

PPCLI 100TH ANNIVERSARY – EXECUTIVE SUMMARY

- References: A. PPCLI 100th Anniversary – Consolidated Guidance, 15 Aug 11
B. 3350-1/ PPCLI 100th (PD AO PPCLI) – 1 CMBG General Instruction PPCLI 100th Anniversary, 1 Nov 13
C. PPCLI 100th Anniversary Plan – Version 4, 30 Jun 14

1. Aim. The aim of the Centennial was to celebrate with the nation the 100th anniversary of the PPCLI. Implied within, an active sharing of history and capabilities of the PPCLI by connecting with Canadians at every opportunity during the 100th Anniversary.
2. Measures of Success (MoS). There were three basic measures of success outlined in the Regimental Guard Directive 002, 100th Anniversary Planning:
 - a. MoS 1: Association Membership. The Association will be asked to launch an international membership drive from the 95th Reunion onward to the 100th and will be provided as much support as is possible from the Regiment. A target will be agreed. Getting members and non-members to commit to the 100th National Reunion will be a necessary element in planning and cost control;
 - b. MoS 2: Happy Attendees. Once people are committed, the Regiment must ensure that we are providing the kind of Reunion that the members want and will enjoy; and
 - c. MoS 3: Mission Accomplished, On Budget. The PPCLI should be in the minds of Canada in 2014. However, the 100th cannot imperil the financial health of the Regiment.
3. Association membership did increase during the course of the Anniversary year and MoS 2 and 3 were achieved. Notably, the Commander Canadian Army commented on the success of the PPCLI Anniversary program in connecting with Canadians and cementing the Regiment's relationship with the public. The 100th Anniversary Commemoration achieved a national strategic effect, and assisted in establishing PPCLI as a national, rather than a regional, institution.
4. Programs. The Centennial was executed with the following programs as sub-events:
 - a. The Edmonton Commemoration (EC). The EC was held in Edmonton, AB from 7-10 Aug 14 and was the focal celebration of the 100th Anniversary celebrations.
 - b. The Memorial Baton Relay (MBR). The MBR was conducted from 10 Aug 14 to 18 Sept 14 between Edmonton and Ottawa and in the Frezenberg Area on 8 May 15. The MBR tied the three Commemorations together with a relay run of the Memorial Baton by members of the Regiment, and consisted of the 25 stops/activities between Edmonton AB and Ottawa, Ontario.
 - c. Ottawa Commemoration (OC). The OC was held in Ottawa, Ontario from 7-10 Sept 14 and was the secondary celebration of the 100th Anniversary.

- d. Frezenberg Commemoration (FC). The FC was conducted from 7 to 11 May in Belgium and France to mark the 100th anniversary of the Battle of Frezenberg, 8 May 15, known regimentally as ‘the Death of the Originals’.
- e. Memorial Program (MP). The MP successfully perpetuated memorial aspects of the 100th Anniversary and also provided memorial aspects of the 100th Anniversary to Patricias and Canadians at large.
- f. Public Information Program (PIP). This program was central to ensure the maximum number of Patricias and the public attended the various events and activities. With the PIP, the Regiment was able to fully share the activities with Canadians. The PIP was intended to connect the Regiment with Canadians, and in this regard the program was largely successful. The Commander Canadian Army remarked on the national scope of the 100th Commemoration, and it appears that the 100th Anniversary has succeeded in raising the profile of the Regiment across the country, establishing the PPCLI as a national institution in the minds of Canadians.
- g. Finance Program (FP). The FP accounted for the raising, accounting, control and dispersal of funds to support the 100th Anniversary. Within are the inherent challenges given the complexities involved with charitable funds, donations, varied sources of income, in kind donations and the other supportive organizations including the Foundation and the Association. This program did not cover DND or Public funds used to support the PPCLI 100th. The funds used for the 100th were all private funds and have been accounted for under the term Regimental Funds, which includes grants, donations in cash, in-kind, or profits from the PPCLI Ware House. The planned revenue was under by \$135, 321. However, there was still a slight net surplus of \$14,736 due to costs for many activities coming in under budget.
- h. Command and Control Program (C2P). The C2P provided support and coordination of all 100th Anniversary Programs.

5. Expenditures:

Serial	Activity	Public	Charitable	Totals
	(a)	(b)	(c)	(d)
1	Edmonton Commemoration	\$221,309.00	\$1,021,038.00	\$1,242,347.00
2	Ottawa Commemoration	\$215,662.00	\$146,627.00	\$362,289.00
3	Frezenberg Commemoration (130 Pers)	\$89,164.00	\$29,856.00	\$119,020.00
4	Memorial Baton Relay (Sponsorship)	\$156,499.00	\$267,407.00	\$423,906.00
5	Memorial Programme	\$28,030.00	\$954,686.00	\$982,716.00
6	Public Information Programme		\$363,192.00	\$363,192.00
7	Financial Programme		\$54,350.00	\$54,350.00
8	Command And Control	\$62,661.00	\$371,113.00	\$433,774.00
9	Totals	\$777, 325.00	\$3,208, 269.00	\$3,981,594.00

