



PPCLI FOUNDATION

For the Soldier, the Wounded, the Fallen and their Families

BUSINESS PLAN 2016 – 2020

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4520 Crowchild Trail S.W.
Calgary, AB T2T 5J4

www.ppclifoundation.ca

Business/Charitable Registration No.84205 7804 RR0001

**PRINCESS PATRICIA’S CANADIAN LIGHT
INFANTRY (PPCLI) FOUNDATION
BUSINESS PLAN 2016 – 2020**

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1.0 GOVERNANCE

1.1. The Princess Patricia's Canadian Light Infantry (PPCLI) Foundation is an autonomous, self-sustaining charitable body for the purpose of acquiring, accepting, soliciting or receiving legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever in furtherance of its charitable purposes. The Foundation was registered as a charitable public foundation effective 7 February, 2011. The charitable purposes of the Foundation as set out in its Deed of Trust are:

- 1.1.1. To fund and carry out activities and programs to support and care for Canadian military service personnel and former military service personnel in need;
- 1.1.2. To promote the efficiency of the armed forces of the Crown;
- 1.1.3. To fund and carry out activities and programs to establish and preserve monuments relating to military service by Canadian soldiers and service personnel; and
- 1.1.4. To make gifts to qualified donees.

1.2 STRUCTURES, PATRON, VICE PATRON, TRUSTEES AND COMMITTEES

Patron

The Right Honourable Adrienne Clarkson, PC, CC, CMM, COM, CD, LLD, Colonel-in-Chief

Vice Patrons

The Honourable Lois Mitchell, CM, AOE, Lieutenant Governor of Alberta
The Honourable Judith Guichon, OBC, Lieutenant Governor of British Columbia
The Honourable Janice C. Filmon, CM, OM, Lieutenant Governor of Manitoba
The Honourable Vaughn Solomon Schofield, SOM, SVM, Lieutenant Governor of Saskatchewan
Major-General (Ret'd) W. B. (Brian) Vernon, CD, Colonel of the Regiment
Honorary Colonel John Stanton, Honorary Colonel, The Loyal Edmonton Regiment
Honorary Colonel Blake C. Goldring, MSM, LLD, CFA, Honorary Colonel of the Canadian Army

Trustees

Mr. Dennis A. Anderson, FCA
Major-General (Ret'd) Barry W. Ashton, CD, Past-President
Lieutenant-Colonel (Ret'd) Malcolm D. Bruce, MSM, CD, Vice President Fundraising
Mr. Phillip Crawley, CBE, Publisher and CEO The Globe and Mail
Brigadier-General Peter Dawe, MSM, CD
Mrs. Marilyn J. Elliott, FICB, CFP, CLU, Treasurer
Lieutenant-General (Ret'd) Kent R. Foster, CMM, CD, President
Major-General (Ret'd) David Fraser, CMM, MSC, MSM, CD
Brigadier-General (Ret'd) Matthew K. Overton, OMM, CD, Vice-President Grants &
Benefits
Mr. Alexander H. Gault, Vice President Communications and Public Relations
Major-General (Ret'd) C.W. (Bill) Hewson, CMM, CD, Chair Nominating and
Governance Committee
Chief Warrant Officer (Regimental Sergeant Major) Mark von Kalben

Support

Mr. Andre Thibodeau, Bookkeeper
Volunteers from Coast to Coast

Fundraising Group and Committees

FUNDRAISING GROUP

Malcolm Bruce (Chair), Jim Kempling, Matt Overton, Barry Ashton and CWO Mark von
Kalben

BUSINESS LINES OF OPERATIONS

GOVERNMENT GRANTS AND PROGRAMS
Matt Overton and CWO Mark von Kalben

INDIVIDUAL GIVING AND MEMBERSHIP

Jim Kempling

PLANNED GIVING

Barry Ashton

CORPORATE GIVING

To Be Confirmed

EVENTS AND PROJECTS

Malcolm Bruce

REGIONAL TEAMS

BRITISH COLOMBIA LEADS

Kent Foster, Jim Kempling, and Martin Kenneally

EDMONTON REGIONAL LEADS

Malcolm Bruce, Tim Penney

CALGARY REGIONAL LEADS

Dennis Anderson, Dave Betts, Doug Brooks, Marilyn Elliott, Alex H. Gault, Rudy Raidt, Roger Rowley, Philip Scherman, Philip Fisher (President, Calgary Branch PPCLI Association), and Barry Ashton

WINNIPEG REGIONAL LEADS

Ray Crabbe, Vince Kennedy and Stu Weeks (President, Manitoba & Northwest Ontario Branch PPCLI Association)

OTTAWA REGIONAL LEADS

Bill Hewson, Dave Brigden, Don Dalziel, Al Johnston, Bill Turner

TORONTO REGIONAL LEADS

David Fraser, Doug Furchner, John Hunter, Lew Mackenzie, Cliff Trollope, and Phil Tweedie

ATLANTIC REGIONAL LEAD

Jake Bell

Heroes Hockey Challenge

BOARD OF GOVERNORS

GLENN CUMYN, HHC FOUNDER AND CO-CHAIR; KENT FOSTER, FOUNDATION PRESIDENT;

The **Organizing Committee** is event location specific.

AUDIT AND FINANCE COMMITTEE

Phillip Scherman (Chair), Dennis Anderson, Barry Ashton, Dave Betts, Rudy Raidt, and Jim Kempling, (Resource: Marilyn Elliott; and *Ex-Officio*: Foundation President and the Executive Director when hired)

MARKETING, COMMUNICATIONS, SOCIAL MEDIA COMMITTEE

Alex Gault (Chair), Robert Curtin, and a representative from Fundraising Group Events

NOMINATING AND GOVERNANCE COMMITTEE

Bill Hewson (Chair), Jim Kempling, Malcolm Bruce and *Ex-Officio*; Foundation President

GRANTS & BENEFITS COMMITTEE

Matt Overton (Chair), Brigadier-General Pete Dawe and CWO Mark von Kalben

2.0 EXECUTIVE SUMMARY

2.1. This Business Plan 2016-2020 will guide the Foundation in establishing an achievable revenue development goal that grows steadily, year over year, throughout the plan to a point where the Foundation revenues are sustainable, predictable and able to meet its organizational mission which includes the necessary supporting staff and operational funds. Importantly, until 2020 we are in our start up years and there is some leeway on Administrative costs as an overall percentage of budget. Post 2020 the Foundation must be in the 15% window for administrative costs against overall budget.

