


ANNEX E – BALANCED SCORECARD

| <i>Objective</i> | <i>Strategic Outcomes/Measure(s)</i> | <i>Target</i> | <i>Ownership</i> |
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| Financial Perspective | | | |
| Meet or exceed budgeted/projected revenue targets within revenue streams defined in the Business Plan & list them | 1) Grants & Programs 2) Individual Giving 3) Corporate Giving 4) Events & Programs Note that Planned Giving does not have planned targets given the nature of Will & Bequeaths | 2017 – over Budget Revenue \$ 248,601.00 Actuals against each major Line of Operation. In – Kind donations Actuals - | Executive Director assisted by FRG |
| Minimize expenses to run the Foundation and maximize revenues devoted to Foundation charitable goals | Meet or exceed CRA guidelines for Charities regarding fundraising vs charitable Giving Expenses not to exceed 50% of Revenues (Generally and Event Specific) and diminishing each year until it is approximately 15% post 2020 | 2016 – 35.0% 2017 - 29.7%  Post 2020 – 15% (Note Planned Giving is not taken into account as it cannot be forecasted with any accuracy) | Executive Director |
| Steady real growth of invested assets exceeding inflation plus 2% | Overall Investment Yields | Overall, at least inflation plus 2% | Finance Committee |
| Client and Stakeholder Perspective | | | |
| Build & Maintain service delivery partners in Alberta, such as Occupational | Client needs are more fully satisfied in a timely manner/ Real Growth of one Service | 2017+ 1 additional service delivery partners | Grants & Benefits Committee/ Corporate Giving |

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| Stress Injury Clinics and Therapeutic Research Organizations | Delivery Partner per year | 2018+ 1 additional service delivery partners 2019 +1 2020 + 1 | Committee |
| Foundation works with credible recognized partners | Foundation seen as a credible, effective partner | 100% of our partners have been reviewed by our Grants & Benefits Committee before approval. | |
| Donor/Funder/Partner wishes are met | Wishes on the use of gifts are honoured | 100% of donors have been contacted on donation use | Executive Director/President |
| Membership Base is developed and increased | Number of new members annually (Note: This is being re-examined by the Foundation Secretary for end 2017) | 2016 - 350 2017 – Being Revised 2018 – TBC 2019 – TBC 2020 – TBC | Foundation Secretary/Executive Director |
| Internal Processes Perspective | | | |
| Validate Use of funds are being used against our Charitable Objectives | Funds expended in most efficient and effective method and congruent with CRA & Foundation/Regimental objectives | 100% of funds go to their designated purposes. We are able to confirm the use of the monies and the impacts on our serviceman, veterans and their families. | Executive Director/President |
| Policies established and operating effectively | Strong policy framework is established for good governance | An Annual review to be conducted to ensure consistency with CRA guidelines and effective in desired outcomes. | Officers, Committee Chairs and Executive Director |

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| <p>Communications & Public Relations Committee in place and operating effectively</p> | <p>A strong brand recognized nationally with marketing and communication policies, tools and plans</p> | <p>Target 2017 –</p> <p>1) Foundation Fundraising Efforts supported – 2017 Planned Giving Campaign, Reach for the Summit for Mental Health, Victories Gala, Personal Legacy Stones, HHC 2017</p> <p>2) The PPCLI Foundation Website remains current and reflective of activities accomplished and planned</p> <p>3) Content Marketing completed across the full medium</p> | <p>Communications & Public Relations Committee, led by its VP</p> |
| <p>Planning, risk management and internal control frameworks are developed and operating effectively</p> | <p>The Board of Trustees is relied upon to offer great governance and forward looking strategies and ideas</p> | <p>Frameworks are reviews on each Business Plan and all special/unique events/activities are to develop and implement the appropriate risk management framework.</p> | <p>Audit & Finance Committee/Trustees</p> |
| <p>Learning and Growth</p> | | | |
| <p>A Volunteer Framework exists to encourage, maintain & recognize volunteers for Foundation Purposes</p> | <p>Volunteers satisfied</p> <p>Broad Visibility & recognition of Foundation through volunteers</p> <p>We have sufficient human capital to achieve desired outcomes</p> | <p>1) Volunteer feedback is actively solicited via a periodic survey and is encouraged on a regular basis.</p> <p>2) Functioning Recognition Mechanism</p> | <p>Executive Director</p> |

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| | | <p>3) Volunteer Registry/database</p> <p>4) Tracking number of hours committed and people volunteering. Need to establish a metric(s) to understand link between number of hours worked and number of volunteers working these hours.</p> <p>5) Tracking number of members who are also volunteers</p> | |
| <p>Volunteers are adequately trained and prepared for the roles they are asked to play</p> | <p>People confident in their ability to undertake their assigned responsibilities. Foundation is well represented by the people who are volunteering</p> | <p>1) Volunteer feedback is actively solicited via a annually or specific events survey and is encouraged on a regular basis.</p> <p>2) Tracking the necessary competencies to support outcomes amongst volunteers</p> | <p>Committee Chairs with assistance from Executive Director</p> |
| <p>Enabling the Board to Govern</p> | <p>To transition the Board to a better Governance Model while enhancing both the office capacity and Volunteer elements of Board</p> | <p>1) Hire Executive Director Q3 2017</p> <p>2) Exploit ETapestry to its fullest potential</p> <p>3) Extend the Board, volunteers and staff to enable greater array of messaging through the website and other mediums</p> | |

This scorecard was approved by the trustees at their 29th meeting on 15 Mar 2017