

PRINCESS PATRICIA'S CANADIAN
LIGHT INFANTRY



REGIMENTAL OPERATING PLAN
FINANCIAL YEAR 2017/2018

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National Defence



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Distribution List

PPCLI REGIMENTAL HEADQUARTERS LEVEL 4 OPERATING PLAN – FY 2017/2018

References: A. Regimental Strategy version 01, dated 25 June 2015
B. Regimental Guard Policy Directives 01-10
C. PPCLI Regimental Manual version 3, dated October 2012
D. PPCLI Regimental Museum Manual, dated September 2015
E. Regimental Kit Shop Operating Plan (Currently in Writing)

SITUATION

1. PPCLI Regimental Headquarters (RHQ) was established as an Area Support Unit Edmonton lodger unit on 5 August 1997 following the move of 1 Canadian Mechanized Brigade Group (1 CMBG) units from Calgary. RHQ began to report directly to Headquarters (HQ) 1 CMBG in 2008 under an arrangement designed to address RHQ's funding requirements, while making support arrangements more open and transparent. The HQ 1 CMBG Finance Staff initially supervised RHQ expenditures; however, this is no longer the case, with charities and regimental expenditure managed by the Regimental Accounts NCO. Manpower remains a significant concern that is affecting the Regiment's ability to support Museum and Archives operations and conduct the long-range planning and coordination required to prepare for major events like the Regiment's centenary. RHQ remains dependent on First Battalion (1 PPCLI) for logistics and information systems (IS) support. These dependencies make it difficult to monitor support costs accurately. Over the next year, greater emphasis will be placed on stewardship and addressing manpower concerns to ensure that RHQ is ready to support operations in 2017 and positioned to face the challenges that lie beyond the next operational mission.

MISSION ANALYSIS

2. PPCLI Vision, Mission and Objectives. PPCLI is a proud, confident regiment with outstanding leadership, strong discipline and highly developed military skills that enable it to fight and win on the modern battlefield. The Regiment's mission is to provide an excellent infantry regiment for service to Canada. The Regiment's objectives emphasize Proficiency, Leadership Development, the Regimental System, History and Traditions, Image and Identity, Benevolence, and Organizational Effectiveness.

3. President of the Regimental Guard Intent. RHQ will support the Regiment's mission of producing an excellent infantry Regiment for service to Canada. RHQ will support the Regimental Council in implementing the seven Regimental Objectives listed below. In particular, RHQ will:

- a. Proficiency. RHQ will assist the unit Commanding Officers in maintaining standards of proficiency by formally recognizing professional excellence and exceptional achievement through the Regiment's honours and awards programme;
- b. Leadership Development. RHQ will support leadership development by using professional development activities such as Regimental leadership symposiums to promote professional excellence and disseminate lessons learned on current operations;
- c. The Regimental Family. RHQ will assist in developing cohesion and esprit de corps by support activities such as Regimental Days, Family Days, and Christmas activities. RHQ will assist in the development of a common operating picture across the Regimental Family by maintain communications between the serving component, the Association, and the Foundation, and by ensuring that Extra-Regimentally Employed (ERE) members are kept informed;
- d. History and Traditions. RHQ will ensure that the Regiment's history and traditions are recorded and perpetuated by managing and supporting the PPCLI Museum, producing the Patrician and other documents, and responding to requests for information from individuals and the media;
- e. Image and Identity. RHQ will assist in protecting and promoting the image and identity of the Regiment by protecting Regimental imagery and intellectual property, conducting outreach operations, both to civil and military institutes and organizations, and responding to requests for information (RFIs) from all sources. RHQ will also promote a positive image and identity by connecting with Canadians, providing timely responses to RFIs, and informing the Canadian public of the Regiment's accomplishments through regimental outreach programmes. The main venue for delivering this effect will be the PPCLI Website and social media. The main effort will be strengthening the connection between Patricias and the public. This will be achieved in part by establishing a Canadian Armed Forces (CAF) and Department of National Defense (DND) compliant website to project a consistent positive, professional image across the CAF and Canada;
- f. Benevolence. RHQ will administer the Benevolent Fund and conduct meetings of the Benevolent Fund Committee as required. RHQ will also maintain close liaison with civil and military organizations assisting soldiers and families in need; and
- g. Effective Governance. RHQ will maintain a relevant and efficient Regimental structure by producing, maintaining and updating references and publications, supporting the conduct of efficient Regimental meetings, producing detailed and accurate records of meetings, maintaining efficient procedures for responding to RFIs, and maintaining effective liaison with agencies whose areas of

responsibility impact the Regiment. RHQ will conduct a detailed review of the Regiment's operations and administration to improve organization, governance, financial planning and accountability. The main effort will be the production of the four cornerstone documents covering Museum Operations, Warehouse Operations, Veteran's Care, and Monuments and Memorials. Following the approval of these documents, the Regimental Manual will be revised. The end state will be achieved when the four cornerstone documents have been approved and the Regimental Manual revised and approved.

4. Chair Regimental Executive Committee (REC) Concept of Operations.

- a. Intent. RHQ will support Regimental objectives by planning, funding and supporting the conduct of key Regimental activities such as Ric-a-dam-doo, the French Grey Ball, visits of the Colonel-in-Chief (C-in-C) and Colonel of the Regiment (COR), and the Patrician. Concurrent to this, RHQ will improve Regimental Governance by conducting a thorough review of all extant documents and amending or producing new documents as required.
- b. Main Effort. The main effort will be improving Governance of the Regiment by completing the four cornerstone documents and revising the Regimental Manual.
- c. End State. The end-state will be achieved when the following objectives are met:
 - (1) Regimental activities supported;
 - (2) Cornerstone Manuals approved; and
 - (3) Regimental Manual revised and approved.
- d. Regimental Tasks and Key Commitments:
 - (1) First Quarter (April – June 2017):
 - (a) Support C-in-C and COR attendance at the 100th commemoration of the battle of Vimy Ridge, 04-11 Apr 17;
 - (b) Support C-in-C and COR attendance at the Kap'young Day and Presentation of Colours to 2nd Battalion, 28-30 Apr 17;
 - (c) Conduct REC 157, including handover of Chair REC duties from LCol Rutland to LCol Prohar 12 May 17 (date TBC);
 - (d) Support C-in-C and COR attendance at the Association AGM scheduled 9-10 Jun 17 in Southwest Ontario;
 - (e) Support C-in-C and COR attendance at 2 PPCLI Change of Command to be held in Jun 17 in Shilo;
 - (f) Conduct Regimental Guard 72 (Guard 72) scheduled Jun 17; and

- (g) Conduct handover of Regimental Major duties, including Treasurer of the Regimental and Patricia Funds, from Maj Innis to Maj Lerch by 30 Jun 17.

(2) Second Quarter (July – September 2017):

- (a) Support conduct of French Grey Ball 17 (FGB 17) to be held on 26 Aug 17;
- (b) Conduct Regimental Executive Committee 157 (REC 158) 24 Aug 17;
- (c) Provide support to Battalions for EXERCISE TOUGH CONTENDER in late Aug 17;
- (d) Provide support to Battalions for EXERCISE MOUNTAIN MAN in Sep 17; and

(3) Third Quarter (October – December 2017):

- (a) Provide support to the Valour Canada Flame of Remembrance event in Calgary 10 Nov 17;
- (b) Provide support where necessary to Remembrance Day, 11 Nov 17;
- (c) Provide support to Heroes Hockey Challenge 17 (HHC 17) 01 – 03 Dec 17;
- (d) Receive Patrician 17 submissions by the deadline on 8 Dec 17;
- (e) Complete and send Regimental Christmas cards; and
- (f) Provide C-in-C and COR letters to battalions for Christmas Dinners.

(4) Fourth Quarter (January – March 2018):

- (a) Conduct Guard 72 scheduled in Jan 18; and
- (b) Conduct REC 159 scheduled in Mar 18.

