



PPCLI FOUNDATION

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

BUSINESS PLAN 2018 – 2022

□ **PPCLI Foundation**

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Business/Charitable Registration No.84205 7804 RR0001

**PRINCESS PATRICIA'S CANADIAN LIGHT
INFANTRY (PPCLI) FOUNDATION
BUSINESS PLAN 2018 – 2022**

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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 Janice C. Filmon, CM, OM, Lieutenant Governor of Manitoba
Brigadier-General (Ret'd) V.W. Kennedy OMM, MSM, CD, Colonel of the Regiment
Honorary Colonel John Stanton, CM, Honorary Colonel, The Loyal Edmonton Regiment
Honorary Colonel Paul Hindo, Honorary Colonel of the Canadian Army

Trustees

Mr. Dennis A. Anderson, FCA

Lieutenant-Colonel (Ret'd) Malcolm D. Bruce, MSM, CD, Vice President Fundraising

Brigadier-General (Ret'd) David Corbould, MSM, CD

Mr. Phillip Crawley, CBE, Publisher and CEO The Globe and Mail

Lieutenant-General (Ret'd) Michael Day, CMM, MSC, CD, President

Mrs. Marilyn J. Elliott, FICB, CFP, CLU

Chief Warrant Officer Mark von Kalben, Regimental Sergeant Major

Major-General (Ret'd) David Fraser, CMM, MSC, MSM, CD

Mr. Alexander H. Gault, Vice President Communications and Public Relations

Lieutenant-Colonel (Ret'd) Martin Kenneally. CD

Warrant Officer (Ret'd) Harold Leduc, MMM, CD

BGen (Retd.) Glenn W Nordick, OMM, MSC, CD;

Mr. Shannon Parsons, Stantec Vice President (Ret'd),

Colonel R.T. Ritchie, OMM, MSM, CD Guard Appointment

CWO Jason Pickard

Ms Sarah McCaffrey - Treasurer

Ms France Bourgeois - Executive Director

Capt (Ret'd) John Croucher - Secretary

Support

Gallo & Co. Bookkeeper (2018 -)

Maj Slade Lerch, RM

Volunteers from Coast to Coast

Fundraising Group and Committees

FUNDRAISING GROUP

Malcolm Bruce (Chair), John Croucher, Shannon Parsons Marilyn Elliot

BUSINESS LINES OF OPERATIONS

GOVERNMENT GRANTS AND PROGRAMS

Executive Director (Interim)

INDIVIDUAL GIVING AND MEMBERSHIP

John Croucher

PLANNED GIVING

Marilyn Elliott

CORPORATE GIVING

Shannon Parsons

EVENTS AND PROJECTS

Malcolm Bruce

REGIONAL TEAMS

BRITISH COLOMBIA LEADS

TBC

EDMONTON REGIONAL LEADS

Malcolm Bruce, Tim Penney, Shannon Parsons

CALGARY REGIONAL LEAD

Marilyn Elliott,

WINNIPEG REGIONAL LEADS

TBC

OTTAWA REGIONAL LEADS

TBC

TORONTO REGIONAL LEAD

David Fraser

ATLANTIC REGIONAL LEAD

Jake Bell

Heroes Hockey Challenge

BOARD OF GOVERNORS

GLENN CUMYN, HHC FOUNDER AND CO-CHAIR; MIKE DAY, FOUNDATION PRESIDENT;

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

AUDIT AND FINANCE COMMITTEE

Sarah McCaffrey (Chair) Phillip Scherman, Jon Gallo, Ed Bootle and *Ex-Officio*:
Foundation President and the Executive Director

MARKETING, COMMUNICATIONS, SOCIAL MEDIA COMMITTEE

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

NOMINATING AND GOVERNANCE COMMITTEE

Dave Corbould (Chair), John Croucher, Malcolm Bruce and *Ex-Officio*; Foundation
President

GRANTS & BENEFITS COMMITTEE

Executive Director (Interim), Col Bob Ritchie and CWO Mark von Kalben

2.0 EXECUTIVE SUMMARY

2.1. This Business Plan 2018-2022 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% -20% window for administrative costs against overall budget. This Plan will reflect the attainment of that goal.

