



Princess Patricia's Canadian Light Infantry

Regimental Strategy

Version 4

01 November 2023



FOREWORD BY THE COLONEL OF THE REGIMENT

Our Regiment is steeped in history. It is a proud history that has established our character, our resolve, our excellence on the battlefield and on operations, and, above all, the care and support to what is the heart of our Regiment – our people, both serving and retired, and their families.

Our reputation is cemented through hard work in maintaining our identity, looking after our people, and caring for the institution that we serve. This energy and resolve sustain our relentless pursuit of excellence in all that we do.

This Strategy serves to guide our Regiment into the future ensuring that we, as a Regimental Family, maintain our hard fought, and earned, reputation into the future. The Strategy provides the strategic framework that will set conditions for its agile and adaptable application through the Implementation Plans of our Serving and Veterans components. It is through this framework that Regimental leadership will shape the environment and guide our team towards our mission – contribute to Canadian Army and Canadian Armed Forces combat readiness and the national interests, through operational excellence, while caring for the Regimental Family and upholding the PPCLI identity. That is our *raison d'être*. That is who we are.

Through a well-defined and disciplined governance system, underpinned by leadership and teamwork from across the Regimental Family, we will uphold our reputation, celebrate our past, look after one another, and continue leading the Profession of Arms and the Infantry Corps towards operational success. This is the Patricia way - to constantly lead whether we are the leader, or the follower, and to carry the day.

VP



R.R. Romses, OMM, CD
Brigadier-General (retired)
Colonel of the Regiment
01 November 2023

