

**Participatory City Branding Through Community-Based Sport and Recreational
Physical Activity: A Case Study of Ottawa**

Hanbit Park

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School of Human Kinetics

Faculty of Health Science

University of Ottawa

Abstract

The purpose of this research is to explore the relationship between city branding and community sport focusing on the role of citizens. Community sport means more than just organized sport events, covering all of physical activities, recreation, and leisure that are based on the region. Therefore, Community-based Sport and Recreational Physical Activity (CSRPA) is closely related to urban experience and quality of life of local residents. Specifically, the objectives of this research are to: (1) evaluate the perceptions of internal stakeholders of city branding through CSRPA; and (2) examine the possibility of considering CSRPA as branding opportunities. Participatory city branding theory provided the most relevant theoretical frameworks to shed light on co-creative image building process by leveraging citizens' participation to CSRPA. The methodology used in the study was case study with the city of Ottawa, Canada. City representatives (n=17) took part in semi-structure interviews to elucidate their perceptions and lived experiences associated with Ottawa city branding. Citizens (n=127) participated in an online survey to express their voices surrounding city brands and sport participation. The findings of the study suggest that CSRPA constitutes an interesting opportunity to contribute to co-creative city branding by incorporating citizens' voices and promoting collaborative public governance.

Keywords: City branding; participatory; community sport; recreation; physical activity; internal stakeholders; citizens; public governance; brand co-creation

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CHAPTER 1

Introduction

Research Statement

In the recent era of highly globalized competition, 'place' has begun to be recognized as an area of interest in line with brand-building strategy and public management practices. Recognized territories including country, region, and city are increasingly competing with one another at both domestic and transnational levels (Green et al., 2016), and the marketing efforts for place promotion have transformed and evolved into an emerging scientific research domain within academia and local authorities over the past few decades. In the literature, it is clearly observed that place, nation, city, or even destination branding are terms used interchangeably (Oguztimur & Akturan, 2016). This research focuses on cities and city brands, and in particular, aims to examine the development plans and possibilities of the co-creation of a city brand through a specific lens of community-based sport and recreational physical activity (CSRPA).

According to Kavaratzis (2004), city branding is understood as the means both for achieving competitive advantage in order to increase inward investment and tourism, and also for enhancing city image, community development, and recognition of the city image by citizens. However, a number of researchers demonstrate that the field suffers from a lack of conceptual clarity, diverging definitions, and a weak theoretical foundation, which means it addresses a very broad range of research topics (Oguztimur & Akturan, 2016; Vuignier, 2017).

Green et al. (2016) argue that city branding processes are inherently complex and uncontrollable, which means that they have significantly different properties from those utilized in corporate branding. They asserted the need for a more collaborative and participatory approach to city branding research and practice by elucidating its broad evolutionary shifts in the philosophies and underlying assumptions of those involved in it.

In this respect, multiple stakeholders such as policymakers, citizens, visitors, business, media, and tourists are considered important to generate and manage co-creative city brands effectively. Stakeholder involvement has proven to influence both the brand concept and attractiveness, alleviate their uncontrollable nature, and build a strong city brand (Ahonen et al., 2016).

Amongst stakeholder groups, progressive city branding research indicates the necessity of support from citizens who can underpin place image-making processes (Braun et al., 2013; Zenker & Seigis, 2012; Kavartzis, 2012). If citizens are unable to recognize or agree with a city's projected image, the whole city branding process can be undermined. A strong city brand can improve public decision making, strengthen the identity of citizens, and attract employers and professionals (Ahonen et al., 2016, p.33). Whilst collaboration between external and internal stakeholders is currently seen as highly important for effective city branding, previous city branding exercises were conducted by city officials and mainly focused on visitors and tourists to the exclusion of citizens (Braun et al., 2013; Kavartzis, 2017). Therefore, this research will explore notions of citizens' perceptions of their participation in the co-creation of a city brand.

Previous place branding studies have emphasized sport can play a significant role in highlighting and stimulating a city's positive image and influence the perceptions and preferences of target audiences: this invokes the concept of 'soft power'. Utilizing Nye's original notion and revised iterations of Soft Power (e.g., 1990, 2004, 2008, 2011), McClory (2010, 2011, 2012) incorporates the work of Lukes (2005) to establish a multi-factorial framework to objectively and subjectively evaluate the soft power of nations to be used in an "International Ranking of Soft Power" report for the UK's Institute of Government. McClory's core framework comprises five separate indexes: Business/Innovation, Culture, Government, Diplomacy, and Education (2010,

2011, 2012). In the context of soft power, 'culture' is defined as the "set of practices that create meaning for a society" (McClory, 2010, p.3). In later iterations of the report, the cultural sub-index includes various measures, one of which is "international sporting success" (McClory, 2012, p.7). The incorporation of sport as a metric to help evaluate soft power was also noted in the British Council Report 'Influence and Attraction: culture and the race for soft power' (Holden, 2013, p.8).

The Demos report on Cultural Diplomacy (2007) posited, due to technological and other advances, cultural contact had morphed from: "elite-to-elite (through royal courts and ambassadors), then additionally elite-to-many (via broadcasting and cinema), and now was entering a phase of people-to-people (through travel, migration and the internet)" (p.7); it also noted the opportunity that sport offers to bring people to a place (city) in order to expose them to the culture of that place and change their preferences. This indicates that individuals are important in establishing and exerting soft power.

Whilst all the foregoing imagine 'soft power' as an element of nation state diplomacy, the concept has been effectively utilized by others in relation to cities. For example, Acuto (2013) argues cities exercise effective soft power, especially in areas such as environment, migration, and quality of life; Khoser (as cited in Lord and Blankenberg, 2016, p.14) validates the usage of soft power in relation to cities; and Lord and Blankenberg (2016) state: "cities use their soft power to compete in attracting talented workers, clean knowledge-based industries, and high-spending tourists" (p.14). The practical use of the concept of soft power in relation to cities and their citizens is being used more extensively (e.g., Coll, 2015; Deloitte, 2016; Weber Shandwick, 2014), and sport, as an aspect of quality of life (e.g., Georgian & Lorand, 2016), is an important element of that construct.

Whilst researchers and practitioners note the possibility of utilizing sports initiatives in effective city branding strategies, most focus on sport tourism and major sporting events such as the IOC Olympic Games, FIFA World Cup, the Commonwealth Games, FIA Formula One Grands Prix and professional league sports such as the NHL, NBA, NFL, MLS, European Football Leagues to appeal to external audiences in the context of event management and tourism (Black, 2017; Grix et al., 2015; Hautbois, 2015; Richelieu, 2018). However, findings indicate these events result in short-term economic gains that are not necessarily beneficial to host cities or citizens in terms of cost-effectiveness and sustainability (Clark & Kearns, 2015; Richelieu, 2018; Stewart & Rayner, 2016). There is little mention about the use of other forms of sport in city branding, such as community sport, which is surprising given that an inclusive co-creative branding process engaging all stakeholders is recommended as being inclusive and therefore having most overall value.

Community sport is characterized by volunteer time and networks between individuals (Doherty & Misener, 2008), and relates to “non-profit, voluntary organizations that provide many of the recreational and competitive sport opportunities we enjoy in our communities” (Doherty & Misener, 2008, p.114). The focus of community sport is primarily on participation, both competitive and in more recreational forms, with intended outcomes focused on improved health, wellbeing, and quality of life (Canadian Fitness and Lifestyle Research Institute, 2005; Nadeau et al., 2016).

This study further extends the conceptual scope of community sport, covering all physical activities and recreation in structured and unstructured, and organized and unorganized forms. For example, it encompasses active patterns of daily life such as walking on trails, cycling for short trips, walking to work, and yoga. This research is about the potential role of Community-based

Sport and Recreational Physical Activity (CSRPA) in the development of co-created participatory city brands.

Given the complex and multidimensional nature of managing cities which needs to incorporate the complex needs of myriad stakeholders, the process needs to go beyond the creation by a few stakeholders of [desired] images to create new perceptions (Braun et al., 2014; Vuignier, 2017). Far from being politically neutral, place making practices can be understood within the existing governance process or power relation to articulate markers of identity surrounding the city by reframing questions about whom belongs to the city and who the city belongs to. In parallel with current practice of the Community Building Initiative (CBI) model being ‘resident-driven’ (Lepofsky & Fraser, 2003), recent exponents of city branding have called for more collaborative governance and participatory engagement of citizens (Braun et al., 2013; Kavartzis, 2012; Zenker & Seigis, 2012). Community sport participation rather than mega sport events could offer more tangible and concrete sources of community development via the engagement of citizens in co-creative branding practices (Partington & Totten, 2012). This relationship between city branding, citizens, and CSRPA is the subject of this study.

Purpose of Study

The purpose of this research is to examine the perceptions of Ottawa citizens and city representatives about the role of CSRPA in the city branding process, and to explore the potential for CSRPA to contribute to participatory city branding. More specifically, a case study of the city of Ottawa approach was used, to understand how community sport participation could be leveraged within city image-making, and in which citizens could be perceived as important internal stakeholders and place brand ambassadors. The four main objectives of this proposed research are

therefore: (i) to explore the use of CSRPA in city branding; (ii) to document Ottawa citizens and other stakeholders' perspectives on CSRPA as a city branding opportunity; (iii) to link the concepts of participatory city branding with community sport participation; and (iv) to inform municipal policy-making processes of the potential of CSRPA in the participatory branding of Ottawa as an inclusive and active city. A case study approach was used with two data sets: (i) secondary analysis of semi-structured interviews to city organisations' representatives, and (ii) an online survey to citizens who reside in the Ottawa region. The following four questions inform the research:

1. How do residents and other stakeholders perceive Ottawa's city brand?
2. Do residents consider CSRPA a viable element to be leveraged in city branding processes?
3. How do citizens consider the possibility their participation in CSRPA could contribute to Ottawa's brand?
4. What specific CSRPA do residents think enhance Ottawa's brand?

CHAPTER 2

Literature Review

Literature Review

City Branding and Sport

Research on place and city branding has investigated various attributes to foster convincing local images and widespread reputation, such as large-scale events based on cultural assets, economic achievements, tourism, and so forth (Kasapi & Cela, 2017; Martinez, 2012; Oguztimur & Akturan, 2016). Cities utilizing sporting events for international reputation were proposed to promote themselves to existing and potential target groups, which led to the development of a field of sport and city branding studies analyzing the effects of image construction through sport event management (Kim & Kang, 2020; Misener & Mason, 2006b). Global mega sport events and marquee contests such as the IOC Olympic Games, the FIFA World Cup, and World Championships are the examples of world-renowned major sporting events that we can easily recall. Cities now recognize sport resonates with large audiences and can play a significant role in city branding activity by promoting a certain image (Richelieu, 2018). Several empirical studies support this notion by utilizing sport initiatives for urban regeneration to present an attractive image to potential tourists (Smith, 2005); by taking advantage of professional sport, such as European professional football clubs to boost tourism where the club is located (Hautbois, 2015); and by using sport in city politics to emphasize the link between local governments, corporations and sport events (Kozma et al., 2012).

With regard to the use of sport initiatives in city branding, city marketing efforts appear to be largely dependent on ‘hallmark’ events and associated tourism, as it is now recognized that major sporting events have important brand association potential (Berkowitz et al., 2007; Campbell, 2015; Herstein & Berger, 2013; Heslop et al., 2013; Higham & Hinch, 2009; Nauright, 2013; Smith, 2014). Big sport events based on various cities around the world form brand

personality and value by communicating with spectators and the public (Čáslavová & Petráčková, 2011). Such event-driven tourism has been proposed as a rationale for bidding and hosting a variety of large-scale sporting events, such as the IOC Summer and Winter Olympic Games, the FIFA World Cup, the Commonwealth Games, FIA Formula One Grands Prix, the Rugby World Cup, Super Bowl, the Tour de France cycling race, etc., not only to attract significant numbers of tourists to a city but also to maximize the possibility of changing people's perceptions about the specific places where these events are hosted, and their behaviors towards that city (Herstein & Berger, 2013; Lee et al., 2005; Ritchie & Smith, 1991; Whitson & Macintosh, 1996).

However, hosting a large-scale event is not enough in itself to (re)brand a city in a longitudinal perspective when considering the all-too-common detrimental effects, the financial ramifications, and the social cost (Richelieu, 2018). Stewart and Rayner (2016) argued that legacies from major sport events are problematic because they present a one-sided view of positive effects, without adequate consideration of downside risk in bidding or hosting events from socioeconomic perspective. Meanwhile, the evaluation for varying sizes and scales of sporting events like medium or small-sized events and the potential of other forms of sport initiatives from the recreation and leisure contexts have received much less attention in the city branding studies (Djaballah et al., 2015). Taks et al. (2015) asserted that most of the research regarding sport event marketing and management strategies far has focused on economic and tourism impacts of mega events while neglecting a nonmonetary perspective for the overall wellbeing of people living in the host community, such as social life, urban regeneration, sport participation, environmental stewardship, or infrastructure.

This heavy research trend toward the utilization of large-scale sport events should be supplemented considering new approaches that are expected to have a positive long-term impact

on city brands like social benefits through community engagement (Pye et al., 2015) and the inclusion of multiple stakeholders in participatory (Kavaratzis & Kalandides, 2015). Richelieu (2018) argued a collaborative and participatory approach is paramount for the success of any place branding activity and suggested using a holistic approach across sport, economic, commercial, and social dimensions. However, research on how the use of community-based sport and recreational physical activity can be integrated within city branding efforts from the perspective of local context is not widespread.

Citizens in City Branding Process

The fundamental purpose of city branding is to build a unique and distinguishable city brand identity via an effective communication strategy, and disseminated via physical, word-of-mouth, and traditional city brand communication (Braun et al., 2014). Moreover, effective brand communication requires a deep understanding of all target audiences since city identity needs to be communicated clearly and consistently. In parallel with gaining detailed and accurate knowledge of the target group to whom the city brand needs to be communicated, an understanding of the inclusion of multiple stakeholders in the city brand itself began to be developed.

For example, Kavaratzis (2017) articulates the necessity of municipal jurisdictions encouraging the participation of various stakeholders in city branding, emphasizing that city identity and brand do not just appeal to external audiences but must also include internal audiences (specifically citizens), which clearly highlights the need to recognize multiple local stakeholders. The significance of widespread stakeholder participation in formulating a city's image has been emphasized to highlight the link between place brand identity and place brand communication.

It is important to consider citizens as local stakeholders in building city brands. Even

though most studies focus almost exclusively on external stakeholders within a touristic and economic (inward investment) context, an increased role for residents in place branding has been proposed and supported while acknowledging the existing participation of citizens in governing processes as discussed in urban governing literature (Braun et al., 2013). The notion of citizen involvement in a city branding process is relatively new and dynamic development. A growing number of academic papers and conference announcements are devoted to participatory place branding in building and managing brands of territorial entities (Hereźniak, 2017). However, if citizens and residents of a particular city feel alienated and disconnected from the projected brand image of that city, the whole process of city branding would become problematic. As a consequence, research into citizens as local stakeholders, whose primary aspiration is to stay in sustainable and livable cities, has been increasingly undertaken (Acharya & Rahman, 2016).

City Branding Governance and Public Policy

Given the multidisciplinary nature of city branding research and its multifaceted subject, one of the characteristics that can be extracted from associated articles would be the broad vision of a city including the political and institutional context (Vuignier, 2017). Although it is sometimes easily overlooked, the broadest definition of the phenomenon of city branding goes beyond merely managing image and perceptions (Braun et al., 2014), instead add an essential element to public administration since branding practices often address public assets such as parks, and intangible assets such as heritage and nature, and affect the way people understand and utilize them (Eshuis & Klijn, 2012; Vuignier, 2017).

For Eshuis and Klijn (2012), the use of city branding and its application by policy makers and public managers can be explained by the nature of governance processes which encourage the engagement of certain members of the citizenry as structurally relevant and worthy of

consideration (to the exclusion of others). Far from being politically neutral, urban image construction practices are instruments in the exercise and consolidation of power, which can be interpreted as selective manipulation in the formation and control of city images, as they are a determining factor deciding who and what should be included in official urban representations (Kavaratzis et al., 2018).

However, in this study, the function of city branding as a public policy that reflects and mediates different views and even conflicting aims in decision-making process is only mentioned to indicate the governance characteristic, rather than leaning toward the analysis of its political dimensions and the power factor thoroughly.

In parallel with the analysis of city branding as the politics of power, the newly emerging discipline of city (place) branding is comprehensively achieved by strengthening and adopting the idea of participation to enhance stakeholder engagement (Kavaratzis et al., 2018). The goal of city branding practices is to attract external stakeholders to a city by targeting tourists, investors, and global businesses; but on the other hand, the city has to deliver the well-being of citizens as well as manage growth and community development (Kavaratzis, 2004). Because the nature of city branding is complex and uncontrollable due to people's different perceptions and different expectations of a city, the consideration of multiple stakeholder views is recommended to unite external and internal audiences (Henninger et al., 2016; Kavaratzis, 2012; Wang, 2019).

Therefore, multiple and diverse stakeholder groups need to be involved in a collaborative effort, increasing participatory engagement and capturing citizens' lived experience. However, few empirical studies exist citizen reactions to evaluations or modifications of city branding public policy procedures. Findings from some studies indicate citizens are more concerned about their daily problems and challenges such as community interactions, public transportation, and safety

issues when it comes to the impact of urban change; the research proposed utilizing a ‘bottom-up’ approach to expanding community opportunities for public policy around city branding (Coulson et al., 2011; Partington & Totten, 2012; Richelieu, 2018).

Sport Participation and Performative Citizenship

The concept of performative citizenship emerged in conjunction with that of flexible citizenship, and is in opposition to static or fixed identity based upon location (Lepofsky & Fraser, 2003). Questions of citizens’ willingness and ability to participate in place making have been raised: Misener and Mason (2006) explored how community involvement in the hosting of sporting events affects notions of community citizenship based on the conceptualization of flexible citizenship, and asserted that it contributes to the formation of community networks and social capital.

While urban spaces are transformed by transitory tourism strategies when it comes to the use of sport initiative in city branding (Richelieu, 2018), but research on the social impacts on the community have focused on developing local citizenship through sporting events. Misener and Mason (2006) contended that local citizens often struggle to find meaning, a sense of identity, and a sense of connectedness in their own neighborhoods, while sporting events represent important leisure and tourism activities in the region. In essence, sport events demonstrate the autonomy and social interactions between citizens, because they serve as various event actors including participants, spectators, volunteers, and organizing staff (Zhou & Kaplanidou, 2018). This is the reason why questions of identity and belonging using performative citizenship have become central to the narratives constructed around the hosting of sporting events.

Further, it has been argued that different levels and types of events affect citizens in

differing ways (Zhou & Kaplanidou, 2018). While it would seem that small-scale events tend to target local residents, and large-scale mega events target non-residents, it is unclear how this actually plays out in civic regeneration projects (Misener & Mason, 2006; Richelieu, 2018). In summary, researchers posit that sporting events, while short in duration, can affect notions of community citizenship by organizing, watching, or participating in such an event. In moving to a more performative notion of citizenship, people are able to access the discursive practices of community building, networking, and identity formation through involvement at various levels in sporting events (Misener & Mason, 2006).

