

Accelerate and support economic growth across and inside the Municipality.

Outcome: Argyle's economy is more diversified including growth in sea-based aquaculture, renewable energy, and unique tourism experiences, and the Municipality has reduced its reliance on taxpayer revenue as its principal source of revenue.

Strategies and actions to achieve the goal.

Sea based Industry.

1. Complete the ADA public engagement report for submission to the province. **(CAO)**
2. Obtain list of major aquaculture stakeholders in the province and pursue these organizations to invest in Argyle aquaculture. **(CAO)**
3. Assign promotional and marketing responsibilities to the Western REN, to be completed and online. **(WREN)**
4. Investigate, with the Province of NS, alternative forms of species development for our region's waters. **(GIS)**
5. Assess (regionally) the impact of climate change on our fishery and risks to our fishing stocks. **(CAO)**

Renewable Energy.

6. Approve amendments to Land Use Bylaw & Strategy to encourage wind and solar energy generation in Argyle. **(DCAO) (Cost \$5-8k)**
7. Sign successful development agreement with prospective wind developer for major wind project in Argyle **(CAO) – (revenue 650-500K per year)**
8. Invest in a large-scale solar farm and engage AREA to lead the application for a multi-municipal project. **(CAO) (cost \$150K – recoverable with successful application)**

Congres Mondiale and tourism experiences.

9. Invest in and promote local culinary experiences, ahead of CMA 2024 and Experience Argyle. **(EA) (cost 5-8K)**
10. Incorporate the needs of CMA into youth hiring for the 23 and 24 summer seasons. **(REC)**
11. Develop and approve a Light Pollution Nuisance Bylaw for the Municipality. **(CAO)**
12. Develop recommendations for marketing levy for Argyle to fund YASTA or other tourism priorities. **(DCAO) (revenue 10K per year)**
13. Update tourism signage on Highway 103 to entice tourism on Exit 31 in West Pubnico. **(DCAO) (cost \$24k)**
14. Fund and support Community signage initiative for CMA 2024. **(DOF) (cost \$2k)**
15. Review status of schools & community halls, recommend service improvements and funding support ahead of CMA. **(PROT) (cost unknown)**

Congres Mondiale and tourism experiences. (continued)

16. Update business directory for visitors, print or web for CMA. **(GIS)**
17. Create bed bank for billeting, determine accommodations in Argyle ahead of CMA. **(GIS)**
18. Create inventory assessment of municipal infrastructure relevant to CMA, recommend improvements. **(OPS) (cost unknown)**
19. Initiate a permanent structure supporting the local farmers market and other local business opportunities. **(DCAO) (cost unknown)**
20. Support businesses to prepare for CMA– business signage, items, pride. **(UNASSIGNED)**
(cost unknown)
21. Establish more permanent & appropriate home for CIFA in Argyle ahead of CMA. **(DCAO)**
22. Create inventory assessment of municipal infrastructure relevant to CMA, recommend improvements. **(OPS) (cost unknown)**
23. Modernize grants to organizations policy to favor local festivals and priority events. **(DOF)**

Improve governance and community representation.

Outcome: Argyle Council shall commit to a modernized Council meeting structure and increase its accountability to its electorate through coordinated communication and reporting on subcommittee activities and decisions.

Strategies and actions to achieve the goal.

Council meetings.

24. Repeal existing Council Procedures Bylaw in favor of a modernized policy and approach to Council meetings. **(EA)**
25. Establish a committee reporting process to Council, to increase transparency and understanding of committee and partnership work. **(EA)**
26. Establish Social Media summary of Council meetings and decisions. **(IT)**
27. Incorporate wellness and EDIA language in the delivery of governance services to our citizens. **(REC)**
28. Establish annual orientation & training, including Code of Conduct and Ethics, Roberts Rules of Order. **(EA)**
29. Lead Bylaw and Policy Review Annually, and update and amend for current reality. **(EA)**

Public Engagement and representation.

30. Complete the 2024 Boundary Review recommendation for the UARB. **(DCAO)**
31. Create a Public Engagement/Communication policy establishing protocol on larger decisions. **(CAO)**
32. Modernize permitting system, favoring a customer accessed cloud-based system **(PROT)**
33. Create an online feedback system for residents to inform us on service matters. **(DCAO) (cost 2k per year)**

Keep our businesses and residents safe.

Outcome: Argyle shall examine and improve its commitment to providing a safe and healthy community to work, play and live.

Strategies and actions to achieve the goal.

Police and Fire Services (indirect).

34. Request additional provincial government funding for Medical First Responder (MFR) services, which seek to support communities in absence of EHS services. **(CAO)**
35. Reset membership of the Police Advisory Board to improve community connection to policing services. **(CAO)**
36. Advocate the NSFM and the Province of NS to consider self- insurance or alternative insurance considerations for Fire Services. **(CAO) (potential cost savings)**
37. Conduct fire services review of Argyle Fire Departments, focused in the areas of training, retention, funding, and administration. **(CAO) (investment \$30-60k, with likely cost recovery for improved service)**

Protective Services (direct).

38. Hire a full-time Fire Inspector to improve service delivery in the provincially mandated service. **(CAO) (70k annually)**
39. Hire an Assistant Building Official to ensure service continuity, keep up to demand. **(CAO) (80k annually)**
40. Complete the Asset Management Plan and set a financial and operational plan for repair and replacement of critical operational assets. **(OPS) (cost net 20k)**
41. Expand usage of Alertable software, ensuring our residents are informed of local emergency events **(REMO).**
42. Modernize REMO response plan. **(REMO)**
43. Create work safe practices for higher risk work areas. **(PROT)**

Play Argyle (direct).

