

SPRING 2023



STRATEGY PROPOSAL

CALGARY DOWNTOWN ASSOCIATION

SUBMITTED TO: DR. DAVID FINCH
PREPARED BY: MOMENTUM MARKETING





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MEET MOMENTUM

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Momentum Marketing is an innovative agency based in the Calgary Metropolitan area. Founded by Jennifer Cherkas in 2023, Momentum specializes in urban planning and experiential design projects, combining both the faculties of marketing strategy and big-picture thinking.





The main issue addressed in this report is the exodus of daily commute made by Calgary residents who live within 4 kilometers of the center in the fallout of the pandemic.

We have identified the frequency of downtown trips is the most accurate problem for this geographic segment.

EXECUTIVE SUMMARY


Momentum Marketing has partnered with the Calgary Downtown Association to conquer the task of increasing the frequency of downtown visits through changing the downtown experience.

By conducting in depth secondary research of the market we were able to pinpoint two large target segments that comprised over 60% of the adjacent communities.

A Benchmarking analysis determined 5 exemplary city programs, appropriate for our target segments, that attracted foot traffic to the city core.

Our team performed audits to determine what businesses in downtown could most benefit from partnering with the experience pass, as well as what they believe the Calgary experience should be.

Through the triangulation of this data, Momentum determined an experiential program delivered through an app would be most efficient in communicating with our market and bringing them back downtown.



INTERNATIONAL BENCHMARKING

Over the years many cities around the world have created different methods to attract more economic activity in their respected cities and showcasing their cities in a positive manner.

Many of these cities have done so in a version of a pass in which if purchased you have access to many different amenities. Most of the passes that were looked at by our agency were targeted towards tourists.

Traditionally tourists were targeted because it's essentially the "best bang for your buck" because they would be spending much more money than a local on exploring the city or a night out.

Targeting locals for a pass wouldn't make much economic sense as many were forced to leave their homes for work which would indirectly help local retailers such as restaurant, gas station/convenience stores owners and commercial landlords which would rent out spaces to businesses.

As we transition in to the world after COVID, people have continued to work from home which has caused a ripple effect

to the local businesses that indirectly relied on people coming in to work. Many cities will be looking into creating passes to target the local markets but don't necessarily have to start from scratch as many of the current passes have great aspects that could be used to attract residents.

Our agency investigated 35 different cities world-wide and narrowed down viable ideas that could help target locals rather than tourists.

Los Angeles's explorer pass allows you to go to multiple local attractions that can be experienced with the family (Go City, 2023).

Las Vegas has created their own transit/tram line for easy travel for tourists but also allows Nevada residents to use this service for a significantly lower price (Las Vegas, 2023).

San Diego has had a program in place for incentivising residents to support businesses in the city by creating a loyalty card that allows someone to link it to their credit card to earn points from participating partners (Hirsch, 2012).

St. Louis has launched an event called Open Streets Events which closes the downtown streets to host a variety event aimed to locals' adults, families and youth, the Open Streets event gets an outlet for local businesses to showcase what they can offer (St-Louis Mo Gov, 2018). If the CBA is looking to launch their own version of an Experience Pass it will be quite useful to take some aspects of these passes.





EXPERIENCE AUDITS

The Calgary Downtown Core boasts over 3000 businesses with a total of 50 million square feet of office, hotel, retail, restaurant, entertainment, attractions, cultural, and government buildings (LinkedIn, 2023).

This presents a great opportunity for the Calgary Business Association (CBA) to help these establishments reach unprecedented prosperity.

To accomplish this, it is crucial to determine the most efficient methods for maximizing the allocation of funds towards this project.

To gather valuable insights, a comprehensive survey of bars located in major downtown hubs such as 8th, 10th, and 17th avenue was conducted (refer to Appendix XX).

The survey revealed that regardless of whether the business was corporately or locally owned (including franchises), there were several commonalities.

Almost all the bars surveyed drew a significant portion of their customers from the age group of 25-35 years old, mostly singles and young couples.


As many of these businesses were family friendly before 9pm, many young families with children under the age of 6 are commonly seen.

Several factors drive people to these businesses, both positively and negatively. Some of these factors, such as weather, COVID-19 related concerns, and other external factors that are beyond control. However, many factors, such as events happening in the Saddledome, hockey games, concerts, and other events, can be controlled to drive traffic.

All the locations surveyed have seen an increase in revenue as a result of marketing efforts such as advertising, promotional materials, partnerships with non-competing businesses, or sister companies.

The use of a “value card” featuring deals, priority entry, and discounts also seemed to be well received.

The surveys highlight the importance of understanding the driving factors behind customer behavior, both positively and negatively, and using these insights to increase revenue and achieve the CBA’s goals. By taking a data-driven approach, the CBA can ensure that the funds allocated towards this project are used efficiently and effectively to support the growth and prosperity of businesses in the Calgary Downtown Core.



Within our whole market of neighboring communities, the population in the 24- to 29-year-old age bracket accounts for 25% of the total.

In addition, 54% of the households in this sector of the population were single-person residences. It is evident from this data analysis and corroboration with Prizm data obtained by Environics Analytics that this segment is a crucial component of our entire scale market (See Appendix XX).

Additionally, we've found that psychographic characteristics like this group's tendency for interest in artistic entertainment and high intrinsic value of social experiences are typical of the target audiences for the majority of significant already-existing downtown activities. We can make use of these already-existing experiences to captivate and revive the value lost.



"New experiences and technological development help to define my preferences and drive my decisions"

Name: Robin Scott
Age: 27
Occupation: Administrative Assistant
Family Status: Single, no children
Annual Household Income: \$75,000

Education: Bachelor's of Business Administration from Mount Royal University

Motivations: Following social media trends, equality and social justice values, technological development, environmental impacts

Aspirations: Enjoying hockey by watching the Calgary Flames play at the Saddledome, exploring different art galleries and eclectic restaurants across Alberta, attending the Stampede and Canadian folk music festivals, traveling to Europe, spending quality time with friends and romantic connections

Intrinsic Traits: Accepting of all, values novel experiences, eco-conscience



The 30-34 year old age segment makes up 39% of the overall population within our overall market of adjacent communities.

Additionally, of this population, 49% of households within this segment had young children below the age of 10.

Through analyzing this data and triangulating with Prizm data collected by Environics Analytics it is clear that this segment represents a key part of our overall scale market (See Appendix XX).

Additionally we have determined that psychographic traits such as the need for socialization and the high intrinsic value of culture of this demographic are representative of the target demographics of a majority of key existing downtown experiences.

We can harness these existing experiences to re-enchant and revitalize the existing value of.