2.2. We will continue to raise operating funds mostly from special events in concert with designed campaigns to build the *For the Soldier Legacy Fund*. The Events and Projects are listed in Annex A, the Event Calendar. Campaigns for Planned Giving, Personal Legacy Stones and Membership need to be created and promoted through our web sites and social media. Corporate Giving has the potential to be a major component of the Business Plan. Since inception, the Foundation has raised approximately \$2.2 Million in cash and in-kind donations. The Financial Summary table below provides a breakdown by year of funds raised and donations made. There were also significant *In-Kind* donations received of roughly \$400k in many areas as well such as Globe & Mail

advertising and Bison Transport supporting the Memorial Baton Relay run and other Anniversary activities:

	2011	2012	2013	2014	2015	2016 (1)	Total
Revenue	99,673	250,087	336,826	802,944	127,731	137,124	1,754,385
Expenses	41,683	158,643	182,722	402,913	132,336	42,931	961,228
Net Revenue	57,990	91,444	154,104	400,031	(4,605)	94,193	793,157
Gifts to Eligible Donees							
PPCLI Regimental Fund	12,000	40,000	41,378	319,168	(19,300)		431,846
Hamilton Gault Memorial Fund		5,000	15,000	26,902		1,000	47,902
Amputee Coalition Canada		20,000	12,127	5,000		10,000	47,127
Wounded Warriors Canada				3,500	(5,000)		8,500
CPCSA Hospital Comforts Fund			3,000				3,000
Outward Bound (VAC Program)						10,000	10,000
Soldier On (DND program)						1,000	1,000
Military Family Resource Centres	5,000	13,318		19,500		1,000	38,818
Others		2,500	4,500				7,000
Total Gifts to Eligible Donees	17,000	80,018	76,005	374,070	(24,300)	23,000	595,193
Excess (Deficiency) of Revenue Over Expenses after Gifts to Eligible Donees	40,990	10,626	78,099	25,961	(28,905)	71,193	197,964

2.3. A key step was the creation of a Fund Development Plan that was approved by the Board of Trustee on 18 March 2016. This plan is the basis for this Business Plan. It recognizes the post 2014 100th Anniversary challenges that continue both in terms of low Foundation volunteer participation and a period of economic challenges in Canada but most acutely in Alberta and the Prairies. A key determinant for achieving this newly reconstituted Foundation structure and Fund Development Plan will be the successful hiring of an Executive Director. The intent will be for a .5 position by Q3 in 2017 moving to a fulltime position in 2018 and beyond.

2.4. Three key planning principles have been established to guide the development of the Foundation Business Plan.

2.4.1. The Foundation's activities must, at all times, be focused on supporting its mission and vision with activities that members consider to be of high value. These priorities are approved annual through the business plan.

2.4.2. The proposed revenue development goals, activities, strategies, and tactics must be realistic and achievable. They must be designed in discreet packages that make it possible for our volunteers with limited amounts of discretionary time to devote to them.

2.4.3. Unbridled growth is not the objective of this plan. Stabilizing the current revenue situation followed by incremental (and achievable) growth in the endowment fund and disbursements to qualified donees over a multi-year period is the ultimate goal of this plan.

3.0 INTRODUCTION

3.1. This is a five-year plan beginning in 2016 to 2020. This plan was developed based on the objectives of the Foundation and on the findings in both an Assessment Report and the Fund Development Plan undertaken by a third party professional fundraising firm, Crescendo Fundraising Inc. This plan includes goals, strategies, and tactics that, with a committed focus on the implementation and support tactics, will position the Foundation to become financially stable and, ultimately, to grow its endowment in subsequent planning cycles. Importantly, Crescendo Fundraising Inc. recommended a number of areas to be considered. These areas were broken down into Strengths/Assets and Weaknesses/Barriers:

3.1.1. Strengths/Assets

3.1.1.1. Brand

3.1.1.2. Quality/Integrity of people involved

3.1.1.3. National Reach but recognized a distinct strength in the West

3.1.1.4. Our Patron

3.1.1.5. 100th Anniversary Success

3.1.1.6. First World War celebrations/Remembrance through to 2019 with a caveat that 2017/2018 remain the best years to capitalize on these events

3.1.2. Weaknesses/Barriers

3.1.2.1. Mission and Vision are not compelling enough to support the Fund

3.1.2.2. Development Plan

3.1.2.3. Governance

3.1.2.4. Awareness and Competition

3.1.2.5. Interconnectivity within the Regimental Family

3.1.2.6. Lack of Volunteers

3.1.2.7. Need for a staff

3.1.2.8. Lack of stories/narratives about the Regiments past and present

3.1.2.9. Current branding and stories focus too much on the past, current activities and younger member of the Regiment need greater representation

- 3.2. The development of this business plan presumes that the PPCLI Foundation:
- 3.2.1. Has the functional aspects of office management and bookkeeping in 2016 onward including key volunteers in both the Foundation governance structure and Fundraising Group. The Nominating & Governance Committee is responsible for identifying potential trustees and nominating them to the board for election for a three year term. The Nominating Committee is also responsible for maintaining a succession plan for officers and committees chairs and, annually, presenting a proposed slate for appointment by the Board of Trustees. The committee chairs are responsible for recruiting their own committee members and presenting annually to the board, at the organization meeting, for approval/information. Priority for FRG volunteer recruitment in 2017/18 will go to:
 - 3.2.1.1. Recruiting a Corporate Giving Business Line of Operation lead.
 - 3.2.1.2. Recruiting a Manitoba and Ontario Regional Team Lead and replacing Calgary lead in 2017.
 - 3.2.1.3. Recruiting a lead for the HHC in Edmonton 2017 and 2018 in Calgary.
 - 3.2.2. Will endeavor, in a phased manner, to hire an Executive Director for the Foundation, with a primary responsibility for fundraising, beginning with the approval of this BP into Q1 2017. This is a critical enabler. See Fiscal Plan Note 1 for the how the Foundation will phase the hiring.
 - 3.2.3. Will continue to work in partnership with organizations of the Regimental Family and supportive entities such as Wounded Warriors Canada and True Patriot Love, Military Family Resource Centers, to mount its special events.
- 3.3. Should these presumptions not be met or only partially be met, the Foundation will continue to be in a position to raise funds however the financial goals outlined in this plan will not be achievable in their full measure.

4.0 STRATEGIC FRAMEWORK

4.1. VISION

A Regiment that is supported by its extended family and recognized by Canadians for excellence and dedication to service.

4.2. MISSION

To make a difference in the lives of soldiers, the fallen, the wounded and their families.

