COMMUNITY ENGAGEMENT AS AN EVENT IMPACT MANAGEMENT TOOL: A REVIEW AND A RESEARCH AGENDA

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Literature has highlighted the negative backlash from host communities for event hosting due to unfavorable impacts. Host communities feel ignored when event organizers do not appropriately acknowledge the communities' interests and concerns. Accordingly, studies have proposed community engagement as an impact management tool. However, evidence supporting the operationalized use of engagement as an impact management tool is scattered and inadequate. To this end, the current article systematically locates, analyzes, and reviews 68 peer-reviewed empirical research articles on the nexus of event impacts and host community engagement to examine the lag in the literature's development. As one of the first reviews to systematically analyze empirical research on the use of community engagement as an event management tool, this study contributes to knowledge enhancement by revealing the current gaps in the literature and practice, and provides future directions to strengthen the value of community engagement as an event impact management tool.

Key words: Event impacts; Community engagement; Host community; Literature review

Introduction

This article reviews the literature on the nexus of community engagement and event impacts. The article seeks to explore the extent of literature on community engagement as an event impact management tool. The article first presents a brief introduction to host community concerns on event impacts, the importance of community engagement, and the fundamental concepts of community engagement. The subsequent sections present the systematic review process, findings, and the discussion on future research directions.

Rising Community Concerns About Event Impacts

Host communities have raised concerns that events are primarily oriented toward satisfying attendees' needs at the expense of addressing the host community's interests and concerns (Boyko,

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2008; Pappalepore & Duignan, 2016). Host communities have grown weary of constantly absorbing negative impacts and are starting to stand up against event hosting. The study by Butler and Aicher (2015) showed how Brazilians pushed back against the negative event impact of hosting the FIFA World Cup and Summer Olympics. Similarly, communities criticized and resisted the London Olympics when it did not let locals access opportunities to receive benefits from event hosting (Duignan et al., 2019; Giulianotti et al., 2015; Pappalepore & Duignan, 2016). These community criticisms point to a need for a proper event impact management tool that incorporates host communities' interests, views, and concerns by providing a transparent event planning and operations strategy.

Community Engagement as an Event Impact Management Tool

Adopting the success in other disciplines, event studies have suggested using community engagement as an event impact management tool (Gursoy, Milito, & Nunkoo, 2017; Higgins-Desbiolles, 2018). In their research on the Glasgow Commonwealth Games, Martin and Barth (2013) suggested that a large-scale mega-event such as the Commonwealth Games should involve the host communities in the event planning and decision-making to increase the communities' overall event support. The involvement of host communities in the planning process helps minimize negative impacts and increase positive impacts (Gursoy & Kendall, 2006; Ma et al., 2011).

Furthermore, Martin and Barth (2013) underlined that engagement allows communities to propose ideas that can help reduce the severity of unavoidable event impacts on their community. Other disciplines, such as public health and tourism planning, have successfully incorporated community engagement to achieve a fair distribution of impacts (Boonsiritomachai & Phonthanukitithaworn, 2019; Gordon, Lockwood, et al., 2013; Hewlett & Edwards, 2013; Jamal & Getz, 1995).

The community engagement process creates transparency in decision-making, building long-lasting and trusting relationships between communities and event organizers (Dare et al., 2014; Nunkoo & Gursoy, 2016). Transparency occurs when the communities are exposed to the decision-making process early (Martin & Barth, 2013). Transparency promotes a common understanding among all involved parties and enables communities even to accept event decisions they oppose, as they understand the rationale for those decisions (Boyko, 2008). While all this emphasizes the importance of engaging the locals in event planning and operations, limited studies have empirically tested the employability of engagement in event impact management.

Defining Community Engagement

Despite its complexity in terms of definition and analysis, engagement has drawn substantial research attention. The concept initially originated in organizational behavior literature but is now attracting the interest of researchers in other disciplines. Engagement involves a "shift of power, from those who have had major decision-making roles to those who traditionally have not had such a role" (Willis, 1995, p. 212). It is an essential aspect of stakeholder management that has the potential to benefit both the organization and the community (Jenkins & Henley, 2014). Community engagement is "a process by which public concerns, needs, and values are incorporated into governmental and corporate decision-making" (Creighton, 2005, p. 7), providing communities with the opportunity to be involved in projects or developments that affect their lives.

"Engagement," "participation," and "involvement" have been used interchangeably in the literature; hence the clarity of the terms is indistinct (Hung et al., 2011; Jamal & Getz, 1995). Creighton (2005) identified involvement as an activity within engagement, while Brown et al. (2022) argued that involvement and engagement are dimensions of participation. Involvement and engagement are conceptualized to lie at the opposite ends of the participation continuum, where involvement is a one-way passive relationship that develops into a two-way proactive relationship at the engagement end of the continuum (Brown et al., 2022). The literature has pointed out this conceptual vagueness and the lack of clarity among these terms (Tosun, 1999), with proper answers still under investigation.

