

[Crown's Name]

2016/17  
ANNUAL SERVICE PLAN REPORT  
[Template]



**Note: (to be removed)**

1. To ensure compatibility across the public sector, please follow the format provided in this Template, and further explained in the accompanying Crown Corporation Annual Service Plan Report Guidelines.
2. Use Times New Roman size 12 font for the Annual Report. Headings have been adjusted to size 16, 14, or 12 font, depending on the level, in this template.
3. The length of Annual Reports will be limited to 15 pages. Financial statements, Discussion of Results (DOR), title page, table of contents, and appendices are not included in this limit.
4. Follow government's online style guide, which provides stylistic and formatting standards for abbreviations, capitalization, etc. <http://www2.gov.bc.ca/gov/content/about-gov-bc-ca/web-presence/writing-for-the-web/web-style-guide>
5. One space (instead of two) after a period should be used.
6. Use B.C., not BC, unless part of a proper name that does not contain periods (e.g. BC Jobs Plan).
7. Always spell out an acronym the first time it is used, followed by the acronym in parentheses.
8. Spell out numbers below 10 and use numerals for 10 and above. (note: this does not apply to numbers inside tables)
9. Spell out references to percentages (e.g. an 80 per cent success rate). Only abbreviate large numbers or percentages in tables.
10. No photos or graphics are to be included, with the exception of the provincial logo on the front page (and optional Crown logo of the same size on the front page) and the photo of the board chair on page 3.
11. Use only black and white, except for the logo(s) and chair photo, which may be in colour.
12. The header/footer start on page 3 (the same page as the Board Chair's Accountability Statement).

For more information on [Crown's Name] contact:

**Location**

**Contact Information**

**Email**

or visit our website at  
???

## Board Chair's Accountability Statement



Each Report must include a Board Chair's accountability statement (see below) as required under the Budget Transparency and Accountability Act.

The *Board Chair's Accountability Statement* should be limited to a single page, and close with the following text:

The (*Name of Crown corporation*) 2016/17 Annual Service Plan Report compares the corporation's actual results to the expected results identified in the 2016/17 - 2018/19 Service Plan. I am accountable for those results as reported.

*Signature*

*Name*

*Board Chair*

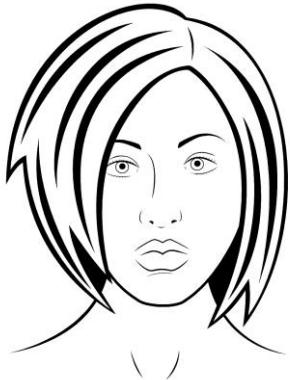
## Table of Contents

Board Chair's Accountability Statement .....	4
Chair/CEO Report Letter .....	6
Purpose of the Organization.....	7
Strategic Direction and Context.....	7
Report on Performance .....	7
Goals, Strategies, Measures and Targets .....	8
Financial Report.....	10
Discussion of Results and Financial Report Summary Table.....	10
Example Financial Resource Summary Table .....	11
Alternate Example Financial Resource Summary Table .....	12
Auditor's Report .....	13
Audited Financial Statements .....	13
Major Capital Projects .....	13
Major Capital Projects ( <i>where applicable</i> ) .....	13
Appendix A – Subsidiaries and Operating Segments .....	15
Active Subsidiaries .....	15
Inactive Subsidiaries .....	16
Appendix B – Additional Information .....	20
Corporate Governance .....	20
Organizational Overview .....	20
Contact Information .....	20
Appendix C – Crown Corporations Mandate and Actions Summary.....	21

## Chair/CEO Report Letter

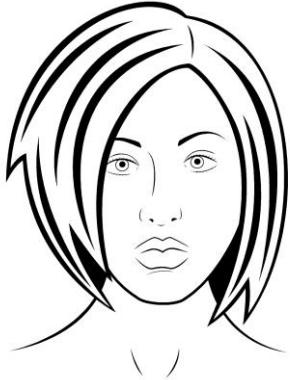
The Chair/CEO letter requirement is from the [Taxpayer Accountability Principles](#) (TAP) action plan, and must incorporate TAP Action Items 5, 8 and 9. TAP Action Item 5 provides overall direction for the Chair/CEO letter: “An annual Chair/CEO report letter with respect to the organization’s

performance concerning the Mandate Letter expectations to be established as a new accountability requirement.”



For TAP Action Item 8, a brief narrative overview will suffice in the Chair/CEO report letter of the communication protocols and mechanisms to ensure alignment between Crown and ministries at different levels (Minister/Board Chair, deputy minister/CEO, staff level contacts) and the specific actions taken by the Crown to demonstrate alignment with ministerial direction.

