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Cities: Concepts, Challenges, and
Principles

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1 / ABSTRACT

This conceptual paper considers the meaning and the process of attaining sustainability in eventful cities. New concepts and approaches are required simply to organize thoughts about, and set parameters for discourse on sustainability in the realm of planned events. A number of theoretical constructs including institutional and organizational ecology theory are considered, as well as the notion of 'healthy event populations'. It is argued that in the sustainable eventful city there are dual prerequisites - to provide a supportive environment for events and to ensure that events are a positive force across the entire agenda of green and sustainable cities. The paper concludes with a discussion of meanings, suggested principles, practical implications, and a suggested research agenda.

Key Words: sustainable events, portfolios and cities; healthy event populations

2 / INTRODUCTION

As the number, size, diversity and significance of planned events increases, often with the purpose of meeting many public-policy and industry aims, so too does complexity. Numerous interdependencies must be considered in pursuing diverse benefits, while risks, costs and negative impacts tend to grow as potential barriers. Planning for long-term sustainability is an even greater challenge, necessitating theory and practice that extends well beyond the greening of individual events. Until recently little research has been undertaken at the level of multiple events, let alone a focus on managed portfolios and entire populations of events in cities or destinations, and this paper seeks to establish some parameters for this new discourse.

It has become necessary for government agencies, not-for-profit organizations and tourism development bodies, all of whom have potentially overlapping and sometimes conflicting aims, to at least plan and manage portfolios and the interactions among them. Increasingly the problem of achieving sustainable or healthy event populations will arise, and this leads to the matter of how planned events contribute to, or at least reinforce city and destination-level sustainability policies. Are events a hindrance or a positive force in the pursuit of sustainable environments or sustainable development?

More and more agencies now engage in at least a basic level of event portfolio creation and management, partly in response to the sheer numbers of permanent and one-time events held in cities and destinations, and partly because of a realization that portfolio management offers synergistic and long-term competitive advantages. Each event in the managed portfolio is an asset to cultivate symbiotically with others for long-term, sustainable value. But events and portfolios cannot be considered in isolation from environmental forces, hence population-level analysis is required, as informed by organizational ecology theory. Institutional theory comes into play when individual events are viewed as being permanent, (sometimes called Hallmark Events), and when for strategic purposes it becomes desirable to elevate events to Hallmark or permanent, institutional status.

There are many policy and strategic roles for events, as they have become legitimate tools of government and corporations. The process by which planned events have achieved this significance can be called 'legitimation', and it has occurred in part because of the obvious benefits to be attained and because events are now perceived to be an essential part of modern life. Residents and tourists alike expect cities and destinations to offer a wide range of entertaining, informative, business and lifestyle-suited events for just about every special interest imaginable.

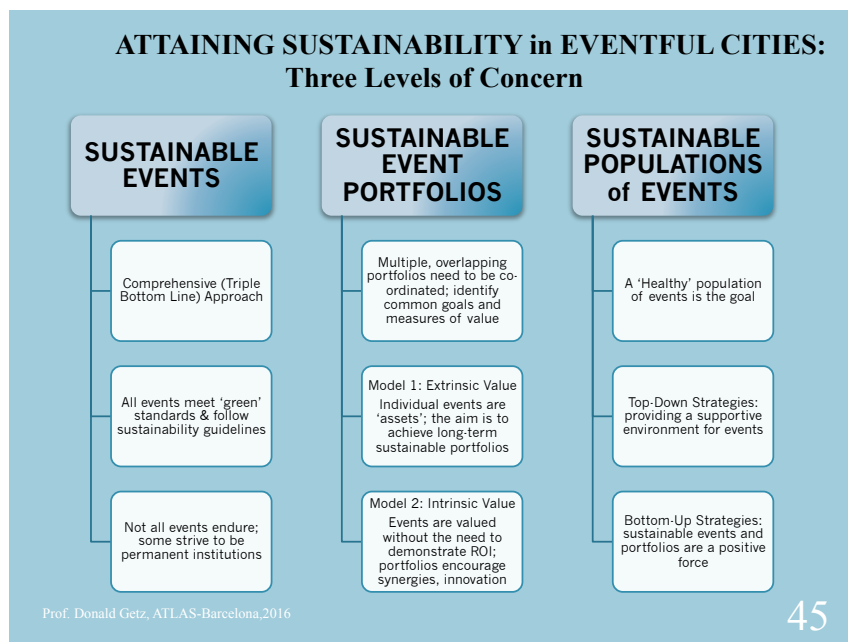
With the rise of event tourism has come intense competition among cities, destination and countries to host major events - often requiring a competitive bid - and to attract tourists specifically to events. Many agencies create events explicitly as attractions, and these are called destination events. So many cities have adopted an event-led strategy that the term "festivalization" has been coined (Richards, 2007) to describe both the policy, the effect on urban environments and the often negative cultural effects of too many festivals - many of which are replicas of others. While this commodification worries many people, as a threat to authenticity, it also forces a certain degree of professionalism, accountability and concern for efficiency upon those involved. This trend also provides ample opportunity for entrepreneurs and for innovation in establishing new events.

