

2022 — 2025

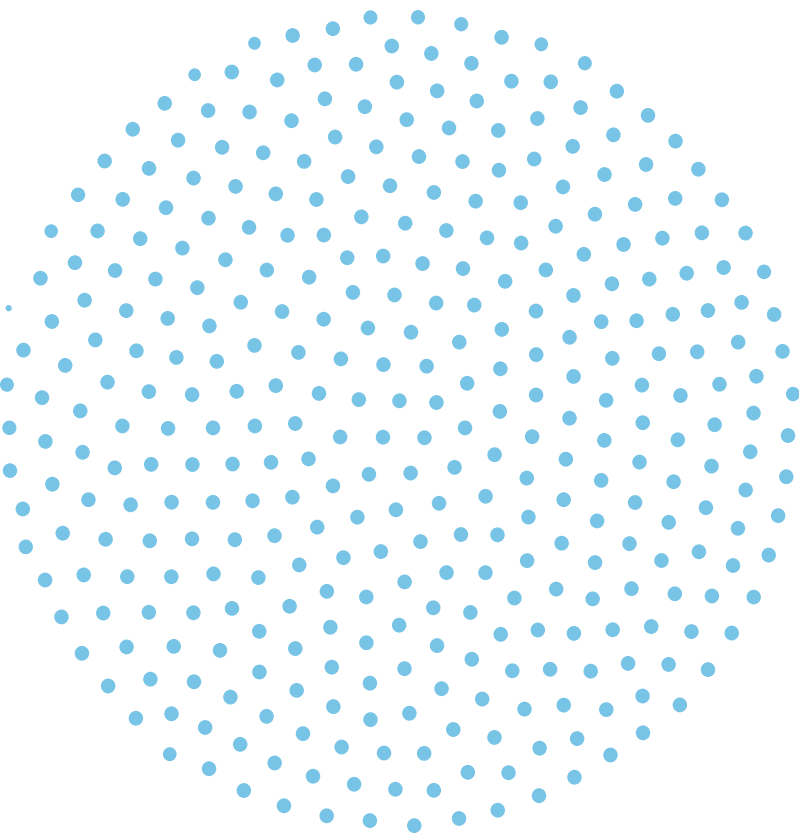
strategic *plan*



regional recreation
CORPORATION
of wood buffalo

contents

- 3 Vision
- 4 Mission
- 5 Values
- 6 Introduction
- 7 Near-Term Planning
- 8 People
- 9 Stewardship
- 10 Programs & Services
- 11 Community Engagement
- 12 Monitor / Refresh / Renew





our *vision*

Together, we create *community*

our *mission*

We inspire Wood Buffalo
to *gather, play & connect*



We are ONE Inspired Team.

together we *value*:



Excellent *Service*

We smile and welcome people in; guest experience is at the heart of everything we do.



Meaningful *Connections*

We build collaborative relationships & strengthen existing ones with every interaction.



Innovative *Experiences*

We take action on big ideas and creative solutions to elevate the experience of our guests.



Pride in *Accountability*

We provide safe, clean, fun and sustainable spaces for our community.



Social *Commitment*

We are proud of our commitment to the region and to all who call Wood Buffalo home.

introduction

The **Regional Recreation Corporation of Wood Buffalo (RRC) Strategic Plan** was developed under the governance of the RRC Board of Directors and in collaboration with the RRC Senior Leadership Team (SLT).

This document describes the preferred future of the RRC and provides strategies on how to achieve these results over the next three-years.

The priorities and strategies within this document also reflect feedback from employees through the **Great Place to Work Employee engagement project** conducted in October 2020, feedback from the community, and engagement of RMWB Mayor and Council.



Planning is based on four **Strategic Priorities**

- 1 | **People**
- 2 | **Stewardship**
- 3 | **Programs & Services**
- 4 | **Community Engagement**

Each priority has key performance indicators to describe how the RRC will measure success and specific Strategies which will be implemented to make success happen.

All strategies aim to align efforts with the mission and guide the organization toward achieving our vision:

Together, we create community.

near-term planning

The following **12 strategies** were prioritized for development of near-term (**12-18 month**) plans.

The near-term plan is designed to advance and expedite key segments of the strategy.

- 1 | Enhance Safety Performance**
- 2 | Reenergize an Industry Leading Workplace**
- 3 | Optimize Internal Communications**
- 4 | Create Learning & Development Plans**
- 5 | Develop Long Term Asset Plans**
- 6 | Refine Performance Metrics**
- 7 | Enhance IT Infrastructure**
- 8 | Instill Customer Experience Program (Utopia)**
- 9 | Enhance Space Management**
- 10 | Increase Rural Patron Engagement**
- 11 | Increase Indigenous Community Engagement**
- 12 | Unity in the Community**

1 | people

DEVELOP AND SUSTAIN THE PERSONNEL AND CULTURE REQUIRED FOR RRCWB TO PURSUE ITS STRATEGIC PLAN, BY ADVANCING OUR HUMAN RESOURCE PLANS AND PRACTICES.

