COMMUNITY EXPERIENCE ENHANCEMENT PLAN

MARDA LOOP
where life connects

EXECUTIVE SUMMARY

The future of Calgary is defined by its capacity to attract, retain, develop, and mobilize talent. To compete in the new world of mobile talent and adaptive learning, Calgary must transform into an experience city. In support of Calgary becoming a leading destination for talent in Canada, the Marda Loop BIA will play an integral role in re-envisioning the development and delivery of community experiences to provide visitors with a holistic experience journey.

To identify evidence-based insights that will assist the Marda Loop BIA in developing a holistic journey, our team has conducted a CRESTED and SWOT analysis, developed a synthesized segmentation profile, a community systems map, and a citizen journey map using research extracted from over 50 reputable sources.

We recommend that the Marda Loop BIA improve community anchor awareness, create a unique and historic experience for visitors, and enhance the connectivity network to create a holistic experience for Marda Loop's target segments. By implementing our recommendations, the Marda Loop BIA can establish itself as a provider of creative, active, and learning experiences that will assist Calgary in becoming Canada's leading destination for talent.
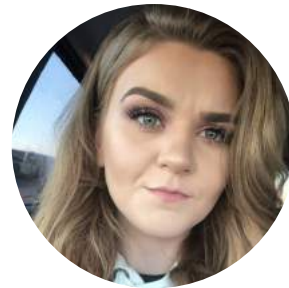
MEET THE TEAM

ELEVATE
MARKETING SERVICES

Danny Yoon

Jenna Brabant

Anna Kennedy

Lorenza Morden

Mitchell Lipon

Carlin Burnett

Hope Blackbird

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INTRODUCTION

The Marda Loop BIA aims to enhance economic development, improve the physical environment of public spaces, work collaboratively with the city, and advocate for policies and practices that support Marda Loop.

To support Calgary in becoming a leading destination for talent, the Marda Loop BIA can improve anchor awareness, create a unique historical experience for visitors, and enhance Marda Loop's community network to foster local experiences that are connected.

By implementing our recommendations, we expect that Marda Loop will transform into an experience community known for its unique, meaningful, and holistic customer journey, attracting key target segments.
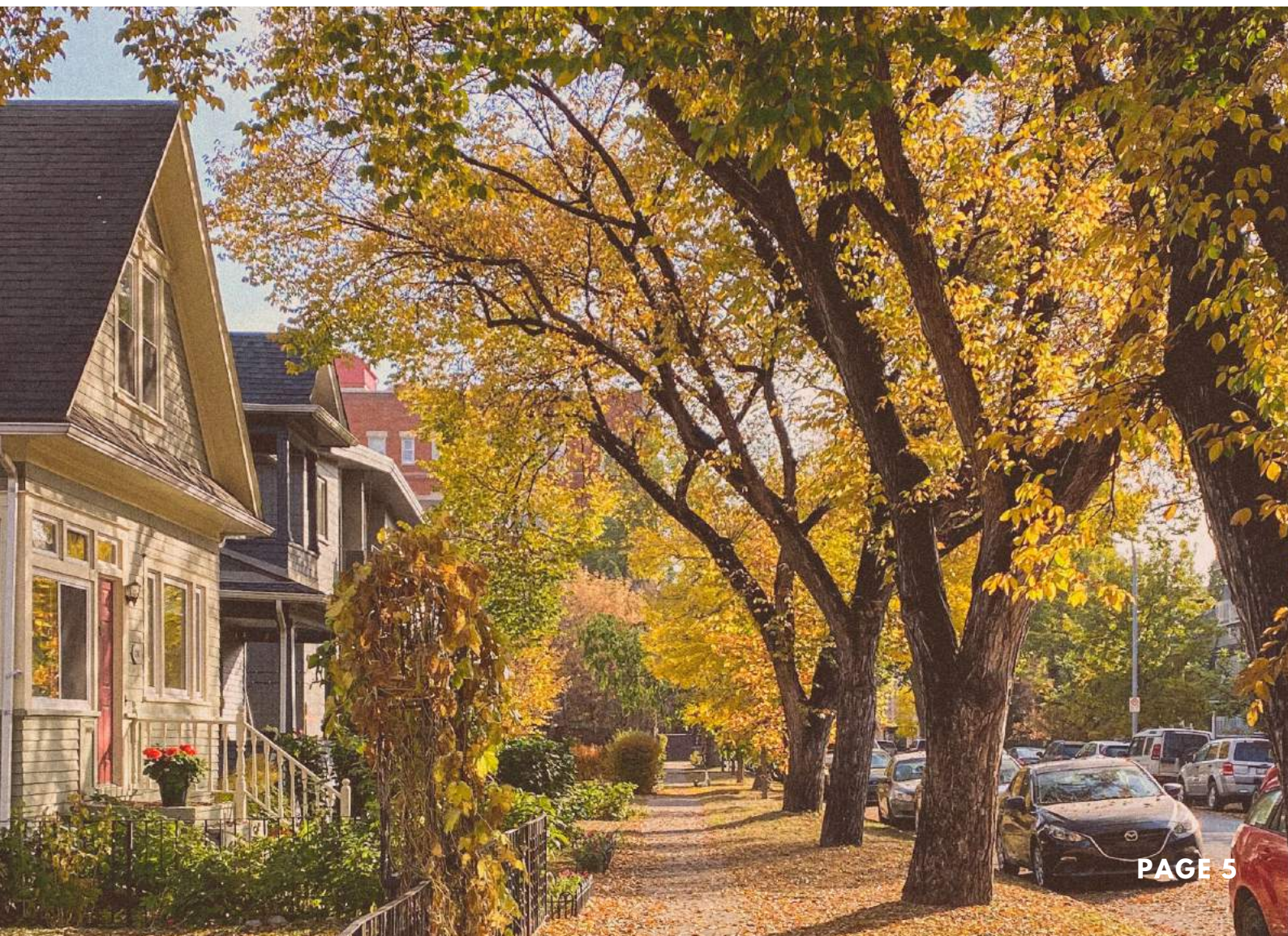
Marda Loop was named after two historical landmarks in South Calgary. Although both are no longer present, their legacy lives on.

MARDA

The Marda Theatre (1953-1988) was named after the couple who founded the theatre, **Mar**k and Ma**da** Jenkins (Marda Loop BIA, 2020).
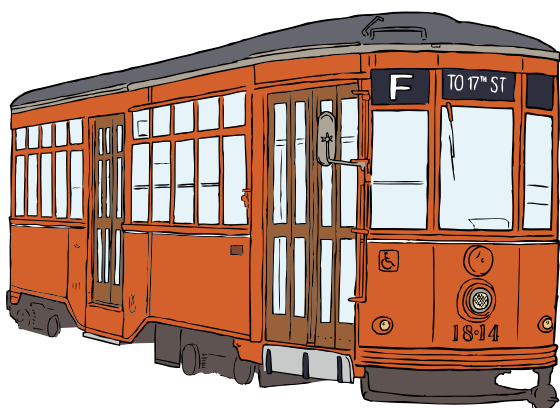
LOOP

The streetcar (1913-1948) to later a trolley car (1949-1974) would follow the tracks to the area, 34rd Ave and 21st St, and "**loop**" back to downtown (Marda Loop BIA, 2020).

TARGET SEGMENTS

We have identified the following segments for Marda Loop based on similar interests, which account for **21.13% of Calgary's market share.**

Calgary is home to an estimated 1.5 million people in 2019.

(Calgary Economic Development, n.d.)

DIVERSE FAMILIES
MIDDLE-CLASS MOSAIC & DIVERSE AND DETERMINED

Geographics
- Northeast Calgary

Demographics
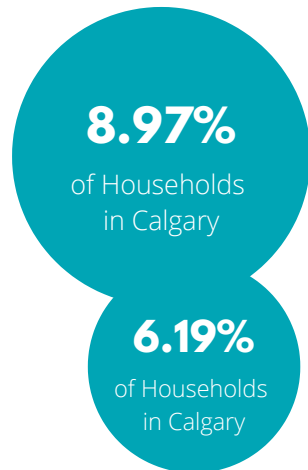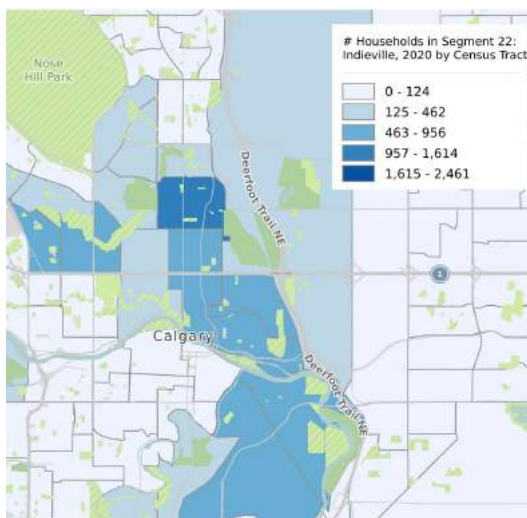- Families with children of all ages
- Middle-class, moderate education
- Immigrants and visible minorities

Psychographics
- Mellow urban lifestyle
- National pride
- Technology anxiety

Behaviouristics
- Family activities - theatres, dining
- Budget-conscious
- Reads daily printed newspapers
- Spread of digital adoption

8.97%
of Households in Calgary

6.19%
of Households in Calgary

Households in Segment 36: Middle-Class Mosaic, 2020 by Census Tracts
- 0 - 88
- 89 - 304
- 305 - 668
- 669 - 1,196
- 1,197 - 1,948

CONSCIOUS URBANITES
INDIEVILLE & LATTE-LIFE

Geographics
- Surrounding inner-city Calgary

Demographics
- Young/middle-aged adults
- Highly educated, average incomes
- First/second-generation immigrants

Psychographics
- Progressive and values culture
- Health and eco-conscious
- Creative and imaginative

Behaviouristics
- Socializing - bars, galleries, shows
- Community involvement
- Sense of belonging
- Early technology adopters

Households in Segment 22: Indieville, 2020 by Census Tracts
- 0 - 124
- 125 - 462
- 463 - 956
- 957 - 1,614
- 1,615 - 2,461

3.03%
of Households in Calgary

2.94%
of Households in Calgary
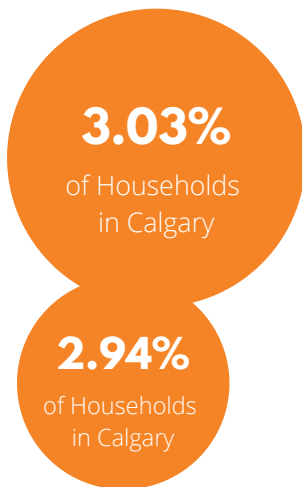
See Appendix C for full details.

SYSTEM MAP

Based on our CRESTED and SWOT analysis (see Appendix A & B), we created a systems map to identify systematic factors that contribute to Indieville and Middle-Class Mosaic segments engaging with Marda Loop. For a larger view, please click here.
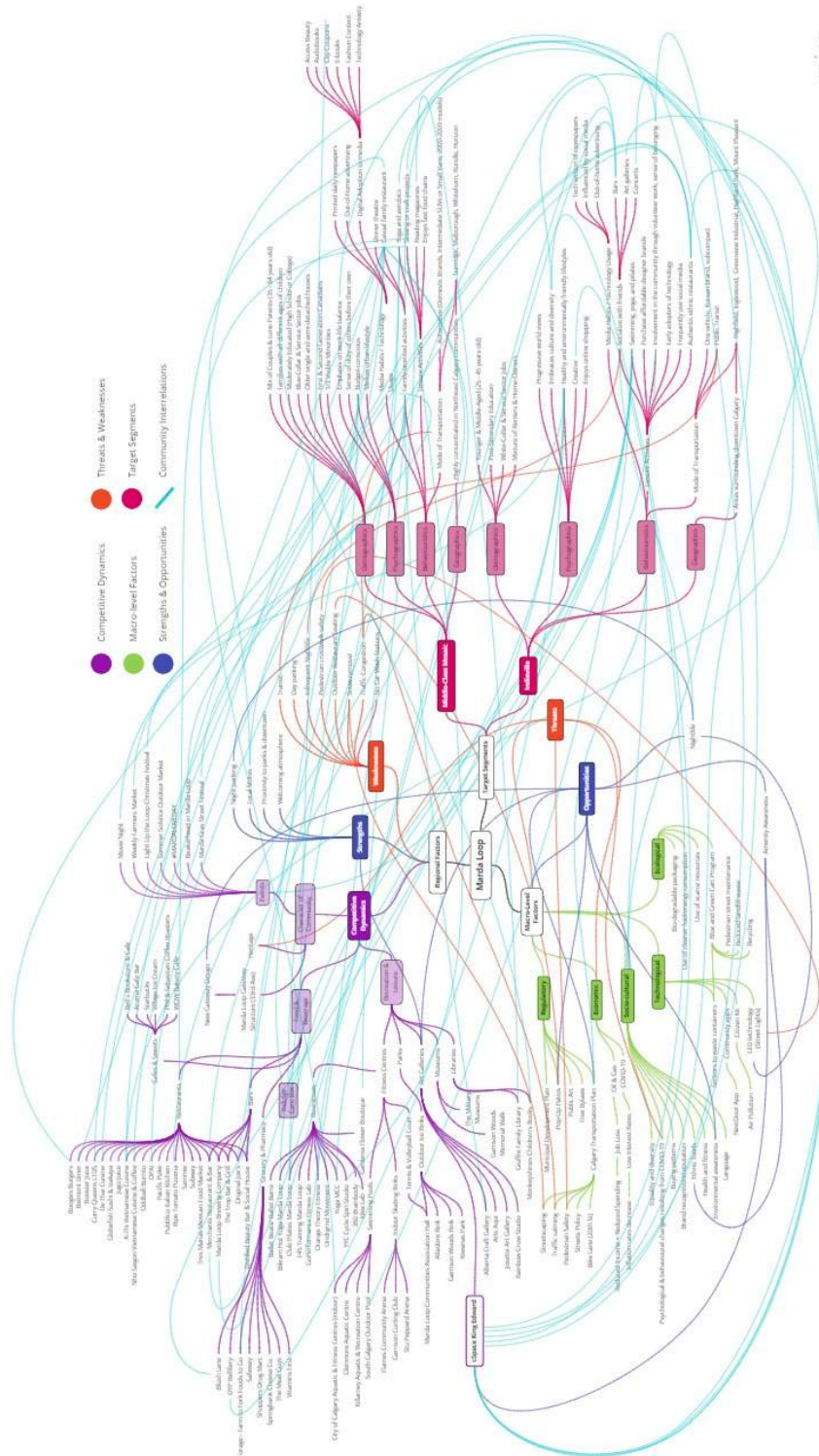
Using our system map, we have identified **key community insights** that will help to inform citizen journey mapping for Indieville and Middle-Class Mosaic segments, journey pain points, as well as our community experience enhancement plan (See Appendix C).