5. Assigned Tasks. PPCLI RHQ functions as the full time “General Office” of the Regiment. It reports to the Chairman of the Regimental Executive Committee (currently CO 1 PPCLI) and supports the C-in-C, the COR, the Regimental Guard, the PPCLI Association, and members of the Regiment. In accordance with reference C, PPCLI RHQ has the following tasks:

- a. Act as the secretariat of the Regimental Council and its component bodies (C-in-C, COR, Senior Serving Patricia, the Regimental Senate, the Regimental Guard, and the REC);

- b. Maintain and operate the Regimental funds and accounts;
- c. Maintain and operate the Regimental Warehouse (Kit Shop);
- d. Maintain and operate the Regimental Museum and Archives;
- e. Edit and publish all Regimental publications;
- f. Act as the coordinating agency for all Regimental activities including matters of protocol;
- g. Maintain liaison between all Regimental members;
- h. Maintain the Regiment's files, manuals, minute books, seals and constitutional documents;
- i. Annually review, update and publish the Regimental operating plan;
- j. Control and account for all Regimental Non-Public Property;
- k. Maintain liaison with the Colonel-in-Chief, the Colonel of the Regiment, units, and ERE personnel;
- l. Act as the Public Affairs Office for the Regiment;
- m. Maintain contact with soldiers at the Joint Personnel Support Unit and with the family members of soldiers who die on active service; and
- n. Assist the Regimental Colonel and Regional Representatives with career management for ERE personnel as required.

6. Additional Tasks. In addition to the tasks at reference C, the following tasks were assigned to RHQ by the Regimental Guard and REC:

- a. Supervise, Administer and Support the Regimental Veteran's Care Cell. The PPCLI Veteran's Care Cell is an organization that supports serving and retired members of the Regiment, soldiers who are serving with the Regiment, and their families. The vision, mission and goals of the Regimental Veteran's Care Cell are detailed in more detail below at paragraph 12.b.(3).
- b. Prepare, Engage & Facilitate The Following Regimental Projects:
 - (1) Regimental Campaign Plan (Col Gallinger);
 - (2) Regimental Kit Shop Operating Plan and Manual (Maj Innis);
 - (3) PPCLI Battle Honours (LCol Liebert);
 - (4) Museum Plan (Capt Peabody);
 - (5) Virtual Hall of Honour (MCpl Cherney);

(6) Regimental Memorials review and update (WO Peterson);

(7) Regimental Manual re-write (Maj Innis); and

(8) Soldier's Manual (Maj Innis).

- c. Assist and Support the PPCLI Association's Volunteer Patricia Program (VPP).
This is a national volunteer network based on the PPCLI Association that provides assistance to serving and retired PPCLI soldiers, soldiers who served with the Regiment and their families. VPP volunteers are assigned to support Assisting Officers and personnel who require information, advice and assistance.

7. Implied Tasks. RHQ has the following implied tasks:

- a. Plan, coordinate and administer travel arrangements for the C-in-C and the COR;
- b. Coordinate and oversee the financial reorganization of the Regiment to improve accountability and oversight and ensure that the Regiment remains compliant with Canada Revenue Agency, Industry Canada and other applicable federal, provincial or Canadian Forces regulations;
- c. Maintain a database of the Regiment's heritage sites and develop plans to ensure that these sites are properly maintained;
- d. Maintain contact with affiliated Regiments (The Rifles and the Royal Australian Regiment);
- e. Liaise with affiliated Royal Canadian Army Cadet Corps;
- f. Maintain contact with other affiliated or associated groups (Edmonton City Police Pipes and Drums, the PPCLI Warrant Officers' and Senior NCOs' Club (Retired), St. Mary's Band, Kipnes Veterans Centre, and the Korea Veterans Association);
- g. Assist with the development and coordination of Regimental communications plans and the preparation of strategic and operational communications products, including the PPCLI Home Page; and
- h. Assist with casualty notification and funeral planning.

8. Assumptions. This operating plan is based on these assumptions:

- a. The C-in-C and the COR will visit PPCLI soldiers deployed on overseas operations involving three or more sub-units. In the case of 1 PPCLI who are deploying a company to Poland this year, a regimental decision will be made to determine if such a deployment legitimises either or both the C-in-C or COR to make such a visit;
- b. The financial outlay of visits to PPCLI soldiers deployed on overseas operations will be paid either by public funds in the case of the COR or by Regimental

funds in the case of the C-in-C. The signing authority for Regimental funds rest with the DCO 1 PPCLI;

- c. When possible, the C-in-C will attend repatriation ceremonies for PPCLI soldiers killed on overseas operations. In the event that the C-in-C is not available, the Senior Serving Patricia or his designate will attend these events;
 - d. The Colonel-in-Chief will conduct two visits to PPCLI soldiers in Canada in a normal fiscal year. Where possible, these visits will be planned to coincide with scheduled activities and coordinated to maximize the involvement of serving and retired members of the Regiment, their families, and affiliated groups. Normally, one of these visits will include a major PPCLI Association activity such as the Annual General Meeting;
 - e. Except where special arrangements have been coordinated and approved, the cost of Colonel-in-Chief visits to PPCLI soldiers and official functions in Canada will be paid by the Regiment using private Regimental Funds;
 - f. The costs incurred by the Colonel of the Regiment's attendance at official functions and approved activities and events will be paid with Public Funds;
 - g. The Regimental Major and the Regimental Adjutant serve as the Aides-de-Camp to the Colonel-in-Chief and the Regimental Colonel. All costs associated with these duties, including the cost associated with drivers and vehicle rentals will be paid with Public Funds; and
 - h. RHQ coordinates the attendance of PPCLI representatives at funerals outside the major base areas. Ideally, arrangements will be made for a Lieutenant-Colonel and a Chief or Master Warrant Officer to attend the funerals of PPCLI soldiers who die during active service. This is particularly important for deployed units. Where appropriate, and where funding cannot be provided through other means, additional funding will be provided to pay for the costs incurred by these personnel.
9. Limitations. The principal limitation of PPCLI RHQ is manpower. There are only thirteen established RHQ positions, including three personnel who work in the PPCLI Museum and Archives in Calgary. The remaining personnel in PPCLI RHQ are "on loan" from PPCLI units. Annex A details RHQ manning and duties.
10. Risks. These factors will have an adverse effect on this operating plan:
- a. Operational Tasks. The ongoing demand for personnel to fill vacant positions on deployed operations is expected to continue to affect RHQ manning. This risk can be mitigated by manning RHQ with personnel with medical limitations or other considerations that limit operational employment. Care must be taken to screen personnel to ensure that the personnel sent to RHQ are capable of working under limited supervision;
 - b. Significant Operational Casualties. The RHQ staff expends considerable time and effort in support to wounded soldiers and the families of the fallen. This is a critical RHQ function. PPCLI RHQ is monitoring approximately 200 case files

at this time. A significant increase in operational casualties will impair RHQ operations by reducing the time available for other tasks and administration; and

- c. Lack of Information Systems Support. PPCLI RHQ does not have dedicated IS support. The organization has been overlooked in the past two recapitalization cycles. Aging IS equipment is beginning to fail and this is adversely affecting productivity. Likewise, the lack of access to DND website design expertise is impeding the Regiment's efforts to establish effective information services.

MISSION

- 11. RHQ will foster cohesion across the Regiment in order to support Canadian Army Force Generation measures.

EXECUTION

- 12. Concept of Operations.