TAP Action Item 9 speaks to communication, orientation and training for Crown boards and executives. The Chair/CEO report letter must include a summary of these activities for 2016/17, including orientation and training for new board members, and participation by board and/or executive members in professional development or training activities organized by central government agencies (e.g. CARO, PSEC, BRDO). If required, CARO can provide information on professional development participation by Crown board members.



*Signature*

*Name*

*Board Chair*

*Signature*

*Name*

*Chief Executive Officer*

## Purpose of the Organization

The intent of this section is to provide the reader with a brief (about a half page), clear understanding of why the Crown exists and/or the benefit of services provided to the public. This section should make reference to:

- The enabling legislation or regulation under which the Crown was established (include hyperlink).
- What the Crown does, for whom and why. The section should also describe in general terms who delivers the services (i.e. the Crown or a third party).
- Any subsidiaries for which the Crown is responsible and one or two sentences describing the purpose.

## Strategic Direction and Context

This section must outline the specific strategic priority actions provided by government, including a hyperlink to the [Crown corporation's 2016/17 Mandate Letter](#), which informed the Crown corporation's 2016/17 Service Plan. It should also refer to the [Taxpayer Accountability Principles \(TAP\)](#)<sup>1</sup> as an overarching government priority.

Corporate goals should be identified in the Report on Performance section, along with a clear explanation as to how they aligned with the strategic goals of government.

Identify any shifts experienced in the Crown's operating environment that had a significant effect on results during 2016/17 (e.g. reorganization, expansion, divestiture of non-core business operations, changes or enhancements to information systems, changes in products or services, etc.). Identify economic, industry, demographic and social factors, trends, opportunities and challenges that had a significant favourable or unfavourable impact on performance during the reporting year. Crowns and ministry Annual Reports must use the same economic assumptions for GDP growth, inflation, etc. as government (will be provided by Treasury Board Staff, Ministry of Finance in a standard economic statement, distributed by CARO).

In discussing the operating environment, identify any significant financial and operational risks and opportunities identified in the previous year's plan that impacted the organization's performance during the planning period and the effectiveness of mitigations put in place in response to those risks. Often, bulleted lists help to present large volumes of data in a more easily understood format.

## Report on Performance

The purpose of this section is to provide the reader with a clear understanding of the organization's operational results compared to what it planned to accomplish during the year. In the opening paragraph of this section, Crowns should report on their performance against their Mandate Letter. This paragraph should include a brief narrative on how your organization implemented TAP, and how the TAP principles have been incorporated into organizational practices and procedures. A reporting out in narrative form on TAP Action 7 (Evaluation Plan) must be included in this section.

---

<sup>1</sup> Please note that the term "Taxpayer Accountability Principles" must be spelled out at all times in Annual Service Plan Reports (ASPR). The acronym TAP is used in CARO Guidelines and Templates for convenience, but is not be used in the ASPRs themselves.

**Please note for reporting on the TAP Action Items noted above, Crown corporations are not being asked to develop separate documents or create new materials that do not currently exist.**

Rather, the intent with this section of the Annual Report is to capture in a concise narrative form the current state of Crown compliance with the TAP Action Items outlined above.

## **Goals, Strategies, Measures and Targets**

Corporate goals should be identified in this section. Explain briefly why each corporate goal was selected, and how it aligns with government's strategic goals, TAP and Mandate Letter direction. Alternatively, Crowns may wish to address alignment of each goal individually in the sections that follow.

When Crown corporation goals support government's key initiatives such as Jobs Creation and Investment, Small Business and Red Tape Reduction, and Safe Communities/Strong Families, more detailed reporting is required. Additional discussion regarding how each goal, strategy and measure specifically link to government's key initiatives should be provided.

More detailed reporting on the strategies supporting the Crown's goals and performance against specific measures should follow this general narrative, as outlined below. Some Crowns may have an additional level, *Objectives*, in their performance management framework. This is consistent with government ministries' Service Plans and Annual Reports, and is permitted of Crowns, so long as the term is used in the same context.

Objectives are concise, realistic, results-oriented statements of what service results a Crown achieves, usually in the short term, on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and when, although not stating how to achieve them. Objectives should:

- Be phrased as result statements and not as activity statements;
- Have clearly stated concrete measurable results;
- Must answer the following questions:
  - What specific results or aspects of the outcome the objective is seeking?
  - What is being measured?
  - When can you expect to see the results? (e.g., instead of stating the objective as "enhanced financial viability" state it as "a net profit position in three years"); and
- Be adequate in aggregate to achieve their corresponding goals.