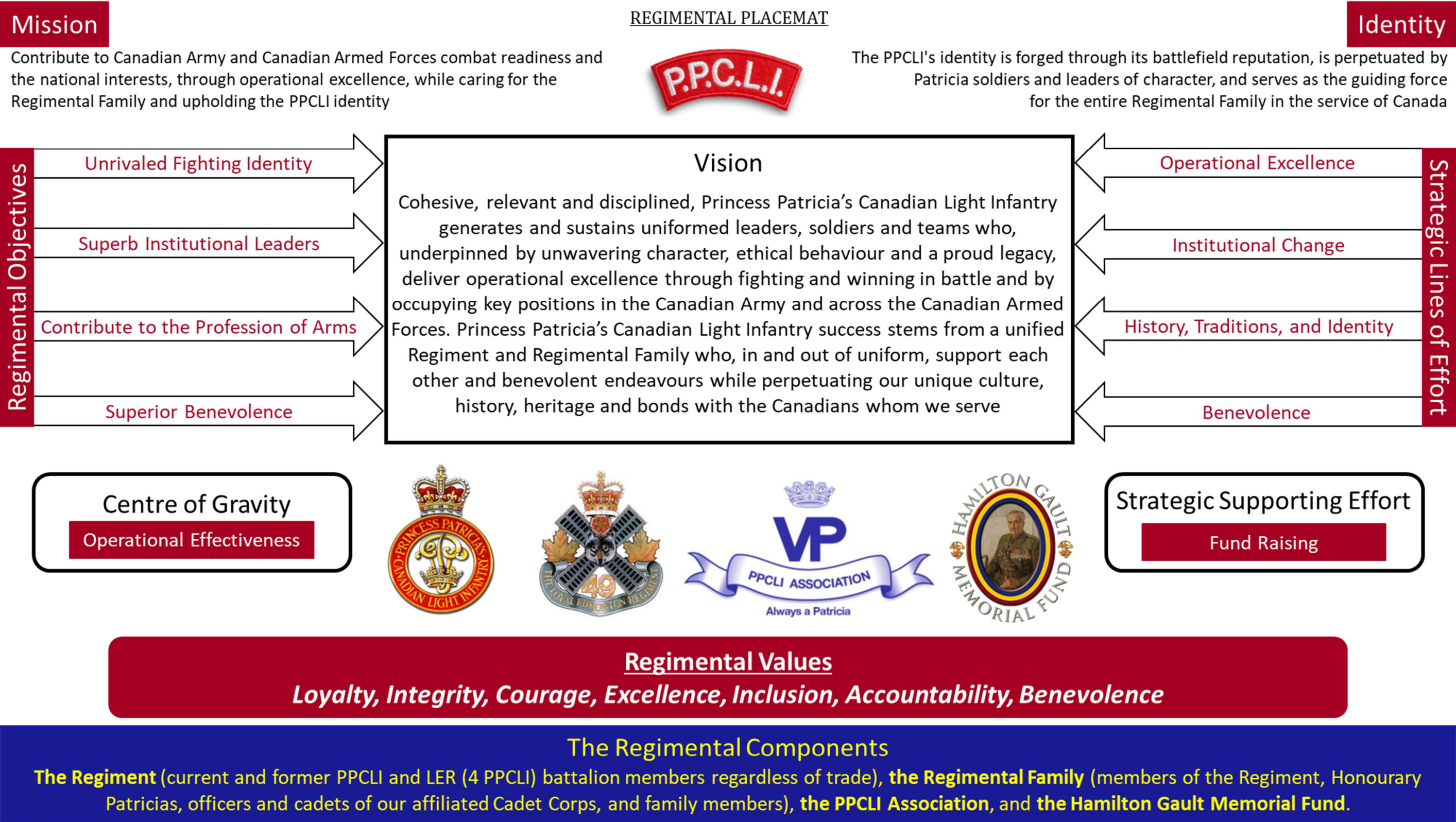


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THE REGIMENT

I **Regimental Identity.** Rooted in a rich legacy of historical achievements and steadfast valour, the PPCLI finds its essence in an identity that is forged on the battlefield and that is perpetuated by the exceptional character and competence of Patricia soldiers and leaders. This essence serves as a guiding light for all members of the Regimental Family, resonating not only with those who are current serving but also echoing through the collective consciousness of the nation. Upholding this identity hinges upon the deeds of the serving members, it is nurtured through the support of the entire Regimental Family, and is reinforced through the celebration of the enduring legacy associated with “the Patricias”.

Given the absence of a singular Regimental Commander or a definitive pan-unit structure, the Regiment's purpose lies in bolstering the Canadian Army and the Canadian Armed Forces (CAF) chain-of-command through supporting force generation and employment and supporting the total health and wellness of our serving, retired, and family members. Through this lens, our identity serves as a crucial force multiplier, shaping the Regiment's distinctive approach to preparation and leadership, both in operational settings and within our larger support networks.

In alignment with our Regimental Identity, our Regimental Strategy acts as a resilient construct, fortifying not just our collective identity, but also steering the Regiment's undertakings.

A. Regimental Components

- **The Regiment.** All current and former members of Princess Patricia's Canadian Light Infantry (PPCLI) and Loyal Edmonton Regiment (4 PPCLI) battalions whether in uniform or retired, regardless of trade (www.ppcli.com).
- **The Regimental Family.** Includes the members of the Regiment (as above), our Honourary Patricias, officers and cadets of our affiliated Royal Canadian Army Cadet Corps, family members, other associated elements including bands that have a historic affiliation with the Regiment, and those who have served with the Regiment at home and abroad¹.

¹ The inclusiveness into the Regimental Family does not translate to an expectation of guaranteed support. Instead, the prioritization of support for Patricia soldiers first from the Regiment, then the Regimental Family, will be maintained in our limited resource environment.

- **The Veterans' component**, which consists of two elements:
 - The first being the **PPCLI Association** (www.ppcliassoc.ca) which is a member-centric organization formally organized under the Canada Not-for-profit Corporations Act. The Association:
 - Fosters and maintains the spirit of the Regiment by perpetuating the comradeship and close supportive relationships formed amongst all ranks both while serving in the Regiment, and after release or retirement;
 - Provides support through the Volunteer Patricia Program to assist released and retired members who served with the Regiment and their families; widows and children of deceased members; and in exceptional circumstances, to serving members and their families;
 - Provides administrative support to the Hamilton Gault Memorial Fund Student Bursary program;
 - Preserves Regimental history through the creation and maintenance of significant Regimental memorials and support of the Regimental Museum and Archives;
 - Provides support to PPCLI-affiliated Army Cadet Corps;
 - Promotes public awareness and support of the history, heritage, and tradition of Service to the Nation; and
 - Establishes cooperative and supportive relationships with other veterans' and charitable organizations which share comparable and compatible purposes and values.
 - The second is the **Hamilton Gault Memorial Fund (HGMF)** (www.hgmf.ca), an independent charitable organization. The HGMF receives charitable and other donations, as well as income from interest and fundraising activities. The HGMF:
 - Supports veterans and their families by promoting mental health and providing emergency financial assistance;
 - Provides student bursaries to members of the Regimental Family;
 - Supports the heritage and history of the PPCLI through grants to the Regimental Museum and Archives
 - Provides funding for the maintenance of significant Regimental Memorials;
 - Provides funding that support publications / artwork / documentaries on PPCLI history
 - Provides funding to public events that commemorate the history and heritage of the PPCLI; and
 - Provides financial support to PPCLI-affiliated Army Cadet Corps.

