

Good Examples - 2008/09 to 2010/11 Service Plans

Section	Crown Corporation
Concise and readable <ul style="list-style-type: none"> ○ less than 30 pages in length ○ Web-links or references for additional information ○ Form and language accessible to general reader 	<p>BCLC</p> <p>BCH</p>
Signed Message from Board Chair to Minister Responsible (incorporating Accountability Statement)	BCLC, ICBC, CPC, ITA
<ul style="list-style-type: none"> • Overview of organization's significant activities 	
<ul style="list-style-type: none"> • Planning focus for upcoming year 	
<ul style="list-style-type: none"> • Major changes since last Service Plan 	BCLC, ITA
<ul style="list-style-type: none"> • market and industry issues 	
<ul style="list-style-type: none"> • significant risks and opportunities successes and challenges 	BCLC, CPC, ITA
<ul style="list-style-type: none"> • Future outlook 	BCLC, BCAA
<ul style="list-style-type: none"> • Accountability statement 	
Overview of the Organization	
<ul style="list-style-type: none"> • Enabling legislation 	
<ul style="list-style-type: none"> • Legislated mandate 	
<ul style="list-style-type: none"> • Benefit or service provided to the public 	BCAA, BCHMC, RBCM
<ul style="list-style-type: none"> • Direction from government, including that contained in most recent SLE 	ICBC, BCLC, BCAA, PBC
<ul style="list-style-type: none"> • Overview of Core business areas 	BCIC, RBCM
<ul style="list-style-type: none"> • Significant shifts in business areas and why occurring 	
<ul style="list-style-type: none"> • Location of operations 	
<ul style="list-style-type: none"> • Principal partners, clients and stakeholders 	BCTC, ICBC, BCHMC, RBCM, BCS
<ul style="list-style-type: none"> • How services are delivered 	CPC

Corporate Governance	BCRC
<ul style="list-style-type: none"> • Role and membership of the Board of Directors 	BCIC, CLBC, LSS
<ul style="list-style-type: none"> • Purpose and membership of each Board Committee 	RBCM
<ul style="list-style-type: none"> • Names and job titles of senior management 	RBCM
<ul style="list-style-type: none"> • Organization's governance principles 	FII, BCHMC, CBT, CLBC
<ul style="list-style-type: none"> • Disclosure of governance practices in compliance with Board Resourcing and Development Office's Guidelines 	
Strategic Context	
<ul style="list-style-type: none"> • Changes to internal operating environment 	
<ul style="list-style-type: none"> • Economic and industry factors, trends, opportunities and challenges 	BCLC, ICBC, BCT, FII
Significant risks and opportunities <ul style="list-style-type: none"> • likelihood and potential impact • what effect they might have on planned results • how the organization plans to address or mitigate them 	BCH, BCLC, BCT, CPC, BCAA, BCHMC
<ul style="list-style-type: none"> • capacity to meet planned results • plans to increase capacity • any adjustments required to deal with capacity issues 	FII, ITA, BCG, BCS, PBC, PAVCO
<ul style="list-style-type: none"> • capacity to meet planned results • plans to increase capacity • any adjustments required to deal with capacity issues 	BCH, BCTC, BCT, FII BCLC, ICBC, BCAA, ITA
Goals, Objectives, Key Strategies, Measures and Targets	
<ul style="list-style-type: none"> • Why these goals, strategies and measures are critical to organization 	BCH, BCTC, FII, RBCM, BCHMC, BCS, PAVCO
<ul style="list-style-type: none"> • Any significant changes to goals, objectives or measures from previous year 	BCLC, BCTC, RBCM, BCHMC
<ul style="list-style-type: none"> • Goals 	PBC (relative weight of each goal)
<ul style="list-style-type: none"> • Strategies 	
<ul style="list-style-type: none"> • Performance Measures 	
<ul style="list-style-type: none"> • Targets, including why the specific targets were selected 	BCH, ICBC, BCAA
<ul style="list-style-type: none"> • Risk and capacity issues related to achieving specific goals or targets 	FII
<ul style="list-style-type: none"> • Benchmarks 	BCH, BCTC, CPC, OGC

<p>Performance Management Systems</p> <ul style="list-style-type: none"> • sources of data • how and when data is collected • any limitations to accuracy of data • what management does to ensure data is accurate and reliable 	<p>LDB, BCTC, FPHLCC, HPO, BCS</p> <p>ICBC</p> <p>BCH</p>
<p>Summary Financial Outlook for the Service Plan Period</p>	
<p>Actual for 2006/07, forecast for 2007/08, and budget/forecast for 2008/09 - 2010/11</p>	
<ul style="list-style-type: none"> • Total revenue by core business area 	<p>FPHLCC</p>
<ul style="list-style-type: none"> • Total expenses by core business area 	<p>FII, BCHMC, BCS, OGC, FPHLCC</p>
<ul style="list-style-type: none"> • Major sources of revenue 	<p>BCHMC, FPHLCC</p>
<ul style="list-style-type: none"> • Major sources of expenses 	<p>BCH</p>
<ul style="list-style-type: none"> • Net income or loss 	
<ul style="list-style-type: none"> • Debt 	
<ul style="list-style-type: none"> • Retained earnings 	
<ul style="list-style-type: none"> • FTEs by core business area 	<p>RBCM</p>
<ul style="list-style-type: none"> • Capital expenditures 	<p>CBT</p>
<ul style="list-style-type: none"> • Budget information agrees to funding approved by Ministry 	
<ul style="list-style-type: none"> • Forecast information fully consistent with fiscal plan 	
<p>Key assumptions</p>	<p>BCH, CBT, BCS, HPO</p>
<ul style="list-style-type: none"> • Forecast risks • Sensitivity analysis • Future financial outlook 	<p>BCT, BCTC, BCHMC, CBT</p>
<p>Capital Plan and Major Capital Projects</p>	
<ul style="list-style-type: none"> • Status of any major capital project • General description of other capital initiatives planned/drivers of capital spending 	<p>BCLC, BCRC, CBT, RBCM</p>
<p>Information on Subsidiaries</p>	
<ul style="list-style-type: none"> • subsidiary name • primary business • governance structure, including Board members • previous years' actual, current year's forecast and budgeted future years' 	<p>ICBC</p> <p>BCLC BCLC</p>

<ul style="list-style-type: none"> revenues and expenses and net income any capital expenditures 	
Operating Segments <ul style="list-style-type: none"> previous years' actual dollars, current year's forecast and budgeted future years' revenues and expenses and net income any capital expenditures 	BCLC, PAVCO
Other Requirements	
<ul style="list-style-type: none"> explanation for any confidential information excluded from the service plan 	
<ul style="list-style-type: none"> Contact information 	