

Princess Patricia's
Canadian Light Infantry
Regimental Headquarters
PO Box 10500 Station Forces
Edmonton AB T5J 4J5

1150-3 (RM)

September 2011

Distribution List

MINUTES FROM THE
64th REGIMENTAL GUARD MEETING
HELD WEDNESDAY, 15 JUNE 2011

References: A. Telecon: President of the Guard/RM 25 May 2011
B. Minutes of the 63rd PPCLI Guard Meeting, dated December 2010
C. Guard Reading Package – Hard copies provided at the meeting

MEMBERS OF THE PPCLI GUARD		
Position	Rank and Name	Present/Regrets
President	BGen King	Present
Vice President/Regimental Colonel	Col D.J. Anderson	Present
Member	BGen Day	Regrets
Member	BGen Overton	Present (via telecon)
Member	Col Hammond	Regrets
Member	Col Barr	Regrets
Member	Col Brennan	Regrets
Member	Col Corbould	Regrets
Member	Col Creighton	Regrets
Member	Col Eyre	Regrets
Member	Col Makulowich	Regrets
Member/Sr PPCLI RSM	CWO White	Present
Member, National President of the PPCLI Association	Mr D. Pentney	Present

EX-OFFICIO MEMBERS OF THE PPCLI GUARD		
Position	Rank and Name	Present/Regrets
COR	LGen R.R. Crabbe	Present
Chairman of the REC	LCol W.H. Fletcher	Present
Secretary	Maj H.J.S. Mandaher	Present
MEMBERS OF THE REGIMENTAL EXECUTIVE COMMITTEE (present for the common REC/Guard briefings only)		
Position	Rank and Name	Present/Regrets
Chairman, CO 1 PPCLI	LCol W. Fletcher	Present
Member, CO 2 PPCLI	LCol S.B. Schreiber	Present
Member, CO 3 PPCLI	Maj Q. Innis for CO	Present
Member, ERE Rep Alberta, BC, and North (less Wainwright)	LCol M. Wright	Present
Member, ERE Rep Wainwright	LCol M.O. Blackburn	Present
Member, ERE Rep Ontario and overseas posting (less Ottawa)	LCol S.A. Hackett	Present
Member, ERE Rep Ottawa and Quebec	LCol R.T. Ritchie	Present
Member, ERE Rep CANSOFCOM	LCol N.J. E. Grimshaw	Present (via telecom)
Member, CO French Grey Bn	LCol S.D. Joudrey	Present
Member, RSM 1 PPCLI	CWO Stevens	Present
Member, RSM 2 PPCLI	CWO C.J. Waugh	Present
Member, RSM 3 PPCLI	MWO D'Andrade	Present
Member, NCM ERE Rep Alberta, BC, and North	CWO A.R. Chase	Regrets
Member, RSM French Grey Bn	MWO Seymour	Present
Member, NCM ERE Rep for Ottawa, Quebec, and overseas postings	MWO T.D. Halcro	Regrets
Member, NCM ERE Rep for Ontario (less Ottawa)	MWO R.J.G. Paquette	Regrets
Member, NCM ERE Rep for CANSOFCOM	MWO Sopera	Regrets
Member, National President of the PPCLI Association	Mr D. Pentney	Present
EX-OFFICIO MEMBERS OF THE REGIMENTAL EXECUTIVE COMMITTEE		
COR	LGen R.R. Crabbe	Present
Regimental Colonel, Representative of the President of the Guard	Col D.J. Anderson	Present
CO LER	LCol M.J. Prendergast	Regrets
RSM LER	CWO K.M. Jacquard	Regrets
Secretary/Treasurer	Maj H.J.S. Mandaher	Present
GUESTS		
Guard 100 th Anniversary Advisor	BGen (Ret'd) V.Kennedy	

