



THE ROYAL CANADIAN LEGION
MCMURRAY (ALBERTA) BRANCH #165
BUSINESS PLAN
2014-2016

As a local organization committed to our Veterans, their families, and the community they call home, we offer programs and services for a wide variety of groups. Through these offerings, we aim to improve the lives of those involved while instilling in them the importance of Remembrance.

Our Commitment to Responsible Sustainability

As of April 2014 a new executive was voted in:

President – Patrick Duggan

First Vice President – Ken McPherson

Second Vice President – Martin Darveau

Treasurer – Jo-Ann Buchholtz

Sergeant – At – Arms – Larry Farough

Legion Manager – Randy Edison

Our vision is to restructure and focus our community service efforts and to ensure the long-term viability of the Branch in a sustainable and responsible manner.

MNP has been retained to provide business and financial oversight as we streamline our business model and systems to ensure all changes are beneficial to our day-to-day operations. This will strengthen the community's confidence in our dedication to providing an efficient source of support.

We are in the process of revamping our policies, procedures and operational manuals in order to bring the Branch into alignment with our changing times in order to better serve our community.

On Wednesday June 18th 2014 the Royal Canadian Legion changed its definition of Veteran. Veterans now, alongside our national defense members, will include RCMP and Peace Officers who meet the specified service criteria.

We are committed to building our membership through various membership recruitment strategies and membership options.

This short term business plan is heightened and assertive in nature due to requirements and restraints of our membership and the Alberta North West Territories Provincial Command and in working together, with the skillset of our new executive, is not out of our reach for attainability.

STRATEGY 1 - Renovations

Perform major renovations to enable the facility to be fully utilized and allowing the Royal Canadian Legion to act on the rest of the business plan.

Goal 1 – Fire suppression and detection equipment replacement and kitchen modernization and update

Initiative – bring the fire suppression and detection system up to code

Goal 2 – Upstairs banquet hall renovation and make over

Goal 3 – Electrical and Plumbing systems upgrade

Initiative – installation of eco-friendly, environmentally friendly, efficient energy use lighting throughout the facility.

Initiative – installation of eco-friendly, environmentally efficient toilets and restroom facilities throughout the facility.

Initiative – installation of water efficient bathroom and kitchen taps.

Goal 4 – Clubhouse and main level upgrade

Initiative - for the first four goals - leverage funds from Municipal, Provincial and Federal grants discussed in strategy 4.

Goal 5 – Redesign of the Branch grounds

Initiative – Partner with Communities in Bloom for the design of a park at the cenotaph.

Initiative – Move the army tank onto a cement pad at the cenotaph area for visibility

Initiative – Upgrade the cenotaph utilizing grants from the Royal Canadian Legion Dominion Command (Federal)

STRATEGY 2 - Programming

Offer valuable programming for our veterans and community.

Goal 1 – Veterans and seniors programming through the Poppy Fund

Initiative – Leave the Street Behind aims at assisting local vulnerable populations

Initiative – Through the service office support our veterans and seniors in times of need utilizing the Royal Canadian Legion Poppy Fund Rules and Guidelines.

Goal 2 – Remembrance Day Ceremonies

Initiative – Host Remembrance Day ceremonies in partnership with MacDonald Island. Hold two concurrent ceremonies one at MacDonald Island and one at the Branch. Engage the schools in the poetry contests and drawing contests. Encourage the sale of poppies.

Goal 3 – Helmets to Hardhats

Initiative – Engage our oil sands industry, local business sector, veterans and community in this federal program which assists in civilian job training, resume writing and job placement for veterans.

Goal 4 – 2803 Royal Canadian Army Cadet Corps

Initiative – Support the army cadets in their fundraising efforts to bring the cadets to Europe for the 70th Anniversary of VE Day (Victory in Europe).

Initiative – Continue to house the army cadets at our facility.

Goal 5 – Keyano College Bursaries

Initiative – Continue to support the 6 community college bursaries

Goal 6 – Legion Pipe and Drum Corps

Initiative – Continue to work with the pipe band to engage them in making the legion facility their home.

STRATEGY 3 – Community

Offer enticing, welcoming, safe and affordable community space.

Goal 1 – Upstairs banquet hall rentals

Initiative – continue to offer our banquet hall to the neighbourhood and community agencies for affordable rent.