- B. Regimental Values. As an organization dedicated to the service of others, the Regiment, its components, and its members subscribe to the Ethical Principles, Military Values, and Professional Expectations of the *CAF Ethos*² which reflect Canadian values. The Regiment's values of Loyalty, Integrity, Courage, Excellence, Inclusion, Accountability, and Benevolence guide our decisions and actions while in the service of others and in our personal lives. They shape our culture and identity, define who we are as individuals within the Regiment, and aid in aligning our actions towards our Regimental mission and our vision.
- **Loyalty.** Those who are loyal always show respect, challenge unacceptable behaviour, support comrades in difficult situations, help others, ensure that their conduct and performance is always a credit to the Regiment. Those who are loyal ensure the well-being and safety of others; they are willing to take personal risks to support others. Within the PPCLI loyalty is reciprocal in nature – Regimental leadership is obliged to prepare, talent manage, and care for all its members. In turn, Patricias support the Regiment by ensuring one another uphold our values and by aiding those who need help regardless of their rank, status or station. This is further amplified in the first two Tenets of *The Patricia Way* – Leadership Starts and Ends with the Private Soldier / Leadership is a Team Effort.³
 - **Integrity.** Those who embody integrity take responsibility for their decisions and actions and accept the consequences, good or bad. They own their mistakes, learn from them, and share their insights. They are reliable, sincere, trustworthy, and honest and act on what is right. A Patricia's conduct must stand up to the closest scrutiny, they are dedicated to fairness and justice, never use any official role for personal gain or to hold back another, and instead of making excuses, they make things right.
 - **Courage.** Those who are courageous take appropriate risks and learn from their mistakes, have the will and drive – *the Fighting Spirit* – to get things done in the face of difficulty. Patricias speak out and correct things when something is wrong, admit to needing help and accept it, resist peer and external pressures to do what is not right, and remain steadfast in the

² A fulsome articulation of the *Canadian Armed Forces Ethos: Trusted to Serve* is available on the internet: <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/canadian-armed-forces-ethos-trusted-to-serve.html>

³ See Guard Directive 003: *Leadership in the PPCLI – The Patricia Way*. Available on the internet under “references” at PPCLI.com

face of adversity. Patricias have the courage to do the right thing – always – even when no one is looking.

- **Excellence.** People who embody excellence seek opportunities for personal improvement, are curious, ask questions and seek advice. They embrace valid standards, they are open to experimenting with new concepts and processes, they help others to improve, and they pursue lifelong learning. In the pursuit of mastery and success, humility and effort count twice. Patricias relentlessly pursue Tenet Four of *The Patricia Way* – Be the Best You Can Be.⁴
- **Inclusion.** Those who are inclusive reject racism, sexism, heteronormativity, homophobia, xenophobia or any other form of hateful, discriminatory or hurtful behaviour, conduct or association. They take a proactive approach to prevent, stop and report such conduct and support those affected. Patricias go beyond, respecting the dignity of all persons, they create environments where everyone can be their authentic selves, where everyone contributes to the team, and where cohesion is built through a real sense of belonging. This is further amplified in Tenet Three of *The Patricia Way* – Leaders Understand, Talk About and Talk with Soldiers.⁵
- **Accountability.** Those who are accountable willingly take ownership of their choices, behaviors, and omissions, and they answer for how closely these reflect our values. Patricias embody our values and tactfully address those who deviate from them, irrespective of position or standing. Discussions about the implementation of our values within the Regimental Family are a common practice among Patricias. They actively recognize, report, and transform any aspects of our Regimental culture that oppose our values.
- **Benevolence.** Those who are benevolent are characterized by their genuine kindness and compassion toward others, often going out of their way to help and support those in need. They possess a selfless nature, prioritizing the well-being and happiness of others above their own interests. Patricias strive to be considerate, empathetic, compassionate, forgiving and be motivated by a sincere desire to make a positive impact on the world and contribute to the betterment of society.