Item	Discussion	Action
BACKGROUND		
1.	<p>a. To save time, common briefings for the Regimental Guard and the Regimental Executive Committee were presented the morning of 15 June 2011.</p> <p>b. BGen King stated that where possible use of common briefings will be made to save time. After the common briefings, the guard and the REC will conduct their business separately.</p> <p>c. For the Guard, the President or the Vice President and two members constitute a quorum. A quorum was present for the Guard meeting.</p> <p>d. For the REC, the Chairman and the Commanding Officers of the other two Regular Force battalions constitute a quorum. A quorum was present for the REC meeting.</p>	
COMMON REC/GUARD BRIEFINGS - OPENING REMARKS		
2.	<p>a. The meeting was called to order at 0800 hrs by the Chair, BGen King.</p> <p>b. BGen King stated that we need to look at how to harness the leadership of the guard. Half of the Colonels are serving out of Canada. The remainder are in high demand positions. Still, we need to achieve the aims of the Regiment through the guard leadership.</p> <p>c. BGen King stressed the need to focus on three key issues.</p> <p>(1) Transparency. We need to be transparent, both internally and externally to the Regiment.</p> <p>(2) Consultation. We need to consult internally with a number of stakeholders such as the Association, the Foundation and serving component. We need to ensure that the plan for the 100th is widely consulted.</p> <p>(3) Communications. Most problems can be attributed to lack of communications. We need to reach internally and externally. As the president of the regimental guard, BGen King will emphasize</p>	

Item	Discussion	Action
	external communications. We need to energize our leadership within the Regiment and within the chain of command.	
PPCLI 100 th ANNIVERSARY		
3.	<p>a. The COR provided a brief history on the 100th planning process to date. Several documents iterated what the Regiment could do and what it wanted to do. The efforts over the last year produced a master matrix of all 100th activities authorized by the Guard and REC. Guidance was issued to the OPIs (primarily the three Commanding Officers) to consider:</p> <ul style="list-style-type: none"> (1) Public relations plans; (2) Command and control; (3) Budgets; and (4) Detailed consideration of the plan. <p>b. By this fall, the 100th Regimental Plan and events Matrix will be finalized</p> <p>c. <u>Financial</u>. Concerns have been expressed whether we can do everything being planned. The current financial plan assumes minimum crown financial support. Total funds required, approximately \$2.5 million, from which \$0.5 million is anticipated from the crown, but the remainder will have to be from private funds (Regimental). If needed a lot of items can be struck from the matrix to bring the costs down, without effecting the celebrations. We will build the plan and look at what can be executed based on available funds. Current financial projections are accurate as can be:</p> <ul style="list-style-type: none"> (1) 300K generated from activities; (2) 800K from the PPCLI Foundation; (3) 250K from the Association; and (4) 700K from the Regimental Fund. <p>d. <u>Guidelines</u></p> <ul style="list-style-type: none"> (1) We can only do what we can resource. i.e. the current plan is assuming the Regiment will not be involved with operations. If the situation changes, we will revisit the plan. 	

Item	Discussion	Action
	<p>(2) The activities are for soldier and their families. We don't want soldiers working during their celebration. Workers will be brought in (volunteers or paid).</p> <p>(3) All activities will be conducted in a professional manner. If we can't afford it, we will not go cheap.</p> <p>(4) We want soldiers involved as much as possible, even for events in Europe. We will get sponsors to cover their costs.</p> <p>e. Irons in the fire:</p> <p>(1) <u>Bryan Adams</u>. Negotiations continue to get Bryan to sing for a fund raising concert for the Regiment. The C-in-C is working on this project.</p> <p>(2) <u>R. Thompson</u>. He wants to do something for the Regiment's anniversary. He did some popular projects. We haven't crossed that bridge yet.</p> <p>(3) <u>Paul Gross</u>. An actor-producer, has been asked to be an honorary captain for the baton relay.</p> <p>(4) <u>Sun Life Insurance</u>. Keen on doing something for the Regiment for it's 100th. The company is a potential source of funds for the Regiment.</p> <p>f. <u>The Way Ahead</u>. We need a drop dead date for good ideas. We have been very diligent in our planning. Now we need to get the Matrix approved.</p> <p>g. Chair: what have we done for comms with the R22eR . Can we become part of something bigger with the R22eR?</p> <p>h. COR: We spoke with the R22eR. Their intention is to conduct the Sun Set Ceremony with the PPCLI; otherwise, they are reluctant to do any joint activities with the PPCLI.</p> <p>i. Chair: I will meet with my counterpart in the R22eR and see what we can work on together. We are ahead of their planning at this time.</p> <p>j. Col Anderson: We need to discuss with the Area and Bde Comds to gain their support for the plan. That will lead to national support.</p> <p>k. COR: Once the plan is complete, it will be pushed to the REC for the official staff work. The CDS/CLS/Area Comd have been informally briefed. The formal requests and briefings will have to start from REC</p>	