4.3. VALUES

The values of the Foundation are the qualities that are considered worthwhile and desirable to provide guidance in our decisions and actions. They act as a compass in the pursuit of our Vision, Mission and Objectives. The following updated values provide guidance for the conduct of all aspects of our operations:

- 4.3.1. **Duty.** The Foundation has an obligation to perform its responsibilities thoroughly and to put the interest of the soldier uppermost in its decisions and action. The Foundation has a duty to govern in accordance with the intent of its Deed of Trust, By-laws and policies, including a duty to communicate with its stakeholders.
- 4.3.2. **Sacrifice.** As a voluntary organization, the Trustees and other members of the Foundation are prepared to commit their time and efforts to ensure that the sacrifices made by the soldier are recognized in a timely and meaningful manner.
- 4.3.3. **Ethical.** The Foundation recognizes the need to perform at the highest level of accepted social and professional behavior.
- 4.3.4. **Respect.** The Foundation's actions will be considerate and thoughtful with full consideration given to the needs of all individuals and groups without prejudice. Our actions will be just, fair and impartial.
- 4.3.5. **Accountability.** The Foundation will be accountable because it carries out its responsibilities, and conducts its operations in an open and transparent way.

4.4. GOAL

Financially the Foundation has established a goal of having \$1 million in place by end 2020 and positioned for a more robust, sustained fundraising capacity thereafter.

4.5. OBJECTIVES

During this planning period, 2016-2020, in addition to working towards the achievement of the financial goal as set out above, the Foundation will continue to:

- 4.5.1. Assist the families of the fallen, the wounded and injured and their families to ensure that notwithstanding their loss or disability they may enjoy the highest quality of life possible. This includes the very real need for support for mental health services amongst our veterans and serving soldiers who are and will be in the future experiencing the affects from PTSD and other mental health issues. We need to reinforce and expand our activities as we are doing now through Reaching the Summit for Mental Health climbs.
- 4.5.2. Play a supporting role in the commemoration and celebration of the events and battles of First World War up to and including the 100th anniversary of the

armistice on 11 November 2018 (Many of these are reflected on our Event Calendar) and beyond.

4.5.3. Seek opportunities, on a broader scale, to partner with like-minded organizations and individuals in furtherance of our charitable purposes, such as with military family resource centres, and others.

4.5.4. Through communications with existing members and partners and outreach to new members and partners, build a sustainable membership base for the Foundation.

4.5.5. Assist Canadians in understanding the role that the military and its members have played in building Canada, providing for our defense and security.

4.5.6. Maintain and enhance policies and procedures for the operation of the Foundation based on best practices for non-profits and charitable entities.

5.0 FUNDRAISING OPERATIONS

5.1. This is the main purpose of the Foundation. 2016 saw a reconstitution of the Fundraising Group to create better integration across the Foundation fundraising efforts. Five Business Lines of Operations were created which identify our major sources of revenue. Noteworthy, the old Sponsorship/Partnership and Major Gifts Committee has now been incorporated under Corporate Giving and Events Business Lines of Operations. Additionally, all gift requests to the Foundation will be vetted through the Grants and Benefits Committee. Both the Fundraising Group and or the Regional Teams are to take the lead in developing and managing campaigns to support these five major Fundraising Business Lines of Operations:

5.1.1. Business Lines of Operation:

5.1.1.1. Government Grants and Programs

5.1.1.2. Planned Giving (For the Soldier Legacy Fund)

5.1.1.3. Individual Giving (including Membership)

5.1.1.4. Corporate Giving

5.1.1.5. Events and Projects

5.1.1.6. Personal Legacy Stones Project

5.1.1.7. Reaching the Summit Climbs

5.1.1.8. Galas

5.1.1.9. Heroes Hockey Challenge

5.1.1.10. Other Fundraising Projects

5.1.1.11. Casinos (Collaborate effort in support of the independent For the Soldier Institute and First In The Field Board)

5.1.2. Regional Teams:

5.1.2.1. British Columbia

5.1.2.2. Edmonton

5.1.2.3. Calgary

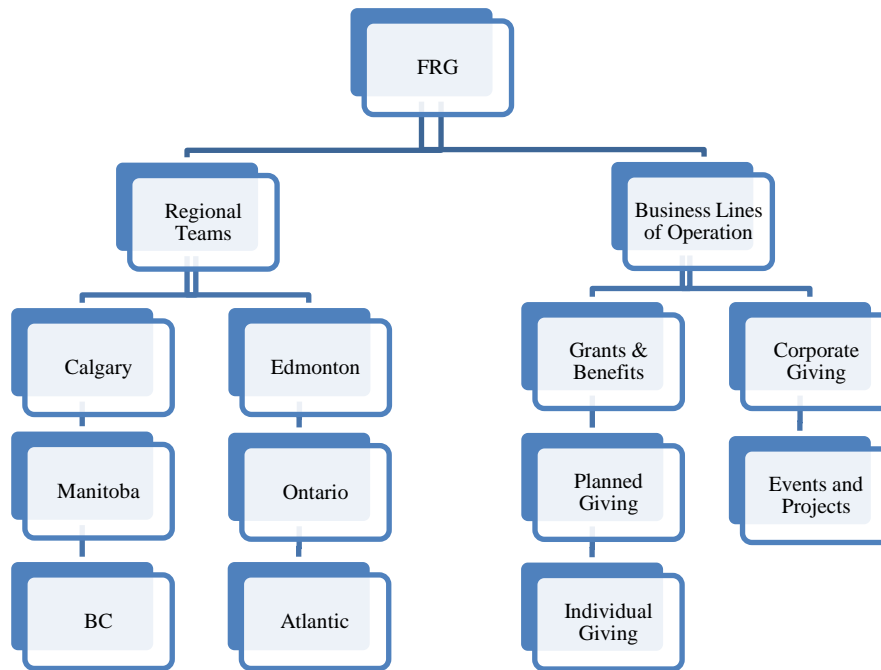
5.1.2.4. Manitoba

5.1.2.5. Ontario

5.1.2.6. Atlantic

5.2. FUNDRAISING GROUP (FRG) STRUCTURE

The structure of the FRG is intended to execute the Business and Fund Development Plans. Regional teams will develop, sponsor or support regional events such as Heroes Hockey Challenge, and the Battle of the Somme Dinner. In addition, regional teams will support the activities of national project campaigns like the Personal Legacy Stones or those initiated by other regions such as the Reaching the Summit events, where support from outside the region is a critical success factor. For teams collocated with units of the Regiment, the REC will normally identify a liaison officer to work with the Fundraising Group. Regional teams are also expected to maintain links with the Regimental Association in their region. Importantly, regional teams are not set in stone and if opportunities arise to establish additional teams in other parts of the Nation, this can be done quickly and customized to the event. In some cases, where the charitable purposes of the Foundation more closely match the supported charitable purpose, it may be appropriate for the FRG to partner as the source charity for events of activities undertaken by other entities of the Regimental Family. The Foundation has direct links with the Regimental Executive Committee and the PPCLI Guard through the Trustee Membership. All Foundation meetings and the minutes will be posted on the PPCLI Foundation website. Feedback and comments are always welcome.



