Understanding urban development through an event portfolio: A case study of London, Ontario

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Graduate Program in Kinesiology

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Abstract

This study investigates the underdeveloped area of event portfolios in an attempt to fill a gap in the existing literature. This research looks at the strategic positioning of events and the critical role they play in local development. In order to understand this, a case study design was performed in a small-medium scale city in Canada. The purpose of the study was to determine how the city has utilized events for broader local development and enhancement of the civic brand. Nine semi-structured interviews were conducted with local city actors and document analyses were used to further understand the strategies within the community. The results show that though a city may possess the necessary portfolio components, it is essential that there is an overarching strategy that bridges the pieces of the portfolio for sustainable development. Consequently, we found that sequencing, or the strategic timing of events and political grounds, played a crucial role in this process.

Keywords: Event Portfolio; Event Tourism; Portfolio Character; City Branding; Social and Human Capital
Co-authorship Statement

The material presented in this Masters thesis is my original work; however, I would like to acknowledge the important contributions of my advisor, Dr. Laura Misener. Her guidance helped form this thesis and strengthen the final product.

Note that a version of the Integrated Article in Chapter 2 has been submitted for publication under the authorship of Richelle Clark, and Dr. Laura Misener.
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Chapter 1

Introduction

This thesis is an integrated article format, which is being presented in three separate chapters. Chapter one is a brief introduction followed by a broader literature review and methodology describing the study. Chapter two is the integrated article exploring a small-medium scale city and how they utilize events for broader development. Chapter two of this thesis was prepared in a submission-ready manuscript style. Thus, the information presented in the introductory section and literature review may be repeated in subsequent sections of the following chapter. Lastly, chapter three presents extended results, discussion, and conclusion from the broader study.

The purpose of this study was to examine how a small-medium scale city in Canada was strategically hosting sporting events within the city for broader civic development. In order to understand this, I used the event portfolio framework developed by Ziakas and Costa (2011b) and focused on these four central research questions:

Q1: How have the civic actors strategically positioned events to create a civic brand?
Q2: How has the 'city' attempted to create a balanced portfolio of events?
Q3: What is the role of sport events in the portfolio in the creation of a tourism product?
Q4: How is the event portfolio integrated with strategic processes that support the aforementioned development activities?

In order to investigate the area of regional development through the use of sporting events, I examined the event literature, urban development literature, and event portfolio literature. The following information is presented as an extension from the

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1 The city is used in quotations to describe the broader conglomerate that is necessary to successfully
literature review in the integrated article. A broad literature review and methodology will now be discussed.

**Overview of Literature**

Sporting events have proven to bring widespread benefits to host cities around the world. Such benefits include economic gains (Chalkley & Essex, 1999), destination image and branding (Chalip & Costa, 2006), and tourism (Crouch & Ritchie, 1999); all of which are important growth factors in building strong and healthy communities (Skinner, 2006). Through pre-planning stages, organizers can set goals and objectives to maximize these benefits for a city, which according to Chalip (2006), would then need to be followed through to the final stages of post-event evaluations. Additional factors such as urban development tools (Ziakas, 2010; Ziakas & Costa, 2011a), and social and community engagement (Chalip, 2006; Misener & Mason, 2010) are gaining attention in terms of the broader impact they have on a host city. Despite the widespread interest in sport events, few have theorized about the strategic processes of hosting events to fit with a city’s tourism and marketing mix. Thus, I focus on the framework of an event portfolio (Ziakas & Costa, 2011b), which is the strategic event and non-event components that synergistically fit together through the connection of various events within a city. In doing so, this thesis aims to provide new insight to the strategies and tactics used by small-medium scale cities and how local actors are utilizing events to maximize broader development agendas within their city.

Ziakas and Costa (2011b) addressed the multiple purposes and conceptual grounds for an event portfolio. They have suggested that varying types of events, specifically sporting events, found within a portfolio can have a positive impact on a host
community. The idea of a portfolio stems from a holistic mindset (Ziakas & Costa, 2011b) that through the connection of various events, relationships and stakeholder networks are formed to sustain the benefits within the community. The event portfolio character has also shown to be an integral part in the development of a sustainable development strategy as demonstrated by Ziakas and Costa (2011b). Additional research in this area is necessary to further the understanding of the combinations of events and how small-medium scale cities are utilizing portfolios to remain competitive on a regional, national, and even global stage. Here, I briefly introduce the relationships between the sport tourism literature and the framework of the event portfolio.

According to the Canadian Sport Tourism Alliance, sport tourism is the fastest growing sector within the tourism realm (About CSTA, 2011), and as of 2010, has grown to become a $3.6 billion industry; an increase of 8.8% since 2008 (Statistics Canada, 2008). The tourism industry fell 0.7% as a whole in 2010 yet; this had no effect on the growth of the sport tourism industry. Cities around the world are including sport-based tourism as part of their cities’ marketing plans as these investment opportunities are becoming more competitive in nature. Sporting and entertainment venues, regional tournaments, festivals, and events are tourism-driven city initiatives that can assist or be drivers in the redevelopment of local areas. Social capital, community capacity, and community well-being are all aspects said to be potentially enhanced through the hosting of festival and community events by improving skill development, fostering networks and relationships, and building social identity through the creation of new and existing relationships (Derrett, 2003; Evans et al., 2005; Moscardo, 2007). Small-medium scale cities are becoming interested in such tourism initiatives, as these events are more
manageable in terms of cost and capacity. Small-medium scale cities are defined in as those with a population size of approximately 100,000 to 1 million (Government of Canada, 2013).

Mega-events or first order sporting events such as the Olympics and FIFA World Cup, and second order events such as Commonwealth Games are growing out of reach for many small to medium scale cities because of the high expectations and requirements that are associated with hosting them (Higham, 1999). Small-scale events have become an important alternative to mega-events as many cities struggle with debt and negative environmental effects after hosting large-scale events; still, much of the literature focuses on mega-events (e.g. Burbank, et al., 2002; Hall, 1992; Hiller, 2000; Horne & Manzenreiter, 2006). Event requirements such as the construction of new infrastructure, physical reconstruction of a city, updating transportation and producing a positive lasting legacy are just minimal requirements set out for a city. Furthermore, many first order events are held every two to four years in various locations, compared to annual small-scale events, which make mega-events more difficult for cities to plan as part of an ongoing development agenda. Indeed, many cities have stopped or reconsidered bidding for mega-events due to the overwhelming potential for negative effects, and have refocused their attention on hosting consistent, annual events that guarantee a fan-following and minimal debt (Shonk, et al., 2012).

Cities can benefit from hosting small-scale events because they typically rely on existing infrastructure, hotels and amenities (Higham, 1999). Black (2008) defined third-order or smaller-scale sporting events as those that attract less media-attention and are regional or continental in scope. He suggests that events such as the Pan American
Games and African Cup of Nations can be considered third order events. Most commonly, small-scale events require little investment from the host city and rarely leave large debts behind for city taxpayers. This suggests that locals may be more willing to share in the local economic activity, as there is less of a burden left behind after the event (Higham, 1999). Other benefits from hosting small-scale events have been noted by O’Brien & Chalip (2008) who state that small-scale events can serve to enhance a city’s triple bottom line (social, economic and environmental factors). O’Brien & Chalip (2008) explain that by hosting small-scale events, each one of the triple-bottom line factors has the potential to be positively impacted. Indeed, cities are continuously trying to find sources of revenue; however, it is difficult for cities to achieve triple bottom line benefits in today’s global competitive market.

Urban planning is a tool that is used within cities to generate social and economic wealth for civic development and regeneration purposes (Misener & Mason, 2006). In recent years, tourism has come to play a key role for many cities in terms of urban regeneration and sustainable local development (Fyall & Jago, 2009). The ability to attract and retain new capital to a city as well as legitimize local development (i.e., building of new infrastructure) is central to the long-term viability and competitiveness of most cities (Misener & Mason, 2006; Crouch & Ritchie, 1999). Events and festivals have become an increasingly popular part of a city’s tourism strategy for regional development (Moscardo, 2007). Sporting and cultural events, and local festivals have been shown to positively impact many areas of development including: economic, tourism, physical, sociocultural, psychological, and regional community development (Moscardo, 2007; Fredline, Jago & Deery, 2003). Thus, the concept of an event portfolio
can shed light on the strategic development of the activities for cities.

An event portfolio has been defined as “more than just an accumulation of events,” but also an embedded system that “guides the formulation and implementation of event strategies that serve multiple purposes” (Ziakas & Costa, 2011b, p.416). This holistic tool acts as a marketing strategy for small-medium scale cities and also as a destination branding tool. When creating a successful portfolio, cities can physically display their accomplishments through a portfolio and can also attract tourists from out of town to established events within the city. An events portfolio has key features, which make it otherwise different than a typical city strategic plan (See Figure 1). Specifically, the portfolio character consisting of event relatedness, social and human capital, grounding logic and authenticity are key features, which were found to strongly impact the development of a portfolio. The character was an important factor in this research and represents the foundation of creating and building a strategic agenda for local development.

Portfolios must display a sense of ‘strategic’ initiative between events and a ‘synergistic’ relationship within the host city (Ziakas, 2010). These two factors draw on the importance of understanding the host destination, and ensuring that the events have a specific position within broader community initiatives. Indeed, this will ultimately provide cities with a workable holistic tool that can increase tourism, build community spirit, and enhance urban regeneration.
Community involvement is an important benefit from the use of event portfolios. Cities that focus on bringing various groups of the community together for events have shown to benefit from a greater sense of community spirit and pride (Walo, Bull & Breen, 1996). Cities can accomplish this through the use of a diverse events portfolio.
consisting of cultural, sporting, and arts events to captivate the varying community interests. Ziakas (2010) noted that typically there is a lack of synergy between arts and sports (Garcia, 2001), and sport and tourism (Weed, 2003), which is problematic for cities trying to create a successful portfolio. Each aspect of arts, culture, sports, and tourism needs to be interrelated and linked together through the hosting of each and every event. If this can be achieved, cities will ultimately be drawing on all markets within their community and achieving the goal of captivating the greatest interest.

An event portfolio strategy can also be used to ease the effects of seasonality by placing events during times of the year to attract the greatest amount of visitors or during times of the year where nothing else is scheduled within the city (Getz, 2005; Chalip & Costa, 2005). A strategic portfolio places varying types of events throughout the year with the intent that one event will lead to the next event in a coordinated and strategic fashion. This, for example can happen when a city hosts a single sport small-scale local competition in hopes of hosting a national event in the same sport at a strategically placed time. If the small-scale local competition is not successful, a city knows that their market cannot support a larger event of similar type. This type of set-up allows cities to take chances and experiment with various types of events that may or may not appeal to the local markets.

