Water Park**
- ★ **St. Peter's Canal**
- ★ **Highlighting Unique Destinations and Experiences**
- ★ **Making Musical Memories**
- ★ **Cultural Engagement and Participation**

★ Experiential Product Development

- Develop and implement a tourism strategy to increase visitors, enhance existing assets and develop and improve tourism products.
- Align resources to research, manage and implement the tourism strategy.
- Work with Destination Cape Breton to highlight the attributes of Richmond County by providing input into the agency's marketing plans.
- Work collaboratively with Tourism Nova Scotia (TNS) in creating marketing and communications materials highlighting Richmond County.
- Ensure there are regular updates regarding the agency's overall marketing plans as they relate to Richmond County.
- Concentrate on development of new and/or enhanced tourism products and quality cultural experiences.
- Examine industry trends, and potential growth target areas such as Northeastern USA, Atlantic Canada, Asia and Europe, and develop marketing plans accordingly.
- Develop a signage strategy designed to provide directional and destination awareness for Richmond County.
- Explore every opportunity to develop shared marketing materials among Richmond County's communities.
- Develop and update Richmond County's online tourism presence.
- Through discussion and analysis, develop a Richmond County brand. Work with Destination Cape Breton, Tourism Nova Scotia, Isle Madame Tourism and Trade Association and other partners to market accordingly.
- Seek out appropriate opportunities to attend trade shows, conferences, seminars, webinars, beginning with Saltscapes Expo, to market and highlight Richmond County.
- Evaluate marketing and partnership efforts after 12 months, and at appropriate intervals thereafter.

★ A Proud History - A Prosperous Tomorrow

- Maintain an inventory of festivals and events, with a view to identifying partnership and marketing opportunities.
- Ensure festivals and events are appropriately highlighted through the County's online tourism presence.
- Identify opportunities to showcase the culture of the area, seek partnerships to create and enhance experiences and learning opportunities related to First Nations, Acadian and European cultures.

★ **The Place Where Families Come to Play**

- Develop a plan to enhance and expand the infrastructure to accommodate water related activities, particularly as it relates to accessibility around beaches, lakes and coves.
- Work with provincial and federal partners to ensure the infrastructure around provincial beaches and federal historic sites are maintained, enhanced and amplified where possible.
- Ensure land-use regulations can accommodate the further development of infrastructure around water related activities.
- Explore opportunities and seek out potential partners to develop, create and implement unique educational and recreational experiences.
- Explore opportunities to partner with Centre La Picasse to create and enhance experiential and learning opportunities relating to Isle Madame’s natural environment and Acadian culture.

★ **Nature’s Water Park**

- Target the surfing community as part of the promotion of Point Michaud and area.
- Ensure appropriate infrastructure is available to support this target community, including the construction of a surfing hut.
- Explore the opportunity to create “surf’s up” alerts through social media, where water temperature and wave action is provided and updated regularly.
- Work with Department of Natural Resources (DNR) to develop a master plan for enhancing Point Michaud and Pondville beaches - accessibility, storage/service buildings, parking and related appropriate amenities.
- Develop a water-based product strategy to identify improvements and develop new opportunities to increase “water” visitation for residents and visitors with a focus on families.

★ St. Peter's Canal

- Create a signature event to celebrate the Canal's 150th Anniversary.
- Develop and implement a phased legacy development that will enhance the educational, recreational and cultural experience for visitors to the Canal.
- Work with provincial, federal and indigenous partners to explore the development of an Interpretive Centre/Display highlighting the unique and rich cultural history of the area.
- Develop a marketing and education plan, in conjunction with Parks Canada, that will increase awareness around the historical significance and heritage of the Canal.
- Work with St. Peter's Village Commission to develop and introduce a standardized signage strategy, coupled with Parks Canada, to communicate direction and destination information to residents and visitors.

