



**WORLDVIEW
INTELLIGENCE**

Change The Outcome

Municipality of District of Argyle Strategic Plan

(Draft – Created March 2021)

2021 - 2026

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Vision-Mission-Values

Vision Statement

Celebrating its unique heritage and culture, investing in its future, Argyle is a magnet for innovation and growth and a place of choice for people, families and businesses from around the world to call home or visit.

Mission Statement

Argyle provides visionary leadership rooted in sound fiscal management, imaginative business development and exceptional service to its community.

Values

(Being developed)

Strategic Goals

Goal 1

Drive economic growth and innovation across the Municipality.

Outcome Statement

- Argyle's economy is more diversified and flourishing including sea-based businesses, renewable energy initiatives and tourism by 2026.

Strategies and Actions to Achieve the Goal

1.1 Tourism is coordinated and diversified. It includes eco-tourism, dark skies, aqua-based tourism, welcoming accommodations and mouth-watering food options across the Municipality.

Actions:

- 1.1.1 Argyle attracts local, regional, national and international visitors who are enthusiasts in eco-tourism, astro-tourism and sea-based adventures.
- 1.1.2 Argyle leads in the preservation of dark sky certification and educates residents in the County.
- 1.1.3 Create a signature, inclusive festival event to showcase the Municipality to residents and visitors.
- 1.1.4 Celebrate and promote history of communities and festivals (abuptic, Tuna Festival) to be inclusive of long-term residents, newcomers and visitors.
- 1.1.5 Argyle is host to a World Acadien Congress in 2024.

1.2 Argyle is renowned for its sea-based industry and innovations.

Actions:

1.2.1 Argyle brings experience, encouragement and innovation to the sector, including aquaculture and harvesting of alternate forms of species (ie. Sea kelp).

1.2.2 Argyle prioritizes work that adds value to current sea species, maximizing value of existing species and maximizing waste reduction/reuse.

1.3 Create an environment that supports population growth initiatives.

Actions:

1.3.1 Make it easy for land-owners to sub-divide their properties.

1.3.2 Support Western REN in Local Immigration Partnership.

1.3.3 Encourage and set the stage for alternative/affordable housing.

Goal 2

Create financial power and independence to support optimal service to the residents of Argyle.

Outcome Statement

- Invest in alternative revenue generation opportunities including renewable energy and alternative waste management so Argyle is not exclusively reliant on tax payer revenue for service delivery.

Strategies and Actions to Achieve the Goal

2.1 Expand investment in alternative energy and waste management opportunities.

Actions:

2.1.1 Take advantage of existing policies to expand experience with wind and solar power.

2.1.2 Implement alternative waste management strategies and practices to create revenue or reduce expenses.

2.1.3 Identify alternative heat and energy sources, locally or regionally, to build Municipal income or reduce expense (biomass, tidal power, etc).

2.2 Diversify investments to expand revenue generating options.

Actions:

2.2.1 Collaborate on local, regional and provincial development opportunities.

2.2.2 Investigate ways to jump-start innovative projects through Public-Private Partnerships.

2.2.3 Consider partnering with Ignite.

2.2.4 Identify options to support NS Power with infrastructure upgrades.

2.3 Municipal Services: Continue to provide traditional, bilingual Municipal Services to Argyle residents, with service excellence and in the “Argyle Way”.

Actions:

- 2.3.1 RCMP – Policing
- 2.3.2 Waste and Waste water Management
- 2.3.3 Land use planning and zoning
- 2.3.4 Fire Services
- 2.3.5 Recreation and Archives
- 2.3.6 Community Development/Support (ie Seniors Services)

Goal 3

Invest in and protect Argyle’s unique heritage.

Outcome Statements

- Preserve established cultural and community assets, including the blend of Acadian, Indigenous and Anglophone communities, while enhancing inclusivity and belonging for long-term residents as well as newcomers.

Strategies and Actions to Achieve the Goal

3.1 Preserve and promote culture, heritage and language.

Actions:

- 3.1.1 Identify and support new culture and language champions, especially youth.
- 3.1.2 Promote local history to create a sense of community pride.
- 3.1.3 Provide stable funding support for non-profit organizations in this sector
- 3.1.4 Support the cultural components of the Congrès Mondiale Acadien 2024.

3.2 Become a more inclusive community, welcoming newcomers into our culture and heritage.

Actions:

- 3.2.1 Welcome newcomers with an invitation to embrace the local community and share their experiences.
- 3.2.2 Reach out to newcomers to ask why they moved to Argyle to be able to promote this to others seeking to relocate.