⁴ Ibid

⁵ Ibid

- C. Regimental Influence. Recognized for our operational excellence at home and abroad, the Regiment is positioned to positively influence the Profession of Arms. Grounded in our identity, and guided by superb leadership and our proud history, our operational excellence directly influences the Canadian Army and the CAF of today and tomorrow. At the same time, we ensure excellent support is provided to the Veterans component. The Regiment's ability to influence is not a given – it comes from stewardship, hard work, and dedication across the entire Regiment.
- D. Care of our Regimental Family. Our excellence on operations and in institutional roles extends to the care of our Regimental Family. Through our benevolence, the Regiment is well positioned to support members of the Regimental Family during their service and beyond. This benevolence is a key characteristic of the Regiment and, as a key ingredient of our identity, it exemplifies our unwavering commitment to the most important aspect of the Regiment – our people. *Once a Patricia, Always a Patricia!*
- E. Fund Raising. Fund raising allows for the celebration of our Regimental Identity and creates the foundation for our ability to care for our Regimental Family framing who are as a Regiment. Fund raising is not a given; it is a constant that demands support from all members of the Regimental Family and its components.

REGIMENTAL GOVERNANCE, STAKEHOLDERS, AND INTERNAL ENABLERS

II Regimental Governance and Battle Rhythm

- A. Regimental Leadership. The Regimental components are governed through a transparent, collaborative, and flexible governance structure that guides and directs Regimental activities. The Regimental Manual, the Patricia Fund Constitution and By-Laws, the HGMF Constitution and By-Laws, and the PPCLI Association Articles of Continuance and By-Laws define and describe roles and responsibilities for each person guided by the following:
- **The Colonel-in-Chief (C-in-C)**. The C-in-C is an honorary appointment and is the titular head of the Regiment who has a ceremonial role in representing the Regiment and its interests.
 - **The Colonel of the Regiment (COR)**. The COR is an honorary appointment who is responsible for providing advice and guidance on matters affecting the perpetuation and well-being of the Regiment and is accountable to the C-in-C and the Regimental Components in guiding, advising, and supporting their activities.
 - **Senior Serving Patricia (Senior Serving)**. The senior ranking officer serving in the Regular Force who is responsible for all aspects of the serving component and is accountable to the Regimental Steering Committee for advice, guidance, and leadership across all Regimental components and to the Commander of the Canadian Army.
 - **President of the Regimental Guard**. Selected by the Senior Serving, they are responsible for implementing regimental strategic objectives pertaining to the serving component and are accountable to the Regimental Steering Committee through the Senior Serving on serving component activities.
 - **Regimental Chief Warrant Officer (RCWO)**. A Senior Chief Warrant Officer serving in the Regular Force selected by the Senior Serving. The RCWO advises the Senior Serving and President of the Regimental Guard in the planning and conduct of their duties.
 - **President of the PPCLI Association**. Elected by the Association membership in accordance with the Association Constitution and By-Laws, they are the Chief Executive Officer of the Association and shall be responsible for implementing the strategic plans and policies of the Association. The President shall, subject to the authority of the

Association Board of Directors, have general supervision of the affairs of the Association, and shall have such other duties as Board may specify. They are accountable to their membership and consults with the Regimental Steering Committee on Association activities.

- **HGMF Board of Trustees.** The composition of the HGMF Board of Trustees is determined in accordance with the HGMF Constitution and By-Laws. The Board manages and directly controls all HGMF Activities and Programs to ensure the proper application of the Constitution and By-laws, as well as current Rules and Regulations applicable to registered charities under the provisions of the Act. The Board shall actively pursue the Objects of the HGMF and may adopt Rules and Regulations to govern its Activities and Programs. The Chair of the Board of Trustees is accountable to the board and consults with the Regimental Steering Committee on HGMF activities.

