

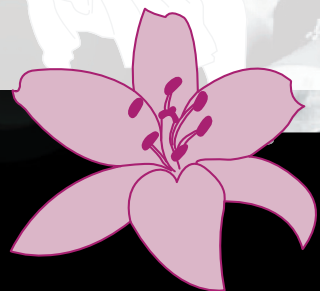
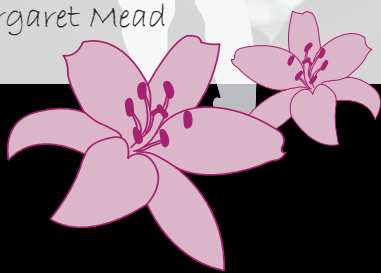
**The Sustainable
Music Festival
- A STRATEGIC GUIDE -**

[2007]



Never doubt that a small group of committed citizens can change the world. Indeed, it is the only thing that ever has.

-- Margaret Mead



An invitation to music festivals

If you are: **A festival organiser** interested in moving your event toward sustainability;
An artist interested in the role music festivals can play in achieving a sustainable society;
A festival goer concerned with a broader understanding of music festivals and sustainability;
A public authority looking for comprehensive sustainability guidelines you can implement for music festivals in your jurisdiction;

...this guidebook is for you !

We are at an exciting moment in time. Humankind faces an unprecedented challenge to repair and sustain social and ecological systems. As more and more people wake up to this, increasing pressure is put on all aspects of society to become more sustainable. Music festivals are in a unique position to respond to this need.

Music sits at the forefront and heart of cultures all over the world. It largely satisfies the human need for creation, creates a sense of cultural identity, and brings happiness and joy to millions of people. Nowadays, music festivals are one of the great disseminators of this powerful cultural actor.

By moving your festival toward sustainability, you will:

- > **Gain competitive advantage** in the market, aligning with artists and partners that want to support sustainability;
- > **Develop an enhanced reputation** as a visible leader in the shift toward the new, sustainable society;
- > **Save money** over the long term; and
- > **Be part of one of the most important activities on earth** – the movement to a sustainable society.

You are invited to be part of history, leading and inciting a worldwide movement to sustainability!



Author's note

This guidebook was undertaken as part of a collaborative master's thesis focussed on bringing strategic sustainability to music festivals. It builds on the work of many other researchers and practitioners to whom we are grateful and wish to acknowledge. Full citations and references for the framework for strategic sustainable development can be found in the thesis, *Rock On!: Bringing strategic sustainable development to music festivals*, published as part of the requirements for the master's program in Strategic Leadership Toward Sustainability at the Blekinge Institute of Technology, Karlskrona, Sweden. We express our sincere thanks for the insight, clarity and depth of vision of those whose work we draw on.

Karlskrona, Sweden. May 2007.

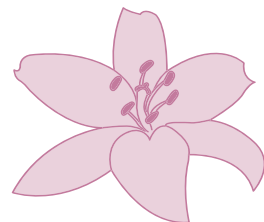
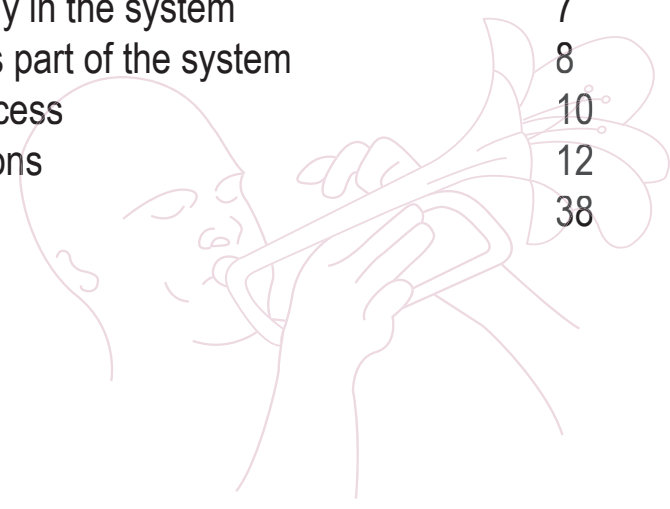




Table of Contents

An invitation to music festivals	3
Author's note	4
Table of Contents	5
1. Understanding the system: Earth	6
2. Acting strategically in the system	7
3. Music festivals as part of the system	8
4. The vision of success	10
5. Examples of actions	12
Moving forward...	38

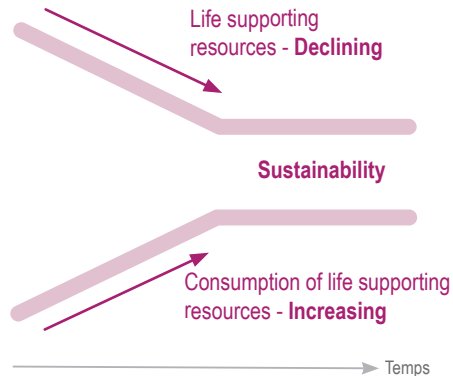


1. Understanding the system: Earth

The metaphor of 'the funnel'

The reality of today's unsustainable society is two-fold. First, industry has been designed so that concentrations of pollutants emitted to the biosphere, that part of Earth that supports life, continue to increase. Secondly, natural systems are being systematically depleted through physical activities such as over-harvesting. Resource potential of the biosphere and trust between people are decreasing, while population and per capita demand for the same resources are increasing.

These concurrent trends can be expressed as a 'funnel', illustrating the systematic decline in the options available to the unsustainable society over time.



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The Science of sustainability

Scientific principles govern the biosphere, the overarching system within which society exists.

Scientists agree that:

- > Neither matter nor energy disappears (*1st law of thermodynamics and law of conservation of matter*);
- > Natural processes disperse matter and energy (*2nd law of thermodynamics*);
- > The value of materials exists in their concentration, structure and purity (e.g. the value of water is in its purity, not its volume);
- > Photosynthesis is the primary producer in the biosphere; and
- > Humans are a social species.

Everything in the system is linked. **Impacting one aspect of the system can result in distant and unexpected impacts elsewhere.**

Society produces matter and energy that is foreign to nature. This disperses into the biosphere, undermining the productive capacity of our natural systems. At the same time, we continue the physical destruction of ecosystems. Socially, we see the gap between the haves and the have-nots continue to widen; millions are unable to meet their basic human needs. **Sustainability encompasses both social and ecological dimensions**, as we can not achieve one without the other.

2. Acting strategically in the system

The 4 Principles for Sustainability

Based on this knowledge, four conditions or principles for sustainability are suggested that can be applied to society generally and the music festival specifically. The first three principles address ecological sustainability and the mechanisms by which society can destroy or support the biosphere's life-supporting functions. The aim of the fourth principle is to repair social fabric by enabling individuals to meet their needs, creating social sustainability. To be sustainable then,

The music festival's 4 sustainability principles are:

We have eliminated our contribution to...

1. ... systematic increases in concentrations of substances from the Earth's crust;
2. ... systematic increases in concentrations of substances produced in society;
3. ... systematic physical degradation of nature; and
4. ... conditions that systematically undermine people's capacity to meet their needs.

(Robèrt, Karl-Henrik et.al. 2006. Strategic Leadership Towards Sustainability. Blekinge Institute of Technology: Karlskrona.)

Strategic Planning toward Sustainability

Once we know what we are striving for, we can begin planning how to arrive. Backcasting is a planning methodology that begins by imagining a successful outcome. When **backcasting from sustainability principles**, the successful outcome complies with the principles for sustainability. Using the A-B-C-D process described below provides a strategic way for music festival organisers to plan towards sustainability.

A – Gain an **Awareness** of the ecological and social systems festivals operate within, based on an understanding of the principles for sustainability;

B – Undertake a **Baseline assessment** of the music festival's critical material and energy flows noting where they contravene the principles for sustainability. Assets to build upon are also identified;

C – Develop a **Clear Vision** of what the music festival looks like in a sustainable society. Imagine solutions to the issues discovered in 'B' without technological, political or other constraints. Imagine measures to achieve these. Be creative!

D – **Decide**. Prioritise the actions developed during 'C' by asking if the action: i) is consistent with the sustainability principles, ii) can be built upon in future and iii) brings an acceptable financial, ecological or social return on investment.

3. Music festivals as part of the system

Purpose & role of music festivals in society

Music festivals reflect social and cultural values. They largely satisfy many basic human needs: the need for participation, for creation, for identity. Because music festivals are part of society, they are linked inextricably to the larger systems in which society is embedded. Viewed from this perspective, music festivals are nested in society, which is nested in the global natural systems that allow life on earth to flourish.

Music festivals must recognize their effects on this system. If they do, they are in a promising position to make lasting, meaningful change in society. Music festivals sit at the centre of a series of suppliers, artists and festival goers. They can effect change along an entire supply chain, educating all concerned stakeholders about the sustainability imperative. Thus can we incite durable change by leveraging the festival's powerful role in society.

The diagram on the page opposite illustrates the general position of music festivals in the larger system. The major stakeholders of the **festival organization** itself; **artists**; **audience**; and **suppliers** are identified. They are represented according to their inter-relationships, and to the critical flows of materials and energy and the management routines with which they are associated.

