

2021

# THE FUTURE IS BRIGHT

## VICTORIA PARK COMMUNITY EXPERIENCE ENHANCEMENT

PREPARED BY  
**RK SOLUTIONS**



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Prepared for Victoria Park  
Business Improvement Area

March 12, 2021

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# INTRODUCTION

In order to deliver an optimal experience for citizens to explore communities within their own city, the citizen needs to be put at the forefront. By doing this, an emotional connection and a sense of belonging within a community will be formed.<sup>67</sup>

The following report includes suggestions for targeting the Multicultural Corners segment (31,461 households) and the First Class Families segment (21,122 households) in Calgary.<sup>147</sup>

## THE BIG QUESTION

**How can we put Multicultural Corners and First Class Families at the center of the citizen experience to enhance their holistic journey into the community of Victoria Park?**

To answer this, RK Solutions identified over 190 academic and industry reports associated with the combined segments, talked to residents and business owners within Victoria Park, analyzed innovations in cities across North America, and engaged in two unique citizen journeys by travelling the routes from the suburban communities of Lakeview and Panorama Hills to Victoria Park.

An aerial photograph of a city, likely Victoria, British Columbia, showing a dense urban core with numerous high-rise buildings. A large stadium with a distinctive white roof is visible in the foreground, situated near a river. The image is overlaid with a semi-transparent blue filter and decorative geometric shapes in the corners.

# VICTORIA PARK RESOURCE ANALYSIS

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# CRESTED ANALYSIS

## FOR VICTORIA PARK

The CRESTED analysis for Victoria Park highlights **key takeaways** from important environmental variables that may have an overarching impact on the likelihood of First Class Families and Multicultural Corners to visit the community.

DETAILED CRESTED ANALYSIS  
CAN BE FOUND IN APPENDIX B

C

- Leverage **communities surrounding** Victoria Park to attract visitors<sup>12, 55, 2</sup>
- The rise in **complete communities** causes Calgarians to be less likely to leave their suburbs<sup>73, 185</sup>

T

- **Technology usage is growing** with 88% of Calgarians preferring to get city news online<sup>87, 7</sup>
- Calgary's **technology sector** was rated fifth in Canada, showing potential for innovation<sup>86, 114</sup>

R

- **Bylaws and future plans** are in place to make Victoria Park a welcoming community<sup>26-28, 31, 32</sup>
- The perception of **high crime rates**<sup>119</sup> and **unsafe areas** in Victoria Park<sup>113</sup> may result in less individuals visiting

E

- The City of Calgary is increasing investment in **sustainable transportation** such as transit and bike lanes<sup>166, 167</sup>
- Consumers have a growing desire for **sustainable communities**<sup>16, 75</sup>

E

- The economy is **expected to expand** by 6.9% by 2021,<sup>25, 84, 173</sup> resulting in increased disposable income and consumer spending

D

- Calgary's **population is experiencing growth**, partly due to the pay-pleasure balance offered by city<sup>13, 134</sup>
- Rates of **homelessness** are declining steadily<sup>19</sup>

S

- Calgarians are increasingly **looking to shop local**, providing an opportunity for small businesses<sup>7, 15</sup>
- Calgarians are experiencing a **growing desire to engage with the community** post COVID-19<sup>153, 59</sup>



## TAKEAWAY

Victoria Park can leverage elements of these environmental trends and external factors to attract the desired segments to the community.

# SWOT ANALYSIS

## FOR VICTORIA PARK



### TAKEAWAY

Victoria Park has many tangible and intangible assets, as well as environmental factors, that can be used to enhance the holistic citizen journey.

### STRENGTHS

- Strong food and beverage culture<sup>4</sup>
- Support between businesses<sup>46, 129</sup>
- Jumping off point to further journeys downtown<sup>46</sup>
- Integration of work, living, and play<sup>45</sup>
- Partnerships with DOAP team, security, and police<sup>45</sup>
- Optimism of residents & businesses

### WEAKNESSES

- Reputation and residual memories of area<sup>48</sup>
- Vacant lots and parking lots<sup>178</sup>
- Interruptions in traffic, parking, and pedestrian connectivity due to construction<sup>178</sup>
- Word-of-mouth and organic reach as primary marketing<sup>48</sup>
- Lack of lighting and affordable parking<sup>129,45, 46</sup>

### OPPORTUNITIES

- Potential for holistic entertainment district<sup>39,20</sup>
- Green Line LRT development<sup>21</sup>
- Increase in local shopping and dining<sup>15</sup>
- Desire to engage post-pandemic<sup>153</sup>
- Increasing social media usage<sup>87</sup>
- Vicinity to destination communities<sup>10,12</sup>

### THREATS

- Social disorder and declining perceptions of safety<sup>45, 161</sup>
- Vicinity of social service agencies<sup>45</sup>
- Decrease in economic activity<sup>25</sup> associated with COVID-19<sup>23</sup>
- Complete communities making Calgarians less likely to venture out of their neighbourhoods<sup>35</sup>



# FIRST CLASS FAMILIES

SEGMENT PROFILE

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## who are they?

# FIRST CLASS FAMILIES AT A GLANCE

- 40% of households contain four or more people<sup>136</sup>
- Look forward to weekends when they can shop or go out to eat<sup>136</sup>
- Spend free time catering to the needs of their teenage children<sup>136</sup>
- Enjoy the trappings of success<sup>136</sup>

### demographics

- Generation X (born between 1965 and 1980)<sup>49</sup>
- Children over 10
- Low diversity<sup>136</sup>
- Average household income of \$186,272<sup>136</sup>

### psychographics

- Well-off<sup>136</sup>
- Upscale
- Time-crunched<sup>136</sup>
- Youthful<sup>183</sup>

### geographics

- Well-established suburbs of Calgary
- Pricy, single-family homes<sup>136</sup>

### behaviouristics

- Enjoy family-friendly outings, fast-casual restaurants, and shopping at outlets<sup>136</sup>
- Use tech products often
- Use platforms like LinkedIn, Twitter, Instagram, and Reddit<sup>136</sup>

### motivations

- Bonding with family<sup>187</sup>
- Balancing responsibilities with leisure and entertainment<sup>117</sup>

### attitudes

- Desire for community experiences following COVID-19<sup>153</sup>
- May be unlikely to leave suburbs<sup>185</sup>

# FIRST CLASS FAMILIES

## IN DEPTH

01

Busy Schedules &  
Time Crunch

02

Desire for  
Experiences

03

Influence of  
Teenagers

# TIME CRUNCH

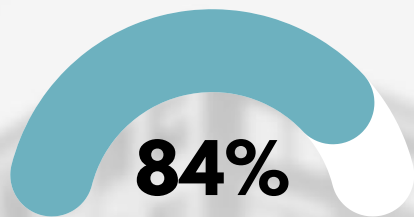
## FIRST CLASS FAMILIES IN-DEPTH

- Known for pursuing busy lives<sup>136</sup>
- Due to **demanding occupations, family responsibilities**, or a combination of both<sup>117</sup>
- Struggle to find time to explore their interests but **crave connections and a break from routine**<sup>78</sup>



## TAKEAWAY

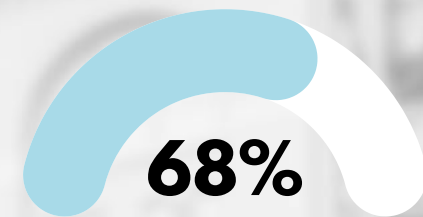
Make the experience of visiting Victoria Park as valuable as possible while **removing time-wasting pain points** in order to attract First Class Families.



of individuals living in high income households **tend to feel rushed** at least a few times throughout a week<sup>187</sup>



of individuals living in a high income household stated they **wish they had more time** to spend with family and friends<sup>187</sup>



of working Canadians were either satisfied or very **satisfied with their work-life-balance** in 2016, a decline from 78% in 2008<sup>151</sup>

# DESIRE FOR EXPERIENCES

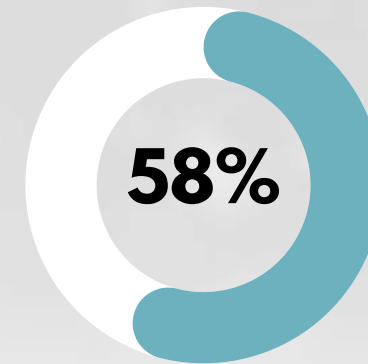
## FIRST CLASS FAMILIES IN-DEPTH

- Previously defined “the good life” as having money and **material possessions** <sup>68</sup>
- Shift toward experiential desires with **connections to family and friends ranking high** in importance <sup>47</sup>
- Experience-focused categories (entertainment, leisure, and dining out) are the top ways consumers spend extra income <sup>116</sup>



### TAKEAWAY

Attract First Class Families through **experience-related categories** such as dining out, leisure activities, and entertainment.

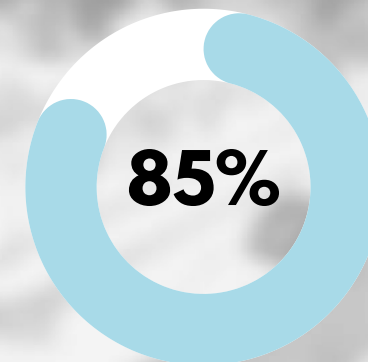


of Canadians value experiences over material things <sup>116</sup>



4.0x faster

rate of spending on experience-based categories vs. goods categories <sup>71</sup>



of Gen X attend restaurants and fast food locations on a monthly basis <sup>105</sup>

# INFLUENCE OF TEENAGERS

## FIRST CLASS FAMILIES IN-DEPTH



of teenagers have a say in significant family decisions<sup>69</sup>



of parents say they involve their children in decision-making more than their own parents did with them<sup>121</sup>



of children do research online to drive their parents' purchasing decisions<sup>121</sup>

- Children increasingly influence their parents' attitudes, behaviours, and interests<sup>102</sup>
- “Pester power” is a strong influence as they tend to have strong connections with children<sup>62</sup>
- **Weekly family traditions** such as dining out on Fridays, or shopping on Saturdays, can help parents stay connected with children<sup>11</sup>



### TAKEAWAY

Reach First Class Families by appealing to their teenage children (Gen Z)



# MULTICULTURAL CORNERS

SEGMENT PROFILE

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# MULTI CULTURAL CORNERS AT A GLANCE

## who are they?

- First and second generation Canadians who immigrated to Canada before 2000 <sup>136</sup>
- Relatively large families with older children <sup>136</sup>
- Put family first and are conservative in their views towards family structure <sup>136</sup>

### demographics

- Generation X (born between 1965 and 1980) <sup>49</sup>
- Have older children
- 40%+ are visible minorities <sup>136</sup>
- Work service sector jobs
- Average household income of \$127,639 <sup>136</sup>

### psychographics

- Overwhelmed from juggling work and the needs of their large families, causing their need for escape
- Very community oriented <sup>136</sup>

### geographics

- Urban fringe areas in Calgary
- Single-detached and row houses <sup>136</sup>

### behaviouristics

- Enjoy urban leisure activities, casual restaurants, and family-friendly outings <sup>92</sup>
- Desire for experiences
- Believe widely advertised products are good products <sup>136</sup>

### motivations

- Seizing opportunities to live life to the fullest
- Spending time with large families and within the community <sup>136</sup>

### attitudes

- Enjoy utilizing city parks and public facilities and attending local events like festivals and art installations <sup>92</sup>

# MULTICULTURAL CORNERS

## IN DEPTH

**01**

Multi-  
Generational  
Families

**02**

Preference for  
Leisure Activities

**03**

Relationship to  
Advertising &  
Promotions



# INFLUENCE OF MULTI-GENERATIONAL FAMILIES

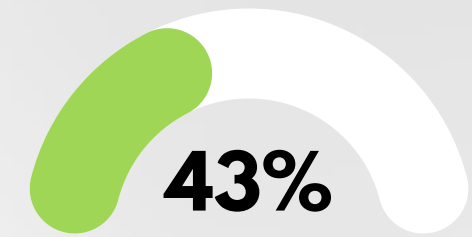
## MULTICULTURAL CORNERS IN-DEPTH

- Both children and elders are influencers in decision making due to the growth of multi-generational homes<sup>183</sup>
- Immigrant families make strategic decisions based on family unity<sup>98</sup>
- Tasked with supporting their aging parents and their children - financially, practically, and emotionally<sup>68</sup>



### TAKEAWAY

Consider the interests of whole family when attempting to attract Multicultural Corners to Victoria Park.



of individuals with annual incomes of over \$100,000 say they support a parent age 65 or older and a dependent child, compared to only 25% making less<sup>131</sup>



of the adult population lived with parents in 2019, up from 5% in 2017 according to Statistics Canada<sup>52</sup>



31% of adults supporting their parents and children say that they are very happy with life, compared to only 28% of other adults according to Pew Research<sup>131</sup>