Key Performance Indicators

- ✔ Improve ONE Team retention rate and increase employee engagement
- ✔ Implement learning and development plans
- ✔ Maintain/improve COR auditing
- ✔ Reduce total lost time incidents

STRATEGY		DEPARTMENT
<p>1.1 Enhance Safety Performance</p>	<p>Define and implement an approach to ensure the health and safety performance at the RRC is exceptional through proactive oversight and leadership. This strategy is a program comprised of multiple initiatives, as detailed in the Safety Near Term Initiative action plan.</p>	<p>OFFICE OF THE CEO</p>
<p>1.2 Reenergize an Industry Leading Workplace</p>	<p>Define and implement an approach to ensure that the human resources program and leadership are meeting the needs of the corporation and pushing the corporation to be a Great Place to Work. Initial tactics are to focus on re-establish the culture post-pandemic layoffs.</p>	<p>OFFICE OF THE CEO</p>
<p>1.3 Optimize Internal Communication</p>	<p>Develop the practices to fully utilize the communication tools (RRC Connect, etc.) to elevate the level of two-way communication with employees and between teams.</p>	<p>MARKETING & COMMUNITY ENGAGEMENT</p>
<p>1.4 Create Learning and Development Plans</p>	<p>Create learning and development plans for all positions. The plans will act as a road map for employees to help support their career and personal development.</p> <p>The accompanying process will allow for a focus on career management and help ensure there is two-way communication and dialogue. Initial efforts should focus on establishing higher levels of active accountability and goals in the leaders reporting to the SLT.</p>	<p>OFFICE OF THE CEO</p>

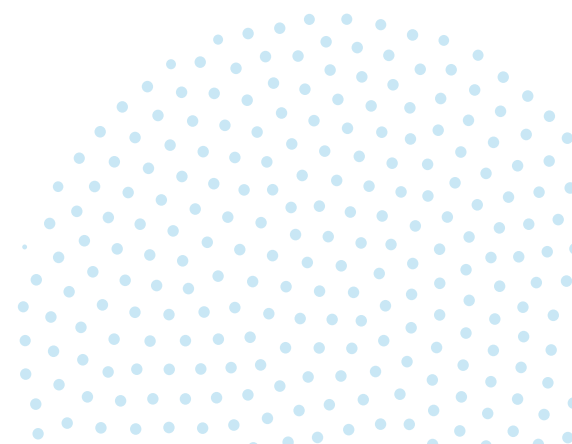
2 | Stewardship

WITH AN INCREASED FOCUS ON ENVIRONMENTAL SUSTAINABILITY, DEVELOP THE SYSTEMS, CULTURE AND PERFORMANCE THAT FORM THE BASIS OF THE CAREFUL AND RESPONSIBLE MANAGEMENT OF THE OWNER'S ASSETS AND DELIVERS ON OWNER EXPECTATIONS.

Key Performance Indicators

- ✔ Improve accuracy of lifecycle budget while meeting approved funding
- ✔ Independently verify lifecycle capital plan with critical asset condition
- ✔ Reduce overall organizational risk exposure
- ✔ Refine performance metrics to inform business decisions
- ✔ Understand key environmental improvement opportunities

STRATEGY		DEPARTMENT
<p>2.1 Develop Long Term Asset Plans</p>	<p>Develop 10-year capital and lifecycle plans to assist in the annual budgeting process and to provide the RMWB with enhanced surety related to long-term capital and lifecycle budgeting. Begin assessments to ascertain actual state of critical assets to optimize timing of capital expenditures and minimize surprises in capital planning.</p>	<p>OFFICE OF THE CEO</p>
<p>2.2 Refine Performance Metrics</p>	<p>Develop and roll out the performance measures, reports, and align distributed ownership and reviews to motivate superior business performance and enable sound business decisions to support our goals.</p> <p>Integrate performance measurement with planning such that targets setting is a sustainable routine. Seek methods to balance financial and non-financial metrics.</p>	<p>CORPORATE SERVICES</p>
<p>2.3 Enhance IT Infrastructure</p>	<p>Assess, lay out and enhance the interrelationships between software, IT tools, and data sets across the enterprise. [New].</p>	<p>INFORMATION TECHNOLOGY</p>





3 | programs & services

DEVELOP NEW OR REFINED SERVICES THAT DIFFERENTIATE OUR SERVICE OFFERING WHICH CONTRIBUTE TO, OR MAINTAIN, MEMBERSHIPS, PROGRAM PARTICIPATION AND NEW SUSTAINABLE REVENUE STREAMS.