### ***Goal 1: State the Corporate Goal here.***

Further explanation of the goal can follow, along with how it aligns with government strategic direction (if not explained above).

### **Strategies**

Strategies describe specifically how the corporation planned to accomplish its goal. There are usually several strategies supporting a goal. It should be clear how a strategy aligns with its goal, and if not a brief explanation should be included.

- Strategies are often best expressed in a bulleted list;

- Use of sub-bullets is encouraged if it adds clarity.

### **Performance Measure 1.1: This is a Performance Measure.**

The performance measure should be clearly described and the description should demonstrate the extent to which the goal is achieved. As such, clearly state how the performance measure relates to the goal.

Should the goal be to increase attendance at a venue by improving customer service, for example, a performance measure could be the number of tickets sold, and the targets (and actuals) should show an increase over time. Total ticket revenue, on the other hand, while related, might not be the best measure of attendance as it is dependant on other factors such as ticket price. Please also consider where a performance measure might reflect progress on TAP action items, e.g. cost-consciousness (efficiency). It is intended that the measures and targets reported on in the Annual Report demonstrably reflect the strategies and goals originally identified in the Service Plan.

There are two types of performance measure tables – the Standard Table and the Benchmark/Baseline Table. The Standard Table (Option A) is used in most circumstances. The modified Benchmark/Baseline table (Option B) should be used when a performance measure was introduced for the first time in the 2016/17 Service Plan.

(Option A - Standard Table)

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target <sup>2</sup>	2016/17 Actual	2017/18 Target	2018/19 Target
Example of a standard data table. <sup>1</sup>	XXX	XXX	XXX	XXX	XXX	XXX	XXX

Data Source: This is an example of the table data source.

<sup>1</sup> Footnote if needed.

<sup>2</sup> Footnote if needed.

#### Discussion

- The discussion portion should be used to explain, in either notes or a bulleted list:
  - Why a measure was chosen.
  - How a measure reflects the accomplishment of a goal.
  - Why variances occurred, for example, if construction at a facility affected production.
- If particular performance measures reflect industry standards, explain that here.
- Imagine what questions a member of the public might reasonably have about a performance measure and answer them here.

### **Performance Measure 1.2: This is the Second Performance Measure for the First Goal.**

The performance measure should be clearly described and the description should demonstrate the extent to which the goal is achieved. As such, clearly state how the performance measure relates to the goal. Should the goal be to increase attendance at a venue by improving customer service, for example, a performance measure could be the number of tickets sold, and the targets (and actuals)

should show an increase over time. Ticket revenue, on the other hand, might not be the best measure of attendance, as it is dependent on other factors such as ticket price. Make sure the selected measures and targets actually reflect the strategies and goals.

(Option B - Benchmark/Baseline Table)

Performance Measure	200X/0X Baseline or Benchmark <sup>1</sup>	2015/16 Actual	2016/17 Target <sup>2</sup>	2016/17 Actual	2017/18 Target	2018/19 Target
Example of a baseline or benchmark data table. Use for new performance measures that lack historical results or sufficient confidence to yet make committed targets	XXX	XXX	XXX	XXX	XXX	XXX

Data Source: This is an example of the table data source.

<sup>1</sup> Footnote if needed.

<sup>2</sup> Footnote if needed.

## Discussion

- Use the modified Benchmark/Baseline table (Option B) when a performance measure was introduced for the first time in the 2016/17 Service Plan:
  - Provide the baseline data used and modify column headings to reflect data available.
  - Should some targets be set, present those as well.
  - If future targets are yet to be developed, pending a more complete collection of baseline data, explain that here.
- More information can follow as required.
- Remember, however, that brevity is important.

## Financial Report

[This section includes the following elements:

- Discussion of Results and Financial Report Summary Table;
- Auditor's Report;
- Audited Financial Statements; and
- Accompanying notes on the financial statements.]

## Discussion of Results and Financial Report Summary Table

Together with the Financial Report Summary Table (FRST), the Discussion of Results (DOR) enables readers to assess the Crown corporation's financial performance during the year and its year-end position. The DOR briefly summarizes financial trends, risks and opportunities that affected financial results during the reporting year, variances from planning expectations with explanations as to why they occurred, and how the impact was managed or mitigated.

The DOR should be a standalone document. While information required for the DOR may be in other parts of the Annual Report, users of the report should be able to read the DOR to obtain all of the

expected information. The DOR needs to be written in plain language understandable by the average reader.

This section should include a qualitative, concise summary of the high level business and policy environment and significant events affecting the financial performance of the organization. A user of the Annual Reports should be able to read this brief section and understand the major items that impacted the financial performance in the relevant year and may impact the years to come. The remainder of the DOR should expand upon this high level summary.