# PREFERENCE FOR LEISURE ACTIVITIES

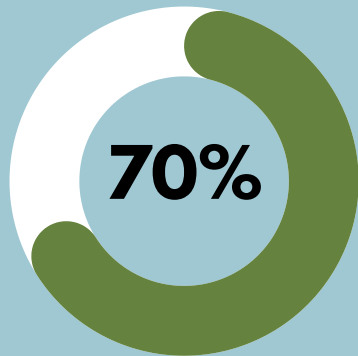
## MULTICULTURAL CORNERS IN-DEPTH

- **Group activities** are popular due to this segment's family connection<sup>92</sup>
- Tend to stay closer to home, **use city parks, and utilize local facilities**<sup>92</sup>
- Enjoy festivals and **family-friendly activities** like the Zoo, the Glenbow Museum, and Eau Claire Market<sup>22</sup>

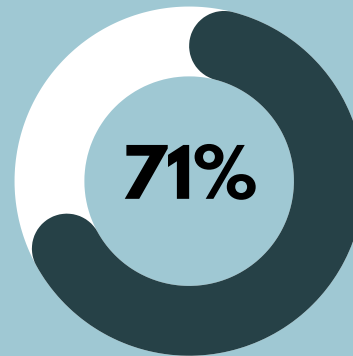


## TAKEAWAY

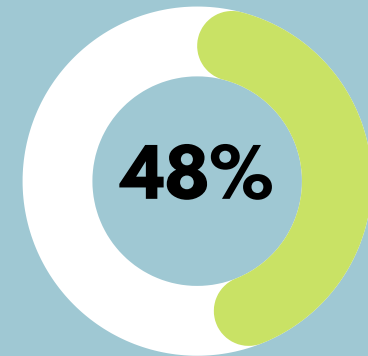
Highlight Victoria Park as a **safe, accessible, and family-friendly destination** to spend an afternoon to attract Multicultural Corners.



of this segment enjoys museums, historical sites, and arts and culture<sup>64</sup>



of this segment likes to explore off-the-beaten-path activities and seek local recommendations<sup>64</sup>



of this segment chooses leisure activities to fit their budget<sup>82</sup>

# RELATIONSHIP TO ADVERTISING

## MULTICULTURAL CORNERS IN-DEPTH

- Building **authentic and trusted relationships** is key to engaging this segment <sup>106</sup>
- Constantly **engaging with emails** on computers and mobile phones; respond well to personalized offers <sup>68</sup>
- **Advertising through sites frequented** by this group such as weather, banking, and news channels are more likely to reach them <sup>103</sup>



### TAKEAWAY

Reach Multicultural Corners through **authentic and practical digital marketing techniques.**



of Gen X consumers explore a purchase before making a decision <sup>68</sup>



chance that ads delivered through social media platforms will influence Gen X, according to a study by Deloitte <sup>48</sup>

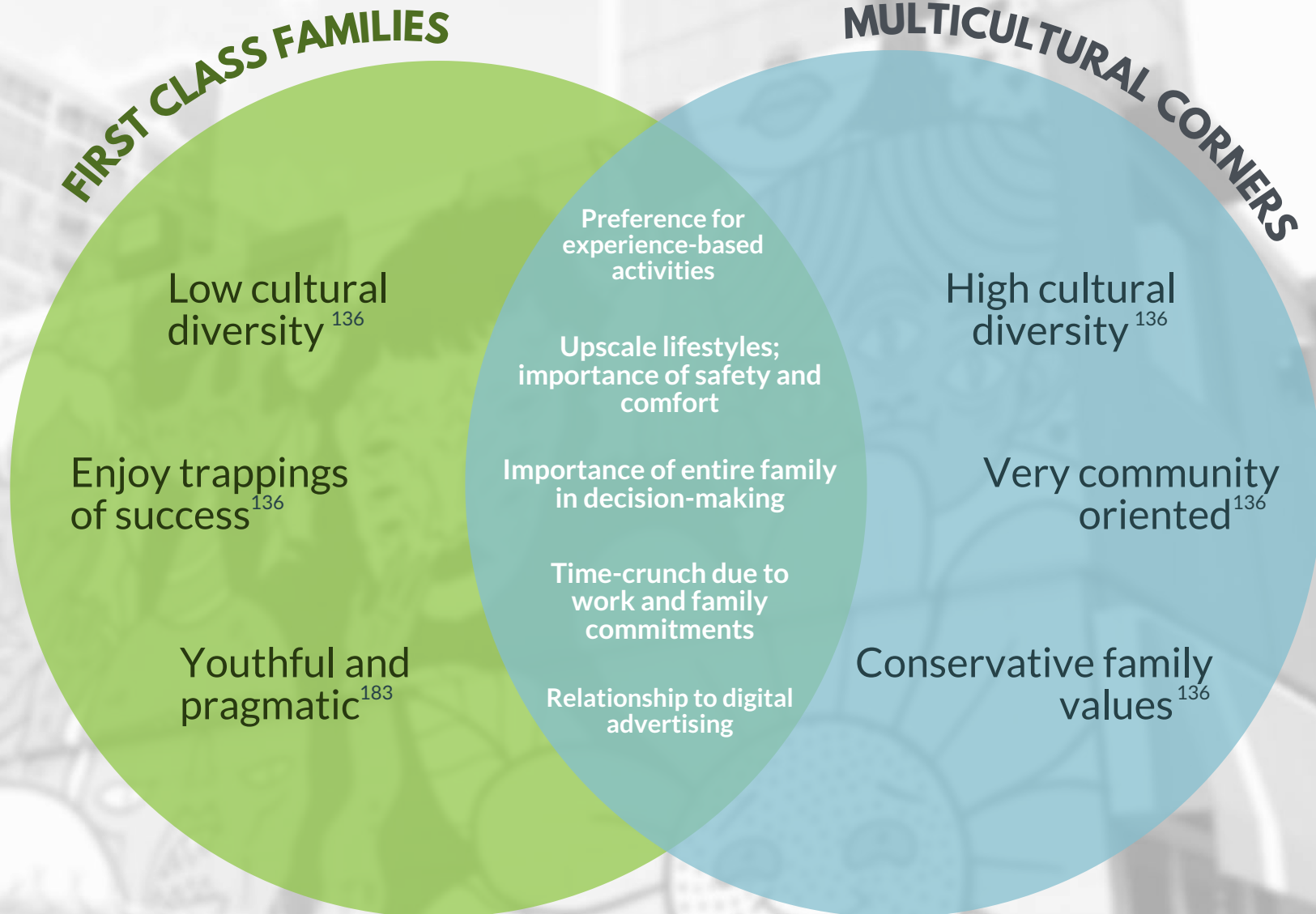


of Generation X report that they trust ads on social networks, according to a study by Nielsen <sup>124</sup>

# COMMONALITIES

## BETWEEN SEGMENTS

Though there are a few notable differences, First-Class Families and Multicultural Corners share many similarities that will be taken into consideration when creating this Community Experience Enhancement Plan.



# RELATED SEGMENTS

- Households in Calgary: 5,673<sup>147</sup>
- Household income: \$141,436<sup>136</sup>
- Large, suburban families
- Ages 35 and 54 with children over the age of 10<sup>136</sup>
- Image-driven, experience-focused, yearning to find relief from stress of daily life<sup>136</sup>

- Households in Calgary: 33,493<sup>147</sup>
- Household income: \$157,740<sup>136</sup>
- Large households with children ages 5+
- Preference for family-friendly outings
- 40% are immigrants; remaining are typically second-generation Canadians<sup>136</sup>
- On-the-go, status conscious, hard-working

## TAKEAWAY

The proposed Community Experience Enhancement Plan will work to target over 90,000 Calgarian households.

FAMILY MODE

MULTICULTURE-ISH

FIRST CLASS  
FAMILIES +  
MULTICULTURAL  
CORNERS



# VICTORIA PARK SYSTEM MAPPING

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# SYSTEMS MAP

## FOR VICTORIA PARK

The Systems Map includes factors from the CRESTED environmental scan and specific dynamics associated with First Class Families and Multicultural Corners that may influence their decision to visit Victoria Park.



**TAKEAWAY**  
 These factors can be leveraged to encourage First Class Families & Multicultural Corners to visit Victoria Park



**CITIZEN  
JOURNEY MAPPING**

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FEMALE | 43  
CAUCASIAN

# SANDRA WALTERS



## FIRST CLASS FAMILIES

-  2736 Lougheed Drive SW
-  Income: \$190,000
-  Dental Assistant
-  Married, two sons aged 12 & 16 years old
-  Kind, motivated, youthful, likes to have fun

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**Motivations:** Her two sons, staying youthful, status

**Goals:** To spend time with family, to show off material possessions



# JOURNEY MAP



STEP  
01

## DISCOVER

- How should I spend a **Saturday afternoon with my sons?**
- Refers to Tourism Calgary, Instagram, friends, and sons
- Feeling **excited**; desires **break from routine**
- Researching things to do on **social media**
- Worried about **son's interests** and availability

STEP  
02

## EVALUATE

- What are my options?
- Refers to **Victoria Park BIA's website and Instagram**, Google, social media
- Feeling curious but **apprehensive**, wants more information
- Researching amenities in Victoria Park, but **struggling to find information**
- Concerned about **safety** and sons' enjoyment

STEP  
03

## PLAN

- Prepares to take sons to Victoria Park for **lunch and shopping**
- Refers to restaurant website, Sunterra website, Google Maps, Calgary Parking Authority app
- Feeling **optimistic but anxious**
- Coordinating with her family
- Struggling to find **experiential activities** that sons will enjoy

STEP  
04

## EXPERIENCE

- Drives from Lakeview, **struggles with construction, traffic, and parking** in a central and safe location
- Shops at **Sunterra and 5Vines**, goes to **Ten Foot Henry** for lunch, and takes children to **Village Ice Cream**
- Moves her car between destinations rather than walking
- Feeling **immersed but uneasy**

STEP  
05

## SHARE

- Reaches out to friends to tell them she was **anxious about safety**
- Leaves a **positive review** for Ten Foot Henry
- **Posts a photo** of children with ice cream on social media


# STEPHEN CHANG

MALE | 49  
CHINESE

## MULTICULTURAL CORNERS




 139 Pantego Way NW

 Income: \$125,000

 Real Estate Agent

 Married; two daughters (12, 14), one son (10)

 Conservative, traditional, religious, hardworking,  
community-oriented

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**Motivations:** Family, hard work, religion,  
preservation of culture

**Goals:** Seize opportunities, reap the benefits of  
their hard work, family unity

# JOURNEY MAP



STEP  
01

### DISCOVER

- How should I spend a **Sunday afternoon with my family**?
- Refers to Facebook, news sites, Google, opinions of children
- Feeling eager to get outside and **enjoy family time**
- Researching things to do on **news websites**
- Feeling lack of **awareness** about the city and what it has to offer

STEP  
02

### PLAN

- What are my options?
- Refers to Google, Instagram, community group chat
- Feeling **curious but cautious**
- Researching amenities, but **struggling to find information**
- Concerned about **appeal and accessibility for his whole family**, especially his elderly parents

STEP  
03

### EVALUATE

- Prepare to take family to Victoria Park
- Refers to **bb.q Chicken restaurant menu**, Google Maps, reviews for accessibility on sidewalks and within parks
- Feeling **stressed and concerned**
- Worried about **mobility of family** between destinations and **safety of the area**

