

STRATEGIC PLAN 2026-2030

Rural Municipality of Oakview



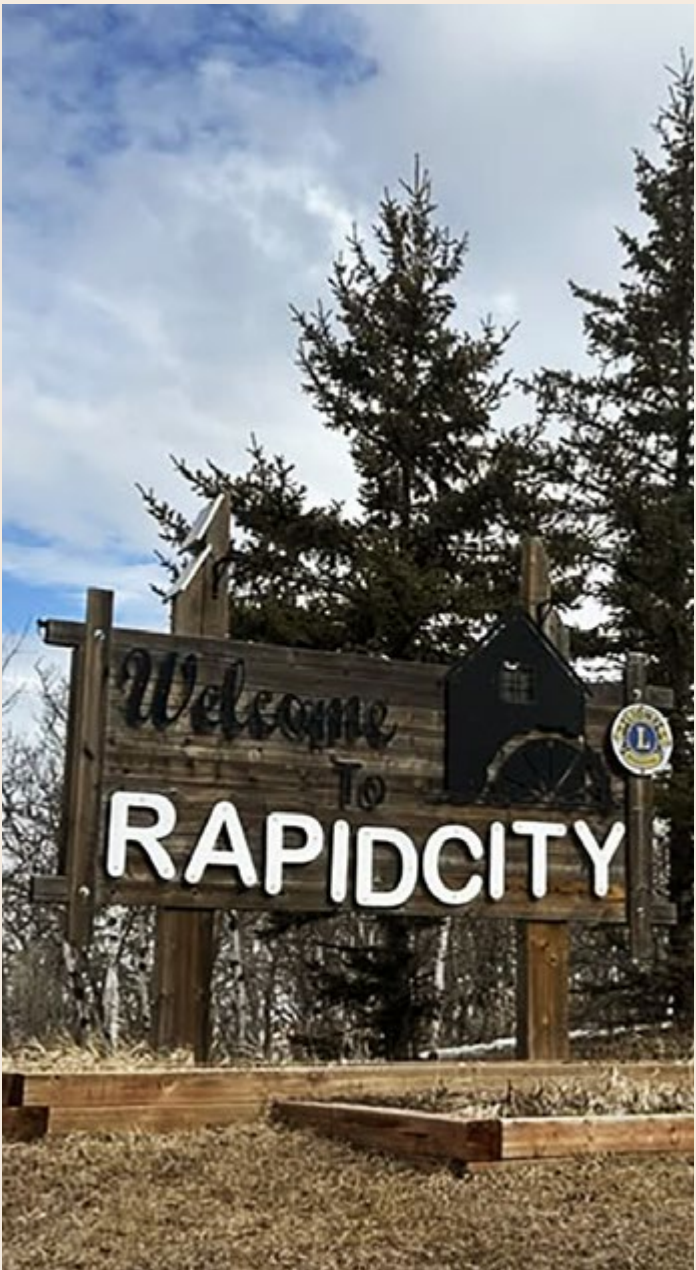
**STRONG TODAY.
READY FOR TOMORROW.**



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Message from Reeve & Council

On behalf of Council, we are pleased to present the Rural Municipality of Oakview Community Strategic Plan 2026–2030. This plan builds upon the work already undertaken by our municipality and provides a renewed direction for the years ahead. Oakview is a strong rural municipality with much to be proud of. Our communities are supported by dedicated municipal employees, volunteers, local businesses, agricultural producers and residents who contribute every day to making Oakview a great place to live, work, raise a family and call home.

As Council, we also recognize that strong communities must continue to plan for the future. Municipalities today face increasing infrastructure costs, changing service expectations, financial pressures and challenges that cannot always be addressed by local government alone. At the same time, Oakview has opportunities to responsibly grow our community, strengthen our local economy, pursue partnerships and funding, improve infrastructure and continue enhancing the quality of life our residents value.

This strategic plan provides a framework to help Council and Administration make thoughtful decisions about those opportunities and challenges. It identifies the areas where we believe focused attention and resources can make the greatest difference while recognizing that priorities must be balanced with available financial and staff capacity.

Our vision for Oakview is rooted in our rural character and focused on the future. We want Oakview to remain a safe, welcoming and vibrant place while creating opportunities for responsible growth, stronger community connections and long-term sustainability. A strategic plan is only meaningful when it guides action. Council is committed to using this plan as a framework for decision-making, budgeting and long-range planning and to reviewing our progress as circumstances and community needs evolve.

We are proud of what Oakview has accomplished and optimistic about what lies ahead. By working together, with our residents, businesses, community organizations, neighbouring municipalities and other levels of government, we can build upon our strengths and prepare Oakview for the opportunities of tomorrow. Strong Today. Ready for Tomorrow.

Reeve and Council
Rural Municipality of Oakview

Message from Your Chief Administrative Officer

On behalf of the Administration and staff of the Rural Municipality of Oakview, I am pleased to share our Community Strategic Plan for 2026–2030. A strategic plan provides more than a vision for the future. For Administration and staff, it provides direction. It helps us understand Council's priorities, focus our efforts and resources, and connect the work we do each day with the longer-term goals of the municipality.

Oakview has many strengths on which to build. We have dedicated employees, strong community volunteers, valuable municipal infrastructure and services, and communities where people take pride in where they live. We are also fortunate to have a Council and staff team willing to look ahead, discuss challenges openly and consider new opportunities for our municipality. The years ahead will require thoughtful planning. Maintaining and renewing infrastructure, delivering quality municipal services, supporting responsible development, strengthening our financial position and responding to changing community needs must all be balanced within the realities of a rural municipality and the resources available to us. This strategic plan will help provide that focus.