INSIGHTS

Through our research and system mapping, we have identified **cSpace** and **other amenities** as **viable anchors** for Marda Loop because they **align** with the community's primary **target segments**.
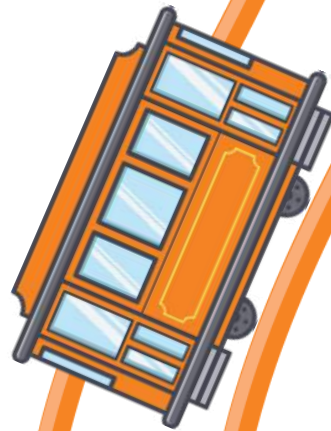
When researching one of Marda Loop's anchors, **cSpace**, we found key insights by comparing the **demand of our segments** to **what Marda Loop provides** to meet their needs. The figures below depict the relationship between cSpace and our market segments, along with additional Marda Loop amenities the segments would find value in.

INSIGHTS
INDIEVILLE

cSpace King Edward

Desired by Segment

- Enjoys socializing with friends at **art galleries** and pop **concerts** (Environics, 2020, p. 44).
- Values **art made with sustainable** materials and **artists** they can **relate** to (Hernandez, 2019).
- Desires to **learn about cultures** and **supports diversity** (Environics, 2020, p. 44)
- Naturally **creative** and enjoys products and activities that **involve their imagination** (Environics, 2020, p. 44)
- Eager to develop **sense of belonging** (Martin, 2017, p. 4).

Provided by Community

- **Art exhibits** - The Blackboard Gallery, Studio C, Alberta Craft Gallery (cSpace, n.d.-b)
- Film/media screenings - **local films** (cSpace, n.d.-c)
- Performances - **theatre/dances** (cSpace, n.d.-c)
- **Alberta Culture Days** - free event all September to learn about **local artists** and businesses while enjoying live music and food (cSpace, n.d.-a)
- **Outdoor art** exhibits, **performances**, pop-up art markets, **community** showcases (cSpace, n.d.-c)

INSIGHTS
INDIEVILLE

Demand from segments | Supply from community

Additional Marda Loop Amenities

Embraces **healthy** and **environmentally friendly lifestyles** due to concern regarding the worlds' ecological state (Environics, 2020, p. 44).

Socialize with friends by **visiting bars** (Environics, 2020, p. 44).

Attends **swimming**, **yoga** and **pilates** classes to maintain health (Environics, 2020, p. 44).

Eats at **authentic ethnic restaurants** (Environics, 2020, p. 44), such as **Vietnamese**, **Thai**, and **Indian** cuisines (Corapi, 2010).

- Blush Lane
- DYP Refillery
- Forage - Farm to Fork Foods to Go
- Farmer's Market

- Distilled Beauty Bar & Social House
- Merchants Restaurant & Bar
- Marda Loop Brewing Company

- Yoga MCC
- Bikram Hot Yoga
- Club Pilates
- Orange Theory
- South Calgary Outdoor Pool

- De Thai Cuisine
- Curry Queens LTDS
- K-Thi Vietnamese Cuisine
- Nho Saigon Vietnamese

INSIGHTS
MIDDLE-CLASS MOSAICS

cSpace King Edward

Desired by Segment

- Spend time with their families at **dinner theatres** and casual family **restaurants** (Environics, 2020, p. 73).
- Place greater emphasis on creating **work-life balance** (Kohll, 2018).
- Enjoy sewing and other **crafty projects** (Environics, 2020, p. 73).
- Enjoy **yoga** and **aerobics** (Environics, 2020, p. 73).

Provided by Community

- Alberta Craft Council - supporting contemporary and **heritage crafts** (Alberta Craft, 2020).
- They host events for **families,** such as Pumpkin Patch Extravaganza, Summer Camp and Outside at cSpace.
- **Theatres** and **film festivals** (cSpace, n.d.-c).
- Glass House Xperience features **crafty projects** (Glass House Xperience, n.d.).
- Idea Labs - engaged and fun learning experience related to **science and technology,** open to ages from 6 to 12 year olds (Marda Loop, n.d.).

INSIGHTS
MIDDLE-CLASS MOSAICS

Demand from segments | Supply from community

Additional Marda Loop Amenities

Enjoys **family-oriented activities** to share a strong emotional bond (Environics, 2020, p. 73).

Attends **yoga and aerobic classes** to maintain a healthy lifestyle (Environics, 2020, p. 73).

Enjoys **casual family restaurants** to suit their **mellow urban lifestyles** (Environics, 2020, p. 73).

On their spare time they enjoy **reading entertainment** and **science magazines** (Environics, 2020, p. 73).

- Marda Gras Street Festival
- Beakerhead
- Light Up the Loop Christmas Festival
- Movie Night
- Alberta Craft Gallery
- Indulge Care Box

- Yoga and Meditation Community Centre (YOGAMCC)
- Bikram Hot Yoga Marda Loop
- Club Pilates Marda Loop
- YYC Cycle Spin Studio
- City of Calgary Aquatic & Fitness Centres

- Belmont Diner
- Boogie Burgers
- K-Thi Vietnamese Cuisine
- Merchants Restaurant & Bar
- Ripe Tomato Pizzeria
- Original Joe's
- OPA!

- Giuffre Family Library
- Monkeyshines Children's Books
- Gardenia Flower Boutique
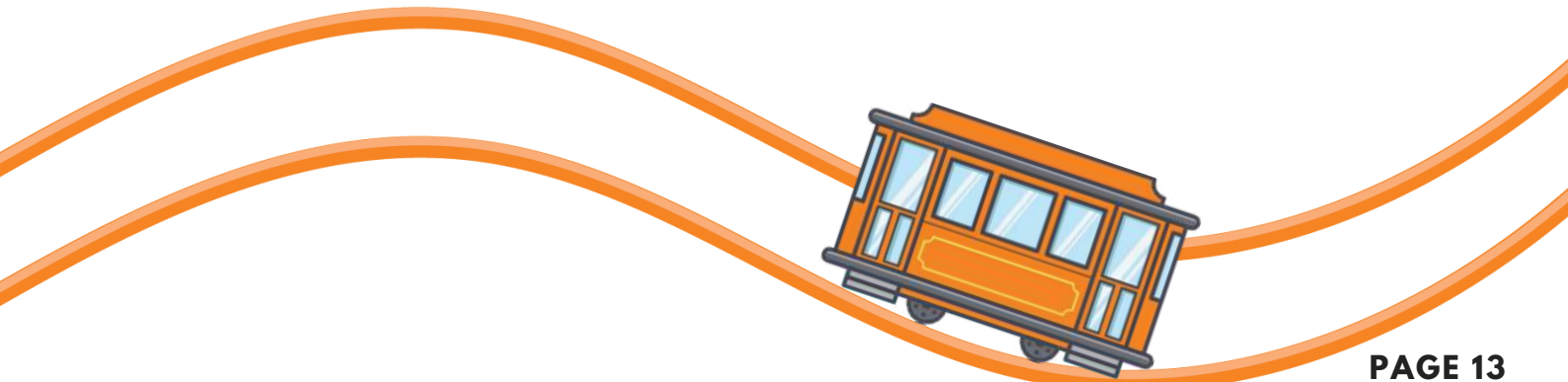
JOURNEY MAPPING

Using the insights from Marda Loop's two target segments, we created **two journey mapping scenarios for each segment** (see Appendix D & E), which draw on the four personas we created (see Appendix C). Using research, we have highlighted the current **pain points** that exist in the journey.

INDIEVILLE
ALEXA, 28

SEEKING UNIQUE EXPERIENCES WITH FRIENDS

PAIN POINTS

1 DISCOVER

- Finding an activity to do with friends that allows them to socialize and have a drink together.

2 EVALUATE & DECIDE

- Overwhelmed with options of Calgary's art galleries. Making connections from art gallery to a spot to drink/eat after.

3 PLAN

- Worried about missing the bus/train to get there. Worried they may be a burden to friends if they are driving and agreed to carpooling.

4 EXPERIENCE DIMENSIONS

- 6-7 minute walk from bus stop to cSpace.
- Walking distance to the bar or restaurant afterwards is long.
- Snow clearing on crosswalks in Marda Loop is poor.
- FOMO on chance to connect with artists.

5 SHARE

- Choosing a photo to share to social media and coming up with a caption.

6 ANTICIPATE

- Annoyed that they will have to walk long distances again to go from cSpace to other amenities
- Unaware of other things to do after programs/events.

*Refer to Appendix E for the customer journey map

I want to engage in unique and diverse experiences with my friends.

INDIEVILLE
MICHAEL, 33

SEEKING DIVERSITY AND COMMUNITY BELONGING

> **I want to experience diversity and be a part of a community.**

1 DISCOVER

PAIN POINTS

- Minimal knowledge of programs

2 EVALUATE & DECIDE

- Overwhelmed by the number of activities and events offered; indecisive

3 PLAN

- Worried about traffic when biking, Stressed about time constraints (start time, end time, breaks, etc)

4 EXPERIENCE DIMENSIONS

- Dangerous to ride bike through high traffic areas, poor snow removal at crosswalks makes it difficult to get across with bike

5 SHARE

- None

6 ANTICIPATE

- Uncertain about value of programs, stressed on whether to continue the program

*Refer to Appendix E for the customer journey map

MIDDLE-CLASS MOSAIC
DARNELL, 42

SEEKING A UNIQUE FAMILY-ORIENTED ACTIVITY

1 DISCOVER

PAIN POINTS

- Technological anxiety or lack of digital adoption

> I love spending time with my family and enjoying the mellow urban lifestyle.