These results indicate the need for further research to reveal more about how and why people participate or not in activities such as sporting events, which will help to shed further light on issues of access and leverage surrounding the use of sport initiatives as city branding and urban regeneration strategies. While Misener and Mason (2006) limit their flexible citizenship analysis to various scales of sporting events, little or no work has further extended the notions of sport participation to more community-based sport and recreational physical activity. Therefore, considering community sport and less structured physical activity in relation to co-creative city branding is appropriate.

In this respect, and in pursuit of expanding performative citizenship through community involvement, initiatives encompassing various sport-related activities need to be considered when thinking of the merits to be gained from sport participation and active living. In terms of the benefits, community sport participation can lead to intangible outcomes which might generate a deeper identification and sense of belonging to a community, because of the extent of local involvement (Richelieu, 2018). For example, there is a noteworthy statement for the positive impact of small-scale sporting events stressing the sense of community for volunteers increases

when a small-scale sporting event is staged, as local volunteers can take on higher responsibilities and feel empowered (Kerwin et al., 2015). From another point of view, the regeneration of cities has focused on changing the physical shape of the urban leisure environment in order to increase social values and quality of life for residents (Lloyd & Auld, 2003). The popularity of recreational sport and physical activity is therefore seen as having a unique potential for bodily enacting city identity through performative citizenship, which provides an opportunity to further engage residents in becoming brand owners and ambassadors.

Performative Citizenship and City Branding

The relationship and conceptualization of citizenship and place-making was explored by Leposky and Fraser (2003), who highlighted traditional post-industrial place-making devolution – a transfer of power to lower levels that challenges residents’ roles and rights to cities. The authors discuss how citizens’ perceived rights to the city, shifted from a given status (birthright, etc.) to performative acts (active, engaged citizens) in an era where community building initiatives (CBI) became a privileged governance model to articulate markers of identity. Through this recalibration, place-making can be understood within the terms of citizens’ “participation in both the production of meaning and in the means of production of a locale” (Leposky & Fraser, 2003, p.128). While representational politics used to frame who the city belongs to, the new CBI model emerged as mainstream in the wake of privately sponsored local action initiatives in the ongoing diminution of the welfare state. Governments now encourage active participation through new funding mechanisms, which transform governmental roles in the provision of public goods and services (Lefebvre, 1996; Leposky & Fraser, 2003). Neo-liberal states reconfigured citizenship rights to “engaged” communities, local actors, and participatory residents who become central players in new place-making processes. More than ever, “resident’s rights to the city become based more on

what they do as active citizens than who they are as urban neighborhood residents” (Leposky & Fraser, 2003, p.132). By extension, community development is seen through the lens of capacity and opportunities for co-creative governance based on grassroot and community-based organization efforts (Leposky & Fraser, 2003; Partington & Totten, 2012). While this trend is often seen as building social capital in communities and therefore a sign of democratization, but economic and political interests are always at stake as new non-resident stakeholders are also able to access and possess place and space production. City branding is highly influenced by external and global stakeholders. The concept of flexible citizenship re-empowers citizens in the articulation of place-making. Residents’ high participation in community sport and physical activity, in this sense, could enable negotiating, performing and re-appropriating the claim to place-making and distribute it more evenly within city branding practices (Edwards, 2015; Zhou & Kaplanidou, 2018). While city branding processes are stuck in an external logic of globalized competition and at play in image-making practices through large sporting events, this research envisions community sport and recreational physical activity as a major opportunity to recalibrate place-making by engaging citizens in the co-creation of a city brand. Accordingly, the purpose is to illuminate the significance of expanding civic participation in a city by embodying performative citizenship.

Conceptual Framework: Participatory City Branding and Brand Co-creation Paradigm

The complexity of city branding is not only apparent in the multiple facets of the cities, but also in the stakeholders involved; consequently scholarly interest to understand all stakeholder needs surrounding city branding continues to grow (Green et al., 2016). Henninger et al. (2016) looked at both stakeholder engagement and city branding, proposing four layers of stakeholder in the city branding process: primary, secondary, tertiary, and quaternary. The degree of involvement

depends on the primary stakeholders, who are seen as key decision-makers in the branding process, such as governmental organizations or city councils. These primary stakeholders select other stakeholders to be involved and who are willing to participate in the city branding process. Interestingly, using this approach, citizens would be categorized as tertiary and quaternary; and they are very often dismissed as unimportant by the primary stakeholders, or do not know how to get involved, even though they may want to participate in creating the city brand. The results indicated a mixed, but limited, engagement in the city branding process causes a disconnect between the internal and external brand image; as a consequence, it is seen as vital to involve all four levels of stakeholders equally in order to achieve successful city brands (Henninger et al., 2016).

Scholars contributing to fluid and dynamic conceptualizations of city branding have begun to re-think their nature and management by engaging co-creative branding processes, and using a number of other theoretical perspectives in innovative ways (Kavaratzis & Kalandides, 2015). Thus, two decades into the twenty-first century, progressive approaches that intersect with the co-creation branding paradigm are increasingly explored to bridge the gap between city branding theory and practice (Green et al., 2016; Iglesias et al., 2013). Inclusive city branding demands more collaborative and participatory approaches from city brand management, since multiple stakeholders co-create strong brands. The co-creation paradigm helps scholars ask such fundamental questions as: “What do cities mean to people?”, “how can city brand management groups identify strategic branding objectives”, and “how can they support brand co-creation?”. Balancing the need to engage multiple stakeholders while negotiating their inevitable differences needs to be further addressed in the context of co-creative city branding.

CHAPTER 3

Methodology

Epistemological Position

Crotty (1998) defined epistemology as a “theory of knowledge” (p.3) and simply explained it as “how we know what we know” (p.8). He argued that there are three predominant epistemological standpoints: objectivist, subjectivist, and constructionist.

The objectivist epistemology deems that there is absolute ‘truth’ inherent in an object, which is undisturbed by the consciousness of an investigator. Subjectivists purport a contrary viewpoint: meaning is imposed by the individual onto the object and there is no single reality. As the middle point between objectivism and subjectivism, constructionists posit meaning is generated by interactions between the subject and the object rather than discovered or fully imposed on the object.

According to Crotty (1998), in this understanding of knowledge, “it is clear that different people may construct meaning in different ways, even in relation to the same phenomenon” (p.9). In other words, knowledge is constructed through personal and contextual influences grounded in historical and social conditions. I adopt the position that presented reality is made up of various perspectives and knowledge that are codependent between researcher and research participants. Stakeholder experiences, along with my own, interact in the process of making meaning and allow me to discuss the potential of using CSRPA in a co-creative city branding process. As a result, this constructionist epistemology allows me to introduce new possibilities and usefulness in the context of sport that embodies multi-faceted attributes by capturing the meaning created by the interaction between community-based sport activities and local citizens.

Methodology

This research utilizes a case study methodology as it aims to explore the potential role of community-based sport and recreational physical activity in a city branding process – in this instance, Canada’s capital city, Ottawa, ON. Qualitative case study methodology provides tools for researchers to study complex phenomena within their contexts (Baxter & Jack, 2008). This type of research methodology should be used when the focus of the study is to answer “how” (e.g., how can community-based sport contribute to city branding process?) and “why” (e.g., why should residents’ participation be incorporated into the process?) questions, or when the researcher wants to cover contextual conditions with a detailed examination of an interesting phenomenon (Baxter & Jack, 2008; Yin, 2013). Many varieties of case study exist, including explanatory, exploratory, descriptive, multiple-case studies, intrinsic, instrumental, and collective (Baxter & Jack, 2008); for this research, an exploratory case study was chosen to follow since there is a lack of research around community-based sport and recreational physical activity in the process of city branding from a bottom-up approach, or a participatory perspective for the co-creation of a city brand.

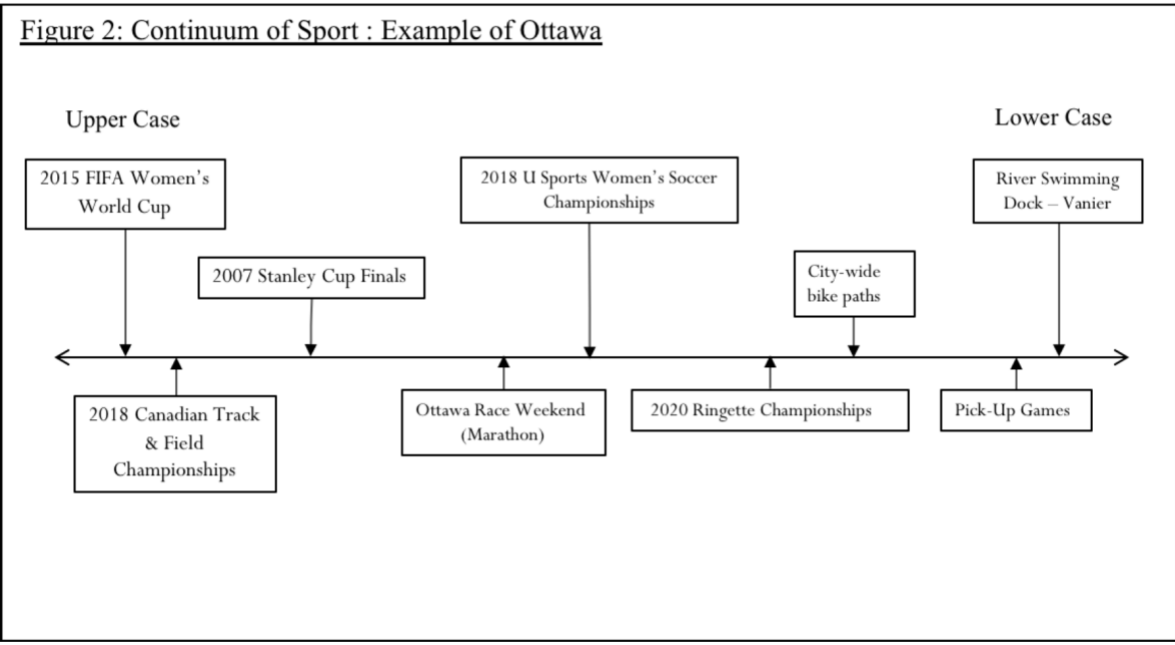
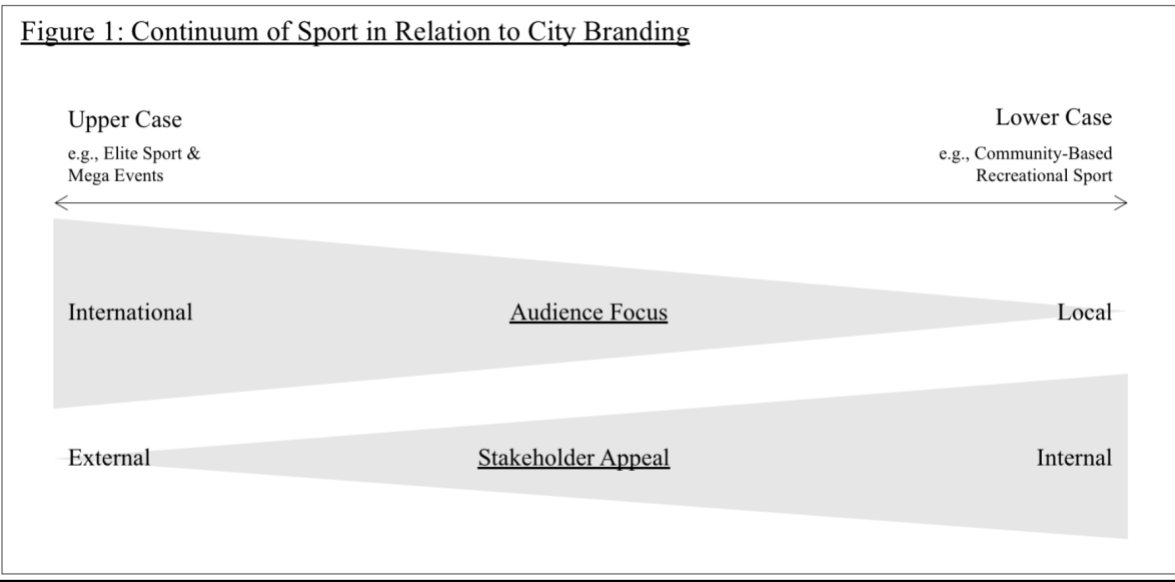
When case study methodology is applied correctly, it allows the researcher to explore individuals, organizations, relationships, communities, or programs (Yin, 2013), thus it serves as a useful implement to develop theory, evaluate programs, and improve interventions. Particularly, this research examines the participants’ perspective on the impact of sport for city branding and the role of community-based recreational sport for citizen engagement in the city branding process. Amongst a variety of stakeholder groups around a city, internal stakeholders including organizations representatives and residents in Ottawa were involved as the participants to provide their perceptions and experiences toward the role of recreational physical activity in the co-creation, development, and maintenance of Ottawa’s city brand image. Therefore, the case study functions

as fundamental foundation which contains evidential data, such as the secondary data resources and survey results, which offer in-depth and practical understanding of the particular phenomena being investigated.

Ottawa is Canada's fourth largest city with a population greater than 1 million and serves as the national capital and seat of the federal government. The municipal authorities are working to build an inclusive city (City of Ottawa 2019-2022 Strategic Plan, 2019). According to the previous City Strategic Plan (2010), as a part of Ottawa 20/20 Vision for a more compact, efficient, equitable, affordable and environmentally healthy city, the city, as a priority, wanted to provide a sustainable, healthy and active environment for citizens. Accordingly, all citizens should have the opportunity to participate in a broad range of recreational, cultural, fitness and sports activities, as well as access to affordable and barrier-free facilities, programs and services, and community-based social and health promotion services. The city promotes physical activity by building and maintaining paths, parks and recreational facilities that deliver recreation programs to Ottawa residents. These initiatives encourage an active community by ensuring the availability of places for public use and the openness of opportunities for community sport participation.

In a preliminary case study to explore the potential role of sport in relation to Ottawa city branding, Pan (2019) presented the Sport Continuum Model by positioning sport practices and its various forms with two key indexes: audience focus and stakeholder appeal (see Figure 1). For example, the 2015 FIFA Women's World Cup in Ottawa and other mega-events would be on the left named the upper-case sport, while the localized and recreational physical activity around the waters of the Rideau River would be on the right named the lower-case sport (see Figure 2). This study adopts the model in exploring and explaining the possibility of leveraging lower-case sport

as a branding opportunity but name the scope of lower-case sport newly “Community-based Sport and Recreational Physical Activity (CSRPA)” to present it more clearly and independently.



Methods

This study followed an exploratory case study methodology (Baxter & Jack, 2008) to gather in-depth information and prospects about participatory city branding strategy as well as understanding the city's relationship with citizens' involvement in community sport and recreational physical activity. A case study approach applied to this research incorporated two different data sets: previous semi-structured interviews as secondary data, and a new online survey. These data were used to understand and interpret citizens' perceptions of the possible contribution of community sport and recreational physical activity in co-creating a participatory Ottawa city brand.

Initially, data from previously-conducted semi-structured interviews to organizations stakeholder representatives was interrogated to gain rich and in-depth information about existing city branding processes and perceptions of the use of sport in its construction. Secondary data analysis indicates a data collection method that utilizes pre-existing data to answer new research questions while increasing the practicality and applicability of the research process by reducing the time and costs required (Dunn et al., 2015). Secondary analysis of existing qualitative data can bring new perspectives to the preceding analysis, which may produce meaningful interpretations (Ritchie et al., 2013).

This research utilized secondary data from 17 semi-structured interviews (Pan, 2019) with individuals who fulfilled a variety of functions within organizations specifically related to Ottawa, such as elected city officials and managers, and senior managers at associated organizations including Tourism Ottawa and Invest Ottawa (see Table 1). Interview participants offered their perception on Ottawa's image, the probable contribution of different forms of sport initiatives, and where the responsibility lay for managing Ottawa's brand (see Appendix A).

Computer-assisted qualitative data analysis software, NVIVO, was used to synthesize and identify patterns and themes within the data. This process is referred to as thematic analysis, a method of analysis useful in interpreting qualitative textual data from interviews (Jugder, 2016). According to Guest, MacQueen and Namey (2012), thematic analysis involves a “rigorous, yet inductive, set of procedures designed to identify and examine themes from textual data in a way that is transparent and credible” (p.5). This method of analysis goes beyond counting words or phrases in interpreting data; it includes identifying and explaining the implicit and explicit ideas within the data, called “themes.” A thematic analytical approach allows researchers to grasp complex meanings in a textual data set. It also allows researchers to develop thematic codes, despite the size of dataset. At the same time, thematic analysis is useful in interpreting qualitative data with fewer participants. A thematic analysis utilizes a six-phase process: familiarization, coding, theme development, theme refinement, theme naming, and writing-up (Braun et al., 2016).

The first phase of ‘familiarization’, described by Braun et al. (2016), is the process of becoming deeply immersed and familiar with the data; this will be done through listening to the recording and reading through each transcript more than once. The second phase is ‘coding the data’, a process that involves thoroughly reading the data and ‘tagging’ pertinent passages or content in the transcripts (Braun et al., 2016). To fulfill this step, the transcript data is coded via highlighting key passages. Steps three and four are the phases of ‘theme development’ and ‘theme refinement’, which require the organization of codes into themes and subsequent verification with reference to the original data to ensure the accuracy of theme interpretation (Braun et al., 2016). The next phase is ‘theme naming’, which involves naming the themes and subthemes (if applicable) found in the transcript (Braun et al., 2016). The final phase is to write up the results. These six phases of thematic analysis guided me to take the data down in detail and organize them into

meaningful source.

By coding and analyzing secondary data via NVIVO, I identified themes that pertain to the role of CSRPA in participatory city branding processes. I first conceived two major axes to classify the participants' answers into branding opportunity and challenge in relation to the use of CSRPA. Then, I reviewed all codes I made and examined the pattern and interrelation between them to understand the ground, intention, and context of respondents' perceptions. It eventually consisted of 14 subthemes and 6 overarching themes, resulting in a symmetrical structure of branding opportunity and challenge factors. Once I designed the overall conceptual framework, I had further discussion with both of my supervisors to see if my initial thematic analysis aligned with my research purpose and questions. Throughout the analyzing process, the transcripts and audio files were both utilized constantly to gain a rich discovery and reflection of city representatives' perception regarding Ottawa city branding practice and the promotion of CSRPA.

Table 1 shows the interview sample, indicating the organization and the position of the people involved.

▪ **Table 1. Interview Sample**

Organization	Position
City of Ottawa	Councillor Fleury
Recreation, Cultural & Facility Service Department, City of Ottawa	General manager
City of Ottawa	Councillor Chernushenko
Communication and Community Outreach at City of Ottawa	Director
Public Information and Media Relations at City of Ottawa	Director
City of Ottawa	Mayor
Invest Ottawa & Bayview	President & CEO
Sport and Culture at Ottawa Tourism	Manager
Ottawa Sport Council	Executive Director
Sports Canada	Executive
Cycling Canada	Domestic Development Coordinator
Sports Services at University of Ottawa	Director
High Performance Sport and Compliance, University of Ottawa	Advisor
Centre for Urban Research and Education at Carleton University	Research Associate
Blueprint Management Consultants	President
Janet LeBlanc + Associates Inc.	President
National Capital Commission	Senior Manager, Communications

Secondly, an online survey to residents was used to acquire primary data for this research. The online questionnaire survey method has been widely accepted as a new opportunity for researchers who now have access to millions of potential respondents and [hopefully] gain large samples much faster and easier (Hoonakker et al., 2009). This method was appropriate as it gathered data from citizens regarding their perception and awareness of the possibilities of incorporating community sport and recreational physical activity into the city brand, and the importance of citizen involvement in participatory city branding.