Administration's role is to take Council's strategic direction and translate it into action. That means identifying practical steps, providing Council with sound information and recommendations, aligning priorities with our annual financial planning, pursuing funding and partnerships, and monitoring our progress over time. It also means recognizing that we cannot accomplish everything at once. Successful implementation will require us to establish priorities, make thoughtful choices and remain flexible as circumstances change.

Our staff are committed to providing professional and responsive municipal services and to continuously looking for ways to improve how we serve the people of Oakview. As we implement this plan, we will continue working collaboratively with Council, our residents, businesses, community organizations, neighbouring municipalities and other levels of government. The strength of a strategic plan is ultimately measured by what happens after it is adopted. I look forward to working with Council and our municipal team to turn the priorities identified in this plan into meaningful progress for Oakview.

Chief Administrative Officer
Rural Municipality of Oakview

Planning for Oakview's Future

THE PURPOSE OF A STRATEGIC PLAN

A strategic plan provides a roadmap for the future. It establishes a shared direction for Council, Administration and staff and helps ensure that the decisions made today support the long-term needs and aspirations of the municipality. For the Rural Municipality of Oakview, strategic planning is about making thoughtful choices. Like all municipalities, Oakview has many competing priorities and limited financial and staff resources. A clear strategic plan helps identify where attention and resources should be focused to achieve the greatest benefit for the community.

The plan connects Oakview's vision, mission and values with its strategic priorities and the initiatives required to move those priorities forward. It provides a framework to guide Council decision-making, Administration's work, annual budgeting and longer-term financial and infrastructure planning. Strategic planning also requires looking beyond today's needs. It means considering emerging challenges, identifying opportunities, anticipating future infrastructure and service requirements, and preparing the municipality to respond as circumstances change.

For Oakview, the strategic planning process considers four important questions:

Where are we now?

Understanding our strengths, challenges, community characteristics and current position.

How will we get there?

Setting strategic priorities and identifying practical initiatives that move the municipality toward its vision.

Where do we want to go?

Establishing a shared vision and identifying the outcomes we want for Oakview's future.

How will we know we are making progress?

Implementing the plan, monitoring results, communicating progress and adjusting priorities as circumstances change.

A strategic plan is therefore not intended to be a static document. It is a decision-making framework—a living plan that helps Oakview remain focused on what matters most while being flexible enough to respond to new challenges and opportunities.



A good strategic plan provides a roadmap for the future, connecting the decision we make today with the community we want Oakview to become.

Our Strategic Planning Journey

BUILDING ON OUR PROGRESS. PLANNING FOR WHAT COMES NEXT.

The Rural Municipality of Oakview's 2026 strategic planning process was designed to build upon the municipality's previous strategic planning work while providing Council, Administration and staff with an opportunity to reflect on progress, consider changing circumstances and establish priorities for the future. Rather than starting over, the process recognized the value of work already completed and focused on strengthening and updating Oakview's strategic direction.

The process included:

Review of the Existing 2024 Strategic Plan

Council, Administration and staff reviewed Oakview's previous strategic plan, including its vision, mission, values and four strategic directions: Infrastructure, Economic Development, Municipal Services and Community Development.

Community & Demographic Profile

Current demographic, economic, employment and housing information was presented to help participants better understand Oakview's changing community and inform future decision-making. The profile included population growth, age, income, employment, commuting and housing information.

Review of Progress & Outstanding Priorities

Participants considered work completed since the previous planning process, initiatives already underway and priorities requiring continued attention. This provided an opportunity to recognize progress while identifying areas where additional work is needed.

Review of Vision, Mission & Values

Participants revisited the municipality's existing vision, mission and corporate values and considered how well they reflected Oakview's current direction and aspirations for the future. Follow-up homework provided participants with an additional opportunity to identify their preferred vision, mission and values.

Facilitated Council, Administration & Staff Strategic Planning Session

On January 19, 2026, Council, Administration and staff participated in a facilitated strategic planning session to consider Oakview's strengths, challenges and opportunities and discuss future priorities and initiatives. The discussion drew upon participants' knowledge and experience serving the municipality as well as the feedback and perspectives they had heard from residents and stakeholders throughout the Council term.

Identifying Priorities & Initiatives

Ideas generated through the process were considered within the context of Oakview's responsibilities, available resources and desired future. These discussions helped establish the strategic priorities and initiatives contained in this plan.



Strong Foundations & Future Opportunities

WHERE ARE WE TODAY?

Planning for Oakview's future begins with understanding where we are today, recognizing our strengths, identifying areas requiring continued attention, and considering opportunities that can help our communities thrive. Council, Administration and staff reflected on Oakview's current position based on their experience, knowledge of the municipality and feedback received throughout the Council term.

Strong Foundations

- Dedicated, responsive municipal staff and positive workplace culture
- Collaborative, progressive Council
- Strong volunteers and community involvement
- Agriculture, local businesses and rural lifestyle
- Water, wastewater and other municipal infrastructure
- Recreation, trails and community amenities
- Affordable living and reasonable taxes
- Welcoming communities and a strong regional location

Areas for Continued Focus

- Roads, drainage and infrastructure maintenance and renewal
- Housing availability, including seniors' housing
- Small tax base, financial reserves and increasing costs
- Land availability, zoning and planning for development
- Maintaining and planning for recreation facilities
- Community communication and engagement
- Cellular service and community safety
- Succession planning and future leadership

Challenging Trends

- Rising costs and affordability pressures
- Increasing infrastructure renewal costs
- Limited municipal funding and grant uncertainty
- Provincial roads and highway conditions
- Provincial and federal regulations
- Downloading from other levels of government
- Land-use and development restrictions
- Limited local employment opportunities

Future Opportunities

- Responsible residential/commercial development
- Expanded housing opportunities
- Economic development and business growth
- Grants and government infrastructure funding
- Regional, public and private partnerships
- Marketing Oakview to attract businesses and residents
- Tourism and promotion of community assets
- New revenue opportunities and innovative ideas

Oakview's opportunity is to build upon what already makes the municipality strong while preparing for changing needs and new opportunities. The priorities in this plan reflect that balance, protecting what residents value today while preparing Oakview for tomorrow.