Richards and Palmer (2010) argued for the creation of "eventful cities" as an antidote to stagnation. Cultural assets and resources are to be used "in an attempt to become distinctive, to regenerate the urban fabric and to create economic, social and cultural prosperity. The creation and promotion of events such as festivals, shows, exhibitions, fairs and championships, have become a critical component of urban development strategy across the globe" (p2). The eventful city is not merely full of events, but is a city that fosters and manages events for multiple purposes - there is direction and strategy, and of course there must be evaluation and accountability.

Events now must play a role in the quest for sustainable development and sustainable cities. There appears to be considerable debate on the meaning and ways of achieving sustainable events and cities, and this is an essential discourse. Sustainability in this complex setting is more likely to be a process of continuous improvement rather than an end state. One question will always be at the fore: are events a positive factor contributing to sustainability, or a problem to be solved?

Single events are considered first, with emphasis placed on differentiating between 'green' and 'sustainable'. It is argued that requiring all events to follow so-called 'greening' or 'sustainability' standards is merely the first step towards sustainable event cities. This is followed by consideration of managing event portfolios for long-term sustainability. With so many actors involved there are bound to be conflicting goals, making the task of co-ordination complex and raising the need to blend both extrinsic and intrinsic valuation approaches. The discussion then turns to population-level concerns, introducing the concept of a 'healthy event population', followed by a section on attaining sustainability in the eventful city. It is argued that sustainability requires both top-down strategies and policies to support the event sector and a bottom-up approach in which all events and portfolio managers become a positive force. In Figure 1 the three levels of concern are illustrated, with key points included.

Figure 1: Three Levels of Concern for Attaining Sustainability in Eventful Cities



In the conclusions, meanings are re-visited then practical implications are drawn for planners, policy makers, and portfolio managers. A research agenda is suggested to support the discourse on event sustainability at the level of portfolios, populations and cities.

3/GREEN AND SUSTAINABLE EVENTS

There is a very solid body of advice available on the 'greening' of events. Books include those by Collins & Flynn, 2008; Goldblatt & Goldblatt, 2011; Mair & Jago, 2010; Raj & Musgrave, 2009, and Jones, 2014. A number of scholars have addressed broader aspects of event sustainability that include: consideration of historical evolution within a political context (Chacko & Schaffer, 1993; Sofield & Li, 1998); authenticity and commodification (Xie, 2003); multiple stakeholder perspectives on the triple-bottom-line approach (Hede, 2007); the institutionalization process (Getz & Andersson, 2008); public policy and governance (Dredge & Whitford, 2011); and corporate social responsibility and competitive forces (Henderson, 2011). Henderson (2011) favored a triple-bottom-line approach in which consideration of people (i.e., being socially conscious), profit (financially sustainable), and planet (environmentally conscious) are in balance.

Process-based standards do not tell event organizers what to do, but provide a system for planning, documenting and reporting on their practices. These include the British Standards Institute BS 8901, which has been superseded by the International Organization for Standardization's ISO 20121. ISO defines sustainability in three dimensions, or the triple-bottom-line approach, namely economic, environmental and social. But this simple interpretation of TBL is really a short form, as it is clear that culture, politics, governance and the built environment must also be given equal treatment.

Efforts have been made to quantify event impacts across multiple impact dimensions. Andersson and Lundberg (2013) and Andersson, Armbrecht, & Lundberg (2016) combined the ecological footprint with use and non-use valuation in a "triple impact assessment". Their approach requires data from organizers, attendees (both residents and tourists) and residents who do not attend the event. Scrucca et al (2016) tested a method to determine the "sustainability level" of an event by combining calculation of its carbon footprint with more qualitative measures. While carbon calculators are readily available, ecological footprint calculators are not - they have to be customized to the country or regional level.

Beyond 'Greening'

One might assume that if every planned event conformed to "green" or "sustainable event" standards, then managed portfolios and whole populations of events would also be sustainable. But this cannot be true, for several reasons. First, it is not likely that everyone will agree on the meaning of a green or sustainable event. For example, can a mega event generating enormous levels of construction and debt ever be considered green or sustainable? Can any event designed to attract international tourists and/or car-based attendees be considered sustainable? There will always be debate on these points.

