

NORTHERN HILLS  
 COMMUNITY ASSOCIATION:  
**COMMUNITY FUSION  
 PLAN**





# Executive Summary

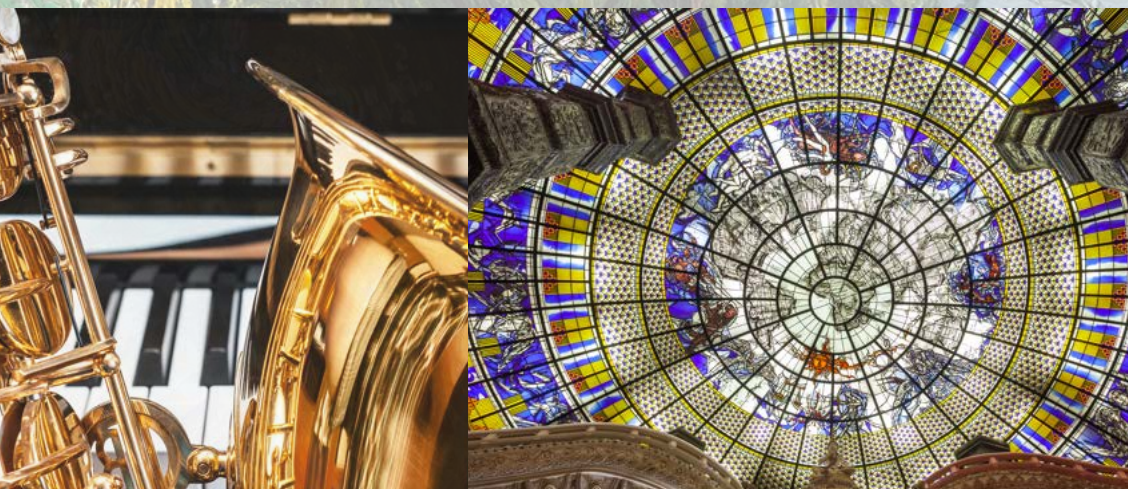
## A Changing Mindset

After experiencing a year like 2020, many people's perspectives, motivations, and pain points have all shifted. Many people are less concerned about material objects and more concerned about experiences (Morgan, 2020). The main factors that motivate Calgarians to engage in an experience are **experiential and social**.

## History Repeats Itself

The Global Pandemic we are experiencing today has many parallels that can be examined in regards to history. Looking backwards, the Spanish Influenza that inflected 1/3 of the worlds population was a period of stagnant advancement. However, this period that followed was a **time of renewal, cultural and artistic dynamism**. The roaring 20's was a time **where humans celebrated culture and the arts**, and were able to accelerate human advancements in every area.

**"They will relentlessly seek out social interactions in nightclubs and restaurants and sporting events and political rallies. People will start spending their money after having saved it. They'll be joie de vivre and a kind of risk-taking, a kind of efflorescence of the arts." - Nicholas Christakis**





# Executive Summary

## From A Place to an Experience

A community has the ability to be more than just where you live. It has the ability to **fuel peoples experiences and engagement**. The community has to carry a **strong identity** in order to feel like one. Research suggests that community identities are driving factors to create a **sense of belonging**, respect for people, and organizations in the community. The promotion of community identity creation requires communities to **empower their social capital** (Ratanakosol et al., n.d.). This idea of social capital refers to things that can be found in the community; more specifically, their human, and cultural capital.

## Power of an Experience

The new **human drivers** and motivators will be **experiential in nature**. These experiences can range from **music, to the arts, to food**. These all trigger a cognitive or emotional response and contribute to a deeper, long-lasting meaning. Marketers have the ability to leverage the human desire for experiences and use them as powerful **mechanisms to strengthen one's emotional attachment**.

## Mobilizing Assets

The competitive advantage of a community is now defined as its **ability to attract, develop, and retain human capital**. COVID-19, has amplified this reality for everyone. Time after COVID-19 can be seen as a driver of **radical change**. This time in history is a chance for communities to **mobilize their unique and under-leveraged assets**, and **create an identity** for themselves. This is the time for change. For Northern Hills this is an opportunity to mobilize their most valuable asset: **their diversity**





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# Who We Are



**Emma Thorn**  
Writer, Researcher



**John Pazan**  
Presenter



**Cassandra Stewart**  
Researcher



**Kathryn MacMullin**  
Writer



**Carlund Courage**  
Lead Designer



**Ryan Rapada**  
Presenter



**Anna Free**  
CSO



**S.A.I.S.**

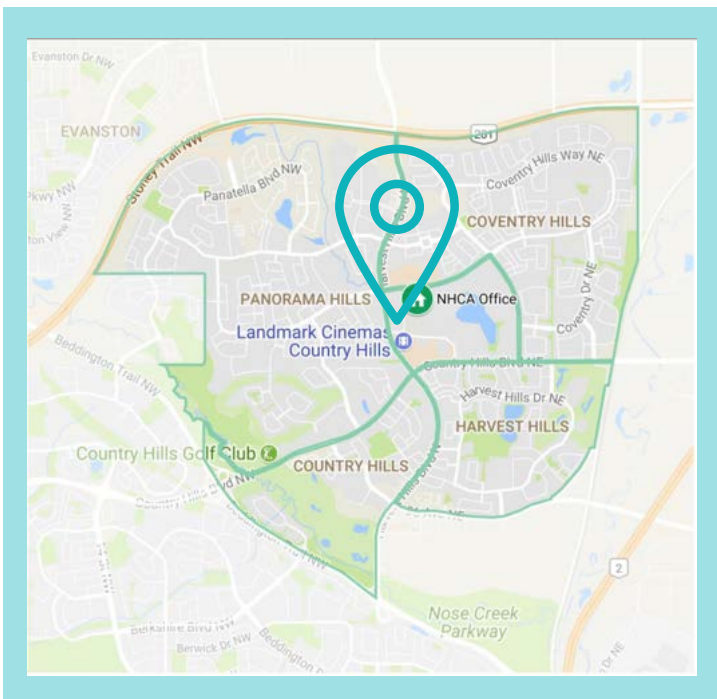


# About the Community <sup>2</sup>



**Northern Hills Community** is located in the North Central area of Calgary in Ward 3.

**there are 5 communities in North Central Calgary** with diverse ethnic and socio-economical backgrounds.



## Community Assets

**57,000 Residents**

Home to the top 10 biggest communities in Calgary by population (Difley, 2019).

**Panorama Hills** is the **Largest Community** by population in **Calgary**

**140 Different Languages** within community.

**240 Different Ethnic Origins** within Calgary.

(Calgary Economic Development, 2016)





# What the Community has to say...

"We **love it up here** but usually have to go to **Kensington, 4th, or Inglewood** for entertainment."

"Our community **feels less like a community** today than when we moved here 12 years ago."

"I don't like how the developers chose to put large attached garages in most houses. **This really negatively impacts neighbourliness.**"



"There is **not great walkability**, it's a driving neighbourhood for sure."

"For **entertainment** we have to **leave our community.**"

"I can't experience **Arts or Culture** here."





# Community Analysis





# Diversity

NH is highly diverse as **52%** of the population is a **visible minority**. Residents are concerned that they **“can’t experience arts or culture”** in NH as the community is currently not mobilizing its diversity. **Art and culture** are essential in **promoting a sense of community** (Culture in Calgary, 2021).



# Experiences

People value **culture & art experiences**, as consumers are becoming more **community-minded**; however, some residents stated that **“the community feels less like a community today than when we moved here 12 years ago.”** Fewer opportunities for social interaction within the suburbs have decreased neighborhood satisfaction. **Creating a reason to come together** can promote a sense of community (Life in Calgary, n.d.)



# Entertainment

Residents desire **nightlife & entertainment**. The food options should represent the diversity within the community. Residents have expressed that **“for entertainment, we have to leave our community.”** Since **58% of Canadians value experiences**; this trend can be leveraged to **offer engaging cultural experiences** (Mintel, 2018).



# Mental Health

There is a **mental health decline** due to COVID-19; feeling a part of a **community increases** positive mental health. NH can promote a sense of community to residents and visitors (Gilbert, 2019).



# Volunteers

Volunteers are fueled by the passion of a cause they believe in. Alberta has the **2nd highest volunteer rate in Canada**, and this trend can be utilized to **activate experiences** within NH to promote a sense of community (Life in Calgary, 2021).



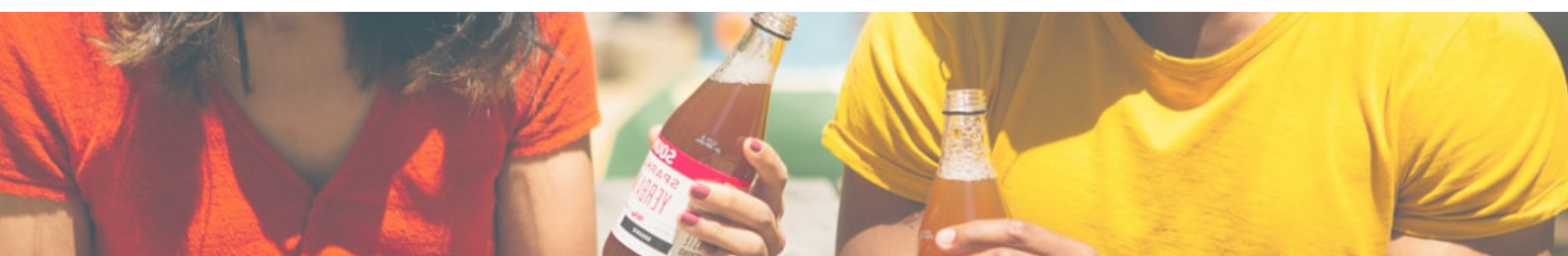
# Northern Hills Community Members are...



**Feeling youthful, diverse, and community minded**



**Sharing experiences online with family and friends**



**Visiting other communities to find entertainment that is lacking locally**



**Searching for creativity and experience, and want to support local businesses**



**Driving to other destinations because they feel NHC lacks accessibility**



# Sustainable Competitive Advantage

Strategy has shown that **resources must be valuable, rare, inimitable, and organized to exploit**, in order to be successful and **maintain a sustainable competitive advantage** (Jurevicius 2013).

A major resource Northern Hills has that meets these categories is their **diverse pool of people**, and their ability to attract and create a **cultural community**.

**This fusion of diversity creates and maintains the sustainability of Northern Hills Communities.**







# The People



# Population Analysis

- **Cultural Diversity Index:** High
  - More than 40% of residents are immigrants, and the rest are typically second-generation Canadians. They have high racial fusion since they accept ethnic diversity in their communities.
- **Cultural Sampling:** High.
  - Believe other **cultures have a lot to teach us.**
- **Suburbia:** Northern Hills is a **suburban community** that offers many similar amenities as other suburban neighbourhoods do.
  - **It is unlikely that people from Southern Calgary will regularly visit** Northern Hills.
- **The Goal:** Target people who are located in **Northern Calgary**, that are within close proximity to the community.

## Geographics:

- People who are in **close proximity** of the community, live in North Calgary.
- Primarily people who live in **single detached homes** who are a part of suburban communities.

## Demographics:

- Middle-aged **Asian and South Asian** households, often parents to children under 17 years of age.
- Average household incomes range between **\$137,614- \$157,740.**

## Motivations:

- Teaching children to **embrace cultural diversity.**
- Providing families with opportunities to **gain new experiences.**

## Behaviouristics:

- Often engage in **multicultural activities.**
- Attend **family friendly** events.
- **Mobile phones** are integrated into all aspects of their lives.

## Psychographics:

- **Family** oriented.
- They **accept ethnic diversity** in their communities as well as their families.
- Believe other **cultures have lots to teach us.**

## Attitudes:

- Staying **connected via social media** is highly important.
- Attends many multicultural events to **embrace diversity.**





**Personas &  
Journey  
Mapping**





**Personas** have been created to represent the **diverse people that will likely spend their time in Northern Hills Communities.**

Their characteristics, values, and behaviours have been identified to learn more about them.

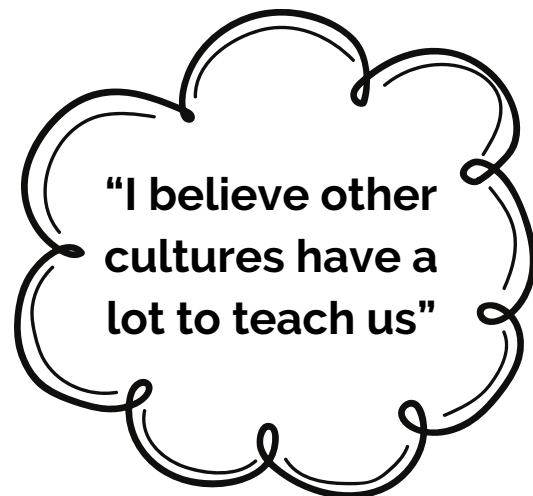
**Journey Maps** of these personas follow the process of identifying a major goal in their life and community, and the journey they will take to achieve it.



# Persona

## Demographics

- **Age:** 39
- **Gender:** Female
- **Family composition:** Family of 5, Husband, herself, and 3 kids
- **Marital status:** Married
- **Household Income:** \$157,740
- **Ethnic Background:** Indian (South Asian)
- **Education:** University/College (BBA)



## Multiculture-ish

## Psychographics



**Simran Shah**

(Adamkaz, 2018).

