



*2019 X-Culture Global Business Week, Calgary, Canada
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Challenge Presented by: **Calgary Municipal Land Corporation (CMLC)**

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THE CITY OF CALGARY

The City of Calgary is referred to as the “Gateway to the Rockies”.

Calgary sits in the sunny eastern foothills of Canada’s Rocky Mountains, where the Bow and Elbow rivers meet. It is the major urban center for the entire southern half of the province of Alberta, and is surrounded by an area of profound beauty with an unspoiled, resource-rich natural environment.

It is no surprise to Calgarians that their home has been ranked among Top 5 most liveable city in the world by The Economist Intelligence Unit every year between 2009 and 2018 (#4 in 2018).

The population density in Calgary is low, the quality of life is high, and housing abundant. Calgary’s population is young, well educated, entrepreneurial, community minded, generous and well paid.

As individuals, Calgarians are family-focused, recreation lovers, that are committed to a healthy work-life balance. As citizens, Calgarians are enthusiastic supporters of community organizations: there are more volunteers in Alberta than the national average.

The top priority of most Calgarians is sustaining the city’s superb quality of life. This means ensuring the economic, environmental, health and wellness, recreational, educational and social service advantages that Calgarians have today will be here in the future.

A few helpful Calgary websites:

Life in Calgary: www.lifeincalgary.ca/moving/calgary-facts

Tourism Calgary: www.visitcalgary.com

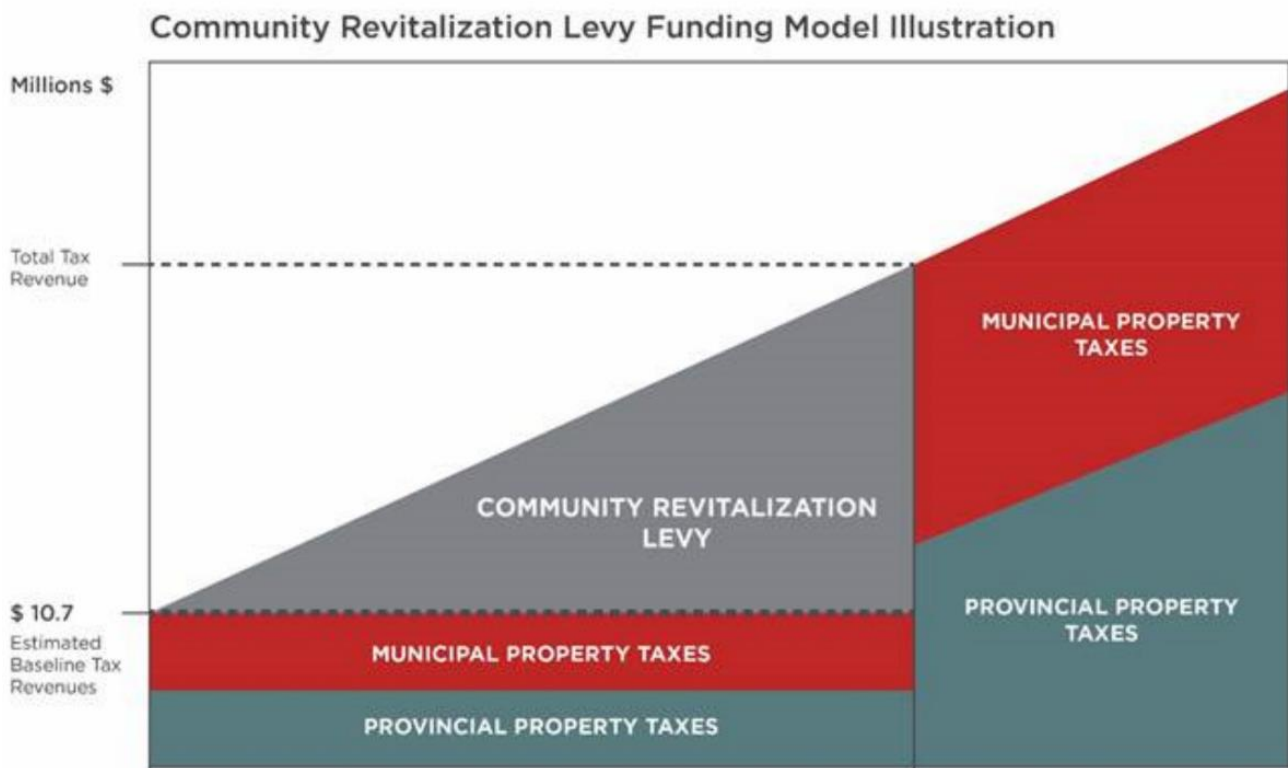
BACKGROUND INFORMATION

Calgary Municipal Land Corporation (CMLC) was incorporated in 2007 as a wholly owned subsidiary of the City of Calgary to implement and execute the Rivers District Community Revitalization Plan – a public infrastructure program approved by the City of Calgary and the Province of Alberta to kick-start Calgary’s urban renewal.

