

# BELTLINE LIVE

# 365

All Year Round Activation of the Beltline through Local Arts and Culture



PRESENTED TO: CALGARY COMMUNITIES  
SUBMITTED TO: DR. DAVID FINCH  
PREPARED BY: ELYSIAN MARKETING AGENCY



# MEET THE AGENCY



**Shanel Barrett**

Designer

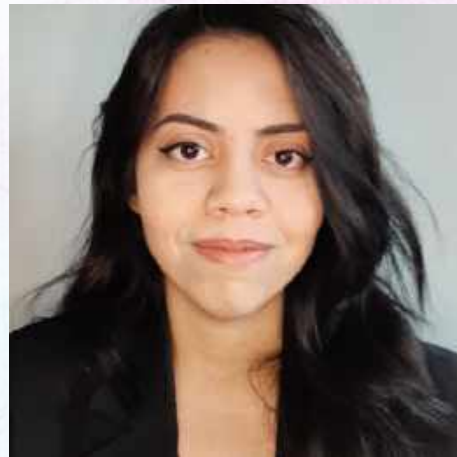
"More greenery in urban spaces would be great"



**Simran Jaswal**

Designer

"I want to be inspired with new artistic experiences"



**Alejandra Quezada Gonzalez**

Researcher

"I'm interested to see more community-focused events for the locals"



**Rose Lee**

Researcher

"Something unique and attractive would really make me happy"



**Althea Francisco**

Promotions

"I would love more opportunities to meet new people and socialize"



**Rhanda Youhana**

Promotions

"I would love more options for outdoor activities"



**Tiffany Monaghan**

CSO

"I would love the opportunity to learn more about the history of the Beltline"

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# EXECUTIVE SUMMARY

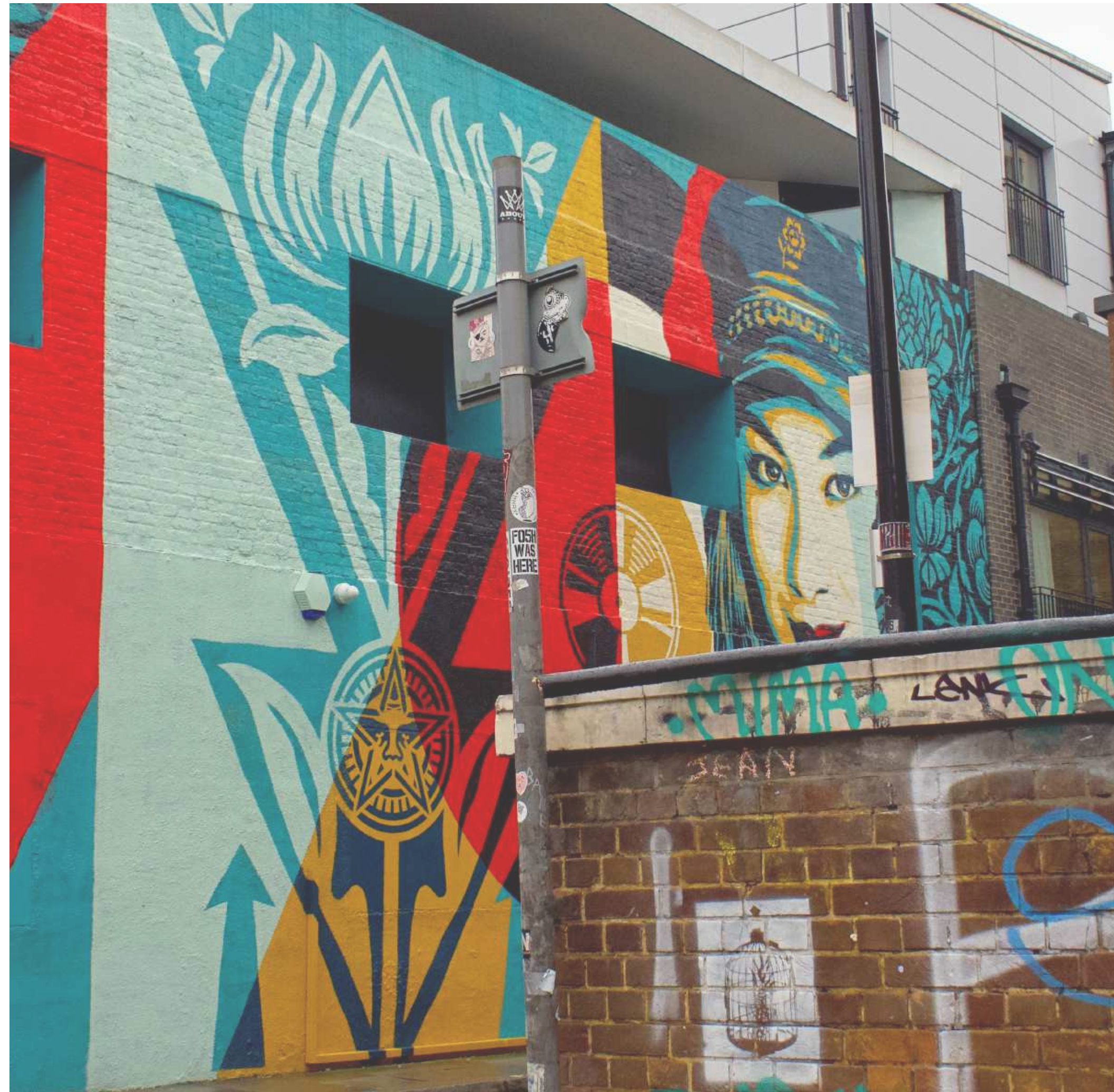
This report has analyzed the Beltline area to develop an **integrative enhancement strategy that works to highlight the area and engage Calgarians**. Through a detailed competitive analysis of other Calgary communities, this report has found that the Beltline **lacks differentiation**.

The 3-year enhancement strategy proposed within this report works to enhance the Beltline area by using underutilized spaces and transforming them into **all-year-round urban arts and culture experiences**. Through **laneway and streetway activations (Pedestrian Zones, Murals, Pop-up Parks, and Urban Vendors)** this strategy works to **increase community vibrancy** and highlight the Beltline's **uniqueness**. To highlight these activation features this report had developed a comprehensive promotional strategy focusing on local partnerships and a community app.

By incorporating this strategy, the Beltline will be able to increase overall community engagement and **differentiate itself through its local arts and culture**.

# COMPETITIVE ANALYSIS

This report has conducted a competitive analysis to **identify** the Beltline's competitors and **evaluate** their strategies. This will help determine if there are any gaps relative to the Beltline identity.



# EAST VILLAGE

East Village offers more city and more life. With **walkable, bikeable, and well-connected streets**.<sup>25</sup> The gathering place for those who want to be **inspired**, as well as for year-long **activities and experiences**.<sup>8</sup>

**Social Media: 23.4k followers. High engagement** reflected through likes and comments. Overall **High Visibility**.



Dynamic and Creative. With **urban culture, a future-facing hub of optimism, ideas and energy.**



East Village is **VIBRANT and LIVELY.**



# 17TH AVE

Diversity of restaurants, patio culture, **unique** businesses, **hidden gems**, **inspirational** cafes, bars/lounges, with **always something to do**, all **mix** to create the **most popular spot** for Calgarians.<sup>30</sup>

Social Media: 29.1k followers. Medium engagement reflected thought likes and comments. Overall **High Visibility**.



17th Ave is the **RETAIL** and **ENTERTAINMENT** district.



Lively and **Unique**.  
Calgary's most **popular** **lifestyle** **destination**.

# INGLEWOOD

This **historical** neighborhood has managed to keep its **charm**.<sup>2</sup> Emanating a **small-town vibe** even with the downtown Calgary skyline just across the river. Full of **trendy** restaurants, **iconic yearly festivals**, **markets**, and **nightlight** with **culture**.

**Social Media: 28.7k** followers. **Medium engagement** reflected thought likes and comments. Overall **High Visibility**.



Inglewood is  
**TRENDY**  
and  
**CHARMING.**



Full of  
**Historical and**  
**Local business.**  
Perfect for  
**Families and**  
**Hipsters.**

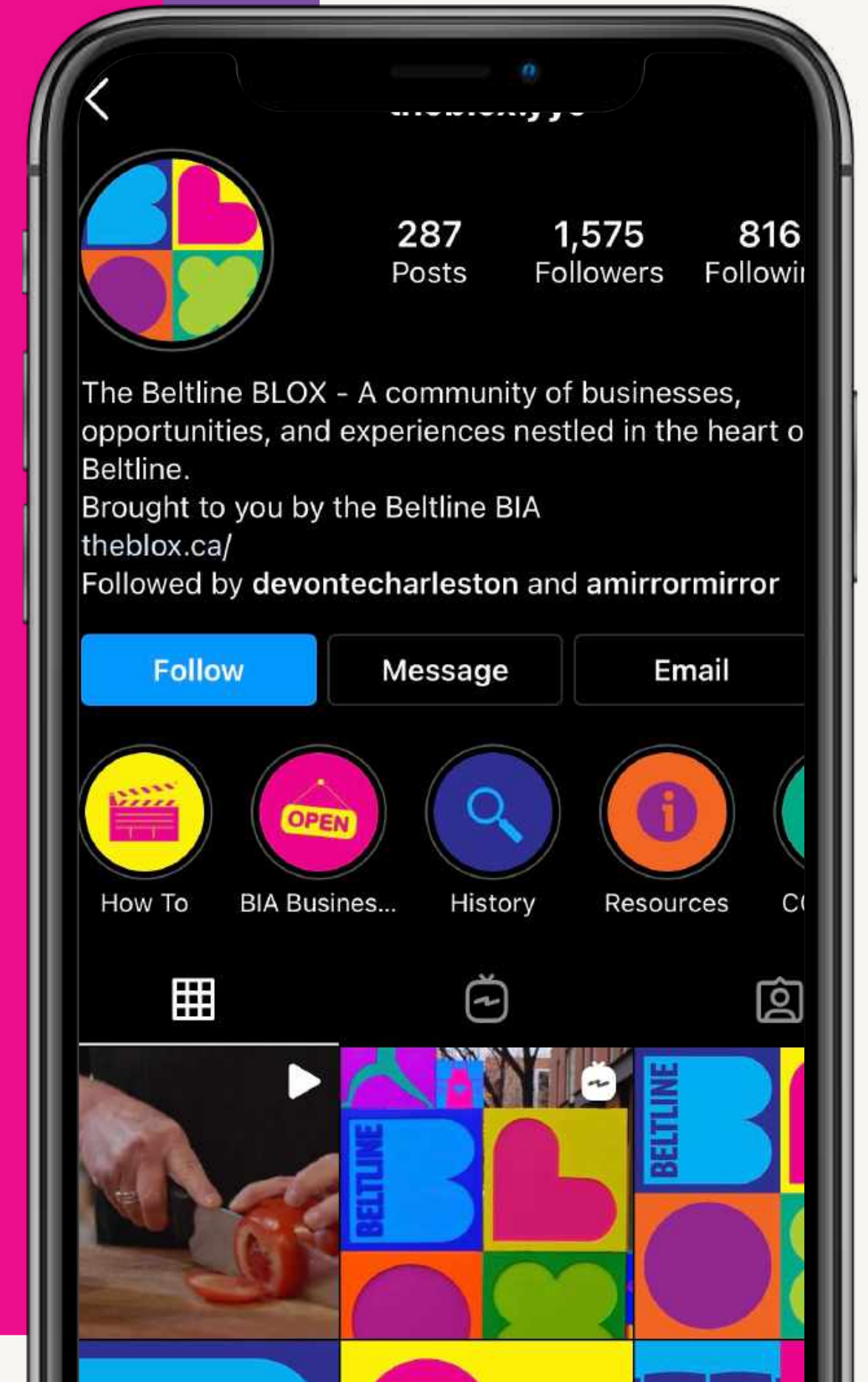




# THE BELTLINE

- + The Beltline is packed with hundreds of electric businesses
- + The go-to spot for urban adventures
- + The Beltline is one of Calgary's most densely populated neighborhoods, filled with entrepreneurs, young professionals, and artists
- + Amazing bar scene with plenty of options for most people to enjoy
- Area without any unique experiences or services that differentiate the area and draw Calgarians over other districts
- Low engagement with followers
- Low follower count compared to other neighborhood social pages

**Low visibility and differentiating features**  
compared to other neighbourhoods in Calgary



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# PROBLEM

After **analyzing** and **comparing** other similar communities - we have concluded that the Beltline currently lacks **differentiating** features that help build a solid community identity.

# OPPORTUNITY ANALYSIS

We conducted an opportunity analysis to thoroughly **understand** and **assess** the motivators that affect the Beltline identity.



# WHAT ARE **CALGARIANS** LOOKING FOR?



Access to **more innovative** amenities through eventful public spaces that are **safe** and **walkable**



Connecting through **diverse** community opportunities loaded with **unique identity** and **experiences**

Close **social connections** with **vibrant** socializing areas and exciting **nightlife**



**Supporting** local businesses and nurturing the **charm** and **history** of Calgary



# OPPORTUNITY FOR GROWTH

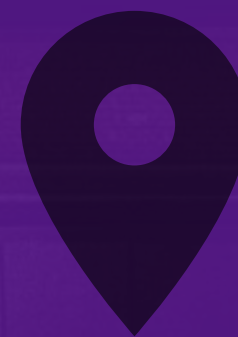
MOTIVATORS	DOES BELTLINE HAVE THESE ASSETS	DOES IT ALIGN
Safety	Lack of lights makes people feel unsafe	✗
Nightlife	Places such as National's on 10th	✓
Vibrancy	Incorporate more liveliness	✗
Innovation	Beltline has adopted operations such as BUMP Festival	✓
Sustainability	Sustainable buildings and architecture	✓
Diversity	31% of Beltline's population is a visible minority <sup>5</sup>	✓
Walkability	Distance between attractions is significant	✗
History	Many historical buildings within the community	✓
Transportation	The area has bus routes accessible	✓
Affordability	Parking & businesses' pricing can be unaffordable	✗
Socializing	Lack of space for socializing	✗

Motivators selected based on competitive analysis as well as the preferences of the selected target segments

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# GLOBAL BENCHMARKING

WHAT HAVE OTHER CITIES DONE?  
HOW CAN THE BELTLINE LEARN FROM THEM?



Toronto | New Orleans | New York City | Freemantle

CRAFT



# TORONTO, ONTARIO, CANADA

## Graffiti Alley

- Three blocks in Toronto's Fashion District where you can view some of the best examples of **vibrant** street art and mural **culture**<sup>3</sup>
- It is a **hotspot** for locals and tourists<sup>31</sup>
- Open-air gallery that showcases **diverse** creations all year round

## Key Takeaways

- Murals and Art
  - Activating laneways and alleys with murals and art pieces can **increase foot traffic** and **engagement**
- Winter Activation
  - The ability to view the murals and art during the winter months creates **vibrancy** and **uniqueness** for the community

## Bourbon Street

- Bourbon street is very famous because of its **strong nightlife** scene which brings a sense of **liveliness and vibrancy** to the city<sup>18</sup>
- During the day, Bourbon is a fully functioning street open to cars and all traffic. By night, Bourbon is **closed-off to all motorized traffic** and is one large walk-way for pedestrians and party-goers<sup>9</sup>

## Key Takeways

- Pedestrian Zones
  - Specific times allocated to pedestrian-only streets can **increase traffic** during the nighttime
- Live Performances
  - Live performances (indoors and outdoors) of different types of music **attract** all kinds of people







# NEW YORK CITY, NEW YORK, USA

## High Line Park

- This project has converted each section of the High Line from an abandoned rail line to a public park **utilizing history** and **art** to create an **immersive experience**<sup>27</sup>
- **The High Line App provides individuals with a digital guided tour of all park features including gardens, art, history and more**<sup>26</sup>

## Key Takeaways

- Digital App
  - Creating a digital map (app) provides a roadmap for interesting **activated** sites within the area and facilitates **engagement**
- Highlighting Historical Areas
  - Activating historical sites can attract individuals through storytelling which facilitates **connection** with the area

## Pop-Up Parks

- "Parklets" are **popping up everywhere**. Cities around the world and increasingly across Australia<sup>13</sup>
- Introducing programs to convert **roadside parking spots** into more **green** and **sociable** spaces where people can relax<sup>13</sup>

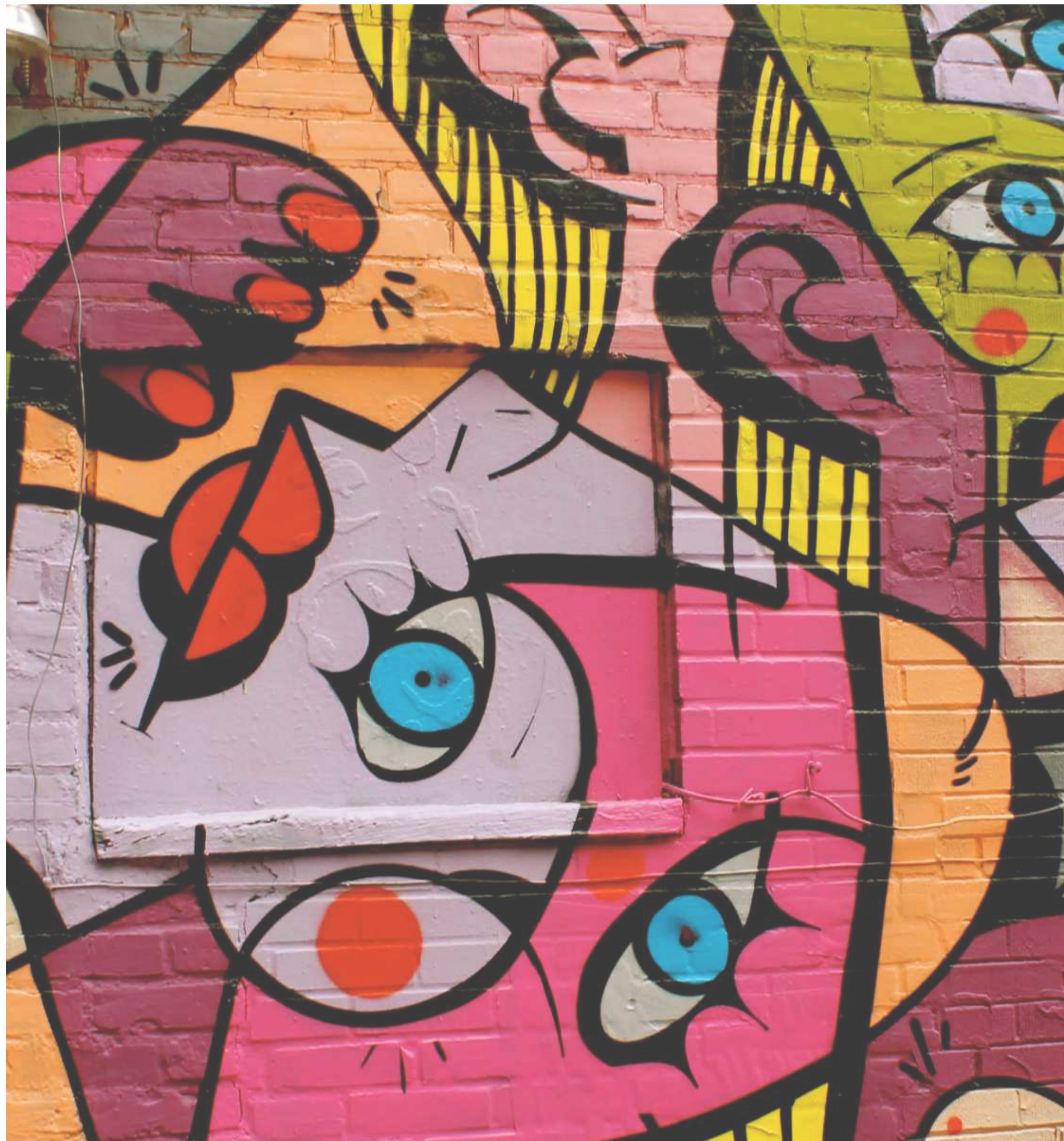
## Key Takeways

- Pedestrian Hangouts
  - Parklet is a **street space**, typically the size of one or two parking spots where people — rather than cars — can park themselves and relax throughout the day, all year long<sup>13</sup>
- Live Performances & Marketplaces
  - Live performances of different types of music can be hosted in these parklets as well as a place for **local vendors** to sell jewelry, knick-knacks, handcrafts, etc



# JOURNEY MAPPING

To identify how individuals **engage** with the Beltline area this - report has constructed a customer persona and journey map to identify **pain points** and **enablers** that impact community engagement.