Item	Discussion	Action
	<p>and go through chain of command.</p> <p>l. Chair: bottom up for the formal bit and top down for the buy in. I expect support from both levels, CDS and CLS. The second point, we need to be careful about conflict of interest. i.e. Sun Life Insurance Company provides service for the CF. We need to define success. What can we do with it? Where are we heading with the enterprise?</p> <p>m. BGen (ret'd) Kennedy: We need to answer why we are accumulating money and for what purpose. We need a strategic objective for the Regiment.</p>	
REPORTS		
4.	<p>a. <u>Regimental Calendar</u></p> <p>(1) For the Change of Command for Commander LFCA TC, 29 June 2011 a senior Patricia needs to be identified to be in attendance.</p> <p>(2) For the CTC Change of Command, July 29 (Col Corbould taking command), a senior Patricia is required. BGen Overton's participation will be confirmed by BGen King.</p> <p>b. <u>The C-in-C's Visits</u></p> <p>(1) Mme Clarkson will be attending the French Grey Ball in Edmonton. The Ball is scheduled for 19 August 2011.</p> <p>(2) November 2011, COR is coordinating a visit from COR and C-in-C to Afghanistan.</p> <p>c. <u>Financial Update (Unaudited as of 30 March 2011)</u></p> <p>(1) <u>General Fund</u></p> <p>(a) The RM provided an overview of the Regiment's finances. No major issues were presented.</p> <p>(b) As of end April, the Regiment was on track to surpass forecasted Warehouse revenue by 25% and forecasted Monthly Contribution income by 20%.</p> <p>(c) The COR's travel was paid with Regimental Funds since the TD budget for Honouraries was revoked. Col Anderson stated the issue of TD for Honouraries still had not been resolved. If the Regiment has the means, it was</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>BGen King/RM</p>

Item	Discussion	Action
	<p>recommended that the COR's travel continue to be paid through the Regimental Fund. All concurred.</p> <p>(d) The budget allocated \$70,000 for the first phase of the Regimental Pictorial History Book. The funds have not been touched as of this date. If the contract for the book is awarded by end Summer, some of the funds will be expended by year end and remainder will be rolled over into next year.</p> <p>(e) RHQ was budgeted \$6,000 for website improvements. Feedback from professional website design firms confirm the need for a modern website to incorporate a database, merchandise management and an e-store. The RM stated he will get site development proposals and present to the REC for approval of the project.</p> <p>(2) <u>Museum Fund</u>. The Museum Fund received over \$650,000 from DHH for the Museum Improvement Project. The funds are in the Museum's NPF Account. RHQ is anticipating additional funds to bring the total grant to \$1.2M by March 2012.</p> <p>d. <u>PPCLI Association Update</u>.</p> <p>(1) Mr Pentney provided an overview of the Association AGM held in Wainwright in May 2011. There is a new Association executive. Recruitment for the Association continues to be an issue. The Association will be targeting Balkans and Afghanistan veterans. Current membership is between 800 and 850 people. One membership initiative includes a discount for couples. In addition, the Association's new website is 75% complete and should be running by end summer.</p> <p>(2) Chair: We need to take a holistic approach to building the Association membership. We need to work together to strengthen the Regimental family as a whole.</p> <p>(3) Col Anderson: with the serving component, the Association and the PPCLI Foundation, what body coordinates between the three to ensure synergy?</p> <p>e. <u>PPCLI Museum Update</u>. The RM stated the museum improvement project is on track. Don Smith will provide RHQ with the design layout of the new gallery so CE can be engaged through ASU Calgary for any structural changes required. Col Anderson said the layout diagram needs to be delivered ASP because ASU is likely to shut down.</p> <p>f. Chair: When the home station was in Calgary, the Regimental Museum in</p>	<p>RM</p> <p>RM</p> <p>RM</p>