2.2 After a successful move of the Foundation offices to Edmonton on 1 January 2018 and the establishment of the new office (generously donated as in kind support by Stantec) and supporting committees, the Foundation is better poised to support ongoing operational activities. This includes better collaboration and integration with the larger Regimental Family as well as Regimental Headquarters. Importantly, the move enabled a reset of a number of critical functions including the financial framework and fund development plan which form the basis of this business plan. Additionally, in 2018 saw the completion of three-year journey to renew the Board of Trustees which included the appointment of Mike Day as President taking over from Kent Foster, new Secretary John Croucher from Jim Kempling, a new Treasurer Sarah McCaffrey and the hiring of the

Foundation first full time Executive Director France Bourgeois. The significant and enduring efforts of past Trustees have been critical to the Foundation success and we thank them for their services.

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* and the *First In the Field Board*. 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 \$2.1 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 -2015	2016	2017	Sept. YTD 2018	Total
Revenue	\$1,617,261	\$145,806	\$224,715	\$ 79,974	\$2,067,756
Expenses	918,297	51,060	97,119	125,436	1,191,912
Net Revenue	698,964	94,746	127,596	(45,462)	875,844
Gifts to Eligible Donees					
PPCLI Regimental Fund	431,846				431,846
Hamilton Gault Memorial Fund	46,902	1,000			47,902
Amputee Coalition Canada	37,127	10,000			47,127
Wounded Warriors Canada	8,500		4,000		12,500
CPCSA Hospital Comforts Fund	3,000				3,000
Outward Bound (VAC Program)		10,000			10,000
Soldier On (DND program)		1,000	6,000	1,000	8,000
Military Family Resource Centres	37,818	1,000			38,818
Others	7,000	10,000	35,000	30,827	82,827
Total Gifts to Eligible Donees	572,193	33,000	45,000	31,827	682,020
Excess (Deficiency) of Revenue Over Expenses after Gifts to Eligible Donees	126,771	61,746	82,596	(77,289)	193,824

2.3. The Fund Development Plan that was approved by the Board of Trustee on 18 March 2016 remains the basis for this Business Plan.

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 four-year plan beginning in 2018 to 2022. 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. 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, the fund development plan recommended a number of areas to be considered. These areas were broken down into Strengths/Assets and Weaknesses/Barriers. Noteworthy, the Foundation has spent a significant amount of effort since 2016 addressing the weaknesses and 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 /2018 remain the best year 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 2018 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 volunteer recruitment in 2018/19 will go to:

3.2.1.1. Vice President Grants & Benefits

3.2.1.2 FRG Government Grants & Programs Business Line of Operation lead.

3.2.1.2. BC, Manitoba and Ontario Regional Team Leads

3.2.1.3. Recruiting a lead for the HHC in Edmonton 2019 or Winnipeg as an alternate.

3.2.2. Will continue to work in partnership with organizations of the Regimental Family and supportive entities such as Homes for Heroes, Veterans Transition Network, 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 2020/1 and positioned for a more robust, sustained fundraising capacity thereafter.

4.5. OBJECTIVES

During this planning period, 2018-2022, 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

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

5.1.1.5.1. Personal Legacy Stones Project

5.1.1.5.2 Reaching the Summit Climbs

5.1.1.5.3. Galas

5.1.1.5.4. Heroes Hockey Challenge

5.1.1.5.5. Building a fundraising campaign under Corporate Giving around the theme “Supporting the Homefront” . This will be the major effort for the fundraising group for the course of this Business Plan and are tied directly to our charitable objectives and remain national in approach. They are specifically tied to four themes: Supporting Mental Health which includes working in partnerships with many different organizations (examples are: the Association, Veterans Transition Network, Homes for Heroes, etc) and through specific events such as Reach for the Summit planned for in 2019; Youth Education – both domestically and international opportunities for Canadian Youth; and, PLS - 1918: Campaign is to have corporate Canada buy a stone for each of the originals 1098 soldiers.

