

[Governance policies 2.01 to 2.06 approved in principle subject to editing March 27, 2018](#)
[Governance policy 2.06 adopted May 24, 2018](#)

1 POLICY

1.01 The Board of Directors shall engage in a strategic planning cycle every **three** years.

1.02 Annually, the Management Team will produce a business plan for the review and approval of the Board of Directors

1.03 Quarterly, the Board of Directors will review the performance of the organization towards the objectives of the integrated business plan.

1.04 A significant part of the assessment of the performance of the Management Team will be based on the effectiveness of the plan and the progress of the society towards its objectives.

1.05 The Board of Directors, through its Governance and Succession Planning Committee, shall perform succession planning for members of the board.

1.06 The Management Team will develop and maintain a succession plan for any other employed personnel considered to be of strategic importance to the organization.

1.07 Succession plans will be reviewed and updated once annually.

2 PURPOSE

2.01 The purpose of this Statement of Policy and Procedure is to

- (a) Institutionalize regular strategic planning in the board calendar.
- (b) Establish and describe organizational business planning processes.
- (c) Ensure that an organized and systematic succession planning process is in place.

3 SCOPE

3.01 This policy applies to the Board of Directors and Management Team.

4 RESPONSIBILITY

4.01 It is the responsibility of the Governance and Succession Planning Committee of the board to initiate the strategic planning process.

4.02 It is the responsibility of the Board of Directors to set strategic direction for the organization.

4.03 It is the responsibility of the Management Team to support the strategic planning activities of the Board of Directors and to integrate strategic direction into the business plan of the organization.

4.04 It is the responsibility of the Management Team to ensure that financial, risk management, communications, operational, program and all other plans are synchronized and integrated into the business plan.

4.05 It is the responsibility of the Board of Directors to review and approve the business plan.

4.06 It is the responsibility of the Management Team to put organizational and individual performance measurements in place to effectively monitor progress towards business plan objectives.

4.07 It is the responsibility of the Board of Directors to monitor organizational performance relative to the business plan and take corrective action as it deems appropriate.

4.08 The Board of Directors is responsible for ensuring that a succession plan process for key members of the board, Management Team and other employees of strategic importance is in place.

4.09 The Management Team is responsible for ensuring that a succession plan is produced for all employed personnel considered to be of strategic importance to the company.

5 DEFINITIONS

5.01 **"Business objectives"** are specific, measurable goals of an organization, whether of strategic import or not.

5.02 **"Business plan"** means a plan which incorporates the objectives, accountabilities and measurements associated with strategic direction, risk management, operational plans, financial plans and all other plans at the total organizational level.

5.03 **"Business planning cycle"** means the complete sequence of activities in the development of the business plan from the development of tactics to meet strategic objectives, the development of other business objectives and the integration of all other plans including financial plans, to the creation of organizational, departmental and individual performance measurements.

5.04 **"Environmental scan"** is the process of collecting information about developments and anticipated changes in the environment of the organization.

5.05 **"Strategic planning cycle"** means the complete sequence of activities in the development of the strategic plan from environmental scan through to setting strategic objectives.

5.06 **"Strategic planning horizon"** means the number of years into the future that the planning process contemplates.

5.07 **"Strategies"** are statements of major direction and effort of crucial importance to the company in achieving its desired state.

5.08 **"Tactics"** are the specific actions planned and implemented that will contribute to the actuation of a strategy.

5.09 **"Vision"** is an articulation of the desired future state of the organization, that is, where it will be when strategies have been successfully implemented.

6 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

SPP NP 1.08 – Confidentiality and Privacy

SPP NP 2.02 – Board Processes

SPP NP 2.03 – Roles and Responsibilities

SPP NP 2.05 – Risk Management

SPP NP 4.06 – Budgets, Forecasts and Reporting

7 PROCEDURES

7.01 Initiating the Strategic Planning Cycle

- (a) The Governance Committee will initiate the process of strategic planning annually.
- (b) At the start of the process, the board will identify any particular areas of concern or interest they wish to address as part of the planning cycle.
- (c) The board will also lay out the approximate timeframes for different segments of the planning cycle, taking planned board meeting dates into account and synchronizing with future business and financial planning cycles to the extent possible.

7.02 Strategic Planning Information Collection

- (a) The organization will engage in an environmental scan and provide synthesized results to the board..
- (b) The organization will engage in an assessment of its strengths and weaknesses.
- (c) The organization will engage in an identification and assessment of any additional specific and known opportunities or threats it faces.