5.3. THE REGIMENTAL FAMILY

In 2016 a significant step forward was taken by the Regimental Family strategic council where a Memorandum of Understanding (MOU) was signed by the three elements of the Regimental Family – The Serving Component, the Association and the Foundation. It is critical that the fundraising efforts of the Foundation be the lead and complement rather than compete with the efforts of other regimental entities. In particular, the continued engagement of the PPCLI Association is critical to our success. To that end, the Foundation through the Fundraising Group will support the fundraising activities of Association Branches when appropriate and in keeping with the MOU. The PPCLI Association is a natural participating partner with the FRG and regional fundraising teams for joint fundraising activities. The signed MOU provides the excellent framework to enable the complementary and aligned work to occur.

The Foundation will work collaboratively with the *For The Soldier Institute* and *First In The Field Board* to ensure alignment and complementary goals are agreed to and supported by both organizations as well as fiduciary obligations are met both under the Deeds of Trust for the Foundation and the Alberta’s Societies Act for both *For The Soldier Institute* and *First In The Field Board*. The latter Board will be stood up in 2016 with its first Edmonton casino in 2018. The intervening two years are meant to demonstrate to Alberta Gaming and Liquor Commission the capacity of the new Board to fulfill its fiduciary responsibilities of a gaming entity before it will be granted a casino license. This will be accomplished through other gaming events such as 50/50 draws and raffles.

5.4. FOUNDATION MEMBERSHIP

Membership campaigns are critical to the maintenance of our pool of volunteers and essential to support our fundraising efforts. This function is managed through the Individual Giving Business of Operation.

5.5. FOR THE SOLDIER LEGACY FUND

5.5.1. Originally named the *Centennial Legacy Fund* it was renamed in August 2016 to *For The Soldier Legacy Fund* to better reflect the enduring nature of the Fund. The *For The Soldier Legacy Fund* is managed by the Mawer Investment Management of Calgary as our Investment Manager through the Planned Giving Business Line of Operation. The Foundation pays a fee to Mawer of .70% of monies invested with them annually. Mawer Investment takes the fee off earnings before they are paid out to the Foundation. The Fund is supported through the Planned Giving Business Line of Operation. Ensuring our membership and other supporter understand how they can support this program through a number of mechanisms such as bequests or life insurance policies is a key component to its success.

5.5.2. The Loewen-Perret Endowment Fund, a component of the Foundation's *For The Soldier Legacy Fund*, was created by the children of John and Ada Loewen, and Charles and Zona Perret. This fund was established in order to pay tribute to their fathers, both of whom served during WWI (one also served during WWII). The Fund was made in memory of John Peter Loewen, Charles Edouard Perret and Private Henry Albert Perret. This fund launched the work of the Foundation to establish its *For The Soldier Legacy Fund*. The Foundation's Planned Giving program encourages members to leave a legacy for tomorrow's soldiers. A planned gift to the Foundation is invested, in perpetuity, for future generations of veterans, soldiers and their families.

5.6. PARTNERSHIPS AND MAJOR GIFTS

Partnerships and Major Gifts will now be coordinated through the leads for the individual Business Lines of Operation in collaboration with the Fundraising Group Chair, as necessary.

5.7. FUNDRAISING PROCESS

Part of the Fund Development Plan was the updating of the Foundation's Case for Support which is available through the Chair of the FRG and other members of the FRG. This document is meant to provide a menu of messaging and testimonials that are meant

to aid whomever is planning, organization or supporting a fundraising event in the narrative of why someone or organization would want to donate to the Foundation. This is a living document and can be used in whole or in part by organizers depending their specific need. This document has been distributed through the Foundation and rests with the FRG Chair to ensure its currency. Donors need a compelling case for them and for each, it may be different – leaving a legacy through Planned Giving or Personal Legacy Stones, Corporate Giving if the Return on Investment is persuasive enough or it may be tied to a specific event such as Heroes Hockey Challenge. The Case for Support is meant to aid in building the narrative to support any fundraising effort.

5.8. MEASURING SUCCESS – BALANCE SCORE CARD

The Trustees of the Foundation will measure results against the targets and measures contained in the balanced scorecard at Annex E.

5.9. DONOR RECOGNITION

5.9.1. The intent is to ensure that any donation is recognized and celebrated. That recognition will take many forms and is driven by the type of donation. Regardless, of the size of donation the underlying principle is there will always be an immediate form of recognition provided upon receipt of a donation/gift. Specifically, the following recognition as a minimum will occur:

5.9.2. All Donations on giving – A general letter of appreciation from the President and thanks highlighting where appropriate where the funds will be used.

5.9.3. Foundation Levels of Recognition as an integral part of the membership campaign will be presented to the Board of Trustees for approval no later than the spring meeting of 2017.

6.0 MARKETING, COMMUNICATIONS AND SOCIAL MEDIA

6.1. The PPCLI marketing strategy will focus upon supporting the ongoing programs operated and hosted by the Foundation, and reaching the general public with a content marketing plan that includes compelling narratives, images, video and related news and media commentary associated with our mission. Although the target audience is composed of PPCLI veterans, Foundation members, and active soldiers and officers, our

marketing efforts will also extend to reach the general public via national, local and social media.

6.2. Planning and resources in 2017 will focus upon the following:

6.2.1. Foundation Fundraising Efforts:

- 6.2.1.1. Personal Legacy Stones Project (Ongoing)
- 6.2.1.2. Reaching the Summit 2017 (24 June 2017)
- 6.2.1.3. 1917 Victories Gala (October 2017)
- 6.2.1.4. Heroes Hockey Challenge (Fall 2017 - Edmonton)
- 6.2.1.5. Planned Giving

6.2.2. The PPCLI Foundation Website:

- 6.2.2.1. Produce dedicated pages for prominent events and campaigns.
- 6.2.2.2. Intermittently update information and documentation regarding Fundraising efforts.
- 6.2.2.3. Modify and update the website on an ongoing basis such that photo galleries and individual pictures of veterans, Foundation stakeholders and active soldiers are on display and visible pervasively.