- a. Intent. RHQ will provide timely and effective support to the Regiment and the chain of command by supporting the Regiment's seven objectives. The RHQ staff will work diligently to reinforce the CAF chain of command and provide first-class service to the members of the Regiment, soldiers across Canadian Army, and the Canadian public. PPCLI RHQ will work closely with CAF leaders, providing accurate and timely advice and assistance when appropriate. The RHQ staff will exercise care to avoid the duplication of services provided by existing systems and support agencies. RHQ will maximize the use of available resources and, advocating good business practices, increase efficiency and accountability.
- b. Scheme of Manoeuvre. RHQ will operate on five primary lines of operation, consistent with the Regiment's objectives as follows:
 - (1) Support to Regimental Governance. RHQ will build upon the Regiment's current Outreach program, perpetuating the current positive image of the Regiment in the public's eye. Additionally, RHQ will foster good relations through Affiliations with allied Regiments in the UK and Australia, the Royal Canadian Army Cadet Corps, the Foundation and the PPCLI Association. RHQ supports Regimental governance by organizing meetings, producing minutes and conducting administration for the Guard and the REC. RHQ also maintains all regimental publications, including the Regimental Manual;
 - (2) Regimental Protocol. RHQ will ensure that both the C-in-C and the COR are kept fully apprised of all Regimental activities and that they are able to attend major events as required. RHQ will ensure that other key Regimental appointments are supported as necessary;
 - (3) Veteran's Care (promoting Welfare). RHQ will actively promote the welfare of serving and retired Patricias and their families, including the families of fallen soldiers, soldiers from other arms and services who have served with the Regiment, and affiliated Royal Canadian Army

Cadet Corps. This will be achieved primarily through the Regiment's Veteran's Care Cell, an organization created to ensure that serving and retired PPCLI soldiers and their families have access to accurate information, advice, and assistance. The Veteran's Care Cell will work closely with volunteers provided by the PPCLI Association and other members of the care community. RHQ will also promote welfare through communications products and support programmes such as the Regiment's retirement gratuity programme, the Hamilton Gault Memorial Fund Student Bursary, and the PPCLI Benevolent Fund;

- (4) Preservation of Heritage & History. RHQ preserves the history, customs and traditions of the Regiment by overseeing the operation and administration of the PPCLI Museum and Archives in Calgary, Alberta. The PPCLI Museum and Archives is a fully accredited CAF facility that works closely with the Canadian War Museum, The Military Museums, and academic institutions such as the University of Calgary. Museum and Archives operations are funded primarily by Directorate of History and Heritage (DHH) grants, funds raised by the PPCLI Association and Federal and Provincial government grants. RHQ uses regimental publications such as The Patrician, the Regimental Manual, and the Regiment's Home page and Facebook page to disseminate information on the Regiment's history, customs and traditions. RHQ also preserves the Regiment's history through the accounting and control of Regimental property. The main effort will be placed on addressing the PPCLI Museum and Archives manpower concerns. The end state will be achieved when the Regiment has established a more robust support system for PPCLI Museum and Archives and planning is underway to support major projects such as the Gallery Renovation Project, the Virtual Gallery Project, Museum Storage Improvements, and the public has access to interesting and informative information about Regiment's past accomplishments and current operations; and
- (5) Regimental Warehouse (Kit Shop) Operations. The Regimental Kit Shop is a fundamental asset to the Regiment providing soldiers with kit and equipment fit for use in the military. The Regimental Kit Shop produces approximately \$195k¹ in profit each year to support Regimental activities.

- c. Main Effort. The main effort will be improving Governance of the Regiment by completing the three cornerstone documents and revising the Regimental Manual.
- d. End State. The end-state will be achieved when the following objectives are met:
 - (1) Regimental activities supported;
 - (2) Cornerstone Manuals approved; and
 - (3) Regimental Manual revised and approved.

¹ See Annex D for details.

13. Coordinating Instructions.

- a. Regimental Calendar. The PPCLI Regimental calendar for Fiscal Year 2017/2018 is attached at Annex B. This calendar is a updated monthly on ppcli.com.
- b. PPCLI RHQ Priorities:
 - (1) Improve Regimental Governance;
 - (2) Support the Regimental Council;
 - (3) Support soldiers and families;
 - (4) Support Museum operations; and
 - (5) Increase warehouse sales and profitability.

SERVICE SUPPORT

14. RHQ Support Concept. The RHQ support concept is based on a system of consolidated, independent funding provided internally from Regimental assets. PPCLI RHQ does not require a separate support element. Most integral support functions will provided by 1 PPCLI support staff. Support costs will be monitored by establishing separate accounts to track RHQ activities. A detailed breakdown of RHQ resource requirements and forward planning costs is provided in Annex C.

15. Finances. The total RHQ budget is just over \$1.1 million, split amongst five funds: the Patricia Fund, the General Fund, the Warehouse Fund, the Museum Fund, and RHQ Public Funds, which is a line item in the 1 PPCLI annual budget. From this total, a total of \$38k is assigned to Management and Administration costs. A detailed breakdown of expenditures is provided at Annex D.

- a. The PPCLI Fund. PPCLI Regimental activities are supported by the PPCLI Fund, a registered charity. These funds are classified as Charitable Funds. Within the Regimental Budget, these funds are referred to as the Patricia Fund. The 2016 General Fund budget includes \$158k in Regimental funding to support the C-in-C, Regimental meetings and social events, support to the PPCLI Museum and Archives, gratuities programmes, the Korea Bursary programme, the Benevolent Fund, Regimental publications, and other activities that cannot be supported with public monies.
- b. The General Fund. The General Fund contains \$36k that is left over from the transition of the Regimental Charity to the PPCLI Fund. As this money is Non-Public, it cannot be transferred to the PPCLI Fund, but will instead be held in reserve until year-end, when any unused balance will be transferred to the Benevolent Fund.
- c. The Regimental Warehouse. The Regimental Warehouse is a Non-Public activity outside of the CAF Central Fund. The Warehouse Budget is based on

projected sales of \$700k, which should generate a gross profit of approximately \$245k. Operating Expenses are projected at approximately \$50k. Extraordinary Expenses are projected at an additional \$197k. With a carry-over of funds from FY 16/17 of \$72k, this leaves a projected net revenue of approximately \$70k.

- d. The PPCLI Museum. The PPCLI Museum is a Non-Public Funds activity within the CAF Central Fund. The PPCLI Museum and Archives is an accredited CAF Museum, with a current budget of \$140k. Funding is provided primarily by financial grants from DHH, the PPCLI Association, and Provincial and Federal Government grants. The PPCLI Museum and Archives is recognized by the Alberta Museums Association. Additional funding is provided from the PPCLI Regimental Fund as required.
- e. Public Funds Requirements. A total of \$55k is allocated in the 1 PPCLI budget to cover travel costs associated with providing support to the C-in-C, the COR, and the Regiment's leadership. A further \$10k has been allocated from Canadian Army funding to cover the Regimental Colonel's travel, in his capacity as Branch Director. This funding also covers liaison visits to the PPCLI Museum and Archives and support to affiliated PPCLI Royal Canadian Army Cadet Corps.
- f. Investment Accounts. The Regiment currently runs four investment accounts: the Legacy Fund, the Benevolent Fund, the Korean Fund, and the Contingency Fund. The Legacy Fund, with a current cash value of approximately \$197k, is designed to hold funds for future Regimental projects, specifically the 125th Commemorations. The Benevolent Fund, with a current cash value of approximately \$164k, is designed to hold funds to assist soldiers and former serving members in need. The Korean Fund originally held funds for a Korean bursary, but has long since been depleted and the bursary is now paid from the General Fund. The Contingency Fund, currently holding approximately \$58k, is designed to provide funds to defray expenses that may be incurred at Lady Patricia's funeral.
- g. Individual Training Funding Requirement. There is a requirement for funding to support individual training. Approximately \$4k is allocated in the General and the Museum Funds to pay for computer training and other courses directly related to the employment of RHQ personnel.

16. The Volunteer Patricia Programme. The VPP is a national volunteer support network established by the PPCLI Association. This programme provides support to wounded soldiers, families of the fallen and veterans. VPP volunteers work with Assisting Officers, case managers, health care providers, DCSM, VAC, SISIP, MFRCs, the Royal Canadian Legion, War Amps, and other agencies to ensure that soldiers injured or convalescing outside of the major base areas receive the care and attention they deserve. VPP volunteers support Assisting Officers. They report major issues and concerns to the PPCLI Veteran's Care Cell so these issues can be monitored and addressed by the chain of command. The programme is financed by the PPCLI Association.

17. General Office Support. RHQ requires approximately \$6k to support general office operations and administration. These funds will be used to pay for photocopier rental and the

general consumables (PP&S). A separate Regimental Funds budget is in place to pay for the equipment and support costs related to Regimental activities, including the PPCLI Kit Shop.

18. RMS Clerical Support. RHQ was previously established for a Class B Reserve Force RMS clerk, however, funding constraints has resulted in the position being relinquished and an issue that will be addressed in the near future, specifically since the position reduced administrative support from 1 PPCLI.

