

2022 — 2025

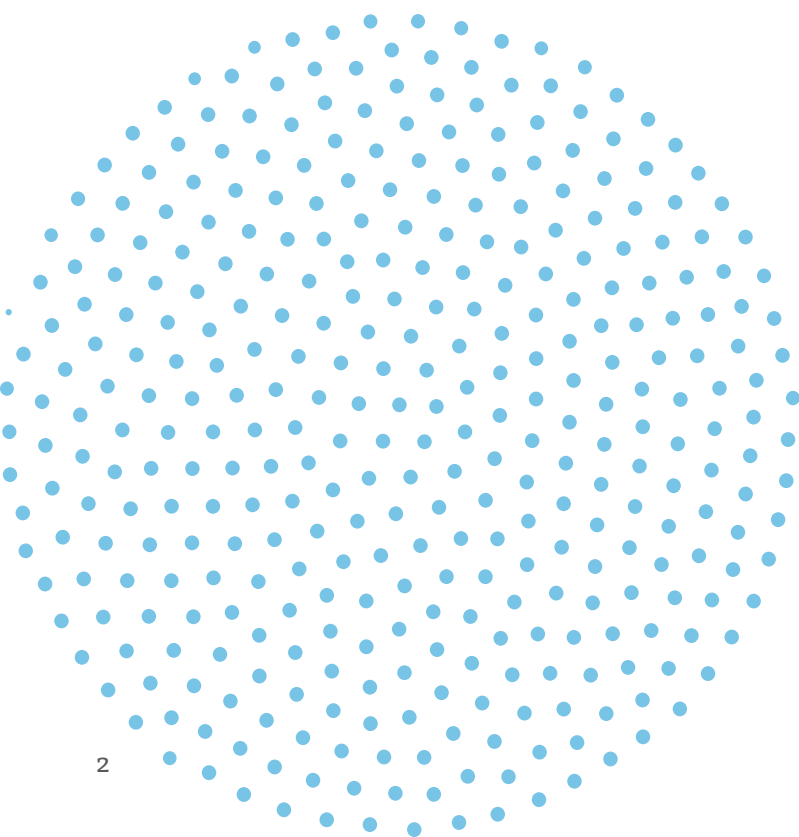
# strategic *plan*



regional recreation  
**CORPORATION**  
*of wood buffalo*

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*The Regional Recreation Corporation of Wood Buffalo humbly acknowledges that the land on which we gather, play and connect is Treaty 8 Territory, the traditional lands of the Cree and Dene, and the unceded territory of the Métis.*



A photograph of two young girls wearing hijabs, smiling and holding up white paper crafts. The image is overlaid with a blue tint and a decorative pattern of white dots in the top right corner. A yellow vertical bar is on the left side of the text.

# 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 **7 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 | Human Resources Program Enhancements**
- 4 | Develop Long-Term Asset Plans**
- 5 | Enhance IT Infrastructures**
- 6 | Customer Experience Enhancements**
- 7 | Community Partnerships**



# 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

- ✓ Achieve 93% or higher in the 2023 COR Audit
- ✓ Achieve 0 days lost as a result of worker injury
- ✓ 100% completion of competency assessments for workers performing enhanced risk tasks
- ✓ Achieve 82% or higher in the 2023 Great Place to Work employee survey
- ✓ 100% completion of required employee training programs defined in the Near Term Plans

STRATEGY		DEPARTMENT
<p><b>1.1 Enhance Safety Performance</b></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 action plan.</p>	<p>CORPORATE SERVICES</p>
<p><b>1.2 Reenergize an Industry Leading Workplace</b></p>	<p>Define and implement an approach to employee engagement to ensure that continuous improvement is achieved and that the RRC establishes itself as a <b>Great Place to Work</b>. This strategy is a program comprised of multiple initiatives, as detailed in the action plan.</p>	<p>OFFICE OF THE CEO</p>
<p><b>1.3 Human Resource Program Enhancements</b></p>	<p>Enhance the RRC's Human Resources programs through the implementation of new initiatives aimed at solidifying RRC record keeping, improving succession planning and expanding opportunities for professional development throughout the entire organization.</p>	<p>OFFICE OF THE CEO</p>