6.3.3. Content Marketing:

- 6.3.3.1. Post content (media story links, images and video) on social media that's relevant events, campaigns and accomplishments of the Foundation and the PPCLI in general.
- 6.3.3.2. Write Blog posts offering text and photo-based snapshots of event, campaigns and Foundation activities.
- 6.3.3.3. Public Relations: Secure coverage by Calgary, Edmonton and national media of events, campaigns and Foundation accomplishments.
- 6.3.3.4. Newsletters, annual and other reports, The Patrician, PPCLI Association and other newsletters and publications.

7.0 THE FISCAL PLAN 2016-2020

7.1. BUDGET AND FINANCIAL PROJECTIONS

The 2016 Q3 actuals and projections of revenues and expenses for 2017 through 2020 are listed below. Government Grants and Programs will play a major role in funding the staff needed to deliver on the Business Plan. This Business Line of Operation has the lead.

The 2017 draft budget (with comparative data) and projections of revenue and expenses for 2017 by Quarter is found at Annex B.

PPCLI Foundation Budget and Projected Revenue 2016-2020 (Re-stated for 2016 Fund Development Plan)*						
	2016	2017	2018	2019	2020	
	Actual (Q3)	Projected	Projected	Projected	Projected	Totals
Revenue						
Government Grants and Programs (1)	10,000	50,000	75,000	50,000	50,000	\$ 235,000
Planned Giving (2)	-	1	1	1	1	\$ 4
For The Soldier Legacy Fund (3)	1,836	5,000	80,000	40,000	40,000	\$ 166,836
Individual Giving (4)	11,555	35,000	50,000	75,000	75,000	\$ 246,555
Corporate Giving (5)	-	10,000	20,000	20,000	20,000	\$ 70,000
Events and Programs (6)	113,238	145,000	150,000	150,000	150,000	\$ 708,238
Investments/Interest	495	3,200	3,200	3,200	3,200	\$ 13,295
Miscellaneous Revenue	-	400	400	400	400	\$ 1,600
Total Revenue	\$ 137,124	\$ 248,601	\$ 378,601	\$ 338,601	\$ 338,601	\$ 1,441,528
Expenditures						
Communications and Public Relations	-	5,000	10,000	10,000	10,000	\$ 35,000
Banking and Administrative	1,231	2,000	2,000	2,000	2,000	\$ 9,231
Reviews and Audits	5,480	6,000	6,000	6,000	6,000	\$ 29,480
Consulting Fees (7)	19,306	10,000	10,000	10,000	10,000	\$ 59,306
Staff and Benefits (8)	-	48,000	96,000	96,000	96,000	\$ 336,000
Supplies and Equipment (9)	5,285	8,000	8,000	8,000	8,000	\$ 37,285
Events and Programs (10)	8,869	35,000	42,500	42,500	42,500	\$ 171,369
Travel	-	5,000	5,000	5,000	5,000	\$ 20,000
Miscellaneous Expenditures	2,760	3,000	3,000	3,000	3,000	\$ 14,760
Total Expenditures	\$ 42,931	\$ 122,000	\$ 182,500	\$ 182,500	\$ 182,500	\$ 668,200
Excess (Deficiency) of Revenue over Expenditures Before Gifts to Eligible Donees	-\$ 94,193	-\$ 126,601	-\$ 196,101	-\$ 156,101	-\$ 156,101	-\$ 773,328
*Notes on Following Page						

FUND DEVELOPMENT PLAN GOALS NOTES

- Government grants and programs include all grants from government and quasi-government (i.e. Alberta Health) agencies. The projections shown in this plan specifically assume successful operating grant applications to the Community Investment Program (CIP) of the Government of Alberta in both 2017 and in 2018. Requests for CIP funding can be made for up to \$75,000 per grant. Operating grants are often made to support capacity building (typically in the areas of fundraising, marketing, and communications) for a nonprofit organization. This plan presumes that the Foundation would apply for the part time salary of the Executive Director for 2017 (approximately \$50,000) and for the incremental salary of this position in 2018 (\$75,000) from this program. It should be noted, that the Foundation may be in a position to apply for other government grants as well. \$50,000 has been put into the 2019 and 2020 projections to recognize this. The Government Grants and Program lead is responsible to draft and submit. Also see Note 8.

2. Planned giving includes all funding received through the wills, bequests, gifts of stocks, gifts of insurance, and all other typical planned giving vehicles. Planned giving is a strong future growth area for the Foundation however it is challenging to project with accuracy what the annual goals for this program should be. The goals shown are typical for nascent planned giving programs. This program will require the time and attention of an Executive Director (once in place) as well as strong volunteer and marketing support and plan as developed by the VP Communication and Public Relations. Planned Giving is most likely to be restricted giving to the *For The Soldier Legacy Fund (FSLF)*. There are no revenues attached to this line item until we are able to better define gifting to the FSLF.
3. The *For the Soldier Institute (FSI)* and *First In The Field Board (FFB)* are separate societies incorporated specifically to conduct an Alberta Gaming and Lottery Commission (AGLC) Casinos and other gaming activities. FSI conducted its first Casino in Q2 2016 with a portion of the proceeds from this Casino granted to the PPCLI Foundation in Q3 2016. FFB is not likely to see their first Casino before 2018 however, there will be other gaming opportunities in those first 2 years such as 50/50 draws and raffles. Casinos may be conducted every 18 months (the normal time between each Casino by individual Societies as determined by the AGLC) thereafter. The proceeds from a Casino are not fixed however they are typically in the \$70,000 per Casino range. It is anticipated that the FSI and FFB will grant up to \$60,000 per casino of these proceeds to the PPCLI Foundation, primarily to the *For the Soldier Legacy Fund*. The amounts shown in this line item are reflective of the potential contribution amounts for each year from the two societies.
4. Individual Givings includes all gifts by individuals up to \$9,999. Typically, these gifts are in the range of \$20 - \$200 with a small number being above \$1,000. These gifts do not just appear. They are generated through regular giving via membership donations, direct mail requests, and monthly giving from existing donors and Foundation members. They also are to be part of solicitation by social media and Foundation web sites.
5. Corporate Givings includes all sponsorships from corporations and all gifts from individuals at \$10,000 and above (excluding planned gifts). These sponsorships and major gifts will be generated from existing and developed relationships and will require significant time and energy from an Executive Director (when in place) and fundraising volunteers to secure.
6. Events include the Heroes Hockey Challenge (HHC), annual galas like the 1917 Victory Dinner, Personal Legacy Stones, and other events such as the Reach for the Summit for Mental Health and Wellness (Mount Buller or Farquhar) and Paul Kane High School annual gifts. Noteworthy was the FSI donation to the \$10k to

the Vimy Foundation for Visitors Education Centre directly, fulfilling a Foundation commitment. This is not reflected in the expense numbers as it was a direct contribution.