Preserving Our Unique History & Building Our Future

The Rural Municipality of Oakview may be a relatively young municipality, but the communities and rural areas that make up Oakview have histories stretching back generations.

The present-day RM of Oakview was officially established on January 1, 2015, through the amalgamation of the Rural Municipality of Blanshard, the Rural Municipality of Saskatchewan and the Town of Rapid City. Both former rural municipalities date back to 1883, as does Rapid City's incorporation as a town. Today, Oakview brings together the communities of Oak River, Rapid City, Cardale and Basswood, along with numerous smaller communities and rural areas, each contributing its own history and identity to the municipality.

Agriculture, transportation, local enterprise, schools, churches, community organizations and generations of volunteers have all helped shape the area. Rapid City traces its roots to an early settlement known as Ralstons Colony and received its present name in 1877, inspired by the nearby Little Saskatchewan River. Oak River developed as a railway community, while communities such as Cardale, Basswood and Moline reflect the importance of agriculture, education and co-operative community life throughout Oakview's history.

Reminders of this history remain throughout the municipality, from historic churches and community monuments to former school sites, grain elevators and memorials recognizing the people who built and served their communities. These places and stories represent generations of hard work, resilience and community spirit.

As Oakview looks to the future, growth and change can occur while respecting the rural character and community identities that make the municipality unique. Strategic planning provides an opportunity to honour where we have come from while creating new opportunities for the generations who will call Oakview home in the years ahead.

Our history provides the foundation. Our decisions today will help shape Oakview's future.



About the RM of Oakview

The Rural Municipality of Oakview is a growing rural municipality in southwestern Manitoba, bringing together the communities of Oak River, Rapid City, Cardale and Basswood, along with surrounding agricultural and rural areas.

Covering approximately 1,142 square kilometres, Oakview was home to 1,630 residents and 781 occupied private dwellings according to the 2021 Census. Between 2016 and 2021, Oakview's population increased by 0.24%, compared with population growth of 5.0% across Manitoba during the same period.

Agriculture is central to Oakview's economy and rural identity, with grain and mixed farming forming the backbone of the municipality's economic base. Oakview's communities are complemented by local businesses, recreation opportunities, community amenities and municipal infrastructure that support residents throughout the municipality.



Oakview's communities offer many of the qualities valued in rural Manitoba—a welcoming environment, opportunities for families, community connections and a rural way of life.

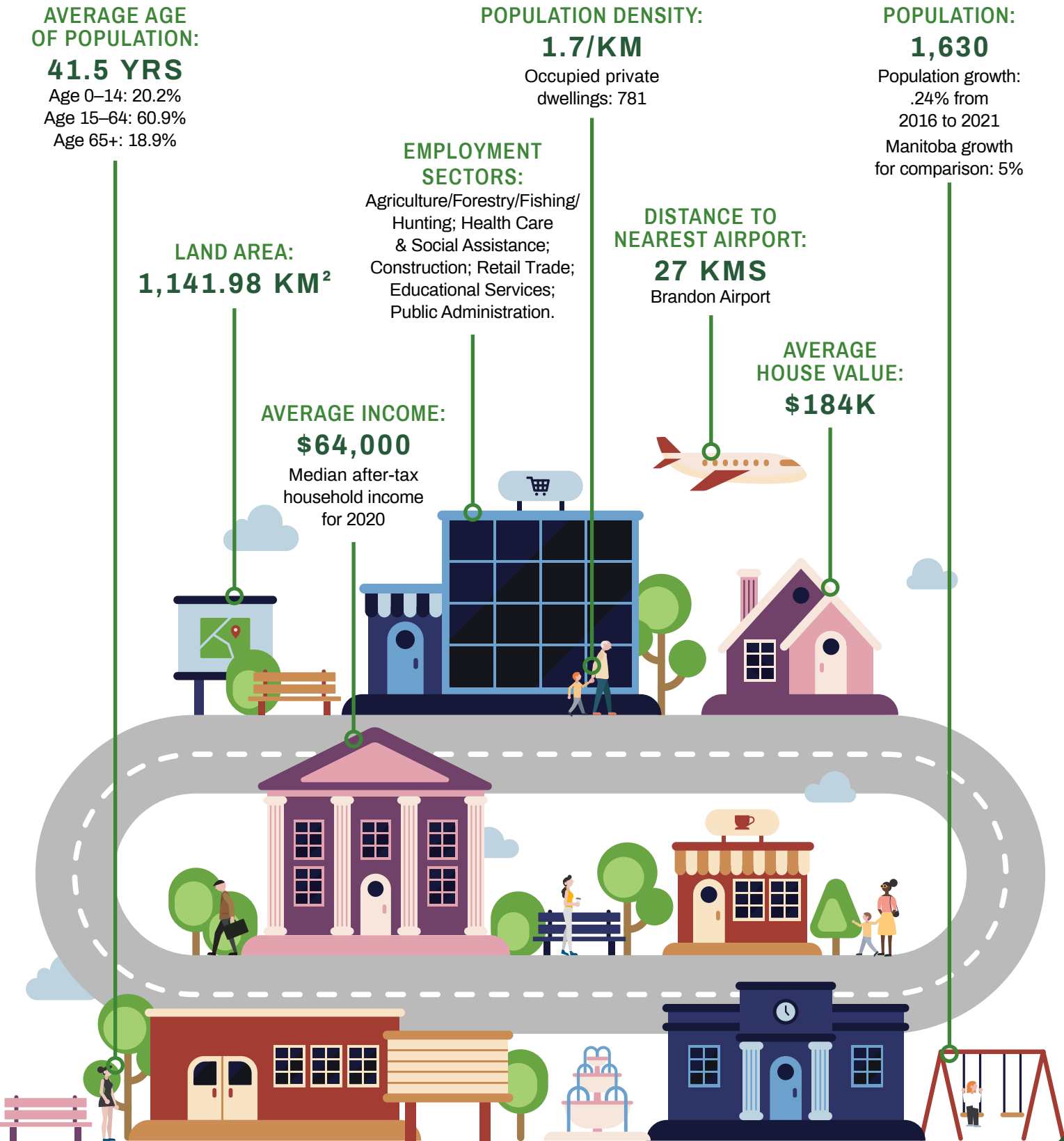
Continued growth also creates opportunities and responsibilities. Future residential and economic development will require thoughtful land-use planning, reliable infrastructure, appropriate municipal services and consideration of changing housing and community needs.