- Accepts **ethnic diversity** in their communities as well as their families (Racial fusion).
- Believes other **cultures** have lots to teach us (Cultural Sampling).
- Not afraid to **take risks** to get what she wants out of life.
- Hopes to **leave a legacy** behind by having a **strong work ethic**.
- Very **status-conscious**, often buying and doing things to impress others.

## Behaviouristics

- Enjoys going **jogging, golfing, or taking fitness classes**.
- Enjoys watching favourite professional **baseball, football, and hockey teams**.
- Often spends a lot of time on **mobile phones** and uses it for **gaming, banking, purchasing products, watching tv, and posting on social media** (Media Habits: Instagram, Snapchat, LinkedIn, Reddit).

**"Staying connected via social media is very important to me"**

**"I feel that I have a great deal of influence on the consumption choices of the people around me"**



# Customer Journey Map<sup>17</sup>

## To participate in Local Community Events



**Simran Shah (39)**

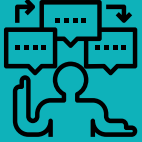
(Adamkaz, 2018).

I am:

- A believer that other cultures have lots to teach us and I find other cultures important to me.
- A part of Northern Hills Community because I have easy access to many amenities.
- Always on my phone to stay connected via social media.
- Very status conscious, often buying and doing things to impress others.

3

Plan



- **Researches** community events that are available
- Checks **event schedules** but is feeling **overwhelmed** as she is apprehensive about **sanitary measures** and wants to ensure all family members are onboard

2

Evaluate



- **Curious** what **culturally diverse** events are available
- Is there more **information online**?
- What are my **friends** and **family** doing?

1

Discover



- Feeling **bored** at home but wants to attend an **entertaining event**
- Researches **local events** and looks for **reviews** from past events online

4

Experience



- Goes to other communities to **socialize** with friends and family
- Opportunity to meet people with **similar** or **different cultures**
- Enjoy **food, entertainment** or **music**
- It was easy to find and parking was free

5

SHARE



- Loves to share her experience on **social media** with friends and family
- See's herself as an influential member of her social group, so **sharing her experience's** with others is **important** to her

6

Anticipate



- Wondering if chosen event was the **best option** for family
- Concerned about **community feel & value** of event



## Major Pain Points of Multiculture-ish Journey

## Opportunities to Improve Community Experience

Often **struggles** with **finding information** about local events



Create **announcements** on event **websites** and **social media** platforms about possible events

**Concerned** about the **variety of food** located in the area



A **fusion of cultures and flavours** should be celebrated by utilizing **diverse restaurants** in the city

**Concerned** about the **variety of entertainment** for the whole family



Utilize the **diversity and culture** within the community to provide a **fusion of entertainment**

**Relies** heavily on the use of **mobile phones**



Utilize **technology** to create a **mobile information hub** for future events

## Minor Pain Points

- Incompatible family **schedules**.
- Worried about possible **weather conditions**.
- Concerned about better **alternatives**.



## Demographics

- **Age:** 45
- **Gender:** Male
- **Family composition:** Family of 4. Two young children & a wife
- **Marital status:** Married
- **Household Income:** \$137,614
- **Ethnic Background:** Chinese
- **Education:** University/College (BBA)



## Modern Suburbia



**Gary Chen**

(KayvonPhotos, 2017).

## Psychographics

- **Comfortable** in Calgary.
- Has personal **optimism** (excited and optimistic about his future).
- Cares about the importance of **aesthetics**.
- Has trouble **balancing stress from work** and raising young children.
- Believes in **taking risks** if the benefit is worth it.

## Behaviouristics

- Believes in "**the North American dream**" and that hard work pays off.
- Actively incorporates his **cultural influences** into his Canadian way of life.
- Enrolls his kids in **extracurricular sports** and **eats out** for dinner with the family.
- Eager to implement **new products** into his routines.
- Cares about the **simplicity** and the **functionality** of products.

"I enjoy people and attending large events."

"It is important to me that people admire the things I own"



# Customer Journey Map<sup>20</sup>

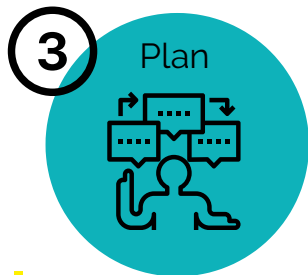
## To participate in Family Friendly Events



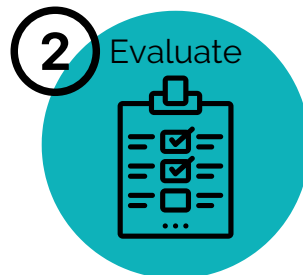
**Gary Chen (45)**  
(KayvonPhotos, 2017).

I am:

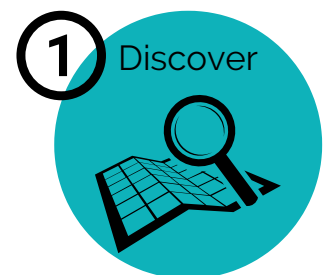
- Focused on my family and try to provide them with outings and an active lifestyle.
- Living in Northern Hills because it is a great and safe community to raise a family.
- Constantly driving around to get to places within my community.
- Always on my phone and connected on social media.
- Visiting other parts of Calgary for entertainment.



- Becomes **curious** and **begins planning** to attend an event fit for the **whole family**



- Is it **local** and is it something my **whole family can enjoy?**
- Can I find more **information online?**
- Are people talking about this on **Social media?**



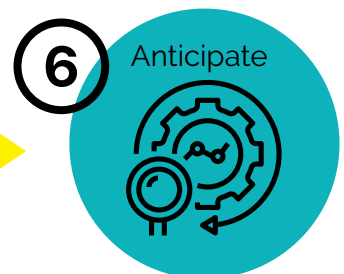
- **Struggles** to choose entertainment options that **would suit entire family**
- Wants to **participate** in **family friendly events**
- Asks **family and friends** about local events and starts researching



- Goes to other communities to experience local music, food, and activities that the **entire family can participate** in
- Gets **immersed and becomes satisfied** in what the event has to offer



- **Excited** and wants to share **experience** with **friends and family** through **conversation** and **social media**
- Submit **online reviews**
- Use social media **hashtags**



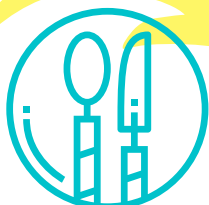
- **Reflects** on the experience and **begins to plan** the next family outing
- **Sets reminders** for the next time this event takes place
- **Stays updated** with the event news and dates



## Major Pain Points of Modern Suburbia Journey

## Opportunities to Improve Community Experience

A **lack of variety & quality** food and drink options



Offer a **valuable** and **unique** experience through **food** and **drink**

Feels like their community **lacks a community feel**



Create a **social experience** that brings people **together**

**Need** for constant **connectivity**



Develop a **multichannel, multi touch point** promotional strategy

**Apprehensive** about **sanitary measures** in social events



Implement strong **sanitary guidelines** consistently

## Minor Pain Points

- Pressure to expose family to new cultures.
- Lack of options for family events, profuse amount of information to look through, and distrust of value from listed events.
- Transportation fatigue from driving all day.





# Community Experience Enhancement Plan





# NHCA is not Actively Mobilizing their Most Valuable Asset: A Diverse Array of People





# Problem Analysis

**NH is not actively mobilizing their most valuable asset: a diverse array of people**

- More than **40% of residents are immigrants that value racial fusion**, yet NH does not take advantage of this as a selling point.
- NH does not suffer from a lack of identity, but **the NH diverse identity is not being leveraged as an asset.**

**Members of the community are seeking experiences outside of NH**

- Calgarians' **motivations have recently shifted** from a focus on material objects to an **emphasis on experiential engagement**. NH is not yet realizing this opportunity.



## What's the proof?

- **Community engagement** is one of the **top 5 characteristics** Calgarians consider when ranking suburbs within the city. NH is not ranked in the top 20 according to residents (Gilligan, 2020).
- **Residents** reported feeling that they have to **leave the NH community in order to engage in entertaining experiences**, such as nightlife, live music, and interesting restaurants.
- The **cultural diversity** available in NH **is not utilized in any community events** marketed to NH residents or Calgarians as a whole.
- **NH residents are motivated to connect with their neighbours** but feel as though there are no opportunities within the community to fill this need (Small, 2019).

## Why is this important?

- The NH community has an **opportunity to combine the need for experiential community engagement and the interest in learning from other cultures**, in order to draw people to the NH community.



# BENCHMARKING

To learn about creating a unique identity and experience in a community, **six successful events** have been benchmarked.

These benchmarks span over **three countries**, and are used to provide an example of how leveraging community diversity and experiences can be meaningful.



# Benchmarking Takeaway:

## Night Markets are gateways to experiences

Night markets are **more than food, stores, entertainment, and music.**

To locals, it's where they grew up, **made friends, and bonded with their family.**

It's where these **experiences become a fusion of memories.**



# Benchmarking Takeaway:

## First impressions are everything

Proper advertising and branding can **make or break the event kick off.**

Once guests arrive it is **crucial** that they have an **extraordinary experience.**

Focus on creating **positive word of mouth, social media shares, and positive reviews.**

These actions will generate **more awareness and interest for future events.**



# Benchmarking Takeaway: Accessibility is Important

The participants are the **star of the show** and that includes how they get from **place to place**.

It's important to ensure events and places are **accessible and approachable**.

We want participants to **explore with ease**.



# Benchmarking Takeaway: Embrace the Locality

Take ownership of the **local businesses** within the community and promote them to members.

Celebrate **local artists, vendors, restaurants, and musicians.**

Give the members a platform to **get to know their community.**



# COMMUNITY ENHANCEMENT STRATEGY

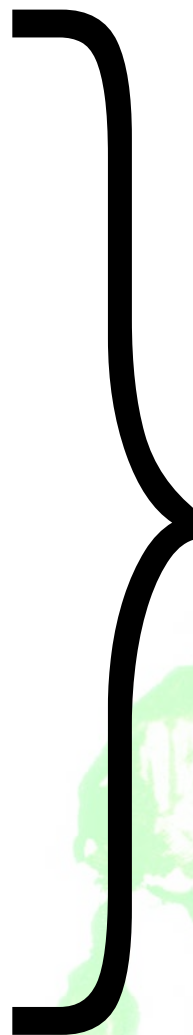
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**Align Vision and Mission  
Statements**

**Create a Meaningful  
Community Experince**

**Employ a Multitouch-Point  
Promotional Strategy**

**3 Year Implementation  
Strategy**



**MOBILIZES  
DIVERSITY**





# Align NHC Vision and Mission Statements



## Northern Hills Vision and Mission

To ensure the features of a diverse cultural community are reflected, an updated community mission and vision statement has been created:

### NHCA's Vision

Northern Hills will be a vibrant, diverse, inclusive, and sustainable community that **promotes both belonging and cultural integration.**

### NHCA's Mission

The Northern Hills Community Association enhances the quality of life of the community by **creating inclusive and culturally rich opportunities for our diverse communities** of Northern Hills through advocacy, education, and provision of opportunities for engagement.



# Our Vision

**Spontaneous  
Play**

**Being an  
Educator**

**Connection  
to Nature**

**East to West  
Integration**

**Social  
Gathering**





# Creating a Meaningful Community Experience

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"Food is our **COMMON GROUND**, a **UNIVERSAL EXPERIENCE**" - James Beard



**Food has the ability to bring people together unlike anything else.**

Research has revealed that **the more often people eat with others**, the more likely they are to **feel happy and satisfied with their lives**. Using data from a national survey by The Big Lunch, researchers looked at the link between **social eating** and an individual's happiness, the number of friends they have, their **connection to their community**, and overall satisfaction with life (University of Oxford, 2017).





# Creating A Meaningful Community Experience

Since the beginning of time, sharing food has been a part of human history. It has been used to celebrate, mourn, and resolve conflict (National Geographic, 2021).

Despite most respondents claiming that eating with others made them feel closer to each other, 69% had never shared a meal with any of their neighbors, 37% had never eaten with a community group, 20% said that it had been more than six months since they had shared a meal with their parents (Dubbar, 2017). **Overall, 76% of those people said they thought sharing a meal was a good way to bring people closer together** (Dubbar, 2017).



Results suggest that **communal eating increases social bonding, feelings of wellbeing, and enhances one's sense of connectedness and embedding within the community** (University of Oxford, 2017). That is why S.A.I.S has made it the **vehicle for The Northern Hills Communities to share their cultures with all of Calgary, and bring unassociated groups together.**



# Creating A Meaningful Community Experience



Introducing:  
The Fusion Night Market

Combining **community, entertainment, and diversity**, we created the **Fusion Night Market**. An East to West celebration of the **unique cultures** in NHC. This event emerged from the communities desire to **enhance their local nightlife** and **mobilize their diversity**. The basis of the **Fusion Night Market** lies within the **universal connection with food** and the ability it has to **bring people together**.