19. Information Systems Support. RHQ has a separate IS account. However, there are no trained IS personnel on the RHQ establishment. RHQ receives support from 1 PPCLI and 742 Signal Squadron as necessary. RHQ operating costs are charged to 1 PPCLI and are included in the 1 PPCLI operating budget. There is a requirement for approximately \$8.5k in funding to pay for basic RHQ support costs; these costs are captured under Warehouse funding in line items WF 003 (IT Purchases) and 004 (Software Support). The telephones, computers and communications equipment used to support Regimental activities are funded by the Regiment using Regimental Funds.

20. Funerals. Although the flood of casualties from Afghanistan has abated, there remains a requirement for Regimental support to funerals. Funding is included in the Support to Regimental Activities line item in the 1 PPCLI budget, and line items GF 005 and GF 022 in the General Fund budget. Not every funeral will require the same support, and Table 1 below details the lead agency and supporting agencies. Support is further broken down into those participants and attendees. A participant is one playing an active role in the funeral whether as a pallbearer, member of a guard, usher and speaker. Attendees are those without formal roles in the funeral.

Table 1: Regimental Support to Funerals

	Lead Agency	Supporting Agencies	
		Participants	Attendees
Casualties (Combat or Training)	Serving Component	C-in-C or COR (both if required)	Association
Veteran	Association	Association (in accordance with family's wishes)	C-in-C and COR Serving Component
Regimental ViP	Serving Component	C-in-C and COR Association (in accordance with family's wishes)	Association Serving Component
Other			Association Serving Component (in accordance with family's wishes)

21. Contractors. The Regiment employs two contractors to support the PPCLI Museum and Archives, both located in Calgary. These individuals are contracted to the Regiment, but paid by a combination of DHH and Alberta Culture Funding. The DHH funds are held in trust for the Regiment by Non-Public Funds (NPF) in Edmonton, while the Alberta Culture Funds are deposited to the General Fund. The contractors are paid by the Museum Fund, which then recovers the funding from the NPF trust accounts and the Patricia Fund.

COMMAND AND SIGNALS

22. Authority. This operating plan is issued under the authority of Lieutenant-Colonel L.W. Rutland of the PPCLI Regimental Executive Committee. The Regimental Major is the managing authority for all budget and resource management issues relating to this operating plan, less Public Funds, which are embedded in the 1 PPCLI budget and controlled by DCO 1 PPCLI. RHQ will be assisted by the 1 PPCLI QM staff as appropriate.



Q. M. Innis
Major
Regimental Major
5494

Annexes:

[Annex A – RHQ ORBAT, Appointments and Tasks](#)

[Annex B – Regimental Calendar](#)

[Annex C – Resource Requirements](#)

[Annex D – Regimental Financial Plans](#)

Distribution List

Action

HQ 1 CMBG Edmonton//Comd

Information

1 PPCLI Edmonton//CO

2 PPCLI Shilo//CO

3 PPCLI Edmonton//CO/DCO/CC

Regimental Adjutant

Regimental Warrant Officer

Regimental Veterans Care Cell Warrant Officer

PPCLI Kit Shop NCO

Regimental Accounts NCM

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RHQ ORBAT, APPOINTMENTS AND TASKS

Reference: PPCLI Regimental Manual version 3, dated October 2012

1. Regimental Headquarters ORBAT and Appointments. RHQ comprises 16 key appointments dispersed between Edmonton and Calgary as follows:

RHQ ORBAT AND APPOINTMENTS		
SERIAL	APPOINTMENT	INCUMBENT
(a)	(b)	(c)
1	Regimental Major	Major Q. M. Innis
2	Regimental Adjutant	Captain D. B. Boyes
3	Regimental Museum Manager	
4	Regimental Warrant Officer	Warrant Officer S. A. Petersen
5	Regimental Veterans Care Warrant Officer	Warrant Officer J. W. J. Feltham
6	Regimental Kit Shop NCO	Sergeant G. A. Van Olm
7	Regimental Museum NCO	Sergeant B. D. Lowes
8	Regimental Kit Shop 2IC	Master Corporal S. E. Cherney
9	Regimental Website Manager	Master Corporal S. E. Cherney
10	Regimental Accounts NCO	Corporal T. J. Cronk
12	Regimental Clerk	Corporal N. W. Weir
13	Medal Mounting NCO	Corporal S. M. Daigle
14	Regimental Museum	Corporal A. J. Mullett
15	Kit Shop Cashier	Private J. T. G. Beach
16	Kit Shop Cashier	Private J. A. Sutherland

2. RHQ is the full time "General Office" for all Regimental business. It is responsible to the Chairman of the Regimental Executive Committee and is responsive to the Colonel-in-Chief, Colonel of the Regiment, Regimental Guard, the PPCLI Association and the members of the Regiment. Reference C is the authority for all duties and functions of Regimental Headquarters, the duties and responsibilities below are explicit to this document:

a. Regimental Headquarters. RHQ shall carry out, *inter alia*, the following duties:

- (1) Act as the secretariat of the Regimental Council and its component bodies;
- (2) Maintain and operate the Regimental Funds and Accounts (Annex D);
- (3) Maintain and operate the Regimental Kit Shop;

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- (4) Maintain and operate the Regimental Museum and Archives;
 - (5) Edit and publish all Regimental publications;
 - (6) Act as the coordinating agency for Regimental activities including matters of protocol;
 - (7) Maintain liaison between all Regimental members;
 - (8) Maintain the Regiment's files, manuals, minute books, seals, and constitutional documents;
 - (9) Annually review, update, amend, and publish the Regimental Operating Plan;
 - (10) Control and account for all Regimental Non-Public Property;
 - (11) Maintain liaison with the Colonel-in-Chief, the Colonel of the Regiment, units, and Extra-Regimentally Employed (ERE) personnel;
 - (12) Act as the Public Affairs Office for the Regiment;
 - (13) Maintain contact with soldiers on the Joint Personnel Service Unit and with surviving family members of soldiers who die while serving; and
 - (14) Assist the Regimental Colonel with career management issues of ERE personnel.
- b. Regimental Major (RM). In addition to regular duties the RM will perform the following duties:
- (1) Act as POC on all matters pertaining to the lines of operation;
 - (2) Develop the Regimental operations and administrative plan;
 - (3) Develop the improvement plan for the restructuring of the Museum of the Regiment;
 - (4) Develop the plan for the expansion of the PPCLI website;
 - (5) Maintain oversight on all Regimental initiatives to include the Hamilton Gault Memorial Fund Student Bursary and PPCLI Benevolent Fund;
 - (6) Act as the supervising editor of The Patrician;
 - (7) Act as the Director of the PPCLI Museum;

- (8) Develop, plan, and coordinate Regimental events (Ric-a-Dam-Doo, retirement dinners, VIP funerals);
- (9) Develop and expand the Veteran's Care Cell;
- (10) Supervise the performance and professional development of all Regimental Headquarters personnel; and
- (11) Act as the Regimental Public Affairs Officer.

c. Regimental Adjutant (RAdjt). In addition to normal duties:

- (1) Assist the RM in the coordination, preparation and execution of all functions pertaining to the current regimental lines of operation;
- (2) In conjunction with direction from the RM, the R/Adjt will develop the Regimental Honours and Awards programme;
- (3) Coordinate, proof, and prepare all submissions for The Patrician and quarterly newsletters;
- (4) Act as the Regimental OPI for the coordination and conduct of Exercise RIC-A-DAM-DOO;
- (5) Assist in the development of the PPCLI website;
- (6) Assist in the coordination of delivery of supplies for Operation SMALL PACK (currently suspended);
- (7) Review, update, amend, and promulgate the Regimental Manual for FY 17/18;
- (8) Maintain the Hamilton Gault Memorial Fund Student Bursary and PPCLI Benevolent Fund;
- (9) Assist the RM in developing the Regimental operating plan, financial plans, and fundraising proposals;
- (10) Assist in the planning and delivery of Regimental activities including Exercise RIC-A-DAM-DOO and Regimental leadership symposiums;
- (11) Assist the RM in developing the Veteran's Care Cell; and
- (12) Perform any other duties as assigned by the RM.

d. Regimental Museum General Manager. In addition to regular duties the Regimental Museum General Manager will perform the following:

- (1) Assist the RM in the improvements to the Museum;
 - (2) In conjunction with the RM, develop a plan that will improve, maximise and advertise more effectively, with view to reaching out to the civilian population;
 - (3) Secure and maintain the Collections; and
 - (4) Perform any other duties as assigned by the RM.
- e. Regimental Warrant Officer (RWO). In addition to regular duties the RWO will perform the following:
- (1) Assist the RAdjt in the production of The Patrician;
 - (2) Assist in the coordination, development and execution of Regimental events including Ric-A-Dam Doo and Leadership Symposiums;
 - (3) Act as the Regimental Cadet Liaison Officer;
 - (4) Work as a facilitator on benevolence issues for members of the Regiment;
 - (5) Maintain the Regimental Memorabilia and Regimental Capital Equipment and Stores databases; and
 - (6) Perform any other duties as assigned by the RM.
- f. Veteran's Care Warrant Officer (VCWO). In addition to regular duties the VCWO will perform the following:
- (1) Assist the RM in developing the expansion plan for the Veteran's Care Cell;
 - (2) Produce and maintain a consolidated list of all PPCLI injured, wounded and families of the fallen within the Regiment;
 - (3) Maintain contact with all PPCLI (and affiliated unit) injured, wounded, veterans, and families of the fallen;
 - (4) Advise the RM on matters of care for PPCLI injured, wounded, veterans, and the families of the fallen; and
 - (5) Perform any other duties as assigned by the RM.