CMLC’s purpose is to revitalize urban areas in the Calgary area, by means of strategic land purchases and building of infrastructures on it. CMLC generates revenue from a Community Revitalization Levy (CRL). This is an innovative funding system and the first of its kind in Canada when it was established in 2007.

The CRL was created specifically to ensure CMLC could fulfil the Rivers District Revitalization Plan’s ambitious economic, social and environmental objectives. The CRL provides a means to segregate the increase in property tax revenue, resulting from redevelopment in the Rivers District, into a fund to be used for future infrastructure improvements. The City of Calgary levies and collects the CRL through the property tax system and then allocates the funds to CMLC to implement the Rivers District Community Revitalization Plan.

The CRL was started in 2007. In 2017, CMLC received revenue of Canadian \$34.3 million from the CRL. In December 2018, the Canadian government approved an extension of the CRL until 2047. This will allow CMCL adequate funding to complete the Rivers District Community Revitalization Plan.





OUR MISSION

Our passionate, experienced placemaking brings new energy to old neighborhoods, creates credibility and confidence, and inspires communities to build, grow and believe.

OUR VISION

CMLC is Calgary's go-to placemaker for urban redevelopment.

MANDATE

CMLC, created and owned by the City of Calgary, exists to achieve the City's objectives for urban densification and community renewal, infrastructure investment and placemaking.

OUR GUIDING PRINCIPLES

- Redevelop, implement and activate public infrastructure to meet the needs of the community and the City of Calgary as sole shareholder
- Manage the investment in land and infrastructure for optimal financial return
- Demonstrate leading practices for sustainable development
- Demonstrate innovative and effective operating processes and practices

Helpful websites for additional CMLC information:

- 2019 Business Plan update and 2017 Annual Report: <https://www.calgarymlc.ca/documents>
- Community Revitalization Levy: <https://www.calgarymlc.ca/community-revitalization-levy>
- The latest CMLC news: <https://www.calgarymlc.ca/news-landing#news-latest>

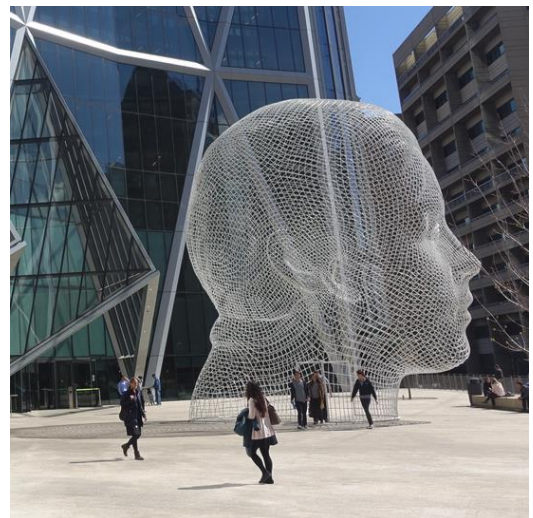
Placemaking – What is it?

Placemaking is a multi-faceted approach to the planning, design and management of public spaces.

Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing. It is political due to the nature of place identity.

Placemaking is both a process and a philosophy that makes use of urban design principles. It can be either official and government led, or community driven grass roots tactical urbanism, such as extending sidewalks with chalk, paint, and planters, or open streets events such as Bogotá, Colombia's Ciclovía.

Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale to build habits of locals.



EAST VICTORIA PARK PROJECT

In 2018, CMLC completed the master plan for east Victoria Park that imagines a 20-year vision for Calgary's Culture and Entertainment district, a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA, as well as its natural surroundings.

The vision for east Victoria Park will result in four million square feet of mixed-use development and more than 8,000 new residents moving into the district. Our priority is to enhance the existing urban fabric—including several heritage buildings, Calgary Stampede Park and the Elbow River—and reshape east Victoria Park as an active, walkable, and accessible community with enhanced connections to adjacent neighborhoods.

