



# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>2</b>
<b>STRATEGIC GOALS &amp; ACTION PLAN</b>	<b>3</b>
FINANCIAL ACCOUNTABILITY	4
STRATEGIC GOAL ONE	4
STRATEGIC GOAL TWO	5
INFRASTRUCTURE GROWTH & TECHNOLOGY	6
STRATEGIC GOAL ONE	6
STRATEGIC GOAL TWO	7
OPERATIONAL EXCELLENCE	8
STRATEGIC GOAL ONE	8
STRATEGIC GOAL TWO	9
STRATEGIC GOAL THREE	10
ORGANIZATIONAL EXCELLENCE	11
STRATEGIC GOAL ONE	11
STRATEGIC GOAL TWO	13
RELATIONSHIPS	14
STRATEGIC GOAL ONE	14
STRATEGIC GOAL TWO	15
<b>BRANCH FINANCIALS</b>	<b>16</b>
2018 BUDGETED BRANCH REVENUE	17
2018 BUDGETED BRANCH EXPENDITURE	18
PRICE SETTING GUIDING PRINCIPLES (2019-2022)	19

Revision Log	
Draft-July, 2018	--
Draft2-July, 2018	Updates to performance measures and featured activities.

# EXECUTIVE SUMMARY

Under the new 'Modern Municipal Corporation' strategic approach, which has been championed by the City Manager, the City has restructured how we do business. The role of senior leadership has been redefined taking focus on supporting the City Manager and ensuring an integrated approach to the development and alignment of corporate strategy. Following from this direction, staff within each department have been tasked with realizing corporate strategy by working in a more integrated fashion where best options are put forward and branches work more collectively, rather than compete for resources.

The Community and Recreation Facilities branch ("the Branch") has taken the modern municipal corporation model and fully applied it to the strategic and operational work taking place at the branch level. This new approach not only supports realization of the corporate culture commitments, but also has been instrumental in the development and planned governance of the Branch Business Plan, which includes the Operational (Branch) Action Plan.

To ensure support of department focus areas, responsiveness to environmental forces and improvement in business performance, the Branch Leadership Team has established five strategic pillars for the Branch:

1. Financial Accountability
2. Infrastructure Growth & Technology
3. Operational Excellence
4. Organizational Excellence
5. Relationships

Each of these pillars have strategic goals, outcomes, strategies, measures and associated activities. Moreover, to manage progress within these five key focus areas, each strategic pillar has an associated Business Planning and Governance Committee that is co-chaired by two Directors and supported by Managerial Supervisors from across the Branch.

Committees play a key role in working with sections across the Branch to advance, track and report progress within each strategic focus area.

This document outlines the 2018 to 2022 strategic, as well as operational, approach being undertaken by the Community and Recreation Facilities branch.

## BRANCH VISION ■

Creating vibrant places.

## BRANCH MISSION ■

We develop, manage, animate and preserve recreation facilities.

## ENDORISING CORPORATE CULTURE COMMITMENTS ■

As a Branch, we fully endorse and actively seek opportunities to embody the five Corporate Culture Commitments.

We are:

Safe

We are:

Helpful

We are:

Accountable

We are:

Integrated

We are:

Excellent

## QUICK STATS ABOUT THE BRANCH ■

Branch Manager:

Roger Jevne

Sections within the Branch:

Nine

Branch Headcount (2017):

Over 2K

Facility Attendance (2017):

9.35M

Annual Revenue (2017):

68.6M

# STRATEGIC GOALS & ACTION PLAN



# FINANCIAL ACCOUNTABILITY ■

## FINANCIAL ACCOUNTABILITY DEFINED

**Stewardship:** Accountability for the use of City resources.

**Business Acumen:** Financial-based decisions through utilization and understanding of software that helps organize and analyze data (information systems).

Corporate Goal(s): Healthy City | Department Focus Area(s): Well Managed Department

## STRATEGIC GOAL ONE

Budgets across the Branch are effectively developed and secured. While each year, the Branch also operates within expenditure allocation (capital and operating) and meets or exceeds revenue targets.