Lastly, for the purpose of my research, it is noteworthy to discuss the context of small-scale cities. Much of the research focusing on event portfolios and small-scale events has been conducted in small-medium scale cities [Fort Stockton, Texas, USA, (Ziakas & Costa, 2010); Gainsville, Florida, USA (Gibson, Kaplanidou & Kang, 2012), Lismore, Austrailia, (Walo, Bull & Breen, 1996); New Plymouth, New Zealand,
The study conducted by Ziakas and Costa (2010) examined a small-medium scale city in Texas where the community was utilizing various events to enhance local and regional development. While the city had many disadvantages (i.e., rural, ethnically divided), the community continuously came together to celebrate the numerous annual events. Ziakas and Costa’s study provided insight into the significance of small-medium scale annual events on local development. The study conducted by Gibson, Kaplanidou and Kang (2012) focused at a smaller scale city that hosted annual events and festivals to serve the triple bottom line: social, economic and environmental impacts. The study concluded that a portfolio design including small-scale events could serve to enhance sustainable tourism development. Walo, Bull and Breen (1999) conducted their research in a small-scale city in Australia to identify one small-scale event and the economic benefits it could have on a host destination while utilizing the existing resources. This study relates to the portfolio literature by suggesting that smaller scale events are beneficial to small-medium scale cities as they can utilize the existing infrastructure in the city to host successful events. Lastly, the study conducted by Garnham (1996) looked at the Ranfurly Rugby Shield event in New Zealand and identified that single sport special events could have positive impacts on local community spirit and moral. This study adds to the portfolio literature by showing that hosting such annual special events, cities can enhance the well being of the broader community by increasing participation in local celebrations surrounding the events. Each study identified the importance of continuous annual events and the impacts these events can have on community pride and spirit, economic and social capital, and destination recognition.
When investigating small-scale events and event portfolios, the majority of research has been predominantly in small-medium scale cities rather than large, urban metropolitans. Indeed, there is a lack of knowledge and understanding in the Canadian small-medium scale marketplace resulting in a gap in the Canadian event management literature. Thus, this study attempted to fill this gap by investigating one small-medium scale city in Canada and how they are utilizing small-medium scale events for broader development purposes.

Indeed there is a strategic component to building a successful events portfolio; however, this is not to say an event portfolio is equivalent to a strategic plan. Cities are responsible for completing urban plans, economic development plans, environmental assessments, funding and grant applications, and much more (City of London, 2012). These tasks fall into a broader strategic plan created by the city. An event portfolio can be part of a broader strategic plan within the city as it is a holistic tool that can have the potential of increasing event participation, community development, economic development, and tourism. The potential positive impact of this strategic tool is demonstrative of the need for understanding the functional and symbolic components associated with an event portfolio.

**Overview of Methodology**

I chose to employ a qualitative approach for this research study. Qualitative research involves an, “interpretive, naturalistic approach to the world” (Creswell, 2012, p.44). The research from Denzin and Lincoln (2011, p.3) adds, “qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meaning people bring to them.” Qualitative research uses
many types of distinct approaches to inquiry about a phenomenon. These approaches are used based on the type of methodology chosen by the researcher emphasizing the process of research by explaining the flow from “philosophical assumptions, to interpretive lens, and on to the procedures involved in studying social or human problems” (Creswell, 2012, p.44).

To examine the development of an events portfolio in a small-medium scale city, a case study investigation has been chosen. The goal of the case study method is to “develop preliminary concepts at the outset of a case” (Yin, 2002, p.3) and is used when “a phenomenon under study is not readily distinguishable from its context” (Yin, 2002, p.4). The single-case study method will help define the unit of analysis (e.g., Event portfolio through the use of urban development) in a small-medium scale city. Siggelkow (2007) explained that small case study sample sizes can be rich with information and may provide a significant amount of conceptual insight into the literature on event portfolios and urban development. As per Yin (2008), this case study used semi-structured interviews and document analyses to understand how events are being strategically utilized to create a portfolio for urban development.

The next chapter explores the case study conducted on a small-medium scale city in Canada and how they have strategically hosted events within the city for broader community and urban development.
Reference


Chapter 2
Integrated Article


Introduction

Today’s event industry includes a variety of sports, fairs and cultural festivals ranging in size and typically transient in nature. Events attract fans, spectators who are new to a sport, tourists, and local supporters who share in the activities and excitement. Whether it is a local festival or a hallmark event, visitors travel far and wide, sometimes from around the world, to be a part of the event either viewing or participating in some way. Events and festivals have also become an increasingly popular part of tourism strategies for regional development (Moscardo, 2007). Small-scale events have been shown to provide significant benefits to tourism and branding, social and economic wealth and community engagement (Moscardo, 2007; Fredline, Jago & Deery, 2003). Cities have found events to be attractive for their cultural and physical attributions, but also for the media attention, urban regeneration, and tourism impacts (R Ritchie, 1984; Getz, 2005; Burbank, et al., 2001). Indeed, small-scale events are more manageable in terms of size; however, much of the literature on events, specifically sporting events, has focused on large-scale events and mega-events (Andranovich, et al., 2001; Horne & Manzenreiter, 2006; Hiller, 2000).
Cities host events for various reasons that are typically associated with their communities’ needs, but little is known about the process by which events are chosen in terms of hosting (location), placement (time of year), and type (cultural, sporting, etc.) in order to fit with the broader civic marketing mix. As a means to further understand this strategic grouping, Ziakas and Costa (2011a) have coined the term ‘event portfolio’, which is described as a holistic tool that suggests that events be placed strategically within the city, and also through the calendar year to optimize tourism, urban regeneration, community involvement, and building relationships with key stakeholders (Ziakas & Costa, 2011a). The emerging concept of an event portfolio within the academic literature offers a means to address how small-medium scale cities can strategically position different types of events in the context of a broader marketing and branding strategy.

We know through the research that event portfolios are important tools that can assist cities in regional development and the creation of a city brand (Ziakas, 2010; Chalip & Costa, 2005). However, what is not known is how event portfolios are utilized more broadly in small-medium scale cities to help distinguish themselves in a crowded events marketplace. Therefore, following the call of Ziakas and Costa (2011b), we examined a number of factors related to event portfolios including: a) the components of a development agenda focused on events; b) how these events have impacted the city brand; and c) the strategic initiatives that are utilized within a successful small-medium scale city.

The City of London, Ontario has been involved in the events industry for many years attracting an array of sports and cultural events. It would appear that the city has
created a type of events portfolio by integrating sport and cultural events into its urban development agenda. Thus, we drew upon the portfolio approach as a theoretical basis founded on the understanding of strategic management, urban development and event relatedness, to examine how the City of London has strategically positioned its ‘event portfolio’ within the broader strategic marketing and civic branding initiatives. In order to do so, we employed a case study analysis to explore how the city has utilized sporting events for broader community development.

Purpose of the Study

The purpose of this study was to examine how a small-medium scale city in Canada is strategically hosting events within the city for broader development. Event portfolios have been used as a means of urban regeneration and destination branding (Chalip & Costa, 2005), boosting tourism (Ziakas, 2010), and increasing community pride (Walo, Bull, Breen, 1996); however, it is not articulated through the literature how a city strategically hosts events or how the greater tourism product fits together for long-term strategic outcomes. Therefore, this study focused on the portfolio character developed by Ziakas and Costa (2011b) to help distinguish the roles of sport events within the City of London. This was addressed by examining the city’s portfolio character and how events fit within the city’s larger tourism product. In particular, we focused on four central research questions:

Q1: How have civic actors strategically positioned events to create a civic brand?

Q2: How has the 'city'\(^2\) attempted to create a balanced portfolio of events?

Q3: What is the role of sport events in the portfolio in the creation of a tourism product?

\(^2\) The city is used in quotations to describe the broader conglomerate that is necessary to successfully operate the everyday activities
Q4: How is the event portfolio integrated with strategic processes that support the aforementioned development activities?

The high demand to host events within the city suggests that there needs to be more of a strategic focus on how to further position the city in the global marketplace. The next section is an in-depth look at the existing literature on events and urban development and event portfolios followed by the methodology section, which includes an introduction to the research setting. Lastly, the results are presented followed by the discussion and conclusion including directions for future research.

**Review of Literature**

While hosting events is not new for cities, the strategic compiling of events for broader economic and social development purposes is not well understood. Ziakas and Costa (2011b) have addressed this by looking at the multiple purposes and conceptual grounds for an event portfolio. They have suggested that varying types of events, specifically sporting events, found within a portfolio can have a positive impact on a host community. However, they have also argued that additional research in this area is necessary to further the understanding how small-medium scale cities are utilizing events to remain competitive on the regional, national, and even global stage. The lack of research in this area has left a gap in the literature surrounding event portfolios and their ability to enhance local development in small-medium scale cities.

**Events and Urban Development**

Small-medium scale events receive considerably less attention than mega-events in academic literature, and yet, there is less of a global competition to host these events and potentially much more to gain (Taks et al, 2011). Indeed, many cities have
abandoned or reconsidered bidding for mega-events due to the potential for overwhelming negative effects, and have refocused their attention on hosting consistent, annual events that guarantee a fan following and minimal debt (Shonk, et al., 2012).

Cities can benefit more easily from hosting small-scale events as they predominately rely on existing infrastructure, hotels and amenities (Higham, 1999); resulting in fewer construction costs for the host city. Therefore, these smaller-scale events require minimal investment from the host city and rarely leave large debts behind for city taxpayers. Thus, locals gain more enthusiasm for the events, leading to greater participation levels in income-generating activities and less likelihood of resentment over the costs (Higham, 1999). Lastly, smaller-scale events can have positive impacts on a community, such as increased employment, social and human capital, and various city improvements (Walo, Bull & Breen, 1996), which draw the support not only of city officials, but local community members as well. These events have also been identified as assisting cities with broader civic development.

Small-medium scale cities need to rely on these types of events for their share of the global event-hosting market, since mega-events are expensive, the risk of residual debt is high and the support of local population is not guaranteed. Thus, the strategic mix of small-medium event hosting requires additional research to further the understanding of the overall impacts and strategies cities must consider.

**Event Portfolios**

An event portfolio has been defined as “more than just an accumulation of events,” but a “system that assembles different event stakeholders in a network and serves multiple purposes” (Ziakas & Costa, 2011b). This holistic tool acts as a marketing
strategy for small-medium scale cities and also as a destination-branding strategy. An event portfolio has key features, which make it otherwise different from a typical city strategic plan. A portfolio must display a sense of ‘strategic’ connection between events and a ‘synergistic’ relationship within the host city (Ziakas, 2010; Ziakas, 2013). These two factors draw on an understanding of the host destination and ensure that the events have a specific position within the broader community initiatives. The goal is to provide cities with a workable holistic tool that can increase tourism, build community spirit, and enhance urban regeneration. When creating an event portfolio, cities can begin to discuss their accomplishments through displaying a collection of various successfully hosted events.

