



## TERMS OF REFERENCE

**Project Name:** RRC Business Case Review  
**Project Sponsor:** Bob Couture, Executive Director  
**Project Manager:** Carole Bouchard, Director

**Project Results Owner:** **Bob Couture, ED**  
**Sponsor Department:** CPS Division  
**Delivery Department:** Community Services

### PROJECT OVERVIEW

#### General Description

Administration to hire a qualified external firm to conduct a business case review of the Regional Recreation Corporation of Wood Buffalo.

#### Objectives

- To conduct a broad ranging review and analysis of both governance and operational functions within the RRC, and to make recommendations on current and future status of the governing structure, operations and cost recovery, including an examination of the current partnership framework and an analysis of whether the role, responsibilities and mandate of the RRC are serving the needs of Wood Buffalo residents.
- To report back to Council on the results of this initiative and the measures that will be taken in response to the external firm's recommendations, including any budget, structure and partnership framework implications.

#### Benefits and Impacts

Overall understanding of the business case for the RRC and role clarity between the RRC of Wood Buffalo and the Municipality.

### PROJECT SCOPE

#### Scope

The successful external firm will perform a review of the role(s) and organizational effectiveness of the RRC, from its mandate to its delivery of various facets of its current mandate. The review will focus on the function of the RRC and the governing structure, operations and cost recovery, roles, responsibilities, mandate and partnership framework between the RRC and the RMWB. The project scope includes, but is not limited to, the below tasks. The external firm will:

- Determine functional effectiveness of the RRC governance structure, performance, function, organizational structure and staffing levels, Analysis must include consideration for local factors and circumstances unique to the region and the RRC, such as:
  - The large recreation facility at MacDonald Island
  - Regional mandate versus urban mandate
  - Geographical constraints (e.g. size of region, accessibility etc.)
  - Community variety – servicing both urban and rural (e.g. distance between communities, variety of service needs and expected levels of service.)
  - Relationship with local economy (degree of impact from economic fluctuations, dependency on/ ties with industry, financial income – not typical for this size of community, etc.)
- Gather relevant data and produce a document :
  - Identify and review all relevant documentation as it pertains to the RRC governance, mandate, roles, responsibilities, partnership framework between the Municipality and the RRC.
  - Become familiar with the current RRC organizational structure.
  - Stakeholder consultation: Conduct interviews with identified stakeholders.
- Determine current state of the organization’s functional effectiveness and business case:
  - Review of the RRC ’s alignment and coordination of its current functions, activities and programs, including organizational structure and governance structure .
  - Review of the RRC’s activities as indicated by its business plans, key projects, and supporting budgets; and their linkages to the Municipality’s mandate and corporate objectives.
  - Examine and assess the effectiveness of the RRC ’s accountability controls and performance measurement mechanisms.
    - Accountability Controls: Clarify reporting relationships and flow of information, level of authority, decision-making processes, and roles and responsibilities in order to ensure accountability.
    - Performance Measures: Evaluate the RRC’s ability to measure its performance towards its mandate, outcomes and goals, etc.

## PROJECT SCOPE

- Identify and analyze performance gaps and areas for improvement, and recommend functional changes:
  - Identify strengths and weaknesses of current RRC organizational structure
  - Recommend opportunities for improved efficiencies in terms of governance, organizational structure and operations and cost recovery.
  - Recommendations should ultimately enhance the Municipality's and RRC capacity to deliver current and future services that meet residents' needs.
- Report on progress and findings:
  - Regular communication with the Project Team.
  - Deliver bi-weekly status updates to the Project Manager, in addition to ongoing communication.
  - Produce an interim report that may identify immediate opportunities where implementation of changes may take place concurrently with the review, and provide support for implementing any of these opportunities.
  - Complete a final report that includes summary and analysis of project findings, recommendations for functional changes, and a proposed implementation plan (with immediate, short, medium and long-term actions identified).
    - This action-oriented implementation plan must include timelines that recognize priorities and resource constraints. It must also outline the expected impacts of the proposed functional changes. The plan is intended to be used as a blueprint for action and should ensure implementation is doable and will achieve expected results.
  - Provide a final presentation to Council.

## Scope Inclusions

- Business Case Review of RRC of Wood Buffalo
- Governance structure
- Operating structure
- Partnership Framework : Clarity of roles and responsibilities
- Current cost of providing services
- Recommendation for future governance, operations and partnership framework

## PROJECT DETAILS

### Supporting Documents

- RRC of Wood Buffalo Articles of Incorporation and Corporate Bylaw
- RRC Draft Operating and Management Agreement