Event Revenue Projections Summary					
	2016	2017	2018	2019	2020
HHC	\$10,010.00	\$60k	\$60k	\$60k	\$60k
PLS	\$6.3k (21 stones)	\$30k (100 stones)	\$45k (150 stones)	\$45k (150 Stones)	\$45k (150 stones)
Other Events	\$46,928.00	\$45k	\$45k	\$45k	\$45k
Casino	\$50k (Calgary)	\$10 k (Raffles – Edm)	\$120k (Calgary and Edm)	\$60k (Calgary)	\$60k (Edm)
Total Revenues	\$113,238	\$145k	270k	\$210k	\$210k

7. Expenses for consulting fees have been estimated and included to support payment for bookkeeper and other fees such as the *First In The Field Board*. These fees translate into approximately 50 hours (1/2 day per month) of consulting in 2016 and 100 hours (1 day per month) of consulting per year for 2017 and beyond.
8. The expenses associated with the Executive Director budget line presume a 0.5 FTE (full-time equivalent, 0.5 FTE means 20 hours or 2.5 days per week) position beginning by Q3 2017 with a part-time salary of \$48,000 in 2017. This position moves to a 1.0 FTE (i.e. full-time) position in 2018. The costs of this position have been projected using an \$80,000 per year base salary with a 20% allocation for benefits. This translates into an annualized salary and benefits line of \$96,000 for 2018. With the change to 1.0 FTE and with cost of living increases, this allocation rises to \$103,834 in 2019 and beyond.

See note 7 for specifics on bookkeeping. Specifically, the costs for the office management and the bookkeeper for 2017 through 2020 bring the total staff costs for these years up to \$120,000 per year. It should be noted that some or all of these costs can be offset or eliminated should volunteer resources be made available to undertake these functions. Every effort is to be made to secure volunteer resources where appropriate.

9. Expenses associated with supplies and equipment has not been changed from the original projections as they appear to be appropriate to support the staff and activity levels of this plan.
10. To successfully undertake the HHC events, the Foundation will need to partner with organizations that can deliver the volunteer resources required. The "cost" these resources will most often be revenue sharing. For the Personal Legacy Stones program, the costs are well-understood to be 50% of the cost of each stone. For the purposes of this plan, the costs of all other, as yet unnamed, events are assumed to fall within the forecasted expenditures for this line item from 2017-2020. Other Events are not captured below since they are event or project based.

Event Expense Projections Summary					
	2016	2017	2018	2019	2020
HHC	\$0	\$20k	\$20k	\$20k	\$20k
PLS	\$3.15k	\$15k	\$22.5k	\$22.5k	\$22.5k
Casino	\$6k (Edm)	\$0	\$0	\$0	\$0
Total Expenses	\$9.15k	\$35k	42.5k	\$42.5k	\$42.5k

8.1 ANNEX A –EVENT CALENDAR

PPCLI Foundation Calendar			
Event	Date/Time	Location/Comments	Lead or Volunter Needed (TBC)
New Foundation Website Launched	1-Aug-2016	https://ppclifoundation.ca	Jim Kempling
French Grey Ball	27-Aug-2016	Hotel MacDonald, Edmonton	RHQ
PLS 2016 Orders Due	7-Sep-2016	Install at Patricia Park will occur before 11 November - Edmonton	Malcolm Bruce
100th Anniversary of the Battle of the Somme Commemorative Dinner	24-Sep-2016	The Military Muesums - Calgary	Barry Ashton
Foundation Business 2016-2020 Business Plan Published	End October 2016		Malcolm Bruce
Vimy Battlefield Tour	Centred around 9/10 April	Presented by Special Travel International, the same organization that organized the Frezenberg tour. Doug Delaney and Terry Loveridge are the accompanying historians	RHQ
Foundation AGM	(TBC) May 2017		Kent Foster
Association AGM	(TBC) June 2017	SW Ontario	Association
2PPCLI Change of Command	(TBC) June 2017	Shilo Manitoba	RHQ
Reaching the Summit/Mt Farquar	24-25 June 2017	Cataract Creek Recreation Area and Mount Farquhar, Alberta	Barry Ashton
French Grey Ball	End August 2017	Hotel MacDonald, Edmonton	RHQ
PLS 2017 Orders Due	Mid Sep 2017	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
1917 Victories Gala	(TBC) October 2017	Location to be determined. Partnering with The Military Muesum Foundation	Barry Ashton
3 Division Honouraries Fall Conference	(TBC) October 2017	Calgary (coincides with 1917 Victories Gala)	3 Division
Heroes Hockey Challenge 2017	Fall 2017	Edmonton preferred	TBC
For The Soldier Institute Casino	Q1 2018	Calgary	For The Soldier Institute
Foundation AGM	(TBC) May 2018		Foundation President
1 and 3 PPCLI Changes of Command	(TBC) June 2018	Edmonton	RHQ
Reaching the Summit for Mental Health and Wellness - 2018	23-24 June 2018	Location to be determined	TBC
Association AGM	(TBC) June 2018	Medicine Hat	Association
French Grey Ball	End August 2018	Hotel MacDonald, Edmonton	RHQ
PLS 2018 Orders Due	Mid Sep 2018	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Heroes Hockey Challenge 2018	Fall 2018	Calgary preferred	TBC
First In The Field Board Casino	2018	Edmonton	First In The Field Board
Reaching the Summit for Mental Health and Wellness - 2019	(TBC) June 2019	Location to be determined	TBC
French Grey Ball	End August 2019	Hotel MacDonald, Edmonton	RHQ
Foundation AGM	(TBC) Aug 2019	Edmonton Centred around French Grey Ball Weekend	Foundation President
Association AGM	(TBC) Aug 2019	Edmonton Centred around French Grey Ball Weekend	Association
PLS 2019 Orders Due	Mid Sep 2019	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Heroes Hockey Challenge 2019	Fall 2019	Winnipeg preferred	TBC
For The Soldier Institute Casino	Q3/4 2019	Calgary	For The Soldier Institute
Reaching the Summit for Mental Health and Wellness - 2020	(TBC) June 2020	Location to be determined	TBC
Foundation AGM	(TBC) June 2020	TBC	Foundation President
Association AGM	(TBC) June 2020	TBC	Association
French Grey Ball	End August 2020	Hotel MacDonald, Edmonton	RHQ
PLS 2020 Orders Due	Mid Sep 2020	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Heroes Hockey Challenge 2020	Fall 2020	Toronto?	TBC
First In The Field Board Casino	2020	Edmonton	First In The Field Board

