

Strategic Plan 2023-2028

Municipality of the District of Argyle
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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 quality, accessible recreational and cultural facilities for health and play.

Our Values

COMMUNITY

We create trust with our community and our partners by operating honestly, respectfully, and with open communication

INNOVATION

We support and lead in diversifying economic growth in our key business sectors, fisheries, tourism, and renewable energy

SERVICE EXCELLENCE

We prioritize safe, accessible, quality service and support to our communities and residents.

INCLUSION

We respect diversity, heritage, and culture; and strive to be an inclusive community.

Our Strategic Priorities

ECONOMIC GROWTH

Accelerate and support economic growth inside and across the Municipality.

Our Strategic Focus:

Support:

- Sea based industry, including aquaculture.
- Solar and Wind renewable energy.
- Congrès Mondiale Acadien 2024 & other tourism experiences.

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

SAFETY

Keeping our business and residents healthy and safe.

Our Strategic Focus:

- Reset Joint Policy Advisory Committee.
- Lead fire services review.
- Invest in fire & building inspection services.
- Co-Lead Mariners Centre Expansion Project.
- Continued investment in Doctor recruitment.

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.
- Produce and lead education on Equity, Diversity, Inclusion & Accessible initiatives.
- Create Anti-Racism and Equity Plan

Our Strategic Priorities

MODERN AND EFFICIENT SERVICES

Plan and deliver a modernized municipal service.

Our Strategic Focus:

- Expand forms of revenue to replace property taxes.
- Improve low-income property tax exemption.
- Modernize shared services with the region.
- Review renewable energy alternatives for municipal cost reduction.



ECONOMIC GROWTH

SEA BASED INDUSTRY

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Complete Aquaculture Development Area public engagement report for the province.		February 2023	February 2023
Obtain list of major aquaculture stakeholders in the province and pursue these organizations to invest in Argyle aquaculture.		December 2024	Deferred to Provincial Government
Assign promotional and marketing responsibilities to the Western Regional Enterprise Network.		August 2024	June 2024
Initiate discussion with the Province of NS, on potential alternate forms of sea species development.		December 2025	Not begun
Assess (regionally) the impact of climate change on our fishery and risks to our fishing stocks.		December 2026	Not begun







ECONOMIC GROWTH

RENEWABLE ENERGY

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Approve amendments to the Land Use By-Law and Municipal Planning Strategy to encourage wind and solar energy generation in Argyle.		May 2024	May 2023
Sign successful Development Agreement with prospective wind developer for major wind project in Argyle.		February 2024	March 2024
Invest in large-scale solar farm and engage AREA to lead the application for a multi-municipal project.		August 2024	Application submitted to Province of NS

ECONOMIC GROWTH

CONGRÈS MONDIALE ACADIEN 2024 AND OTHER TOURISM EXPERIENCES

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Invest in and promote local culinary experiences, ahead of CMA 2024 and Experience Argyle.		July 2024	July 2024
Incorporate the needs of CMA into youth hiring for the 2023 and 2024 summer seasons.		May 2023/2024	May 2024
Develop and approve a light pollution nuisance by-law for the Municipality.		February 2025	90% Complete
Develop recommendations for marketing levy for Argyle to fund YASTA or other tourism priorities.		March 2024	March 2025
Update tourism signage on Highway 103 to entice tourism on Exit 31 in West Pubnico.		March 2024	March 2025
Fund and support community signage initiative for CMA 2024.		May 2024	June 2024
Review status of schools and community halls, recommend service improvements and funding support ahead of CMA.		June 2023	June 2023

