



CALGARY  
DOWNTOWN  
ASSOCIATION

# MARKETING STRATEGY

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February 9, 2023

PREPARED FOR



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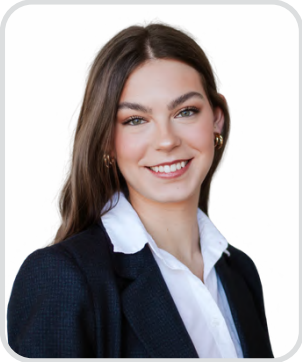
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SUBMITTED TO

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# MEET THE TEAM



Alexandra Kravec



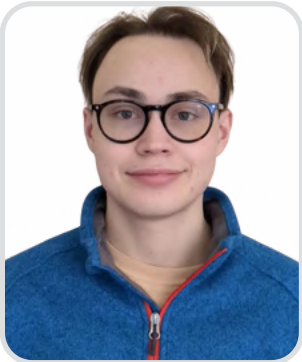
Brooke Macklin



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## WHO ARE WE?

*We are driven by results to give your business the **spark** it always needed.*

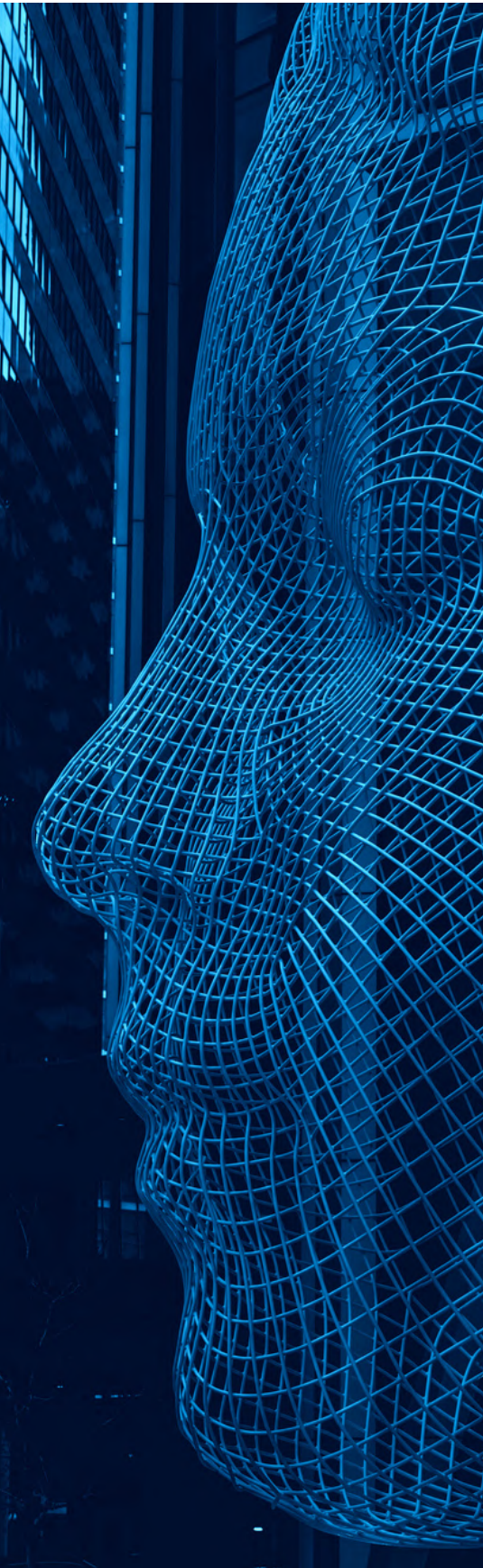
Collectively, our team has over 30 years of marketing experience!

Our knowledge on data collection, design, and branding are here to create a story for you!





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# EXECUTIVE SUMMARY

## The Scope

This report will be targeting communities within the 4km range of downtown Calgary. Sparks Agency will be analyzing what gets this audience into downtown and how we can **SIMPLIFY THE JOURNEY** and create a seamless **DOWNTOWN EXPERIENCE**. Next, is a brief overview of what will be included in this report.

## Breakdown



1

We will take you through our research on the audience, show you how we got our scorecards & data, then 2 personas to tell you a story of the problem we are trying to solve: **Difficulty Navigating Downtown**

2

You will see an audit of downtown Calgary's **current assets**, what it's **missing** and how we will be using them as an advantage.

3

Downtown Calgary lacks in micro-transportation, however we are not alone. Other cities **around the globe** have found amazing ways to ensure **people can get around through city passes!**

4

Our **solution** is to create an **integrated** experience, incentives for micro-transportation, and an all-in-one system app to make the journey **INTO** downtown easier for Calgarians!



# INTRODUCTION

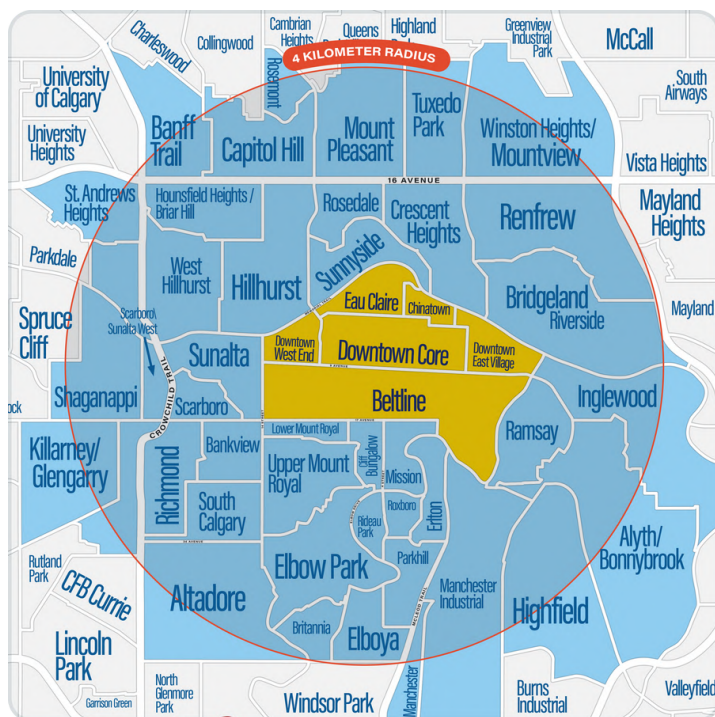
**CALGARY DOWNTOWN ASSOCIATION** is a collection of businesses, organizations, and residents who work together to create a vibrant downtown experience. Calgary Downtown Association stands to advocate and deliver on the Greater Downtown Plan. **THE AIM** through this initiative is to execute a plan to get more people to come into downtown, to enjoy the amenities, activities, shops, restaurants, and much more!