8.2 ANNEX B - 2017 DRAFT BUDGET

PPCLI Foundation Cash Flow Budget 2017					
Revenue	Q1	Q2	Q3	Q4	Total
Revenue					
Government Grants and Programs (1)	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Planned Giving	-	-	-	1	\$ 1
For The Soldier Legacy Fund	500	1,500	1,500	1,500	\$ 5,000
Individual Giving	2,500	7,500	10,000	15,000	\$ 35,000
Corporate Giving	-	-	5,000	5,000	\$ 10,000
Events and Programs (3)	7,500	17,500	47,500	72,500	\$ 145,000
Investments/Interest	800	800	800	800	\$ 3,200
Miscellaneous Revenue	100	100	100	100	\$ 400
Total Revenue	\$ 11,400	\$ 77,400	\$ 64,900	\$ 94,901	\$ 248,601
Expenditures					
Communications and Public Relations (4)	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 5,000
Banking and Administrative	500	500	500	500	\$ 2,000
Reviews and Audits	6,000	-	-	-	\$ 6,000
Consulting Fees	2,500	2,500	2,500	2,500	\$ 10,000
Staff and Benefits (2)	-	-	24,000	24,000	\$ 48,000
Supplies and Equipment	2,000	2,000	2,000	2,000	\$ 8,000
Events and Programs (3)	3,750	3,750	3,750	23,750	\$ 35,000
Travel	-	-	2,500	2,500	\$ 5,000
Miscellaneous Expenditures	750	750	750	750	\$ 3,000
Total Expenditures	\$ 15,500	\$ 12,000	\$ 38,500	\$ 56,000	\$ 122,000
Excess (Deficiency) of Revenue over Expenditures Before Gifts to Eligible Donees	-\$ 4,100	\$ 65,400	\$ 26,400	\$ 38,901	\$ 126,601
Gifts to Donees					
	-	-	-	-	\$ -
	-	-	-	-	\$ -
Total Gifts to Donees	-	-	-	-	\$ -
Excess (Deficiency) of Revenue over Expenditures After Gifts to Eligible Donees	-\$ 4,100	\$ 65,400	\$ 26,400	\$ 38,901	\$ 126,601
1) Community Investment Program (CIP) to fund cost of Executive Director in Q3&4					
2) Cost incurred only if CIP grant received					
3) Events					
	Legacy Stones	\$7,500 per Quarter			
	less costs	\$3,750 per Quarter			
	Net Revenue	\$3,750 per Quarter			
	Ed Raffle	\$10,000 Q2			
	Summit '17	\$40,000 Q3			
	1917 Gala	\$ 5,000 Q4			
	HHC	\$60,000 Q4			
	less costs	\$20,000 Q4			
	Net Revenue	\$40,000 Q4			
	Total Net Revenue Events	\$110,000			
4) Advertise for Executive Director		\$5,000			

8.3 ANNEX C – CHARITABLE PURPOSES AND ACTIVITIES

Charitable Purposes	Charitable Activities
<p>1. To fund and carry out activities and programs to support and care for Canadian military service personnel and former military service personnel in need.</p>	<p>To set up and maintain a fund to provide financial assistance to service personnel and former service personnel and their families where other agencies are unable to do so. The fund will be administered with support from other agencies, such as the Canadian Forces Military Family Resources Centres, Military Families Fund, the Legion and other veteran’s care organizations that are registered charities. The criteria to receive aid will be that there is a real and immediate need for financial assistance by a veteran or service person and that need cannot be met by another agency in a timely or adequate manner. Such initiatives include helping families quickly reunite in times of illness, injury and death, accessing rehabilitation, supporting the needs of the children of our soldiers and sailors. The funding complements, but does not replace, existing public and non-public programs.</p> <p>To provide for the welfare of troops engaged in operations through the provision of amenities not provided through the Canadian Forces.</p>
<p>2. To promote the efficiency of the armed forces of the Crown.</p>	<p>To commemorate and celebrate the PPCLI Regiment by the conduct of events and activities that both reinforce the strength and commitment of the Regiment and inform Canadians about the services the Regiment has provided to Canada and Canadians. These commemorations and celebrations will include events and activities such as the commemorations of conflicts, battles and similar military events in which the Regiment was involved and which are of value to Canada’s history and heritage; meetings of veterans designed to strengthen the bonds of the Regiment and reinforce the support current members have from their predecessors; commemorations at the sites of significant events in the history of the Regiment that serve to bring nations together and give Canada and Canadians pride in the achievements of its armed forces and of the Regiment; services of remembrance for the fallen. Specifically in 2016 through 2020 period, there will be a number of 100th First World War anniversary commemoration events such as Vimy Ridge and the last 100 days of the war. The calendar of events at Annex A to this Business Plan details the ones that will be the Foundation’s major efforts through the coming years.</p> <p>To acquire, manage, protect, catalogue, and display where possible, all artifacts and other items that reflect the history and services of the Regiment.</p> <p>To provide and maintain ceremonial uniforms and equipment not provided by the Canadian Forces but required for Regimental purposes.</p> <p>To provide scholarships at Canadian Universities that focus on the teaching of and research into the role of the military in Canadian history and development (gifts to qualified donees).</p> <p>To support visits of the Colonel-in-Chief of the Regiment; to promote the morale and well-being of the armed forces and promote public admiration and goodwill towards the Regiment.</p>
<p>3. To fund and carry out activities and programs to establish and preserve monuments relating to military service by Canadian soldiers and service personnel.</p>	<p>Maintain and preserve a memorial commemorating the founding of the PPCLI Regiment in Lansdowne Park in Ottawa.</p> <p>Maintain and preserve a statue of Andrew Hamilton Gault, the founder of the PPCLI, located in Constitution Square in Ottawa and The Military Museums in Calgary.</p> <p>Maintain, renovate and preserve Hamilton Gault Memorial Park located at Canadian Forces Base Edmonton.</p> <p>Maintain, restore and preserve a Memorial to the PPCLI Regiment at the site of the battle of Frezenberg in Belgium.</p> <p>Maintain and promote the memorials described above and others that may be relevant to the Regiment.</p>

Charitable Purposes	Charitable Activities
<p>4. To make gifts to qualified donees.</p>	<p>All gifts would be made to qualified donees including:</p> <ul style="list-style-type: none"> • Princess Patricia’s Canadian Light Infantry Regimental Fund, including the PPCLI Regimental Museum and Archives • Hamilton Gault Memorial Fund • Army cadet and other qualified youth and leadership development organizations • Canadian universities, to provide scholarships • Military family resource centres • Those that conduct medical research related to mental health matters for soldiers and veterans. Such as operational stress injury and post-traumatic stress disorder • Other qualified donees whose goals contribute to the charitable purposes of the PPCLI Foundation Trust.

