

2019 Initiatives / Strategy

CMLC runs a 3-year business planning cycle and 2019 marks the final year of our 2017 – 2019 business planning cycle.

Strategy within the Rivers District

To deliver a public infrastructure and placemaking program to attract private investment, to stimulate CRL generation, and to create a sustainable tax base for the City of Calgary as our shareholder.

Over the past 12 years, CMLC has done more than rebuild East Village from the ground up and breathe new life into downtown Calgary's east end through public infrastructure improvements, strategic placemaking, enthusiastic programming and community engagement. We've proven our depth, our commitment and our versatility. One of the core strengths of CMLC's team, executive and Board of Directors is our ability to work in collaborative ways that balance the interests of various sector partners—government, private and not for-profit—for their benefit and that of the greater community.

In order to match the momentum created in the East Village, we resolved to extend our efforts into the farther reaches of the Rivers District—specifically east Victoria Park. Much like the East Village of 12 years ago, this inner-city neighbourhood is at a turning point. While sporadic development here and there has helped to some degree, it's not enough. As with East Village, transforming east Victoria Park and steering the Rivers District toward its full potential will take a bold vision...along with the drive and the know-how to achieve it.

Below are the initiatives we aim to commence delivery on in 2019.

9th Avenue SE Parkade & Innovation Centre

Land Strategy and Activations

East Victoria Park Projects

Rivers District Master Plan

- East Victoria Park Land Strategy
- 17th Avenue SE Extension + Stampede Trail
- 9th Avenue SE Bridge
- BMO Centre Expansion

Project Management

Community Programming

- Safety and Vitality
- Community Placemaking & Programming
- Marketing Communications

Strategy outside the Rivers District

To create value (ROI) for CMLC and City of Calgary as our shareholder by strategically selecting real estate development opportunities that not only support the organization's vision and mandate but also best utilize our core competencies.

The development of the David D. Oughton (DDO) School Site is a priority in 2019. We will seek the most effective way of delivering on this project through collaboration with the private industry.

Succession Planning and Recruitment Process

CMLC has staggered Board terms that allows to ensure that there is continuity of Board of Directors and an appropriate balance of experience and a fresh mind set.

The Board's Governance Committee has developed criteria, including a skills matrix, for future Board candidates to ensure that we attract qualified and committed Calgarians. The Governance committee conducts a Board Effectiveness Survey to understand the board effectiveness and areas of improvement.

We have two Board members whose terms are expiring in 2019 and we are currently conducting a search for their replacement. An executive search firm was hired to recruit qualified Board members. This recruitment process has produced a high-functioning Board, which is diverse and open to a wide variety of perspectives.

The Board reviews and evaluates the CEO's position. If the position becomes vacant, the Board Chair will appoint an interim CEO and will strike a CEO search Committee to begin the process of an Executive Search. We are currently in process of developing a succession planning process for the entire organization which will be implemented by end of Fall 2019.

Recruitment

We offer the challenge of constantly improving our employees' capabilities in a pleasant, dynamic and friendly work environment. VP, Finance and Corporate Services is notified when there is an intention to hire, and it is also communicated to the President & CEO. Compensation range and benefits are determined prior to posting of new positions on the company's website and/or using a search company.

Typically, at least two interviews will be conducted with potential candidates. Reference checks will be performed before a candidate is offered a position. All employees will be given a three months' probation period for the employee and CMLC to determine whether there is a good fit.

We offer employees on-the-job coaching and annual performance feedback. We are currently in the process of enhancing our feedback mechanism so that feedback is provided on a more frequent basis.

We also offer full time employees training and development to enhance their knowledge and skills, with the goal to assist employees with their career growth.