## The Vision

*“Calgary’s bustling centre of commerce and a 24/7 destination. We’re reimagining and reinventing downtown to create a new sense of community. We need to move beyond the traditional business district that’s buzzing 9 to 5 towards a vibrant city centre people enjoy 24/7.” [1]*

## Reimagining Downtown

Sparks has been tasked to create a **DOWNTOWN EXPERIENCE PASS**. The marketing plan is tailored to an audience that lives in a 4km radius of downtown, it will have a **2 YEAR LAUNCH PLAN**, and contribute to the following outcomes:



[2]



Create a 10% increase in downtown visits



Stimulate an increase in annual downtown revenue



Stimulate 20 annual downtown experiences



Calgary Downtown Association wants to create a plan to get more people to come downtown





# MARKET ANALYSIS





# COMMUNITY RESEARCH

## Assigned Audience

4 km Adjacent Communities  
(includes 39 Communities)

The first step in developing a strategy to reimagine downtown is conceptualizing the livelihood of those within the **39 communities**. Within this research, information regarding income, household size, employment, transportation, and age range was recorded with **these key insights**:

### Populations:

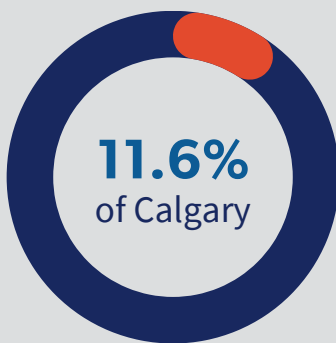
- High: 20,860 [3]
- Low: 425 [4]
- Average: 3,639

### Employment Rate:

- High: 81% [5]
- Low: 54% [6]
- Average: 69%

### Income

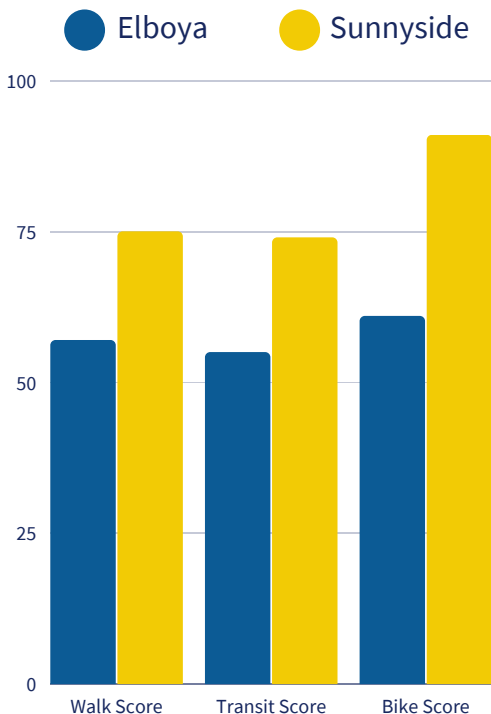
- High: \$565,835 [4]
- Low: \$48,913 [7]
- Average: \$122,128



Population of  
Adjacent  
Communities

141,940

## Transportation Scores



## Transportation to Work:

- **Transit**
  - High: 22% [8]
  - Low: 5% [4]
- **Walk**
  - High: 40% [3]
  - Low: 3% [9]
- **Bike**
  - High: 10% [10]
  - Low: 0% [11]
- **Average**
  - Transit: 16.17%
  - Walk: 18.86%
  - Bike: 5.63%

This graph depicts walking, transit, and bike scores for a community that is close to the core, and one that lies along the 4km radius. This information was **important** to consider as **72% of Calgarians** [12] believe that they are **active** (82% believing Calgary in general is an active city).

## Key Insights



To provide additional information on the scores: walk scores measure walkability, transit scores display how well a location is served by public transit, and bike scores represent accessibility for cyclists [13]. These numbers are critical in **addressing the transportation** concerns as part of the downtown development plan. The remaining insights recorded act as the **foundation to build a strategy**.

# PROXIMITY MATTERS

## Why?

According to a study done by the National Highway Authority, majority of people are **willing to walk 1km or ten minutes** to the destination or to the nearest transit stop [14].

Further studies into active transportation report there is a 50% chance someone will walk or use other active methods (Biking, Rollerblading, etc.) with a journey at 2 miles or less (3.2km) and as each mile increases in distance from the point of origin to the transit stop, the **probability of active access decreased by 12%** [15].

## How does this apply to Calgary?

**Calgarians are more likely to walk a longer distance** to transit compared to other cities [16].



When cycling for a commute or reasons any other than a workout, **trips less than 60 minutes** is what is considered reasonable and what people are willing to do [17]

However, in the winter in Calgary there is a significant drop off distance and areas people are willing to ride in the winter.

It can be hard to travel after snowfall as Calgary does not always prioritize clearing the bike paths [18].





# SEGMENTS: WHO ARE THEY?

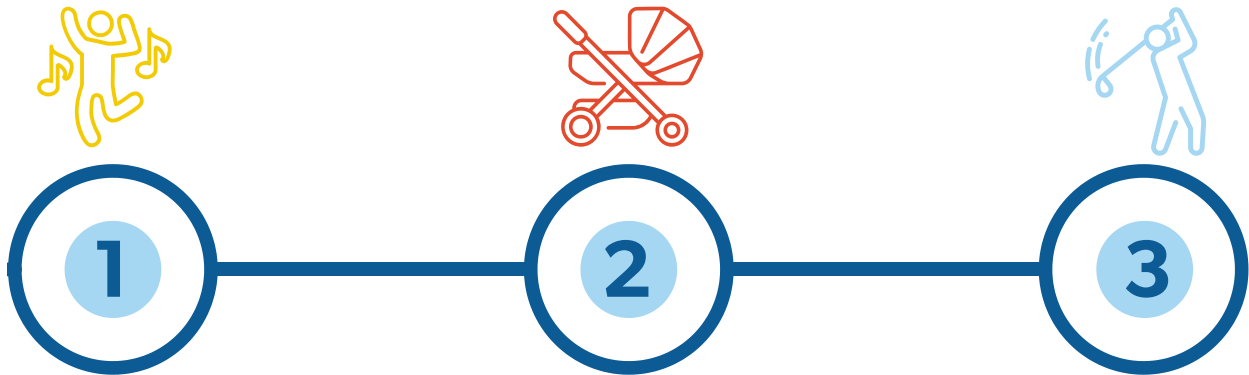
## Social & Free

The first segment "**Social & Free**" is targeting individuals between the ages of 25-29 who are currently free to do as they please, given the fact they do not have kids yet. These individuals can go out on a whim, do not have to be back home at a certain time, and like to encourage friends to go out with them.