2 EVALUATE & DECIDE

- Overwhelming information
- Individual taste and preference conflict between the family members

3 PLAN

- Scheduling conflicts between family members during weekdays

4 EXPERIENCE DIMENSIONS

- Lack of parking
- Frustrated with traffic congestion

5 SHARE

- Struggles to create an online review on Google reviews
- Kids complain and struggle to find a nice place to take nice photos

6 ANTICIPATE

- If dissatisfied with the experience, additional research may be required, looping back to discovery stage
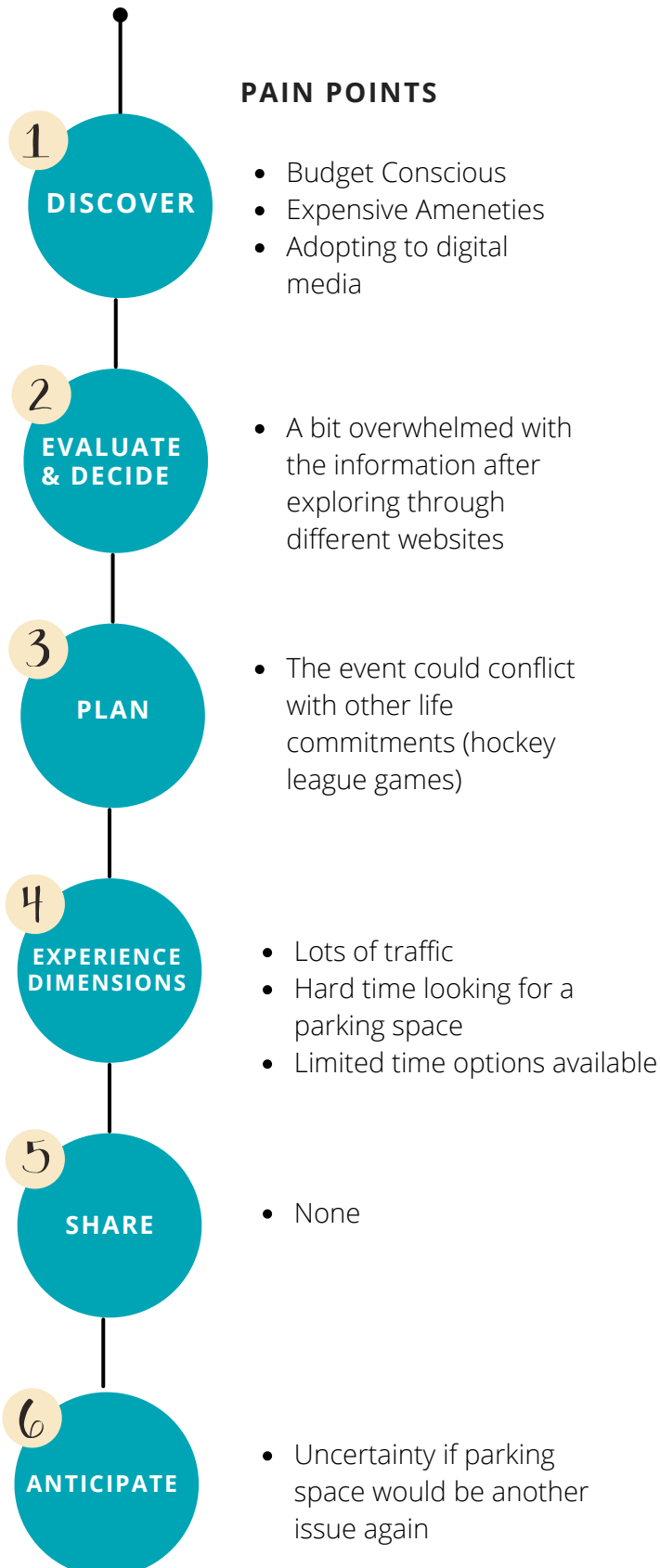
*Refer to Appendix E for the customer journey map

MIDDLE-CLASS MOSAIC
BEA, 36

SEEKING A CREATIVE SPACE FOR CHILDREN AND ACTIVITIES TO DO WITH HUSBAND

> **I want to take my children to an artsy and creative space.**

PAIN POINTS

1 DISCOVER
- Budget Conscious
- Expensive Ameneties
- Adopting to digital media

2 EVALUATE & DECIDE
- A bit overwhelmed with the information after exploring through different websites

3 PLAN
- The event could conflict with other life commitments (hockey league games)

4 EXPERIENCE DIMENSIONS
- Lots of traffic
- Hard time looking for a parking space
- Limited time options available

5 SHARE
- None

6 ANTICIPATE
- Uncertainty if parking space would be another issue again

*Refer to Appendix E for the customer journey map

OPPORTUNITIES

After mapping the experiences of Marda Loop's Indieville and Middle-Class Mosaic target segments, we have **identified key opportunities** that would prove useful to Marda Loop, including:
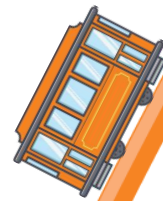
ANCHOR

CONNECTIVITY
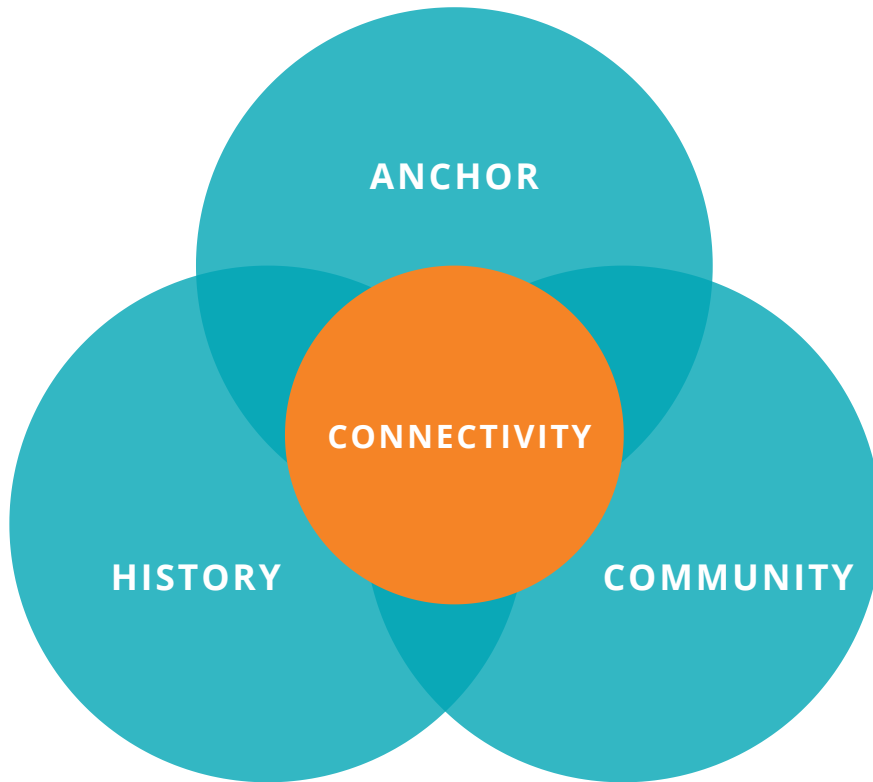
HISTORY

COMMUNITY

1. **Improving anchor awareness**

2. **Creating a unique and historic experience for visitors**

3. **Enhancing the community network**

These improvements will play a major role in creating a **holistic community journey** for **Marda Loop's target segments.**

# COMMUNITY ENHANCEMENT & PROMOTIONAL STRATEGY

IMPROVING ANCHOR AWARENESS

- Establish **cSpace** as **one of Marda Loop's primary anchors**
- **Hidden Gem** - cSpace is a hidden gem that few people about.
- **Minimal awareness** - cSpace is **of interest** to Indieville and Middle-Class Mosaic **segments**, but they need to be informed that it exists.
- Improving cSpace awareness **benefits ALL businesses** in Marda Loop.

1 Social Media Influencers

- Have a local **Instagram Influencer** document **a day in Marda Loop** and provide recommendations to their audience.
- These influencers should have **audiences** that target **Marda Loop segments**, such as lifestyle, art, and food influencers.
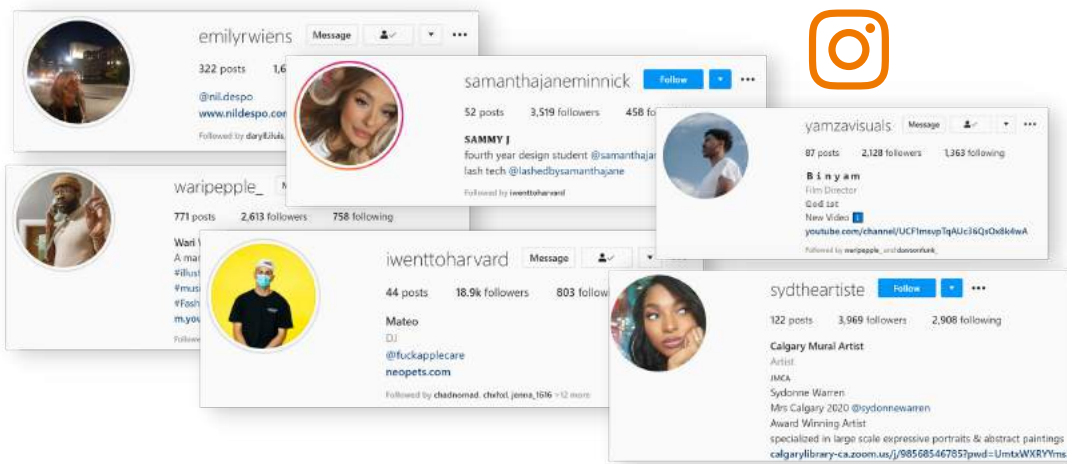
Why?
- 91% of people believe online recommendations (Troesch, 2020)
- 89% of marketers find influencer marketing to be highly effective (SocialPubli, 2020)
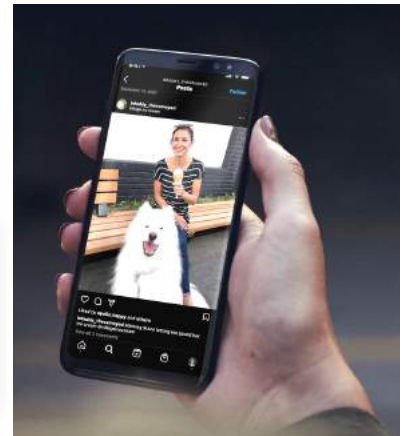
2 Social Media Contests & Hashtags

- cSpace could host a **Facebook contest** for artists to share their work for the upcoming historic visuals, while **followers vote for the winner.**
- **Prizes or Gift Cards** can be donated from **local businesses** for **contest winners**
- cSpace could **create a specific hashtag** for people to tag and have all photos in one place on Instagram. This would result in having **community of photos** all in one place.

#visitmardaloop #theloop #cSpace #culturedays
#visitculture #visitcspace #cspacedout #cspacekingedward
#cspaced #mymarda #intheloop #meetmeinmarda

Why?

Hashtags help to build a community (Aguiar, 2020), as well as expand reach (Aguiar, 2020).

(3) Cross-promotion

- **Create a flyer** with a **tear-away coupon** to attract visitors to the **community anchor** and other **Marda Loop businesses**.

Why?

- Cross-promotion allows businesses to benefit from other customer bases and gain leads faster for less (Stoops, 2020, para. 10).
- Middle-Class Mosaic's are budget conscious and enjoy coupons (Environics, 2020, p. 72).

(4) QR Codes

- **Create a QR code** for individuals to scan at cSpace and other Marda loop businesses to take them through a **video about the history of Marda Loop.**
- Place QR codes within cSpace **to promote other amenities** in Marda Loop and to improve **community engagement** across the **local businesses.**

Why?

Loreal saw an 80% increase in app downloads from QR codes in Taxis (Joshi, 2020). Therefore, the community can connect audiences to brand platforms through QR codes.

Marda Loop BIA could develop a standardized **toolkit** that local businesses and partners could leverage to **drive awareness, frequency and recall**. The toolkit could include tag-lines, key messaging, in-store signage, social media, email signatures, and more. We have provided a few **examples** of content for the toolkit **below.**

Incorporate Marda Loop's tagline "Where Life Connects" in your business's social media copy.

Examples:

- Marda Loop Brewing Company: Name a better way to connect with your peers and community than over patio beers - Marda Loop is really **Where Life Connects!**
- cSpace King Edward: Creativity, community, and collaboration are what we are about. Our home and history is in Marda Loop, **where life connects** and community thrives!

Please share Marda Loop's social media posts and events to your business's social pages.
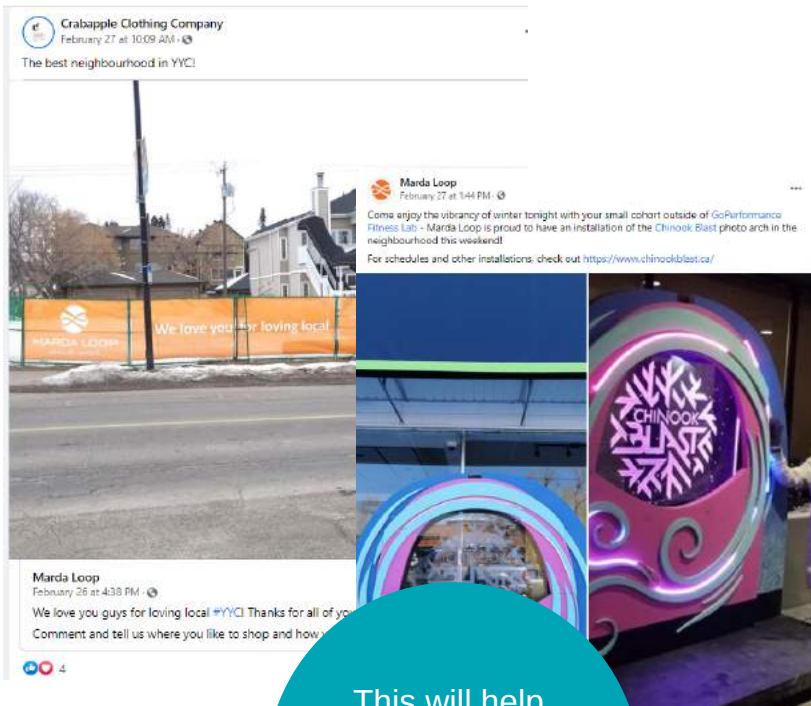
This will help attract more people to explore and connect to our community!

Give your customers another reason to love Marda Loop!

Use this QR Code to share our community's history.