### OUTCOMES

1. Financial-based resources and assets (operational and capital) are effectively secured, monitored and managed across the Branch.
2. Fees are effectively set across the Branch to realize certain objectives, such as cost-recovery, competitive market position, social return targets and / or program service review recommendation.
3. Performance ratios surrounding Branch financial health are established, managed and monitored with targets set annually.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Branch revenue	TBA	TBA
→ Branch expenditure	TBA	TBA
→ Branch cost recovery ratio	TBA	TBA
→ Number of single admission fees at or below optimum price point	TBA	TBA

## STRATEGIES

1. **Unify Financial Data Sources** - Unify the sources from which financial information is gathered, accessed and / or distributed across the Branch.
2. **Ensure well Executed Budget Planning** - Ensure operating and capital budget processes are effectively developed (needs identified, justified and planned prior to corporate budget preparation processes).
3. **Set Fees for Fiscal Responsibility** - While ensuring social responsibility, effectively set fees to be market-driven and fiscally responsible.
4. **Unify Indicators of Financial Success** - Financial performance measures are unified to better align how financial success is defined and managed.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Streamline Cost Centers at Each Facility</b> - Review, update and reduce the number of cost centers within SAP across lines of business and facilities	Strategy One	2018
2. <b>Re-Allocate / Assign Budgets to Cost Centres / Cost Elements</b> - Budgeted funds are allocated appropriately to actual spending requirements; aligned to relevant cost centre and element	Strategy Two	2018-2022
3. <b>Pricing / Fee Strategy (2019-2022)</b> - Engagement, development and implementation of the CRF fee strategy, fee policy (update) and 2019-2022 'Council approved' fees	Strategy Three	2018
4. <b>Program Service Review: Facility financial health reporting (recomm. 4)</b> - Establish financial performance (revenue / cost) targets and threshold response plan for facilities.	Strategy Four	2018-2019

## STRATEGIC GOAL TWO

By 2022, all lines of business, at every level of the Branch, are using analytics (financial and non-financial) at least on a monthly basis to effectively operate as well as realize strategy.

### OUTCOMES

1. Financial accountability is deeply integrated within the culture, performance expectation, decision making and leadership of the Branch.
2. Barriers to access are reduced and frontline staff are using information systems, such as dashboards and financial performance reports, monthly to make operational decisions and ensure action plan progress.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Operating budget variance by section	TBA	TBA
→ Active user count of CRF Branch Dashboard (Tableau)	TBA	TBA

### STRATEGIES

1. **Increase Accessibility and Usage of Financial Information** - Lower barriers of access to financial-based information systems, increase usage of these systems and disseminate financial information in a meaningful and targeted way.
2. **Increase Financial Knowledge and Acumen** - Engage and develop the financial acumen of staff across the Branch to better support decision making.
3. **Adopt Bottom-Up Approach to Financial Management** - Relevantly communicate financial information to all levels and encourage frontline insights on how to improve financial performance.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Enhance Monthly Performance Reporting to the Extended Branch Leadership Team</b> - In collaboration with Finance and Integrated Strategy Development branches, enhance monthly performance reporting and distribution to be more prescriptive and action-oriented (includes, section / facility reporting, reserves reporting, POSSE reporting).	Strategy One	2019
2. <b>Boardroom to Frontline Performance Measures Distribution</b> - Leveraging multiple channels, including the branch dashboard, performance measures will be distributed at least quarterly to all levels of staff.	Strategy Two	2018-Ongoing
3. <b>Bottom-Up Financial Variance Reporting</b> - Each facility or program manager/team lead will be trained to manage their own cost centre and manage variance explanations (starting in specific sections).	Strategy Three	2018-Ongoing

# INFRASTRUCTURE GROWTH & TECHNOLOGY

## INFRASTRUCTURE GROWTH & TECHNOLOGY DEFINED

**Infrastructure:** Infrastructure renewal, refresh, investment and growth.

**Technology:** Adoption / utilization of technology to stay competitive.

Corporate Goal(s): Healthy City, Urban Places | Department Focus Area(s): Healthy City, Well Managed Department

## STRATEGIC GOAL ONE

Facilities, amenities and other capital assets (infrastructure) are effectively managed throughout capital projects and operational life cycles, while continuing to meet organizational standards and public expectation on an annual basis.

### OUTCOMES

1. Infrastructure continues to be accessible and relevant to community needs as well as adaptive to population growth of the city and region.
2. Through effective collaboration, maintenance being undertaken at facilities and amenities is well managed and communicated.
3. Program Service Review recommendations surrounding asset management, minimization of equipment/facility downtime and facility financial health are addressed.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Total schedule variance / overrun (in days) for facility shutdowns	TBA	TBA
→ Number of patrons accommodated for shutdowns	TBA	TBA
→ Annual maintenance costs as a percent of total branch expenditure	TBA	TBA