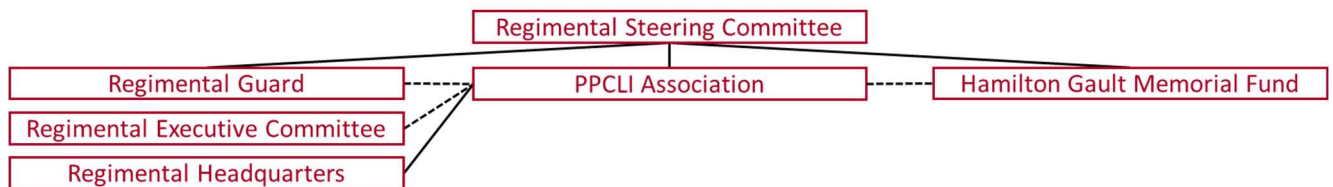
B. Regimental Governance Nodes:

- **The Regimental Steering Committee (RSC).** The RSC is a collaborative forum to discuss, harmonize, and synchronize activities across the Regimental Components. It is responsible for the establishment and synchronization of Regimental strategic objectives while also acting as the senior Regimental body to discuss issues affecting the Regiment and its Components. It is accountable to the Regimental Components. Membership comprises the COR, the Senior Serving, the RCWO, the President of the Guard, the HGMF Chair, the PPCLI Association President, and, on invitation, Vice President Regimental Strategy, and the Regimental Colonel.
- **The PPCLI Association.** The PPCLI Association is the senior policy-making body of the Veterans component. Consisting of branches across Canada and members around the world, they are responsible for ensuring that members of the Regimental Family are supported and not forgotten. The PPCLI Association is led by the National President of the PPCLI Association and is elected according to its Charter. The PPCLI Association is accountable to its members and Corporate Canada.
- **The Hamilton Gault Memorial Fund.** The HGMF receives charitable and other donations, as well as income from interest and fundraising activities, and expends funds on charitable activities in keeping with the terms and intent of its Constitution and By-law. The HGMF is operated by a Board of Trustees.

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- **The Princess Patricia's Canadian Light Infantry Charitable Fund (PF).** The PF, also known as the PPCLI Regimental Fund, is the principal charitable fund for operations to support serving members of the Regiment through social events, professional development initiatives, gratuity programs, and other activities that cannot be supported through public funding. It is a registered charitable organization through the Canada Revenue Agency and is governed by a Board of Directors whose membership is determined in the manner prescribed by its Constitution and By-laws.
- **The Regimental Guard (The Guard).** Working closely with the Association and the HGMF, the Guard is responsible for monitoring and guiding strategic objective implementation pertaining to the serving component through the Regimental Executive Committee and is accountable to the Senior Serving and the RSC. The Guard is chaired by its President, typically a serving General Officer, comprising all serving Colonels and above, including Vice President Strategy.
- **The Regimental Executive Committee (REC).** Working closely with the PPCLI Association and the HGMF, the REC is responsible for implementing strategic objectives pertaining to the serving component and is accountable to the Guard through the Guard President. The REC is chaired by the Chair of the REC, typically the Commanding Officer of the 1st Battalion PPCLI, and comprises the serving Battalion Commanding Officers, their Regimental Sergeants-Major, the Extra-Regimentally Employed representatives, and Deputy Vice President Strategy (*ex officio*).

C. Regimental Governance Depiction



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- D. Battle Rhythm. Guided by the Regimental Strategy, but informed by the Regiment's Implementation Plans, the Regimental Family will conceptually adhere to the following battle rhythm:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
		RM Report	RSC	HGMF AGM	Guard		REC			RSC	
				Assoc AGM						PF BoD	
Execute In-Year Regimental Family Activities											
Assess Last Year's Performance (report on policies, programs & projects over the last calendar year)				Identify Next Year's Activities (identify the level of ambition for the next calendar year)				Approve Budgets for Next Year (secure resources from the Patricia Fund, Hamilton Gault Memorial Fund, Foundation)			

- E. Summary of Regimental Financial Management. The Regiment's activities are funded through cooperative fund raising and income generation by the HGMF, the Association, the PF, and from select financial portfolios and investments managed by the REC and Regiment Headquarters (RHQ) that are governed by non-public property (NPP) regulations.