STEP  
04

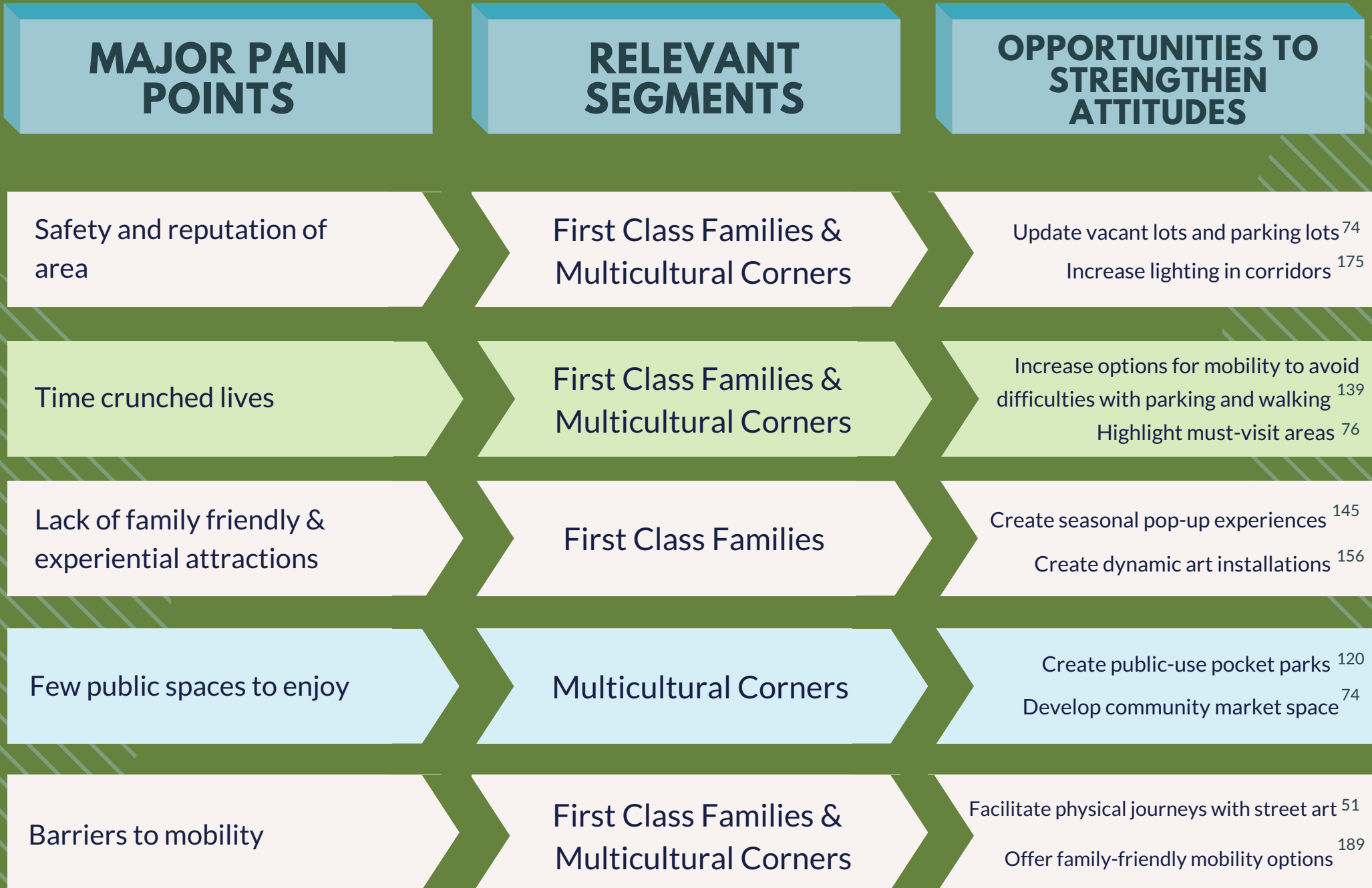
### EXPERIENCE

- Drives from Panorama Hills, deals with construction and traffic; **drops family off at park** first to minimize walking
- Picks food up at **bb.q Chicken** and goes to **Central Memorial Park** for a picnic with extended family
- Feels **immersed but overwhelmed**, would like to be more active

STEP  
05

### SHARE

- Reaches out to friends to tell them he had an enjoyable time
- **Recounts the experience** with community members
- **Posts a photo** of children and grandparents in the park



## MAJOR PAIN POINTS

## RELEVANT SEGMENTS

## OPPORTUNITIES TO STRENGTHEN ATTITUDES

Lack of awareness about local events and offerings

First Class Families & Multicultural Corners

Empower small business to promote <sup>41</sup>  
Advertise through digital media

Accessibility for aging parents

Multicultural Corners

Ensure options for mobility <sup>189</sup>  
Create family-friendly spaces <sup>120</sup>

Interests of adolescent children

First Class Families & Multicultural Corners

Target tweens and teens (Gen Z) to reach parents <sup>1</sup>

## MINOR PAIN POINTS

- Cost of parking
- Poor weather conditions
- Issues with lighting and sidewalks

### TAKEAWAY

Many of the pain points and opportunities in First Class Families and Multicultural Corners journeys are shared, so a common Community Experience Enhancement Plan will be used to enhance the journey of both segments.



# COMMUNITY EXPERIENCE ENHANCEMENT PLAN

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# COMMUNITY EXPERIENCE ENHANCEMENT PLAN

FOR VICTORIA PARK

## KNITTING THINGS TOGETHER

ENHANCE  
PHYSICAL  
MOBILITY

REJUVINATE  
VACANT  
SPACES

PULL  
RESIDENTS  
OUT OF  
BUILDINGS

## EMPOWERING & ENABLING

REACH OUT  
TO WHOLE  
FAMILY

EMPOWER  
LOCAL  
BUSINESSES



# KNITTING THINGS TOGETHER

## EXPERIENCE ENHANCEMENT STRATEGY



### ENHANCE PHYSICAL MOBILITY

Partner with YesSurrey to offer bike rentals

Create an ArtWalk From Village Ice Cream to Central Memorial Park

Create “People Spots” and “People Streets”



### REJUVENATE VACANT SPACES

Create a community market space

Offer unique seasonal pop-up experiences



### PULL RESIDENTS OUT OF BUILDINGS

Create a “Graffiti Alley” Art Installation

Partner with community groups to create Pocket Parks

Install hanging lights in the 10th Ave Corridor

KNITTING THINGS TOGETHER

# ENHANCE PHYSICAL MOBILITY

Prioritizing the pedestrian journey contributes to a lively, safe, and active community that will appeal to the First Class Families and Multicultural Corners segments.<sup>137</sup>

## 1

### SURREY BIKE RENTALS

- Provides **options for the whole family**, from young to the elderly<sup>189</sup>
- **Centralizes community activity** and attracts diverse visitors<sup>139</sup>
- Similar to **Biketown bike share initiative** in Portland, Oregon<sup>182</sup>

## 2

### ARTWALK

- From Village Ice Cream on 10th Ave SE to Central Memorial Park
- **Facilitates the physical journey of visitors**, similar to Northern Reflections in Inglewood<sup>85</sup>
- Team up with local **artist Katie Green who creates street artwork to pull people together**<sup>94</sup>
- Incorporate local businesses like Pittsburgh's "Project Pop Up"<sup>51</sup>

## 3

### PEOPLE SPOTS AND PEOPLE STREETS

- Create **temporary platforms within parking lanes that expand sidewalks and convert excess pavement into pedestrian-friendly areas**<sup>34</sup>
- Modelled after Chicago's Make Way for People initiative<sup>34</sup>
- Resulted in **10% increase** in perceived sense of community, **25% increase** in outdoor activity & **80% of businesses** reported an increase in foot traffic<sup>192</sup>

## KNITTING THINGS TOGETHER

REJUVENATE  
VACANT  
SPACES

Unused lots can lead to depopulation, amplified crime, and decreased property value.<sup>96</sup> Empty spaces should be rejuvenated through family-friendly, creative solutions that allow for unique experiences.<sup>74</sup>

## COMMUNITY MARKET SPACE

1

- Modelled after Larkinville, in Buffalo, New York who transformed **vacant land into a market space**<sup>74</sup>
- Partner with Native Tongues Taqueria for taco carts,<sup>123</sup> music venue Koi to facilitate weekly concerts,<sup>99</sup> and Greta Bar to sponsor family-friendly lawn games<sup>77</sup>
- Will introduce segments to unique assets in Victoria Park to **increase likelihood of returning**<sup>93</sup> and facilitate intergenerational interactions<sup>145</sup>

## SEASONAL POP-UP EXPERIENCES

2

- Inspired by Penn's Landing in Philadelphia, previously a parking lot<sup>145</sup>
- In summer months, offer a **free pop-up mini golf course** like Pittsburgh's Innovation District<sup>188</sup>
- In winter months, offer a **synthetic ice-skating rink** like "Skate the Boulevard" at Deerfoot City<sup>44</sup>
- Potentially funded through the City of Calgary's **Council Strategic Initiative Fund**<sup>33</sup>

## KNITTING THINGS TOGETHER

# PULL RESIDENTS OUT OF BUILDINGS

According to urban activist Jane Jacobs, the more people in the streets, the greater the atmosphere of safety.<sup>60</sup>

Because safety is a significant pain point for First Class Families and Multicultural Corners segments, these recommendations address this pain point.



## GRAFFITI ALLEY INSTALLATION

- Art installations result in **more street activity and an increased perception of safety**<sup>80</sup>
- Sense of belonging and optimism about the community is created through art<sup>140</sup>
- Modelled after **Toronto's "Graffiti Alley"** of constantly changing street art<sup>130</sup>



## POCKET PARKS

- Inspired by **Baltimore City Parks and Recreation's** partnership with local community groups<sup>120</sup>
- Directly **correlated with reduced crime** and increase in community safety<sup>9</sup>
- Practical and easy to implement, **bringing benefits almost immediately**<sup>120</sup>



## 10TH AVE CORRIDOR LIGHTING

- Creates **feelings of safety** for pedestrians and increases **resident activity**, especially at night<sup>145</sup>
- Modelled after Larimer Square in Denver, Colorado with **pedestrian-focused lights draped** from both sides of the street<sup>138</sup>



### **REACH OUT TO THE WHOLE FAMILY**

Utilize organic TikTok content to reach tweens and teens

Utilize paid Facebook advertisements to reach Gen X

Partner with influencers for authentic connections



### **EMPOWER LOCAL BUSINESSES**

Create a promotional toolkit for local businesses

Develop a "Passport" to Victoria Park

Launch a local business feature series on social media

1

## TIKTOK TO REACH TEENS

- Authentically **showcase uniquely local experiences** and businesses<sup>70</sup>
- Modelled after Minneapolis and Columbus, where TikTok has been influential in **rebranding the cities as fun** and relatable<sup>118</sup>

2

## FACEBOOK TO REACH PARENTS

- Leverage Gen X's **engagement with Facebook** for advertisements and promotions<sup>54</sup>
- Inspired by Traverse City Tourism, who implemented a **paid campaign tailored to a specific target audience** with desired traits, characteristics, and geographics<sup>43</sup>

3

## INFLUENCER MARKETING

- Calgarian **influencers to act as "local guides"** and create content that highlights businesses<sup>174</sup>
- Modelled after **Arbour Day Farm**, a tourism destination in the midwestern United States<sup>174</sup>
- Partner with **Jasmin Shannon (@lemons.for.days)** to reach Gen X and **Juan Romero (@1juanromero1)** to reach Gen Z<sup>88,91</sup>

# ENABLING & EMPOWERING REACH OUT TO THE WHOLE FAMILY

Lack of awareness about local offerings are a significant pain point in the journey of First Class Families and Multicultural Corners.

Engage with these segments and their influential children through digital advertising to build awareness.

ENABLING & EMPOWERING

# EMPOWER LOCAL BUSINESSES

Harnessing the optimism of local businesses to promote themselves will build awareness of the community's offerings within the First Class Families and Multicultural Corners segments.

1

## PROMOTIONAL TOOLKIT

- How-to guide with **simple tips on digital advertising**
- Templates for social media posts and email signatures<sup>41</sup>
- Inspired by the **Queens Small Business Alliance's marketing toolkit**<sup>50</sup>

2

## PASSPORT TO VICTORIA PARK

- Create a "Best of Victoria Park" list modelled after Ottawa Tourism's What to See and Do list<sup>127</sup>
- Give visitors a **unique stamp for each store or restaurant visited**<sup>75</sup>
- Modelled after Ottawa Area Chamber of Commerce; **resulted in 1000+ customers visiting local businesses**<sup>75</sup>

3

## SOCIAL MEDIA FEATURES

- Structured campaign featuring a "**local business of the week**" to build awareness<sup>66</sup>
- Inspired by **East Hants Chamber of Commerce**<sup>56</sup>
- Feature conversations with business owners to create genuine connections<sup>150</sup>



# THINK BIGGER YYC

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**People do not simply consume experiences in silos, rather the value is generated in how these experiences can be integrated seamlessly.**

A CITY AS A JOURNEY: YOUR  
GUIDE TO CITIZEN JOURNEY  
MAPPING

The aforementioned recommendations followed the boundaries of Victoria Park; however, a citizen's view does not take into account the institutional boundaries set out by Business Improvement Areas.<sup>67</sup>

 **TAKEAWAY**

Experiences within communities should be designed around the citizen's journey and their engagement, not around internal productivity and processes.

# JOURNEY MAP

A REALISTIC VIEW



**01**  
BRUNCH AT MONKI  
BREAKFAST CLUB  
INGLEWOOD <sup>170</sup>



**03**  
RIDE SCOOTERS  
DOWNTOWN TO  
GLENBOW MUSEUM <sup>42</sup>



**05**  
DINNER AT  
SIDEWALK  
CITIZEN  
VICTORIA  
PARK <sup>170</sup>

**02**  
STROLL AT ST.  
PATRICK'S  
ISLAND <sup>42</sup>



**04**  
COFFEE AT PHIL  
& SEBASTIAN  
EAST VILLAGE <sup>170</sup>



**06**  
DESSERT AT VILLAGE  
ICE CREAM  
VICTORIA PARK <sup>42</sup>



First Class Families & Multicultural Corners aren't limited by the institutional boundaries of Victoria Park! Their journeys include surrounding areas.

# 4%

year-on-year increase of visitors to regions that utilize collaborative marketing campaigns<sup>6</sup>

# 120%

increase in website traffic after launching a regional marketing campaign in Explorer's Edge<sup>65</sup>

## THINKING BIGGER

Focus on appealing to the **holistic journeys of visitors** as opposed to artificial boundaries set out by Business Improvement Areas.

## RECOMMENDATION

A collaborative marketing campaign modelled off Explorers' Edge in Ontario<sup>65</sup> or the Thompson Okanagan Region in BC<sup>171</sup>

Will maintain individual destination brands, but support and **elevate the customer's holistic journey**<sup>169</sup>

Include a dedicated website, social media channels, and digital advertising initiatives<sup>171</sup>

# Great communities are not top down; they're bottom up.

Overall, the recommendations within the Community Experience Enhancement Strategy will leverage the optimism of the residents, businesses, and visitors of Victoria Park.

