

## Strategic Planning

---

### Introduction

Planning is a critical component of good management and good governance. While the Board has the responsibility for ultimate plan approval, management has the responsibility to develop the plan and work collaboratively with the Board in areas of critical strategic importance.

The strategic plan is the cornerstone of CLBC's planning framework and the priorities as set out in the strategic plan are reflected in CLBC's annual operating and capital budgets.

### Roles and Responsibilities

The Board is ultimately responsible for setting the strategic directions of the Corporation and approving the Strategic Plan.

Management, led by the CEO, is responsible for the development of the strategic plan and the annual operating and capital budgets.

The Board's role is to ensure there is an appropriate planning process in place, to review, question, offer advice, validate and ultimately endorse CLBC's plans, and monitor their implementation.

At various stages of development of the strategic plan, the Board is briefed on the status of the planning process and may be asked to review draft elements of the plan.

The CEO has the responsibility to ensure that all employees are appropriately aware of the strategic plan and understand how the functions they perform fit within the strategic direction of CLBC.

### The Planning Framework

CLBC plans for long-term success and sustainability. The strategic plan covers a rolling three-year time frame. However, the strategic plan is a dynamic document that is reviewed and updated annually by the Board to address new opportunities and challenges for CLBC.

The planning process consists of several key contact points between management and the Board.

#### **1.1. Board Strategic Advance Meeting**

Prior to management developing the strategic plan it meets with the Board to ensure it is in alignment with the Board regarding strategic direction. As part of the meeting, management presents to the Board an environmental scan identifying management's current view of the organization's external threats and opportunities as well as internal strengths and weaknesses. In light of this information, management and the Board participate in a fulsome discussion regarding the key

components of management's strategic view and potential changes required to reach alignment between the Board and management.

## 1.2. Draft Strategic Plan Meeting

The draft strategic plan normally encompasses the following:

<b>Mission</b>	<i>Articulates the purpose of CLBC and establishes its unique identity</i>
<b>Vision</b>	<i>Provides a clear picture of the future state of CLBC and its priorities</i>
<b>Core Values</b>	<i>Articulates CLBC's key corporate values</i>
<b>Environmental Scan</b>	<i>Provides a clear analysis of the external opportunities and threats as well as the internal strengths and weaknesses of the organization</i>
<b>Strategic Objectives</b>	<i>Articulates the long term aims which must be achieved to realize the vision</i>
<b>Strategic Initiatives</b>	<i>Articulates the actions which must be completed to meet the strategic objectives</i>
<b>Performance Targets</b>	<i>Sets out goals and performance measures</i>

Taking into account the feedback on key strategic issues from the Board, management drafts a strategic plan for review with the Board at the Draft Strategic Plan meeting. The draft is sent to Board members in advance of the meeting and key agenda items are identified for discussion.

## 1.3. Strategic Plan Approval Meeting

As a result of feedback from the Draft Strategic Plan Meeting, management revises the plan and sends to the Board the final strategic plan in advance of the Strategic Plan Approval Meeting. Once approved, management incorporates appropriate components of the plan into the annual operating and capital budgets.

## 1.4. Annual Operating and Capital Budget

Approval Meeting CLBC develops three year rolling operating and capital budgets. The funding to implement the strategic initiatives on an annual basis is reflected in the annual operating budgets and forecasts of CLBC. Management presents the budgets to the Board for approval. The budgets are sent to the Board in advance of the meeting and key agenda items are identified for discussion.

### 1.5. Performance Reporting Measures Approval Meeting

The Board and Management agree annually on a comprehensive set of performance measures for CLBC. While some of the performance measures are derived directly from the annual operating and capital budgets, other measures are identified according to their short and long term strategic importance to CLBC. Management sends its recommended performance reporting measures to the Board in advance of the meeting and key agenda items are identified for discussion.

#### Performance Reporting

Management reports to the Board on an ongoing basis (at least quarterly) on the performance of CLBC, whether it is achieving its targets as identified and any actions planned for areas that are not meeting expectations.

CLBC also reports its financial performance by providing a copy of its financial statements, service plan<sup>1</sup> and annual report to the Minister.

#### Timelines

The schedule for completion of the strategic plan, annual operating and capital budget as well as performance-reporting measures is as follows:

Board Strategic Advance Meeting	May
Draft Strategic Plan Meeting	July
Strategic Plan Approval Meeting	September
Annual Operating and Capital Budget Approval Meeting	March
Performance Reporting Measures Approval Meeting	March

---

<sup>1</sup> Pursuant to ss. 8(5) and 12(1) of the CLAA, the Board must approve CLBC's service plan and provide it to the Minister for approval. The service plan is a reflection of the content of the strategic plan.