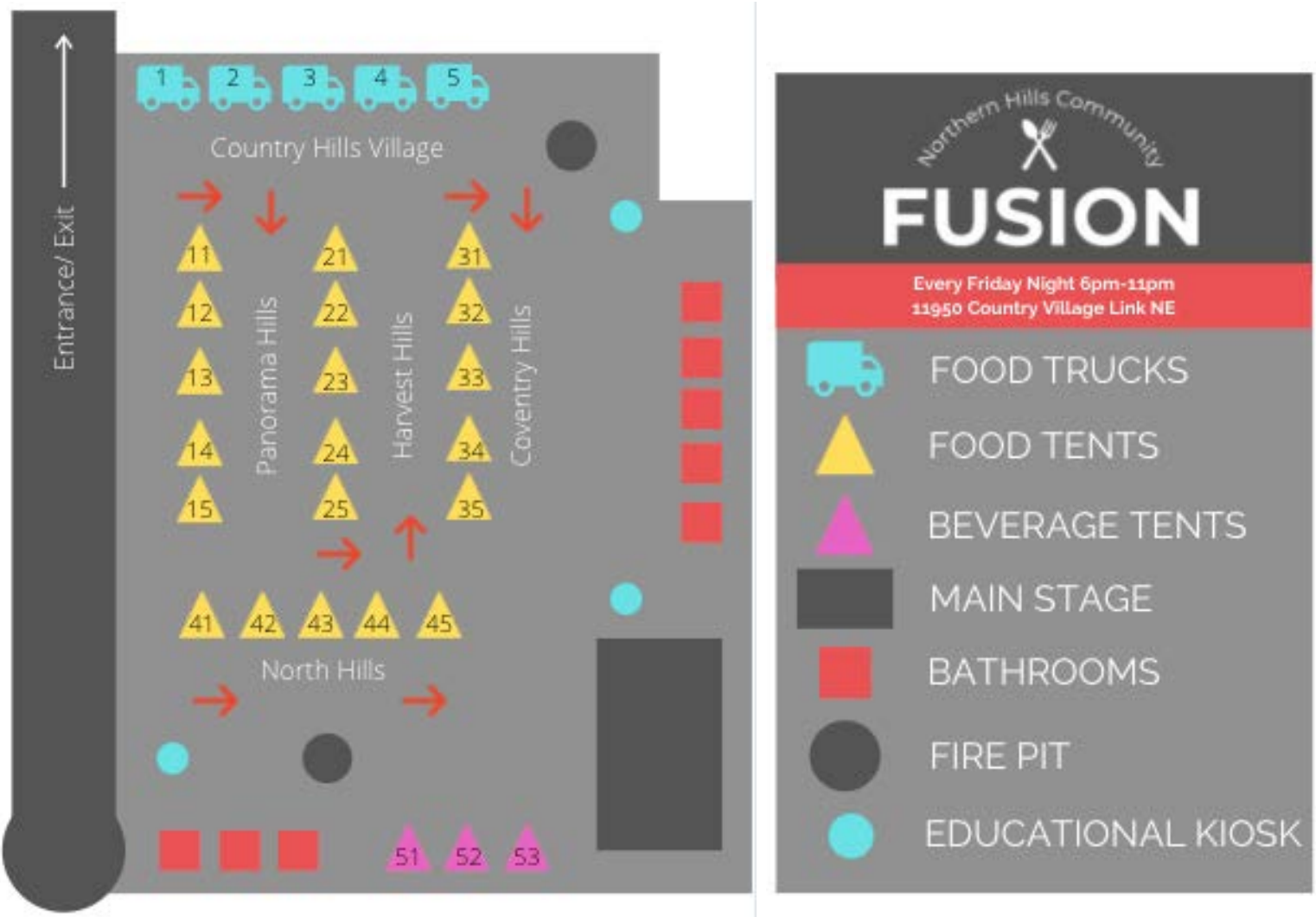
# Creating a Meaningful Community Experience

## Introducing the Fusion Night Market

### What does this look like?

The Fusion Night Market will be a weekly event located in the VIVO parking lot (see appendix M) that combines multi-cultural food, entertainment and music. This will draw Calgarians from all over the city to celebrate the diversity the NH community has to offer.

### Map & Legend





# Creating a Meaningful Community Experience

## FUSION MARKET VENDOR GUIDE

- |                                    |                                       |
|------------------------------------|---------------------------------------|
| 1. The dumpling hero               |                                       |
| 2. The Happy Fish                  |                                       |
| 3. <b>Taiko Taco</b>               | 41. <b>Scotsmans Well</b>             |
| 4. Bento Burrito                   | 42. Damascus Fine Mediterranean Foods |
| 5. Dragon Boat                     | 43. Jurees Thai Place Restaurant      |
| 11. <b>Delish Pizza Calgary</b>    | 44. <b>Ginger Beef Bistro</b>         |
| 12. Chiantis                       | 45. Calypso's Greek Taverna           |
| 13. Perogy Boyz                    |                                       |
| 14. <b>Papa Murphy's Pizza</b>     |                                       |
| 15. Merchants Restaurant           |                                       |
| 21. <b>Sunset Grill</b>            | 51. <b>Caravel Craft Brewery</b>      |
| 22. Ember                          | 52. The Bitter Sisters                |
| 23. The Dog Father                 | 53. Wildrose Brewery                  |
| 24. <b>Rice For King</b>           |                                       |
| 25. Zilfords                       |                                       |
| 31. Hayden Block                   |                                       |
| 32. Gate of India                  |                                       |
| 33. Cafe Alchemist                 |                                       |
| 34. Amici Italian Grill and Lounge |                                       |
| 35. Wiener Schnitzel Haus          |                                       |



\*\*\*Bolded Vendors are located in NH

### Key First Year Components:

- **25 food & drink vendors** from all over the city, with an emphasis on local NH establishments.
- **COVID safe layout with** directional walkways.
- **2 fire pits** to support community gathering while remaining socially distanced.
- **A main stage** for crowd engaging live local music.
- **3 educational kiosks** to engage people with the cultures of NH. This will aid in properly representing the diverse groups coming together.
- **Free parking** (see appendix M for parking recommendations.)

### Fusion Night Market Expansion Plan:

- Add **25 food vendors** from **year 1 to year 2**. Add an additional **25 vendors** from **year 2 to year 3**, to bring total number of vendors to **75** (see year 2 & year 3 maps in appendix N).
- When **safe**, change layout of market map to **incorporate east-west integration principles** (see year 2 & year 3 maps in appendix N).
- Introduce **educational kiosks to educate others on the cultures.**



# Creating A Meaningful Community Experience

## The Logo



This logo was developed alongside the primary logo to strengthen the **connection to "Fusion."** The colour within this logo was neglected and kept to just black strictly for **practical purposes**. This logo will be used for small tags on documents. **Food** is a huge focus of our mission, which is displayed by the inclusion of the **spoon and fork** within the logo.



The red within the selected logo can be associated with Eastern countries. **Red is a positive colour** which is believed to bring **happiness and prosperity**. It is a traditional Chinese colour that is worn on big occasions such as the New Year and weddings. **Red represents good luck and is believed to bring long life** (Arhipova, 2017). The people represent the **diversity** within the community and the **connection** we strive to foster.



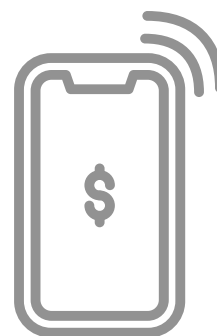
# COVID-19 MEASURES

Although there is hope for normalcy to return by 2022, **behavioral and psychological implications on people will be observed, as a result of COVID-19.**

Research and community interviews suggest that although excitement is anticipated for the return of large engaging experiences, there will be **apprehension to engage in high-touch areas.**

To maintain **high safety measures**, it is suggested that:

- **Digital payment** be used to make purchases instead of cash.
- **Hand sanitizer** stations be provided.
- **Safe layouts** with directional walkways be used.



**Key Takeaway:**  
**Albertans want safety for themselves and their families, and want to know what will be done to ensure this**

(Stone-Olafson, 2021).





# Promotional Strategy

41

The **people** makes this community **unique**.

**Diversity** makes this community **inimitable**.

**Community spirit** is a **brand strength** that **needs to be leveraged**.



## #THEFUSION

Promoting diversity through a meaningful and fun community event is the goal of this strategy.



# Promotional Strategy

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**Involve the diverse people around NHC through their high social media use**



**Involve local influencers to promote the event on social media**




**Use #THEFUSION to identify the Fusion Night Market online**



# Promotional Strategy

## Key Messages:



Link marketing and sales efforts to the **pride of being a part of the diverse community** and **supporting a local cause.**



Leverage the **power of food** and **communal spaces**, and watch the amazing community be created.



# Promotional Strategy

Launching an organic, user-generated social media campaign that is designed to market Northern Hills Community's:



## Fusion Market

will assist in **establishing a strong identity.**

Leverage the high use of **Facebook and Instagram.**

Have **local Instagram influencers** attend the event.

**Partner with Cultural Associations** and provide a platform to represent cultures.

Invite **prominent members** of the city community to be **present at the Fusion Market.**

## Strategic Approach

For a list of potential influencers see Appendix O



# → Three-Year Plan →

- Contacting and book vendors for first year (25 vendors)
- Secure AGLC Funding
- Create social media accounts

January 2022

- Promote event on social media platforms
- Facebook events & Instagram

April 2022

- May 6, 2022 First Night Market
- Introduce hashtag #THEFUSION
- Invite Influencers & Mayor, Councilor

May 2022

- Focus east west integration
- Secure AGLC Funding
- Increase vendors to 50
- Allow Northern Hills locals to volunteer and get more involved
- 25 % of vendors are local

2023

- Increase venue to 75
- Give highly invested volunteers more responsibility
- 30 % of vendors are local

2024

- Partner with Calgary North Cultural Associations
- Organize entertainment and educational booths

- Acquire all assets needed for launch: lighting, outhouses, fire pits, employee, volunteers

- Request feedback from locals/guests
- Social media strategy to continue promoting
- 20% of vendors are local

- Contacting and booking vendors for Season from May-September
- Social media strategy to continue promoting

# How to Make This Happen

## Involve Cultural Associations

**Partnering** with Calgary **Cultural Associations** can help ensure every Ethnicity is being properly represented at the Market.



Bulgarian Cultural Club  
of Canada



Calgary  
Finlandia  
Cultural  
Association



Calgary Chinese Cultural  
卡城中華文化中心

## Secure Yearly AGLC Funding

**AGLC provides charitable funding** for organizations such as; Northern Hills. The community received money back in 2018 and could look for funding from here again.

## Leverage the Partnerships of VIVO, and the Community





# More Than an Experience

The Fusion Night Market has the potential to attract entrepreneurs throughout the city, while also inspiring locals to start their own business.



This creates an opportunity for VIVO's Research and Development Lab to hold local entrepreneur classes to further enhance the local economy

**Diverse individuals bring new ideas, attitudes, cultures and experiences to business's.** These local businesses are often the seed of economic development in an area that has been affected by the economic environment. **They can transform a neighbourhood into a more attractive area,** thus sparking greater economic activity and attracting people from all over the city (Kosten, 2018).

**Local entrepreneurs create jobs, inspire others, and keep capital within the community** (Seth, 2021). These sponsorships are win-win opportunities, providing funding for groups within the community while giving publicity to the businesses involved (Gartenstein, 2019).

PROMOTE  
YOUR  
BUSINESS



SHOP  
LOCAL

# What Does Success Look Like?



**High and Growing Attendance Count**



**Peak Times at Events**



**Percentage of Visits to Vendors**



**Social Media Specific:**



**#Hashtag use on Social Media**

**Number of Location and Photo Tags**

**Follower Count on Social Platforms**



**Online and In Person Event Reviews**



**% of Local Restaurants at the Market**





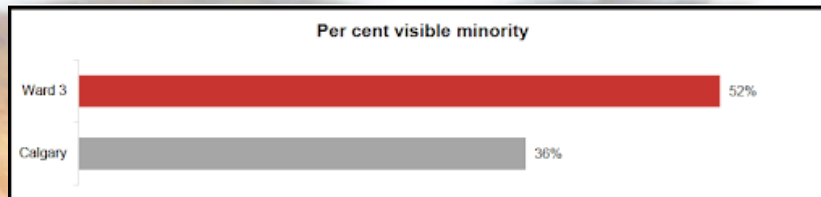
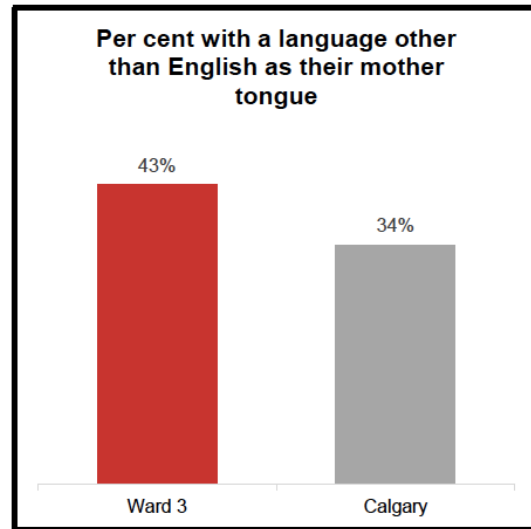
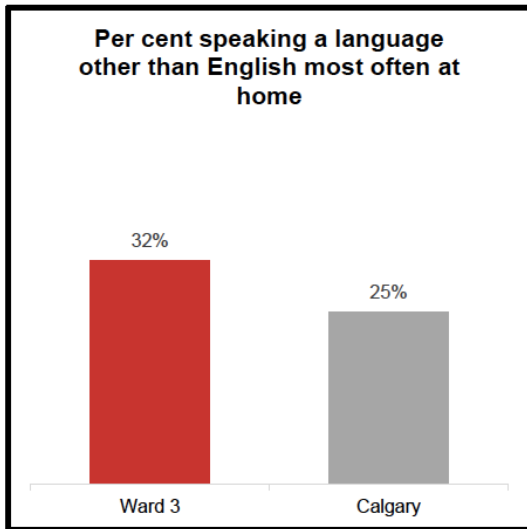
# Appendices