★ Highlighting Unique Destinations and Experiences

- Study the feasibility and associated costs related to the long-term development of multi-use and shared trails-with appropriate infrastructure throughout the County.
- Explore opportunities to collaborate with partners (such as the Department of Natural Resources, Trans-Canada Trails, ATV Riders Associations, Village of St. Peter's) to develop walking, hiking and multi-use and shared trails throughout the Village and County.
- Encourage private sector operators to develop camping and related infrastructure. Explore and encourage private sector operators to develop camping experiences for niche markets, such as those who wish to go "glamping."
- Ensure land-use planning regulations can accommodate the development of camping and related infrastructure.
- Encourage and engage the private sector regarding the development of day adventures, such as fishing, sightseeing, land and boat tours.
- Explore opportunities to provide business incentives to help encourage private sector development in ATV trail development / sponsorship, camping, tour and water related activities.
- Secure the supply of mobi-mats and chairs at selected beaches in Richmond County, such as Point Michaud and Pondville.
- Investigate and benchmark, complete with cost benefit analysis, unique experiences, best practices and exceptional tourism encounters to extend and increase visitation and return visits.
- Explore and research the potential for an off-season signature event (indoor or outdoor) which would offer visitors a truly new experience.

★ **Making Musical Memories**

- Work with Music Nova Scotia, and other appropriate organizations, to plan and create opportunities for local musicians to augment the visitor experience.
- Explore opportunities for music and dance workshops, where visitors learn from local artists.
- Conduct a cost analysis for the construction (temporary, mobile or fixed) of outdoor entertainment venues at key locations. Seek sponsorship to defray costs.

★ **Cultural Engagement and Participation**

- Investigate opportunities to partner with Potlotek First Nations to develop and enhance cultural experiences for the visitor, and to increase awareness of the Mi'kmaq peoples throughout the County.
- Work with the Friends United Convention Centre to increase awareness and visitation to this exceptional educational and learning experience.
- Continue to explore Acadian, Celtic, Indigenous and European cultures to improve and enhance opportunities to offer traditional experiences for residents and visitors.
- Consult with other municipalities regarding best practices, awareness programs and cultural experiences that have attracted attention and have shown to be sustainable.
- Explore the opportunity to create more awareness of the distinctive and amazing cultures through community-oriented gatherings which highlight the lifestyles, food, traditions and artwork of Acadian, First Nations, Irish, Scottish and European cultures.

Invest in Infrastructure

★ **Maintaining Quality, Safety**

★ **Improving Streetscapes, Signage**

★ **Maintaining Quality, Safety**

- Develop an Asset Management Program and accompanying policies to enable informed infrastructure investment decisions.
- Continue planning for the replacement of the Arichat and Petit de Grat Sewage Treatment Plants.
- Monitor the water treatment and distribution systems to ensure continued safety, sustainability and regulatory compliance.
- Develop a succession management plan for key positions within the public works department.
- Develop a long term and sustainable plan for the maintenance and upgrade of the Richmond Arena.
- Explore options for sale or repurpose of the former West Richmond Education Centre.

★ **Improving Streetscapes, Signage**

- In cooperation with local business, the Government of Canada, and the Province of Nova Scotia, continue to invest in designated areas regarding revitalization and beautification projects.
- Continue to monitor results and satisfaction levels of participants and consumers.
- Explore options regarding a beautification levy administered by the municipality for consistent and standardized community upgrades. Develop a planning strategy for community beautification needs.
- Encourage opportunities to celebrate signature seasonal events through appropriate displays and signage.
- Explore opportunities to showcase local artisans, culture and heritage through streetscape and signage improvement programs.

Nurture Healthy, Active Communities

- ★ **Building Better Communities**
- ★ **Creating Age-Friendly Communities**
- ★ **Housing Matters**
- ★ **Linking Communities**

★ **Building Better Communities**

- Create an inventory of existing parks and related infrastructure to evaluate usage and effectiveness to better inform future investment decisions.
- Examine usage levels and state of equipment of the area’s playgrounds.
- Examine opportunities to enhance and introduce modern, accessible equipment.
- Create an inventory of recreation programs, analyze and evaluate usage, to better target programming resources.
- Investigate and research opportunities to develop a recreation complex-serving all ages and offering a range of programs.
- Explore opportunities to repurpose and/or improve physical assets to house multi-purpose programs and services for citizens of all ages.
- Ensure programs and services are developed with an “age-friendly” lens.
- Consult with seniors to determine prioritized needs regarding healthy and active living.