From an understanding of how music festivals act in the system, we can identify critical sustainability aspects. We can imagine ways of mitigating the negative effects associated with current practices, and build on the multiple strengths, talents and powers of music festivals. That's good work!

The role of music festivals in society:

- Music festivals are a unique way for people to satisfy several needs at the same time:
 - > To participate in a social event;
 - > To be part of a creative process; and
 - > To identify oneself with a community.

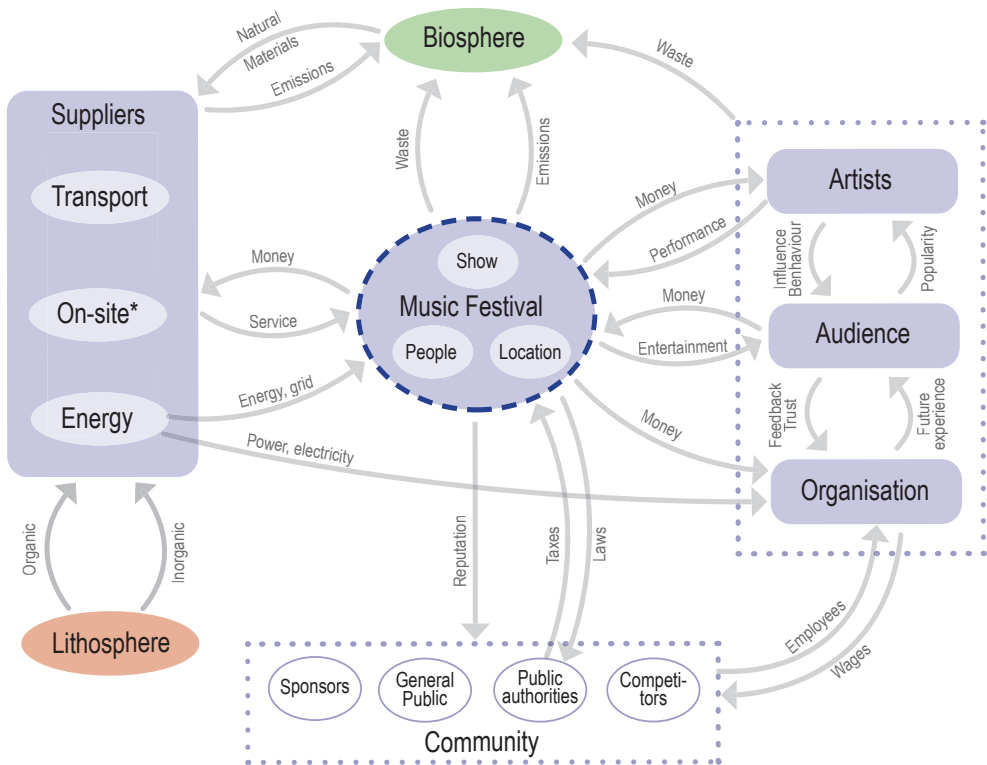
Interactions between stakeholders

Four main stakeholders have been identified:

- > The organisation;
- > The audience;
- > The artists; and
- > The suppliers.

Understanding the critical flows and interdependencies between the actors is a good way to act strategically by asking oneself the following questions:

- > Where are the leverage points in this system?
- > Where do we want to act for optimum effect in this system?
- > What will be the effects on this system if we undertake this measure?



*The on-site suppliers include all the suppliers that are operating on the festival: vendors, security, infrastructure, cleaning, etc.

4. The vision of success

Music festivals in a sustainable society

When backcasting from sustainability principles, the starting point is the vision. The vision provides a picture developed **without constraints, shared by all** involved, of the desired destination. Strategic goals and their related actions are then developed to ensure that this vision is reached.

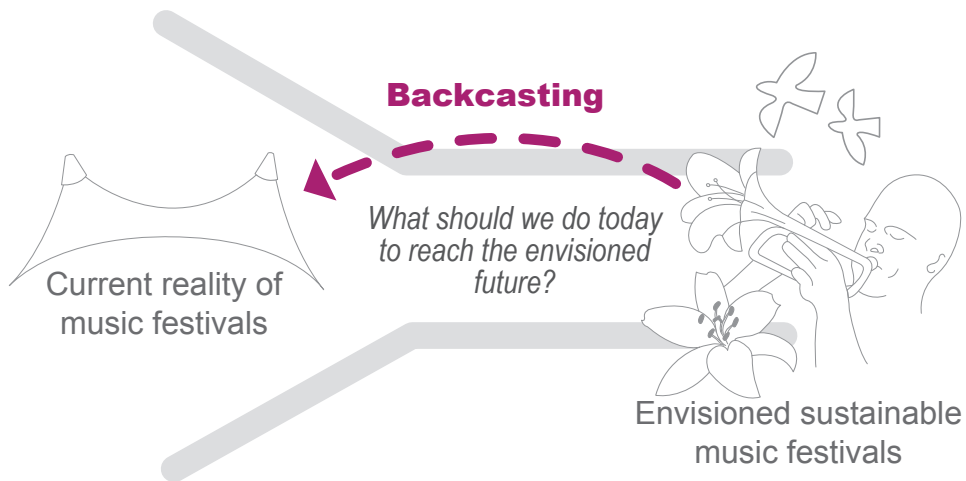
The vision statement answers the question “*What does the successful, sustainable music festival look like?*” while ensuring that those qualities that allow music festivals to fulfil their role in society are retained. Below is a sample vision for sustainable music festivals:

Vision of music festivals in a sustainable society:

In a sustainable society, music festivals are fun events experienced joyfully in an atmosphere of safety and mutual respect. All involved with the event recognize the festival’s place in society, within the biosphere, and care for the venue and each other accordingly.

Music festivals produce no waste, use renewable energy and transport artists and audience cleanly and efficiently. The events are profitable through the loyalty of audiences drawn from a broad cross section of the community.

Music festivals lead society by example, drawing on the energy and creativity of organizers, suppliers, artists and audience to produce a sustainable event.



Strategic Goals: The 6 strings of sustainability

Six strategic goals are proposed to reach the envisioned future. These goals are **engaging and motivating challenges** that guide your work toward the vision by providing broad sectors in which you can focus your energy, staying true to your path to sustainability.

The purpose of the strategic goals is to help you achieve your vision by inspiring you, your employees, festival stakeholders, and anyone else who is dedicated to moving the music festival toward sustainability. They are designed to be difficult to reach, but not impossible. With a lot of hard work, commitment, perseverance and a little luck, achieving these goals is definitely doable!

When all strategic goals are being addressed, then all the critical sustainability aspects of your festival are also being attended to. If each strategic goal is a string, you are now free to create the melody for your festival. When you play all six strings at the same time, you can **create a multitude of amazing chords** that will move you toward sustainability.



The 6 Stringed Strategy

«Signature goal»

Please write your «signature goal» here:

.....

.....

5. Examples of actions

12 suggested actions

Now that we have an ultimate sense of where we want to be, we can chart a course for **how to get there**. We have a series of strategic goals that lead us toward the vision. Now we need actions that address those strategic goals – concrete activities that are the on-the-ground response to the strategies and vision. The table below provides a general overview of the total list of actions described in this guidebook. The list is not exhaustive. It provides good ideas for moving forward, and will trigger many more ideas of your own as you modify or add to any action so that it best suits your individual circumstances.

The 6 strings (strategic goals)	The 12 tones (actions)	
Produce no waste	A	Phase out all disposable food and beverage containers
Use 100% renewable energy	B ^b	Implement an internal energy efficiency policy
	B	Develop strategic partnerships to access renewable energy
Use resource efficient transportation	C	Sell a new ticket that includes transportation
	C [#]	Choose or change the location
Work with sustainable stakeholders	D	Bring a sustainability coordinator on board
	D [#]	Introduce a procurement policy for suppliers
Create an atmosphere of inclusion and respect	E	Create areas for under-represented people
	F	Go and speak with kids
Drive societal change toward sustainability	F [#]	Ask artists to DO ONE THING
	G	Include stalls and spaces that convey sustainability ideas
	G [#]	Generate ideas using your festival website