- g. Regimental Data Clerk (RDC). The RDC is responsible for myriad administrative and diverse duties as follows:
- (1) Assist in the familiarisation, orientation, and arrival training for incoming personnel;
 - (2) Assist with the preparation of RHQ Public Funds budgets for office supplies, FPL, and resource acquisition;
 - (3) Deal with routine requests for information and support from Regimental affiliations, liaisons, or members within the Regiment;
 - (4) Assist with the administration of the PPCLI gratuity programme;
 - (5) Supervise the organization and administration of the PPCLI RHQ;
 - (6) Establish and maintain a Central Registry for all RHQ correspondence and records; and
 - (7) Perform any other duties as assigned by the RM.
- h. Regimental Accounts NCO. In addition to regular duties the Regimental Accounts NCO will perform the following:
- (1) Assist the RM and RAdj in refining the Regimental financial plan;
 - (2) Maintain accounts for all RHQ expenditures and submit monthly reports to the RM for review;
 - (3) Advise the RM on any financial concerns or possible infractions; and
 - (4) Perform any other duties as assigned by the RM
- i. Regimental Warehouse (Kit Shop) NCO. In addition to regular duties the Regimental Warehouse (Kit Shop) NCO will perform the following:
- (1) Assist in improving the PPCLI website, specifically the Regimental Warehouse (Kit Shop) accessibility and layout;
 - (2) Develop a plan that will see the Regimental Warehouse (Kit Shop) advertised to a larger audience, including civilian advertising;
 - (3) Research and recommend additions to the kit shop holdings that will promote the Regimental heritage and accomplishments; and
 - (4) Perform any other duties as assigned by the RM.

j. Regimental Warehouse (Kit Shop) 2IC.

- (1) Ensure web and phone orders are processed and mailed in a timely manner. Complete and format purchase orders to wholesale customers;
- (2) Conduct weekly inventory checks as directed by RWO or RM. Conduct quarterly and yearly inventory audits. Ensure product is properly received into Spire inventory management system with appropriate pricing;
- (3) Monitor website for content and accuracy. Ensure new products are updated on both the website and Spire. Add pictures and product descriptions for all online products;
- (4) Resolve customer issues received by phone and email on a daily basis. Keep the chain of command informed on any pertinent issues;
- (5) Keep detailed records of all transactions;
- (6) Maintain and update Kit Shop Manual as needed; and
- (7) Perform any other duties as assigned by the RM.

k. Regimental Warehouse (Kit Shop) Sales Assistant.

- (1) Welcome customers by greeting them and offer them assistance;
- (2) Advise customers by providing information on products;
- (3) Help customers make selections by building customer confidence and offer suggestions and opinions;
- (4) General store maintenance and cleaning (sweeping, mopping, garbage removal);
- (5) Contribute to team effort by accomplishing related results as needed; and
- (6) Perform any other duties as assigned by the RM.

l. Museum Collections Manager. In addition to regular duties the Museum Collections Manager will perform the following:

- (1) Supervise and maintain the CFAMS database, including records of accessions, donations, loans, exhibits, insurance, custom matters, artefacts locations and condition;

- (2) Answer enquiries regarding the collections, procedures for donations, income tax exemptions, and evaluation of artefacts;
 - (3) Design two and three dimensional exhibitions and displays, produce sketches and finished artwork as required;
 - (4) Coordinate and supervise design and construction of exhibits and displays;
 - (5) Prepare catalogues, articles and promotional publications related to exhibits and to the Museum's collection in general;
 - (6) Post Museum updates to social media;
 - (7) Monitor the environmental conditions in the Museum;
 - (8) Compile clear and accurate records of the Museum's collection and perform research as required to enhance artefact descriptions;
 - (9) Train staff and volunteers in the field of collections management, preventative conservation, exhibit design and public programming ensuring a high standard is maintained;
 - (10) Perform administrative duties such as identifying supplies and equipment for purchase;
 - (11) Supervise volunteers in the Collections; and
 - (12) Perform any other duties as assigned by the RM.
- m. Museum Registrar. In addition to regular duties the Museum Registrar will perform the following:
- (1) Supervise acquisitions;
 - (2) Track and record all receiving, appraising, and document donations. Determine which portion of a donation goes to Collections and which goes to Archives;
 - (3) Identify and research objects in the collection, establish and maintain catalogue records using the CFAMS program;
 - (4) Prepare and document loans;
 - (5) Pack and ship artefacts;
 - (6) Exercise inventory control;

- (7) Apply best practices to all Museum administration;
- (8) Adhere to conservation practices and take care of the Collections;
- (9) Create, organize, and maintain administrative forms, legal documents, files, and retrieval system for all of the above;
- (10) Assist in Gallery maintenance, exhibit preparation, tear down, and the physical organization of Collections as required;
- (11) Supervise the volunteers engaged in Collections activities;
- (12) Maintain the CFAMS inventory, location file, and produce annually, or as required, a condition report including separate additions and deletions reports; and
- (13) Perform any other duties as assigned by the RM.

REGIMENTAL CALENDAR DATES

SERIAL	DATE (a)	EVENT (b)	REMARKS (c)
1.	Mon 16 Jan 17	Quarterly Reports Dues	State of Bns as for 31 Dec 16
2.	Mon 23 – Fri 27 Jan 17	Exercise STRONG CONTENDER 2017	
3.	Sun 29 Jan 17	71 st Regimental Guard Meeting	Start Time: 1300
4.	Mon 30 – Tues 31 Jan 17	Exercise RIC-A-DAM-DOO 2017	Itinerary TBC
5.	Fri 10 Feb 17	Madame Clarkson's Birthday	
6.	Tue 14 Feb 17	Lady Patricia's Birthday	
7.	TBC Mar 17	157 th Regimental Executive Committee Meeting	
8.	Fri 17 Mar 17	Regimental Day	Drumline available
9.	Sun 9 Apr 17	Vimy Centennial Dinner	
10.	Mon 17 Apr 17	Quarterly Reports Due	State of Bns as for 31 Mar 17
11.	Tue 25 Apr 17	Kapyong Day	
12.	08 – 22 or 25 May 17	Battlefield Tour	STI led with Professors Delaney and Loveridge
13.	Thurs 22 Jun 17	2 PPCLI Change of Command	Drumline available
14.	Fri 23 Jun 17	72 nd Regimental Guard Meeting	
15.	Fri 9 – Sat 10 Jun 17	Association AGM	Southwest Ontario. C-in-C and COR attending
16.	Sat 24 – Sun 25 Jun 17	Reaching the Summit for Mental Health and Wellness (Buller Climb)	
17.	Mon 17 July 17	Quarterly Reports Due	
18.	Thu 10 Aug 17	Regimental Birthday	
19.	Thu 24 – Sun 27 Aug 17	French Grey Weekend	C-in-C and COR in attendance Drumline performing
20.	Sun 27 Aug 17	158 th Regimental Executive Committee Meeting	
21.	Thu 07 Sep 17	Personal Legacy Stones – Orders Due	
22.	16 Oct 17	Quarterly Reports Due	

