

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

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

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

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

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