### **Variance and Trend Analysis**

The DOR should include variance analysis to budget and prior years presented in the FRST, including commentary on trends and events impacting the financial performance. Where necessary, the FRST should be supplemented by additional financial and non-financial data to enhance the understanding of the financial information.

The intent of this analysis is to enhance the reader's understanding of the information in the financial statements. This qualitative analysis should identify the root causes of variance.

### **Risks and Uncertainties**

The DOR should include a section that explicitly addresses how the organization manages or mitigates the impacts. The users of the Annual Report need to understand the entity's exposure to risk, uncertainties, and the implications of such risks on the entity's financial position and changes in financial position, and the potential implications on future operations.

## **Example Financial Resource Summary Table**

(adapt to suit Crown's business model)

\$ millions	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2016/17 Actual	2016/17 Variance	2015/16 – 16/17 Variance
<b>Operating Revenue</b>							
Contribution from Province							
Recoveries from Province							
Other Income & Recoveries							
<b>Total Revenue</b>							
<b>Operating Expenses</b>							
Contracted Services							

Provincial Services						
Citizens' Widget Grant						
Regional Operations						
Capital Asset Amortization						
<b>Total Expenses</b>						
<b>Net Income from Operations</b>						
<b>Capital Expenditures</b>						
<b>Total Liabilities (even if zero)</b>						
<b>Accumulated Surplus/ Retained Earnings (even if zero)</b>						

Note 1: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Note 2: Any further explanation of inconsistencies, missing data, significant fluctuations, unmet targets, etc.

Note 3: Crowns should customize their Operating Revenues and Expense items to accurately reflect the nature of their business model.

### Alternate Example Financial Resource Summary Table

\$ millions	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2016/17 Actual	2016/17 Variance	2015/16 – 16/17 Variance
By Core Business Area							
By Source							
Total							
By Core Business Area							
By Major Type							
Breakdown of Operational & Admin							

Expenses							
Net Income							
Total Liabilities (even if zero)							
Accumulated Surpluses/ Retained Earnings (even if zero)							

(adapt to suit Crown's business model)

Note 1: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Note 2: Any further explanation of inconsistencies, missing data, significant fluctuations, unmet targets, etc.

Note 3: Crowns should customize their Revenue and Expense items to accurately reflect the nature of their business model.

## Auditor's Report

(placeholder)

## Audited Financial Statements

(placeholder)

## Major Capital Projects

[Only required for capital projects over \$50 million]

## Major Capital Projects (*where applicable*)

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2017 <sup>2</sup>
[MCP #1 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	____	0,000	0,000
[MCP #2 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	____	0,000	0,000

**Note:** When completing this table, ministry and Crown staff must ensure:

- 1) that any changes to completion dates or total cost from Budget 2017 (Q3) need to be bolded and a variance explanation provided; and

<sup>2</sup> December 31, 2015 for Crowns with a Calendar Year Fiscal Year (BC Assessment Authority and ICBC).

- 2) information provided in this table for major capital projects must be consistent with reporting to Office of the Comptroller General and Treasury Board staff for 2016/17 - Q4.

Please be advised that Treasury Board staff will review the draft Annual Reports to ensure consistency of information and confirm that no further approvals are needed.

### **Capital Project #1**

A brief description of the capital project can be provided here. Include information as to why it is required, how it supports the goals of the Crown and government, what risks it mitigates, etc., as applicable.

### **Capital Project #2**

A brief description of the capital project can be provided here. Include information as to why it is required, how it supports the goals of the Crown and government, what risks it mitigates, etc., as applicable.

## Appendix A – Subsidiaries and Operating Segments

### Active Subsidiaries

[For each active subsidiary, include a brief description of who they are, what they do, and how they support the Crown and/or government. Subsidiaries of Crown corporations are also government organizations within the Government Reporting Entity and are also subject to the BTAA. An organization is considered a subsidiary of a Crown corporation if it is a separate legal entity and is more than 50% owned and controlled by the parent Crown corporation. Crown corporations must either report on their subsidiaries in the parent organization's Annual Report, including all information listed as required in Section 8 of these guidelines, or file a separate Annual Report for each subsidiary.]

Performance measurement is not required, in the interest of brevity, but financial disclosure is required.]

**Financial Resource Summary Table**

(\$m)	2015/16 Actual	2016/17 Budget	2016/17 Actual
<b>Revenues.....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Expenses .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Net Income .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

## **Capital Expenditures – *If applicable***

[Only required for capital projects over \$50 million]

- Brief description here. Insert table below following the narrative description.