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SERIAL	DATE (a)	EVENT (b)	REMARKS (c)
23.	Sat 11 Nov 17	Remembrance Day	Drumline available
24.	Nov/Dec 17	COR in Gagetown	DP 1.2 Graduation
25.	Fri 8 Dec 17	Patrician Submission Deadline	
26.	Sun 03 Dec 17	Heroes Hockey Challenge	Edmonton
27.	11 – 15 Dec 17	Christmas Season	Messages from C-in-C and COR
28.	Jan 18	Ex STRONG CONTENDER 18	
29.	Jan 18	73 rd Regimental Guard Meeting	
30.	Sat 10 Feb 17	Madame Clarkson's Birthday	
31.	Wed 14 Feb 18	Lady Patricia's Birthday	
32.	Feb/Mar 18	158 th Regimental Executive Committee Meeting	
33.	Sat 17 Mar 18	Regimental Day	Drumline available

Appendices:

- Appendix 1 – COR Travel FY 17-18
- Appendix 2 – C-in-C Travel FY 17-18

Appendix 2 - Annex B to
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COLONEL OF THE REGIMENT TRAVEL FY 17-18

Serial	Calendar date	Event (b)	Location (c)	Remarks (d)
	(a)			
1.	Jan 17	COR attendance to Regimental Guard 71 and Exercise RIC-A-DAM-DOO	CFB Edmonton, AB	
2.	Mar 17	COR attendance at REC 158 and Regimental Day	CFB Edmonton, AB	
3.	9-10 Jun 17	COR attendance at the Association AGM	Southwest ON	
4.	Jun 17	COR attendance at 2 PPCLI Change of Command and Attendance at Regimental Guard 72	CFB Shilo, AB	
5.	23-28 Aug 17	COR visit to French Grey Weekend and Attendance at REC 158	CFB Edmonton, AB	
6.	11 Nov 17	COR attendance at Remembrance Day Comox	Comox, BC	
7.	Dec 17	COR visit to French Grey Bn, CTC Gaagetown	CFB Gaagetown, NB	Inf School DP 1.2 Grad
8.	Dec 17	COR visit to 2 nd Bn Soldier's Christmas Dinner and Bn Hockey	CFB Shilo, MB	
9.	Jan 18	COR visit to Ex STRONG CONTENDER 18 and Attendance to Regimental Guard 73	CFB Edmonton, AB	
10.	Feb/Mar 17	COR attendance to REC 159	CFB Edmonton, AB	

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COLONEL-IN-CHIEF TRAVEL FY 17-18

Serial	Calendar date	Event (b)	Location (c)	Remarks
	(a)			(d)
1.	28- 29 Apr 17	C-in-C attendance at the presentation of colours	CFB Shilo, MB	
2.	9-10 Jun 17	C-in-C attendance at the Association AGM	Southwest ON	
3.	Jun 17	C-in-C attendance at 2 PPCLI Change of Command	CFB Shilo, MB	
4.	26-27 Aug 17	C-in-C attendance at the French Grey Ball	Hotel Macdonald, Edmonton, AB	Will attend dinner only

RESOURCE REQUIREMENTS

1. RHQ is currently dependent upon 1 PPCLI for the acquisition of resources such as IS and some forms PP&S in support to general office operation and administration. Aside the usual daily routine items, a separate line item within the Regimental General Fund was set aside allowing \$6,000 in expenditure for items outside conventional military commodities, an example being rental of a photocopier and other PP&S consumables outside the scope of 1 PPCLI funds. There still remain other supplies that RHQ has need of, and these are covered in the table below:

Serial	Item	Cost
	(a)	(b)
1.	Bubble mailing envelopes sizes 0, 1, 2, 5, 7 box of 100 of each #0,1,2,7- 1000 #5	\$925
2.	3/16 Bubble wrap for mailing 12" x 175M rolls x 10	\$540
3.	Avery Durable Slate D-Ring 1" Binders x 100	\$695
4.	Avery Clean Cut Business Card x 10 packages	\$120
5.	Shipping Cube boxes sizes: 8x8x8, 10x10x10, 12x12x12 100 of each size	\$250
6.	Mailing Labels for parcel Avery White Easy Peel Address Labels	\$477.45

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FORWARD PLANNING COSTS

2. Forecast for necessary expenditures in the near future. These would be a one time purchase items.

Serial	Item	Cost
	(a)	(b)
1.	Upgrade 2 RHQ computers and include software	\$2200
2.	New internet router and internet service	\$200 and monthly cost
3.	Complete the main office rebuild to ensure all desks and office is the same, professional looking	\$2500
4.	Kit shop remodel to include new desk. Warehouse shelving for stores and a desk	\$ 1000
5.	Upgrade vehicle flag holders and pennants 4 x holders 4 x flags	\$750
6.	New aiguillettes X 6	\$195/piece \$1170 total
7.	Gault Park vehicle covers 4 X Hard structures	\$20,000 total Max
8.	Power drill and complete drill bit set Socket set 0 – 1 inch in size	\$250

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DRUMLINE AND AXEMEN COSTS

3. Summary of requested items for the Drumline and Axemen. Although its mandate is currently undefined, it is hoped that some costs will be captured or offset by CAO 33-19.

Serial	Item	Cost
	(a)	(b)
1.	Practice Drum Pad 12 inch (20 sets x \$60)	\$1200
2.	Evans Apprentice Drum Pad Stand (20 sets x \$60)	\$1200
3.	Vic Firth Corpsmaster MS5 Snare Drumstick or Vic Firth SD1 General (20 sets x \$15)	\$300
4.	Bass Drum Stick MB1-3 or MB3-H (4 sets x \$25)	\$ 100
5.	3/4" Wide Premium Stick Tape (30 rolls x \$7)	\$210
6.	Evans 14" Hybrid S Marching Snare Top Head (20 x \$60)	\$1200
7.	Evans Marching Snare Drum Control Screens (20 x \$15)	\$300
8.	Mapex Basket Style Tripod Marching Snare Stand (20 x \$160)	\$3200
9.	Evans 29" MX2 white marching bass head (2 x \$85)	\$170
10.	Evans 14" Marching EC2S Tenor Head (2 x \$30)	\$60
11.	Pearl Nylon Gut Snare for Competitor Snare (20 x \$65)	\$1300
12.	Hangers / Clothing Racks	\$200
13.	PT Shirts with Drumline Logos (30 x \$30)	\$900
14.	TV and DVD Player for Instructional Videos	\$1000
15.	Drumming DVDs	\$80
16.	Axe Blade Covers (10 x \$25)	\$250
17.	Handles for Axe Box	\$60

REGIMENTAL FINANCIAL PLANS

1. The Regimental Fund is a Non-Public Property (NPP) entity, as defined by Section 2 of the *National Defence Act*.² However, there are activities that the Regiment wishes to conduct that are outside of the remit of NPP. Examples of these include donor recognition, benevolence, payment of travel expenses for the Colonel-in-Chief, and acquisitions for the PPCLI Museum. NPP regulations allow donors to encumber funds, donating funds to a NPP for a specific purpose. Therefore, the Regimental Fund has been set up to accept donations from charitable organizations for specific purposes that are not covered within NPP regulations. The Regimental Fund will be divided into four sub-funds as detailed below. Budgets for these funds are detailed in the Regimental Headquarters Level 4 Operations plan, which includes the requests for funding from outside agencies.

- a. The General Fund. The General Fund is used to carry out those activities that may be outside of NPP policies. Monies are derived from encumbered contributions to the Regimental Fund by the Patricia Fund, ticket sales for the French Grey Ball, and advertising for The Patrician, the annual Regimental Journal.
- b. The Warehouse Fund. The warehouse fund is NPP, and consists of all the monies devoted to maintaining warehouse operations. Revenue is derived from profits on sales of merchandize. Monies from the Warehouse Fund are not transferred to the General Fund.
- c. The Museum Fund. Museum funds are NPP, derived from three main sources: grants from Directorate History and Heritage (DHH), transfers from the General Fund, and grants and donations from other entities. DHH grants are Public Funds that become NPP funds when donated, and are encumbered. Therefore, DHH grants must be used as granted and cannot be re-assigned without approval from DHH. With the exception of funding for the Outreach Coordinator, monies from the Museum Fund are not transferred to the General Fund, but the General Fund contains a line item to cover transactions that may not be permitted under NPP policies. DHH funds are used to pay for a contracted Archivist, the Outreach Director, improvements to storage facilities and displays, but DHH policy specifically prohibits the using DHH funds to acquire artefacts for the museum collection.