“Family can mean different things to different people, but it means everything to me”

Name: James Reyes
 Age: 32
 Occupation: Software Engineer
 Family Status: Married, 2 children
 Annual Household Income: \$110,000

Education: Master of Software Engineering Degree from the University of Calgary

Motivations: Social issues and political activism, attending cultural festivals, visiting Prince’s Island Park, patronising family-friendly restaurants, shopping at Holt Renfrew in the Core

Aspirations: Walking and running along parks and trails throughout Calgary, embracing uncertainty, loving being in large crowds and social gatherings, seeking new experiences for individuality

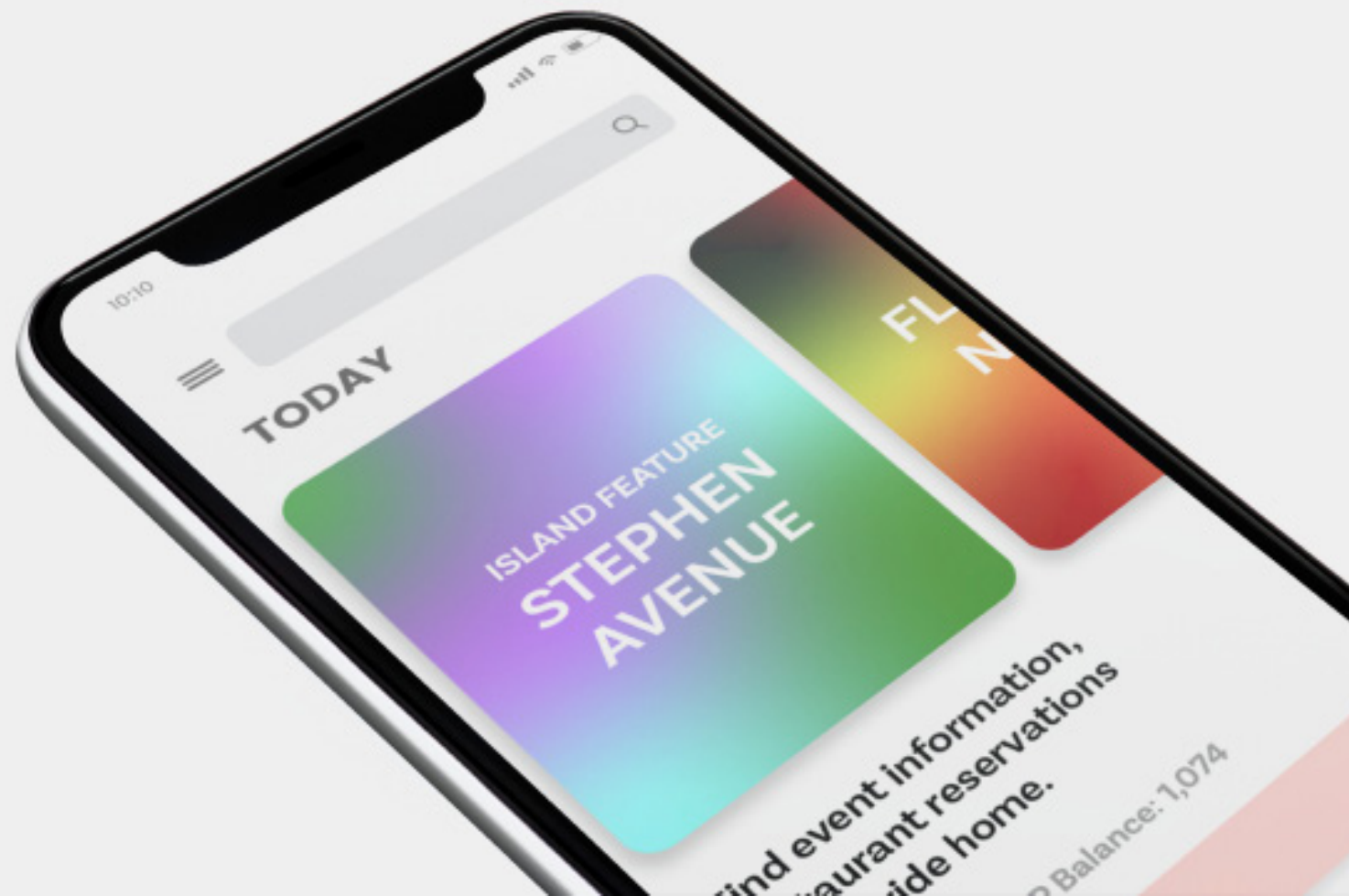
Intrinsic Traits: Seeking the representation of all, ecological lifestyle affection, viewing the world in a digital media lens

JAMES’ JOURNEY MAP



The DXP

PROPOSAL



The Downtown Experience Pass App is the anchoring tactic we will use to drive our unique target segments back into downtown. Through benchmarking, auditing, and secondary research we have determined a mobile application to be the most effective channel to deliver upon this goal. The DXP app will centralize key aspects of the downtown experience such as transport, directions, and specific activity information into one place. This method is intended to simplify for the adults and gamify for the younger demographic. The DXP app will help to facilitate the reactivation of experience Islands in the downtown core and create a new foundation for an exciting downtown experience.

Our mobile app is the bread and butter of our idea, incorporating a range of usages that are both functional and convenient to use. Providing a connecting **social experience "island"** in downtown Calgary, with multilingual support, consolidated event ticket information, venue and event information for families, rideshare information, and restaurant passes. It also gives navigation information and encourages the sharing of downtown experiences. For convenience, the tickets can be saved in Apple Wallet. Essentially creating a more fluid experience within the downtown Calgary core.

LINKING SOCIAL EXPERIENCE ISLANDS

Essentially a rewards experience based on which places an individual goes to visit in downtown Calgary. The app offers a rewarding experience for visiting locations in downtown Calgary. It encourages exploration and discovery by rewarding users for visiting various sites and activities. The software delivers a fun and engaging experience while promoting the different offerings of the downtown area by tracking an individual's activity and awarding prizes. This not only adds value to the user but also helps local businesses increase their visibility and engagement. Essentially linking the Downtown experience, island cross promotion (xp to xp connection)

VENUE INFORMATION AND AWARENESS (VALUE FOR BUSINESSES)

The venue information and awareness component of our app gives businesses insightful information about their consumers. Learn more about the demographic data, peak times, and foot traffic patterns. Use this information to guide your choices, improve customer service, and boost sales.

EVENT INFORMATION (FOR FAMILIES)

Our family-friendly Event Information section offers a thorough schedule of all activities. Discover entertaining and interesting events for the entire family, together with details on the venue, tickets, and activities. Make wise choices about



how to spend your time and make cherished experiences with your family. With just a few touches, you can browse a huge selection of family-friendly events on our app.

CENTRALIZED TICKET INFORMATION FOR EVENTS

Our app's Centralized Ticket Information function for events offers a one-stop shop for all information regarding event tickets. Get real-time updates, can easily access and manage all of your event tickets, and will never miss an event. Your event ticket information is now centrally located and easily accessible in one spot, so you can say goodbye to trawling through several emails and applications.

MULTIPLE LANGUAGE SUPPORT

Users may select from a variety of languages thanks to our functionality for multiple language support, which makes the app usable by more people. You may now use the app in any language of your choice, whether it be English, Spanish, French, or another. This feature improves the user experience and makes sure that using the app is not hampered by language obstacles.

ROUTE INFORMATION

For this specific feature on our app, we will allow the user of the app to have easy access to the exact location and route they will be needing to take. This information will make it easier for users to find where they are going with no issues. The route will automatically pop up for the app user.