The portfolio design is best understood by its “formal (event networks) and informal (social networks) relationships, event meanings, impacts and community reactions, which in turn are influenced by event implementations and their subsequent outcomes” (Ziakas & Costa, 2011, p.418). The event portfolio itself has both functional and symbolic components that can be explored through looking at the grounding logic of events within a portfolio structure. The grounding logic component has been identified by Ziakas and Costa (2011b) in their event portfolio character framework. The character includes: event relatedness, social and human capital, grounding logic, and authenticity.

Much of the limited literature on event portfolios discusses the benefits a city can receive from executing a successful portfolio (Ziakas & Costa, 2011a & b; Ziakas, 2010; Ziakas, 2013). Some of these benefits include building community identity and social regeneration, balancing the interest of community, and enhancing city image (Chalip, 2004; Ziakas & Costa, 2011a). When hosting an event that attracts media, organizers
have the opportunity to shape the message and present the city’s best qualities to local, national, and potentially international audiences. This televised presentation becomes an important part of the marketing mix to ensure the desired image is being portrayed, but skilled public relations and media management personnel are essential to accomplish this goal.

One of the most important benefits of an effective event portfolio is community involvement. Cities that focus on bringing various groups of the community together for events have shown to benefit from a greater sense of community spirit and pride (Walo, Bull & Breen, 1996). Cities can accomplish this through a diversity of cultural, sporting, and arts events to captivate the varying community interests. Ziakas and Costa (2011b) suggest that the assortment of various events allows the portfolio to become “a community configuration that has its own cultural logic, driving forces and distinctive personality” (p.418).

Indeed, there is research demonstrating that portfolios with a wide variety of events can have positive effects; however, Ziakas (2010) noted that most commonly there is a lack of synergy between arts and sports (Garcia, 2001), and sport and tourism (Weed, 2003), which is problematic for cities trying to create a synergistic portfolio. Each aspect of arts, culture, sports, and tourism needs to be interrelated and linked together through the hosting of each and every event. If these interconnectivities can be achieved, cities will ultimately be drawing on all markets within their community and achieving the goal of captivating the greatest number of interests.

A portfolio strategy can also be used to ease the effects of seasonality by placing events during times of the year to attract the greatest number of visitors or during times
of the year where nothing else is scheduled within the city (Getz, 2005; Chalip & Costa, 2005). A strategic portfolio places varying types of events throughout the year with the intent that one event will lead to the next event in a co-ordinated and strategic fashion. This, for example, can happen when a city hosts a single sport small-scale local competition in hopes of hosting a national event in the same sport at a strategically placed time. If the small-scale local competition is not successful, city organizers know that their market cannot support a larger event of similar type. This type of set-up allows cities to take chances and experiment with various types of events that may or may not appeal to local markets. While these tactics are helpful for cities, what is so poorly understood is how a city strategically chooses and places events that fit with the character of the city.

**Methodology**

In order to address the research questions, a single intrinsic case study approach was employed to understand how a small-medium scale city in Canada was strategically hosting events within the city for broader development. Qualitative data was collected through semi-structured interviews, documentation and archival records (Yin, 2009). The semi-structured interviews were organized with predetermined, open-ended questions followed by dialogue emerging between the interviewer and interviewee (DiCicco-Bloom & Crabtree, 2006). A description of the case and its unique characteristics are provided followed by the research design and data collection.

**Research Setting**

London has a population of 366,150 people and is located in southwestern Ontario, Canada (Canada Census, 2011). The City of London has a strong tourism
strategy that has incorporated sport and events into its marketing mix. The community is home to several sports teams including the London Majors (Non-professional Intercounty Baseball League), Forest City London Soccer (Premier Development League), London Lightning (Semi-professional National Basketball League), and the London Knights (Semi-professional Junior A hockey in the Ontario Hockey League). London is also home to Western University and Fanshawe College, which also have outstanding sports teams and academic reputations in Canada.

The City of London’s portfolio of events started in 1997, when Tourism London approved a sporting initiative that has grown over the years and has placed the city on the map as a destination of choice for sporting events. This initiative brought the 2001 Canada Summer Games to London, which left behind a very skilled and driven events community that also became a marketing tool for the hosting of future events. In addition, this event was so successful that it drove Tourism London to open an office specifically for sport and hire a sport tourism officer. The final outcome of the 2001 Canada Summer Games was that it gave London the opportunity to later host the 2004 Can-Am Police-Fire Games and the 2005 World Transplant Games, which are estimated to have brought approximately $5 million in additional spending within the City of London (Graham, 2002). Today, sport tourism is recognized as an important part of London’s local economic development.

Previously hosted events within the city have included the Ontario Senior Games and the figure skating National championships (See Table 1). The events located in the table are a selected grouping representing examples of sporting events hosted within London since 2001. There are also several cultural festivals (e.g., Sunfest-London) and
art shows (e.g., Art in the Park) that attract tourists throughout the year. A central and connecting feature of the sporting events hosted in London is the overwhelming number of ice hockey and major ice-skating events.

In 2005, London hosted the BMO Canadian Figure Skating Championships. In 2007, the World Synchronized Skating Championships were held, bringing the first world skating events to London. In 2010, London hosted the BMO National Figure Skating Championships, which served as the Canadian Olympic trials for the 2010 Vancouver Olympic Games. The city then decided to create its very own World Synchronized Skating competition in December of 2011. Each of these events were leveraged to secure the 2013 ISU World Figure Skating Championships that were hosted in March 2013.

The City of London has utilized the existing sport and entertainment venues when hosting its various events. The Western Fair Sports Centre, which is used by London’s Junior B hockey team, ringette teams, the city’s sledge hockey team, and figure skating groups within the region, is commonly used as the main arena for local and regional tournaments and as a practice arena for the national and World events held in London. The Budweiser Gardens\(^3\), opened in October 2002 with a seating capacity of 9,090 for ice events, is located in the downtown core of London and is approximately a five-minute drive away from the Western Fair Sports Centre. The facility is managed by the Philadelphia-based company, Global Spectrum and is home to London’s Junior A hockey team, the London Knights, and the Canadian NBL London Lightning basketball team. The facility has hosted numerous successful concerts, off-Broadway musicals,

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\(^3\) The former well-known John Labatt Centre was recently renamed Budweiser Gardens in 2012
<table>
<thead>
<tr>
<th>Event</th>
<th>Timeline</th>
<th>Details</th>
<th>Organizer</th>
<th>Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 Canada Summer Games</td>
<td>August 2001</td>
<td>Thirteen teams represented Canada’s ten provinces and 3 territories – competed in various summer sporting events.</td>
<td>London Alliance (London, St. Thomas, Woodstock, Western University, Niagara Region and Region of Ottawa-Carleton)</td>
<td>Western University, London Aquatic Centre</td>
</tr>
<tr>
<td>2004 Can-Am Police-Fire Games</td>
<td>July 2004</td>
<td>Multi-sport event open to fire service personnel, law enforcement, and emergency services personnel</td>
<td>Volunteers from RCMP, London Police Services, London Fire Services &amp; London Emergency Services</td>
<td>Multiple locations</td>
</tr>
<tr>
<td>2005 World Transplant Games</td>
<td>July 2005</td>
<td>46 countries with over 1,500 participant athletes, support persons, donors and donor family members</td>
<td>Canadian Transplant Association members &amp; 20 community leaders</td>
<td>Multiple venues (Convention Centre, Budweiser Gardens, Western University)</td>
</tr>
<tr>
<td>2006 CN Canadian Women’s Open Golf</td>
<td>August 2006</td>
<td>Canadian Women’s professional golf tournament that is held annually</td>
<td>London Hunt and Country Club and Tourism London</td>
<td>London Hunt and Country Club</td>
</tr>
<tr>
<td>2007 World Synchronized Skating Championships</td>
<td>March 2007</td>
<td>400 skaters from 16 countries came to London to compete in a 2-day competition</td>
<td>Tourism London, International Skating Union, and Skate Canada</td>
<td>Budweiser Gardens</td>
</tr>
<tr>
<td>2008 World Under 17 Hockey Challenge</td>
<td>Dec. - January 2008</td>
<td>This is an annual international ice hockey tournament held in Canada. Five Canadian teams and nine international teams compete.</td>
<td>Tourism London, Hockey Canada, local communities</td>
<td>Budweiser Gardens, Lucan, St.Thomas, Stratford, Stratroy &amp; Woodstock</td>
</tr>
<tr>
<td>2008 Ontario Senior Summer Games - Actifest</td>
<td>August 2008</td>
<td>Over 1100 active seniors aged 55+ converged in London for the provincial competition</td>
<td>Tourism London, Ontario Senior Games Association</td>
<td>Multiple locations</td>
</tr>
<tr>
<td>2010 BMO Canadian Figure Skating Championships</td>
<td>January 2010</td>
<td>London was chosen to host the 2010 Canadian Figure Skating Championships which also acted as the 2010 Canadian Olympic trials.</td>
<td>Tourism London &amp; Skate Canada</td>
<td>Budweiser Gardens &amp; Western Fair Sports Centre</td>
</tr>
<tr>
<td>2010 Special Olympics Canada Summer Games</td>
<td>July 2010</td>
<td>Over 1400 participants and 1950 members and supporters converged in London for the Special Olympics Canada Summer Games</td>
<td>Special Olympics Canada &amp; Tourism London</td>
<td>TD Waterhouse, London Aquatic Centre</td>
</tr>
<tr>
<td>2011 Time Horton’s Brier</td>
<td>March 2011</td>
<td>This curling championship is an annual competition for Canadian men’s curling</td>
<td>Tourism London &amp; the Canadian Curling Association</td>
<td>Budweiser Gardens</td>
</tr>
<tr>
<td>2011 World Sledge Hockey Challenge</td>
<td>April 2011</td>
<td>The four leading sledge teams in the world converged in London for a 6-day challenge</td>
<td>Tourism London &amp; Hockey Canada</td>
<td>Western Fair Sports Centre</td>
</tr>
<tr>
<td>2011 Synchro In the City - London Synchrofest International</td>
<td>Dec. 2011</td>
<td>This competition brought eight of the top synchronized skating teams to London to compete for $50,000</td>
<td>Tourism London</td>
<td>Budweiser Gardens</td>
</tr>
<tr>
<td>2013 ISU World Figure Skating Championships</td>
<td>March 2013</td>
<td>This World Figure Skating Championships will display the best men and women figure skaters in the world</td>
<td>International Skating Union, Skate Canada &amp; Tourism London</td>
<td>Budweiser Gardens &amp; Western Fair Sports Centre</td>
</tr>
</tbody>
</table>
comedy shows and sporting events.

