Event Impact Assessment Instructor's Manual

6 Built Environment

Of course ecological processes are important within the built environment, but I think they should be separated because of the many issues related to venues, events and tourism in the city and other places in which we live. The built environment also includes human-altered landscapes, such as farmland and recreational parks, and those are suggested in the 'settings spectrum' model. There is always going to be more emphasis on events and IA in the city, owing to the concentration of population.

Lecture 11

6.2 Events, Tourism and Urban Development or Renewal

There are a number of interrelated themes to be discussed, including the use of events and venues, especially mega-events, as catalysts for urban development and renewal, culture-led redevelopment and positioning, image making as part of place marketing (i.e., attracting tourists, investors, residents) and place making (i.e., creating a sense of place, identity and attachment). Events also animate spaces, turning them into places with symbolic meaning. No doubt students can relate to these themes by examining their own cities and communities; there are also good examples in my *Event Tourism* book.

Andrew Smith's articles and books cover the field well, including the next topic of using public spaces.

There should be plenty of local/regional examples to highlight the roles of events and event venues in urban renewal, re-positioning, or what is often called 'culture-led' renewal. The photo is from Belfast where the Titanic museum and festival are iconic attractions.

6.3 Events and the Use of Public Spaces

There was an article published many years ago in *Event Management*, one that I basically commissioned because I had visited Melbourne Australia and took an interest in the Albert Park controversy. In this extreme case a quiet community park was in effect expropriated from the residents by the State of Victoria in order to build a Grand Prix circuit that continues to host the annual Formula 1 event. Smith 's article finds other impacts to

consider, and no doubt every city has a story about parks and events. If nothing else, noise and traffic are typical concerns.
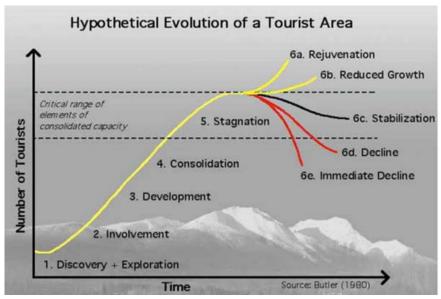

Hyde Park concert, London

Life Cycles

Life-cycle considerations are mentioned in this section, and that is a theme in this book. The environments and systems that shape our lives are constantly changing and this makes impact assessment more challenging. Think about cumulative impacts trend analysis and the FPSIR model.

Below is the Butler model. It is useful in teaching, but I do not believe in deterministic life-cycles. Note the "critical range of elements of consolidated capacity", which I take to mean cumulative impacts that act to limit growth. My own research revealed that destinations/resorts can be considered 'mature' indefinitely, holding a mix of rejuvenating and failing, new and old attractions, events and sub-areas.

Similarly, the product life cycle could be relevant to strategic planning for events, but

not in a deterministic way. Below is a typical model, with sales as the vertical axis (you might substitute event attendance, profit, or political support). Can this be used to predict impacts? Perhaps, if you think about how an old, unchanging event will potentially lose audiences and influence.

The 4 Life Cycle Stages and their Marketing Implications

Introduction	Growth	Maturity	Decline
• Low sales	• Increasing sales	• Peak sales	• Falling sales
• High cost per customer	• Cost per customer falls	• Cost per customer lowest	• Cost per customer low
• Financial losses	• Profits rise	• Profits high	• Profits fall
• Innovative customers	• Increasing No. of customers	• Mass market	• Customer base contracts
• Few (if any) competitors	• More competitors	• Stable number of competitors	• Number of competitors fall

(Shake-out; Saturation; Take-off marked on curve; Sales on vertical axis, Time on horizontal axis)

6.4 Subjects and Objects

Figure 6.1 (A-H) provides the sample goals, methods and indicators across our eight objects of IA for the built environment.

The community/city subject is probably the most important, as most cities around the world have adopted events and event venues in particular, and tourism and culture in general, as drivers of growth, renewal, re-positioning and liveability. Wherever you are, there is likely a local example to relate to, with policy and strategy backing up visible action.

Exercise: Visit a major event venue or culture/sport/entertainment district to explore the relationship between events, tourism and the built environment. Talk to event and venue managers, city planners, private developers and politicians abut the policies and strategies. Ask specifically about event portfolios and long-term impacts.

Lecture 12

6.5 Place Making and Place Marketing

Figure 6.2 ("Place Making, Place Marketing, Positioning, Image, Reputation and Branding") distinguishes between these inter-related terms, all linked to the built environment. Suggested methods and indicators accompany each of the terms.