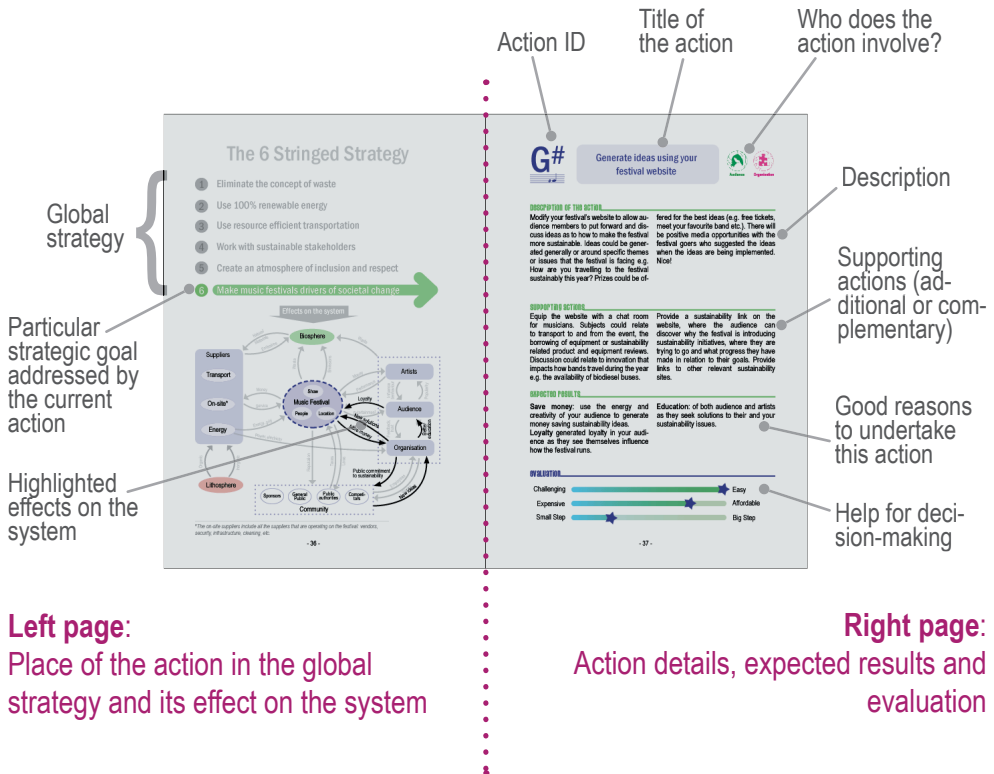
How to read the following actions

The diagram below shows the layout of the following pages. The actions are designed to address **critical sustainability aspects of music festivals**. The system map on the bottom left page represents the effect of the action in the larger system. Each action affects one or more of the four key stakeholders (audience, suppliers, the organization and artists), and comes with a list of supporting actions that will strengthen its effect; results that can be expected from undertaking the action; and a scale to help you decide which actions are appropriate for you at this time.

The three scales, represented by horizontal bars indicate if the action is:

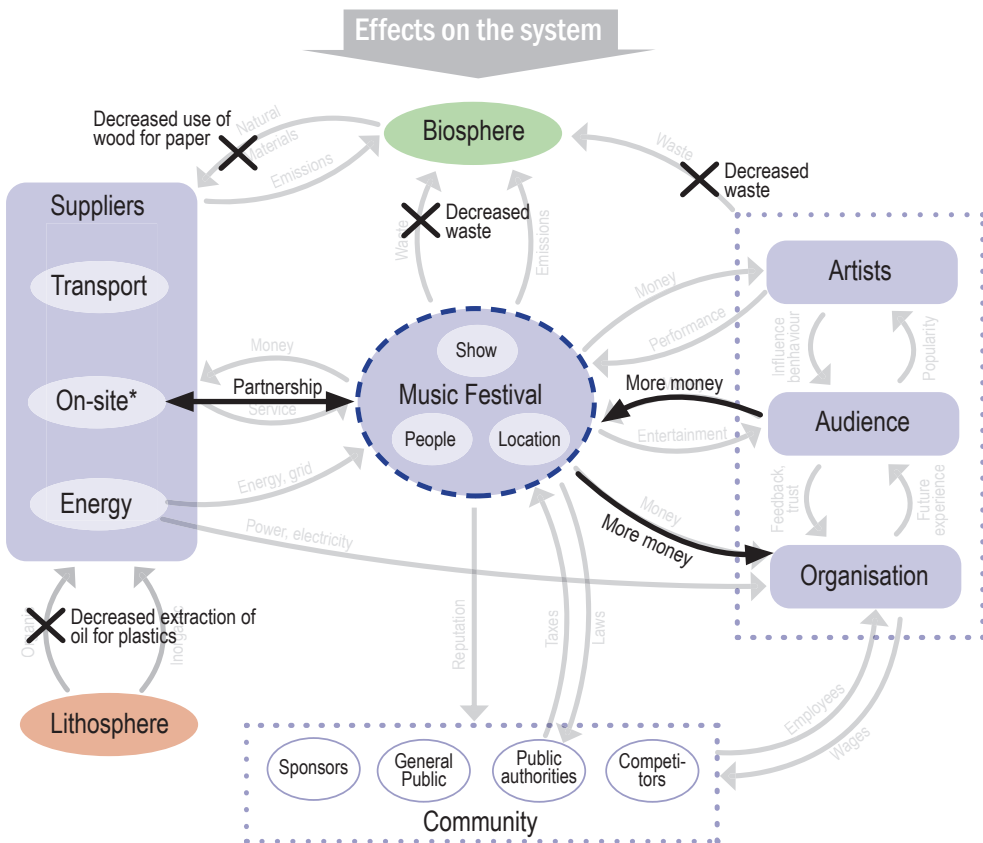
- > Difficult or easy;
- > Expensive or affordable; and
- > A small or big step towards sustainability.

Let's get started!



The 6 Stringed Strategy

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*The on-site suppliers include all the suppliers that are operating on the festival: vendors, security, infrastructure, cleaning, etc.



Phase out all disposable food and beverage containers



DESCRIPTION OF THE ACTION

Begin by requiring all vendors to use only recyclable and compostable food and beverage (f&b) containers. Invite in a vendor that 'rents' reusable dishes; people can give a deposit which they receive back when they return their dishes. Have a composting barrel next to where people return their dishes so they can scrape

their plate before handing it back to the dish handler. Consider introducing a 'tax' on disposable f&b containers, whereby those that do not rent reusable dishes must pay a significant amount more for their meal. This is a multi-phase action, intended to be implemented over time.

SUPPORTING ACTIONS

Sell reusable festival dishes: plates with the festival logo and water bottles with same – now you have a souvenir! Consider having these dishes manufactured according to a sustainable product development method. Engage

food vendors through presentations, exciting their commitment to be part of a 'garbage free zone'.

EXPECTED RESULTS

Less garbage, less work means fewer waste logistics, as the dish handler is responsible for all dishes, their collection and cleaning.

Save money through lowered landfill

costs, as your waste tonnage is significantly reduced.

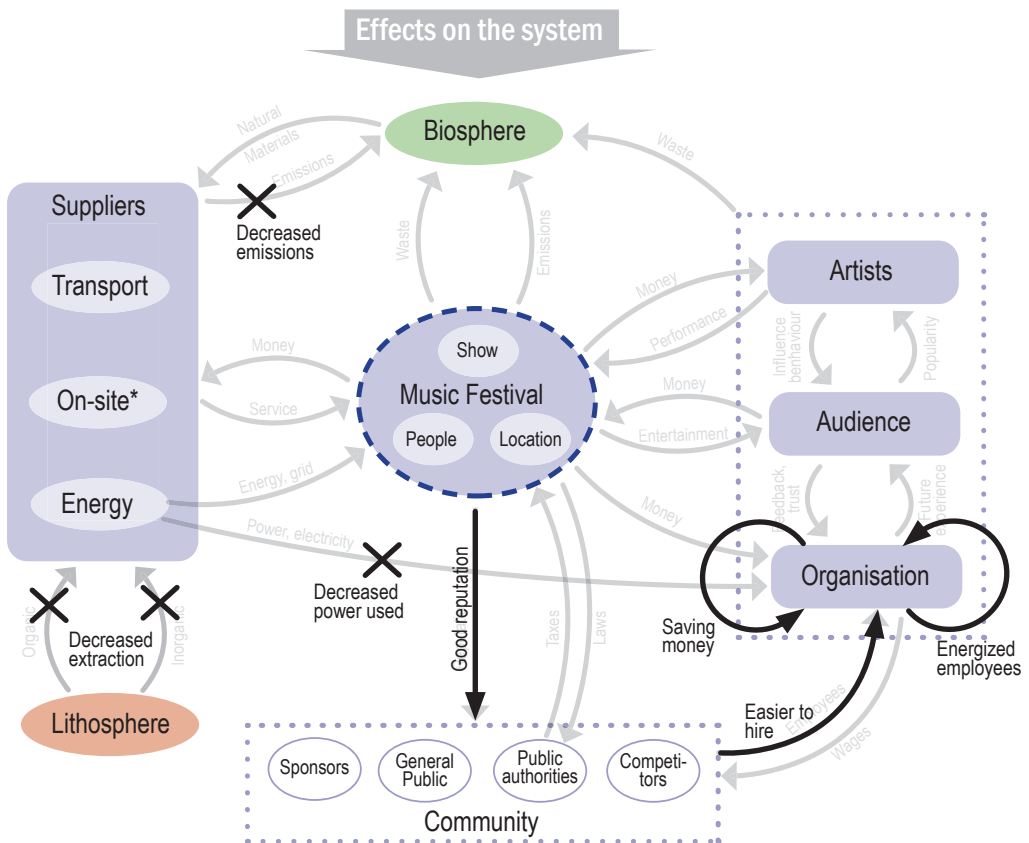
Good publicity as you become known as industry leaders in the 'garbage-free' festival.