Goal 2 – Main Floor Club House

Initiative – continue to have our doors open to community social events. Eg. Community Jam, pool, shuffle board, darts etc.

Goal 3 – Regional Municipality of Wood Buffalo Disaster Planning

Initiative – Upgrade the emergency generator and apply modifications to support HAM radio systems.

Goal 4 – Community agency partnerships

Initiative – engage community agencies to utilize the upstairs space for programming needs – eg. St. John Ambulance, Fire Arms registry, charity functions etc.

STRATEGY 4 – Fundraising

Engage the membership, staff and community in fundraising venues and activities.

Goal 1 – Membership

Initiative – membership recruitment drive

Goal 2 – Remembrance – Poppy Fund

Initiative – Maintain this ceremony as a highly visible community engagement.

Goal 3 – Government Grants

Initiative – Apply to the Regional Municipality of Wood Buffalo for a capital grant

Initiative – Apply to the Province of Alberta for the Community Facilities Enhancement Program (CFEP)

Initiative – Apply to the Western Economic Diversification Grant – 2015

Initiative – Apply to the Royal Canadian Legion Dominion Command for a grant to refit the cenotaph area.

Goal 4 – Donation

Initiative – Host a donation box at the entrance of the clubhouse

Goal 5 – Sponsorship

Initiative – Engage community businesses in sponsoring the organization at their fundraising events.

Goal 6 – Apply for gaming license

Initiative – Host casinos, bingos, raffles and 50/50 draws

STRATEGY 5 – Sustainability

Prepare for and be aware of hills and valleys in the sustainability stream.

Goal 1 – Revenue Generation

Initiative – Moderately increase the price of food, beverage and membership dues. Current food and beverage prices are below tavern and restaurant market prices and with the moderate increase prices will still remain below average market prices.

Initiative – Offer membership incentives – eg. 10% off food and beverage

Initiative – Moderately increase the banquet hall rental still remaining affordable for community use and community agencies use.

Initiative – Maintain an emerging issues bank account from donations and bottle returns revenue.

Initiative - St. John Ambulance space addition to building for their organization will provide a consistent stream of rent revenue.

Initiative – Contract with the Chef's Table to deliver food services which will provide a consistent revenue stream from the kitchen space rental.

Goal 2 – Partnerships

Initiative – fundraising partnerships and sponsorships eg. Community business fundraising activities in sponsorship.

Initiative – Partner with the Alberta Brew Company to provide draft beer in the club house.

Goal 3 – Human Resources

Initiative – Involve staff in events and fundraising activities. Encourage and support participation.

Initiative – Engage board members and establish membership sub committees.

Initiative – Host Volunteer Recognition event

Initiative – Look into programs for offering benefits for the staff – health, dental, vision, taxi fares to and from work for staff who do not drive.

STRATEGY 6 – Marketing and Public Awareness

Utilize and maintain public avenues for various types of visibility models.

Goal 1 – Social Media

Initiative – maintain the webpage

Initiative – maintain the face book page

Initiative – maintain the twitter feed

Goal 2 – Media Advertising

Initiative – make use of local free media advertising

Goal 3 – Increase Community Visibility

Initiative – Offer colour guard for community events, community parades and ceremonies.

Initiative – host a table at various community trade shows

Initiative – have uniformed members be present at legion events

Goal 4 – Utilization of community advertising venues

Initiative – to engage the Chamber of Commerce to utilize their fax service for community events.

Initiative – stay connected to the community through posting events on community calendars and email information sharing.

Conclusion

In order to effectively implement this plan we must renovate and upgrade the facility in order to bring it to maximum utilization. We must also bring the fire suppression, electrical and HVAC systems up to code. Further to bringing these systems to code we must implement preventive maintenance contracts with services providers.

With the installation of environmentally friendly amenities we will experience a cost reduction in our water consumption and electricity usage therefore reducing our overhead costs.

Upgrades to the HVAC system will allow for the system to run more efficiently with auto control thermostats reducing our natural gas consumption and again contributing to the reduction in our overhead costs.

In modernizing this facility more people will come as patrons to this comfortable, respectful and safe environment to enjoy social activities and programs.

This plan is a living document and minor fluctuations and elements may change and vary over time.

This plan will be revisited in 2016 for review, update and modification.