5.1.1.5.6. Other Fundraising Projects

5.1.1.6. 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

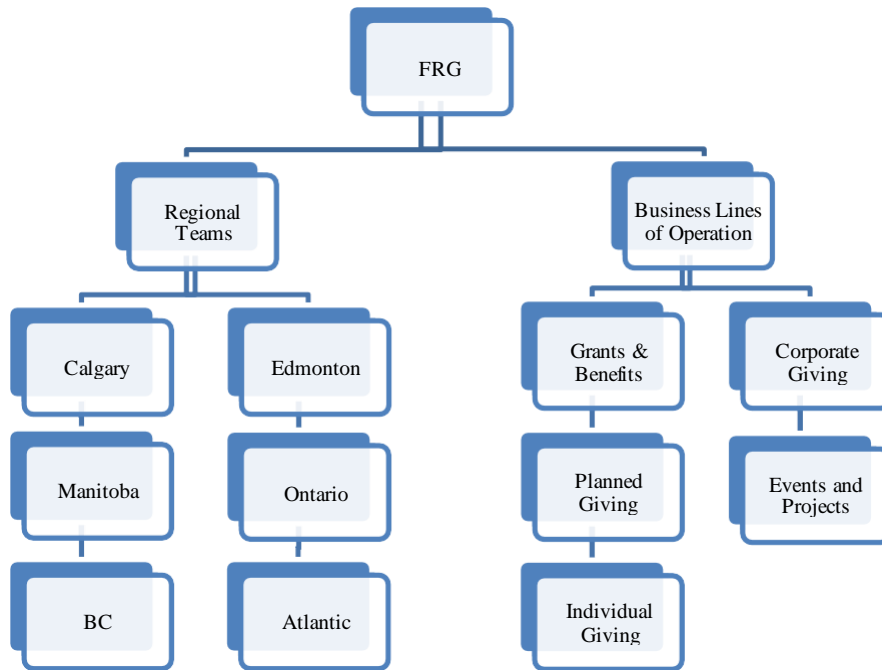
5.1.2.4. Manitoba

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 Reaching for the Summit climb. In addition, regional teams will support the activities of national project campaigns like the Personal Legacy Stones or those initiated by other regions golf or other activities, 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 planned for 2019. 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.

The Trustees intent is to provide 40 cents on every dollar raised to be committed to the *For The Soldier Legacy Fund*.

5.6. PARTNERSHIPS AND MAJOR GIFTS

Partnerships and Major Gifts are 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 with assistance from the Executive Director 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.

The Trustees have approved the framework for fund allocation as follows and will be reflected an update to the Trustee SOPs either in chapter 5 or 7:

40% - For The Soldier Legacy Fund

40% - To meet our operational charitable objectives as highlighted in the Section 1.1

20% - up to for operational & administrative costs

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 2019.

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 2019 will focus upon the following:

6.2.1. Foundation Fundraising Efforts:

6.2.1.1. Personal Legacy Stones Project (Ongoing)

6.2.1.2. Heroes Hockey Challenge 6/89 March 2020 – Toronto

6.2.1.3. Homefront Breakfast (Nov/February 2019/2020 – Edmonton and other locations)

6.2.1.4. Reaching the Summit 2019 (Nov 2019)

6.2.1.5. Supporting the Homefront Campaign (Ongoing)

6.2.1.6. Planned Giving

6.2.2. The PPCLI Foundation Website. This is undergoing a major rework and remains an area for improvement both in terms of content and currency. Plan is:

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 2018-2022

7.1. BUDGET AND FINANCIAL PROJECTIONS

The 2018 Q3 actuals and projections of revenues and expenses for 2019 through 2022 are listed below. Government Grants and Programs may play a major role in funding the operational and administrative needed to deliver on the Business Plan. This Business Line of Operation has the lead.

The 2019 draft budget (with comparative data) and projections of revenue and expenses for 2019 by Quarter is found at Annex B.