RIDESHARE INFORMATION/PARTNERSHIPS

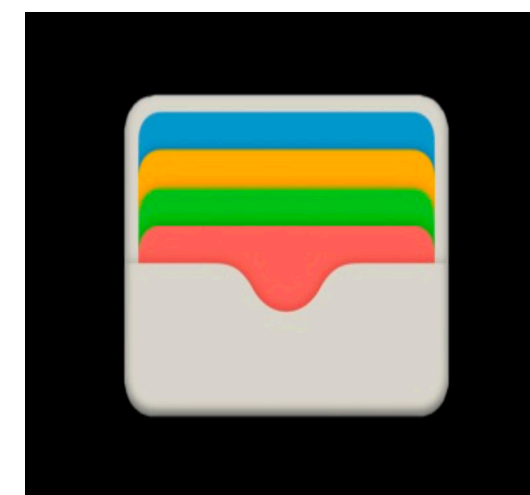
For this particular feature we will be partnering up with Uber so the user is able to have easy access to rides for the specific location they will be going. The feature will facilitate direct access to where they need to be going. An uber driver will be notified immediately when a user is in need of a ride.

APPLE WALLET FOR TICKETS

Users may save and access their event tickets, plane passes, and loyalty cards in one practical location thanks to the Apple wallet function. This function effortlessly connects with the app, offering a simple and safe method to handle tickets and maintain informational organization. The Apple wallet is the ideal tool for hassle-free travel and event experiences since customers can easily access their tickets even while offline.

RESTAURANT PASSES/EVENT PASSES (EXPERIENCE CONNECTION)

For this specific app feature we will be notifying the app users any particular restaurant pass/ event pass that will be going on during the day, week, or month. This feature will allow the users to develop a much more organized plan when visiting downtown. They will know exactly what will be happening in downtown plus will have access to passes which will give the users a discounted price on whatever they are experiencing.





POSITIONING

Our app's Centralized Ticket Information function for events offers a one-stop shop for all information regarding event tickets. Get real-time updates, can easily access and manage all of your event tickets, and will never miss an event. Your event ticket information is now centrally located and easily accessible in one spot, so you can say goodbye to trawling through several emails and applications.

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DISTRIBUTION

In regards to the Downtown Experience Pass, we will be distributing the experience assisted in the form of an app to serve as an easy tool where all features of the experience are available on one platform.

The app will be an effective portal that appeals to our target market which consists of 25-29 year old singles and 30-34 year old young families who are more tech savvy.

The app will be distributed throughout 3 major mobile app stores: Apple App Store, Google Play Store, and Samsung Galaxy Store, in order to ensure a larger reach amongst the target market.

The experience will also be distributed through a QR code that brings individuals who scan

the code to the website homepage where they can choose which app store to visit in order to download the app.

The QR codes will be dispersed throughout our partnership's locations using around 250 units of table top pamphlets or posters. In order to promote the experience, channels such as social media as well as several out-of-home marketing formats will be used.

PROMOTION

Creating an awareness of the DXP and the experiences that the pass can provide is a vital part of the execution of the mission.

There are a variety of different ways that can be approached when talking about the promotion of the DXP but it's important to keep in mind the Target Demographic (25-35 years old's) to use funds in an effective manner.

Using billboards and posters in an effective manner such as using ads on Calgary Transit Busses on correct routes that the segment uses.

Using social media platforms such as YouTube, TikTok, Instagram and Twitter, as well as working with Micro- Influencers in Calgary, such as Alyssa Jean and Ayla Langford to spread the word.

Working with the CSEC to advertise at the Saddledome so we can reach as many people as possible at a single location. Launching the DXP platform at the Calgary Stampede effectively utilizing the existing "hype" and goodwill to attract people to the pass.





FORECASTED BUDGET

APP DEVELOPMENT AND MAINTENANCE (30%)

BUILDING OF THE APP

- Objectives and features
- UX/IX Design
- Framework
- Testing
- Quality Assurance

YEARLY MAINTENANCE COST

- Maintenance of app features
- Functionality
- Additional features added in the future

FULL TIME SOFTWARE DEVELOPER

- Executing the maintenance
- Future small projects
- Constant support

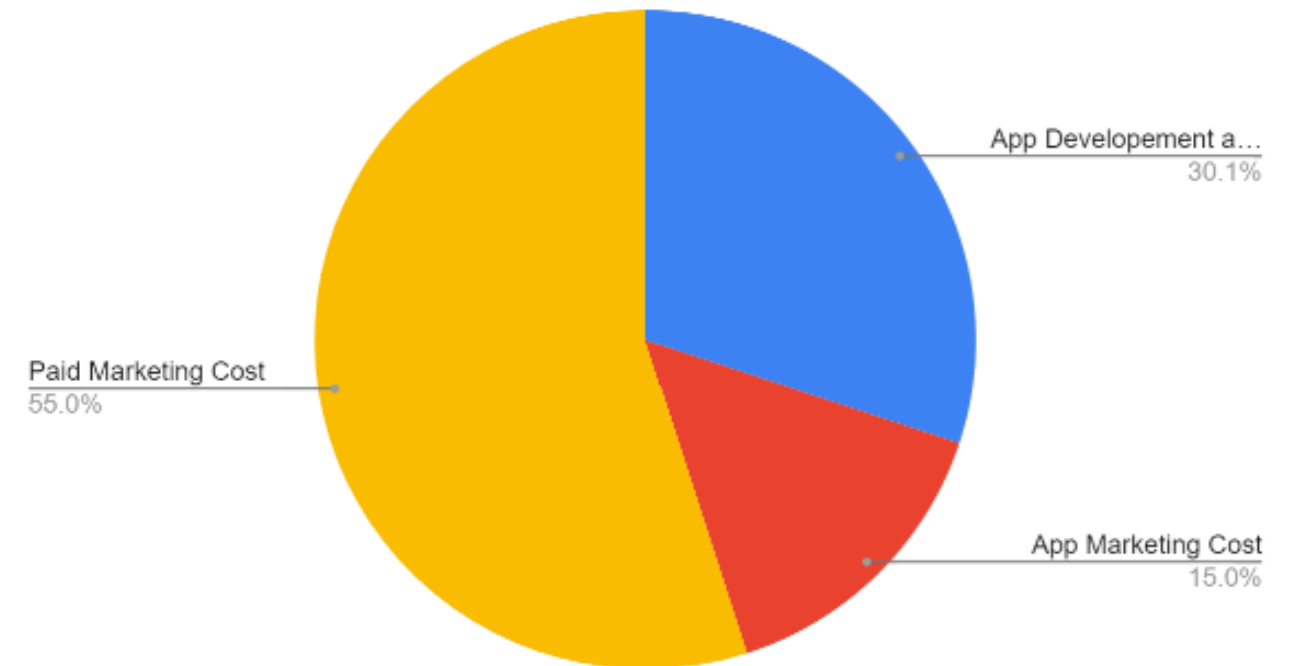
APP MARKETING COST

- Market and app research
- App beta testing
- App store optimization
- App personal relations outreach