Key Performance Indicators

- ✔ Increase revenue from new programs
- ✔ Decrease membership cancellations
- ✔ Achieve program fill rate targets
- ✔ Decrease program cancellation
- ✔ Increase revenue from new memberships
- ✔ Create new sustainable revenue streams
- ✔ Increase number of Wood Buffalo youth actively using the facility
- ✔ Increase facility utilization

STRATEGY	DEPARTMENT
<p>3.1 Enhance Customer Experience Program (Utopia)</p> <p>Assemble the learnings of previous customer experience design efforts into a RRC practice and implement it into remaining areas of the business including Food and Beverage and Golf.</p> <p>The approach will include understanding the customer need, mapping the customer journey, configuring technology support and measuring success.</p>	<p>MARKETING & COMMUNITY ENGAGEMENT</p>
<p>3.2 Enhance Space Management</p> <p>Develop a structure method to inventory, assess, creatively plan and actively monitor for the best and highest use of RRC's available space.</p> <p>The approach will encompass the assets, needs and drivers of rural/urban and lease/rental uses to assure the best opportunities are identified and actioned. Assessments will balance financial and societal contributions of various options.</p>	<p>OFFICE OF THE CEO</p>

4 | community engagement

DEVELOP THE MEANS AND METHODS TO ATTRACT AND RETAIN SPONSORS, SUPPORT SOCIAL COHESION IN THE COMMUNITY AND CREATE SHARED VALUE WITH OUR STAKEHOLDERS.

Key Performance Indicators

- ✔ Retain sponsorships and attract new partners
- ✔ Improve patron engagement and involvement across the region
- ✔ Actively improve and deepen working relationships and collaboration with social profits, schools, and other community stakeholders
- ✔ Increase Net Promoter Score

STRATEGY		DEPARTMENT
<h3>4.1 Increase Rural Patron Engagement</h3>	<p>Establish patron engagement plan for rural locations. Tactics in this approach are expected to include exploring how to successfully align local camp inhabitants with residents in their shared use of the facilities.</p>	<p>SPORT & RECREATION</p>
<h3>4.2 Increase Indigenous Community Engagement</h3>	<p>The strategy will define early, effective, respectful, and consistent engagement with the Indigenous community stakeholders, leading to a relationship that is respectful of the interests, priorities and values being expressed by the Indigenous communities and their active participation in RRC facilities and programs.</p> <p>The approach should seek to patiently understand first, it should be aligned and supportive of concurrent RMWB efforts, and it should identify the elements of the Truth and Reconciliation Commission report which align with the RRC's mandate. Tactics are to include how we best work with the new Métis Cultural Center.</p>	<p>MARKETING & COMMUNITY ENGAGEMENT</p>
<h3>4.3 Unity in the Community</h3>	<p>Examine and identify planful ways and policies to leveraging our facilities, staff and resources to develop non-traditional partnerships (e.g. non-profits and community organizations, etc.) that enrich the community. Tactics will include a review of previous adhoc efforts, developing success/impact measures, and reporting to communicate the contribution of such efforts.</p>	<p>MARKETING & COMMUNITY ENGAGEMENT</p>

monitor, refresh, renew

THE RRC SENIOR LEADERSHIP TEAM DEVELOPED THE SUSTAINMENT STRUCTURE FOR STRATEGIC PLANNING MONITORING, REFRESH AND RENEWAL.

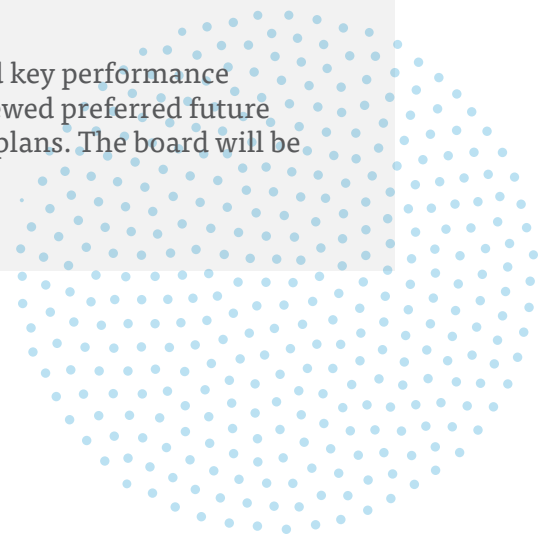
Monitoring will consist of a monthly review of the execution of the near-term plans by the Senior Leadership Team. This review will provide each department the opportunity to present on strategy progress, identifying challenges and solutions and verifying that the plan is having the intended effect of the expected key performance indicators. Collectively, the Senior Leadership Team will support the plan champions through resource assignment and by fulfilling support tasks as assigned. The near-term plans are hosted on a shared platform to allow all members to regularly view and update the plans.

Refreshing will consist of an annual quick validation of the vision, mission and values. Key performance indicators will be further developed as baseline measures are established and the RRCWB becomes more familiar with measuring systems and target setting. Completed strategies will be evaluated for effectiveness and archived.

New strategies will be developed and/or selected for development of new near-term plans to drive ongoing execution and progress. The RRC Board of Directors will approve the refreshed strategic plan.

Renewing will take place after the plan's 3-year term.

The renewal will test the relevance of the vision, mission, values and key performance indicators, which will be modified or replaced as required. This renewed preferred future will form the basis for the development of strategies and near-term plans. The board will be consulted for input and will approve the renewed strategic plan.



• RRC •
PARTNERS
ANNUAL

GOLF TOUR

regional recreation
CORPORATION
of wood buffalo

regional recreation
CORPORATION
of wood buffalo