Second, periodic events do not remain constant and they can evolve in ways that make them less green or sustainable over time, whatever the criteria. Third, one-time events bring with them a lot of 'baggage' in the form of specifications from owners that must be met, and expectations of many external stakeholders - from sponsors to athletes/performers and funding agencies or politicians - all of which might impede the desire to adopt sustainable and socially responsible practices. Meeting green standards does not assure social responsibility, and indeed an over-emphasis on social and environmental responsibility might weaken an event's economic viability. This raises the question of whether or not a 'sustainable event' is also by definition a permanent event.

Derrett (2015, xiii) has provided theoretical and practical advice on "enduring festivals". She observed that 'Some practitioners suggest that two vital characteristics of enduring festivals are vision and leadership.' Assuming that an event wants to endure, their leadership and culture need to be focused on what it takes to succeed in meeting their most important goals. Other terms that help describe 'enduring' include 'sustainable', 'flourishing', 'resilient' and 'thriving'. 'Resilience' is a key concept, according to Derrett, as many events face crises that threaten their very existence; they must be able to recover or reinvent themselves.

Another path to permanence or resilience has been suggested, in the form of 'institutionalization' - either as a result of strategy or by evolutionary processes, many events have achieved permanence and Hallmark status (i.e., considered to be necessary traditions, and co-branded with the city or destination). Getz & Andersson (2008) found that many not-for-profit festival managers believed they already were or could become permanent institutions, occupying a safe niche. This status required the sacrificing of a degree of their independence in order to assure continued support from their key stakeholders - often a local authority. But Larson (2009) described the "political market square" surrounding festival organization

and planning, and has argued that institutionalized networks do not remain stable. Indeed, turbulent networks might generate the most innovation

Another dimension of sustainable events is that of success in meeting its goals, even if they include planned termination at some future date. Having the ability to meet greening goals is obviously part of this interpretation, but so too is the realization of revenue goals and thereby being able to remain economically viable.

All events are subject to environmental forces and pressures beyond the control of owners and managers. There are interactions of events, and events with their environment, that will always act to cause weaknesses and failures. Environmental complexity and change can also encourage start-ups and innovations in the event sector. In short, this means that no event can count on being sustainable if the definition includes permanence or continued success in meeting its goals.

In a free market in which events of any kind are able to start, evolve, and end (and this is not the case everywhere), it can be expected that only a few events will achieve institutional status and survive indefinitely. But when we consider the possibilities of managed portfolios we might very well embody the goal of permanence. That is, portfolios can in theory be managed forever, or at least with the aim of long-term goal-attainment on all dimensions - at the aggregate level.

4/SUSTAINABLE PORTFOLIOS OF EVENTS

Growth plus increasing complexity requires new thinking about events in the city or destination. It is insufficient and probably counter-productive to continue focusing on single events - especially mega events - when the long-term, cumulative impacts of events is a much greater phenomenon in need of attention.

The underlying assumption made for all collections or portfolios is that the whole is more valuable than individual parts. This logic will increasingly lead cities, destinations, government agencies and non-profit organizations to develop and manage portfolios of events to meet their own goals. Moreover, given the multiple impacts that events can have individually and in concert, portfolios will have to be managed to meet diverse goals through inter-organizational collaborations.

Ziakas (2013, p.14) defined an event portfolio as "the strategic patterning of disparate but interrelated events taking place during the course of a year in a host community that as a whole is intended to achieve multiple outcomes through the implementation of joint event strategies." Getz (2013, 23), taking a more tourism-oriented definition, said "A full portfolio will consist of various types of events, for different target markets, held in different places, and at different times of the year, in pursuit of multiple goals." Chalip (2004, 2006) described an event portfolio as a leverageable resource, and he suggested strategies for the economic and social leveraging of events.

There are two general models or approaches that could be followed in portfolio design and evaluation. The first model based on the extrinsic value of events as instruments for tourism, economic development, place

marketing or corporate/industry goals that require a return on investment. The second model stresses the intrinsic value of events in terms of their contributions to culture, social goals - like health and social integration - or because proponents believe that sport or the arts do not need to justify their existence. While there is nothing in theory to prevent a blending of these models, much effort is often required to bring the two camps together. Andersson and Lundberg (2013) have examined the intrinsic/extrinsic dichotomy in the context of quantifying triple-impact-assessment, and for a review of event evaluation concepts and methods see Brown et al (2015).

It is as yet an under-researched topic, but drawing from the limited available literature, there are a number of principles that appear to have universal importance when the focus is placed on portfolios rather than individual events.