Current Research Aims

With the world hosting more and more events of all different scales and host communities becoming more outspoken, practical strategies to manage event impacts and sustain host communities' support are essential. Identifying the potential of community engagement as a strategy to manage event impacts, we engage in a Systematic Quantitative Literature Review (SQLR) to explore the current landscape of studies investigating the juncture of event impacts and community engagement, to understand how and to what extent community engagement has been used in managing perceived event impacts. To explore this topic, the current review sets the following questions.

RQ1: How does the current literature map community engagement as an event impact management tool?

RQ2: What are the research gaps and avenues for future research on the nexus of community engagement and event impacts?

Methodology

To synthesize the literature on the nexus of event impacts and host community engagement, we have adopted the SQLR method. A systematic literature review is "a method of locating, appraising and synthesising evidence" (Petticrew, 2001, p. 98). The SQLR approach is gaining popularity among researchers owing to its transparency and reproducibility (Pickering & Byrne, 2014). Social sciences have welcomed the use of SQLR, as have leisure scholars (Jin & Wang, 2016; Thomson et al., 2020; Yang et al., 2017). Following the 15-step SQLR method proposed by Pickering and Byrne (2014) (see Fig. 1), the current study was conducted in
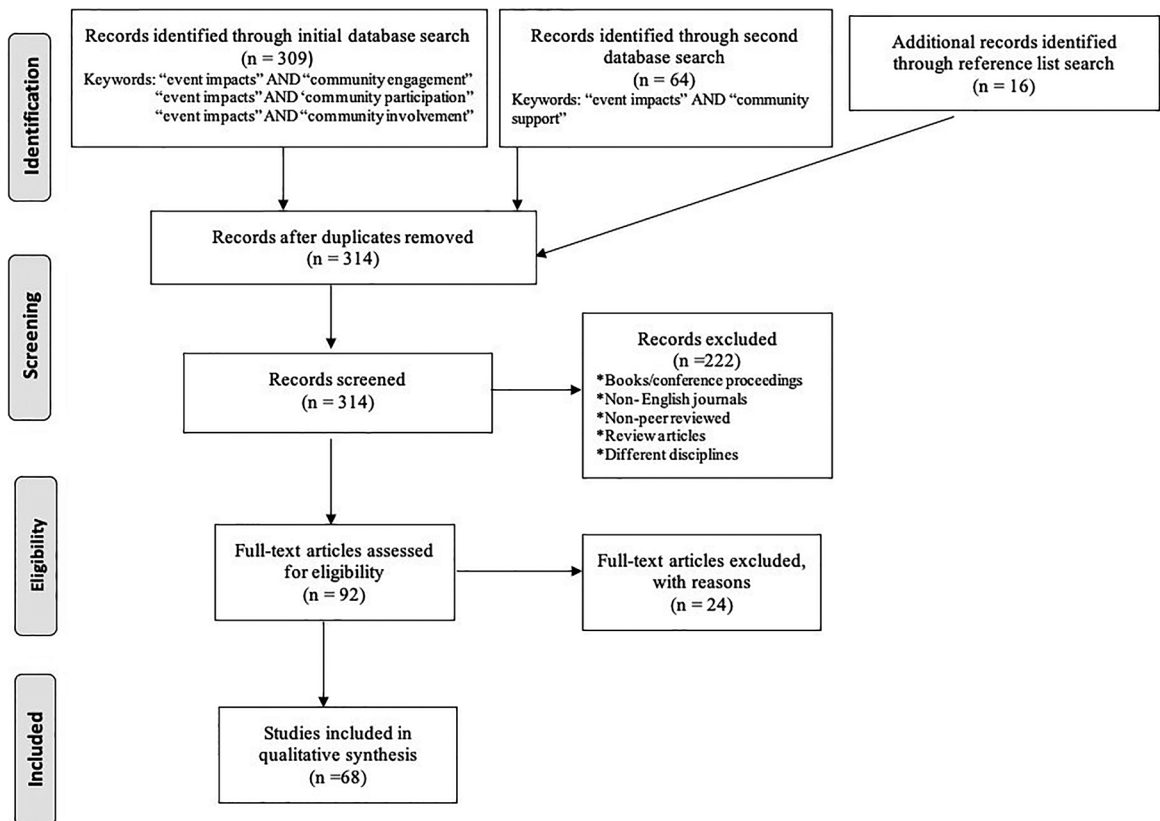

Figure 1. PRISMA diagram of the article selection process, adopted from Moher et al. (2009).

three main steps. Firstly, the review's foundation was established, including steps 1–3 of Pickering and Byrne's method. The rationale for topic selection and the development of research questions are addressed in the introduction section.

Next, we identified keywords to search. Due to the contextual ambiguity of defining community engagement, we used a combination of the following keywords: "event impacts" AND "community engagement," "event impacts" AND "community participation," and "event impacts" AND "community involvement."

The second stage involved a database search and data extraction. Our database search extended to five online databases: ProQuest, Emerald, Science Direct, Sage, and Scopus. As our goal was to explore research to date on the topic, we set no time range for the search and included all online publications till October 2020, when the database search was completed. The initial database search yielded 309 results. A scan of the abstracts and the findings of these articles suggested the importance of community support in the current context. Therefore, we conducted another search using the keywords "event impacts" AND "community support," which yielded 64 new results. A reference list search added 16 more articles, bringing the sample to 389.