As Oakview looks ahead, the municipality is focused on building upon its existing strengths while creating opportunities for responsible growth, strong communities and a high quality of life for current and future generations.

**STRONG TODAY.
READY FOR TOMORROW.**

Community Profile

2021 Census Snapshot: Oakview is a growing rural municipality in southwestern Manitoba. The following provides a snapshot of the people, households and economy that help shape the municipality today.



Core Municipal Functions

The Manitoba Municipal Act establishes the framework within which municipalities provide services, make decisions and respond to the needs of their communities. The strategies, priorities and initiatives identified in this plan must align with Oakview's municipal responsibilities and areas of jurisdiction.

OUR CORE MUNICIPAL FUNCTIONS INCLUDE:



Role of Municipal Administration

Municipal Administration, led by the Chief Administrative Officer (CAO), is responsible for managing the day-to-day operations of the Rural Municipality of Oakview and implementing the decisions, policies and strategic direction established by Council. Administration provides Council with professional advice, information and recommendations to support informed decision-making. The CAO also provides leadership to municipal employees, ensuring that services and operations are delivered effectively and that available financial, human and organizational resources are aligned with Council's priorities.

IN RELATION TO STRATEGIC PLANNING, ADMINISTRATION'S ROLE INCLUDES:

- Implementing the strategic direction, decisions and policies established by Council.
- Providing professional advice, information and recommendations to support Council decision-making.
- Managing municipal operations, employees and resources effectively and efficiently.
- Ensuring municipal programs and services align with Council's strategic priorities.
- Developing annual operating and capital budget recommendations that support strategic goals.
- Planning for the maintenance, renewal and responsible management of municipal infrastructure and assets.
- Identifying operational requirements, risks and emerging issues that may affect the municipality.
- Pursuing grants, funding opportunities and partnerships that support municipal priorities.
- Monitoring progress on strategic initiatives and providing timely updates to Council.
- Maintaining positive relationships with residents, community organizations, neighbouring municipalities and other partners.



**ADMINISTRATION TURNS
DIRECTION INTO ACTION**





Vision, Mission & Core Values

Oakview's vision, mission and core values provide the foundation for this strategic plan. Together, they define the future we are working toward, our purpose as a municipal organization, and the principles that guide our decisions, relationships and service to the community.

Vision

Where are we going?

Rooted in our rural character, Oakview is building a safe and vibrant future through sustainable growth, diverse opportunities, and strong community connections.

Mission

Why do we exist?

Our mission is to ensure effective governance, provide valued municipal services and infrastructure, and support the safety and vitality of the RM of Oakview.

Core Values

What guides us?

Our core values define what we stand for as a municipality. They reflect the principles and behaviours that guide Council and Administration in making decisions, providing municipal services and working with our community.

Integrity:

We act honestly, ethically and in the best interests of the municipality.

Fairness:

We consider different needs and perspectives and treat people fairly.

Honesty:

We provide factual, open and straightforward information.

Accountability & Transparency:

We take responsibility for our decisions and communicate openly with our community.

Excellence:

We strive for high standards and continuous improvement in municipal services and operations.

Sustainability:

We consider the long-term impact of our decisions and responsibly manage municipal resources for future generations.

Respect:

We value different perspectives and treat people with dignity and consideration.

Professionalism:

We demonstrate a high standard of conduct, service and responsibility in the work we do.

Our Vision For Oakview's Future

WHAT KIND OF MUNICIPALITY ARE WE WORKING TO CREATE?



A Welcoming Rural Community

A municipality where people feel connected to their communities and where families, residents and businesses are welcomed and supported.



A Safe and Vibrant Place to Call Home

Communities that support quality of life through municipal services, recreation, amenities and opportunities for people at different stages of life.



Responsible Growth, Development & Housing

Thoughtful residential and commercial growth that strengthens Oakview while respecting its rural character and long-term financial sustainability.



Strong, Reliable Infrastructure

Well-planned roads, drainage, water, wastewater and municipal assets that support existing residents while preparing for future needs.