PPCLI Foundation Budget and Projected Revenue 2018 - 2022						
	2017	2018	2019	2020	2021	2022
	Actual	Forecast	Budget	Budget	Budget	Budget
Revenue						
Government Grants and Programs (1)	-	-	10,000	10,000	10,000	10,000
Planned Giving (2)	-	-	-	-	-	-
For the Soldier Legacy Fund (3)	-	33,000	60,000	40,000	40,000	40,000
Individual Giving (4)	15,491	16,277	20,000	22,500	25,000	25,000
Corporate Giving (5)	20,000	-	15,000	15,000	15,000	15,000
Events and Programs (6)	180,679	140,314	150,000	150,000	150,000	150,000
Investments / Interest	8,545	3,183	3,200	3,200	3,200	3,200
Miscellaneous Revenues	-	-	-	-	-	-
Total Revenue	224,715	192,774	258,200	240,700	243,200	243,200
Expenditures						
Communication and Public Relations	-	542	1,000	1,000	1,000	1,000
Banking and Administrative	1,331	1,236	2,000	2,000	2,000	2,000
Professional Fees	7,580	84,080	96,640	102,078	107,843	116,470
Consulting Fees (7)	-	-	5,000	5,000	5,000	5,000
Staff and Benefits (8)	-	800	4,800	4,800	4,800	4,800
Supplies and Equipment (9)	5,252	2,059	2,500	2,500	2,500	2,500
Events and Programs (10)	78,693	106,729	42,500	42,500	42,500	42,500
Travel	623	-	200	200	200	200
Office and Administration	3,640	4,054	3,000	3,000	3,000	3,000
Total Expenditures	97,119	199,500	157,640	163,078	168,843	177,470
Excess (Deficiency) of Revenues Over Expenditures Before Gifts to Eligible Donees	127,596	(6,726)	100,560	77,622	74,357	65,730

*Notes on Following Page

FUND DEVELOPMENT PLAN GOALS NOTES

1. Government grants and programs include all grants from government and quasi-government (i.e. Alberta Health) agencies. The projections shown in this plan specifically do not assume successful operating grant applications 2018/19 as the Foundation has been unsuccessful in demonstrating direct funding of activities in lieu of third party. Operating grants are often made to support capacity building (typically in the areas of fundraising, marketing, and communications) for a nonprofit organization. If any grants are successful they will be reflected in

quarterly updates. The Government Grants and Program lead is responsible to draft and submit.

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.. 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 second Casino in Q1 2018 with a portion of the proceeds from this Casino granted to the PPCLI Foundation in Q22018. FFB is not likely to see their first Casino before 2019 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 Giving 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 Giving 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 and fundraising volunteers to secure.
6. Events include the Heroes Hockey Challenge (HHC), annual events like the 2019 Homefront breakfast, Personal Legacy Stones, and other events such as the Reach for the Summit for Mental Health and Wellness and Paul Kane High School annual gifts. Noteworthy was the FSI donations to other supported charitable objectives continue to fulfill a Foundation commitment. This is not reflected in the expense numbers as it was a direct contribution.

Event Revenue Projections Summary						
	2017	2018	2019	2020	2021	2022
HHC	\$60k	\$60k	\$60k	\$60k	\$60k	\$60k
PLS	\$30k (100 stones)	\$45k (150 stones)	\$45k (150 Stones)	\$45k (150 stones)	\$45k (150 stones)	\$45k (150 stones)
Other Events	\$45k	\$45k	\$45k	\$45k	\$45k	\$45k
Casino	\$10 k (Raffles – Edm)	-	\$60k (Calgary)	-	\$60k (Edm)	\$60k (Edm)
Total Reven ues	\$145k	270k	\$210k	\$210k	\$210k	\$210k

7. The expenses associated with the Executive Director budget line is based on a 1.0 FTE (i.e. full-time) position in 2018. The actual cost of this position is \$88,000. With the change to 1.0 FTE and with cost of living increases, this allocation is subjected to rate increases in 2019 and beyond.