SCAN ME

to learn about Marda Loop's history!

CREATING A UNIQUE & HISTORICAL EXPERIENCE

- Implement **community visuals** centered around **Marda Loop's history** and the iconic **trolley car** to bring the community to life.

1 Physical Public Art

- Streets can be more than just a means of getting from A to B, so we recommend **enhancing crosswalks and blank walls with designs influenced by Marda Loop's history and created by cSpace**.
  - Better connect cSpace to the Marda Loop BIA through attention and awareness.

Why?

- Slows down traffic (Orion, 2014, para. 1)
- Helps to anchor collective community identity (Center, n.d., para. 2)

2 Virtual Public Art

- Utilizing **augmented reality (AR)** is a great way to communicate the history of Marda Loop through technology. The **original trolley car** could be shown travelling down the *real-life* **33rd Avenue roadway.**
  - This connects to our target segments' interests while also utilizing the technology being used by cSpace for their other exhibits.
  - The BIA should **work closely with cSpace** to develop and implement this.

Why?

- Over a third of Canadians, including Marda Loop's target segments, use AR. The number of users increase as the age of users decrease (Czop, 2019).
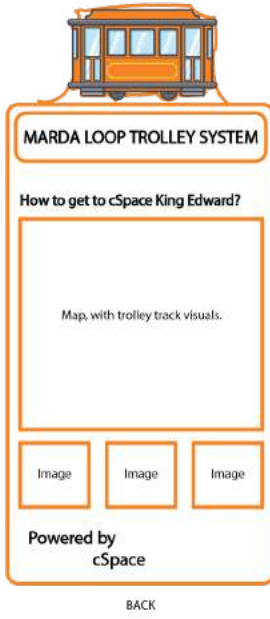- 49% of 30-44 year-olds have used AR (Czop, 2019).

Information Directories

- The information directories will be used for the purpose of **informing** people about the **history of Marda Loop** while also **connecting to one of the community anchors, cSpace.**
- The images below depict an example of the information directories that could be placed along 33rd Ave.

FRONT

BACK

(4) # Historical Displays

- Tie in **historical community elements** to enrich the community centre and have it **align with immersive and historical experience** displayed throughout Marda Loop.
- Examples: "Marda Loop Through the Decades" art gallery, theatre performances about Marda Loop's history, painted mural of streetcar on cSpace building by local artists.
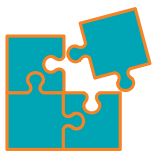
ENHANCING THE COMMUNITY NETWORK

1 Marda Trolley Bus

- **Improve the connectivity** of cSpace to **other amenities** in Marda Loop by introducing a modernized retro **trolley bus** that travels between the **heart of Marda Loop and cSpace**.

Why?

Brings back history of Marda Loop, ties the historical aspect and story of Marda Loop in a modern, interactive way. Also creating connectivity from cSpace into the heart of Marda Loop.

2 Encourage Nightlife

- Marda Loop could encourage segments to **engage with the community at later hours** by hosting events or activities in the evening.

Why?

Parking is more accessible during evening hours than it is during the day. If Marda Loop's segments visit the community during the evening, parking pain points will be reduced.

3 Bike Lane

- Adding a **new bike lane along 30th Ave** could be implemented to encourage reduced vehicle traffic and improve bike accessibility in the community.

Why?

Future improvement can be made when funding is enhanced (Klaszus, 2018). Calgary has slowed down on its implementation of bike lanes, but is wanting to add bike lanes in and around the core (Klaszus, 2018)..

4 Community Snow Removal

- Marda Loop could **improve snow removal** processes to ensure all sidewalks, crosswalks, and potential parking spots are clear for use by **hiring a snow removal service.**

Why?

Sidewalk snow and ice is a current problem in Marda Loop that hinders the guest journey due to reduced accessibility (Morrison, 2018, para. 5).

THREE-YEAR TIMELINE

YEAR 1

PLAY, TEST & PLAN

Tactics (HOW)
- Consult community members
- Test the public and VR artwork, social media influencer posts, facebook contests, QR code and Marda Loop tool kit

Outcome (WHAT)
- Vibrant urban town centre
- Enhance pedestrian experience

Stakeholders involved (WHO)
- Community members, local businesses, artists, visitors, social media influencers, Marda Loop Community Liaisons, visitors

YEAR 2

IMPLEMENT & REFINE

Tactics (HOW)
- Creation of art, purchasing of the trolley bus, finalize community hashtag, work with city for snow removal and bike lanes as well as analyze social media and continue working with community businesses

Outcome (WHAT)
- Enhancing connectivity through nightlife, increased foot traffic, social media engagement
- Alleviating traffic and parking issues while increasing business revenue

Stakeholders involved (WHO)
- Community members, local businesses, visitors, City of Calgary, Marda Loop Community Liaisons

YEAR 3

PERMANENT EXECUTION

Tactics (HOW)
- Revitalize and implement goals
- Continue previous activities with improvements

Outcome (WHAT)
- Pain points are resolved into unique experiences
- Increase in revenue for Marda Loop businesses
- Directories, displays, bike lane, and trolley bus established

Stakeholders involved (WHO)
- All community members, visitors, and businesses

*Refer to Appendix F for a more detailed timeline.*

TRANSFORMATION

The three-year community experience enhancement plan and promotional strategy will serve to **fulfill the identified opportunities**. Through the **successful implementation** of strategies discussed, Marda Loop will provide visitors with **meaningful connections**, the community will obtain **unique characteristics** and events to **attract additional visitors**, and create a jouney that is **holistic**.

Once target segment pain points are resolved and opportunities are translated into new strengths, Marda Loop will witness multiple **improvements** within the community.

Utilize the anchor of Marda Loop, **cSpace**, as an intersection for the **community**, through **art**, **events**, and **media.**
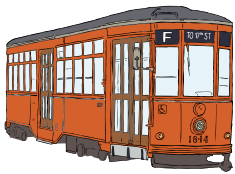
Offer creative learning opportunities for Marda Loop's **history** and its evolution over the decades across various touchpoints to create a **holistic experience.**

CSPACE

CONNECTIVITY

HISTORY
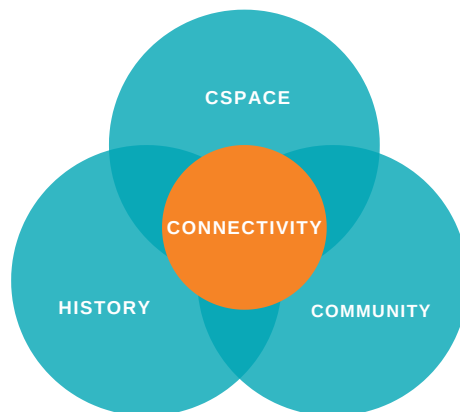
COMMUNITY

Create a **safe** and **creative community** for Indieville and Middle-Class mosaic segments to visit and explore with family and friends.

Improved **connectivity** between transit, nightlife, and community maintenance to create a holistic journey for target segments.

CONCLUSION

Using our evidence-based recommendations, the Marda Loop BIA can implement our proposed enhancement plan to **foster unique and connected local experiences** for Marda Loop's key **target segments.**

Our recommendations provided, such as **improving anchor awareness**, **creating a unique & historical experience**, and **enhancing the community network** will allow Marda Loop to effectively contribute to Calgary's goal of becoming a **leading destination for talent** in Canada.

We believe that Marda Loop can be a **beacon** of arts, culture, and history in Calgary. By connecting and enhancing existing experiences, as well as tangible and intangible community resources, we predict that Marda Loop will see **continued economic prosperity** now and into the future.

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APPENDIX

Appendix A
CRESTED Analysis

Competitive Environment

The competitive landscape of the community of Marda Loop is based on surrounding communities with similar attractions and amenities that Calgarians enjoy visiting. Similar communities that visitors choose between are vibrant, urban centers such as 17th Ave, Mission, Kensington and more. These communities attract visitors because they have a vibrancy that prioritizes the pedestrian. Visitors choose from the different amenities within the area to draw them to the community such as restaurants, local boutiques, and events. However, the comfort of going for a walk after a meal and being greeted with intricate wall murals and appealing landscaping is what creates a lasting impression of that community to its visitors (Benefits of Murals, n.d.).

Visitors come to Marda Loop for many reasons including the restaurants, cafes, and bars for a sit-down experience, but they also come for the lively events, festivals, and weekly farmers markets hosted by the community (The City of Calgary, 2019-a, p. 15). Visitors love the character that Marda Loop offers along with its heritage and diversity of amenities. The competition offers similar attractions with even more diverse amenities, art murals and vibrant commercial areas. The competition between these communities relies on the ability to keep consumers in the community for longer. Kensington, for example, offers a chance for visitors to gather outside in the community by utilizing open space in Poppy Plaza (Memorial Drive and 14th Street) to offer a place to sit and learn about the city's history (The City of Calgary, n.d.-e). This open space attraction coupled with the pedestrian comfort of the community and its range of businesses, Kensington area is a strong competitor for Marda Loop because they both offer some historic context and relevance to the city.

The importance of pedestrian safety and comfort is highly prioritized by citizens and visitors with 31% of main street users requesting more vibrant streets (The City of Calgary, n.d.-f, p. 10). The ease of completing errands on foot is important for residents but shows the ease of using other amenities during a visit for non-residents. The walkability as recorded in the Main Streets initiative puts Marda Loop as the least walkable community out of the four mentioned (The City of Calgary, n.d.-f, p. 49, 87, 111, 117). Another important factor that visitors care about when choosing where to spend an evening out in the city is parking. Marda Loop has better parking conditions than its competitors because it has areas that are underused and areas that are overused, providing adequate parking within a short walking distance to desired amenities (The City of Calgary, 2019-a, p. 18).

Regulatory Environment

<u>Congested & Noisy Traffic</u>

　　From personal experience and through discussions with our client, we recognized Marda Loop's problem with traffic congestion and noise.

Traffic Calming Policy
- Traffic management measures such as speed humps, speed tables, curb extensions, raised medians and traffic circles are designed and constructed to encourage safe driving by slowing down the speed of motorists (The City of Calgary, 2010).
- Each year The City approves a budget for constructing traffic management measures, also known as traffic calming measures, in communities that have followed the process required by the Traffic Calming Policy and are approved for implementation (The City of Calgary, 2010).
  - Speed humps, speed tables, speed cushions.
  - Temporary traffic calming curbs.

<u>The Popularity of Public Art</u>

　　From personal experience and through discussions with our client, we observed that Marda Loop has the opportunity to exhibit a certain amount of public art exhibits. This trend ties directly to our market previously mentioned market segments' interests in art and culture.

Public Art Master Plan/Public Art Policy
- Through the Public Art Policy, approved in 2004, The City of Calgary seeks to contribute to:
  - A visually rich environment.
  - Attracting creative businesses and workers.
  - Art opportunities that are freely accessible to all.
  - Our diverse cultural character and celebrating our living heritage.
  - The growth of a culturally informed public.
- Currently, no piece of public art collection located in Marda Loop (The City of Calgary, 2015)

In a survey developed and analyzed by the City of Calgary, they found key insights to further their plans.
- 81% agreed that "Calgary's public art contributes to making our city a great place to live and visit." (The City of Calgary, 2015)
- 81% agreed that "Public art is an important part of our city's transit stations, along our rivers, in parks, roads, and public facilities." (The City of Calgary, 2015)
- 79% agreed that "Calgary public art is important to showcase our city both nationally and internationally" (The City of Calgary, 2015)

<u>COVID 19 Guideline Dining Restrictions/Minimal Space for Dining</u>

　　From personal experience and through discussions with our client, we recognized Marda Loop's problem with the restrictions of dining space inside restaurants and bars. We referred to outdoor-patios, or pop-up patios, to increase the # of customers at a time.

Outdoor Patios

　　"Outdoor patios add to the vibrancy of Calgary communities and are encouraged throughout the city, especially in our Main Streets areas. Rules for establishing and operating an outdoor patio is regulated by the Land Use Bylaw 1P2007, which defines an outdoor patio (or outdoor cafe) as 'a use where food or beverages are served or offered for sale for consumption on a portion of the premises which are not contained within a fully enclosed building'" (The City of Calgary, n.d.-d, Other permits for businesses).

　　Currently, a high number of businesses and restaurants in Calgary use pop-up patios. Specifically in locations like, 17th Ave, Stephen Ave, and Beltline.