By putting citizens at the centre of the experience, Victoria Park will become an unmissable part of any citizen's journey downtown.



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# PRIMARY RESEARCH

## APPENDIX A

WHO	WHERE	HOW	COMMENTS
Manager	Guardian Pharmacy 1010 Macleod Trail SE	In person (Feb 15/21)	Customers are typically single people who live in rentals in the area. They have many new customers who have just moved to the area into new buildings; however, there are regulars that come from other areas in the NE, NW, SE, and SW because they have an existing relationship with the pharmacy.
Employee/ Resident	5 Vines 218 12 Ave SE	In person (Feb 15/21)	This individual has lived in various apartments throughout Victoria Park for the last 15 years. There is nothing he would change about Victoria Park and likes its proximity to bars, restaurants, and the Saddledome. The majority of customers he sees at 5 Vines are young singles and couples with dogs, though they do have families who live in the area and regularly visit.
Business owner Kim Stern	Apartment 22 1312 1st Street SW	Email (Feb 15/21)	Disliked the area very much; moving business out of the area.
Business owner Dianna Raposo	Impact Boxing & Fitness 435 10 Ave SE	Email (Feb 15/21)	Chose to open business in Victoria Park because it was centrally located between two C-train stations and at the time it was still very under developed. They have been in the location for 19 years. The cons are homelessness and drug use in the area. They are located close to the Drop In center and Salvation Army and Stampede Park, but they've seen improvements as the area develops and improves with new buildings and residential apartments. Pros are the location and future development. One thing that could improve the success of the business would be better lighting in the front and alleys.

# PRIMARY RESEARCH

## APPENDIX A

WHO	WHERE	HOW	COMMENTS
Employee	Village Ice Cream 431 10 Ave SE	In person (Feb 15/21)	Customers are mainly relaxed, singles or couples on date night. Not many families. Not many bad/questionable people in the area, sometimes people making a bit of a scene but rarely. Days are much slower in the winter than in the summer. People come to the area specifically for Village Ice Cream and typically spend the rest of their time in East Village walking by the river. This location is Village Ice Cream's busiest location.
Manager Molly Li	Village Ice Cream 431 10 Ave SE	Email (Feb 16/21)	The location was opened in 2012 when Victoria Park was not yet developed. It was chosen because the company was going to only do catering and wholesaling, so it was a location that was close enough for potential clients. It was also a very affordable option as there were next to no businesses in the area. In the beginning, the con was that it was located in an unknown and undeveloped neighbourhood. It was more on the sketchy side. But it was also part of the success of Village. Because they were in a hidden back alley, it added to the allure of being in the know. Only those who heard about Village Ice Cream, through word of mouth, were able to find it. Sometimes their customers still struggle finding them, but that's what makes it fun and unique. They enjoy seeing the growth and expansion of the neighbourhood, since they've been there for nearly 10 years. If there was one thing they could change, it would be the foot traffic. There's not a lot of walking paths or parks around Victoria Park, so not a lot of foot traffic. Customers still have to drive to get to there. Other than that, they love being one of the Victoria Park gathering places, and its definitely added to the success of the business.
Employee	Lotus Vietnamese Noodle House 1032 Macleod Trail SE #100	In person (Feb 15/21)	Customers are mostly business people from neighbouring businesses. The days have been a lot slower with COVID-19 and are typically slower on weekends than weekdays. Not a lot of families.

# PRIMARY RESEARCH

## APPENDIX A

WHO	WHERE	HOW	COMMENTS
Business owner	OutLash Team 1238 1 Street SW	Email (Feb 16/21)	Chose to open business in Victoria Park because It is an up and coming community with lots of residential and downtown clientele, but COVID-19 has changed the business dramatically. Pros - lots of walk by traffic, businesses supporting businesses, a great BIA that works to really help businesses in the area, the new green line LRT will be a great addition to the neighbourhood. Con - the safe injection site has brought a lot of homeless to the community and they don't feel as safe as they once did, they have had several incidents. Changes that would improve the success of the businesses include introducing more affordable parking and the removal of the safe injection site.
Business owner Deidre Lotecki	Sweet Relief Pastries 120 - 13th Ave SW	Email (Feb 17/21)	Chose to be located in Victoria Park because it was centrally located and she found a space to lease that would work quickly so she jumped on it. Pros are lots of foot traffic, centrally located for easy access to all parts of the city, and high population density. Cons are parking and "sketchy humans" that frequent the neighborhood. They have found blood, needles etc. right in front of the door. Overall she think Victoria Park is doing great and if the area continues to grow as a cute little hot spot of fun local shops and restaurants they will be on a good path to success.
Manager Trent W	Hedkandi Salon 146 13 Ave SW	Email (Feb 17/21)	Chose to be located in Victoria Park because of number of factors – proximity to other businesses/locations (all located within inner city), 1st street being an area of high residential/commercial traffic and potential for shoppers (also up and coming at the time and now with new condos, businesses being built continually. Benefits: Great neighbours and other businesses in the area, supporting and encouraging traffic, recognizable area, etc. Cons: Safety/crime have become a growing concern, though they acknowledge there are great agencies working to mitigate these risks and support folks who are houseless, etc in the area. Specifically because of the pandemic/closures and COVID, downtown walking and retail traffic is unfortunately impacted. Not sure what they'd like to see changed about Victoria Park – would love to know more about the work the Victoria Park BRZ does and to have more information on opportunities to be involved/support.



# PRIMARY RESEARCH

## APPENDIX A

WHO	WHERE	HOW	COMMENTS
Business Owner Kayan	Kan You Cake 220 14 Ave SE	In person (Feb 21/21)	Kayan chose this location because it was located near Stampede, H market. She predicts that once the pandemic is over, there will be more foot traffic in this location. For the 5 months that Kan You Cake has been opened, Kayan notices her customers are often recurring customers. New customers are often in the area or new residences from Sasso across the street. She compared Victoria Park to East Village. "Everything in East Village is closer together while Victoria Park is more spread apart." Kayan suggested Victoria Park to bring something new to attract new people to the area without relying on Stampede. For example, introducing shopping can encourage people to visit Victoria park and increase the likelihood of people visiting her bakery.
Resident Ian Feil	Nuera 1.0 211 13th Ave SE	Email (Feb 22/21)	Enjoys the proximity to entertainment and lifestyle - Saddledome, stampede, restaurants, bars, elbow river, and gyms; close to work. Affordable (Calgary, in general, is affordable). Close to major roadways (Deerfoot and Macleod) and accessible to grocery stores (Sunterra, Kmart, Safeway, Superstore, 5Vines). Good transit - access to bus stops and c-train Victoria Park station. Downsides include the major homeless problem (3 shelters in very close proximity) and crime (stabbing and shooting just down the street from our building). There are also no local parks - need to go to Mission or deeper into the Beltline to access basketball hoops, tennis courts, etc and a lack of community spirit, people try to limit their time outside due to rampant homelessness and sketchy people in the area.

# PRIMARY RESEARCH

## APPENDIX A

WHO	WHERE	HOW	COMMENTS
Business Owner Mark Ross	Eye Spy Optometry 210 11th Ave SW	Email (Feb 23/21)	<p>Their previous location was in the Beltline on the corner of 4th and 17th Ave SW; wanted to find a location that was still in the Beltline and would still be walkable for our patients. Parking is MUCH better than on 4th street and 17th Ave for patients that do drive. There is an excellent mix of residential, commercial and office space in this area which gives them a large population pool to draw from when attracting patients. Good transit, especially with the Greenline (hopefully) coming to 11th Ave in the next few years. Other pros include a good mix of patient population and proximity to Inn from the Cold as they donate exams and glasses to them. It's more convenient for their guests to come as patients now that they're down the street. Cons include really large problem with homelessness and drug users in the area. This is sometimes scary for their patients. They were aware of these issues before moving to this area and 17th and 4th was hardly immune from this issue. They feel the pandemic has made this problem a bit worse or more obvious and recognize that a lack of housing options, mental health care and addictions treatment make this issue more problematic and requires systemic action from various levels of government and non-profits. If he could change one thing, it would be helping the homeless population with a housing first strategy. He feels every single human in this city deserves a home regardless of their personal situation and housing first has been proven to work in Medicine Hat. It improves property values, decreases crime and most importantly treats a certain segment of the population with dignity and respect, regardless of their mental health or addictions status (help is also easier to provide if people have a home). He would LOVE to see a housing first strategy aggressively implemented in Calgary or Victoria Park to improve the lives of everyone that lives here.</p>
Resident Kent Betker	The Guardian 2409 1122 3rd St SE	Email (March 1/21)	<p>Pros: Great location, close to Bow and Elbow river, fantastic pathways, close to the core, East Village, and Inglewood, the new facilities being build, character building in the area, clean and safe area, diverse people and cultures. Cons: Empty/dead spots within the community between east and west Victoria Park, lack of green spaces, community parks, and dog parks, traffic issues, would like to see more restaurants and services. Infrastructure is currently old, street lights, sidewalks, roads, etc, lack of community events and planning.</p>

## APPENDIX B

## CRESTED IN-DEPTH

## COMPETITIVE FORCES IMPACTING VICTORIA PARK

**East Village:** East Village has become a mixed-use neighbourhood that over 4,000 Calgarians call home.<sup>57</sup> The Calgary Municipal Land Corporation (CMLC) led the redevelopment of East Village starting in 2007 and has seen rapid growth in the area's attractiveness to Calgarians and capital invested since then.<sup>12</sup> There has been a \$396 million infrastructure investment to date, with another \$3 billion in private investments planned for the future. The value of the East Village development has caused available land to be purchased swiftly.<sup>12</sup> In 2011, the East Village Neighbourhood Association was formed to make Downtown East Village a healthy, safe, and vibrant place.<sup>119</sup> Inspired by some of the world's most livable places, this urban village has unfolded into a riverfront destination known for its vibrant events calendar, innovative public arts program, and dynamic residential projects.<sup>12</sup> East Village contains some of Calgary's most unique architectural offerings including the new central library and Studio Bell, home of the national music centre.<sup>57</sup> The two main attractions for East Village are the recently developed river walkway, and easy access to the downtown core.<sup>36</sup> Calgary's East Village was second among a 2020 Liveability Report put together by REMAX Real Estate Company, which was weighed on things like affordability, bike lanes and walking paths, and proximity to work or preferred schools.<sup>143</sup>

**Kensington:** There are 15 Business Improvement Areas in Calgary that are focused on expanding and attracting tourism and offering unique shopping experiences and fine dining.<sup>110</sup> One of these communities is Kensington, which has been identified as an opportunity for development and expansion by the city.<sup>110</sup> Kensington has spread across two communities called Hillhurst and Sunnyside and is loved for its unique atmosphere and ideal location.<sup>55</sup> Kensington is attractive because it is very pedestrian-friendly. It is one walk over the Louise bridge away from the downtown core, and the Sunnyside LRT station is located within it. There are over 250 unique shops, restaurants, and services in this community that have seen significant in-district population growth with several new developments being built for residents.<sup>55</sup> The Kensington atmosphere is unique and hard to replicate anywhere else in Calgary. People are attracted to the different energy, shops, and activities offered in the area throughout all seasons, including the summer farmer's market and romantic winter strolls through the Christmas light display put on by the community.<sup>55</sup>

**Inglewood:** Another community within Calgary's Business Improvement Area is Inglewood.<sup>110</sup> This area is quite popular as it is located in central Calgary, east of the Elbow River and downtown core.<sup>8</sup> It is the oldest neighbourhood in the city with no shortage of history, arts, and unique shopping opportunities.<sup>8</sup> Inglewood is a trendy location with fantastic dining that is perfect for families and hipsters alike.<sup>2</sup> Inglewood offers plenty of boutiques, breweries, and is often the headquarters for live music performances and festivals.<sup>8</sup> The Music Mile is a 1.1 mile stretch through Inglewood that is hard to beat, as it is anchored by Studio Bell on the West and runs down 9th Ave all the way to The Blues Can.<sup>2</sup> This type of music scene is not found anywhere else in Calgary and is an attractive piece to this community.<sup>2</sup>

**Complete Communities:** A complete community is an urban, suburban, or rural community that contains homes and services to allow residents to live, work, play, learn, and shop in a close proximity.<sup>73</sup> Complete communities include diversity of housing, connected transit, pedestrian, and bike routes, a range of employment options, schools, retail development, and public spaces. These communities are increasing in popularity throughout Canada, with developments in BC, Manitoba, Ontario, and Alberta.<sup>35</sup> For example, developments in Calgary like Currie and Seton are designed to include shops, restaurants, parks, and transit, giving residents little need to venture to communities outside of their neighbourhood.<sup>185</sup> Most Calgarians are fond of the concept of a complete community, with 78% reporting that living in a complete community is appealing to them.<sup>185</sup>