To be included in the final sample, articles needed to be from peer-reviewed journals written in English. eBooks, book chapters, and conference proceedings found in the initial database search vary significantly in quality and scope and thus were eliminated as the objective of the current study was to examine empirical scholarly journal articles. The events under investigation needed to be planned leisure events that delivered event impacts to hosting communities and organized by the planning authority. Following this criterion, we excluded articles in disciplines such as medicine and nursing, marine and environmental sciences, urban planning and development, accounting, and marketing that examined other nonleisure events (weather events, traumatic family events).

Articles were required to examine the nexus of event impact and host community engagement for inclusion in the study. Therefore, we eliminated event studies investigating only event impacts, event management, and marketing studies. Studies from the event host communities' perspective

(residents and local businesses) were included, whereas studies from the perspective of organizers, event volunteers, event attendees, and non-host communities were eliminated.

After applying the above criteria, the final sample included 68 articles that matched our research aim. Figure 1 presents a PRISMA diagram of the sample selection for the study.

In the data extraction stage, articles were extracted to Endnote software, and an Excel spreadsheet was used to record significant findings. While some data were directly extracted from the articles, other information was interpreted by the authors to achieve uniformity in categorization. Bibliographic details, event details, theoretical frameworks, and research design were extracted directly.

Event types were not directly extracted from the articles since the same event type has been classified into different event categories. For example, the European Capital of Culture has been classified as a major event by Liu (2014) and a hallmark event by van der Steen and Richards (2021). After categorizing events by their scale, the studies were sorted into four event categories: mega-events, hallmark events, major events, and local events. Mega-events (such as the Olympics, FIFA World Cup, and ICC World Cup) "are those that yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for the host community, organisation" (Getz & Page, 2019, p. 64). Hallmark events are "major one-time or recurring events of limited duration, destination in the short and/or long term" (Brent Ritchie, 1984, p. 2). Hallmark events (such as the World Expo and the European Capital of Culture) are primarily hosted to enhance the destination image (Hall, 1989) and cannot exist without the host community (Getz & Page, 2016). Major events (such as Leeds Pride, Kangaroo Island Pro-Surf and Music Festival) are "second-order" events that do not qualify as mega-events (Black, 2008, p. 467). Lastly, local events (such as the Kolache Festival and Valencia Triathlon) have limited economic value and usually involve minor competitors or are spectator events (Wilson, 2006). Compared to other events, local events generally have a very slight tourism perspective but do have the potential to be developed (Getz & Page, 2016) and are conducive to the community. According to Getz and Page (2016), we further classified events

as sports events, festivals and cultural events, and entertainment events.

Stage 3 of the review included analysis and reporting findings. The recorded data in Excel were analyzed to answer the two main research questions. The succeeding sections discuss the results and the findings.

Results and Discussion

Researched Events

Table 1 presents the categorization of studied events by researched event stage. Over half of the studies have been conducted on mega-events (59%), followed by hallmark events (21%), local events (11%), and major events (9%). Mega-event studies have primarily focused on sports events with the highest attention directed at the Olympics. The popularity of mega-events in a research context can be attributed to their high tourism attraction, as mega-events are one of the most significant tourism development and growth contributors for a destination (Lamberti et al., 2011; Pappas, 2014). These developments and the significant tourism consumption at these events require infrastructure developments in the destination (Zhou & Ap, 2009). As these event-related developments are usually carried out at the expense of the host community (Müller, 2012), host communities' input for these developments is

essential. Research has shown that mega-event hosting destinations increasingly include host communities in event planning, especially bidding (Scheu & Preuss, 2018). However, despite these considerations, the highly bureaucratic mega-event planning and decision-making process allow little input from the host communities despite the criticality of host community support for event success (Pappas, 2014).

Researched Geographical Context

Table 2 presents the global distribution of the current research effort. Western countries dominate the research context, whereas Asia represents only a quarter of the research. Notably, developed Western countries can host large-scale events, especially mega-events, which attract strong research interest and lead to high publication numbers (Zhou & Ap, 2009). For example, the London Olympics have been researched in multiple studies (Prayag et al., 2013; Ritchie et al., 2020) from different perspectives by the same or different authors, driving the research numbers up. Developing countries are at a competitive disadvantage since they do not possess the critical infrastructure facilities to host international mega-events (Zhou & Ap, 2009). Perhaps the lack of research in developing countries cannot be attributed to a lack of research interest as much as to a scarcity of large-scale high-interest events in those

Table 1

Event Categories Examined by Event Stage

Event/Study Stage	Preevent	During-Event	Postevent	Longitudinal	Total (%)
Mega-event	16	1	7	17	41 (59%)
Sports	16	1	6	16	39
Festival & culture			1	1	2
Hallmark event	5	2	6	2	15 (21%)
Sports		2	2	1	5
Festival & culture	5		4	1	10
Local event		3	2	3	8 (11%)
Sports			1	2	3
Festival & culture		3	1		4
Entertainment				1	1
Major event	2		2	2	6 (9%)
Sports	1			2	3
Festival & culture	1		2		3
Total	23 (33%)	6 (9%)	17 (24%)	24 (34%)	70

Note. The table represents the frequencies of the four main event categories and their subcategories by the event stage where the research has been conducted. Total number does not add up to 68, as some research has examined more than one event.