Bookkeeping services have been provided as a gift-in-kind in 2018. The remainder of these costs are comprised of marketing expenses and assurance services.

8. Costs related to casual labour include contract-based costs as needed by the Executive Director.
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 2018-2022. Other Events are not captured below since they are event or project based.

Event Expense Projections Summary						
	2017	2018	2019	2020	2021	2022
HHC	\$20k	\$42K	\$20k	\$20k	\$20k	\$20k
PLS	\$15k	\$6.5K	\$12K	\$22.5k	\$22.5k	\$22.5k
Casino	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$35k	48.5k	\$32k	\$42.5k	\$42.5k	\$42.5k

8.1 ANNEX A –EVENT CALENDAR

Event	Date	Location/Comments	Lead
PLS 2018 Orders Due	Oct 2018	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Grey Cup Gala	Nov 2018	Edmonton	Executive Director
Heroes Hockey Challenge 2018	8/9 Dec 2018	Calgary	Nick Tyman/Alex Gault
First in the Field Board Casino (Pending AGLC approval)	2019	Edmonton	First In The Field Board
Mme Clarkson's 80th Birthday Celebrations	8-10 Feb 2019	Toronto C-in-C Official portrait to be unveiled. There will be a Gala dinner and a presentation/show on another day.	C-in-C EA
Inaugural Homefront Breakfast	20 Feb 2019	Edmonton – Hotel Mac	Shannon Parson
Association AGM	8 Aug 2019	Edmonton Centred around French Grey Ball Weekend	Association
Foundation AGM	7 Aug 2019	Edmonton Centred around French Grey Ball Weekend	Foundation President
French Grey Golf Tournament	9 August 2019	Edmonton Garrison Memorial Golf Club	RHQ
105th Better 'Ole and Family Day	9-11 August 2019	Edmonton Garrison	1 PPCLI
PPCLI 105th Anniversary Gala (Re-branded French Grey Ball and changing the date this dinner)	9 August 2019 (TBC)	Hotel MacDonald Edmonton	3 PPCLI
PLS 2019 Orders Due	Mid Sep 2019	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Reaching the Summit for Mental Health and Wellness - 2019	Nov 2019	Canmore Cave	Christian Stenner
Heroes Hockey Challenge	March 2020	Toronto	Mike Day
For the Soldier Institute Casino	Q3/2019	Calgary	For the Soldier Institute
Homefront Breakfast	(TBC) Feb 2020	Edmonton – Hotel Mac	Shannon Parson
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 2021	Edmonton	TBC
First in the Field Board Casino	2020	Edmonton	First in the Field Board
Homefront Breakfast	(TBC) Feb 2020	Edmonton – Hotel Mac	Shannon Parson
For the Soldier Institute Casino	Q1 2021	Calgary	For the Soldier Institute
Reaching the Summit for Mental Health and Wellness - 2021	(TBC) June 2021	Location to be determined	TBC
Foundation AGM	(TBC) June 2021	TBC	Foundation President
Association AGM	(TBC) June 2021	TBC	Association
French Grey Ball	End August 2021	Hotel MacDonald, Edmonton	RHQ
PLS 2021 Orders Due	Mid Sep 2021	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Heroes Hockey Challenge 2021	Fall 2021	Winnipeg or Montreal	TBC
Homefront Breakfast	(TBC) Feb 2022	Edmonton – Hotel Mac with other locations	Shannon Parson
For the Soldier Institute Casino	Q4 2022	Calgary	For the Soldier Institute
First in the Field Board Casino	2022	Edmonton	First in the Field Board
Reaching the Summit for Mental Health and Wellness - 2022	(TBC) June 2022	Location to be determined	TBC
Foundation AGM	(TBC) June 2022	TBC	Foundation President
Association AGM	(TBC) June 2022	TBC	Association
French Grey Ball	End August 2022	Hotel MacDonald, Edmonton	RHQ
PLS 2022 Orders Due	Mid Sep 2022	Install at Patricia Park will occur before 11 November - Edmonton	Tim Penney
Heroes Hockey Challenge 2022	Fall 2022	Vancouver or Ottawa	TBC

