

# **Australian Event Symposium 2012**

## **Academic Paper Proceedings**

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## Events as learning spaces

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### Abstract

Climate change is an ongoing issue for governments internationally, driving them to seek more ways in which to encourage the general public to engage with the sustainability agenda. Despite substantial research into consumer behaviour, behaviour change and social marketing, there are still opportunities to find innovative messaging tools that may help to persuade people to change their habits. This paper reports on initial research into the use of events as a space for pro-environmental behaviour messaging, and concludes that although significant research is needed, some events have potential to become learning spaces for attendees.

**Keywords:** events, sustainability, social marketing, pro-environmental behaviour

### Introduction

Despite dropping from the front pages as a result of various international financial and economic crises, climate change is still an important issue for government and society. Some of the most concerning predicted impacts include the projected increase in the severity and frequency of severe weather events (IPCC 2007). This may bring about increased risk of fire, flooding and cyclones in Australia, as well as impacting other countries in a range of ways (Jopp, De Lacy, Mair 2010). This threat is significant enough to drive governments to seek a range of ways to cut their carbon emissions, encourage energy and water saving behaviours and normalise pro-environmental behaviour among the general population.

Substantial amounts of research into pro-environmental behaviour change strategies is under way, using concepts such as ‘nudge theory’ and ‘spillover theory’ which assume that persuading individuals to make small changes will result naturally in the individual making further small changes, all adding up to significant change over time. Nudge theory has been used by the UK government in a variety of contexts and suggests that positive reinforcement and suggestion can be vital in influencing the decisions made in relation to areas such as pro-environmental behaviour (Thaler & Cass 2009). However, research into the effectiveness of this theory is still at an early stage. Spillover theory in the environmental arena has been advanced by Thøgersen & Crompton (2009) among others and proposes that small changes in one area of pro-environmental behaviour (for example recycling) are likely to spill over into the individual making changes in other areas of environmental behaviour (e.g. monitoring energy use). However, this concept is contested, and it seems that any spill over is likely to be on a very small scale. Indeed, celebrated Cambridge professor David McKay (quoted in Thøgersen & Crompton 2009) goes as far as to say ‘Don’t be distracted by the myth that “every little helps”. If everyone does a little, we’ll achieve only a little.’ Therefore, there remain significant gaps in our understanding of where, when and how to persuade individuals to change their behaviour.

Social marketing can be defined as ‘the design, implementation, and control of programs calculated to influence the acceptability of social ideas’ (Kotler & Zaltman, 1971, p. 5). Two types of social marketing interventions have been conceptualised (Verplanken & Wood

2006)—‘downstream’ interventions (which deal with existing negative situations and are generally aimed at the individual) and ‘upstream’ interventions which look at preventing negative situations in the first place and are usually at a societal level). The usual metaphor for explaining this is that downstream, paramedics are constantly rescuing drowning people from the river—an intervention to prevent this might a sign upstream saying ‘No Swimming’. Interventions to change behaviour that focus only on the downstream—hoping that personal experience, media or information will lead to a shift in attitudes—are unlikely to be successful on their own and therefore an integrated approach is necessary (Verplanken & Wood, 2006).

Many of the changes that will be required to address some of our climate-change related issues will involve persuading individuals to make changes to their fundamental habits. Research suggests that changing habitual behaviour is difficult, and that the best time to change a habit is at a time when the individual is out of their normal routine (Verplanken & Wood 2006). Since one of the defining characteristics of an event or festival (an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience, Getz 1997) is that it takes place out of the normal routine of an individual, this may represent an opportunity

Event and festival organisers believe anecdotally that they are in a unique situation to be able to persuade people to make behavioural changes (Mair & Laing 2012). Whilst research has not examined in detail why this may be the case, it is likely due in part to the liminal nature of some events which facilitates an experience out of the usual for participants (Kim & Jamal 2007). It may also be in part to the strong commitment to pro-environmental behaviour shown by many event organisers, which has encouraged them to provide opportunities for education and learning around environmental issues. For example, Mair & Laing (2012, p 9) cite an interviewee (festival organiser) who felt it was their moral duty to talk about things they care about during their festival, and this included the environment. Other interviewees in the same study made comments about the need to educate patrons, and their desire to make the festival an educational experience (p 10 and 11).

Further, many events are associated with counter-culture, and have a strong history of promoting social justice (Anderton 2011). Glastonbury is just one example of such an event, but there are many around the world. Such events (often music festivals) promote social justice issues, feature Greenpeace and Amnesty International and place substantial importance on their advocacy role. Perhaps events may be useful spaces to facilitate learning about a range of issues—these may include pro-environmental behaviour and social justice, but may also be extended to include areas such as health promotion—healthy eating and disease prevention for example. If it can be demonstrated empirically that events represent a useful learning space, and that attendees are aware of and influenced by behaviour change messaging at events, this may provide the impetus for further study in this area.

Using a survey methodology, research is currently in progress to examine the impact of such educational messages on attendees—are they aware of the messages, do they feel that they are salient, is an event (in their opinion) a good place to learn about new things, can they foresee any changes in their behaviour as a result of attending and learning? The survey is based on existing scales such as the Social Issues Advocacy Scale (Nilsson et al 2011) and the New Ecological Paradigm (Dunlap et al 2000). It is hoped that the results of this research will provide information as to whether events may be a useful learning space and whether

attendees are likely to be receptive to behaviour change messages. Once the data has been analysed, it should provide a basis for future research in this area.

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# Events education and community engagement: working with external clients

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## Introduction

Students studying events management degrees can benefit from having real-world experiences by helping to organise genuine events under the supervision of clients and university staff. Such experiences are vital for higher education students to help them become better prepared to enter the events industry on graduation. These experiences can be described as authentic learning (Herrington and Herrington, 2006; Herrington, et al, 2003), experiential learning (Kolb, 1984), situated learning (Lave and Wenger, 1991) or problem based learning (Stepien and Gallacher, 1993). Whatever term is used there is general recognition that exposure to real problems and projects benefit students as they are encouraged to explore and solve genuine problems. In addition, there is a growing expectation among industry professionals that university graduates will be job ready on graduation and will be able to make a smooth transition into the workplace (Billett and Henderson, 2011). Such industry expectations make it imperative for tertiary educators to develop a variety of authentic learning experiences for students. However, a range of issues present themselves in initiating and maintaining these practical work experiences. For example, questions are raised among educators as to whether the experience is better suited to the earlier years of the course or, when the student reaches their final year (Billett and Henderson, 2011). In addition, university staff need to work closely with the external events organisation to ensure the practical experience is a worthwhile one for both the students and the clients.

Similar to other disciplines, authors have recently highlighted the importance of work-based experience from the perspective of event management. For example, Robinson, Barron and Solnet (2008) developed an executive shadow placement program with events organisations for their students at the University of Queensland and found that the students were surprised at the administrative and practical nature of the industry. This perhaps reflects the early development of the industry whereby all levels of employees are involved in all aspects of the business. However, this finding also suggests that university educators need to better prepare students for the realities of working in the event industry (Robinson, Barron and Solnet, 2008). As with practical work experiences in other industries, students in the events industry can benefit by gaining experience in managing an event, learning to work with others in a high-pressure environment, and gain work experience which can enhance their resume and be used as leverage to secure a subsequent internship or entry-level job. In addition, there are a range of benefits to the University of establishing such experiential learning namely, increased visibility within the university and the external community and, the opportunity to received higher student evaluations since the students mostly appreciate the opportunity to complete a ‘real-life’ project (Pierce, Judge, Petersen, 2011).

## Identification of research problem

Although students benefit from the hands-on experience of organising a real-world event the clients sometimes expects too much of them. A full-time student enrolled in four subjects is expected to study 35 hours a week. However, when organising a real-world event they may

spend an additional 30 hours a week organising the event, particularly when they are dealing with a real client, who may have little experience in dealing with students in this capacity. From the client's perspective, some may over-estimate the maturity of students and expect them to competently complete higher order tasks which in reality they struggle to manage. This can be particularly noticeable when there is no streaming of the student group, with all students expected to be involved in the development and management of the event, whatever their ability. In addition, event management timelines need to be realistic for both the student and the client, particularly when students have a maximum of one semester to develop the event while the client (particularly councils) may be working with a longer timeline. Based on these issues, University staff involved in managing practical events subjects need to devise strategies to effectively manage both the students and the clients to ensure that the students are not burned-out by the experience and the clients receive a successful event.

### **Case study**

La Trobe University's 2008–2012 Strategic Plan and the Faculty of Law and Management 2010 Operational Plan support the provision of learning that is authentic, engages students in the real world and allows them to link learning achieved at university with real world problems and challenges. In addition, the university's associated professional accrediting and non-accrediting bodies endorse the need for such learning as a way to better prepare students for the work force they will enter upon graduation (Spencer, Quirk, Long, Quick, 2010).

The Bachelor of Business (Events Management) was introduced at La Trobe University in 2011 (with an initial cohort of approximately 80 students). Due to some students receiving advanced standing for previous studies and, because sometimes second year students are permitted to study third year subjects in second year, a mix of 45 second and third year students were enrolled in the third year subject named Event Planning in Semester 1, 2012. The subject aims to provide an understanding of the issues and complexities of developing and staging community events and explores how community organisations and local governments stage events for a range of economic, social and political reasons. The subject examines the process of developing an operational plan by creating and running a real event and provides students with a practical perspective of evaluating and assessing such an event.