**Data Collection**

A single-case study design was employed because this was an emerging field with little theoretical or empirical research (Yin, 2003, p.40). A single-case study can help clearly describe a phenomenon under investigation by providing evidence to substantiate the identified phenomena (Merriam, 1998). Due to the lack of research on event portfolios, the research questions were developed purely on an exploratory basis. The case was chosen based on the appearance of what looked like an event portfolio design in the City of London and was further investigated analyzing the already distinguished strategies and practices in existence.

**Documents**

Document analyses included bid documents, the city strategic plan, cultural prosperity plan and community services plan. Each of these documents were accessed through the City of London website. The documents provided information pertaining to the following: relevant actors, role of local actors, current strategies, implementation tactics, networks of individuals involved, and the role of sport events in a city. The document analyses provided evidence on what was currently happening in the City of London and how the community was accomplishing the identified tasks. This particular document outlines the overall strategies and plans directing the city council when making decisions for the broader community. Lastly, these documents were able to provide evidence and confirmation of what was being discussed through interviews and, they were able to be referenced by many participants (Yin, 2003, p.87).

**Interviews**
Participants for the research study were recruited by e-mails found strictly through Internet searches and snowball sampling techniques (Creswell, 2007). Members from tourism, sports council, city council, hotel services, facility management, local tourism board, London Arts Council, London Economic Development Corporation, sport team owners, London Chamber of Commerce and the London Convention Centre were all invited to participate in the research study through e-mail invitations. These individuals were purposefully sampled (Patton, 2002) based on their active participation in events within the City of London. A total of nine interviews were conducted lasting between 25-45 minutes. Open-ended questions included those offering to provide their own personal insights, which allowed for active communication between the interviewer and the interviewee (Yin, 2003, p.90). Interviews were conducted between the months of January to early March, 2013. Each interview was audio-recorded and lasted between 20-45 minutes. All interviews were transcribed verbatim and sent back for member checking where requested.

**Data Analysis**

The transcribed interviews were coded using a process of grounded and a priori coding as described below (Strauss & Corbin, 1990). Step one in the data analysis was a grounded process of open coding conducted by both researchers independently. This coding process was used to determine general themes and patterns in the data. Following this coding process, the two independent coders discussed the preliminary coded results and determined that the current coding design closely resembled that of Ziakas and Costa’s (2011b) theoretical framework. Thus, the data was re-coded following a priori codes following the framework of the event portfolio character, which consists of: event
relatedness, social and human capital, grounding logic, and authenticity (Ziakas & Costa, 2011b). Here, all data field reports and documents were analyzed in order to identify themes, which related to the structure and practice of the event portfolio.

The objective was to identify the pattern of themes that relate to: a) the various local events and how these events balance the portfolio; b) how these events have impacted the city brand; and c) the strategic positioning of sporting events and the role they play in the portfolio. Finally, a grounded coding process was used to determine any additional major themes and patterns that were beyond the scope of the event portfolio framework as defined by Ziakas and Costa (2011b).

Results

The results focus on the city’s current portfolio character as set out by Ziakas and Costa (2011b) and identify how the City of London has attempted to create an event portfolio through the development of these character components. First, we will discuss the portfolio character, which consists of event relatedness, social and human capital, grounding logic, and authenticity. Secondly, we explain the two additional components, timing and political grounds, which emerged during the coding process. Lastly, we discuss how each component intersects in the development of an event portfolio, and the emergent challenges for the city in making these connections.

Event Relatedness

The first and most important characteristic of the portfolio is event relatedness, which refers to how each event connects to one another and what relevance the events have in connection to the broader strategy of the portfolio. Because events are temporal, the outcome of a single event is transitory, and thus hosting a series of events in a
synergistic fashion, can help overcome the temporal limitations of single events. To do so, however, event organizers/co-ordinators first need to tackle the key challenges of a portfolio, which is how to choose events so that they can support one another and enhance the overall benefits of each event. Two particular salient features emerge as relevant to the discussion of event relatedness: a) the scale and scope of events; and b) the variety of events in London.

(a) *Scale and scope of events.* For a city the size of London, Ontario, the capacity to host many large-scale events is limited, and so ensuring that proper size and scope of events is drawn to the city is a key to the success of the portfolio. Many interviewees discussed the importance of bringing a variety of local, national and international events to the city. The local events were discussed as particularly important for the residents of London as they want to represent and support the community in the surrounding region. The national and international events are important for their ability to enhance economic and tourism growth.

Many interviewees discussed the growth in all areas of events, particularly sporting events. In particular, one city actor explained:

We have hosted sledge hockey championships and Ontario Hockey League (OHL) events. We have hosted many, many hockey tournaments from young to old. Tyke hockey players to ladies and men to old-timer hockey tournaments. We have hosted some 3-on-3 hockey tournaments. Of course, we have been fairly active in promoting the World Figure Skating Championships. (Western Fair District representative)

Furthermore, it was identified by many interviewees that there has been a
significant representation of sport and ‘ice events’ in particular at both the national and international level. National and international events such as 2005 and 2010 BMO National Figure Skating Championships, 2013 World Figure Skating Championships and the 2005 Memorial Cup Championship (hockey) are examples of events that have taken place in the city. Other ice events hosted in the city have included figure skating, synchronized skating, men’s and women’s hockey, sledge hockey, and curling. These varying ice events differ in their own context by attracting different audiences; however, many interviewees discussed how each has done very well in terms of captivating the synergies among spectatorship and community involvement (volunteering). Certainly, there has been some concern about the lack of variety and synergy of the events, but many discussed the improvements in recent years as the city’s portfolio is strengthened. One interviewee described these events as follows:

For years I thought they went a little overboard with hockey - but I have to back away from that a little because of what has been happening. I don’t consider sledge hockey to be in that category. I think sledge is its own niche and it is different. The skating is different. The Brier is different [men’s curling]. We have had the Tournament of Hearts [women’s curling] in London which is different. We have done Special Olympics - and we can go on and on about all the things we have done in London. But, when you break it down and look at what has happened over the last ten years - you find that it is a very good diverse sporting event portfolio (London Sports Council representative).

Indeed, these sports and in particular, ice events, vary in size and target different groups of people within the city; however, the small-scale local events still hold a great
deal of importance. London sport organizations work to bring local tournaments and competitions to the city to ensure these events are represented well within the community. These events are also brought to the city to demonstrate a level of preparedness with a small-scale event prior to bidding for a larger scale event in the same discipline. One interviewee explains this as follows:

It is very important to this community that we highlight and support, not only the bigger events - but those grassroots, recreational events that happen every weekend. These events take just as many volunteer hours and resources to run that put hundreds of thousands of heads in beds. Compared to a provincial, national, or international [event] - they are two in the same (Tourism London representative).

Despite the clear support for different sizes and scales of events, there does not seem to be an overall strategy in terms of when and why to host small versus larger scale events. This seems to be largely dependent on stakeholder interests and event availability.

(b) Variety of events. Following on the aforementioned discussion, the scale and scope is as important as the variety of events brought to the city to ensure a good mix of sport, culture, and arts events. The city has been criticized for its over reliance on sport events, in particular an over abundance of ‘ice events’ as discussed by this interviewee. There seems to be a lot of focus on the hockey and ice activities, whether it is the Brier, Figure Skating Championships, World Sledge Hockey Championships - the list goes on and on. There is probably some work to be done in the arts and cultural side of balancing the activities. And although, that isn’t to be critical to
work within London or the Grand [Theatre], but I can honestly say there is probably some work to be done in terms of drawing people from outside the City of London to the city through the arts and culture performing arts piece (Western Fair District representative).

Other interviewees praised the city for the diversity of events in the sporting portfolio, but also clearly acknowledged the strong focus on sport rather than arts and culture. One interviewee explains:

I am really proud of how diverse our sport-hosting portfolio has become from sports like roller hockey to sledge hockey up to figure skating and hockey. We are diversifying with not only single-sport but multi-sport as well (Tourism London representative).

Likewise, this interviewee agreed that the city is captivating the interests of the broader community through the variety of sports being hosted.

I think they [the city] are hitting, certainly, the majority of sporting events. As well as hosting international as well as national and local events really, I think that they [the city] have done an excellent job at really appealing to everyone. I mean, figure skating is a huge spectator sport and you look at curling and golf - you know they [the city] have hosted probably every event that someone would be interested in (London Hotel Services representative).

Indeed, the city has attempted to keep the interests of the local citizens high by hosting a range of events that will attract a large number of people within the community. Despite the criticism on the overuse of ice events, these sporting shows seem to attract vast numbers of participants, spectators, visitors, and community
members. Tourism London will likely continue to support sport events that are successful in terms of bringing people to the city and boosting the local economic activity.

**Social & Human Capital**

An essential component in the development of a strong and grounded event portfolio has been the development of social and human capital through the events staging process (Ziakas & Costa, 2011a). Social capital is defined by its function, which consists of social structures that can assist with the actions and reciprocal relationships of actors within a social structure (Coleman, 1988; Misener & Mason, 2006). In other words, a given event can create social benefits that improve the long-term social standing of disadvantaged groups or groups that can stimulate social change. Examining social and human capital requires events to be identified and evaluated on whether or not they address social and human capital and how such events are stimulating social change. It would then seem logical that a strategically positioned plan of events may have the capacity to foster social and human capital. The grounding logic, also known as a strategically established foundation of events can strengthen the social and human capital within the community where the portfolio exists. In this case, there were vague discussions of the value of events for creating social capital and increasing human capital, but not a clear strategic intent was paid to developing these characteristics in the portfolio. Unsurprisingly, one particular element emerged that overlaps the concepts of social and human capital: volunteer capacity.

(a) *Volunteer capacity*. Through the hosting of various events, the City of London has developed a vast array of volunteers who continuously give their time to city arts,
culture, and sport events. These opportunities are considered to be valuable by providing volunteers with the experience to gain knowledge in the various events occurring within the city. Interviewees identified that the extensive participation from the event volunteers had enhanced the city’s cultural capital by increasing public participation and engagement within the City of London. One interviewee acknowledged the importance of fostering these relationships (social capital) with volunteers by explaining:

... Our volunteer capacity - I cannot stress enough how important it is for communities to have an on-going recruitment and training experiences for your volunteer core. Otherwise, you lose that connectivity and it is very important to engage those people and engage the community and also teach our younger generation the value of giving their time and their talents to events that really need it. It is a win-win around community vitality and healthy vibrant communities (Tourism London representative).