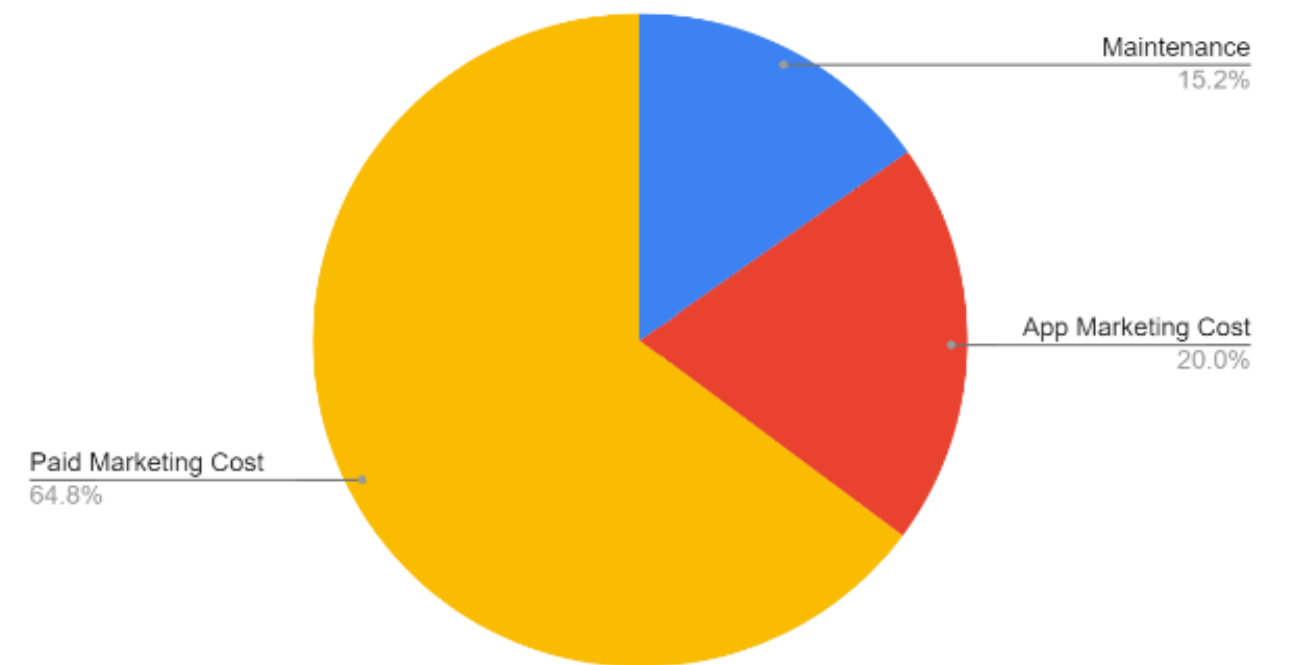
PAID MARKETING COST

- Influencer/Partnership Marketing Cost
- Viral Marketing Cost:
- Social media platform managers

Year 1 Budget



Year 2/3 Budget





QUARTERLY PLAN

PHASE 1: DEVELOPMENT AND PARTNERSHIPS

ACTIVITIES: QUARTERLY

- Partnership onboarding
- Define DXP
- Develop application

PHASE 2: PUBLIC INTRODUCTION, SOCIAL MEDIA CAMPAIGN LAUNCH, BETA (PRIVATE) LAUNCH AND TESTING

ACTIVITIES:

- DXP account launches (Twitter, Facebook, Instagram, Tiktok, Youtube)
- Micro-influencer post launch
- Branding introduction at partnership locations
- Beta test launch for selected beta testers

PHASE 3: APPLICATION LAUNCH AND INITIAL SEGMENT REACTION

ACTIVITIES:

- Application launch across distribution channels (App store, Google Play, Galaxy Store)
- QR code release for partnership locations
- Initial social media metric collection and review (reviews, testimonials)

PHASE 3: APPLICATION LAUNCH AND INITIAL SEGMENT REACTION

ACTIVITIES:

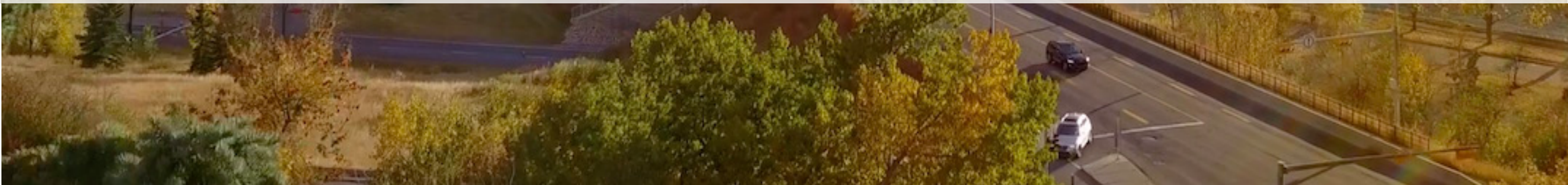
- Partner feedback
- Social media analytics audit

PHASE 5: ADJUSTMENT AND LONG TERM SUPPORT ROLLOUT

ACTIVITIES:

- Adjusting user experience
- Defining long term partners
- Assess final strategy for application sustained success

| | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | QUARTER 5 | QUARTER 6 | QUARTER 7 | QUARTER 8 |
|------------------------------|---|---|--------------------------------------|--------------------------------|--|---|--|--|
| INITIAL TEAM CREATING | Team Development • Development Team • Marketing Team • Resource Team | | | | | | | |
| DEVELOPMENT | App Development | Beta Launch (Private Launch) | DXP Launch | App Adjustment Prior to Launch | APP ADJUSTMENTS BASED ON ANALYSIS (DAYS 246-305) | General Maintenance & Upgrades to Software | | Maintenance & Upgrades to Software |
| MARKETING TEAM | Tease of DXP | Application Launch & Initial Segment Reaction | | | | General Post Launch Advertisements | Adjustment of App & Software from All Data Collected | |
| RESOURCES TEAM | Partnership Agreements with Organizations | | Analysing Metrics, Users & Reception | | General Analysis of DXP Seeking New Opportunities & Partners | Review Budget, Analytics & Partnership Analytics | Implement Final Key Events & Experiences | Make Adjustments to Accommodate the Data Collected |
| | | | | | | Determine & Implement What Changes/ New Features to Include | | |



APPENDIX A

25-29 SEGMENTATION NEIGHBORHOOD PROFILE DATA SUMMARY

SEGMENT 1: 25-29 YEARS OLD

SEGMENT DISTRIBUTION REPRESENTED AS A PERCENTAGE OF OVERALL NEIGHBORHOOD POPULATION (AGE GROUP POPULATION/TOTAL POPULATIONX100):

1. Mission (27%)
2. Cliff Bungalow (26%)
3. Beltline (24%)

MEDIAN INCOME

1. Misson \$79,433
2. Beltline \$76,408
3. Cliff Bungalow \$68,669

AGE RANGE 25-29 MAKES UP 54.99% OF THE SINGLE PERSON HOMES

1. Misson

1. Single Person Residents: 1,875
2. Families Without Children: 730
3. Families With Children: 45

2. Beltline

1. Single Person Residents: 7,550
2. Families Without Children: 3,210
3. Families With Children: 790

3. Cliff Bungalow

1. Single Person Residents: 695
2. Families Without Children: 315
3. Families With Children: 80

APPENDIX B

30-34 SEGMENTATION NEIGHBORHOOD PROFILE DATA SUMMARY

SEGMENT 2: 30-34 YEARS OLD

SEGMENT DISTRIBUTION REPRESENTED AS A PERCENTAGE OF OVERALL NEIGHBORHOOD POPULATION (AGE GROUP POPULATION/TOTAL POPULATIONX100):