EVALUATION



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Implement an internal energy efficiency policy



DESCRIPTION OF THE ACTION

Start with a brainstorming session with as many co-workers in the organisation as possible. Go through all their everyday actions and processes that use electricity, identifying where savings can be made. It is amazing how fun and enriching this brainstorming can be – the results will provide many ideas: turning

off lights when leaving a room, turning off the computers at the end of the day, using low consumption light bulbs, etc. With the results of the brainstorming, write an internal energy efficiency policy document that every co-worker is happy to sign and respect.

SUPPORTING ACTIONS

Consider enlarging this document to include transportation (work-related and commuting) and waste management. Research energy-efficiency policies that others may have implemented, and supplement yours with their best ideas.

Don't forget to check for subsidies that may be available in your jurisdiction to offset any costs associated with this action.

EXPECTED RESULTS

Save money: up to 10% more benefits thanks to reduced electricity, fuel and waste costs.

Energized employees: co-workers feel good in their organization because they are doing the “right thing” and they contribute to decisions. Energized employ-

ees work more efficiently and are less inclined to leave the organisation (saving more money).

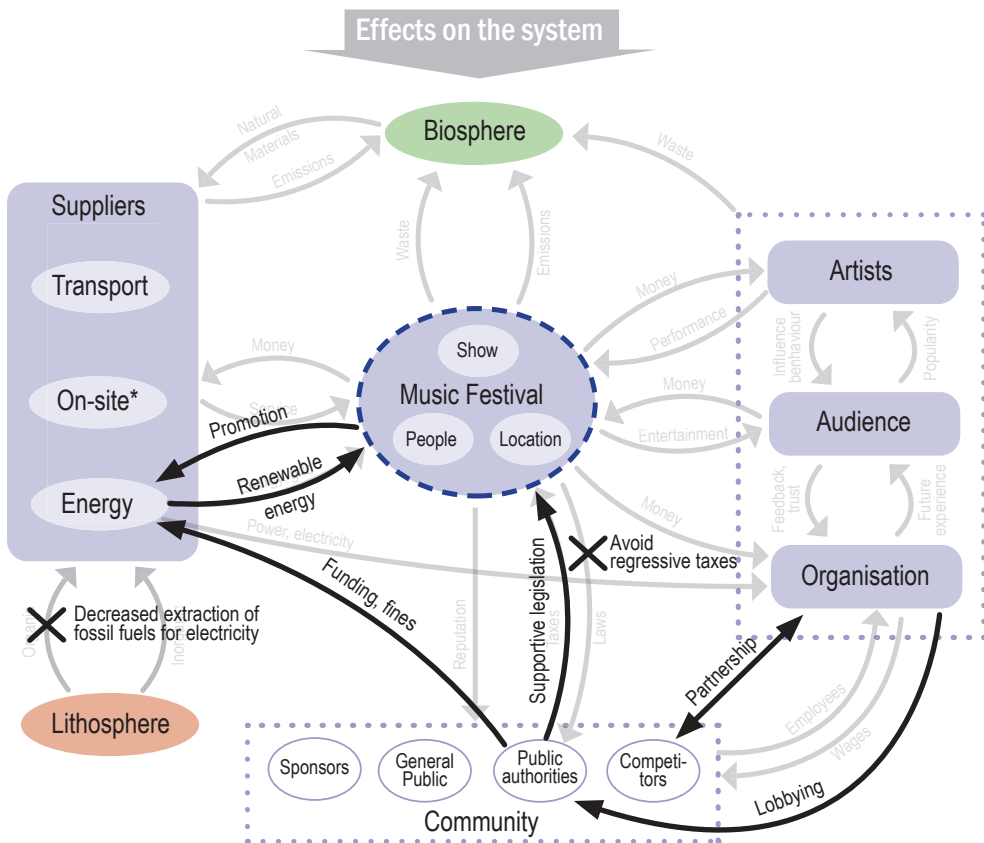
Education: everybody develops good habits and applies them in their everyday life.

EVALUATION



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Develop strategic partnerships to access renewable energy



DESCRIPTION OF THE ACTION

Ally with competitors (other festivals) and begin to lobby local and federal government and energy companies for access to grid-available renewable energy. Develop the 'Coalition of Festivals for Renewables' and throw the coalition's weight behind existing efforts. If it takes time for this to make change, consider

supporting local renewable companies, inviting them to provide what power they can for the festival (on-site), hopefully for a discounted rate in exchange for the publicity this opportunity would provide them.

SUPPORTING ACTIONS

Have petitions at the festival that attendees can sign, calling on government and energy companies to provide the region with renewable energy and also indicating the public's preparedness to buy this. Get as many

festivals as possible to do this: there will be enough signatures to be significant to any politician or company!

EXPECTED RESULTS

Save money on renewable energy as it becomes more widely available and the price per kilowatt hour drops.

Have an easier life as renewables are more easily available from the grid.

Be strategic as you build relationships

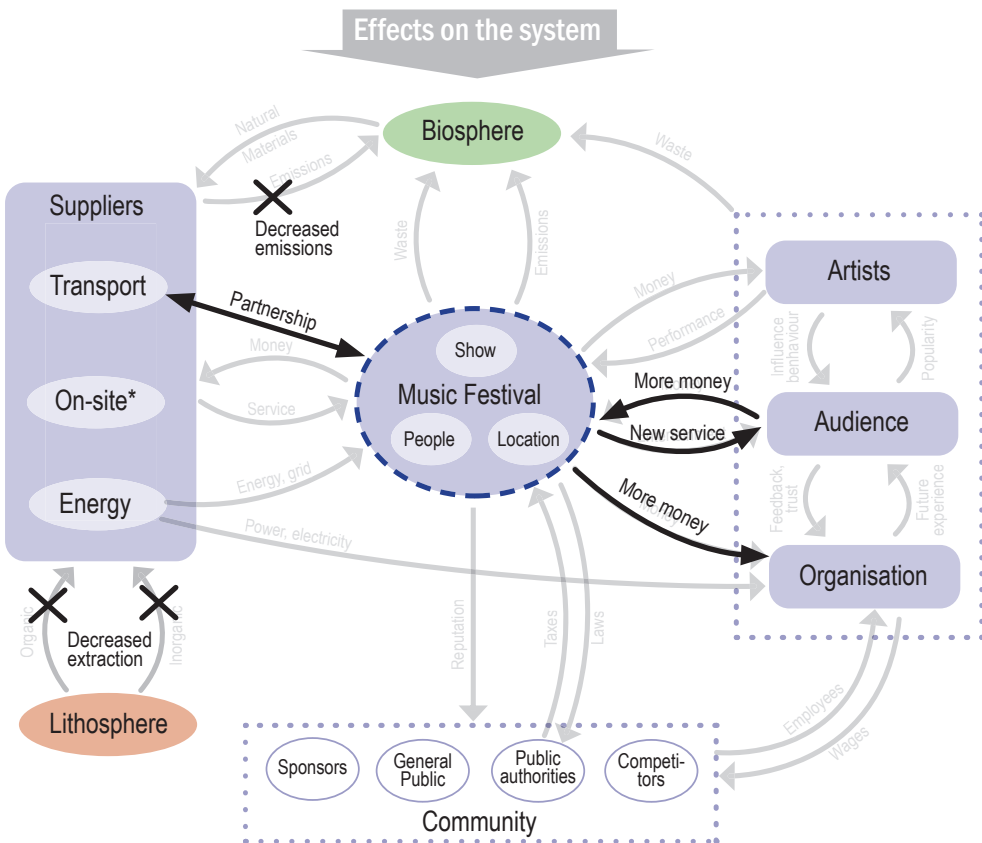
with competitors; you may find other areas in which to collaborate to save money (on hiring a common sustainability coordinator, for example) and create change.

EVALUATION

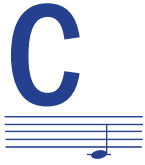


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Sell a new ticket that includes transportation



DESCRIPTION OF THE ACTION

Develop partnerships with transportation companies that are identified as sustainable (e.g. electric railways). Propose 4 different types of tickets that can be sold to the festival goers: from the festival city; from less than 500 km away; from more than 500 km but less than 1500 km away; and from more than 1500 km away. Think

of a name other than “Green” for these tickets, e.g. “New Generation,” or any other name that would oppose them to the old-school ones without transportation (which could be renamed “conventional tickets”). It should be cool to have the new ticket.

SUPPORTING ACTIONS

These tickets can be electronic or printed on recycled paper, saving paper and energy. They could come with a “green wrist band” giving access to special discounts on organic food and drinks and eventually, a lottery with attractive

sustainable prizes, etc. For people who live close-by, the new ticket can also give free access to bike lock-up and public transportation.

EXPECTED RESULTS

More responsible behaviour: having the new, sustainable ticket and the “green wrist band”, people will inevitably feel more responsible their behavior, their waste, etc.

Education: during the whole process, as the festival goers will be in contact with

sustainable transportation, sustainable food and drinks, they will learn about and become accustomed to them.