To achieve these aims, a Work Integrated Learning Coordinator established a network of contacts with local government councils near the location of the university. Following discussions over a 12 month period it was agreed that the students should help develop a series of events in the local council regions, aimed at the local ratepayers, to promote a local heritage trail. Since the heritage trail passed through four municipalities there were four councils who agreed to allow the students to create new events. The councils believed that the staging of the events would provide a useful pilot study for similar events in the future. Four groups of 9 students were allocated to work with one of the four councils. In addition, the remaining group of 9 students were allocated to a not for profit volunteer run group. The group produces outdoor site specific projection art events which exhibit professional, emerging and community artists. One of its key aims is to support the culture and community services in the inner Melbourne suburb of Fitzroy. The students fundraising activity was to raise funds for an arts access and learning centre and a local street projection festival. Representatives from each council and the local association were invited onto campus and spent two hours a week for three weeks with the students to give them direction and followed up via phone calls and emails with the leader of each group.

This paper discusses the issues and complexities in dealing with the four councils and a local community association with the second and third year events management students and discusses the reality of creating events for these four local government clients and association. The paper makes suggestions on how the practical component of the subject will be adapted and developed in 2013 based on the experiences of 2012.

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# The benefits and challenges of incorporating work integrated learning (WIL) into event education

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## Abstract

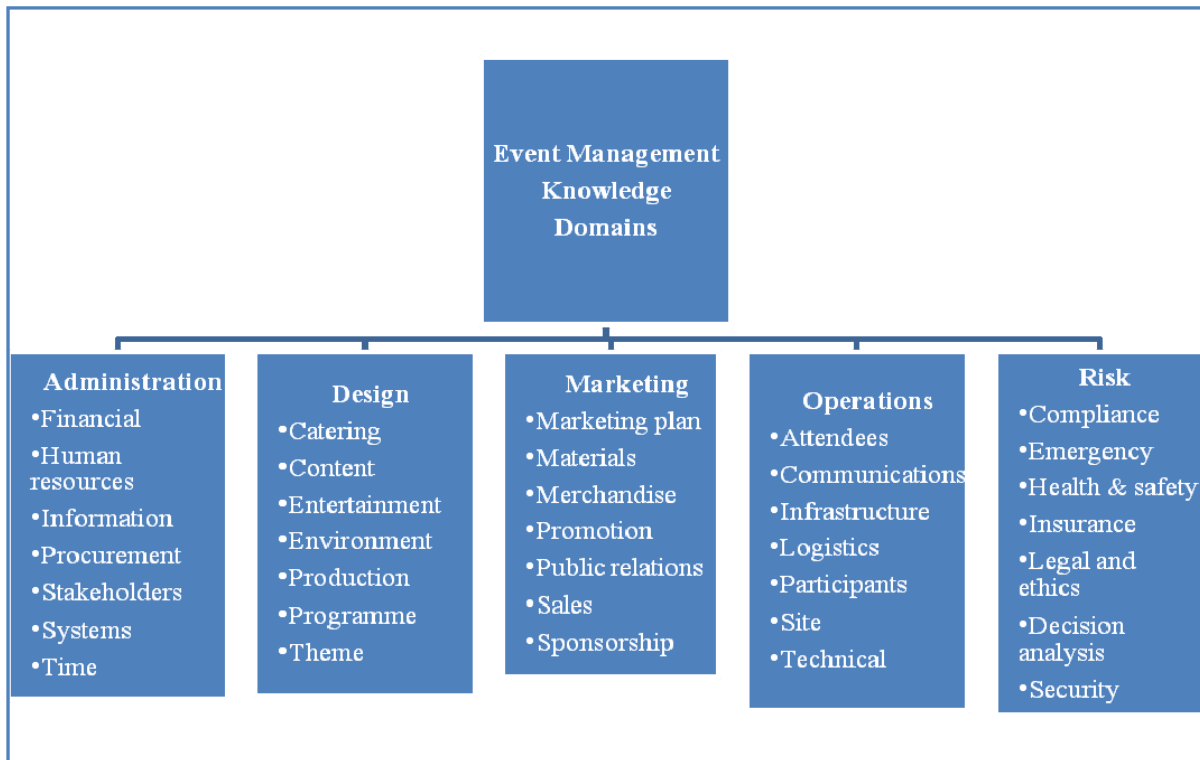
There is increasing pressure on academics to incorporate Work Integrated Learning (WIL) into subject delivery with the desired outcome of better preparing students to enter to the workforce. The purpose of this paper is to discuss the benefits and challenges of this approach encountered in the ongoing delivery of a conference and events management subject in which students work with the organisers of real events to assist with the planning and/or evaluation and delivery of their events. The benefits and challenges are addressed from the perspective of the students, the industry partners and the academic/university perspective.

## Introduction

Increasingly education is playing a more significant role in the field of special events management. Future event professionals are becoming interested in degrees in special events management as well as certification designations in order to have a competitive edge in the job market (Silvers, Bowdin, O'Toole and Beard Nelson, 2006). As emphasised by Ruhanen (2006), there is considerable pressure on educational institutions to balance the theory that necessitates a university degree program with the skills desired by industry that will ultimately employ the students on graduation. Experiential approaches are encouraged as useful learning tools in meeting these challenges, and can also contribute towards bridging the knowledge-practice gap inherent in vocationally based tertiary programs such as event management. They offer benefits for event management students in terms of enhancing learning, interest and enthusiasm for the subject, which in turn can contribute towards the students' ability to draw on this information post university. Consistent with an increased emphasis on experiential learning, Work Integrated Learning (WIL) has become a priority issue for James Cook University. This is demonstrated through the Academic Plan which identifies the following performance indicator: 'graduates are prepared for their careers and lives through development of appropriate graduate attributes and initiatives such as work-integrated learning. James Cook University has adopted the following definition; WIL 'is an umbrella term for a range of approaches and strategies that integrate theory with the practice of work within a purposefully designed curriculum' (Patrick, C-J. et al., 2009). '

The literature reveals three ways in which event management students might get closer to industry in order to link classroom based theoretical concepts to practitioner views or real life scenarios. They identify managing or facilitating opportunities to volunteer at events as the most common approach, given that the nature of events is such that their delivery often depends on volunteer participation. A second approach identified is to bring event management professionals into the classroom as guest lecturers. A final approach, is the traditional internship commonly offered within tourism programs which can often act as a recruitment opportunity for event managers when selecting graduates for employment (Solnet, Robinson and Barron, 2006).

A key objective of adopting the WIL philosophy in the teaching of event management is to better prepare students to be event professionals. Silvers et al (2006) identified five key event management knowledge domains—administration, design, operations, marketing, and risk management as part of the Event Body of Knowledge (EMBOK) conceptual model (see Figure 1). The model also incorporates the importance of time in each of the knowledge dimensions through the inclusion of phases; initiation, planning, implementation, event and closure. Finally the model incorporates the core values of creativity, strategic thinking, continuous improvement, ethics, and integration. Silvers et al (2006) propose that the framework will lead to a platform for curriculum development, consistent competency assessment and career pathways and mobility for practitioners.



**Figure 1 Event Management Body of Knowledge (EMBOK) (Slivers et al, 2006)**

The Conference and Event Management subject at JCU has taken various approaches to WIL over the past several years. Currently the subject is offered at four campuses—Townsville, Cairns, Brisbane and Singapore. Over the history of the subject and its various guises, the Townsville delivery has always had a least the option for students to organise or work with a real event. In the past students have organised events themselves under the supervision of the lecturer—such as conferences where honours or graduate students presented research or charity fundraisers (see Moscardo and Norris, 2004 and Moscardo, 2006). For the past three years the approach, due in no small part to increasing requests from local industry to have students work with them on various aspects of event delivery, has been for students to work in groups and be assigned to a range of local events under the supervision of the lecturer and the event organiser(s) (see Table 1). In addition a series of industry guest lecturers are incorporated into the face-to-face teaching component of the subject.

**Table 1 2012 Event Group Allocation**

Event	# of Students	Event Plan	Participant Evaluation	Spectator Evaluation	Volunteer Evaluation	Sponsor Evaluation
Ingham Australian Italian Festival (28–29 July)	4			Onsite		
Australian Festival of Chamber Music (27 July – 4 Aug)	2			Post Database		
Townsville Hospital Foundation Corporate Golf Day (10 Aug)	3		Onsite			
Sporting Advantage Corporate Games Corporate Games (26 Aug)	7	Event Plan	Post			
Magnetic Island Race Week (30 Aug – 4 Sept)	6	Assistance with sponsorship and marketing	Post	Onsite		
Inclusive Communities Festival (9 Sept)	3	Marketing, Logistics and Risk Management, Run sheet				
Townsville Triathlon Festival (15–16 Sept)	5	Volunteer Management Plan Sponsorship Plan			Post	Post
Townsville Hospital Foundation Castle Hill Challenge Fun Run (23 Sept)	3	Full Event Plan				
Xstrata Greek Festival (13–14 October)	3	Agora Marketplace sponsorship and vendor plan and management				
	3	Big Fat Greek Wedding Plan and Management				
Townsville Fashion Festival (25–27 October)	3	Sponsorship management Plan and implementation				
Faculty of Law Business and Creative Arts Student Research Conference (26 October)	3	Full Event Plan				

The subject is offered in SP7 which is an intensive study period falling between the two main 13 week semesters. SP7 runs from mid June to end July and overlaps with SP2 by 1 week.