- Financial Guidance. The RSC provides strategic financial guidance to the REC through Guard Directive 006 – *Regimental Financial Policy*⁶. This directive also provides outlines the guiding principles for all joint Regimental undertakings.
- Public Funds and Resources
 - RHQ receives annual operations and maintenance funding from the Department of National Defence (DND) to provide minor support to the C-in-C, CoR and Regimental leadership for RHQ activities. Use of Public Funds for other than these reasons may constitute alienation and specific DND/CAF policies must be rigorously applied whenever any Regimental component considers requesting the use of public funds or resources from DND/CAF.
 - Regimental components should expect that codification via a Provision of Services agreements will be required. Regimental component should be prepared to reimburse the Crown for the

⁶ Guard Directive 006: *Regimental Financial Policy* is available on the internet under "references" at PPCLI.com

total amount of support requested as a waiver for a portion or all of the costs is never a given.

- Funds and investments managed by RHQ: RHQ manages a portfolio of non-public and private funds organized into separate Funds: the Warehouse Fund, the Museum Fund, and the General Fund. In addition, RHQ manages Regimental Investments to support long-term objectives and activities outside of normal business planning. There are three separate investment portfolios:
 - **The Legacy Fund** is designed to hold funds in mid-to-long term investments that provide capital gains to be used to support larger projects for the Regiment. The Legacy Fund receives annual deposits of profits from the Warehouse Fund to support long-term investment objectives.
 - **The Contingency Fund** supports activities significant to the Regiment (funerals, anniversaries, milestones) that are not programmed into annual budgets of the PF or unit public funding. The Contingency Fund is augmented annually with profits from the Warehouse Fund.
 - **The Benevolent Fund** provides a source of funds to assist serving and former members of the Regiment in times of need through a one-time loan or grant of emergency funds. The Benevolent Fund is augmented annually with profits from the Warehouse Fund.
- Funds managed by the PF: As indicated previously, the PF is the principal charitable fund for operations to support serving members of the Regiment. It is a registered charitable organization that is governed by a Board of Directors. The principal income sources for the PF are from serving member's monthly voluntary regimental contributions, fund raising events, and charitable donations.
- Funds managed by the PPCLI Association: The PPCLI Association manages two accounts:
 - The Association Account is made up of income derived from annual dues collected from Association members across Canada. Expenditures for the following calendar are approved through an annual budget as approved by the Board of Directors for the Association at the Annual General Meeting; and

- A PPCLI Association Casino account; revenues are derived from volunteering at a casino every 18-24 months. Income generation depends upon how much Alberta Gaming and Lottery Corporation (AGLC) Casinos generate each quarter and a percentage go to each volunteer group for that quarter. Expenditures from Casino Funds are governed by AGLC guidelines as to how these funds can be used, including other organizations within Alberta that are eligible for these funds.
- Funds managed by the HGMF: The HGMF manages a single fund that consists of a cash account and an investment account. Income is derived primarily from individual donations augmented through grants where applicable. Expenditures for the following calendar year are approved through the annual budget that the HGMF Board of Trustees approves at its Annual General Meeting. Major initiatives are supported through a targeted fundraising campaign.

III Regimental Stakeholders. The Regiment relies on various stakeholders for support and guidance in attaining our strategic objectives. It is important to recognize the influence these stakeholders have in supporting the Regiment and in meeting our strategic objectives. While stakeholders may change over time, we recognize that enduring relationships that must be considered when planning, managing, and funding Regimental activities:

- Canadian Army, broader CAF leadership, and organizations committed to informing or developing the Infantry Corps.
- Our Allies to include our Allied Regiment and key command and staff exchanges.
- Our Honourary Patricias.
- Federal, Provincial, and Municipal governments in the regions of / proximity to our Battalions and our Association locations.
- Donors and other funding sources.

IV **Internal Enablers**

- A. Clear and Effective Governance. The Regiment will uphold its collaborative and command-centric approach to decision making through the identified governance nodes reinforced by our disciplined battle rhythm.
- B. Regimental Family Communications. Communicating our decision making and providing Regimental-wide updates are essential in maintaining our Regimental connectivity, ensuring transparency, and reinforcing our commitment to the Regimental Family.
- C. Clear Articulation of Objectives. Linked to our communications, Regimental Leadership will ensure the clear articulation of Regimental strategic objectives and, more importantly, the articulation of objectives identified in the Regiment's Implementation Plans.
- D. Predictability. Regimental leadership will ensure predictability in Regimental activities that will be reinforced with predictable resourcing and supported through a sustainable and stable funding model.