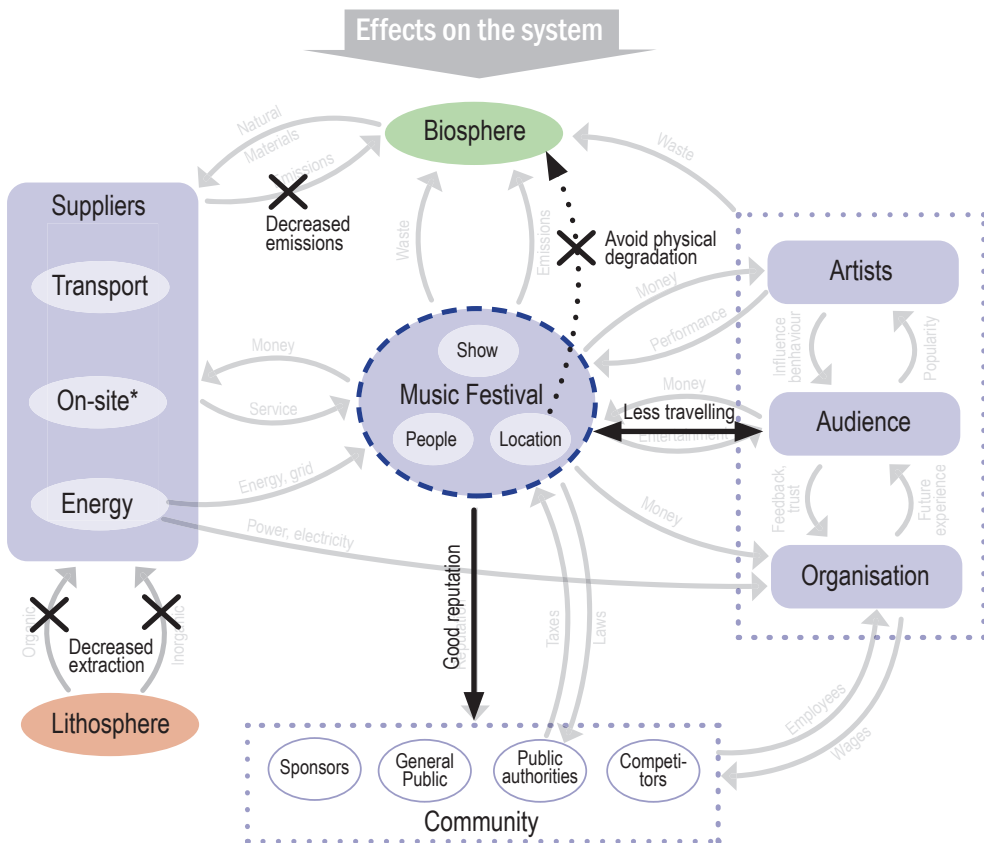
Increase your margin on the tickets by buying a large volume of transportation and providing another service to festival goers.

EVALUATION

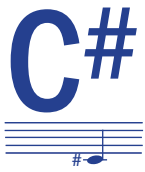


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Choose or change the location



DESCRIPTION OF THE ACTION

Select your festival site so that it is easily accessible by public transit. If a hard-to-reach location is crucial to your festival, develop a transportation scheme (e.g.: use shuttle buses powered by renewable fuels to move people from public hubs) for festival goers. Ensure that all eco-

logically sensitive areas of the site are properly identified and protected. This includes possible damage from toilets or other waste. Ensure that your site has the potential to be accessible for disabled persons.

SUPPORTING ACTIONS

Include a safe bike lock-up on site for cyclists; phase out most parking to discourage dependency on car-use; develop 'site criteria' guidelines based on a sustainability perspective — include

this in your site requirements; research site alternatives to maximize site options that meet your sustainability criteria.

EXPECTED RESULTS

Good reputation within the community in which the site is located and from festival goers for taking best care of the festival site.

Be an industry leader in driving the shift

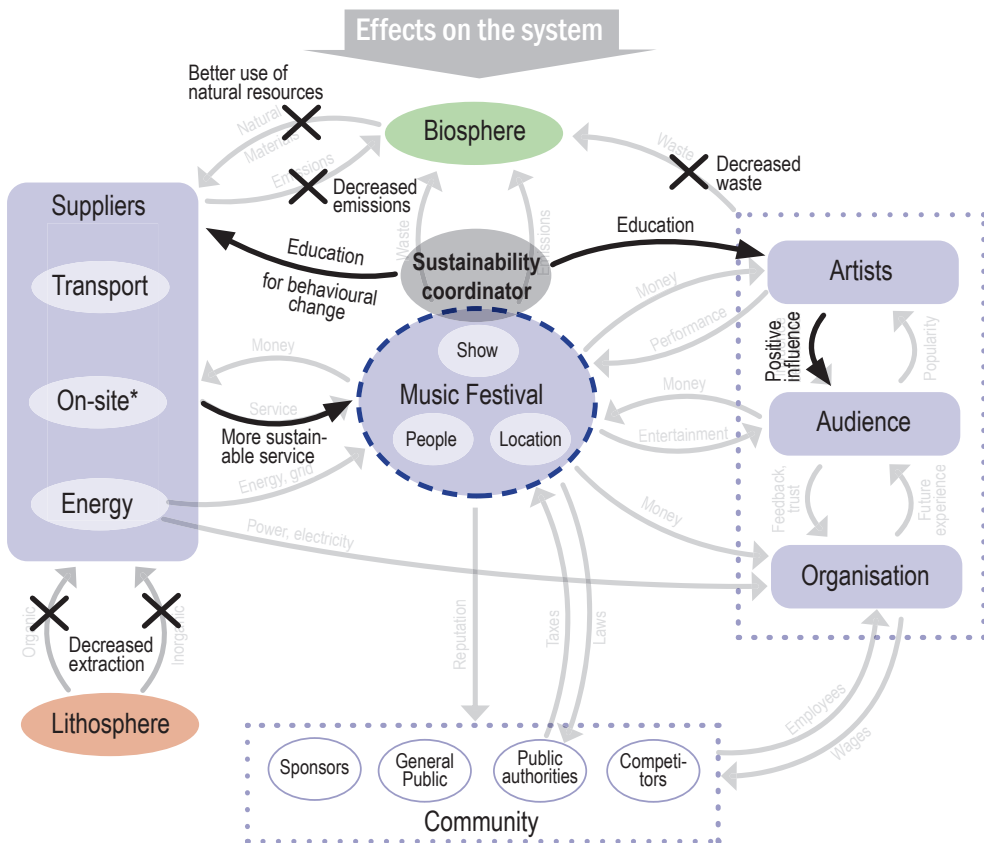
toward sustainability as you practice what you preach. This also makes it easier for others to be more sustainable as you make it easy for them as festival goers to 'do the right thing'.

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Bring a sustainability coordinator on board



DESCRIPTION OF THE ACTION

A sustainability coordinator can be part of the organization's core staff, or be brought on board during the lead-time, implementation and cleanup of the event. This person can write key documents that will guide the development and growth of the sustainability 'leg' of the organizational body. He/she can liaise with stakeholders and work with the site

manager, communicating and ensuring the festival's sustainability policies are met. This person should have a core mandate of building in-house capacity to embed sustainability into every level of the organization and festival, with the aim of eventually working him/herself out of a job.

SUPPORTING ACTIONS

Develop a 15-minute presentation on the impacts, local & extended, of the festival to be created / presented by the sustainability coordinator. Ensure every festival artist sees this presentation.

Coordinate transportation logistics for artists to allow them to be moved in vans as groups during the event (e.g.: to / from hotels).

EXPECTED RESULTS

Competitive advantage to be gained from being an industry leader in sustainable festivals, drawing more attendees.

Save money as the sustainability coordinator develops policies and actions to minimize energy consumption, travel costs etc.

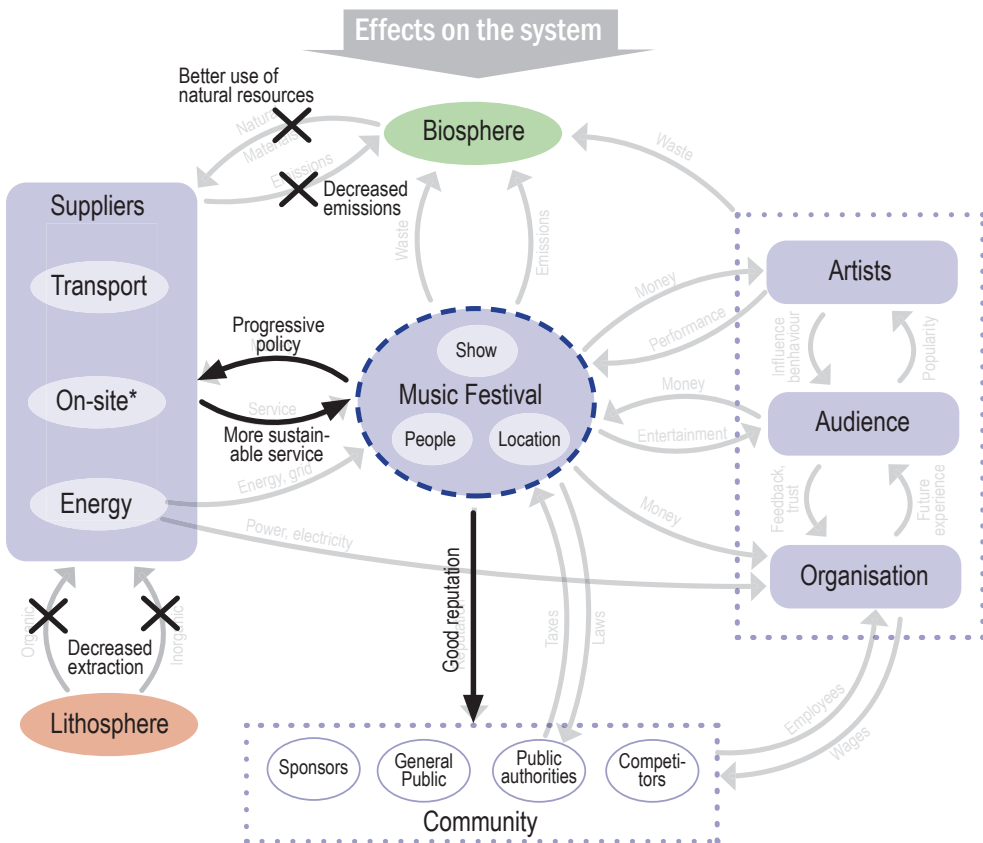
Grow as an organization as the sustainability coordinator builds in-house capacity, making the organization even more functional by 'training the trainers', who then devolve their expertise to all staff.