1. Renfrew (15%)
2. Killarney/Glengarry (14%)
3. Renfrew (11%)

MEDIAN INCOME

1. Altadore \$130,638
2. Killarney/Glengarry \$94,895
3. Renfrew \$93,884

AGE RANGE 30-34 MAKES UP 49.28% OF FAMILIES WITH CHILDREN IN TOTAL

1. Altadore

1. Single Person Residents: 870
2. Families Without Children: 965
3. Families With Children: 915

2. Beltline

1. Single Person Residents: 1,135
2. Families Without Children: 940
3. Families With Children: 735

3. Cliff Bungalow

1. Single Person Residents: 1,205
2. Families Without Children: 855
3. Families With Children: 635

APPENDIX C

| Neighborhood | Population | % of total Calgary population | Median household income | Largest age group | Single person home | Families w/o children | Families w/ children | Link to profile |
|-------------------------------|------------|-------------------------------|-------------------------|-------------------|--------------------|-----------------------|----------------------|---|
| Altadore | 6,785 | 0.56% | \$130,638.00 | 30-34 (740) | 870 | 695 | 915 | https://www.calgary.ca/communities/profiles/altadore.html |
| Britannia | 725 | 0.06% | \$268,603.00 | 55-64 (160) | 45 | 85 | 95 | https://www.calgary.ca/communities/profiles/britannia.html |
| Elboya | 1,630 | 0.13% | \$106,887.00 | 40-44 (135) | 225 | 175 | 225 | https://www.calgary.ca/communities/profiles/elboya.html |
| Park Hill | 1,720 | 0.14% | \$106,266.00 | 30-34 (195) | 245 | 220 | 175 | https://www.calgary.ca/communities/profiles/parkhill.html |
| Elbow Park | 3,435 | 0.28% | \$296,866.00 | 10-14 (315) | 125 | 340 | 535 | https://www.calgary.ca/communities/profiles/elbow-park.html |
| Rideau Park | 625 | 0.05% | \$131,945.00 | 65-69 (65) | 140 | 80 | 75 | https://www.calgary.ca/communities/profiles/rideau-park.html |
| South Calgary | 4,090 | 0.33% | \$87,888.00 | 30-34 (705) | 945 | 515 | 300 | https://www.calgary.ca/communities/profiles/south-calgary.html |
| Upper Mount Royal | 2,515 | 0.21% | \$214,282.00 | 55-59 (290) | 300 | 300 | 350 | https://www.calgary.ca/communities/profiles/upper-mount-royal.html |
| Lower Mount Royal | 3,195 | 0.26% | \$69,065.00 | 25-29 (660) | 1,315 | 430 | 100 | https://www.calgary.ca/communities/profiles/lower-mount-royal.html |
| Bankview | 5,180 | 0.42% | \$62,698.00 | 25-29 (1,160) | 1,735 | 670 | 250 | https://www.calgary.ca/communities/profiles/bankview.html |
| Richmond | 4,765 | 0.39% | \$116,522.00 | 30-34 (590) | 730 | 600 | 550 | https://www.calgary.ca/communities/profiles/richmond.html |
| Scarboro | 1,075 | 0.09% | \$220,777.00 | 55-59 (115) | 20 | 85 | 185 | https://www.calgary.ca/communities/profiles/scarboro.html |
| Hillhurst | 5,395 | 0.44% | \$92,236.00 | 25-29 (710) | 1,010 | 715 | 510 | https://www.calgary.ca/communities/profiles/hillhurst.html |
| Sunnyside | 3,865 | 0.31% | \$77,535.00 | 25-29 (865) | 1,165 | 615 | 180 | https://www.calgary.ca/communities/profiles/sunnyside.html |
| Rosedale | 1,615 | 0.13% | \$162,540.00 | 55-59 (220) | 115 | 200 | 235 | https://www.calgary.ca/communities/profiles/rosedale.html |
| Tuxedo Park | 5,150 | 0.42% | \$75,787.00 | 30-34 (710) | 925 | 590 | 540 | https://www.calgary.ca/communities/profiles/tuxedo-park.html |
| Capitol Hill | 4,170 | 0.34% | \$73,030.00 | 25-29 (575) | 755 | 485 | 355 | https://www.calgary.ca/communities/profiles/capitol-hill.html |
| Crescent Heights | 5,845 | 0.48% | \$77,209.00 | 25-29 (895) | 1,560 | 855 | 385 | https://www.calgary.ca/communities/profiles/crescent-heights.html |
| Renfrew | 6,605 | 0.54% | \$93,884.00 | 30-34 (985) | 1,205 | 855 | 635 | https://www.calgary.ca/communities/profiles/renfrew.html |
| Bridgeland/Riverside | 5,485 | 0.45% | \$64,201.00 | 25-29 (845) | 1,545 | 705 | 375 | https://www.calgary.ca/communities/profiles/bridgeland-riverside.html |
| Erlton | 1,280 | 0.10% | \$146,148.00 | 30-34 (225) | 260 | 230 | 90 | https://www.calgary.ca/communities/profiles/erlton.html |
| Mission | 4,145 | 0.34% | \$79,433.00 | 25-29 (1,120) | 1,875 | 730 | 45 | https://www.calgary.ca/communities/profiles/mission.html |
| Cliff Bungalow | 1,885 | 0.15% | \$68,669.00 | 25-29 (485) | 695 | 315 | 80 | https://www.calgary.ca/communities/profiles/cliff-bungalow.html |
| Sunalta | 3,215 | 0.26% | \$63,982.00 | 25-29 (700) | 940 | 430 | 200 | https://www.calgary.ca/communities/profiles/sunalta.html |
| East Village | 1,725 | 0.14% | \$48,913.00 | 30-34 (285) | 790 | 260 | 45 | https://www.calgary.ca/communities/profiles/downtown-east-village.html |
| Garrison Woods | 2,745 | 0.22% | \$164,828.00 | 40-44 (285) | 425 | 320 | 345 | https://www.calgary.ca/communities/profiles/garrison-woods.html |
| Highwood | 2,065 | 0.17% | \$85,628.00 | 30-34 (210) | 275 | 255 | 235 | https://www.calgary.ca/communities/profiles/highwood.html |
| Hounsfield Heights/Briar Hill | 2,390 | 0.20% | \$110,913.00 | 55-59 (200) | 305 | 285 | 255 | https://www.calgary.ca/communities/profiles/hounsfield-heights-briar-hill.html |
| Manchester | 750 | 0.06% | \$36,722.00 | 30-34 (165) | 245 | 80 | 60 | https://www.calgary.ca/communities/profiles/manchester.html |
| Point McKay | 1,275 | 0.10% | \$91,098.00 | 30-34 (160) | 415 | 255 | 50 | https://www.calgary.ca/communities/profiles/point-mckay.html |
| Rosemount | 1,355 | 0.11% | \$97,481.00 | 55-59 (140) | 115 | 165 | 140 | https://www.calgary.ca/communities/profiles/rosemont.html |
| Bal-aire | 385 | 0.03% | \$401,839.00 | 55-59 (60) | 20 | 50 | 60 | https://www.calgary.ca/communities/profiles/bal-aire.html |
| Downtown West End | 2,105 | 0.17% | \$89,642.00 | 25-34 (730) | 645 | 385 | 115 | https://www.calgary.ca/communities/profiles/downtown-west-end.html |
| Greenview | 2,050 | 0.17% | \$66,039.00 | 30-34 (295) | 445 | 220 | 155 | https://www.calgary.ca/communities/profiles/greenview.html |
| Inglewood | 3,845 | 0.31% | \$86,101.00 | 30-34 (500) | 950 | 610 | 270 | https://www.calgary.ca/communities/profiles/inglewood.html |
| Mayfair | 475 | 0.04% | \$307,108.00 | 10-14 (65) | 10 | 35 | 85 | https://www.calgary.ca/communities/profiles/mayfair.html |
| Mount Pleasant | 5,500 | 0.45% | \$108,829.00 | 30-34 (580) | 730 | 680 | 630 | https://www.calgary.ca/communities/profiles/mount-pleasant.html |
| Parkdale | 1,865 | 0.15% | \$109,823.00 | 30-34 (265) | 280 | 270 | 180 | https://www.calgary.ca/communities/profiles/parkdale.html |
| Ramsey | 2,110 | 0.17% | \$84,011.00 | 30-34 (245) | 355 | 270 | 180 | https://www.calgary.ca/communities/profiles/ramsay.html |
| Roxboro | 425 | 0.03% | \$565,835.00 | 55-59 (70) | 25 | 45 | 75 | https://www.calgary.ca/communities/profiles/roxboro.html |
| Shaganappi | 1,480 | 0.12% | \$97,723.00 | 25-29 (270) | 225 | 240 | 145 | https://www.calgary.ca/communities/profiles/shaganappi.html |
| Windsor Park | 4,425 | 0.36% | \$64,022.00 | 30-34 (545) | 1,015 | 560 | 385 | https://www.calgary.ca/communities/profiles/windsor-park.html |
| Banff Trail | 3,760 | 0.31% | \$78,919.00 | 20-24 (645) | 460 | 410 | 280 | https://www.calgary.ca/communities/profiles/banff-trail.html |
| Beltline | 20,860 | 1.71% | \$76,408.00 | 25-29 (5,045) | 7,550 | 3,210 | 790 | https://www.calgary.ca/communities/profiles/beltline.html |
| Cambrian Heights | 2,265 | 0.19% | \$92,624.00 | 20-24 (215) | 265 | 260 | 265 | https://www.calgary.ca/communities/profiles/cambrian-heights.html |
| Eau Claire | 1,600 | 0.13% | \$114,310.00 | 60-64 (180) | 520 | 325 | 80 | https://www.calgary.ca/communities/profiles/eau-claire.html |
| Highland Park | 4,015 | 0.33% | \$60,752.00 | 25-29 (535) | 790 | 500 | 320 | https://www.calgary.ca/communities/profiles/highland-park.html |
| West Hillhurst | 6,300 | 0.52% | \$114,272.00 | 30-34 (590) | 895 | 720 | 750 | https://www.calgary.ca/communities/profiles/west-hillhurst.html |
| Kilarny/Glengarry | 7,515 | 0.61% | \$94,895.00 | 30-34 (1,040) | 1,135 | 940 | 735 | https://www.calgary.ca/communities/profiles/kilarny-glengarry.html |
| Meadowlark Park | 645 | 0.05% | \$121,624.00 | 60-64 (70) | 65 | 65 | 80 | https://www.calgary.ca/communities/profiles/meadowlark-park.html |
| St Andrew Heights | 1,400 | 0.11% | \$101,302.00 | 25-34 (270) | 165 | 155 | 180 | https://www.calgary.ca/communities/profiles/st-andrews-heights.html |
| Winston Heights/Mountview | 3,645 | 0.30% | \$79,822.00 | 30-34 (345) | 620 | 480 | 305 | https://www.calgary.ca/communities/profiles/winston-heights.html |
| TOTAL | 173,370 | 14.18% | | | 38480 | 22970 | 14580 | |