The face to face teaching in the class takes place in the 2nd last week of the study period, which is the week before the next semester starts. Subject Materials are made available online in mid-June and include the details on the events on which students will work with duties and student numbers allocated. The online group sign up area is opened to student one week in advance to the start of lectures on a first come first served basis. The events themselves take place from early August to late October and range from small community-based charity events to large sporting participation events. Depending on the date of the event and industry needs, students are involved in either assisting with the preparation of event planning documents and in the actual delivery of the event, or in the delivery and then formal evaluation of the event in the form of participant, spectator, volunteer and/or sponsor surveys. Students are advised to choose an event to match their interests and schedule. During the week of face-to-face teaching a series of industry guest lecturers also participate in the class and student groups have three scheduled meetings with their event organiser during which tasks, duties and work roster are developed and signed-off on in the form of a work-agreement.

The purpose of this paper is to;

- discuss the structures and assessment put in place to manage the WIL aspects of the subject,
- identify the benefits to students and industry partners of the WIL focus with particular reference to the EMBOK model
- identify the challenges encountered in managing the delivery of the subject; and finally
- to highlight future challenges arising from the need to align subject delivery across the four campuses and the decision to deliver the Bachelor of Business and all its majors in online mode by 2014.

### **Subject design and delivery benefits and challenges**

The benefits of the subject can be summarised and categorised under benefits to students (eg. Hands-on experience with key components of the EMBOK mode (see Figure 1)), developing industry networks, developing teamwork skills), benefits to staff (developing industry networks, developing a database of event statistics) and benefits to industry (access to academic expertise, assistance with event delivery, formal event evaluation reporting). The challenges can be categorised under student management (eg. lack of professionalism and commitment, lack of skills/knowledge, maintaining contact with groups outside the classroom, inequity of assessment), the industry partnership (eg. lack of experience in supervising and managing students, time pressures, lack of control—ie. event cancellation); and university administration (eg. inflexibility in timetabling and assessment, difficulty in conducting subject evaluations, extra work-load, multi-campus delivery, move to online delivery, etc). The mechanisms and structures put in place to manage the subject will be identified and specific examples will be provided to illustrate the benefits and challenges of delivery of the subject. Rather than a series of conclusions and recommendations, a number of key questions or issues will be identified for discussion in terms of how the benefits of WIL can be maximised in the future, while the challenges are minimised or at least managed.

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## Building inclusive capacity: outcomes of the Accessible Arts Festivals Forum

Associate Prof. Simon Darcy and Sophie Hill

‘We are all the same but different, and it is our differences that make us—according to the circumstances—beautiful, terrifying, attractive, boring, sexy, unsettling, fascinating, challenging, funny, stimulating, horrific, or even many of these things at once. All this is underlaid by our essential similarity to each other, often much greater than any care to acknowledge.’ (David Elliott, Artistic Director, 17th Biennale of Sydney)

The paper presents the outcomes of the Accessible Arts Festivals Forum that was supported by City of Sydney and Sydney Opera House to review access for people with disability at festival events. The Australian Human Rights Commission has had a series of complaint cases and Federal Court Actions lodged against the festivals sector. Further, people with disability have complained directly to festivals about a series of barriers to inclusion. Representatives from 21 festivals and supporting arts organisations attended the forum at the Sydney Opera House to hear and discuss accessibility to arts festivals. The three hour forum was an opportunity to review the progress festivals have made in increasing accessibility, and to gain feedback on some of the challenges that still face both people with disability and festival organisations. The forum included a ‘round table’ workshop and an opportunity for organisations to network, and started with a panel of guest speakers presenting varying perspectives on access that included: the personal experience of disability, event attendance experience and the delight and pleasure of the collective sharing that festivals offer; the business case for developing an access culture within an organisation and the importance of the equality of ‘festival experiences’; and human rights approaches to developing inclusive practice as evidenced by Screen Australia’s recent announcement to have audio description as a condition of funding for Australian films and the importance of the disability action plan process for organisations. The workshop was then broken into roundtable discussions of the participating organisations where four questions were addressed: What could your organisation do to internally improve its responses to accessibility?; External to your organisation, what would assist you in improving responses to accessibility?; What are the major challenges that your organisation has faced in providing accessibility? and what examples could you provide that have been successful access strategies for your organisation? The responses to each of the questions were discussed amongst the participants together with a facilitator who recorded responses. Each group presented their responses to the forum before the next question was discussed. All responses were collected and analysed by the research team. Seven key themes that emerged from the responses: Cultural shift; Consultation; Knowledge, education and training; Funding; Marketing; Infrastructure; and the festivals cultural context. Each of these themes will be outlined in the paper and supported with examples.

# **‘There are no secrets here’—organisational culture, knowledge management and innovation within the Queensland Music Festival**

**Ms Raphaela Stadler**

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## **Abstract**

Knowledge management is regarded as an important prerequisite for innovation and is crucial for the long-term success of any organisation (Nonaka & Takeuchi, 1995; Swan, Newell, Scarbrough, & Hislop, 1999; Carneiro, 2000); furthermore, knowledge management must include all staff members in order to build an organisational memory system which can be difficult to achieve in festival organisations due to their temporary nature (Getz, 2007). My case study of the Queensland Music Festival focuses on the organisation’s open and collaborative culture which enhances the creation and transfer of tacit knowledge among the entire staff (permanent and seasonal employees) throughout the different stages of the festival life cycle. The findings will help festival managers understand the importance of knowledge management embedded in an organisational culture that supports new ideas, knowledge creation and thus innovation.

**Keywords:** organisational culture; knowledge management; innovation; festival organisations

## **Introduction**

Knowledge management is regarded as an important prerequisite for innovation and is crucial for the long-term success of any organisation (Nonaka & Takeuchi, 1995; Swan, et al., 1999; Carneiro, 2000; Donate & Guadamillas, 2011); furthermore, knowledge management must include all organisational members which can be difficult to achieve in festival organisations due to their temporary nature. If festival organisations, however, are able to make knowledge management an ongoing strategy that includes the entire team (both permanent and seasonal staff), they will be able to learn and build on what has and has not worked in the past and therefore stay innovative and competitive (Getz, 2007; Allen, O’Toole, McDonnell, & Harris, 2011). Festival managers and staff members thus need to understand the importance of knowledge management and need to integrate it in their day-to-day practices. Furthermore, creating an open and collaborative organisational culture enhances knowledge sharing behaviour (du Plessis, 2006) and will help the festival become a learning organisation, as my study of the Queensland Music Festival has shown.

## **Organisational culture, knowledge management and innovation**

Effective knowledge management, which includes the creation of new knowledge, the transfer of knowledge within the organisation and the embodiment of this new knowledge in products, services and systems (Nonaka & Takeuchi, 1995), is an important requirement for both creativity and innovation (Carlsen, Andersson, Ali-Knight, Jaeger & Taylor, 2010). Particularly the creation and transfer of tacit knowledge, that which cannot be documented or stored in databases and checklists, is vital for the success of any organisation. An open, collaborative culture can enhance the process and practices of creating and sharing this tacit knowledge (Yang, 2007). However, in festival organisations creating an organisational culture that supports knowledge management is a challenge due to their short-term, pulsating

nature (Hanlon & Jago, 2009; Abfalter, Stadler & Mueller, 2012), and because ‘the ideas necessary for innovation are often embodied within individuals with the creativity and skills to progress them’ (Carlsen, et al., 2010, p. 123). Quite often, the artistic and executive directors are regarded as being responsible for innovation. Their individual knowledge is certainly important for the success of the organisation; however, innovation also requires the transfer and generation of collective knowledge within the entire team (Brown & Duguid, 1998; Larson, 2011). I therefore argue that innovation can only be achieved through effective knowledge management that involves *all* staff members(permanent and seasonal) and is supported by a collaborative organisational culture—a ‘knowledge culture’ (McInerney, 2002, p. 1014)—in which staff members feel comfortable to contribute new ideas and insights.

The culture of an organisation including its values, norms, rituals and traditions—i.e., ‘the way we do things around here’ (Tum, Norton & Wright, 2006, p. 181)—needs to be shared by a majority of its members (Schein, 2004). An overarching philosophy, such as a festival vision, is equally important as a shared language and meanings, as well as implicit and unwritten rules of how things are done in the organisation that are often taken for granted(Alvesson & Sveningsson, 2008). From a knowledge management perspective, the culture of an organisation is an important aspect of the willingness to collaborate and share knowledge with co-workers(Schneider, Brief & Guzzo, 1996; Schein, 2004). A collaborative culture enhances the creation of new knowledge not only across organisational boundaries but also geographical boundaries which helps the organisation stay innovative and competitive (du Plessis, 2006).A lot of an organisation’s culture, however, is learned unconsciously over time until an individual shares the underlying assumptions and taken-for-granted thoughts (Dixon, 1999; Schein, 2011). In festival organisations time is limited in order for this organisational culture to develop and for individual staff members to adopt these values and norms (Larson, 2011).