In order to connect with a wide and diverse range of residents of Ottawa, an online questionnaire was created using SurveyMonkey (see Appendix B). Pilot testing indicated the questionnaire required no more than 10 minutes to complete. Invitations to participate in the survey were originally intended to be distributed in three distinct ways: (i) by placing invitational posters containing information about the survey and links to the survey (possibly using an embedded QR code to enable people to use their smartphone camera to read the code and be redirected to the survey site) in community centres and other locations within each of Ottawa's 23 electoral wards; (ii) posting information about the research, contact details, and links to the survey on each of the unofficial Facebook pages for the 23 electoral wards (e.g., Barrhaven Bulletin Board and Community Watch; West Carleton Bulletin, Being Neighbourly Kanata North, etc.); and (iii) creating hashtags for each of the electoral wards (e.g., #Rideau-Rockcliffe, #Rideau-Vanier, #AltaVista, etc.) and using them to Tweet information about the research and links to the survey. In a direct response to provincial COVID-19 measures, all recruitment activity had to move online. Consequently, all announcements and recruitment activities took place on Facebook and Twitter accounts created specifically for this purpose (see Figure 3 and Figure 4 and Appendix C).

The questionnaire incorporated questions derived from the research's objectives: (i) Using text taken from official media promoting Ottawa created by the city, Tourism Ottawa, and Invest Ottawa, or taken from interview participants; (ii) After presenting respondents with Ottawa's brand image, and using Likert Scales (ranked 1 – 5, very strong, quite strong, neither strong nor weak, quite weak, very weak), residents were asked to indicate the relative role of a number of different sporting entities e.g., major events, professional league teams, recreational sport, and physical activities, and (iii) Using a series of open-ended questions, respondents were asked for their ideas of how various community sport and recreational physical activities could be incorporated into the

brand image (e.g., through the use of specific language or images depicting physical activity etc.).

Together, primary data from the online survey and secondary data from the semi-structured interviews were appropriate methods for this research and sustained the case study. The integration of two different methods allowed me to attain well-rounded data collection, which contributed to improving the quality of research findings (Wilson, 2014).

▪ Figure 3. Facebook page for online survey recruitment



▪ Figure 4. Twitter profile for online survey recruitment



CHAPTER 4 (Article)

**Participatory City Branding through Community-based Sport and
Recreational Physical Activity: The Path for residents' involvement and
collaborative public governance**

Introduction

Since institutional territories such as country, region, and city began to be recognized as an asset of marketization, the establishment and application of the notion of city and place branding has continued to evolve theoretically and practically. Other than just a captivating slogan or flashy advertising (Hudak, 2019), place branding refers to multidimensional efforts to engender distinctiveness and particularity that strengthen a city's competitive advantage and reputation (Acharya & Rahman, 2016; Kavartzis, 2004; Zenker, 2011). In this process, cities around the globe compete to identify, promote, and manage unique city images and experiences to showcase themselves as a place to visit, live, invest, and study for various target groups including tourists, investors, students, and human talent (Shirvani-Dastgerdi & De-Luca, 2019). Scholars note increasing interest in city branding within academia and public authorities over the last four decades (Green et al., 2016; Kasapi & Cela, 2017; Oguztimur & Akturan, 2016). Green et al. (2016) analyzed the divergent trajectories of city branding research and practice both, suggesting that city branding practices have shifted from 'sophisticated city marketing' that employs marketing terminology, principles, and customer-orientation from the late 1980s-early 2000s to 'brand-focused-strategies' that treat the city's image as a 'brand' by embracing brand management techniques such as urban place promotion, slogans and logos. In this process, the inclusion of diverse stakeholders has emerged as important to shed light on and manage the city brand, and city branding research has begun adopting a critical lens and a progressive approach to address uncertainty surrounding city brands. They posit "progressive city branding research nowadays accepts that city brands are inherently uncontrollable and complex" (p. 263), ensuring city branding is more dynamic and multi-contextual than more traditional ways of conceptualizing corporate brands.

Understanding a city's myriad stakeholder groups, ranging from governments to entrepreneur groups, investors, export agencies, visitors, and citizens, and their often-conflicting interests is of particular importance in relation to the paradigm shift in recent city branding trends (Kavaratzis & Hatch, 2013; Shirvani-Dastgerdi & De-Luca, 2019). Therefore, recent studies have called for a participative and co-branding approach, 'participatory place branding', to respond to this multifaceted characteristic (Hereźniak, 2017; Iglesias et al., 2013; Kavaratzis, 2017; Kavaratzis & Kalandides, 2015; Lucarelli, 2018). Amongst stakeholder groups, citizens have been highlighted as active members of the community who bring distinctive perceptions of, and specific associations with, the city into the branding process, avoiding emphasizing external groups (Braun et al., 2013). Citizens and local communities can be more influential than other stakeholders when it comes to considering a city's brand since they experience, live, and, to some extent, embody the place brand every day. Although citizens have been largely excluded from previous top-down exercises of city branding, recent participatory city branding approaches encourage their engagement in such processes and recommend they take ownership of their city brands to rectify the dissonance between city-as-experienced and city-as-marketed (Casais & Monteiro, 2019). For if citizens are unable to recognize or concur with the projected identity derived from an image making project, the entire city branding process is questionable. When citizens play a significant role in city branding as 'consumers', 'ambassadors', and residents, and they are willing to voice their opinions about the city (Braun et al., 2013), a participatory process would be best to ensure the quality of place and wellbeing of citizens by leveraging the city's authenticity (Casais & Monteiro, 2019; Shirvani-Dastgerdi & De-Luca, 2019).

Many studies emphasize the potential role of high visibility sport as a 'soft power' suitable for highlighting and emanating positive images of a [host] city (Abdi et al., 2019; Grix et al., 2015;

Hautbois, 2015.; Richelieu, 2018); though such a role has historically been reserved for large-scale or mega sport events such as the IOC Olympic Games, FIFA World Cup, the Commonwealth Games, the UEFA European Football Championship, FIA Formula One Grands Prix, and professional league sports (Black, 2017; Caiazza & Audretsch, 2015; Hautbois, 2015). The hosting of such sporting events promotes cities to external audiences, and gets them recognized as a place to visit or invest in. However, from the perspective of local communities, there is skepticism about the benefits accruing from the significant expenditure required (Djaballah et al., 2015; Stewart & Rayner, 2016; Taks et al., 2015). It is argued that a city branding strategy using sport should take a holistic approach that encompasses sport, economic, commercial, and social dimensions, moving away from the current state of being preoccupied with economic factors (Richelieu, 2018). The use of sport in city branding has focused on event hosting and tourism growth, whilst other forms of sport have been overlooked. Compared to the form of competitions or events that are close to economic outcomes, community sport is a daily form of regional-based physical activities that is more useful for dealing with social benefits such as sense of belonging, social integration, and community cohesion (Misener & Doherty, 2012). Since community sport features interdependent partnerships and non-hierarchical governance, it is contended to be advantageous to elicit community-led decision making based on active citizenship (Partington & Totten, 2012). Nevertheless, research into leveraging Community-based Sport and Recreational Physical Activity (CSRPA¹) in city branding is very scarce. Whilst such usage has recently garnered interest,

¹ Community-based sport differs from organized sport and includes local recreational physical activity. Originally meaning “non-profit, voluntary organizations that provide many of the recreational and competitive sport opportunities we enjoy in communities” (Doherty & Misener, 2008, p.114). In this paper, CSRPA, includes recreational forms physical activities in Ottawa, such as walking/hiking in the city, cycling by the Ottawa river, skating along Rideau Canal, Yoga on Parliament Hall, etc.

research efforts are asymmetric compared to those of mega sport events (Kerwin et al., 2015; Mackintosh et al., 2018; Nadeau et al., 2016; Taks et al., 2015). The objective of this article is to examine the perceptions of Ottawa residents and city representatives about the potential role of CSRPA in the co-creation of an inclusive city brand, and to present implications for how CSRPA can contribute to participatory city branding. Given the more recent emergence of a participatory city branding paradigm emphasizing the involvement of residents and the adoption of co-creative decision-making, research on the possibility of CSRPA being a useful component of an inclusive city brand for Ottawa is timely and relevant.

Literature Review

City Branding with Residents' Engagement

Due to the diversity and complexity of myriad diverse stakeholder groups comprising a city and their attendant needs, any attempt at inclusive branding requires a good understanding of those stakeholders, and multilogue amongst them (Hereźniak & Anders-Morawska, 2021; Zenker, 2011). While citizens are sometimes mentioned as an important stakeholder group to involve in the co-creation of inclusive and long-lasting city brands, the related literature identifies two main logics for their inclusion in the process of branding.

First, citizens serve to alleviate the tensions and gaps that exist between other groups of internal and external stakeholders in the city, in the process of establishing and disseminating the city identity (Compte-Pujol et al., 2018). The main focus of existing city branding practices is on external audiences, such as investors and tourists (Wang, 2019). This implies that an identity created to cater to external targets will not necessarily reflect the experiences and perceptions of local citizens (Acharya & Rahman, 2016; Braun et al., 2013). Listening to citizens and the local

community's opinions in city branding is becoming increasingly important because any city image that citizens do not recognize cannot be wholly effective. Efforts to integrate citizens' voices into the process strengthen the authenticity of identity by reflecting residents' experiences and aspirations, and relieve any sense of alienation they may have from projected city images (Kavaratzis & Kalandides, 2015). For this reason, research encouraging and expanding residents' involvement under the term internal urban branding has been forthcoming (Casais & Monteiro, 2019; Compte-Pujol et al., 2018).

Secondly, citizens are willing to engage and participate in the city branding process via active behaviors (Casais & Monteiro, 2019). Beyond simply responding to surveys generated by public organizations, they can immerse themselves in sense-making processes that impact their city (Djaballah et al., 2015). Their willingness is based on a desire to make their city a better place to live and develop; to improve the quality of life. If those in charge of city branding consider citizens as legitimate stakeholders and participants in city branding, and citizens felt empowered to share their stories and visions of the city, the impact of inclusion, participation, and co-creation of a city brand would be profound (Casais & Monteiro, 2019; Hudak, 2019); it is important for residents to feel respected (Zenker & Seigis, 2012). Meanwhile, their experiences are impactful in shaping a city's public values; such input can result in a sustainable and compelling city brand (Chan, 2019; Compte-Pujol et al., 2018; Taecharungroj et al., 2019). Research suggests that word-of-mouth place brand communication has similar positive effects as traditional means and supports the generation of public values, and thus, can result in the manifestation of brand co-creation (Braun et al., 2014). The encouragement of such a mechanism based on spontaneity is of great value in enabling participatory city branding, subject to stakeholder involvement and citizen engagement.

Research on the multi-layered role of citizens continues: results indicate the exclusion of citizens from the city branding process needs to be stopped (Braun et al., 2013; Castillo-Villar, 2016; Eshuis & Edwards, 2013). Citizens' involvement has become an essential factor to implement bottom-up approaches and co-creation of urban brands. For this reason, attention has focused on practical implementations of how to elicit citizens' participation, and how their engagement can strengthen local identity, which contributes to the success of city branding.

City Branding through Sport Initiatives

The traditional approach to promoting the city as a place to visit relies on demonstrating the benefits externally (Kasapi & Cela, 2017). Sport events have been actively used in this process as they are diverse in type and size, are media-friendly, and are cultural activities that do not engender much resistance (Kozma et al., 2012; Richelieu, 2018). In particular, hosting mega sport events such as the IOC Olympic Games, the FIFA World Cup, and the Commonwealth Games is recognized as a way to attract domestic and foreign interests and boost local economies (Abdi et al., 2019; Caiazza & Audretsch, 2015; Kozma et al., 2012), albeit in the short-term.

Recent criticism regarding the sustainability of such economic gains from hosting mega-sports events is growing (Black, 2017; Stewart & Rayner, 2016; Taks et al., 2015). Strategies of city branding, primarily using sport, led to increased competition to hosting such events and the concomitant promotion of tourism and other benefits. In the process, attracting tourists and revitalizing inward investment have been somewhat successful in achieving the purpose of destination branding (Caiazza & Audretsch, 2015; Smith, 2005); though skepticism about focusing on short-term economic outcomes is gaining momentum (Richelieu, 2018; Stewart & Rayner, 2016; Taks et al., 2015). In light of this, it is timely for an analysis of other forms of sports-related activities to foster city brands.

Community sport differs from event hosting and competitive sport. Local-based recreational physical activity can enhance a city brand by strengthening an intrinsic sense of community and social capital. (Black, 2017; K. E. Misener & Doherty, 2012; L. Misener & Mason, 2006). Community sports are characterized by other agendas that affect residents' living conditions and quality of life, such as housing, public transportation, security, and the environment (Mackintosh et al., 2018; Nadeau et al., 2016). The promotion and encouragement of community-based sport and recreational physical activity (CSRPA) therefore needs to be addressed as one of the main issues on the city's agenda.

In the process, residents become curious about policies that affect their quality of life, and want to participate in associated decision-making (Chan, 2019). As an extension of research about the social benefits of sports activities to local communities (Djaballah et al., 2015; Pye et al., 2015; Zhou & Kaplanidou, 2018), the characteristics and possibilities of activating CSRPA need to be further investigated. This is because CSRPA can contain community-led changes and promote the active participation of citizens resulting from a strong sense of belonging to, and ownership of, the city (Partington & Totten, 2012). In particular, from a branding perspective, there has never been research on building a city's brand image via CSRPA rather than hosting large-scale sport events, so this study is propitious and can help determine whether CSRPA can be a catalyst to generate participative and inclusive city brands.

City Branding as Political Attributes

City branding can be understood as one of the practices of coordinating opinions among stakeholders and leading to policy decisions involving many people (Hereźniak, 2017; Lucarelli, 2018). City branding allows people to express their experiences and serves as a medium to meet the needs of the community (Shirvani-Dastgerdi & De-Luca, 2019). When it comes to the attributes

of public management and public policy in place branding, it is important to specialize among the various value systems surrounding the city by preoccupying it based on local characteristics and place identity.

Decisions surrounding value systems inevitably involve political contexts. This is because it implies fundamental questions such as who belongs to this city and who the city belongs to (Lepofsky & Fraser, 2003). City branding also deals with the problem of choice and exclusion because it is a decision-making about what the city means to someone and how to make them represent it. Traditionally, image building policy as a course of action chosen to foster a favorable perception or understanding of a community was likely to be made by politicians and administrators (Harvey & Young, 2012). Elected politicians, organizations and agencies controlled by local business interests, represented by elite groups, play a preemptive role in public policy related to municipal image-building process. Community groups are sometimes included in the policy process through “interlocking elites” (Harvey & Young, 2012, p.151). Henninger et al. (2016) proposed four layers of stakeholder groups involved in place branding arguing that the primary stakeholder such as governmental organizations or city officials plays a role as a key decision-maker who select the secondary, tertiary, and quaternary group to be involved. The primary group decide and invite whom to participate in decision-making systems regarding place branding. Top-down approach are made in accordance with the familiar form of power relation and hierarchy.

Brand co-creation, emphasized by participatory city branding, calls for changes to existing approach (Eshuis & Edwards, 2013; Hereźniak, 2017; Hereźniak & Anders-Morawska, 2021). This is because traditional modes of operation often fail to discover place identity that many city citizens would consider successful among the complex and unpredictable properties of the city (Lucarelli, 2018). That is not to say that citizens do not accept or seek to take away the role of

government or public bodies. However, citizens need to be willing to participate in any city-branding consultation (Shirvani-Dastgerdi & De-Luca, 2019). Citizens are basically opposed to spending substantial public resources where they do not want or agree (Hereźniak, 2017).

After making bottom-up consultations with communities and delegated authorities and determining a relatable city image, city brands become public assets (Eshuis & Edwards, 2013). It is important for internal stakeholders to establish public values that can be justified behind the brand. Public values require a demand-driven perspective that reflects the needs and aspiration of the ordinary citizens, against for competition-oriented approach that seeks for the competitive advantage and profitability as a municipality (Hereźniak & Anders-Morawska, 2021). With regard to attempts to create public value and to brand it, few ideas or strategies have been found related to community-based sport activities. However, CSRPA has the potential to break into the structure centered around elite groups by enabling citizens' voices, strengthening community empowerment, and broadening the range of co-created decision-making practices (Hereźniak & Anders-Morawska, 2021; Lucarelli, 2018; Partington & Totten, 2012). Therefore, relevant research is needed on whether CSRPA can function as a platform for enabling citizen greater participation in public governance.

Methods

In seeking to explore the perceptions and prospects of internal stakeholders for city branding through CSRPA, a multi-method approach was conducted that included semi-structured interviews with municipal leaders and an online survey targeting citizens in the city. This type of emergent mixed-method within a case study enriches the understanding of the context of the subject and justifies an exploratory study by taking multiple perspectives and seek pragmatic interpretation (Creswell & Poth, 2016; Johnson et al., 2007). This study highlights the

understanding of internal stakeholders who continue to interact with a city in their daily lives rather than external stakeholder groups. Thus, the binary data sets enabled an analysis of officials and citizens as key internal stakeholder on their perceptions of the potential relationship between Ottawa city's brand and CSRPA.

Semi-structured Interviews

This research utilized secondary data from 17 semi-structured interviews collected in a previous study on the role of sport in city branding (Pan, 2019). Secondary data analysis is useful when the researcher acquires relevant data in answering new research question concurrently reducing the time and costs required (Dunn et al., 2015). Interview participants consisted of municipal leaders who occupied different job positions within various organizations related to Ottawa, such as elected city officials, city managers, senior managers at Tourism Ottawa and Invest Ottawa where are local government-controlled agencies, and councilors as shown in Table 1.

▪ **Table 1. Interview Sample**

Organization	Position
City of Ottawa	Councillor Fleury
Recreation, Cultural & Facility Service Department, City of Ottawa	General manager
City of Ottawa	Councillor Chernushenko
Communication and Community Outreach at City of Ottawa	Director
Public Information and Media Relations at City of Ottawa	Director
City of Ottawa	Mayor
Invest Ottawa & Bayview	President & CEO
Sport and Culture at Ottawa Tourism	Manager
Ottawa Sport Council	Executive Director
Sports Canada	Executive
Cycling Canada	Domestic Development Coordinator

Sports Services at University of Ottawa	Director
High Performance Sport and Compliance, University of Ottawa	Advisor
Centre for Urban Research and Education at Carleton University	Research Associate
Blueprint Management Consultants	President
Janet LeBlanc + Associates Inc.	President
National Capital Commission	Senior Manager, Communications

Each individual was interviewed once, for a period of between 30 – 90 minutes to complete in accordance with the interview guide shown in Appendix A. Snowball sampling was used, which means that initial respondents refer to subsequent individuals who may be relevant to the research (DeCarlo, 2018).

NVIVO, a proprietary qualitative data analysis software, was used to synthesize and identify patterns and themes within the data. This process is referred to as thematic analysis, which goes beyond counting words or phrases in interpreting data; it includes identifying and explaining the implicit and explicit ideas within the data, called “themes” (Braun et al., 2016). A thematic analysis is a six-phased process that involves data familiarization, coding, theme development, theme refinement, theme naming, and finally writing-up the outcomes (Braun et al., 2016). To complete the process, transcript data is coded by highlighting key passages. By coding and analyzing interview data relevant themes that pertain to the role of CSRPA as a branding strategy were identified.