ECONOMIC GROWTH

CONGRÈS MONDIALE ACADIEN 2024 AND OTHER TOURISM EXPERIENCES

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Update business directory for visitors, print or web, for CMA.		October 2023	YASTA Completed
Create inventory assessment of municipal infrastructure relevant to CMA, recommend improvements.		June 2023	June 2023
Initiate a permanent structure supporting the local farmers market and other local business opportunities.		March 2025	Market chose a temporary location
Support businesses to prepare for CMA with business signage, items, and Acadian Pride.		July 2024	July 2024
Assist CIFA in locating a permanent and appropriate home in Argyle ahead of CMA.		April 2023	No locations considered unsuitable
Modernize Grants to Organizations policy to favour local festivals and priority events.		January 2024	March 2024


ECONOMIC GROWTH

ROAD EXPANSION & HOUSING GROWTH

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Expand Rue J.E. Hatfield Court to accommodate residential & commercial growth.		December 2024	In Progress 10%
Rezone J.E. Hatfield Expansion to ensure development of attainable housing.		September 2024	In Progress
Complete long term housing plan to recommend future housing growth in Argyle		September 2024	Provincial Study Completed



COMMUNITY REPRESENTATION

COUNCIL MEETINGS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Repeal existing council procedures by-law in favour of a modernized policy and approach to council meetings.		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.		May 2023	May 2023
Establish social media summary of council meetings and decisions.		July 2023	July 2023
Incorporate wellness and EDIA language in the development of existing and future policies.		December 2024	Ongoing
Establish periodic orientation and training, including Code of Conduct and Ethics, Roberts Rules of Order.		December 2024	March 2024
Lead by-law and policy review annually, and update and amend for current reality.		2024/2025/2026	2024 Completed
Complete provincially mandated Anti-Racism Plan including public engagement		March 2025	March 2025





COMMUNITY REPRESENTATION

PUBLIC ENGAGEMENT & REPRESENTATION

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Complete the 2024 Boundary Review recommendation for the UARB.		December 2022	December 2022
Create a public engagement/communication policy establishing protocol on larger decisions.		April 2024	In Progress
Modernize permitting system, favouring a customer accessed cloud-based system.		December 2024	85% Complete
Create an online feedback system for residents to inform us on service matters.		April 2023	June 2023

SAFETY

POLICE & FIRE SERVICES

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Request additional provincial funding for Medical First Responders (MFR) services, which seek to support communities in absence of EHS services.		January 2023	January 2023
Reset membership of the Joint Police Advisory Board to improve community connection to policing services.		June 2023	June 2023
Advocate the NSFM and the Province of NS to consider self-insurance or alternative insurance considerations for Fire Services.		March 2025	November 2024
Conduct fire services review of Argyle Fire Departments, focused in the areas of training, retention, funding, and administration		March 2025	August 2024

SAFETY

PLAY ARGYLE

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Confirm funding for a regional multipurpose recreation facility at Mariners Centre.		November 2022	November 2022
Co-lead the creation and approval of the Mariners Centre Development Agreement and Project Charter for regional collaboration.		March 2023	March 2023
Negotiate and sign ownership (partnership) agreement of the Mariners Centre.		March 2023	March 2023
Establish annual action items and budget to implement 23-24 and future year recommendation from the Active Transportation plan.		April 2024 – 2027	In Progress
Establish annual action items and budget to implement 23-24 and future year recommendation from the Accessibility Plan.		April 2024 – 2027	March 2025
Reset Experience Argyle event to have an annual celebration of our community, including multicultural component.		January 2024	Not yet reset

SAFETY

PLAY ARGYLE

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Complete long term succession plan for the Argyle Recreation Department.		January 2026	In Progress
Establish annual action items and budget to implement Argyle Recreation Commission and planning Advisory Committee strategic plan.		April 2024-2027	In Progress
Reset Argyle Recreational Strategic plan (incl. MPAL)		January 2025	





MODERN & EFFICIENT SERVICES

REVENUE CONSIDERATIONS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Review and modernize development, permitting, and other municipal fees.		December 2023	In Progress 80%
Participate as an advisor to the shared Municipal- Provincial Services Committee with the goal of increasing provincial funding to all municipalities.		March 2023	May 2023
Create Argyle Subdivision By-Law.		September 2024	Not commenced
Establish a designated grant researcher and/or lead writer in seeking government and other sources of funding for Argyle		September 2024	Grant writing assigned to CAO and Dept. Heads