Starting in 2019, CMLC will advance infrastructure projects required to reconnect the district to its surrounding neighbors and take our first steps toward realizing the master plan vision for the district.

For further information:

- <https://www.calgarymlc.ca/victoria-park-projects-page#projects-area-featured-2>
- <https://www.calgarymlc.ca/news-full/2019/1/16/cmlc-moves-forward-on-major-redevelopment-initiative-in-east-victoria-park>
- <https://www.calgarymlc.ca/documents>



CMLC – STUDENT CHALLENGE

CMLC was established in 2007 to redevelop East Victoria Park (including the “East Village”) from the ground up over a 20-year period. One of Calgary’s oldest neighborhoods, this area has been “left for dead” for decades and is one of Calgary’s most neglected and downtrodden neighborhoods.

The “Rivers District” is an area within East Victoria Park, and CMLC has a bold vision of over 8000 new residents moving to the area (many being young families) along with 4 million square feet of mixed use (residential and commercial) development.

The ultimate goal is to make this area Calgary’s entertainment and cultural district.

The heart of the Rivers District will be a new convention/events center (double the capacity of the current building), a “facility” to house overnight visitors, and possibly a new stadium/sports complex that will host Calgary’s professional sports teams.

These teams include the Calgary Flames in the National Hockey League (NHL) and the Calgary Stampeders in the Canadian Football League (CFL).

The Rivers District is located in a part of Downtown Calgary that includes easy access to:

- [Stampede Park](#)
- [The BMO Centre](#)
- [Studio Bell](#)
- [The Central Library](#)
- [TELUS Spark](#)
- [Calgary Zoo](#)
- [Arts Commons](#)
- [Fort Calgary](#)

You should begin this challenge by researching the Rivers District development:

- What is the “City/Community’s” vision for this area?
- Who are they trying to attract?
- What are the building/design principles and restrictions?

Then, determine what types of people, organizations, businesses, activities, etc. are required to revitalize the Rivers District.

Resources and maps of the area can be found at the following links:

- Rivers District Master Plan <https://spaces.hightail.com/space/iTBQBDIIIk>
- East Village Master Plan <https://spaces.hightail.com/space/iTBQBDIIIk>

With the Rivers District, CMLC has the opportunity to infuse new energy and life into the district that will attract the ideas and types of development that respect the community’s history and envisioned future.

Development in this area should support a “work, live, play” philosophy for residents of the development, as well as act as an attraction for international groups that could be drawn to the city to utilize the local amenities (conference centre, proposed stadium/sports complex, cultural attractions).

A part of your research, you should look at other cities that successfully revitalized their downtown communities and developed thriving entertainment and cultural districts.

Some US examples are: Nashville, Denver, Los Angeles, Anaheim, and San Antonio.

Also, talk to your international teammates to identify non-US cities that successfully revitalized their downtown community.

Your **challenge** is to develop recommendations in the following areas:

- ***What “facilities” will be required to transform East Victoria Park into a thriving Entertainment and Cultural center?***

Specifically, what type of “facility” is needed to house up to 600 overnight visitors per day to the Rivers District.

CMLC currently has a unique piece of land that could be developed for multiple purposes, including some form of accommodations (see maps below). This development should be innovative and creative and attract both international visitors and residents of Calgary to the area.

For example, take a look at the recently opened, \$245 million state of the art [Calgary Central Library](#) complex. The Library’s vision is “To Inspire All”.

- **What other types of businesses, activities, open spaces (e.g. parks, gardens, water fountain, etc.), entertainment & cultural organizations will be needed to support the revitalization effort?**

The project’s goals are to attract 8,000 new residents and attract mixed-use developments.

- **How will you take into account the cultural, social and environmental factors that are unique to Canada, Calgarians, and the Rivers District?**

Your recommended “facilities” must seamlessly blend with the surrounding community, attractions and physical beauty of the land.



SUGGESTED SCHEDULE

June 10: Develop a Team Charter that specifies how your team will operate, the roles and responsibilities of the team members, expected time investment, performance expectations and what happens if a team member is underperforming.