An Online Survey

An online survey to residents was used to acquire primary data. The online questionnaire survey method has been widely accepted as it provides extended opportunities for researchers to access respondents to potentially gain large samples more easily and quickly than by traditional

methods (Hoonakker et al., 2009). Ordinary citizens were targeted in the survey to examine various aspects of their understanding and perceptions of the potential value of using CSRPA in the co-creation of Ottawa's city brand. A convenience sampling strategy (DeCarlo, 2018) was selected to limit restrictions to participation; respondents had to live in Ottawa and be over 18 years old.

The questionnaire (Appendix B) was created and distributed using SurveyMonkey. It comprised 23 questions in four sections, and required participants to spend no more than 10-15 minutes to complete. The survey was created in both official languages, to reflect the bilingual nature of Canada's capital city. Responses were aggregated and data translation was conducted by co-researchers who speak two languages respectively. The survey was promoted via social network services such as Facebook and Twitter (Figure 3 and Figure 4) using relevant tools such as hashtags, sharing, and likes. Of the 147 total responses collected, 20 unfaithful responses were excluded.

- **Figure 3. Facebook page for online survey recruitment**



- **Figure 4. Twitter profile for online survey recruitment**



Results

The results are presented in two sections: the first details results obtained from a thematic analysis of previously conducted semi-structured interviews ($n = 17$), the second from the results of an online survey ($n = 127$). Both sets of data were generated from internal stakeholder groups, city representatives and residents.

INTERVIEWS

Previously collected semi-structured interview data with Ottawa city representatives and others to discover perceptions of city branding through CSRPA were analyzed via two major axes: opportunity and challenge. Branding opportunities indicate positive perspectives of respondents regarding CSRPA's contribution to effective city branding and potential improvements if CSRPA

is actively used in city branding. Meanwhile, branding challenges reveal the thoughts of respondents pertaining to constraints preventing CSRPA being widely leveraged in city branding and what problems CSRPA has when it is so used (Table 2).

Table 1. The identified themes for city branding through CSRPA

Major axes	Overarching themes	Subthemes
Branding opportunity through CSRPA	Activating citizen engagement	Community-led decision making
		Inclusive community building
		Public governance practice
	Expanding community sport infrastructure	Optimizing the existing resources
		Accessibility for CSRPA
	Stimulating brand value creation	Value-oriented communication
Branding challenge through CSRPA	Upholding traditional approach	Co-creative brand building through word-of-mouth
		Hierarchical power authority
		Rigid funding mechanism
	Maintaining multiple stakeholders	Commercial lens and event-driven stereotype
		Focus on external businesses and tourists
	Weak awareness of CSRPA	Probable incongruity of city image between stakeholders
		Limited acquisition of strategy and resources
	Inadequacy of media reporting	

City branding opportunity through CSRPA

Table 2 identifies three themes relating to branding opportunities through CSRPA: (a) activating citizen engagement, (b) expanding community sport infrastructure, and (c) stimulating brand value creation.

Brand Opportunity through CSRPA: Activating citizen engagement

CSRPA fundamentally calls for people's actions and participation in the branding process. CSRPA is a form of social behavior exhibited by people sharing the experience and culture of living in the city; people's involvement in CSRPA can be understood as their right to determine patterns of behavior pertaining to physical activity and well-being beyond simple participation. The possibility that CSRPA can contribute to city branding by activating citizen engagement was organized with the following three overarching themes: (a) community-led decision making, (b) inclusive community building, and (c) public governance practice.

Community-led decision making. This theme was characterized by respondents implying the autonomy of CSRPA when it comes to its practices. CSRPA has an advantage in embracing community-led approaches and engaging residents to decide how community sports are positioned and operated within the local context. For example, two respondents explained how the city engages community sport in collaboration with local communities:

Ottawa Sport Social Club where their main focus is creating small leagues where everybody can play, and it's getting bigger and bigger in Ottawa because of what people want to play. They want to play sports, then want to be active. But they don't want that full serious, supper competitive aspects of sports. A lot more people just want to play sports to interact with people, talk and do physical activities at the same

time. (Director, Communication and Community Outreach, City Councillor's Office)

I can tell you, shifting over to building cricket fields instead of baseball fields, it is a switch in how community see it. We recently agreed to pay for the cost of new cricket field and that is in part working with the community saying, "what would you really like here?" rather than soccer or baseball. They said, "cricket", and we found the funder. Likewise, field hockey, in Barrhaven, in this end of the town, we are under the discussion now to convert a football field to field hockey attracting a whole new community. It's shifting, it's like "where can you find a critical mass that will make it worth it?" and you can say "it's worth making this change because we give them what they want in terms of facilities, so they can play something that interests them, not try to fit them into (the decisions made by the city?)". (General Manager, Recreation, Cultural, and Facility Service Department)

Inclusive community building. This theme was characterized by city representatives emphasizing the potential of CSRPA to enhance community diversity. Based on the premise of respect for various members of society and a call for inclusivity, local community centers and their sport programs are getting more people engaged who would not otherwise be engaged in the community including new Canadians, indigenous communities, and low-income families. Two respondents said the municipality has full responsibilities to allow for an individual in the city to generally enjoy sport and make them feel part of their community:

We have "Love to" programs, so we have "I Love to Skate", "I Love to play Soccer. It's our Giant Tiger brand. It costs nothing. And "I Love to Mentor" for the older kids that want to participate. It's often targeted at communities where parents would participate. We are bringing out people that wouldn't otherwise be engaged in the

community. (General Manager, Recreation, Cultural, and Facility Service Department)

Giving people access to general physical activity that is recreational is a great opportunity to really welcome someone who didn't get a chance. If you think a pool, what you can do at a pool, diving, swimming, synchro, water polo, and so on. That's been the base which I think is valuable to help people perceive their neighborhood, how people rate their quality of life, how people interact socially with their neighbors and so on; and often a place to bring communities together rather than being a divisive component. (Councillor #1)

Public governance practice. This theme was characterized by respondents suggesting the political characteristic of CSRPA in relation to public policy or public management. There is a recognition of sport initiatives as broad-reaching that enable people to see what's really going on in the city and reflect the voices needed by local community. For example, the Domestic Development Coordinator for Cycling Canada introduced a practical case to address the public governance practices that are relevant to the expression of political will:

While working at the gym, you can see a lot of people's reactions to changing the name of the community sport facility. The municipality changed the name of it or named it after. People were outraged that they were not consulted about the name change. I think there are people out there that feel like "Hey, I am a part of this community. I pay taxes". I hear that all the time when they're complaining about something. So, I think that, even just getting feedback, you can't always do what the people want because there is no pleasing everybody. I think, for certain people, it can make a difference. And if those people have a lot of influence which might not be obvious right away, it can definitely impact your brand.

Brand Opportunity through CSRPA: Expanding community sport infrastructure

Respondents were aware that the investments and resources needed to promote CSRPA would be very different from those required to host mega sport events. Encouraging CSRPA increases accessibility to sport participation within the city and affects people's life experience by deploying a variety of community-based sport programs as well as increasing facilities. The possibility that CSRPA can contribute to city branding by expanding community sport infrastructure identified two overarching themes: (a) optimizing the existing resources, and (b) accessibility for CSRPA.

Optimizing the existing resources. This theme was characterized by respondents as 'letting the city take advantage of the existing local sport-friendly environment and improving resource utilization efficiency'. In the process of identifying and promoting distinct features, a strategic branding practice can be achieved by maximizing the original conditions surrounding CSRPA. For Ottawa, the national capital, Parliament Hill and the combination of green outdoor environments and active citizens utilizing natural assets were mentioned as a source of differentiation. From a sport infrastructure perspective, emphasizing existing outdoors active lifestyles using CSRPA is less expensive and complex than hosting large-scale events. The Manager of Sport and Culture at Ottawa Tourism acknowledged Ottawa's bike-friendly urban infrastructure as one of the key features that appeal to the uniqueness of the city saying:

I think it's amazing that how many people are active at the community level. They are running and jogging along the Rideau canal and cycling during a lunch break and at night. You know, the accessibility that we have to bike paths in the city is unbelievable. I think it's second to none, actually in North America. From a community sport infrastructure, I think we're quite strong.

Accessibility for CSRPA. This theme was characterized by respondents indicating the city's Municipal Sport Strategy, an intentional effort to make all levels of sport practices more accessible and open. In particular, the city was trying to provide residents, regardless of socioeconomic background, with different sport participation options ranging from competitive to recreational physical activities. CSRPA's strengths are in line with its lasting impact on more people by increasing the recreation areas in the city such as parks, and swimming pools. Thus, the low barriers to entry to CSRPA promote both the influx of diverse local community groups and the participation to the different level of sport practices. This helps residents form positive experiences and share a common interpretation of the city. If participating in activities in the city leads to pride in the place, a sense of community, and wellbeing of citizens, it positively acts on city branding (Shirvani-Dastgerdi & De-Luca, 2019). The General Manager for Recreation, Cultural, and Facility Service illustrated this effort to mediate the focus of sports-related policies around the city saying:

So, we (Recreation, Cultural and Facility Service, City of Ottawa) are trying to expand the city's brand into something that's a little bit more well-rounded in terms of kind of life experience and a journey you'd expect as an average resident, whether it's a kid or an adult or whatever, to make some room for progression type of thing. Not all the way up to elite, and probably not all the way up to high level competitive, and in fact, we've resisted dedicating too much space to high level, competitive. We don't want to become a high-performance academy even though we can see that there's a benefit there. We don't want to take up that much time and community space to do that, so we're trying to find a balance.

Brand Opportunity through CSRPA: Stimulating brand value creation

Interest in CSRPA develops a discussion about what brand values internal stakeholders would want to pursue and share. A city is a property where people's life experiences are intertwined intricately, and CSRPA serves as a tool to materialize the interactions between a city and residents by triggering and spreading consultations on implicit brand values. The possibility that CSRPA can contribute to city branding by stimulating brand value creation was organized with the following two overarching themes: (a) value-oriented communication, and (b) co-creative brand building through word-of-mouth.

Value-oriented communication. This theme was characterized by respondents addressing the fundamental value behind participation in CSRPA. They presented interpretations of the essential elements that people would value in the city through CSRPA, such as 'green', 'active', and 'healthy'. Quality of life was the most prominent common intangible value, and CSRPA was considered as a catalyst for people to continue talking about it thereby increasing its value. Shared vision and consistent messaging about CSRPA initiatives can contribute to building the associated value of tight-knit community. The Adviser for High Performance Sport and Compliance at the University of Ottawa described where community-based sport participation links to the city's brand value:

I'm thinking of like our bike paths and our pick-up leagues and whatnot, so informal sport. I'm just even thinking of like there is a bike counter on one of the bridges to say how many people have used the bike lane. When I go by there, I see like 5,000 people biked on this bike lane since a month ago. That makes me feel good because I realized, "Oh, I live in a healthy city." We are choosing to participate in community sport and recreational physical activity, and that makes me feel good that our city is like that. I

feel like my values align with our city values.

Co-creative brand building through word-of-mouth. This theme was characterized by respondents as harnessing word-of-mouth through CSRPA that facilitates positive city experiences between residents. Interview data indicates that once residents are proud of their city, they would spontaneously disseminate their positive feelings by word-of-mouth including interpersonal relations and social media. There is definitely not one person, not one brand manager when it comes to brand building process, so residents dynamically shape place identity themselves and have a stake in the co-creation of a city brand by communicating their lived experiences. CSRPA-related initiatives, which are shared with positive experiences and ‘wow’ images among Ottawa residents, were suggested with the Fun Bike Day, the Yoga day in front of Parliament Hill, Skating along the Rideau Canal with the Beaver Tail, and so on. The Advisor for High Performance Sport and Compliance at the University of Ottawa explained their perception of the contribution of CSRPA in building a co-created place identity saying:

I think that CSRPA is contributing to like “our brand is a healthy city”. The positive sport experience and its positive effects should make sure that it’s available not just the kids, but everybody has the opportunity to do it. People would see that their home is a place where they have a positive and healthy experience. We’re really aligned to encourage people to participate. That makes me feel good, but also there’s always going to be that word-of-mouth. People hear about it and the city gives the people, not only the residents, even the people outside the city the positive feelings and experience from CSRPA. I think it’s a way for people to easily participate in being part of the identity of being an active city.

City branding challenge through CSRPA

Three themes were identified relating to branding challenges through CSRPA: (a) upholding traditional approach, (b) maintaining multiple stakeholders, and (c) weak awareness of CSRPA.

Branding challenge through CSRPA: *Upholding traditional approach*

Using sport to strengthen a city brand is not new: sport is acknowledged to attract people into a city via cultural heritage, festivals, and events. However, in respect of participatory city branding, little attention is afforded to community-based recreational sport. The continuance of hosting large-scale sport events has limitations in relation to the cocreation of city brands via CSRPA. Understanding the challenge that limits the use of CSRPA by cities maintaining a more traditional top-down branding approach was organized with the following three overarching themes: (a) hierarchical power authority, (b) rigid funding mechanism, and (c) commercial lens and event-driven stereotype.

Hierarchical power authority. This theme was characterized by respondents citing Ottawa's bureaucratic and hierarchical characteristics for sport-based branding strategies. Data indicate the adoption of the traditional model of decision-making in relation to the use of sport in Ottawa's brand-building activities. Such decision-making processes revolve around elite groups (Harvey & Young, 2012), which are confronted by the bottom-up nature of CSRPA which reflects residents lived experiences and needs. The Mayor articulated Ottawa's reliance on a traditional model of place branding:

What I've done here as mayor is two things. One, for the first time we are funding

Ottawa Tourism. So, we provide funding to them and we let them, at an 'arms-length'

relationship, do the branding and pitching and so on because we think they have greater expertise to do it, and the same with economic through Invest Ottawa. I created Invest Ottawa a few years ago to act as our economic development outreach arm, and they have the mandate to go and spend it all that we give them to make sure that we are on the world trade map.

Rigid funding mechanism. This theme was characterized by respondents who revealed the allocation of resources based on the traditional approach and methods could lead to scarce investment in CSRPA. The opportunity to exercise one's voice in the city branding process is related to the influence one has over scarce resources. Compared to traditional large-scale sporting events, CSRPA has difficulty attracting sponsors and other investors. CSRPA does not necessarily follow an event format. Existing strategies including the efforts for bidding and hosting sport events in a city act as financial constraints on CSRPA initiatives and meet the rigid funding mechanisms for budget in terms of brand co-creation using unorganized recreation. The Manager for Sport and Culture at Ottawa Tourism explained the current budget procedures, which indicate the city's traditional approach towards budget allocation which poses a financial barrier to community sport by:

The model itself is very interesting at Ottawa Tourism in the sense of our money comes straight from the city of Ottawa through the Economic Development department. It's a line item in their budget, so that flows to Ottawa Tourism and then we manage what's called the Major Event Fund. So, we have a committee that approve funding requests. We will vet any funding requests and bids that we either look at direct or indirect way of support an event. And then, I will do a process so that it gets approved by the Major Event Fund committee. So, that's sort of in a nutshell how the process works here.

Commercial lens and event-driven stereotype. This theme was characterized by respondents asserting that the existing use of sport for city branding has been primarily addressed by economic development and demonstration effects. Under the branding objective of strengthening the city's reputation as an economic development leader, sport events were recognized as a vehicle to draw people's attention to, and create tourism dollars for, Ottawa. In the process, highlighting the city's hosting abilities became dominant in city branding conversation. Interviews showed that the strategy to promote sport events in the city of Ottawa was being pursued to emphasize its role as an economic generator under the principle of "Bid More, Win More, and Host More (Councillor #1 & The General Manager for Recreation, Cultural and Facility Services)". It is questionable whether event-driven strategies can effectively encompass CSRPA participation groups since CSRPA involves not only the economic development goal but also residents' quality of life. The conceptual scope of CSRPA is more an expression of residents' lived experiences than sporting events. The traditional approach where the strategy of sport utilization is excessively focused on hosting events prevents CSRPA from being actively considered as a co-creator of city branding. The Mayor described the branding strategy through sport that focuses externally on economic development and event utilization saying:

A position of Sport Commissioner was created really to go out and promote Ottawa as a sport destination, not just the big events but smaller events, whether it's ringette or soccer, or baseball, or softball and so on. With the goal really of not only attracting these people because it's nice for them to come and visit, but they are a good economic boost to the local economy. Particularly, it's a four-season opportunity. When you look at something like the Bell Capital Cup, it does a very good job of boosting the hotel business, restaurant business during a slow time in tourism between Christmas and

New Year's. And then you have other things like the National Capital Marathon which is massive, along with the Army Run, which are not national, but certainly significant provincial events that attract tens of thousands of people to the city.

Branding challenge through CSRPA: *maintaining multiple stakeholders*

City branding requires the involvement of, and interaction between, myriad stakeholder groups, resulting in problems of choice of perspective and exclusion of non-conformers. If the needs and wants of various groups are different, tension exists as to which are given priority. In traditional models, the representative's perspective is of paramount importance and this hinders any attempts to embrace new trend such as the co-creation of the brand using CSRPA. The challenge arising from the maintenance of multiple stakeholders in incorporating CSRPA into city branding were identified the following two overarching themes: (a) focus on external businesses and tourists, and (b) probable incongruity of city image between stakeholders.

Focus on external businesses and tourists. This theme was characterized by respondents who prioritized external stakeholders over residents. Combined with sport-related activities, this prioritization is expressed as a desire to promote so-called 'marquee event' outside the region and demonstrate on the world stage that the city has the ability to compete in terms of hosting "tier 2 (Krahn et al., 2005)²" sports events. The bias towards these stakeholders stems from the purpose

² The concept of tier two city was used to indicate certain size of cities by certain respondents. A second-tier city here is defined as a smaller urban center outside Canada's three largest cities (a first-tier category: Toronto, Vancouver, and Montreal) with a population between 500,000 and 1,000,000, a diversified economy, a fair amount of ethnic and cultural diversity, and a large range of services for immigrants. A third-tier city has a population between 100,000 and 500,000. Using these criteria, Ottawa is a second-tier city; this was affirmed by the President and CEO of Invest Ottawa.

of economic development to attract tourists and businesses, which is in line with event-driven thinking. The city did not appear to consider residents as stakeholders. The Manager for Sport and Culture at Ottawa Tourism illustrated some of groups where the city is targeting:

So, we had the highest registration from the UK because there were a lot of connection. China is another big key market right now, and we're seeing huge increases in travel tourism from China. New Zealand is another big one, the US, Germany as well, so we've got some key markets that we will focus on and spend a lot of dollars, just target marketing to those countries. If you look at from my previous hat, the City of Ottawa perspective, I was in Economic Development, and we were looking to attract people and businesses to Ottawa. The impact of the cultural aspects of Ottawa is probably more important a factor in attracting business and people because talent is so mobile right now.

I would venture to guess that, you know, if you were to talk to the city, I don't think that they would really look at the attraction or retention of residents. They are looking them more to serve the need of their taxpayers and their local residents.

