



MUNICIPALITY OF ARGYLE

# 2013-2018 STRATEGIC PLAN

*A place we are  
proud to call home*



# VISION

We see Argyle as home to a healthy and thriving rural population. Our municipality promotes and supports economic and social opportunities for the region, and engages in the active expression of our unique Acadian heritage. We are a place of choice for rural living and are widely recognized for our warm hospitality and joie de vivre. Surrounded by fresh air and cool ocean breezes, we work and play in the great outdoors. People choose to live in Argyle because of our commitment to each other, to our community and to our neighbours. Argyle is a place we are proud to call home.

# MISSION

Argyle will provide affordable traditional municipal services for our citizens. Furthermore, Argyle will provide leadership by being actively engaged with the business community to understand their needs, and facilitate growth. We will create innovative programs to foster growth both for community and industry. We will create an environment where our residents seek our partnership in the projects that matter most, and we will provide the expertise needed to ensure those projects are successful. 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 plentiful, none more precious than its people, and that Argyle's assets possess the answers to our most difficult challenges.

We will achieve our Mission by focusing on the following goals:

# GOALS

1. Influence the creation of jobs in Argyle and the region, focusing on community based economic development opportunities, transportation needs and on diversifying our economy;
2. Population growth, with a focus on: bringing back our youth into our community to work and live; encouraging our youth to stay in our community; and providing age friendly services and promote Argyle as a place proud to call home;
3. Review and update of current service needs of our residents while controlling costs to our residents;
4. Promote and protect our established heritage, cultural and community assets and unique blend of Acadian and Anglophone communities;

Influence the creation of jobs in Argyle and the region, focusing on community based economic development opportunities, transportation needs and on diversifying our economy.



*How do we influence the creation of jobs in Argyle and protect the current jobs that are here now? This question has been identified as the most important issue. Creating and protecting jobs in Argyle and neighboring communities are key to maintaining a youth population in our area, and growing our population. While retaining our youth in the region is another strategic objective, jobs will be what will enable our youth to stay and live in Argyle.*

## ***OBJECTIVES***

1. Identification of opportunities to foster economic development in Argyle within existing business by working directly with business owners.
2. Establish a Regional Economic Development Strategy that addresses the needs of our region and does so in a cost effective manner.
3. Identify current strengths and opportunities in Argyle to foster new economic growth and innovation.

ID	ICSP ID	Projects & Programs	Responsibility	Deadline
1-1		Conduct an economic development plan for Argyle to identify sectors of potential growth and identify opportunities for partnership, promotion and innovation. The plan will trigger additional recommendations.	Office of the CAO	June 2013
1-2		Lead in the creation of a Regional Development initiative and engage in the establishment of a mandate focused on regional growth.	Office of the CAO	September 2013
1-3		Develop a marketing/promotion piece to promote our Tusket Business Park to generate economic activity in and around the region.	Community Development Officer	July 2014
1-4		Influence the creation of jobs by working directly with local businesses in Argyle. We will engage in a minimum of 5 visits per year that result in a specific measurable action. Focusing on further investment and jobs creation.	Community Development Office	March 31 <sup>st</sup> of each year
1-5		Support of the Farmers and Fish Market located in Argyle through grants or other means. (ongoing).	Council	May 30 <sup>th</sup> of each year
1-6		Investigate and implement three buy local initiatives supporting local business for the region and implement a purchase policy that supports local purchasing.	Department of Finance	November 30 2013
1-7		Focus on identified opportunities in renewable energy, such as wind and tidal power, to foster economic growth in Argyle, and increase commercial tax base. (ongoing)	Director of Public Works and CAO	Ongoing
1-8		Focus on the Aerospace Industry to develop manufacturing opportunities for our region, as they arise, attracting activity at our International Airport and reducing the requirement to provide operational support. (ongoing).	Yarmouth Airport Corporation	Ongoing
1-9		Support and engage Airport Corporation to maintain sustainable passenger service at our Yarmouth Airport, and consider the merits of cargo service..	Yarmouth Airport Corporation	Ongoing
1-10		Financial and political support for the Nova Scotia International Ferry Partnership to re-establish the ferry link for the 2013 tourist season between New England and Yarmouth. This support shall begin in 2012 and be ongoing.	Council and CAO	Announcement made, RFP outstanding (June 2013)
1-11		In partnership regionally, obtain Federal funding to support ferry terminal upgrades to accommodate a restored ferry service by 2013-2014 season.	Council and CAO	October 2013
1-12		<b>Establish Council representation on the Indian Sluice Bridge Committee, with the objective of replacing this bridge, and ensuring the progression of this objective to the completion of construction, to 2015.</b>	<b>Council</b>	<b>Completed</b>

Population Growth, with a focus on bringing back our youth into our community to work and live, encouraging our youth to stay in our community and providing age friendly services and promote Argyle as a place proud to call home.



*How do we grow and sustain our population and bring back our youth into the community to work and live? The out migration of our youth is a large threat to the future of our community. We need to reconnect with those that have left the area to ensure they are aware of the ever changing opportunities that exist here in Argyle. Our youth need to see this area as a positive place to live, work and raise a family to stay long term.*

## OBJECTIVES

1. Align students/youth with local job opportunities and keep them connected to the community.
2. Enhance and support the enhancement of local services and assistance to an aging population.

