



STRATEGIC PLAN 2023-2028

Municipality of the District of Argyle

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SUMMARY

The Municipality of Argyle is proud to present its 5-year Strategic Plan. Argyle is focused on our vision, core values, and identity, which will define our commitment to the community. The Municipality's goals were established carefully to respect our tax-payers investment, while attracting additional financial, housing, recreational, and other opportunities for future generations. Argyle intends to use the strategic plan as a guide to ensure our work aligns with our identity and values. In the construction of our new administrative building, we painted a mural that represented who we strive to be. In the mural is a school of fish, the lifeblood of our community. But in it, one goldfish is clearly different than the rest. This is an illustration of our unique approach to our community needs, one that we seek to achieve.



OUR VISION

Argyle is the community of choice to invest, live, and play.

OUR IDENTITY

Argyle **invests** time and talent in growth opportunities in fishing, tourism, and renewable energy sectors.

Argyle provides affordable taxation while providing safe and **livable** communities; and strives to engage and inform our residents on decisions and affect them most.

Argyle provides high class, accessible recreational and cultural facilities for health and **play**.

OUR VALUES



OUR STRATEGIC PRIORITIES

Economic Growth

Accelerate and support economic growth inside and across the Municipality.

Our Strategic Focus:

Invest in:

- Sea based industry, including aquaculture.
- Renewable energy.
- Congrès Mondiale Acadien 2024 & other tourism experiences.
- Road Expansion & Housing Growth

OUR STRATEGIC PRIORITIES CONT...

Community Representation

Improve governance and community representation.

Our Strategic Focus:

- Modernize Council Meetings.
- Enhance public engagement.
- Implement accessible online permitting & public feedback systems.

OUR STRATEGIC PRIORITIES CONT...

Safety

Keeping our business and residents healthy and safe.

Our Strategic Focus:

- Reset Policy Advisory Board.
- Lead volunteer fire services review.
- Invest in fire & building inspection services.
- Co-Lead Mariners Centre Expansion Project.

OUR STRATEGIC PRIORITIES CONT...

Modern and Efficient Services

Plan and deliver a modernized municipal service.

Our Strategic Focus:

- Expand forms of revenue to replace property taxes.
- Attract wind development in Argyle.
- Support increased cost-sharing with the province.
- Improve low-income property tax exemption.
- Modernize shared services with the region.
- Review renewable energy alternatives for cost reduction.

OUR STRATEGIC PRIORITIES CONT...

Welcoming, Healthy and Inclusive Environments

Provide a welcoming, healthy, and inclusive environment for our residents and visitors.

Our Strategic Focus:

- Implement Accessibility recommendations by 2030.
- Education Argyle on Equity, Diversity, Inclusion & Accessible initiatives.

STRATEGIC ACTIONS

ECONOMIC GROWTH				
Focus Area	Action	Complete?	Target Completion	Actual Completion
Sea Based Industry	Complete Aquaculture Development Area public engagement report for the province.	<input checked="" type="checkbox"/>	February 2023	February 2023
	Obtain list of major aquaculture stakeholders in the province and pursue these organizations to invest in Argyle aquaculture.	<input type="checkbox"/>	December 2024	
	Assign promotional and marketing responsibilities to the Western Regional Enterprise Network, to be completed and online.	<input type="checkbox"/>	August 2024	
	Investigate with the Province of NS, alternate forms of species development for our region's waters.	<input type="checkbox"/>	December 2025	
	Assess (regionally) the impact of climate change on our fishery and risks to our fishing stocks.	<input type="checkbox"/>	December 2026	
Renewable Energy	Approve amendments to the Land Use By-Law and Municipal Planning Strategy to encourage wind and solar energy generation in Argyle.	<input checked="" type="checkbox"/>	May 2023	May 2023
	Sign successful Development Agreement with prospective wind developer for major wind project in Argyle.	<input type="checkbox"/>	February 2024	
	Invest in large-scale solar farm and engage AREA to lead the application for a multi-municipal project.	<input type="checkbox"/>	December 2023	

Congrès Mondiale Acadien 2024 and other Tourism Experiences	Invest in and promote local culinary experiences, ahead of CMA 2024 and Experience Argyle.	<input type="checkbox"/>	July 2024	
	Incorporate the needs of CMA into youth hiring for the 2023 and 2024 summer seasons.	<input type="checkbox"/>	May 2023/2024	
	Develop and approve a light pollution nuisance by-law for the Municipality.	<input type="checkbox"/>	January 2024	
	Develop recommendations for marketing levy for Argyle to fund YASTA or other tourism priorities.	<input type="checkbox"/>	March 2024	
	Update tourism signage on Highway 103 to entice tourism on Exit 31 in West Pubnico.	<input type="checkbox"/>	March 2024	
	Fund and support community signage initiative for CMA 2024.	<input type="checkbox"/>	May 2024	
	Review status of schools and community halls, recommend service improvements and funding support ahead of CMA.	<input type="checkbox"/>	June 2023	
	Update business directory for visitors, print or web, for CMA.	<input type="checkbox"/>	October 2023	
	Create inventory assessment of municipal infrastructure relevant to CMA, recommend improvements.	<input type="checkbox"/>	June 2023	
	Initiate a permanent structure supporting the local farmers market and other local business opportunities.	<input type="checkbox"/>	March 2025	
	Support businesses to prepare for CMA with business signage, items, and Acadian Pride	<input type="checkbox"/>	July 2024	
	Assist CIFA in locating a permanent and appropriate home in Argyle ahead of CMA.	<input type="checkbox"/>	April 2023	
	Modernize Grants to Organizations policy to favour local festivals and priority events.	<input type="checkbox"/>	January 2024	