7.03 Synthesis and Visioning

- (a) The board will review and discuss information collected in 7.02 (a), (b) and (c) above together with high-level risk assessment and financial information. The board will reach a consensus on the desired future state of the organization (vision) three to seven years in the future based on all available information.
- (b) If necessary based on the desired future state, the board may wish to review the organization's stated mission to the extent that it needs to be articulated differently.

7.04 Strategic Plan Development

- (a) The board will identify, consider and select three to five strategic directions most critical to achieving the desired future state.
- (b) The board will formulate a limited number of strategic objectives associated with the directions, taking the relative importance of each and known opportunities into account. Objectives will identify measurable results and approximate timeframes anticipated.
- (c) The Management Team will use the strategic objectives to articulate tactics and goals for incorporation into the plan.
- (d) The plan will be reviewed and varied or approved by the board.

7.05 Integration of the Strategic Plan into the Overall Business Plan

- (a) The specifics of the strategic plan will be integrated into the organization's overall business plan by the Management Team.
- (b) Financial, operational and other plans will be built or adjusted to reflect the elements of the plan.
- (c) The Management Team may choose to disseminate all or portions of the plan to employees.
- (d) Specific goals and objectives will be integrated into the performance plans of the Management Team.

7.06 Monitoring Progress on the Plan

Quarterly, the Board of Directors will review the organization's progress towards plan objectives in the context of its overall business plan.

7.07 Initiating the Business Planning Cycle

- (a) The business planning cycle will commence immediately after the completion of the organization's strategic planning cycle and annually thereafter until the next strategic planning cycle is completed.
- (b) The Management Team to map out dates for the completion of more detailed plans in advance of the budget cycle.
- (c) Each business plan will have a **two**-year horizon on a rolling basis.

7.08 Business Plan Information Collection

- (a) Management Team will break down strategic objectives into more detailed functional objectives with sequencing and approximate timing for each and assign accountabilities for each detailed objective.
- (b) The Management Team will consult with staff about implications and specific actions related to these detailed functional objectives.
- (c) The Management Team will also consult with staff about other business objectives related to each department at a high level including:
 - (i) Advocacy and communications plans
 - (ii) Fund development plans
 - (iii) Human resources plans
 - (iv) Program plans
 - (v) Other operational plans
 - (vi) Any other plans

7.09 Information Synthesis and Business Plan Development

- (a) The Management Team will then meet to review and integrate the available plans and objectives, taking into account:
 - (i) Cross-departmental synchronization and impacts
 - (ii) Sequencing
 - (iii) Relative priorities
 - (iv) Relative costs
- (b) Management Team will undertake a risk assessment analysis incorporating the effects of any risk mitigation strategies into the overall mix. (See SPP NP 2.05 – Risk Management)
- (c) Based on all this information, Management Team will formulate an overall, integrated set of priority business objectives to be pursued over a two-year period.
- (d) The organization will then go through its annual budget and financial planning cycle using these objectives as the foundation for planning. (See SPP NP 4.06 – Budgets, Forecasts and Reporting)
 - (i) Limitations on financing capability or overall deficit position may necessitate several cycles of review of both the high-level business plan and its related budget since each will need to be refined until they can be reconciled
 - (ii) These cycles of refinement will be synchronized with the budget cycle which is linked to board approval dates that are in turn tied to the fiscal calendar
- (e) When the budget and financing plan have been completed, the Management Team will present the integrated business plan and related budget to the Board of Directors for discussion and approval.

7.10 Business Plan Monitoring Progress

- (a) Once the business plan has been approved, Management Team will develop specific accountabilities and related performance measurements for each objective.
- (b) Measurement processes will be put in place for each performance measurement identified.

- (c) The business plan and its target dates and rates will be implemented and communicated to all affected employees.
- (d) Individual performance measurement plans will be created to correspond to specific segments of the objectives.
- (e) Management Team will collect and summarize the performance of their organization monthly in terms of the performance measures, including:
 - (i) Documenting significant milestones reached
 - (ii) Highlighting and explaining any variance from planned progress
 - (iii) Reporting any problems experienced achieving the desired performance and discussing it in the interest of catching problems early
 - (iv) Summarizing the information by department and reporting it to the Board

7.11 Significant Changes to Strategic or Business Plans

- (a) If, during the lifetime of the strategic plan, significant changes occur in the environment or the operations of the organization, the board may elect to revisit the plan and adjust vision, objectives, tactics or timing embedded in the plan.
- (b) If, during the lifetime of the business plan, significant changes occur in the environment or the operations of the organization, the board may direct the Management Team to revisit the plan and adjust objectives, tactics or timing embedded in the plan.
- (c) When the business plan is revised, the new plan and related budgets and financing will be presented to the Board of Directors for review and approval.