★ **Creating Age-Friendly Communities**

- Through professional assistance and guidance, develop and implement an Age-Friendly Plan.
- Assign or recruit staff resources to deliver on initiatives identified in the Age Friendly plan.
- Explore opportunities to secure provincial funding to align with the overall plan and provincial SHIFT program.
- Explore the opportunity to host an age-friendly seminar to create awareness, share unique and innovative solutions and prioritize short and long-term actions.

★ **Housing Matters**

- Continue to be a strong advocate for quality affordable housing for seniors, low income and single parent families, and individuals.
- Investigate the opportunity to provide municipal incentives to developers which meet current regulatory and legislative frameworks.
- Continually engage with provincial and federal governments to reduce the public housing wait list for eligible families and seniors.
- When appropriate, encourage and meet with prospective developers to work towards a housing solution(s).

★ **Linking Communities**

- Work with Strait Area Transit to review current and projected ridership levels and costs, current and future short- and long-term user trends and future viability.
- Explore, with Strait Area Transit, opportunities for maximizing service delivery in Richmond County.

Inform and Engage Citizens

★ **Connected Communities**

★ **Council Governance**

★ **Education and Skills Development**

★ **Connected Communities**

- Begin building an email list so that direct communication can easily be shared with citizens.
- Make greater use of social media, including Snapchat, Twitter, Facebook and Instagram to reach a wider audience.
- Begin holding District town hall meetings throughout the County to enable interactive communication and updates.
- Continue providing information to citizens through Reflections Magazine.
- Update and enhance the Municipality's website to enable user friendly access for citizens seeking, and those wishing to share, information.
- Explore optimum methods to share information, in keeping with budgets and target audiences, including advertising in mainstream and social media as well as digital signage.
- Upgrade the electronic communications and display capabilities in the Council Chambers to ensure trouble-free and effective presentations, improve efficiency, blend technologies with Telile TV and better accommodate reporting to the public gallery and media.

★ **Council Governance**

- Council may wish to debate the current governance model with a view towards discussing the pros and cons of moving to a new system.
- A more concise preference of the Richmond County residents, regarding a Warden versus Mayor methodology of governance, can be determined through a public engagement process. Council may wish to discuss the options for public input (town hall meetings, digital and mail-in survey, website/Facebook feedback, etc.) with a view towards implementing an information gathering process as soon as possible.
- If appropriate and requested by Council, the administrative arm of the Municipality will research explore and define the process and workability of moving to a mayoral elected system from the current Warden system.

★ **Education and Skills Development**

- Work with the Cape Breton University to find ways to increase the university's presence and improve citizen participation in higher education through satellite classes.
- Consult with NS Community College, PH Nautical Institute, to investigate training and professional development programs for municipal staff.
- Investigate opportunities for mentoring and professional/technical development of municipal trades, operational and office employees.
- Consult with Cape Breton University, NS Community College and Université Sainte-Anne regarding the availability and opportunity to partner regarding community educational and general knowledge programs and customized learning sessions for community residents and employees.

Part Two Eastern District Planning Commission - Municipal Planning Strategy

★ **Municipal Planning and Land Use**

★ **Planned Areas**

• **Plan Areas**

- Central Richmond
- Isle Madame
- Shannon Lake
- Sporting Mountain
- St. Peter's
- West Richmond

Appendix H: Promotion of Community Engagement


The following promotional materials for the various methods to engage were utilized, with relevant imagery included below:

- Richmond County website events updates
- Reflections of Richmond Spring 2022 edition, full page overview
- Segments on Telile Community Television
- Social media via the County, councillors, community members, and Cape Breton Partnership
- Posters and post cards in various community locations
- Inclusion in church bulletins
- Coverage in media

RICHMOND COUNTY

HELP US REFRESH RICHMOND COUNTY'S STRATEGIC PLAN!