London has also developed an informal volunteer database, which has allowed city officials to contact these individuals to ask for their participation and their time for local events. The process of creating a database can be time-consuming and difficult to sustain due to a number of factors such as volunteer apathy, notes of turnover and volunteer burnout; however, this does not seem to be a concern from the officials interviewed from the City of London. One interviewee acknowledged London’s current informal database as a feature used by tourism and suggested that the success of hosting events has been related to the strong presence of volunteers within the city. One participant explained: “I mean London has a great history of volunteering and has a great pool [of volunteers]. Once municipalities have a database built up, it is so easy to be
confident about hosting these big events” (Events Board Member representative).

**Grounding Logic**

Grounding logic can be determined through the representation of events and their associated meanings. Events that display diversity, values and interests that correlate with the public discourse can lead to a developed grounding logic within a community (Ziakas & Costa, 2011b). Thus, drawing a connection between the city goals and strategies and the purpose of events, can essentially lead to a developed grounding logic (Ziakas & Costa, 2011b). Importantly, this synergistic grounding logic assists with the implementation of the city’s event portfolio. To further understand this concept in this particular case, we identified the functional and symbolic roles of events, which situate London’s event portfolio grounding logic.

(a) *Functional roles of events.* When discussing the purpose of hosting events within London, several interviewees referred to tourism and the promotion of the city. Many spoke to the strong connection between sport enthusiasts and sporting events, and the ability to bring out-of-town travelers to the community whether they are participants, spectators, coaches, referees or volunteers. Events were identified as being a successful way of bringing individuals to the city that may not otherwise travel to the city. Tourism officials have recognized this and made an attempt to promote the city through sport. One interviewee from the hospitality industry described it as such:

I think it is an integral part of the city strategy. The city’s major goal is to attract tourists and promote tourism within the City of London. Sporting events are certainly a huge component of that. With the World Figure Skating Championships, I mean, to get a World recognized event here is a major coup
for the city. Absolutely, sports play a huge role in the city council’s objectives for tourism (London Hotel Services representative).

Conventions were mentioned having a functional role in London to bring tourists to the city; however, several interviewees noted that these do not seem to be an integral part of the portfolio. Conventions seem to be more structured than sport, which impacts the amount of time a tourist has to venture through a city and spend money, and the city does not seem to actively seek these as part of a broader portfolio strategy:

I think it [conventions] is an important piece. Sporting events attract a different type of visitor to the community -- one that is here for a specific event and has a little more time to experience some of the other stuff that the City of London has to offer. For sporting events, it gives you a little more free-time to spend money outside your group. [comparing sporting events to convention] (Budweiser Gardens representative).

Lastly, interviewees acknowledged the opportunities of drawing business to the city during an event or sparking interest in the city for future business partnerships. They recognized this connection based on the national and international events that have already come and gone.

It is not just about the spending that happens over the ten-to-fourteen day period that someone visits the city. It is the fact that someone may see a great opportunity to build a plant (factory). They see that there are great quality individuals who can be employees here. So, ultimately, to bring some businesses or opportunities is very shortsighted when people do not see the legacy side and only see the upfront cost of bringing an event here. There is so much more to be
had (London Tourism Board Member representative).

Events that have been held in London have been shown to produce financial benefits such as business opportunities and tourism (Boles, 2013), however these do not seem to be actively fostered as part of the portfolio. Those directly working with events in London have a strong opinion that events generate economic activity throughout the broader community. It can also be concluded that events, more specifically national and international events, showcase what the local and surrounding community has to offer in terms of business opportunities and partnerships. Lastly, events strengthen the tourism product and overall city image through the media exposure, which aligns with the symbolic roles of events.

b) Symbolic roles of events. Events that have been hosted in the City of London have assisted in the branding of the city by showcasing London as an event-hosting destination. The city brand identified by interviewees demonstrated that sport has played a role in the overall image of what the city symbolizes. For instance, London is known for being the home of the semi-professional Junior A London Knights hockey team whose success has helped bring events to the city including the World Under 17 Hockey Challenge and Memorial Cup Hockey Challenge. These events have played a key role in promoting London as a sport destination. One interviewee explained this as follows:

Even up to five, ten, fifteen years ago events were very important. We were still in a building phase. We were establishing ourselves as a sport destination, sport-hosting destination. I think we’ve achieved that through our regional, provincial and national championships that we have had (Tourism London representative). Local events were viewed as having impacted London in various ways.
Participants explained the success of events within the city as being the main driver in creating the city brand in London. This was not, however, a strategic effort by the City of London but rather a process of evolution from the repetitive successful outcomes from hosting sporting events. One interviewee explained this brand-building as follows:

I think the branding has happened very naturally because we have proven ourselves now as a sport-hosting destination. I don’t think you can go out and say you are a sport destination without the portfolio to back it up (Tourism London representative).

Events can create economic spin-offs for a city, however, they are also capable of local development spin-offs, tourism spin-offs, and more importantly, they can generate interest from other communities and/or countries. An interviewee identified these added symbolic benefits:

I think that too often, people don’t recognize what an event means and the spin-off part of an event. When you look at something as recent as the World Figure Skating Championships coming - the amount of media attention you get on a city. What it means to showcase your infrastructure, but more than anything else, you engage people that are guests in your city for a period of time and are here for long enough to see what the city has to offer (London Tourism Board Member representative).

Similarly, an interviewee also identified a key symbolic and functional benefit for the city as being about connecting various stakeholders in the event process. While these connections have not been strategically fostered, these networks have benefited the city as it has enhanced the co-operation between various parties within London:
I think the biggest part of all of this is that it brings the community together and it brings the business entities that exist around it all together. This is not just about Tourism London. It is about how the Chamber of Commerce can benefit. It is about how the London Economic Development Corporation can meet somebody and ultimately, that person bringing an opportunity further. It is the city as a whole and growing together (London Tourism Board Member representative).

Indeed, events have created many spin-off opportunities for the City of London. The city brand was identified as being created through the success of sporting events. Tourism London has recognized this and has begun promoting the community as a sport hosting destination which has sparked interest from a variety of sporting organizations.

**Authenticity**

Ziakas and Costas (2011b) explain how the opposing values that different events often represent and the potentially disconnected interests of event stakeholders can inhibit the creation and harmony of an event portfolio. Thus, for a portfolio to be successful, it needs to fit with the broader community discourse in terms of the diversity of interests, cultural values, and meanings associated to events within the event portfolio. Thus, in essence, the events must represent authenticity throughout the public discourse and legacies left over for the city.

(a) **Public discourse.** While determining whether events authentically address community issues, interviewees referred to two key elements: social change and the city’s strategic plan. One participant identified addressing underprivileged youth and redirecting their interests in a positive fashion as a means of shaping the positive public
discourse about events.

...and engaging our young people is something we are really struggling with. There is a disconnect there. So bringing them in through sport is a wonderful way of getting them connected to other resources or to groups they did not know existed before or to those people who could help them as they grow and develop (Tourism London representative).

Another interviewee described similar views towards engaging underprivileged youth. More importantly, utilizing various sporting events volunteering to address social issues such as youth crime within the local community was considered a way to authentically represent the community’s strategic objectives:

For those who are underprivileged, it is a nice way to get youth that might otherwise be involved in activity that could lead them into not-so-positive results, to activities [volunteering] that channel them into team building, participatory self-esteem building activities. These activities benefit not only them as an individual but the broader community - as a result of their involvement (London City Councillor).

Indeed, only two city participants acknowledged the issue of youth crime; therefore, assumptions can be made that public discourse may only be a concern for those in the public sector. Unfortunately, there has been no documentation showing these actions are actually in place or have happened at past events, thus it is assumed that these are proposed actions for future implementation.

(b) Lasting legacies. Events have been briefly recognized within the strategic plan and related city documents suggesting they may not be a significant component for
civic development. However, sport events were identified by interviewees as having a key role in leaving a lasting legacy for the community at large. This was identified by one city employee who discussed the importance of a lasting legacy:

In terms of the financial piece - measuring a legacy piece as a result of the event is always important. Does that result in capital improvements? Infrastructural improvements? Increase volunteer training and capacity? As well, of course, [there should be] an economic impact to the city. The social piece again is putting London on a map of recognition whether it is through Tourism or sport hosting. Certainly, collaborating with the sports stakeholders is crucial, and developing relationships. Getting Londoners proud of where they live through sport, I think, is a critical piece through a healthy community perspective (Tourism London representative).

In choosing events to host within the city, it has become more critical to evaluate what will be left as a legacy to the City of London. This has become a significant issue in recent years, as city funding is limited. Therefore, when council evaluates the budget for an event, it is critical for planners to ensure there is a lasting legacy component that justifies the city spending. This legacy component is critical yet, we still do not know how these legacies are measured in terms of why one event is chosen but others are denied. This is a critical factor that requires a more stable measurement to ensure events are chosen in the best interest of the community. One interviewee explained:

Is it going to assist a component of the community after the event is finished? Is there something that will be improved after the event has gone? Is it a building?

Through these lasting legacies, authentic city issues can be addressed, such as the development of new public facilities and improvements to existing facilities. Most recently, the 2010 World Sledge Hockey Challenge helped present the opportunity to update London’s Western Fair Sports Centre by including new ramps and wheelchair-accessible gates in the hockey arena. Improvements such as these allow London to host future events that require these types of accessible features. Although this is strategic in nature, it is not necessarily part of a broader strategic component within the portfolio.

Through the inclusion of each of these components – event relatedness, social and human capital, grounding logic and authenticity – it appears that London has implemented a framework that resembles that of an event portfolio. However, the current portfolio has been developed very recently and has not been organized in a strategic collaborative effort by the city. Thus, the current arrangement has significant barriers preventing the portfolio from becoming a sustainable development tool.

**Challenges**

The results of this and previous research make it apparent that the creation of an event portfolio has many challenges due to the complex nature of the development tool itself. Such challenges identified in the results sections include: a) the ability to create and sustain relationships and networks; b) conflicting interests and lack of connection of those in arts, culture and sport; and c) disorganized strategic goals and objectives. These challenges were similarly identified by Ziakas and Costa (2011b) where they discussed the many ways in which a city may encounter difficulties in creating a synergistic
portfolio of events. The City of London has shown to be no different in encountering these challenges. We also found, however, that there were two additional components that we have identified as ‘political grounds’ and ‘sequencing’. These components presented themselves during the open-coding process and have been identified as important features that must be taken into consideration when compiling an event portfolio.