Economic Environment

Alberta

- Calgary's economy has been hard-hit by varying factors, including the COVID-19 pandemic and the turbulence of prices in the oil and gas industry (Government of Alberta, 2020, p. 13).
  - Supply and demand has greatly impacted oil prices — supply is high, but demand is weak (Government of Alberta, 2020, p. 14).
- When compared to other regions in Canada, Alberta has been one of the hardest hit (Stone-Olafson, 2020-a, p. 9).
  - Since March 2020, 35% of Albertans state that their household income has faced a continues to decrease, with unemployment rates reaching 11.7% (Stone-Olafson, 2020-a, p. 9).
  - Although Alberta's economy has seen a 6% increase since May 2020, the momentum in economic recovery is slowing due to increases in COVID-19 cases and weak business investments (Government of Alberta, 2020, p. 13).
- In 2020, GDP was forecasted to decline by 8.8%; in 2021 it is forecasted that GDP will rebound between 2021 and 2023 due to increased consumer spending and oil production (Government of Alberta, 2020, p. 13).
  - Investment will drive growth as the economy recovers (Government of Alberta, 2020, p. 13).
  - In 2023, real GDP is expected to return to its pre-COVID state and in 2022, employment rates are forecasted to recover entirely (Government of Alberta, 2020, p. 13).
  - GDP per capita will be lower than levels prior to COVID-19 as the recovery begins (Government of Alberta, 2020, p. 13).
- Spending patterns have shifted, with money largely being spent on essential goods and renovations (Government of Alberta, 2020, p. 17).
  - Clothing and vehicle sales have improved (Government of Alberta, 2020, p. 17).
  - Typically accounting for 60% of consumer spending, spending on services such as restaurants, travel, and entertainment is weak (Government of Alberta, 2020, p. 17).
- Inflation rates decreased slightly from 1.6% to 1.5% due to the Bank of Canada setting extremely low-interest rates (The City of Calgary, 2020, p. 6).
  - Impacts consumer's purchasing power if salary increases don't keep up with inflation.
  - Inflation pressures consumers to make more economical purchases and still maintain their standard of living.
  - Marketers must be very cognizant of inflation on consumer's ability to purchase.

Calgary

- Calgary's economy has been hard-hit by varying factors, including the COVID-19 pandemic and the turbulence of prices in the oil and gas industry (The City of Calgary, 2020, p. 11).
  - In 2020, Calgary's GDP was forecasted to contract by 5.4% in 2020 due to oil prices and the pandemic (The City of Calgary, 2020, p. 15).
  - It is forecasted that Calgary's GDP and economic functions will return to normal, pre-COVID levels in 2022, with annual rates between 2022 and 2025 averaging 2.3% annually (The City of Calgary, 2020, p. 15).
- In 2023, Calgary's employment rate is expected to recover lost jobs (The City of Calgary, 2020, p. 4).
- Calgary's unemployment rate in August 2020 was 14.6%, compared to Vancouver's 12.9% and Toronto's 14.3 (The City of Calgary, 2020, p. 11).
  - 89,300 individuals in Calgary lost their jobs between February and May 2020, with the service sector being hardest hit (City of Calgary, 2020, p. 18).
  - Until 2023, Calgary is not expected to return to pre-COVID employment levels (The City of Calgary, 2020, p. 18).
- Consumer confidence - 60% of Calgarians believe that the uncertainty of Alberta's economic recovery is a greater issue than COVID-19 (Stone-Olafson, 2020-b, p. 8).
- Calgary is in a recession — negative growth rate
  - Consumers consider the price-value relationship deliberately before making purchases.
- On average, the inflation rate has increased by 0.1%, from 1.5% to 1.6%, where living costs would remain below the threshold of 2% (The City of Calgary, 2020, p. 7).
- The Bank of Canada has reduced interest rates, which will aid Calgary's economic recovery by allowing investment from businesses and bowling from households to be less expensive (The City of Calgary, 2020, p. 10).

Socio-Cultural Environment

The pandemic triggered major changes in social behaviour and purchasing behaviour. One of the most significant changes are related to mentalities and social behaviour and psychological changes (Numerator Intelligence, 2021). After enforcing social isolation, most of the cultural, social and tourism events are cancelled, causing 40% of Canadian population reporting their mental health has deteriorated since March 2020 (Hogan, 2020). With closed gyms and other outdoor sports, "the only practical way to keep practicing sports was to bring the gym equipment to our homes", this led to a mad rush where all kinds of equipment were bought from dumbbells, to exercise bikes elastic bands which lead to 3 million sales on eBay (Niccasio, 2020).

While other companies also showed dramatic improved stats from:
- ICON Health and Fitness: sales increase 200%
- Gymcatch: online bookings increased 2000%
- Peloton: stock up 30%
- iFit streaming workouts: up 300% during other countries' lockdowns.

While those who had gym subscriptions took advantage of their gyms online content offering them with all kinds of distance classes (Niccasio, 2020).

Canada is expected to welcome more than 1.2 million newcomers between 2021 and 2023 as immigration levels plan follow through (Canada Immigration, 2020). More specifically, Alberta ranks 3rd highest number of immigrants arriving in Canada in 2020 with 35,519 immigrants arrived in Alberta, and it's just expected to grow even more (StatCan, 2020). So when crafting a marketing campaign or service strategy, brands must be mindful of the roles that language plays as it is an essential role. Some Canadians miss social interactions and being in the office, 82% of Canadian employees worked primarily from an office and that number went down to 27%, now the majority want the flexibility to pick between their home and the office as needed (PwC, 2020).

After lifting the restrictions, diners feel more and more comfortable going out, but the same old menus won't cut it anymore because they will be looking for a unique experience, to have a reason out of the house (Stephens, 2020). Small-group private dining will be in demand (Stephens, 2020), therefore restaurants need to adapt to providing safe and intimate spaces for small groups. Folks embracing other cultures are becoming more prevalent, and this creates opportunities for more diverse voices and cultures from within the African Diaspora to thrive (Stephens, 2020). There will be more ways to celebrate and support the chefs dedicating their talents towards bringing more awareness and assertive acclaim to these cultures (Stephens, 2020). Some Canadians got used to takeout and food delivery to the comfort of their homes (Numerator, 2021), therefore chefs and restaurant owners will need to find a way to safely provide cool experiences in customers' homes (Stephens, 2020).

More than 9 in 10 consumers shared that their weekly shopping behaviours were impacted by COVID-19, there has been a shift where shoppers overstock while some are experiencing shortage for groceries (Numerator Intelligence, 2020). While some retail stores adopted curb side pick up and placing online orders for delivery increased online orders to ensure the customers' safety (Numerator Intelligence, 2021). While some of the other consumer concerns are inability to see friends or family affecting the greater community, cancelling upcoming travel plans and not being able to experience other cultures, either cancelling or postponing upcoming event plans and inability to purchase other goods and services (Numerator Intelligence, 2021). Even though the vaccine distribution is ongoing, consumers are still experiencing high levels of anxiety around the pandemic (Pastore, 2020), which will continue to shape their behaviors for months to come (Numerator Intelligence, 2021).

Technology Environment

The Marda Loop district has many technological variables. First is the opportunity to slow down traffic on 34th Avenue by installing pedestrian lights. Other things include attaching sensors to refuse containers to report, in real-time how full they are, meaning refuse collectors don't have to waste time travelling to half-filled containers (Marr, 2020). For example, in Spain, this is also used so that key performance indicators can be more closely tied to the bottom-line impact (Marr, 2020). Next, could be the introduction of LED technology that allows the street lights to be adjusted or dimmed based on real- times data similar to Schenectady, New York (Marr, 2020). Lastly, is the new introduction of apps being made for communities (Marr, 2020). Apps that allow people to report local issues, or community networking platforms that allow neighbours to connect and share resources (Marr, 2020). Other examples show a low-cost environmental testing kit that encourages residents to collect local environmental data (Marr, 2020). The Smart Citizen Kit can be placed on balconies or windowsills to gather data in the local environment such as air pollution and noise, then ultimately that data is sent to an online platform (Marr, 2020). Lastly, would be the introduction of all the contactless technology, anything from meter readers, payments or preventive health to help save time and cost of health and safety (Panel, 2020).

Ecological Environment

Calgary has a set of ongoing programs called Blue Cart and Green Cart programs which were implemented to the city over 10 years ago (The City of Calgary, n.d.-b). These Cart programs helped the city of Calgary recycle over 600 million kilograms worth of items and materials since the implementation (The City of Calgary, n.d.-b). 80% of the recyclable items put into the Blue Cart are sorted and recycled as the city cooperates with Cascades Recovery+ to sort out all of turned-in recyclables to ensure its reuse in other productions (The City of Calgary, n.d.-b). The City of Calgary's waste management team takes recyclables to the Cascades Recovery sorting facility in S.E. Calgary (The City of Calgary, n.d.-b). These recycling items are then transferred to recyclers and manufacturers all over North America and the globe to be used in various productions (The City of Calgary, n.d.-b).

While the Blue Cart collects recyclable products and materials, the Green Cart collects food and yard waste (The City of Calgary, n.d.-c). With weekly pick-ups, the Green Cart also contributed to a significant decrease in overall city waste (The City of Calgary, n.d.-c). These programs reduced an average of 783kg of waste per household in 2007 to 350kg per household by 2019 (The City of Calgary, n.d.-b).

Although these programs mostly seem to target and serve the residential areas and domestic households of Calgary, businesses also carry the same responsibilities to ensure better recycling practices. The City of Calgary had announced that all businesses and organizations in Calgary must follow proper guidelines of waste diversion programs as of November 1, 2017 (The City of Calgary, n.d.-a). As the description suggests, this "includes all waste created by your business: operations, customers, members, employees and/or volunteers" (The City of Calgary, n.d.-a). The directories are available on The City of Calgary website for businesses to browse and choose their waste collection company (The City of Calgary, n.d.-a). The requirements for food and yard waste bylaws, as well as recycling bylaws, are also available for further information (The City of Calgary, n.d.-a).

If Calgary as a city plans on exponentially reducing the total amount of waste produced every year, an active participation and consistent effort must be put in together as communities. Whether the recycling practices are carried out through each household within the surrounding residential area or through the businesses in Marda Loop, the entire community must collaborate to contribute to the overall reduction of waste and increased recycling.

An additional area that requires attention would be street maintenance. Although the city puts in consistent efforts to deal with snow removal on a regular basis during the winter, some sidewalks leading in and out of the community are not part of the city's responsible areas. The City of Calgary states that "sidewalks bordering private homes or businesses" are "the responsibility of the home/business owner" to clear (The City of Calgary, 2021). If the business owners can be more attentive to improve their snow removal practices and clear paths, this can result in the overall cleanliness of the community, especially during the winter times.

Demographic Environment

The populations within Marda Loop and surrounding communities have similar demographics to each other. The populations do have some differences and aspects that have created a larger range of different types of people living in and around the areas.

Average income

The populations all are based roughly in middle-class, households ranging from just over $87,000 in South Calgary (The City Of Calgary, 2019-c, p. 1) to just over $164,000 in Garrison Woods (The City Of Calgary, 2019-b, p. 1).

Age and gender

With 70% to 82% of the populations being between the ages of 15 and 64 (The City Of Calgary, 2019-c, p. 2). The biggest demographics of ages within the different communities are males 30-34, and females 30-34. The population of males vs. females is almost 50/50 in all neighbourhoods except in Garrison Woods where the ratio is 46.73% males and 53.7% females (The City Of Calgary, 2019-b, p. 2).

Marital statuses

While 84% (The City Of Calgary, 2019-c, p. 3) to 89% (The City Of Calgary, 2019-d, p. 3) of the population are couples with families. Garrison Woods has the highest percentage of married or common-law couples at 62% (The City Of Calgary, 2019-b, p. 3) while South Calgary has the lowest rate at only 46% (The City Of Calgary, 2019-c, p. 3) of married or common-law couples.

% of Visible Minorities

The communities are either 12% or 18% visible minorities, with Richmond and South Calgary being 18% and the other three communities having only 12% of visible minorities. With 84% (The City Of Calgary, 2019-c, p. 5) to 93% (The City of Calgary, 2019-e, p. 5) of the populations knowing only the English language.

Education and employment

The level of education within the communities varies quite a bit, looking specifically at university-level degrees. The range is from 49% in Richmond (The City Of Calgary, 2019-d, p. 12) and South Calgary to 66% in Garrison Woods (The City Of Calgary, 2019-b, p. 12) having a university-level degree such as a bachelor's degrees. The employment rate varies from 68% to 72% with Altadore having 72% and Garrison Woods having a 65% employment rate.

Transportation

Looking at the different transportation methods, the most popular method would be driving a car as the driver, with a range of 66% in Richmond (The City Of Calgary. 2019-d, p. 14) to 73% in Garrison Woods (The City Of Calgary, 2019-b, p. 14). There is a small percentage of people who generally use cars but as passengers to get around, with only 5% of people in all the relative communities being passengers in cars and using this as their main means of transportation. There is a range of population percentages that use public transit as their means of getting around, the range is from 18% in Richmond (The City Of Calgary, 2019-d, p. 14) to 11% in Garrison Woods (The City Of Calgary, 2019-b, p. 14). Between 3% and %, 5 of the populations in the relative communities like to use bicycling as their means of transportation.