44. Confirm funding for a regional multipurpose recreation facility at Mariners Center. **(CAO)**
45. Provide administrative support for the project lead on the Mariners Center expansion project. **(CAO/EA)**
46. Co-lead the creation and approval of Mariners Center Development Agreement and Charter for regional collaboration. **(CAO) (our cost \$5-6k)**
47. Negotiate and sign ownership(partnership) agreement of the Mariners Center. **(CAO)**
48. Execute chosen recommendations for Active Transportation Plan, including sidewalk construction and related funding. **(REC) (cost unknown)**
49. Reset Experience Argyle event to have an annual celebration of our community, including multicultural component. **(UNASSIGNED) (3k)**
50. Complete long term succession plan for the Argyle Recreation Dept. **(REC)**
51. Engage consultant to complete ARC and PAC strategic plan **(REC) (cost unknown)**

Plan and deliver a modernized municipal service.

Outcome: Argyle seeks to improve its service delivery to its citizens through automation, shared services, program development and innovative cost-saving or service-improving measures.

Strategies and actions to achieve the goal.

Revenue considerations.

52. Review and modernize development, permitting and other municipal fees. **(PROT) (5-7k increased revenue annually)**
53. Advocate for Extended Producer Responsibility (EPR), an NSFM priority, to reduce costs to Argyle. **(CAO) (cost reduction of up to \$250k annually)**
54. CAO to participate as an advisor to the Shared Municipal – Provincial Services Committee with the goal of increasing provincial funding to all municipalities. **(CAO)**
55. Create Argyle subdivision bylaw. **(PROT) (10-12k)**
56. Establish a designated grant researcher and/or lead writer in seeking government and other sources of funding for Argyle. **(UNASSIGNED). (unknown)**

Expense and investment Considerations.

57. Establish a Capital Reserve Policy to ensure that adequate operational funding is saved for future capital projects. **(DOF)**
58. Amend Community litter clean up to encourage more kilometer clean up. **(EA)**
59. Modernize low-income tax exemption to assist more residents in need. **(DOF) (20K annually)**
60. Modernize emergency funding initiative for residents in need. **(DOF)**
61. Initiate stakeholder work in downsizing & long-term cost reductions related to Yarmouth Airport Corporation. **(CAO) (15-25 k savings annually)**
62. Consider alternative forms of service delivery for West Pubnico Satellite Library. **(DCAO)**
63. Investigate cost reduction of waste disposal through increased diversion or waste reduction. **(OPS) (unknown)**
64. Determine renewable energy alternatives for utility costs at airport & Mariners Center, seek funding for purchase. **(OPS) (cost recovery – utilities in both are about \$130k annually)**
65. Develop a software solution for long-term sensitivity analysis of Argyle operations & projection reporting. **(CAO) (7-9 k)**
66. Fiscally assist fire departments to install solar panels as an alternative to fossil fuel energy consumption. **(DCAO) (cost recovery)**
67. Perform needs assessment of local businesses, determine funding opportunities to assist business in meeting goals. **(CAO)**
68. Consider alternative solutions to waste landfill disposal. **(OPS) (savings)**
69. Examine the merits of shared services in municipal planning, regional building inspections and corporate services. **(DCAO) (unknown)**
70. Lead the creation of an intermunicipal corporation for a Tri-County regional planning initiative. **(CAO) – additional 20-30k annually – large increase in service).**
71. Implement operational changes necessary to accommodate regional planning organization. **(CAO)**

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

Outcomes: To offer inclusive services and programs to create a welcoming environment for residents, regardless of race, gender, ethnicity, or physical/mental disability.

Preserve established cultural and community assets and blend of Acadian, First Nation, and Anglophone influences, while enhancing belonging for long-term residents and newcomers

Strategies and actions to achieve the goal.

Population growth, unique development, and investment readiness.

72. Collect Municipal land inventory, with the purpose of selling excess land for potential residential growth. **(OPS) (sale proceeds of 50-70k)**
73. Extend Rue JE Hatfield Court, invest in services in preparation of saleable lots. **(PROT) (unknown)**
74. Create non municipal land inventory for vacant lots that may be sold or used for residential growth. **(GIS)**
75. Expand wastewater infrastructure in Wedgeport to accommodate growth and salability of smaller lots. **(OPS) (no cost to MODA, 5,700 per resident)**
76. Engage major commercial housing developers in larger regions to entice local investment in Argyle. **(CAO)**
77. Investigate funding opportunities and ROI for residential buildings on JE Hatfield Court using composite materials. **(DCAO)**
78. Investigate benefits and funding opportunities for net zero energy community development to encourage responsible residential growth. **(UNASSIGNED)**
79. Consider business park expansion on Exit 31 in West Pubnico. **(PROT) (unknown, large)**

Inclusion of new residents and celebrating existing residents.

80. Update flag policy to celebrate various minority and community groups. **(DCAO)**
81. Identify training and awareness of Equity, Diversity, Inclusion, and Accessibility (EDIA) principles to staff. **(REC)**
82. Create a welcoming package for new residents, migrants, and immigrants. **(DCAO) (3-5k)**
83. Conduct internal policy review to ensure they have an EDIA lens. **(REC)**
84. Reset our inclusive employment policy with input from local minority groups. **(REC)**
85. Obtain Acadian Affairs funding to provide francophone related services for our residents. **(DCAO) (revenue of 5-10k per year)**
86. Establish annual action items and budget to implement recommendations from Accessibility Plan. **(UNASSIGNED)**
87. Lead admin building improvements to enable inclusive & accessible building for staff. **(PROT) (7-10k)**