Political grounds refer to the ‘actors’ imperative in relation to strategic development efforts. Clearly, city politics and sport organization politics play a critical role in the formation of events within a city, but often the divergent agendas impede the development of a strategic portfolio. As local actors vie for resources to host events, they must circumvent a number of political channels and due to the fact that there is no clear overarching strategic agenda around events, they often are curtailed in the process. Given the content of small-medium scale events, which often involve small local organizations without the political backing, this can and has impeded some events from coming to fruition. The sequencing of events was also identified throughout the results as important and clearly relates to event relatedness. Sequencing is about the connection of events through a timing perspective where a plan of small versus large and various types of events are strategically scheduled for long-term development. We know through the research that event placement is critical in the strategic development of a portfolio by connecting the events to one another (Ziakas, 2010; Ziakas & Costa, 2011b; Ziakas, 2013). It is also critical to account for the timing between small-scale events and larger-scale events for economic purposes. Lastly, sequencing is important for the flow of a portfolio along with capitalizing on opportunities for community engagement and social
inclusion. The new components identified in the study warrant further research and discussion.

**Discussion**

The results from the current research demonstrate that the City of London has the pieces and individual components of an event portfolio; however, evidence shows that due to some major disconnects, a sustainable synergistic portfolio has not yet been achieved. Unlike some of the other work on event portfolios in small-scale cities (Ziakas & Costa, 2010), the results show that the event portfolio in London does not successfully amalgamate sport and cultural performances, but relies heavily on sport, particularly ‘ice events’, in hopes of creating a symbolic social context and expressing different aspects of community in the city (Taylor, 2013). Despite its shortcomings, London has created a grouping of events that has been successful in various ways and has allowed the city to market itself as a hosting destination. City actors have viewed the accumulation of events as a ‘portfolio’ structure that assists London in displaying its various accomplishments as an event host. But this ‘portfolio’ is unlikely to provide London with long-term success and sustainability due to the disconnected segments identified in the results. Indeed, the developmental framework of an event portfolio has shown to be more challenging than just hosting a few events every year. Ziakas and Costa’s (2011b) notion of building and creating an event portfolio is being used as a guide to discuss the challenges faced by the City of London and the potential for the successful creation of a portfolio.

**Building and Creating Portfolios**

The case of London, Ontario has demonstrated that the necessary components of an event portfolio are present and functioning in an attempt to create a brand and a
marketable tourism product. However, as the research above demonstrates, these pieces must be linked by an overarching strategy and work cohesively to be used as a strategic development tool.

As per Ziakas and Costa (2011b), event relatedness consists of understanding how events relate to one another and how they relate to the broader city goals and strategies. The City of London has hosted several events, many of which are skating or ice events. This tells us that the City of London event planners and organizers are comfortable with these types of events and that they know there is support from the community (i.e., volunteers) allowing them to go after such types of events with confidence. These ice events not only relate to one another based on the discipline of the sport (figure skating) but also to other ice events hosted within the city due to the nature of the sport (ice hockey, sledge hockey, curling). Further, the other sporting events hosted in the city have shown to seemingly relate to one another in the broader sense of sporting endeavours and community interests (curling, golf, etc.); nonetheless, results demonstrate that there is little relationship between the sporting events and the arts and cultural events in the city.

As part of the development of an event portfolio, social and human capital plays an integral role in the formulation of social networks and organizational relationships. Results have demonstrated that the City of London relies heavily on volunteers and is growing a culture of volunteerism through the use of events. Volunteers were discussed as having a major role in the hosting of events and thus, the city now has an informal volunteer database to demonstrate the involvement of many local community members in the events processes. However, as Nichols and Ralston (2012) have argued, volunteer
databases must involve the coordination and upkeep from political actors within a city and that episodic volunteer patterning is likely to occur once the database is functioning. This means, the database does not necessarily consist of ‘active’ volunteers, but rather potentially interested community members who now have the ability to handpick separate, irregular events for volunteering (Rochester, et al., 2010). This suggests that actors within London need to maintain their database and keep their skilled volunteers eager to participate in events throughout the calendar year.

Grounding logic was identified by looking at the functional and symbolic roles of the hosted events within London (Ziakas & Costa, 2011b). The City of London has invested large sums of money in sport hosting within the last 10 years. In doing so, London has been able to enhance the city brand by showcasing the local community to other surrounding communities including those nationally and internationally. Ziakas and Costa (2011a) explain that when there is a strong internal grounding logic developed in a city, events can be assembled and relationships with stakeholders can be built. This foundation is essential for the long-term viability of a city and needs to be fostered regularly to maintain the network’s relationships and connections (Ziakas & Costa, 2011a). The City of London’s sport event regimen established since 2001 has built a foundation to establish London as a strong and viable host city for sporting events. Indeed, the success of these events has brought tourists and visitors from all over the nation, to the City of London.

Lastly, the authenticity piece identified in London is about how the city addresses community issues through the use of events and if the portfolio genuinely represents the views of the community (Ramshaw & Hinch, 2006). Interviewees discussed the value of
events for developing programs such as those focused on youth at risk in order to integrate them into volunteer positions to educate them on giving back to the community. This is addressing issues identified in the strategic plan which is a community document designed by the council members to address the needs of the city for a three year period. Thus, it would appear that there have been attempts made to address authenticity within the development of a portfolio, but clearly without a broader strategic plan guiding the events processes, the city risks alienating large populations of the community.

**Aligning the Challenges**

Although it appears that the fundamental components to the event portfolio are present within London, we cannot dismiss the fact that there is no overarching strategy connecting the pieces of the portfolio. The lack of connectivity has essentially prohibited the full development of the event portfolio. Further, while the numerous actors interviewed in the research process were all key to the portfolio development, it was clear that even among these stakeholders, there is significant disconnect and a lack of guiding vision for the portfolio process. Thus, it is essential to determine where the disconnected segments lie and how they are impacting the creation of the portfolio.

The networks of people in London involved in the ‘event portfolio’ range from tourism and council departments to city arts and cultural boards, and economic development corporations, to visitor and convention groups. These departments play various roles in the hosting of events. Unfortunately, these groups of people work independently to one another and are highly segregated making it challenging when the city hosts events and requires cooperation from these departments. Ziakas and Costa (2011b) have also noted the difficulty in bringing conflicting views together to form
common goals and objectives. Overcoming this requires a developed definition of the event goals and strategies, sharing of resources, work and accountability processes, and the coordination of local activities (Ziakas & Costa, 2011b). Indeed, this framework has the potential of being highly beneficial, yet, we still do not know who is responsible for coordinating these actions.

Ziakas and Costa (2011b) discuss the importance of a host community utilizing its resources to create a successful development tool (i.e., event portfolio). They suggest viewing an event portfolio as a system and the actors as the operators within a general network (Ziakas & Costa, 2011b). Further, we also know from urban development literature that the formulation of a network working towards common goals must be cooperative in nature and must be maintained for sustainable long-term development (Stone, 1993). Bringing together local governments (council/tourism) and private actors (accommodation services, convention) allows them to find common grounds to govern and synergize efficiently and effectively (Mossberger & Stoker, 2001). We have seen the success of these coalitions in cities such as Manchester, United Kingdom and Melbourne, Australia where Misener and Mason (2009) studied the development of the existing symbolic regimes, focusing on using sport as a strategic development tool. While this may not be the solution for London, it offers an avenue to connect these various groups to form a type of coalition or network. In essence, this network should work together on devising common city goals and strategies that support community needs, thus resulting in a stronger source of social and human capital, and increasing the grounding logic of events (Ziakas & Costa, 2011b).

An important finding in this study was the discovery of event sequencing and
the relationship between various events and their relatedness not just to one another, but also to the overall frequency of event hosting. Event relatedness was considered an important factor by interviewees in the study; however, the actuality of hosting events based on logical strategic sequencing was not identified. Ziakas and Costa (2011b) have discussed the many ways in which events relate to one another based on their frequency, type and magnitude, yet there is little known about how the sequencing fits with the broader city strategy. In this particular study, there was a disconnect between the arts and cultural events, and sporting events, where there is significant potential to crowd out events in the city and/or exhaust the volunteer workforce if the sequencing is not addressed. This was identified by many participants and acknowledged as being a flaw within the City of London. The lack of stakeholder networks to drive these groups to common grounds has played a significant role in why the disconnect exists. Garcia (2001) discussed the challenges in connecting the two groups (art and sport) by explaining that the event planners and organizers must arrange these partnerships in a structured fashion to ensure compatibility. It is unknown whether the disconnected groups influence the sequencing patterns of event hosting. However, by strategically forming a stronger network, these groups would have the ability to share resources and actively participate in ongoing processes of events within the city.

Lastly, political motives have shown to impede the overall ability of the City of London to create an event portfolio. These tensions have appeared within the city council, and between the city council and tourism department. The lack of connectivity and strategy building has negatively impacted the city’s efforts in creating a portfolio. We know from Smith (2012) that cities can utilize event organizers and stakeholder
networks to enhance event outcomes through strategic planning and implementation. Stone (1987), explained three major factors that shape the creation of local networks including 1) the composition of the community’s coalition for growth; 2) the relationship among the members; and 3) the resources available to the coalition. The political structure that currently exists in London is generally disorganized and unfocused (Martin, 2012; Martin, 2013). It would be beneficial for the city to reorganize and create a structured network to drive the proposed development strategies within the community (Schimmel, 2002). By doing so, this network would be providing the city with an overarching link connecting the portfolio pieces to the city stakeholders and networks.

Though the City of London has the pieces of an event portfolio, it is necessary for them to take the next step in redirecting and configuring a network of people to initiate and drive the overarching strategies to connect the portfolio pieces to the existing initiatives created within the broader city. Through connecting these pieces, the City of London will be able to build city resources, strengthen stakeholder relationships, devise common goals and together, reshape future development within the community.

**Conclusion and Future Research**

This study has demonstrated how a small-medium scale city can begin to develop an event portfolio by taking its current event competencies and fitting them together to create a sustainable development tool. This paper has provided insight on the critical portfolio character pieces that have previously received little research attention in terms of how they link together and how a city goes about building an event portfolio. The results provide a new perspective for small-medium scale Canadian cities looking to implement a portfolio structure in their community.
This particular study demonstrated the importance of all policy domains and city actors collaborating together to facilitate the creation of a portfolio embedded in a community’s structure. The grounding framework for developing a portfolio design may be adopted by other similar cities. Thus, further research must analyze whether the portfolio character is transferable between cities nationally, and internationally. Further research may also be needed to understand urban regimes and coalitions, and see how these groups of people can have a critical role in the development of an event portfolio within a city structure.

