

## **BUSINESS PLAN DEVELOPMENT AND REVIEW PROCESS**

### **CLIMATE CHANGE AND EMISSIONS MANAGEMENT (CCEMC) CORPORATION**

**DATE OF APPROVAL: JUNE 24, 2009**

#### **A. BACKGROUND**

The Climate Change and Emissions Management (CCEMC) Corporation (“CCEMC”) is required by Regulation and its Bylaws to prepare a business plan (“Business Plan”) which indicates the CCEMC’s goals for the coming fiscal year and annual report (“Annual Report”) with respect to the CCEMC’s performance of duties and functions and the exercise of powers by the CCEMC. CCEMC’s goals and strategies should have regard to the regulatory framework under which it operates. CCEMC also takes advice and recommendations from its committees in developing its Business Plans and Annual Report.

CCEMC’s planning and reporting process consists of the following three phases:

- (a) planning, budgeting and forecasting;
- (b) performance measurement and reporting; and
- (c) organization alignment and accountability.

#### **B. TIMING OF BUSINESS PLAN AND ANNUAL REPORT**

1. CCEMC’s business planning process has regard to the following regulatory requirements. The CCEMC shall:
  - (a) not less than thirty (30) days before the start of its fiscal year, provide to the Minister the Business Plan;
  - (b) not more than six (6) months after the fiscal year end prepare and submit to the Minister the Annual Report.

#### **C. CONTENT OF BUSINESS PLAN**

1. The Business Plans will contain, at a minimum;
  - (a) goals that are meaningful, and are consistent with CCEMC’s vision and mission and the Ministry’s and Government’s business plans and goals;
  - (b) performance measures that are measurable and that support CCEMC’s goals;
  - (c) a three (3) year financial budget; and

(d) an accountability statement.

**D. PROCESS - BUSINESS PLAN**

1. At least annually, the Board will meet to set a strategic direction and priorities for CCEMC.
2. The strategic direction and priorities will be communicated to CCEMC's committees.
3. Committees will develop goals and performance measures that are program-specific and will recommend these to the Board in a written report. The performance measures will identify the outcomes that are to be measured.
4. Management will recommend organizational goals and objectives to the Board.
5. Once the goals and performance measure are adopted by the Board in principle, management will consolidate and provide these in the form of a business plan.
6. The Board is responsible for approving and adopting CCEMC's strategic and business plans and this responsibility shall not be delegated.

**E. PROCESS - ANNUAL REPORT**

1. The Board and its Committees shall each, prior to CCEMC's fiscal year end, start a process to review and analyze the results of the previous year.
2. The results will be reviewed with a view to:
  - (a) reporting against the plan and stated performance measures;
  - (b) determining which strategies were effective and which were not; and
  - (c) developing or modifying goals, strategies and performance measures for the coming planning cycle.

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