- June 15: Initial brainstorming, exchange of ideas; all ideas are considered.
- June 20: Select the best ideas around which the team will be developing their strategy.
- June 24: Webinars with the company management. Your opportunity to learn more, ask questions, get feedback.
- June 30: Share the initial work and input from each team member.
- July 10: Have a pretty good idea as to how your solution looks like. You will continue developing it and it will still undergo many changes, but you should have the initial version ready by this date.
- July 16: Have the complete first draft of the report that the presentation will be built upon. You will not need to submit the report, but you want to put everything on paper in a form of a single coherent document that you can work with. It can also be a set of detailed notes on slides that you will later format to be suitable for presentation.
- July 16: Have a set of slides and one-page handout for the presentation.
- July 17: Initial rehearsal of the presentation, update the slides and one-page handout.
- July 18: Final rehearsal of the presentation, final update of the slides and one-page handout
- July 19: The Presentation:
 - Presentation:** 12 minutes + 3 min Q&A
 - Handout:** One page. This will be an executive summary of your presentation. You should highlight (e.g. bullet points) your recommendations and include anything else (e.g. graphics, picture) which will help the judges remember the main of your presentation. You can use the front and back of the page

COACHING

10 Ambassadors are available to provide coaching and help with the challenges. They all have received additional training in coaching when they completed the X-Culture Coaching Program They can assist with:

- Clarifying the challenge instructions;
- Support and directions for developing an effective solution to the challenge;
- Help with team organization and management, including scheduling, workload distribution, roles on the team, etc.
- Help with resolving conflicts, communication and collaboration difficulties, other interpersonal and team dynamics issues;
- Provide feedback on your intermediate work and ideas;
- Assist with presentation rehearsals.

The coaching help could be requested by sending a note to Coaching@X-Culture.org or by contacting your Ambassadors directly.

MAPS





CALGARY MUNICIPAL LAND CORPORATION: 2017 FINANCIAL REPORT

(Financial figures are in thousands of Canadian \$'s)

2017 \$	2016 \$
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FINANCIAL ASSETS

Cash and cash equivalents (Note 3)	15,005,193	9,352,438
Accounts receivable (Note 12)	10,621,077	25,102,129
Infrastructure development assets (Note 6)	416,951,068	343,780,266
Land inventory (Note 7)	113,104,510	89,090,255
	555,681,848	467,325,088

FINANCIAL LIABILITIES

Accounts payable and accrued liabilities (Note 4 and Note 13)	6,964,136	12,350,931
Holdbacks payable	13,903,418	7,036,050
Interest payable (Note 13)	2,820,438	2,656,672
Developer deposits (Note 5)	3,339,935	3,339,735
Long-term debt (Note 10)	394,322,933	323,938,486
Share capital (Note 11)	1	1
	421,350,861	349,321,875

NET FINANCIAL ASSETS	134,330,987	118,006,213
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NON-FINANCIAL ASSETS

Prepaid expenses	128,333	84,428
Tangible capital assets (Note 8)	10,508,619	8,197,072
	10,636,952	8,281,500

ACCUMULATED SURPLUS	144,967,939	126,284,713
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Budget (Note 17) \$	Actual 2017 \$	Actual 2016 \$
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REVENUES

Community Revitalization Levy	42,000,000	34,251,064	3 38,422,727
Land sales	-	-	2 250,718
Interest	100,000	25,325	5 45,582
Rental	550,000	2,351,641	9 528,826
Project management fees	870,000	970,991	914,093
Miscellaneous	84,000	82,829	79,218
Insurance proceeds	-	1,839,205	-
	43,604,000	39,521,055	40,241,164

EXPENSES

Salaries and employee benefits	2,858,000	2,706,038	2,679,889
Cost of sales - land inventory	-	-	379,158
Site servicing and remediation	-	5,038,707	-
General administration	3,187,000	2,706,186	3,553,006
Donations and contributions (Note 14)	-	102,500	10,083,898
Repair and maintenance - EV	-	1,236,822	380,995
Amortization expense (Note 8)	-	1,511,175	1,910,766
Interest - debentures	7,410,000	7,004,293	6,622,826
Loan administration fees	-	495,442	443,627
Financing charges	60,000	36,666	53,994
	13,515,000	20,837,829	26,108,159

EXCESS OF REVENUE OVER EXPENSES	30,089,000	18,683,226	14,133,005
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ACCUMULATED SURPLUS, BEGINNING OF YEAR	126,284,713	126,284,713	112,151,708
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ACCUMULATED SURPLUS, END OF YEAR	156,373,713	144,967,939	126,284,713
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