



# Municipality of Argyle - Strategic Plan - DRAFT

Nov 17, 2022

# Today's Situation at a glance

We have a rich array of Acadian history and museums in the area, and an up-and-coming tourism experience through Astro tourism.

We will be the host to the 2024 World Acadian Congress!

Established "net zero energy" building, viewed as a progressive municipality, open for renewable energy discussions.

Potential inflow of wind and solar developments in our area, one wind development announced, two are applying. We are partnered with Shelburne on a potential 5 Mega Watt solar farm.

Potential for a larger hydrogen project in the broader region, highly speculative, developer specific.

Strategic plans for Recreation, Municipal Planning and Climate change are completed, Active transportation (AT) and Accessibility plan are completed.

Currently an innovation project is underway for a regional planning organization (Tri-Counties).

Communication is quickly moving electronically, with smart phones being the chosen technology for many residents.

Asset management assessment underway, will result in recommendation for replacement of aging capital.

Soon to be positive announcements for a major recreational asset in the region.

Market values for property are soaring, with lots of property in existence in Argyle it could create additional land sale, and land use opportunities in our municipality.

Recent changes to MODA staff and compliment to address mounting service requirements from our residents.

Our Aquaculture Development Area is nearly completed, allowing additional opportunities for Argyle investment.

Funding for trails, active transportation, accessibility and climate change are commonplace from federal and provincial governments.

Municipal Affairs is currently conducting a service exchange study, the results of which could have a significant impact on municipalities.

# Today's Situation at a glance (cont'd)

Housing and the lack of appropriate housing is a national issue. Argyle needs to determine its place to improve current housing stock in our community and region.

Labor shortages are impacting businesses across the region, and the Country. This impacts business growth and our access to qualified people; we need to be ready to train new talent.

Inflation is driving the cost of many products up, including our costs, and the market value of our properties, this will result in increased assessment rates for our residents, and costs if rates remain unchanged. Fixed income residents could be at risk.

Climate change adaptation and mitigation measures must be effectively examined, especially for our coastal communities as our climate changes. Municipalities will be asked to engage in this work.

Coastal Protection Act will put more time pressure on our building officials as well as our surveyors.

The lobster industry is currently thriving, yet there are peaks and valleys to pricing and supply that would significantly impact our community. Climate change is a threat to their traditional grounds.

While rural internet issues have been significantly addressed, cell service and access to the power grid remain significant burdens to businesses and residents.

Residents are getting older, and less comfortable in their homes as they become a larger burden as they age.

Volunteers for fire departments are aging, with few younger residents taking on the role. Training and paperwork is overwhelming the departments.

Community halls and churches are coming to end of life, there may be a need for municipal intervention on community assets.

Low access to local health care professionals is a regional issue.