APPENDIX D

CHICAGO

For visitors looking to save money while exploring Chicago's top attractions, there are two options: the CityPASS and the Chicago C3 plan. The more popular option is the CityPASS, which costs \$114 for adults (ages 12 and up) and \$93 for children (ages three to 11) (CityPass, 2023). This plan includes five tickets to popular attractions such as the Shedd Aquarium (with priority entry), Skydeck Chicago (for day or night admission), and the Field Museum (which offers an all-access pass) (CityPass, 2023). This pass is valid for 9 days. You will also be able to select two additional attractions from a list that includes the Art Institute of Chicago, the Museum of Science and Industry, the 360 CHICAGO Observation Deck, and the Adler Planetarium (CityPass, 2023).

LA

The LA Explorer Pass is the best all-inclusive pass for visitors to Los Angeles, California. It offers a selection of hand-picked experiences chosen by local experts (GoCity, 2023). Customers can choose what they want to do from the list and relax in the city without feeling rushed (GoCity, 2023). The pass has strong partnerships with major corporations in the city, and users can purchase and redeem it at participating businesses (GoCity, 2023). Customers in San Diego can also search offers to find the best deals and maximize their cash back rewards (Hirsh, 2012).

SAN DIEGO

The San Diego Loyalty and Cash Back program combines a loyalty card with a cash back credit card program aimed at a diverse demographic (Hirsh, 2012). Because it is linked to credit cards, the program is intended for people over the age of 18. Restaurant owners participate in the program to increase business at their establishments (Hirsh, 2012). Customers will find the program to be quick, seamless, free, and highly profitable, with the best deals in town (Hirsh, 2012). Customers in San Diego can also search offers to find the best deals and maximize their cash back rewards (Hirsh, 2012).

ST. LOUIS

In St. Louis, Open Streets Events is a programme that closes down downtown streets to host a variety of events. The events are aimed at locals, including adults (18 and up), families, and youth. The program is a collaboration between the Mayor's Office, the Centers for Disease Control and Prevention, a university, sponsors, and community stakeholders. Participants can simply walk into the city to participate in the events. The Open Streets Events programme in St. Louis offers a one-of-a-kind opportunity for residents to get together, have fun, and discover the city in new and exciting ways (St Louis-Mo Gov, 2018).

LAS VEGAS

Both tourists and locals may travel conveniently and affordably on the Las Vegas Monorail. The Monorail offers a quick and safe method to reach all that Las Vegas has to offer, with stops close to some of the city's most well-known attractions, including top-notch restaurants, shows, shopping, clubs, hotels, and casinos. The Monorail is a simple choice for people who want to save time and money because it eliminates the need to find parking, navigate traffic, and rely on taxis. Nevada citizens who have a valid state ID may benefit from a ticket discount offer. The Monorail is a well-liked option for people wishing to attend 21+ parties and events because it is open late and has many local partners. The technique is advantageous for everyone because it also lessens traffic on the highways (Las Vegas Monorail, 2023).

APPENDIX E

DOWNTOWN LIBRARY

When is the Highest volume of 25-35-year-olds here:

- Majority of the individuals who visit are between the 25-35 age group and are here to use free access to computers and the internet
- There is no specific time this age group shows up but it mostly remains in the 11-4 pm hour range due increase in traffic and delays when rush hour occurs
- Other individuals in this age group who visit the center are usually those who are passing by and need a warm place to stop real quick
- Younger demographic during the weekends for music and partying style

Do you ever see families with children?

- Families with children is the second or third largest demographic group as we provide a wide variety of services and events for babies all the way to teen programs and functions
- Majority of the families come with one other child most often in the 5-10-year-old range
- Most families do live around the library for easy access and those who don't live very close often travel by Ctrain
- Visitors from outside of Calgary often come to check out the library alone with no children

How do Saddledome events affect your flights?