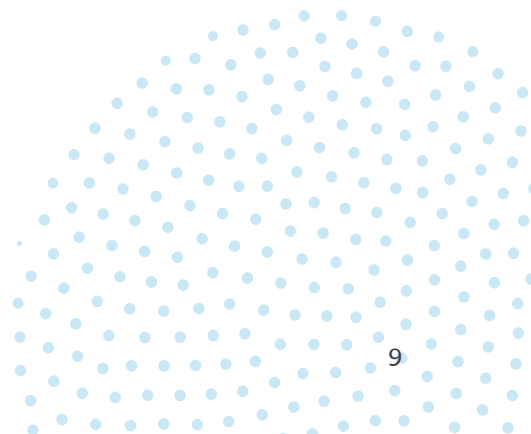
# 2 | Stewardship

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

- ✔ 100% completion of third-party lifecycle and capital assessments and asset inventory updates of all RRC operated facilities
- ✔ Complete Asset Management Professional (AMP) training for a minimum of three (3) RRC leaders
- ✔ Development and Board adoption of a refreshed Asset Management Policy & Strategic Asset Management Plan (SAMP)
- ✔ 100% completion of Microsoft 365
- ✔ Exchange Online migration 100% completion of remediation initiatives based on the triennial Cybersecurity and Vulnerability Assessment and Penetration test

STRATEGY		DEPARTMENT
<p><b>2.1 Develop Long-Term Asset Plans</b></p>	<p>Enhance the RRC's long-term asset management program by advancing initiatives intended to align with ISO standards for asset management. Build upon work completed in this area with the intention of solidifying an industry leading asset management program.</p>	<p>FACILITIES MANAGEMENT</p>
<p><b>2.3 Enhance IT Infrastructure</b></p>	<p>Ensure the reliability of existing systems and the implementation of new systems where possible to support internal operations and customer experience delivery expertise.</p>	<p>INFORMATION TECHNOLOGY</p>





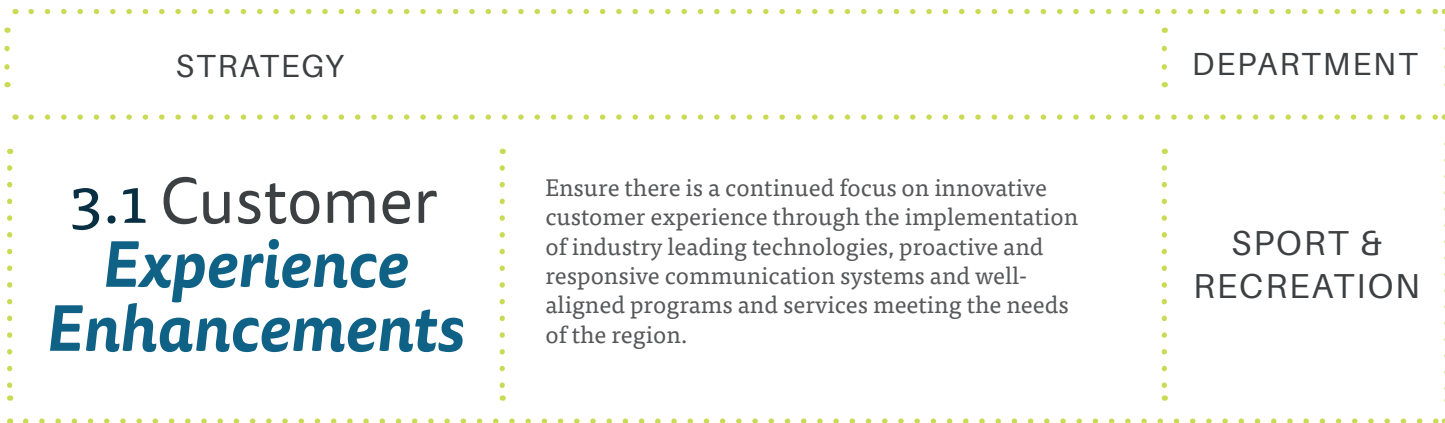


# 3 | programs & services

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

- ✔ Achieve a 9% increase in the RRC's Net Promoter Score
- ✔ Achieve a minimum of 80% of programs registered through Xplor Recreation online
- ✔ Develop and launch a mobile app before the end of 2023
- ✔ Develop and launch a new user-friendly website for MIP before the end of 2023
- ✔ Achieve 100% completion of customer experience technology enhancement projects



# 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

- ✔ Identify and develop plan for student practicum opportunities in key business areas
- ✔ Identify team skill sets and match with local organizations for specific volunteer opportunities
- ✔ Establish partnerships with local non-profit organizations to reduce kitchen food waste by 10%
- ✔ Develop and implement a plan for hospitality clients to support food security programs in the region through “topping up their bill”
- ✔ Increase rural engagement by 5%
- ✔ Complete the sport tourism partnership engagement strategy by end of 2023

### STRATEGY

### DEPARTMENT

## 4.1 Community Partnerships

Identify natural opportunities for the RRC to extend its operational capabilities and enable its people to add shared value to existing programs in the community.

## MARKETING & COMMUNITY ENGAGEMENT



# 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*