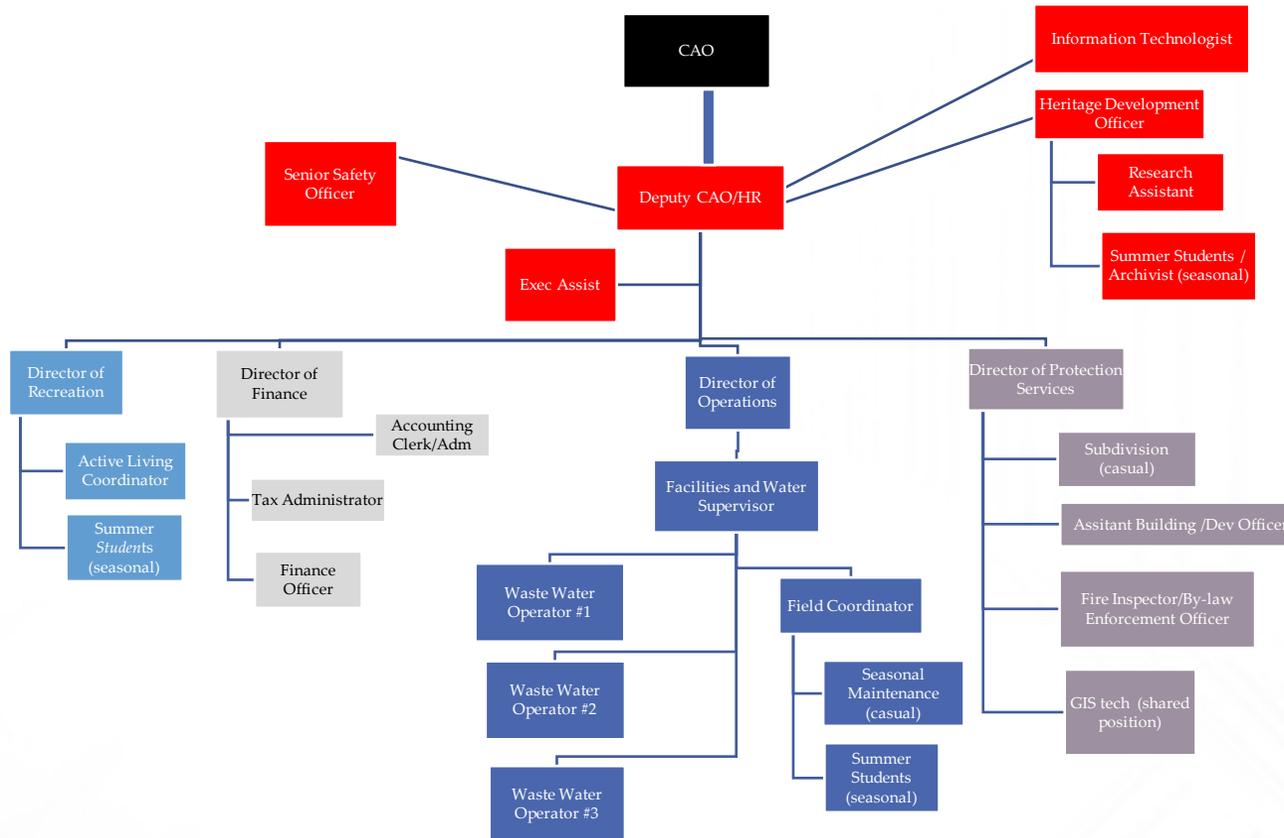
Garbage collection, via contract, has 3 years remaining, with a contractor unsure whether he will re-bid.

# What does our situation tell us?



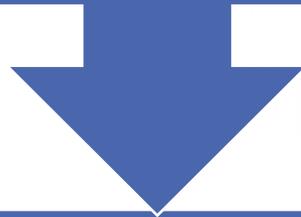
- Modernization and improvements to municipal services shall become a necessary adaptation in this environment where labor is short. Automation of some services must be considered, as well as shared services or reduction of certain services in favor of others.
- Increases in market values and municipal costs is likely to put financial pressure on fixed income residents. We can't just increase the rate to suit our objectives without considering the impact.
- Climate change is a real threat to our region and could impact our main economic driver (lobsters), as well as our community assets, roadways and isolate low-lying areas.
- We are well positioned for major renewable energy investments and Oyster aquaculture.
- We have opportunity for growth in our tourism market with an incoming World Congress.
- Housing will require government intervention, primarily provincial, but we will be asked to participate.
- Funding opportunities exist for climate change and other key community improvements such as AT, accessibility.
- Fire services will need significant support from municipalities if we are to support safer communities, now that fire and building inspection services are secured.
- We need a financial avenue to set aside funds for asset management, community and municipal, which is not fully anticipated in our property taxation rates.

# Assessment of Departments



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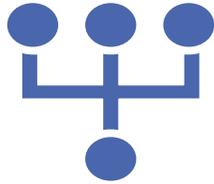
We should examine how we are currently structured, seeing as we spent considerable time and energy to develop a revised organizational chart. The leadership team identified issues and opportunities to work more effectively, and this has strategic implications – strategic execution.



