

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 as well as its service plan.

Roles and Responsibilities

The Board is ultimately responsible for setting the strategic direction 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, and that there is alignment between the Minister's annual mandate letter, the board's broader objectives, and management's strategy. The Board supports management in the planning process by reviewing, questioning, offering advice, validating and ultimately endorsing CLBC's plans, and subsequently monitoring 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 Process

CLBC plans for long-term success and sustainability through its strategic plan. The plan covers a rolling three-year time frame and is a dynamic document that is reviewed and updated at least annually by the Board and management as they seek to address new opportunities and challenges for CLBC.

The planning process consists of several key contact points between management and the Board; these meetings are held throughout the year as deemed necessary by the organization.

1.1. Board Strategic Planning

The first activity in CLBC's strategic planning process is for management to engage with the Board and assess their alignment regarding the strategic direction for the organization. As part of these meetings, management presents information to the Board that it believes is most relevant to create a robust and objective perspective of the current situation of the

organization. In light of this information, management and the Board will engage in fulsome discussions regarding the key objectives for the organization to achieve in the short, medium and long-term, as identified by the Board and as outlined by the Minister of Social Development and Poverty Reduction in his/ her annual mandate letter to CLBC. The Board and management review the components of management's strategic view and discuss potential changes required to reach alignment between the Board and management. This phase of strategic planning may take place in a series of meetings throughout the year or in a strategic retreat, depending upon the needs of the organization and the board.

The next major component of strategic planning for CLBC is the drafting of the plan. Taking into account the objectives as well as the feedback on key strategic issues from the Board, management drafts a strategic plan for review. The draft is sent by management to Board members in advance of their meeting, and key agenda items are identified for discussion.

Finally, as a result of feedback from the Board, management makes revisions and sends to the Board the final draft of the strategy, seeking its approval for the plan. Once approved, management incorporates appropriate components of the plan into the annual operating and capital budgets as well as its service plan.

1.2. Elements of the Strategic Plan

The strategic plan normally encompasses the following:

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

1.3 Planning Cadence and Review

The schedule for strategic planning is flexible and allows multiple touch points between management and the board. Because it is a rolling plan, it is a dynamic document, updated and revised at least annually. A finalized strategic plan, and the associated capital and operating budgets and service plans, are due to the Ministry each spring, so planning typically begins in the fall with ongoing dialogue and touchpoints between management and the board continuing regularly through the spring.

The Board reviews CLBC's strategic, financial and service plans throughout the year to assess its progress and identify areas requiring adjustment. In addition to its regular quarterly board meetings and an annual strategic retreat, the Board has implemented semi-annual strategy sessions to focus its attention on critical strategic issues.

1.4 Annual Operating and Capital Budget

From the priorities determined in the strategic plan, CLBC develops three year rolling operating and capital budgets. The funding required to implement the strategic initiatives outlined in the strategic plan 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

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. The outcome from this discussion is a robust set of measures and key performance indicators (KPIs) that help the board and management determine CLBC's success in implementing the critical elements of its strategy and associated plans.

Performance Reporting to the Board

Using the reporting measures and KPIs approved by the board, 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 and annual report to the Minister. These documents are published annually on the CLBC website.



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.