The role of the media in place making and marketing is important, hence the information in Figure 6.3 ("Media Goals, Methods and Indicators"). I have no doubt that students will be able to speak more about social media than traditional mass media, so why not elaborate on social-media issues, especially when the topic turns to assessing media impacts. This is one area in which monitoring and analysing social media will provide clearer evidence about impacts, or effectiveness, than the usual ways of analysing mass media - at least for specific segments that are heavy social-media users.

6.6 Case Study

This contribution adds to the chapter in several ways. Of particular importance is the notion of how the evolution of places (in this case the resort community of Vail, Colorado) is influenced by events and tourism. Try to find similar examples from resorts or towns in your area - it is rather more difficult for cities, but specific districts in cities have certainly been transformed by culture, events, venues and tourism.

Vail at night

> **Exercise:** Examine and critique place-marketing material published in various media by the tourism body and the local authority - what does it say about place identity? what are the roles events are playing in place promotion? Official tourism destination websites are a good starting point, but also look at local-authority publications, event material, sport organisations, etc.

Assessments Lectures 11 and 12

Short Answers

♦ **Learning Objective:** Learn the range of impacts that events and tourism can have on the built environment.

Q: Why should the 'built environment' be considered separately from the natural environment when it comes to events and tourism impacts?

A: It is not just cities that are built environments, but other human-shaped environments including agricultural areas, and these are all places where people live and work. In the natural environment the primary considerations will be impacts on ecological processes and the quality of natural experiences, whereas in cities the social, economic and cultural impacts will be of greater concern.

From the next chapter: The 'event settings spectrum' considers how impact variables are modified as one moves from wilderness (where events are generally inappropriate or heavily regulated) to major city venues such as convention centres where full sustainability or green standards are typically applied.

♦ **LO:** Learn why and how events and tourism contribute to urban development, renewal and re-positioning.

Q: What are the main ways in which events/tourism can contribute to urban development or renewal, and positioning or re-positioning?

A: Development and renewal refers to actual land use, whereas (re)positioning refers to image and branding. Events and venues cannot be separated here, as iconic architecture and major facilities can have profound impacts, but events as animators of spaces is also an important factor.

♦ **LO:** Understand the issues associated with events as animators of public spaces.

Q: Should all parks and urban spaces be considered as event venues? What are the issues?

A: A 'space' might be empty most of the time, or devoted to an everyday use like parkland, street, or plaza, but periodic events can give it social or cultural life and symbolic meaning. Place identity refers to how people identify with a place, and if it is alive with events, or defined by hosting a major event, then people will not only know about it, but potentially assign it importance in their attachment to a place. But some parks and urban spaces should not be used if they are sensitive environments, or the holding of events will deprive residents of access or harm amenity values by creating traffic, noise, litter etc.

♦ **LO:** Be able to take into account life-cycle issues when conducting IA

Q: How might the impacts of a new sport arena change over a long period of time?

A: The stages of planning, development, use and de-commissioning should be considered, as would be done in designing a Leopold Matrix. At each stage impacts can be different in magnitude and segments/resources affected. Construction will have immediate impacts, creating jobs but also altering local ecological processes. Operations/use will generate a lot of traffic and carbon emissions. De-commissioning will have to be planned

to avoid pollution and establish an appropriate new use (or restoration of the environment).

♦   **LO:** Be able to recommend strategies and actions for image, reputation, brand and place marketing to attain desired outcomes from events and tourism.

Q: How can Hallmark events be co-branded with a destination?

A: Hallmark events are considered to be permanent institutions in their communities, usually periodic festivals or major sport events that have become traditions. They solve important problems or contribute to the community in diverse, important ways. Benefits can include economic value related to tourism, image enhancement, arts development, and fostering social capital through volunteering, and sustainability through education and green practices. In these ways they can build or compliment city or destination brand values. Permanent Hallmark events attract a lot of media attention and this provides potential exposure for the destination's other attractions.

♦   **LO:** Know how media management can influence the impacts of events and tourism.

Q: In what ways can the media be 'managed' at events? What is the purpose?

A: Media management refers to both the use and control of communications by events and the ways in which media personnel are handled to ensure they have a good experience and get the stories or images they need. The event's own communications, increasingly employing websites and social media, are intended to both promote the event, augment the experience (before, during and after) and deal with queries and problems. A live, online presence and multiple social-media monitoring is increasingly required to meet these goals, while traditional media personnel (e.g., TV, radio, print) and bloggers have to have their work and overall event experiences facilitated (or mediated) by event staff/volunteers. The most important objectives can be to prevent or counter negative publicity.

Long Answers

1) Use the FPSIR model to explain how events and tourism affect the built environment and in turn residents.