## STRATEGIES

1. **Introduce Citizen-Centric Focus to Infrastructure Planning** - Ensure a citizen-centric and market-driven approach to infrastructure accessibility, relevance and growth / renewal.
2. **Align Lifecycle / Growth / Renewal Projects** - Lifecycle, growth and renewal projects are continuously aligned with Integrated Infrastructure Services processes and stewarded with various internal, as well as external, stakeholders / partners; bridging the gap between initial project consultation and project hand-off.
3. **Better Understand Regional Infrastructure / Inventory** - Pursue a more in-depth formal understanding of services / amenities within the Edmonton region to determine facility gaps, customer expectations and infrastructure growth needs.
4. **Improve Equipment Management** - Ensure that equipment purchases are comprehensively identified, classified, valued (amortized), as well as assigned accurate valuation across business areas and facility maintenance services.
5. **Leverage Resources to Maintain Equipment / Technology** - Leverage internal expertise to support / maintain new and existing equipment / technology.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Borden Natural Swimming Pool Opening</b> - As the final step of the larger public engagement process, grand opening and launch of Borden Natural Swimming Pool.	Strategy 1	2018
2. <b>Commonwealth Stadium Master Plan</b> - Plan to establish immediate stadium needs and set infrastructure direction for the next 20 years.	Strategy 2	2018
3. <b>Lewis Farms Recreation Centre Development</b> - Work with Integrated Infrastructure Services, and external stakeholders, to realize facility development and hand-off.	Strategy 2	2018-2022
4. <b>Branch-Wide Fleet Optimization</b> - CRF fleet optimization will require FTE dedication to manage and support existing vehicle and equipment coordination.	Strategy 4	2020
5. <b>Business Support Team for Operational Delivery of RAMS</b> - Introduction of an Applications and Business Integration Lead and application configuration specialist to support the training, requirements gathering and ongoing enhancement of RAMS.	Strategy 5	2018-2019

## STRATEGIC GOAL TWO

Working with internal stakeholders, technologies (new and existing) identified as core to the Branch are systematically introduced/trained, adopted, supported and developed; performance measures and annual targets established by 2019.

### OUTCOMES

1. Technology platforms used by the Branch have minimal down-time, are well aligned with training opportunities and are prioritized for ongoing development (continuous improvement).
2. Technological solutions are leveraged that enable one-source of truth (in terms of data) and data-driven decision making.
3. Emerging/competitive technologies are effectively monitored, assessed and introduced to the Branch in a timely manner.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ RAMS application performance (support tickets generated)	TBA	TBA
→ Ratio of online program registrations to total registrations	TBA	TBA
→ DETS application performance (support tickets generated)	TBA	TBA

### STRATEGIES

1. **Increase Customer Access / Adoption of Technology** - Better align customer expectation and self-service options by increasing customer access and adoption of technological solutions available for recreation / attraction / facility offerings.
2. **Better Leverage Existing Technology** - Better leverage existing technology solutions available across the corporation (mitigating risk and increasing data-driven decisions) and more closely integrate into the corporate open data approach to enhance service delivery.
3. **Empower Technological Innovation** - Empower staff to monitor industry trends, manage risk and realize technological innovation.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Online Application for Leisure Access Program</b> - Introduction of an online application channel for the Leisure Access Program. Application materials and approval status facilitated through this channel.	Strategy 1	2018-2019
2. <b>Automation Pilot for Customer Service Delivery at Facilities</b> - Working with the Integrated Strategic Development branch and Analytics Centre of Excellence, embark on a pilot project to better streamline customer service processes and address unfavourable personnel expenditure through automation and/or process improvement.	Strategy 2	2018-2019
3. <b>Recreation &amp; Attractions Management System (RAMS) Implementation</b> - Implement RAMS technology along with associated golf and online platforms to improve citizen and staff experience.	Strategy 3	2018 - 2019

# OPERATIONAL EXCELLENCE ■

## OPERATIONAL EXCELLENCE DEFINED

**Facility and Event Operation:** Efficient, effective and publicly-satisfied operation of facilities, open spaces and events.

**Service Delivery:** Excellence in service delivery within facilities, open spaces, events and the community.

**Safety & Environment:** Leadership in occupational health and safety, public safety, environmental management and security.

Corporate Goal(s): *Healthy City, Urban Places* | Department Focus Area(s): *Edmonton is a Safe City, Healthy City, Well Managed Department*

## STRATEGIC GOAL ONE

By 2022, Branch products/services, programs, initiatives, events and operating hours (deliverables), are effectively managed and resourced according to operational/outcome area performance measures.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Facility attendance	TBA	TBA
→ Pass sales	N/A	TBA
→ Hours booked and rented	TBA	TBA

### OUTCOMES

1. Deliverable planning, implementation and operation is integrated, efficient and effective.
2. Public/client expectations are met in terms of deliverable availability and quality.