8.2 ANNEX B - 2019 DRAFT BUDGET

PPCLI Foundation Cash Flow Budget 2019

	Q1	Q2	Q3	Q4	Total
Revenue					
Government Grants and Program s(1)	-	10,000	-	-	10,000
Planned Giving	-	-	-	-	-
For the Solider Legacy Fund	-	-	60,000	-	60,000
Individual Giving	5,000	5,000	5,000	5,000	20,000
Corporate Giving	3,750	3,750	3,750	3,750	15,000
Events and Programs	25,000	20,000	45,000	60,000	150,000
Investments / Interest	800	800	800	800	3,200
Miscellaneous Revenue	-	-	-	-	-
Total Revenue	34,550	39,550	114,550	69,550	258,200
Expenditures					
Communications and Public Relations	(250)	(250)	(250)	(250)	(1,000)
Banking and Administrative	(500)	(500)	(500)	(500)	(2,000)
Professional Fees	(24,160)	(24,160)	(24,160)	(24,160)	96,640
Consulting Fees		(5,000)			5,000
Staff and Benefits	(1,200)	(1,200)	(1,200)	(1,200)	4,800
Supplies and Equipment	(625)	(625)	(625)	(625)	2,500
Events and Programs	(10,500)	0	(12,000)	(20,000)	(42,500)
Travel	(50)	(50)	(50)	(50)	200
Miscellaneous Expenditures	(750)	(750)	(750)	(750)	3,000
Total Expenditures	(37,785)	(32,285)	(39,285)	(47,285)	(156,640)
Excess (Deficiency) of Revenues over Expenditures Before Gifts to Eligible Donees	(3,235)	7,265	75,265	22,265	101,560

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, Homes for Heroes 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 2018 through 2022 period, there will be a number of 100th First World War anniversary commemoration events such as the last 100 days of the war, Armistice and the Afghan Conflict. 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> <p>Support through partnerships the preservation of significant Canadian Armed Forces history through project such as the RAMP Ceremony documentary.</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.

