

Business Plan

THE ROYAL WINNIPEG RIFLES BUSINESS PLAN 2016/17

Introduction

Over the past few years, business plan goals have not been fully achieved, largely due to a lack of focus, effort and insufficient accountability.

Progress has been made in the overall governance of the Regiment. The Senate has assumed responsibility for planning and executing specific Regimental activities to allow the Commanding Officer to better meet Objective 1. Some progress has been made on the Museum. The Senate will continue to improve in all areas related to the 6 objectives, but it is obvious that little will be accomplished if too much is attempted.

With this in mind, this Business Plan will have limited objectives and will focus on:

- The Museum. The most outward demonstration of the Regiment's history is The Regimental Museum and Archives. Achieving the planned renovations and improvements to the Museum requires an overall plan, support from the Senate and volunteers to assist with the development. The resources (funding and volunteers) and the required leadership are now in place as the Regiment commences the fiscal year, and an outline plan is included in this Business Plan.
- Support to the Foundation. The Foundation is the key to the long term perpetuation and success of the Regiment. Again, support with the fundraising projects and other aspects of the Foundation will be essential to ensure the Foundation realizes the progression to fulfilling

this critical aspect of the Regiment. It is expected that members of the Senate will assist with this second major objective in an attempt to establish an endowment that will provide for the future of the Regiment.

Aim

The aim of this Business Plan is to establish the goals to be accomplished from 1 April 2016 to 31 March 2017.

Objective 1 – Proficiency

The Senate will continue to assist the Commanding Officer with the provision of funds and other resources to the extent possible for a variety of battalion events and activities related directly to Regimental objectives.

In addition, the Commanding Officer may seek assistance from members of the Senate to assist with leadership and management training for the Officers, Warrant Officers and Senior NCOs. He will seek such assistance through the President. There is a great deal of experience in both military and civilian professions, and making this available to the CO can assist in advancing the leadership of the Regiment.

Objective 2 – Regimental Esprit

Social Events. The Regimental Dinner, Fish Creek Dinner, Band Concert and other Regimental events will continue to be planned and scheduled similar to the past two years. The Social Convener, Richard Desjardins, is responsible for managing, overseeing and assisting with these events.

The Devils' Blast. A By-Law has been approved to guide the publication of the Regimental journal, an important element of Regimental history. Plans are in place to issue *The Devils' Blast* electronically. The Editor, Brian Batter is responsible for the achievement of this goal.

Objective 3 – History and Traditions

Regimental memorials and tributes

- This is now the responsibility of the Museum Committee and is an important adjunct to the Museum to ensure that a detailed record of all Regimental Memorials and tributes are current and accurate, and that these memorials are maintained in keeping with the need to recognize those who gave their lives for the Regiment and for Canada.
- This project is in progress and requires completion. The requirement in simple terms is to record electronically any and all memorials, street names, tributes, etc that have been erected or placed to honour the Regiment. This is to include 2 to 3 high resolution photographs – including any inscription on the memorial and a one to two paragraph description of the memorial/tribute. The latter should contain to the extent possible and feasible, applicable dates, reason for establishing the memorial, why it exists, etc.
- The Regimental Manual provides an excellent source for the commencement of this project.
- The Chair of the Museum Committee, Bob Poirier, is responsible for the achievement of this goal.

Regimental Property. The plan to identify, catalogue and maintain the details of Regimental property is ongoing. The Commanding Officer, Sean Moran, is responsible for the achievement of this goal.

Museum Development Plan. See the plan below.

Objective 4 – Connect with Canadians

The Regiment will continue to participate in public events such as Remembrance Day and others.

Objective 5 – Benevolence

The Royal Winnipeg Rifles Foundation is now well established and began fundraising in earnest early in 2016. While the Foundation is at arm's length from the Regiment, it is essential that close coordination be maintained between the Foundation and the Regiment as it develops the objectives laid out in the Foundation's Deed of Trust.

The Foundation will prepare its own Business Plan. The long-term goal remains to create an endowment of sufficient value to enable the Foundation to support Regimental activities on an on-going basis from the investment income of the endowment. While this will take 2-3 years to be fully established, excellent progress has been made to date.

Once the fundraising projects for the year have been identified by the Foundation, assistance will be sought from all components of the Regiment, including the Senate, to assist with the projects. This is particularly important at the outset, as funds are needed to take advantage of many aspects of the endowment. Coordination of projects will be important as well, as they will have Regimental implications. The Chair of the Foundation and Chair of the Senate will coordinate these projects to ensure Regimental input and advice before proceeding.

Objective 6 – Organizational Effectiveness

Constitution & By-laws. The Constitution and By-laws were established in 2012/13, reviewed, amended and approved by the Senate in 2014. There is no intention to review these fundamental governance documents in the near future.

Kit Shop. More efficient ways are being examined to ensure reasonable access to Regimental accouterments and other items required by members of the Regiment. The goal is to make the Kit Shop more accessible to serving and non-serving members and that the Senate will examine a number of options in concert with the Battalion. Dennis Tabbernor and Richard

Desjardins are responsible for achievement of this goal.