# CUSTOMER PERSONA: JANELL AQUINO



## Background

**Age:** 25

**Ethnicity:** Filipino

**Location:** Renting an apartment downtown

**Income:** \$68,137

**Occupation:** Full-time server/barista

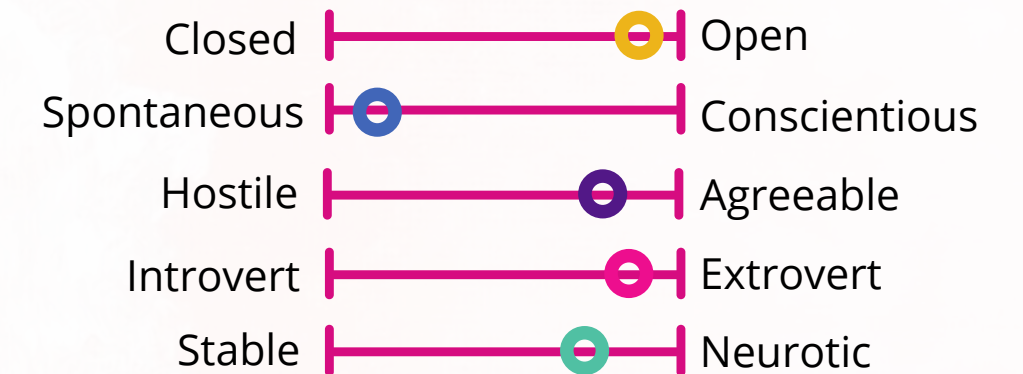
## Goals

- More **adventurous, fun** and **nightlife** experience in the city
- **Explore** different forms of art
- **Appreciate** deals that makes her feel better about her purchases

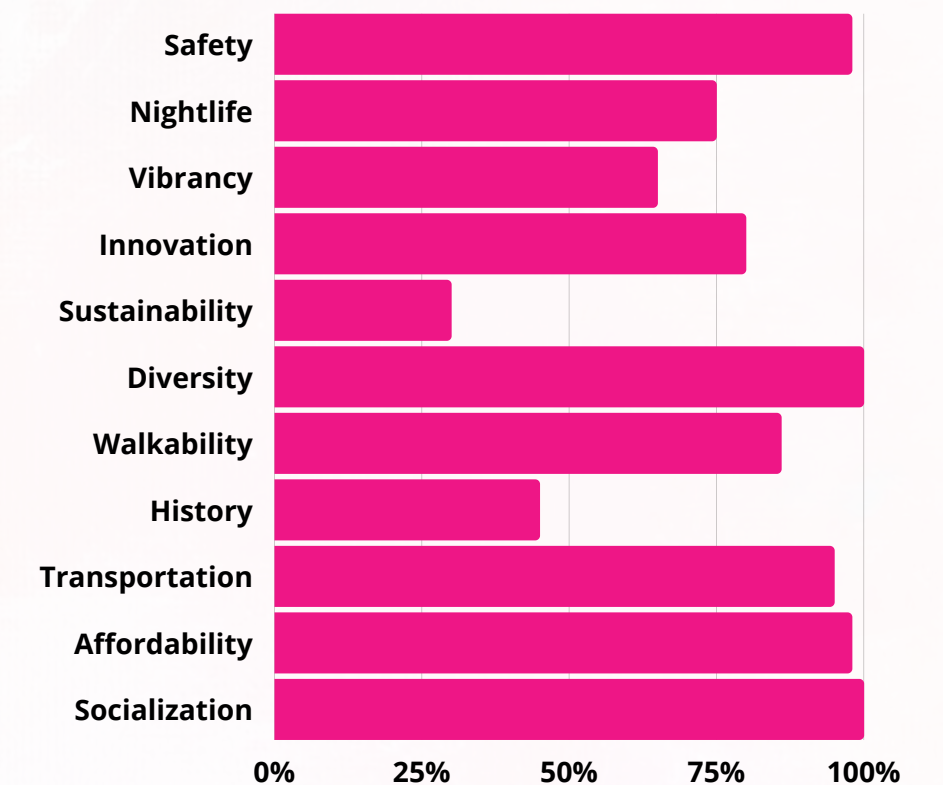
## Pain Points

- Cultural differences
- Income level

## Personality



## Motivators



"I want to be able to go somewhere with my friends to **relax, re-focus**, and get **inspired** without breaking the bank."

# JOURNEY MAP

## Discovery

- ➔ **Bored** and wants to experience **new** and **exciting activities**
- ➔ **Curious** about the events and experiences in the Beltline
- ➔ Comes across a **social media post** talking about the things going on in the Beltline area
- ➔ She is interested in **learning about other cultures** while staying in touch with **her original roots**

1

2

## Evaluate & Decision

- ➔ Interested in **different experiences** in her own city
- ➔ **Discusses with her peers** on where to go and what to do in the **Beltline**
- ➔ **Researches interesting areas** within the Beltline areas to take **Instagram pictures**
- ➔ **Researches the nightlife options** within the Beltline area

## Plan

- ➔ Picks an activity to go to with her friends at **low-cost**
- ➔ Gets **excited** about the possible places to visit and looks forward to **experiencing new restaurants**
- ➔ Plans her outfit based on the Calgary winter **weather**
- ➔ **Schedules** her ride to the Beltline and books her Uber ride home

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## Experience Dimensions

- ➔ Experience **did not meet expectations** because there were not many people in the area - giving her a **ghost town feeling**
- ➔ Was not able to **connect** and meet more individuals who are like minded and have similar interests.
- ➔ Noticing her bank app and realizing she went **over budget** - she felt as if the experience did not match the cost
- ➔ During her time there, she noticed a **lack of lighting** making her feel unsafe walking to her Uber
- ➔ **Lack of variety among outdoor activities** besides clubbing and drinking with friends
- ➔ During the winter season there are **no low cost/zero cost activities** to engage with. Every activity includes paying starting from parking, dinning, tipping and riding home
- ➔ **Not many interesting areas** for Instag pictures

## Share

- ➔ Not a lot of exciting news to **share** to her friends and followers
- ➔ Was not able to **post anything** new to her Instagram because the location is the **similar** to other communities
- ➔ Social media followers **reciprocated her disappointment** with the Beltline area

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## Anticipate

- ➔ Potentially considering other adjacent **communities** like 17th ave and Stephen Ave to visit with her friends
- ➔ She would consider visiting the Beltline again only if **nothing else was happening**
- ➔ Did **not** learn about new cultures or make new friends

# JOURNEY CHART

## DISCOVERY

## EVALUATE & DECISION

## PLAN

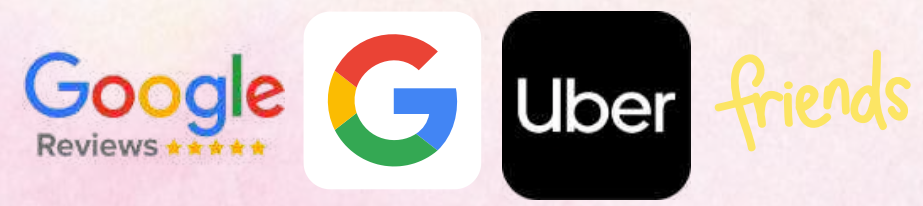
### GOALS

- Janell thinks there is **creativity** happening in the Beltline area
- She wants to **explore** new things and have new **experience**

- Janell wonders **where** she can spend her weekend
- Being aware of the **diversity** in her city and looking to **explore** new spots

- Picking an activity and meeting her friends for an **enjoyable night**
- Picking a **low-cost activity** like High Park, walking around the Beltline

### TOUCHPOINTS



### EMOTIONS

- Bored
- Curious

- Enthusiastic
- Happy

- Excited
- Uncertain

### ACTIONS

- Janell finds **recommended** places on social media
- She asks her friends about their **experiences** and **opinion** in the Beltline

- Janell **compares** the Beltline to other areas in Calgary
- She wants to find **unique** photo locations

- **Books** a reservation for Saturday night at a restaurant in the Beltline
- **Researches** transportation modes

### PAIN POINTS

- Few **differentiating** experiences in the Beltline area
- **Unable** to find current events
- Cold weather

- Lack of **social reviews** about visiting the area

- Not many **activities** to do after dinner
- **Uncertain** about her visit to the Beltline

### SATISFACTION



### INSIGHTS

- **Exposure** to variety of art
- **Opportunity** to meet new people

- **Convenience**
- New **experiences**

- Lack of **attractions** and **events**
- Still **open** to new experiences in the Beltline

# JOURNEY CHART

## EXPERIENCE DIMENSIONS

## SHARE

## ANTICIPATE

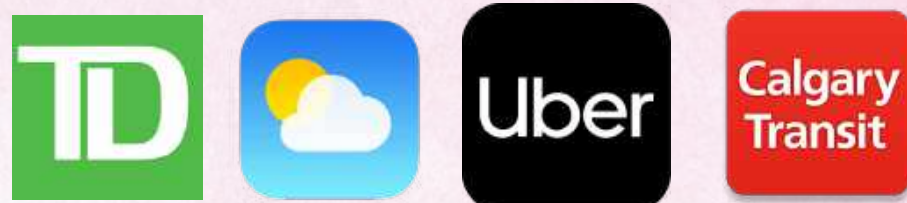
### GOALS

- Janell's experience **did not** meet her expectations
- Nightlife experience did not produce any **social interactivity**

- **Discussing** her experience with friends and social media followers
- Similar **experiences** to other people visiting the area

- Reflecting on her evening and **would prefer** to visit other areas
- Considering visiting **Stephen Ave** or **17th Ave** during her weekends out instead

### TOUCHPOINTS



### EMOTIONS

- **Discouraged**
- **Frustrated**

- **Disappointed**
- **Overwhelmed**

- **Unsure**
- **Nervous**

### ACTIONS

- Janell discovers there is **no activities** for winter
- Checking her bank app to see how much she ended up **spending** that night

- **Posting** her experience on social media
- **Texting** and **calling** her friends about her weekend

- **Reviews** her posts from her night out
- Talks to friends about the **experience** and discusses whether or not she would go back anytime soon

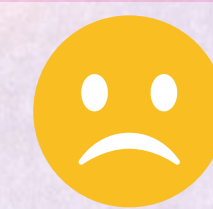
### PAIN POINTS

- Not many people around and lack of lighting could make her feel **unsafe**

- **Lack** of fun stories to share with friends
- Her friends were not excited due to the **lack of culture** in the Beltline area

- Did not **learn** about new cultures or **make** new friends
- The cold weather during the Winter **limits** her motivation to go again

### SATISFACTION



### INSIGHTS

- Offer more spaces and activities for people to **socialize** i.e.: heated outdoor areas
- Add more street lights

- Offering things that a friend group can **enjoy together** - scavenger hunt, mural group photos, street lights encourage night walks
- **Immersive** educational and historical activities

- App that allows individuals to **easily find engaging events**
- Offering a monthly theme to **highlight** a different culture

# ENHANCEMENT STRATEGY:

# BELTLINE LIVE 365

Beltline Live 365 is a *pilot project* that takes underutilized spaces and transforms them into **all-year-round urban arts and culture experiences** that work to engage the community and **enhance the Beltline Identity.**

The logo consists of the letters 'B' and the number '3' in a bold, rounded, magenta font. The 'B' is on the left and the '3' is on the right, both centered vertically within the square frame.

BELTLINE LIVE 365



# ACTIVATING LANEWAYS AND STREETWAYS

*Reshape dull and underused spaces into engaging and accessible areas that contribute to the vibrancy and uniqueness of the Beltline* (Refer to Appendix O for funding streams)

*Creates Vibrancy*

*Embraces Diversity*

*Social Connectivity*

**Pedestrian  
Zones**

**Murals  
and Art**

**BELTLINE  
LIVE  
365**

**Urban  
Vendors**

**Pop-up  
Parks**

# PEDESTRIAN ZONES



## Motivator: Increases Walkability

### Why incorporate this activation?

- Pedestrianized areas give people a **sense of belonging**<sup>17</sup>
- Amenities such as seating and public art located within pedestrian streets can **enhance its surroundings** and **create a sense of sociability in the area**<sup>17</sup>

### How will this enhance the community experience?

- Pedestrian-only areas will **enhance community experience** by creating **safe walkable spaces** that allow individuals to **explore the Beltline events and amenities** in the area
- Seasonal activations will **drive foot-traffic**<sup>17</sup>

### Location

- 2nd street to 3rd street

### Considerations

- Due to high volume of traffic in this area, **weekend or night-time activations are preferable**<sup>10</sup>



# MURALS AND ART

## Motivator: Highlights Diversity



### Why incorporate this activation?

- Murals and Art **increase foot-traffic to the area**
- Partnering with local artists for murals that depict a **meaningful story about different cultures**. These murals **will be changed on schedule** to create a sense of **novelty**
- These murals will include a **QR code** for a **podcast interview with the artist**

### Location

- Murals are painted in the alleyway between 2st - 7st

### How will this enhance the community experience?

- The Beltline's identity as the arts and culture district will be emphasized by **engaging with local artists**, incorporating art pieces that **beautify the community and create conversation pieces**<sup>28</sup>

### Considerations

- Art Murals could potentially increase **vandalism, littering and loitering** in the area, so as a prevention **additional security personnel** should be patrolling the community during peak hours

(Refer to **Appendix U** for list of local artists)



# POP-UP PARKS



## Motivators: Sustainability and Socializing

### Why incorporate this activation?

- Pop-up parks help meet the demands of urbanites for more **opportunities to connect with nature** in their neighborhoods<sup>13</sup>
- Pop-up parks appeal to the public who **value green spaces** as well as **local musicians**, serving as a **key differentiator** from adjacent communities<sup>13</sup>

### How will this enhance the community experience?

- Incorporating pop-up parks enhances **greenery, increases seating areas,** and serves as a **space for local performances**

### Location

- Located on the corner of 10th ave -2nd st

### Considerations

- **Littering**, a way to settle such is to include **garbage and recycle bins** in the area



# URBAN VENDORS

## Motivator: Creates Vibrancy



### Why incorporate this activation?

- By giving local vendors space to gain **exposure and sell their products**, the **character** of the Beltline is solidified, as local vendors and small businesses are described as the **backbone of their communities**<sup>4</sup>; as many Canadian prefer to **shop local** over big corporations<sup>20</sup>

### How will this enhance the community experience?

- The community experience is enhanced by the **increased engagement** with vendors and shoppers, as well as reaching **diverse community needs**<sup>4</sup>

### Location

- Seasonal activations located on the corner of 10th ave-2nd st
- Indoor winter activation located within unutilized spaces. (Refer to Appendix T)

### Considerations

- Permits and city policies would have to be considered **in order to operate**
- **Seasonality** - weather conditions could affect the functionality of the activation. (Refer to Appendix T)



# TRANSFORMING THE BELTLINE IDENTITY

## THE PRESENT

*Lack of Identity*



## THE FUTURE

*Modern Arts & Culture District*



# PROMOTIONAL STRATEGY

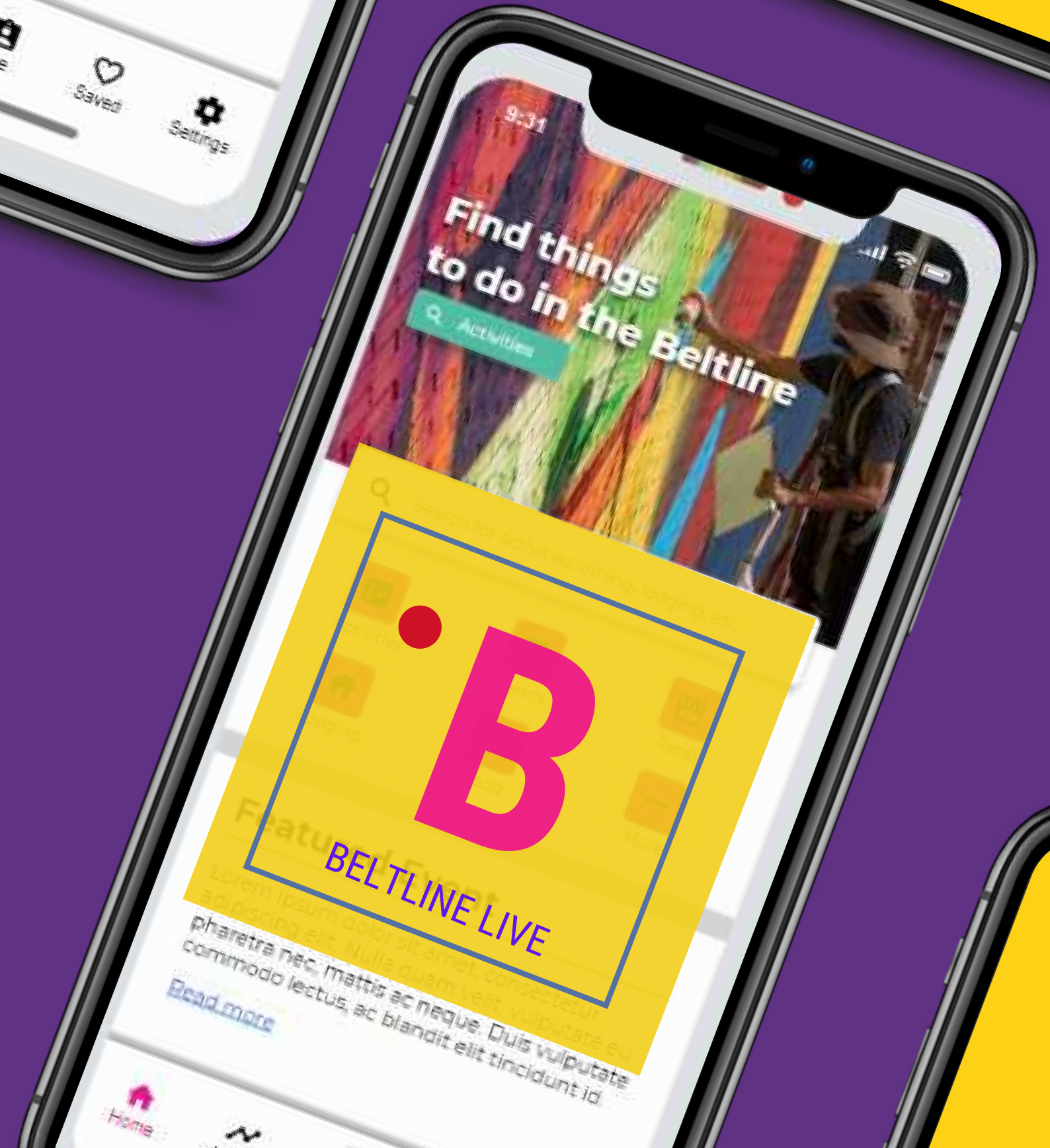
To highlight *Beltline Live 365* activations, this report has developed a comprehensive promotional strategy focusing on **local partnerships** and the development of an **immersive community app**.



