

Event Impact Assessment:

**Theory and Methods for
Event Management and Tourism**

Donald Getz, PhD.



Goodfellow Publishers Ltd

(G) Published by Goodfellow Publishers Limited,
26 Home Close, Wolvercote, Oxford OX2 8PS
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-911635-05-5

The Events Management Theory and Methods Series

Copyright © Donald Getz, 2019

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.



Design and typesetting by P.K. McBride, www.macbride.org.uk

Cover design by Cylinder

Contents

	Introduction to the Events Management Theory and Methods Series	vii
	Preface To Event Impact Assessment	ix
1	Basic Concepts and Definitions	1
2	Theory	22
3	Impact Assessment Process, Measures and Methods	49
4	Social Impact Assessment	84
5	Cultural Impacts	112
6	Built Environment	130
7	Ecological Impacts	152
8	Economic Impact Assessment	170
9	Conclusions	208
	References	216
	Index	230

List of Figures

1.1: Categories and examples of evaluation and impact assessment	6
1.2: Key definitions	11
1.3: Impact variables and some key questions to ask (heuristics for IA)	12
1.4: Additional concepts and definitions	14
1.5: Four applications of IA for events and tourism	16
1.6: Mitigation defined	16
1.7: The subjects and objects of impact assessment	18
2.1: Outcomes System Model	24
2.2: Logic model for event and tourism evaluation and impact assessment	25
2.3: Theory of Change model	31
2.4: Types of evidence and related data and possible applications	34
2.5: The Forces-Pressure-State-Impact-Response model	38
3.1: Four IA planning processes compared	53
3.2: Methods discussed in this book	62
3.3: Sample IA matrix for event impact forecasting	65
3.4: Illustration of a Rapid Impact Assessment	67
3.5: Two simple impact scenarios for a new sport arena	72
3.6: Sample decision tree	75
4.1 (A): Personal and family impacts, with sample methods and indicators	92
4.1 (B): Special cases of impacts on individuals	93
4.1 (C): Social impacts on social groups and sub-cultures	95
4.1 (D): Social impacts on events and event organisations	95
4.1 (E): Social impacts on communities and cities	97
4.1 (F): Social Impacts on Businesses	97
4.1 (G): Social impacts on tourist destinations	98
4.1 (H): Social impacts on politics and government	99
4.1 (I): Social impacts on society as a whole or the nation	99
4.3: Elements In the SIA process (forecasting and retrospective)	101
4.4: Suggested questions and format for examining perceived impacts of events and tourism by residents or other stakeholders	104
4.5: Indicators for measuring the social-capital outcomes of events	108
4.6: Elements of social capital and suggested indicators	109

5.1 (A): Cultural impacts on individual and families (residents)	117
5.1 (B): Impacts on groups and sub-cultures	117
5.1 (C): events and event organisations	118
5.1 (D): Cultural impacts on businesses	119
5.1 (E): Communities and cities	119
5.1 (F): Tourist destinations	120
5.1 (G): Politics and government	121
5.1 (H): Whole cultures or nations	121
5.2: Mind mapping for consultations in CIA	126
5.3: Assessing cultural impacts of events on individuals and communities	128
6.1 (A): Individuals and Families	135
6.1 (B): Groups and sub-groups	136
6.1 (C): Goals for events and event organisations	136
6.1 (D): Goals for impacts on businesses	137
6.1 (E): Goals for impacts on communities and cities	138
6.1 (F): Goals for impacts on tourist destinations	138
6.1 (G): Goals for impacts on politics and government	139
6.1 (H): Goals for the nation	140
6.2: Place making, place marketing, positioning, image, reputation and branding	141
6.3: Media goals, methods and indicators	144
7.1: Event settings spectrum and key impact variables	156
7.2 (A): Goals for individuals and families (residents)	157
7.2 (B): Goals for groups and sub cultures	158
7.2 (C): Goals for events and event organisations	158
7.2 (D): Goals for businesses	160
7.2 (E): Goals for communities and cities	160
7.2 (F): Goals for tourist destinations	161
7.2 (G): Goals for politics and government	161
7.2 (H): Goals for society as a whole; the nation	162
7.3: Forecasting environmental impacts for a new arena and an indoor event	165
8.1: Major economic development and growth goals and specific objectives	174
8.2: Major economic costs and negative impacts	175
8.3 (A): Economic impacts on individuals and families (residents)	177

8.3 (B): Economic impacts on social & cultural groups	177
8.3 (C): Events and event organisers	178
8.3 (D): Community and city	179
8.3 (E): Economic impacts on businesses	180
8.3 (F): Economic impacts on tourism destinations	181
8.3 (G): Politics and government	182
8.3 (H): Economic impacts on society as a whole, or the nation	182
8.4: The direct and indirect contribution of event tourism	185
8.5: Key definitions for economic IA	185
8.6: Special considerations for types of events and their economic impacts	191
8.7: Sample summary of the economic contribution of an event	205
9.1: Sample key impact indicators for the evaluation of benefits and costs	210
9.2: The BACE model	211
9.3: A framework to identify winners and losers	213
9.4: Four scenarios to evaluate impacts	214

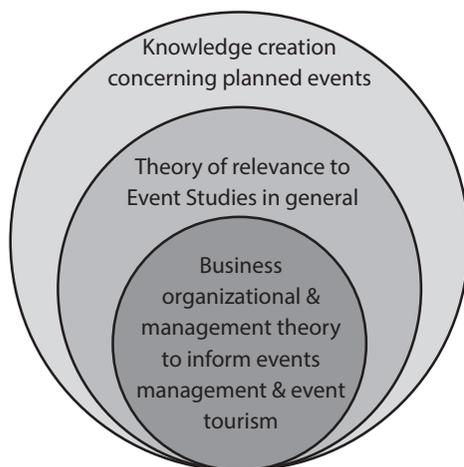
Introduction to the Events Management Theory and Methods Series

Event management as a field of study and professional practice has its textbooks with plenty of models and advice, a body of knowledge (EMBOK), competency standards (MBECS) and professional associations with their codes of conduct. But to what extent is it truly an applied management field? In other words, where is the management theory in event management, how is it being used, and what are the practical applications?