Probable incongruity of city image between stakeholders. This theme was characterized by respondents who suggested that the city image varied according to different stakeholder groups. In the case of the Ottawa, the city has never managed to clearly articulate the place brand, though they explored new attempts to counter negative images such as a 'boring' or 'sleepy' city (refer to Figure 2.1 below). The city's previous efforts at brand development were intended to strengthen its identity via focusing on high-tech, as shown by the slogan "Technically Beautiful Ottawa". More recently, Ottawa made subsequent efforts to revamp the image of Silicon Valley North by bidding for Amazon's second headquarters, which did not mix well with other

images across the city. If cities miss the vision of how people in the city view their home, the impetus to build and manage a place brand becomes weak (Casais & Monteiro, 2019). The gap between the image that the city wants to project on its own to attract people from outside and the place identity that local residents recognize through their lived experiences causes brand alienation. The image felt by groups of internal stakeholders including local community and residents was found to be family-oriented, outdoor, active, green, safe city rather than a 'high-tech hub'. Such a top-down focus on external stakeholders impedes any consideration of CSRPA as a vehicle for internal stakeholders to contribute to the co-creation of the city brand. The Director of Public Information and Media Relations at the City of Ottawa highlighted this bias, saying:

To me, it's critical that if there's a brand that is consciously being communicated externally, it is also important for us to communicate internally because a brand isn't a brand unless it's a reality. So, the brand needs to be focused on what exists, and we can't be saying two different things to two different people. If the brand is authentic and true, then we want to make sure that we are communicating the same thing to our residents just through our messaging.

Branding challenge through CSRPA: *Weak awareness of CSRPA*

CSRPA appears to be underutilized in city branding strategies. Given that sport encompass all forms of physical activity, CSRPA received relatively less attention from city representatives than elite sport, competitive sport, and spectator sport, although it appears deeply embedded in residents' daily lives. Even if respondents are aware of the popularity and importance of CSRPA, they expressed uncertainty about how it can play a practical role in any city branding process. The difficulties they raised were mainly structured by not finding a point of contact to intervene in brand development or emphasizing the characteristics of activities in the community centers rather

than the municipal domain. Although there is no single entity responsible for developing Ottawa's city brand, discussions on building and promoting city image are made mainly by city representative groups as part of public policy. When their target audiences include internal stakeholders, CSRPA could be incorporated into the consultation process as a device to help reflect residents' experiences and opinions about the city. However, the representatives have an external focus that stops from considering internal stakeholders; and as CSRPA targets residents, it is not perceived as having real value. The challenge that keeps CSRPA out of place with city branding due to weak awareness of CSRPA was organized with the following two overarching themes: (a) limited acquisition of strategy and resources, and (b) inadequacy of media reporting.

Limited acquisition of strategy and resources. This theme was characterized by respondents pointing to limited strategies and resources for CSRPA. While high performance sport appears an easier way to promote and distinguish places, community-based physical activity has little traction in branding. Therefore, although many residents participate in CSRPA, the city does not see it as relevant for brand building. Participation in community sport and recreational physical activity is less organized and less repetitive, so few recognize how to use parks, green spaces, and trails as specific branding assets. Many local people are linked to CSRPA activities and they have the advantage of creating a good experience and, via word of mouth, bringing others into the city, but no data have been gathered with regard to this. There are abundant possibilities within CSRPA, including expanding the role of recreation and amateur sport, improving quality of life of participants, and embodying citizen alliance and community empowerment, but the city does not appear to recognize the opportunity this presents. A Research Associate at the Centre for Urban Research and Education at Carleton University provided an example related to his experience:

Let's say renting a boat right here in the Rideau Canal. We can rent a boat and paddle

it down to Dow's Lake Pavilion. We could have lunch and then paddle it back. It's a pretty neat thing you could do, but when you look in the canal, hardly anybody is doing this. It could be a very popular activity, but there were only a few people. Any normal person like me could take their own canoe or kayak and easily put it in. Then, a couple of years ago, the city started to put in a few more of these public docks in the canal. I saw a sign that you can put your canoe in here. I felt like that was smart. Why didn't somebody think of that 40 years ago? It was just to make it a little bit easier, a little more visible.

Inadequacy of media reporting. This theme was characterized by respondents noting CSPRA's limited media exposure. Unlike elite and professional sports, which are in the mainstream of sport-related broadcasting, CSRPA-related news rarely receives media attention. The value of media coverage is enormous because it can remove the barrier of physical distance. This is why vast resources are invested in promoting large-scale sporting events. From the city's perspective, there is little media potential in CSRPA as opposed to large-scale events that attract many. CSRPA relies on word-of-mouth marketing, but its scope and effectiveness are very limited compared to established media exposure strategies in terms of attracting external stakeholders. This lack of media attraction is a potential constraint on branding practices targeting external stakeholders. Councillor #2, explained the failed attempts to link CSRPA activity to media reports saying:

This summer I did something which is a lot of fun for Canada's 150th anniversary. I just came up with the city of Ottawa having 15 bicycle routes, sort of tourism routes, not competitive in any way, and I made it my project to do what I call 15 capital rides. I blogged about it and tried to get media coverage, but it wasn't very successful.

SURVEY

Subsequently, an online survey exploring residents' perceptions of the city brand and the role of CSRPA are presented in three main categories. Survey data show how residents recognize and/or concur with the established place identity and identify the prospects of city branding using CSRPA from their viewpoint (Table 3).

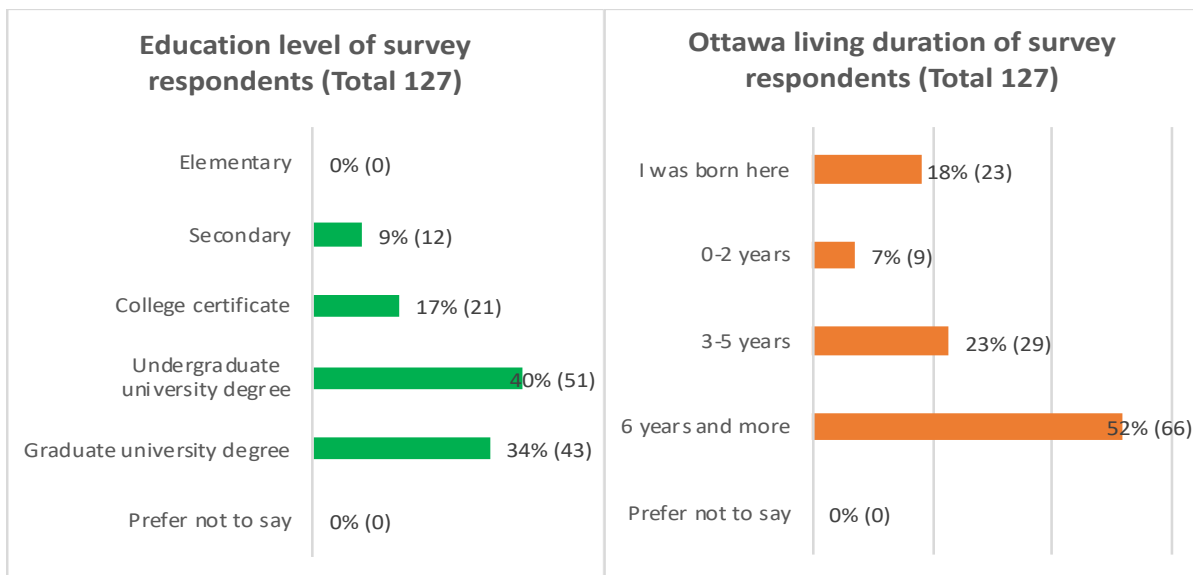
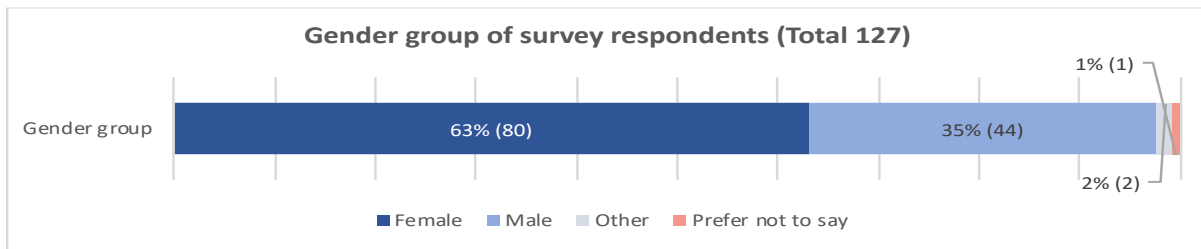
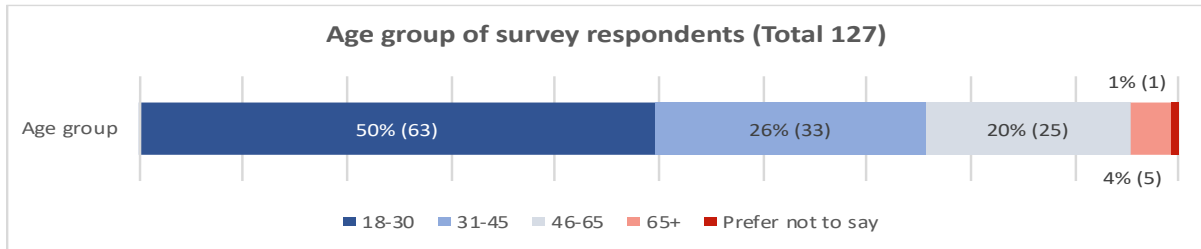
Table 3. Residents' perceptions on city branding through CSRPA

Themes	Sections	Questionnaires
Residents' brand perception	Ottawa city branding	In your own words, how would you articulate Ottawa's brand image?
		Please indicate how strongly each of the place identities resonates with you, based on your own experience of the city?
		I think Ottawa's city brand image is clear and positive
		I think the brand image accurately reflects my experience of the city
Residents' perspectives on CSRPA	Community sport and city branding	I think CSRPA is important in generating a positive image for Ottawa
		I think CSRPA should be an important component of Ottawa's city brand
		Please identify your participation in CSRPA and click the type of involvement - active or volunteer
		My indicated level of participation in CSRPA is important in my everyday life
		My participation in CSRPA is important to my identity
Residents' intervention in CSRPA	Responsibility for city branding	Please rank the type of CSRPA that you think could be used to improve Ottawa's city brand
		Please rank the groups who you think is responsible for creating Ottawa's brand image
		I think residents should play an active role in developing Ottawa's brand
		I think Ottawa's residents should be represented in the governance of Ottawa city brand
		If you were asked to participate in a consultation process about updating Ottawa's image, how strongly would you promote the inclusion of CSRPA?

Residents’ brand perception

An online survey received 127 responses from residents of the City of Ottawa aged over 18, see [Cluster 1] for full details. Not every respondent answered every question. The data indicates positive answers about the city image were prominent amongst residents, which is related to their positive experiences based on their lived experience. Residents’ brand perception of Ottawa is visualized through [Cluster 2] comprising a word cloud and two bar-type graphs.

[Cluster 1]. Descriptive statistics from the survey



"government", and "governmental" that have neutral meanings, words with positive meanings such as "active", "family", "friendly", and "outdoor" are located prominently around the core. Words of negative connotation include "boring", "sleepy", "pretentious", and "dry", appear smaller in the graphic. This indicates that residents' perceptions of Ottawa images are more positively shaped based on their lived experience.

Figure 2.2. Ottawa city brand identity

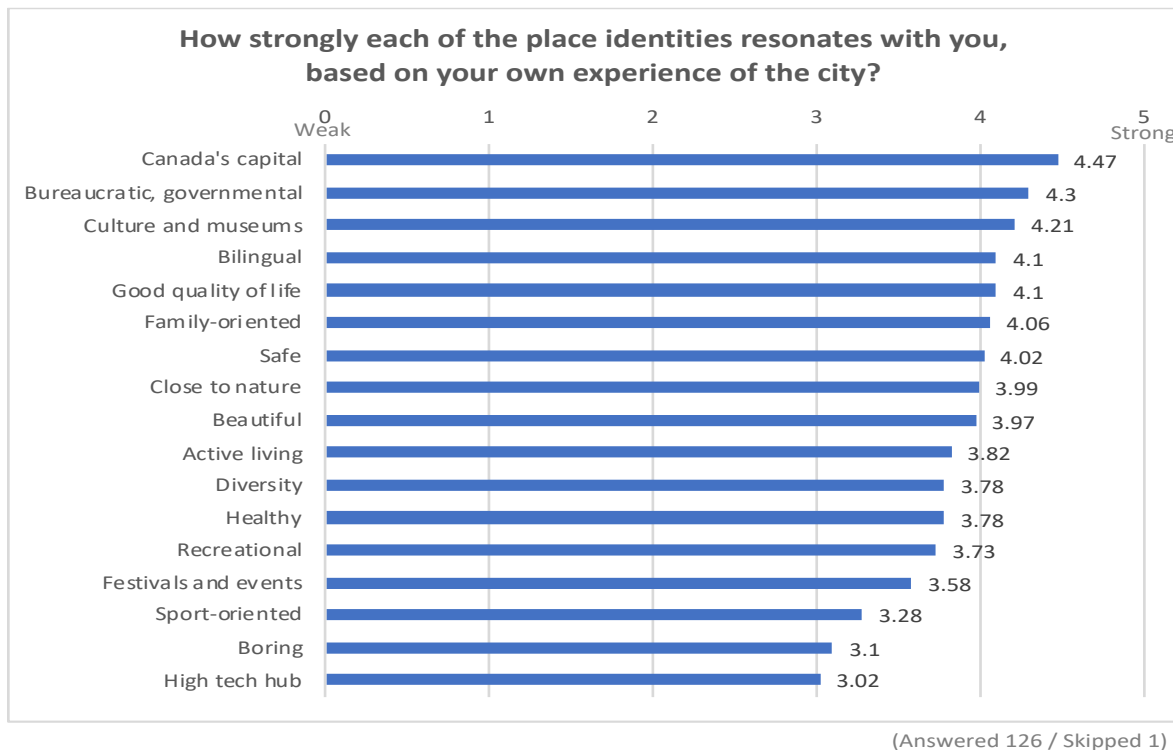


Figure 2.2 shows the strength with which each respondent concurs with the city image descriptor presented (the list was generated from interview data). Responses were classified according to five measures of intensity: the strongest sympathy was indicated by five, and the weakest by one. All of these descriptors scored very highly on the scale; none were below the median point, indicating the strength of their importance. The concept of CSRPA is embedded in many other factors, such as 'quality of life', 'close to nature', 'family-oriented', 'active living',

‘healthy’, ‘recreational’, and ‘sport-oriented’; thus these factors combine to make a very compelling argument as to why the city of Ottawa should incorporate CSRPA into its branding. The descriptor most strongly resonating with residents was the city as Canada's capital, and the weakest was as a high-tech hub. This result contrasts with the city representative group's strategy to emphasize the image of a high-tech city by attracting Amazon's second headquarters under its economic development goal. Except for the top four responses that can be related to the specificity as a capital city, there are responses containing positive impressions next such as good quality of life, family-oriented city, safe city, and city close to nature in order. This resembles the word cloud of the above figure 2.1, where keywords related to people’s positive experiences are expressed prominently.

Figure 2.3. Ottawa city brand assessment

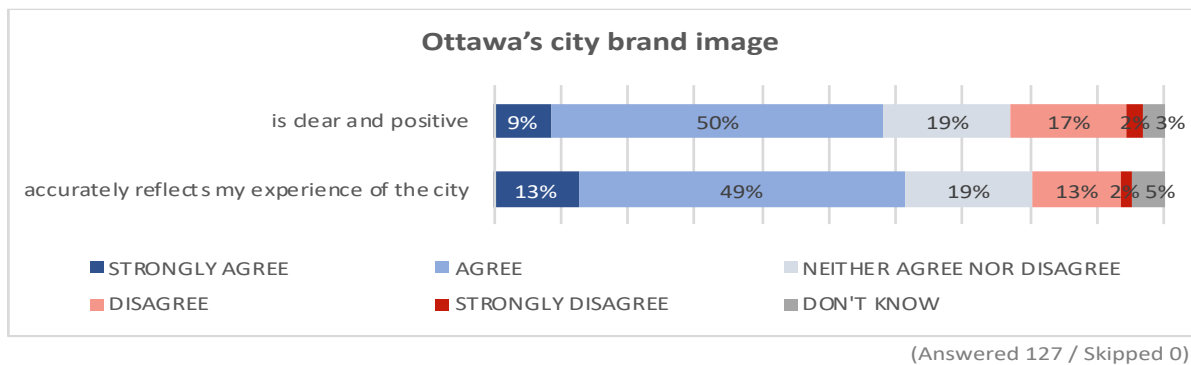


Figure 2.3 represents the respondents' assessment of the city brand. A total of 127 respondents participated. People expressed their opinions by reading a given sentence and choosing one of the five measures. No specific Ottawa brand was presented or derived here, and whatever it was, responses were recorded for implied Ottawa image that each respondent thought of themselves. As a result, 59 percent agreed that Ottawa’s brand is clear and positive, and 62 percent agreed with the question that whether the city's brand reflects their lived experience. The rate of positive evaluation of city brand and the rate of recognition that it reflects one's lived

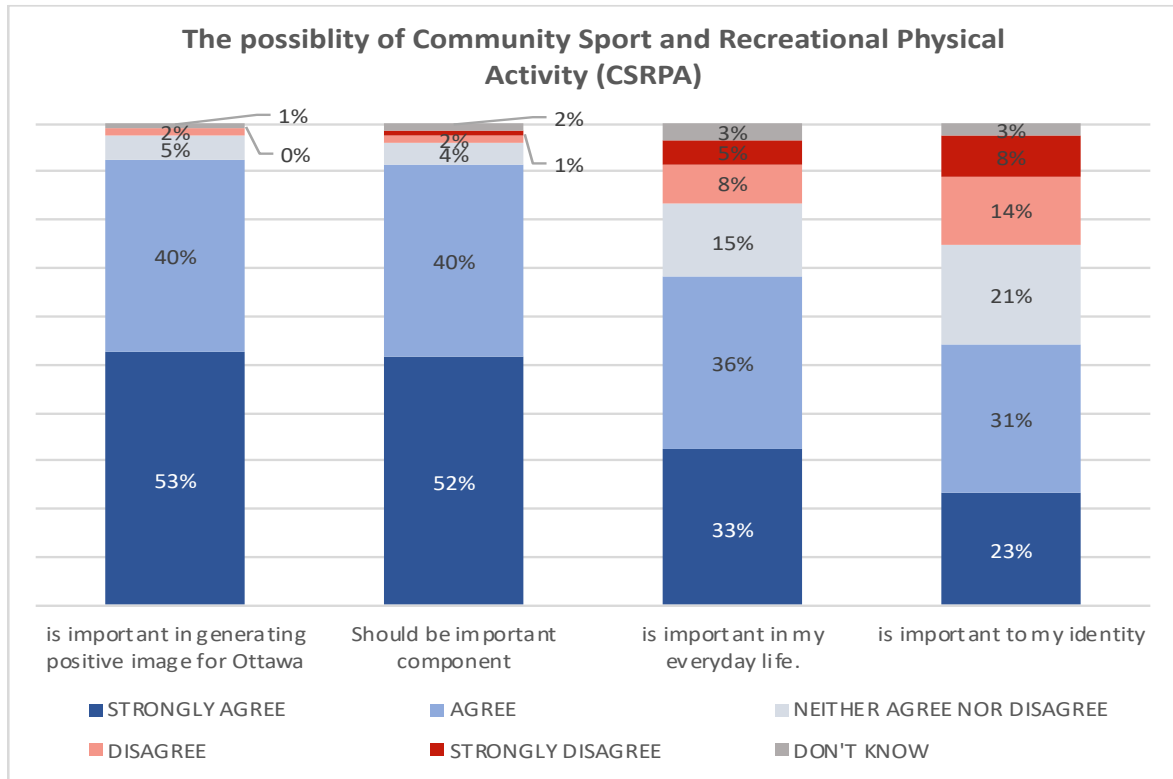
experience are similar. This suggests that individual experiences from a city can be linked to positive branding of the city. In sum, the high-tech image identified in interviews with city representative groups appeared very weak to residents, instead showing high empathy and evaluation for city images related to life experience. It means that there is a gap between the representative groups and residents' perceptions of Ottawa city brands, which should be mediated through positive residential experience.