# Appendix A:

## Additional Demographic Statistics within Northern Hills



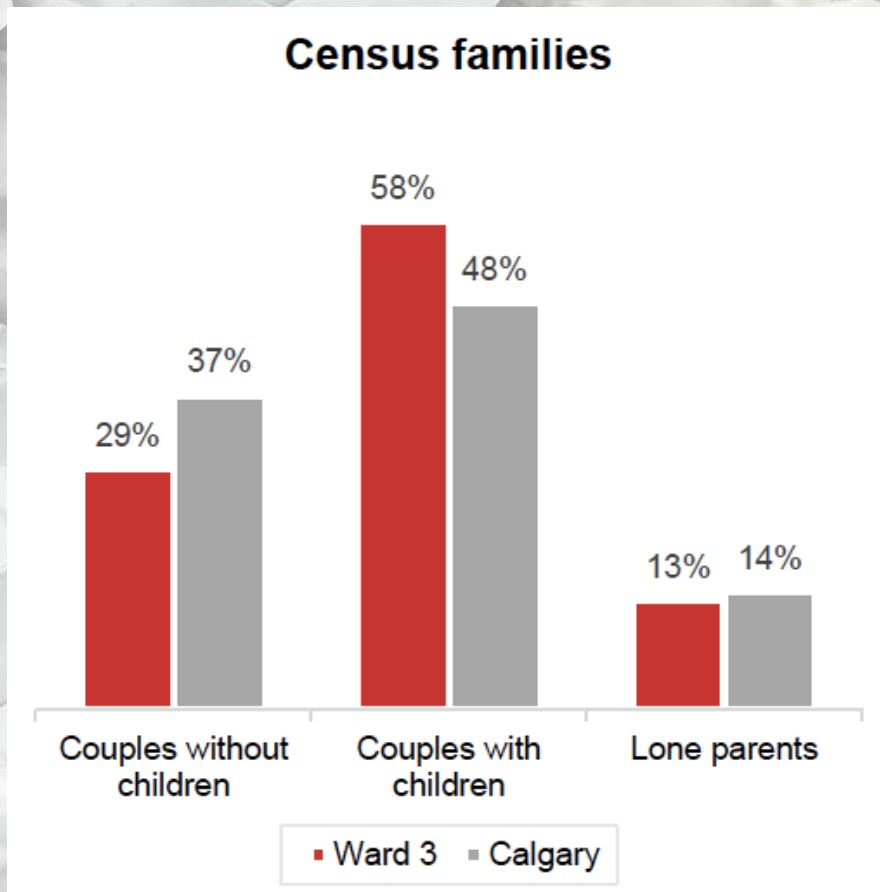
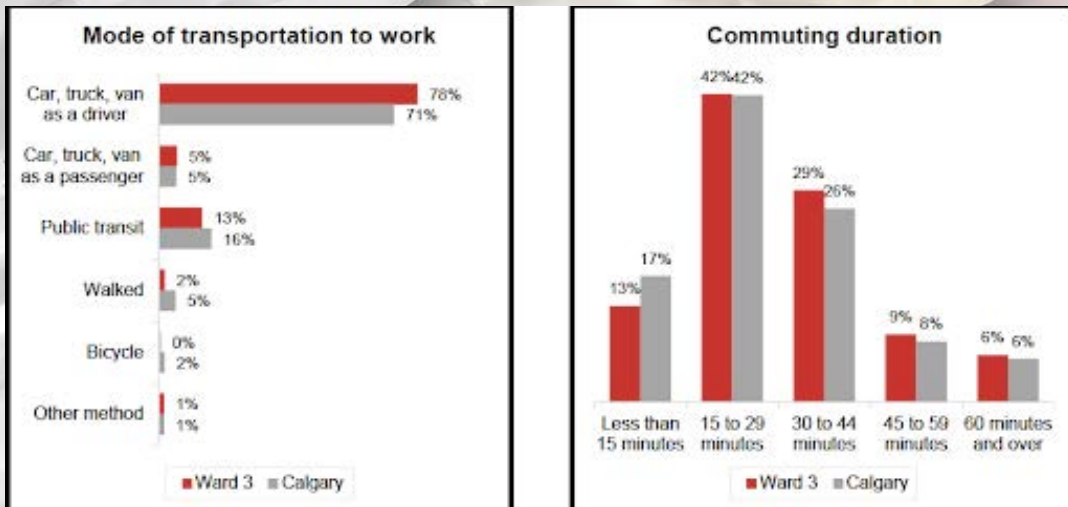
Ward 3		
	Number	Per cent
<b>Population in private households</b>	<b>69,405</b>	<b>100%</b>
<b>Visible minority</b>	<b>36,065</b>	<b>52%</b>
South Asian	8,050	12%
Chinese	12,150	18%
Black	3,660	5%
Filipino	4,670	7%
Latin American	1,610	2%
Arab	1,325	2%
Southeast Asian	1,470	2%
West Asian	905	1%
Korean	555	1%
Japanese	335	0%
Visible Minority, n.i.e. (Not included elsewhere)	180	0%
Multiple visible minorities	1,160	2%
<b>Not a visible minority</b>	<b>33,335</b>	<b>48%</b>

Ward 3		
	Number	Per cent
<b>Population in private households</b>	<b>69,405</b>	<b>100%</b>
<b>English</b>	<b>47,160</b>	<b>68%</b>
<b>French</b>	<b>295</b>	<b>0%</b>
<b>Non-official language</b>	<b>15,135</b>	<b>22%</b>
Cantonese	4,220	6%
Mandarin	2,475	4%
Tagalog (Pilipino, Filipino)	1,435	2%
Punjabi (Panjabi)	1,125	2%
Spanish	850	1%
<b>Multiple languages</b>	<b>6,810</b>	<b>10%</b>



# Appendix B:

## Additional Demographic Research within Northern Hills



## Appendix C: Ethnic Origins within Northern Hills Community

	Population(18)	% of Population
<b>Total population in private households by ethnic origins</b>	<b>51,385</b>	
<b>North American Aboriginal origins</b>	<b>1,420</b>	<b>2.8</b>
<b>Other North American origins (e.g., Canadian, American, Acadian)</b>	<b>10,185</b>	<b>19.8</b>
<b>European origins</b>	<b>25,120</b>	<b>48.9</b>
British Isles origins	15,205	29.6
French origins	3,875	7.5
Western European origins (except French origins)	8,570	16.7
German	6,970	13.6
Northern European origins (except British Isles origins)	3,115	6.1
Eastern European origins	6,070	11.8
Ukrainian	2,755	5.4
Southern European origins	3,315	6.5
Other European origins	270	0.5
<b>Caribbean origins</b>	<b>520</b>	<b>1</b>
<b>Latin, Central and South American origins</b>	<b>1,270</b>	<b>2.5</b>
<b>African origins</b>	<b>1,800</b>	<b>3.5</b>
Central and West African origins	770	1.5
North African origins	230	0.4
Southern and East African origins	550	1.1
Other African origins	345	0.7
<b>Asian origins</b>	<b>20,100</b>	<b>39.1</b>
West Central Asian and Middle Eastern origins	1,495	2.9
Lebanese	450	0.9
South Asian origins	5,465	10.6
East Indian	4,140	8.1
Pakistani	860	1.7
East and Southeast Asian origins	13,255	25.8
Chinese	8,735	17
Filipino	3,010	5.9
Vietnamese	1,275	2.5
Other Asian origins	105	0.2
<b>Oceania origins</b>	<b>185</b>	<b>0.4</b>



# Appendix D: Community Insights

## Lacks Community Feel

The nature of **suburban neighbourhoods fosters a culture of impersonality** due to the way they are laid out.

The wide streets and major roads makes it much less feasible to walk or bike for utilitarian purposes, and **makes walking for transportation generally hard**. However, this type of design has been found to be **conducive to recreational walking**.

The homogeneous nature of suburban developments has led to problems such as traffic jams, **social segregation**, and **car-oriented societies**.

Research suggests that the **fewer opportunities for social interaction** characteristic of the suburbs has resulted in **decreased neighbourhood satisfaction** (Zuniga-Teran et al., 2017).

## Entertainment

Residents **value diversity** and believe that "the expression of individuality through arts and culture are vital to a vibrant lifestyle."

Residents mentioned they lack: **nightlife, a music scene, and unique & funky restaurants** around them.

Arts &  
Culture

Nightlife

Active  
Transportation

Music

Food



# Appendix E: Additional Community Quotes Community Reputation

What the Community had to Say...

The developers chose to put large attached garages in most houses. This really **negatively impacts neighbourliness**

We have large shopping areas in the middle of Northern Hills but Panorama Hills has limited shopping choices. So this means there is little to see if you walk in the neighbourhood as shops attract people. We generally drive to the shops as the hills make **walking** with packages a **challenge**

For **entertainment**, we have to **leave our community**

There is **not great walkability**, it's a driving neighbourhood for sure

After living in Japan for a year I really **miss** being around such **rich culture**

There are **few public art displays** compared to the rest of Calgary, despite the diversity here

I can't experience **Arts or Culture here**

We **moved to the here to be close to family, friends, and the mountains**. We love it up here but usually have to go to Kensington, 4th, or Inglewood for entertainment. There's no craft beer distilleries up here and we pretty much drive everywhere

We like that we can drive to just about all services and shops within a short time. However, Northern Hills is disappointing as it is **not a walkable** or particularly interesting area

The bus takes too long we always Uber or **drive** to downtown



# Appendix F.1: Community Analysis



## SOCIO-CULTURAL

- **Creative Experiences:** Culture and the arts are very important (Culture in Calgary, 2021).
- **Entertainment:** Music, trendy restaurants, sports (Environics Analytics, 2020).
- **Family & community minded** with a strong work life balance (Life in Calgary, n.d.).
- **Sustainable consumption:** Concerned about sustainable consumption, and the purchase of **locally sourced**, ethical, and organic products, namely **food**, and clothing (Canadian Manufacturer, 2020).



## REGULATORY

- Implementation of traffic calming measures has **increased community safety**, and **promoted community connectivity** (The City of Calgary, 2020).
- Businesses are not required to pay into the BIA (Common Sense Calgary, 2019).
- Community Standards Bylaws promote **community connection** and directs **community concern** (The City of Calgary, 2020).
  - Business License Bylaw.
  - Responsible Pet Ownership Bylaw.
  - Parks and Pathways Bylaw.
  - Traffic Bylaw.



## ECONOMIC

- **COVID-19** has caused GDP contractions around the country (Calgary Economic Development, 2021).
- Increasing **unemployment** and office **vacancy rate** in Calgary (Calgary Economic Development, 2021).

**Key Takeaway:**  
**People value the fusion of culture & art experiences, as consumers are becoming more community minded.**

# Appendix F.2: Community Analysis



## TECHNOLOGY

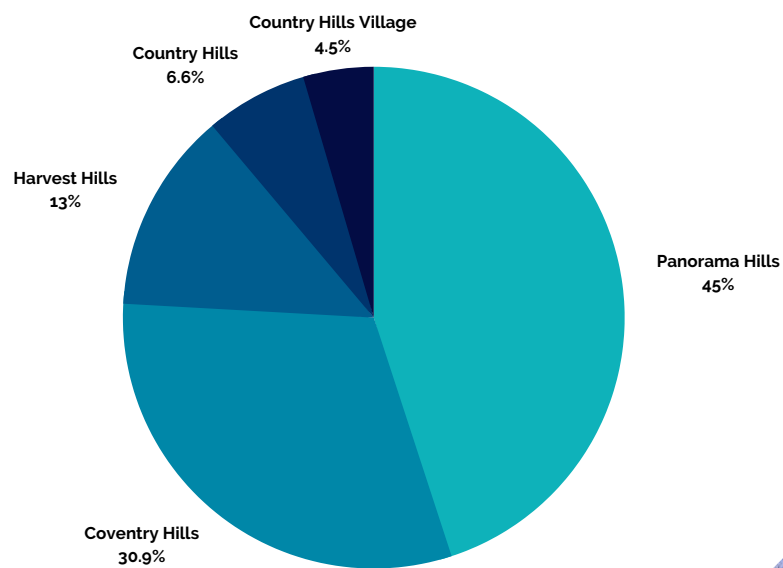
- The **NextDoor Neighbourhood App** gives communities the ability to connect with each-other and the community they live in (Nextdoor, 2021, para. 1).
- Facebook has implemented "Neighbourhoods" through their platform to capitalize on this need for community involvement (Lunden, 2020, para. 1).
- Calgary will be continuing with "**micro mobility services**" in Spring 2021 (The City of Calgary, 2021).



## DEMOGRAPHIC

- Continued population growth of 1.9% in Calgary (Calgary Economic Development, 2021).
- **Young:** 22% are 0-14 vs. Calgary's 19%.
- **Diverse:** 52% of the population is a visible minority.
- South Asian is the most common.
- Immigration Population: 70% from South Asia.
- Languages most commonly spoken in order: English, Cantonese, Mandarin, and Tagalog.
- Transportation: **Majority drive**, lower than average walk and use transit.
- Families: 58% have children.
- Dwelling Type: 75% live in **Single Detached Houses** (Ward 3, n.d.).

## POPULATION DISTRIBUTION



**Key Takeaway:**  
NH is a fusion of a highly diverse community, as 52% of the population is a visible minority.



# Appendix G.1: Internal Analysis

## STRENGTHS

- **Amenities:** Amenities play a major role in **attracting people** to a community (O'Farrell, 2015). These include:
  - One of three **T&T Supermarket's** in Calgary. This attracts a more diverse population to shop in Northern Hills.
  - Restaurants. These include **Gate of India and La Diperie**, popular local spots with good reviews.
- **Proximity:** Proximity to **popular places** throughout the city is a big strength for a community (Canada Guide, 2017). These include:
  - Bus access to the **airport**.
  - Direct access to Calgary's main roadways, such as **Deerfoot and the Ring Road**.
  - Proximity to **provincial parks and Cross Iron Mills**.
- **Public Art:** A work of **public art enhances a community** for locals and visitors (Nikitin, 2012).
  - Coventry Hills currently has the **longest mural in Canada** which is a great attraction to the community.