## Almost Free

The segment "**Almost Free**" is targeting individuals between the ages of 40-54 who currently have children living at home. The key to the segment is that these kids are getting to the age where they will be moving out, making these individuals "**Almost Free,**" or are at an age where they will be okay to be left alone for the night while the parents go for dinner or to a hockey game.

## FREEDOM SCALE



### Social & Free

Aged 25-29

**Kids:** none

**Responsibility:** Medium  
(live alone or with partner)

### Not Free

Aged 30-39

**Kids:** New borns/toddlers

**Responsibility:** High  
**Restriction:** 24/7 focus on kids

### Almost Free

Aged 40-54

**Kids:** Early teens

**Responsibility:** Medium/High  
(kids can be left alone)

The **FREEDOM SCALE** is simply a life span scale to assess the freedom people have as they go throughout their life.

During their younger ages people have freedom, but once kids come into the picture, the freedom goes away. Once the kids start to grow up however, parents can now see light at the end of the tunnel, and at last, freedom!

[View detailed breakdown in Appendix A](#)



The segments developed by Sparks are identified as "Social and Free" (25-29) and "Almost Free" (40-54).

# PERSONA 1: JENNY WALKER

**Segment: Social & Free Lives in Sunnyside, Calgary AB**



## DEMOGRAPHIC [50]

- 27, single female
- White/European descent
- Post Secondary Education in Business & Finance
- \$43,037 per year
- Financial Advisor

## PSYCHOGRAPHIC [19]

- Values community involvement, culture sampling, aesthetics & freedom
- Progressive & independent
- An experientialist

## BEHAVIOURISTIC [19]

- Frequently visits local breweries
- Enjoys going to bars, restaurants and partying
- Uses public transit
- Spends time on herself

## NEEDS & PAINPOINTS

- Difficulty navigating downtown
- Wants to highlight individuality through customized experiences
- Reducing carbon footprint

## Jenny's Journey Overview



Pain point - navigating and getting around downtown, and wants customized experiences



# Social & Free

## Jenny

### Starts having a conversation with friends around Saturday plans

- Consider: Who is available and on what day?
- **Opportunity:** a great night out with friends

### Where to start the night?

- Go out for dinner downtown at Cleaver
- Other options: Una Pizza + Bar, Lulu Bar, Bridgette Bar
- **Pain Point:** deciding where to go and what to do

### How do we get there?

- Find scooters - Take them to Stephen Ave for drinks
- Considerations: Weather, safety, timely
- **Pain Point:** deciding how to get to the next destination quickly and safely

### Get Home

- Take Transit home
- Other options: Uber, DD, carpool, walk
- **Pain Point:** making sure her and her friends get home

### How do we get there?

- Walk to train station or consider Uber, DD
- **Pain Point:** of deciding how to get home quickly and safely

### Where to next?

- CRAFT Beer Market
- Other options: National, Commonwealth, Junction, Cowboys Dancehall
- **Opportunity:** to continue a fun night out with friends

### Where to next?

- El Furniture Warehouse
- Other options: Social Beer Haus, The Unicorn, Cactus Club
- **Opportunity:** continuing a fun night out with friends

View detailed version of Journey Map in Appendix C



Lots of opportunities to go out with friends, but struggles to get around effectively

# PERSONA 2: HIMMAT PATEL

## Segment: Almost Free Lives in Elboya, Calgary AB



### DEMOGRAPHIC <sup>[20]</sup>

- 50 years old
- Married with two kids
- (15 & 11)
- Male, South Asian
- Income of \$106, 877
- Works in Business Development

### PSYCHOGRAPHIC <sup>[19]</sup>

- Determined, adaptable, & confident
- Loves volunteering
- Buys things for looks over practicality
- Enjoys showing their wealth materialistically

### BEHAVIOURISTIC <sup>[19]</sup>

- Invest in items and experiences that "feel" good
- Spends time giving back to community
- Enjoys going to theatre & Calgary Flames games



### NEEDS & PAINPOINTS

- Micro transportation
- Looking for eco-friendly solutions
- Want to impress and be ahead of their friends - he'll be the first to find a new restaurant

## Himmat's Journey Overview



Pain point - Micro transportation, wants to look good in others eyes



# Almost Free Himmat

## Interested in attending a Flames Game

- Consider: Who is available on this day?
- **Opportunity:** an eventful night out with friends or a date



### Contacts another couple to join on that day

- **Pain Point:** making plans and scoping out options
- **Opportunity:** hear their ideas that you hadn't thought of

## Take care of the kids

- Consider: babysitter, food, sleepover at friends
- **Pain Point:** making sure everyone is taken care of beforehand, can't make the plans too last minute
- **Opportunity:** a "worry free" night out to yourselves



### How do we get there?

- Transit
- Other options: bus, walk, bike, Uber
- **Pain Point:** getting from A to B is complex despite proximity



### Now time for dinner:

- Ten Foot Henry
- Other options: Leopolds, Home and Away, UNA, Cleaver
- **Opportunity:** a great dinner out before the game
- **Pain Point:** deciding where to go

### Get Home

- LRT
- Other options: walk, Uber, DD Carpool
- **Pain Point:** finding the easiest way to get home safely



### Where to next? Drinks

- Cactus Club
- Other options: Earls, The Wednesday Room, National, Major Tom
- **Opportunity:** try out a new, trendy bar and continue the night out
- Consider: How late is it?
- Do you have to get home for the kids?
- Do the friends also want to go for drinks?
- **Pain Point:** is it easier to just go home instead?

### Next is the Flames Game - how do we get there?

- Scooter
- Other options: Uber, bike, walk, bus, carpool
- **Pain Point:** choosing how to get to the destination quickly and safely



### How will we get there?

- Uber
- Other options: LRT, Uber, DD Carpool
- **Pain Point:** getting from the game to the bar efficiently & safely



View detailed version of Journey Map in Appendix C



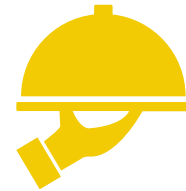
Lots of things to do! Indecision & lack of transportation options does not helping him.

# DOWNTOWN ASSETS & EXPERIENCES

With great restaurants, arts and culture, shopping, and landmarks like the Calgary Tower, it is easy to plan a trip around all the things to see and do right in the heart of downtown Calgary.

## Culture

Calgary's downtown has a diverse and **exciting food culture** that offers anything from Italian to Ethiopian. So there is spot for everyone to try and experience different tastes or hit their go-to spots in downtown Calgary [21].



## Music

Outside of the food scene, **live music and entertainment** can be found everywhere in Calgary's downtown. Places like the Palace Theatre constantly have a diverse lineup of pop, country, hip hop, rock, punk, and DJ sets in the historic live music venue [21].