Item	Discussion	Action
	<p>Calgary made sense. With the centre of mass of the Regiment in Edmonton, is this still true? What do we want for the future location of museum?</p> <p>g. Col Anderson: For the short term, the gallery upgrade makes sense. For the longer term, we need to look at a capital project for the relocation of the PPCLI Museum. Does that mean moving the current gallery out of TMM or leave the gallery there and have a new, separate museum at a second location?</p> <p>h. <u>Pictorial History Book</u></p> <p>(1) The RM stated the contract for the book project is in the final stages and is expected to complete by end June. [Note: the final contract details are being worked out as of 1 September 2011].</p> <p>(2) COR: The editorial review board consists of Mike Goodspeed, Todd Strickland, and Bob Stewart. There were some concerns raised at previous meetings regarding Dr Bercuson's previous work with the Regiment, but the Regiment can work around them. The board will also provide oversight for the sounds CD that will be included in the book.</p> <p>i. <u>Home for Heroes</u>. The RM described how the fund raising initiative, Home for Heroes, evolved into Heroes Hockey Challenge and attracted major sponsors to the new project. The intent was to use the original concept to raise money for the PPCLI Museum, but the sponsors were more interested in raising funds for the benefit of wounded and fallen soldiers and their families. Karen Koonar, who was hired for the Home for Heroes project assisted with the HHC and continues to raise funds for the museum through grants and other initiatives. To date, she has secured \$750,000 of her contractual target of \$1 Million.</p> <p>j. <u>Regimental Fundraising Update</u></p> <p>(1) <u>PPCLI Foundation</u>.</p> <p>(a) Charitable Registration granted effective 7 February 2011.</p> <p>(b) Since the last report to the Guard/REC on 16 October 2010 we have added the Lt Govs of Alberta and Manitoba, and HCol of the Army Blake Goldring as Vice Patrons. We have also added Mr. John Clark, Col (Ret'd) Bill Minnis and Maj (Ret'd) David Rudd as Trustees, with two vacancies remaining. [Note: two new trustees were added to the Foundation on 1 September 2011, bringing the total number of trustees to 19].</p> <p>(c) Website development has been completed</p>	

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	<p>(www.ppclifoundation.ca) with an ongoing effort to maintain its currency and relevance.</p> <p>(d) Donor management software purchased and being used effectively to manage donations and memberships.</p> <p>(e) Bylaws, which complement the Deed of Trust, have been approved.</p> <p>(f) Foundation Business Plan 2011-2015 has been approved.</p> <p>(g) Fundraising Plan (First in the Field), including a Sponsorship Plan, and a Fundraising Handbook have been completed.</p> <p>(h) Fundraising is underway and as of 26 May 2011, donations in excess of \$15,000 have been received.</p> <p>(i) Chair: With Wayne Eyre posted, he will be replaced by BGen Overton as the representative of the PPCLI Guard on the board of trustees of the Foundation. Through the Guard and REC representatives, we need to ensure there is complete transparency on the collection and disbursement efforts.</p> <p>(j) COR: the Foundation focus needs to stay aligned with the rest of the Regiment.</p> <p>(k) Chair: The Foundation is a good way for the retired Regimental leadership to help with Regimental efforts. We need to be mindful of how all our sub organizations are tied together. I need to get details on the Foundation and its function. From that, we will find out what we can do to assist their efforts. Our big issue will be to deconflict the efforts of the Foundation, Association and RHQ.</p> <p>(2) <u>Heroes Hockey Challenge</u>. The RM provided an overview of the HHC project. The Chair stated the Regimental leadership needs to get engaged earlier in such projects to ensure the right levels of chain of command are socialized to the concept and can be leveraged to speed up the approval process. RM to provide complete background information to BGen King, who will take the lead for the Regiment in discussions with NDHQ on HHC</p>	<p>RM</p>