Appendix B
SWOT Analysis

INTERNAL

STRENGTHS

- Amenity dense
- Proximity to parks
- Proximity to downtown
- Local stores
- Service businesses
- Community with character
- Easy parking at night
- Welcoming atmosphere and aesthestics

WEAKNESSES

- Traffic volume and cut-through traffic
- Low amenity density for east end residents
- 34th Ave is not well lit
- Crosswalks on major roadways appear dangerous (34th Ave)
- Poor snow removal (i.e. crosswalks, roads)
- Lacking outdoor seating areas
- Ongoing construction
- Day parking

EXTERNAL

OPPORTUNITIES

- Smart Technology
- Unique experiences
- Focus on visitor safety
- Demand for retail stores
- Healthy eating trends
- Increase of immigrants number

THREATS

- Other communities in Calgary
- City regulations
- Poor economy as a result of COVID-19 and the downturn in the oil and gas industry
- Unemployment rates high & consumer spending power low
- Consumer comfort and anxiety levels with social events and interactions due to COVID-19

INDIEVILLE

Motivations to Engage
- Looking to engage in **new and exciting experiences** with their friends (Environics, 2020, p. 44; Environics, n.d., p. 8).
- Interested in art, yoga, restaurants, and events.

Demographics
- Young and middle-aged adults; half are <45
- Singles and couples
- University educated; arts, education, science
- White-collar and service sector jobs
- Rent and own home
- Many are first- and second-generation immigrants
  (Environics, 2020, p. 44)

15,277 Households in Calgary

3.03% of Households in Calgary

$109,922 Avgerage household income

Psychographics
- Enjoys **online shopping** for groceries, fashion, books, and music (Environics, 2020, p. 44).
- **Progressive** world views (Environics, 2020, p. 44)
- Desire to **learn about cultures** and **supports diversity** (Environics, 2020, p. 44)
- Embraces **healthy and environmentally friendly lifestyles** due to concern regarding the worlds' ecological state (Environics, 2020, p. 44).
- Naturally **creative** and enjoys products and activities that **involve their imagination** (Environics, 2020, p. 44).

Behaviouristics
- **Socialize with friends** by visiting bars, art galleries, and concerts (Environics, 2020, p. 44). **Values art** made with recycled/sustainable materials and artists they can connect with personally (Hernandez, 2019).
- Attends **swimming, yoga and pilates classes** to maintain health (Environics, 2020, p. 44).
- Methods of transportation include car, transit, bicycle, and walking (Livingstone, 2019, para. 19)
- **Involvement in the community** through volunteer work (Environics, 2020, p. 45), helps create a **sense of belonging** (Martin, 2017, p. 4).
- **Early adopters** of **technology** and frequent users of social media (Environics, 2020. p. 45)

Geographics
- Surrounding areas of downtown Calgary
  - **South**: Highfield, Inglewood, Manchester Industrial, and Bonnybrook (CIR Realty, n.d.).
  - **North**: Highwood, Highland Park, and Mount Pleasant (CIR Realty, n.d.).
- Segment generally lives around business improvement areas in downtown Calgary, making the level of competition high and the market share low for Marda Loop.

Households in Segment 22: Indieville, 2020 by Census Tracts
- 0 - 124
- 125 - 462
- 463 - 956
- 957 - 1,614
- 1,615 - 2,461
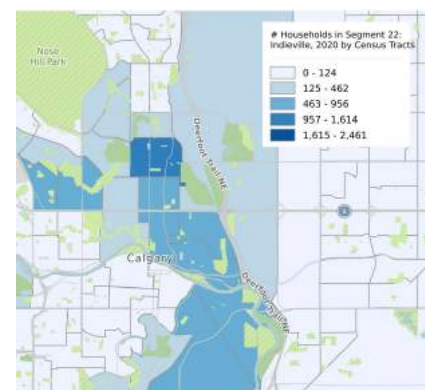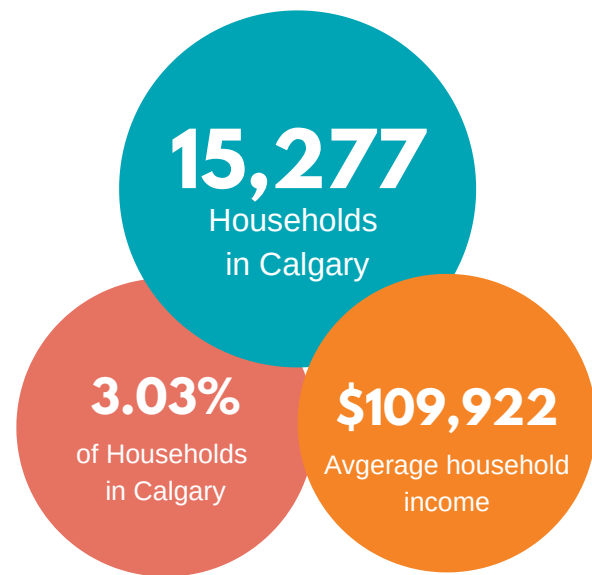
INDIEVILLE (FEMALE)
ALEXA, 28

SEEKING UNIQUE EXPERIENCES WITH FRIENDS

Completed arts degree from ACAD (Environics, 2020, p. 44).

Rents low-rise apartment in Bridgeland (Environics, 2020, p. 44; CIR Realty, n.d.).

Uses Calgary's **bus** system and **C-train** to get around (Livingstone, 2019, para. 19).

Eats at **authentic ethnic** restaurants that offer **healthy** options (Environics, 2020, p. 44), such as **Vietnamese**, **Thai**, and **Indian** cuisines (Corapi, 2010).

Listens to **urban hip hop** and frequently attends **pop concerts** (Environics, 2020, p. 44).

Attends **yoga** and **pilates** classes 3-4 times a week (Environics, 2020, p. 44).

Enjoys attending **art galleries** and having **drinks on the town** with friends (Environics, 2020, p. 44).

Frequently uses social media platforms, such as **Twitter** and **Facebook**, to stay connected (Environics, 2020, p. 45; Loeb, 2020, para. 2).

Known for enjoying crowds (Environics, 2020, p. 45), they look for **communications about safety concerns** around COVID-19 before going to events and activities with crowds (Stone-Olafson, 2020-a, p. 34).

> *I want to engage in unique and diverse experiences with my friends.*

INDIEVILLE (MALE)
MICHAEL, 33

SEEKING DIVERSITY AND COMMUNITY BELONGING

Completed Science degree at MRU (Environics, 2020, p. 44).

Owns a home in a **duplex** dwelling in Mount Pleasant (Environics, 2020. p.44; CIR Realty, n.d.).

Travels by car and by bike (Environics, 2020, p. 44).

Loves going to the best **vegetarian restaurants** in the city (Environics, 2020, p. 45).

Listens to **jazz** and **classical** music (Environics, 2020, p.45).

Enjoys **swimming** to stay in shape (Environics, 2020, p.45).

Loves to spend time with **friends** at **bars** and **concerts** (Environics, 2020, p. 45).

Frequently uses social media platforms, such as **Twitter** and **Facebook**, to stay connected (Environics, 2020, p. 45).

Concerned with their **personal health** and **globally-conscious** (Environics, 2020, p. 44), they are more concerned with **getting others sick** with COVID-19 (Stone-Olafson, 2020-a, p. 34).

66 *I want to experience diversity and be a part of a community.* 99

MIDDLE-CLASS MOSAIC

45,224
Households
in Calgary

8.97%
of Households
in Calgary

$93,107
Avgerage household
income

Motivations to Engage
- Seeking activities that can be enjoyed with their family Middle-Class Mosaic enjoys family-oriented activities such as a night out in a local restaurant or at a movie theatre (Environics, 2020, p. 72).

Demographics
- Mix of couples and lone parents (35 to 64 years old)
- Families with all different ages of children
- Moderately educated (high school or college)
- Average income: Blue Collar or Service Sector jobs
- Affordable older single and semi-detached houses
- First and second generation Canadians
- More than 1/3 of them are visible minorities
                                    (Environics, 2020, p. 72)

Psychographics
- Enjoy a m**ellow urban lifestyle** and **a sense of duty** for others before their own (Environics, 2020, p. 72).
- Displays **strong national pride** (Environics, 2020, p. 72).
- Values **patriarchy** and **obedience to authority**
- **Have technology anxiety** (Environics, 2020, p. 72).

Behaviouristics
- **Family-oriented activities**, like a night out at a dinner theatre, casino or casual family restaurant (Environics, 2020, p. 72).
- **Enjoys fast food chains** such as KFC and Dairy Queen (Environics, 2020, p. 72).
- **Practices yoga** and **aerobics**, **sewing** or **craft projects**, and **reading entertainment** (Environics, 2020, p. 72).
- **Budget conscious** and subscribed to a number of **rewards programs** (Environics, 2020, p. 72).
- Read **printed daily newspapers** and **out-of-home advertising**, while some listen to the **radio** for everything, from religious programs to hip-hop music (Environics, 2020, p. 72).
- **Spread of digital adoption** for reading e-books, audiobooks, clip coupons and access beauty and fashion content (Environics, 2020, p. 72).
- **Automotive** is their primary transportation method (Environics, 2020, p. 72).

Geographics
- **Lives largely** in the **east communities** in Calgary.
- **Highly concentrated** in the **Northeast communities** of Calgary.
  - i.e. Falconridge, Malborough, Rundle, Whitehorn, Horizon (CIR Realty, n.d.)
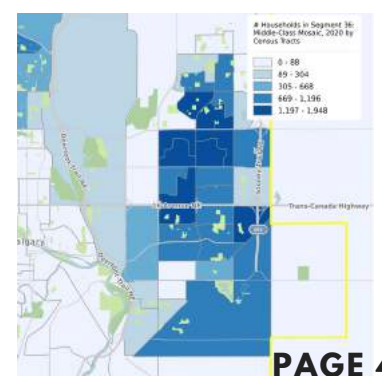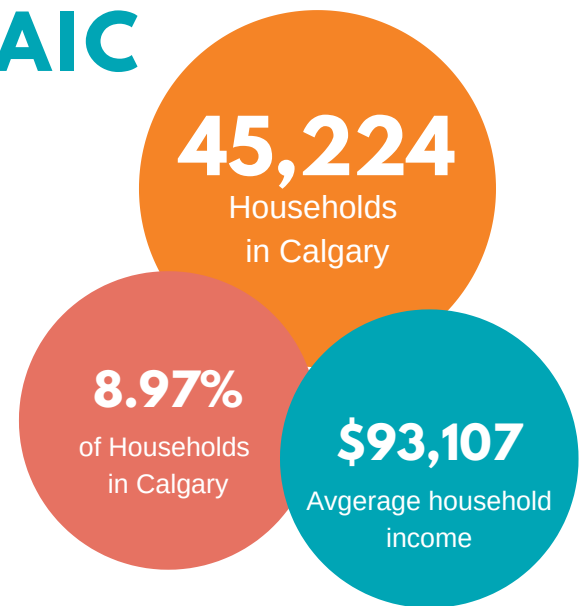
MIDDLE-CLASS MOSAIC (MALE)

DARNELL, 42

Trades **College Degree** (Environics, 2020, p.73).

Owns a **semi-detached** house in Monterey Park (Environics, 2020, p.73).

Typically gets around in his Intermediate **SUV's** from a **domestic brand** (Environics, 2020, p. 73).

Casual family restaurant (Environics, 2020, p. 72), and **Dairy Queen** (p. 73).

Listens to the radio for **hip-hop** music. (Environics, 2020, p. 72).

Enjoys lower impact exercise such as **yoga and aerobics** (Environics, 2020, p. 73).

Enjoys **sewing** and **crafty projects** in his free time (Environics, 2020, p. 73).

He has **concerns of getting others sick** so is conscious when it comes to where he is spending his time now (Stone-Olafson, 2020-a, p. 34).

Has started to participate in the trends of using e-books, audiobooks with their technology but doesn't partake in social media much (Environics, 2020, p. 73).

> *I love spending time with my family and enjoying the mellow urban lifestyle.*

MIDDLE-CLASS MOSAIC (FEMALE)

BEA, 36

Nursing Degree (Environics, 2020, p. 37)

Owns a **single-detached house** in Erin Woods (Environics, 2020, p. 37).

Typically get around in her **small van** from a **domestic brand** (Environics, 2020, p. 73).

Casual family and **fast food restaurants** (Environics, 2020, p. 72 & 73).

Listens to the radio for everything from **religious programs** (Environics, 2020, p. 72).

Enjoys **Yoga**, while her kids are at their weekly **baseball programs** (Environics, 2020, p. 72).

On her spare time, she **reads entertainment** and **science magazines** (Environics, 2020, p. 72).

Interested in partaking in family activities if she can find **communications** about the **safety** measures taken for the well-being of her family (Stone-Olafson, 2020-a, p. 34).

A member of several rewards programs and shops for casual clothings at stores such as Mark's (Environics, 2020, p. 73).

> *I want to take my children to an artsy and creative space.*

ADDITIONAL SEGMENTS IDENTIFIED

(1) **LATTE LIFE**

2.94%
of Households in Calgary

14,850
Households in Calgary

Demographics
- Younger adults, 'fresh out of university' mindset, in central urban areas (Environics, 2020, p. 56).
- 50% of market is between 25 and 45 years, with 60% of market living alone (Environics, 2020, p. 56).
- Over 50% of market has a post-secondary degree, yet most have entry-level jobs and make average income (Environics, 2020, p. 56).
- Over 75% rent apartments in the downtown areas due to their extremely average income (Environics, 2020, p. 56).