An assessment of departments may be divided under the following groupings

<b>Safety and protection</b> <ul style="list-style-type: none"><li>• Senior safety officer, Fire inspector, Building Official (2), REMO.</li></ul>	<b>Environmental Health</b> <ul style="list-style-type: none"><li>• Wastewater team.</li></ul>	<b>Recreation and cultural</b> <ul style="list-style-type: none"><li>• Heritage development, Recreation director, Active Living, field maintenance and improvement.</li></ul>	<b>Corporate Services</b> <ul style="list-style-type: none"><li>• Finance team, IT.</li></ul>	<b>Planning and development</b> <ul style="list-style-type: none"><li>• GIS, Development Officer.</li></ul>	<b>Council/CAO</b> <ul style="list-style-type: none"><li>• Councilors, CAO, Deputy CAO, Exec assist.</li></ul>
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# Assessment of Services



**We should examine how we deliver services outside of direct staff delivery, as these services are either mandated or selected to be a part of the municipality.**



**An assessment of services may be divided under the following groupings**

## **Safety and protection**

- RCMP, Volunteer Fire Departments, SPCA

## **Economic development**

- WREN, YASTA

## **Transportation**

- Road funding, airport support, local road Bylaw

## **Health**

- Doctor recruitment and retention

## **Environmental Health**

- Garbage collection.

## **Library services**

# What does our internal assessment tell us?

Safety and protection are fundamental services we provide, and our strategy should implement required improvements to maintain our safe communities. Wastewater could be included in this large responsibility.

There is a large gap in safety services in fire protection, strategy will have to include resources to support this volunteer group.

Economic development is largely served outside the municipality, except for development services and land use. Strategy should consider whether this is appropriate.

Tourism is largely served outside the municipality, excluding the CDENE not mentioned here. Strategy should consider whether this is appropriate.

Community development and support is largely done through recreation and cultural services.

There are no communication staff in Argyle presently. Strategy should consider whether this is appropriate.

Wind development and ADA local issues do not have staff specifically doing this work – work will have to come from office of the CAO or existing staff.

Fire services review do not have assigned resources; work will have to come from the office of the CAO or existing staff.

# Revisions to our Vision, Mission Goals

- Much time has passed since our facilitated session.
- Many great ideas came out of the session, it was a dream setting exercise that had benefits.
- Since that time, there have been major changes to staffing, and how work is executed.
- Time for a refresh and to ensure the work reflects who we are and what we do.



# Vision Statement

Before:

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.

Proposed:

Argyle is the community of choice to invest, live and play.



# Mission Statement

Before:

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

Current:

**Invest:**

Argyle opens the doors for new growth opportunities focused on fishing, tourism and renewable energy sectors.

**Live:**

Argyle provides affordable taxation while providing safe and healthy communities and strive to engage and inform our residents on decisions that affect them most.

**Play:**

Argyle provides for high class, accessible recreational and cultural facilities and helps celebrate its unique heritage and culture and accepting of new residents to our region.

# Values - Draft

## Community:

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

## Innovation:

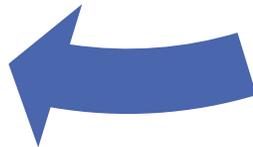
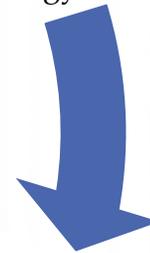
- We support and lead in diversifying economic growth in our key business sectors, fisheries, tourism and renewable energy.

## 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.



# Goals

## **Accelerate and support private economic growth across and inside Municipality**

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

## **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.

## **Keep our businesses and residents safe**

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

## **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..

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

- 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.

# Forward options

We need to confirm the Vision/Mission/Values

Second, we need to approve the refined goals to be sure they speak to the will of Council.

After approval of the work enclosed, the leadership team will develop and adjust specific actions to support the goals.

There's lots of work to do, but remember this plan is a 5 year plan, so we need to coordinate accordingly.



# Next steps

Staff to develop the list of potential actions (all possible actions).

Assess and reduce these actions to SMART actions, and actions we reasonably believe we can achieve in 5 years.

Each actions need to be weighed (pros and cons) of these specific actions, to be sure it can be done and is realistic to do within our 5 year deadline.

Bring draft report to Council and staff for final.

Approve and execute.