Residents' perceptions of CSRPA

Online survey results present that respondents positively recognize the role and necessity of using CSRPA in Ottawa city branding. They identified the most common types of CSRPA they are actually participating in the city and the types of CSRPA that are useful for Ottawa city branding. Residents' perceptions on the possibility of CSRPA were structured through [Cluster 3] consisting of one bar-type graph and two ranking charts.

[Cluster 3]. Residents' brand perception on CSRPA

Figure 3.1. CSRPA for Ottawa city branding



(Answered 120 / Skipped 7)

Figure 3.1 represents respondents' perceptions of the potential for CSRPA to be utilized in Ottawa city branding. 120 of the 127 respondents provided answers. Five measures were presented, asking how strongly they sympathized with the given sentences. 93% of the respondents said CSRPA is important in generating Ottawa's positive image, while 92% said CSRPA should be an important component for Ottawa brands. More than 69% of respondents said CSRPA is important in their daily lives and 54% of respondents said it is important to their identity. Significantly, more than 90% of participants responded positively to the legitimacy of introducing CSRPA into the Ottawa City branding process. This reveals that citizens see CSRPA as influential in their daily lives, and establishing their identity, and they believe that CSRPA should be incorporated into the creation of Ottawa's city brand.

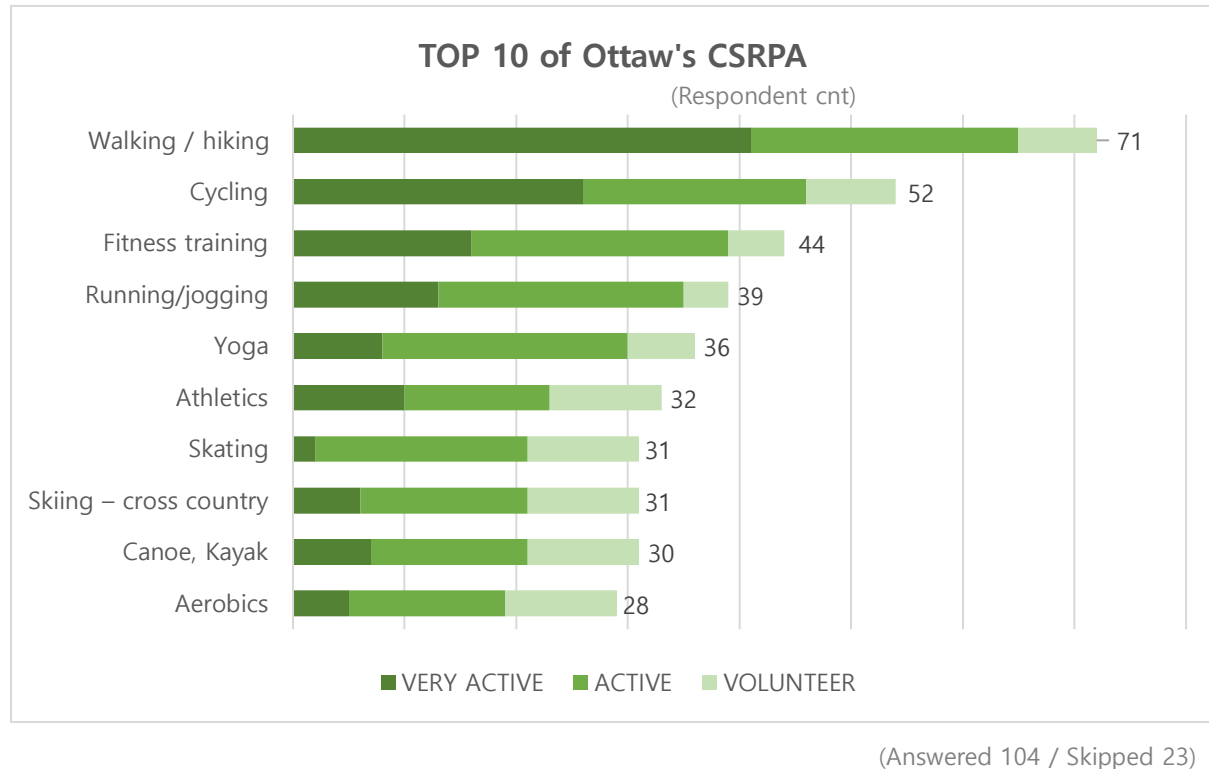
Figure 3.2. CSRPA in Ottawa

Figure 3.2 reveals what CSRPA are most prevalent amongst respondents. 104 out of a total of 127 respondents answered this question. Respondents selected their participating activities from the 54 regional-based physical activities presented to specify the type of participation and frequency. CSRPA covers a wide range of a daily form of activities ranging from traditional sports with rules and opponents such as soccer, hockey, and tennis to unorganized and unrecurrent recreation and leisure such as walking, yoga, and fishing. The physical activities most frequently participated by Ottawa residents were walking/hiking, cycling, fitness training, running/jogging, and yoga. This indicates which communities could be involved in brand co-creation in the future to leverage Ottawa CSRPA participation. Walking/hiking with the highest response was selected by 71 people, 41 of whom participated more than three times a week and 24 more than once a week. The top 10 activities that residents actually participate in were closer to life-oriented physical activities than organized or competitive sport. This fact is inferred that residents'

satisfaction and place identity can be improved when the living environment or infrastructure in the city is equipped to reflect and support the characteristics of residents' physical activities.

Figure 3.3. CSRPA types in Ottawa

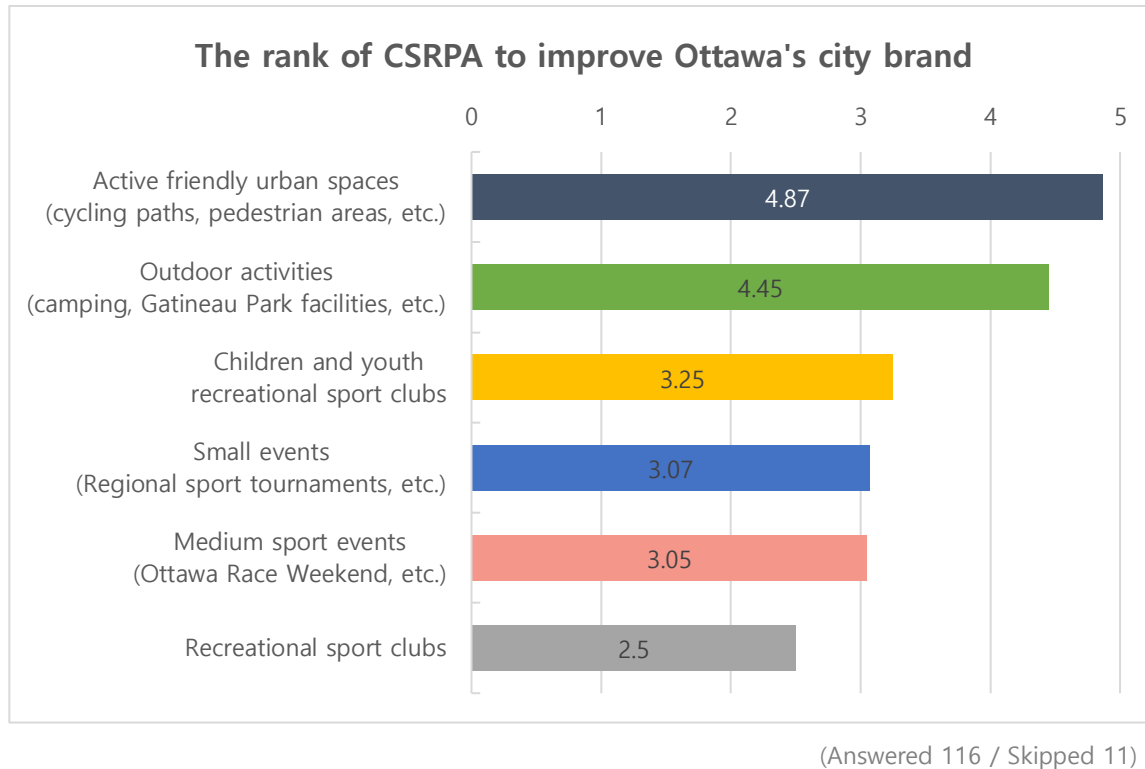


Figure 3.3 indicates the type and priority of CSRPA respondents believe should be incorporated into Ottawa's brand. Of the total 127 respondents, 116 answered the question. The CSRPA participation that can take place in Ottawa was classified into six types, depending on what resources and channels of the city were used. Respondents were asked to list six types of CSRPA that could be used to promote Ottawa's brand in order. From the top of the graph, the highest priority CSRPA form chosen by residents is presented. The highest ranking was active friendly urban spaces such as cycling paths and pedestrian areas. A total of 49 respondents chose it as number one. The next highest priority CSRPA was outdoor activities such as camping and Gatineau Park facilities. A total of 33 respondents chose it as number one. Recreation clubs and small and

medium-sized sport events took up the lower groups. These results imply that residents perceive that city brands can be better envisaged by incorporating urban experiences and the facilities and resources they actually use into the brand image. Moreover, the active friendly urban spaces and outdoor activities are located at the top of the priority list, closely linked to the results of Figure 3.2 of the CSRPA in which they participate in walking, cycling, fitness training, and running. The fact that the main words detected in the word cloud of Figure 2.1 in Cluster 2 were “active” and “outdoor” also leads one to infer that there is a close interconnection between their brand image recognition and the CSRPA they perform.

Residents’ participation in CSRPA

Finally, the online survey results provide information about the responsibility of Ottawa city branding and residents’ willingness to participate in the co-creation of the brand. The data indicated that respondents were highly aware of the responsibilities and authority of traditional city representatives such as the city council and tourism organizations in city branding, while calling for the involvement of internal stakeholders such as community groups and residents in the process. Furthermore, respondents gave strong expression that CSRPA would be included in city branding if they were asked to participate in a consultation process about updating Ottawa’s image. The responsibility of Ottawa city branding and the prospect of residents’ involvement were visualized through [Cluster 4] consisting of one ranking chart, one bar graph, and one pie chart.

[Cluster 4]. Residents’ participation in CSRPA

Figure 4.1. The responsibilities for Ottawa city branding

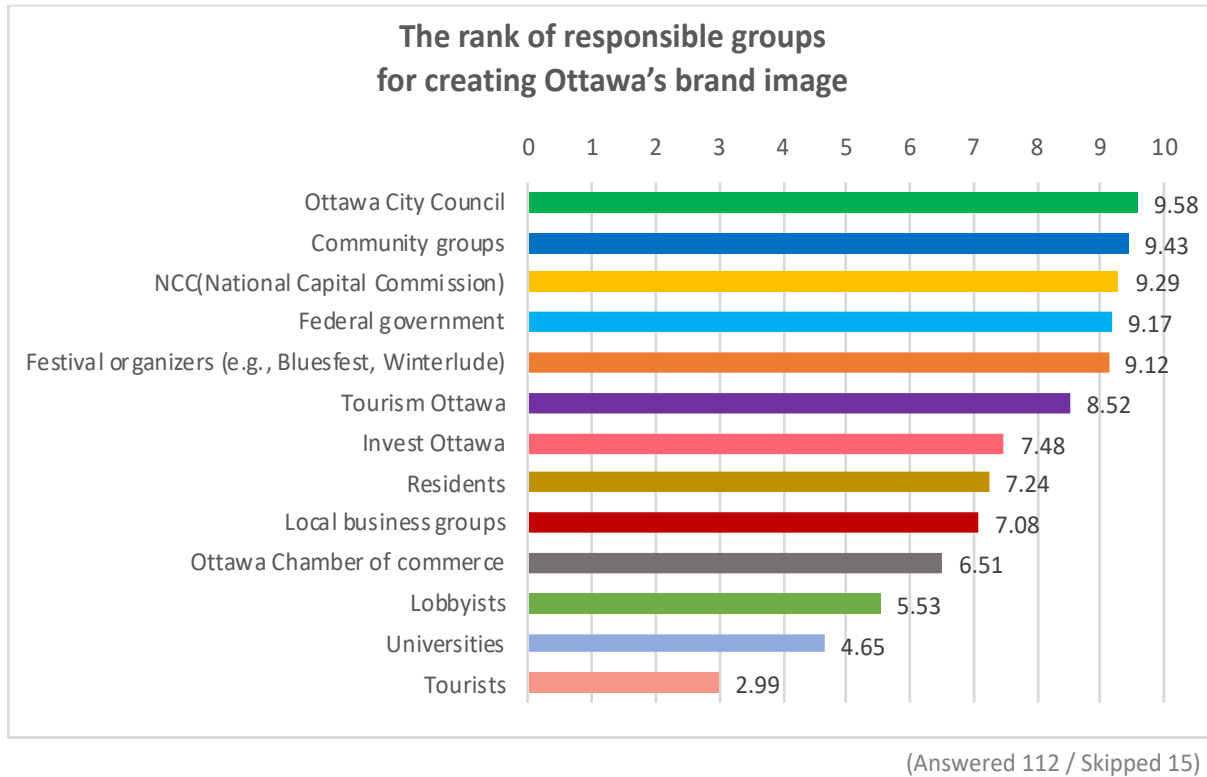


Figure 4.1 is the resident's response to the question of who is the most responsible group for creating Ottawa city brand. Of a total of 127 people, 112 participated in the question. The respondents were asked to list the top five groups in order that they thought were the most important for Ottawa city branding among the 13 groups presented. The highest ranked group was the Ottawa City Council, and the second highest ranked group was community groups, indicating a strong recognition for co-creation of a brand. Probably due to the nature of the capital city, NCC and the federal government took over the upper group, while the city's other official agencies, the Ottawa Tourism and Invest Ottawa, were located in the median group along with residents. With business groups and lobbyists at the bottom, the lowest ranked group was tourists. These results provide a point of contrast to the results of interviews with city representatives. Official

organizations authorized by the city focused on tourists and investors outside the city for city branding, but the survey showed that residents of the city had the lowest percentage for them. Instead, it has been shown to emphasize the responsibilities and roles of community groups with traditional actors such as city council.

Figure 4.2. Residents' intervention for Ottawa city branding

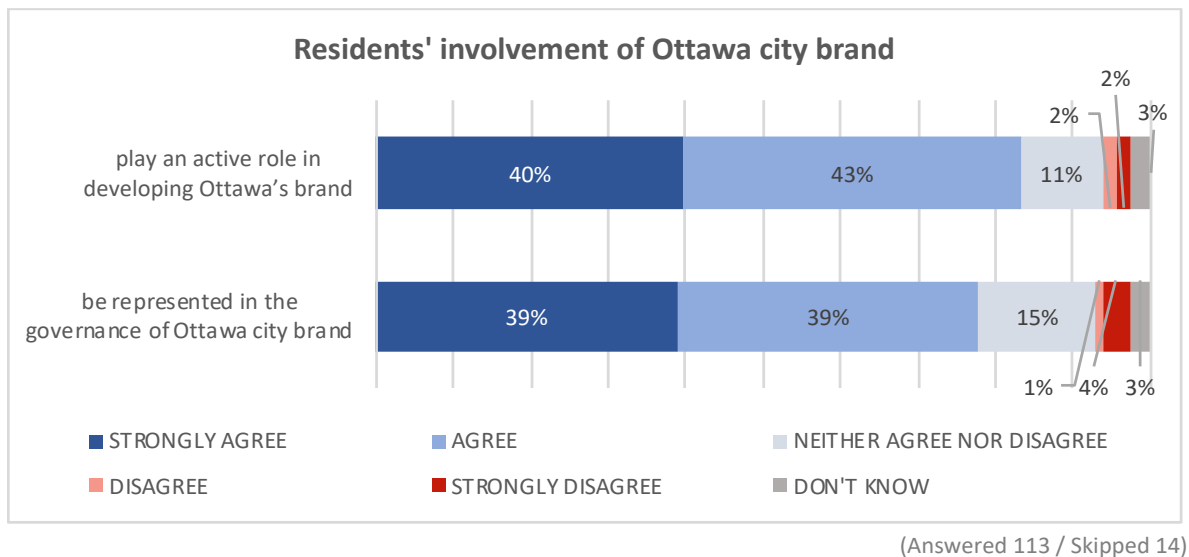


Figure 4.2 represents respondents' thoughts regarding residents' involvement in the co-creation of Ottawa's city brand. Of the total 127 participants, 113 responded. When asked that residents should play an active role in developing the Ottawa's brand, 83% said yes. Except for the percentage of respondents who said they had no opinion or did not know, less than 4% of respondents disagreed with the active role of residents. Next, 78% said yes to the question that residents should be represented as a governance entity related to Ottawa city brand. In this case, less than 5 percent said otherwise. Therefore, a clear and significant majority of respondents believe that residents should play an active role in the co-creation and governance of Ottawa's city brand. These results are in line with the results of Figure 4.1, which highlights community groups and residents as major groups along with recognition of traditional authorities.