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Chapter 3

Discussion and Conclusion

The results from this study have demonstrated the critical aspects of connecting the portfolio pieces by an overarching city strategy. Local actors are essential in connecting the portfolio pieces and developing the framework for hosting successful events in the city. Stakeholder networks and relationships need to be fostered through the ongoing development of a portfolio. Ultimately, this will lead to resource sharing and synergistic goals and objectives resulting in a stronger community. The high demand to host various events within the City of London suggests that there needs to be more of a strategic focus on positioning the community on a regional, national and even global stage.

Indeed, one of the research goals for this study was to determine how the city was utilizing events to create a civic brand (research question one). It was evident through the interviews that many individuals were unaware of the city branding initiatives. This demonstrated that there was no specific strategy in place where events were being used to create a civic brand or how they had created a civic brand. Interviewees discussed how London was known for being the “Forest City” or London being “Canada’s London”, yet there was no one singular focus on the same strategy-driven civic brand. This is problematic as it is important for tourists or out of town travellers to remember or recognize a city for it’s brand. Cities create these civic brands to entice travellers to come back to a place where they felt a sense of pride and belonging. The City of London is
starting to understand and recognize this (i.e., after the London, UK Olympics, London Ontario was being recognized as ‘the other London’ or ‘Canada’s London’) and taking appropriate actions to demonstrate who the city is and what the city actually represents.

While the results of the study demonstrate a disconnect between the development of a civic brand through the use of events, the results revealed the importance of sequencing and political grounds as a means to create a strategic events driven development tool within the City of London. These pieces have not been discussed in previous studies conducted on event portfolios, therefore, there is a need to critically explore the position of these components and address how they can assist or impede the development of an event portfolio development tool (See Figure 2).

The results from the current study, suggest that sequencing, or the way in which the City of London has addressed the timing, scale, and structuring of events is a critical factor in the ongoing efforts to create a portfolio of events. Sequencing has similar traits to the criterion of event relatedness; however, sequencing looks not only at the timing of events but also the political structuring within a city, sequencing of small events versus large-scale events, and frequency of events. The relationship between event relatedness and sequencing is depicted in Figure 2 where the components are displayed in the broader event portfolio character. The hyphenated lines represent the suggested connection that sequencing has within the portfolio. Each of these areas will be discussed further in this section.
Figure 2. Portfolio character with political grounds and sequencing

First, the positioning of events within the broader political structure have been crucial in London; which address research questions two and three in determining how the city positions events to create a balanced portfolio of events and creating a tourism product. In 2004-2005, the City of London was awarded the Memorial Cup Hockey Championship. This prestigious event determines the Canadian Hockey League (CHL) champions during a week-long round-robin tournament. London bid for the event in
2004 knowing the team would be at its peak in 2005. Indeed, the team went on to win the Memorial Cup in London in 2005 in front of the hometown crowd. The strategic planning behind this event was crucial in many ways but, most importantly, the city realized early on that this particular event is only awarded to a community every ten to 12 years due to its rotational nature. Thus, when London was awarded the Memorial Cup, the event organizers knew that producing a positive outcome was critical in the final evaluation of the event’s success. Here, it is evident that sporting events play a very important role in the creation of a tourism product; in fact, sporting events are the key tourism product within the city. The sport event planning is critical; however, the city seems to only balance the portfolio of events based its attempts to secure high profile sporting events (i.e. smaller events and festivals get crowded out).

Second, the city needed the opportunity to demonstrate its ability to host a larger scale event by being successful in hosting small-medium events. It has been clearly stated by participants in the research that it is very important for the City of London to host small-medium scale events in a certain sport prior to hosting a larger-scale event in the same discipline. This has allowed the city actors to: a) ensure the sport fits with the community market (authenticity and grounding logic); b) smooth out any hosting logistics for that particular discipline (grounding logic and social and human capital); and c) prove the hosting capacity within a specified timeframe (event relatedness). Each of these aspects are critical in the hosting of events within London and have the potential to positively impact the success of the portfolio.

Lastly, the frequency has proven to be an important factor for the hosting of events in London. Frequency refers to the number of events hosted by one location/city...
within a calendar year. In other words, a city must be cautious of the available resources for hosting in order to ensure these resources are not exhausted through the hosting of many large events. In particular, one major finding that related to frequency was the potential for volunteer burnout. Sport Tourism London attempts to ensure that when bidding for events that there is recovery time from the previous event hosted. This helps ensure local volunteers are able to regain the drive to provide time and energy into the next event (Safai, et al., 2007). City officials were cautious of how close events can be to one another, and demonstrated an understanding that they must not overwork the volunteer pool or they risk losing that valuable resource. However, despite being conscious of the importance of this type of effort, there is no strategy guiding these decisions and thus the city risks exhausting economic and human resources. Funding sources have also played a critical role in the frequency of international events. Provincial and Federal governments will only provide a set amount of funding to cities to host International events, thus long-term planning becomes crucial if communities require government assistance.

Through the interview process it became evident that the political grounds played a central overarching role in all other portfolio characteristics within the City of London. The political environment of the city can either be an enabling force or a constraining factor for the portfolio. This addressed research question four where I explored the local documents and spoke with civic actors to see if the portfolio design was being integrated with other strategic processes within the City of London. The city receives money and support from the city council, and often provincial and federal governments for hosting. This municipal funding comes directly from the local taxpayers. The identified problem
for Tourism London was seeking out and getting city council support for the potential hosting opportunities found for the city. This was identified as being problematic as City Council support often happens at the last minute, resulting in disorganized planning and implementation. For the success of an event portfolio it is desirable to secure the financial and political support from elected officials early on in order to properly plan for the success (Ziakas & Costa, 2011a). Part of the problem is that there is clearly a lack of leadership and drive to use a portfolio of events as a key economic and tourism tool within the city.

It has also been noted that London officials have been more inclined to support the one-off events (Taylor, 2013) rather than the long-term building of events over time. This, according to Ziakas and Costa (2011a), can be problematic when policy domains support the dispensable events (one-off) instead of the integration of events with other areas within the city structure. The support and building of a synergistic portfolio must be a joint effort from various actors/decision makers within a city.

Overcoming the highly politicized environment of city council has been a difficult task for Tourism London. They have had to sell and re-sell the benefits that events (specifically sporting events) can provide to the broader community. The constant struggle between Tourism London and council has exhausted resources and time due to conflicting views. From the point of view of Tourism London members, they found it frustrating when events needed multiple declarations of support from council even after planning was under way. A member from City Council also acknowledged the difficulties in approving events, as council members are divided and struggle agreeing on what will benefit the communities’ interests. The political tensions are impeding on the
success of events, and I argue that these tensions have affected the overarching connection of the event portfolio character pieces by hurting the creation of a successful development tool for the city.

In order for the City of London to begin to overcome some of the disconnect between the use of events and overall strategic implementation of a portfolio, it is likely necessary to develop a group that can guide the development processes in the city. As discussed previously, the development of an urban coalition or an urban regime has been successful in other cities seeking to capitalize on an events agenda (c.f. Henry & Paramio-Salcines, 1999; Misener & Mason, 2008). Urban regime theory is a tool to explain the “public-private sector relationships” within a community (Stoker & Mossberger, 1994; Misener & Mason, 2009). Stone (1989) defined urban regime theory as, “the informal arrangements by which public bodies and private interests function together in order to be able to make and carry out governing decisions” (p.6). Researchers have explained that those part of a coalition or urban regime are individuals that possess political power and capital that can ultimately influence strategic development (Misener & Mason, 2009). Individuals involved in urban regimes have included influential politicians, business elites, and prominent community figures to community development groups (i.e., Economic Development Corporations), and highly sought after academic institutional representatives (i.e., Director or president of a university). What we know from urban regime theory is that different regimes hold different political agendas. These groups have been successful in assisting cities with protecting the status quo (organic), project implementation (instrumental), and generating a new city image for communities pushing for growth and change (symbolic).
Previous research has demonstrated that cities with symbolic regimes have successfully implemented long term strategies that utilize sport as a central driver of the image and tourism related development activities (Henry & Paramio-Salcines, 1999; Misner & Mason 2008; 2009). While it is uncertain the effect this type of coalition might have on a smaller scale city such as London, it is a potential avenue worthy of further exploration in terms of enhancing the overall strategic economic development initiatives of the city in using an event portfolio. Not only would this type of action bring together the relevant actors from tourism, sport, and the entertainment sectors in the city, it would allow for strategically aligning the objectives of the civic development activities in the portfolio.

Next, it was mentioned through interviews that there could be political ties to the events themselves. Sporting organizations have a responsibility to disperse their events to various locations provincially, nationally or sometimes, internationally. One tourism official mentioned that they would like to go after a particular sporting event; however, the particular sporting event is one that is held in the same location on an annual basis. This sporting organization is comfortable hosting the event in the same location yearly and has developed a strong relationship with those stakeholders involved making it very difficult for another city such as London, to get the opportunity to host this event. Through the interviews, one official mentioned how political ties are also starting to appear between sporting organizations where they are becoming more interested in hosting popular, high profile events in cities that do not have a strong participation rate. The purpose of this is to stimulate interest in these communities by bringing events there and showing spectators first-hand how they could be participating. This could be partly due to the newly enacted Federal Policy for Hosting International Sporting Events.
framework and 2012 Canadian Sport Policy, which has impacted the way in which Canadian cities can host international competitions. The policy states that Canadians “will have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized sport” and that it hopes to increase both the “number and diversity of Canadians participating in sport (Government of Canada, 2013).” This has the potential to hurt cities, like London, that already have a strong connection and participation rate within the community (e.g., ice hockey suggested by Sport Tourism London). However, by simply moving sporting events to areas where participation is low is problematic in that just one single event can enhance the rate of participation rates (Bauman, Murphy & Lane, 2009).

**Conclusion and Future Research**

The sequencing and political tensions found within London have been identified as challenges to the successful creation of an event portfolio in the community despite having all of the necessary character components. These pieces have not been discussed in previous studies on event portfolios and should be considered in future research. Indeed, this study has limitations that should be acknowledged. First, this study is only addressing one small-medium scale city in a Canadian context. It is important to state that it is unknown if these results are transferable to other similar cities in Canada or around the World.

Second, the interview questions were limited to what the researchers deemed as ‘relevant.’ The questions were created based on the limited research on event portfolios (Ziakas & Costa, 2011; Ziakas, 2010; Ziakas, 2013), therefore, there may be bias to a single opinion. Indeed, we do not know enough about event portfolios and the theory
currently standing, thus, this area needs more research to understand the following: Is this research of value in the cultural context?; and do event portfolios tell us anything different from legacy, leverage, and urban regime literature?