- Saddledome events don't really affect the traffic of the library but the stampede draws in significantly more visitors than any other time of the year.

How does Calgary play into your personality, within the business

- The library is a very diverse place hosting events for all races
- they actively promote inclusiveness for all ages, races, and genders, wanting everyone to know that there is an event for everyone at the library
- Calgary multiculturalism definitely fit into their statement model and the increase of visitors during stampede definitely helps boost the prosperity of the library

Do you think Calgary is a good place for your business

- Calgary is a wonderful place for the library, especially within the city of downtown where most people can get access from all over the city by ctrain

What would you say is a potential plan for a future pandemic if it were to happen

- During the pandemic, they had a pickup/mobile book service that allowed individuals to pick up books at the door without the need of coming in
- They currently have active monitoring of the covid-19 levels within the library with most to all workers wearing a mask to prevent the spread of covid if it does exist

With all the money in the world, what would you do to your business or for your business, or draw in more people

- Providing more opportunities and resources to the drop-in center beside the library which ultimately would help the presence and image of the library

What surrounding things affect the traffic of your location

- Train helps keep traffic flowing as it is very convenient for all individuals to use the train
- During colder weather, the drop-in center right beside the library does create more individuals to stay in the library often causing a little bit more problems than usual
- Daily sitings of individuals falling into a drug state or about to fall into a drug state

What was a marketing tactic you used that you saw an increase or traffic to your location

- Library has a continuous partnership with the chinook black and art galleries around Calgary which help host daily or weekly events to continue drawing individuals to the library
- Being one of the largest libraries in Calgary, it is already being promoted as a stop for any tourist which helps market and boosts awareness of the library,

Was it a one-time thing

Continuous basis with no exact expiry time

Do you deal with a relatively stable clientele that comes 2-3 times a week, etc

Do u have a regular crowd?

- 50% of the individuals are usually new faces either individuals who live in Calgary that doesn't often come to the library or tourist who comes from out of tue city.
- Other 50% of people are known clients that come here very often (even if they do not know them personally, they are recognizable by their face and often kids they bring along)

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APPENDIX E CONT...

HOME & AWAY RESTAURANT

When is the Highest volume of 25-35-year-olds here

- Lunch, Happy Hour and late evening dinner around 7-8
- Usual order varies between bar and seating table (bar usually only gets a few drinks while seatings usually means one or two drinks with apps and entree)
- These individuals tip well and aren't that money sensitive
- Greater attitudes and tippers during games

Do you ever see families with children

- As a bar, we don't see that many families especially any with kids but young and older couples can often be seen at the restaurant
- No minors allowed

How does Calgary play into your personality, within the business

- Being a sports bar, we are tied in with the local culture of sports and fans
- Calgary has a great beer scene with a lot of micro breweries in town and surrounding Calgary
- Great appetizers and plates to share
- Calgary stampede and large events often draw in a bigger crowd which is embedded in the touristy time of Calgary
- Majority of our workers understand what Calgary is like and are often born and raised here

Do you think Calgary is a good place for your business

- Great place for our business (higher income, youthful demographic the downtown host and the wide variety of craft beers available to showcase)

What would you say is a potential plan for a future pandemic if it were to happen

- During the pandemic, limited seating, emphasizing on takeout was the main points which if a pandemic does happen again we will be more adapted to change our services back into a takeout form
- Masks are not required or recommended anymore but that rule could be put back into place

How do Saddledome events affect your flights

- Large sporting games such as hockey and lacrosse draw in far more crowds of customers before and after the games.
- Individuals start off with some beers before going to the games, which often allows them to get better food at a relatively same or cheaper price than at the dome.

What surrounding things affect the traffic of your location

- Train, garbage, homelessness, lighting, etc
- Being in a community with mostly more residential areas than commercial offices, definitely reduces the occurrence of seeing excessive homelessness that dampen the mood but the weather is a huge factor for our business

Do you deal with a relatively stable clientele that comes 2-3 times a week, etc

- 60/70% of customers are well known to us with the occasional guest of people that have never been seen before (this usually occurs during the stampede and skiing winter seasons where new customers come out of town.
- Even if the individual is not known personally, they are recognized through their frequent trips to the bar at a specific time

- Clubbing/music is where a new younger demographic usually shows up

All the money in the world, what would you do to your business or for your business, or to draw in more people

- More locations and a bigger space as sometimes waits can get pretty long, especially during days where the weekend and games cross paths

What was a marketing tactic you used that you saw an increase or traffic into your location

- Happy hour and outside but still gated seating was a huge push
- Coupons for residents living around the restaurant and party table booking in advance
- Continuous and permanent marketing changes added to the bar

ELS FURNITURE WAREHOUSE

- Majority of the demographic that comes is 25-35
- Not too many kids that come here
- Tech actually a franchise with locations in Vancouver
- Don't do brunch, Calgary wise, they all give off the same vibe, cheap food
- The demographic that comes in are young adults
- Calgary is a great city because everything is affordable, good place to live in, good food good drinks
- Saddledome has rushes that means there are rushes here before and after
- Foot traffic in downtown affects and ups and downs
- Lunch rushes happen or don't happen depending on rushes
- New policies in terms of Covid

- Events around me that there are rushes
- Take out is always an option
- All the money in the world - advertise what a community Calgary is help out with patriotism and all that
- All the money in the world make the business bigger, add a dance floor,
- Marketing tactics that have upped foot traffic would be monthly specials
- Can't partner with events because that goes to the regional manager

THE WEDNESDAY ROOM

- majority of the demographic is 50% 25-35
- No children
- Locally owned
- City of Calgary clientele is corporate, feel comfortable wearing a suit more professional audience
- Business demographic mainly
- Saddle dome events correlate to rushes here, less hockey games more so concerts
- Stampede especially
- Calgary is a good city for this business
- Surroundings things such as road closures, filming, decrease foot traffic and walk-in
- Anything that's done in downtown brings more people in
- All the money in the world, for business would advertise internationally for hotels
- For the city- design a package that states what they offer, people make this a destination when coming to the city
- Marketing tactic used - utilizing email lists, with prizes etc, seems to be working
- Partnered with open table, marketing campaigns done through them, a percentage is given to them in a flat fee
- Willing to collab for events, beer fest, other events

APPENDIX E CONT...