# COMMUNITY APP LAUNCH

COMING SOON

AVAILABLE ON iOS AND ANDROID





# BELTLINE LIVE APP

Connecting users to the community in **unique** and **effective** methods. Increasing engagement and awareness within the area while highlighting **culture** and **diversity**.

The app will be **educational** and **informative** about the background and history of the Beltline identity.

## CONSIDERATION

Privacy concerns such as a **security breaches** represent a threat to user's data and privacy and a way to protect the user's data is to use **high-level authentication programs** or make sure that the apps only accept **strong** and **alphanumeric** passwords.<sup>11</sup>



Available in 20 Major Languages to Educate and Connect



**BONJOUR!**



**KAMUSTA!**



**안녕하세요!**



**NAMASTE!**

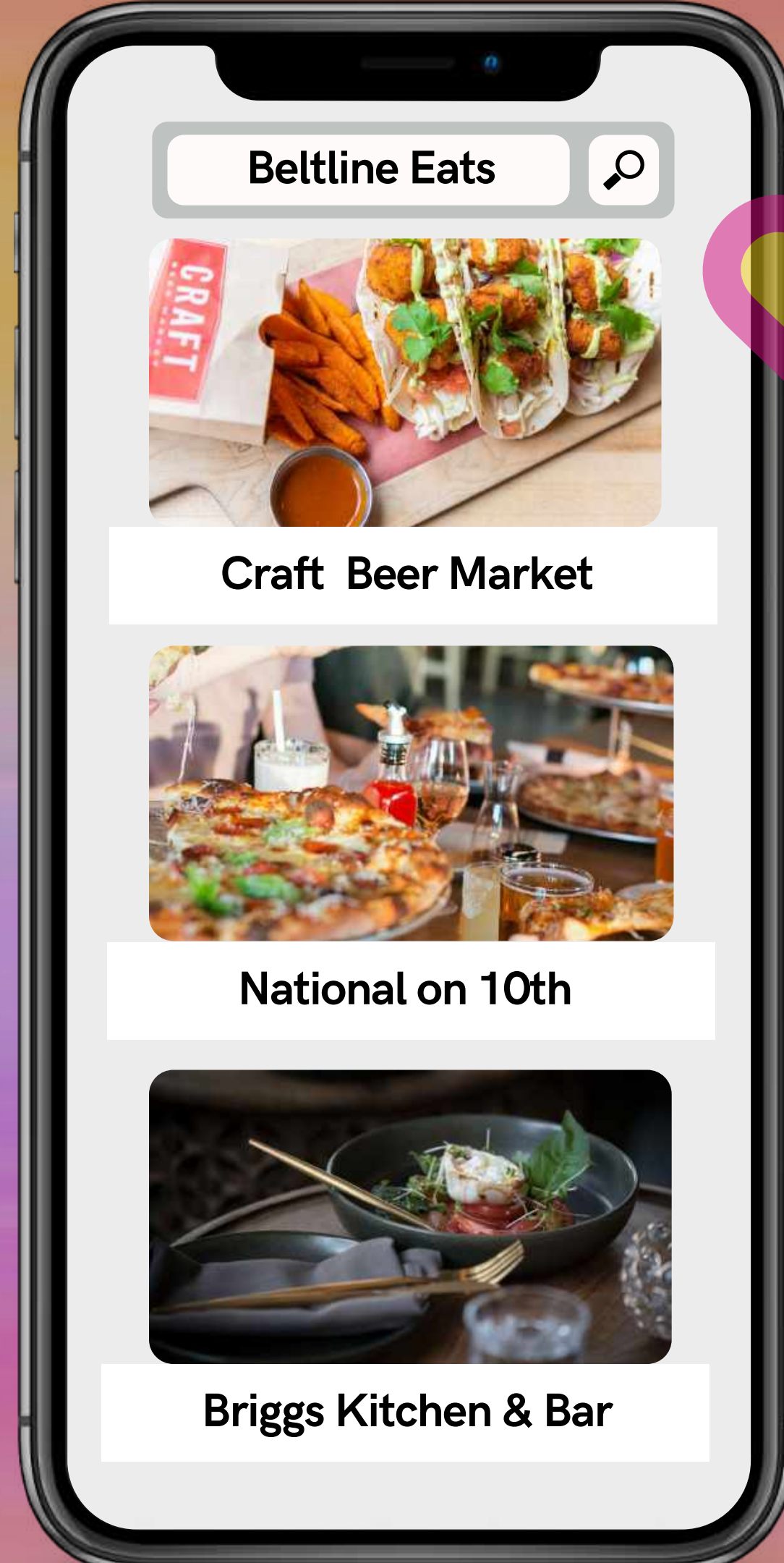


**HOLA!**



**مرحباً!**

# HOMEPAGE



PARTNERSHIP WITH **yelp.**

A quick **overview** of activities, dining, lodging, retail, and other amenities available in the Beltline area. Includes: **direction, hours of operation and reviews.**

# PODCAST

## PARTNERSHIP WITH LOCAL ARTIST (REFER TO APPENDIX V)

Scan a QR code on graffiti artwork in any of the mural spaces. This allows users to **listen** to the artist's **story** and **background** of the artwork.

Interview style with the artist where they can talk about their **cultural background, journey, the inspiration** for their art, and their artistic style and influences.



# QR CODES

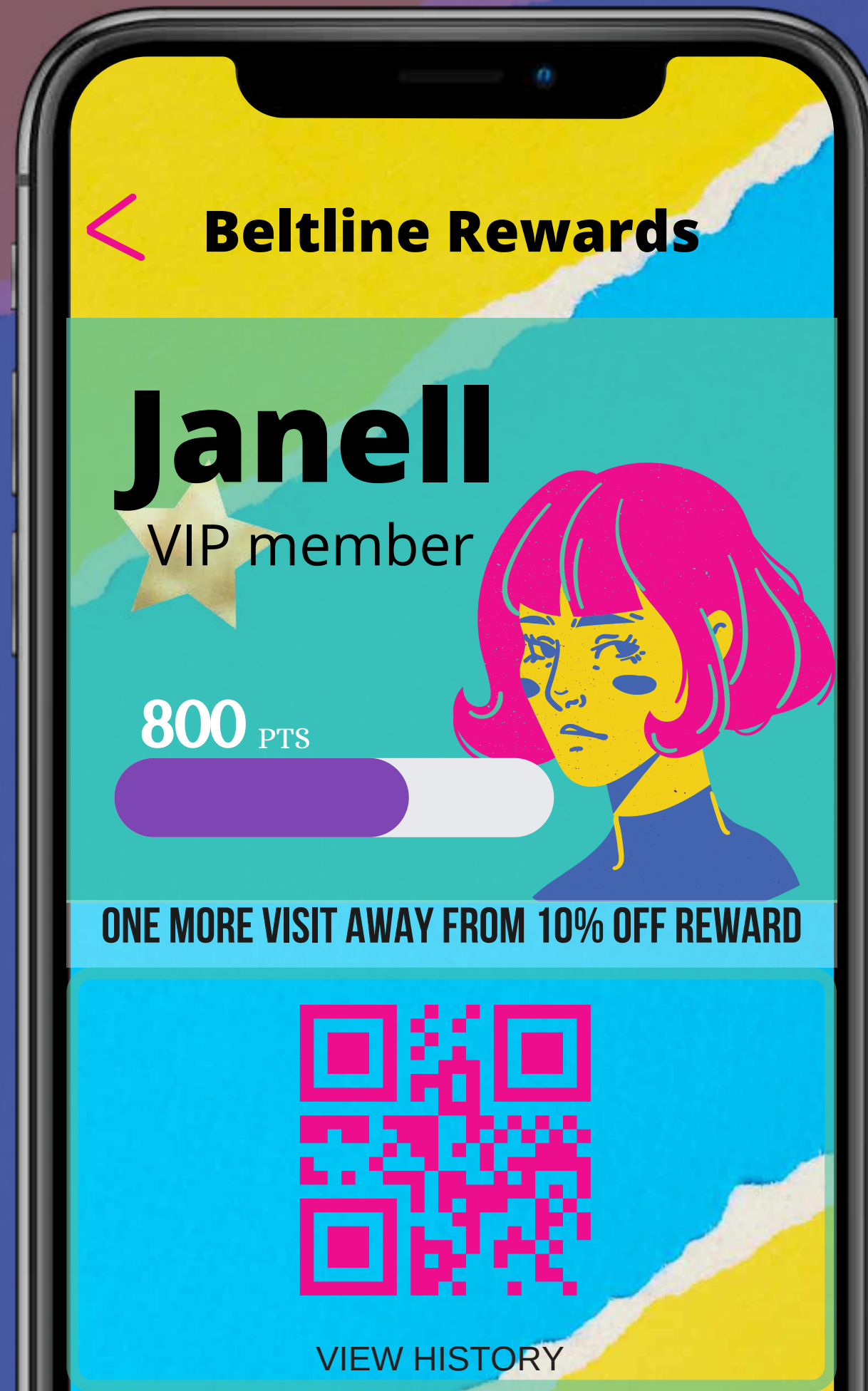
## ADDITIONAL QR CODE

### HISTORICAL AND EDUCATIONAL FEATURES

With the historical infrastructure of the Beltline, app users can scan the code to create an immersive experience that **brings the historical story of the Beltline to life.**

Partnerships with MRU Broadcasting students:

- **Cost-effective**
- Can host **educational** podcasts as part of their school project.
- Build organic **collaboration** between the University and the Beltline



# LOYALTY PROGRAMS

## DISCOUNTS

The incentive to **bring customers back** to the Beltline.

Virtual Passport that automatically adds “points” after reaching 10 visits in the Beltline.

Customers are rewarded a **discount** at any food and retail district in the Beltline. This also promotes a **partnership** between the entire Beltline community.

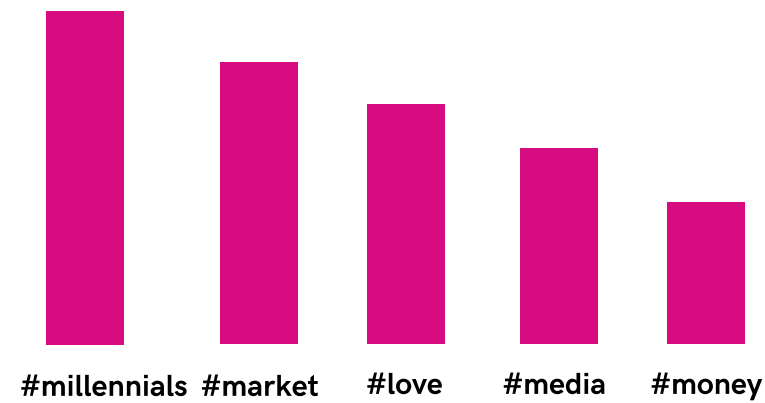
# SOCIAL MEDIA STRATEGY



As of January 2021, Twitter had approximately **6.45 million active users** in Canada<sup>22</sup>

Half of Canadian Twitter users are **under 35**<sup>22</sup>

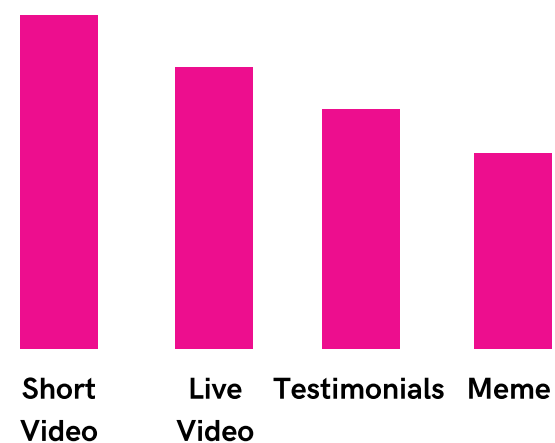
## Hashtags for Millennials



## Instagram

- **Centered on storytelling** which is simply part of human nature<sup>16</sup>
- Able to **reach many people** through Instagram marketing with **relevant hashtags** for the target audience<sup>16</sup>
- Able to monitor conversations to identify **how people think about the Beltline and its identity**<sup>16</sup>

## Content for Millennials



**33.6% of young adults** aged 25-34 uses Instagram<sup>23</sup>

**19.2% of middle aged adults** use Instagram<sup>23</sup>

## Twitter

- **Genuine connections with followers** since direct messaging on Twitter requires people to follow the account to have a conversation<sup>15</sup>
- Short lifespan in the ongoing feed of posts which enables the **integration of various content multiple times** per day<sup>15</sup>
- **Increase reach, traffic and conversions** with its capability to spread a message<sup>15</sup>

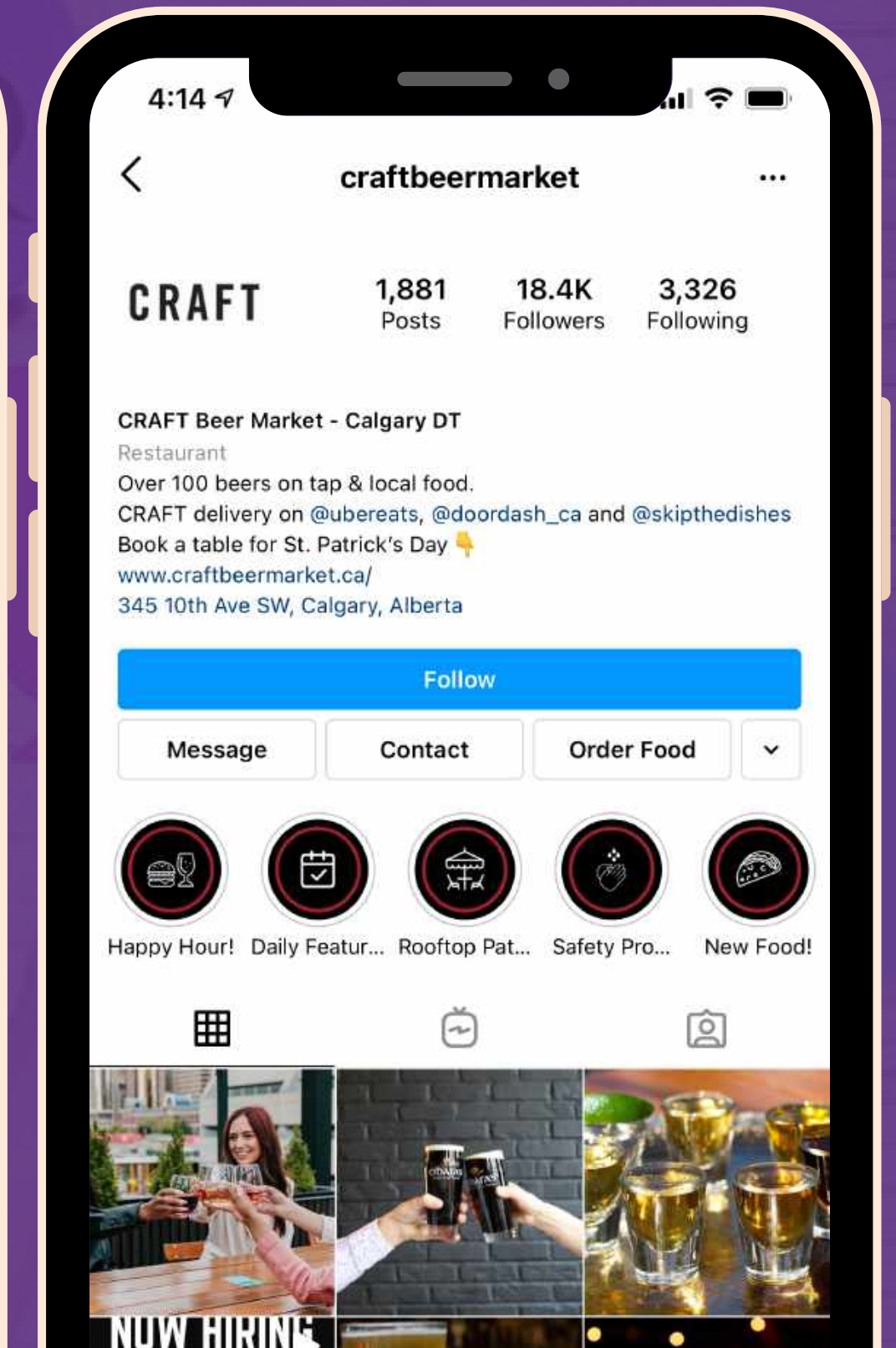
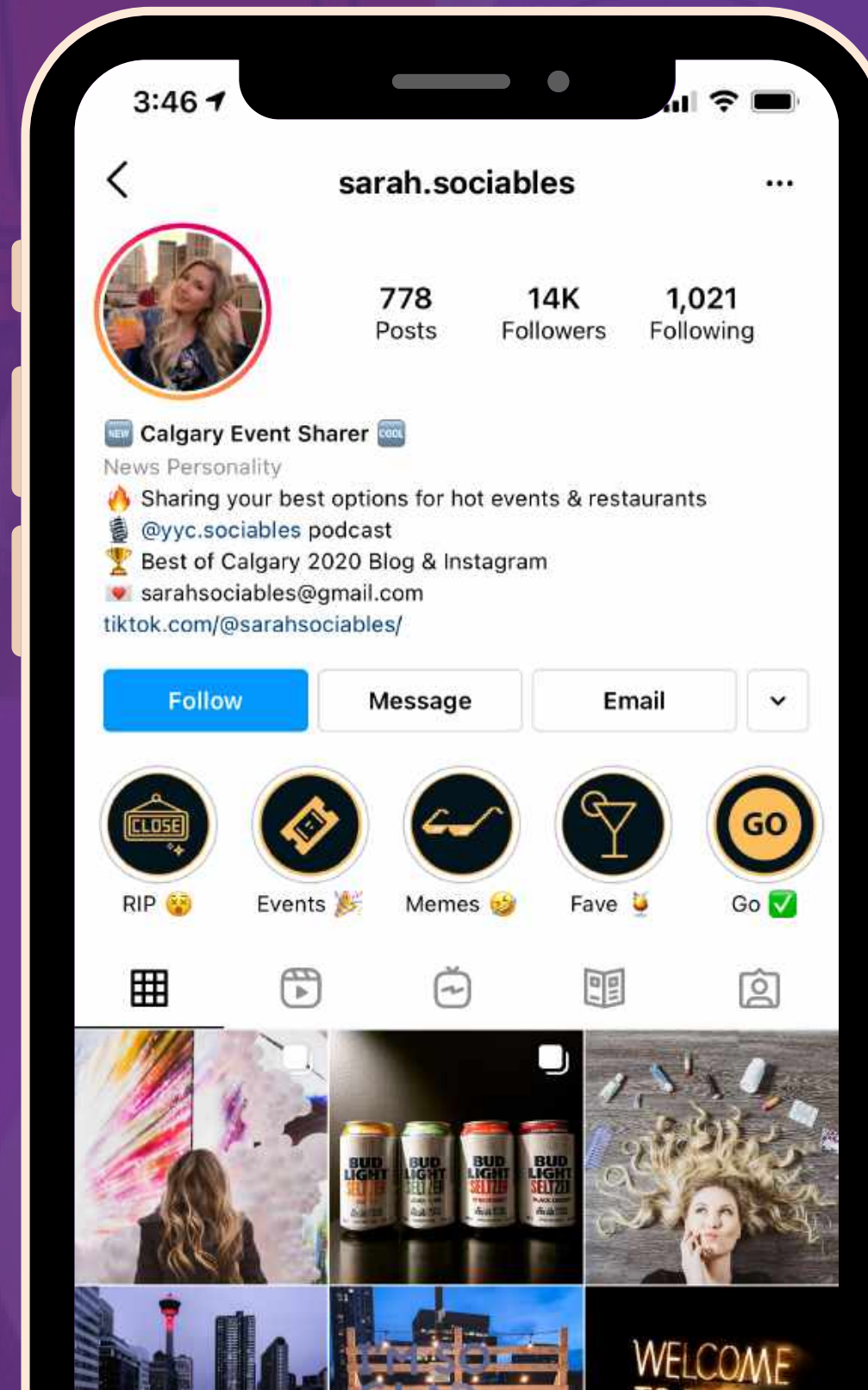
# COLLABORATION