ID	ICSP ID	Projects & Programs	Responsibility	Deadline
2-1		Develop an online communication linked to our youth and others that migrated out of the community, maintaining the link to our community.	Courthouse/ Archivist / I.T.	May 2014
2-2		Develop promotional material for Argyle on the merits of living and working here, and support a regional promotion to showcase the attractiveness of the region.	Courthouse and Community Development Officer	May 2014
2-4		With the completion of the 5 year Active Living Strategy, execute the plan objectives through our active living coordinator and community engagement.	Active Living Coordinator	2013-2018
2-5		Proactively investigate funding opportunities to financially support upgrades of the West Pubnico and Tusket Wastewater systems to support and foster commercial and residential growth (See also ICSP and Capital Investment Plan).	Director of Public Works and Deputy Clerk	Dennis Point ACOA Funding Announced
2-6		By November 2012, create a Wastewater committee for Wedgeport and investigate cost effective and innovative delivery of a new wastewater system that meets the needs of citizens of the area, to complete report by July 2013.	Director of Public Works	Committee formed, Report due July 2013
2-7		Partner with our local schools to ensure our students receive regular contact on the merits of living and working in Argyle, and initiate and support activities that engage our youth and increase community pride.	IT and Deputy Clerk	Student contact – completed Actions by-March 2013
2-9		Develop an active local transportation study which will make recommendations for Argyle to encourage and foster physical activity.	Active Living Coordinator	September 2014
2-10		Continued effort to persuade Provincial Government to address safety issues on exits 31 and 32 on Highway 103.	Council	Ongoing
2-3		<b>In fiscal 2012-13, engage a Senior Safety Coordinator to deliver individualized service to our seniors based on needs and connecting seniors to existing services.</b>	<b>Council and CAO</b>	<b>Completed April 1, 2012</b>
2-8		<b>Establish a community health recruitment plan focused on students with connections to our region, to ensure our residents have access to a family physician and other health professionals.</b>	<b>Community Development Officer</b>	<b>Recruitment Plan Completed</b>

Review and update of current service needs of our residents while controlling costs to our residents.



*How will we ensure we meet the service needs of the residents of Argyle, while working within our financial means? The service needs of our residents are vast, and evolve. Most value the services they see (garbage pick-up, sidewalks, sewer system) however, the Municipality provides a wide array of other services that residents may not be fully aware of. Furthermore, as our community needs change, so does the need for different services.*

## OBJECTIVES

1. Engage community participation in determining what is most important to residents and conduct review of services currently provided to determine proper focus and realignment, and potential sharing of services with our partner municipalities.

ID	ICSP ID	Projects & Programs	Responsibility	Deadline
3-1		Engage annual community conversations enabling our citizens to express their priorities for municipal services.	Recreation Director and Community Development Officer	March of each fiscal year
3-2		Create and modernize a feedback system that provides opportunity for residents to communicate with us more effectively.	Deputy Clerk and IT	February 2014
3-3		Upgrade our current website to become more user friendly to the resident, and to effectively market this region as a place proud to call home. Consider alternative methods of communication to the resident using technology.	Deputy Clerk and IT	July 2013
3-4		Continue aligning community and municipal projects with Provincial and Federal funding opportunities to reduce municipal taxpayer burden on capital expenditures – ongoing.	All departments and Council	Ongoing
3-5		Initiate an internal review of services, and coordinate with our municipal neighbors to determine opportunities for further sharing or municipal services to reduce costs and possible duplication of service.	Corporate services, CAO, Council	October 2014
3-6		Investigation of the viability of a public transportation system for our residents.	Deputy Clerk and Community Development Officer	May 2013 for feasibility study July 2014 for action plan



Promote and protect our established heritage, cultural and community assets and unique blend of Acadian and Anglophone communities.



*How can our established heritage and cultural assets help grow Argyle and make this community a place to be proud to call home? Argyle has a number of cultural and heritage assets. Community halls in particular are aging, and are not utilized by communities as in the past. These assets have been identified by Council and staff as critical to the lifeblood of a community.*

## OBJECTIVES

1. Engage the communities in finding innovative uses for existing halls and buildings.
2. Utilize the expertise and support existing cultural organizations to further cultural initiatives.

ID	ICSP ID	Projects & Programs	Responsibility	Deadline
4-1		Connect our Courthouse and Archives to school programming, enabling our youth to connect with our built heritage.	Courthouse / Archives	December 2013
4-2		Engage in biannual meetings with key cultural/historical organizations to increase awareness of established priorities and to align and support those initiatives where applicable.	Council	October 2013 March 2014
4-3		Continue supporting our Acadian culture as a tourism product, through regional initiatives (YASTA) and local tourism operator support innovative opportunities to market this region as a destination – ongoing.	Council, Community Development Officer	Ongoing
4-5		Continued financial support for our halls and community buildings through our grants to organizations process and contact community groups with multiple halls to determine sustainable future of these buildings.	Council	May 2013-2018
4-4		<b>Host to the 2012 Finales des Jeux de l'Acadie, renewing cultural pride and generating economic benefit for the community. Consider other similar events to host in our community (2013-2018)</b>	<b>Council and Recreation Department.</b>	<b>July 2012 – completed July 2012</b>