### STRATEGIES

1. **Ensure Clear Accountability and Quality of Branch Deliverables** - Collaboratively establish Branch 'deliverables' with clear lines of accountability and effective delivery.
2. **Improve Collaboration at the Facility Level** - Take a 360 approach to operational planning, better integrating sections, lines of business, stakeholders and business partners each year.
3. **Integrate Industry Best Practices and Trends** - Better monitor and more directly integrate industry standards, best practices and trends within our service delivery.
4. **Manage Public / Client Expectations** - Manage public / client expectation by effectively communicating (and understanding) business priorities, mandates and our Branch role within an integrated modern municipal corporation.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Facility Based Cost-Recovery Targets</b> - Establish acceptable cost recovery targets for facilities or groups of facilities to allow better tracking.	Strategy 1	2019
2. <b>Review City Hall Fountain / Pool Operating Model</b> - Identify operating efficiencies for the City Hall fountain / pool in collaboration with various stakeholders; maximizing pool operation and compliance with Alberta Health Services legislation.	Strategy 2	2018
3. <b>Monitor, Assess and Integrate Trends for Stadium Security Practices</b> - Update security practices for all events at Commonwealth Stadium by monitoring and integrating industry trends and best practices, includes approach to searches, relationship with law enforcement, personnel accreditation process, etc.	Strategy 3	2019-2020
4. <b>Inclusive Change Rooms Communications</b> - Further communications to build awareness surrounding inclusive change rooms at facilities.	Strategy 4	2018

## STRATEGIC GOAL TWO

By 2020, the Branch formally establishes a hierarchy of operational and outcome area performance measures; setting targets annually and managing progress quarterly.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ N/A	N/A	N/A

### OUTCOMES

1. Branch success is uniformly defined with an understanding of how individual measures contribute towards the whole.
2. Operational Branch performance is well managed by Extended Branch Leadership.

### STRATEGIES

1. **Standardize Operational Success** - Standardize how the Branch defines, measures and works towards achieving operational success; unifying definitions, progress measures and activities.
2. **Introduce Performance Measures for Each Line of Business** - Introduce performance measures for each line of business (establishing baselines, setting annual performance targets and reporting progress - informing evidence-based decision making).

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Branch Performance Measures and Reporting</b> - Through the Branch business planning process, Branch performance measures are identified, targets are established and progress is reported quarterly by each committee.	Strategy 1	2018-2022
2. <b>Integrate Business Performance Dashboard into Decision Making</b> - Leverage the business performance dashboard (Tableau) to evaluate capacity, improve utilization, increase efficiency and support data-driven decision making.	Strategy 2	2018-2022

## STRATEGIC GOAL THREE

The Branch persists as a leader in Occupational Health, Safety and Environmental practice, while remaining compliant to the OneCity ISO 14001:2015 standard as well as Provincial OH&S Legislation and City of Edmonton OH&S Standards/Guidelines.

### OUTCOMES

1. Environmental risk is minimized at the facility level and staff understand, as well as abide by, the environmental policy.
2. Continuously reduced near miss, lost-time and abusive patron incidents.
3. All OH&S incidents are reported through formal channels in a timely manner.
4. Citizens and staff feel safe within Branch facilities, events and open spaces.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Number of near miss incidents	TBA	TBA
→ Number of lost time incidents	TBA	TBA
→ Incidents of assault and violent acts on staff	TBA	N/A

### STRATEGIES

1. **Minimize Risk and Improve Awareness of Environmental Management** - Continuous improvement and innovation in environmental awareness and risk minimization.
2. **Leverage Safety Data and Uniformly Rollout Best Practices** - Continue to utilize safety data and rollout best practices consistently across the Branch to realize operational improvement and address issues before they escalate.
3. **Remove Barriers for Incident Reporting** - Remove barriers for incident reporting across the Branch by increasing procedural awareness, ensuring reporting platforms are easily accessible and confirming that procedures are being followed.
4. **Ensure Applicability and Effective Practice of Safety Programs / Procedures** - Ensure that (1) procedures can be applied across facilities, open space and park settings (2) mock procedures can be applied to all scenarios (3) citizen and staff concerns are documented and integrated into programs/procedures (4) Branch is equipped to deliver these needs.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Enviso Facility Compliance Inspection Program</b> - A program that includes process to ensure effective inspections for fuel, chemical and waste storage.	Strategy 1	2018-2022
2. <b>Align Neighbourhood Experiences Unit to Working Alone Policy</b> - Review working alone practices within the Neighbourhood Experiences unit, identifying areas for improvement (in terms of corporate policy) and implementing those changes to further align.	Strategy 2	2018-2019
3. <b>Standardized Access to Safety Data Management System (SDMS)</b> - Establish easy access and standard inputting procedures for SDMS while also ensuring effective records management (completions) and reporting.	Strategy 3	2018
4. <b>Rollout New Abusive Patron Program / Training</b> - Introduction of a new Branch approved program to manage abusive patrons, including specialized staff training.	Strategy 4	2018