A Growing Local Economy

A municipality that supports local businesses, attracts investment and explores new opportunities for employment and economic development.



Connected & Collaborative Communities

A municipality that communicates with residents and builds strong relationships with community organizations, neighbouring municipalities, businesses and other levels of government.

Vision, Mission & Core Values

From Vision to Action

Oakview's strategic priorities identify the key areas where Council and Administration will focus their attention and resources to advance the municipality's vision for the future. Building upon Oakview's previous strategic plan, the January 2026 planning process considered the municipality's progress, current strengths and challenges, changing community needs and future opportunities. Through this work, six strategic pillars emerged to guide Oakview's direction in the years ahead.

These pillars are interconnected. Progress in one area can strengthen outcomes in another. Investments in infrastructure can support housing and economic development; responsible growth can strengthen the municipal tax base; strong financial planning supports sustainable service delivery; and effective communication and partnerships can help advance priorities across the entire plan.

Strategic Priorities

Strategic Priorities are the broad, long-term areas of focus that will help Oakview fulfill its municipal responsibilities and achieve its vision. They provide direction for Council decision-making, financial planning and the work of Administration.

Strategic Initiatives

Strategic Initiatives are the more specific actions and projects that move each priority forward. They translate the municipality's long-term direction into practical steps that can be planned, implemented, monitored and adjusted as circumstances and resources change.

OAKVIEW'S SIX STRATEGIC PILLARS



Infrastructure & Asset Management



Responsible Growth, Housing & Development



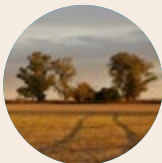
Economic Development & Community Prosperity



Community Services, Recreation & Quality of Life



Governance, Communication & Partnerships



Financial Sustainability & Municipal Service Excellence



Infrastructure & Asset Management

Strategic Priority

Plan, maintain and invest in Oakview's infrastructure and municipal assets to support safe, reliable services today while preparing for future community needs and responsible growth.

Why This Matters

Reliable infrastructure is fundamental to the services Oakview provides and to the long-term strength of its communities. Roads, drainage systems, water and wastewater infrastructure, municipal facilities and equipment represent significant public investments that require ongoing maintenance, renewal and long-term planning. Building upon Oakview's previous commitment to asset management, Council, Administration and staff identified the importance of taking a forward-looking approach to infrastructure, understanding existing assets and their condition, anticipating future needs, establishing priorities and positioning projects for funding opportunities.

As infrastructure costs continue to rise, Oakview must balance immediate needs with long-term sustainability while advocating for investment in infrastructure that falls outside direct municipal control.

Building on Our Progress

Oakview has continued investing in municipal infrastructure and strengthening its understanding of future infrastructure needs. Council and staff recognize the importance of building upon this progress through proactive planning, regular assessment and strategic investment.

- Infrastructure improvements already undertaken, including water and sewer.
- New water infrastructure and available capacity for growth were discussed as strengths.
- Oakview has been actively considering its roads and drainage needs rather than treating infrastructure reactively.
- The municipality has existing operational knowledge coming from its Public Works team, grader operators and Superintendent, which can inform infrastructure priorities.
- Council and staff recognized that considerable work has already been done while also acknowledging that long-term infrastructure renewal remains an ongoing responsibility.

Strategic Initiatives

Advance Long-Term Asset Management Planning
Continue developing and using an asset management approach to understand the condition, lifecycle and future investment requirements of municipal infrastructure and assets.

Develop Forward-Looking Roads & Drainage Plans
Establish and maintain longer-term plans for municipal roads, drainage, bridges and related infrastructure to guide maintenance, rehabilitation and future investment.

Conduct Regular Infrastructure Assessments
Use regular municipal infrastructure reviews, including input from Public Works employees and operational staff, to identify emerging needs and establish priorities. Conduct an annual tour of the RM to assess, document and update infrastructure needs, supported by reports from grader operators and the Public Works Superintendent.

Plan Water & Wastewater Infrastructure for Future Needs
Continue assessing water and wastewater infrastructure, including capacity, renewal and expansion requirements, to ensure municipal systems can support existing communities and future development. Give particular attention to future water infrastructure needs in Oak River and lagoon planning in Rapid City.

Maintain an Updated Municipal Asset Inventory
Maintain current information on municipal lots, infrastructure and other assets, including condition and value, to support informed long-term planning and decision-making.

Pursue Infrastructure Funding & Grant Opportunities
Identify priority projects in advance and actively pursue provincial, federal and other funding opportunities to help reduce the local financial burden of major infrastructure investments.

Advocate for Provincial Infrastructure Improvements
Continue advocating and lobbying the Province of Manitoba for improvements to provincial roads, highways and other infrastructure affecting Oakview communities.



STRATEGIC
PILLAR

02

Responsible Growth, Housing & Development

Strategic Priority

Support responsible residential growth and development by expanding housing opportunities, strengthening development readiness and ensuring growth reflects Oakview's rural character, infrastructure capacity and long-term community needs.

Why This Matters

Oakview experienced significant population growth between 2016 and 2021, creating both opportunities and new considerations for the municipality.

Continued growth requires thoughtful planning to ensure that housing, land, infrastructure and municipal services can respond to changing community needs. Housing has been identified as an important challenge and opportunity.

Responsible growth is about more than increasing population. It means creating opportunities for people at different stages of life to live in Oakview while ensuring development is financially sustainable, appropriately serviced and consistent with the rural character residents value.

Building on Our Progress

Oakview is not starting from the beginning. Housing, residential development and population and assessment growth were already identified through the municipality's previous strategic planning process. The 2024 planning work specifically identified development of lots for housing, residential development and seniors' housing, while Community Development focused on population and/or assessment growth.