Goal 4

Enrich and promote community pride and engagement through all avenues available, within Argyle and to the World.

Outcome Statements

- Boldly grow positive local engagement and a more informed community by sharing Argyle success stories – past, present and future – with acknowledgement, pride and celebration across the generations and attracting visitor attention.

Strategies and Actions to Achieve the Goal

4.1 Bold Self Promotion within the community and to the outside world.

Actions:

4.1.1 Create a tourism app that appeals to target markets.

4.1.2 Promote google walk-throughs of the community and surrounding environment.

4.2 Develop a comprehensive communications and promotion strategy, including social media, to broadcast the culture of Argyle near and far.

Actions:

4.2.1 Initiate a robust social media campaign for festivals, using all the technology that is available.

Engage youth in accessing and developing media strategies.

4.2.2 Develop humorous and ongoing online presence with Acadian slang.

Identify possible viral opportunities to build off.

4.3 Utilize partnerships and collaborations to expand communication and media reach.

Actions:

4.3.1 Partner with Communications NS, YASTA and other volunteer groups to expand promotion reach.

Strategic Plan Components and Definitions

Vision

A vision statement describes the future the organization is headed towards. It is aspirational and inspirational.

Mission

A mission statement describes what the organization does. It is practical, grounded and guides the current work of the organization.

Values

Values are at the heart of organizational culture. They illuminate what is important to the organization and when they are lived, they guide decisions, actions and behaviours.

Strategic Goals

Strategic goals delineate the business and focus of the organization. They determine the priorities of the organization's business. They are the framework from which outcomes, strategies and actions are identified. They can be both short and longer term.

Outcomes/Objectives

Outcomes or objectives describe the results of the strategic goals upon successful implementation. They identify specific, measurable results produced while implementing strategies. Outcomes should be:

- Specific
- Measurable
- Acceptable
- Realistic
- Timeframe

Strategies

Strategies outline the plan for how you will achieve your outcomes or objectives.

Actions/Tactics/Tasks

Specific actions or tasks assigned to board/staff responsible for completion. Staff responsibilities or tasks are detailed in the operational or business plan.

Timelines

For a 5-year strategic plan, the board or governance committee is responsible for identifying the year strategies will be a priority. This will guide the operational planning and budget development to be done by staff. Some strategies require others to be completed before they can be delivered on.

Resources/Funding

The resources required to fund the goals in the plan and inform budget planning.

Kathy Jourdain, MBA

Kathy Jourdain is an internationally recognized consultant, trainer and coach with two decades of experience. She is a co-founder, with Jerry Nagel, of [Worldview Intelligence](#). With Jerry, she is co-author of *Building Trust and Relationship at the Speed of Change*, the first Worldview Intelligence book, hailed for its readability and practical application.



She is a global steward and practitioner of the Art of Hosting Conversations that Matter, a body of knowledge that offers a suite of patterns and practices for working with complexity and to engage the minds, hearts and commitment of individuals, groups, organizations and systems on issues of collective interest or concern.

Kathy was a driving force behind Envision Halifax (now Engage Nova Scotia): a voluntary organization whose mission was to ignite a culture of civic engagement. She co-designed and co-facilitated the leadership development program over a 4 year period as well as Chaired the Steering Committee. Her leadership was recognized in 2009 with an Award.

She is certified in Strategic Planning and Strategic Change Management through the International Center for Strategic Management headquartered in San Diego, CA. She holds an MBA from Saint Mary's University in Halifax, Nova Scotia and is a graduate of the Banff Centre for Management's Executive Leadership Program.

As CEO of the Atlantic Division of a major health charity, she streamlined their internal systems. During her not-for-profit career, she was a member of the Canadian Society of Association Executives (C.S.A.E.), and was on both the local and national boards. She earned the designation of Certified Association Executive (C.A.E.). Her outstanding leadership and contribution in the not-for-profit sector were recognized with local and national awards.

Kathy's company, [Shape Shift Strategies Inc.](#), is based in Bedford, Nova Scotia, Canada. Her memoir, [Embracing the Stranger in Me: A Journey to Openheartedness](#), has been hailed as a deeply authentic sharing of the journey that has shaped who she is today. She is getting ready to publish her second book: *Your Healing Power Within* and is also a contributing author to *Gift of the Hit*.