² Section 2 reads: “*non-public property* means

- (a) all money and property, other than issues of materiel, received for or administered by or through messes, institutes or canteens of the Canadian Forces,
- (b) all money and property contributed to or by officers, non-commissioned members, units or other elements of the Canadian Forces for the collective benefit and welfare of those officers, non-commissioned members, units or other elements,
- (c) by-products and refuse and the proceeds of the sale thereof to the extent prescribed under subsection 39(2), and
- (d) all money and property derived from, purchased out of the proceeds of the sale of, or received in exchange for, money and property described in paragraphs (a) to (c);”

- d. Investment Funds. Managed by an independent fund manager, and composed of monies donated by individuals, corporations, and other private donors, the investment funds are used to provide benevolent grants and loans and as a vehicle to save monies to fund the 125th Anniversary Commemoration.
2. Patricia Fund³. As there are restrictions on how NPP funds can be spent, there is a requirement for the Regiment to maintain a charity, separate and apart from the Canadian Armed Forces, to fund specific Regimental activities. These activities will be defined in the Regimental Headquarters Level 4 Operation Plan, and the charity will donate funds to the Regimental Fund in order to allow the Regiment to conduct these activities. In order to ensure that the charity is seen as being at arm-length to the Crown, a minimum of 51% of the members of the Board of Directors of the charity shall be non-uniformed. The Regimental Executive Committee shall act as the Nomination Committee for the charity, and shall nominate prospective appointees to the Regimental Guard. The Guard, in turn, shall act as the selection committee for the Board of Directors. The membership of the Board shall be set at seven, and the quorum for the Board to act shall be set at four. The Board of the charity shall meet at least once annually to review the Regimental Headquarters Level 4 operating plan and approve the funds requested. Excess funds shall be retained by the charity and invested to provide funding for other activities in accordance with the charitable objectives of the charity. In order to maintain the clarity that the charity is operating at “arms-length” from the Canadian Armed Forces, the official name of the charity shall be the PPCLI Fund, also known as the “Patricia Fund”, operating under Business Number 1191 03844 RR 0001. The existing Annual Voluntary Contributions plan shall be maintained, with the funds now going to the Patricia Fund. The Patricia Fund shall, in turn, donate such monies to the Regimental Fund as are requested by the REC to fund those programs that are outside of NPP regulations. Excess funds shall be invested or used to further the charitable objectives of the Patricia Fund, listed at paragraph 12 below. The financial structure is detailed below:

³ Subsequent discussions with CRA have clarified the distinction between a “Trust” and a “Fund”. Generally speaking, a Trust is a specific sum of money donated for a specific purpose, while a Fund consists of multiple streams of revenue devoted to a number of purposes, including social activities. A Trust is generally more restricted than a Fund, and a Fund is more aligned with the current charitable objectives. Therefore, it is proposed that the charity be known as the Patricia Fund.

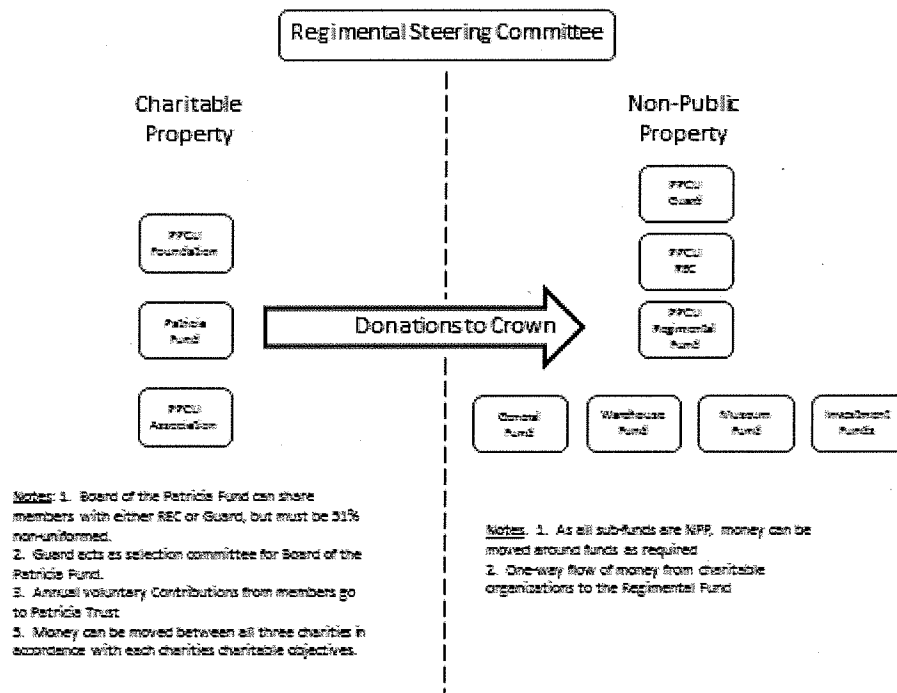


Figure 1: Financial Structure.

3. The Patricia Fund shall maintain the charitable objectives of the former Regimental Fund charity. The objectives are detailed below:
 - a. Objective 1: Promote the efficiency, physical fitness, well-being, and morale of the Canadian Armed Forces (in accordance with common law).
 - b. Objective 2: Promote goodwill and admiration of the public towards the Canadian Armed Forces (in accordance with common law).
 - c. Objective 3: Provide financial assistance to members of the Canadian Armed Forces and the Regimental family in periods of crisis, when other social support agencies cannot cover, or inadequately cover, the members' needs.
 - d. Objective 4: Promote education advancement of members of the CF, their dependents, Regimental family members and international students through the provision of bursaries.
 - e. Objective 5: Support the collection, preservation, maintenance and public display of historical artifacts and archival material through financial support to the PPCLI Museum and Archives.
 - f. Objective 6: Support the development and operation of the education programs

of the PPCLI Museum and Archives.

- g. Objective 7. Support the research, identification, construction and maintenance of existing and new heritage and historical projects related to the history of the CF and its significant contribution to Canadian society.
- h. Objective 8. Produce and distribute an annual historical journal (*The Patrician*).
- i. Objective 9. Promote and support veterans' well-being and morale through the provision of services, special programs and volunteer support to veteran organizations and activities.
- j. Objective 10. Support the goals and programs of the Royal Canadian Army Cadet program through the provision of financial support to the Royal Canadian Army Cadet League and volunteer support to Royal Canadian Army Cadet Corps.
- k. Objective 11. Support of public events held to promote public goodwill and admiration of the CF.
- l. Objective 12. Provide financial assistance to support visits of the Regiment's Colonel-in-Chief in order to promote the well-being and morale of the CF and to promote public goodwill and admiration of the armed forces.
- m. Objective 13. Provide and maintain ceremonial uniforms and equipment not provided by public means.

4. Public Funds. RHQ draws Public Funds from two sources: monies included in the budget of First Battalion PPCLI specifically designated as support to regimental activities, and monies assigned by the Army to support travel for the Infantry Branch Managers. The First Battalion budget is controlled by the DCO of First Battalion, and the Army funds are controlled at Army HQ. RHQ requests funds for travel as required for the Colonel of the Regiment, the Regimental Colonel in his capacity as a Branch Director, and RHQ staff supporting this travel as aides and drivers. Public Funds are not transferred to the General Account.