## WEAKNESSES

- **Entertainment and Night Life:** Bars **draw people in** to communities (Dickout, 2004).
  - Northern Hills **lacks bars** to compliment night life and entertainment, which has been specifically **desired by residents**.
- **Accessibility:** Accessibility is important to ensure that visitors have a **good experience** (Accessibility Canada, 2014).
  - It is **difficult to find parking** to access parks in Northern Hills, and many **pathways are not cleared of snow**, which are big pain points to residents.
- **Variety of Local Restaurants:** It is vital to have both **unique and high quality restaurants** that add to consumers experiences (Sparks et al., 2002).
  - Northern Hills has a **limited number of unique restaurants**, as it mainly offers chain restaurant experiences.

**Key Takeaway:**  
**Nightlife & entertainment is desired by residents, and food options should represent the fusion of diversity within the community.**

# Appendix G.2: Internal Analysis

## OPPORTUNITIES

- **Diversity:** Northern Hills is a **multicultural community** that can attract new visitors as people from similar backgrounds are attracted to **neighbourhood cultures** (Oishi, 2015).
- **Entertainment:** **58% of Canadians value experiences** and spend money on things experienced focused (Mintel, 2018). Northern Hills can play to this trend by working to **provide entertaining experiences**.
- **Supporting Local:** Canadians want to **support local businesses** in their communities (BDC, 2020). Business owners and entrepreneurs in Northern Hills have the **opportunity to see more stores, sales, and customers**.
- **Mental health decline:** There is a **decline in mental health** due to COVID-19, and it is expected to continue long after the pandemic ends (CAMH, 2020). **Feeling a part of a community increases positive mental health** (Gilbert, 2019). Northern Hills can **promote a sense of community** to both residents and visitors.
- **Volunteers:** Albertans hold the 2nd highest national volunteer rate at 55% (Life in Calgary, 2021). Volunteers are fueled by **passion** and **believe in the cause**. **Their compensation comes in the form of fulfilment** from carrying out organizational activities (Medium, 2018).

## THREATS

- **Popular communities:** Due to the **popularity of new communities and their amenities that Northern Hills lacks**, this and other similar communities are a threat. For example:
  - **Mahogany** is the fastest growing community in Calgary (Thomas, 2020).
  - **Beacon Hill** in Calgary is a popular and well established community that offers many amenities (RioCan Beacon Hill, 2020).

**Key Takeaway:**  
**58% of Canadians value a fusion of entertaining experiences. This trend can be leveraged by offering engaging cultural experiences.**



# Appendix H.1: Modern Suburbia Journey Mapping

	Discover	Evaluate	Plan	Experience Dimensions	Share	Anticipate
<b>Goals</b>	Participate in a entertaining event	Is it family friendly? Is it local? Does it fit the community aesthetic? What will the capacity be?	Research local entertainment that is fit for the entire family	Goes to other communities to experience local entertainment with family	Sharing stories of experience with friends and family Sharing photos online on Facebook	Decide when to plan another night out Decide whether or not they'll participate again
<b>Just Touchpoints</b>	Family and Friends, Facebook, Internet, Work, Advertisements	Is there a community event website? Are people posting about this on social media? What do my family and friends enjoy doing?	Search for local reviews on the community event	Live Music, Local Artists, Good Food, Local Business Pop ups Meeting new People	Submitting reviews about the event and spreading the word through multiple pathways	Decide to recommend the event
<b>Thinking &amp; Feeling</b>	Bored Nostalgic Stressed Sitr-Crazy Disconnected from Family	Hesitant Confused Excited Optimistic	Stressed Annoyed Curious Nervous Excited Impressed	Immersed Satisfied Joyful Like-A-Kid-Again Welcomed Safe	Proud Disappointed Helpful Social Happy Excited	Reflective Critical Productive
<b>Actions</b>	Research what events are being held in the community	Comparing Events Socializing/Discussing with Friends and Family Browsing the internet	Decide method of transportation Decide where to park what is the attraction? Decide timing, when should we go?	Shopping Eating food Listening to music Enjoying entertainment Connecting with family	Writing a review Posting on social media Talking to friends and family	Setting Reminders of the next social event Booking time off in order to experience the event again Following Sponsors of the event to get updates
<b>Pain points</b>	Busy with Work to participate in an event Schedules of kids and partners are incompatible	Too little information about the event is present Unable to find or hear about the event to start	May be too expensive for the entire family to participate Will family enjoy the event? Is the food worth the trip?	unsatisfied with shopping options, food, music or entertainment bad Weather	If you/family is unhappy with outcome	Could find an alternative activity to spend time with family Get tired/too used to the food
<b>Satisfaction</b>	-1	-1	-1	-1	-1	-1
<b>Insights</b>	Market and create event to be an satisfying experience for both the parents and the children	Promote event on community forums, newsletters and community groups on social media to build awareness	Create proper websites/advertisements that are provide basic information of the event at first glance. Ease the planning process by providing easy access to resources and sign ups	Incorporate media into event's information. Include photos and videos of the event experience and what's expected to be there.	Creating event hashtag and social media page to promote participants to share and follow. Share and repost participant posts to create engage with the audience and feel inclusive.	Promote a consistent schedule of the event to provide participants something to look forward to. Having participants opt-in for email updates or social media updates to continue participation.



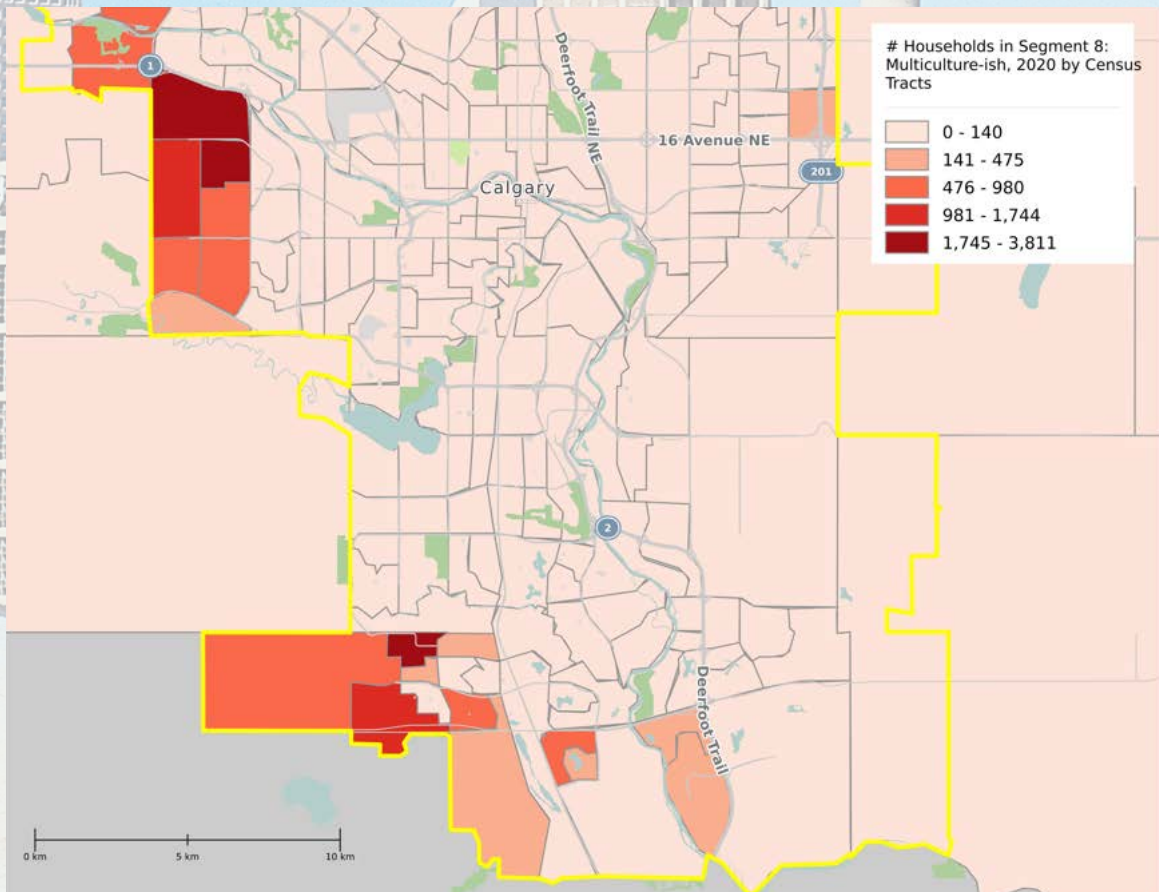
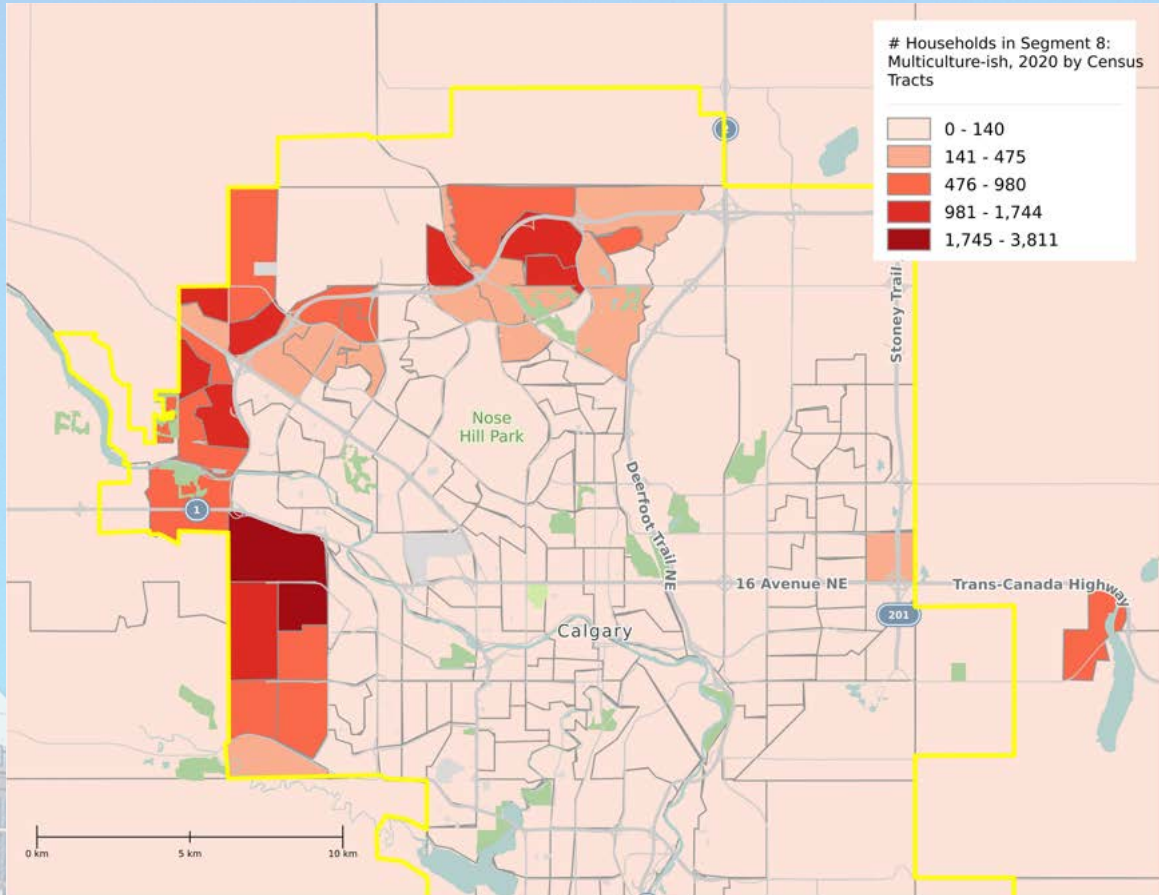
# Appendix H.2:

## Multicultural-Ish Journey Mapping

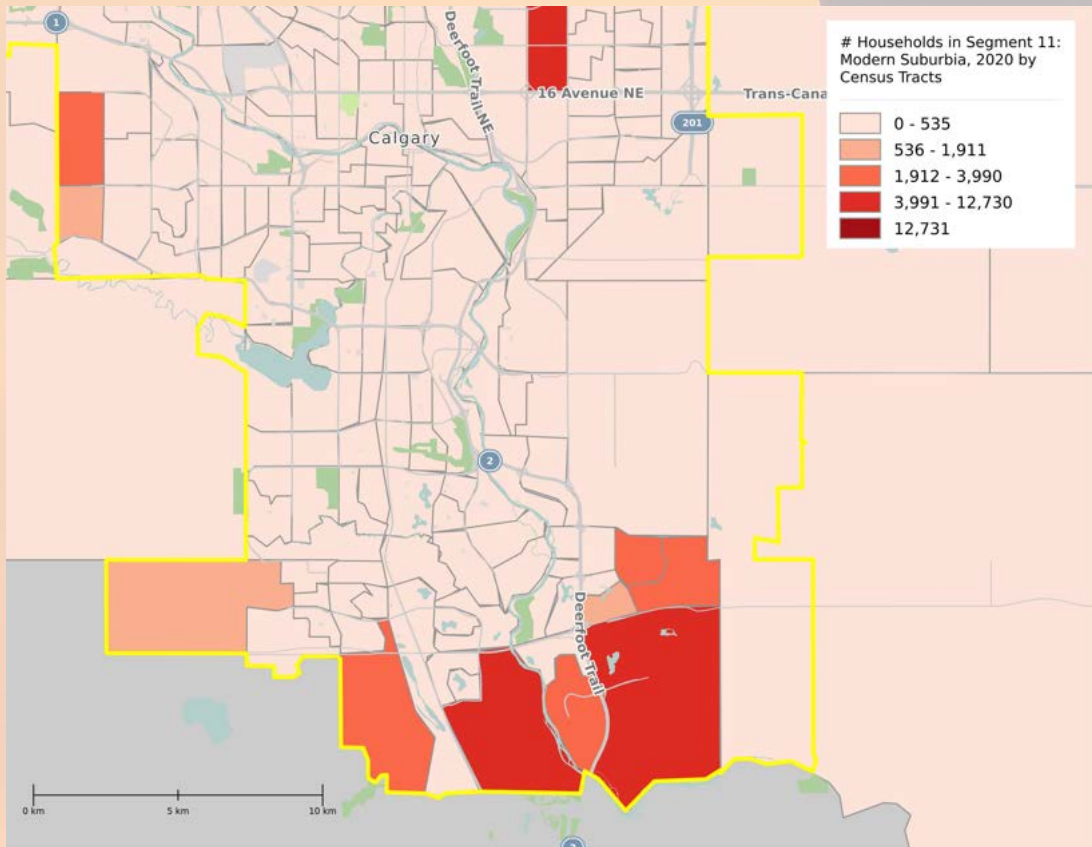
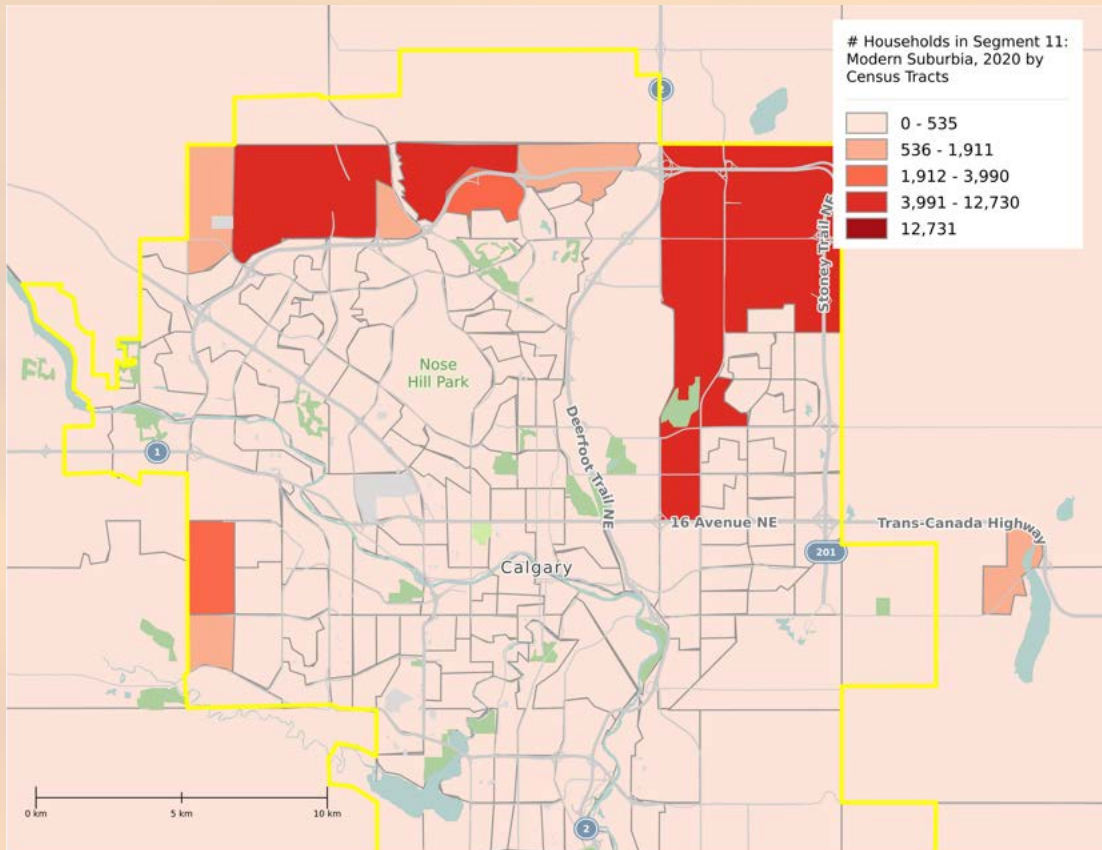
	Discover	Evaluate & Decide	Plan	Experience Dimensions	Share	Anticipate
Goals	To participate in family friendly events	What are my options? What could I do today?	Research community events that are available	Engage with family at current available events	Share their experience on social media with friends and family	Reflect on available events, decide if they will attend
Touchpoint	Social Media, Family & Friends, Community pages, Event Pages, Co-workers	Check community event websites, Check social media to see what friends are doing	Check event schedules, find a friend or family to join	Friends, venue, pathways, location, parking, vendors, entertainment	On social media platforms, with family and friends	Remain updated about the community events schedule
Thinking & Feeling	Excited Apprehensive Confused	Overwhelmed Curious Unsure Confused	Overwhelmed Excited Nervous	Inspired Eager Social	Reflective Satisfied Happy Energetic Fulfilled	Wondering if chosen event was the best option for family
Actions	Researching events or community activities, Researching reviews of past events online	Comparing events offered, Planning activity schedule, defining families interests	Purchasing tickets for events, put events into calendar, Confirm if friends or family want to join Choosing between which event to attend, Transportation, location, Apprehensive about sanitary measures, ensure all family members are onboard	Attend chosen event with family & friends	Post on social media to share experience	Decide if you return to repeat events/ activity, Decide if you would recommend event
Pain points	Pressure to expose family to new cultures	Overwhelming information, not enough options for family events, distrust of value from listed events		Transportation/ parking, lacks entertainment, lack community feel	Share experience good/bad with family	Uncertain about investing time to organize family to attend the event, Concerned about community feel & value of event/ activities available
Satisfaction						
Insights	Create Northern Hills Night Market to highlight community diversity. Create announcements on event websites and social media, partner with Vivo	Showcase diversity of community through the offerings. Showcase value of vendors through positive restaurant reviews	Plan Night Market to appeal to various families by showcasing Northern Hills diversity. Invite key community influencers (ex. Joyti and Nenshi)	Incorporate accessible venue features to create an enjoyable and inclusive experience for families	Create a # so that people can share experience on social media, create social media pages for the Night Market to capture people's experience.	Establish recurring community events such as a Night Market that is inclusive for all. Establish weekly events that are promoted by the Northern Hills community that promotes culture.



# Appendix I.1: Multicultural-Ish Geographic



# Appendix I.2: Modern Suburbia Geographic





# Appendix J:

## Supporting Personas

### Demographics

- **Age:** 45
  - **Gender:** Female
  - **Family Composition:** Family of 5
  - **Marital Status:** Married
  - **Ethnic background:** Chinese
  - **Language:** Cantonese
  - **Household Income:** \$110,740
  - **Personal Income:** \$58,265 from her white collar job as an accountant (PayScale, 2021)
  - **Education:** University and CPA
- (Envionics Analytics, 2020)

### Asian Achievement



**Jean Wong**  
(Palamari, 2020)

"I like meeting new people that share my culture"

### Psychographics

- Feels disconnected from society and **wants to feel part of a community.**
- She **enjoys gatherings** in her community and **wants to connect with other families** similar to hers.
- **Image and status are important** as she values nice cars, homes, vacations, and credit cards.
- With this high value on money, she is **frugal** and chooses to **spend and save her money wisely.**

### Behaviouristics

- Enjoys **classic entertainment** like community theatre and ballet.
- Goes to **casinos** to win money.
- Loves being **up-to-date with new technology** products and has a high media usage for smart phones, TV, and computers.
- Enjoys **watching sports** on TV.
- Enjoys **shopping.**

(Envionics Analytics, 2020)

### How this segment is correlated to the Anchors:

- Members of Asian Achievement like Jean are **located in Sandstone Valley**, right by Northern Hills.
- They want to **connect with people a part of their culture**, and want their family to do the same.
- They **enjoy eating at ethnic restaurants and stores** with a focus on Asian cuisine, so they would visit T&T Supermarket.
- COVID-19 has made them more **cautious in high-touch areas.**

### All Terrain



**Adam Taylor**  
(Koletić, 2017).

"I am willing to spend the time and money on an experience for my family"

### Demographics

- **Age:** 40
- **Gender:** Male
- **Family Composition:** Family of 4
- **Marital Status:** Married
- **Ethnic Background:** Caucasian
- **Language:** English
- **Household Income:** \$135,600
- **Education:** College/Trade School/High School
- **Occupation:** Blue Collar/Service Sector

### Psychographics

- Adam is **hard working.**
- Uses **reason rather than emotion** when making decisions.
- Believes they need to **take risks to succeed.**
- Often feels the **need for an escape.**
- Adam is very **status-conscious.**
- Enjoys the **thrill of purchase** and does not spend time researching.

### Behaviouristics

- Adam likes **team sports** such as hockey, baseball, and basketball.
- Focuses his time on a **healthy lifestyle.**
- Adam spends his free time at **sports bars, rock concerts or food and drink shows.**
- Is always on the search for new **family oriented events.**

(Envionics Analytics, 2020)

### How this segment is correlated to the Anchors:

- The All-Terrain segment and Adam Taylor are located around the city in **similar suburban communities** to Northern Hills.
- They live a **family focused life** which leads them to new experiences and places like the Vivo centre for their active lifestyle.

# Appendix K.1: Benchmarking

## Cochrane Light Up

- “Light Up” is a community and volunteer-driven event that sees upwards of **8000+ visitors on Historic Main Street** each year to welcome the winter holiday season (Cochrane Light Up, 2019).
- Visitors receive a **unique shopping experience** to help **promote local shop owners** gain new customers, while creating a **welcoming community environment** (Cochrane Light Up, 2019).
- Activities also include donation collections, kid activities, gingerbread competitions, and music from local choirs.



(One Journey, 2017)

## 626 Night Market



(626 Night Market, 2020)

- 626 Night Market was inspired by the open-air night time **bazaars of Asia**, where people come to **eat, drink, and socialize** (626 Night Market, 2020).
- Hosts up to **100,000+ guests of all ages** (626 Night Market).
- Offers up to **250+ food offerings** alongside merchandise, games and activities, entertainment attractions and music within a 3-day weekend (626 Night Market, 2020).
- Created as a spot where vendors can **sell food** and **indulge the community** into different cultures (626 Night Market, 2020).



# Appendix K.2: Benchmarking

## Okotoks Nooks and Crannies Festival

- Creates temporary installations in downtown Okotoks to **bring public art to forgotten corners downtown** (Okotoks, 2020).
- Promotes competition in 4 different categories of artists, including **Professional, Accomplished, Hobbyist and Youth** (Okotoks, 2020).
- Promotes the **usage of environmental awareness** and sustainability, supporting the usages of recycled material for the artwork (Okotoks, 2020).



(Okotoks Online, 2019)

## Broadacres Marketplace



(Broadacres, 2021)

- Broadacres Marketplace is in the Retail/ Entertainment Business in Nevada (Broadacres, 2021).
- Has over **1,100 vendor spaces, 28 restaurants, and 5 beer stands** (Broadacres, 2021).
- Has a **large stage** and **seating area** where customers can enjoy **live bands** every Saturday and Sunday. This area also includes **10 large HD screens** which show popular **sporting events** and **shows** (Broadacres, 2021).
- Started as 4 acres of shops and **grew into a community** families take their kids to every weekend (Broadacres, 2021).

# Appendix K.3: Benchmarking

## Vancouver

- Over the past 10 years, Vancouver has placed a strong emphasis on **development that supports walkability** (Shepert, 2020).
- Focused on **building new walking and bike paths**, allowing for a green commute and discouraging single-driver vehicles (Shepert, 2020).
- Developers have **created mini villages in high-traffic areas**, therefore people do not have to travel more than five or six blocks to get anything they need (Shepert, 2020).



(Unsplash, 2021)

## McKenzie Towne



(Joesamson, 2021)

- **Investments in pedestrian network development** and maintenance makes communities more walkable, which supports local business and **strengthens the social fabric of neighbourhoods** (Frazer-Harrison, 2016).
- The idea was you could **phase your life** in McKenzie Towne, whether you are living in a single-unit condo, or moving in to a family home or retirement and long-term care facility (Frazer-Harrison, 2016).
- **You can bike and walk anywhere in McKenzie Towne**, you do not need to drive very much (Frazer-Harrison, 2016).