## Social Media Ambassadors

- **Increase awareness** casting both the Beltline and local ambassadors
- Promote **existing and new events** with their creative posts<sup>19</sup>
- **Attract media attention** in addition to the individual posts<sup>19</sup>

## Local Businesses in the Beltline

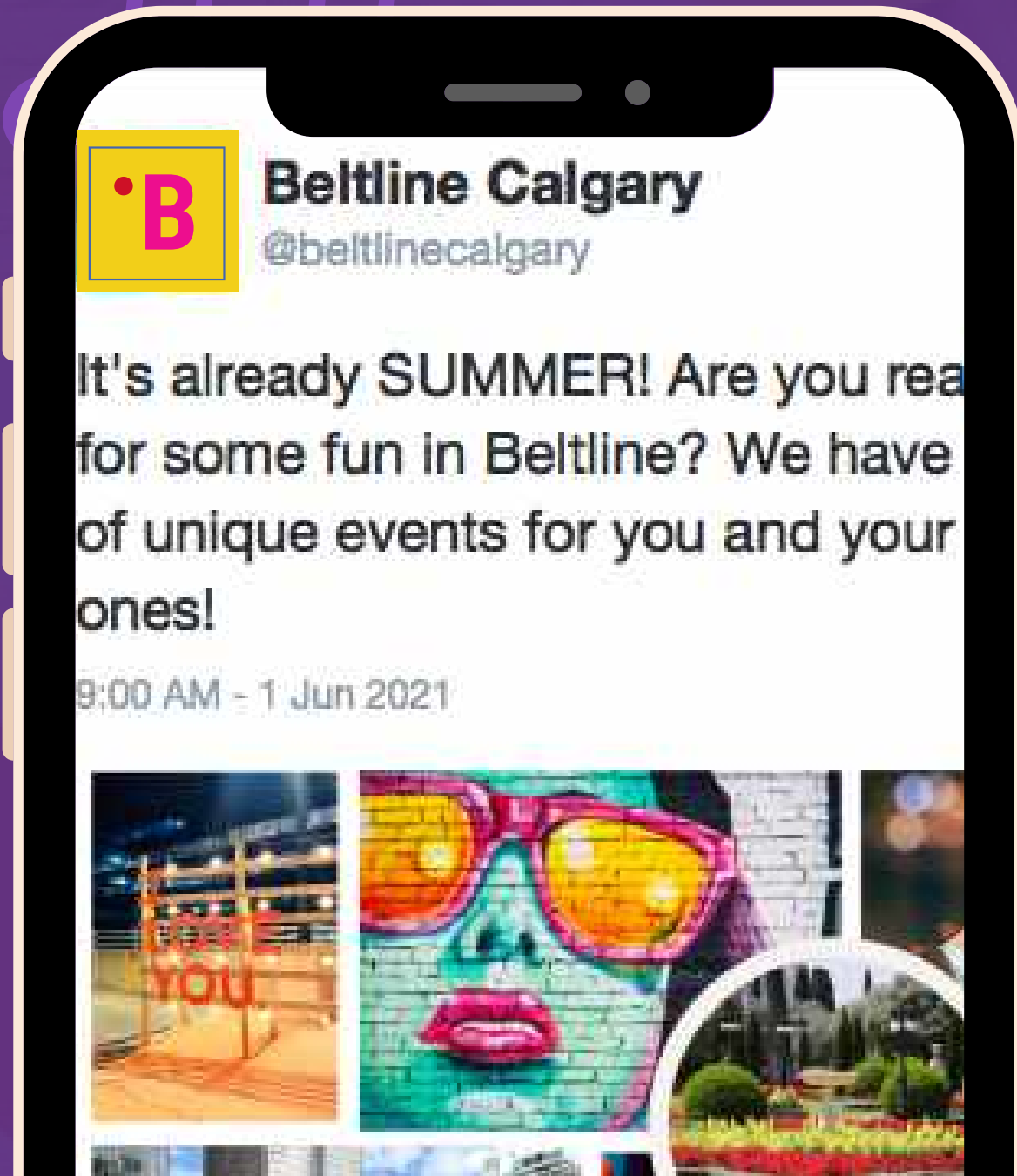
- Help the businesses **reach new customers** and **expand** products and services they offer<sup>7</sup>
- **Increase their visibility** and build **customer loyalty**<sup>7</sup>
- Promote **QR code discounts** to **support local businesses** in the area



# #BELTLINE

#ActivatingBeltline

#LoveBeltline  
#BeltlineLive365



# THE 3 YEAR STRATEGY

## YEAR 1

### Awareness

Launch **Beltline Live 365** App and Introduce It through Social Media, such as Instagram and Twitter

Secure **Funding** and Local **Partnerships**

**Evaluate** Program Success Rate (KPIs)

Launch the **Pilot Project** (Murals, Graffiti, Parks, Pedestrian Zones, Markets)

**Enhance** Activations Through Community Feedback

**Engagement** via Social Media

Change the Murals and Graffiti **Monthly**

## YEAR 3

### Advocacy

**Evaluate Social Media Visibility:** Potential International Recognition through Social Media

**Evaluate** Program Success Rate (KPIs)

Exclusive Events Hosted by the Beltline **Annually**

**Evaluate** Program Success Rate (KPIs)

Focus on VIP App Status **Membership Program** to Allow Users the **Ability** to Access More Features

### Loyalty

## YEAR 2



# KEY PERFORMANCE INDICATORS

The KPIs evaluate the **success** of the Pilot Project and gather whether or not to **extend** this program further than its initial 3-year plan.



# KEY PERFORMANCE INDICATORS



## # of re-visitors

Determining if the visitors are not just interested in a **one-time visit**, but keep coming back to the area regularly



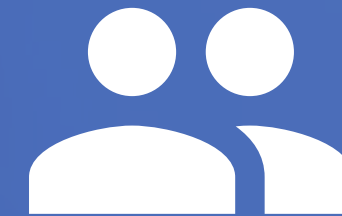
## Social Media Engagement

Number of **hashtags** being used and number of **tags** of the Beltline area via social media



## # of pedestrians in the activation per hour

Measure the number of visitors within the activation on an **hourly basis** - to better gauge the peak hours



## # of active users of the Beltline Live app

Active members defined as users who access an app for a given period of time, this can be in the form of **how many users** are using discounts or the loyalty program<sup>1</sup>



## Garbage Amount

Give insight on the **number** of visits and on consumer behaviours such as **which places** most visitors are spending their time

# CONCLUSION

The **Beltline Live 365 pilot** project aims to generate a solid identity for the Beltline neighbourhood as the Arts and Culture District by focusing on activating the unused spaces of the community. By emphasizing aspects that create **vibrancy**, embrace **diversity**, and aid to boost **social connectivity** - we will come together to revitalize the Beltline in a three-year plan.

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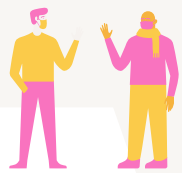
# APPENDIX

# INTERNAL FACTORS



## DEMOGRAPHIC

- FFQ (Fun, Funky, and Quirky) Factor
  - “Beltline has a plethora of **fun, funky, and quirky** places to eat.”
  - **Grocery Stores Galore:**
    - Safeway, Calgary Co-op, Community Natural Foods, Urban Fare
- “The Beltline really **appeals** to a **diverse demographic** - anyone wanting close access to **good food, trendy** places, and that **hip lifestyle.**”
- “We are seeing a lot of retirees who want that lock-and-leave lifestyle, along with young professionals.”



## SOCIALIZING

- Businesses such as Craft Beer Market offer opportunities for individuals to **socialize**, however, these opportunities are **limited** to businesses and **lacks options** for other venues.



## INNOVATION

- Over the past 10+ years, Calgary’s **Beltline** has very quietly **evolved** into one of North America’s **best urban** villages.
  - I don’t expect that “flying under the radar status” to last much longer” says David Bell of Urban Systems’ Vancouver office.
  - “Steps away from work but also a ton of **cool cultural, entertainment** and **foodie venues** in a mix of **old** and **new** buildings, the Beltline is a lot like Vancouver’s Yaletown or Seattle’s Belltown”.



## NIGHTLIFE

Beltline has a **rich nightlife** as seen with traditional and modern bars and breweries such as Craft Beer.



## AFFORDABILITY

Beltline is an area where you’ll be **paying** a little bit **extra** for housing in this prime location, but it’s one of the better places to be if you want to experience the nightlife buzz more regularly.

## VIBRANCY

- The Beltline area is a **hub** for **art, culture**, and **entertainment**, and nowhere is this more visible than through the Beltline Urban Mural Projects (**BUMP**).
- Artists have **transformed** dozens of **public walls** into thought-provoking and whimsical **murals** that celebrate the **diversity, talent**, and **vibrant** character of the community.

# EXTERNAL FACTORS



## WALKABILITY

- Beltline is widely **considered** Calgary's 5th **most walkable neighborhood**. Beltline still feels very much like a downtown neighborhood, only **much less busy** than other locations in the city.



## SOCIAL ISSUES

- Having **many parking stalls** can incentivize people to drive to the Beltline which could, in turn, lead to **potential drunk driving accidents**
- **Drug** activity
  - "Participation in drugs and prostitution also has an extremely **negative** impact on youth and families throughout the city."
- "Poor state of the public environment such as **low street and park lighting levels** contributes to the public's unease while walking through the area at night."
- "The large number of **homeless** men that frequent the area and the persistent **panhandling** that occurs there reinforces that unease."
- "**Property crime** and **Violent crime** are comparatively higher in the Beltline as well."

## DIVERSITY



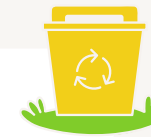
Beltline's **diverse** population consists of **31%** is from a **visible minority** group, while 69% of the Beltline population fit the opposite.



## HISTORY

Beltline has more than **ten decades of history** and every historic property is **listed** on the **Beltline Heritage Inventory Project**

## SUSTAINABILITY



Beltline has **LEED (leadership in Energy and Environmental Design)** certified buildings to focus on **sustainable architecture**. In addition, Beltline residents tend to **drive less** than the average Calgarian, resulting in **decreased environmental footprint**.

## CLIMATE



**Sunniest city** in Canada by average 333 sunny days on average

## TRANSPORTATION



- The Beltline includes bus routes like #s 6 and 2, there is **no c-train** station in the area although the proximity to 4th st. the station is moderate. The new C-Train **Green Line route** will make the Beltline more **accessible**.

## VACANT SPACES

- Out of **109 office buildings** with more than 20,000 square feet in the Beltline, two are **completely empty and available** for the sublease Another four properties are more than **75 percent vacant**.
- **Current vacant spaces:**
  - Commonwealth (731 10 Ave SW)
  - Centre Tenth Building (517 10 Ave SW)
  - Residence Inn by Marriott (601 10 Ave SW)
  - SODO Apartments (620 10 Ave SW)
  - Parkade on 6th and 7th (718 10 Ave SW)
  - Empty building for lease (739 11 Ave SW)
  - Joffre Place Office Space (708 11 Ave SW)
  - Alberta Boot Lot #82



Parking in Calgary is **expensive**

- Listed as number 14 most expensive in the world<sup>22</sup>
- Averaging \$453.38 per space

Average cost for parking is **\$12 for 2 hours**<sup>22</sup>

Parkopedia.ca claims parking in Beltline is costly

Pedestrian zones<sup>22</sup>

**Reduce in street parking spots**

Stalls added to increase space for public

**Enablers**

**Parking Authority**

**Parking**



**Cultural Diversity**



**Tourism**<sup>1</sup>

Increase in hotel Stays

Positive for the Beltline's image of an inclusive community

Community involvement and spending

**Public Transit**

**Major bus routes**

- Routes 6, 7, 13, 22, 101<sup>15</sup>
- C-Train Green Line<sup>15</sup>

**External Factors**

**Competitors (Other Calgary Neighbourhoods)**

- 17th Ave
- Victoria Park
- East Village
- Kensington
- Inglewood

**Marijuana**

As many as 15 per cent of Calgarians aged **18 to 34** purchased **legal pot** in the first days following prohibition's end<sup>16</sup>



**KPI**

- **Garbage** monitoring
- **Online** analytics
- Customer **satisfaction**
- Customer **complaints**<sup>17</sup>
- Customer **engagement**
- **Social media**<sup>17</sup> engagement
- # of **hashtags** used<sup>19</sup>

**Smoking**

**Vaping/ E-Cigarette**

- 15% of Canadians have tried a vaping product (referred to as an e-cigarette in the survey).<sup>30</sup>
- **Young adults (20 to 24 years)** have the **highest rates** of trying vaping<sup>30</sup>

**Regulatory Factors**

**License**

New landscaping & community gardens might require a **development permit**<sup>20</sup>

**City Policies**



**Temporary structures**

- Tents, air supported structures, stages and other festival-type structures considered to be buildings<sup>7</sup>

**Patio Extension Procedures**

- Post COVID rules
- AGLC (Alberta Gaming, Liquor & Cannabis agency)
- Development permit (DP)<sup>20</sup>
- License of occupation (LOO)

**E-Scooter**

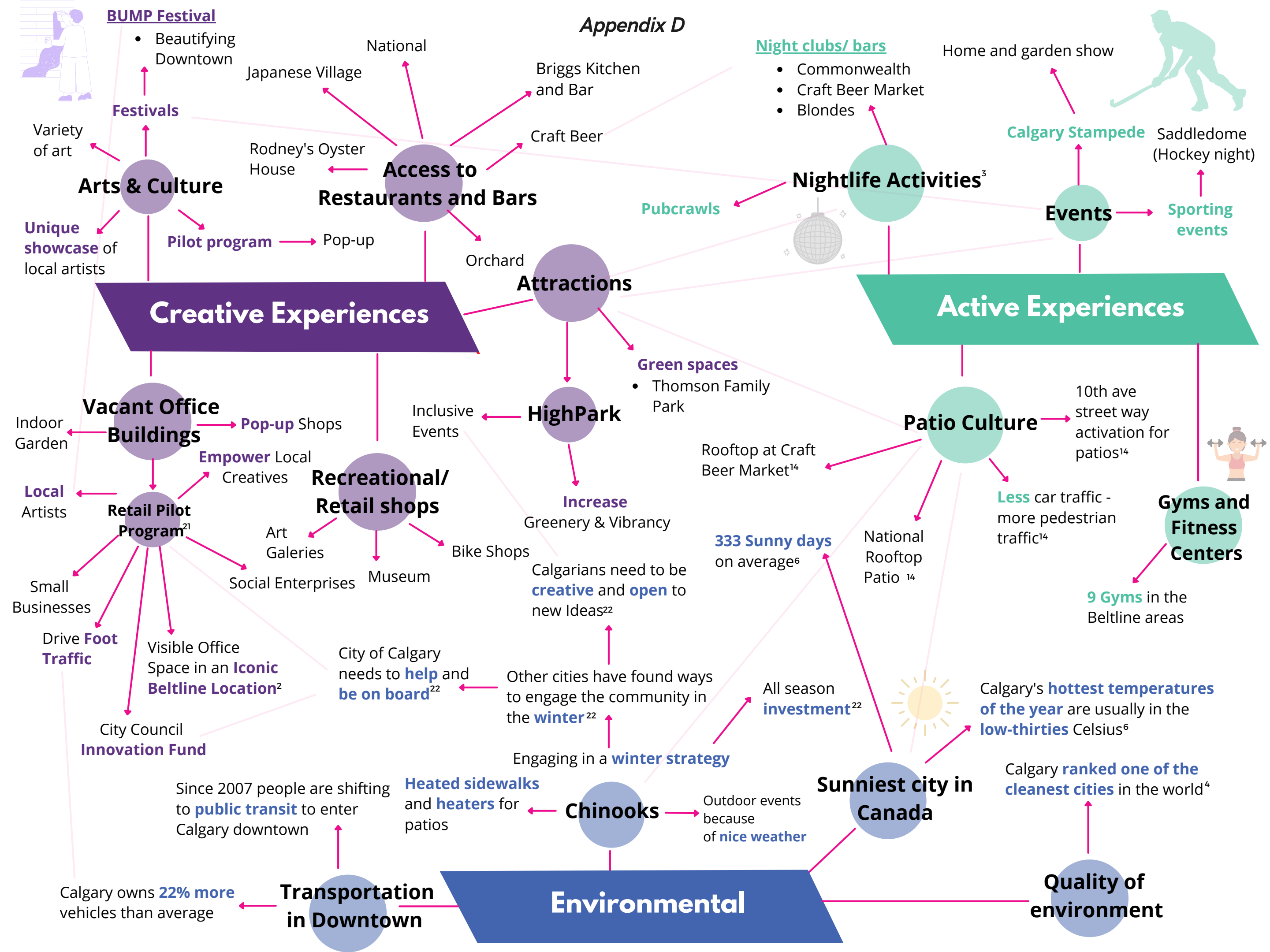


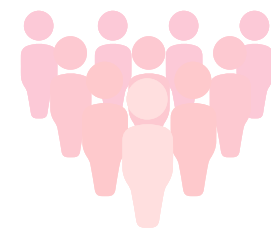
**63% of all e-scooters trips ended in Downtown:**  
150,000 unique users took e-scooters and e-bikes for a spin for 918,000 trips in four months<sup>2</sup>

**Popular Routes Include:**  
12 Avenue S.W. between 10 Street S.W. and 3 Street S.W.<sup>18</sup>

**40%** roadways and sidewalks  
**Where were e-scooters used**  
**30%** Cycle track **30%** pathways infrastructure<sup>18</sup>