## Methods

My ethnographic case study of the Queensland Music Festival, a very successful biennial music festival taking place in Brisbane and regional communities all over the state of Queensland (QMF, 2011), focuses on knowledge management practices that involve all members of the organisation. I worked together with different staff members and teams within the festival organisation between February and August 2011, and attended various meetings, workshops, rehearsals, performances and other key events throughout this time period. To explore different views on knowledge management and organisational culture three methods of data collection were used: ethnography, in-depth semi-structured interviews and textual analysis. Undertaking these three methods over a period of several months helped to track changes in the organisational culture throughout the festival life cycle (Lewis, 2003) which was essential to understanding how shared meaning was created between festival members (Benton & Craib, 2001). The field notes and interview transcripts as well as other texts and documents were analysed using NVivo and several themes around knowledge management and organisational culture were identified (Lofland, Snow, Anderson & Lofland, 2006; Bazeley, 2007).

## Findings

My observations and interviews revealed that QMF has managed to create an open and collaborative culture in which all festival members feel comfortable to contribute new ideas. This nurturing context is crucial for both knowledge management and innovation (Jeffcutt &

Pratt, 2002; Donate & Guadamillas, 2011). Therefore, at QMF innovation is not merely the artistic and executive director's responsibility, but rather achieved through sharing knowledge among the entire team and creating new knowledge together:

I think it is a very good atmosphere, also a very empowering atmosphere in the core team, which means that (...) you can say what you think and you can possibly influence things in a way which means that you have a lot of great minds thinking alike and you get a much better outcome. As opposed to just [them] saying 'this is what you've got to do' (interview 26, 05/08/11).

At QMF, sharing information and knowledge is not one-directional or bottom-up. Rather, the executive director, artistic director and the permanent management team share information with everyone, there are no secrets being kept from seasonal staff members:

You've probably sat in and saw our conversations in the marketing room ... We just yell out! (laughs) There are no secrets here! You know, I wheel back and go, 'hey ... what do you think about this? Let's have a chat ...' And we all start talking, it's great. (...) The more people get involved, I mean someone else might have a better idea than you. So bring it on, let's all talk about it! (interview 2, 02/06/11)

At the same time, seasonal staff members and secondments are aware that they also need to share their knowledge and they are confident in suggesting new ideas. At QMF, everybody is encouraged to contribute new ideas, not only the permanent staff. This leads to cross-functional and oftentimes cross-boundary communication which is crucial for smooth organisational functioning, and at QMF mainly the responsibility of work groups rather than a hierarchical structure (Druskat & Wolff, 2001). Authority is thus distributed among the entire team, not used by the core team to impose their ideas upon seasonal staff members. The openness embodied by the core staff creates a friendly and supportive atmosphere and culture where seasonal staff members understand the importance of collaboration and willingly share their knowledge with each other as well as with the permanent staff. Through this process they create new knowledge together and help QMF stay innovative:

I think, what's good about the team process here is that people share ideas and knowledge and out of that process, you get these little nuggets of gold that turn into something like [our project in] Gladstone! (interview 5, 15/06/11)

Despite the pulsating nature of the festival organisation, QMF has managed to create an organisational culture that supports effective knowledge management involving all members of the staff. Particularly through collaboration with seasonal staff members new ideas can be brought in and the permanent staff can reflect upon current practices (Carlsen, et al., 2010; Larson, 2011). Seasonal staff members at the same time gain new insights from a successful festival organisation and build strong relationships with co-workers which helps them become highly sought-after professionals in their fields (Harris, 2004).

### **Conclusions and implications**

Effective knowledge management, as it is embodied within QMF, can enhance creativity and innovation if all members of the organisation feel comfortable to share ideas and knowledge, not merely the permanent staff. An open organisational culture enhances collaboration among the team as well as the willingness to share knowledge. At QMF, this organisational culture is recognised by the staff and maintained throughout the entire festival life cycle. The findings of my case study will help festival managers understand the importance of knowledge

management embedded in an organisational culture that supports new ideas, knowledge creation and thus innovation.

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## Service blueprints in fuzzy contexts with many customers: a case study

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Service blueprints are used to represent processes from a customer viewpoint (Butner Olstrom & Morgan 2008, Gyimóthy 2000). Service blueprints are able to model all aspects of serviced-based encounters with customers. Service blueprints separate parts of service processes that are visible to customers from those that are not visible to customers. Important physical props are also described. These are all described so that interactions with customers can be choreographed in ways that maintain the quality of services delivered to customers.

Service blueprints, like many process representations, assume discrete, well defined, ordered sequences of actions. Actions are often triggered by events that are well described and understood. These characteristics of blueprints are consistent with business processes where organisations control the behaviour of employees and can expect very specific interactions with customers. Further, bureaucratic workflow can typically be accurately modelled as a collection of well defined service interactions, even though the manner in which the transaction requests arrive may appear to be essentially random.

Each service blueprint assumes reasonably well defined groups or cohorts of customers in the service encounters described. It also assumes that members of that group of customers have regular contact with customer service representatives whereby the quality of the service can be regulated and controlled by the organisation's careful service design.

Service blueprints are typically set within the control of a business. Specifically, that customer service (frontstage) representatives, backstage employees, and support IT systems are all under the control of a for-profit organisation.

Getz (2007) stated that “‘Blueprint’ is a tool with value in all the services, but its application to planned events has been minimal”. Pine & Gilmour (1999:198) distinguish the nature of service—‘the operation is the offering’—from experience—‘the event is the offering’. Hence, while the service activity may deliver tangible outcomes, the experiential component of that activity is covered by the nature of the service.

Little has been published about the application of service blueprints in less well defined contexts, such as the service delivery processes in a tourism or community event (Faché, 2000). In such a context, the service delivery may be based on tangible deliverables, such as food, drink, sales of CDs and provision of helpful advice. However, the deliverables that are most important to the customers are the experiential aspects of the event, the sense of community, the attendance at concerts and the friendships established (Zehrer, 2009). It is contented that the non-tangible deliverables, such as the experience, cannot be realised without careful planning of the tangible service functions, and the event management organisers need to understand and blueprint the nature of these intangible services, just as they would the tangible services.

In this paper we consider the application of service blueprint to both tangible and intangible service planning and delivery, with a fuzzy context, in which the service requirements and

their actual deliverables are not clearly defined. Specifically, the challenges for service blueprinting in such a context are:

- there are many groups of customers only some of which could be seen as customers in traditional service blueprints. Deliverables will be realised between groups of customers as some customers affect the experiences of other groups of customers.
- customer actions, service requests and responses are spontaneous, irregular, infrequent, and are unstructured. These actions do not fit the regular well defined activities typical of business process mapping.
- the objectives and group managing experiences of services are not bound within traditional business goals, such as profit maximisation, extension of market share, and continuous quality improvement.

The setting we use to explore the question is a case study in tourism event management. Specifically, the case study is a folk music festival. The case study fits the characteristics of the challenging setting: (a) There are three types of customer. (b) Interactions with one type of customer, the attendees, are irregular, infrequent, and unstructured. (c) The event is not run by a traditional organisation but a voluntary committee.

The festival is organised by a committee of interested professionals from the local community. Members of the committee perform their duties without charge and in their own time. Thus the festival is seen as not being controlled by a single organisation.

The committee liaises with performers who are attracted to the festival. The festival cannot exist without access to well-reputed performers who are also customers of the event. In this way performers are one group of customers. Large numbers of volunteers are recruited to run many of the event's operations. The volunteers are another group of customers for the event. Should the event organisers fail to live up to the expectations of the volunteers, many would no longer engage in the event. Attendees are more traditional customers and expect the event to meet their expectations. This last group of customers have spontaneous, infrequent, and irregular interactions with volunteers and performers. Further, this last group of customers will be affected by the experience of performances in part managed by volunteers because volunteers are responsible for many processes that are back-stage for attendees but critical for performers.

A number of authors have addressed the challenges of service blueprinting in the hospitality industry (Bitner et al, 2007; 2008, Polonsky & Sargeant, 2005, Shahin, 2010, Zherer 2009). Bitner et al (2007) model the service activity as a linear process, with definable start and end points. Shahin (2010) using flowcharting techniques to model the service process using defined sequences of activities, decision points and access to data stores to map the customer's request and response, and the workflow of a service provider in an international hotel.

The case study presents complexity in the interactions between the different groups of customer. Further, attendees have unstructured, spontaneous and fuzzy interactions with the event. These interactions are not always directly with volunteers, but the experience of attendees is important to the success of the event overall. Performers, without which the event

cannot function or deliver a satisfactory experience to attendees, similarly have interactions with the event organisers through the support they receive from volunteers.

We have found that for service blueprints to adequately support this setting, support is needed for segmenting customers and for coordinating back-office support that often is not easily mapped to direct service encounter support. We provide detailed explanations of approaches to this mapping, as well as discuss the challenges inherent in blueprinting such complex, fuzzy contexts.