5. Greater detail on each of these accounts is given in the attached appendices.

Appendices:

Appendix 1 – Patricia Fund
Appendix 2 - General Fund
Appendix 3 - Warehouse Fund
Appendix 4 - Museum Fund

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Appendix 5 - RHQ Public Funds
Appendix 5 - Investments

Appendix 1 - Annex D to
7000-4 (RM)
PPCLI Regimental Headquarters
Level 4 Operating Plan – FY17/18
Dated 6 October 2016

Patricia Fund 2017 (Account Number 9719)				
Income		Item	Amount	Remarks
		Annual Voluntary Contributions (transfer from Patricia Fund)	\$180,000.00	
		Patrician Advertising and Sales	\$10,000.00	
		French Grey Ball	\$27,000.00	Based on \$150 per ticket
		Grants		
		Donations	\$5,000.00	
		Balance Forward		
		Charged to Museum Fund		
Operating Expenses	Sub-Fund			
	PF001	Transfer to Contingency Fund	-\$3,000.00	
	PF 002	Transfer to Museum Fund		
	PF 003	Transfer to Benevolent Fund		
	PF 004	Transfer to Legacy Fund		
	PF 005	C-in-C Travel	-\$15,000.00	
	PF 006	Donor Recognition	-\$25,000.00	
	PF 007	Community Relations Coordinator		
	PF 008	French Grey Ball	-\$40,000.00	
	PF 009	Regimental Meetings	-\$3,000.00	
	PF 010	Drum Line Support (non-Public Funds items)	-\$1,500.00	
	PF 011	Imjin Hockey Game	-\$1,000.00	
	PF 012	Korean Bursaries	-\$2,000.00	
	PF 013	Bank Charges	-\$2,000.00	
	PF 014	Equipment Purchases	-\$2,000.00	
	PF 015	Office Supplies	-\$6,000.00	
	PF 016	Postage	-\$2,500.00	
	PF 017	Telephone		No longer required.
	PF 018	Travel	-\$3,000.00	
	PF 019	Staff Training	-\$2,000.00	
	PF 020	Audit Fees	-\$7,000.00	
	PF 021	Insurance	-\$1,600.00	
	PF 022	Special Projects	-\$3,000.00	
	PF 023	Museum Support (non-NPP items)	-\$5,000.00	
Extraordinary Expenses				
	PF 024	Legal Fees	-\$5,000.00	
	PF 025	COR Portrait	-\$3,000.00	
	PF 026	Vimy	-\$20,000.00	
	PF 027	Shot show	-\$5,000.00	
Total			\$64,400.00	

Appendix 2 - Annex D to
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General Fund 2017 (Account Number 1717)				
Income		Item	Amount	Remarks
		Transfer from Warehouse Fund	\$60,000.00	
		Patrician Advertising and Sales		
		French Grey Ball		
		Grants		
		Donations		
		Balance Forward	\$36,000.00	Balance in General Fund 01 Jan 17
		Charged to Museum Fund		
Operating Expenses	Sub-Fund			
	GF001	Transfer to Contingency Fund		
	GF 002	Transfer to Museum Fund		
	GF 003	Transfer to Benevolent Fund		
	GF 004	Transfer to Legacy Fund	-\$60,000.00	
	GF 005	C-in-C Travel		
	GF 006	Donor Recognition		
	GF 007	Community Relations Coordinator		
	GF 008	French Grey Ball		
	GF 009	Regimental Meetings		
	GF 010	Drum Line Support (non-Public Funds Items)		
	GF 011	Imjin Hockey Game		
	GF 012	Korean Bursaries		
	GF 013	Bank Charges		
	GF 014	Equipment Purchases		
	GF 015	Office Supplies		
	GF 016	Postage		
	GF 017	Telephone		
	GF 018	Travel		
	GF 019	Staff Training		
	GF 020	Audit Fees		
	GF 021	Insurance		
	GF 022	Special Projects		
	GF 023	Museum Support (non-NPP Items)		
Extraordinary Expenses				
	GF 024	Legal Fees		
	GF 025	COR Portrait		
	GF 026	Vimy		
	GF 027	Shot show		
Total			\$36,000.00	

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Warehouse Fund 2017 (Account number 7114)				
Income		Item	Amount	Remarks
		Sales	\$700,000.00	
		Balance Forward	\$72,000.00	
		Cost of Goods Sold	-\$455,000.00	
Operating Expenses	Sub-Fund			
	WF001	Bank Charges	-\$13,000.00	
	WF 002	Audit Fees	-\$7,000.00	
	WF 003	IT Purchases	-\$2,500.00	
	WF 004	Software Support	-\$6,000.00	
	WF 005	Bad Debts	-\$250.00	
	WF 006	Advertizing and Promotion	-\$2,000.00	
	WF 007	Medal Mounting Supplies	-\$2,000.00	
	WF 008	Product Research and Development	-\$500.00	
	WF 009	Postage	-\$775.00	
	WF 010	Shop Upgrades	-\$1,500.00	
	WF 011	Staff Training	-\$2,500.00	
	WF 012	Equipment Repairs and Maintenance	-\$1,000.00	
	WF 013	Travel	-\$1,500.00	
	WF 014	Road Sales	-\$1,000.00	
	WF 015	Web-site Maintenance	-\$3,500.00	
	WF 016	Cash Over and Short	-\$50.00	
	WF 017	Public Presentations and Displays	-\$5,000.00	
	WF 018	Support to ERE	-\$5,000.00	
	WF 019	Support to Battalions	-\$15,000.00	
	WF 020	Monument Maintenance	-\$2,000.00	
	WF 021	Patrician	-\$30,000.00	
Extraordinary Expenses				
	WF 022	Solider's Manual	-\$5,000.00	
	WF 023	Transfer to Legacy Fund	-\$60,000.00	
	WF 024	Transfer to Benevolant Fund		
	WF 025	Transfer to Museum Fund	-\$80,000.00	
Total			\$69,925.00	

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Museum Fund 2017 (Account Number 0512)				
Income		Item	Amount	Remarks
		DHH Museum Development Funds (current year)		
		Association Grant	\$10,000.00	
		Alberta Culture Grant - Outreach Coordinator		
		Alberta Culture Grant	\$30,000.00	
		Balance Forward DHH Museum Development Funds	\$40,000.00	
		Transfer from Warehouse Fund	\$80,000.00	
Operating Expenses	Sub-Fund			
	MF 001	Archivist (project 171850 055 1965M1)	-\$65,000.00	
	MF 002	Outreach Coordinator (project 171850 165 1965M2)	-\$65,000.00	
	MF 003	Audio-Visual Maintenance Contract		
	MF 004	Staff Training	-\$2,000.00	
	MF 005	Office Expenses	-\$1,000.00	
	MF 006	Telus Wireless in Gallery	-\$1,300.00	
	MF 007	Access To Memory (AtM) Web Hosting	-\$1,800.00	
	MF 008	Archives and Collections Supplies	-\$1,400.00	
	MF 009	Summer Student		
	MF 010	Membership Fees	-\$1,000.00	
	MF 011	Volunteer Recognition	-\$1,500.00	
Extraordinary Expenses				
	MF 012	Speaker's Corner	-\$15,000.00	
	MF 013	Lady Patricia Interviews	-\$5,000.00	
	MF 014			
	MF 015			
	MF 016			
	MF 017			
	MF 018			
	MF 019			
	MF 020			
Total			\$0.00	

Appendix 5 - Annex D to
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Public Funds 2017				
Income		Item	Amount	Remarks
		Support to Branch Activities	\$10,000.00	
		Support to Regimental Functions (1 PPCLI)	\$55,000.00	
Operating Expenses	Sub-Fund			
	PF 001	COR Travel	-\$15,000.00	
	PF 002	Support to COR Travel	-\$5,000.00	
	PF 003	Support to C-in-C Travel	-\$5,000.00	
	PF 004	RHQ Travel	-\$4,000.00	
	PF 005	Support to Regimental Activities	-\$2,500.00	
	PF 006	Regimental Colonel Travel	-\$1,500.00	
	PF 007	Warehouse Support	-\$5,000.00	
Extraordinary Expenses				
	PF 13			
	PF 14			
Total			\$27,000.00	

Appendix 5 - Annex D to
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Investment Funds 2017			
Income		Fund	Amount
		Transfer from General Fund to Legacy Fund	\$60,000.00
		Transfer from Warehouse Fund to Benevolant Fund	
		Korean Fund	
		Transfer from General Fund to Contingency Fund	\$3,000.00
Estimated Present Value	Sub-Fund		
	IF 001	Legacy Fund	\$196,640.12
	IF 002	Benevolant Fund	\$163,714.52
	IF 003	Korean Fund	\$593.71
	IF 004	Contingency Fund	\$58,277.00
Total Estimated Present Value			\$482,225.35