MODERN & EFFICIENT SERVICES

REVENUE CONSIDERATIONS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Establish a Capital Reserve Policy to ensure that adequate operational funding is saved for future capital projects.		March 2024	Delayed until September 2025
Draft letter of support to Province of NS for Extended Producer Responsibility (EPR) to reduce costs to Argyle.		March 2023	March 2023
Amend community litter clean up to encourage more kilometer clean up.		April 2023	April 2023
Modernize low-income tax exemption to assist more residents in need.		April 2023	April 2023
Modernize emergency funding initiative for residents in need.		July 2023	June 2023
Initiate stakeholder work in downsizing and long- term cost reductions related to Yarmouth Airport Corporation.		November 2024	Ongoing
Consider alternative forms of service delivery for West Pubnico Library.		September 2026	Ongoing
Investigate cost reduction of waste disposal.		May 2025	Not started

MODERN & EFFICIENT SERVICES

REVENUE CONSIDERATIONS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Determine renewable energy alternatives for utility costs at airport & Mariners Center, seek funding for purchase.		February 2026	Ongoing
Develop a software solution for long-term sensitivity analysis of Argyle operations & projection reporting.		May 2024	Not begun
Fiscally assist fire departments to install solar panels as an alternative to fossil fuel energy consumption.		December 2026	Not begun
Consider alternative solutions to waste landfill disposal.		May 2025	In Progress
Examine the merits of shared services in municipal planning, regional building inspections and corporate services.		May 2025	Regional restructuring required.
Lead the creation of an intermunicipal corporation for a Tri-County regional planning initiative.		October 2023	Shared planning was unsuccessful

WELCOMING, HEALTHY, AND INCLUSIVE ENVIRONMENTS

POPULATION GROWTH, UNIQUE DEVELOPMENT, AND INVESTMENT READINESS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Collect Municipal land inventory, with the purpose of selling excess land for potential residential growth.		July 2023	October 2024
Expand wastewater infrastructure in Wedgeport to accommodate growth and salability of smaller lots.		November 2023	March 2024
Engage major commercial housing developers in larger regions to entice local investment in Argyle.		May 2024	Not begun
Investigate funding opportunities and ROI for residential buildings on JE Hatfield Court using composite materials.		January 2025	Investigated, not deemed practical
Investigate benefits and funding opportunities for net zero energycommunity development to encourage responsible residential growth.		March 2024	Not begun
Consider business park expansion on Exit 31 in West Pubnico.		December 2025	Not begun

WELCOMING, HEALTHY, AND INCLUSIVE ENVIRONMENTS

INCLUSION OF NEW RESIDENTS AND CELEBRATING EXISTING RESIDENTS

ACTION	COMPLETE	TARGET COMPLETION	ACTUAL COMPLETION
Update flag policy to celebrate various minority and community groups.	✓	January 2023	January 2023
Identify training and awareness of Equity, Diversity, Inclusion, and Accessibility (EDIA) principles to staff.		April 2023	Ongoing work
Create a welcoming package for new residents, migrants, and immigrants.	✓	December 2023	Created externally for seniors
Conduct internal policy review to ensure they have an EDIA lens.		November 2025	Ongoing
Reset our inclusive employment policy with input from local minority groups.		August 2024	Not begun
Obtain Acadian Affairs funding to provide francophone related services for our residents.	✓	July 2023	March 2023
Establish annual action items and budget to implement recommendations from Accessibility Plan.		March 2026	Ongoing Accessibility Plan refreshed March 2025
Lead admin building improvements to enable inclusive & accessible building for staff.	✓	October 2023	March 2024
Investigate funding opportunities for energy savings for residents.		September 2025	WREN led - unsuccessful