

STRATEGIC PLAN

2024 - 2026





TABLE OF CONTENTS

- 2** Who We Are
- 3** Vision & Mission
- 4** Values
- 5** Our Journey
- 6** Priorities
- 7** Fiscal Management
- 8** Organizational System
Sustainability
- 9** Service Delivery

WHO WE ARE



Incorporated on June 5, 2017, the Wood Buffalo Sport Connection (WBSC) is a non-profit society dedicated to sport development in Fort McMurray Wood Buffalo and is aligned with the 2016-2026 Fort McMurray & Wood Buffalo Region Sport Strategic Plan. The WBSC was created through the support of legacy funds generated from the 2015 Western Canada Summer Games and administered through the RMWB Community Investment Program.

VISION

A future where sport is essential and honoured in the development of Fort McMurray Wood Buffalo.

MISSION

To enhance, unite, and celebrate community through sport.



OUR VALUES

Develop a culture and system of ethical principles in sport while promoting integrity for all involved.

**FAIR PLAY
and
RESPECT**

**ACCESSIBILITY
and
INCLUSIVITY**

Remove barriers and create equal opportunity sport programs, services, and events in the region.

Highlight and support outstanding individuals and groups that make a difference in the region for sport.

**RECOGNITION
and
ADVOCACY**

OUR JOURNEY

Since its inception, the WBSC has welcomed a variety of hard working, community minded, and sport focused volunteer board members who truly believe in the power of sport development in the region. The Board of Directors includes 2 non-voting members from both the Regional Municipality of Wood Buffalo and Fort McMurray Wood Buffalo Economic Development & Tourism to ensure alignment and collaboration.

The founding board members created a model closely linked with both the Sport Strategic Plan and other sport development programs in Alberta. As the organization grew, the board transitioned from a Field of Play model (aligning similar sport organizations and user groups under common goals and objectives: ice, court, field, aquatic, etc.) to a 3-pillar model focusing on broader sectors of sport development to better serve the community. The 3 pillars outlined the priorities under the following key focus areas: 1) sport development, 2) sport information hub, and 3) sport advocacy. Each program currently offered by the WBSC is still aligned with these areas of focus.

Based on the evolving needs of the community, the 2023 Board of Directors have worked to develop the 2024 - 2026 WBSC Strategic Plan which will enhance the mission, vision, and values of the organization. The updated plan will provide direction to ensure fiscal management of the society, organizational sustainability, and a refocused service model. The new service model incorporates the previous organizational pillars while strengthening and shifting focus to honouring the past, engaging the present, and inspiring the future to support sport development in Fort McMurray Wood Buffalo.



OUR PRIORITIES

1

**Fiscal
Management**

2

**Organizational
System
Sustainability**

3

**Service
Delivery**

1

Fiscal Management

WBSC is committed to being fiscally responsible by developing a sustainable system based on accountability. The development of an operational budget and financial plan for the next three years will be executed while delivering quality programs and services with a focus on operational efficiencies.



Confirm sustainable funding sources



Reduce organizational exposure to financial risk

OBJECTIVE

GOALS

TIMELINE

Future Funding

Develop 3+ year sustainable funding stream.

6 months

Program and Service Sustainability

Using grant databases, apply for funding to support sport programs, events and services.

12-18 months



2

Organizational System Sustainability

Create a culture based on accountability and stewardship with a focus on responsible management and measurable outcomes to create a positive community impact.



Participant feedback



Development of decision making model to support key business decisions



Board & leadership recruitment & retention

OBJECTIVE

GOALS

TIMELINE

Community Gap Analysis

Identify needs, opportunities, and gaps in sport development amongst all user groups, schools, and residents.

3 months

Policy & Procedures

Review, revise, and create governance and operational policies & procedures. Establish regular cadence for review.

6 months - 1 year

Decision Making Model

Create a decision making model through a coordinated approach on decision evaluation criteria at both a governance and operational level. This approach needs to be in alignment with the strategic areas of priority.

6 months

Public Relations and Marketing

Develop a comprehensive public relations and marketing plan.

12 months

Board of Directors & Executive Director Succession

Develop a 3-year succession plan for Board of Directors and organizational staffing inclusive of competency reviews, progress assessments, and evaluations.

18+ months

3

SERVICE DELIVERY

Develop new and refined sport programs, services, and events that positively contribute to the mission, vision, and values while honoring the past, engaging in the present, and inspiring the future.

- ✓ Community impact
- ✓ Program participation
- ✓ Member recruitment and retention
- ✓ Partnership involvement



OBJECTIVE

GOALS

TIMELINE

Honour the Past

Sport Legacies

Look for future opportunities to collaborate and partner with the Wood Buffalo Sport Hall of Fame and regional sport organizations.

6 months to 18+ months

Transfer of Knowledge

Coordinate with key stakeholders and develop transfer of knowledge reference library for sport user groups and future event hosting opportunities.

18+ months

Engage in the Present

Resource Hub

Define critical elements for the continuation of the resource hub including but not limited to: newsletter, event calendar, user group contact information, and community contacts.

12 months

Membership Package

Define full scale WBSC membership package and benefits program.

12 months

Sport Development

Based on our community assessment and the Fort McMurray & Wood Buffalo Region Sport Strategic Plan (2016 - 2026), diversify programming for sport development.

12 months

3

SERVICE DELIVERY

Develop new and refined programs, services, and events that positively contribute to the mission, vision, and values while honoring the past, engaging in the present, and inspiring the future.

✓ Community impact

✓ Program participation

✓ Member recruitment and retention

✓ Partnership involvement

OBJECTIVE

GOALS

TIMELINE

Rural & Indigenous Community Engagement

Create relationships with each community to identify areas requiring support for sport development.

12-18 months

Sport Summit

Develop a plan for an annual sport summit to support sport development in the region and be the hub for education and resources for athletes, coaches, officials, and administrators.

18 months

Sport Development

Strengthen relationships with provincial and local sport organizations to create sport development pathways. Utilize gap analysis data to identify future sport opportunities, where WBSC can support local sport club development and sport schools.

12 months

Inspire the Future