Psychographics
- "Members are progressive, independent, and engaged" (Environics, 2020, p. 56).
- They value multiculturalism, pushing to learn and understand the variety of cultures around the world (Environics, 2020, p. 56).
- "In the market, the very act of shopping excites them" (Environics, 2020, p. 56).
- They value transparency and authenticity in their products and services, from plain and informative advertising, organic foods, high activity in social issues, and health and wellness businesses (Environics, 2020, p. 56).

Behaviouristics
- Try to reduce their carbon footprint by walking, biking, and public transportation (Environics, 2020, p. 56).
- Spend the majority of their paycheques solely on themselves (Environics, 2020, p. 56).
- Enjoy gourmet cooking and going out with friends to a variety of cuisines covering all sorts of cuisines (Environics, 2020, p. 56).
- Enjoys Asian cuisines (Environics, 2020, p. 56).
- They spend a lot of time on their technological devices, for both business and recreation (Environics, 2020, p. 56).
- Frequent more affordable retail options while purchasing a high number of snacks and foods (Environics, 2020, p. 56).

6.19%
of Households
in Calgary

14,850
Households
in Calgary
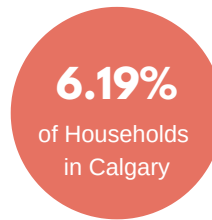
Demographics
- These people are younger singles and middle-aged families found in "the fringe of big cities like Vancouver, Calgary, Edmonton and Ottawa" (Environics, 2020, p. 64).
- "⅓ of this segment is a visible minority, typically South Asian, Black, Filipino, Arab or Latin American" (Environics, 2020, p. 64).
- The average annual household income is $91,756 (Environics, 2020, p. 64).
- The education level for this segment is typically university/high school (Environics, 2020, p. 64).

Behaviouristics
- Enjoys going to casinos, sports bars, nightclubs and sporting events (Environics, 2020, p. 64).
- Partake in vigorous leisure pursuits such as tennis, pilates, snowboarding, and downhill skiing (Environics, 2020, p. 64).
- Enjoy a night out at the opera, craft beer, and happy hour poutine (Environics, 2020, p. 64).
- They will travel the digital world on their mobile devices to listen to podcasts, TV, and other media (Environics, 2020, p. 64).
- Member's are community minded and donate whatever they can to educational, cultural, and religious organizations (Environics, 2020, p. 64).
- Member's often use public transit to get to the urban action (Environics, 2020, p. 64).

Psychographics
- Members believe in taking care of others before themselves and feel there is a great deal to learn from other cultures (Environics, 2020, p. 64).
- Members are generally optimistic about their financial futures (Environics, 2020, p. 64).
- Use reason and logic when making decisions, but will appreciate experiences that engage all their senses (Environics, 2020, p. 64).
- Environmental protection over economic advancement (Environics, 2020, p. 64).

Context: 25-36 y/o seeking unique experiences with friends.
Persona: Alexa (28) the urban professional with an arts degree.

Criteria	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	I want to have a fun, unique experience with friends.	Decide on an art gallery that will satisfy all friends and provide a unique experience. Find galleries & artists with shared values.	Plan route to gallery and chosen place to go for a drink or food after.	Everyone enjoys the art galleries and can engage with the community and artists. Discover new artists. Learn something about the community.	Rate & Share the experience after attending the chosen art gallery.	Look back and decide if the experience at the art gallery and bar was good enough to do again.
Touchpoints	Social media, Google, friends, online articles (Avenue Calgary magazine)	Word of Mouth recommendation, Social media, Google maps, online articles	Google, Yelp, Calgary Transit app, Google Maps, Weather app	Twitter/Facebook, transit app and bus stops/shelters, sidewalk walking upto cSpace, artists in cSpace.	Social media platforms, work place, social groups, Google reviews.	Word of Mouth/Friends in Art community cSpace social media
Thinking & Feeling	Curious Excited Social	Informed Excited Interested Overwhelmed	Interested Worried Excited Hopeful to connect with artists	Social Excited to connect with artists Immersed in art Curious Admiration	Reflective Satisfied Social Proud	Intrigued Anxious Regretful Satisfied/Unsatisfied
Actions	Searching for activities to do in Calgary. Asking friends what they want to do.	Weighing options of each art gallery available for visits in Calgary. Asking friends which ones they have been to.	Ask friends if they are driving and if they can carpool (aka pick you up) to go to the gallery or from gallery to bar. Search nearby restaurants - Pubblico or Marda Loop Brewing.	Explore cSpace's different offerings, artists, galleries, and performances. Buy a coffee or glass of wine for the gallery tour. Discuss with friends where to go after, deciding on Marda Loop Brewing/Pubblico.	Share photos from the experience to social media. Talk about their experience and favourite artist with friends, family, and coworkers. Review cSpace on Google reviews or website. Follow cSpace on social media.	Envision returning to the art gallery for a second visit or look to a new location in the future. Check social updates for fun events coming up.
Pain Points	Finding an activity to do with friends that allows them to socialize and have a drink together.	Overwhelmed with options of Calgary's art galleries. Making connections from art gallery to a spot to drink/eat after.	Worried about missing the bus/train to get there. Worried they may be a burden to friends if they are driving and agreed to carpooling.	6-7 minute walk from bus stop to cSpace. Walking distance to the bar or restaurant afterwards is long. Snow clearing on crosswalks in Marda Loop is poor. FOMO on chance to connect with artists.	Choosing a photo to share to social media and coming up with a caption.	Annoyed that they will have to walk long distances again to go from cSpace to other amenities. Unaware of other things to do after programs/events.
Satisfaction	🙂	😕	🙂	🙂	😬	🙂
Insights	Create the connection of social activities to art galleries and art events.	Improve SEOs for "art galleries Calgary" for cSpace and highlight the opportunity to connect and engage with local artists.	Communicate the ease of traveling via transit, ie. nearby bus stops and walking distance. Communicate the COVID precautions taken prior to their arrival.	Work with the city of Calgary to add a bus stop closer to cSpace that connects with the stop near Shoppers in Marda Loop. Guide the visitors to Pubblico/Marda Loop Brewing via partnerships or cross-promotions. Ensure everyone that wants to engage with artists has a chance to.	Offer a picturesque spot for guests to take photos to share with social media and tag cSpace with a branded hashtag. Allow guests to provide reviews on cSpace websites.	Ensure transit is convenient, i.e. lime scooters & bikes, maps, signs. Ensure awareness of close-by after-program activities.

Context: 25-36 y/o seeking diversity and community belonging.
Persona: Michael (33) the community-driven, social experimenter.

Criteria	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	Is there a place where I can enjoy new experiences with a new community?	What are my options? What haven't I done? Where haven't I gone?	Look to experience arts & culture, with a foot in the community.	Observe the galleries, participate in classes, watch a theatrical performance. Learn about the community.	Share my experience and find ways to be more involved, or look at other things that exist in the space. Build a social network.	Reflect on the experience and look to continue a relationship with the community.
Touchpoints	Social Media, Google, Friends,	Personal Recommendations, Google, Yelp, Online Reviews, Social Media	Google Maps, Transportation Apps (bike pathways), Social Media,	Social Media, Dispo, Transit Apps, Walking paths, Roads, Friends, Building, cSpace	Social Media, Online Reviews, Google, Yelp	Social Media, Online Reviews, Google, Yelp
Thinking & Feeling	Curious, Excited, Wondrous	Informed? Excited Interested Stressed	Interested Worried Excited Overwhelmed	Social Excited to connect with community Immersed, Curious	Social, Reflective, Curious about other opportunities, Excited,	Excited Anxious
Actions	Researching Locations, Researching Programs	Comparing programs and events offered at cSpace to determine which one will allow him to use his imagination best (Environics, 2020, p. 44), looking at biking distance and time.	Registering for programs, planning routes on transport apps,	Go to cSpace. View the galleries, go to enrolled programs, paint, learn about theatre and drama, learn about design, glassblowing, watch concerts by local musicians. Following time at cSpace, visit ethnic restaurants for a bite to eat.	Post images, thoughts, reviews of program experiences across social media channels. Chat with friends about their experience at cSpace and the chosen ethnic restaurant.	Evaluate continuing programs, keep in contact with community, evaluate coming back with new programs
Pain Points	Minimal knowledge of programs	Overwhelmed by the number of activities and events offered; indecisive	Worried about traffic when biking, Stressed about time constraints (start time, end time, breaks, etc)	Dangerous to ride bikes through high traffic areas, poor snow removal at crosswalks makes it difficult to get across with a bike.	N/A	Uncertain about the value of programs, stressed on whether to continue the program.
Satisfaction	🙁	😐	🙂	🙂	😁	🙂
Insights	cSpace lacks awareness regarding programs and events offered. Promotion online and offline is a good possibility.	When it comes to online platforms, quantity is necessary. Existing on as many platforms as possible (even free) helps awareness.	cSpace has a sufficient online presence. However, Heavily Informative online platforms can give customers the knowledge to plan appropriately for programs and after-program events.	Slow traffic down to ensure pedestrians feel safe, implement plans to improve snow removal. Introduce alternative bike routes that connect to Marda Loop	This segment constantly shares their experiences online through a variety of platforms. Leveraging engagement with the community could be useful, feedback opportunities, referral programs	Establish a retention promotion to continue to engage with the community, feedback opportunities, referral programs

Context: 35-64 year olds, looking for a fun family oriented activity.
Persona: Darnell **(42)** has 2 high school kids, having a hard time adapting to digital media.

Criteria	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	Experience new and exciting activities with my family	Where can we experience the most engagement?	Plan the trip for restaurants, cSpace, parks, etc.	Ensure that the entire family enjoys the experience and can learn something new.	Share the places my family and I enjoyed visiting with our friends.	Reflect and evaluate the places visited.
Touchpoints	Websites, talking to people, facebook community pages	Social media groups, Google search, websites, or through word-of-mouth	cSpace website, Transportation apps	cSpace, transportation, parking app. Kids would use social media during visit	At work, At religious gatherings if applicable (i.e. church, temple, etc.), At school (for the children)	Online platforms, Word-of-mouth
Thinking & Feeling	Excited, Curious	Curious, Intrigued, Excited, Envious	Excited, Impatient (to visit), Proud	Satisfied, Social	Social, Proud, Content, Excited, Reflective	Reflective, Certainty or uncertainty of value
Actions	Talking to family friends in area, researching events & activities, Online reviews	Thoroughly evaluate the public reviews online. Ask around. Contact the places in mind to ask questions.	Make a reservation. Plan a date.	Go visit the places with the family. Mode of transportation: drive (family automotive), Walk around the community for the actual experience Goes to Boogie's Burger because kids are hungry Visits Arts Aqui	Tries to create an online review. Share the experience or photos/videos on social media. Word-of-mouth Likes cSpace Facebook page and tag them	Determine if the places are worth visiting again.
Pain Points	Technological anxiety or lack of digital adoption	Overwhelming information, Individual taste and preference conflict between the family members	Scheduling conflict between family members during weekdays.	Lack of parking Traffic congestion and frustration.	Struggles to create an online review on Google review Kids complain and struggle to find a nice place to take nice photos.	If dissatisfied with the experience, additional research may be required to start from the "Discover" step all over again.
Satisfaction	🙂	🙂	🙁	😬	🙂	🙂
Insights	Creating more traditional marketing (Signage)	Using signage to send messages to allow Darnell to see the information in the most condensed way possible. Direct mail or flyers	Considering the schedule conflict with older children, having many different options is a bonus. Different times and availability	Parking farther away from center action, and walk into Marda Loop and to cSPACE. Better snow clearing to create an improved walking experience	May be hesitant to share online but will try to and would share with his friends and other community members, possibly at church and with co worker friends. Include a spot for visitors where they can take photos to create more memorable photos.	The more satisfied the experience is for Darnell, the more likely he would leave a review or share it with the others.