Strategic Plan Refresh



HOW TO HELP

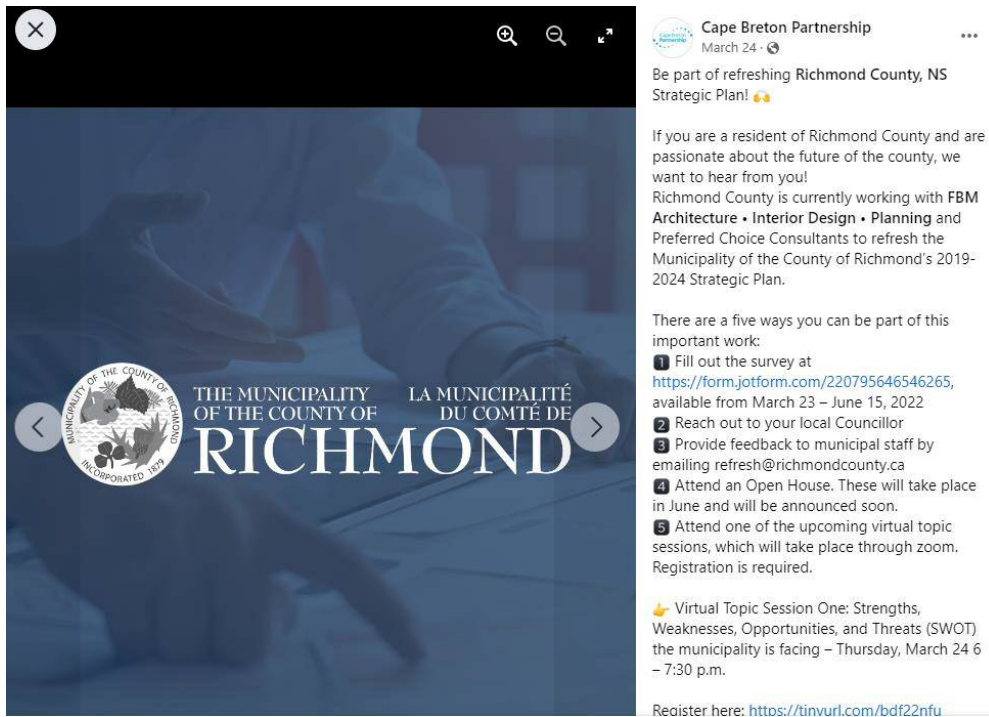
Councillors and Staff are working with consultants FBM and Preferred Choice to **ReFRESH** the Municipality's 2019-2024 Strategic Plan. We want to hear from residents on the ideas that should be included. The current plan was written in 2018 and this is a chance to incorporate new strengths, challenges, and opportunities that have emerged in recent years. Here are five ways you can be involved:

1. Fill out the survey, found at richmondcounty.ca, between March 23 and June 15
2. Attend a virtual topic session – events will be via zoom, and announced on the website and Facebook pages in late March, mid-April and late April – registration is required
3. Attend an open house – events will be in June, and announced on the website and Facebook pages
4. Provide your feedback to your local councillor
5. Provide your feedback to municipal staff via email at refresh@richmondcounty.ca

Keep an eye on the Richmond County website (richmondcounty.ca) and Facebook page for updates on event dates and progress. You can also call the Municipal office to find out event information at (902) 226-2400.

5

Information in Reflections on Richmond



Cape Breton Partnership
March 24 · 🌐

Be part of refreshing Richmond County, NS Strategic Plan! 🙌

If you are a resident of Richmond County and are passionate about the future of the county, we want to hear from you!

Richmond County is currently working with **FBM Architecture • Interior Design • Planning** and Preferred Choice Consultants to refresh the Municipality of the County of Richmond's 2019-2024 Strategic Plan.

There are a five ways you can be part of this important work:

- 1 Fill out the survey at <https://form.jotform.com/220795646546265>, available from March 23 – June 15, 2022
- 2 Reach out to your local Councillor
- 3 Provide feedback to municipal staff by emailing refresh@richmondcounty.ca
- 4 Attend an Open House. These will take place in June and will be announced soon.
- 5 Attend one of the upcoming virtual topic sessions, which will take place through zoom. Registration is required.

👉 Virtual Topic Session One: Strengths, Weaknesses, Opportunities, and Threats (SWOT) the municipality is facing – Thursday, March 24 6 – 7:30 p.m.