Road Expansion & Housing Growth	Expand Rue J.E. Hatfield Court to accommodate residential & commercial growth	<input type="checkbox"/>	December 2024	
	Rezzone J.E. Hatfield Expansion to ensure development of attainable housing.	<input type="checkbox"/>	September 2024	
	Complete long term housing plan to recommend future housing growth in Argyle.	<input type="checkbox"/>	September 2024	

COMMUNITY REPRESENTATION

Focus Area	Action	Complete?	Target Completion	Actual Completion
Council Meetings	Repeal existing council procedures by-law in favour of a modernized policy and approach to council meetings.	<input checked="" type="checkbox"/>	February 2023	February 2023
	Establish a committee reporting process to Council, to increase transparency and understanding of committee and partnership and understanding of committee and partnership work.	<input checked="" type="checkbox"/>	May 2023	May 2023
	Establish social media summary of council meetings and decisions.	<input checked="" type="checkbox"/>	July 2023	July 2023
	Incorporate wellness and EDIA language in the delivery of governance services to our citizens.	<input type="checkbox"/>	December 2024	
	Establish periodic orientation and training, including Code of Conduct and Ethics, Roberts Rules of Order.	<input type="checkbox"/>	December 2024	
	Lead by-law and policy review annually, and update and amend for current reality.	<input type="checkbox"/>	2024/2025/2026	

Public Engagement and Representation	Complete the 2024 Boundary Review recommendation for the UARB.	<input checked="" type="checkbox"/>	December 2022	December 2022
	Create a public engagement/communication policy establishing protocol on larger decisions.	<input type="checkbox"/>	April 2024	
	Modernize permitting system, favouring a customer accessed cloud-based system.	<input type="checkbox"/>	December 2024	
	Create an online feedback system for residents to inform us on service matters.	<input type="checkbox"/>	April 2023	

SAFETY				
Focus Area	Action	Complete?	Target Completion	Actual Completion
Police and Fire Services	Request additional provincial funding for Medical First Responders (MFR) services, which seek to support communities in absence of EHS services.	<input type="checkbox"/>	January 2023	
	Reset membership of the Joint Police Advisory Board to improve community connection to policing services.	<input type="checkbox"/>	June 2023	
	Advocate the NSFM and the Province of NS to consider self-insurance or alternative insurance considerations for Fire Services.	<input type="checkbox"/>	March 2025	
	Conduct fire services review of Argyle Fire Departments, focused in the areas of training, retention, funding, and administration	<input type="checkbox"/>	March 2025	
Protective Services	Hire a full-time fire inspector to improve service delivery in the provincially mandated service.	<input checked="" type="checkbox"/>	November 2022	November 2022
	Hire an full-time Assistant Building Official to ensure service continuity, keep up to demand.	<input checked="" type="checkbox"/>	December 2022	December 2022
	Complete the Asset Management Plan and set a financial and operational plan for repair and replacement of critical operational assets.	<input type="checkbox"/>	August 2023	
	Initiate the Argyle Asset Management Plan for future capital planning.	<input type="checkbox"/>	January 2025	
	Expand usage of Alertable software, ensuring our residents are informed of local emergency events.	<input type="checkbox"/>	March 2024	
	Modernize/update Regional Emergency Management response plan.	<input type="checkbox"/>	January 2025	
	Create work safe practices for higher risk work areas.	<input type="checkbox"/>	January 2024	

Play Argyle	Confirm funding for a regional multipurpose recreation facility at Mariners Centre.	<input checked="" type="checkbox"/>	November 2022	November 2022
	Co-lead the creation and approval of the Mariners Centre Development Agreement and Project Charter for regional collaboration.	<input checked="" type="checkbox"/>	March 2023	March 2023
	Negotiate and sign ownership (partnership) agreement of the Mariners Centre.	<input checked="" type="checkbox"/>	March 2023	March 2023
	Establish annual action items and budget to implement 23-24 and future year recommendation from the Active Transportation plan.	<input type="checkbox"/>	April 2024-2027	
	Establish annual action items and budget to implement 23-24 and future year recommendations from the Accessibility Plan.	<input type="checkbox"/>	April 2024-2027	
	Reset Experience Argyle event to have an annual celebration of our community, including multicultural component.	<input type="checkbox"/>	January 2024	
	Complete long term succession plan for the Argyle Recreation Department.	<input type="checkbox"/>	January 2026	
	Establish annual action items and budget to implement Argyle Recreation Commission and Planning Advisory Committee strategic plan.	<input type="checkbox"/>	April 2024-2027	
	Hire consultant to reset Argyle Recreational Strategic Plan (incl. MPAL)	<input type="checkbox"/>	January 2025	