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2017 <sup>3</sup>
[MCP #1 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	_____	0,000	0,000
[MCP #2 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	_____	0,000	0,000

**Note:** When completing this table, ministry and Crown staff must ensure:

- 1) that any changes to completion dates or total cost from Budget 2017 (Q3) need to be bolded and a variance explanation provided; and
- 2) information provided in this table for major capital projects must be consistent with reporting to Office of the Comptroller General and Treasury Board staff for 2016/17 - Q4.

Please be advised that Treasury Board staff will review the draft Annual Reports to ensure consistency of information and confirm that no further approvals are required.

## **Inactive Subsidiaries**

[Similar to *Active Subsidiaries* above, provide a description and financial reporting for inactive subsidiaries.]

---

<sup>3</sup> December 31, 2016 for Crowns with a Calendar Year Fiscal Year (BC Assessment Authority).

### Financial Resource Summary Table

(\$m)	2015/16 Actual	2016/17 Budget	2016/17 Actual
<b>Revenues.....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Expenses .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Net Income .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

### Capital Expenditures

[Only required for capital projects over \$50 million]

- Explain capital expenditures here. Insert the table below following the narrative description:

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2017 <sup>4</sup>
[MCP #1 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	____	0,000	0,000
[MCP #2 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	____	0,000	0,000

**Note:** When completing this table, ministry and Crown staff must ensure:

- 1) that any changes to completion dates or total cost from Budget 2017 (Q3) need to be bolded and a variance explanation provided; and
- 2) information provided in this table for major capital projects must be consistent with reporting to Office of the Comptroller General and Treasury Board staff for 2016/17 - Q4.

Please be advised that Treasury Board staff will review the draft Annual Reports to ensure consistency of information and confirm that no further approvals are needed.

<sup>4</sup> December 31, 2016 for Crowns with a Calendar Year Fiscal Year (BC Assessment Authority).

## Operating Segments

[Operating segments include business units or other components of a Crown corporation:

- that engage in business activities from which they earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same organization);
- for which discrete financial information is available; and
- where revenues, profits (or losses), or assets are 10% or more of the organization's total revenues, profits (or losses) or assets.

Crown corporations are expected to report on the financial results of operating segments in their Annual Reports.]

**Financial Resource Summary Table**

(\$m)	2015/16 Actual	2016/17 Budget	2016/17 Actual
Revenues.....	0,000	0,000	0,000
Expenses .....	0,000	0,000	0,000
Net Income .....	0,000	0,000	0,000

## **Capital Expenditures – *If applicable***

[Only required for capital projects over \$50 million]

- Explain any major capital expenditures here. Insert table below following narrative description:

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2017 <sup>5</sup>
[MCP #1 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	_____	<b>0,000</b>	<b>0,000</b>
[MCP #2 Name] A brief description of the Major Capital Project that includes scope, objectives, risks, benefits and estimated total capital cost of the project.	_____	<b>0,000</b>	<b>0,000</b>

**Note:** When completing this table, ministry and Crown staff must ensure:

- 1) that any changes to completion dates or total cost from Budget 2017 (Q3) need to be bolded and a variance explanation provided; and
- 2) information provided in this table for major capital projects must be consistent with reporting to Office of the Comptroller General and Treasury Board staff for 2016/17 - Q4.

Please be advised that Treasury Board staff will review the draft Annual Reports to ensure consistency of information and confirm that no further approvals are needed.

---

<sup>5</sup> December 31, 2016 for Crowns with a Calendar Year Fiscal Year (BC Assessment Authority).

## **Appendix B – Additional Information**

[An additional appendix may be added if desired to provide information on organizational overview (such as corporate structure), governance (board members, CEO and key personnel) and contact information for the Crown and its operating components, including full name, address, phone number, email and websites. Any other information deemed important can be added to this appendix, so long as it is pertinent, concise, and is in keeping with the BC Reporting Principles and TAP.]

### **Corporate Governance**

(E.g. We are governed by a board of directors that is responsible to the minister responsible for the implementation of government direction. The board's direction is implemented by management, who carry out the day-to-day operations of the corporation under the supervision of the Chief Executive Officer. For more information on corporate governance, please refer to our web page at [www.xxx.xxx](http://www.xxx.xxx)).

### **Organizational Overview**

### **Contact Information**

### **Other additional information as required...**

## Appendix C – Crown Corporations Mandate and Actions Summary

In the 2016/17 Mandate Letter from the minister responsible, XXXX (*Name of Crown*) received direction on strategic priorities for the 2016/17 fiscal year. These priorities and the Crown corporation's resulting actions are summarized below:

Mandate Letter Direction	Crown Corporation's Action
1.	
2.	
3.	
4.	