Table 2
Geographical Distribution of Research

Continent	Mega-Events		Hallmark Events		Major Events		Local Events			Total (%)
	S	F&C	S	F&C	S	F&C	S	F&C	E	
Europe	12		2	6	1	2	2		1	26 (37%)
Asia	12	1	2	4			1			20 (28%)
North America	6	1				1		1		9 (13%)
South America	7									7 (10%)
Africa	3			1	1			2		7 (10%)
Oceania			1		1					2 (3%)
Total	40	2	5	11	3	3	3	3	1	71

Note. The table represents the frequencies of the four main event categories and their subcategories by the continent where the event was held. S = Sports, F&C = Festivals & culture, E = Entertainment. Total number does not add up to 68, as some research has examined more than one event on one continent. The total number of events does not equal the total number in Table 1, as the same event has been researched across different continents.

destinations. Additionally, we examined only peer-reviewed journals published in English, a criterion that excluded studies published in other languages in other countries, giving the highest number of papers to English-speaking Western countries.

As evident in Table 2, sports events have attracted the highest research interest across the globe regardless of the event's scale. Educational and health programs surrounding large-scale or small-scale sports events contribute to the host communities' high interest in sports events (Duan et al., 2020)—a phenomenon further highlighted by research noting that the health benefits sports events bring to hosting communities is the main contributor to the popularity of sports events (Schulenkorf et al., 2019). The social impacts of sporting events on the hosting communities are a vastly researched topic (Custódio Maria João et al., 2018; Parra-Camacho et al., 2020). Some researchers have extended the sports research context beyond large-scale events to include small-scale events (Higgins-Desbiolles, 2018; Parra-Camacho et al., 2020; Schulenkorf et al., 2019) and have examined the engagement of locals in the event itself. For example, a small local sports event was leveraged using community engagement tools to enhance its benefits to the host communities (Schulenkorf et al., 2019).

Research Methods and Theoretical Underpinnings

Research Design. As Table 1 shows, most studies have conducted cross-sectional research (66%),

which includes preevent (33%), during-event (9%), and postevent (24%) research. Preevent research has examined expected event impacts, community support, and barriers/facilitators of engagement, such as trust, communication, and knowledge. Engagement during the planning process that occurs before an event is essential as it helps authorities understand the host community's needs and values so these can be incorporated into the event development process, thus promoting supportive behavior (Chi et al., 2018). Examining the host community's perceptions of impacts before an event is essential since support relies on the perceived event impacts (Müller, 2012). Research on the event stage (i.e., preevent, during the event, and postevent) provides insights into how communities' impact perceptions and behaviors vary across phases of the event life cycle.

However, as underlined earlier, community engagement is a process that needs continuous monitoring (Mullenbach et al., 2019). Engagement can yield various outputs at different event stages. Thus, studies should adopt a longitudinal design to understand the engagement process and track its implications throughout the event life cycle. Some studies have made a considerable effort to conduct longitudinal research (34%). These studies have primarily conducted data collection pre- and post-event, and have focused on the comparisons and changes in engagement interests and engagement levels in different event stages (Duignan et al., 2019). For example, Chi et al.'s (2018) longitudinal

study underlined the changes in the host community's trust in government from pre- to postevent, subsequently changing the community's impact perceptions. Community perceptions, behaviors, and attitudes change over time, and studies collecting data at multiple stages and capturing these changes are vital in enhancing the understanding of evolving community perceptions and behaviors. These longitudinal studies, to some extent, have underlined the importance of examining the effect of engagement at different event stages. However, there is a lack of studies capturing the implications of the engagement process throughout one event cycle: preevent, during and postevent.

Research Design and Data Collection. Table 3 reports the research methods and data collection approaches employed in the relevant literature. Quantitative methods (75%) are the most widely used research methodology, and these studies have predominantly used questionnaires for data collection to examine factors influencing impact perceptions, support, and engagement and the relationships between variables. Questionnaires are efficient and cost-effective for studying a large population such as host communities. Various sampling methods have been used for questionnaire distribution, including convenience, stratified, and cluster sampling. Interestingly, using nonprobability sampling

methods in quantitative research is gaining popularity. For example, recent work (Vegara-Ferri et al., 2020; Vij et al., 2019) has employed convenience sampling to distribute quantitative questionnaires, traditionally considered a nonprobability sampling technique employed in qualitative studies only (Yao & Schwarz, 2018).

The use of qualitative studies is limited compared to the use of quantitative methods. Qualitative studies that rely on a single data collection instrument (10%) have primarily used interviews. Several studies have taken a qualitative multimethod approach (10%), employing a variety of data collection instruments, including interviews, secondary sources, and participant observation. Qualitative studies have applied nonprobability sampling techniques such as snowball sampling and convenience sampling. The use of mixed methods is limited, with only a few investigations using exploratory designs (3%) and only one study using an explanatory design (1%).