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# Maximising the benefits of event volunteering: a case study of the Peats Ridge Sustainable Arts and Music Festival

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Eventeamwork

## Introduction

Arts and music festivals rely largely on volunteers to support and deliver events. Event volunteering brings a diverse range of benefits and costs, both for the event and for the volunteers. To balance the objectives of event organisers and expectations of volunteers, there is an increasing need for professional event volunteer management.

This paper presents a case study of Peats Ridge Sustainable Arts and Music Festival, which contracted a specialised volunteer management service, Eventeamwork, in 2011 to run a volunteer recruitment and management program. First, this case study will provide an opportunity to look in-depth at the benefits and costs of volunteering from both the event and volunteer perspective. Second, the benefits of professional event volunteer management will be considered from both perspectives in terms of a) meeting event objectives and b) building a community of enthusiastic and experienced volunteers.

This paper provides important implications for the event industry by demonstrating the increased necessity of analysing the importance of volunteer management in terms of practicality for event managers and community building for volunteers.

## The benefits and costs to event volunteers

Existing literature largely understands event volunteers in terms of motivation and satisfaction. We know that people are motivated to volunteer their time to various causes for two main reasons: altruistic motivation, or desire to help others, and egoistic motivation, or specific rewards to the individual (Johnston et al, 1999–2000). As event volunteering has become a central part of the human resourcing in event management, motivation and satisfaction research has become increasingly sophisticated to understand why volunteers come on board in the first place and what makes them come back.

It is suggested that while most volunteers assert that they are motivated for altruistic reasons, it has been shown that volunteers are generally motivated by a number of internal and external factors, and that volunteers generally expect to obtain some kind of reward for this contribution (Allen et al 2005). In terms of music and arts festivals, Karen Churchard (1997), Associated Executive Director of the Fiesta Bowl, Arizona, USA cited some general reasons why people volunteer for events and festivals: pride of ownership, source of pride, personal development, friendship and networking, excitement, and good use of spare time.

Volunteers incur costs to participate, such as the opportunity costs of missed wages or leisure time, and out of pocket expenses such as transport and/or childcare (Handy & Brudney, 2007). Volunteers can also experience costs at events through experiences of task overload and personal inconvenience (Doherty, 2010) As such, it is not surprising that volunteers expect a certain level of administration and management and some extent of benefits in return. Volunteers are often at the front line of the event and in order to effectively fulfil their tasks and represent the event, training and effective communication is essential.

## **The benefits and costs for events**

Many festivals have limitations on their funding and rely on volunteers for activities during the event (Monga, 2006). S. W. Schmader, Executive Director of the Boise River Festival, City of Boise, USA (1997), indicated that volunteers can augment event staffs, expand outreach and support, provide professional expertise and direction, maximise resources and minimise expenses, and boost involvement in community events. This indicates that the benefits for the event are reaching further than just a cost saving. By engaging event volunteers, event managers can benefit beyond the just cost-savings by increased community support of the event, which manifests through community engagement and promotion of events. It is also believed that the particular motivations of volunteers may lead to volunteer staff being more productive than paid staff (Handy & Brudney, 2007).

However, in contrast to commonly held beliefs by industry practitioners, event volunteers are not 'free'. While the wage bill of volunteers is free, there are costs associated with the recruitment and management of volunteers, as is similar in other aspects of human resource management (Handy & Brudney, 2007). In the context of events, fees are incurred for the hiring of volunteer managers, recruitment, training, insurance, uniforms, food, water, transport and in the case of festivals often a ticket to attend the event. Depending on the size of the event volunteer workforce, these costs can be significant. Further, in the context of Australia, where industrial relations legislation is developing to protect the work conditions and rights of volunteers, these costs can be expected to increase over coming years (Volunteering Australia, 2007).

Unfortunately, organisations have largely considered volunteers as 'add-ons or afterthoughts' and they are not typically considered as a resource to be leveraged for greater mutual benefit to the organisation or the volunteers themselves. (Graff, 2006, p.26) also suggests that there is a significant gap between the real sophistication that is required for volunteer management and the acknowledgement by senior management staff. Graff argues that this gap:

'has prevented volunteers in many organizations from reaching their true potential. Because the volunteer resource is not considered throughout the service planning cycle, volunteer involvement tends to be tacked on later in what often develops into a patchwork of volunteer roles added from time to time to shore up deficits and shortfalls ... Staffing of the volunteer program and other essential volunteer program resource requirements are often sorely inadequate.'

The case study presented in this paper provides an atypical example taken to event volunteer management by the Peats Ridge Sustainable Arts and Music Festival (Peats Ridge). The following case study provides a description of the event and the volunteer management service and demonstrates how such an atypical strategy can maximise benefits of event volunteering for both the event organiser and the event volunteer.

### **Peats Ridge Sustainable Arts and Music Festival**

#### *The festival*

Peats Ridge Sustainable Arts and Music Festival (Peats Ridge) has been held since 2003 and is the largest camping festival held in NSW over New Year and the biggest NYE event in NSW outside of Sydney. While it is a music festival which kept its intimate vibe it is also making art accessible to the participants. The festival's mission is to be a sustainable event and to create awareness of sustainability principles. For this the festival has dedicated an area to eco living education. Their modern event program dedicated to innovating new methods

for staging events with renewable energy and working with their waste to put to good use won several awards over the years, including The Green Globe Awards 2008 and 2009.

### ***The volunteer program***

The volunteer program has been growing with the festival from a small group in 2004 to 750 volunteers in 2011. The festival became more complex over the years and with that the festival's and the volunteers' requirements and expectations from the volunteer program also increased. The Festival couldn't survive without the volunteers doing a major part of the work across all departments. It wouldn't be financially viable to employ this amount of Staff. The impact on the festival would be a more commercial feel, which Peats Ridge wants to avoid. (Grant, 2011)

The festival saw about 750 volunteers working over 2000 volunteer shifts for a month time including set up, festival and pack down. Volunteers work in 50 different roles doing anything between digging holes, setting up décor, making coffee, collecting rubbish and directing traffic.

Since 2009, Peats Ridge contracted a dedicated Volunteer Manager in order to deal with the enormous task of communicating with this large group of volunteers. In 2011, realising that volunteer management is a major and very important component of the festival and therefore needing some further structuring, the Festival contracted a company, Eventeamwork, to manage the volunteer program.

Eventeamwork provides a complete solution of volunteer management including volunteer recruitment, training and on site management while building a long term community of volunteers

### ***Volunteer benefits***

Peats Ridge covers costs for all volunteer meals pre and post-festival and some during the festival and it offers a full festival pass as well as pre-festival camping in a dedicated area to their volunteers.

### ***Volunteer motivations***

The volunteer registration form for Peats Ridge 2011 asked volunteers to state their main reason to volunteer. The strongest motivators for volunteers were meeting people and community involvement. The free entry to the festival, although important and on third place in motivations, was not as expected the strongest motivator.

### ***Volunteer program outcomes***

After consultation with the Festival Organisers a team with team leaders was created and managed during the festival for each of the Festival departments.

The rationale for creating these teams was that volunteer team leaders were able to respond quicker to questions by volunteers, to provide better briefings and directions and to create a link between department heads and the volunteers to simplify communication lines. Implementing this took the pressure off the Volunteer Manager as well as off the Departments and at the same time met volunteers' needs to meet people as they were now working in a smaller team and meeting the same people in different shifts.

These plus better communication prior and during the festival resulted in 90% satisfied volunteers (Peats Ridge, volunteer survey 2011)

## Conclusion

Volunteers are often a large part of music festivals and they can contribute hugely to a successful event if their benefits and costs are considered. Peats Ridge Festival case study shows how a more structured approach through professional event volunteer management provided by Eventeamwork can meet the events' objectives while creating a community of enthusiastic and satisfied volunteers. Due to the impact volunteer management has on the outcome of the event there is a need for a more professional approach to event volunteer management.

Volunteers are one of the main components of event management and the balance between the interests of the event and the interests of the volunteers needs to be considered to maximise event outcomes.

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# Implementing ICT strategies in events: employee experiences

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## Abstract

This research explores how the use of information communications technology (ICT) such as Web 2.0 and related social media platforms are impacting employees in event organisations. Experts from twelve different event organisations (representing business, cultural, sport and art events) were interviewed about their experiences of implementing Web 2.0 strategies in their organisations, and how it impacted their work. The findings suggest that the use of social media in event organisations is impacting individual workers in a range of ways, and has implications for the event organisations, and more broadly for the sector in terms of event workforce human resource management (HRM) strategy and policy.

## Introduction

ICT has been adopted widely by event organisations to fulfil a range of marketing and management functions. Web 2.0 has allowed social media platforms to be used to create awareness; build brand communities; capture consumer information to develop databases; increase attendance and the like for events (e.g., Hede & Kellett, 2012). Despite the increasing prevalence of social media in business activities in the event sector, there is little understanding of how the use of such tools impacts the work of event organisation employees. This research explores the experience of work and workers who use Web 2.0 and social media platforms to implement ICT strategies in event organisations.