Costs and Risks

Costs and risks for portfolios must be continually assessed and quantified. They include inflation, recession, weather, fluctuating consumer demand, sponsorship appeal, security, and completely unexpected environmental conditions. The argument has been made by Getz (2013) that investment in permanent events is the preferred path to long-term, sustainable benefits and reduced risks and costs. Sustainable environment goals can more easily be met when periodic events are subject to constant appraisal and conformity to standards. Hallmark events should generate the greatest touristic value, as long as they remain popular with the host community. Iconic events targeted at special-interest groups are complementary in functional terms - both to attract tourists and reflect destination or city brand values.

Every one-time event bid, and especially every mega-event, introduces higher costs and risks into the portfolio. Each bidding agency will have its 'comfort zone' because many destinations simply cannot compete for, or ever hope to host, many of the world's largest and most popular events. Feasibility of one-time events must be demonstrated, and this includes the risk factors plus venue availability, public acceptance, organizational and managerial competence, political and corporate support. Although many cities and countries are highly competitive in the international event marketplace, and while there are diverse benefits to be realized, it is seldom asked how each event fits the brand, supports the portfolio, or contributes to city and destination sustainability.

Spatial and Temporal Dimensions

Event portfolios must be managed in both time and space. Cities have boundaries which might provide suitable parameters, but given the interactions between events, venues and their environment, a narrower or broader sphere of influence might be necessitated. And over time portfolios will change, hopefully to show growth in benefits and diminishment of risks and costs. As assets, individual events can be expected to increase or decrease in value, and periodic events might require infusions of capital to keep them fresh and popular.

Diversification and Risk Reduction

Risk reduction is a fundamental tenet of all portfolio management, and it is usually accomplished through diversification. Within the events sector diversity can refer to type of event, season, target segment, cost and risk, size, or venues required. Presumably keeping events fresh and adding new ones to the portfolio assists in reducing risk.

While each event does not have to generate high returns or carry low risk, the overall balance or diversity of the portfolio must accomplish this. The task is more complex when overlapping portfolios are considered and potentially conflicting goals are on the table. 'Balance' will have to be defined subjectively, referring to the goals of the portfolio and how value is measured.

Growth and Self-Sufficiency

Some portfolio managers will seek steady growth in asset value and overall portfolio value, although this might be difficult to define when multiple goals are pursued in a triple-bottom-line sense. Self-sufficiency is a similarly difficult concept to apply to event portfolios, given that portfolio managers (like local government or tourist agencies) do not usually take 'rent' from event assets. ROI is often defined in terms of tax revenue, job creation or bed-nights - all of which yield no financial return to the portfolio managers.

In this context, growth and self-sufficiency goals might be substituted by a steady-state approach in which minor fluctuations are tolerable within a fixed number of events.

'Fit'

Events are normally considered to 'fit' or 'not fit' with a destination's existing events and attractions, and with overall strategy - such as to how the destination is branded and positioned. Many events will appeal to destinations either because they complement existing attractions/events or because they fill a gap. 'Gaps' are often defined in terms of seasonality, size and international importance, type of event or sport, or in image-making terms.

Increasingly portfolio managers will be asked to justify each new event and event bids in terms of how other portfolios are affected, thereby necessitating collaboration. Portfolios managed according to the intrinsic valuation model will look at 'fit' in different ways, presumably emphasizing potential synergies and opportunities for innovation rather than gaps.

Long-term, cumulative impacts

One of the greatest challenges facing researchers and portfolio managers will be to evaluate the long-term, cumulative impacts of many events on a city. We cannot easily predict what effects the impacts of one event will have on others in the

portfolio, and vice versa. The event portfolios will have to adapt to changing environmental conditions such as economic cycles, consumer trends and politics. Residents will undoubtedly react more to a large number of events and growing numbers of event tourists, but this could be tempered by leveraging events and tourism for more and better resident-oriented facilities and leisure opportunities.

Portfolio management should enhance prospects for greener events and more sustainable event tourism. This should follow from increasing attention to, and oversight of the event sector, combined with an increased ability to standardize sustainability actions and impose certification. Peer pressure and the demonstration effect throughout denser networks should be a contributing factor.

5/SUSTAINABLE POPULATIONS OF EVENTS

Portfolios are difficult enough to construct and manage, but beyond this lies the uncharted domain of event populations. Is the overall health of a city's event population ever considered? Just what is a 'healthy' event population, and who could possibly manage it - or heal it if sick?

Why study whole populations? One very basic proposition is that populations are dynamic and they behave in ways that influence individuals, whereas the ability of one individual to influence a population is limited. In general, environmental factors will affect each individual's ability to grow, prosper or reproduce, so that even well-managed event organizations might fail or be unable to realize all their goals.