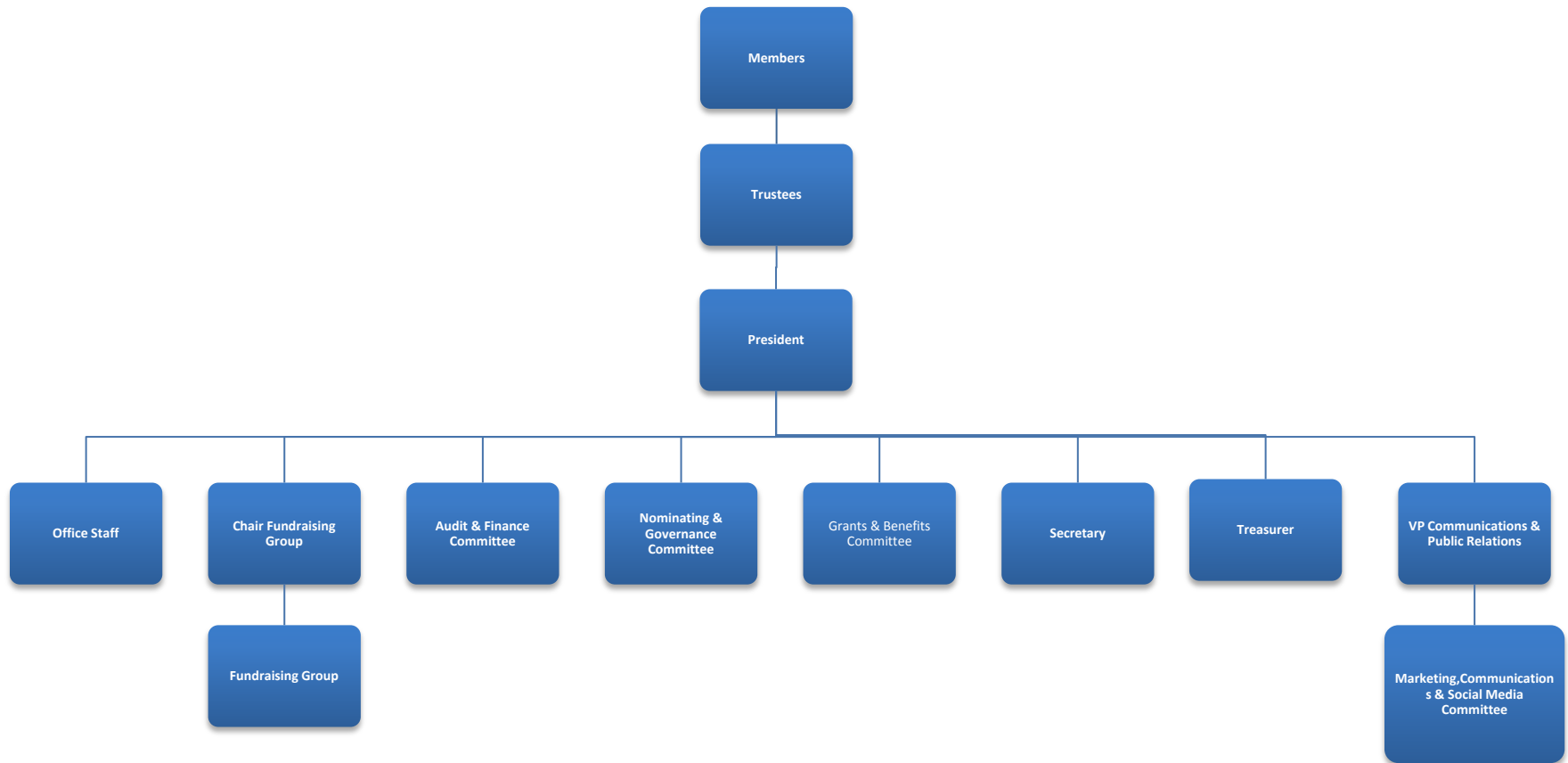
8.4 ANNEX D – PPCLI FOUNDATION STRUCTURE

The structure for the Foundation is best seen in the context of the structure of Princess Patricia's Canadian Light Infantry and its three charitable arms. The serving component of the Regiment consists of a Regimental Headquarters and three battalions based in Edmonton (1st Battalion, 3rd Battalion and 4th Battalion (a reserve battalion, the Loyal Edmonton Regiment), and the 2nd Battalion based at Base Shilo, Manitoba. Several hundred serving members are also based at Camp Wainwright, Alberta, where soldiers of the Regiment receive individual basic and advanced training. Serving members make contributions totaling about \$190,000 annually to the PPCLI Regimental Fund (Charitable Registration 119103844RR001). These contributions are used to support non-government funded activities (or not fully funded) such as the publication of a regimental journal and newsletters, support to benevolent funds for soldiers, families of the fallen and other families, and support to the operation of the PPCLI Museum and Archives, located at The Military Museums in Calgary.

The members of the Regiment (for the most part retired) have created an Association with branches in twelve communities across Canada. The Association serves social and fraternal needs of its members and their families. The Association operates the Hamilton Gault Memorial Fund (a legacy left to the Regiment by its founder Andrew Hamilton Gault). The HGMF (Charitable Registration 888786647RR0001) operates principally to provide bursaries to soldiers and family members, to support youth education through cadets, and to support the operation of the PPCLI Museum and Archives. The Calgary Branch of the Association supports the operation of an Alberta Gaming and Liquor Commission sanctioned casino, which over more than 20 years has provided substantial support to the PPCLI Museum and Archives.

The third arm, and the most recently created, is the PPCLI Foundation. It has been created based upon recent experience in conflicts such as Somalia, Croatia, Bosnia, Kosovo and especially in Afghanistan. It is apparent that there are limits to the amount of support that can be provided by government alone. Several reports such as those by the Veterans Ombudsman have indicated the need for other forms of support. The Foundation aims to fill at least a part of this need by reaching out to an audience beyond the PPCLI family: to corporations, funding bodies and other foundations, and to Canadians at large. Following a very successful initial years of operation, largely through volunteer efforts, the Foundation seeks to enhance its capacity to raise funds and to undertake its charitable purposes as set out above. The structure of the Foundation is as set out below.

PPCLI FOUNDATION STRUCTURE



8.5 ANNEX E – BALANCED SCORECARD

To Be Approved By Board of Trustees Q1 2017