## APPENDIX B

## CRESTED IN-DEPTH

## REGULATORY FORCES IMPACTING VICTORIA PARK

**Rivers District Community Revitalization Plan:** In 2007, the City of Calgary acted to redevelop and revitalize the areas surrounding Victoria Park through the Rivers District Community Revitalization Plan.<sup>27</sup> The plan delineates a public infrastructure development program over a 20-year timeframe to accomplish this revitalization.<sup>27</sup> The overall objective of this plan was to enable and encourage private sector development in the Rivers District while eliminating problems that plagued the area like crime and social concerns.<sup>27</sup> The plan called for funding to improve or replace existing infrastructure such as underground utilities, sidewalks, streets, and parks.<sup>27</sup> The Calgary Municipal Land Corporation (CMLC) was created to execute this plan. The plan outlined several benefits to its implementation, with the primary benefit being increased commercial development to serve residents and visitors of the area and revitalize the district.<sup>27</sup> The plan was adopted by the City of Calgary on April 16, 2007.<sup>27</sup>

**Rivers District Master Plan:** Given that the Rivers District Community Revitalization process is nearing completion, the CMLC has released another 20 year-long masterplan delineating its vision for East Victoria Park which sits within the Rivers District.<sup>38</sup> The East Victoria Park Master Plan envisions the area as the premier culture and entertainment hub in Calgary for generations to come.<sup>27</sup> To achieve this vision, the plan details significant investments in public infrastructure projects. These include but are not limited to: the BMO Centre Expansion, the development of a new Events Centre, a festival street on Stampede Trail, further Development of the Riverwalk, and an extension of 17th Avenue.<sup>38</sup> The Master Plan sets forth its vision for six unique character areas within East Victoria Park, each with a different purpose.<sup>38</sup> These include the Warehouse District, the Neighbourhood centre, Riverfront Residential, Culture Entertainment & Education, Gateway West, and Agriculture Large Events & Festivals. For each district, this master plan outlines recommendations and planning guidelines to improve and bring out the best of these areas.<sup>38</sup> Additionally, the masterplan also outlines recommendations and planning guidelines for public spaces like parks & plazas as well as streets in Victoria Park.<sup>38</sup>

**Beltline Area Redevelopment Plan Part 1 & 2 (Proposal):** The Beltline Area Redevelopment plan aimed at redeveloping the Beltline area which includes Victoria Park. The plan, which was adopted in 2006, is now in the process of being amended to align with CMLC's vision for the Rivers District and East Victoria Park.<sup>32</sup> As it is still being amended, the plan has not yet been adopted by City Council. The plan is split into two parts: part one is the west Beltline which includes Victoria Park and extends west outside of its boundaries, and part two is east Beltline and almost wholly within Victoria Park.<sup>32</sup> Part one of the plan describes policy recommendations and guidelines to support neighbourhoods, increase density within the Beltline area, preserve heritage buildings, expand the pedestrian & cycling network within the area, and improve existing public spaces in the area as well as create new public spaces.<sup>160</sup> Part two of the plan delineates policy recommendations and guidelines to enhance and plan for each of the six unique districts in the East Victoria Park Masterplan.<sup>30</sup> The plan also outlines policy recommendations and guidelines for vibrant urban design, crime prevention, parks & open spaces, sidewalks & pathways, public transit, arts & culture, and infrastructure development, among other things.<sup>160</sup>

## APPENDIX B

## CRESTED IN-DEPTH

## REGULATORY FORCES IMPACTING VICTORIA PARK

**Community Standards Bylaw:** The Community Standards bylaw regulates community safety & livability.<sup>158</sup> Included within this bylaw is the regulation of noise, building and structure maintenance, graffiti, yards, nuisances, and more.<sup>158</sup> Lorenz<sup>170</sup> contends that uncommissioned graffiti, derelict housing, and loud noise at night are all indicators of a “bad” or undesirable neighbourhood. The Community Standards Bylaw regulates these indicators with remedial orders that describe how individuals are breaking the bylaw, order the owners of the property to bring the property into compliance, and state that if they are unable to do so within a given time, the City of Calgary may bring the property back into compliance by any means.<sup>158</sup> The City of Calgary also fines individuals who commit acts which break this bylaw, as well as those who do not follow remedial orders in time.<sup>158</sup> Due to the City of Calgary’s enforcement of this bylaw, community standards are continuously upheld which contributes positively to the cities livability.

**Public Behaviour Bylaw:** The Public Behaviour bylaw regulates the behaviour of individuals in public spaces.<sup>26</sup> The bylaw makes fighting, spitting, loitering, urinating, defecating, and holding a visible knife in public places an offence.<sup>26</sup> The City asserts that these behaviours are problematic and “may have a negative impact on the enjoyment of public spaces”<sup>32</sup> To enforce this, individuals who commit an offence by contravening this bylaw can be sentenced for up to 6 months in jail or subject to a fine as high as \$10,000.<sup>26</sup> Fear of crime, which these problem behaviours are, can change an individuals’ behaviour in choosing to use or visit a public place.<sup>154</sup> Due to the City of Calgary’s enforcement of this bylaw, a pathway exists for residents to report problematic behaviours to the City of Calgary and involve law and bylaw enforcement to resolve issues.

**Crime:** Crime negatively impacts an individuals’ decision to attend a destination.<sup>113</sup> This occurs because crime may create a negative image of a destination in an individuals’ mind which may deter them from visiting that destination.<sup>113</sup> Additionally, individuals may have a decreased perception of their own safety because of higher crime rates which also has a negative impact on their decision to visit a destination.<sup>108</sup> In fact, a website has been created in Edmonton which allows users to mark neighbourhoods/places in the city where they feel unsafe and safe.<sup>191</sup> Similarly, Waze, a GPS app now owned by Google, provides alerts that help individuals avoid “high-risk areas” in the app.<sup>72</sup> These unsafe markings could detract citizens from visiting a part of their city which has been reported to be unsafe. Further, a study reported by Reuters found that American teenagers spent less time in neighbourhoods considered dangerous resulting in collective withdrawal.<sup>135</sup> Overall, a negative perception of Victoria Park as well as a negative perception of their own safety results in less individuals visiting a destination.

**Parking Bylaw:** The Parking Bylaw regulates parking in the City of Calgary.<sup>31</sup> Areas of interest include payment for parking, parallel parking, parking on hills, and more.<sup>31</sup> A city's commercial core usually has the greatest demand for parking. Having high prices for parking negatively impacts tourism<sup>133</sup> and can cause individuals to change their mode of transport or park where it’s cheaper.<sup>180</sup> However, when the parking is underpriced, there are less parking spots available which results in people spending more time looking for parking.<sup>128</sup> This additional time spent looking for parking contributes to greater congestion and air pollution in the area.<sup>128</sup>

## APPENDIX B

# CRESTED IN-DEPTH

## ECONOMIC FORCES IMPACTING VICTORIA PARK

**Unemployment and Economic Growth in Calgary:** Calgary's economy took a heavy blow due to COVID-19, with the unemployment rate spiking at just above 11%. While this number is high, the Conference Board of Canada believes that the unemployment rate should return to normal by 2022 or 2023. On top of this, it is anticipated that the Calgarian economy will expand by 6.9% in 2021.<sup>25</sup> While an expanding economy is promising, it does not mean that the unemployment issue will be resolved. It is expected that Calgary's total GDP will contract by over 7% this year.<sup>173</sup> Due to the high level of unemployment in the oil sector, one of the challenges Calgary will face is restructuring the industry in a way to prevent similar layoffs from happening in the future.<sup>173</sup> One of the main objectives of this restructuring is to invest in tech and renewable energy sources to future-proof the energy sector in Calgary. This will help fix the current issue of vacant office space in the downtown core by providing jobs to Calgarians that would not be jeopardized by another pandemic in the future.<sup>177</sup> This investment is not only important for environmental stability, but will also provide economic stability for Calgary in the future.

**Disposable Income:** Canada has seen a reduction in the overall disposable income per capita due to the COVID-19 outbreak; however, it is projected that disposable income will spike significantly by 2024 when the economy has fully recovered and unemployment returns to regular levels.<sup>84</sup> In Canada, the expenditure of disposable income is seasonal.<sup>126</sup> This means that consumers will spend more on outdoor activities in the spring and summer months, and they will spend more on warm clothing in the winter months, for example. COVID-19 has also significantly affected consumer spending habits, with takeaway food, entertainment subscriptions, alcoholic beverages, and loungewear all taking a spot in the top 10 most purchased item categories over lockdown.<sup>146</sup>

**Stampede Park Expansion:** There are many new projects currently in place that will have a significant impact on the Victoria Park area. One of these is the construction of the New Events Center by Calgary Municipal Lands Corporation. This arena will not only serve as the home arena of the Calgary Flames; it will be a site in which Calgarians can visit anytime and it will act as a source of civic pride for many Calgarians.<sup>157</sup> The new Event Centre will add dynamic outdoor festival spaces and rejuvenate the surrounding streets in Victoria Park.<sup>40</sup> This should not only attract Calgarians to the area, but it will be an attractive tourist destination for visitors to the City of Calgary. In addition, the BMO Centre, which is Calgary's hub for trade shows, events, and conferences, is undergoing an expansion project to double its current space. This will make the BMO Centre the largest event centre in Western Canada, making Calgary a top-tier destination for large events and conferences which could attract more visitors to the Victoria Park area.<sup>20</sup>

## APPENDIX B

## CRESTED IN-DEPTH

## SOCIO-CULTURAL FORCES IMPACTING VICTORIA PARK

**Increased technology usage:** Like many consumers globally, the trend toward technology usage in daily life continues to increase in Calgary. 88% of Calgarians aged 25+ have a smartphone, laptop, or desktop computer available for use and over half (51%) of Calgarians agree that they 'prefer to hear about City issues online and on social media rather than traditional media'.<sup>87</sup> A study done by Buono<sup>10</sup> found that 98% of participants stated that social media improved their access to information about special events. For many consumers, traditional media usage is declining while smartphones, smart watches, and smart speakers are relied upon for activities such as accessing the internet and reading reviews.<sup>136</sup> Usage of mobile technologies has led to a new consumer culture where consumers thoroughly research products and services prior to making decisions.<sup>7</sup> This increase in non-traditional technology usage is particularly relevant for communities in Calgary, as 75% of Calgarians believe that adopting new technology can make a city a better place to live and 69% think that using new technology can improve citizens' relationship with the city.<sup>87</sup>

**Importance of connection:** In a study completed by Stone-Olafson, it was shown that Calgarians are feeling a desire to engage with the community post-pandemic, especially in outdoor events that allow for safety and socialization simultaneously.<sup>153</sup> The trend toward connection, both within communities and with businesses are of increasing importance to Calgarians 72% saying their relationships are what they value most.<sup>17</sup> This trend toward the need for connection can be also translated into communities as a study by KPMG found that individualized attention, knowledge of preferences, and past interactions lead to better experiences and increased consumer satisfaction.<sup>100</sup>

**Local spending & shift toward sustainability:** Another important trend that will have a noteworthy impact on communities throughout Calgary is the shift towards shopping and dining locally. This trend has been seen throughout Canada with 97% of consumers reporting they buy local to support the local economy and 45% of consumers saying that they made an effort to buy Canadian products in the past year.<sup>7</sup> In Calgary specifically, the trend toward buying local was propelled by the City of Calgary's launch of the #BuylocalYYC campaign in November 2019. Calgary's small businesses account for 95% of all businesses in the city, and act as a driving force within Calgary's business community.<sup>15</sup> This trend relates to the topic of environmental sustainability with 87% of consumers reporting that they feel buying local is better for the environment.<sup>7</sup> Because 50% of Calgarians believe we should be doing more when it comes to the environment and sustainability, this trend could be a significant point of leverage for local communities.<sup>16</sup>

**Safety & perceptions of downtown:** A socio-cultural trend that will have a significant impact on Victoria Park is the attitudes and perceptions of Calgarians towards the downtown core. Recent surveys suggest that the perception of safety in the downtown core have worsened from 17% in 2017 to 24% in 2019, and residents are likely to report that safety in the urban core has declined over the past two years.<sup>162</sup> Shopping, dining, festivals, arts, and cultural events are the main non-work reasons that Calgarians visit the core, but shopping has decreased in the city centre by 3% since 2013.<sup>162</sup> As a result of declining safety and businesses that primarily cater to office workers, many suburban Calgarians have a growing perception that downtown is a stagnating ghost town.<sup>184</sup>

## APPENDIX B

# CRESTED IN-DEPTH

## TECHNOLOGICAL FORCES IMPACTING VICTORIA PARK

**Level of innovation & technology:** The level of technology in Calgary has been slowly increasing over the years. In fact, in 2019, Calgary's technology sector was placed as fifth in all of Canada.<sup>114</sup> It is estimated that the businesses within Calgary will guide the \$18.4 billion spending on digital transformation in Alberta by 2022.<sup>86</sup> Moran contends that “we are living our vision as a city of choice in Canada where the best entrepreneurs come to embrace innovation and solve the world's greatest challenges.”<sup>14</sup> However, there are always opportunities present to grow the city in terms of technology. In 2019, Platform Calgary and Calgary Economic Development attended one of the biggest tech conferences in North America alongside Innovate Edmonton to promote and encourage the current tech startups present within the cities.<sup>114</sup> This created a greater impact not only within the city's successful tech industry, but also Alberta as a whole.