The nature of organizational ecology theory and its potential applications to the event sector have been considered by Andersson, Getz and Mykletun (2013) and Getz and Andersson (2016). Rather than being a cohesive theory, it has been described as a set of "theory fragments" (Hannan et al, 2007). Limited research to date suggests that there is a logic to some of its basic tenets when applied to event populations, particularly when it comes to events needing to find a sustainable niche and their dependence on broad environmental forces such as city growth and economic prosperity. There is also wisdom in the advice of Baum (1996) that organizations often have difficulty adapting to changing conditions, which leaves them vulnerable. Perhaps the most profound aspect of organizational ecology is the observation that in all populations individuals arise and disappear with predictability.

Of the "theory fragments" that constitute organizational ecology, several have particular significance for consideration of sustainable populations of events. 'Density and age dependence' are immediately relevant as they attempt to explain the evolution of a population of organizations in both space and time. As the number of events increases, owing to their growing legitimation, it can be expected that available resources are consumed and support is spread thin, leading to a leveling of growth in the population and an increase in failures or terminations (Hannan & Freeman, 1977). This evolutionary model reflects a U-shaped curve. Support for this hypothesis was found in three Norwegian counties by Andersson, et al (2013b).

Regarding "age dependence", the theory suggests that younger organizations have a higher risk of failure owing to a lack of committed resources and supporters. Older, more generalized organizations have a better chance of survival because the reliability of their performance encourages others to supply resources. This parallels institutional theory and the proposition of Getz and Andersson (2008) that many festivals pursue a strategy of institutionalization in which they sacrifice a degree of independence in return for assured political support and resources from committed stakeholders.

A dominant theme in this theoretical perspective is that of competition for resources and how that requires organizations to find a sustainable or defensible niche. "Niche theory" looks at both the nature of resources required (e.g., events have different needs such as venues) and the "width" of resources available to an event, especially in a crisis. "Generalist" events can succeed by drawing from a wide range of resources and supporters, while "specialist" events might become more vulnerable because of a narrow support base (Carroll, 1985).

But there is also recognition that collaboration within a population is a path to sustainability, and this has direct relevance to the concept of managed portfolios and the need for a supportive environment for event populations. Baum and Oliver 1996 (p. 1421) found that the comparative success of the nonprofit sector resulted in part because (1) nonprofits were more inclined to cooperate than compete, facilitating their expansion, (2) nonprofits' greater social legitimacy made them more formidable competitors, impeding the expansion of for-profits, and (3) nonprofits invested in institutional links that stimulated further nonprofit growth.

Little empirical evidence exists to support or refute the various theory fragments of organizational ecology that might apply to event populations. This is a completely new research field that will become more important as strategists and policy makers struggle with an abundance of events and limited resources.

What is a Healthy Population of Events?

The simplest interpretation of a healthy population is that it survives! However, while the extinction of species is a real concern in the biological world, there might not be dire consequences if any event, portfolio or population of events disappears. Looking at this issue in broader terms, we can consult World Health Organization claims that health is both freedom from disease or disability and a positive state of well-being. Many people have claimed that events contribute in a positive way to healthy human societies, but the reverse has not been adequately explored - how human populations and systems affect event populations.

Portfolio managers must take responsibility for the health and ROI of their assets, but this is not true for populations of events that have no managers - indeed, they are the creation of multiple forces that often cannot be predicted, let alone controlled. But homeostasis of an event population is a concern in that any given population has to be able to sustain itself, given available resources. Laissez-fair policy makers might prefer to let the births and deaths occur without intervention, while others might see value in supporting events in general, or at least in times of crises. One of the signs of achieving Hallmark Event status is that they cannot be allowed to fail, and this might hold true for a tight, well-managed portfolio of events, but this 'rescue at all costs' principle is definitely not applicable at a population level.

6/THE SUSTAINABILITY OF EVENTFUL CITIES

This discussion has introduced more complexity, looking first at events, then portfolios and populations. It is not merely defining sustainability that delimits the challenge, it is also the grand scale of the problem, replete with numerous stakeholders and potentially conflicting points of view. Multiple stakeholders want many different things, often from the same events. When portfolios of events overlap, the complexity increases. Tourism agencies tend to avoid this problem by NOT managing events, merely promoting existing ones and bidding on new, one-time events. The state-of-art in most cities is the opposite of management, it is *ad hoc* activity leading to numerous issues such as: too many events; lack of cost-benefit evaluations, and overall lack of accountability and transparency.

All this argues for taking a population-level perspective on health and sustainability. Policy makers, strategists, investors and residents should all be looking at their city in a new light - that of an eventful city in which the variety, accessibility and quality of many different planned events meets their overall livability needs.