EARLS

- 30% 25-35 , primary clientele is middle age businessman - because of location
- Very low amount of families
- This location, stampede events
- Very inclusive , globally inspired menu, trying to cater to everyone
- A good city for business, busy enough, location is corporate , good money
- Saddle-dome events have a definite correlation, hockey games, concerts, big events
- Things that affect foot traffic, weather, hype is vs remote office
- All the money in the world - for business expand the building, work custodians, maintenance , and more staff
- For Calgary invest and promote more, doing partnerships
- A local vendor support
- Partnered with
- Since they are corporate there's not much that can be done

SOICAL BEER HAUS

- local place
- Majority are 25-35
- allow kids and families
- Babies 7-8
- Calgary support local, local beers served
- No target demographic
- Correlation between saddledome events such as hockey games sometimes
- Don't do skip etc
- Road closures, construction negatively impact
- Taxis come through Stephen ave as well, and help the business
- All the money in the world - for business - not sure

CACTUS CLUB

- depends on the day of the week, 24-35 are present, pretty even demographically
- See families with children
- Correlation between events in the saddledome or in the city in general
- Everything affects traffic in this location
- Events not in downtown will affect foot traffic a lot
- Pandemic is a huge negative influence on business

NATIONAL 17TH (CONCORD)

- No kids after 9pm (liquor license laws)
- They benefit from being apart of the Concord group because they are associated with many other locations in the core

LONELY MOUTH (CONCORD)

- They really prompt buying local and supporting calgary artist
- They were featured in canada to 100 restaurants which helped their business
- They wish they would have a better visual appeal from the street to make them seem more welcoming
- After 10pm monday-thursday it is dead
- They found that once they implemented a cheap mid day happy hour they saw an increase in traffic

WATCHMANS

- They really struggle with recognition
- Being apart of a DXP would benefit their business because it would bridge the islands from more well known restaurants
- There was a scavenger hunt that was put on that drew a lot of people into their doors

- More events including their name would help them significantly
- More promotion of their cheap pricing

GENERAL TRENDS SEEN IN THE DOWNTOWN CORE

Lilac festival draws in a lot of traffic on June 5th

- City event
- Family friendly
- Outdoor public event

Many people come to 17th to pre drink the flames games but not as many people returning afterwards

- City event
- Less kids at the bars before the games (more of a rowdy crowd)

From store open till about 8pm there is a lot of the 25-35 demographic

- Downtown workers
- People coming in for work lunches or after work dinners

Young families

- Majority of the kids that are in the locations are between the ages of 2-7
- Usually come for early dinners

APPENDIX F

| Type: | Purpose | Advantages | Disadvantages | Cost | Examples |
|------------------|--|--|--|---|--|
| Hybrid | <ul style="list-style-type: none"> Works on all operating systems with the same code base | <ul style="list-style-type: none"> Uses familiar and common code language Great for simple application Lower cost Quicker Build | <ul style="list-style-type: none"> Higher complexity No access to native feature | <ul style="list-style-type: none"> Medium End: \$30,000-50,000 High End: \$50,000+ | <ul style="list-style-type: none"> Twitter Evernote Gmail Justwatch |
| Web-Based | <ul style="list-style-type: none"> Web apps stores the application program on a remote server which is accessed through internet connection | <ul style="list-style-type: none"> Multiple user can access No installation of app needed Accessibility through various channels | <ul style="list-style-type: none"> Slower speed During development and maintenance needs to occur on all platforms Internet Reliance Data Security | <ul style="list-style-type: none"> Lowest cost compared to hybrid and web based Low End: \$20,000 High End: \$60,000 | <ul style="list-style-type: none"> Google Office Amazon Netflix Uber Spotify |
| Native | <ul style="list-style-type: none"> Native apps are installed through the app stores such as Google Play, Android and IOS Apple Store | <ul style="list-style-type: none"> Features are more consistent and familiar Lower learning curve Faster creation of the app Ability to work offline | <ul style="list-style-type: none"> Zero to low flexibility Expensive development process Time-consuming Require frequent upgrades and updates | <ul style="list-style-type: none"> Basic App: \$25,000-35,000 Medium End: \$40,000-60,000 High End \$75,000-100,000 | <ul style="list-style-type: none"> Mobile Banking Apps Instagram, Mint, Adobe Hive |

FULL BUDGET INFORMATION AND BREAKDOWN

Assuming you have a budget of \$650,000 for both creating an app and promoting it, here's a rough breakdown of how you could allocate those funds:

Three types of app development

1. Buying a predefined template
2. Enlisting a freelance developer
3. Hiring a developing agency
4. No Code app builder

Mobile apps primarily fall into three different categories

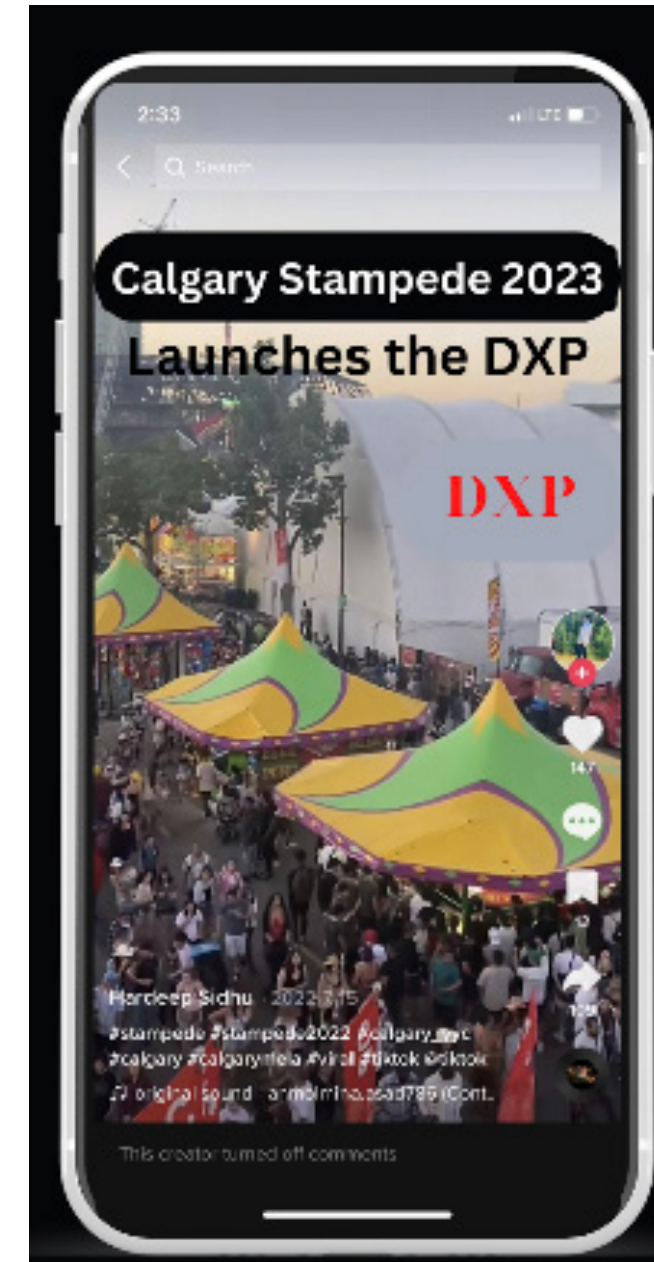
1. Native: Native apps work on one software such as Android, IOS or Windows.
2. Web Based: Provides access to a software program using computer (website) and internet connection
3. Hybrid: Uses a combination of both native and web-based apps features. This option provides the developer the most flexible options with no to little change in script between different platforms

Three types of app developments:

1. Enlisting a freelance developer
2. Hiring a develop
3. No Code app builder

| Type: | Function | Cost |
|----------------------------|--|---|
| Full-Time Developer | <ul style="list-style-type: none"> Can help build, design and maintain the overall function of the app and platforms. | <ul style="list-style-type: none"> Alberta Hourly Rate: \$39.83 Yearly: Roughly 77,000 Canada: 40.38 hourly Yearly: 77,529.60 |
| Maintenance | <ul style="list-style-type: none"> Web apps stores the application program on a remote server | <ul style="list-style-type: none"> 20% of initial development cost Native Apps: \$20,000 |

APPENDIX G



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