Item	Discussion	Action
	<p>development.</p> <p>(3) Chair: The message for HHC is “PPCLI is doing this for the greater good. HHC is not just for the PPCLI.”</p> <p>(4) <u>Canadian House of Heroes</u></p> <p>(a) CFLAA conducts an annual fundraiser for its Dire Needs Fund, which provides financial support for former CFL players and their families that are financially challenged due to medical reasons.</p> <p>(b) Annually, the CFLAA partners with another charity and the proceeds are shared 50/50 after expenses. Through Mr Cumyn, the Regiment was introduced to the Executive Director of CFLAA, Mr Ezerins, to consider cooperating on a mutually beneficial project.</p> <p>(c) RHQ worked with the CFLAA towards a partnership that share profits 50/50.</p> <p>(d) PPCLI can bring in additional partners as needed (BCR in Vancouver). PPCLI will share its profits with the BCR, which has taken on the local coordination and fundraising responsibility. Additional PPCLI responsibilities include keeping the chain of command involved and provide support where needed.</p> <p>(e) CFLAA Responsibilities:</p> <p>(i) Plan the four day event with input from the PPCLI and the BCR;</p> <p>(ii) Make arrangements for entertainment and celebrities;</p> <p>(iii) Secure sponsorships;</p> <p>(iv) Propose the budget for the event; and</p> <p>(v) Ensure adequate insurance coverage for the event.</p> <p>(f) BCR Responsibilities:</p>	

Item	Discussion	Action
	<ul style="list-style-type: none"> (i) Assist CFLAA with planning and coordination of the four day event; (ii) Plan a pancake breakfast activity (date TBC); (iii) Coordinate the participation of BCR representation and VIPs for the various activities; (iv) Provide volunteers to assist with the event (soldiers in uniform to reinforce the theme); and (v) Help promote the event and solicit sponsorship support. <p>(5) <u>Whiskey Jane</u>. The RM provided an overview of the band Whiskey Jane and its offer to produce a video and song, the proceeds from which would be donated to the PPCLI Regimental Fund (Museum). [Note: since the Guard meeting, the Whiskey Jane file has been handed off to the PPCLI Foundation due to the RM being loaded on JCSP and the current work load at RHQ. The RM will continue to assist as needed, as time permits. John Hunter of the PPCLI Foundation has been introduced to Natalye Vivian, the founder of the band, and given the background information. The Foundation is working on a fundraising night at the Ranchman's in Calgary where Whiskey Jane is playing in October. The Foundation has received excellent support from Ranchman's, Whiskey Jane, the Calgary MFRC (co-recipient of funds), and the business communities in Calgary].</p> <p>(6)</p>	

5.	<p><u>Summary of Common Briefings.</u></p> <p>Chair: in summary, the key things we need to work on are:</p> <ul style="list-style-type: none"> (1) Transparency - both within the Regiment, but just as importantly, with the CF chain of command. (2) Better manage our communications. (3) Need strategic guidance for the Regiment. <p>For fundraising, as long as we maintain that we are doing it for the needs of the CF in mind and for charitable purposes, we should have no problems.</p>	
<p>END OF COMMON BRIEFINGS – at the conclusion of the common briefings, all non-Guard members departed.</p>		
<p>PPCLI GUARD ISSUES</p>		
6.	<p><u>Contingency Plan - Lady Patricia's Funeral</u></p> <p>a. COR: she is in good health. I spoke with her son about arrangements. There are three issues:</p> <ul style="list-style-type: none"> (1) The response will need to happen very quickly from the Regiment; (2) Financial support needed for the funeral needs to be in hand well in advance. We should be able to use TD for serving members. We need to identify Regimental Funds for the C-in-C and others that must attend but cannot be covered by TD; and (3) Liaison for administration in the UK. Col Makulowich is getting posted to the UK and should be approached to take that lead. BGen King will speak with Col Makulowich about the issue. [Note – 30 August, the COR asked Col Makulowich to be the Regimental lead on this matter from the UK and provide a copy of the Guard Directive pertaining to Lady Patricia's funeral]. <p>b. The church in Kent, designated place of burial, is very small.</p> <p>c. Regimental funds need to be set aside to cover the cost of Lady Patricia's funeral. RM to coord with REC. RHQ to take the lead in working the outline budget and plan.</p> <p>d. List of anticipated attendees include:</p>	RM