THE STRATEGY AND CAMPAIGN PLAN

V Our Strategy

- A. Regimental Vision. Cohesive, relevant, and disciplined, Princess Patricia's Canadian Light Infantry generates and sustains uniformed leaders, soldiers, and teams who, underpinned by unwavering character, ethical behaviour and a proud legacy, deliver operational excellence through fighting and winning in battle and by occupying key positions in the Canadian Army and across the CAF. Princess Patricia's Canadian Light Infantry success stems from a unified Regiment and Regimental Family who, in and out of uniform, support each other and benevolent endeavours while perpetuating our unique culture, history, heritage and bonds with Canadians whom we serve.
- B. Regimental Centre of Gravity. Operational effectiveness.
- C. Regimental Mission. Contribute to Canadian Army and Canadian Armed Forces combat readiness and the national interests, through operational excellence, while caring for the Regimental Family and upholding the PPCLI identity.
- D. Strategic Objectives
 - 1. **Unrivaled Fighting Identity**. The Regiment is recognized as a premier fighting force that produces combat-capable units, sub-elements and individuals that are perpetually ready to deploy domestically and abroad and excel on operations across the spectrum of conflict.
 - 2. **Superb Institutional Leaders**. Underpinned by superb leaders at all ranks, the Regiment produces institutional leaders of character and vision who model the highest standards of integrity and service. Patricia leaders are not only superb in their military roles but also positively influence and shape the future of our organizations and the broader society they serve.
 - 3. **Contribute to the Profession of Arms**. The Regiment advances the Profession of Arms by supporting positive cultural evolution and by proactive participation in Royal Canadian Infantry Corps and Canadian Armed Forces' capability and force development activities. Patricia officers and non-commissioned members are employed in influential Professional Development, Capability Development, and Force Development positions.

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4. **Superior Benevolence.** The Regiment actively promotes the health and well-being of its members. Furthermore, the Regiment is dedicated to promoting goodwill, compassion, and philanthropy by actively working to improve the lives of individuals and communities through various charitable and not-for-profit initiatives and services.

E. Strategic Lines of Effort

1. **Operational Excellence.** Inculcate a professional and soldier-centric culture that strives for excellence at all levels on operations, at home and abroad, that is founded upon our high-quality leader development and talent management processes.
2. **Institutional Change.** Champion the enduring relevance of the Regimental System, contribute to Infantry and broader Profession of Arms capability development, force development, and professional development processes.
3. **History, Traditions, and Identity.** Record and perpetuate the Regiment's history, customs, and traditions while protecting, and projecting, a strong and professional image of the Regiment throughout the CAF, within Canada, and with our Allies.
4. **Benevolence.** Foster the well-being of all members of the Regimental Family, make positive impacts in our communities, and contribute to the betterment of Canadian society.

