

Corporate Plan Checklist for Analysts

Name of Crown corporation:	Corporate Plan for the period of:	
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Step 1:		
1 PROCESS REQUIREMENTS		
<i>Corporate plans are highly confidential in nature. Draft versions of the plans must indicate their sensitive nature and be treated in a manner comparable to Memoranda to Cabinet and be subject to the same protective measures.</i>		
1.1 Responsible Minister's Signature		
s.122(1) FAA ¹	Does the plan have the appropriate Minister's signature?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.2 Timeliness		
s.4 CP, B & S Regs ²	Corporate plan received on _____ by SCDC	
	Did the plan arrive at the responsible minister within the prescribed deadline (i.e., no later than eight weeks prior to the beginning of each financial year)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If not, how late was it? _____	
	Did you see early drafts of the corporate plan in advance of its final submission?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.3 Official Languages		
s.6(1) &(2) CP, B & S Regs	Is the submitted plan in both official languages except for graphs, tables and calculations or amendments?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.4 Title Page Requirements		
s.122(6) FAA	Does the title page include:	
	a. The name of the parent Crown corporation;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. The title of the document;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. The planning period for the plan (for the corporate plans) or budget year (for budgets—operating, capital) covered by document; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	d. Does the corporate plan title page accurately identify whether or not it has been amended?	<input type="checkbox"/> Yes <input type="checkbox"/> No

¹ FAA: Financial Administration Act, 1984.

² Crown Corporation Corporate Plan, Budget and Summaries Regulations, 1995

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Step 2:		
2 CONTENTS OF CORPORATE PLAN		
2.1 Executive Summary		
TBS Guidelines ³	Does the plan's executive summary highlight:	
	a. Strategic issues requiring attention over the planning period;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. The corporation's major objectives;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. Planned strategies; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	d. Anticipated major decisions facing the organization during the planning period.	<input type="checkbox"/> Yes <input type="checkbox"/> No
	e. Does the summary identify key capital projects, new programs or activities, financing plans, new policies, etc.?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.2 Mandate		
s. 122 FAA TBS Guidelines CG Guidelines ⁴	Does the plan of the parent Crown corporation include a statement of the reasons for which the Crown is incorporated, identifying its public policy role?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is there a statement of restrictions on the businesses or activities that the Crown may carry on, as set out in its charter?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Did the parent Crown or its wholly owned subsidiaries conduct all business or activity in accordance with these restrictions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are there elements of the plan that could lead to mandate creep (i.e., expansion of the mandate)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.3 Corporate Profile		
TBS Guidelines	Is there a short overview of:	
	a. The organization's history and structure; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. The organization's vision, core businesses and strategy?	<input type="checkbox"/> Yes <input type="checkbox"/> No

³ TBS Guidelines: TBS Guidelines for the Preparation of Corporate Plans, 1994.

⁴ CG Guidelines: Corporate Governance in Crown Corporations and Other Public Enterprises, 1996.

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	Does the plan contain a description of key threats, opportunities and changes it is facing in its current environment, including competition faced in each major business program?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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2.4 Planning Period Objectives

s. 3 CP, B & S Regs.	Is there a statement of the Crown corporation's objectives for each year of the five-year planning period?	<input type="checkbox"/> Yes <input type="checkbox"/> No
s. 122(3)(b) FAA	Is there a statement of the Crown corporation's strategy intended for use in achieving those objectives?	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.5 Strategic Issues

s. 122(1) FAA TBS Guidelines	Relating to the Crown corporation's strategy, does the plan include a description of:	
	a. The main risks that shape the strategy and may affect the achievement of results;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. The internal process used to identify and mitigate those risks;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. The major assumptions used in preparing the plan; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	d. The sensitivity of the plan projections to changes in those assumptions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does the analysis provide a description of significant differences between recent actual (projected) results and planned performance?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are anticipated significant changes to current corporate policies or to the corporation's businesses, activities, management, internal controls, or operating practices highlighted?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are the strategic components of the plan (objectives, strategy and expenditures) properly aligned to deliver?	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.6 Analysis of Public Environment

CG Guidelines TBS Guidelines	Does the plan focus on key external elements that may impact on the organization's ability to implement its mandate including:	
	a. Level of competition faced by the organization;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. Market forces;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. Labour relations;	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	d. Inflation levels;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	e. Interest rates; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	f. Legislative/Regulatory Environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does it identify both opportunities and threats in each of these areas?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.7 Identification of Results		
s. 122 FAA TBS Guidelines	Is there a statement of the Crown corporation's expected performance targets for the current year as compared to its objectives (for that year) set out in the previous corporate plan or amendment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is there any indication of progress against key performance indicators/drivers or targets for the current year?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Do these targets or indicators take into account their operating environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are they realistic and reasonable given industry standards?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does the plan include all the businesses and activities, including investments, of the corporation and its' wholly owned subsidiaries, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is the information set out according to their major businesses or activities of the corporation and its' wholly owned subsidiaries, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.8 Property Transactions		
CCG regulations ⁵ s.99(2) FAA	For agent corporations: Does the corporation intend to sell or otherwise dispose of real property?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes... Does the proposed transaction meet the regulatory requirement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3 GENERAL PRINCIPLES		
3.1 Strategic Direction		
TBS Guidelines CG Guidelines	Does the plan report on the organization's activities, strategic issues, and plans?	<input type="checkbox"/> Yes <input type="checkbox"/> No