**New Event Centre:** The new event centre brings many technological advances for the City of Calgary. The new venue is being built whilst keeping in mind the future of technology, meaning that programming designed for e-sports and e-entertainment will be incorporated into the structure.<sup>18</sup> Rob Adamson, a principal consultant working on the design of the new arena, has explained that their passion and experience that is backed by technical sport expertise will contribute to the creation of the ultimate fan experience.<sup>115</sup> Calgary Municipal Lands Corporation has released reports addressing which types of programming fans would like to see in the new centre. This report showed that 24% of respondents would like to see esports events and technology implemented.<sup>39</sup> Although there has not been much officially released in regards to the exact implementations taking place in the new facility, it is expected that technology will have a huge impact in order to align with the future of Calgary.

**Transit:** In 2020, Calgary transit implemented an app called MyFare to give the option for users to purchase transit tickets using their phones.<sup>83</sup> Although this app is available to purchase tickets digitally, the option for consumers to purchase paper tickets is still available as well.<sup>112</sup> Leveraging technology to implement this change has improved Calgary Transit's accessibility. Additionally, the City of Calgary has outlined a technology report regarding the future of transportation throughout the city. This report includes the potential of things such as utilizing AV technologies to implement fully automated buses, driverless rail systems, and implementing last mile shuttle services using low speed autonomous shuttles.<sup>159</sup>



## APPENDIX B

# CRESTED IN-DEPTH

## ECOLOGICAL FORCES IMPACTING VICTORIA PARK

**Weather and climate impacts:** Compared to other countries, Canada is experiencing temperature increases at a higher rate than most other regions of the world.<sup>160</sup> This warming could cause other potential issues such as extreme weather events that can cause severe damage like flooding or wildfires. Climate change has lasting effects and will be costly to not only the environment but to people, equipment, and infrastructure.<sup>163</sup> In Alberta specifically, the annual temperature is expected to increase within the next 30 years depending on the actions being taken to reduce emissions and greenhouse gasses.<sup>165</sup> In addition, with Calgary's constant changing weather, it is important to take into consideration the seasons and what to expect during certain times of the year. While hosting outdoor events in Calgary communities, significant pain points for visitors may include the weather conditions.<sup>168</sup> Calgary's extreme temperature variations from -30° in winter to +30° summer have a significant impact on the inclination of citizens to spend time outside.<sup>37</sup> Furthermore, the windy climate brings warm chinooks, yet also brings in strong winds that can make outdoor attractions a challenge.<sup>109</sup>

**Sustainability:** Alberta tends to lean on fossil fuels for energy consumption. Although Alberta's electricity grid is projected to improve, in 2016, 47% of power was sourced from coal, 40% natural gas, and 13% renewable resources.<sup>160</sup> Despite this, there is an increasing desire to provide sustainable and environmentally-friendly services<sup>75</sup> with 50% of Calgarians believing that we should be doing more when it comes to the environment.<sup>16</sup> In addition, sustaining and supporting the environment is believed to be key to keeping Calgary resilient.<sup>163</sup> To address this, the City has made significant investment in parks, open space networks, transit, waste reduction, and green infrastructure in order to encourage sustainability.<sup>163</sup>

**Transportation:** In order to encourage sustainable transportation throughout the city, Calgary has implemented a transportation plan and cycling strategy in order to turn Calgary into a bicycle friendly city.<sup>166</sup> This strategy will encourage sustainable transportation throughout the city by investing in networks such as transit and bike lanes.<sup>167</sup>

**Growing desire to engage in activities after COVID-19:** Around 57% of Calgarians are eager to participate in normal activities once the COVID-19 restrictions lighten up.<sup>153</sup> Individuals are increasingly feeling the desire for in-person events that allow for socialization while being safe, which has led to a growing interest in outdoor events.<sup>153</sup> Many citizens want to share a meal, see friends, or go shopping because they are frustrated with the length of the lockdown.<sup>59</sup> Because pain points from COVID-19 have been substantially smaller for higher-income earners, these segments are likely to be eager to return to normal life and engage in experiences within their community.<sup>132</sup>

## APPENDIX B

## CRESTED IN-DEPTH

## DEMOGRAPHIC FORCES IMPACTING VICTORIA PARK

**Low median age:** In comparison to other major Canadian cities, Calgary's population is young with the median age of Calgarians being 36.4 and 70.2% of Calgary's population being between the 15 to 64.<sup>13</sup> While older generations have typically preferred suburban areas due to congestion, pollution and crime dating as far back as the middle of the twentieth century, younger generations have shown a preference for urban amenities and provide an opportunity to revitalize infrequently visited downtown cores.<sup>104</sup> Despite strategies for urban renewal enacted by city councils, research suggests that recent shifts in interest in urban centres are truly driven by Millennials, 'creatives', and downsizing Baby Boomers.<sup>58</sup>

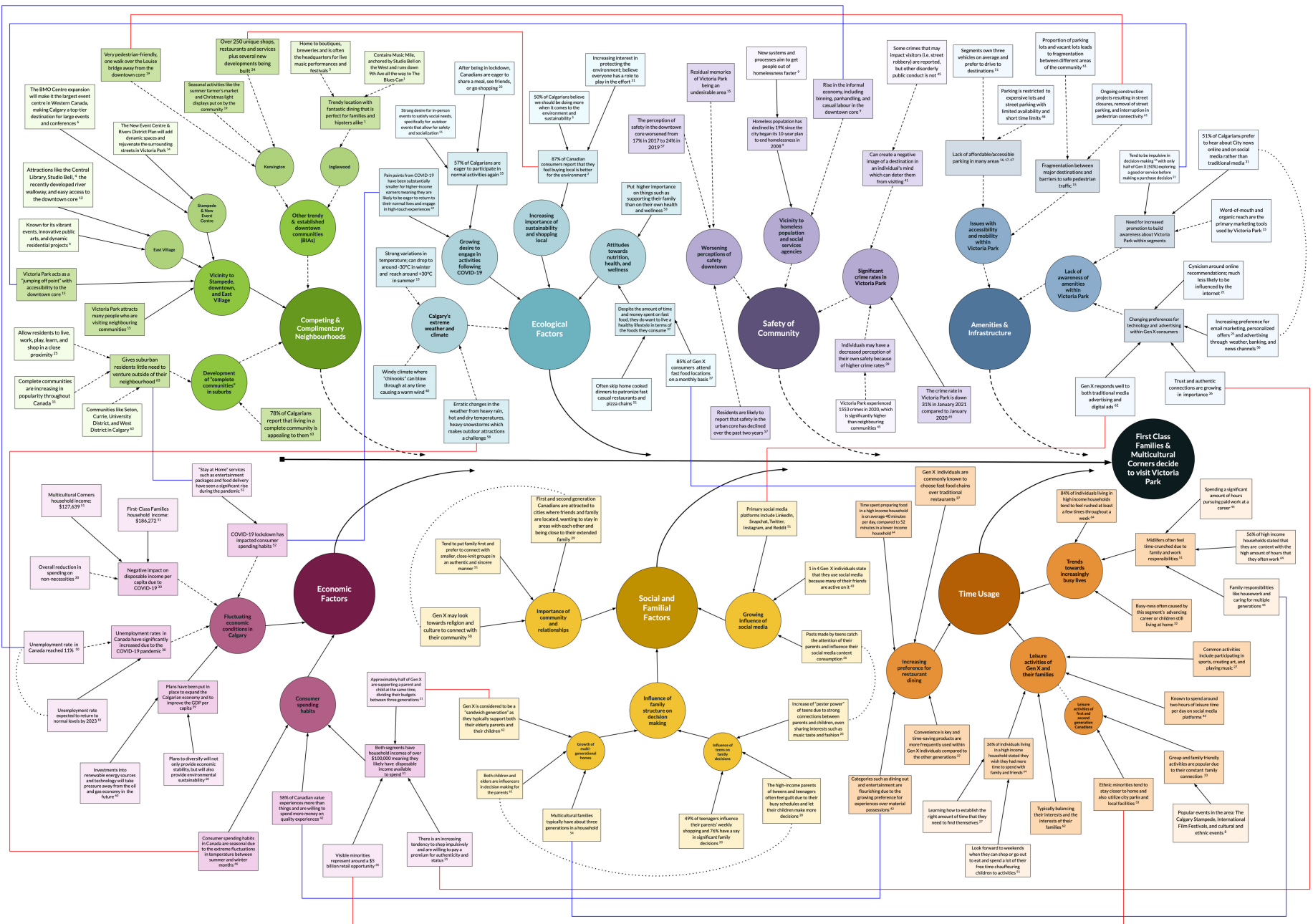
**Declining rates of homelessness:** The homeless population within Victoria Park has been a long-standing issue for many visitors, residents, and businesses. In 2019, condo owners and businesses created a petition to relocate Alpha House, a homeless shelter that has been located in Victoria Park since 1982.<sup>149</sup> According to a Point-in-Time study conducted in April 2018, there were 2,911 people experiencing homelessness in Calgary.<sup>19</sup> Despite the past problems with homelessness in downtown Calgary and Victoria Park, the city's homeless population has declined by 19% since the city began its 10-year plan to end homelessness in 2008. Due to new systems and processes to get people out of homelessness faster, these numbers are expected to decline further.<sup>24</sup>

**High population growth:** A significant demographic trend that will impact Victoria Park is the high population growth throughout the city. According to the 2016 Census, Calgary's population has increased 14.6% from 2011 with the highest population growth of all Canadian census metropolitan areas from 2011 to 2016.<sup>13</sup> Increasingly, people are looking to Calgary to break out of its 'cowtown' mould and become something new and fresh with hopes that Calgary can achieve success or reinvent itself.<sup>81</sup> Many have felt that Calgary is a place of ideas, vision, and possibility which has led to "transmetropolitan" individuals remaining in Calgary for reasons other than economic, looking for the pay-pleasure balance that Calgary offers.<sup>134</sup> Further, skilled and educated people are gravitating to amenity-rich urban centres much like Victoria Park.<sup>134</sup>

**Stable family structure:** The trend of relative stability of the proportion of families in Calgary has a significant impact on the liveliness of downtown core communities. This is because the propensity of young people to spend time in the urban core decreases as they move toward coupledness and parenthood.<sup>58</sup> In 2016, 48% of couples in Calgary had children and 37% of couples did not, remaining constant from the 2011 census.<sup>158</sup> According to an article by CBC, many families with children living in Calgary simply do not see a reason to head to the city's core.<sup>185</sup>


# APPENDIX C

# DETAILED SYSTEMS MAP








APPENDIX D

# FIRST CLASS FAMILIES JOURNEY IN DEPTH

	DISCOVER	EVALUATE & DECIDE	PLAN	CORE EXPERIENCE	SHARE	ANTICIPATE
GOALS	How should I spend Saturday afternoon with my sons?	What are my options? Go to Victoria Park or enjoy a day around the neighbourhood.	Prepare to take family to Victoria Park to run errands and have a family day.	Enjoy end-to-end experience in Victoria Park.	Share my experience with my friends and family on social media	Reflect on experience at Victoria Park and decide if I would visit again.
TOUCHPOINTS	<b>Partner-owned touchpoint:</b> Tourism Calgary <b>Social touchpoint:</b> Instagram, texting friends, asking children opinions.	<b>Producer-owned touchpoint:</b> Victoria Park website & Victoria Park BIA Instagram <b>Partner-owned touchpoint:</b> Google, local news sources like Avenue Calgary and Curiosity Calgary <b>Social touchpoint:</b> Instagram, social media, texting friends, asking children opinions.	<b>Producer-owned touchpoint:</b> Victoria Park website <b>Partner-owned touchpoint:</b> Restaurant website, Sunterra website, Weather Network app <b>Public-sector touchpoint:</b> City of Calgary website, Calgary Parking Authority app <b>Social touchpoints:</b> Instagram, other social media, texting friends, asking children opinions.	<b>Partner-owned touchpoint:</b> Restaurants, shops, other activities <b>Public-sector touchpoint:</b> Roads, sidewalks, parking lots, lighting <b>Social touchpoints:</b> People in the area, business owners, sharing experience on social media	<b>Producer-owned touchpoint:</b> Victoria Park BIA Instagram & Facebook page <b>Partner-owned touchpoint:</b> Facebook, Instagram, Google Reviews <b>Social touchpoint:</b> Social media, sharing with friends & family	<b>Public-sector touchpoint:</b> Other parking options in the area <b>Social touchpoints:</b> Asking sons for their opinions, online platforms, texting friends and family about experience
THINKING + FEELING	Excited, curious, in need of bonding time and break from routine	Curious, apprehensive, hopeful	Excited, overwhelmed, optimistic, anxious	Immersed and relieved but still uneasy	Reflective, social	Reflective, determining if value was worth time spent
ACTIONS	Looking on social media for things to do, talking to her sons, texting friends about weekend plans	Looking at amenities in Victoria Park (shops, restaurants, activities)	Coordinating with her family on date, time, restaurants, and shopping	Shops at Sunterra and 5Vines, Ten Foot Henry for lunch, last minute decision to go to Village Ice Cream	Posting on social media, interacting with friends and family online, leaves a Google review for restaurant	Explore other options for alternative family experiences, reflect on experience
PAIN POINTS	Sons don't want to hang out with her, need a ride to their own social activities, not familiar with area	Concerned about sons' enjoyment, wants their help in planning, concerned about safety	Find a time and activity that works for everyone	Construction, vicinity of amenities, lack of parking, lack of cohesiveness, weather, undesirable people	No good photo opportunities, not sure where to tag post	Not sure what events are coming up next, not sure if she felt safe in the area
SATISFACTION						

