

# MUNICIPALITY OF ARGYLE

## JANUARY 2020

### SWOT MATRIX

#### INTERNAL FACTORS

##### STRENGTHS (+)

- Experienced, versatile staff, reputable leadership.
- Open, thoughtful and fair Council.
- Strong base of volunteer services, fire, community halls.
- Strong fishing community, strong demand and prices.
- Financially stable, good reserves, able to invest in capital projects.
- Average family income highest in the County.
- Low residential tax burden, affordable housing market.
- Alternate revenue sources obtained in wind energy, reputation for renewable energy projects; net zero admin building.
- In-migration of population (COVID bump).
- Recent investment in aquaculture, nearing ADA.
- Strong community trust, and active engagement (social media, other).
- Attractive climate, rural living is peaceful and quiet, low crime.
- Strong focus on regional partnership and collaboration.
- Nimble to respond to change, culture of progress and thoughtful urgency.
- Close to regional hospital and minutes from retail center of the Town.
- Port of entry (Yarmouth County).
- High confidence in local investment, recent development of lakefront, Tusket.
- Successful investment in craft brewery, distillery.
- Strong provincial relationships (administrative).
- Land is available for development.
- Natural geo-tourism assets, kayaking, tobaccian area, dark sky.
- Access to fresh fish, and high-quality culinary experiences.
- Deep Acadian roots, museums, cultural centers built.
- Bilingual community.
- New schools, EDPEB, Drumlin, Wedgeport.
- Host of the CMA 2024, huge influx of visitors expected.
- Established Community events (ie Tuna tournament), strong pride of place.
- Many partnerships with neighboring municipal units.
- High trust among residents, high engagement.
- Access to NSCC Universite, Sainte Anne assets.
- Access to Ignite, local entrepreneurial hubs, IT development companies.

##### WEAKNESSES (-)

- Limited staff resources, risk if we lose staff for succession purposes.
- MGA and other legislation limit our ability to be creative in revenue generation.
- Rural internet very subpar in many communities.
- Aging demographic, and an aging work force.
- Limited housing stock available, low rental options, low alternative housing options, seniors affordable living options insufficient to meet rising demand.
- Housing that is available is older, not as efficient, increased cost of utilities, more difficult for those on fixed income.
- Increasing costs of new construction (housing, commercial)
- While lakes and waters are abundant, public access points are not.
- Developable land is being held by a small group, locked or not being developed.
- Limited Septic/Water services in communities.
- Regional collaboration ties funds into regional assets, limits local investment capability.
- Increased costs of municipal operation, increased complexity in required services,
- Low to no public transportation options.
- Recent loss of services (YMCA).
- Commercial tax reduction due to milk industry, COVID.
- Many communities not walkable, trails not interconnected, limited sidewalks.
- Regionally spread out, geographic challenges to deliver service;
- Increased service requirement with limited resources.
- Not a lot of recreation infrastructure in our communities.
- We are a small political voice on the provincial front.
- Limited forms of transportation of goods.
- Building and fire inspector demands are high;
- Turnover of family physicians, challenging to find a family doc.
- Weak training levels for certain fire fighters, increased requirements to be trained.
- Approaching or past capacity at many of our commercial wharves, limiting growth.
- Aging regional infrastructure, airport, port, ferry, not affordable to replace.

- Aging local infrastructure, WP sewer, East Pub water.

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## EXTERNAL FACTORS

### OPPORTUNITIES (+)

- Automation of fish/other processing to combat lack of manual labor.
- Create or support immigration of new residents.
- Alternative revenue streams in renewable energy and other non-property tax venues.
- Sea based economic growth, such as aquaculture, supported by existing assets, further investment in oyster, sea kelp and other species.
- Alternative waste management, EPR, incineration, other initiatives to reduce costs and increase revenues.
- Bioheat, District Heating and other solutions to rising costs of operation, use local resources (wood) instead of imported.
- Influence the creation of added value to increase price of exports.
- Increased employment opportunity with Web.com, other IT opportunities.
- Dark sky as an improved tourism destination for astronomers.
- Increased industry in craft beer and spirits.
- Migration of new people through targeted methods, post COVID opportunities.
- Support and land bank for new housing development.
- Marijuana – a lot of land available for its growth.
- Modernize municipal operations and governance, increased efficiencies, and effectiveness.
- Potential sale of services to the province or other municipalities, developing IT solutions improving municipal reporting.
- Diversification of our sea economy – climate changes could introduce new species in the area – Federal funding for sea economy.
- Tourism growth – ecotourism, First Nation, Genealogy.
- Right sizing of airport operations, allowing realignment of funds.
- Potential next Cape Cod, seasonal homes, high value investment, Canadian warmer climate.
- Unique Acadian culture-growth opportunities.
- Many experiences and nice natural sites available.
- Influence policy and decision making on a provincial level (i.e. AMA Board / good reputation around the Province).

### THREATS (-)

- Decrease of rural population de stimulating the economy.
- Demographic shift to retirees, less disposable income for families.
- Increased costs of service delivery, particularly in policing, transportation and solid waste, eating up our discretionary spending opportunity, or putting pressure on our tax rate.
- Limits on NS power grid limiting further major commercial investment.
- Climate change, drought and floods impacting communities, and calling government action and funding to manage or mitigate.
- Changing temperatures change lobster breeding grounds, and the potential negative ramifications to our economy (\*could be positive).
- Changing and unpredictable Provincial policy, downloading of costs, lack of effective engagement with municipal units.
- Federal or provincial downloading of assets, costs and services to municipalities, not always expected and can derail financial plans.
- Changing policy forcing a form of amalgamation is a threat to our organizational culture and unique style of local representation and service delivery.
- Aging population looking at alternate housing, moving out of our communities to find it.
- Shortage of rural doctors thereby limiting population growth,
- Lack of convenient transportation options in the area will stifle growth, discourage professionals to live here.
- Fluctuating price of lobster and demand.
- Dependence on the success of the fisheries, if we don't have fishing, we go into a financial crisis as a community.
- Fluctuating US \$ impacting price of major exports.
- Ferry funding, could be cut off, cutting off ferry service to our regions and hurting our economy.
- Federal policies on moderate livelihood and non-seasonal fishing could impact our communities' safety and viability.
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