Theoretical Frameworks. Table 4 presents the vast array of theories and frameworks used in the current research landscape. Researchers have used a total of 22 theories to guide research, but only seven theories have been used more than once. Social exchange theory (SET) (42%) has been used frequently, but numerous studies (15%) have not been guided by any theoretical framework, resonating with the findings of Thomson et al. (2020), who found a trend toward not applying a theoretical framework to guide event studies.

SET has been used to examine the relationship between perceived impacts, community support, and community engagement. The theory holds that communities will engage in exchange when they receive benefits from the exchange (Ap, 1992). Only the reward of positive impacts will persuade host communities to engage in the exchange with event organizers (Gursoy, Yolal, et al. 2017), and adverse outcomes will avert participation (Lee & Krohn, 2013). During engagement, communities voluntarily offer their local knowledge, time, and resources for event hosting in exchange for positive impacts. Event organizers should ensure communities' voices are incorporated in event hosting to guarantee positive event outcomes for the engaging communities.

Table 3
Research Methods and Data Collection Approach

Research Method	Frequency (%)
Quantitative	51 (75%)
Questionnaire	51
Qualitative	7 (10%)
Interviews	6
Open-ended questionnaire	1
Qualitative multimethod	7 (10%)
Secondary sources + interviews	3
Interviews + questionnaire + secondary resources	2
Interviews + secondary resources	1
Participant observation + secondary resources + interviews	1
Exploratory mixed methods	2 (3%)
Interviews + questionnaire	2
Explanatory mixed methods	1 (1%)
Questionnaire + focus group	1
Total	68 (100%)

Table 4

Theories and Frameworks Employed

Theories/Frameworks	Frequency (%)
Social exchange theory	34 (42%)
No theory/framework	12 (15%)
Social representation theory	6 (7%)
Stakeholder theory	4 (5%)
Prospect theory	3 (4%)
Arnstein's Ladder of Participation	2 (2%)
Theory of Reasoned Action	2 (2%)
Triple bottom line	2 (2%)
Agenda setting theory	1 (1%)
CLEAR Framework for Citizen Participation	1 (1%)
Confirmation bias theory	1 (1%)
Construal level theory	1 (1%)
Concept of Strategies	1 (1%)
Concepts of Neoliberalism	1 (1%)
Exchange theory	1 (1%)
Experience-based theory	1 (1%)
Framework of social impacts by Lee et al.	1 (1%)
Means-end theory	1 (1%)
Motivation opportunity ability model	1 (1%)
Resource dependency theory	1 (1%)
Social identity theory	1 (1%)
Spilling's mega-event business impacts	1 (1%)
Sport for Development Theory	1 (1%)
Theory of Emotional Solidarity	1 (1%)
Total	81 (100%)

Note. Total does not add to 68 as some research has used more than one framework.

Article Findings

Current studies on community engagement and event impact perceptions converge on community support. Community engagement has been suggested as an event impact management strategy that aids in enhancing community support for events (Guizzardi et al., 2017; Gursoy & Kendall, 2006). The importance of engaging host communities in event planning and management has been well highlighted in the literature, which is deemed to impact event sustainability positively (Ponsford & Williams, 2010).

Community Characteristics and Engagement. The alignment of locals' interests and concerns in event development contributes to creating events that better represent organizers and host communities (Schulenkorf et al., 2019; Van Winkle & Woosnam, 2014). Event organizers must appropriately understand community interests, concerns, and

attachments to the community when hosting events (Inoue et al., 2018; van der Steen & Richards, 2021). Community engagement can be utilized as a tool to address community concerns and align event goals with the host community's interests, resulting in fairer impact distribution. Inoue et al. (2018) highlighted this by showing how a charitable event was deemed successful in the eyes of the host community, who had significant interests in charitable activities. On the contrary, the denial and neglect of the community's interests and concerns can lead to disappointments and event resistance. This is evident in the Kangaroo Island Pro Surf and Music Festival protests that resisted event hosting as the organizers failed to incorporate the local community's economic interests in the event (Higgins-Desbiolles, 2018). Community members with high levels of community interests initiate these resistances (Duignan et al., 2019; Gursoy, Milito, & Nunkoo, 2017) to represent and protect other community members' interests. Hence, community engagement can be used as a tool to incorporate the community's interests and concerns in event hosting.

Understanding community members' different attachment levels to the community could help make decisions on whom to employ through which engagement strategies (Gursoy & Kendall, 2006). For example, members with high community attachment should be enrolled as supporters and promoters of the event. While studies have stressed the importance of acknowledging community characteristics in engagement, studies are yet to understand how the varying community characteristics impact the effectiveness of different engagement strategies. For example, city hall meetings will best employ community members with high-interest levels, whereas a survey will most effectively engage low-interest members. Organizers need to understand the effectiveness of different engagement strategies to select the most appropriate strategy (Mullenbach et al., 2019; Werner et al., 2019).

Engagement Dynamics: The Triad of Knowledge, Trust, and Power. Knowledge and trust have been found to impact the efficacy of community engagement practices. Studies have underlined the

critical role of knowledge when engaging communities (Jones et al., 2015). A lack of knowledge or restriction by the organizer can adversely influence community engagement (Jepson et al., 2013).