The Regimental Museum and Archives

A By-Law and operating procedures have been prepared to provide the required direction and guidance to govern the Museum. In addition – and based on the Senate direction to focus on the goal of improving the Museum – significant funding was obtained from DHH to renovate the Museum. Additional funds have since been obtained. A plan has been developed for the renovations and initial progress is encouraging.

The goals set out for the past fiscal year (complete the acquisition list and significantly reduce extraneous holding of the collections) have not been achieved. These actions were required to pave the way for the remaining developments. A person has been hired to complete the acquisition lists and is currently making good progress in completing this important work.

The long-term goal for the Museum is to have a professionally operated Museum that meets the objectives established, largely related to Regimental Objective 3 (History and Tradition). This envisions – in the long term – possibly having a part time paid Manager to ensure the efficient operations of the Museum and archives, and to provide wider public access. This is especially critical with respect to the maintenance and upkeep of the archives, which are fundamental to the perpetuation of the Regiment's history. The challenge continues to be to get to this position.

There is a large amount of work to be done to make the Museum one that is attractive and relevant to today's soldiers and Canadians in general and one that can truly be the most outward reflection of the long and valued history of the Regiment. This will take time and resources. However, with a concerted effort to deal with resource requirements and a

detailed plan to renovate and upgrade the Museum, our most important record of history can become an entity of pride and more importantly, one that will contribute significantly to the perpetuation of the Regiment.

There are four fundamental requirements to progress toward a much-improved Museum:

- Funding is fundamental to enhancing the Museum. DHH has been very supportive in this regard with over \$200K available to assist with Museum renovations. There are other provincial agencies and organizations that also need to be approached for assistance. A budget for this year's development is included in this Business Plan.
- In addition to the Committee structure, volunteers will be necessary to (1) oversee the implementation of the renovations and (2) continue the day-to-day operation of the Museum. This may include additional persons to assist with various steps in the implementation of the plan. Ron Birch has volunteered to lead the way to the developments.
- A By-Law and Operating Procedures have been developed and are in place. These may need to be reviewed, but are certainly sufficient to guide all those with responsibilities related to the Museum. A Museum Committee is in place as well. Governance oversight is provided by the Senate.
- A plan is required that starts with the end-state of the Museum and the details of what is required to get us there (resources and work/effort), who will be responsible for the implementation of the various parts of the plan, the milestones and accountability. There must be an end-state plan approved by the Senate that will guide us to achieving the overall goal. While there will be amendments to it as the implementation unfolds, the end state will provide the 'objective' that will be

worked toward. Providing there is a logical sequence of implementation with each step being properly funded and clearly explained what it is, then the plan can unfold efficiently.

The following are the goals to be achieved with timelines for the Museum development:

- By 30 Sep 2016 (To be completed Jul-Sep 2016)
- Eliminate excess holdings that are superfluous to requirements
- By 31 Dec 2016 (To be completed Oct-Dec 2016)
- Complete the accession records
- Establish the design team, develop a design complying with the project objectives and requirements, and produce detailed design for Senate approval
- By 31 Mar 2017 (To be completed Jan-Mar 2017)
- Prepare the Project Management Plan for Senate approval to include milestones, budget, scope, risk, and communications management and the assignment of responsibilities
- Commence acquisition
- Close Museum and move artifacts to swing space on third floor
- By Jun 2017 (To be completed Apr-Jun 2017)
- Commence construction
- Ensure the final product is complete, safe and usable and that it passes all regulatory considerations and receives acceptance
- Move into new space
- Close out project completion of all contract administration activities and complete lessons learned

Throughout all phases:

- Report to Senate. The Chair of the Museum Committee is to report at each Senate meeting the progress of the plan including the status of work done against the

milestones established.

- In addition to the progress on the work in the Museum, the Chair of the Museum Committee shall ensure that an update is provided to the Senate after each quarter.
- Periodic visits by the Senate. Over the fiscal year, the President may include as part of the agenda meeting every 3-4 months, a visit to the Museum by the Senate members to view the progress of work.

The budget for the museum development is at Annex B.

Financial Operations

The Treasurer shall provide a financial report at the end of each quarter on the status of the funds for the Regimental Trust Fund and General Fund. The Chair of the Museum Committee shall report on the DHH Fund.

The budgets for the Senate funds and for the Museum are at Annex A and B respectively.

Monitoring Success

The renovations and upgrading of the Museum is the major goal to be achieved this year and into the future. As such, the Senate as a whole will monitor the success of this initiative. Progress reports on other goals in support of Regimental Objectives will be provided to the Senate by the OPI in accordance with the agenda for Senate meetings.

Meetings

Executive

19 Apr 16
21 Jun 16
18 Oct 16
20 Dec 16
21 Feb 17

Senate

17 May 16

20 Sep 16

15 Nov 16

17 Jan 17

21 Mar 17

Attachments

Annex A Senate Budget (Two Funds)

Annex B Museum Budget

Annex C Calendar of Events