Oakview experienced 18.6% population growth between 2016 and 2021, demonstrating continued interest in the municipality as a place to live.

- Housing and residential development were already identified as municipal priorities through the previous strategic planning process.
- Municipal water and wastewater infrastructure and available capacity provide important considerations when evaluating future growth opportunities.
- Council and staff have identified land availability, zoning and infrastructure servicing as important components of future development planning.
- The January 2026 discussion among Council, Administration and staff expanded the housing conversation to include rental availability, seniors' housing and partnerships with developers.

Strategic Initiatives

Develop a Housing & Growth Plan

Develop a coordinated approach to housing and residential growth that identifies current needs, future opportunities, potential development areas and the infrastructure required to support responsible growth.

Expand Housing Options

Explore opportunities to increase the availability and diversity of housing within Oakview, including residential lots, rental accommodations and housing options for seniors.

Identify Land for Future Development

Review municipally owned and other potentially available land to identify opportunities for residential and community development, including opportunities for infill where appropriate.

Maintain an Inventory of Available Development Opportunities

Maintain current information on available municipal lots and potential development properties, including location, servicing considerations and relevant development information.

Strengthen Development Readiness

Review zoning, infrastructure capacity and municipal development processes to identify opportunities and barriers to responsible residential growth.

Build Partnerships with Developers

Engage developers and other potential partners to explore housing opportunities, innovative development approaches and potential partnerships that respond to Oakview's needs.

Promote Oakview as a Place to Call Home

Strengthen efforts to communicate Oakview's housing opportunities, rural lifestyle, communities and quality of life to prospective residents and families.

Connect Growth with Infrastructure & Services

Consider the long-term infrastructure, financial and service implications of new development so that growth strengthens the municipality and remains sustainable over time.

Economic Development & Community Prosperity

Strategic Priority

Strengthen Oakview's local economy by supporting existing businesses, encouraging new investment and development, and promoting the municipality as a place where businesses, residents and communities can thrive.

Why This Matters

A strong and diverse local economy contributes to the long-term sustainability of Oakview. Business and commercial development can create employment opportunities, expand the municipal assessment base, strengthen existing communities and help support the services and infrastructure residents rely upon. Economic development was identified as a priority in Oakview's previous strategic plan and remained an important focus during the January 2026 planning process. Council, Administration and staff discussed opportunities to support existing businesses. Oakview also benefits from a strong agricultural sector, established local businesses, community assets and its location within the broader region. Building upon these strengths will require a proactive approach, identifying opportunities, removing unnecessary barriers and ensuring Oakview is prepared when potential investment arises.

Building on Our Progress

Oakview has already established economic development and business growth as important components of its long-term direction.

- Economic development was identified as a priority in Oakview's previous strategic plan and remained an important focus during the January 2026 planning process.
- Council, Administration and staff discussed opportunities to support existing businesses, attract commercial development, promote Oakview more effectively and strengthen relationships with businesses, developers and potential partners.
- The previous strategic plan identified business development, industrial park infrastructure and strengthening the retail sector as areas for consideration.
- Agriculture and local businesses continue to provide an important foundation for Oakview's economy.
- Council, Administration and staff recognize the importance of being proactive, building relationships, identifying opportunities and preparing the municipality to respond when potential businesses or investors express interest.
- Tourism and promotion of Oakview's community assets were also identified as opportunities to strengthen the local economy.

Strategic Initiatives

Support Existing Businesses

Maintain positive relationships with Oakview businesses, understand their needs and challenges, and identify opportunities for the municipality to support their continued success and investment in the community.

Attract New Business & Commercial Development

Actively pursue opportunities to attract new businesses and commercial investment that strengthen Oakview's assessment base, create employment and contribute to community prosperity.

Strengthen Development Readiness

Ensure Oakview is prepared to respond to prospective businesses and investors with clear information about available land, infrastructure, zoning, municipal processes and potential development opportunities.

Promote Oakview for Investment

Develop stronger marketing and promotional tools to communicate Oakview's location, communities, agricultural sector, available opportunities and advantages to prospective businesses, investors and partners.

Build Relationships with Businesses & Developers

Proactively connect with business owners, developers and potential investors to understand what they require, communicate Oakview's opportunities and explore mutually beneficial projects.

Explore Commercial & Industrial Opportunities

Identify opportunities for commercial and industrial development, including appropriate locations and their infrastructure requirements necessary to support future investment.

Support Tourism & Promote Community Assets

Explore opportunities to strengthen tourism and increase awareness of Oakview's communities, events, recreation opportunities and other local assets.

Think Regionally & Pursue Partnerships

Work with neighbouring municipalities, regional organizations, other levels of government and private partners where collaboration can strengthen economic opportunities for Oakview and the surrounding region.

Explore New Revenue Opportunities

Consider innovative opportunities that can generate additional municipal revenue, expand the assessment base or leverage public and private investment while remaining consistent with Oakview's long-term strategic direction.

Community Services, Recreation & Quality Of Life

Strategic Priority

Support safe, welcoming and connected communities by providing responsive municipal services, maintaining valued recreation and community amenities, and creating opportunities that contribute to a high quality of life for Oakview residents.

Why This Matters

Quality of life is shaped by more than infrastructure and economic growth. Residents also value safe communities, recreation opportunities, gathering places, responsive municipal services and the connections that make rural communities strong. Oakview's recreation opportunities, volunteers, community amenities, daycare, school, personal care home, clinic, trails and fire department volunteers are among the strengths contributing to community life.