Also, the transfer of knowledge between involved parties is essential in engagement. The engagement of the host community in event decision-making can help transfer local knowledge to the organizers and foster effective decision-making (Ponsford & Williams, 2010). Knowledge of the event, the planning, and decision-making process fosters supportive behavior, and transparency created via engagement is vital to knowledge enhancement (Nunkoo et al., 2018).

Trust in organizing committees is essential for successful community engagement (Chi et al., 2018; Nunkoo et al., 2018). Engaging communities in decision-making increases the community's trust in organizers, leading to an increased positive perception of impacts (Gursoy, Milito, & Nunkoo, 2017). Transparency in event planning created by community engagement in decision-making helps improve communities' trust levels with authorities (Nunkoo et al., 2018; Pappas, 2017).

Power plays a crucial role in community engagement. Given the central role of power, a disturbance of the power balance may lead to unsatisfactory engagement results (Clarke & Jepson, 2011). The fair distribution of power among community members supports the achievement of the desired goals of the engagement process and creates long-lasting relationships between communities and organizers (Ponsford & Williams, 2010). Unsurprisingly, power influences the effectiveness of event knowledge and trust. Jones et al.'s (2015) study highlighted how the different power dynamics of big and small businesses affect the receiving of event information. Subsequently, in power inequalities, the voices of people with the most power are heard, while those of the less powerful are ignored (Clarke & Jepson, 2011). Power imbalances can exclude host communities from reaping an event's full benefits, leading the dissatisfied community to oppose event hosting (Kelly et al., 2019).

Studies have highlighted the importance of knowledge, trust, and power in engagement. However, as engagement is a continuous process, these engagement dynamics might have various effects at different stages. Studies examining how and when these dynamics impact engagements in an event cycle are lacking. The extent of these dynamics as antecedents, barriers or facilitators needs further examination.

Community Engagement and Event Impact Perceptions. Communities understand that positive and negative event impacts are inevitable outcomes of event hosting. Thus, communities tend to consider an event to be successful when its positive impacts outweigh its negative impacts (Ouyang et al., 2019; Scheu & Preuss, 2018), and community support increases in such situations (Ahmed, 2017; Gursoy, Milito, & Nunkoo, 2017). Several studies have underlined the host community's concerns about unwanted event impacts. Claims about how events are primarily oriented towards satisfying attendee needs at the expense of addressing host community needs have been prompted (Boyko, 2008). As discussed above, engagement can aid event organizers in understanding the host community's interests so that necessary strategies can be implemented for the host communities to satisfy their needs through events. The opportunity to voice community concerns and needs via engagement can help create events that benefit all stakeholders.

The process of engagement helps communities in managing event impact perceptions. The transparency created through engagement can help establish a common understanding of an event's positive impacts and negative costs (Lorde et al., 2011), especially for highly bureaucratic events such as the Olympics (Müller, 2012). Moreover, communities' perception of positive event impacts grows stronger when they are involved in the decision-making (Pappas, 2016). Engaging communities throughout helps build awareness of the event's potential benefits and costs, providing host communities with the opportunity to leverage the events for their benefit (Jones et al., 2015). For example, business communities that expect high levels of benefits need to be engaged in the preevent phase to realize their full potential benefits (Heere et al., 2015; Kaplanidou et al., 2016). However, engagement must be sustained throughout, from event creation to execution, to achieve the best benefits. Nevertheless, as highlighted above, there is a lack of longitudinal studies assessing the implications of engagement throughout an event cycle.

Community Engagement and Event Support. As highlighted above, engagement helps generate a shared vision among organizers and host communities. Sharing and acknowledging each other's event-hosting interests and concerns facilitates knowledge-sharing and trust-building, subsequently contributing to enhancing community support for event hosting (Pappas, 2017; Schulenkorf et al., 2019). Organizers are motivated to engage host communities in event planning and management to gain their support for event hosting. The effectiveness of community engagement as a strategy to gain and increase community support is evident in the literature (Boonsiritomachai & Phonthanukitithaworn, 2019; Jenkins & Henley, 2014).

Community support is vital for successful events for several reasons. Host communities are the prime provider of resources and other stakeholders crucial for event hosting (Lau et al., 2020). Hence, event organizers and authorities need to ensure community support as community opposition can cause significant financial and social disturbances to event hosting (Butler & Aicher, 2015; Higgins-Desbiolles, 2018). For example, the high infrastructure costs of hosting international events like the Olympics and World Expos mainly fall on hosting communities, making their support for these expenses indispensable (Ponsford & Williams, 2010). Literature has highlighted the importance of exploring the impact of event development costs on hosts as it is a significant economic and societal significance (Giulianotti et al., 2015). Support is also necessary because the host community's attitudes and behaviors are reflected in service deliveries at the destination: positive enthusiasm can foster a positive event experience, whereas negative attitudes can damage the experience (Giulianotti et al., 2015).