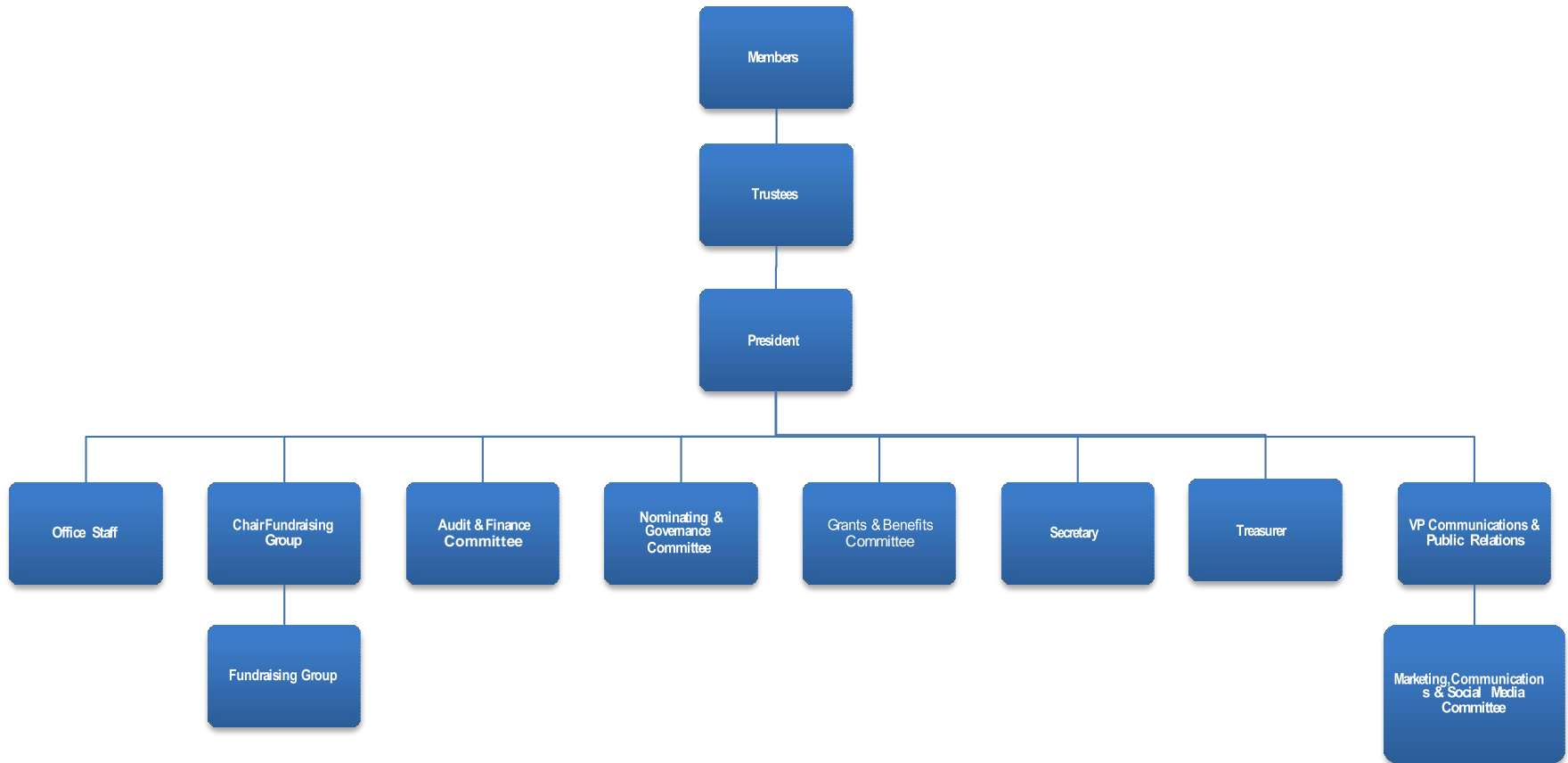
8.4 ANNEX D – PPCLI FOUNDATION STRUCTURE

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

Objective	Strategic Outcomes/Measure(s)	Target	Ownership
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 Stress Injury Clinics and Therapeutic Research Organizations	Client needs are more fully satisfied in a timely manner/Real Growth of one Service Delivery Partner per year	2017+ 1 additional service delivery partners 2018+ 1 additional service delivery partners 2019 +1 2020 +1	Grants & Benefits Committee/ Corporate Giving 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
Communications & Public Relations Committee in place and operating effectively	A strong brand recognized nationally with marketing and communication policies, tools and plans	Target 2018 – 1) Foundation Fundraising Efforts supported –2018 Planned Giving Campaign, Support for Youth Battlefield Tour, Personal Legacy Stones, HHC 2018 2) The PPCLJ Foundation Website remains current and reflective of activities accomplished and planned 3) Content Marketing completed across the full medium	Communications & Public Relations Committee, led by its VP
Planning, risk management and internal control frameworks are developed and operating effectively	The Board of Trustees is relied upon to offer great governance and forward looking strategies and ideas	Frameworks are reviews on each Business Plan and all special/unique events/activities are to develop and implement the appropriate risk management framework.	Audit & Finance Committee/Trustees
Learning and Growth			
A Volunteer Framework exists to	Volunteers satisfied	1) Volunteer feedback is	Executive Director

<p>encourage, maintain & recognize volunteers for Foundation Purposes</p>	<p>Broad Visibility & recognition of Foundation through volunteers</p> <p>We have sufficient human capital to achieve desired outcomes</p>	<p>actively solicited via a periodic survey and is encouraged on a regular basis.</p> <p>2) Functioning Recognition Mechanism</p> <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 an annual 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>	<ol style="list-style-type: none"> 1) Hire Executive Director Q1 2018 2) Move office to Edmonton 3) Extend the Board, volunteers and staff to enable greater array of messaging through the website and other mediums 	
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