Web 2.0 and social media have changed the way that many tourism organisations undertake business. However, despite the potential benefits and successes related to the adoption of a range of ICT, a number of challenges have been identified (Lichtenthal & Eliaz, 2003; Thevenot, 2007). For example, the adoption of ICTs does not guarantee a return on investment, and Yuan et al., (2006, p. 326) suggest that there is often a mismatch between the amounts of money organisations spend on ICTs compared with actual improvements in business value. Similarly, Tsai, Huang & Lin (2005) note that empirical evidence for the effects of ICT innovations is lacking.

Berthon et al. (2012, p.264) suggest that the diffusion of Web 2.0 as an ICT innovation is often interpreted 'to be as simple as establishing a fan page on Facebook, tweeting regularly, and perhaps placing some of a brand's ads on YouTube'. However, it is generally recognised that when ICT innovations are adopted and combined with other strategic and managerial measures, favourable impacts can be attained (Hjalager, 2010). All of this research explores the ways in which ICT can create a return on investment for organisations, but relatively little information has been garnered about the impacts of the adoption of Web 2.0 and social media on work and workers in event organisations.

Few studies have investigated the skills required to support the adoption of ICTs (El-Gohary, 2012). There are, however, indications that their adoption has potential to impact work and workers. For example, as employee and personal roles can become easily blurred in the Web 2.0 space, cases have emerged of staff being terminated for crossing 'boundaries' in ways

that have been perceived to be detrimental to the organisation. In addition, the 24/7 nature of social media and the increasing accessibility to the Internet means that employees are often required to be online and participate online communications with consumers not only within working hours, but also outside of them. Although there is a growing body of knowledge about work and workers in the event sector (e.g., Baum, Deery & Lockstone, 2009) the impact of the adoption of ICT has not yet been fully examined in a scholarly manner within the context of events. The purpose of this research is to begin to address this gap in knowledge.

## **Method**

This study utilised a case study approach (Yin, 2009). Twelve event organisations (case studies) were approached to explore for insights into the impact of social media on work and workers across the sector. Organisations included a cross-section representing cultural-, community-, sport- and business-events. Events included in our study were delivered on varying schedules—some events were delivered at least once each year to those that were on a biannual basis. Event organisation types ranged from those that were privately owned, to not-for-profit events, and those owned by government instrumentalities. Data were collected in 2011.

Background data were gathered via the Internet and other available promotional collateral about the events and their social media activities. Then using a semi-structured interview approach, interview respondents were asked to reflect especially on their experiences of using social media in their event organisations. Respondents were able to provide a comprehensive ‘snapshot’ of the ways in which the organisations adoption of social media was impacting workers and their work.

## **Results and discussion**

This research explored the experience of work and workers who use Web 2.0 and social media platforms to implement ICT strategies in event organisations. Participants in this study reported experiencing work overload and role ambiguity as a result of implementing ICT strategies for their organisations. The nature of creating content, responding to posts, and monitoring information for various social media platforms was described as ‘time-consuming’ and additional to the tasks that employees were normally required to complete. Such tasks were explained as being the cause for the felt experience of work overload. While the 24/7 nature of the event industry is well recognised and accepted as part of the sector (e.g., Arcordia, 2009; Mair, 2009), participants in this study explained that the use of social media for marketing and management functions in their organisation meant that the 24/7 nature of their work was extended well beyond the event-time itself. That is, the pulsating nature of the event industry (Hanlon & Cuskelly, 2002; Hanlon & Jago, 2004) where the workload increases during the times immediately before, during and after the event delivery was extended beyond the time immediately surrounding the event.

Most participants in this study indicated that the boundary between work and personal time was becoming increasingly blurred as a result of the use of social media in the event organisation. The need to offer event consumers multiple ways of engaging pre-, during, and post-event, as well as extending their engagement throughout the year seems to have rendered a work environment that was ‘boundaryless’. All the participants in this study reported that they monitored the social media platforms multiple times a day, after hours, and on weekends—in their own personal time. They reported that they did this without any extra pay

or concessions. This approach to the adoption of social media as ICT strategy has the potential to create role ambiguity and a blurring of personal and professional life.

There were three participants in this study who reported that their organisation had developed policy around the use of social media. Policy initiatives included strict guidelines regarding the use of personal social media sites; adaptations to job descriptions and employee contracts regarding the requirement to engage with social media beyond traditional work times; and recruitment and selection preferences for those working in the social media space.

### Conclusions and implications

It is clear from the results of this research that the implementation of ICT strategies through the use of Web 2.0 and social media platforms is impacting workers and work in the event sector. There are some interesting HRM issues for the sector. It is clear from the results of this study that workers devote substantial amounts of time and effort in social media activities for their event organisations—often beyond their normal duties and hours. If event organisations were to remunerate those employees for the total amount of extra duties that participants in this study reported, one might question the return on investment that social media activities *really* provide. On the other hand, social media activities provide an opportunity for event organisations to engage with their consumers year-round—which may potentially begin to change the peaks and troughs of event communications. From an HRM perspective, this may mean that there is greater demand for event professionals all year round rather than only during the ‘event season’. However, it is not yet clear what skills the event professional requires to work in this space, and how they are to be trained. Issues of recruitment and retention in event organisations are also apparent. Further research that explores HRM in social media activities is required across the sector and will be discussed.

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# Transient cultural adjustment: a study of British event managers in China

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## Abstract

Globalisation is encouraging businesses to operate in countries across the world, in order to sustain business success. This has put new strains on employees to perform effectively within different cultures. However, this is not always successful and consequently there is a need to better understand the processes expatriates undergo when operating overseas. Adjustment models (e.g. Oberg 1960) have been developed to comprehend these experiences, but there is little research that relates to the events industry and the transitory nature of its assignments. This paper is a study of British employees of a company which organises sailing events throughout the world and in particular their experience of a necessarily brief adjustment process in China. Using semi-structured interviews, the data suggests that pre-departure cross-cultural training is essential if there is to be a positive relationship between the adjustment process, event success and business growth. This leads to the development of an adjustment model suitable for the global events industry.

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**Keywords:** cross-cultural adjustment: event management: global events industry: China

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# Surfing the fringe—an examination of event tourism strategies of the Bleach Festival, Coolangatta, Qld

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## Abstract

Created as a celebration of art, music and surf culture, the Bleach Festival was designed as a fringe style festival to be positioned in the week between two major surf events (Quiksilver/Roxy Pro and Burleigh Pro) held annually in Coolangatta, Qld. Using visitor data collected at the event, in conjunction with event manager interviews, the research evaluates the success of the festival against its own objectives of tourism extension, destination brand development and local artist engagement. The research explores the utility of augmentation strategies in achieving these objectives. Resultant issues in measuring the value of arts and cultural development in conjunction with tourism are further discussed.

**Keywords:** fringe; festival; management; destination; branding; subculture

## Introduction

Festivals are rarely designed principally to attract tourists, rather they are designed to create social experiences which celebrate special occasions, or milestones in communities, showcase artistic or sporting talent (Allen, O’Toole, McDonnell, & Harris, 2008; Goldblatt, 2011; Getz, 2012). However in some instances, economic development agencies either in government or in business communities create deliberate event making strategies to attract and or keep visitors in a destination. The strategies can range from providing funding, marketing programs and professional development to existing event managers; to attracting, bidding for, or creating new events. This paper focuses upon one of these strategies in new event development, examining the creation of the Bleach Festival in the Southern Gold Coast region of Queensland, Australia and its relationship to the major surfing events in the destination. The research aims to explore the rationale for developing a fringe style arts event offering artists and performers opportunities to showcase their talents in a non-curated festival space. Furthermore it examines the augmentation and social leverage strategies implemented to extend visitation. Resultant issues in measuring the value of arts and cultural development in conjunction with event tourism are further discussed, as are the implications for the utilisation of fringe style events.

## Literature review

The review of the literature examines the role of festivals in tourism branding and development, as well as the current and historical research into fringe festivals and their role in this area.

### *Events, festivals and destination brand development*

Many festivals throughout the world are synonymous with the place in which they are developed. For example the Montreux Jazz Festival, Cannes International Film Festival and the Monaco Grand Prix all have a perceptual link in the minds of consumers between the city and the event. This perceptual link assists destination marketing agencies to create awareness of a destination, position it and brand it (Dimanche, 2008). In this sense destinations have an

opportunity to use both sporting and cultural events to leverage brand development (Chalip & Costa, 2005; Dimanche, 2008; Getz, 2007; Goldblatt, 2011). According to Woosnam, McElroy, and Van Winkle (2009, p.501) festivals in particular have been well understood to ‘contribute to a destination’s offerings through the creative use of culture in order to position the destination as well as enhance the tourist experience’. However, the success of the destination to leverage from the events, may be determined by the types of leveraging strategies used, as well as by the willingness of local businesses to be involved in the event (Chalip & Leyns, 2002). A review of the academic literature and current industry practice provides some examples of strategies used by destination marketing agencies to maximise brand development from festivals and sporting events in destinations including; clustering strategies, augmentation strategies, social leverage strategies and portfolio development.