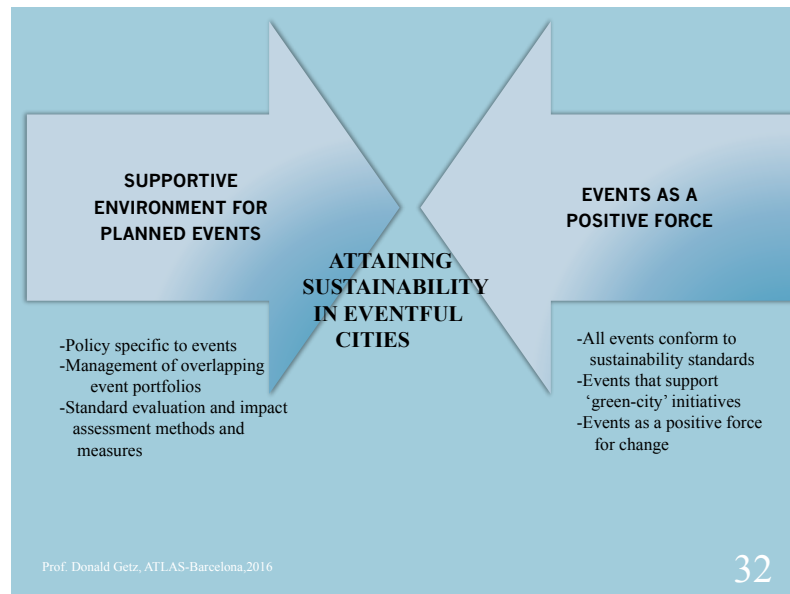
Planning for Sustainability in the Eventful City

Richards and Palmer (2010, 412) stated that "Sustainability [in the eventful city] requires long-term planning; event issues need to be taken into account the general planning process of the city as well as the event planning cycle." Assuming that policy makers insist upon green events that adhere to sustainability guidelines, and assuming there is recognition of issues pertaining to portfolios and populations, then policy makers and strategists should ask the following two questions:

1. How can we create a supportive environment for the event sector so that it realizes all the benefits society desires, and remains healthy? (steady state or growth being options)
2. Are events a positive tool or a problem to solve? This requires consideration of how can planned events (and the related venues) fit into and reinforce all other sustainability initiatives.

This combination is illustrated in Figure 2, stressing that events can be a positive force for sustainability but this will require a supportive environment.

Figure 2: Planning for Sustainability in the Eventful City



The nature of a supportive environment for events has been considered in a number of places, including IFEA's criteria for evaluating festival cities to be recognized through their awards

(see: <http://www.ifea.com/p/industryawards/worldfestivalandeventcityaward>)

A supportive environment, in pursuit of healthy populations of events (or a range of interdependent event portfolios) should embody the following:

- Policy and strategy specific to fostering collaboration and a healthy event population.
- Recognition of the multiple roles played by events in building strong communities (i.e., a triple-bottom-line approach).
- Infrastructure/venues to host a variety of events and to support event bidding.
- Managed, diverse portfolios of events to serve both city residents and visitors.
- Dedicated budgets for event development, marketing and bidding.
- Assistance to events regarding management, evaluation, planning and certification; developing a standard approach.

As to requiring that all planned events and venues reinforce or conform to other sustainability initiatives, the following table demonstrates the most likely concerns. This has been derived by reviewing sustainable city initiatives, and in particular the city of Vancouver, Canada (Vancouver Greenest City 2020 Action Plan, 2014-2015 Implementation Update).

Figure 3: How Planned Events Can Reinforce Multiple Sustainability Policies and Actions

CITY AND DESTINATION-LEVEL POLICY FIELDS AND CONCERNS	SPECIFIC CONCERNS and ACTIONS FOR INDIVIDUAL EVENTS (some of these apply to more than one policy field)
AIR: reduce carbon emissions; monitor and improve air quality	-reduce carbon footprint by maximizing use of public mass transit and by careful targeting of tourist segments; events should stress yield over volumes when it comes to design capacity and marketing -adhere to emission standards for all machinery, equipment and venues
WATER: conserve supplies; clean water for all citizens; prevent pollution	-reduce consumption; education of guests; avoid pollution; provide clean water as a service
WASTE: minimize waste; improve recycling and re-use	-implement Reduce Re-use, Recycle, especially considering supply chain controls, packaging
ENERGY: reduce consumption; develop alternative, clean sources	-reduce consumption; use alternative clean sources; evaluate all machinery and equipment for efficiency gains; work with venues to be carbon neutral
TRANSPORTATION: maximize use of public, mass transit; reduce auto use and congestion; use clean fuels	-reduce private-car travel; use shuttle and public mass transit services
NATURE/ECOLOGICAL SYSTEMS: Reduce overall ecological footprint' conserve nature and increase access to nature reserves	-educate guests regarding nature conservation; donate money to conservation projects; plant trees; avoid erosion and land pollution; utilize ecological footprint calculator
BUILT ENVIRONMENT/LIVABILITY: Heritage conservation; design and use of public spaces; safer, quieter, more livable communities	-contribute to the livability of communities through design and heritage conservation initiatives; monitor and reduce light and noise pollution; ensure safety and convenience of residents
ECONOMIC DEVELOPMENT: Foster innovation and entrepreneurship; create and preserve jobs; attract investment; foster a progressive business environment; grow	-develop an economic impact strategy and evaluation mechanisms; grow the event and/or expand diversity; become an innovation and creative-city leader; add value through supply-chain management,