Has seen **higher** success in Calgary than 130 other cities<sup>18</sup>





**Population**

- Calgary ranks **1st in population growth**<sup>10</sup>
- The forecasted population for Calgary 2021 is **1.6 million**<sup>9</sup>
- **20,000** pedestrians
- **2,500** cyclists

**Education**

- **76%** of the Beltline population have a post-secondary certificate, diploma or degree<sup>8</sup>

**Increased Diversity**

- Calgary ranks **3rd in diversity**<sup>9</sup>
- The Beltline really **appeals to a diverse demographic** - anyone wanting close access to good food and trendy places<sup>8</sup>
- Retirees who want that lock-and-leave lifestyle, along with **young professionals**<sup>8</sup>

**Employment**

- Roughly **16,660** people were employed in the labour force.<sup>8</sup>

**Income**

- Median income of people aged 15 years and over is **\$52,254**.<sup>8</sup>



**Demographic Changes**

**Socio-Cultural**

**Popular Current Trends**

**Customer Persona**

**Modern Suburbia**<sup>13</sup>

- Ages **20s and 30s**
- Children are priority
- **Technologically** fluent

**Friends & Roomies**

- **Under 35** years old
- Adaptability to complexity
- Need for **escape**

**Downtown Verve**<sup>13</sup>

- **21-35** years old
- Importance of **aesthetics**
- Importance of spontaneity
- Attraction for **crowds**

**Eat, Play, Love**<sup>13</sup>

- **24-45** years old
- **Trend-conscious**
- Enthusiasm for technology
- Environmentally conscious



Public **safety** and order problems<sup>28</sup>

Aggressive **panhandling** by homeless<sup>28</sup>

**Social Challenges**

"Low park **lighting** levels causes unease while walking in public"<sup>28</sup>

More than **40% of those under 33** prioritize 'Instagrammability' when choosing their next holiday spot<sup>1</sup>

Social network users in Canada now stands at a record **25.35 million**. With a social network penetration rate of **67%**<sup>27</sup>

Environmentally sustainable practices, such as using plastic straws and veganism

Health concerns are rising and **health awareness** is growing among Canadian consumers<sup>2</sup>

# Global Benchmarking

## Appendix F

6. City/location?	Fitzroy Street, Melbourne, Australia
7. Purpose of attraction?	<ul style="list-style-type: none"> <li>Vibrant collection of bars, restaurants, shops, and cafes</li> </ul>
8. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>The street is wide enough to fit in a train line as well as two sides of shops and restaurants for visitors to check out</li> <li>The street also boasts many festivals where you can see the street come to life in the specific festival theme, from food festivities, wine events, to music concerts.</li> </ul>
9. Who is it targeting?	<ul style="list-style-type: none"> <li>Tourists but more importantly re-engaging locals</li> </ul>
10. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Easy transport to the area (direct bus route - no Ctrain line so bus will suffice)</li> <li>Accessibility to its attractions (less car traffic by utilizing streets for festivities or outdoor patios)</li> <li>Themed festivals (engaging the entire Beltline area 10th ave from 9st to 1st)</li> </ul>

<https://melbournecitytour.com.au/blog/things-to-do-on-fitzroy-street-in-st-kilda/>

11. City/location?	St-Catherine Street, Montreal, Canada
12. Purpose of attraction?	<ul style="list-style-type: none"> <li>Montréal's main commercial artery and one of North America's longest and liveliest streets</li> <li>Carved out a unique identity - national and international reputation</li> </ul>
13. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>The pedestrian zone on Sainte-Catherine St will be open from May 15 to September 8 (their initial plan included heated sidewalks to engage the community year round instead of seasonally)</li> </ul>
14. Who is it targeting?	<ul style="list-style-type: none"> <li>Locals from outer suburbs and tourists</li> </ul>
15. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>The pedestrian zone that stretches many blocks</li> <li>They also incorporated plans for winter use, however due to COVID and the economy they have had to pivot. The Beltline could incorporate this into their infrastructure as our winter weather isn't as intense as Montreal.</li> </ul>

<https://www.thestar.com/news/canada/2015/05/11/the-remaking-of-montreals-famous-ste-catherine-street.html>  
<https://www.quartierdesspectacles.com/en/discover-the-quartier/getting-here/pedestrianization#>  
[https://ville.montreal.qc.ca/portal/page?\\_pageid=9697,128893578&\\_dad=portal&\\_schema=PORTAL](https://ville.montreal.qc.ca/portal/page?_pageid=9697,128893578&_dad=portal&_schema=PORTAL)  
<https://www.mtl.org/en/what-to-do/heritage-and-architecture/sainte-catherine-street>

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<https://www.quartierdesspectacles.com/en/discover-the-quartier/getting-here/pedestrianization#>  
[https://ville.montreal.qc.ca/portal/page?\\_pageid=9697,128893578&\\_dad=portal&\\_schema=PORTAL](https://ville.montreal.qc.ca/portal/page?_pageid=9697,128893578&_dad=portal&_schema=PORTAL)  
<https://www.mtl.org/en/what-to-do/heritage-and-architecture/sainte-catherine-street>

1. City/location?	New Zealand, Wellington Cuba Street
2. Purpose of attraction?	<ul style="list-style-type: none"> <li>Highlights history</li> <li>Highlight Diversity of the area</li> </ul>
3. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Wellington's best-known street</li> <li>Buildings on the street are predominantly historic, with some modern, and are often vibrant in colour</li> <li>Cuba Street is the bohemian, creative heart of Wellington.</li> <li>Pedestrian only street</li> <li>Wellington's home of the unexpected, the quirky, the alternative and the fun</li> <li>Cubadupa (street festival)             <ul style="list-style-type: none"> <li>programmes including mobile street theatre, parades, family entertainment, installations, dance, and musical genres spanning opera, rock, Te Reo trash metal, brass, Balkan beats, indie and post punk.</li> </ul> </li> </ul>
4. Who is it targeting?	<ul style="list-style-type: none"> <li>Tourist, Trendy Locals</li> </ul>
5. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Pedestrian street</li> <li>Street festivals and other vibrant activities</li> </ul>

<https://www.screenwellington.com/locations-directory/cuba-street/>

16. City/location?	New York, High Line Park
17. Purpose of attraction?	<ul style="list-style-type: none"> <li>Reimagining the role public spaces have in creating connected, healthy neighborhoods and cities.</li> </ul>
18. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>This project has converted each section of the High Line from an abandoned rail line to a public park</li> <li>Creates an immersive experience from historical elevated rail line infrastructure             <ul style="list-style-type: none"> <li>Individuals can "walk through gardens, view art, experience a performance, savor delicious food, or connect with friends and neighbors-all while enjoying a unique perspective of New York City."</li> </ul> </li> <li>Features of the park include free public programs that allow individuals to immerse themselves in the history of New York</li> <li>The High Line App provides individuals with a digital guided tour of all park features including gardens, art, history and more</li> </ul> <p>Creating the High Line Project:</p> <ul style="list-style-type: none"> <li>To build excitement for the High Line's potential as a public space, Friends of the High Line launched an open, international ideas competition, soliciting innovative proposals for the High Line's reuse.</li> </ul>
19. Who is it targeting?	<ul style="list-style-type: none"> <li>City locals and tourists</li> </ul>
20. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Activating historical sites to attract individuals and facilitate connection with the area.</li> <li>Incorporating greenery</li> <li>Creating a digital map (app) that provides a roadmap for interesting activated sites within the area</li> </ul>

<https://www.thehighline.org/design/>

# Global Benchmarking

City/location?	<b>Bourbon street</b> , New Orleans, Louisiana
Purpose of attraction?	<ul style="list-style-type: none"> <li>Bourbon street is very famous because of its strong nightlife scene which brings a sense of liveliness and vibrancy of the city.</li> <li>The party-city identity is emphasized by its famous festival Mardi gras</li> </ul>
What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Mardi gras</li> <li>The street is lit by neon lights, throbbing with live music and decorated by beads and balconies</li> <li>Bourbon street is rich with historic venues, social tales and iconic buildings</li> <li>Bourbon Street offers tours across neon-lit streets and are themed by nightlife, music and forays into the supernatural</li> <li>Bourbon Street is very different from day to night. During the day, Bourbon is a fully functioning street open to cars and all traffic. By night, Bourbon is closed-off to all motorized traffic and is one large walk-way for pedestrians and party-goers.</li> </ul>
Who is it targeting?	Adult tourists and locals
What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Effective use of neon lightning brings vibrancy and liveliness to the community</li> <li>Live performances (indoors and outdoors) of different types of music attracts all kinds of people</li> <li>Specific times allocated to pedestrian-only streets can increase traffic during the nighttime</li> </ul>

<https://carriegillaspie.com/bourbon-street/>  
<https://www.neworleans.com/things-to-do/tours/night/>  
<https://www.neworleans.com/thinas-to-do/nightlife/>

City/location?	<b>Pearl District</b> , Portland, Oregon
Purpose of attraction?	<ul style="list-style-type: none"> <li>One of the strategies for creating community pride was fostering the arts, one example being the Art In The Pearl festival</li> <li>The Pearl seeks to be perceived as an <i>Urban Renaissance</i></li> </ul>
What does it have that other locations don't?	<ul style="list-style-type: none"> <li>The numerous mid-block, park-like laneways between residential buildings also create attractive pedestrian short-cuts.</li> <li>Pearl District has three new small urban parks called "park blocks"-- Jamieson Square, Tanner Springs Park and the Fields Park — each comprising an entire square block</li> <li>The Pearl is known for having exciting new restaurant openings frequently</li> <li>Portland's Pearl District has been nationally recognized for its shopping district</li> <li>The bustling streets are lined with upscale shopping boutiques, art galleries, unique antique and home interior stores, and coffee shops and restaurants.</li> <li>Portland is renowned for its extensive list of portable eateries known as food carts</li> </ul>
Who is it targeting?	Empty nesters and young professionals
What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Incorporating green areas in the community</li> <li>Having more food stands and food trucks in the area</li> </ul>

<https://calgaryherald.com/life/homes/condos/white-east-village-versus-portlands-pearl-district>  
<https://portlandneighborhood.com/portland-food-carts>

1. City/location?	<b>Nathan Road</b> , Kowloon, Hong Kong
2. Purpose of attraction?	<ul style="list-style-type: none"> <li>Nathan Road is also called The Golden Mile. It is well known for having many restaurants, shops, and crowds of people.</li> <li>"Many say they remind them of the vibrant signs in Times Square in New York City."</li> <li>People head there for its shopping opportunities; there are many boutiques and also shops for electronic devices.</li> </ul>
3. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Wonderful local cuisine as well as international cuisine</li> <li>Temple street</li> <li>Big shopping malls: iSquare Mall &amp; Miramar Mall</li> <li>Parks with beautiful ponds</li> <li>Night markets</li> </ul>
4. Who is it targeting?	<ul style="list-style-type: none"> <li>Young local people</li> <li>Travelers</li> </ul>
5. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Night market ideas would be very effective during summer; it can help local businesses and also be fun.</li> <li>Can add unique features to parks such as ponds and water fountains.</li> <li>Can have some attractions or architecture that show Canadian history, like temples in Hong Kong.</li> </ul>

[https://www.google.com/search?rlz=1C1CHBF\\_koCA922CA922&ej=om44YOn5KZbB0PEP8K6F6Ag&q=why+is+nathan+road+so+popular&oq=why+is+nathan+road+so+popular&gs\\_lcp=Cqnd3Mtd2i6EAM6FAGAEIADeLoDELcDENQDEOUCEIsDOgQIABANoQYIABAHEB46CgguEMcBEK8BEA06CAgHEBYQHRAgOgYIABAWEB46BQghEKABOgclIRAKEKABUNsPWWmouYKcvaANwAngAgAQQAogB4g-SAQYxOS4xLjGYAQCgAQGqAQdnd3Mtd2i6yAEKuAECwAEB&scIent=gws-wiz&ved=0ahUKEwjp0qex0YbvAhWWIDQIHXBXY0Q4dUDCA0&uact=5](https://www.google.com/search?rlz=1C1CHBF_koCA922CA922&ej=om44YOn5KZbB0PEP8K6F6Ag&q=why+is+nathan+road+so+popular&oq=why+is+nathan+road+so+popular&gs_lcp=Cqnd3Mtd2i6EAM6FAGAEIADeLoDELcDENQDEOUCEIsDOgQIABANoQYIABAHEB46CgguEMcBEK8BEA06CAgHEBYQHRAgOgYIABAWEB46BQghEKABOgclIRAKEKABUNsPWWmouYKcvaANwAngAgAQQAogB4g-SAQYxOS4xLjGYAQCgAQGqAQdnd3Mtd2i6yAEKuAECwAEB&scIent=gws-wiz&ved=0ahUKEwjp0qex0YbvAhWWIDQIHXBXY0Q4dUDCA0&uact=5)

1. City/location?	<b>Hongdae</b> , Seoul, South Korea
2. Purpose of attraction?	<ul style="list-style-type: none"> <li>Hongdae is a place mostly for fun and has a cool and hip vibe. The area is full of creativity and fun activities and even offers great shopping opportunities.</li> <li>Hongdae is located right in front of Hongik University (=Hongdae in Korean) which is well known for its arts program. That also gives a creative and young vibe to the area.</li> <li>The area is extremely popular among young people, and it is also well known as a music city; countless music studios, concerts, and busking are seen in Hongdae.</li> </ul>
3. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Karaokes, especially Coin Karaokes</li> <li>Street performers</li> <li>Electronic game places</li> <li>Many local shops</li> <li>Many bars and clubs, never closed</li> <li>Street food</li> <li>Themed cafe/restaurants (e.g. Dark Restaurants, Hello Kitty Cafe)</li> <li>Trick eye museum</li> </ul>
4. Who is it targeting?	<ul style="list-style-type: none"> <li>Young people including: <ul style="list-style-type: none"> <li>Teenagers</li> <li>University students</li> <li>Young adults</li> </ul> </li> </ul>
5. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Hongdae's nightlife</li> <li>Lots of unique attractions such as themed cafes</li> <li>Needs a more clear personality such as 'creative' or 'passionate' (Hongdae is the area of creativity.)</li> </ul>

City/location?	<b>Toronto, Canada King Street</b>
Purpose of attraction?	<ul style="list-style-type: none"> <li>Canada's Walk of Fame runs along King street</li> <li>Trendy for restaurants, design shops and boutiques.</li> <li>King street busiest street car routes [an average of 72000-84000 passengers weekday]</li> <li>Popular nightlife destination and part street [Clubbing, restaurants and drinking]</li> </ul>
What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Pilot Project differentiates king street from rest of Canadian cities. Even though it has elements of Calgary 7<sup>th</sup> ave being reserved for C-train and Vancouver's Granville St. is reserved for trolley buses.</li> <li>Basically and electric streetcar</li> <li>Holds 130 or over 200 people depending on the size of the streetcar.</li> <li>Helps reduce traffic.</li> </ul>
Who is it targeting?	<ul style="list-style-type: none"> <li>Local people</li> <li>Popular place for travelers</li> <li>Young people with an interest in nightlife.</li> </ul>
What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>The beltline can incorporate a similar idea of transpiration where more people can use transpiration all at once.</li> <li>Something like double decker bus where people can travel around downtown with unique buses that differentiate from the rest of the city</li> </ul>

Reference:  
<https://www.thestar.com/news/gta/2017/11/17/king-st-pilot-project-does-what-big-cities-around-the-world-are-doing-micallef.html>  
[https://www.thestar.com/news/city\\_hall/2019/04/16/torontos-king-streetcar-pilot-project-is-now-permanent.html](https://www.thestar.com/news/city_hall/2019/04/16/torontos-king-streetcar-pilot-project-is-now-permanent.html)



# Global Benchmarking

6. City/location?	<b>July 9 Avenue (9 de Julio Avenue),</b> Buenos Aires, Argentina
7. Purpose of attraction?	<ul style="list-style-type: none"> <li>July 9 Ave is the main avenue in Buenos Aires, with the title of the widest street in the world. - ref 1</li> <li>The street is full of a vibrant attraction, "as the traffic lights turn red, jugglers, fire eaters, and other street performers begin their short shows in order to make a few pesos." - ref 1</li> <li>Not just noise and energy, but also plazas and gardens are there. - ref 1</li> <li>It also has a historical/patriotic meaning/symbol because the street was named after Argentina's independence day, which makes the area even more unique. - ref 2             <ul style="list-style-type: none"> <li>"A patriotic thoroughfare symbolising the vibrant modernity of the Argentine capital." - ref 3</li> </ul> </li> </ul>
8. What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Beautiful architectures such as The French Embassy, Teatro Colon, and Avenida de Mayo. - ref 2</li> <li>"Dozens of blocks of traditionally styled European buildings had to be demolished through the city's centre," - ref 2             <ul style="list-style-type: none"> <li>"The buildings and monuments of the Avenida are heavily reminiscent of Paris." - ref 3</li> </ul> </li> <li>Noisiest City             <ul style="list-style-type: none"> <li>"Argentinians love to create noise and chaos. It is born of a desire to be heard in one of the world's noisiest cities." - ref 3</li> </ul> </li> </ul>
9. Who is it targeting?	<ul style="list-style-type: none"> <li>Travelers</li> <li>Young adults</li> </ul>
10. What can the Beltline incorporate?	<ul style="list-style-type: none"> <li>Beautiful buildings</li> <li>Unique street performances</li> <li>More plazas and gardens</li> <li>Attractions that also shows Canadian history</li> </ul>

City/location?	<b>Kreuzberg, Berlin</b>
Purpose of attraction?	<ul style="list-style-type: none"> <li>The Carnival of Cultures, a <b>large annual festival</b>, celebrates different cultures and heritages with colourful street parades and festivities including street entertainment, food, arts and craft stalls, music and art.'</li> <li>Turkish-German filmmaker Neco Celik, who portrays the American influence over the youth culture in Kreuzberg in his first film, Alltag, notes that "Kreuzberg is a kind of biotope where different nationalities live, but the <b>environment determines their lives, not their nationalities.</b>"</li> <li>Kreuzberg is among Berlin's most multicultural neighbourhoods.</li> <li>A perfect <b>blend of hipster cafés and urban grit</b>, Kreuzberg offers a <b>wealth of activities</b>, whether you're after <b>third-wave coffee</b> and a <b>sumptuous Turkish meal</b> or would like to learn more about Berlin's history.</li> <li>Kreuzberg is also home to many significant cultural venues. <b>The largest of its kind in Europe.</b></li> <li>Kreuzberg has many diverse restaurants and street-food vendors.</li> <li>Queer bar, restaurant and cultural venue Südblock is the perfect place to do both: it offers both a <b>large outdoor space and a cosy indoor area filled with mesmerising disco balls, and serves delicious, filling and affordable food.</b> Südblock <b>regularly hosts cultural events that bring artists, writers, activists and intellectuals together</b> to explore topics such as the queer internet and multiculturalism.</li> <li>St Agnes church and community centre were restored and turned into an art gallery. Known for its striking Brutalist architecture, this building now <b>hosts large-scale exhibitions</b> by emerging <b>contemporary artists</b>. This type of space is very typical of Berlin – a <b>daring city that constantly blurs the line between old and new and challenges tradition and expectations.</b></li> <li><b>Street food</b> has been among the principal vehicles of Berlin's recent <b>culinary revolution</b>, and the historic Markthalle Neun is perhaps the best example of this phenomenon. On Tuesdays, Fridays and Saturdays, a <b>traditional weekly market</b> takes place – featuring Italian bakery Sironi, fresh fish, craft beer and homemade pasta – while the iconic Street Food Thursday event gathers a hungry crowd eager to <b>try some of the city's best international food.</b> Sundays play <b>host to regular themed events</b>, such as the unmissable Breakfast Market.</li> <li>As soon as the sun comes out, young Berliners flock to Admiralbrücke – one of the bridges on the picturesque Landwehrkanal – to <b>enjoy drinks</b> with their friends and <b>informal open-air concerts</b> by the <b>local musicians</b> who set up shop there. Settle down for an evening in the sun with a beer purchased from one of the nearby Spätis (<b>late-night stores or kiosks</b>). If you're looking for somewhere <b>greener to relax</b>, head to Kreuzberg's Görlitzer Park – <b>a haven for sunbathers and frisbee players</b> – or admire the artificial waterfall in Viktoriapark.</li> </ul>