### ***Clustering strategy***

The city of Edinburgh uses a cluster of festivals to market Edinburgh as a creative and cultural hub. The portfolio of events allows marketers to proclaim it as ‘an all year round city’ thereby also addressing tourism seasonality ([www.visitedinburgh.com](http://www.visitedinburgh.com)). This strategy provides a focus for businesses to work together toward developing festivals in the city. The initiative is supported by government at all levels and by tourism business development groups such as Edinburgh Tourism Action Group who suggest, ‘The Festivals in Edinburgh play a key role in driving tourism growth which is critical to the future of Scotland. It is crucial that we all work together to maximise the opportunities and benefits’ ([www.etag.org.uk](http://www.etag.org.uk)). Developing a strategic approach to the development of a portfolio of events can also help event and government planners understand the relationships between sports and cultural events and to market them more effectively (Ziakas & Costa, 2011).

### ***Augmentation strategy***

In relation to sports events, researchers have posited that event organisers can use their understanding of the sport’s subculture to create augmentations to the event—and thereby enhance the attractiveness of the event and the destination (Chalip, 2004; García, 2001; Green, 2001; O’Brien, 2007). According to Green (2001) an augmentation strategy provides additional aspects to the event beyond the sport itself, and may include opportunities to socialise, learn or achieve. Furthermore, Chalip and McGuirly (2004, p.268) suggest that, ‘appropriate event elements include activities that support the subculture of the sport, as well as complementary cultural events’. In the cases studied to date, this is implemented by the current event organisation utilising existing events. It is less common for these agencies to create a new event to extend and leverage visitation. In the research cited above Green (2001) suggests that events such as the Gold Coast Marathon have broadened their appeal by including entertainment and activities under the same event brand. It is less common to find examples where whole events are created as an augmentation to a major sport event.

### ***Social leverage strategies***

The idea that sports events can be leveraged to facilitate positive social outcomes has been posited by Chalip (2006). He suggests that specific social leverage strategies can be used to develop greater feelings of *communitas* and celebration within the host community and visitors. Further proposing this can be achieved by ‘creating event-related social events, facilitating informal social opportunities, producing ancillary events, and theming widely’ (Chalip, 2006, p.110). To date research in this area is scarce, however O’Brien (2007) has shown this to be successful at the Noosa Longboard Festival—where social events and theming by businesses clearly enhanced the social outcomes of the event. To improve our

understanding of the ways in which social leverage can occur Chalip (2006, p.109) suggests, 'Future research should explore and examine the strategic and tactical bases for social leverage'. While there are many ways in which this can occur, connections to the culture and subcultures of a community through visual and performance art may create the tactical bases advanced by Chalip. These can be found in many arts and cultural festivals, including fringe festivals as relevant to this study.

### ***Fringe festival development***

Fringe festivals are a unique style of arts festival which provide a platform for artists to present their work in a non-curated festival environment. Their point of difference is that they allow artistic freedom for artists to present their work as they would choose to. In a recent review of fringe festivals Frew and Ali-Knight (2010, p.243) defined them as, 'An opt-in multi-arts festival, involving independent and managed artists creating high and low arts performances, supported by a strong non-profit fringe organisation via marketing and box office activities'. Having evolved from the Edinburgh International Festival in 1947, the fringe festival concept is now emulated in over 140 festivals worldwide ([www.anywherefest.com](http://www.anywherefest.com)). The concept has evolved from theatre to other forms of art including comedy, music and visual art and has attracted strong audiences in many major cities.

While fringe festivals are developed by artists for arts audiences, they attract the attention of tourism agencies, as well as the attention of potential sponsors from a range of commercial industries. Events like the Edinburgh Fringe Festival draw a large proportion of international visitors, with 45% of 'staying visitors' from outside Scotland. The event now claims to be the world's largest arts festival spanning 25 days, totalling over 2,500 international shows from 60 nations in 258 venues. In 2009 a total of 18,901 performers took to the stage and 1,859,235 tickets were sold ([www.etag.ukcom](http://www.etag.ukcom)) to approximately 290,000 visitors (Edinburgh Festivals Impact Study, 2011). The event thus provides important opportunities to leverage extended visitation into other parts of Scotland and to other events—an opportunity which has been suitably seized by the Edinburgh Tourism Action Group.

### ***Management of fringe festivals***

With the success of the Edinburgh Fringe Festival and others like it, event managers have come under pressure from a diverse range of event stakeholders to commercialise the event and therefore provide greater returns for investors. The proliferation and success of Fringe festivals in both number and size has resulted in criticisms of the Fringe as becoming overly commercial (Frew & Ali-Knight, 2010) with one festival critic suggesting the Edinburgh Fringe Festival had 'sold its soul to the two arch enemies of the arts: commercialism and capitalism' (Frew & Ali-Knight, 2010, p.238).

While Frew and Ali-Knight (2010) found that criticism has occurred because venues and promoters aggressively market the artists they support, they noted the pressure on event managers from a number of stakeholders to commercialise the event. For example, pressures on ticketing systems from larger audiences have forced upgrades and changes that did not suit artists or consumers (Carlsen et al., 2010). Competition for venue space forced changes to the venue management process at the Edmonton Fringe, where they implemented a system to provide artists with a venue, a set number of performances, two technicians, and front-of-house and ticketing services ([www.boulderfringe.com/about/fringe-history](http://www.boulderfringe.com/about/fringe-history)). Therefore while some critics may see these changes to Fringe festival management as commercialism, others

may see them as innovative management changes required as a result of pressures from venues, funding agencies and commercial interests.

Alternately management changes to the commercialisation of the event may be interpreted as part of the festival lifecycle (Finkel, 2006) and the inevitable changes associated with success. The commercialisation of art, whether part of a festival or not, revisits an age old debate about the freedom of expression and the expectations of commercial practice.

### ***The event***

The Bleach Festival was initiated by the economic development agency Connecting Southern Gold Coast, an entity created by local businesses and supported by the Gold Coast City Council. From its outset the event was to be a commercial project. The new event was primarily conceptualised as a way in which to extend visitation for the week between the two major international surf events (Quiksilver/Roxy Pro and Burleigh Pro) held annually in Coolangatta, Qld. It was conceived as an arts festival that would capture the culture of the surf coast through a connection to the local art community. Bleach Festival comprised 55 events including film, photography, visual arts, theatre, fashion, food, as well as major music events over 16 days. The Festival extended along 10 kilometres of coastline from Currumbin to Coolangatta and included more than 500 pieces of art and surf photographs. These were innovatively exhibited in 11 shipping containers, galleries and empty shops as pop-up galleries involving 168 visual and performing artists.

The research undertaken at this event aimed to examine the strategies undertaken by Connecting Southern Gold Coast in terms of destination brand development, local artist engagement and tourism extension. The following methods were used to achieve this aim.

### **Research method**

The study used a mixed method design (Teddlie & Tashakkori, 2009) combining qualitative data collected through an extensive interview with the Festival Director, and data collected from festival attendees using on-site questionnaires. Review of other relevant documents such as newspaper articles, artist testimonials and website forums also contributed to the researcher's wider understanding of the event context.

The audience was surveyed using a convenience sampling technique, as used by other event researchers (Bayrak, 2011; Deng & Pierskalla, 2011; Grunwell, Ha & Martin, 2008) in circumstances where the size of the population is unknown or difficult to estimate (Zikmund, 2010). As many events were in non-ticketed, open access venues it was not possible to undertake a systematic sampling technique. Researchers were placed in each venue of the event to conduct face-to-face questionnaires over the entire period of the event. The questionnaire was designed to gather basic demographic data necessary to establish an audience profile, as well as to gather data on the perceptions of the event in terms of its destination image and artistic engagement. It was considered important however to keep the questionnaire short so as not to impose on the event experience of patrons. A total of 380 audience questionnaires were collected from an estimated crowd of 27,800. These were entered into a spreadsheet and analysed using SPSS software to generate frequencies, and cross tabulations of the data. The analysis provided quantitative data from which to create a profile of the audience, and some qualitative data in the form of open ended questions to examine the perceptions and satisfaction with the event.

An intensive interview with the Festival Director was undertaken to examine the objectives and design of the event. Data from the interview was recorded, then transcribed where it was analysed to generate the themes from the data (Marshall & Rossman, 1989). Using a coding sequence suggested by Tesch (1990) this data was then coded and assembled into themes to address the aims of the study; to explore the strategies of the event in destination brand development, local artist engagement and tourism extension.

## Results

### *Destination brand development*

The Festival was given the tag line—Surfing the Fringe—to represent a fringe style of arts event, incorporating non-curated arts exhibitions where local artists were actively encouraged to be part of the event. However as explained by the Festival Director, the fringe concept related to other aspects of the event design:

The style of the festival was fringe, but also the fringe of the surfing competitions, the fringe of the land meeting the ocean—that kind of philosophy. The surfing was the natural connection to why it came about. When I was naming the festival—I didn't want it to be the Gold Coast Festival—I wanted it separate it from the crowd.

The design of the event strongly related to coastal culture, to enjoying and appreciating the beauty and connection to the ocean. Many local artists reflect surf culture in their works including photographers, painters and sculptor but also musicians and fashion designers. Over the past 50 years, lifestyles based around surfing have become a dominant subculture on the Gold Coast—reflecting the values and interests of the residential and business community. While other fringe event programs feature theatre and comedy, the program for Bleach was more focused on visual art and music, perhaps as a reflection of the emerging cultural dominance of surfing and its reflection in the local art community.