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Introduce a procurement policy for suppliers



DESCRIPTION OF THE ACTION

Begin by requiring all suppliers to respond to the following 3 questions:

1. What does sustainability mean to you?
2. According to this definition, what are your main challenges?
3. What are you doing to meet these challenges?

Write procurement guidelines requiring all suppliers to make progressive change in addressing their key sustainability challenges based on indicators and benchmarks. If suppliers cannot do this over a defined time period, refuse to work with them.

SUPPORTING ACTIONS

Favour local suppliers (minimizing transport of goods & services). Require suppliers to sign a document that binds them to the sustainability principles of your festival, guaranteeing that they are

providing you with services / products in alignment with your own commitments.

EXPECTED RESULTS

Have an easier life as you are increasingly able to meet your sustainability challenges by having easy access to sustainable suppliers.

Be smart and lazy: putting the onus on suppliers to meet their own challenges,

thereby meeting your own needs without having to do a lot of work.

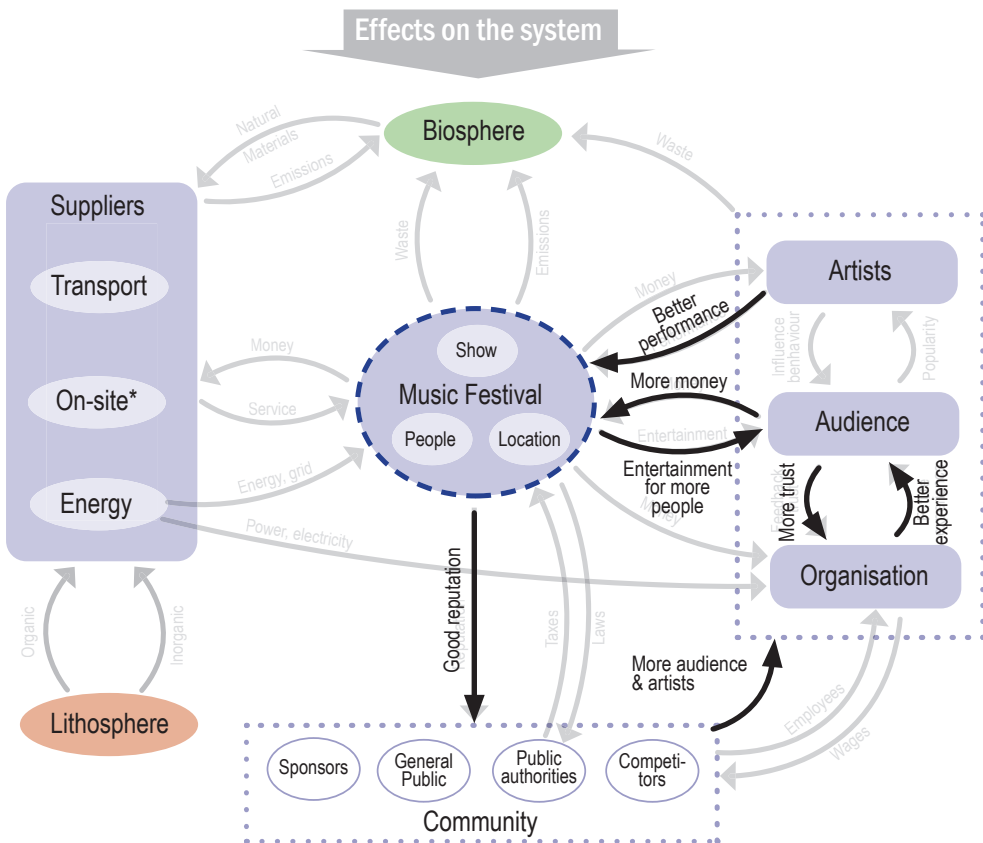
Education of suppliers as they analyse their own contributions to unsustainability. This results in more sustainable services for the whole of society.

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Create areas for under-represented people



DESCRIPTION OF THE ACTION

Ensure that conventionally under-represented people are included in the festival. Create protected spaces that accommodate wheelchairs and still give a good view of the stage. Make sure that there are multiple such spaces accessible around the festival. Invite a volunteer from the local handicap association to do a walk-through of the festival site prior to

the event, incorporating their perspective into the layout of the event. This may include ensuring that there are toilets that can accommodate wheelchairs; making certain there are parking spaces for vans carrying handicapped attendees; and having a wheelchair-charging site.

SUPPORTING ACTIONS

Have sign-language interpreters roaming the site as help for the sight/hearing impaired. Where possible, include traditional owners of the site (i.e.:

indigenous peoples) by having them open or close the ceremony or perform during the event.

EXPECTED RESULTS

Good reputation / publicity gained from being the 'inclusive festival'.

Mitigate risk for the festival that may arise from the local community through involving local organizations, e.g.: the local handicap association. This builds

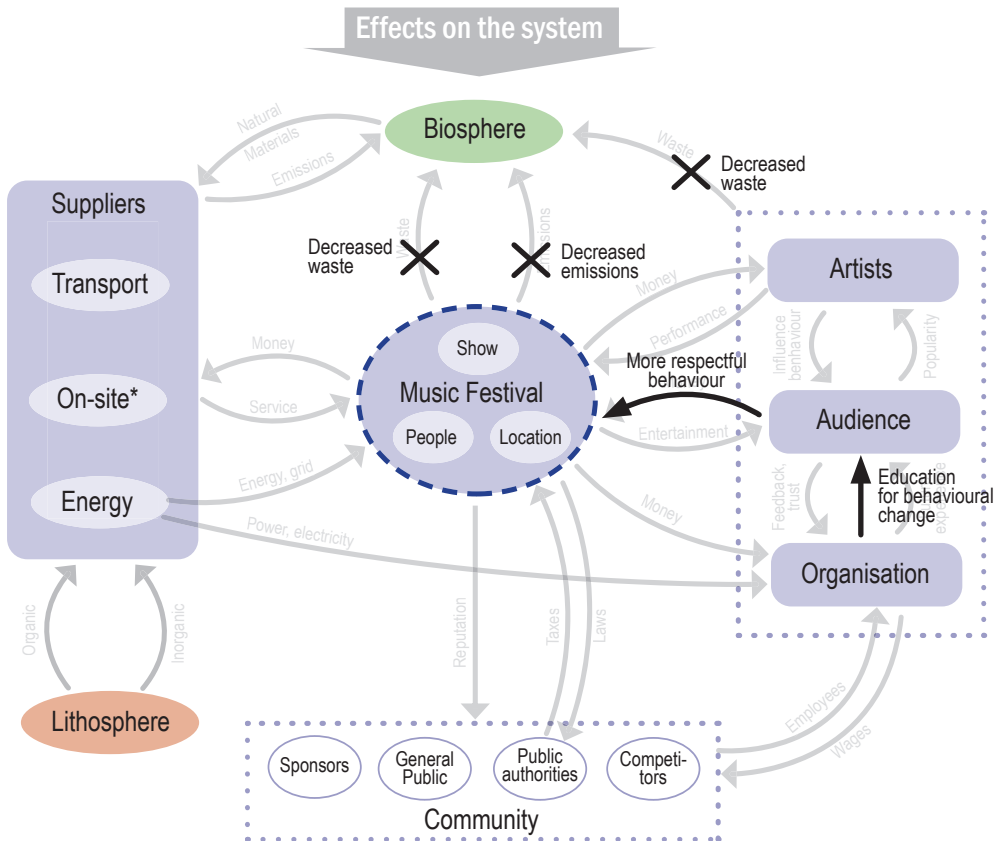
public support for the event that can be levied should the event ever be threatened.

EVALUATION



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Go and speak with kids



DESCRIPTION OF THE ACTION

Approach local primary schools or other community groups and speak with the kids about what a day at the music festival is like and how sustainability is an important part of the planning process. The key message is that kids need to look out for each other and the environment if they go to a festival. Speak about how

holding a festival can impact the environment and how the audience can help you change this. This could be pitched at younger kids who haven't started going to festivals yet, so that when they do go, better behaviour is already ingrained.