# ORGANIZATIONAL EXCELLENCE ■

## ORGANIZATIONAL EXCELLENCE DEFINED

**Integration:** Proactive and integrated as a transparent public entity.

**Strategy and Innovation:** Capacity for strategy and innovation within a competitive market / environment.

**Staff Investment:** High-performance through staff wellness, development and retention.

Corporate Goal(s): Healthy City | Department Focus Area(s): Well Managed Department

## STRATEGIC GOAL ONE

By 2019, Extended Branch Leadership has fully adopted the Modern Municipal Corporation approach, including the Governor-Agent-Team model, newly defined role profiles (Branch Manager, Directors and Supervisors), Corporate Culture Commitments and newly established CRF performance measures to track progress annually.

### OUTCOMES

1. The Deputy City Manager (Citizen Services), Branch Manager (Community and Recreation Facilities) and Citizen Services Leadership Team (CSLT) remain well informed with timely and accurate information.
2. Responses to Council/Committee inquiries, including motions made, integrate perspectives from across the City and are provided in a timely manner.
3. Extended Branch Leadership cohesively work in collaboration (across Branch, City, partners and stakeholders) to maximize strategic direction and operation of the Branch.
4. Staff are recruited, developed, trained and retained through an integrated Branch-wide approach that ensures overall wellness, rounded experiences and continuous improvement.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Employee rating on link between work and City's long-term vision	TBA	N/A
→ Overall Branch corporate culture rating	TBA	N/A
→ Duration to close Councillor inquiries routed through Branch Manager's Office	TBA	TBA
→ Employee resignation rate within Branch	TBA	TBA

### STRATEGIES

1. **Strengthen Two-Way Communication** - Implement Branch-wide (and to DCM) methods of two-way communication (leadership to operations and vice-versa) for high-profile, high-impact, politically-sensitive and / or urgent initiatives; ensuring a proactive approach.
2. **Better Manage Authority by Role** - More clearly define, manage and action the authorities and accountabilities for each supervisory level within the Branch; minimizing unnecessary decision making by senior leadership.
3. **Strengthen Delivery of Executive Reports** - Increase staff competency of the corporate reporting process (templates, writing standards, cross-department integration / accountability, approval approach and presentation to Council / Committee).
4. **Better Manage Informal Requests by Executives** - Better manage, communicate and standardize, Branch responses to informal requests for information made by senior executives and Council / Committee.
5. **Increase Face-to-Face Staff Engagement** - Increase face-to-face staff / stakeholder engagement and working relationship development opportunities, including maximizing meeting structures for better corporate collaboration.
6. **Invest in Employee Lifecycle Management** (at these stages) - (1) *Recruitment* - Standardize recruitment practices and more effectively differentiate and determine the best candidate. (2) *Staff Engagement* - Develop a collaborative approach to career development, as well as existing job development, and invest in mental and physical well-being of staff. (3) *Succession Planning* - Formalize succession planning at all levels.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Introduce Emerging Issues Reporting Tool</b> - Review available applications being used within the City and introduce a tool that provides Branch Leadership with updates on emerging issues (and opportunities for two way engagement).	Strategy One	2019
2. <b>Service Level Agreement Inventory and Additions</b> - Take inventory of existing service level agreements and identify further opportunities (including shared outcome areas).	Strategy Two	2019
3. <b>Committee / Council Report Training and Process Improvement (CRF Specific)</b> - Working with the Strategic Coordinator, formalize new milestones that supplement the Council / Committee report writing approach across the Branch. More directly integrate the Branch Manager into the early planning and writing stages. Also includes additional investment in training and change management.	Strategy Three	2019
4. <b>Response Tracker for Informal Councillor / Executive Inquiries</b> - Introduce a branch-wide issues management tracking tool to both identify the volume, nature and frequency of inquiries coming from Councillors / executives as well as the active status of the response (assigned, in development, responded, date contacted / closed, etc.).	Strategy Four	2019
5. <b>Sport User Group Engagement</b> - Operational staff regularly (at least quarterly) meet with sport users groups and associated stakeholders through user group committees to provide information on operations, usage and disruptions; offering a feedback mechanism for all affected parties.	Strategy Five	2018-2022
6. <b>Succession / Career Planning</b> - Develop and implement succession planning using corporate framework, having career planning discussions with staff at least semi-annually.	Strategy Six	2018-2022

## STRATEGIC GOAL TWO

By 2020, the Branch is structured, aligned and fully operating to successfully deliver on corporate strategy, service expectations, assigned outcomes and future growth; a hierarchy of organizational performance measures will be established with targets set annually.