Register here: <https://tinurl.com/bdf22nfu>

Social Media Post by Cape Breton Partnership

Richmond County, NS
June 21 · 🌐

Thank you to everyone who was able to attend last week's Strategic Plan ReFRESH Open Houses in Arichat, Louisdale, and St. Peter's!
If you didn't have the chance to attend a session this week, there's still time to participate and have your say. Fill out the online survey before this Friday, June 24, at <https://tinyurl.com/RichmondCountyStrategicPlan> or provide your feedback by emailing refresh@richmondcounty.ca!



www.richmondcounty.ca

2 Shares

Michele MP shared a post.
June 16 · 🌐



Richmond County, NS
June 16 · 🌐

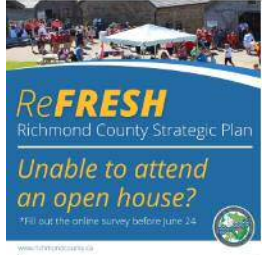

Thank you to everyone who was able to attend this week's Strategic Plan ReFRESH Open Houses in Arichat and Louisdale. Our final Open House session of the week i... See more

👍 2

👍 Like 💬 Comment ➦ Share

Melanie Sampson - Richmond County District 3 Councillor
June 15 · 🌐

A reminder that the Open House session (the only one hosted in District 3) for the Strategic Plan ReFRESH is being held this evening in the Louisdale Fire Hall from 6-8 (presentation starts at 6:30).
This is a chance to have your say in the strategic direction of our County!
If you are unable to attend, I encourage you to complete the online survey by June 24 at <https://form.jotform.com/220795646546265>

Richmond County, NS
June 13 · 🌐

Are you a resident of Richmond County, but aren't able to attend one of this week's upcoming Open Houses for Richmond County's Strategic Plan ReFRESH? If so, yo... See more

👍❤️ 3 4 Shares

👍 Like 💬 Comment ➦ Share

Social media posts by Richmond County, Councillor and community members



@StraitReporter @StraitReporter · Jun 20



ON-LINE FIRST: Richmond hosts public meetings for input into new strategic plan #RichmondCounty #strategicplan #FBM #PreferredChoice #Potlotek porthawkesburyreporter.com/richmond-hosts... via @StraitReporter

porthawkesburyreporter.com
Richmond hosts public meetings for input into new...
ARICHAT: The municipality hosted three public engagement sessions last week to get public ...



HOME NEWS ▾ OPINION ▾ OBITUARIES GALLERY ▾ CLASSIFIEDS EVENTS ARCHIVE LOGIN 🔍




Home > News > Online First > Richmond hosts public meetings for input into new strategic plan

News Online First

Richmond hosts public meetings for input into new strategic plan

By Jake Boudrot - June 20, 2022

Media coverage



A Message from Richmond County Warden -Amanda Mombourquette
336 views 27 Apr 2022 Strategic Plan Refresh

Ways to be involved:
1. The survey will be open until June 15:
form.jotform.com/220795646546265
2. Happening this Thursday: Virtual session on Quality of Life in Richmond County, Apr 28, 2022, 6:00-7:30 PM. Registration is required.
<https://us02web.zoom.us/j/91234567890>
3. Attend an open house - events will be in June, and announced on the municipal website and Facebook pages
4. Provide your feedback to your local councillor
5. Provide your feedback to staff via email at refresh@richmondcounty.ca
Show less

TELILE COMMUNITY TELEVISION
TELILE 24/7 Episode #84: Allan MacMaster and Mike Kelloway (May 2, 2022)
33 views 2 May 2022 This week's episode opens with an interview with Deputy Premier, Finance Minister and Inverness MLA Allan MacMaster, as he discusses his first provincial budget and explains its measures regarding non-resident property owners. We also speak to Cape Breton-Canso MP Mike Kelloway about the recent federal budget, the arrangement between the federal Liberals and NDP, and the ongoing violence in Ukraine. PLUS: An update on Richmond County's strategic planning exercises, and to wrap things up, some highlights from recent editions of our 'Fast Five' segment.

Telile coverage of ways to get involved, April 27 and May 2, 2022

