

Town of Oxbow 2024 - 2027 Strategic Plan

Our Hope & Dream

The people of the Town of Oxbow experience community belonging, contributing to a happy and healthy population.

Vision

The Town of Oxbow provides leadership on municipal stewardship, financial efficiency, and economic growth and development. A focus on citizen engagement and strong relationships contribute to community and individual well-being, making Oxbow the most family-friendly Town in Saskatchewan.

Mission

The Town of Oxbow is a municipal corporation governed by the Mayor and Council responsible to taxpayers, residents, and businesses to: provide good governance; provide wise stewardship of public assets; develop and maintain a safe and viable community; provide services and facilities; and foster economic, social, and environmental well-being.

Values

<p><b>Openness</b> We demonstrate openness through transparency and communications with all stakeholders, including seeking feedback from the community. We are approachable, collaborative, and inclusive.</p>	<p><b>Trust</b> We build trust by delivering on our commitments, by being efficient, and demonstrating competency and capability of our Administration and Council.</p>	<p><b>Accountability</b> We are accountable to our role as a municipal corporation, including sound financial management, responsiveness to community, and stewardship of assets on behalf of our stakeholders.</p>	<p><b>Confidence</b> We demonstrate leadership and confidence in our proactive, solutions-based approach to municipal stewardship. We set achievable goals with reasonable plans to achieve them and apply resources against them.</p>
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Strategic Imperative

Community Satisfaction

5.0 Three-Year Deliverables

<p><b>5.1 Services &amp; Facilities</b> 5.1.1 Develop a 3 Year Asset Maintenance Plan 5.1.2 Infrastructure upgrades to water plant 5.1.3 Annual infrastructure renewal projects aligned with asset maintenance plan (roads &amp; drainage) 5.1.4 Improve access to information through communications systems 5.1.5 Main street revitalization project</p>	<p><b>5.2 Safe &amp; Viable Community</b> 5.2.1 Council to develop public engagement criteria for stakeholder communications 5.2.2 Plan for ongoing advocacy around hospital and support provincial healthcare resourcing 5.2.3 Public education initiative (council roles, usage of tax dollars, etc.) 5.2.4 Develop a Youth Engagement Strategy 5.2.5 Strengthen emergency preparedness services</p>	<p><b>5.3 Foster Economic Development</b> 5.3.1 Tourism strategy (marketing &amp; promotion) 5.3.2 Revive Oxbow Business Association 5.3.3 Revitalize existing business sector and improve two-way communications with current businesses 5.3.4 Explore new industries and foreign investment opportunities 5.3.5 Engage in regional partnership opportunities to collaborate on economic development and diversification</p>
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<p><b>Stakeholder Impact</b></p>	<p><b>4.0 Our success comes from serving:</b></p>		
	<p><b>4.1 Taxpayers</b> <i>"Oxbow is the ideal place to live because all my essential needs are met for a good price, and it is the best place to raise a family. I feel safe in Oxbow. The Town puts my taxes to work for me and my community."</i></p>	<p><b>4.2 Service Users &amp; Visitors</b> <i>"Oxbow is a great hub for affordable, accessible family events and recreation programming. I'm glad I don't have to travel far to get the services I need."</i></p>	

<p><b>Financial Stewardship</b></p>	<p><b>3.0 We will balance growth and sustainability by:</b></p>		
	<p><b>3.1 Grow</b> 3.1.1 Increase revenue by 15% through fees &amp; charges 3.1.2 Invest cash into higher interest accounts 3.1.3 Attract 2-3 new businesses over 3 years 3.1.4 Explore strategic lending for special capital projects 3.1.5 Increase revenue by 7.5% through taxation</p>	<p><b>3.2 Sustain</b> 3.2.1 Explore cost-saving budget items to achieve 10% in savings over 3 years 3.2.2 Designate cash to fund existing reserves to 25% over 3 years 3.2.3 Establish required capital funding of \$2.5-5 Million for water plant upgrade 3.2.4 Invest \$145K in road and sidewalk upgrades annually 3.2.5 Develop an achievable 5-Year Capital Projects Plan 3.2.6 Manage operational expenses within approved annual budget</p>	

<p><b>Operational (Internal Processes)</b></p>	<p><b>2.0 We strive for operational excellence with specific emphasis in:</b></p>		
	<p><b>2.1 Communications</b> 2.1.1 Improve internal communications systems and processes 2.1.2 Conduct pre-budget community survey 2.1.3 Increase public visibility of Council members 2.1.4 Engage public in slogan rebrand project</p>	<p><b>2.2 Information Management &amp; Technology</b> 2.2.1 Assess current and future technology requirements 2.2.2 Explore new information management system 2.2.3 Complete back-end filing digitization project</p>	<p><b>2.3 Planning</b> 2.3.1 Continuously develop operational priorities guided by policy and strategy 2.3.2 Develop Risk Management Plan</p>

<p><b>Organizational Capacity</b></p>	<p><b>1.0 We strive for organizational excellence with specific emphasis in:</b></p>		
	<p><b>1.1 Governance</b> 1.1.1 Maintain and improve Council engagement through participation in strategic leadership initiatives 1.1.2 Effective and open communication between Administration &amp; Council 1.1.3 Continual reinforcement of role and governance clarity between Administration &amp; Council</p>	<p><b>1.2 Organizational Design</b> 1.2.1 Complete Organizational Review and design a structure that supports our strategy 1.2.2 Clearly define roles and expectations 1.2.3 Create a talent retention strategy 1.2.4 Create an initial succession plan</p>	<p><b>1.3 Organizational Learning</b> 1.3.1 Improve process for onboarding &amp; orientation of Staff and Council 1.3.2 Improve organizational knowledge and participation in financial planning, including Council, Administration, and Staff 1.3.3 Develop ongoing Training &amp; Development plans 1.3.4 Establish ongoing Human Resources support</p>