responsible tourism	favoring local and regional suppliers
TOURISM: target high-yield visitors; overcome seasonality of demand; build and maintain a strong reputation and brand; develop a portfolio of events and venues for long-term, sustainable benefits	-carefully target high-yield tourists; favor off-peak timing; co-brand with the city/destination; stress long-term, sustainable value-creation within a managed event portfolio; evaluate visitor satisfaction
FOOD: ensure food supplies; develop urban gardening; preserve traditions and maximize culinary authenticity	-implement a food policy favoring authenticity and local/regional suppliers; integrate with RRR actions
EDUCATION/TRAINING: Educate residents and students on sustainability issues and initiatives they can take	-educate guests regarding sustainability issues and practices; train event evaluators
SOCIAL POLICY: maximize social integration and harmony; foster community development; adequate housing for all; build institutions	-set social goals and evaluate outcomes on residents, social groups and the community; engage many stakeholders in social planning
COMMUNITY DEVELOPMENT: Assist communities in dealing with problems, taking sustainability initiatives, and planning their future; ensuring leisure opportunities and accessibility for all residents	-develop and manage community stakeholder relations to maximize benefits; increase community self sufficiency through event production
ARTS AND CULTURAL POLICY: Foster arts appreciation and participation; preserve valued traditions; promote tolerance and appreciation of differences	-utilize local talent; preserve cultural traditions; set and evaluate cultural goals
HEALTH: Maximize accessibility to quality health services; prevent disease and injury; encourage responsible, healthy lifestyles	-provide safe, healthy and secure events; encourage positive lifestyle changes
SAFETY and SECURITY: ensure public safety; traffic controls; crime prevention	-work with police and other security-related agencies to ensure a safe event experience for all

7/CONCLUSIONS

This conceptual paper has endeavored to frame discourse on the subject of attaining sustainability in eventful cities. Emphasis has been placed on discussion of meanings and possible methods for achieving sustainable event cities. It has been argued that both top-down and bottom-up perspectives must be taken, with top-down considering how cities and destinations can support the planned-event sector, and the bottom-up approach examining how events can and should be a positive force.

The very idea of a sustainable event city emerges from the obvious growth of the planned event sector, growth in numbers, diversity, size and significance. This explosion of planned events and their legitimation - both to the public and to policy makers and industry/corporate strategists - necessitates an exploration of event populations, being the sum total of all events (one-time and periodic) that can be found in a given place. At the event population level, questions of health and sustainability have rarely been raised.

It has been suggested that a 'healthy' population of events can only be defined in the context of how events meet the diverse goals of numerous stakeholders, and with attention to overall, long-term and cumulative impacts (both positives and negatives).

Managed portfolios of events are part of the picture, as increasingly tourism and other actors (i.e., social, cultural, environmental, corporate) are creating, marketing, and bidding on events that are each viewed as 'assets'. The managers of these often overlapping portfolios share goals for events that meet more than one stakeholder's needs, although the term 'managed' might suggest a higher degree of intervention than is commonly found. Events and portfolios are valued according to different models, one stressing extrinsic values defined by tourism, place marketing or economic development in which events are assets and a return on investment must be generated. In the intrinsic valuation model events and portfolios are not subject to external or quantifiable criteria, they are valued for their contributions to society, culture or the environment. Bringing these two approaches together is a priority for fostering sustainability in the eventful city.

Meanings

Sustainability should be viewed as a process of becoming, of constant improvement, not an end state. In this way goals can be constantly changed, targets set higher, and every city or destination can find its own path. Sustainable events can variously be defined in terms of their endurance or permanence, their 'greening', and/or their contributions to portfolios and healthy populations. Some will become sustainable in terms of achieving institutional status or being recognized as Hallmark Events.

Portfolios have assets that must be valued and constantly re-assessed as to their contribution to the whole. An event as an asset must demonstrate how it fits and contributes to overall portfolio value, and that value is to be measured by taking a long-term perspective. While tourism and place marketing use various measures of return on investment, other event and portfolio managers look for synergies, innovation, and overall portfolio health. The two are not mutually exclusive but only

collaboration among diverse stakeholders will be able to establish common goals and strategies.