For instance, the community protests for the 2014 FIFA World Cup in Brazil caused substantial obstruction to the event's hosting. Due to the lack of community support for hosting, organizers' hosting expenses increased to accommodate event and athlete security (Butler & Aicher, 2015). Furthermore, the protests and the community opposition caused fears in event attendees, which subsequently increased attendees' security concerns and painted a long-lasting negative image of the event and the host destination. As these community oppositions can bring long-term, unrecoverable negative impacts to an event and the destination (Higgins-Desbiolles, 2018), it should be the fundamental duty of event organizers to employ necessary mechanisms like community engagement to ensure support. Which strategies to employ to engage these communities in what event element could add more value to the current literature, highlighting the effect of different engagement strategies in increasing support.

Research Gaps and Directions for Future Research

Our examination of the findings identified gaps in the research concerning the research context, the applied methodology, and the topics of investigation. Future studies need to be directed at closing these gaps by contributing to the knowledge concerning host community event impacts and community engagement. Table 5 and the below discussion set the directions for future research.

Research Context

This article calls for studies examining community engagement as an event impact management tool in different contexts. Engagement is not one fit for all tool that fits every scenario. Care needs to be exercised to acknowledge and respect different event settings, community characteristics, capabilities, cultures, needs, and wants (Lamberti et al., 2011; Sakitri, 2018). Moreover, the desired level of engagement hinges on engagement motivations, engaging authorities, decision-making time frames, and community skills (Quick & Feldman, 2011).

As highlighted in Table 5, studies conducted in different event settings are needed. The extant literature has focused heavily on mega-events, disregarding other events. As host communities' perceptions and perceived impacts of different events vary, the reflection of these differences in engagement levels is warranted (Hereźniak & Florek, 2018). Communities' motivation to engage in mega-event hosting to maximize economic impacts varies with their motivation to engage in local event hosting to increase community well-being. Thus, different engagement intensities require different engagement tools. Future studies should be

Table 5
Research Directions

Element	Future Research
Context	Moving beyond large-scale events
	A greater variety of community settings
	Non-Western contexts
Method	Longitudinal research to understand the community engagement process and track its implication on event impact management throughout the event life cycle
	Utilizing more mixed-method designs
Topics	Composition of community engagement process as an event impact management tool
	Multistakeholder and subcommunity group perspectives in examining community engagement, its antecedents, and consequences (e.g., motivations)
	Effectiveness of different engagement strategies
	Inclusion as applied to events

conducted in different event contexts to understand these engagement levels better.

Given the contextuality of community engagement, future research should be conducted in different community settings. The applicability and effectiveness of different engagement mechanisms can vary from community to community, reflecting the distinctiveness of different communities. The same community engagement practices will deliver different outcomes in developed and developing countries (Sakitri, 2018). Research should pay attention to the different event impacts desired by different communities. These different impact perceptions could impact the level of engagement in different communities. Therefore, future research should examine how different community characteristics influence the effectiveness of engagement strategies.

Similarly, a lack of cultural and political diversity in research contexts was apparent, as the majority of studies in our sample are Western focused. Examination of whether the claims made in the developed world apply to other cultures with different beliefs and values is therefore warranted. Even though bottom-up planning and decision-making are popular in the Western world, Eastern cultures might not value the exact attributes. Developing countries might lack the necessary political systems and the capacities to engage the host community in event planning and decision-making (Lamberti et al., 2011; Tosun, 2000). An open governance environment that allows citizens' voices is vital for a successful community engagement process (Gordon, Schirmer, et al.,

2013; Hewlett & Edwards, 2013). Without a suitable engagement environment, the process might not yield fair impacts for the community. As evident in the findings, power imbalances can negatively impact the community engagement process. Hence, future studies should understand the applicability of community engagement as an impact management tool in different cultural and political settings.

Research Methods

Studies employing longitudinal data collection techniques are needed to deepen the current understanding. Community engagement is a process that should be sustained throughout an event cycle to achieve the intended benefits (Creighton, 2005). Host communities should be involved in every step of the event decision-making for engagement to become an effective impact management tool.

Furthermore, changes in residents' event perceptions occur over time (Lorde et al., 2011; Machisa et al., 2018; Scholtz et al., 2019), and this fluidity requires continuous monitoring to understand the factors influencing these changes comprehensively. This understanding can help provide proper engagement tools at the correct time (Al-Emadi et al., 2017). Thus, studies with multiple data collection points in different event stages are needed to broaden the understanding of the relationship between event impacts and engagement behaviors. The timing to conduct longitudinal studies to examine events' impact and legacies varies. Studies need to be conducted at various stages of

the event cycle to understand and develop a suitable framework to assess and conduct longitudinal studies.

Studies in our review mainly adopted quantitative methods, but the complex nature of impact perceptions and engagement is difficult to capture using quantitative methods. Qualitative studies that provide rich information regarding social phenomena, and mixed methods studies are needed. When it comes to understanding community experiences, perceptions, and attitudes, mixed methods incorporating quantitative and qualitative studies could provide a more in-depth exploration of variables (Hannes & Lockwood, 2011). While quantitative techniques can help discover relationships between event impacts and community engagement, qualitative techniques can deepen the understanding of these relationships. Mixed-methods research can help compensate for a single method's weakness by achieving triangulation and enhancing the robustness of the design (Hannes & Lockwood, 2011).