## Outdoors

Calgary's downtown also offers a lot of **outdoor activities** as it is home to the most extensive pedestrian pathway network in North America, walking is a great way to explore Calgary. From **walkable neighborhoods and attractions** to guided walking tours and pedestrian friendly neighborhoods, this is your guide to Calgary by foot [22].



## Key Insights

Downtown Calgary is filled with incredible assets and unique experiences making it a place Calgarians want to come and enjoy. That said, due to the pain point of transportation and lack of awareness regarding these assets and experiences, Calgarians are often unaware of the variety of events that are being hosted or hesitant to travel downtown to experience the vast amount of assets downtown Calgary has to offer.

Using the assets that downtown Calgary already has in place, convincing people to come downtown is not about a lack of experiences and more about the journey to get downtown. Calgary is not unique in this regard, other cities are also experiencing these awareness and transportation pain points, but have solved them in creative ways.



# BENCHMARKING





# WHAT ARE OTHER CITIES DOING?

## Cities Considered:

- Tokyo
- Vienna
- Seoul
- Amsterdam
- Brussels
- Rome
- Vancouver

## Prices

### Tokyo

¥6,800 - ¥10,300 (\$69.10-\$104.67)  
Available for 2, 3, and 5 days.

### Vienna

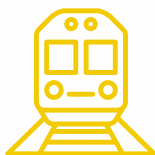
€ 87- € 189 (\$125.84 - 273.41)  
Available in 1,2,3, and 6 days.

### Seoul

KRW 50,000 - KRW 90,000  
(\$53.69 - \$96.65)  
Available for 24hrs, 48hrs, & 72hrs



## TOKYO <sup>[23]</sup> *The Tokyo Pass*



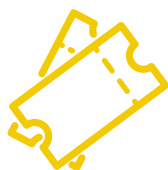
**Unlimited** subway ride use

**Unlimited** entry to popular attractions



Provides specific **area** guides

## VIENNA <sup>[24]</sup> *Vienna Pass*



**Free** entry to over 70 attractions

Hop-on hop-off bus **included** <sup>[19]</sup>



**Guidebook** to explore the city



## SEOUL <sup>[25]</sup> *Discover Seoul Pass*



**Discounted** benefits on performances & shopping

**Free** Public Bike Access



**Free** access to over 180 tourist attractions

# AMSTERDAM <sup>[26]</sup> Amsterdam City Card



Public Transportation **included**



Bike rentals **Included**

Over **70 free** attractions



# VANCOUVER <sup>[29]</sup> Downtown Vancouver Pass

Bike rental **discounts**



**Itinerary** Suggestions

**Buy More Save More** on attraction tickets



# BRUSSELS <sup>[27]</sup> Brussels Card



Provides **free** walking tours to see most popular attractions

**Discounts** to city attractions & free access to museums



**Unlimited and Free** use of the Hop-on hop-off bus

## Prices

### Amsterdam

€ 60 - € 125 (\$86.80 - \$180.84)  
Available for 24hrs, 48, 72, 96, 120 hrs.

### Brussels

€ 32 - € 49 (\$46.31 - \$70.92)  
Available for 24hrs, 48hrs, & 72hrs

### Rome

€ 32 - € 52 (\$46.31 - 75.26)  
Available for 48hrs & 72hrs

### Vancouver

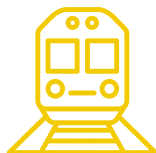
Buy as you go option

# ROME <sup>[28]</sup> Roma Pass



**Discount** prices to exhibitions & tourist services

Access to public transport network **included**



**Free** entry to 1-2 historical attractions

# KEY TAKEAWAYS

## WHY DOES THIS MATTER?

The benchmarking of other cities was necessary to provide a standard of comparison to measure performance. 52 cities across the world were tested, looking at population, climate, population density, employment level, crime rates and what they are known for.

This information is critical in order to make informed decisions through the understanding of industry trends, advancements in technology and what makes the specific cities successful.

**52 cities**

- Employment level
- Population
- Climate
- Crime rates
- Famous for
- Population density

## What was the goal?

To move people around different destinations **seamlessly**

**Experience** the city and region in new, unique ways

Offer **sustainable**, environmentally friendly ways of transportation

**Incentivize** people to go out and try new things around their city

## What worked?

Tokyo, Vienna, Seoul, Rome & Amsterdam's access(entry) to **attractions**

Tokyo, Vienna & Vancouver's **itinerary suggestions**

Seoul, Vancouver, Brussels & Rome's **discounted activities**

ALL cities provided free or rental access to **public & active transport**

## How can Calgary achieve what these other cities have?



Accessible & convenient transportation results in a better experience





# STRATEGY



# IT'S IMPORTANT TO "SIMPLIFY THE JOURNEY"

Downtown Calgary has amazing events, restaurants, bars and entertainment.

Unfortunately, there are **pain points** that are preventing people from adjacent communities from attending these experiences, creating a **disconnect**.

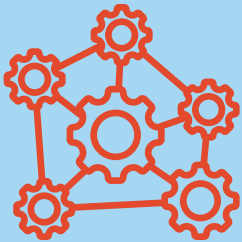


## WHY?

When looking at pain points Calgarians experience when coming into downtown, Sparks Agency wanted to "**Simplify the Journey**" for Calgarians.

Specifically, providing options and incentives for micro transportation, an easy to view list of places to eat and drink, as well as events or experiences the downtown area is offering. Calgarians need to be able to get around efficiently and effectively to what they want to do.

## SOLUTION OVERLOAD

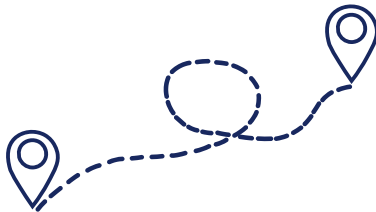


Everything has an app today; the problem this creates for the user is the overwhelming **clutter** from switching back and forth. This decentralized experience is enough to turn valuable customers away from downtown. People are too busy working out the details to enjoy the true downtown Calgary experience.

## Let's not reinvent the wheel...

**Our strategy** is not just to create another app that gets lost in the crowd, but rather to bring together **tried and true, user-friendly solutions** all at their fingertips.

With the excellent apps and programs already in place, this strategy, focuses on the **integration** and **aggregation** for the benefit for the user.



## Let's "Simplify the Journey"!



An all-in-one app to **Simplify the Journey** for Calgarians



# THE SOLUTION

## journey mAPPYYC



This app will bring all the elements of the downtown journey **INTO ONE** creating a seamless experience for the user.