### OUTCOMES

1. The Branch fully complements the corporate strategic management framework; supporting realization of the Corporate Culture Commitments, Corporate Strategic Plan, Department Business Plan and annual Branch Action Plans.
2. Through efficiencies and economies of scale, capacity (adaptive, technical, management and leadership) is realized for growth and the pursuit of ongoing innovation.
3. The Branch is structured for efficiency, effectiveness and responsiveness (to current and future demands), while also ensuring clear accountability and best practice.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Branch personnel budget	TBA	TBA
→ Average duration of vacant positions across the Branch	TBA	TBA
→ Net change of permanent staff movement in / out Branch	TBA	TBA

### STRATEGIES

1. **Better Leverage Staff to Deliver Strategy** - Take an employee-focussed approach where staff feel that they own business planning and are connected to the delivery.
2. **Invest in Corporate Culture** - Investment in Corporate Culture and team building activities across the Branch.
3. **Improve Resource Management** - Better realize capacity by improving management of existing resources (fiscal, staff, assets) and further leveraging efficiencies across the Branch; determining and re-assigning resources where they'll get the most return within the Branch.
4. **Improve Branch Delivery and Structure** - Improve Branch delivery by determining performance of existing organizational design, identifying best practice options and better structuring the Branch for growth.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Branch Strategic Business Plan / Operational Action Plan Implementation</b> - Process development, implementation and reporting of the Branch Strategic Business Plan and Operational Action Plan through the committee governance structure.	Strategy One	2018-2022
2. <b>Participation in the Corporate Cultural Ambassador Program</b> - Review / refresh branch participants, ensuring all sections are represented. Reps providing updates at operational meetings and presenting insights to increase staff satisfaction.	Strategy Two	2018-2022
3. <b>Marketing &amp; Communications Service Model Implementation</b> - Work in partnership with Communications and Engagement department to put in place a service level agreement, budget oversight process, decision-making process and procedures for project handoffs / approvals / close-offs.	Strategy Three	2018
4. <b>Branch Organizational Design Assessment and Continuous Improvement</b> - Provide Branch Leadership Team with support by engaging in research for best practice, identifying success factors and bringing forward recommendations for organizational design improvements.	Strategy Four	2018-2019

# RELATIONSHIPS ■

## RELATIONSHIPS DEFINED

**Connectivity:** Connection with Citizens through customer service delivery.

**Image and Reputation:** Reputation management of the Branch, Department and City, as well as the interdependent relationships.

**Partnerships:** Engagement of organizations across recreation, sport, attractions and events.

Corporate Goal(s): *Healthy City, Regional Prosperity* | Department Focus Area(s): *Connected Citizen, Healthy City, Inclusive and Vibrant, Well Managed Department*

## STRATEGIC GOAL ONE

By 2022, the Branch becomes an industry leader in Customer Experience (CX) Management and has a well established hierarchy of CX performance measures (with annual targets) across all core lines of business.

### OUTCOMES

1. The full customer lifecycle, from developing awareness to solidifying retention / reacquisition, is well understood and collaboratively managed among extended branch leadership and frontline staff.
2. The Branch is a leader in customer service delivery, brand development and execution as well as program engagement (connecting to a diversity of citizens within the community - both digitally and face-to-face).
3. Through engagement processes, the diversity of citizen perspectives are well captured, as well as tracked, and social connectivity (community participation) as a result of Branch activity is well measured.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Net promoter score	TBA	TBA
→ Market share of community recreation facilities	TBA	TBA
→ Market share of attraction facilities	TBA	TBA
→ Overall customer satisfaction at facilities	TBA	TBA