6. Key Lessons Learned:

- a. Edmonton Commemoration. Given the complexity of the activities planned for the EC and continuing training and operational requirements, time and capable staff to coordinate with service providers were in short supply. Private contractors were invaluable to conduct the coordination and planning under the supervision of unit leadership and should have been engaged and hired as early as possible in the process. This would have mitigated the regular turnover of staff at the unit and sub-unit levels.
- b. Memorial Baton Relay. The MBR governance model was inefficient given the sheer geography of the endeavour, coupled with an impractical span of control. Although the MBR unquestionably achieved its objectives, it is difficult to assess their relative success owing to unstated measures of effectiveness in the areas of media publicity or public connection.
- c. Ottawa Commemoration. It was particularly challenging while dealing with the geographical separation between 3 PPCLI in Edmonton and the various venues in Ottawa. One area of success was the gentleman's agreement with several senior commanders in the NCR to allow their PPCLI Officers and NCOs on ERE to devote countless work hours to assisting 3 PPCLI in the preparations. A noted success was the establishment of liaison officers from the Bn to the event planners in Ottawa, especially for the Regimental Dinner. It was useful that the AO had been involved in the events for several years and was able to hand off to the personnel conducting the event on the ground in Ottawa, effectively conducting a G5 to G3 handover.
- c. Frezenberg Commemoration. The success of this commemoration rested on the backbone of the bi-lateral training event with 5 RIFLES, under the rubric of Ex KAPYONG BUGLE, which provided the operational imperative to deploy PPCLI soldiers to Europe using RCAF strategic airlift. Without the bi-lateral training event and resultant commitment of CAF resources, the scope of commemorative events would have been significantly reduced. When embracing regimental planning for future commemorative milestones in Europe, ambition will need to remain scalable and be informed by the CAF resources available.
- d. Memorial Program. The PD AO was responsible for developing ideas for the Memorabilia and Souvenir Plan. All ideas were vetted and approved by the REC. A single point of development is a must to standardize look and feel of memorabilia. Too many ideas could easily detract from the main effort and lead to confusion in the message for the event. Along this vein, a solid business plan is a must with regard to memorabilia sales and returns on investment must be the measure at each step in the process.
- e. Public Information Program. The planning model for the development of the logo and other devices called for a decision by 2009. The whole concept of branding the Regiment and its 100th Anniversary took time to be developed. Given that the branding result in the 100th was very successful, considerations such as lead times for such endeavors need to be taken into consideration.
- f. Financial Program:
 - (1) The Project Director of the Anniversary Office was the only authority for the expenditure of Regimental Funds. Near the execution of the 100th activities,

funds were released to OPIs for miscellaneous expenses. Central control with REC oversight is essential to keep expenses from going out of control. In future, all financial activities must be centrally managed.

- (2) Once the details of the various activities became clear, better budget forecasts were established by late 2013. Specific activities should be planned early in order to identify financial requirements, which would have driven fundraising plans. As it is difficult to plan without a budget, it is recommended that in future the budget be fixed before the plan is complete.

h. Command and Control Program:

- (1) The resources and efforts required were considerable and often underestimated in planning and executing such an endeavour. Understanding that the planning should be resourced based, a highly detailed analysis was of the utmost importance in determining the size and scope of activities. While much of the command and control of the 100th Anniversary fell to the Chair of the REC, a more robust RHQ, led by a post-command LCol, could have alleviated the strain on Chair REC, allowing him more time to actually run his battalion.
- (2) A common campaign plan was essential and must be adhered to in order to maximize economies of effort. Many new ideas were tabled right up to the execution period of the various 100th Anniversary Plans.
- (3) The AO and Foundation had many interactions with the various donors and sponsors in the lead up to the 100th Anniversary. It must be noted that coordination of donors and sponsors was required to avoid fratricide. Moreover, this responsibility should have fallen on the AO and the serving component. The serving component in many cases was able to work with the public to connect with Canadians through activities such as 'soldier for a day' events.
- (4) The retired component and volunteers were essential, especially regarding the PIP and fundraising. The retired component who assisted with the 100th Anniversary were conveniently geographically located and able to assist with the activities without having their time diluted due to operational requirements.

7. Recommendations:

- a. All three Battalion command teams were seized by Centennial activities over the past three years. This came at a significant cost and demand on these units as they tried to balance Regimental pressures with regular training demands and commitments, in addition to the high readiness training demands and operational tasks.
- b. The creation of the Regimental AO was a critical move to ensure Centennial success, but it was extremely challenging to properly staff this office. Ultimately, the Regiment had no choice but to staff the AO from existing resources within the Edmonton based battalions, which directly affected the ability to maintain an operational/training tempo.
- c. Should it be decided to conduct an activity of this scope and scale in the future, it is recommended that a specific Regimental Planning Team be created as early as possible in

the planning process, with a post-command LCol as the project director and if possible a dedicated staff outside of the battalions. This Anniversary Project Director would then be able to reduce the planning burden on the three battalion commanders throughout the process and set the conditions for a successful commemorative event.

- d. The next major commemoration by the Regiment should be the 125th Anniversary in 2039. It is recommended that the Regiment execute a plan based on the Edmonton Commemoration. This will cost approximately two million dollars (adjusted for inflation). Planning should start five years out, in 2034, and the budget should be frozen in 2033. This leaves 17 years to accumulate the required funds.
- e. Future commemorations should build on the success of the national recognition and maintain that visibility.

8. Conclusion. Overall, the 100th Anniversary celebrations were a success, meeting the conditions for success outlined in Regimental Guard Directive 002.

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