A healthy event population is at the heart of sustainable event cities and destinations. Within the healthy population individual events can come and go without serious harm to the whole and to cumulative costs, risks and benefits. In a sustainable city or destination the healthy population of events contributes positively to attainment of a range of sustainability policy fields, from waste management and energy to water and transport. Negative impacts are problems to be solved or avoided through intervention.

Practical Implications for Planners, Policy Makers and Portfolios Managers

Managing Multiple Portfolios:

Not just one portfolio, but multiple portfolios are probable in any given city or destination. DMO's and other event or tourism development agencies provide the most obvious example, and in many places they run their own portfolios without much regard for other stakeholders. The key public agencies with portfolios of planned events are likely to be arts and culture, leisure and recreation, urban renewal and economic development. Not-for-profit organizations with events abound, and they can be grouped into similar causes (e.g., charities versus community development) or similar types of events (e.g., festivals versus educational). Bringing them together to identify common goals and potential problems is a necessary task.

Permanent Events (Hallmark and Iconic) Preferred Over One-Time Events:

In managing a portfolio of events it is suggested that the overall benefits in relation to cost and risk, as well as overall sustainability, is maximized by emphasizing permanent events, especially those achieving institutional status. This category includes Hallmark events co-branded with the city/destination, and Iconic events targeted at special-interest segments. The risks and costs associated with bidding on one-time events are considerable, so portfolio managers have a substantial challenge in performing due diligence - why exactly is the costs and risk worth it? What gap is being filled? What additional benefits are not otherwise achievable?

Bidding specialists are searching for desirable events that meet specific criteria, including acceptable risks and costs compared to forecast benefits. They will operate within a "comfort zone" defined by their budget, past experience, and explicit policy directives. Cities and destinations compete on 'leagues' with parameters set by their resources, venues, willingness to take risks and professionalism. If they want to advance into a higher league they will have to invest heavily. In this context, sustainability of event portfolios becomes a dynamic context.

Healthy Populations Take Priority:

Senior policy makers and strategists from other key stakeholder groups, including tourism, need to concentrate on the big picture - that is, sustaining a healthy population of planned events to meet many goals. In most places there is likely to remain a relatively free market in terms of new events entering the population at any time, and failures being tolerated. As emphasized by Richards and Palmer

(2010, 412) "Sustainability does not imply that all events in an eventful city must be protected and should continue." But when a permanent Hallmark event is threatened, it is likely that many residents and strategists will argue for its continuation, while other, lesser events will be abandoned. Gaps can be identified by monitoring resident attitudes, economic demand, organizational effectiveness, and the image of the city/destination among target audiences or segments.

The Supportive Event City:

Populations of events do not require supportive policies and investment, but will greatly benefit from it. When money is spent to create, market and bid on events, indicating a willingness for some level of intervention, it behooves the policy makers and planners to formulate clear portfolio management strategies and to at least liaise with other stakeholders. Attention will then eventually turn to the overall population of events and questions of its health and sustainability.

Events are Part of the Solution:

Proactive engagement by events and portfolio managers will ensure that planned events contribute positively to a city's or destination's sustainability initiatives. If the opposite happens, that events are perceived to be problems or that negative impacts prevail, then sustainability is impossible. This means that having green events is not enough - it is the bottom-up starting point in a movement towards sustainability.

Research Directions

To advance any important policy or theoretical discourse there must be some agreement, or at least understanding, of the terms and concepts being employed. The discourse should be open and the language plain, as opposed to being restricted to a small group or defined by jargon and esoteric argument. For this discourse on sustainable event cities and destinations to advance will require that the terms and related concepts applying to event portfolios and populations enter the vernacular, that parameters be established for discussion of healthy populations, and implications for sustainability be articulated carefully. That is a bold agenda, given that in many places it is still difficult to find policies ensuring green events or setting comprehensive goals for overall sustainable growth or environments. Assembling the full panoply of stakeholders to discuss the sustainable event city concept should be fruitful, although perhaps a difficult challenge given the wide range of interests.

Specific research ideas for policy makers and strategists include the comparison of cities and destinations together with benchmarking against the most progressive ones. This likely leads to multiple cities/destinations, each with something different or special to offer, then piecing together the implications. Success stories from both the top-down and bottom-up perspectives have to be scrutinized. Examples of green or sustainable events will contribute, but where are the best examples of supportive event cities and destinations that pursue a comprehensive sustainable event portfolio approach?

Research on event portfolios and populations is in its infancy, with only a few published books and articles on portfolios, and less on event populations. The study of whole and healthy event populations needs theoretical context, and so far only

organizational ecology has been applied. The definition and measurement of asset value within portfolios, and the strategic constitution and management of event portfolios is a priority for systematic exploration.

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