With the categories in place on the CDA website, and after extensive research and comparisons of programs and applications around the world, Sparks Agency recommends the integration and aggregation of current services and programs put in place to aid in the users downtown journey.



### Transportation

Transit, bike, scooter, walk



### Deal of the Week

Partner with local businesses



### Experiences

Location, time, day, user generated



### Rewards

Points system, badges



### Dining

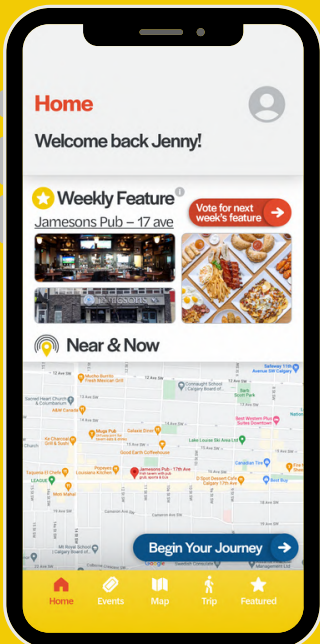
Restaurants, bars, clubs



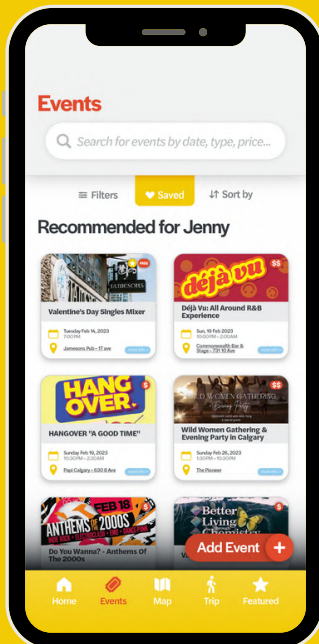
### Reviews

Local experts, community engagement

## Personalized App for Jenny

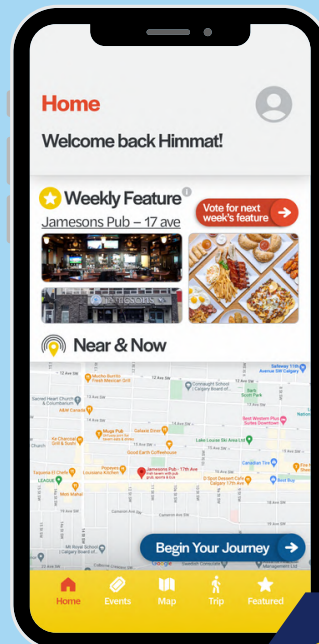


[30] [31] [32] [33]



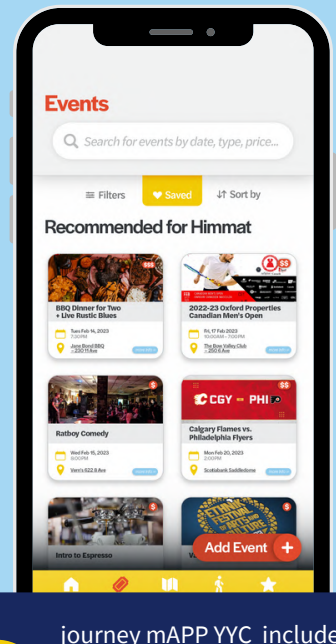
[34] [35] [36] [37] [38] [39]

## Personalized App for Himmat



[40] [41] [42] [43]

[44] [45] [46]



journey mAPP YYC includes features such as transportation, dining, rewards and more!





# PROGRAM FEATURES

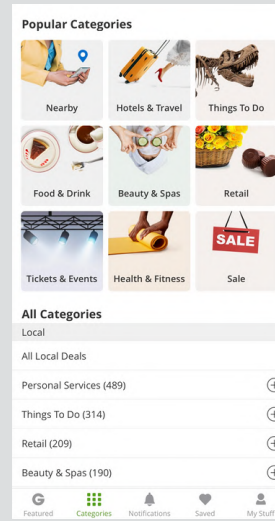


## DEAL OF THE WEEK

Partner with local businesses



- Includes offers and rewards while supporting small businesses
- Gives exclusives on food, drinks, clothing, salons, and staycations
- Gives option to integrate with other businesses

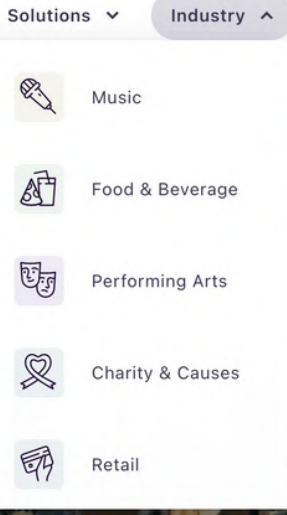
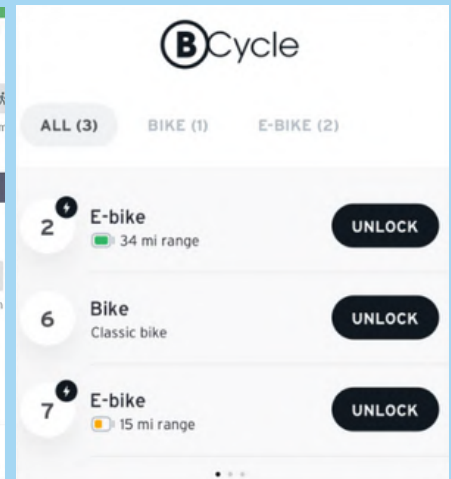
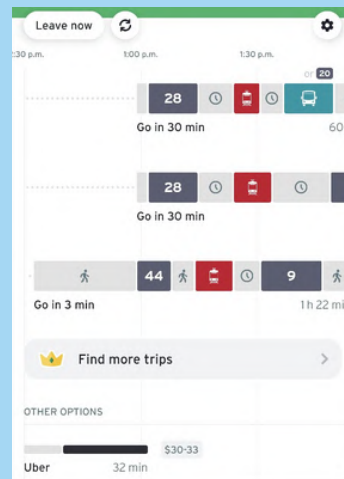


## TRANSPORTATION

Transit, biking, scooter



- Includes journey routes with different forms of transportation (bike, scooter, transit, Uber, etc.)
- Allows you to pay in app (ex: designing the app so it sends you directly to Calgary MyFair to by transit tickets)
- Unlock & scan bikes/scooters in app



## EXPERIENCES

Location, time, day, user generated



- Allow users to purchase tickets through 3rd party connection (ex: designing the app so it sends you directly to Ticketmaster to get flames tickets)
- Can find events according to the type of category
- Build and engage community with alerts to personalized events



Integration of 3rd party successful platforms are crucial for a streamlined experience

