## 2023-2026

# STRATEGIC PLAN
# INDICATORS

## Pillar #1:
## Promoting Community Vitality

### Goal 1.1
**100% Housed**

- Average time on housing waitlist (by type, year-over-year)
- # of individuals housed from the By Name List
- # of LTC beds per capita
- % change in LTC waitlist (year-over-year)
- # of new affordable/assisted housing units built annually

### Goal 1.2
**Sustainable infrastructure and development**

- % compliance with legislated timelines for development application approvals (year-over-year)
- County State of Good Repair backlog (year-over-year)
- Jobs created by new serviced land investments
- Amount of serviced land that has been developed
- Year-over-year land occupied and tax assessment

### Goal 1.3
**Community health, safety and well-being**

- Average time to move from transitional to permanent housing (year-over-year)
- % of residents with a strong sense of belonging to the community
- % of residents feeling uncomfortable or out of place because of ethnicity, race, culture, or skin colour
- Accessibility and quality of healthcare
- # patients enrolled in Community Paramedicine Program(s)
- Access rate for childcare (year-over-year)

### Goal 1.4
**Connected people and places**

- Transportation mode- share (% of travelers using vehicles, active transportation infrastructure, transit)
- KM of on-road/multi-use path bike lanes
- Condition assessment of road assets (% good, fair, etc.)

**Oxford**County

*Growing stronger together*

# Pillar #2:
# Enhancing Environmental Sustainability

## Goal 2.1
### Climate change mitigation and adaptation

- % of growth intensification within existing urban boundaries
- kWh of annual renewable energy generated (cumulative)
- % reduction in GHG emissions (cumulative from 2015 baseline)

## Goal 2.2
### Preserve and enhance our natural environment

- % of waste diverted from landfills (progress towards zero waste) (year-over-year)
- # of trees planted annually
- Hectares of County forest, wetland and forest tracts maintained through harvesting and invasive species management
- % wastewater effluent compliant with regulatory standards

# Pillar #3:
# Fostering Progressive Government

## Goal 3.1
### Continuous improvement and results-driven solutions

- % of residents reporting County programs and services have improved their lives
- Resident satisfaction by service
- % of residents satisfied with the value received from taxes
- % of residents satisfied that the County is responsive to community needs
- # of improved internal processes/business systems

## Goal 3.2
### Collaborate with our partners and communities

- % residents participating in civic activities
- Direct engagement with County through online platforms (e.g., retweets, responses, etc.)
- % of customers satisfied with ability to find information on the Oxford County website

## Goal 3.3
### Attract, retain and engage staff

- Turnover rate year-over-year (voluntary vs non-voluntary)
- % of new hire success rate (1 & 3-year retention in position)
- # of vacancies filled by an internal employee
- Employee survey scores related to job and organizational engagement

## Goal 3.4
### Financial sustainability

- Credit Rating
- % of approved capital budget spent annually
- % of reserves to net debt ratio
- % of assets in state-of-good-repair

## Goal 3.5
### Advocate for Oxford County

- Intergovernmental/advocacy index (track activities, outreach, etc.)