Topics for Investigation

According to the findings, the current literature proposes that community engagement can be used to manage perceived event impacts (Ahmed, 2017; Lorde et al., 2011; Schulenkorf et al., 2019). However, there is an apparent lack of research investigating the community engagement process leading to impact management, such as engagement antecedents. The engagement process should be examined from an operational view to understand the composition of the process. Thus, we propose that future studies examine the operational elements of successful community engagement in achieving fair impact distribution.

A starting point for studies to examine the operational performance of engagement is to first understand the antecedents of the engagement process in an event setting. Previous studies in tourism literature (Hung et al., 2011) have investigated these community engagement antecedents and have discovered the communities' motivation for engagement as an essential antecedent. Community members are motivated differently to engage in event planning, which has implications for the suitability of engagement strategies.

Thus, discovering different motivations will help organizers to tailor the engagement process to address those motivational drivers. Additionally, studies could extend the research to examine event organizers' engagement motivations. This understanding can help compare how the two parties—communities and event organizers—motivations differ or are similar.

Little research has examined the effectiveness of different community engagement strategies. Hereźniak and Florek (2018) stated that the use of a community engagement mechanism at event-hosting destinations could only be justified if the effectiveness of the engagement mechanism is understood. The understanding of the use and effectiveness of the community engagement strategies, such as consultative meetings, one-on-one meetings, email/telephone, and social media, are limited. In their research on the World Games, Ma et al. (2011) emphasized this severity by highlighting the need for a clear engagement strategy in the planning stage of events to secure fair impact distributions to the host communities. Future studies should investigate the use and effectiveness of the different engagement strategies in different contexts. The effectiveness of these strategies could vary in different community and event settings. Thus, understanding what strategies yield the best outcomes in various contexts can provide insightful managerial implications for practitioners. Future research needs to explore what community engagement strategies are effective within different event host communities and the degree of success and effectiveness of these strategies.

The term "inclusion" has attracted academic and social attention in the socially fast-evolving world, and there are calls for more studies on "inclusive tourism" and "inclusive events." Both "inclusive tourism" as defined by Scheyvens and Biddulph (2018), and "inclusive events" as conceptualized by Darcy (2012) emphasize representation and self-representation of socially, economically, and physically disadvantaged groups in tourism and events activities. This literature review has found few discussions on the relationship between inclusion in events and event impacts (i.e., how the two influence each other); thus, this article supports calls for more research on community inclusion to guide social practice in this field.

Theoretical and Practical Implications

The current review has several contributions to the literature and the event management field. First, it systematically locates and synthesizes current knowledge to identify gaps in the literature. A systematic review of the current knowledge is essential to identify future research directions and policy formation (Pahlevan-Sharif et al., 2019). Identifying the literature gaps helps direct future research toward a broadened scope to include more diverse ranges of event context, community settings, characteristics and stakeholder groups, and relevant concepts in the nomological network of community engagement.

Next, the study reveals that the research on the use of community engagement as an event impact management tool is superficial. While studies have stressed the importance of community engagement as an impact management tool, its operational applicability as an engagement process in real-world settings is limited. Community engagement is a continuous process (Creighton, 2005) that needs to be sustained throughout an event cycle to gain the maximum benefits. Only several studies monitored the applicability of community engagement throughout—before, during, and after an event.

The fulfillment of the suggested future research could help devise a practical community engagement framework that event authorities could use to engage host communities. Identifying the engagement process' composition is essential to operationalizing community engagement at events successfully. This will contribute to event authorities in realizing the benefits outlined in the literature of using community engagement as an event impact management tool.

Conclusion

The current study conducted an in-depth analysis of the extant literature examining community engagement as an event impact management tool. It was evident that community engagement has been proposed as an event impact management tool to address host community concerns. Community engagement fosters transparency in event decision-making, promotes continued communication, and builds reciprocal exchange relationships between host communities and event authorities, which can help manage event impacts. While much of the literature supports engagement as an impact management tool, there is a lack of understanding of how engagement is set in motion or progresses in event planning. This points to a gap in the literature on empirical studies examining the operationalization of the community engagement process in event settings. To this end, the current study proposes several future research directions. Future studies should investigate the composition of the community engagement process, including antecedents and subsequent consequences. The effectiveness of different engagement strategies in different event settings and community settings should be investigated. Furthermore, studies could adapt a longitudinal study design to track the implication of the engagement process on event impact management throughout the event cycle.

Like all research, our review has limitations. The first limitation is that the articles included comprised only peer-reviewed journal articles in English, and therefore non-journal publications, such as conference papers, book chapters, book reviews, editorials, and journals written in other languages, were excluded. Second, most of the selected articles, despite the inclusion of the search terms "community engagement," "community involvement," and "community participation" did not necessarily explore these variables in depth. However, the terms were linked with event impacts and support variables. Third, the interchangeable use of engagement, involvement, and participation in prior work likely compromised the purity of the construct of community engagement.

Note

The complete list of articles used for the review can be obtained from the corresponding author.

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