⁵ Crown Corporation General Regulations, 1995

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	Is there an assessment of the organization's current strategic position including an analysis of the organization's business and operating environments?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does it report on how well objectives in previous plans were achieved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is there an analysis of the organization, including an overview of the organization's history, principal businesses or programs?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.2 Stewardship		
TBS Guidelines CG Guidelines	Is there a discussion of the principal risks inherent with the organization's activities and its external environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are there systems in place to monitor and manage these risks affecting how well the Crown fulfils its mandate?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.3 Public Policy Objectives		
TBS Guidelines CG Guidelines	Does the plan take into account the trade-offs between the public policy and commercial objectives of the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.4 Public Transparency and Visibility		
	Does the Corporate Plan provide the corporation's business and objectives in a language and a level of detail suitable for the interested public?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.5 Governance Issues		
Review of Governance Framework ⁶	Does the plan:	
	a. Identify clear lines of accountability within the organization;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. Provide transparency on how the organization functions;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. Identify how the organization promotes and upholds ethical behaviour and values;	<input type="checkbox"/> Yes <input type="checkbox"/> No
	d. Address how conflict of interest issues are addressed at the board level, at the management level, at the employee level; and	<input type="checkbox"/> Yes <input type="checkbox"/> No
	e. Elaborate on the role of the board and various committees of the Board?	<input type="checkbox"/> Yes <input type="checkbox"/> No

⁶ Review of Governance Framework: Meeting the Expectations of Canadians, Review of the Governance Framework for Canada's Crown Corporations, Report to Parliament, 2005.

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	In the last year, has the Minister recommended or issued to the corporation a statement of priorities? If yes...	<input type="checkbox"/> Yes <input type="checkbox"/> No
	a. Has the Corporate Plan taken into consideration the ministerial direction provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. Is the policy direction set out by the corporation legitimate with regards to ministerial direction?	<input type="checkbox"/> Yes <input type="checkbox"/> No

4 OPERATING BUDGETS

4.1 Source of Funds

s.127 FAA	? Is the corporation appropriations-dependent? If yes... Is this fact taken into account with financial projections of future revenues? Is the corporation planning on increased revenues through appropriations that have not been confirmed by the government with a budget announcement? Are there revenues credited due to transfers of resources (funding) from other federal institutions such as grants & contributions, etc.? Has the corporation indicated its intent to borrow money during the planning period? Is the recommendation from the Minister of Finance required before the plan is submitted for GIC approval? If yes... has the signed letter from the Minister of Finance been included in the Corporate Plan submission package?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
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4.2 Financial Statements

s.123 FAA s.3 & 4 CP, B & S Regs. TBS Guidelines	In relation to the financial year of the corporation immediately preceding the current year, and as projected for the current year, does the plan's operating budget include: a. Statement of financial position (income and retained earnings) for each year; b. Statement of changes in financial position, including cash flows for each year;	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
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	<p>c. Where the financial year-end of the corporation is other than March 31 and the corporation intends to seek appropriations from the CRF during the first four years of the planning period, is there a statement of changes in financial position for the Government of Canada fiscal year for which the appropriation is to be sought;</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>d. A Balance Sheet for each year;</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>e. The number of employees for each year, including the number of person years, full-time equivalents or full-time employees;</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>f. Quantitative information for each year measuring the Crown corporation's performance against its objectives for that year;</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>g. Are the financial projections reasonable and realistic; and</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>h. Is the structure of expenditures in line with core activities?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

4.3 CAPITAL BUDGETS

124(1) FAA	Does the plan contain the capital budget for the following financial year of the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No
124(2) FAA	Does the capital budget of the parent Crown corporation include all businesses and activities, including investments of the corporation and its wholly owned subsidiaries, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No
124(3-4) FAA	Is the capital budget multi-year in nature?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does the budget set out information according to the major businesses or activities of the corporation and its wholly owned subsidiaries, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No

4.4 Restriction on Capital Expenditures or Commitments

124(5) FAA	Does the plan notify the responsible Minister and the President of the Treasury Board of restricted transactions to be carried out by the corporation since the last corporate plan submission in accordance with section 124(5)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
s.4, 5 & 6 CCG Regs.	In the instances where the corporation is an agent of the Crown, does the Corporate Plan disclose its plans for significant disposals or acquisitions, including leases?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does this involve property transactions for an agent corporation?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Does the corporation intend to sell or otherwise dispose of real property?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If so, does the proposed transaction meet the regulatory requirement?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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Step 3:

5 Corporate Plan Summaries

125 FAA s.7 CP, B & S Regs TBS Guidelines	Does the summary of the corporate plan contain only approved elements of the plan? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Sensitive materials contained in the corporate plans such as commercially confidential information is severed in accordance with FAA, Part X, section 153(1)</i>
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6 Amendments

6.1 Amendments to the Corporate Plan, Budget

s. 5& 6 CP, B & S Regs. (revised Sept. 04)	Is this an amendment to a Corporate Plan, Operating Budget, and Capital Budget? <input type="checkbox"/> Yes <input type="checkbox"/> No If the original information is not available, does the parent Crown corporation give reasons for the unavailability of that information? <input type="checkbox"/> Yes <input type="checkbox"/> No Is the amendment provided to the appropriate Minister in both official languages, except in the case where the amendment is to a graph, table or calculation in the plan? <input type="checkbox"/> Yes <input type="checkbox"/> No
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