# Appendix L.1: Additional Benchmarking Research

Local Artist and Shows Benchmarking		
<b>Artist/Shows</b>	5 Kings Breakdance Competition	Calgary Poetry Slam
<b>City:</b>	Calgary/Edmonton	Calgary/Edmonton
<b>Purpose:</b>	Provide local dance crew to compete together.	To show off the poetry community and showcase the medium from anyone to anyone that can contribute.
<b>Findings:</b>	5 Kings invites local dancers to perform and compete for a cash prize. These are usually held within community centres around the city and partners with local businesses and artists that support the values and themes that the competition promotes. Crews from other provinces are also invited to come visit and participate in the competition, Flow Fanatics (Winnipeg) and Rock for Life (Saskatoon) to name a few. (5Kings, 2019).	Hosts a monthly poetry slam both as a competition and as an open mic at Cafe Koi in the city. Shows include providing thought provoking stories through poetry, lyrics or speech (Calgary Poetry Slam, 2020). Similarly, "Can you hear me now?" is hosted by Jr. High and High School students, giving monthly events to participate both openly and competitively in both Calgary and Edmonton (Calgary Poetry Slam, 2020). Other events that are hosted include Woolf's Voices, University of Calgary Spoken Word, Say Word, Poetry a La Patisserie and Raw Voices (Calgary Poetry Slam, 2020).
<b>Takeaway:</b>	Northern Hills could potentially host this event or something similar to tap into a hidden hip hop market within the community. Hosting this event would also add to the night market as a side spectacle as viewers for the competition could come for the competition and visit the vendors of the market as it was going on.	Northern Hills could potentially host this event or something similar to tap into the poetry slam market within the community. Hosting this event would also add to the night market as a side show to which participants of the night market can watch and learn the culture behind.





# Appendix L.2: Additional Benchmarking Research

Community Art Projects Benchmarking		Before I Die	Wonderspaces' "To Do" Wall:	CONS Project Los Angeles
<b>Community Art Projects</b>	Urban Artworks	New Orleans	San Diego	Los Angeles
<b>City:</b>	Seattle	To reimagine the ways the walls of our cities can help us grapple with death and meaning as a community today.	N/A	To create a series of global community projects designed to inspire the next generation of creative spirits through music, art, style and sport.
<b>Purpose:</b>	"To engage youth and communities in the creation of public art that inspires connections and honors their voices" (Urban Artworks, 2021, para. 1).	Before I Die covers a wall or building with a stencil stating the phrase, from here, residents within the community are allowed to use chalk to cover the wall/building with answers that fill the phrase. Doing this allowed communities to reflect with one another and build honesty and vulnerability, especially with how simple the concept is. This has been done in over 75 countries, 36 different languages and has gained a total of over 5000 walls. (Before I Die, 2021, para. 11). Before I Die also has a small guide for communities that would like to replicate this idea. This idea is also not tied to any legal boundaries so this concept is free to use and free to adapt to communities.	Within an unused wall or area, individuals were encouraged to write on a sticky note that would include anything from their todos, commands, reminders or mantras and put them onto a wall. The collection of sticky notes would be arranged in a manner that spelt out "To Do" on the wall (Illegal Art, To Do/Wonderspaces, n.d., para. 1).	The project would consist of providing tangible, hands-on lessons for local youth ages 16 and up for free. These would be interactive workshops that were led by experts that focus on specific themes for the project. Such workshops included "How to make a music video," "how to make beats" and "How to Record Rock Music" (Nike, 2014).
<b>Findings:</b>	Mural Apprenticeship Project: Targeted towards teens who are facing barriers to arts, education and employment, including those within the juvenile court system. Runs over 8 weeks to teach basic art skills, research, design and install public art within the County. Teens get to learn and develop interpersonal and professional skills while participating in this program. (Urban Artworks, Our Programs, 2021, para. 2). <i>Arts Mentorship Program:</i> Teens are given an opportunity to participate in their arts by working one on one with a mentor (para. 4). This can develop their own portfolios and display their work at a public gallery exhibit. The youth that complete this program are also given opportunities to apply for paid leadership positions as either Program or Mural Assistants (para. 4). <i>School Based Programs:</i> Gives students from grade 1-12 opportunities to work with artists and install murals at their schools (para. 5). Activities include finding themes and issues within the community, and creating a design that represents those values (para. 5). <i>Community Group Workshops:</i> Urban Artworks work with community groups/young people to create collaborative murals for both the short and long term (para. 6)	Northern Hills could host a similar, temporary mural that will allow guests and residents of the area to participate in. This can build involvement and reflection for the community while also providing a simple but deep mural to stay with the community till the next night-market event.	Although some planning may be required prior to this, this similar event could be done live during the night market, allowing that sense of reflection and connection within the community.	Although providing the same projects may be time-consuming difficult to set up, NCHA could reach out to experts within the communities that would like to have "mini lectures/workshops" to which they can show off within the night market and spice interest towards the craft.
<b>Takeaway:</b>	Prior to this night market, NCHA could host small workshops that help prepare murals art pieces that can be displayed throughout the event. This would allow a sense of collaboration for the community as well as highlight any hidden talents within the community and celebrate them.			



# Appendix L.3: Additional Benchmarking Research

<p><b>Experiences</b></p>	<p><b>Immersive Experiences Benchmarking</b></p>	<p>Toronto Outdoor Fair</p>	<p>Van Gough Immersive Experience</p>	<p>Okotoks Nooks and Crannies Festival</p>
<p><b>City:</b></p>	<p>Inglewood Art Walk Calgary</p>	<p>Toronto</p>	<p>Edmonton</p>	<p>Okotoks</p>
<p><b>Purpose:</b></p>	<p>To provide people with art and music through interactive experiences.</p>	<p>Have a group of contemporary visual artists and makers come together to showcase and sell their work directly to the public</p>	<p>To provide participants with a unique art experience and change how one can view van Gogh's art.</p>	<p>"Create site specific installations in downtown Okotoks" with artists repurposing and animating "forgotten places with forgotten materials, bringing public art to forgotten corners of downtown Okotoks" (Okotoks, Nooks and Crannies Festival, 2020, para. 1)</p>
<p><b>Findings:</b></p>	<p>Through collaboration with 31 local arts and 11 local businesses, Inglewood has created an interactive, augmented reality art exhibit to which users can use their phone, point it to the image and see augmented reality move in action (Narcity, 2021). Such businesses that participated in this event include Biot, Bluestore, Ironwood Stage and Grill, Purr Clothing and more local names (Narcity, 2021)</p>	<p>Over 360 artists come to participate to both show off and sell their work to the communities (Toronto Outdoor Art, 2020). Attendance is up to 130,000 art lovers and collectors that come for free (Toronto Outdoor Art, 2020). This event operates every second weekend in July and has been operating since 1961 (Toronto Outdoor Art, 2020). Toronto Outdoor Art Fair also provides free public programs throughout the event that include art talks and tours, family centered activities, installations and nested exhibitions, performances, a student zone as well as art encounters with successful artists (Toronto Outdoor Art, 2020).</p>	<p>Held within the Edmonton EXPO Centre, this experience allows users to get "up close and personal" with Van Gogh's work through large projections of his painting on the walls of the building (Daily Hive, 2021). These projections cover the walls and provide participants with 360 degree view of his pieces. These projections include more than 200 pieces from Van Gogh.</p>	<p>Promotes the usage of environmental awareness and sustainability, supporting the usages of recycled material for the artwork (para. 2). The materials used within the pieces are from the Okotoks Eco Centre (para. 4) Looks for participants in four different categories, each with different levels of competition. These include: Professional Artists, Accomplished Artists, Hobbyist Artists and Youth Artists. Art installations stay present for around a month and are taken down thereafter however, guidelines for the pieces are present to ensure that the art is capable of staying present for the month (para. 4).</p>
<p><b>Takeaway:</b></p>	<p>A similar action could be done at the night market for Northerns with local artists within the communities or local artists in the city. This would allow an unique experience at the night market as well as highlight any talent within the city to come visit the northern communities.</p>	<p>This goes along the night market style by allowing local artists to come to the Hill Communities as well as showcase their artwork to the public. Brings in community involvement and can build interest to the community for future events that residents outside of the communities can look forward to.</p>	<p>The VIVO Centre could be utilized to host immersive art experiences such as this one built and ready. The unique experiences would attract visitors to the community and build the reputation for VIVO to be seen as the organization that hosts "Larger than Life"</p>	<p>A potential partnership with other organizations and their recycled materials could be done for a night market/festival style event at Northern Hills. This would also build connection with not only the community members but with other outside organizations. Having art pieces that stay can become a temporary tourist visit for the community and the city, giving reason to come up to the community.</p>

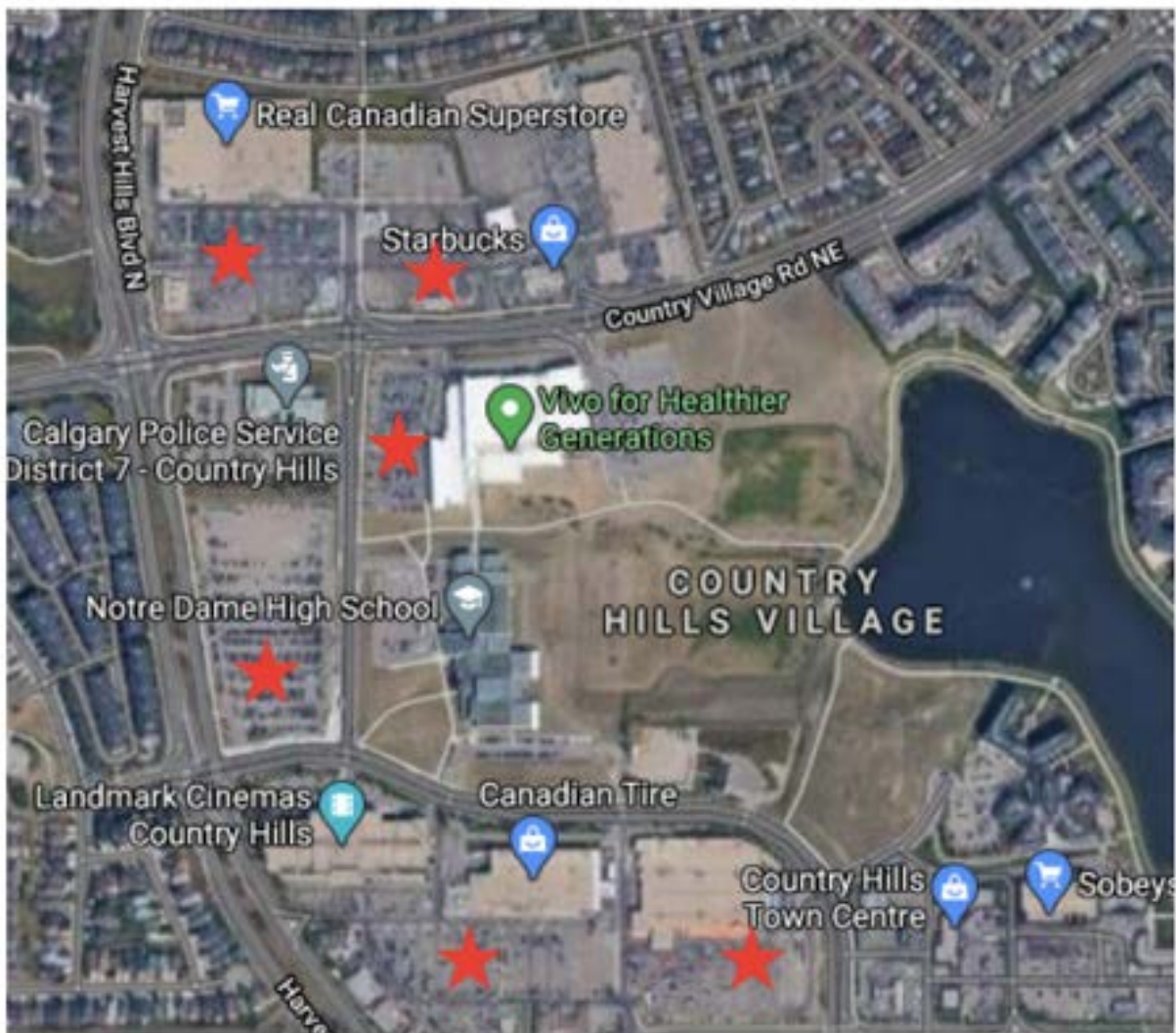


# Appendix L.4: Additional Benchmarking Research

<p><b>Experiences</b></p>	<p><b>Immersive Experiences Benchmarking</b></p>	<p>Toronto Outdoor Fair Toronto</p>	<p>Van Gough Immersive Experience Edmonton</p>	<p>Okotoks Nooks and Crannies Festival Okotoks</p>
<p><b>City:</b></p>	<p>Inglewood Art Walk Calgary</p>	<p>Have a group of contemporary visual artists and makers come together to showcase and sell their work directly to the public</p>	<p>To provide participants with a unique art experience and change how one can view van Gogh's art.</p>	<p>"Create site specific installations in downtown Okotoks" with artists repurposing and animating "forgotten places with forgotten materials, bringing public art to forgotten corners of downtown Okotoks" (Okotoks, Nooks and Crannies Festival, 2020, para. 1)</p>
<p><b>Purpose:</b></p>	<p>Through collaboration with 31 local arts and 11 local businesses, Inglewood has created an interactive, augmented reality art exhibit to which users can use their phone, point it to the image and see augmented reality move in action (Narcity, 2021). Such businesses that participated in this event include Bioi, Bluestore, Ironwood Stage and Grill, Purr Clothing and more local names (Narcity, 2021)</p>	<p>Over 360 artists come to participate to both show off and sell their work to the communities (Toronto Outdoor Art, 2020). Attendance is up to 130,000 art lovers and collectors that come for free (Toronto Outdoor Art, 2020). This event operates every second weekend in July and has been operating since 1961 (Toronto Outdoor Art, 2020). Toronto Outdoor Art Fair also provides free public programs throughout the event that include art talks and tours, family centered activities, installations and nested exhibitions, performances, a student zone as well as art encounters with successful artists (Toronto Outdoor Art, 2020).</p>	<p>Held within the Edmonton EXPO Centre, this experience allows users to get "up close and personal" with Van Gogh's work through large projections of his painting on the walls of the building (Daily Hive, 2021). These projections cover the walls and provide participants with 360 degree view of his pieces. These projections include more than 200 pieces from Van Gogh.</p>	<p>Promotes the usage of environmental awareness and sustainability, supporting the usage of recycled material for the artwork (para. 2). The materials used within the pieces are from the Okotoks Eco Centre (para. 4). Looks for participants in four different categories, each with different levels of competition. These include: Professional Artists, Accomplished Artists, Hobbyist Artists and Youth Artists. Art installations stay present for around a month and are taken down thereafter however, guidelines for the pieces are present to ensure that the art is capable of staying present for the month (para. 4).</p>
<p><b>Findings:</b></p>	<p>A similar action could be done at the night market for Northerns with local artists within the communities or local artists in the city. This would allow an unique experience at the night market as well as highlight any talent within the city to come visit the northern communities.</p>	<p>This goes along the night market style by allowing local artists to come to the Hill Communities as sell/showcase their artwork to the public. Brings in community involvement and can build interest to the community for future events that residents outside of the communities can look forward to.</p>	<p>The VIVO Centre could be utilized to host immersive art experiences such as this one one built and ready. The unique experiences would attract visitors to the community and build the reputation for VIVO to be seen as the organization that hosts "Larger than Life"</p>	<p>A potential partnership with other organizations and their recycled materials could be done for a night market/festival style event at Northern Hills. This would also build connection with not only the community members but with other outside organizations. Having art pieces that stay can become a temporary tourist visit for the community and the city, giving reason to come up to the community.</p>
<p><b>Takeaway:</b></p>				