## STRATEGIES

1. **Increase Acumen / Application of Customer Experience Management** - Increase the knowledge and practice of customer experience and lifecycle management methodology within all customer-facing lines of business - increasing retention.
2. **Evolve Customer Service Standards** - Customer service standards are further evolved and standardized to improve satisfaction and meet expectations.
3. **Formalize Citizen Engagement of Programs and Services** - Take a more formal approach to identify how citizen perspectives on programs and services will be captured through engagement.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Customer Experience and Lifecycle Strategy Development (phase 1)</b> - Map and develop customer experience focused strategies for the first phases (awareness and conversion) of the customer lifecycle in terms of membership onboarding and program registration (across facilities).	Strategy 1	2018-2019
2. <b>Quality Service Training Program</b> - Customer service delivery training program. Module one implementation 2018 (additional modules in 2019).	Strategy 2	2018
3. <b>Sports User Committee Continuous Improvement and Governance</b> - Following from the Continuous Improvement Initiative started in 2016, strengthening governance, operation, focus and end user engagement through these sports user committees.	Strategy 3	2018-2022

## STRATEGIC GOAL TWO

By 2022, the Branch becomes a leader in event and partnership delivery, measurably furthering corporate strategy, economic health, social return, quality of life and/or reputation for the City.

### OUTCOMES

1. The process to establish an event and/or partnership with the City is well communicated and streamlined.
2. The City is able to attract, assess, select and enter agreements with premier level events and partners, where success measures are mutually defined.
3. Return on investment of high-profile/high-impact events and partnerships are measurable as well as comparable in terms of performance.

PRIMARY PERFORMANCE MEASURES	2018 Act.	2019 Trgt.
→ Event (major / signature / foundational) attendance	TBA	TBA
→ Number of events (major / signature / foundational) coordinated	TBA	TBA
→ Number of volunteer hours for events (major / signature / foundational)	TBA	TBA

### STRATEGIES

1. **Standardize Partnership Opportunities** - Communication, process development and implementation, surrounding how stakeholders pursue partnership opportunities, is standardized.
2. **Align Partnerships to Business Priorities** - Better unify and align partnerships to business priorities and customer service expectations.
3. **Align Events to Business Priorities** - Better unify and align events to business priorities and customer service expectations.

ACTION PLAN   Featured Activities	Strategy Alignment	Timing (year)
1. <b>Develop Process to Secure Partnership Agreements</b> - Collaborate with the Integrated Strategic Development branch to develop a system / process to better attract and secure partnership agreements.	Strategy 1	2018
2. <b>Develop Implementation Plan for Live Active Strategy</b> - Programs and activities within the plan are executed/aligned with Council Initiative.	Strategy 2	2018-2019
3. <b>Event Policy and Strategy w/ Strategic Action Plan</b> - Develop a strategy and plan for City Council review and approval that ensures consistent use of Branch, as well as corporate, assets surrounding major / signature events and initiatives; better driving citizens engagement and local business / tourism.	Strategy 3	2018

# BRANCH FINANCIALS



## 2018 BRANCH FINANCIAL SNAPSHOT

■ Budgeted Branch Revenue: **\$70,762,679**  
■ Budgeted Branch Expenditure: **\$129,915,532**  
■ Anticipated Branch Net Position: **(\$59,152,853)**

■ Planned Cost Recovery: **54%**  
■ [Visit Branch Business Performance Dashboard](#)

# 2018 BUDGETED BRANCH REVENUE

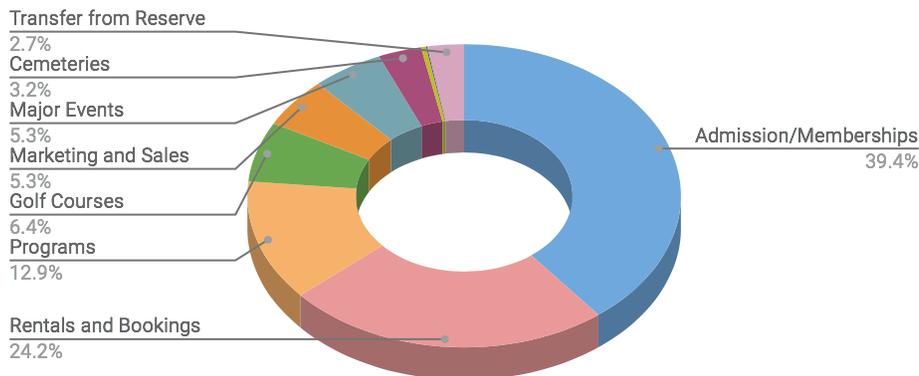
### General Revenue Groups

Admission/Memberships	\$27,856,363
Rentals and Bookings	\$17,155,874
Programs	\$9,135,466
Golf Courses	\$4,525,889
Marketing and Sales	\$3,767,319
Major Events	\$3,782,372
Cemeteries	\$2,279,397
Other	\$270,659
<b>\$68,773,340</b>	