Event tourism is a related field, one that is defined by the roles events play in tourism and economic development. The primary consideration has always been economic, although increasingly events and managed event portfolios meet more diverse goals for cities and countries. While the economic aspects have been well developed, especially economic impact assessment and forecasting, the application of management theory to event tourism has not received adequate attention.

In this book series we launch a process of examining the extent to which mainstream theory is being employed to develop event-specific theory, and to influence the practice of event management and event tourism. This is a very big task, as there are numerous possible theories, models and concepts, and virtually unlimited advice available on the management of firms, small and family businesses, government agencies and not-for-profits. Inevitably, we will have to be selective.

The starting point is theory. Scientific theory must both explain a phenomenon, and be able to predict what will happen. Experiments are the dominant form of classical theory development. But for management, predictive capabilities are usually lacking; it might be wiser to speak of theory in development, or theory fragments. It is often the process of theory development that marks research in management, including the testing of hypotheses and the formulation of propositions. Models, frameworks, concepts and sets of propositions are all part of this development.



The diagram illustrates this approach. All knowledge creation has potential application to management, as does theory from any discipline or field. The critical factor for this series is how the theory and related methods can be applied. In the core of this diagram are management and business theories which are the most directly pertinent, and they are often derived from foundation disciplines.

All the books in this series will be relatively short, and similarly structured. They are designed to be used by teachers who need theoretical foundations and case studies for their classes, by students in need of reference works, by professionals wanting increased understanding alongside practical methods, and by agencies or associations that want their members and stakeholders to have access to a library of valuable resources. The nature of the series is that as it grows, components can be assembled by request. That is, users can order a book or collection of chapters to exactly suit their needs.

All the books will introduce the theory, show how it is being used in the events sector through a literature review, incorporate examples and case studies written by researchers and/or practitioners, and contain methods that can be used effectively in the real world. Online resources will include annotated bibliographies, additional resources, and for teachers an instructor's manual and set of power-point slides.

Preface To Event Impact Assessment

Aims of this book:

- To inform students and practitioners on impact assessment (IA) theory and methods, as applied to events and tourism.
- Develop professionalism for IA and evaluation in the event management field.
- Position impact assessment within sustainability and responsibility paradigms.
- Recommend goals, methods and measures for planning, evaluation and impact assessment pertaining to events and tourism.
- Encourage the adoption of standard methods and key performance indicators in evaluation and impact assessment in order to facilitate valid comparisons, benchmarking, reliable forecasts, transparency and accountability.
- Provide concepts and models that can be adapted to diverse situations.
- Connect readers to the research literature through use of Research Notes and provision of additional readings.

This book on impact assessment logically follows from the companion book *Event Evaluation: Theory and Methods for Event Management and Tourism*.

Organisation of this book

Three foundation chapters precede five thematic chapters on types of impacts. This first chapter explains the need for applying generic IA theory and methods to event management, encompassing consideration of event venues and tourism, then provides core concepts and definitions. Chapter two examines IA theory, including the conducting of impact assessments, and Chapter three explains measurement issues and generic methods that can be adapted to events and tourism.

The thematic chapters, four through eight, are based on the proposition that tourism and events are agents of change, resulting in social, cultural, built-environment, ecological and economic impacts. These are called the “objects” of impact assessment. The Economic Impacts chapter is longest, not because it is more important but because of the availability of so much material and the consequent need to ensure that readers understand the available methods and learn of additional, vital sources.

The impact “subjects” we consider are major categories of people or things that are likely to be changed by events and tourism, and we use seven categories that reflect major IA themes: individuals and families; groups and sub cultures; events and event organisations; businesses; communities and cities; tourist destinations, and politics and government. “Residents” are important in all of these categories.

In the Conclusions chapter there is a discussion of traditional Cost-Benefit Analysis (CBA) with emphasis on its limitations, and a suggested short-form using Key Impact Indicators. A description follows of my recommended approach to comprehensive IA and evaluation of impacts, the BACE model. It stands for Benefits and Costs Evaluation and is intended to be a planning framework within which all impacts can be compared and evaluated.

At the beginning of each chapter are Learning Objectives, and each of these can be readily reformulated as exam questions, in whole or in parts. Students are encouraged to prepare short answers for questions based on these learning objectives. At the end of each chapter are Study Questions more appropriate to essays, or possibly projects. Recommended Readings and Additional Sources are provided, all of which are cited within the text.

I have incorporated a lot of information in various chapters about Edinburgh, Scotland, as they are a leading event city internationally and have made available to the public a number of very useful planning and research reports (see www.EdinburgFestivalCity.com).

Acknowledgements

Special thanks to Rudi Hartmann, Department of Geography and Environmental Sciences, at the University of Colorado, Denver (see his case study in 6.6).