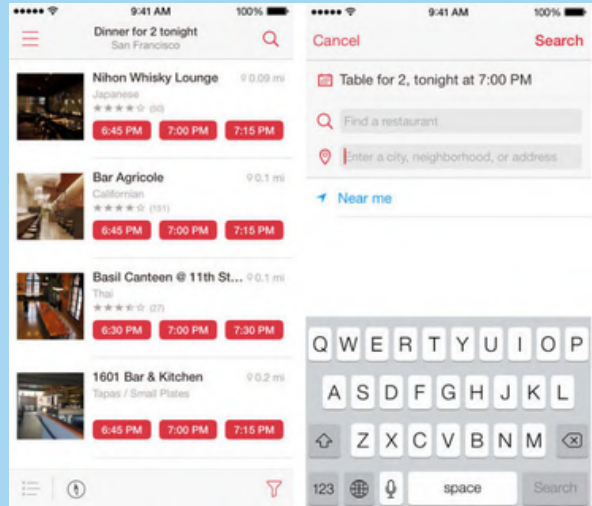


## DINING

Restaurants, bars & clubs



- Allows users to view all restaurants, sorting by cuisine & distance
- Users can book reservations online at participating restaurants and bars in real time (ex: Designing the app so it sends you directly to a reservation on OpenTable)
- Look at reviews from others
- Find different restaurants to try



Find restaurants, bars and shops around you

Browse photos and reviews from millions of locals



## REVIEWS

Local experts, community engagement



- Allows users to leave reviews of places and encourages connection between users and businesses
- Users can discover new businesses and allows businesses to have more interaction with their customers

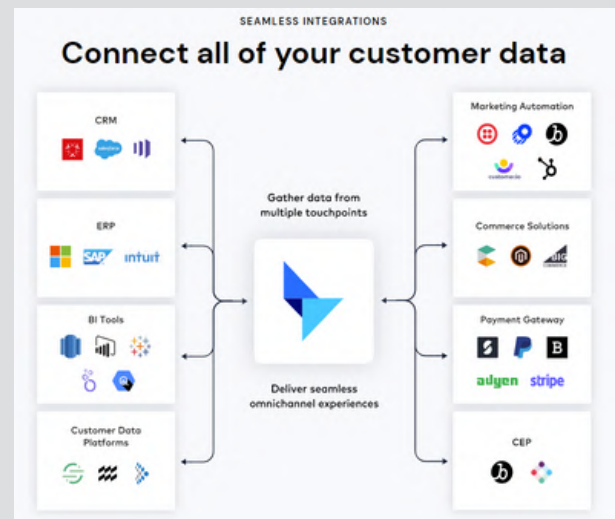


## REWARDS

Point systems, badges



- Allows users to earn points from posting reviews, using micro-transportation options, and updating event information
- Builds and manages loyalty programs ensuring they run smoothly
- Helps keep retention and incentivizes new users
- Using a developer like Talon.One, who has built loyalty programs for Ticketmaster, HotelWorld and Adidas



These apps are prime examples on why the features would be successful in our app.

# Promotion



**GOOGLE ADS [54]**  
Website traffic, app promotion, brand awareness, leads



**CURIOCITY CALGARY [55]**  
Their website and social media channels



**YYC NOW [56]**  
Their website and social media channels



**TRADITIONAL MEDIA**  
Bus benches and buses, billboards



**PRINT MEDIA**  
Newspapers, local community newsletters



**SOCIAL MEDIA**  
Facebook, Instagram, TikTok, Twitter, LinkedIn, Youtube

# Positioning & Distribution



**ONLINE**  
City of Calgary website & CDA website



**SOCIAL MEDIA**  
Facebook, Instagram, Twitter, LinkedIn, Youtube, TikTok



**EARLY ADOPTERS [57]**  
13.5% of the population who are the opinion leaders



**WORD OF MOUTH**  
Fear of missing out, people talk with one another



**INFO BOARDS**  
Educational & information materials the city puts out



**BUSINESS TO CONSUMER**  
Innovators supporting their vested interest



Start from within the local community and work outward

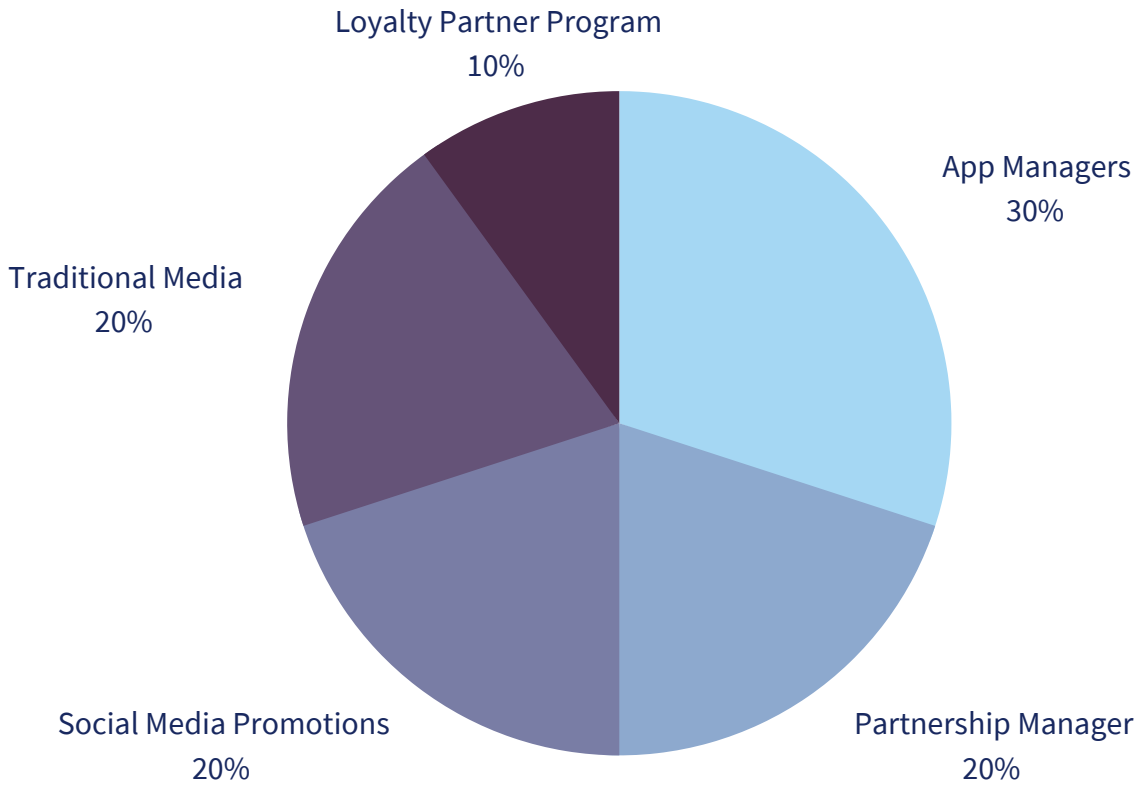




# BUDGET & TIMELINE



# BUDGET



App Managers	30%	\$195,000
Partnership Manager	20%	\$130,000
Social Media Promotions	20%	\$130,000
Traditional Media	20%	\$130,000
Loyalty Partner Program	10%	\$65,000
<b>TOTAL</b>		<b>\$650,000</b>



To maximize on our strategy for a 10% increase in downtown visits, this budget will give you an idea on where to put your money!