### Grants, Transfer from Reserve

Grants	\$60,000
Transfer from Reserve	\$1,929,339
<b>\$1,989,339</b>	

**Total Revenue \$70,762,679**



# 2018 BUDGETED BRANCH EXPENDITURE

## Personnel

Wages	\$64,124,985
Overtime	\$752,818
Allowances	\$359,442
Benefits	\$9,759,571
<b>\$74,996,816</b>	

## Material & Equipment

Direct Materials	\$6,683,923
Inventory	\$257,221
Equipment	\$1,478,070
<b>\$8,419,214</b>	

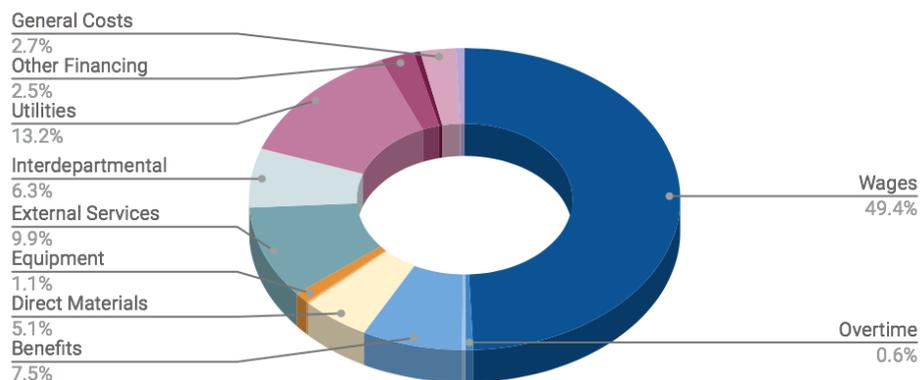
## Services

External Services	\$12,843,137
Interdepartmental	\$8,216,304
<b>\$21,059,441</b>	

## Other Categories

Utilities	\$17,204,964
Other Financing	\$3,295,879
Travel & Training	\$630,843
General Costs	\$3,457,375
Transfer to Reserves	\$851,000
<b>\$25,440,061</b>	

**Total Expenditure \$129,915,532**



# PRICE SETTING GUIDING PRINCIPLES (2019-2022)

Prices across the Branch will be aligned to one of the three guiding principles. These principles have been developed based off of market condition, research, corporate and branch strategy as well as feedback provided by the Community Services Advisory Board. Moreover, they have been reviewed and approved by the Community and Recreation Facility Branch Leadership Team.

## Affordability

1. Within reason, no segments priced out of the market; a subsidy option available for almost all services provided by the Branch.
2. Minimize price increases 2019-2020, enabling time for the market to recover (build revenue through marketing support / volume).
3. Limit barriers of entry and focus on equity.
4. Pricing increases should be minimal or introduced over a period of time.
5. Positioning: Maximized access, minimized barriers, recreation for everyone.

### Support:

- Cost of living rising in Edmonton, reducing discretionary income.
- Several CRF fees currently fall above optimal price point.
- Decrease in 'value for money' across several price-points.
- Branch Leadership holding revenue targets steady 2019-2020; increase 1.3M years following.

## Financial Performance

1. Support facility and branch cost-recovery objectives (54% branch cost-recovery in 2018) by leveraging non-subsidy program fees.
2. When setting price, consider all costs to deliver the service.
3. Competitively price services / space according to full market value (non-subsidy program fees), available inventory and brand positioning.
4. Utilize price-point and revenue maximization to strategically allot several peak-time spaces across assets.

### Support:

- 2018 Branch Revenue expectation: \$70,762,679
- Business Planning / Program Service Review: Recom. 4 - Set facility performance measures / targets
- The Way We Finance White Paper: "...understanding the full cost of service delivery should be the starting point when setting user fees."

## Utilization

1. Price to maximize / shift utilization (in addition to revenue through volume) during off-peak periods.
2. Price to strategically target acquisition of certain customer segments and to retain others during critical moments of the customer lifecycle.

### Support:

- Live Active Strategy (Mission): "Regardless of their age, gender or background, Edmontonians participate across the spectrum of active living, active recreation and sport activities to the level of their ability throughout all seasons."
- Inventory remains unbooked / under-utilized during off-peak times.
- City has the largest share of spending and visitation, among indoor recreation facilities in Edmonton.

> [View Recreation User Fee Policy](#)