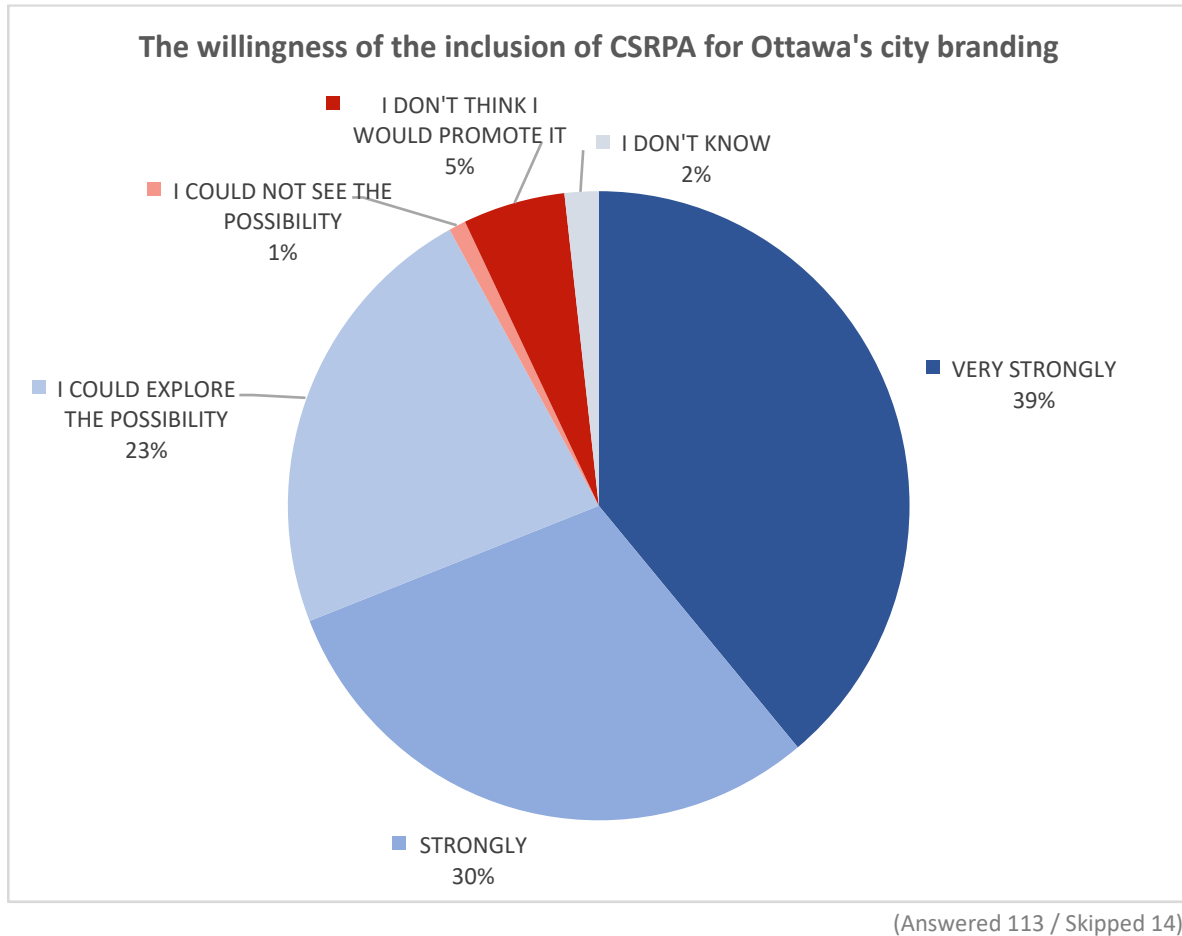
Figure 4.3. Residents' willingness to promote CSRPA for Ottawa city branding

Figure 4.3 shows respondents' answers to a question of whether they would promote CSRPA in the city branding process. Of the total 127 participants, 113 responded. Participants were given a total of six options to respond to the question: "How strongly would you promote CSRPA if you were asked to participate in the consultation process to improve Ottawa's brand?". Approximately 70% responded positively; 39% indicating they would promote the inclusion of CSRPA very strongly and 30% would promote it strongly, whilst 23% said they would consider promoting it. Only seven individuals said they would not explore or promote the possibility of promoting CSRPA in the co-creation of the city brand. These results indicate there is a broad range of support among residents who believe CSRPA should be promoted in the development of the

city brand; at the same time they indicate a very strong level of interest and willingness to participate in the co-creation of the brand. This raises the feasibility that residents' willingness to actively engage in Ottawa city branding revealed in Figures 4.1 and 4.2 can be bridged through CSRPA.

Discussion and Conclusion

The case study was conducted to see if Ottawa's residents thought CSRPA could play an effective role in participatory city branding. City representatives and some voluntary residents provided perceptions of internal stakeholder groups on the possibility of links between CSRPA and city branding. According to semi-structured interviews with city representatives and online surveys of residents, the internal stakeholder groups recognized that CSRPA would contribute positively to Ottawa city branding. At the same time, this research posed the need for a holistic and balanced approach to overcome branding challenges of CSRPA by analyzing the weaknesses that prevent CSRPA from being actively utilized in city branding practices. In order to realize participatory city branding, the participation of a comprehensive group of stakeholders must be supported (Henninger et al., 2016; Kavartzis & Hatch, 2013; Wang, 2019). Therefore, it is important to explore the place identity of the people living in the city and how the recognition system around it is established. The results presented in this study provide a balanced understanding of CSRPA's branding strengths, branding weaknesses, and responsible working groups to invite and reflect the voices of internal stakeholders. By taking a deep look at linkages between CSRPA and city branding from an internal perspective, a co-created city branding mode could be envisaged.

The other thing that is as important as the participation of various stakeholders in participatory city branding is the generation of consistent messages and agreements. If different

groups are consistent with different directions and arguments, it is difficult to pursue an effective brand development strategy (Casais & Monteiro, 2019). A branding policy reflecting the multifaceted characteristics of a city should be coordinated around common values recognized to all stakeholders (Hereźniak & Anders-Morawska, 2021). For the success of inclusive and participatory city brands, a city branding process should “consider, embrace, facilitate, and encourage interaction and fluidity leading to stakeholder engagement” (Kavaratzis, 2017, p. 102). Practical goals and strategies such as recognition of reality, identification of key stakeholders, and prioritization for action must be discussed within the city first to “integrate distinctive place-specific features and promote a collaborative place brand” (Hudak, 2019, p.97). However, the results of this research suggest that the city of Ottawa’s city branding activities are still employing a rather traditional, top-down, city marketing approach that focuses on external stakeholders. In order to integrate a more participative approach, this research positions CSRPA as an opportunity that could yield significant positive outcomes. Additionally, survey results suggest that residents were open to participate in the processes of city branding. Ottawa could become a “place-as-experienced” (Casais & Monteiro, 2019), where citizens perceive CSRPA as good potential contribution to a city brand, and where citizens would play a significant role as city branding consumers and active ambassadors. This case study notes two implications that CSRPA can contribute to sustainable and compelling city branding.

Incorporation of residents’ voices in city branding via CSRPA

Citizen participation in CSRPA could serve to voice their opinions and preferences, and point to a city ‘brand’ they identify with. CSRPA is a set of activities centered on various ‘communities’ in the city and is closely related to resident’s living conditions. For example, residents may demand improvements to an existing bike path or walking trail. Also, residents can

potentially influence the decision-making process as to whether a CSRPA facility is located in their neighbourhood. Increasing the number of stakeholders participating in CSRPA could mean increasing the involvement of citizens willing to co-create city identity by interacting with local communities and expanding their lived-experience of the city. Thus, activation of CSRPA could lead to increased residential involvement and community empowerment, which is one of the most significant topics of discussion in participatory city branding.

According to the results, internal stakeholders' perception of the effect of CSRPA on daily life and its effect on city brand formation is positive. Both interview respondents and survey participants noted the experience and effectiveness gained through CSRPA can be positive and suggest this could be included in the city branding process. This indicates that greater involvement via CSRPA, enabling their voices to be heard could help co-create the communities they want through bottom-up communication. The resulting urban space and satisfaction with CSRPA could ultimately lead to a recognizable and positive city identity, via brand co-creation. The reason why the co-creative brand model is important is that it resolves brand alienation and creates more consistent messages. Ottawa's pursuit of a 'high-tech hub' image is disconnected from the lived experience and perception of many residents, there is a gap in perception of Ottawa amongst two key internal stakeholders: the city representatives and residents. A top-down activity with little or no involvement from anyone other than the place's representatives makes the entire process of city branding rather irrelevant to ordinary citizens as it does not reflect their lived experience (Hereźniak & Anders-Morawska, 2021). Therefore, in order to effectively perform participatory city branding, a process of co-creation is required to broadly reflect resident's voices as they are currently undervalued in city branding practices. CSRPA is likely to emerge as a strong tool to reflect resident's daily lived experience and hence the co-creation of a more widely recognized

city brand.

In the analysis, specific aspects of citizens' interactions with city branding through CSRPA are evenly distributed across 'branding opportunities' and 'branding challenges'. In other words, citizen involvement with CSRPA further reinforces city brand strengths and somewhat alleviates weaknesses. First of all, that citizen involvement supplements or strengthens branding opportunities through CSRPA was acknowledged by those city representatives interviewed. Citizen involvement in CSRPA facilitates community empowerment and promotes inclusive decision-making opportunities by activating citizen engagement and making their voices heard. By expanding the community sport infrastructure, citizens could expand their opportunities to revisit, recognize, and review existing city brand assets. Also, citizens contribute to the creation of brand values that city brand must capture by presenting trends in what they do, feel and pursue in the city through their CSRPA participation.

Next, citizen involvement coordinates or mitigates branding challenges through CSRPA. Citizen intervention through CSRPA can trigger bottom-up policy-making and introduce new changes in existing methods related to city branding performance by adopting local-tailored characteristics. Second, when citizens' level of participation and satisfaction with CSRPA increases, they may act as local ambassadors, utilizing their actions to promote their city. Third, citizen participation spreads CSRPA through word-of-mouth communication; whilst the scope of exposure is not as wide and immediate as mainstream media, its effects are more powerful and lasting (Keller, 2007). In sum, it is important to expand the role of citizens via CSRPA to enable their positive contribution to participatory city branding by strengthening CSRPA's branding opportunities and reducing opposing factors.

CSRPA as a catalyst for invigorating public governance

One thing that distinguishes city branding from traditional corporate branding is that there are vested citizens, not just clients, customers, and users, at the point of arrival of place branding (Casais & Monteiro, 2019; Green et al., 2016). Since CSRPA is a community-based activity in the city, residents' participation is linked to public administration dealing with the lives of ordinary citizens. The public sector requires a holistic view and approach across society, communities, and individuals, in contrast to the main concern of entrepreneurs being to strengthen profitability (Hereźniak & Anders-Morawska, 2021). City branding involves a complex interrelationship between personal experience, living environment, social engagement, and emotional attachment to place-related matters (Hudak, 2019). Therefore, any consultation on city branding should be co-created amongst a variety of stakeholders and combine economic development as well as a collective perception of social, environmental and relational attributes that affect the quality of life and satisfaction with the city's image. In particular, participatory city branding values social approaches to expand internal effects by reflecting the needs and aspirations of residents and communities rather than economic approaches to gain external comparative advantage. The direction emphasized by participatory city branding is not only about the city's external reputation, but also about internal advancement and the future, including community growth, improved quality of life, and expanded sustainability (Djaballah et al., 2015). In this respect, CSRPA is understandable as a major stage where people in the community interact with each other, form a sense of belonging, and exert influence. By participating in CSRPA, residents identify patterns of behavior among internal stakeholder groups, accumulate daily experiences, and acquire place identity. In this survey, at least 70% of respondents positively valued the importance of CSRPA in their daily lives, the importance of identifying themselves as individuals, and the need to introduce

the lived experience into city branding. Thus, CSRPA can be interpreted as a gateway to connect citizens to intangible public assets called city brands, and work to co-create and co-manage these assets over time.

The fundamental questions that may be raised in city branding imply the political nature of public policy (Eshuis & Edwards, 2013). What belongs to the city? Who sets the public agenda? What are the impacts of success and failure of place branding? These questions lead to discussions of decentralization of hierarchical authority over a city brand and characteristics as public governance. Given the multifaceted nature of the city and the multiple stakeholders involved in it, a city brand cannot be placed under the control and responsibility of any particular group. It is effective to deal with inclusive engagement and co-creative decision-making under collaborative public management responsibilities (Kavaratzis et al., 2018; Wang, 2019). A good brand strategy should be able to build engagement among stakeholders and internal audiences as well as outside the city. When this is built on a sense of belonging and shared purpose and motivated for internal stakeholders to involve, the uniqueness of a city that cannot be imitated elsewhere will be demonstrated and exercised (Compte-Pujol et al., 2018).

Hereźniak and Anders-Morawska (2021) introduces the concept of a public value approach, arguing that the view of place branding should shift from a competition-oriented perspective for economic outcomes to a demand-driven perspective for community-led development. The performance of traditional place branding was mainly made within top-down communications and hierarchical decision-making structures, and the main targets were formed mainly by external audiences such as tourists and potential investors. This research suggests place branding should be the creation and implementation of public values recognized by the community in the light of who is the primary audience of place branding. In particular, it emphasized public

value-oriented place branding strategies can be used as drivers for changing the way in which people fulfill their needs within a society.

These claims are in line with the data results presented in this study. Interview analysis showed that the current decision-making approach regarding Ottawa city branding follows a hierarchical bureaucratic model in which city councils and administrators decide what to fund, and determine the parameters of any image building activity. It also revealed a tendency to limit the main targets of city branding to external groups. This inclination excludes internal stakeholders. According to the survey results, Ottawa residents respected the responsibility and legitimacy of traditional official organizations for city branding, while making clear the message that the role of communities and residents, not tourists, should be expanded. Aspects of city identity with high recognition among Ottawa residents were life satisfaction and public value, such as high quality of life, active living, family-orientation, and nature-friendly spaces. CSRPA reflects the experience of residents' lives and can serve as a window to create or demonstrate this public value. CSRPA is more resident-friendly, responsive and daily compared to mega sport events. 90 percent of Ottawa residents showed positive perception of CSRPA's potential to contribute to city branding and willingness to utilize it. Co-created and inclusive branding strategies reflecting community needs and aspirations will result in more compelling messages. Therefore, using CSRPA as a catalyst for realizing residents' willingness to become involved in the co-creation of recognizable city brands that reflect the values of their lived-experience should be considered an important factor in city participatory branding.

CHAPTER 5

Conclusion

This research examined the perceptions of Ottawa residents and city representatives in respect of the potential role of CSRPA in the city branding process, and to present an understanding of how CSRPA could contribute to participatory city branding. Put another way, the research sought to understand the perceptions of internal stakeholders as to how CSRPA could be utilized in the co-creation of Ottawa's city brand.

The results of 17 interviews with elected city officials and city managers were divided into two major axes around CSRPA: branding opportunities and branding challenges. These indicate the potential of CSRPA to contribute to city branding by activating citizen engagement, expanding community sport infrastructure, and stimulating brand value creation. However, there are obstacles that could prevent CSRPA from being leveraged in city branding due to the traditional branding approach taken in Ottawa which limits a diversity of participating stakeholders, and which has limited recognition of the contribution CSRPA could make. Consequently, this research suggests that a more contemporary approach encompassing strengths and mitigating weaknesses is required to increase the likelihood of success when it comes to the co-creation of a city brand using CSRPA as a key component.

Citizen's responses to an online survey were structured into three categories: (i) brand perception, (ii) perceptions of CSRPA, and (iii) participation in CSRPA. In relation to their perception of Ottawa's brand, citizens are likely to perceive the city more positively rather than negatively. They have the highest level of empathy with the image of Ottawa as Canada's capital, while that of the city as a 'high-tech hub' is the weakest. This indicates a clear disconnect between the city's intended image and the lived experience of citizens. As for their perceptions of CSRPA, citizens see it as significantly influential in their daily lives and contributing to their identity, and hence that of the city via lived experience. Respondents identified the type of CSRPA to improve

Ottawa's city brand is closely related to urban experiences and living conditions such as active friendly urban spaces and outdoor activities where CSRPA can be undertaken. Regarding citizen participation in city branding via CSRPA, citizens identified the city council and community groups as those most responsible for creating and maintaining Ottawa's brand image: further research would be needed to understand how ordinary citizens can effectively interact with those entities. A significant majority of respondents believed citizens should play an active role in the co-creation and governance of Ottawa's city brand.

This research indicates citizens believe CSRPA can contribute positively to the creation of a city brand recognizable to internal stakeholders. They believe their contribution to city branding can be made via CSRPA.

Implications for further research and practice

The connectivity between participatory city branding and CSRPA presented in this study has significant implications in both future research and the implementation of city branding. The full-fledged introduction of participatory city branding will require active intervention by internal stakeholders, particularly communities and citizen groups. In this regard, the possibility that CSRPA can contribute to participatory city branding through a comprehensive understanding of opportunities, challenges, and prospects was presented as two major research implications.

First, CSRPA activates citizen interventions which, in turn, trigger bottom-up decision making. Second, CSRPA acts as a platform for public governance, boosting the value sought by internal audiences. Participatory city branding aims to "return the brand to the people" in opposition to local authorities and traditional municipalities monopolizing city brand strategies. This research seemed to confirm citizens would welcome this outcome.

Further research is required to make these findings clearer and more applicable. How the concept of CSRPA can be defined and classified requires the creation of relevant conceptual criteria and scope setting. Furthermore, it is believed that research on the systematic implementation of which specific forms of CSRPA can be linked to the city branding process should follow.

A major limitation to this study is the low number of respondents. Due to many factors, (COVID-19, weariness of online activity, reluctance to engage with online surveys to name a few) only 127 individuals contributed data to the survey. These 127 people cannot be said to be, in any way, representative of the significant and diverse population of the city of Ottawa. Another limitation is that the research focused on one city, and therefore the results cannot be extrapolated to any other city. In many ways, it would be perhaps wise to consider this research to be a pilot study for a later, more wide-reaching study into these matters.

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Appendix A – Interview Guide

Interviewee: Personal data

- 1. Please can you tell us a little bit about yourself and how you came to occupy your current position?**
- 2. Can you describe your current role, please?**
- 3. How long have you held your current position?**
- 4. Are you formally involved with any high-performance or elite sport entities within the city?**
- 5. Are you formally involved with any community-based recreational sport and physical activity entities within the city?**
- 6. Do you actively participate in sport or physical activity on a regular basis?**

City Brand: These questions pertain to Ottawa's city brand

- 1. Do you think the city of Ottawa has a distinct and discernable brand?**
- 2. Can you articulate your perception of the brand?**
- 3. What are the key elements on which the brand is based?**
- 4. How would you describe the people to whom the Ottawa brand is attractive?**
- 5. Do you think the Ottawa city brand was consciously created?**
- 6. If so, how and by whom was the city brand created?**
- 7. How does Ottawa promote its brand?**
- 8. What specific things impact on your perception of the city brand?**
- 9. How does sport contribute to Ottawa's brand image?**
- 10. Do you think Ottawa has official formal or informal policies and strategies related to building its brand?**

11. If so, please can you explain them for us?

Sport: For this study, we are looking at community-based recreational sport and physical activity, something we term “lower-case” sport as opposed to “upper-case” sport which could be considered to be high-performance and elite sport such as the Senators, RedBlacks, FIFA Women’s World Cup, etc., though we consider them to exist as two points on a continuum, e.g.,

Upper Case ⇐-----=> Lower Case

- 1. Would you agree that this is a valid way of framing two different areas of sport in relation to Ottawa’s city brand?**
- 2. How do you think these two different aspects of sport (upper and lower-case) have unique impacts on the creation of Ottawa’s city brand?**
- 3. Do you think lower-case sport can achieve citizen engagement?**
- 4. If so, how?**
- 5. Do you think citizen engagement is a way of building brand, akin to WOM marketing?**
- 6. How does Ottawa formally use sport to build their brand and promote the city positively?**
- 7. How does Ottawa informally use sport to build their brand and promote the city positively?**
- 8. Who do you think Ottawa is targeting with its formal promotion of sport?**
- 9. Who do you think Ottawa is targeting with its informal promotion of sport?**
- 10. How does community-based recreational sport and physical activity contribute to Ottawa’s city brand?**
- 11. What specific (demographic, socio-economic) groups do you think can be targeted using lower-case**

sport to build the city images?

12. How do you think lower-case sport impacts on low-income and high-income communities within Ottawa respectively?

13. How do you think Ottawa is currently using lower-case sport in the process of city branding?

14. How effective do you think this process is?

15. Are there any other aspects of sport in relation to city branding that you think are important?

Appendix B – Online Survey Questionnaire

[English ver.]

[Introduction]

Participatory City Branding through Community Sport and Recreational Physical Activity

Participate in research into community sport and Ottawa city branding!

Do you live in Ottawa and are aged 18 and over? We'd like to hear from you!

Researchers at the University of Ottawa are conducting a survey on city resident's perceptions of the role of community-based and recreational physical activity in the construction of Ottawa's city brand, and would like to hear from residents aged 18 and over.

The survey is completely anonymous and will take between 10 and 15 minutes to complete.

Please click the "Next" button below to complete the survey. Thank you!