Council, Administration and staff recognize the importance of maintaining and planning for recreation facilities, supporting community organizations and volunteers, considering changing service needs and continuing to strengthen community safety. As Oakview's communities

change and grow, municipal services and community amenities must continue to respond to residents' needs while recognizing available financial and staff resources.

Building on Our Progress

Oakview already has strong foundations supporting community life and municipal service delivery.

- Municipal Services and Community Development were established as strategic directions through Oakview's previous planning process.
- Oakview benefits from recreation opportunities, trails and community facilities that contribute to quality of life.
- Volunteers and community organizations make significant contributions to Oakview's communities and local services.
- Oakview's communities benefit from local amenities and services including daycare, schools, health-related services and community facilities.
- Oakview's volunteer fire departments contribute to community safety and emergency response.
- Council and staff have recognized the need to maintain and plan for recreation facilities as communities grow and needs change.
- Continuous improvement in municipal service delivery remains an important part of Oakview's strategic direction.

Strategic Initiatives

Develop a Recreation Plan

Develop a long-term Recreation Plan to assess current recreation programs, facilities and amenities; identify community needs and future opportunities; and establish priorities for recreation investment, maintenance and service delivery throughout Oakview.

Plan for Recreation Facility Renewal & Future Needs

Using the Recreation Plan as a guide, establish longer-term priorities for the maintenance, renewal and enhancement of recreation facilities and community amenities based on facility condition, community needs and available resources.

Support Recreation & Community Opportunities

Continue supporting recreation programs, activities and community amenities that provide opportunities for residents of different ages to participate, connect and enjoy a high quality of life.

Strengthen Community Safety

Continue supporting fire protection, emergency preparedness and positive relationships with policing and other community safety partners, including opportunities to share information with Council and residents.

Support Volunteers & Community Organizations

Recognize the important contribution of volunteers, committees and community organizations and identify opportunities to strengthen their capacity, clarify roles and support their continued success.

Maintain Responsive Municipal Services

Continue reviewing municipal programs and services to ensure they remain responsive to community needs while considering affordability, available resources and appropriate service levels.

Plan for Changing Community Needs

Consider demographic change, population growth, aging and evolving resident expectations when planning future municipal services, recreation and community amenities.

Strengthen Community Connections

Support opportunities that bring residents together, encourage community participation and help maintain the welcoming, connected rural communities valued throughout Oakview.

Promote & Celebrate Oakview's Communities

Increase awareness of community events, recreation opportunities, local amenities and volunteer activities while celebrating the distinct identities and strengths of Oakview's communities.



Governance, Communication & Partnerships

Strategic Priority

Provide effective, transparent and responsive municipal leadership while strengthening communication, community engagement and partnerships that help advance Oakview's priorities and build public trust.

Why This Matters

Strong municipal governance depends on informed decision-making, clear communication and positive relationships. Residents need access to timely and relevant information about municipal decisions, services, projects and priorities, while Council and Administration benefit from opportunities to hear community perspectives and better understand changing needs. Oakview also cannot achieve all of its strategic priorities alone. Relationships with neighbouring municipalities, other levels of government, community organizations, businesses and public and private partners can create opportunities to share resources, access funding, advocate for infrastructure improvements and find collaborative solutions to community challenges. Continued communication, community feedback, government relationships, regional collaboration, partnerships and advocacy are important areas for Oakview's future.

Building on Our Progress

Oakview has already taken steps to strengthen communication, relationships and municipal governance.

- Improved communication was identified as a municipal strength during the strategic planning discussion.
- Oakview has existing relationships with its communities, LUD representatives, volunteers, businesses and community organizations.
- Council and Administration regularly interact with residents and hear community perspectives through municipal business and community involvement.
- Oakview has experience working collaboratively and considering shared services and regional approaches where they provide value to residents.
- Council and staff recognize the importance of maintaining relationships with other levels of government to advance municipal priorities and infrastructure needs.
- Council, Administration and staff have identified opportunities to further strengthen community engagement and feedback.

Strategic Initiatives

Develop a Municipal Communication Plan

Establish a practical communication approach that identifies how, when and through which channels Oakview will provide residents with timely information about municipal decisions, services, projects, programs and strategic priorities.

Create Regular Opportunities for Community Engagement

Provide meaningful opportunities for residents and stakeholders to share ideas, ask questions and provide feedback on municipal priorities and issues affecting their communities.

Communicate Strategic Plan Progress

Provide regular updates to Council and the community on progress toward strategic priorities, significant accomplishments, changing timelines and emerging issues.

Strengthen Government Relations & Advocacy

Maintain proactive relationships with provincial and federal representatives and government departments to advocate for Oakview's infrastructure, funding and community priorities.

Strengthen Regional Partnerships

Continue building relationships with neighbouring municipalities and regional organizations to explore shared services, joint initiatives and opportunities that provide mutual community benefit.

Build Public & Private Partnerships

Pursue partnerships with businesses, developers, community organizations and other public and private-sector partners where collaboration can help advance Oakview's strategic priorities.

Strengthen Community Safety Partnerships

Maintain positive relationships with the RCMP and other safety partners and encourage appropriate opportunities to share information with Council and the community.

Promote Transparent & Accountable Governance

Continue supporting open decision-making, clear communication and accountability for municipal priorities, commitments and the responsible use of public resources.

Financial Sustainability & Municipal Service Excellence

Strategic Priority

Maintain a financially responsible and sustainable municipality that makes effective use of limited resources while providing reliable, professional and responsive municipal services to Oakview’s communities.