What does it have that other locations don't?	<ul style="list-style-type: none"> <li>Kreuzberg has long been the epicenter of <b>LGBTQ life and arts in Berlin</b>. Kreuzberg is home to the Schwules Museum, established in the 1980s and dedicated to preserving, exhibiting, and discovering queer history, art and culture.</li> <li>Many of Berlin's top roasteries are based in this district, often serving their coffee in cafés that are the perfect <b>embodiment</b> of the city's <b>dominant aesthetic</b>, with <b>minimalist furniture, airy rooms and plentiful greenery</b>.</li> <li>St Agnes church now <b>hosts large-scale exhibitions</b> by emerging <b>contemporary artists</b>. This type of space is very typical of Berlin – a <b>daring city that constantly blurs the line between old and new and challenges tradition and expectations.</b></li> <li><b>Informal open-air concerts</b> by the <b>local musicians</b> who set up shop. Settle down for an evening in the sun with a beer purchased from one of the nearby Spätis (<b>late-night stores or kiosks</b>).</li> </ul>
Who is it targeting?	Multicultural, Teens, <b>Young Adults</b> and Adults, Tourists
What can the Beltline incorporate?	<ul style="list-style-type: none"> <li><b>LGBTQ life</b> - dedicated to preserving, exhibiting, and discovering queer history, art and culture.</li> <li>Many Berlin cafés let customers take their coffee in a reusable cup and return it later.</li> <li>Kreuzberg is also home to many <b>significant cultural</b> venues.</li> <li>Kreuzberg has many <b>diverse restaurants</b> and street-food vendors.</li> <li>Queer bar, restaurant and cultural venue Südblock is the perfect place to do both: it offers both a <b>large outdoor space and a cosy indoor area filled with mesmerising disco balls, and serves delicious, filling and affordable food.</b> Südblock <b>regularly hosts cultural events that bring artists, writers, activists and intellectuals together</b> to explore topics such as the queer internet and multiculturalism.</li> <li>Brutalist architecture, this building now <b>hosts large-scale exhibitions</b> by emerging <b>contemporary artists</b>. This type of space is very typical of Berlin – a <b>daring city that constantly blurs the line between old and new and challenges tradition and expectations.</b></li> <li><b>Street food</b> has been among the principal vehicles of Berlin's recent <b>culinary revolution</b>, and the historic Markthalle Neun is perhaps the best example of this phenomenon. On Tuesdays, Fridays and Saturdays, a <b>traditional weekly market</b> takes place – featuring Italian bakery Sironi, fresh fish, craft beer and homemade pasta – while the iconic Street Food Thursday event gathers a hungry crowd eager to <b>try some of the city's best international food.</b> Sundays play <b>host to regular themed events</b>, such as the unmissable Breakfast Market.</li> <li>As soon as the sun comes out, young Berliners flock to Admiralbrücke – one of the bridges on the picturesque Landwehrkanal – to <b>enjoy drinks</b> with their friends and <b>informal open-air concerts</b> by the <b>local musicians</b> who set up shop there. Settle down for an evening in the sun with a beer purchased from one of the nearby Spätis (<b>late-night stores or kiosks</b>).</li> <li>The Klunkerkranich is a <b>spacious rooftop terrace with a lot of flowers and plants</b>. The many wooden elements have a casual and improvised effect and are perfect for giving your fantasies free rein.</li> </ul>

# Customer Persona Trevor Turner



## Background

**Age:** 31

**Hometown:** Calgary, AB

**Community:** Altadore

**Income:** \$85,000 per year

**Occupation:** Marketing Consultant

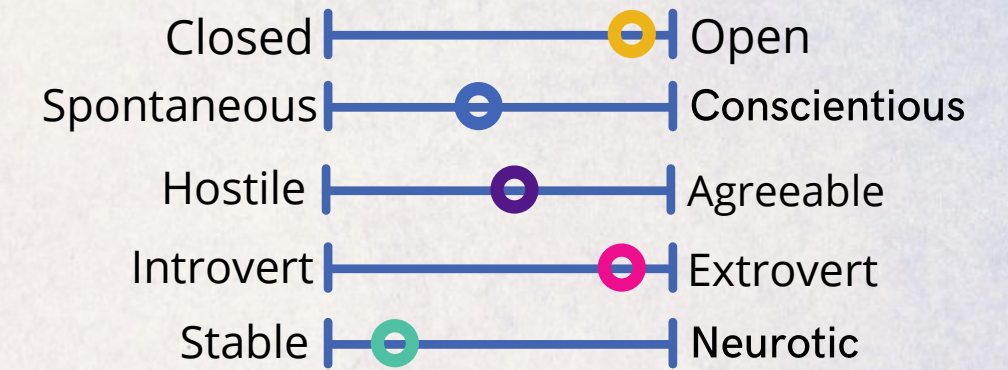
## Goals

- Live near downtown for its **vibrant** city setting
- Seek **unique** local experience
- Connecting with **new** people
- Stay **active** and **healthy**

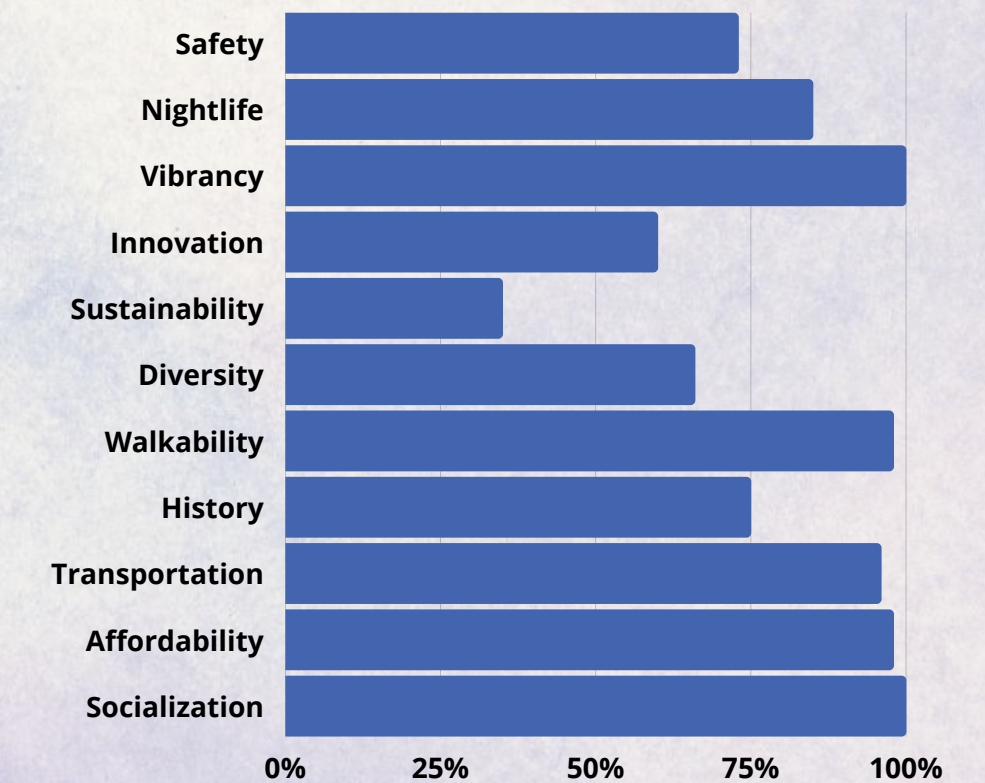
## Pain Points

- Perception of the **stagnant** city
- **Dislike** for the **unreliable** city **transportation** system

## Personality



## Motivators



*"I thrive in vibrant city settings and am always seeking unique experiences - I worry that I'm missing out by living in Calgary."*

# Journey Chart Trevor Turner

## Appendix H

	DISCOVERY	EVALUATE DECISION	PLAN	EXPERIENCE DIMENSIONS	SHARE	ANTICIPATE
GOALS	<ul style="list-style-type: none"> <li>Trevor notices that his friends are talking about going out to the Beltline this weekend</li> <li>He wonders why he hasn't spent much time in the Beltline?</li> </ul>	<ul style="list-style-type: none"> <li>Which restaurant or bar is Trevor going to go to this weekend?</li> <li>Is there any innovative events or festivals to visit while in the Beltline?</li> <li>Why not go to another neighborhood downtown?</li> </ul>	<ul style="list-style-type: none"> <li>Meet with his friends for an enjoyable evening</li> <li>Experience what the Beltline has to offer</li> </ul>	<ul style="list-style-type: none"> <li>Trevor and his friends enjoy their time in the Beltline, which leads to them wanting to return for different experience</li> </ul>	<ul style="list-style-type: none"> <li>His positive experience is shared with his friends and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Reflects on his experience in the Beltline area &amp; whether or not he continues to visit the area</li> </ul>
TOUCHPOINTS	<ul style="list-style-type: none"> <li>Word of Mouth</li> <li>Calgary Transit</li> <li>Daily Hive</li> <li>Instagram</li> </ul>	<ul style="list-style-type: none"> <li>Google Reviews</li> <li>Beltline Website</li> <li>Yelp</li> <li>Instagram</li> </ul>	<ul style="list-style-type: none"> <li>OpenTable app</li> <li>Google Maps</li> <li>Messenger</li> <li>Instagram</li> </ul>	<ul style="list-style-type: none"> <li>Friends</li> <li>Colleagues</li> <li>Instagram</li> <li>Uber</li> </ul>	<ul style="list-style-type: none"> <li>Google Reviews</li> <li>Phone</li> <li>Instagram</li> <li>Facebook</li> </ul>	<ul style="list-style-type: none"> <li>Instagram</li> <li>Facebook</li> <li>WhatsApp</li> <li>Open Table app</li> </ul>
EMOTIONS	<ul style="list-style-type: none"> <li>Confused</li> <li>Open-minded</li> <li>Motivated</li> </ul>	<ul style="list-style-type: none"> <li>Overwhelmed</li> <li>Curious</li> <li>Reflective</li> </ul>	<ul style="list-style-type: none"> <li>Excited</li> <li>Optimistic</li> <li>Nervous</li> </ul>	<ul style="list-style-type: none"> <li>Excited</li> <li>Involved</li> <li>Anxious</li> </ul>	<ul style="list-style-type: none"> <li>Reflective</li> <li>Proud</li> <li>Supportive</li> </ul>	<ul style="list-style-type: none"> <li>Reflective</li> <li>Social</li> <li>Uncertain</li> </ul>
ACTIONS	<ul style="list-style-type: none"> <li>Researches the Beltline and finds out about an outdoor park/event space and a couple of rooftop patios</li> <li>Explores the options of transport to the Beltline. He would prefer to walk, use public transit, or e-scooters</li> <li>Asks his friends and colleagues about the places to go in the Beltline area</li> </ul>	<ul style="list-style-type: none"> <li>Compares the Beltline to other areas of downtown such as 17th ave. And Stephen ave.</li> <li>Tries to find advantages and disadvantages of visiting Beltline area instead of other communities</li> </ul>	<ul style="list-style-type: none"> <li>Books reservation for Craft Beer Market with his friends</li> <li>-Plans to walk to the Beltline, as it is not too far from Altadore</li> <li>Arrange to have dinner and drinks at Craft Beer Market, followed by a walk around High Park</li> </ul>	<ul style="list-style-type: none"> <li>Checks his social media to see if any of his other friends are in the area</li> <li>Takes a picture in High Park and other spots in the Beltline area</li> </ul>	<ul style="list-style-type: none"> <li>Posts a picture of himself and his friends visiting Craft and High Park</li> <li>Recommends the area to his friends and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Has a conversation with friends and colleagues about the pros and cons of the Beltline</li> <li>Decides whether or not he and his friends continue visiting the area</li> </ul>
PAINS	<ul style="list-style-type: none"> <li>The area seems more centered around car traffic than pedestrians</li> <li>Unable to find information on one platform about the entire Beltline community (lack of information)</li> <li>Large area and hard to</li> </ul>	<ul style="list-style-type: none"> <li>Too much parking which incentivizes people to drive instead of finding environmentally friendly options</li> <li>Reviews of High Park highlight a desire for more vibrancy and displays</li> </ul>	<ul style="list-style-type: none"> <li>Worries that the Beltline isn't the pedestrian friendly - hard to navigate</li> <li>Uncertain about how the nightlife experience in the Beltline will go</li> </ul>	<ul style="list-style-type: none"> <li>Lack of innovation in the area as the Beltline resembles other neighborhoods in Calgary</li> <li>17th avenue is closer in distance than the Beltline for Trevor - and it has more identity and vibrancy</li> </ul>	<ul style="list-style-type: none"> <li>Trevor really enjoyed the concept of High Park, however he recognized the absence of vibrancy and believed there to be opportunity.</li> <li>After enjoying a couple of drinks at Craft, he notices walkability is jeopardized by the car traffic.</li> <li>Lack of lights in the area creates an unsafe environment.</li> </ul>	<ul style="list-style-type: none"> <li>No unique selling points for the area other than High Park and lacks identity</li> <li>Limited seating for the outdoor patios</li> <li>Uncertain about the next experience in the Beltline.</li> </ul>
SATISFACTION						
INSIGHTS	<ul style="list-style-type: none"> <li>More pedestrian zones is better for the environment, and those who value ecological lifestyles</li> <li>Having a platform or website that incorporates everything about the Beltline, from restaurants to art exhibits</li> </ul>	<ul style="list-style-type: none"> <li>Improving the Beltline area by decreasing driving congestion and focusing on foot traffic</li> <li>Trevor thinks the Beltline needs more parks to highlight their identity</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the experience is felt from the moment Trevor steps into the community - until he leaves</li> </ul>	<ul style="list-style-type: none"> <li>Create a unique identity for the Beltline that sets the area apart from other neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Create a space that attracts Calgarians to engage in arts and culture.</li> <li>Focusing on safe and walkable neighborhoods increases the level of engagement</li> </ul>	<ul style="list-style-type: none"> <li>The Beltline should focus on creating vibrant spaces for pedestrians</li> <li>Activating the Beltline all year round through pedestrian zones and vacant spaces to help engage customers, continuously bring them back and create an identity for the Beltline</li> </ul>

# JOURNEY MAP TREVOR

## Discovery

- ➔ Trevor lacks the **information and knowledge** about the Beltline area
- ➔ He shows **motivation** to exploring the area to gain a better understanding of his city
- ➔ He is **open-minded** to the new innovative experiences the Beltline may have to offer

## Plan

- ➔ Trevor feels **excited** for his highschool friends to all reunite at Nationals
- ➔ He is optimistic about **the value the Beltline would bring** to him
- ➔ He **plans** to walk to the neighborhood and **hopes** that it is pedestrian friendly
- ➔ He realizes that **walking is a better** alternative for the environment and for his health
- ➔ However, he is **uncertain** about the area since **he has never been intrigued** to visit in the past
- ➔ He is **unsatisfied with the nightlife experience** that the Beltline area offers

## Share

- ➔ Trevor is **reflective on the vibrancy of the Beltline area**, and believes there is room for **improvement**
- ➔ He is **proud** of the ideas the Beltline have adopted for High Park
- ➔ He believes that there is a lot of **work to be done** to engage customers on a continuous basis
- ➔ He notices that the Beltline has murals surrounding the area, and believes that their **identity** is focused on **arts and culture**
- ➔ He supports the idea of **redevelopment of the Beltline** area and opens to revisit the area if the area becomes more vibrant and innovative

## Evaluate & Decision

- ➔ Trevor finds the area to be **overwhelming** due to its incohesive experiences
- ➔ He is **curious** about taking advantage of the potential vibrant city setting
- ➔ He researches the Beltline and finds a couple of rooftop patios which **catch his attention**
- ➔ He **wonders** if these patios are open in the winter and if they have heaters
- ➔ He feels **disappointed** due to the massive amount of parkades which goes against his ecological concern

## Experience Dimensions

- ➔ Trevor is **excited about the experience** at Craft and High Park with his friends
- ➔ He is **involved** in innovative marketing projects
- ➔ He is **eager** to propose possible opportunities and experiences to the area
- ➔ However, he is **anxious about lack of innovation** in the area and his **choice between 17th ave and Beltline area** since 17th ave is closer in distance than the Beltline

## Anticipate

- ➔ Trevor is **deciding** if he's going to visit the Beltline
- ➔ Trevor **recommends** his friend on visiting the Beltline area
- ➔ He is **uncertain whether or not he continues to visit** the area as he receives similar experiences closer to his home



# Segmentation Profiles

## Downtown Verve

- Where do they likely live in Calgary?
  - Duplexes, row houses, semi-detached houses and low-rise apartments in older urban neighbourhoods such as Bridgeland, Mount Pleasant, Hillhurst or Altadore.  
<https://www.settle-in.com/locations/calgary/best-calgary-neighborhoods-for-young-professionals/>  
<https://rentals.ca/blog/top-calgary-neighborhoods-for-young-professionals>
- What is motivating them to engage in this scenario?
  - They are trend-conscious, and like to take advantage of the vibrant city settings. Having upscale income increases their spending power. They value living close to entertainment districts, as they highly enjoy going to bars, restaurants and cinemas.  
<https://everydaytourist.ca/calgary-visitor-information/2019/2/16/beltline-embraces-densitynbsp>
- Why type of transportation mode will they likely use for this scenario?
  - Being as they are in close proximity to the Beltline, they could drive their imported compact SUVs or Volkswagen between 2017-2019 model years. However, they also believe that the efforts of one person are never too insignificant when it comes to protecting the environment - which allows us to believe that they would choose transit as a mode of transportation while visiting the Beltline community.  
[https://www.projectcalgary.org/vyc4transit\\_the\\_place\\_to\\_be](https://www.projectcalgary.org/vyc4transit_the_place_to_be)
- If they are eating at a restaurant, what type of food do they like?
  - This segment often stops by coffee shops on their way to work and meet for dinner at ethnic restaurants afterwards. They are extremely diet conscious, they like to shop for organic and natural foods at farmers' markets and health food stores. You would see this group enjoying drinks at Craft Beer Market or Last Best Brewing, ordering takeout at Wakado Ramen, and enjoying a nice meal with friends at Japanese Village.
- If they are attending a concert, what type of music do they like?
  - Millennials mostly agree to listen to popular music genres (Billboard Charts and/or Global Top Music Selections such as The Weekend, Post Malone, Ariana Grande, Drake, etc. They also like to attend music festivals, as they "like being in a large crowds".  
[https://www.researchgate.net/publication/336640111\\_Towards\\_millennial's\\_music\\_genre\\_psychology\\_of\\_music\\_in\\_a\\_restaurant#:~:text=Importantly%2C%20the%20article%20found%20that%20and%20traditional%2F%20folk%20music](https://www.researchgate.net/publication/336640111_Towards_millennial's_music_genre_psychology_of_music_in_a_restaurant#:~:text=Importantly%2C%20the%20article%20found%20that%20and%20traditional%2F%20folk%20music)
- If they are engaged in an active experience, what sport or recreation activities do they like to do?
  - As they like to live and maintain healthy lifestyles - many participate in fitness classes, play racquet sports, and team sports like baseball, soccer and volleyball.
- How may COVID-19 impact the longer-term psychology and behaviour of this segment towards high-touch experiences?
  - The pandemic definitely enhanced mental illness among young professionals for many reasons, however they are a positive demographic who views the future optimistically.