MODERN AND EFFICIENT SERVICES

Focus Area	Action	Complete?	Target Completion	Actual Completion
Revenue Considerations	Review and modernize development, permitting, and other municipal fees.	<input type="checkbox"/>	December 2023	
	Participate as an advisor to the shared Municipal-Provincial Services Committee with the goal of increasing provincial funding to all municipalities.	<input checked="" type="checkbox"/>	March 2023	
	Create Argyle Subdivision By-Law.	<input type="checkbox"/>	September 2024	
	Establish a designated grant researcher and/or lead writer in seeking government and other sources of funding for Argyle	<input type="checkbox"/>	September 2024	
Expense and Investment Considerations	Establish a Capital Reserve Policy to ensure that adequate operational funding is saved for future capital projects.	<input type="checkbox"/>	March 2024	
	Draft letter of support to Province of NS for Extended Producer Responsibility (EPR) to reduce costs to Argyle.	<input checked="" type="checkbox"/>	March 2023	March 2023
	Amend community litter clean up to encourage more kilometer clean up.	<input checked="" type="checkbox"/>	April 2023	April 2023
	Modernize low-income tax exemption to assist more residents in need.	<input checked="" type="checkbox"/>	April 2023	April 2023
	Modernize emergency funding initiative for residents in need.	<input checked="" type="checkbox"/>	July 2023	June 2023
	Initiate stakeholder work in downsizing and long-term cost reductions related to Yarmouth Airport Corporation.	<input type="checkbox"/>	November 2024	November 2025
	Consider alternative forms of service delivery for West Pubnico Library.	<input type="checkbox"/>	September 2026	
	Investigate cost reduction of waste disposal.	<input type="checkbox"/>	May 2025	
	Determine renewable energy alternatives for utility costs at airport &	<input type="checkbox"/>	February 2026	

Mariners Center, seek funding for purchase.			
Develop a software solution for long-term sensitivity analysis of Argyle operations & projection reporting.	<input type="checkbox"/>	May 2024	
Fiscally assist fire departments to install solar panels as an alternative to fossil fuel energy consumption.	<input type="checkbox"/>	December 2026	
Consider alternative solutions to waste landfill disposal.	<input type="checkbox"/>	May 2025	
Examine the merits of shared services in municipal planning, regional building inspections and corporate services.	<input type="checkbox"/>	May 2025	
Lead the creation of an intermunicipal corporation for a Tri-County regional planning initiative.	<input type="checkbox"/>	October 2023	

WELCOMING, HEALTHY, AND INCLUSIVE ENVIRONMENTS

Focus Area	Action	Complete?	Target Completion	Actual Completion
Population growth, unique development, and investment readiness	Collect Municipal land inventory, with the purpose of selling excess land for potential residential growth.	<input type="checkbox"/>	July 2023	
	Extend Rue JE Hatfield Court, invest in services in preparation of saleable lots.	<input type="checkbox"/>	November 2024	
	Expand wastewater infrastructure in Wedgeport to accommodate growth and salability of smaller lots.	<input type="checkbox"/>	November 2023	
	Engage major commercial housing developers in larger regions to entice local investment in Argyle.	<input type="checkbox"/>	May 2024	
	Investigate funding opportunities and ROI for residential buildings on JE Hatfield Court using composite materials.	<input type="checkbox"/>	January 2025	
	Investigate benefits and funding opportunities for net zero energy community development to encourage responsible residential growth.	<input type="checkbox"/>	March 2024	
	Consider business park expansion on Exit 31 in West Pubnico.	<input type="checkbox"/>	December 2025	
Inclusion of new residents and celebrating existing residents	Update flag policy to celebrate various minority and community groups.	<input checked="" type="checkbox"/>	January 2023	January 2023
	Identify training and awareness of Equity, Diversity, Inclusion, and Accessibility (EDIA) principles to staff.	<input type="checkbox"/>	April 2023	
	Create a welcoming package for new residents, migrants, and immigrants.	<input type="checkbox"/>	December 2023	
	Conduct internal policy review to ensure they have an EDIA lens.	<input type="checkbox"/>	November 2025	
	Reset our inclusive employment policy with	<input type="checkbox"/>	August 2024	

	input from local minority groups.			
	Obtain Acadian Affairs funding to provide francophone related services for our residents.	<input type="checkbox"/>	July 2023	
	Establish annual action items and budget to implement recommendations from Accessibility Plan.	<input type="checkbox"/>	March 2026	
	Lead admin building improvements to enable inclusive & accessible building for staff.	<input type="checkbox"/>	October 2023	
	Investigate funding opportunities for energy savings for residents.	<input type="checkbox"/>	September 2025	