## QUARTER 1

April 2023 - June 2023



- Send out job postings for new employees
- Hire new employees
- Social media pre promotion  
ex) "something great is coming to YYC..."
- Develop relationships with potential partners



## QUARTER 2

July 2023 - September 2023



- Start app wire framing & development



## QUARTER 3

October 2023 - December 2023



- Set up rewards/loyalty system integrations
- Set up consumer review program

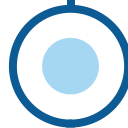


## QUARTER 4

January 2024 - March 2024



- UI design
- Development & testing round 1



## QUARTER 5

April 2024 - June 2024

- Contractual agreements for partner relationships
- Build integrations & hyperlinks
- Development & testing round 2



## QUARTER 6

July 2024 - September 2024

- Advertise on a B2B level to gain traction and pick up additional partners
- Billboards/traditional media advertising
- Paid promotions on social media to promote new app
- Consistent social media engagement from this point on.



## QUARTER 7

October 2024 - December 2024

- Finalization of design & development
- "Pre-Save" link on social media to maintain momentum
- End of quarter: LAUNCH APP



## QUARTER 8

January 2025 - March 2025

- Post launch maintenance & support
- Integrate new interested partners after increased awareness
- Push on all ads, social, and traditional



12-16 months developing & designing the app, using a cross promotion strategy over the span of the 2 years and outsourcing talent & resources where possible.







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# REPORT APPENDIX





# APPENDIX A

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SEGMENT DEVELOPMENT

## Assigned Audience:

4 km Adjacent Communities  
(includes 39 Communities)

For the purpose segment development, we are looking at two neighbourhoods within these 39 communities: SUNNYSIDE & ELBOYA. Through an elimination process, we have chosen these two communities according to the number of people in their home, the age of their kids (if they have any), and their use of active and public transportation.

## Communities of Interest:

The first step in developing our strategy is to examine the 39 communities encompassed within the 4 km radius. Community profiles from the City of Calgary provided insight surrounding population, income, household size, employment rates, and transportation. To fully conceptualize the content acquired, we narrowed down which dimensions were the most significant and built a scorecard. This scorecard provided a comparison of each community to see which areas excelled within the chosen criteria. Our considerations for each of our two segment are as follows.

Population of adjacent communities

# 141,940

**Elboya  
Population**

# 1,630

[20]

**Sunnyside  
Population**

# 3,865

[10]

## Our Scorecard: Results

### Segment 1 considerations:

Households size of 2 or less

- >80% of households have 2 or less residents = a high score of 10

Active Transportation

- >40% of households use active transport = high score of 10

Public Transportation

- >30% of households use public transport = high score of 5

**Top ranking community:**

**Sunnyside = 22/25**

### Segment 2 Considerations:

Age of Kids

- >60% of households have kids older than 10 = a high score of 10

Active Transportation

- >40% of households use active transport = high score of 10

Public Transportation

- >30% of households use public transport = high score of 5

**Top ranking community:**

**Elboya = 18/25**



# APPENDIX B

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DOWNTOWN INTERVIEWS

***Are there any concerns or struggles you experience with your business being downtown?***

***In the past 5 years, have you seen a shift in your clientele?***

***If there is a change that could be made to positively impact your business, what would you like to see?***

## BRIGGS

Parking is always an issue as well as driving to get there in the case of rushes as well as the amount of homeless people that come through

Due to covid there has been a big shift in the number of clientele

More accessible parking and for Briggs specifically better marketing and signage

## COWBOYS

Unlike other clubs that are very close to each-other in the heart of downtown cowboys has a bit of a secluded feeling towards it. We have the saddle dome next to us which brings in a lot of traction. However, the location is moderately safe.

Cowboys has worked hard towards sticking with its brand identity. This has allowed the company to maintain its clientele quite consistently over the past 26 years. Cowboys caters to a wide variety of age groups from freshly 18 to older crowds. However, the crowd understands the vibe they will receive every time they go to cowboys and our goal is to always keep it that way!

Many years ago, Wednesday nights used to be one of the busiest nights for cowboys but with time that slowly stopped. Cowboys would really like to see Wednesdays pick up again and achieve that by any means necessary. If you disregard financials, it is up to the people to commit to partying on a Wednesday. We would love to see the club packed and people having fun all 4 days of the week!

## THE KEG

There are always concerns and struggled with business downtown, especially a restaurant. Our lunch service almost entirely depends on downtown business men and women coming in for a meal. During the week we do not rely on our guest coming downtown to eat as their only reason to be in the core. As the economy of Calgary changes, we certainly see it affect us. We are reliant on the businesses downtown to continue to employ staff in office or else we see a big impact to our guest counts.

Although I haven't been at this location for the past 5 years, I have seen small shift in clientele, more so the Westin hotel guests. We tended to see plenty of tour groups occupy the hotel on weekends and they in turn came to visit the restaurant for dinners. The hotel is seeing less groups in their rooms and more vacancy's overall. For the most part, our clientele has remained the same since I previously worked here 4 years ago.

The biggest change to see here is less vacancies at the hotel. Hotel occupancy is detrimental to our guest counts. Also the hybrid style work schedules we are continuing to see throughout the city are keeping less occupied offices downtown and therefore impacting our weekday numbers as well.

## ORIGINAL JOE'S

This location has been struggling with the vacancy in downtown offices. Generally there have been less people, not as many people going out during the day

Haven't seen too much of a shift

During the day they get mostly business people, some students. Late nights is a younger crowd, students, and more drinkers

Would want to see better marketing/advertising. Currently there's no way to really make the restaurant stand out on Stephen Ave (mentioned the inability to put up neon signs).

## ABF

Parking, accessibility, safety

No Shift

Ability to be creative with patio spaces (in terms of partners), outdoor/ public spaces

## EL FURNITURE

Being on Stephen Ave, there is concern of safety, more so during the summer when our patio is open. As the patio is right on stephen ave, we usually have to have our staff be on watch of the people out on the street. As of now there has been nothing alarming happen, but there is always that concern.