## Demographics

Age: 24-45 years old  
Race: Caucasian  
Income: \$170,830  
Education: University  
Occupation: White collar

## Geographics

Mount Pleasant  
Altadore  
Hillhurst  
Upper Mount Royal  
Crescent Heights  
Bridgeland

## Psychographics

Rejection of Authority  
Penchant for Risk  
Rejection of Orderliness  
Flexible Families  
Effort for Health  
Personal Control  
Enthusiasm for Technology  
Global Consciousness  
Culture Sampling  
Skepticism Towards Advertising  
Ecological Lifestyle

## Behavioural

Social: WhatsApp, Twitter, Reddit, Flickr  
Mobile: fitness bands, read magazines on phone, watch movies on tablet, web browsing on phone  
Internet: Amazon.ca, newspaper sites, purchase home furnishings online, use apps  
Shopping: natural/health food stores, Banana Republic, Ikea, chapters.indigo.ca

## Attitudes

- "I would be prepared to pay more for environmentally friendly products"  
"I like being in a large crowd"  
"It's very important to try new products, new places for vacation or new foods, just for the pleasure of the novelty"  
"I always keep informed about the latest technological developments"

# Segmentation Profiles

## Friends & Roomies

1. Where do they likely live in Calgary?

Rents at lowrise apartments

2. What is motivating them to engage in this scenario?

They enjoy cultural sampling while incorporating cultural influences from other groups into their lives. Purpose in work, influential relationships, personal development

<https://www.tryohana.com/2017/07/20/4-factors-of-millennial-engagement/>

3. Why type of transportation mode will they likely use for this scenario?

One automotive less than \$15,000 spent (Toyota)

Car sharing, walking, bike rides, public transportation

<https://www.governing.com/archive/gov-transportation-choices-millennials-multi-modal.html>

4. If they are eating at a restaurant, what type of food do they like?

Less traditional meals. Meat snacks, pretzels, chocolate granola bars. Meals on the run like starbucks, Burger King and Wendy's

5. If they are attending a concert, what type of music do they like?

Listening to podcasts. Nightlife, clubs, parties

6. If they are engaged in an active experience, what sport or recreation activities do they like to do?

Dance clubs, health clubs, art galleries, sporting events, play team sports, soccer, hockey, curling

7. How may COVID-19 impact the longer-term psychology and behaviour of this segment towards high-touch experiences?

<https://www.hsph.harvard.edu/news/hsph-in-the-news/how-covid-19-is-affecting-mental-health-across-generations/>

Millennials have experienced more in life and know that bad experiences eventually pass. Positive attitude and hopeful to a better future.

## DEMOGRAPHICS

Age: under 35

Race: Mixed/diverse, Black, Filipino, South Asian, other Immigrant

Income: \$68,137 lower-middle class

Education: Highschool- University

## GEOGRAPHIC

- Victoria
- Calgary
- Edmonton
- Winnipeg

## PSYCHOGRAPHICS

- Nontraditional families
- Young people want more freedom from authorities
- Ethnic groups should retain their traditions (multiculturalism, diversity)
- Times stress. Feels the like there is so much to do but not enough time

## BEHAVIOUR

- Skepticism towards advertising. They do their research to ensure the product matches their lifestyle

## ATTITUDES

- Questioning authorities
- Phone touches every aspect of their lives
- Buying things because it's beautiful, but not practical

# Segmentation Profiles

## Modern Suburbia (Multi-ethnic younger and middle-aged suburbanites)

### 1. Where do they likely live in Calgary?

New single, semi-detached or row houses. Few segments are mobile

### 2. What is motivating them to engage in this scenario?

Children are the center of the modern suburbia world. Enrolls their kids in sports. More than half travelled out of Calgary last year.

### 3. Why type of transportation mode will they likely use for this scenario?

Intermediate SUV's (Honda) \$30,000- \$49,999

### 4. If they are eating at a restaurant, what type of food do they like?

Family outing to pizza, burger, taco restaurant. GLUTEN free products, herbal tea, Sobey's and sub/sandwich restaurants.

### 5. If they are attending a concert, what type of music do they like?

Use their mobile phones to access media like streaming music, downloading coupons and banking.

### 6. If they are engaged in an active experience, what sport or recreation activities do they like to do?

They watch every sports event including: rugby and cricket

### 7. How may COVID-19 impact the longer-term psychology and behaviour of this segment towards high-touch experiences?

<https://www.frontiersin.org/articles/10.3389/fpsyg.2020.01713/full>

Psychological response to COVID depends on how parents react and then reflected on their kids

## Eat, Play, Love

### 1. Where do they likely live in Calgary?

This demographic shows an increase in urbanization and the growth of high-rise housing - residents live in apartment and condo buildings taller than five stories. These areas in Calgary are Eau Claire, Victoria Park, East Village, and Downtown West End.

### 2. What is motivating them to engage in this scenario?

This demographic travels widely and enjoy urban nightlife, going dancing and bar-hopping, hitting jazz concerts and attending food and wine shows

### 3. Why type of transportation mode will they likely use for this scenario?

They typically drive imported luxury European brand vehicles. However, due to their close proximity to the Beltline, you will find them arriving in the Beltline by public transit, biking or walking.

### 4. If they are eating at a restaurant, what type of food do they like?

They patronize ethnic restaurants, many qualify as foodies given their fondness for gourmet cooking, fine food stores and restaurants that offer Asian and Mexican cuisine. Whether it's cabernet, cognac, tequila or Scotch, this group enjoys having a drink with friends at home or out on the town

### 5. If they are attending a concert, what type of music do they like?

Jazz concerts

### 6. If they are engaged in an active experience, what sport or recreation activities do they like to do?

They are very into health and fitness, scoring high for aerobics, yoga and Pilates

### 7. How may COVID-19 impact the longer-term psychology and behaviour of this segment towards high-touch experiences?

"I like sharing events with the largest number of people" - which infers that they are more likely to take part in high touch experiences once COVID-19 restrictions are lifted

## Demographics

Age: 21-35 years old  
Race: Mixed/diverse, Caucasian, Black, Filipino, South Asian, other Immigrant  
Income: \$124,418  
Education: University  
Occupation: White collar

## Geographics

Downtown West End  
Eau Claire  
Beltline  
East Village  
Victoria Park  
Sunalta

## Psychographics

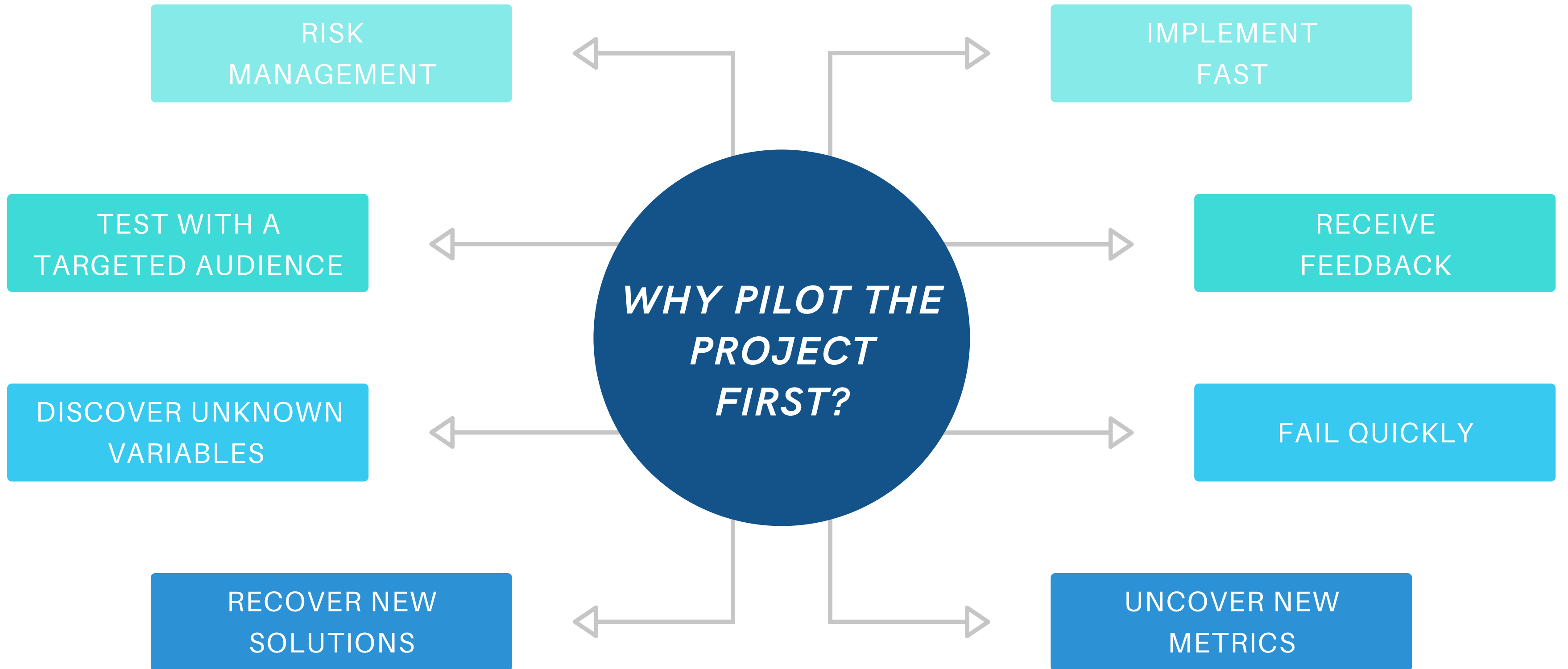
Flexible Families  
Pursuit of Intensity  
Pursuit of Novelty  
Pursuit of Originality  
Importance of Spontaneity  
Adaptability to Complexity  
Rejection of Authority  
Personal Control  
Community Involvement  
Culture Sampling  
Attraction for Crowds  
Global Consciousness  
Importance of Aesthetics  
Importance of Brand  
Ostentatious Consumption  
Consumption Evangelism  
Sexual Permissiveness

## Behavioural

*Social:* blogs, Twitter, Instagram, dating platforms  
*Mobile:* iPads, paid music apps, display event tickets on phone, web browsing on tablet  
*Internet:* travel arrangements online, online newspapers, investment sites, access restaurant guides and reviews  
*Shopping:* purchase products online, book stores, Hudson's Bay, Holt Renfrew

## Attitudes

"I am less guided by my emotions, feeling or intuition than by reason and logic"  
"I often buy things just because they are beautiful, whether or not they are practical"  
"I frequently worked as a volunteer for a committee aimed at improving an aspect of life in my neighbourhood or municipality"  
"I have made plans for those I love after I die"





# FROM CONCEPTION TO LAUNCH

1

**12 MONTHS  
PRIOR TO  
LAUNCH**

*Research and assess  
the underutilized  
space*

2

**9 MONTHS  
PRIOR TO  
LAUNCH**

*Create the idea,  
introduce the concept  
to key stakeholders,  
continue networking  
with potential  
collaborators and  
involve the  
community*

3

**6 MONTHS  
PRIOR TO  
LAUNCH**

*Focus on the  
finalization of design,  
create sketches and  
secure any financing  
for the project*

4

**3 MONTHS  
PRIOR TO  
LAUNCH**

*Obtain the permits  
needed to begin  
construction and  
Implementation*

5

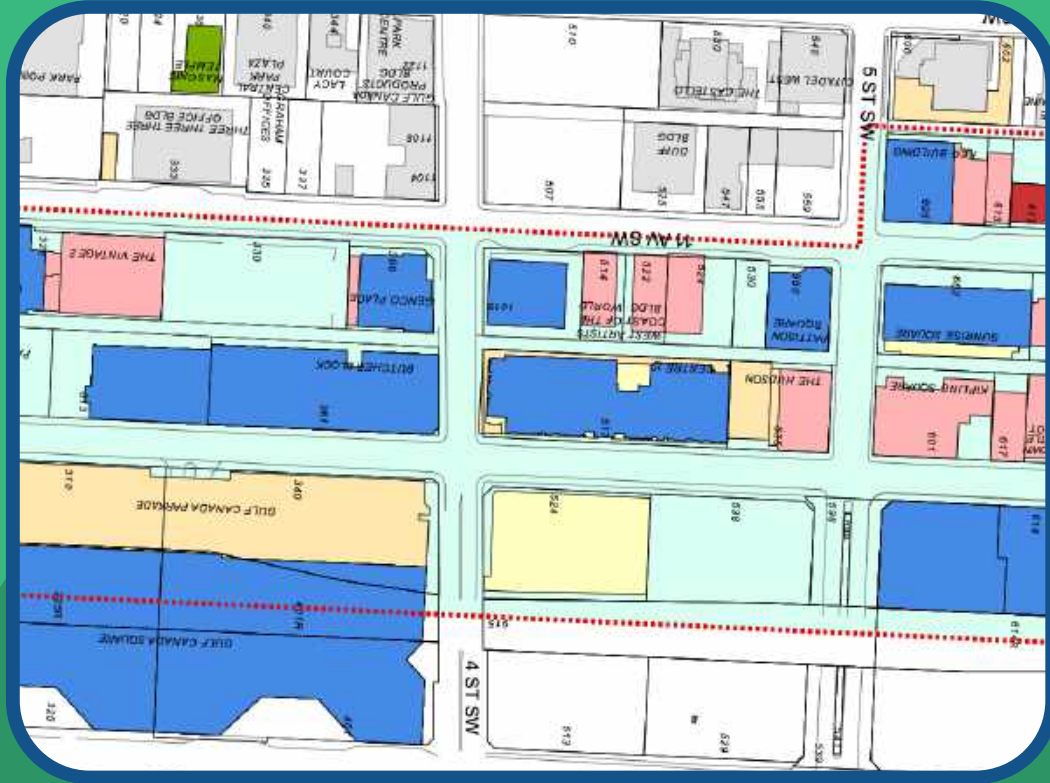
**2 MONTHS  
PRIOR TO  
LAUNCH**

*Begin  
construction and  
Implementation*

6

**1 MONTH  
PRIOR TO  
LAUNCH**

*Organize an event  
to launch the pilot  
project and focus  
on social media  
strategy*



Pop Up Park  
(corner of 10th ave-2nd st)



Laneways  
(alley running between  
10th-11th ave from 2-7st)



# Endorsements

< Inbox **Beltline Area Planning** ^ v

Hello Rhanda,

The Beltline area redevelopment plan is a plan working towards enhancing the culture and entertainment district to make it a suitable year-round destination for residents and visitors to participate in a diverse array of cultural, sports and entertainment experiences. The area will tell Calgary's unique story to the world. It will become an exciting and vibrant mixed-use community that preserves and celebrates its rich history through creating authentic spaces while encouraging future growth that is unique and connected.

The Plan supports the following new connections to enhance local and city-wide access to the area including Green Line, Pedestrian and cycling connections to the river pathways, 5 Street S.E. underpass and 17 Avenue S.E. extension.

This Plan strives to create a vibrant community through:

- Promoting inner-city density
- Requiring high-quality urban design
- Creating a new and distinct culture and entertainment district

< Inbox **Beltline Area Planning** ^ v

■ Creating a neighborhood centre

Hope that gives you an idea of what's in the works for this exciting and ambitious plan. As this is a long term plan for the area, it should be recognised that development will occur through an ever changing cycle of market conditions.

I have also included a link to access the Beltline Area Redevelopment Plan, for your reference.

<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwioteT3y6PvAhVYsZ4KHfdMBFkQFjAAegQIAhAD&url=https://www.calgary.ca/2Fpublicaccess.calgary.ca/2Ffldm01%2Fli velink.exe%3Ffunc%3Dccpa.general%26msgID%3DUT TqycyrcKO%26msgAction%3DDownload&usg=AOvVaw1Sz1PgL-enPo0QmXYETcJL>

Cheers!

*Sofia Achmaoui*

APR - Planning Development Processing  
Calgary Building Services  
The City of Calgary | Mail Code: 8018  
[www.calgary.ca](http://www.calgary.ca)

# Endorsements

## Beltline Activation MRU Project

Good Afternoon Tiffany:

It was a pleasure meeting you and working on an in depth review of the Beltline Activation MRU Project that you and your team have so meticulously put together.

The following is the program in brief, as I understand it.

The experience enhancement strategy is an All Year Round Activation of the Beltline through Local Arts and Culture - specially focusing on pilot programs to get the city on board.

### Pilot Program #1: Pedestrian zones

- Pop-up parks
- Open carry zones
- Graffiti alley
- Rotating market stalls

### Pilot Program #2: Utilizing vacant spaces

- Indoor market places and events
- Cultural Events to engage ethnic populations (participatory budget)

**Promotional Strategy:** Cohesive and integrated App to find all information about the community (Scope on the Beltline)

- Offered in different languages
- Discounts and QR codes - passport/stamp concept
- Loyalty programs - rewards for visiting

This is a program that I, along with my Mayoral Campaign Team, strongly endorse. Our forward thinking platform has a critical foundation built on creating vibrancy and opportunity in Calgary. Your program, due to assignment constraints, focuses on the Beltline, but this is the style of community engagement that can be rolled out to many other areas

in our city with minimal adaptation required. I found it almost uncanny how many creative ideas both your team and our campaign team share regarding creating identity, opportunity and structure that will promote traffic and business prosperity.

I hope to continue working with your team, long into the future, as this is type of vision we need, in particular from the demographic that you team represents.

Thank you for including me in this process and I look forward to the future of Calgary when it includes programs and individuals such as you.

Regards,

Zane Novak  
Zane4Mayor

403-910-7071

[Zane.novak@zane4mayor.ca](mailto:Zane.novak@zane4mayor.ca)

[www.zane4mayor.ca](http://www.zane4mayor.ca)

[www.calgary2point0.ca](http://www.calgary2point0.ca)

# POTENTIAL FUNDING STREAMS

## Individual Artist Program

This program invests in professional development for individual artists from Calgary and allows them to take advantage of opportunities that can further develop their careers.