SUPPORTING ACTIONS

Engage interested local musicians - maybe they can play a song and tell the students why they think this is a good idea. This could make a strong impression.

Contact the Education Department for funding possibilities and invite other festival organisers to join the effort.

EXPECTED RESULTS

Education: by introducing the kids to sustainability and how we all play a role in a sustainable society.

Better reputation from engaging in community outreach activities

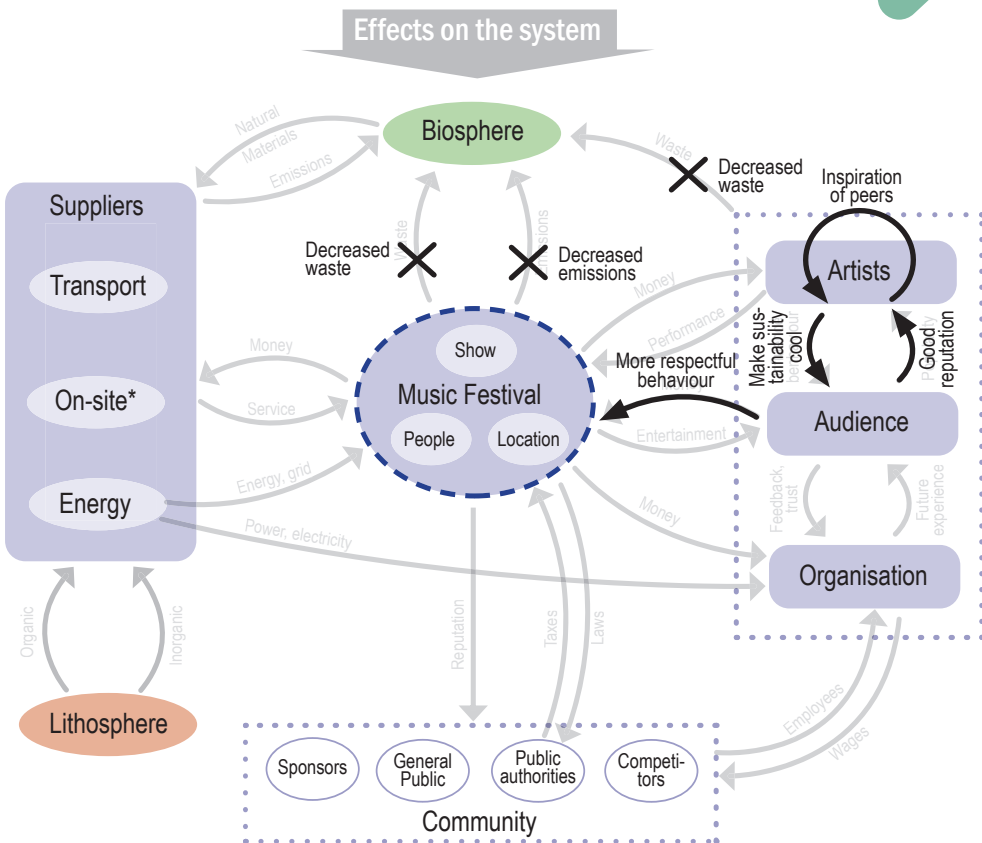
More respectful audience: mutual respect between audience members will grow over time. Greater receptiveness to and participation in sustainability initiatives over time.

EVALUATION



The 6 Stringed Strategy

- 1 Produce no waste
- 2 Use 100% renewable energy
- 3 Use resource efficient transportation
- 4 Work with sustainable stakeholders
- 5 Create an atmosphere of inclusion and respect
- 6 Drive societal change toward sustainability



*The on-site suppliers include all the suppliers that are operating on the festival: vendors, security, infrastructure, cleaning, etc.



Ask artists to DO ONE THING



DESCRIPTION OF THE ACTION

Ask festival artists to volunteer to do one thing during the festival to help make it more sustainable. Provide suggestions that are in line with your strategic goals. These could be anything from the headline act putting a sustainability statement on the festival website, to artists changing their mode of transport to and from

the festival. From recycling their guitar strings into art work to tending a festival recycling station for an hour, the main thing is that the artists get involved. The goal of this action is to leverage the potential of artists to act as role models in society.

SUPPORTING ACTIONS

Introduce the festival artists to sustainability via a short presentation or talk (e.g. during the onsite induction process). Discuss why sustainability is important for them and the festival.

Provide to artists a list of suggested actions prior to the festival, keeping it simple in early years and then building to more significant actions.

EXPECTED RESULTS

Education: introducing artists to sustainability will change their behaviour during the festival and on subsequent touring and promotional activities. This also allows them to influence other artists and audience members.

Involvement: artists visibly “getting their

hands dirty” will generate interest and involvement from the broader audience.

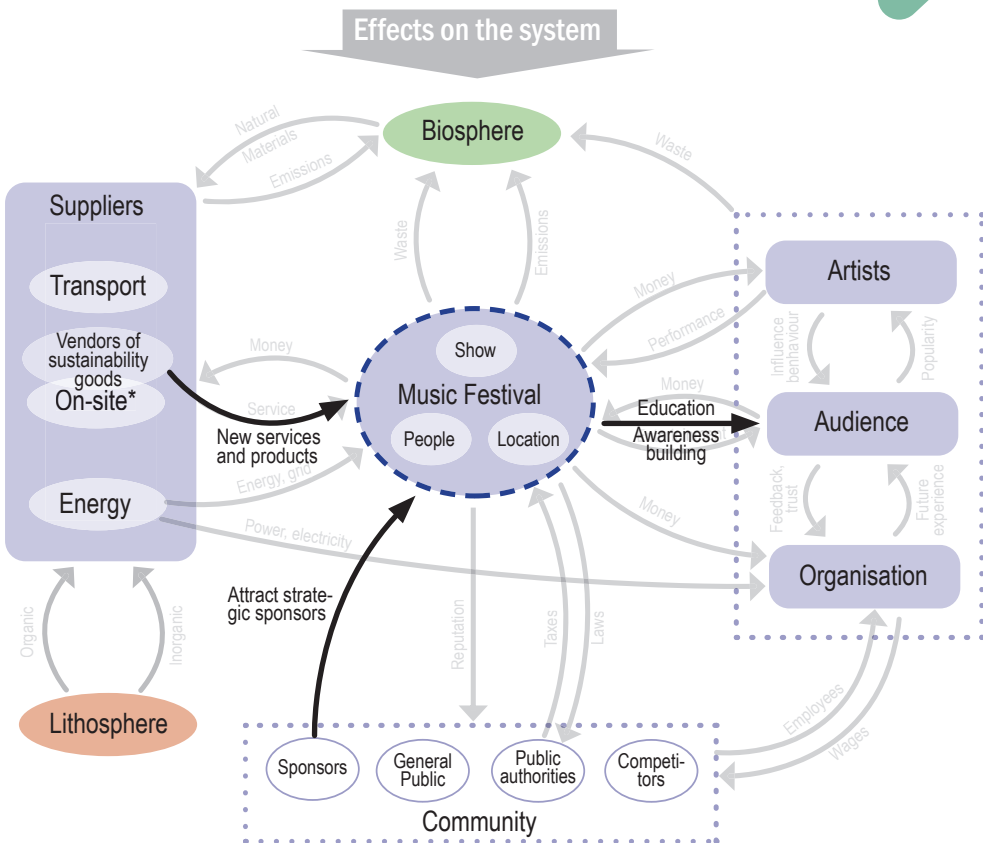
Artist loyalty: by actively aligning the festival with sustainability, you are more likely to attract desirable artists over time.

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Include stalls and spaces that convey sustainability ideas



DESCRIPTION OF THE ACTION

Provide space for stalls and information booths that promote and educate on sustainability related issues. Locate these stalls strategically around the festival e.g. in quieter areas near food courts where people go to take a break from the music. Engage with local as well as global organizations that can provide people with grassroots information including how to

get involved for the benefit of the local community, or how to change their own lifestyles to become more sustainable. Consider introducing a sustainability theme to the festival each year (e.g. energy, water, social justice) and focus on it through the onsite stalls invited to the festival.

SUPPORTING ACTIONS

Develop a “ten things you can do right now” list for festival goers with the assistance of stall holders and local community groups. This could be general or focussed on a particular theme. Engage volunteers from local community

or environmental groups to “patrol” the festival providing advice or handing out materials (e.g. cigarette disposal canisters).

EXPECTED RESULTS

Key relationships developed with groups that can provide information or volunteers to help you toward your sustainability goals.

Education: by increasing the awareness of the festival audience over time.