Lastly, London’s event stakeholders need to recognize the importance of an overarching strategy and pool the necessary resources to help limit the political tensions and further the development of an event portfolio. The current political situation within the city is problematic as mentioned above, however, with adequate support from those stakeholders involved, strategies can be in place to provide a forum for working out tensions before they stall or inhibit event planning and implementation.
References

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Appendix A

Western University Certificates of Approval for Research Involving

Human Subjects
Principal Investigator: Dr. Laura Misener
File Number: 103333
Review Level: Full Board
Approved Local Adult Participants: 10
Approved Local Minor Participants: 0
Protocol Title: A case study investigation: The role of a small-scale city’s event portfolio on local development
Department & Institution: Health Sciences/Kinesiology, Western University
Sponsor:
Ethics Approval Date: January 10, 2013 Expiry Date: June 30, 2013

Documents Reviewed & Approved & Documents Received for Information:

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This is to notify you that the University of Western Ontario Research Ethics Board for Non-Medical Research Involving Human Subjects (NMREB) which is organized and operates according to the Tri-Council Policy Statement: Ethical Conduct of Research Involving Humans and the applicable laws and regulations of Ontario has granted approval to the above named research study on the approval date noted above.

This approval shall remain valid until the expiry date noted above assuming timely and acceptable responses to the NMREB’s periodic requests for surveillance and monitoring information.

Members of the NMREB who are named as investigators in research studies, or declare a conflict of interest, do not participate in discussions related to, nor vote on, such studies when they are presented to the NMREB.

The Chair of the NMREB is Dr. Riley Hinson. The NMREB is registered with the U.S. Department of Health & Human Services under the IRB registration number IRB 00000941.

This is an official document. Please retain the original in your files.
Appendix B

Letter of Information
LETTER OF INFORMATION TO PARTICIPATE IN RESEARCH (Interviewees)

Principal Investigator: Dr. Laura Misener, Kinesiology, Western University
Title of Study: A case study investigation: The role of a small-scale city’s event portfolio on regional development

You are invited to participate in this research study conducted Dr. Laura Misener (University of Western Ontario) and Richelle Clark (M.A student, University of Western Ontario). This form contains information regarding the research you are being asked to participate in, which, you may retain for your records. The researchers will retain the signed consent form in its entirety for their records.

If you have any questions or concerns about the research, please feel free to contact Dr. Laura Misener at (519) 661-2111 ext. 86000.

PURPOSE OF THE STUDY

The purpose of this research is to understand the role that events play within the City of London. This study will focus on the functional and symbolic roles of various events within the city and how these events fit within the broader tourism product. Lastly, the research aims to identify how the City of London has attempted to strategically position sport events for long term sustainable development.

PROCEDURES

If you agree to participate, you will be asked questions regarding your knowledge and understanding of the event management processes within the City of London. We are asking you to participate in a 30 to 60 minute face-to-face interview at a time and location of your convenience regarding the strategic role of events within the City of London. There will be approximately seven to nine total interviews conducted with various participants. Each interview will be audio-recorded with your permission (hand written notes will be taken if you do not wish to be recorded).

POTENTIAL RISKS AND DISCOMFORTS

There are no known risks to participation in this study. Except for the participants’ position in the context of their organization, no further personal information will be asked. This research will focus on the participant’s understanding of the strategic role of events (specifically sporting events) within the City of London. Therefore there is little risk physically, psychologically or emotionally. There is a slight possibility of a social risk in that participants are being asked to recall events that occurred well in the past and it may be difficult to recall these events. If you feel uncomfortable with any line of questioning, please feel free to decline to respond or remove yourself from the research study.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

Through the interview, you will have the opportunity to reflect and learn about potential strategies for delivering events within the city for sustainable local development. Implementing these strategies may result in a greater feeling of community pride and excitement, but, may also benefit the city by enhancing the overall tourism product.

COMPENSATION FOR PARTICIPATION

There will be no payment for participation in this study. However participants will receive a Western tote bag for their time and participation in this research.

CONFIDENTIALITY

Version Date: 11/15/2012
Any information that is obtained in connection with this study and that can be identified with you will remain confidential, however, we can not guarantee anonymity. The researchers will take steps to protect the confidentiality of data although it is possible that responses may be attributable to individual participants because of the small pool of potential participants relevant to the study. While names, contact information, and position information will be collected for the interviews, upon transcribing the data, all personal identifiers (i.e. names) will be removed from the data. Participants will be asked if they agree to the use of their position title held within the city to lend greater credibility to the results. Due to the positions of the interviewees in this study, it might be possible for individuals to recognize particular participants. While it would still remain unlikely that identification will be made, the information contained in this study poses minimal risk. If participants wish to use a generic position title (i.e. event chair) rather than the official title held within the city to help protect their identity, all transcribed data and presentation of results will use this generic title. To ensure a greater level of confidentiality of the participants no names will be released with transcribed interviews or the results. In any publication resulting from this research, all interviews will be paraphrased in order to help protect confidentiality. All interviews will be audio recorded and transcribed (with the permission of the participant). This information will only be accessible by the members of the research team. The audio files will be destroyed when transcribing is completed. The transcribed interviews will be copied on a secure external drive and stored for five (5) years after completion of the study in a secure data storage facility, after which they will be destroyed.

PARTICIPATION AND WITHDRAWAL
You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. Any participant, who wishes to withdrawal from the study, will have his/her data deleted and destroyed immediately. You may also refuse to answer any questions you do not want to answer and still remain in the study.

FEEDBACK OF THE RESULTS OF THIS STUDY TO THE PARTICIPANTS
A executive summary of the research findings will be provided to research participants. All participant identifiers will be removed from the summary to provide the utmost confidentiality. Only titles or generic identifiers will be used whichever the participate choses.

Contact email: lmisene@uwo.ca

RIGHTS OF RESEARCH PARTICIPANTS
You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research participant, contact: Research Ethics Office, University of Western Ontario, at ethics@uwo.ca, 519-661-3060.

You will be given a copy of this Letter of Information for your records.

SIGNATURE OF PRINCIPAL INVESTIGATOR
These are the terms under which I will conduct research.

Signature of Investigator ___________________________ Date ___________________________

Version Date: 11/15/2012
Appendix C

Interview Guide
Questions

Q1: Please explain your role within the City of London.

SQ1-1: What roles and responsibilities do you hold in relation to city sporting events? (Direct or indirectly involved? Are you a key driver in bringing events to the city?)

SQ1-2: How does your position within the City of London correlate with the hosting of small or large-scale events?

Q2: What type of events have you been involved in? (Directly or indirectly/sporting, arts, cultural)

Q2-1: How do these events fit within the broader goals or strategies in the city?

Q2-2: How are event goals/strategies related to the city’s broader strategy or strategic plan? (Do you recognize any connection to long-term development?)

Q3: From your perspective, what is the purpose of hosting events in the city?

Q4: How would you describe the goals within the city that relate to event strategies? (Is the City of London striving to be branded a particular way?)

SQ4-1: Is the City of London striving to be branded a particular way?

SQ4-2: Do the goals reflect what is being done in terms of hosting and carrying out events within the City of London? (Is London a skating city? If so, has the City of London been successful in displaying this?)

Q5: Based on what you have said... What type of events does the city focus on or appear to be hosting?

SQ5-1: Is this a balanced approach to hosting events? Why or why not?

Q6: How does the hosting of various events fit within the broader City of London
goals or strategies? (Wide range or events and how they fit within the broader portfolio?)

SQ6-1: How do sporting events fit within the broader city policy in terms of tourism and branding?

Q7: How are events chosen? (Type, timeframe, target market, popularity?)

SQ7-1: What strategies are used when choosing events to host within the City of London? (Are small-scale events chosen that lead to larger events?)

SQ7-2: Are events turned away? Under what conditions do events get turned away? Have events been turned away based on size, scope or target?

Q8: How do events fit within the City of London’s tourism product?

SQ8-1: How do sport events fit within the City of London’s tourism product?
**Curriculum Vitae**

Richelle Clark  
Master’s Candidate  

School of Kinesiology, Faculty of Health Sciences c/o  
Graduate Office, Rm 2225, 3M Centre  
Western University of Ontario (UWO)  
London, Ontario, Canada N6A 3K7

**Education**

**Master’s Candidate** (Expected completion 2013)  
The University of Western Ontario, London, Ontario, Canada  
Title of thesis:  
Advisor: Dr. Laura Misener

**2011 B.A** (Kinesiology – Sport Management)  
University of Windsor, Ontario, Canada

**2008 Diploma in Human Services** (Recreation and Leisure Services)  
Fanshawe College, London, Ontario, Canada

**Membership in Academic and Professional Societies**

2011 - NASSM (North American Society for Sport Management)

**Honours and Awards**

2013 - Faculty of Health Sciences Graduate Student Conference Travel Award $500  
2013 - Western Kinesiology Graduate Student Conference Travel Award $684  
2012 - Faculty of Health Sciences Graduate Student Conference Travel Award $500  
2012 - Faculty of Health Sciences Study Abroad Support Fund Award $500  
2012 - Western Kinesiology Graduate Student Conference Travel $660

**Research Experience**

2008-2009  
Camp Councilor for Western C.H.A.M.P Camp Researcher: Dr. Shauna Burke, UWO Assistant Prof. During the month of August in 2008 and 2009, I took part in the research project called Children’s Health and Activity Modification Program (CHAMP). The camp provided young, obese children the opportunity to take part in physically active programs and educational seminars to enhance their overall well-being.
I was involved in filling out daily logs that were used as data collection for the research project. I also ensured that all ethical practices were being followed to guarantee the safety of the young participants.

Spring 2011
Volunteered at NASSM in London, Ontario.
I was assigned to be a time monitor for the various presenters at NASSM.

Spring 2012
Presented a poster titled, “Leveraging 2nd tier status: London’s bid for 2013 World Figure Skating Championships.”

Spring 2013
Attended NASSM in Austin, Texas.
Presented a 20-minute presentation titled, “Understanding urban development through an event portfolio”

**Special Training**

NCCP level 1 Gymnastics qualification
NCCP level 2 Gymnastics qualification
NCCP level 1 Trampoline qualification
NCCP level 1 Wrapping and Taping
High Five and Quest training

**Completed Academic Courses**

Kinesiology 9031 – Sport Management Marketing
Kinesiology 9077 – Sport & Physical Activity in Cuba
Kinesiology 9611 – M.A. Independent Study Mega-events: Leveraging and Legacies
Kinesiology 9033 – Global Sport & Health Politics
Kinesiology 9066 – Special Topics: Cultural Studies Qualitative Studies

**Teaching Assistant**

Kinesiology 1080 – Introduction to Psychomotor Behaviour
Kinesiology 3398 – Human Resource Management in Sport