APPENDIX D

# MULTICULTURAL CORNERS JOURNEY IN DEPTH

	DISCOVER	EVALUATE & DECIDE	PLAN	CORE EXPERIENCE	SHARE	ANTICIPATE
GOALS	How should I spend a Sunday afternoon with my family?	What are my options? Go to Victoria Park or enjoy a day around the neighbourhood.	Prepare to take family to Victoria Park to run errands and have a family day.	Enjoy end-to-end experience in Victoria Park.	Share my experience with my friends and family on social media	Reflect on experience at Victoria Park and decide if I would visit again.
TOUCHPOINTS	<p><b>Partner-owned touchpoint:</b> News sites, restaurant reviews, Google search</p> <p><b>Social touchpoint:</b> LinkedIn, Facebook, asking children and grandparents opinions</p>	<p><b>Partner-owned touchpoint:</b> Google reviews, local news sources like Avenue Calgary</p> <p><b>Social touchpoint:</b> WhatsApp group chat with community friends, considering children's opinions</p>	<p><b>Producer-owned touchpoint:</b> Business directory of Victoria Park's website</p> <p><b>Partner-owned touchpoint:</b> Bb.q Chicken restaurant website, Google Reviews of Central Memorial Park, Weather app</p> <p><b>Public-sector touchpoint:</b> City of Calgary website, Calgary Parking Authority app</p> <p><b>Social touchpoint:</b> Asking children and parents' opinions</p>	<p><b>Partner-owned touchpoint:</b> Restaurant, local stores</p> <p><b>Public-sector touchpoint:</b> Public park, sidewalks, traffic, construction, roads, Central Memorial Park</p> <p><b>Social touchpoint:</b> Conversations with locals and business owners</p>	<p><b>Partner-owned touchpoint:</b> WhatsApp, Facebook, Google Reviews</p> <p><b>Social touchpoints:</b> Social media, sharing with friends &amp; families</p>	<p><b>Social touchpoints:</b> Asking family for their opinions, sharing experience with community members</p>
THINKING + FEELING	Wants to escape from routine on a weekend, wants to get parents outside, family time	Cautious, curious, apprehensive	Stressed, concerned, hopeful, lost	Overwhelmed, but immersed	Reflective, social	Reflective, determining if value was worth time spent
ACTIONS	Accessing news sites and reading reviews on tablet	Looking at amenities in Victoria Park (shops, restaurants, activities), talking to spouse, parents, and children	Planning central parking, choosing restaurants and stores to stop at, choosing family-friendly destination, coordinating with extended family	Picks up food at bb.q Chicken, goes to Central Memorial Park for picnic	Post pictures of parents and children in the park	Explore other options for alternative family experiences, reflect on experience
PAIN POINTS	Lack of awareness about Victoria Park and what is has to offer	Finding an activity that suits the interests of entire family	Worried about mobility of family, family-friendliness, amount of walking for parents	Construction, vicinity of amenities and mobility of family, lack of parking, lack of cohesiveness, weather, undesirable people	No major pain points	Enjoyment of grandparents and children, too much walking
SATISFACTION						

## APPENDIX E - KNITTING THINGS TOGETHER

# ENHANCING PHYSICAL MOBILITY

### RECOMMENDATION 1

Victoria Park should partner with YesSurrey to **provide visitors to the community with options to explore the community through bike rentals.** Unlike other forms of transportation like scooters and bicycles, YesSurrey provides options that cater to the whole family from toddlers to the elderly.<sup>189</sup>

Currently, YesSurrey offers bike rental services in Eau Claire and Bowness Park, signifying the potential for an easy implementation in Victoria Park.<sup>189</sup> Not only do bike rentals improve mobility and transportation between destinations within the community, **they also are great tools for activating public spaces and centralizing community activity.**<sup>139</sup> Surrey bikes have the potential to naturally start conversation which leads to more social public spaces, as well as the ability to attract diverse riders at all times of day which detracts from the perception of unsafe conditions due to empty streets.<sup>139</sup> **These benefits have been seen in Portland, Oregon, where the Biketown bike share initiative was launched in 2016.**<sup>182</sup> Since then, studies have shown 26% of bikes rides are replacing what would have been a car trip.<sup>182</sup>

With safety being a concern for many in the First Class Families and Multicultural Corners segments, the presence of bicycles as opposed to cars can create a sense of security and a perception of a safer community.<sup>111</sup> Overall, incorporating bikes within Victoria Park can create a sense of safety for families and create an opportunity to enjoy their time in the community while spending time together.

### RECOMMENDATION 2

Victoria Park is a big space with many buildings and empty spaces that lead to fragmentation between destinations. **In order to combat this and facilitate the physical journey of visitors, it is recommended that the community creates an ArtWalk.** Recently, a similar concept has been implemented in Inglewood as part of Chinook Blast in which a team of local artists took over the windows of businesses, paired with local musicians to create an interactive augmented reality experience when visitors download an app.<sup>85</sup> Victoria Park could replicate this by teaming up with Katie Green, a local Calgary Artist that has created artwork which has been displayed in communities like the Beltline.<sup>94</sup> She wants to connect with the community and produce artwork throughout the streets which will pull people together.<sup>94</sup> While designing an ArtWalk, it is important to recognize the **empty spaces and storefronts that can also be incorporated within the design like downtown Pittsburgh has done with their "Project Pop Up".**<sup>51</sup>

Victoria Park is spaced out, so encouraging people to walk within the community and explore is the perfect way to support journeys and boost engagement within the community. The ArtWalk would be a safe, fun and inclusive activity for family and friends of Victoria Park to explore the community, leading visitors from Village Ice Cream on 10th Ave SE through to 11th Ave SW to 12th Ave SW and ending at Central Memorial Park.

### RECOMMENDATION 3

In order to enhance physical mobility between destinations, Victoria Park should focus on creating more walkable and pedestrian-friendly areas. While Victoria Park is based around many parking spaces and roadways, **allotting more room for pedestrian needs contributes to a more lively and active community.**<sup>137</sup> Sidewalks should not simply be seen as modes of transportation, but instead, as a spot for socialization whether to talk with friends, stroll and shop, or watch bypassers.<sup>137</sup> In addition, streets with ample room for walking tend to be perceived as safer.<sup>60</sup> One city that has done a great job of promoting walkable communities is Chicago, Illinois, through their Make Way for People initiative. This initiative includes creating **"People Spots" which are temporary platforms set up within parking lanes** that expand sidewalks and create spaces for socialization, as well as **"People Streets" that convert unused spaces in dead-end streets and areas of excess pavement into pedestrian-friendly areas** through the use of paint and public seating.<sup>34</sup> Pedestrian accessibility ensures the visitors can interact with people and businesses in the area which allows connections to be fostered within the community.<sup>144</sup> Chicago has already seen multiple benefits from this temporary solution, such as improved street safety, an increase of pedestrian volumes, and increased economic opportunities for retail stores.<sup>34</sup> There has been a **25% increase in outdoor activities, a 10% rise in perceived sense of community, and 5% decrease in driving.** Businesses have also seen a **10%-20% increase in sales** and 80% of businesses find that People Spots bring more foot traffic.<sup>192</sup> As a result, Victoria Park should follow Chicago's lead by balancing for vehicles and pedestrians through these cost-friendly and temporary measures.

## APPENDIX E - KNITTING THINGS TOGETHER

# REJUVINATING VACANT SPACES

### RECOMMENDATION 1

Victoria Park should follow the lead of Larkinville, in Buffalo, New York. Like Victoria Park, Buffalo is characterized by substantial amounts of vacant land and concrete parking lots.<sup>96</sup> Larkinville was once a busy neighbourhood filled with manufacturing buildings that was left abandoned after companies in the area ceased operations.<sup>74</sup> Years later, **Larkinville has transformed a small area of vacant land into a market** which includes grass lawns, lounge chairs, weekly concerts, cafes operating out of food trucks, and local vendors set up in shipping containers.<sup>74</sup> To replicate this, Victoria Park could partner with local restaurants like **Native Tongues Taqueria to set up taco carts,<sup>123</sup> music venue Koi to facilitate weekly concerts with local musicians,<sup>99</sup> and Greta Bar to sponsor family-friendly lawn games.<sup>77</sup>** Because First Class Families and Multicultural Corners show an affinity for shopping local and authentic connections,<sup>137</sup> as well as the growing desire of Calgarians to re-engage in safe outdoor activities following COVID-19,<sup>153</sup> this recommendation will attract a wide portion of the segment to the unique assets in Victoria Park, which will make them more likely to visit again.<sup>93</sup> In addition, research shows that community-centered markets facilitate intergenerational interactions and provide all ages, from teenagers to seniors, a space to relax and have fun.<sup>145</sup>

### RECOMMENDATION 2

Penn's Landing in Philadelphia was once described as a derelict concrete space primarily used for parking but is now known as a vibrant plaza that attracts families and offers unique and temporary seasonal experiences.<sup>145</sup> Events at Penn's Landing **use seasonality to their advantage and allow new family-based experiences in an urban environment**, both evoking anticipation and creating moments beyond the typical city landscape.<sup>145</sup> From April to October, Victoria Park can take inspiration from the seasonality of the Penn's Landing experience by offering a **pop-up mini golf course in the spring and summer months. Much like Pittsburgh has done in their Innovation District**, a free, nine-hole mini golf course could be created within a vacant parking lot in the community.<sup>188</sup> The course should be open Thursday to Sunday from noon until 8pm and should highlight local businesses by providing players with scorecards that offer discounts in the community.<sup>188</sup> To incorporate local flair, Victoria Park could partner with a local restaurant like National on 10th, who offers bowling, foosball, and other games,<sup>122</sup> to create a custom mini-golf course that could incorporate local monuments such as the Rundle Ruins.<sup>79</sup> Pop-up mini golf would provide a way to safely gather with friends and family outdoors<sup>188</sup> and, again, allow First Class Families and Multicultural Corners segments a chance to re-engage safely in outdoor activities.<sup>153</sup> From November to March, Victoria Park could take advantage of Calgarians' love for hockey through assembling a **synthetic ice-skating rink similar to "Skate the Boulevard" offered at the Deerfoot City shopping mall** which included Instagram-worthy photo opportunities and options for skate rentals, food, and drink.<sup>44</sup> Synthetic ice has been a hit with citizens in a variety of climates, such as Mexico City, the Detroit Zoo, Brooklyn, New York, and 22 other retail centres, hotels, and public parks across the US.<sup>101</sup> Synthetic rinks are cost-effective, more environmentally friendly, and more convenient than traditional rinks with simple maintenance and no requirement for large amounts of water or electricity.<sup>101</sup> Panels can be easily stacked and stored when the parking lot is needed during the Calgary Flames' season.<sup>101</sup> While Olympic Plaza often has limited skating times and lines that skaters must wait in due to capacity limits,<sup>168</sup> people come from all quadrants of the city to skate in Olympic Plaza.<sup>173</sup> In addition, synthetic ice is less punishing and safer for family members of all ages, from kids, to parents, to grandparents.<sup>101</sup>

## APPENDIX E - KNITTING THINGS TOGETHER

# PULLING RESIDENTS ONTO STREETS

### RECOMMENDATION 1

City life has commonly been associated with the daily use of public spaces by the residents which make up the community;<sup>63</sup> however, the perceptions about the area determine the frequency of those areas being used.<sup>60</sup> In order for residents to have a positive view of the area, they need to feel safe, and for that to happen other people need to be present.<sup>60</sup> Creating valuable shared experiences within the community will result in a safer and more attractive Victoria Park in the eyes of its residents and visitors to the area<sup>80</sup> and **incorporating unique, eye-catching art installations within an area plays a significant role in the way residents' view their community.**<sup>140</sup> This is because behind the visual appeal of the art, a sense of belonging, and optimism about the community is created while encouraging community engagement.<sup>140</sup> The City of Denver has incorporated five painted pianos all designed by local artists throughout their downtown area in order to attract visitors called "Your Keys to the City".<sup>156</sup> A member of the Downtown Denver Partnership team explained how public art such as painted pianos brings all people together and allows them to appreciate where they are.<sup>156</sup> Similarly, **Toronto has incorporated unique art to attract people with their "Graffiti Alley" which includes new and old unique street art that is constantly changing,** and is a popular attraction that captures the vibrancy of Toronto.<sup>130</sup> Victoria Park should follow the lead of places such as Denver and Toronto by designing large, dynamic art installations such as a constantly-changing graffiti wall painted by local artists to encourage the residents to spend more time within the community.<sup>120</sup>

### RECOMMENDATION 2

One opportunity that Victoria Park should consider when **attempting to make the community feel safer and more vibrant with activity is pocket parks.** According to the National Recreation and Parks Association pocket parks are "small outdoor spaces, usually no more than ¼ of an acre" made in abandoned or unused areas.<sup>120</sup> In most cases, these abandoned lots are purchased by cities and maintained by local community organizations.<sup>120</sup> Because there are no set designs for pocket parks, these small-scale parks are practical and easy to implement, bringing benefits to the community almost immediately.<sup>120</sup> Studies have found that **the placement of pocket parks in abandoned areas directly correlates with a reduced amount of crime, ultimately increasing the safety of the area.**<sup>9</sup> This is because the perception of safety is increased when public places are filled with people.<sup>60</sup> In turn, when those places are vacant it makes the area less appealing and safe resulting in even more abandonment by surrounding residents and potential visitors.<sup>60</sup> Paley Park in Midtown, New York City incorporates a waterfall, ivy covered walls, trees, artwork, and is often referred to as an oasis that allows an escape from the overwhelming city for many residents.<sup>181</sup> Similarly, **Baltimore City Parks and Recreation in Maryland has worked with community groups to successfully turn vacant lots into open neighborhood spaces.**<sup>120</sup> Victoria Park should follow the lead of Baltimore and Midtown by implementing a community-managed garden that incorporates green spaces with do-able improvements like benches, firepits, plants, and trees that light up in the night.