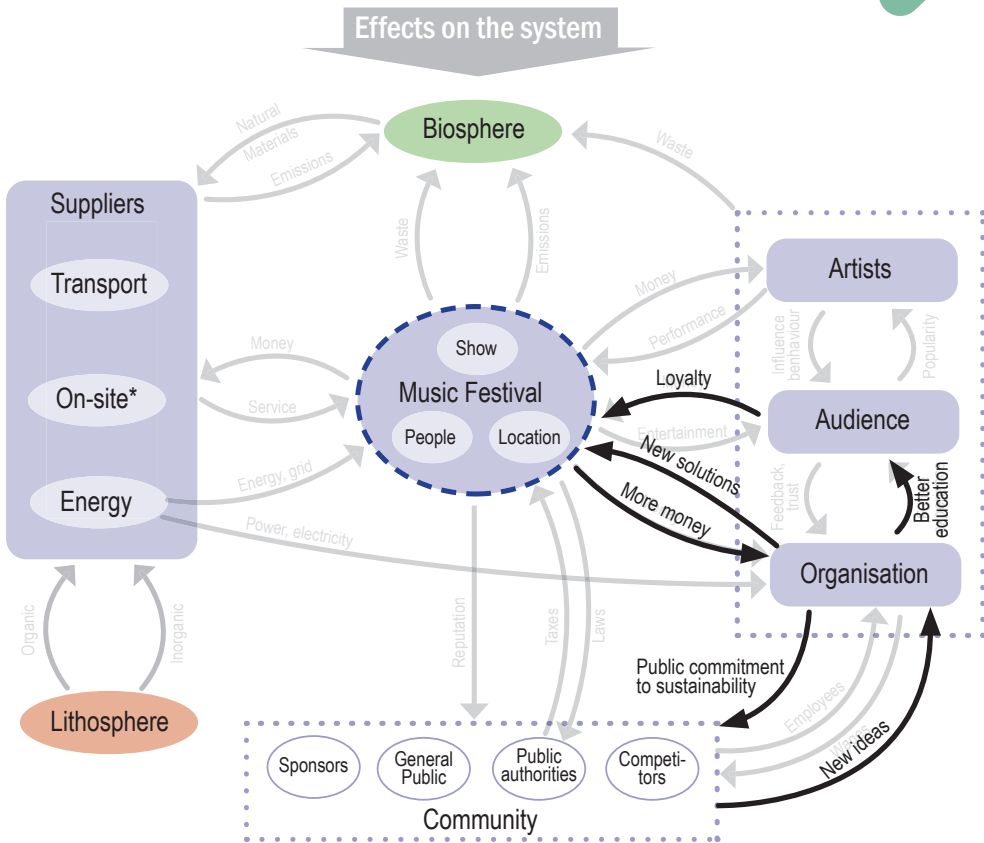
Sponsorship: possibility of positive sponsorship arrangements e.g. with organisations or companies working within the sustainability theme that the festival adopts.

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Generate ideas using your festival website



Audience



Organisation

DESCRIPTION OF THE ACTION

Modify your festival's website to allow audience members to put forward and discuss ideas as to how to make the festival more sustainable. Ideas could be generated generally or around specific themes or issues that the festival is facing e.g. How are you travelling to the festival sustainably this year? Prizes could be of-

fered for the best ideas (e.g. free tickets, meet your favourite band etc.). There will be positive media opportunities with the festival goers who suggested the ideas when the ideas are being implemented. Nice!

SUPPORTING ACTIONS

Equip the website with a chat room for musicians. Subjects could relate to transport to and from the event, the borrowing of equipment or sustainability related product and equipment reviews. Discussion could relate to innovation that impacts how bands travel during the year e.g. the availability of biodiesel buses.

Provide a sustainability link on the website, where the audience can discover why the festival is introducing sustainability initiatives, where they are trying to go and what progress they have made in relation to their goals. Provide links to other relevant sustainability sites.

EXPECTED RESULTS

Save money: use the energy and creativity of your audience to generate money saving sustainability ideas.

Loyalty generated in your audience as they see themselves influence how the festival runs.

Education: of both audience and artists as they seek solutions to their and your sustainability issues.

EVALUATION



Moving forward...

Congratulations! By reading this guidebook, you may just have taken an important step in moving your event toward sustainability. There is a lot of information, however. We would like to leave you with a few ideas on strategically moving forward from this point.

Create, create, create: This guidebook is not intended to be exhaustive. It is intended to provide the reader with a principle-based definition of sustainability to act as a vision of success. It offers strategic goals and some select actions to stimulate you to find other, additional and context-appropriate solutions for your festival.

Engage in brainstorming session with friends and other festival stakeholders to imagine how you can make your festival more sustainable. Solicit ideas from festival goers and others. Use the sustainability principles as constraints, and go wild imagining how you can move in ever more ways toward sustainability.

The key words here are backcasting, co-creation, brainstorming, strategy and success.

Prioritize actions: Probably you are not able to undertake all the actions suggested right away. When prioritizing which actions you might undertake, ask yourself the following questions:

1. Does the action move you in the right direction?

This will tell you if the action moves you toward your vision for your sustainable festival.

2. Can the action be developed further?

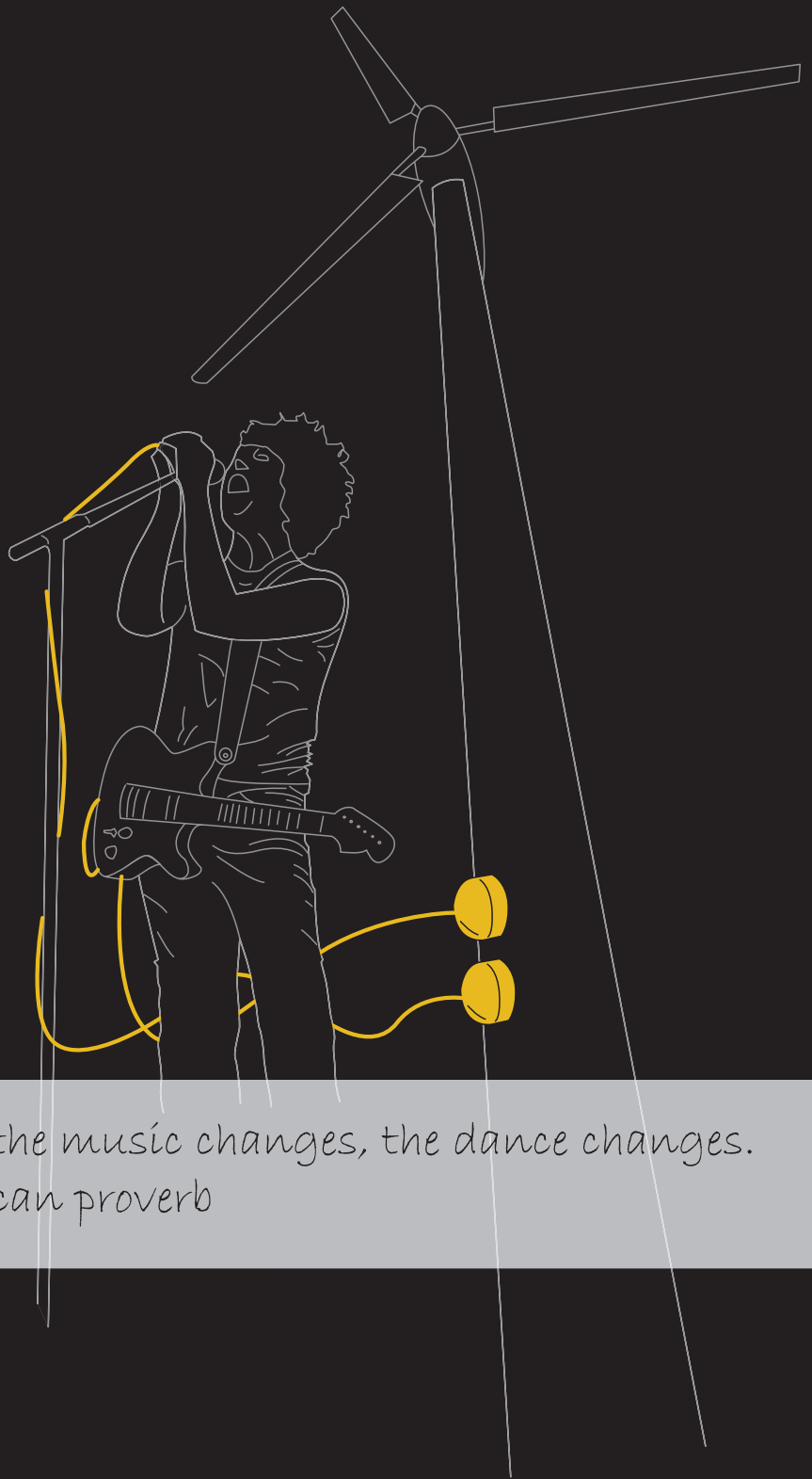
The action should provide a flexible platform that can be built upon with other actions, always moving closer to the vision.

3. Is the action likely to generate a good return on investment?

This return can be financial, social, political or other, but it should be expected within a time frame reasonable for you.

Actions that answer “Yes!” to these three questions are a good bet to choose first. Consider also what tools you might engage to support the application and success of the actions that you choose.

On the journey toward sustainability, **may you never rock alone!**



When the music changes, the dance changes.
-- African proverb

Authors & Contact Information

Sarah Brooks

- Canada -
bsarah_L@hotmail.com

Dan O'Halloran

- Australia -
donholmes33@gmail.com

Alexandre Magnin

- France -
hypeio@hotmail.com