



CANADA LANDS COMPANY
SOCIÉTÉ IMMOBILIÈRE DU CANADA

Renewing Canada Lands Company's Balanced Scorecard

Presentation to National Executive Forum on Public Property

Gordon McIvor, Vice President, Canada Lands Company

May 13, 2010 (Edmonton, Alberta)

Description of Initiative

- CLC is now completing a process undertaken to renew its annually published balanced scorecard
- The process entailed consulting with 32 internal and external stakeholder representatives to establish which areas were material to stakeholders for reporting purposes
- A cross-functional internal management committee then took this information and drafted the indicators for use in the scorecard



Description of Initiative

- Indicators were then approved and assigned to a specific Senior Management Team member, who then took ownership of its refinement and ongoing measurement

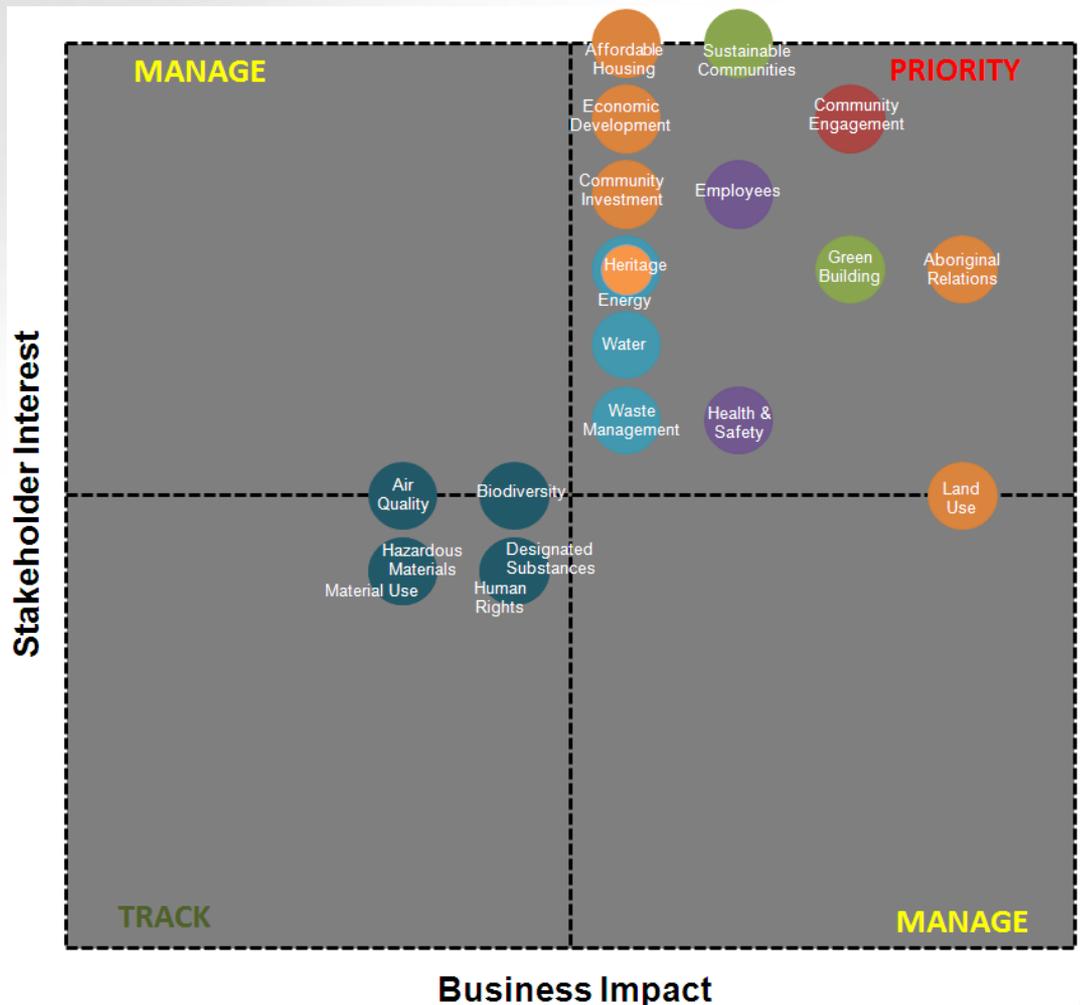


Why A Balanced Scorecard Renewal Was Undertaken

- CLC wanted to create a useful management tool that would steer its activities in directions deemed important by its stakeholders
- It also wanted to leverage its existing and future accomplishments in important areas by getting more credit for them in the public eye



The Outcome – Material CSR Areas Were Identified



Business operations

- Land acquisition
- Security
- Project efficiency
- Return to shareholder
- Taxes generated
- Customer satisfaction

Engaging communities

Developing sustainably

Valuing people

Managing the environment

Contributing to society

Note:

1. Only “priority” issues, falling in the upper, right-hand quadrant of the graph have been grouped.



The Outcome – Performance Indicators Were Drafted

"CONTRIBUTING TO SOCIETY" – Possible Targets and Metrics	Considerations
Land Use	
Convert contaminated federal land sold to CLC back to productive use (cumulative \$ spent by CLC and site purchasers since company inception in 1995)	
Community Investment	
Contribute up to 1% of net income before taxes to corporate philanthropy (\$ value of charitable donations; % of net income before taxes)	
Community investment projects in major developments (cumulative total since company inception in 1995 # and \$)	
Legacies	
Seek opportunities to create lasting legacies for all major development projects: <ol style="list-style-type: none"> 1. # and % of projects celebrating Canadian heritage (cumulatively since company inception in 1995); and 2. # of acres (hectares) of public usable open space created cumulatively since company inception in 1995 	Need to define what counts as "celebration of heritage"
Affordable Housing	
Provide affordable housing choices for all major residential development projects (# and % of residential units built that meet or fall below 30% average regional household income)	Perhaps use CMHC guidelines for this calculation
Economic Development	
Cumulative projected development expenditures for CLC and site purchasers since company inception in 1995 for all past and current projects [\$ by category]	
Projected cumulative increase in property tax contributions for all past and current projects at completion (total \$ in additional property taxes)	



The Outcome

- CLC is now refining the indicators in its balanced scorecard and is tracking data for the current fiscal year (beginning April 1st 2010)
- Data will be compiled every six months (Year End Outlook data for half way through the year, and actual data for the end of the year)
- The company's balanced scorecard will be published in its corporate plan and annual report going forward



Lessons Learned

- Each performance indicator must have someone who is made responsible for continually refining implementation as necessary and tracking data
- This person should be the person most in a position to influence it, supported by those that “own” the actual data
- It is only when accountability is assigned in this way, that people in the organization really become engaged and the scorecard ceases to become a public relations exercise



Thank you
Visit www.clc.ca