# Appendix M: Location & Parking Information for the Fusion Night Market

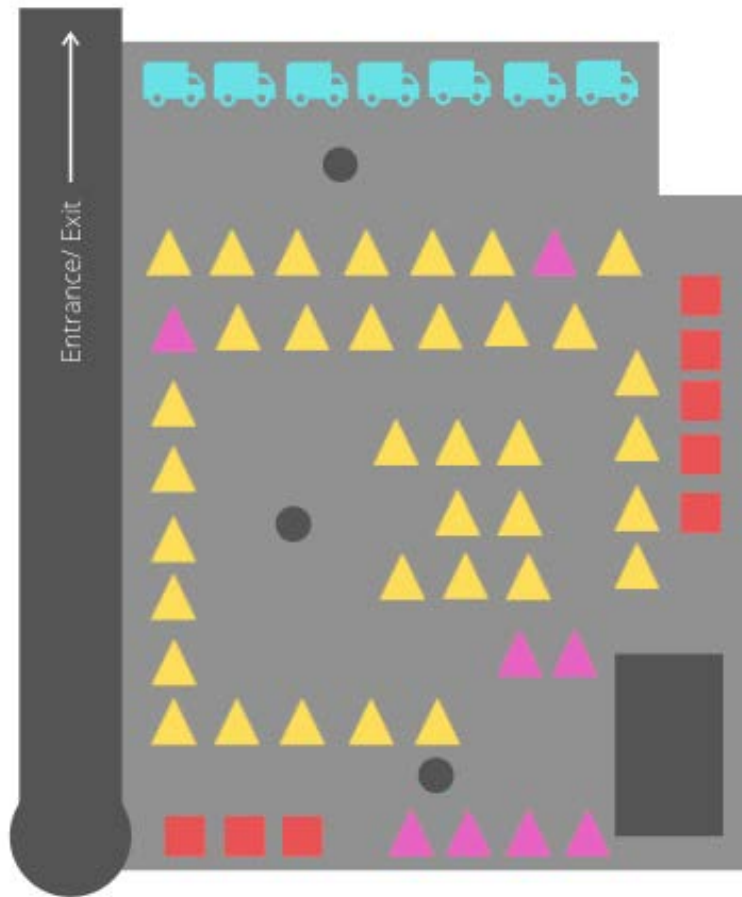


★ = Potential parking locations

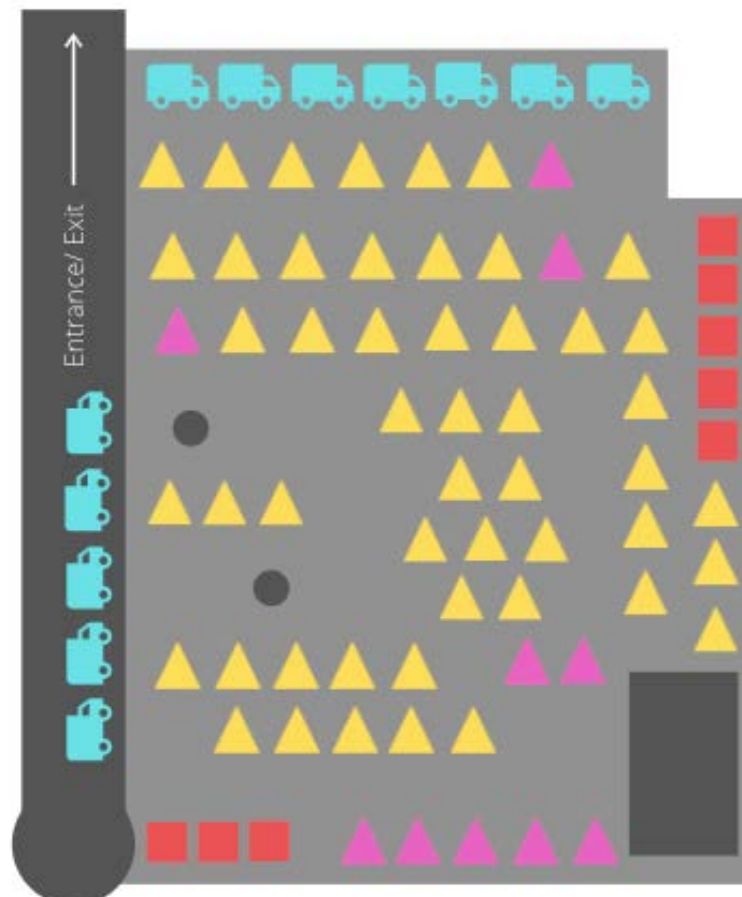


# Appendix N: Year 2 & Year 3 Fusion Night Market Maps

## FUSION MARKET YEAR 2



## FUSION MARKET YEAR 3





# Appendix O: Influencer Profiles

**dezleighh**

872 Posts | 10.4K Followers | 1,986 Following

**Dezleigh | CALGARY BLOGGER**  
Blogger  
"Dez-Lee"  
❤️ J.Yang  
🇵🇭 Filipino  
📍 Calgary, Canada  
freestylétowin.ca/  
Followed by [\\_the\\_nines](#), [alysaalucia](#) and 4 others

Following | Message | Email

OOTD | PR-BEAUTY... | BAGS | L'Oréal | PR- | Local | Good News | Food & Drink | Events | To-Do's

**curiocitycalgary**

12.2K Posts | 173K Followers | 401 Following

**Curiosity Calgary**  
News & Media Website  
Curiosity presents you with the most relevant local food and drinks, experiences, deals, and adventures. We help you get the most out of your city.  
[linkin.bio/curiocitycalgary/](http://linkin.bio/curiocitycalgary/)  
Calgary, Alberta  
Followed by [jaredtzi](#), [tactytoe](#) and 216 others

Following | Message | Email

Local | Good News | Food & Drink | Events | To-Do's

**dailyhivecalgary**

3,989 Posts | 90.6K Followers | 5,768 Following

**Daily Hive Calgary**  
Your city. Now. Your home base for everything Calgary. Use #dailyhiveyc to show us your daily pics!  
[amnil.ink/dailyhivecalgary](https://amnil.ink/dailyhivecalgary)  
Followed by [erikagriffith](#), [heathershettler](#) and 55 others

Following | Message | Email

**yycalgaryeats**

39 Posts | 1,157 Followers | 1,064 Following

**yyc calgary eats**  
Blogger  
account ran by W & L  
food adventures in #yyc + ✈️  
DM for collabs/events  
currently in a relationship with food... more  
Followed by [nataliagregoriooo](#), [\\_antonangeles](#) and 20 others

Following | Message

asian | gongchaa... | boba | icecream | cooking

**munchwithangel**

91 Posts | 648 Followers | 324 Following

5'2 with a 6'2 appetite  
hope you enjoy my reviews as much as i love eating!  
#yyc (๑\_๑๑)  
Followed by [yycalgaryeats](#) and [stina.yen](#)

Following | Message

boba | dinner.parties

**beautifywithalina**

3,173 Posts | 16.1K Followers | 2,058 Following

**Alina Rekshta | Beauty Mentor**  
Health/Beauty  
Here to Collaborate & Inspire ✨  
Boy Mama sharing Everyday style + beauty + hair  
More at [www.alinarekshta.com](http://www.alinarekshta.com)  
SHOP my posts + Follow my YOUTUBE  
[msha.ke/beautifywithalina](https://msha.ke/beautifywithalina)  
Followed by [ultrawhiteclinic](#), [ceciliabilton](#) and 22 others

Following | Message | Email

Hair care | VIP perks | WORK with... | Makeup clie... | Skincare



# Appendix P: AGLC Funding Amount



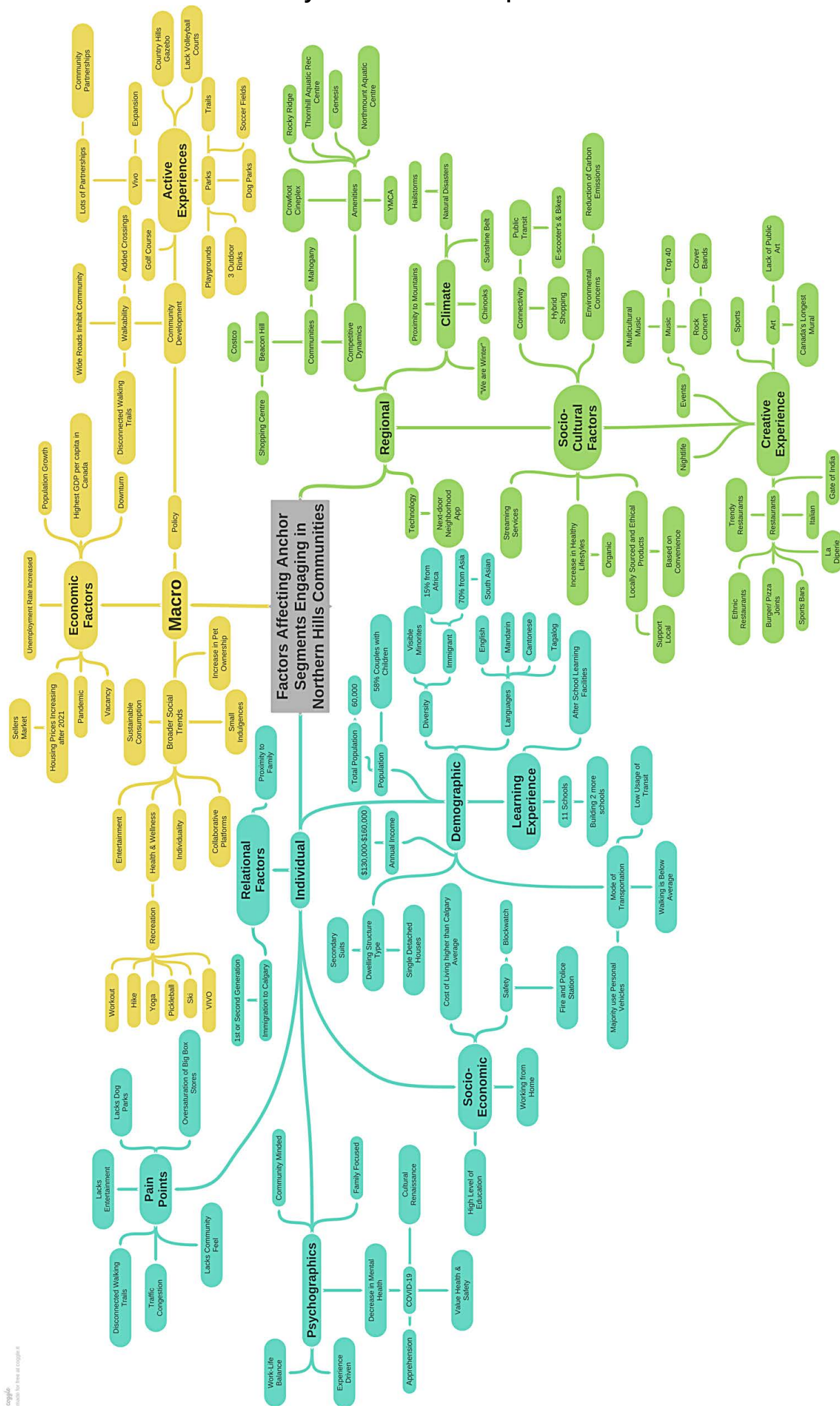
ORGANIZATION	CLASS	LOCATION	AMOUNT	YEAR	
<b>Northern Hills Community Association</b>	Community Leagues/Associations	Calgary	\$67,314.54	2018	<a href="#">^</a>
Region:	Calgary				
Subclass:	Community Associations-Calgary				
Approved Licence(s):	Major Casino-More than 16 Games, Raffle \$10,000 or less				





# SYSTEMS MAP

## Appendix Q: Systems Map



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