	<p>(1) Eight pal bearers and one Sgt Comd;</p> <p>(2) C-in-C, COR, SSP, President of the Guard, Chairman of the REC, RM</p> <p>e. RHQ will take the lead on the funeral arrangements.</p> <p>f. Across Canada (Ottawa, Gagetown, Wainwright, Shilo, Edmonton), we will hold memorial services.</p> <p>g. Chair: we will issue a general Frag O to pull it all together. If there is warning of ill-health, we might be able to engage CF support in time.</p> <p>h. RHQ needs to identify suitable hotels, transportation, and local hospitality. Contact allied Regiment in the UK.</p> <p>i. The Guard Directive is classified Confidential – Guard Eyes Only.</p>	<p>RM</p> <p>RM</p> <p>RM</p>
<p>7.</p>	<p><u>Honourary Patricias</u></p> <p>a. The issue of Honourary Patricias needs to be revisited. While back an individual from Toronto was nominated for the honour but was denied by the Guard. The previous COR discussed the issue with MGen Fraser and various guard members.</p> <p>b. COR: the following issues are very important:</p> <p>(1) Need unequivocal criteria for Honourary Patricias;</p> <p>(2) Consider exceptional folks who aim to support Regimental goals; and</p> <p>(3) If they can't support the Regiment, then they should not be Honourary Patricias.</p> <p>c. Current Regimental Manual seems to offer the honour to people who “will do” vice “did do”. For people in the chain of command (i.e. Commanders), it is their responsibility to look after our soldiers, regardless of MOC or cap badge. So, there is a danger of starting a trend by appointing Brigade and Area Commanders as Honourary Patricias. Another dangerous area is appointing personnel in the media and politicians.</p> <p>d. Don Cherry is a good example of someone that has helped the Patricias and soldiers in general. Aside from his vocal support in the media, he has donated his personal funds and royalties from his book to the PPCLI Regimental Fund.</p> <p>e. Chair: we need to be clear as to who is nominated and considered. Do we use past service to the Regiment as criteria or possible future service to the regiment? It should be both, not “either-or”. Also, we need to consider what an</p>	

	<p>individual will get out of it.</p> <p>f. Col Anderson: We need to invigorate the H&A Committee. REC has a range of H&A items to recognize a range of efforts. The Guard will handle the Honourary Patricia issue.</p> <p>g. Chair: we need to articulate what it means to be an Honourary Patricia. Further, we need to know what we expect from Honourary Patricias. The current draft directive is sufficient to bring the issue to light. I will draft a discussion paper and circulate it for comments. We will establish principles for nomination and consideration of nominees, but will need to be careful so we don't get cornered by our own policies.</p>	
8.	<p><u>Strategic Guidance</u></p> <p>a. REC look at issues (ID, Consultation, Transparency, and Cooperation).</p> <p>b. The business about the Foundation, Association, and the Regiment...I will get smarter with it. RM send background documentation on the Foundation.</p> <p>c. Two major issues:</p> <p>(1) 100th Process – where are we with the guidance? If those docs are near completion, we need to sequence formal engagements to energize the chain of command to support the Regiment. We have to remain mindful of the current environment at NDHQ.</p> <p>(2) 100th – look at the timeline. I will identify a window to brief the Army Commander. [Note – BGen King and COR met the CLS on the 22nd of August to discuss the PPCLI 100th].</p> <p>d. HHC – REC/RHQ to ensure BGen King is made of aware of developments. The messaging on the matter has to be clear and coordinated through the regimental net, as well as the chain of command.</p> <p>e. Monthly Phone SITREPs – we are approaching key timings as we plan for the 100th. Therefore, we need regular interaction to stay in step. BGen King, COR, Col Anderson, LCol Fletcher and RM will coord monthly telecons.</p>	<p>REC</p> <p>RM</p> <p>Done</p> <p>RM</p> <p>RM</p>

9.	The next Guard meeting will be scheduled during the Ottawa Merit Boards in October. REC and RHQ to find suitable date. The meeting was adjourned at 1140hrs.	
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Prepared by:

“original signed by”

H.J.S. Mandaher
Maj
Secretary

Approved/~~Not Approved~~

“original signed by”

C.R. King
BGen
President

Distribution List

Action

PPCLI Regimental Guard
PPCLI Regimental Executive Committee//Chairman
Regimental Headquarters//RM
National President, PPCLI Association