Why This Matters

Strong financial management is fundamental to Oakview’s ability to maintain infrastructure, provide municipal services and advance the priorities identified in this strategic plan. Like many rural municipalities, Oakview must balance increasing costs and community expectations with a limited tax base and available financial resources. Long-term financial planning, appropriate reserves, responsible spending and the pursuit of external funding will be increasingly important as infrastructure and service costs continue to rise.

Council, Administration and staff also recognize that financial sustainability is closely connected to municipal service excellence. The municipality must continually consider how available staff, equipment and financial resources can be used effectively while providing residents with dependable services and maintaining affordability.

Building on Our Progress

Oakview has important financial and organizational foundations upon which to build.

- Sound and current financial administration was identified as an organizational strength during the January planning discussion.
- The previous strategic plan identified continuous improvement of municipal services as one of Oakview’s four strategic directions.
- Oakview has continued pursuing grants and external funding to support municipal projects and reduce pressure on local taxpayers.
- Council and Administration recognize the importance of maintaining affordable and reasonable taxation while responding to infrastructure and service requirements.
- The January discussion identified the municipality’s small tax base and funding of reserves as areas requiring continued attention.
- Council and staff identified opportunities to explore additional revenue, partnerships, grants and innovative approaches to advance municipal priorities.

Strategic Initiatives

Strengthen Long-Term Financial Planning

Continue integrating strategic priorities, infrastructure requirements, capital planning and anticipated service needs into Oakview’s longer-term financial planning and annual budgeting processes.

Build & Maintain Sustainable Reserves

Review reserve levels and establish appropriate long-term funding strategies to prepare for infrastructure renewal, equipment replacement, unexpected costs and future municipal priorities.

Maintain Responsible & Affordable Taxation

Balance the financial resources required to provide municipal services and invest in community priorities with consideration for affordability and the impact of taxation on residents, farms and businesses.

Align Spending with Strategic Priorities

Use the strategic plan as a framework for evaluating significant expenditures and directing limited municipal resources toward the priorities Council has identified as most important.

Pursue Grants & External Funding

Proactively identify grant programs and other external funding opportunities and maintain project readiness so Oakview can respond when funding becomes available.

Explore Additional Revenue Opportunities

Consider appropriate new revenue sources, partnerships and innovative approaches that can strengthen municipal finances and reduce reliance on the existing property tax base.

Focus on Municipal Service Excellence

Continue reviewing municipal services and operational practices to identify opportunities for improved effectiveness, efficiency, responsiveness and value for tax dollars.

Monitor & Communicate Financial and Service Performance

Provide Council with information required to monitor financial sustainability, service delivery and progress on strategic priorities, while communicating significant progress and results to the community.

Implementation & Monitoring Progress

IMPLEMENTATION

Turning Strategy Into Action

The Oakview Community Strategic Plan provides a framework to guide municipal decision-making and establish priorities for the years ahead. Successful implementation will require continued alignment between Council's strategic direction, Administration's operational planning, annual budgeting, capital investment and available municipal resources, supported by the knowledge, experience and dedication of Oakview's municipal staff. Council, Administration and staff each have an important role in moving the Plan from strategic direction to meaningful action.

The strategic initiatives identified throughout this Plan are intended to guide future projects and decisions rather than prescribe a fixed sequence of activities. Priorities may be advanced at different times based on municipal capacity, funding opportunities, infrastructure requirements and changing community needs.

Implementation will include:

- Integrating strategic priorities into annual budgeting and financial planning.
- Translating strategic initiatives into operational projects, activities and work plans.
- Aligning capital and infrastructure planning with the priorities identified in this Plan.
- Identifying appropriate timelines, responsibilities and resource requirements for individual initiatives.
- Pursuing grants, partnerships and external funding where opportunities support Oakview's priorities.
- Maintaining flexibility to respond to emerging needs, opportunities and changing circumstances.



The Strategic Plan establishes the direction. Annual planning and municipal operations turn that direction into action.

MONITORING PROGRESS

Keeping the Plan Relevant

Strategic planning is an ongoing process. Regular monitoring will help Council and Administration understand what has been accomplished, identify priorities requiring continued attention and ensure the Plan remains relevant as circumstances change.

Council and Administration will monitor progress by:

- Reviewing strategic priorities as part of annual planning and budgeting discussions.
- Tracking progress on strategic initiatives, projects and major infrastructure priorities.
- Reviewing completed initiatives and identifying appropriate next steps.
- Considering new information, community needs, funding opportunities and emerging challenges.
- Providing Council with regular updates on implementation and significant accomplishments.
- Communicating progress to residents and stakeholders where appropriate.
- Undertaking a more comprehensive review of the Strategic Plan as Oakview approaches the next municipal term.



The Plan is intended to remain focused but flexible. Priorities and implementation approaches may evolve, but Oakview's vision, mission and strategic pillars will continue to provide a framework for thoughtful, responsible and forward-looking municipal decision-making.



Thank You

Strong communities are built through shared commitment, thoughtful leadership and people who care about the place they call home.

The Rural Municipality of Oakview extends its sincere appreciation to Council, Administration and staff for the knowledge, experience and thoughtful contributions they brought to the 2026 strategic planning process.

We also recognize and thank the residents who participated in Oakview's 2024 strategic planning process. The perspectives and community input shared through that earlier work provided an important foundation for this Plan and helped inform the priorities carried forward and further developed through the 2026 planning process.

Our appreciation extends to all Oakview residents, volunteers, businesses, community organizations and partners who contribute to the strength and vitality of our communities.

**STRONG TODAY.
READY FOR TOMORROW.**





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