### RECOMMENDATION 3

There is a large amount of evidence that supports how proper lighting within an area contributes to a greater perception of safety. A study done by Rahm, Sternum, & Johansson<sup>141</sup> indicates that unsatisfactory lighting directly contributed to the walking routes of participants. The same researchers identified that the way an area, such as green space, is perceived is impacted by the lack of proper lighting.<sup>141</sup> Similarly, it has also been found that **the presence of bright lights in an area results in the feeling of safety for individuals walking around, especially at night.**<sup>175</sup> Sufficient lighting can assist with reducing the amount of people who refrain from leaving their houses at night.<sup>175</sup> Incorporating pedestrian scale lighting within Victoria Park can be modelled after Silent Lights at Park Avenue and Navy Street in Brooklyn, New York. Silent Lights is an art installation that brightens the pathway and brings positive activity into the streets.<sup>138</sup> Victoria Park may also take inspiration from **Larimer Square in Denver, Colorado who has designed lighting specifically for pedestrians that incorporates lights draped from both sides of the street.**<sup>138</sup> Draping lights over the 10th Ave corridor from Village Ice Cream down to the UPTEN apartments will help to facilitate the east-west journey, and make residents and visitors alike feel safer in the area.



## APPENDIX F - THREADING THE NEEDLE

# REACHING OUT TO THE WHOLE FAMILY

### RECOMMENDATION 1

The majority of children of the First Class Families and Multicultural Corners are in their adolescent years<sup>136</sup> meaning that their “pester power” or ability to influence their parents’ decision-making, is increasing.<sup>62</sup> In order to specifically target the aforementioned segments, Victoria Park can **reach parents by capitalizing on the variety of social media platforms targeted towards younger generations.** In particular, TikTok is a massive platform that is available in over 150 countries and has over 1 billion users.<sup>52</sup> In addition, TikTok is becoming an increasingly popular method of destination marketing with its ability to authentically showcase uniquely local experiences and local businesses.<sup>70</sup> To reach this segment, Victoria Park can create a TikTok account to showcase the community’s authentic personality and engage in storytelling about the experiences Victoria Park has to offer.<sup>176</sup> On a larger scale, examples of destinations that have successfully used these social media platforms include the **City of Minneapolis and the City of Columbus, where TikTok has been an influential force in rebranding the cities** as fun and relatable.<sup>118</sup>

Unlike static images and text that can often come off as “boring” to this segment, these platforms provide an opportunity to connect with an otherwise unengaged segment.<sup>118</sup>

### RECOMMENDATION 2

A major opportunity that has sprouted to market to middle-aged audiences that are getting increasingly comfortable with the regular usage of social media.<sup>148</sup> For the First Class Families and Multicultural Corners segments who use computers, tablets, and smartphones for a range of activities from entertainment to researching products, and are frequent users of Facebook, leveraging paid advertisements through this social media platform will be an effective way to reach this segment.<sup>136</sup> More than 50% of all Gen Xers on Facebook follow brands and are often engaged with the pages when looking for deals, promotions, and contests from those companies.<sup>54</sup> To capitalize on the growing use of Facebook by these segments, Victoria Park should follow the lead of Traverse City, Michigan. Much like Victoria Park, visitors were not aware of the offerings of Traverse City due to their focus on organic marketing.<sup>43</sup> To build awareness and encourage people to visit the area, the city created **an audience of people who visited Facebook pages similar to theirs, built a specific target audience with desired traits and characteristics,** and focused on specific geographic regions of desired visitors.<sup>43</sup> A paid ad campaign could be similarly implemented in Victoria Park to target First Class Families and Multicultural Corners by focusing on people who visit the pages of Tourism Calgary, East Village, or other family-friendly venues or public installations within the city, such as Chinook Blast. The target audience should include upscale, middle-aged individuals of all ethnicities with children over the age of 10, and be focused on those living in suburban or urban fringe areas of Calgary.<sup>136</sup> Overall, Traverse City’s Facebook ad campaign **resulted in 319,000 impressions and a click-through rate 200% higher than average,** proving that strategically targeting individuals based on their specific behaviours and interactions with content can result in increased awareness and additional visitors to the area.<sup>43</sup>

### RECOMMENDATION 3

In Klear’s State of Influencer Marketing 2021 Report, it was found that influencer collaborations had 57% more reach and impact in 2020 compared to 2019.<sup>97</sup> In addition, local influencer marketing tends to be relatable and cost-effective, while remaining authentic and generating more engagement than paid campaigns.<sup>174</sup> Given these insights, Victoria Park should **partner with Calgarian micro-influencers to act as “local guides” and create content to highlight activities, local businesses, and other amenities in the area.** On TikTok, a Calgarian influencer that would be beneficial to partner with is Jayde Vincent<sup>89</sup> because of her 2.1 million followers, most of whom fall into the Gen Z age group. Another influencer that is well-known in Calgary who could promote Victoria Park and its events is Juan Romero.<sup>91</sup> By partnering with these influencers, it is the perfect way to connect with a younger demographic and provide high-quality, valuable content that may otherwise be more difficult to do on other social media platforms.<sup>1</sup> Despite being less influenced by online recommendations, the midlife parents of Gen Z are also becoming increasingly open to digital marketing.<sup>68</sup> This style of marketing is growing in popularity with parents, as other individuals of similar life stages and family units are often perceived as authentic and trustworthy.<sup>186</sup> These include influencers such as Jasmin Shannon @lemons.for.days on Instagram. She is a self-proclaimed “mommy blogger and influencer” with almost 40 thousand followers.<sup>88</sup> By partnering with a mother who has shared values and similarly-aged children as the First Class Families and Multicultural Corners segments, the audience will be more willing to consider the products and experiences the influencer is promoting.<sup>61</sup> This will allow Victoria Park to utilize her credibility to connect to a demographic that they have struggled to connect with through their traditional marketing strategies.<sup>186</sup> One example of a destination that has successfully enacted influencer marketing to engage with parents is Arbour Day Farm, a tourism destination in the midwestern United States.<sup>174</sup> Just as **Arbour Day Farm invited family influencers from cities around the midwest to create content and recommend activities, Victoria Park could invite micro-influencers from surrounding suburbs** to visit the area, highlight their experiences, and create awareness about the offerings of Victoria Park.<sup>174</sup>

## APPENDIX F - THREADING THE NEEDLE

# EMPOWERING LOCAL BUSINESSES

### RECOMMENDATION 1

Victoria Park should create a **digital toolkit of promotions for businesses within the community**. This could include a simple how-to guide that will give them the ability to be creative, while also leading to consistency and awareness. Tools within the guide could include simple tips on how to be successful digitally, such as adding a signature at the bottom of every email, creating templated Facebook posts, and providing links to assist with managing their social media platforms. Incorporating digital marketing tools have been identified as an opportunity for small businesses to grow, which also benefits the whole economy.<sup>41</sup> It is important for Victoria Park to provide a toolkit for the independent business within the community because they are a significant reason visitors want to attend the area.<sup>5</sup> When a visitor walks into the businesses within a community, it encourages them to explore more of the community, also allowing them to understand the values present.<sup>5</sup> Businesses contribute to the uniqueness of the community so it is **crucial that they have the promotional tools required to be as successful as possible**. A group of neighbourhood leaders in Astoria, Queens called **The Queens Small Business Alliance have successfully created a toolkit for the small businesses within their community**.<sup>50</sup> The toolkit consists of a document that provides a variety of links to help promote social media accounts, managing websites, and implementing digital marketing plans, along with detailed tips regarding each digital platform.<sup>50</sup> Similarly, the company BizLaunch has created a marketing toolkit for the small businesses located in Arlington, Virginia which provides free consulting, a network of people within the County to reach out to, the ability to be featured on the BizLaunch social platforms, and much more.<sup>3</sup> Providing similar simple tools to encourage quality promotion among the loved businesses of the community will in turn showcase how strong Victoria Park is as a whole community.

### RECOMMENDATION 2

In order to encourage First Class Families and Multicultural Corners to visit local businesses in the Victoria Park community, the **BIA should offer a Passport to Victoria Park where visitors could collect unique stamps** with each visit to a restaurant or store. To implement this, Victoria Park should leverage their well-known restaurants and shops to create a “Best of Victoria Park” list modeled after Ottawa Tourism’s What to See and Do list.<sup>127</sup> These lists have been **successful in influencing individuals to visit new shops, restaurants, and other amenities** in communities that they may not have explored otherwise.<sup>172</sup> Building off this list, the Passport to Victoria Park would allow shoppers to get credit for each store or restaurant visited from the “Best of Victoria Park” list.<sup>76</sup> Local businesses would have the opportunity to decide the activity required to receive a stamp from their business, whether a dollar amount spent, a specific item purchased, or simply just visiting the store.<sup>76</sup> After receiving five or more stamps, visitors would receive a 15% off coupon for any store within the BIA, much like loyalty programs at restaurants.<sup>142</sup> This passport program has been successfully implemented by the **Ottawa Area Chamber of Commerce during their Small Business Saturday**, which resulted in over 1000 customers visiting local businesses.<sup>76</sup> Research shows that the value created by rewards like coupons can create brand loyalty.<sup>190</sup> In the case of Victoria Park, this passport might engender peoples’ loyalty to the community. This passport will act as a point of differentiation from other communities, and visitors will feel as though they are part of an experience, all while benefiting the community with their time and money.<sup>53</sup>

### RECOMMENDATION 3

Oftentimes failing to attract individuals to a destination occurs because of poor communication and lack of information.<sup>66</sup> A strategy to market Victoria Park’s strengths and provide information about the offerings of the community is to **create a “Featured in Victoria Park” series**. Currently, Victoria Park promotes local businesses via their Instagram page<sup>178</sup> and through their website; however, **a structured campaign including a featured local business of the week would build awareness** through increased information and encourage visitors to shop and dine within community.<sup>150</sup> This series should be posted on Victoria Park’s social media accounts and the Victoria Park website, and feature conversations with local business owners to create authenticity and genuine connection. One example of a community that has created a prosperous local business feature on their social media is East Hants in Nova Scotia. Posts included the **featured business’s hours of operation, location, and product or service offerings, as well as a contest or video to build engagement** if desired by the business<sup>56</sup> owner. Originally created to replace their annual local business “open house” in light of COVID-19, their social media campaign to feature local businesses has become a successful method of building awareness around offerings within the community.<sup>56</sup>

## APPENDIX G - THINK BIGGER

# COLLABORATIVE MARKETING STRATEGY WITH SURROUNDING BIAS

## RECOMMENDATION

While there may be some difficulties around creating a full-fledged Regional Tourism Organization with other Business Improvement Areas (BIAs), this does not entirely prevent Victoria Park from having the opportunity to collaborate with its neighbours. Collaborative marketing campaigns have been implemented by many regions and on many different scales. For example, the Thompson Okanagan Tourism Association is a collaboration between smaller towns,<sup>171</sup> while the Greater Mekong Subregion is a collaboration between multiple countries.<sup>115</sup> Each area has its own unique tourism and branding organizations, but has also **come together to create a marketing campaign for the entire region which helps support the customer's journey.**<sup>171</sup> The creation of the Greater Mekong Subregion has increased the amount of international tourists to the area by 4% year-on-year.<sup>6</sup> When brought down to the BIA level in Calgary, there are many ways in which a collaborative marketing campaign could be implemented. A simple strategy used by Explorers' Edge in Ontario is the use of a community-driven social media strategy that utilizes social media as a way to engage with and to promote the different areas to followers.<sup>65</sup> Since the formation of Explorers' Edge in 2014 up to 2017, they amassed 170,000 Facebook followers, increased website traffic by 120%, and became second (behind Toronto) in terms of followers among RTOs in Ontario.<sup>65</sup> Victoria Park and its neighbouring BIAs could use this idea to cross-promote events and activities from each other's areas. Much like the Thompson Okanagan region, this campaign should **include a dedicated website, social media, and digital advertising initiatives like search engine marketing, content creation, and influencer marketing.**<sup>169</sup> Cooperation between multiple BIAs around Victoria Park will also allow the area to be rebranded as a must-visit location for locals as well as visitors.<sup>90</sup>