[Consent form]

Participatory City Branding through Community Sport and Recreational Physical Activity

Declaration of Agreement on Participation in the Research

Title of the study: The Role of Community Sport in City Branding: A Case Study of Ottawa

Researchers: Alexandra Arellano (associate professor); Stephen Stuart (adjunct professor); Hanbit Park (MA candidate); School of Human Kinetics, Faculty of Health Sciences, University of Ottawa.

I am invited to participate in the abovementioned research study about the use of sport for the city branding of Ottawa. This survey is being conducted to explore resident's perceptions of the use of community-based and recreational physical activity in the city branding of Ottawa.

Participation: My participation will consist essentially of completing an online questionnaire which will take 10 to 15 minutes in length.

I am being asked to participate in this survey because I am **over 18 years old** and **currently living in Ottawa**. I am under no obligation to participate and if I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences.

Risks: My participation in this study will entail no risk.

Benefits: My participation in this study will benefit me by having the sense of being involved in research that will provide recommendations to city authorities, and where my opinion and experiences as a citizen will be heard. This could enable me to understand my own experiences in community sport and how they can impact the city image and align with quality of life.

Confidentiality and anonymity: I have the assurance that the information I will share will remain strictly confidential. I understand that the contents will be used only for purpose of this study, and can be presented in academic publications, an MA dissertation, and academic conferences. My confidentiality will be protected by completing the questionnaire anonymously.

Conservation of data: The electronic data collected will be kept in a secure manner. All data will be kept on the investigator's password protected computers.

If I have any questions about the study, I may contact the researchers.

This research has been reviewed by the Research Ethics Board of the University of Ottawa (uOttawa REB). If you wish to speak with someone from the uOttawa REB, please contact them by phone at 613-562-5387 or by email at ethics@uottawa.ca.

For all other questions I can contact the research team.

By completing this survey, I provide my free and informed consent to participate in this study.

Please print or save this form for your records. Thank you for your time and participation!

[Section I: About you]

1. Please indicate which age group you are in?
 - a. 18-30
 - b. 31-45
 - c. 46-65
 - d. 65+
 - e. Prefer not to say

2. Please indicate with which gender do you identify?
 - a. Female
 - b. Male
 - c. You don't have an option that applies to me
 - d. Prefer not to say

3. Please indicate the highest level of education you have completed
 - a. Elementary
 - b. Secondary
 - c. College certificate
 - d. Undergraduate university degree
 - e. Graduate university degree
 - f. Prefer not to say

4. How long have you lived in Ottawa?
 - a. I was born here
 - b. 0-2 years
 - c. 3-5 years
 - d. 6 years and more
 - e. Prefer not to say

5. I enjoy living in Ottawa.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know

6. To help us understand different perceptions of Community Sport and Recreational Physical Activity within the wider city of Ottawa, please include the first three digits of your postcode e.g., K1N
Postcode: _____

7. Are you active in any Facebook or other on-line community groups? E.g., Kanata Beaverbrook Community Association.
Please provide the names of all that apply:
 - a.

- b.
- c.
- d.
- e.
- f.
- g.

[Section II: Ottawa city branding]

1. In your own words, how would you articulate Ottawa’s brand image?
 Open ended answer: _____

2. When associating images with Ottawa’s city brand, our previous research generated the following ideas, please can you indicate how strongly each of them resonates with you, based on your own experience of the city?

	Very strong	Strong	Neither strong nor Weak	Weak	Very weak	I don’t know
Active living						
Beautiful						
Bilingual						
Boring						
Bureaucratic, governmental						
Canada’s capital						
Close to nature						
Culture and museums						
Diversity						
Family-oriented						
Festivals and events						
Good quality of life						
Healthy						
High tech hub						
Recreational						
Safe						
Sport-oriented						
Other (please specify): _____						

3. I think Ottawa’s city brand image is clear and positive.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

4. I think the brand image accurately reflects my experience of the city

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

[Section III: Community sport and city branding]

Community sport and recreational physical activity specifically refers to residents’ participation in active living such as cycling to work, playing hockey in a local league, hiking in the Gatineau Hills, running during the Ottawa Race Weekend, or volunteering as a parent for a recreational youth soccer club, etc.

1. I think community sport and recreational physical activity is important in generating a positive image for Ottawa

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

2. In my opinion, community sport and recreational physical activity should be an important component of Ottawa’s city brand.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

3. Which of the following community sport and recreational physical activities do you consider yourself involved as an active participant (practicing the sport) or as a volunteer (involved in organizing / coaching /as an accompanying parent): Please identify your participation in community sport and recreational physical activity and click the type of involvement – Active or Volunteer

Very active (practicing 3 times and more per week), Active (practicing this sport 1-2 times per week), Volunteer)

Aerobics	
Athletics	
Archery	
Badminton	
Baseball	
Basketball	
BMX	

Body building	
Boxing	
Broomball	
Canoe, Kayak	
Cricket	
Curling	
Cycling	

Disc sports – frisbee	
Diving	
Equestrian	
Field hockey	
Figure skating	
Fishing	

Fitness training	
Football	
Golf	
Gymnastics	
Hockey	
Inline skating	
Lacrosse	
Martial Arts	
Mountain biking	
Orienteering	
Ringette	
Rowing	
Rugby	
Running / jogging	
Sailing	
Scuba diving	
Skateboarding	
Skating	
Skiing – alpine	
Skiing – cross country	
Snowboarding	
Soccer	
Softball	
Speed skating	
Squash	
Swimming	
Tennis	
Trail running	
Triathlon	
Volleyball	
Walking / hiking	
Water polo	
Water skiing	
Weightlifting	
Wrestling	
Yoga	

Other (please specify: _____)	
-------------------------------	--

4. My indicated level of participation in community sport and recreational physical activity is important in my everyday life.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know

5. My participation in community sport and recreational physical activity is important to my identity

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know

6. Please rank the type of community sport and recreational physical activity that you think could be used to improve Ottawa's city brand (1 being the best suited, 6 being the least):

1. Small events (Regional sport tournaments, etc.)	
2. Outdoor activities (camping, Gatineau Park facilities, etc.)	
3. Active friendly urban spaces (cycling paths, pedestrian areas, etc.)	
4. Children and youth recreational sport clubs	
5. Medium sport events (Ottawa Race Weekend, etc.)	
6. Recreational sport clubs	
7. Other: _____	

[Section IV: Responsibility for city branding]

1. Ottawa’s city brand image would benefit from a clear and well-resourced branding strategy.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

2. Please rank from 1 – 13 who you think is responsible for creating Ottawa’s brand image? 1 having most responsibility, 13 having least responsibility:

Community groups		Federal government		Festival organizers (e.g., Bluesfest, Winterlude)	
Invest Ottawa		Lobbyists		Local business groups	
NCC (National Capital Commission)		Ottawa Chamber of commerce		Ottawa City Council	
Residents		Tourism Ottawa		Tourists	
Universities					

3. I think residents should play an active role in developing Ottawa’s brand.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

4. Do you think Ottawa’s residents should be represented in the governance of Ottawa city brand?

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don’t Know

5. If you were asked to participate in a consultation process about updating Ottawa’s image, how strongly would you promote the inclusion of community sport and recreational physical activity?

Very strongly	Strongly	I could explore the possibility	I could not see the possibility	I don’t think I would promote it	I don’t know

6. May we contact you for further research on this topic? If so, please provide your Email address: _____

[French ver.]**[Introduction]****Le rôle du sport communautaire et de l'activité physique récréative dans la construction d'une image de marque participative de la ville d'Ottawa**

Participez à une recherche sur le sport communautaire et l'image de marque de la ville d'Ottawa!

Vous vivez à Ottawa et êtes âgé de 18 ans et plus? Nous aimerions avoir votre opinion!

Des chercheurs de l'Université d'Ottawa mènent une enquête sur les perceptions des résidents de la ville quant au rôle de l'activité physique communautaire et récréative dans la construction de la marque de la ville d'Ottawa. Ils aimeraient l'avis de résidents de 18 ans et plus.

L'enquête est tout à fait anonyme et prendra entre 10 et 15 minutes.

Veuillez cliquer sur le bouton « Suivant » ci-dessous pour répondre au sondage. Merci!

[Formulaire de consentement]**Le rôle du sport communautaire et de l'activité physique récréative dans la construction d'une image de marque participative de la ville d'Ottawa**

Déclaration sur ma participation à cette recherche

Titre de l'étude: Le rôle du sport communautaire et de l'activité physique récréative dans la construction d'une image de marque participative de la ville d'Ottawa

Chercheurs: Alexandra Arellano (professeure agrégée); Stephen Stuart (professeur auxiliaire); Hanbit Park (candidat MA); École des sciences de l'activité physique, Faculté des sciences de la santé, Université d'Ottawa.

Je suis invité.e à participer à l'étude susmentionnée sur l'utilisation du sport pour l'image de marque de la ville d'Ottawa. Cette enquête vise à explorer la perception des résidents quant à l'utilisation de l'activité physique communautaire et récréative dans la construction de l'image de marque de la ville d'Ottawa.

Participation: Ma participation consistera essentiellement à remplir un questionnaire en ligne d'une durée de 10 à 15 minutes.

On me demande de participer à ce sondage parce que j'ai plus de 18 ans et que je vis présentement à Ottawa. Je n'ai aucune obligation de participer et si je choisis d'y participer, je peux me retirer de l'étude à tout moment et / ou refuser de répondre à des questions, sans subir de conséquences négatives.

Risques: Ma participation à cette étude n'entraînera aucun risque.

Avantages: Ma participation me sera bénéfique car je serai consulté dans une étude qui fournira des recommandations aux autorités de la ville, et mon opinion et mes expériences en tant que citoyen seront entendues. Cela pourrait me permettre de comprendre mes propres expériences dans le sport communautaire et comment elles peuvent avoir un impact sur l'image de la ville et comment elles sont liées à ma qualité de vie.

Confidentialité et anonymat: j'ai l'assurance que les informations que je partagerai resteront strictement confidentielles. Je comprends que le contenu ne sera utilisé qu'aux fins de cette étude et peut être présenté dans des publications académiques, un mémoire de maîtrise et des conférences académiques. Ma confidentialité sera protégée en remplissant le questionnaire de manière anonyme.

Conservation des données: Les données électroniques collectées seront conservées de manière sécurisée, sur les ordinateurs protégés par mot de passe.

Si j'ai des questions sur l'étude, je peux contacter les chercheurs.

Cette recherche a été examinée par le Comité d'éthique de la recherche de l'Université d'Ottawa (CÉR). Si je souhaite parler à une personne du CÉR, je peux la contacter par téléphone au 613-562-5387 ou par courriel à ethique@uottawa.ca.

Pour toute autre question, je peux contacter l'équipe de recherche.

En répondant à cette enquête, je donne mon consentement libre et éclairé pour participer à cette étude.

Veillez imprimer ou enregistrer ce formulaire pour vos archives.

Merci pour votre temps et votre participation!

Le rôle du sport communautaire et de l'activité physique récréative dans la construction de l'image d'une marque participative de la ville d'Ottawa

Sondage auprès des résidents d'Ottawa

Section I: Informations générales

1. Dans quel groupe d'âge vous situez-vous?

- a. 18-30
- b. 31-45
- c. 46-65
- d. 65 ans et +
- e. Je préfère ne pas répondre

2. À quel sexe vous identifiez-vous?

- a. Femme

- b. Homme
- c. Ces réponses ne s'appliquent pas à moi
- d. Je préfère ne pas répondre

3. Veuillez indiquer votre niveau d'études complété le plus élevé:

- a. Primaire
- b. Secondaire
- c. Certificat d'études collégiales
- d. Diplôme universitaire de premier cycle
- e. Diplôme universitaire d'études supérieures
- f. Je préfère ne pas répondre

4. Depuis combien de temps vivez-vous à Ottawa?

- a. Je suis né ici
- b. 0-2 ans
- c. 3-5 ans
- d. 6 ans et plus
- e. Je préfère ne pas répondre

5. J'aime vivre à Ottawa.

Tout à fait d'accord	D'accord	Ni en accord ni en désaccord	En désaccord	Tout à fait en désaccord	Je ne sais pas

6. Pour nous aider à comprendre les différentes perceptions du sport communautaire et de l'activité physique récréative dans la grande ville d'Ottawa, veuillez inclure les trois premiers chiffres de votre code postal, par exemple K1N

Code postal: _____

7. Êtes-vous actifs dans des groupes communautaires des réseaux sociaux tels que dans Facebook ou autres? Ex., Ottawa moms group.

SVP mentionner ces groupes:

- a.
- b.
- c.
- d.
- e.
- f.
- g.

Section II: Image de marque de la ville d'Ottawa

1. Dans vos propres mots, comment qualifieriez-vous l'image de marque d'Ottawa?

Réponse ouverte: _____

2. Nos recherches précédentes sur les images associées à la ville d'Ottawa ont généré les idées suivantes. Pouvez-vous indiquer dans quelle mesure chacune d'elles vous interpelle, en fonction de votre propre expérience de la ville?

	Très représentatif de la ville	Représentatif	Plus ou moins	Pas représentatif	Pas du tout représentatif	Je ne sais pas
Vie active						
Belle ville						
Bilinguisme						
Ville ennuyante						
Bureaucratique, gouvernement						
La capitale du Canada						
Près de la nature						
Culture et musées						
Diversité						
Ville pour les familles						
Festivals et événements						
Bonne qualité de vie						
Ville saine						
Hub de haute technologie						
Ville récréative						
Ville sécuritaire						
Ville sportive						
Autre (svp spécifiez):						

3. Je crois que l'image de marque de la ville d'Ottawa est claire et positive.

Tout à fait d'accord - D'accord - Ni en accord, ni en désaccord - Pas d'accord - Pas du tout d'accord - Je ne sais pas

4. Je crois que l'image de marque d'Ottawa reflète bien ma propre expérience de la ville

Tout à fait d'accord - D'accord - Ni en accord, ni en désaccord - Pas d'accord - Pas du tout d'accord - Je ne sais pas

Section III: Sport communautaire et image de marque de la ville

Le sport communautaire et l'activité physique récréative font référence à la participation des résidents à une vie active comme faire du vélo pour se rendre au travail, jouer au hockey dans

une ligue locale, faire de la randonnée au Parc de la Gatineau, courir le marathon d'Ottawa, faire du bénévolat comme parent pour un club de soccer récréatif pour les jeunes, etc.

1. Je crois que le sport communautaire et l'activité physique récréative sont importants pour générer une image positive d'Ottawa.

Tout à fait d'accord - D'accord - Ni en accord, ni en désaccord - Pas d'accord - Pas du tout d'accord - Je ne sais pas

2. À mon avis, le sport communautaire et l'activité physique récréative devraient être un élément important dans la construction de l'image de marque de la ville d'Ottawa.

Tout à fait d'accord - D'accord - Ni en accord, ni en désaccord - Pas d'accord - Pas du tout d'accord - Je ne sais pas

3. Dans quel sport communautaire et activité physique récréative suivants vous considérez-vous impliqué en tant que participant actif (pratiquant le sport) ou en tant que bénévole (impliqué dans l'organisation / coaching / parent accompagnateur):

Veillez identifier votre participation au sport communautaire et activité physique récréative en cliquant ci-bas.

Très actif (vous pratiquez 3 fois / semaine ou plus); Actif (pratiqués 1-2 fois / semaine); Bénévole

Aérobic		Football		Ski alpin	
Arts martiaux		Gymnastique		Ski de fond	
Athlétisme		Golf		Ski nautique	
Aviron		Haltérophilie		Tennis	
Badminton		Hockey		Tir à l'arc	
Ballon balai		Lacrosse		Triathlon	
Baseball		Lutte		Voile	
Balle molle					
Basketball		Natation		Volleyball	
BMX		Patinage		Waterpolo	
Musculation		Patin artistique		Yoga	
Boxe		Patinage de vitesse			
Canoë, Kayak		Patin à roues alignées		Hockey sur gazon	
Course jogging		Pêche		Culturisme	
Course d'orientation		Planche à neige		Vélo de montagne	
Criquet		Plongée		Plongeon	

Curling				Planche à roulette	
Cyclisme		Randonnée pédestre		Squash	
Équitation		Ringuette		Soccer	
Frisbee – ultimate		Rugby		Autre (svp spécifiez)	

7. Ma participation au sport communautaire et à l'activité physique récréative est importante dans ma vie quotidienne.

Tout à fait d'accord – D'accord – Ni en accord, ni en désaccord – Pas d'accord – Pas du tout d'accord – Je ne sais pas

8. Ma participation au sport communautaire et à l'activité physique récréative est importante pour mon identité

Tout à fait d'accord – D'accord – Ni en accord, ni en désaccord – Pas d'accord – Pas du tout d'accord – Je ne sais pas

16. Veuillez classer les types de sports communautaires et d'activités physique récréatives qui, selon vous, sont les plus aptes à être utilisés dans le renforcement de l'image de marque de la ville d'Ottawa (1 étant le plus pertinent, 6 étant le moins pertinent) :

1. Petits événements (tournois sportifs régionaux, etc.)	
2. Activités de plein air (camping, randonnée au parc de la Gatineau, etc.)	
3. Utilisation des espaces urbains actifs (pistes cyclables, zones piétonnes, plages publiques etc.)	
5. Événements sportifs de taille moyenne (marathon d'Ottawa, etc.)	
4. Clubs de sports récréatifs pour jeunes et enfants	
6. Clubs de sports récréatifs	
7. Autre : _____	

Section IV : Responsabilité envers l'image de marque de la ville

9. L'image de marque de la ville d'Ottawa bénéficierait d'une stratégie claire et bien financée

Tout à fait d'accord – D'accord – Ni en accord, ni en désaccord – Pas d'accord – Pas du tout d'accord – Je ne sais pas

17. Veuillez classer de 1 à 13, selon vous, qui est responsable de la création de l'image de marque d'Ottawa? 1 étant le plus responsable, 13 étant le moins responsable :

Groupes communautaires	
Organisateurs de festivals (ex., Bal de Neige, Blues Fest etc.)	
Gouvernement fédéral	

Invest Ottawa	
CCN (Commission de la capitale nationale)	
Conseil municipal d'Ottawa	
Lobbyistes	
Chambre de commerce d'Ottawa	
Tourisme Ottawa	
Groupes d'entreprises locales	
Touristes	
Résidents	
Universités	

3. Je pense que les résidents devraient jouer un rôle actif dans le développement de l'image de marque de la ville d'Ottawa.

Tout à fait d'accord – D'accord – Ni en accord, ni en désaccord – Pas d'accord – Pas du tout d'accord – Je ne sais pas

10. Les résidents devraient être représentés dans la gouvernance de l'image de marque de la ville d'Ottawa.

Tout à fait d'accord – D'accord – Ni en accord, ni en désaccord – Pas d'accord – Pas du tout d'accord – Je ne sais pas

11. Si on vous demandait de participer à un processus de consultation sur le renforcement de l'image de marque d'Ottawa, dans quelle mesure y feriez-vous la promotion de l'inclusion du sport communautaire et de l'activité physique récréative?

Très fortement – Fortement – Je considérerais la possibilité – Je ne vois pas de possibilité – je ne vois pas du tout de possibilité – Je ne sais pas

12. Pourrions-nous vous contacter pour plus de renseignements sur votre opinion à ce sujet?
Si oui, écrivez votre adresse courriel : _____

Appendix C – Survey Recruitment Graphic