If taking a look at the last 5 years, and taking into account Covid, it has shifted slightly. Covid had an impact of the number of people we would see, but also the amount of clientele we got. During the lunch hours, we do have people come in for lunch, but our busy times are the night crowd. This varies from those fresh 18 folks, to people in their 40s just looking to get out for a beer and some food. So while we have seen less coming in for the lunch crowd, the night crowd hasnt really changed.

Right now, our night crowd is good, we are busy and have a range of clientele coming in. If I had to focus on anything I would say trying to get more people in during the day. I don't know if that would require more people in the downtown offices during the day, people having the funds to do work lunches again, or what the exact solution would be for that



# APPENDIX C

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JOURNEY MAP ANALYSIS



# Jenny Walker: Social & Free

	Discover	Evaluate and Decide	Plan	Experience	Share
GOALS	Enjoy a night downtown with friends	Evaluate what options are available	Establish a game plan for how and how and when to go out	Enjoy the entirety of the downtown experience	Share findings with friends
TOUCHPOINTS	Coworkers, friends, family, social media, traditional media	Reach out to friends for insight (text)	Refer to sources like <u>Curiosity</u> <u>Calgary</u> .	Restaurants, transportation	Share with friends on social media
THINKING AND FEELING	Excited, eager, curious - wants to try something new	Interested, intrigued, excited, deliberate	Anxious, confused, enthusiastic, strategic	Motivated, inspired	Content, optimistic, excited
ACTIONS	Looking for different ways to experience downtown night life	Use word of mouth or online research to reveal options	Utilize past experience and new business operations to base plan	Enjoy a night out with friends	Go on social media and share with friends
PAIN POINTS	Traffic, weather, availability of scooters, scheduling, scooter radius	A lot of different options on what to do	Putting all the choices together to create a cohesive plan	Getting to and from safely and affordable	Nothing interesting enough to share
SATISFACTION	What options seem the best?	What options will have the best outcome?	Is this plan good enough?	Satisfied with the overall experience	Will they tell their friends?

# Himmat Patel: Almost Free

	Discover	Evaluate and Decide	Plan	Experience	Share
GOALS	Attend a Flames Game	Decide on date and opposing team	Purchase Tickets & Make a plan for childcare	Enjoy Dinner before game & drinks after game	Invite Friends to come along
TOUCHPOINTS	Wife, friends, kids, email, radio, social media	Social media, online groups, group chats, websites	Ticketmaster, Babysitter, Pizza Delivery	Restaurants, Bars, Pubs Transportation, Saddledome	Social media, word of mouth
THINKING AND FEELING	Excited, ready to show off to their friends their fun idea for a night out	"Is there an upgraded experience I could get?"	"How can I improve the plan and make it my own?"	Make the night count, be present, have fun	Content, confident, excited
ACTIONS	Looking for fun activities for a date or to hangout with friends	Scope out other options for the evening	Plan out where to go and how to get there	Enjoy a night out in the town and catch a good game	Social Media, word of mouth, reviews
PAIN POINTS	Not enough information easily available - you have to look for it	Transporation from point A to B and on to C, etc.	Coordinating with everyone, weather factors	The "in between" phases of the night, waiting in lines	"Getting around can be complicated"
SATISFACTION	Happy with the discovery of the opportunity ahead	How can I make 1 of my few nights out good?	Confident in making an eventful plan	Satisfied with overall experience	Will share a lot about the night if they enjoy themselves

# APPENDIX D

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RECRUITMENT ASSETS



# JOB DESCRIPTION 1:

## *Partnership Acquisition Manager*

**\*NOTE:** *In order to follow through with the strategy proposed by Sparks, you will need to consider some new hires to the CDA team. In order to help simplify this process, we have created two potential job descriptions for you to post.*

**Title:** Partnership Acquisition Manager

**Location:** Calgary, AB

**Company:** Calgary Downtown Association

**Company Overview:** [Insert a brief overview of your company, including its mission, products or services, and target market]

**Job Overview:** The Partnership Acquisition Manager will be responsible for identifying and securing new partnerships that will drive the company's growth. The ideal candidate will have a proven track record in partnership acquisition, with a deep understanding of the industry and a network of contacts to draw upon.

**Salary:** [Insert salary range]

### **Key Responsibilities:**

- Identify and prioritize potential partnership opportunities through market research, industry analysis, and competitor analysis.
- Build and maintain relationships with potential and existing partners, including regular communication and meetings.
- Negotiate and secure partnerships, including the development of contracts and other agreements.
- Develop and implement strategies to grow and manage the company's partnerships, including performance tracking and optimization.
- Work closely with other departments, including marketing and product development, to ensure that partnerships are aligned with the company's yearly objectives.

### **Job Requirements:**

- Bachelor's degree in Business, Marketing, or a related field.
- 5+ years of experience in partnership acquisition, with a proven track record of success.
- Strong analytical and problem-solving skills, with the ability to identify and prioritize partnership opportunities.
- Excellent negotiation and communication skills, with the ability to build and maintain long-term relationships

# JOB DESCRIPTION 2:

## *App Support Analyst*

**Job Title:** App Support Analyst

**Location:** Calgary, AB

**Company:** Calgary Downtown Association

**Job Type:** Full-time

**Salary:** [Insert salary range]

We are seeking a motivated and detail-oriented App Support Analyst to join our IT team. The App Support Analyst will be responsible for providing technical support for our software application: Journey mAPP YYC. The ideal candidate will have experience in troubleshooting and resolving technical issues, as well as excellent communication and customer service skills.

### **Responsibilities:**

1. Respond to technical support inquiries via phone, and email.
2. Troubleshoot and resolve software application issues in a timely manner.
3. Collaborate with development and QA teams to identify and resolve complex technical issues.
4. Document and track customer support requests, as well as resolution steps taken.
5. Provide customer training and support on software applications.
6. Stay up-to-date with the latest software updates and releases.
7. Create and maintain user documentation and training materials.
8. Contribute to the development of processes and procedures for the support team.

### **Requirements:**

1. Bachelor's degree in Computer Science, Information Technology, or a related field.
2. 1-2 years of experience in a technical support role.
3. Strong knowledge of software applications and technologies.
4. Excellent problem-solving skills and ability to think outside the box.
5. Excellent written and verbal communication skills.
6. Ability to work well under pressure and handle multiple tasks simultaneously.
7. Strong customer service skills and ability to work well in a team environment.
8. Familiarity with ticketing systems and project management tools.

If you are passionate about technology and have a desire to provide exceptional customer service, we encourage you to apply for this exciting opportunity!