## Canada Cultural Spaces Fund

## Canada Heritage Grant for Building Communities through Arts and Heritage

## Canada Heritage Grants for Community Support, Multiculturalism, and Anti-Racism Initiatives Program

## Calgary City Council Strategic Initiatives Fund (CSIF)

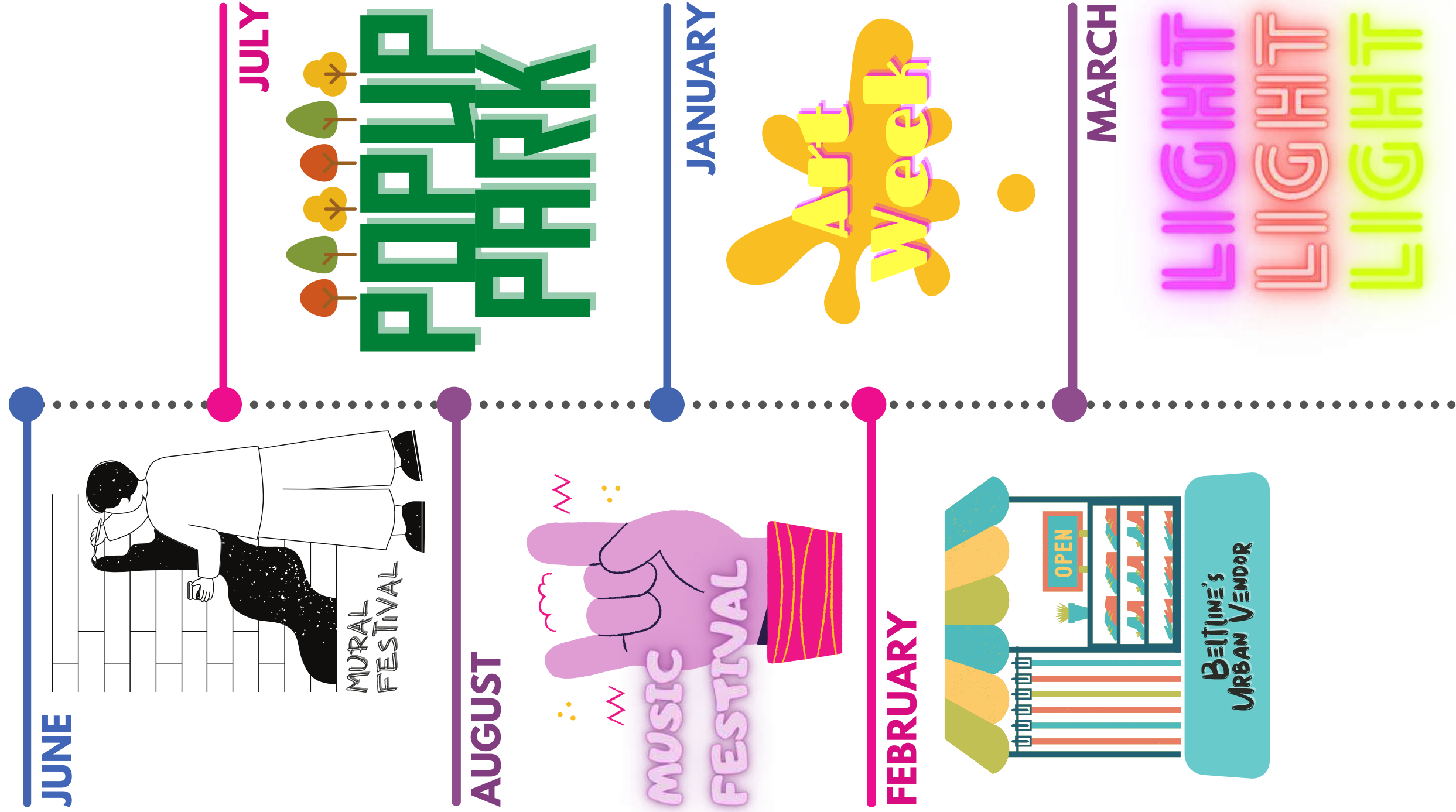
## Opportunity Calgary Investment Fund

## ArtShare

The ArtShare Program is designed to provide equal access to resources for individuals and groups who identify with different cultures and often face barriers related to artistic practise. This programme invests in artists, arts groups and arts programmes that lead to a vibrant and inclusive arts culture on behalf of all the people of Calgary.

# BELTLINE LIVE 365 EVENT CALENDAR

Appendix P



# VACANT SPACES ON BELTLINE

**Commonwealth (731 10 ave SW)**

**Center Tenth building (517- 10th ave sw)**

**Residence INN by Marriott (601 10 ave SW)**

**SODO apartments (620 10 ave sw)**

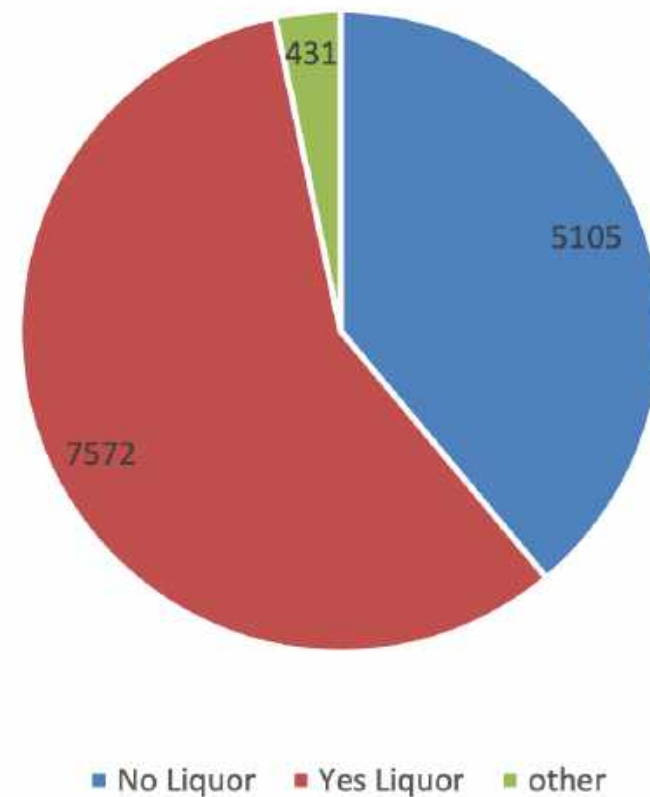
**Parkade on 6th and 7th (718 10ave sw)**

**Empty building for lease (739 11th ave sw)**

**Joffre Place office space (708 11 ave sw)**

# Calgary Pilot Initiative - Alcohol Consumption in parks

When booking a picnic site, would you choose one that allows liquor consumption?



For those who have answered **“yes”** to booking a site that allows Liquor consumption, majority of their reasons were sorted in following themes.

- Nice to have (the option, flexibility, type of event)
- More enjoyable socialization/enhance experience
- Enjoyment/enhances food experience

## Question Three

The following are themes that represent top majority of responses that were captured, as benefits of liquor use in parks as seen by those who participated in the engagement questionnaire.

What are the potential benefits you see to being able to consume liquor at park picnic sites? Please tell us why?

- No benefit\*
- Normalize and regulate the public use of liquor (time to allow)
- Increase use of Park space (i.e. social outing)
- Increase in Social Interaction (re. individual quality of life)
- Complete and enjoyable experience (food and drink)

## Support and Positive Consequences

- No concerns/overdue/people will be responsible/choice
- Business Opportunity
- Educate/model appropriate alcohol consumption
- Already happening
- Could have urban vitality/tourism benefits
- Need to make sure enough amenities are available (e.g. washrooms, recycling/garbage bins)
- Works well elsewhere

## Opposed and Negative Comments

- Concerned about people getting out of control/irresponsible alcohol use/ Danger to others
- Increase underage drinking
- Concerns about drinking and driving/floating/swimming
- Don't like the idea
- No benefits/unnecessary
- Parks as family spaces, alcohol doesn't fit (?)



# Parking Event Request Steps

## STEP 1

### Event Rental Request Form

The [Event Rental Request Form](#) provides the CPA with all the basic details of your proposed event. Please complete the Event Rental Request Form and submit it via email to [eventrentals@calgaryparking.com](mailto:eventrentals@calgaryparking.com). Upon receipt, the CPA will verify the availability of the venue and confirm the use of the requested site.

## STEP 2

### Site Details Forms

The Site Details Forms\* include an Emergency Response Plan Template and a Site Map. CPA will send these forms to you upon receipt of the completed Event Rental Request Form. The applicant must complete both forms to CPA standards and return them via email to [eventrentals@calgaryparking.com](mailto:eventrentals@calgaryparking.com). Note: If all required forms are not returned prior to the Event, CPA may refuse to accept the application.

\*Note: a pre and post-event site inspection may be necessary, depending on event type and length.

## STEP 3

### License of Occupation

Once the Site Details Forms have been approved, the venue confirmed and conditions determined, a License of Occupation will be generated, which outlines the terms and conditions of the agreement, the cost of the services and the expectations the CPA has of the event organizer. The applicant must have this form signed and returned to the CPA via email at [eventrentals@calgaryparking.com](mailto:eventrentals@calgaryparking.com).

## STEP 4

### Approval

# City of Calgary Event Request Steps



# Winter Activations

## **Winterways will create high-quality public spaces to help build resilient communities in all seasons.**

COVID-19 has disrupted Toronto's communities and pushed life almost completely outdoors. Public spaces were the settings for our summer celebrations, casual catch-ups, culture, performances, and dining – but Toronto is a four season city, and our public spaces are not designed for winter.

With indoor spaces off-limits for public health reasons, we need to adapt our outdoor public spaces to support resilient communities and healthy public life year-round.

Winterways is an urban adaptation project that will work in 3 communities to transform 3 laneways into welcoming winter spaces that facilitate outdoor public life in the cold months: creating a high quality of everyday community life throughout the year, and giving Torontonians more broadly an additional incentive to get out and explore our unique neighbourhoods.

The project will kick off in March 2021 with a review with the three communities of their most acute winter public space challenges, and will be implemented in Fall 2021 to create winter-friendly places that build all-season community resilience in Winter 2021-22 and beyond.

Rare in North America, heated sidewalks have been used for decades in Scandinavian countries and places like [Sapporo in Japan](#), which receives more than 15 feet of snow a year. Last year, the city sent a delegation to study the technologies used in Helsinki, Finland, Norway's capital of Oslo and Reykjavik in Iceland. The first two use electricity to heat the sidewalks in portions of their commercial districts, while the Icelandic capital draws on its large stores of underground geothermal energy.

### **Meeting with Greg Curtis**

Chinook Blast - on going project

**WHY:** Create a Destination for locals in the Winter (Calgarians typically hibernate in suburbs in the winter months)

- Built for locals - followed by tourists
  - If locals show interest then tourists will be more likely to be intrigued by the event (Locals - Regional - National - International)
  - Have unique performance aspects (always bringing them back - and having something to do)

### **What worked out well?:**

- Instagrammable Displays
- Augmented Reality (Murals in Inglewood)
- Winter Camps at Fort Calgary (Indigenous Storytellers)

Things to note

- Chinook Blast was going to partner with the Beltline BIA - however they never proposed an event in time? Big Winter Classic (POTENTIAL PARTNERSHIP IN FUTURE)

### **What to work on?**

- Marketing the event more and planning further ahead (due to Covid - they had to pivot often)

# Historical Buildings in the Beltline

<https://beltline.ca/community/heritage>

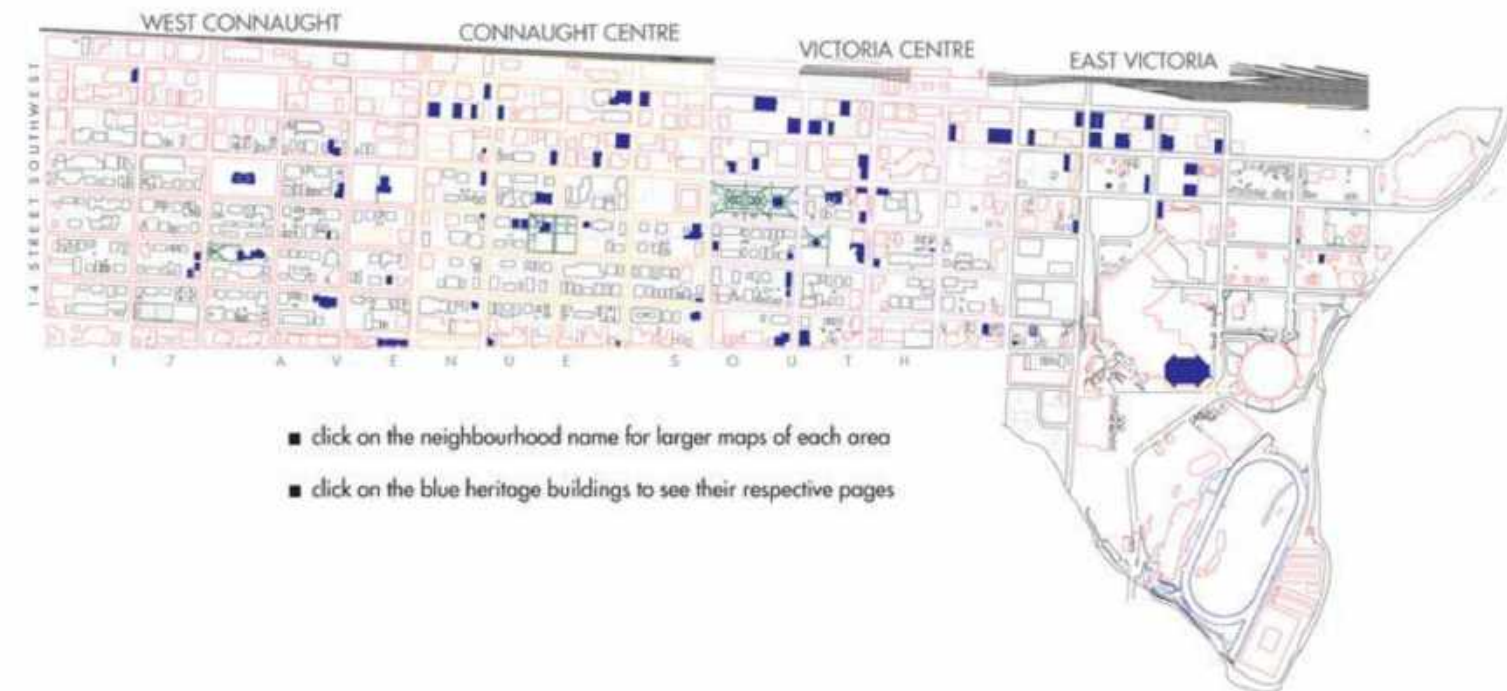
## Heritage in the Beltline

The Beltline has eleven decades of history and building from every one them are still here. In fact, most of Calgary's heritage sites are in the Beltline.

Heritage adds value. In 2006 Beltline Communities undertook comprehensive heritage research and compiled detailed information of every historic property in the district. Known as the Beltline Heritage Inventory Project (BHIP), this created a platform for new heritage interpretation and "adaptive reuse" of old buildings.

Development sites on or near sites of historic significance that warrant special consideration and treatment. Furthermore, where buildings or sites of historic character are clustered together or linked, so that they contribute to a sense of place, the area warrants special consideration and treatment. Historical buildings or landscapes should be preserved. New developments shall respond sensitively to their context in complementary but contemporary forms. Beltline Communities strongly supports a 'heritage and development' rather than 'heritage or development' approach.

Through BHIP, Beltline Communities was also able to position the community to effectively defend the high-quality heritage resources by determining which sites are heritage and which are not.



## B-HIP

Beltline - Heritage Inventory Project

As we are continually looking to build upon the resources on heritage buildings in the beltline. We encourage you to e-mail us with any questions you may have regarding heritage buildings in the beltline, also please feel free to add to areas that look a little thin. We are looking for photos, historical information, and documents that will give us a better picture on heritage buildings which may, or may not have historical designations in the city.

contact us at:

[heritage@beltline.ca](mailto:heritage@beltline.ca)



## 1914

601 10 Avenue SW

This building served for many years as a wholesale grocery house. The two-storey portion was built in 1914 for the Simington Company, and the two-bay, three-storey addition to the west was erected shortly afterwards. Western Grocers took over the building in 1930 and remained for forty years. Other grocery businesses shared space here from time to time. Polychromed flat-arched windows heads, cut stone doorways, and stone string courses enliven the otherwise utilitarian design. The building was rehabilitated in 1979 by architects Paul Tarjan & Associates, who acted as trail-blazers in the upgrading of Calgary's warehouse district. The third-storey, glass-walled penthouse, the plate glass windows, and the glass-enclosed staircase to the right of the building are external indications of this work. They have altered the character of the building, but in a manner that is appropriate to new use. (1982)

*(Calgary Heritage Authority, Building Summary 2-119)*



The prime tenant, and arguably the driving force behind the Kipling Square transformation in 1979, was Kipling's Restaurant. The idea was spearheaded by local entrepreneur and developer, Peter Ruben, who assembled an investment consortium of local business people and professionals to finance this nostalgic recreation of the glory of the British Empire. The theme drew from Peter's experience traveling in Asia. The water pump activated, twin, cocktail dumbwaiter was replicated from archival photos by Calgary investor and oil patch pioneer John MacKenzie with his good friend Eddie Baldwin. Kiplings succumbed to the oil patch recession after only a few years.

. to offer comments, corrections, or improvements to this article, email us at: [heritage@beltline.ca](mailto:heritage@beltline.ca)

The Simington Company, a wholesale grocery business, built this two-story warehouse in 1914 and soon added a three-story annex. The raised courtyard to the west was once a street-level loading area designed for horse-drawn vehicles; west-facing bay windows now cover the former loading bays. Between 1930 and 1979, the building housed Western Grocers Ltd., a wholesale house that supplied the Red & White Stores, a chain of stores that were once ubiquitous in small town Alberta.

In 1979, architects Paul Tarjan and Associates transformed the Siminton warehouse into Kipling Square, a retail complex and the first of many adaptive reuse projects in the warehouse district. It housed the Polo Club restaurant, which featured a bar purchased from a San Francisco hotel and a brass dumbwaiter that carried drinks between the restaurant's two levels.

*(Historic Walks of Calgary, Harry Sanders, 2005, Red Deer: Red Deer Press, pp.276-277)*



*the courtyard of the kipling square building.*

# Local Artists in Calgary

The local artists listed below can do painting (P) and mural (M) projects

- Melisa Centrofanti (P, M)
- Su Lee (P, M)
- Brent Clowaterrent Clowater (P)
- Patricia Lortie (P)
- Andy Davies (P)
- Mateusz Napieralski (P, M)
- Vania Dimitrova (P)
- My-An Nguyen (P, M)
- Sharon Fortowsky (P, M)
- Kim Parrent (P, M)
- Terry Gregorashuk (P)
- Lane Shordee (P, M)
- Michael Grills (M)
- Jennifer Stables (P, M)
- Emmanuel Ho (P)
- Hakan Temucin (M)
- Stephanie Hoogeveld (P, M)
- Christie Tims (P, M)
- Monica Ila (P)
- Char Vanderhorst (P, M)
- Sarah Johnston (P, M)
- Mali Vargas (P)
- Eveline Koliijn (P, M)
- Suzanne Farman (P)
- Nicole Wolf (P, M)

# Podcast MRU Partnership



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