F. Strategic Supporting Effort:

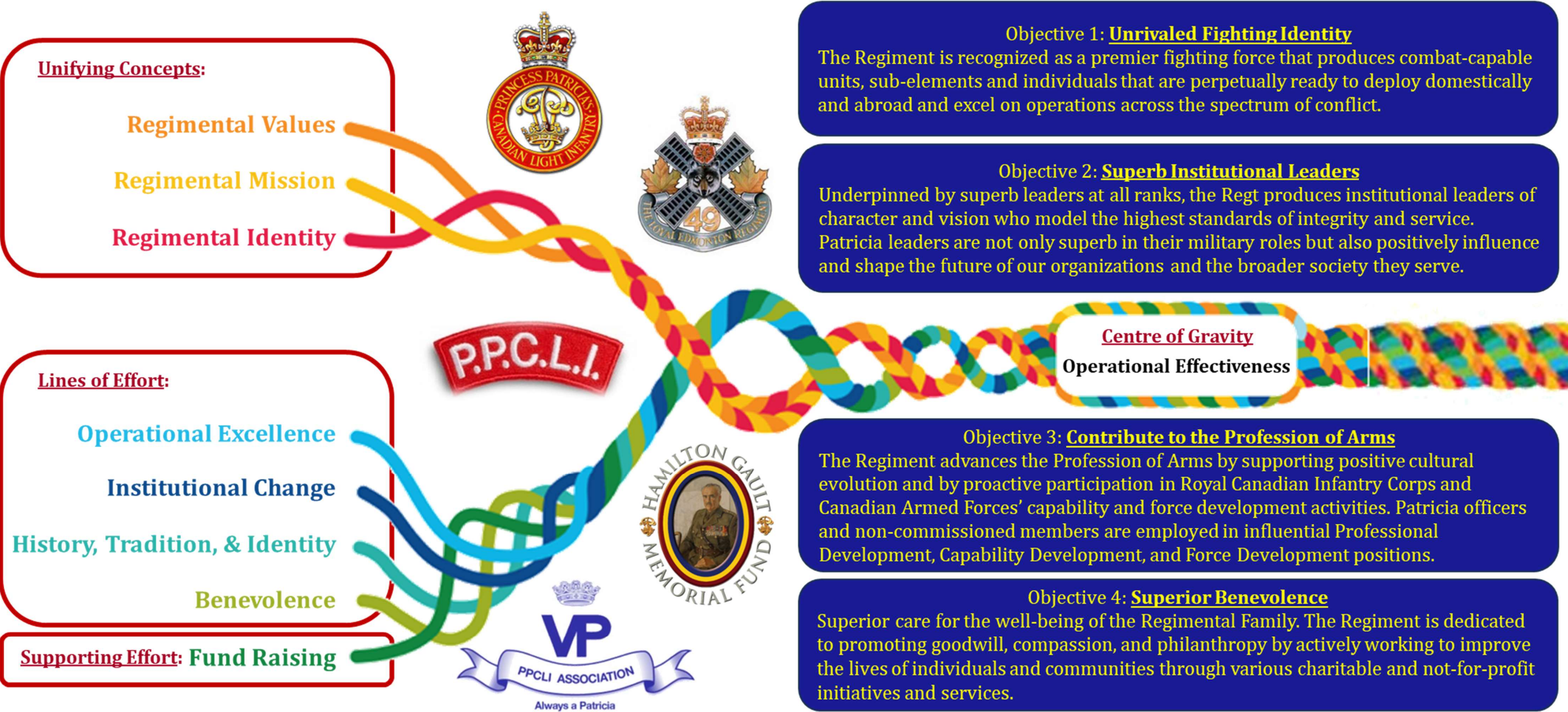
Fund Raising. Raise funds through a stable funding model to be used in celebrating our Regimental Identity and in caring for Regimental Family members requiring assistance.

G. The Regimental Campaign Philosophy (...next page)

REGIMENTAL CAMPAIGN PHILOSOPHY

Regimental Vision

Cohesive, relevant and disciplined, Princess Patricia's Canadian Light Infantry generates and sustains uniformed leaders, soldiers and teams who, underpinned by unwavering character, ethical behaviour and a proud legacy, deliver operational excellence through fighting and winning in battle and by occupying key positions in the Canadian Army and across the Canadian Armed Forces. Princess Patricia's Canadian Light Infantry success stems from a unified Regiment and Regimental Family who, in and out of uniform, support each other and benevolent endeavours while perpetuating our unique culture, history, heritage and bonds with the Canadians whom we serve.



EVALUATION AND CONTROL

VI **Evaluation.** Evaluating the results of our strategic activities, except for activities linked to financial outcomes, will rely on leaders' intuition. Evaluation should follow the following Five-Step Process:

1. Determine what to measure (note: Key Performance Indicators will not be assigned strategic activities other than those funds identified in the Fund Raising supporting effort).
2. Establish the desired standard.
3. Measure the actual performance.
4. Compare actual performance with the standard.
5. Reinforce success or take corrective action (note: to maintain the integrity of the Strategy, barring any critical shortcomings, in-stride adjustments in the execution of the Strategy will be made through the Regiment's Implementation Plans).

VII **Control.** The Regimental Strategy will be evaluated periodically by the RSC with details provided by the REC, Association and HGMF:

1. Vice President Strategy, enabled by the Deputy Vice President Strategy, will lead the evaluation process, supported by the RM.
2. The Regiment's Implementation Plans will be evaluated by the RSC.
3. Results from the evaluation of the Regiment's Implementation Plans will inform Regimental Strategy evaluation.
4. The Regimental Strategy will be evaluated by the Guard.
5. Evaluation results will be briefed to the RSC for direction, guidance, or amendments.
6. Vice President Strategy will create an Action Plan based on the RSC engagement and monitor its implementation through the Strategy, if required, to inform potential adjustments to the Regiment's Implementation Plans.