Context: 35-64 year olds, looking for a creative space for my children, while my husband and I can enjoy our date.
Persona: Bea (36) with 2 teenage boys (13-14) she is very budget conscious and has an early adoption to digital media.

| Criteria	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	Is there a place that's affordable where I can drop off my kids while my husband and I can go for a date?	Where can we go that's going to be safe and exciting? Come up with a list.	Plan their whole trip, place to eat, and if there are any affordable stores.	Ensure that the children have fun in a safe environment. She hopes her kids can learn something interesting today.	Share the whole experience with other family and friends, even including post and pre experience.	Reflect on the overall experience and decide whether to go back again or not.
Touchpoints	Community pages on facebook, asking friends that also have teens, watches youtube video	Word-of-mouth, community pages on Facebook, relating to friends and family that have children because trust is present	Google Maps to look for the different routes available, Weather App to know how to dress their kids	Family, friends, community members, cSpace, marda loop businesses	At work, during office elevator rides. During their baseball and hockey games on the weekend. It could also be even at a sports venue.	WOM at work
Thinking & Feeling	Nervous Excited Clueless	Excited Curious Joyful A bit overwhelmed	Excited Energetic Delighted	Blissful Creative Social	Social Happy Satisfied Excited	Excited to get coupons Happy
Actions	Talking with family and friends about previous experiences, research to see how the environment in the surrounding areas	Comparing other places, Defining what will be fun for my kids.	Set a time and date, incorporating the travelling time, Buy the tickets to the event, Preparing for the weather	Enjoy the booked event for the kids while having a lunch at Ripe Tomato Pizzeria, Walk to the park, Shop at Fresh Kids in Marda Loop Tries out Village Ice Cream	Post updates on facebook with their photos included. Follow and Like cSpace and Marda Loop page	Evaluate coming back for the next.
Pain Points	Affordability (budget conscious)	A bit overwhelmed with all the information	It could conflict with other life commitments such as the league games for the kids	Lots of traffic, Parking Space, Limited time options available	N/A	Uncertain if it's worth spending time looking for a parking space because they would be wasting gas.
Satisfaction	🙂	😕	🙂	🙂	😁	🙂
Insights	Creating more videos for me to watch so I know what to expect.	Create a cSpace section on visitmardaloop.com to create more awareness about different offerings.	It might be difficult to incorporate their time and commitments, so providing different time availability would be good. Also there will be a lot of traffic congestion since it is the summer.	Slow down traffic so incorporating either 4-way stop or speed humps. Host events on the weekend nights so parking is more available.	They share their experiences through Facebook, and friends so providing a referral program in return for a discount could motivate them to share. cSpace could even collaborate with businesses such as gyms, coffee shops, grocery stores.	Establish a referral program, giving them more reasons to come back. Incorporate leave a review in return for a coupon.

Journey Map
Alexa - The Arts Major

1 Discover

- Looking for a fun and unique experience with friends
- Art gallery is an option because she and her friends are artsy
- Wants to have drinks and be able to talk to friends during activity

Chose to have an art experience

2 Decide

- Searching for art galleries
- Learn about cSpace offerings
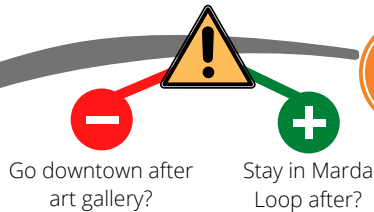- Use social media, WOM, and online reviews to decide

Traditional art gallery experience?

Community driven art experience?
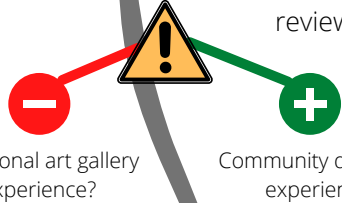
Community driven art experience at cSpace with chance to connect and engage

3 Plan

- Find a restaurant/bar for after
- Plan transit route or carpool
- Checking Google Maps, Calgary Transit App, Weather App

Stay in Marda Loop for a drink or meal after

Go downtown after art gallery?
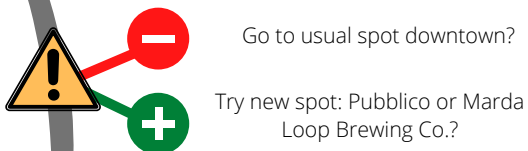
Stay in Marda Loop after?

4 Experience

- Find a spot to take a photo for Instagram
- Meets artist & develops a connection to cSpace
- Exploring cSpace and its offerings
- Follow tenant artists on social media

Go to usual spot downtown?

Try new spot: Pubblico or Marda Loop Brewing Co.?

Recommended by artist in cSpace to visit Pubblico for great pasta and wine

Or? Received brochure or coupon for Pubblico or ML Brewing

5 Share

- Post photo on social media to share their cSpace experience
- Talk about their experiences with friends, family, and coworkers
- Follow cSpace on social media and tag them in their post
- Thinking about reviewing their experiences on Google reviews - both Pubblico and cSpace

cSpace reposted/shared their tagged photo on social media

6 Anticipate

- Sees updates from cSpace's social media and looks forward to learning about more events
- Still wants to try her other option for dining - Marda Loop Brewing Company

Alexa has a great experience in Marda Loop community and looks to return

Journey Map
Michael- Coterie Wayfinder

1 Discover
- Looking for a place to enjoy new experiences with a community
- Design studios are intriguing to him
- Wants to grab a bite to eat after a great experience

+ Chose to have an art and cultural experience

2 Decide
- Searching for an art experience to use creativity and imagination
- Learn about cSpace offerings
- Use social media, WOM, search engines and online reviews to decide

⚠
- − Watch a live performance at cSpace?
- + Hands-on art experience at cSpace?

+ Community driven, hands-on art experience at cSpace

3 Plan
- Find an ethnic restaurant for after
- Plan bike route to cSpace
- Checking Google Maps, transportation apps, and social media

⚠
- − Leave Marda Loop to find a restaurant?
- + Find a restaurant in Marda Loop?

+ Stay in Marda Loop for a meal after

4 Experience
- Hopes to catch some live performances before or after he attends an art class and observes the galleries
- Learn about the arts
- Ask locals about the ethnic restaurant nearby

⚠
- − Go to a well-known spot downtown?
- + Try new spot: Nho Saigon Viet or De Thai?

+ Class he attended has partnered with Nho Saigon Viet to offer a discount

5 Share
- Post photo on social media to share their art experience and Viet meal
- Talk about their experiences with friends, family, and coworkers
- Thinking about reviewing their experiences on Google reviews - both Nho Saigon and cSpace

+ cSpace sent an email to refer friends for a discount on art classes

6 Anticipate
- Looks forward to taking another art class and learning more about art
- He loved his meal from Nho Saigon and wants to come back to try more

Michael has a new favourite spot for food and activities in Marda Loop

Journey Map
Darnell - Plumber & Father of two

1 Discover

- Experience new and exciting activities with my family.
- cSpace offers a fun family oriented activity.
- Marda Loop is an amazing community because they have a wide variety of offerings that we enjoy.

Choose to have a fun family activity

➖ Typical family activity

➕ Fun activity for both the parents and kids

2 Decide

- Figure out where to get the most engagement
- Learn about Marda Loop and cSpace
- Finalize decision through WOM, Social Media groups and Google search

➕ **Fun activity in cSpace**

4

**Stay in Marda Loop for milkshake**

➕

➖ Do an activity at the mall

➕ Stay in Marda Loop after?

3 Plan

- Prepare trips for restaurants, nearby parks and cSpace itself
- Use cSpace website and transportation app for different routes available

Experience

- Ensure that entire family enjoys the experience
- Take photos and videos at the location
- Parking farther away from center action and walk to cSpace and Marda Loop
- Stops by at Boogie's Burgers for milkshake
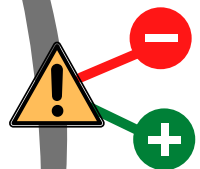
➖ Take a walk at the mall

➕ Try something new at Boogie's Burgers and visit Arts Aquí

➕ **Recommended by a worker in cSpace to visit Arts Aquí**

6 Anticipate

- He determines if the places are worth visiting again
- Still wants to try other activities at cSpace and Marda Loop - Mardi Gras

➕ **cSpace interacts with the post by commenting thank you/liking their posts**

5 Share

- Tries to create an online review on Google reviews
- Talk about their experiences with friends, family, and coworkers at work and church
- Shares the experience with photos and videos
- Likes cSpace and Marda Loop's facebook page and tags them

Darnell and his family had fun, they are definitely looking to come back (rither wth the family or for a date night)

Journey Map
Bea - Registered Nurse & Mother of two

1 Discover

- Affordable place where the kids can be dropped off
- While the parents can have time for themselves and have a date
- cSpace offers created learning programs and activities
- Marda Loop offers different types of casual family restaurants

Choose to have a date while kids are at a creative space

⚠️
- Go to an indoor playhouse
- Drop off kids and have a date

2 Decide

- Figure out what the kids are considering fun and creative
- Learn about Marda Loop and cSpace
- Finalize decision through WOM from family and friends because their opinions are valued and Facebook community pages

Drop off kids at cSpace and have a date in Marda Loop

4

Stay in Marda Loop to explore and shop at Fresh Kids store

⚠️
- Go home before rush hour
- Stay in Marda Loop after?

3 Plan

- Prepare trips for restaurants for their date, and figure out what to bring since weather is scorching
- Use cSpace and Marda Loop website, transportation app for different routes available, weather app to know how to dress their kids

Experience

- Ensure that children have fun in a safe environment
- Enjoy the booked event for the kids, while parents have a date at Ripe Tomato Pizzeria
- Walk to the park nearby and shop at Fresh Kids store

⚠️
- Stuck in traffic while trying to beat the rush hour traffic
- Walk around Marda Loop and tries out Village Ice Cream

Recommended Village Ice Cream by a worker at cSpace

5 Share

- Shares the whole experience and the drive there and back.
- Talk about their experiences with friends at baseball games, family at a sport venue, and coworkers during elevator rides
- Post updates and photos on facebook, tagging cSpace and Marda Loop
- Likes cSpace and Marda Loop's facebook page

cSpace interacts with the post by commenting "Thank you! See you until next time"

6 Anticipate

- Reflect on the experience.
- Evaluate coming back for next time
- She wants to try a family activity as a whole next time in cSpace and Marda Loop.

Bea and her husband enjoy this experience, while the kids have a blast. They look forward to enjoy other events and amenities

THREE-YEAR TIMELINE (THE WHAT, HOW & WHO)

YEAR 1

PLAY, TEST & PLAN

- Activities:
    - Clearly **articulate the vision** to drive the strategic planning process
    - **Consult** community members and businesses
    - **Test** the public and virtual reality artwork into some of the popular areas within Marda Loop
    - **Create** a Marda Loop Tool Kit for local businesses and partners
    - **Social Media Influencers** document their day in Marda Loop and incentivize by providing them with coupons/discounts
    - Host a **Facebook contest for artists**, while **engaging the community** by voting for the winner
    - QR codes should be in place to promote amenities provided in the community
    - Marda Loop Community Liaisons will **work with businesses** to **monitor** and **evaluate** the activities to ensure continuous awareness

- Outcomes:
    - Ensure that Marda Loop is recognized as a place that is a **vibrant urban town centre**.
    - A place that **feels comfortable for pedestrians** through **physical and virtual artwork** in public spaces
    - Receive **positive engagement** from the community and metrics from businesses
    - Introduce **Marda Loop Tool Kit** to businesses for their use
    - Introduce **Cross-promotion** for business and partners
   - Implement the QR codes in Marda Loop

THREE-YEAR TIMELINE (THE HOW)

YEAR 2

IMPLEMENT & REFINE

- Activities:
  - Based on the results from Year 1, **refine** and **make adjustments**
  - **Analyze social media engagement** to help refine and determine that activities from year 1 have been successful
  - Finalize a **community hashtag** for all Marda Loop patrons to use & benefit from. Use what would be currently trending.
  - **Virtual and physical art** on the crosswalk and public spaces to enlivens the public realm, giving pedestrians the **priority of movement** and **slowing down traffic**.
  - Purchase a bus and have the artists redesign to make it look like a **trolley bus**.
  - Work with bars and cSpace to promote **night events** so the community can participate
  - Work with City of Calgary for the **bike lanes** and community **snow removal**
  - Marda Loop Community Liaisons will **work with businesses** to **monitor** and **evaluate** the activities to ensure continuous awareness and interest from the community
- Outcomes:
  - Increased **engagement** on **social media**
  - Increase **foot traffic** to the community
  - Increase in revenue for **local businesses**
  - Alleviate **traffic** and **parking pressures** from growth
  - Enhance **connectivity** in Marda Loop
  - Encourage **nightlife** within the community
  - **On-going process** with the bike lane implementation, community snow removal, historical displays, and information directories
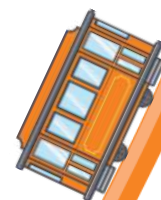
THREE-YEAR TIMELINE

YEAR 3

PERMANENT EXECUTION

- Activities:
  - Based on the results from Year 2, **revitalize goals** and **implement** the rest of the **strategic goals**
  - Continue to work with social media **influencers** and the **giveaways** on social media
  - Continue the **cross-promotion** and work with local businesses
  - Continue to promote the **Marda Loop toolkit** to increase revenue for businesses
  - Local artists redesign the **virtual and physical arts** to keep it engaging
  - Continue to work with City of Calgary to establish **bike lanes** and incorporate community **snow removal** in Marda Loop
  - Incorporate **historic display** in certain spots
  - Marda Loop Community Liaisons can work with **local artists** to design the Information directories and historical displays.
  - Marda Loop Community Liaisons continue **monitor** and **evaluate** the goals in placed.

- Outcomes:
  - Target segment **key pain points** are **resolved**
  - Increase in **revenue** for businesses in Marda Loop
  - **Gained awareness** for Marda Loop as a community hub as well as the attractive aspects of **cSPACE** and the community
  - Providing **unique experiences** for visitors
  - By the end of year 3, information directories, historical displays, bike lane, Marda Trolley Bus should be **established**