A: The model should be explained and illustrated, with the built environment specifically considered. It will be necessary to consider the links between events, venues and tourism. The forces at work can be universal, such as globalisation, economic growth and competition, or local, such as a city's strategy for urban renewal and re-positioning. The pressures will include land-use changes, physical development, resulting economic growth (or displacement of businesses), more traffic in certain areas, and therefore impacts on the living environment and communities of residents. The state of the local environment, and the living conditions of residents, have to be considered when planning such a major change process - how will they respond and will all the impacts be positive? Specific impacts can include increased leisure and entertainment opportunities from new venues, as a positive, and disrupted neighbourhoods and reduced affordable housing supply as negatives. The response to major changes will likely be mixed, ranging from positive feedback such as increased private investment, to protests by residents arising from displacement and over-tourism. The political process will have to factor in these responses when evaluating the outcomes and revising strategies.

2) Give specific examples of how events, venue development and tourism have been used in urban development, renewal and (re)positioning.

A: This answer is only possible if there are local examples or cases have been presented to students. Otherwise, the FPSIR question above is more appropriate.

3) Animation of public spaces is a frequent goal of cities, but it has costs and benefits. What are the issues and the potential solutions?

A: The answer should start with the meaning and goals of 'animation', usually defined by me as 'bringing places alive' through events. (There is another connotation, however, being the animation of tours or resort/camp visitors through programmes of activity).

A good answer would also mention how events give meaning to venues and spaces, turning them into 'places' that people identify with and perhaps assign symbolic social/cultural value to them. Potential benefits include increased entertainment opportunities, revenue and publicity, for parks and recreation or other local-authority departments, venues for event producers, and perhaps greater access to residents by sponsors and merchants. In all cases there will be a question of costs versus benefits, because there can be damage to public spaces, the need for temporary or permanent infrastructure, noise and amenity loss to surrounding neighbourhoods, and possibly a permanent loss of valuable play areas or nature environments. A community-based, bottom-up planning approach will help avoid serious problems, and resident input to IA and evaluation will be essential.

4) Compare place making and place marketing from the point of view of event producers.

A: This requires explanation of the differences between place making and place marketing, with place making being concerned primarily with meaning or identity, and place marketing being the collective roles of events and DMOs in establishing a competitive position, advancing a positive image, reflecting brand values, and enhancing or protecting reputation, all to make the city or area attractive to visitors, investors and existing or potential residents. The next question is pertinent, as image, reputation and branding are key elements in place marketing. Taking the perspective of the event producer is tricky, as it might be the city, a not-for-profit or a private producer. Within an event portfolio I would expect both place making and place marketing goals to be prominent, with some event producers more interested in one or the other. Not-for-profits are seldom preoccupied with place marketing, but might very well be focused on community development - in which case they want their events to be meaningful to residents, and the places in which they are held to be meeting places for social-capital creation.

5) How are image, reputation, and branding incorporated into place marketing? What are the roles played by events?

A: The terms have to be explained, then it has to be demonstrated how they are all elements in place marketing. Figure 6.2 provides all the details. The roles of events can then discussed, or examples given while the definitions are put forward. The case study can be cited as an example. Figure 6.3 on media management is relevant, as is the discussion of image change. A key point on image is that there are two lines of research on this topic, one looks at how people perceive a destination and the other, from a marketer's perspective, on how to convey the best image (in part through events) to target segments. A challenging part of the answer will be to explain how events and destination/city brands can

be co-branded. Just how does an event reinforce or help create the destination brand? A Hallmark event does this best, in my opinion, while highly-targeted iconic events are also useful. The concept of brand values has to be discussed, with events reflecting one or more of the destination's values, such as 'fun', 'sophisticated', 'authentic' and so on.

6) Compare social and mass media in terms of how they can influence the image of an event and a destination, from the perspectives of residents and potential tourists.

A: Contemporary students are often interested only in social media and online communications, whereas older generations are often still attached to traditional mass media. That means marketing has to consider both, with segmentation according to demographics less important than according to media preferences and use. Mass media has always been used to convey images and messages, partly through advertising and PR and partly through programming (e.g, live coverage of events). This is still relevant, and in fact is more prominent than ever, with many events being designed (and the costs justified) in terms of how well the assets of the destination/city are broadcast to an international audience. Social media is much more conducive to engaging visitors and other interested people before, during and after - a complete experience. The more engaged on is, the more likely they will hold a positive image and become loyal supports/attendees - or make positive work-of-mouth recommendations to others. As to residents, their image of their community should be enhanced by the fact that it is animated, with lots of event choices and plenty of leisure and entertainment options. Plus it has been demonstrated by research that residents are often proud about their city hosting international events and attracting media attention.