In terms of destination brand development, the event development strategy used the natural attributes of the both the physical coastal landscape and the strong subculture of the surfing community, to enhance the existing branding of the area. The development of an arts festival grounded in this coastal culture, as an augmentation to the established surfing events, provided the integrated fit between event and destination, described by Jago, Chalip, Brown, Mules, and Ali (2003) as necessary in destination branding.

Interestingly, the design of the event was also constrained and influenced by the governance and funding provided to stage the event, coming from the economic development agency. This is again explained by the festival director:

Because we are funded by the Special Rates Levy of the traders, to not engage with them, and create a program that contributes directly back to them is one of the key things ... If I wanted to build a venue by the beach. That would cause a major problem with some of the traders who would ask, 'why would you directly compete with us?'

The design of the program included both curated and non-curated elements, where the curated elements included featured music performances by Australian musicians. This represented the more commercial aspects of the event, where ticketed performances allowed the event to access income from visitors. Other programmed items included debates around controversial issues of surfing, art and commercialisation designed to stimulate participation, ideas, thinking.

### ***Local artist engagement***

The development of artists and the provision of opportunities for them to participate in the event was a key element in the event design. As described by the Festival Director;

Visual arts were an open access, no submission process. But there were specific artists we invited for specific reasons ... including local photographers. Foremost the event is a unique arts festival. Its point of difference is that it's connected to the place where it has been born from.

The artists were able to create artist installations, many of which were inspired by the natural environment and connection to beach and ocean. The artists themselves had a connection to the established surfing culture of the destination and to the Australian beach culture. This provided the event with a sense of place as described by Derrett (2003). Local and invited musicians were also invited to participate in the program where they could emphasise a connection with surf culture, but also to the place.

Beyond the development of the event for tourism objectives, the professional development of artists was also an important objective, achieved through mentoring activities and collaboration with new artists from interstate. The public outcome of this objective was to develop new relationships between artists and to encourage innovative art.

### ***Visitor survey results***

Results from the audience survey explored the profile of the audience that attended the Bleach Festival, and explored their perceptions of the event. The profile suggests the event appealed mainly to younger audience with 52% aged between 18–39 years, coming from both local and neighbouring regions with an interest in entertainment, art and community.

Analysis of the postcodes of respondents to the survey, suggests that attendees came from the local Southern Gold Coast area (36%) as well as from neighbouring regions such as the Northern Rivers (12%) and the Gold Coast (24%). Further enquiry using an annular region analysis (Mackellar, 2006; Madden, Groenewold & Thapa, 2002), suggests that most visitors (72%) travelled less than 50 kilometres to attend the festival. However 28% of visitors had travelled to the event from more than 50kms away from other areas such as Brisbane (11.3%) and the Sunshine Coast (2.6%).

However in popular tourist destinations it is important to identify visitors who attend the event for other reasons against those who are attending just for the event. A small segment of the audience were 'event specific tourists'—coming to the region specifically for the event (from more than 50kms away) and staying overnight or longer. These people represented 8% of the sampled audience and were from a wide variety of regions including Melbourne and Sydney. Others attendees were at the event because they were on holidays (5.6%), or either on business or passing through (3.2%).

Furthermore it was established that 70% of the sampled audience at the Bleach Festival also attended one or both of the professional surfing contests which were held the week before and the week after Bleach. This suggests the event designers succeeded in developing an event which was attractive to the surfing event audiences. This was achieved by engaging with the existing subculture of surfing, and providing relevant music and art experiences. This type of augmentation strategy, which engaged with the sub-cultural values of participants, had been successful within the events such as the Noosa Longboard Festival

(O’Brien, 2007) and the Gold Coast Marathon (Green, 2001), but was unique in creating a new event for this purpose.

When asked specifically what they enjoyed the most at the event, the responses related to the music and entertainment (36.2%), with specific art (12.4%) but also about the community atmosphere (15.7%) that the event strived to achieve. Interestingly 6.4% mentioned the phrase surf culture in their response, while other responses related to food, and venues.

**Table 1 Most enjoyed aspects of the event**

Main theme	Theme %	Sample comments
Entertainment/music	36.2%	A great way to showcase music, art and surf culture Bringing acts/music together Love good music Summer surf films
Art	12.4%	All the inspiring art Artworks on display Getting local artists’ work out there Giving local talent exposure on the Gold Coast
Local surf culture	6.4%	It is surf culture not surf contests Really nice to take our visitors from abroad to, to show them surf culture Total immersion of surf culture
Community/atmosphere	15.7%	Good community vibe Community feel, not too big Promoting community

Survey respondents were asked to select one of three statements—or create one of their own—that best describes the Southern Gold Coast. The lifestyle of the audience, overall theme of the Bleach Festival, and the complementary surfing events being held in the area are likely to have contributed to the perception of the destination. The results indicate that the audience perceived the destination to be related to ‘surf and surf culture’ (36.2%), more than ‘art and culture’ (16.1%). But equally it is perceived as ‘a dynamic and exciting destination’ (32.3%). A further 15.4% created their own description of the Southern Gold Coast mostly relating to the ‘chilled’ or ‘relaxed’ atmosphere of the area.

***Artist development***

The degree to which the event adhered to the principles of fringe festival design seemed insignificant to many artists, who were more concerned with the role of the event in bringing together and showcasing the artistic talent in the community. The results suggest that events like Bleach are important to developing artists—giving them an opportunity to interface with visitors, showcase their work and to work collaboratively with other artists. The following testimonials from the participating artists convey this sentiment.

Bleach festival was a brilliant way to start the creative and cultural calendar. It was such an empowering way to start the year. It was great to feel the community coming together over art, surf and culture. (Artistic director-local arts organisation)

Furthermore, the importance of the event to the artists in the Gold Coast art community was clearly evident as a way to stimulate future cultural development as shown in these testimonials.

Bleach Festival is a great example of demonstrating what else the Gold Coast has to offer. Without events such as Bleach the culture of the Gold Coast will struggle to grow.  
(Independent Artist, Gold Coast)

Bleach Festival marks a vital development in the Gold Coast's future cultural identity. It provides the base into which and from which local artists and producers can connect to each other and their audience. These relationships will drive power of the arts in the region.  
(Artistic Director, Youth Arts).

The development of arts events clearly has the potential to contribute to the development of a local arts community, and yet this is often difficult to measure as easily as the visitation of tourists. As the Festival Director explains:

There is a real social impact that is not even measured, because that social impact leads on to economic impact. Because if you don't have people who want to live, or come here because there is a vibrancy about the place, then you won't achieve economic outcomes.

## Discussion

The research substantiates the evidence provided by Chalip (2004), Garcia (2001) and Green (2001) that augmentations to major events can enhance the attractiveness of the destination, and encourage extended visitation and expenditure. However there have been some critical elements in the design and governance of the event that have contributed to this success. Firstly, the design and operation of the event was undertaken by an economic development agency, whose purpose was to extend the economic benefits of the established major sports events by developing cultural activities and entertainment that would match the needs and identity of existing visitors. This has perhaps enhanced the success of the event, as the organisers of the sports event/s can focus on staging their event/s, while the entertainment is organised by a separate organisation with its own more localised objectives.

Secondly, the deliberate use of the Fringe Festival concept encouraged local artists to deliver the cultural elements which related to the theme of the surfing events. In this sense it was a deliberate strategy to allow local artists non-curated access to the major event market, and to develop authentic links to the local community. However, as described by the Festival Director, the concept of the Fringe also related well to other perceptual aspects of 'being on the fringe of other events', and being on the fringe of the sea. The extent to which the Fringe Festival was commercialised is subjective, however as described by the Festival Director a commercial outcome was definitely expected by the funding agency. While some elements were non-curated, others were highly curated to achieve a financial return.

The engagement of the local artists as a feature of the Fringe Festival event provides an example of how the social leverage strategy, posited by Chalip (2006), can be operationalised. The research has explored the tactical bases through which social leverage can be achieved via the connections to the subculture of the community through visual and performance art.

In support of the findings by O'Brien (2007) the augmentation strategy provided opportunities for visitors to surfing events to connect to creative elements of their subculture and reinforce their values, identity and interests in surfing and the ocean. Augmentation

strategies typically offer opportunities for participants to socialise, learn or achieve (Green, 2001), but also in this case, to reflect on the artists' interpretation of the same environment. Furthermore visitors to the region can better understand the local artists' response to the ocean and waves. This may create a stronger affective attachment to the destination, allowing visitors to feel an immersion in the sport through art.

Essentially research at this event has shown that a mutually successful augmentation strategy can be achieved where the art incorporates the sport's subculture, within its own community—being mutually successful for the local artist community and for the visitor. Furthermore, the study demonstrates that events that are temporally positioned in alignment with other major sports events may have success if they are relevant to the local culture or subculture. Other studies of sports events have suggested that augmentation of the event may occur by the sport event organiser (Green 2001, O'Brien, 2010) and within the existing event; however this study shows that new cultural events can be developed to augment the sports event and enhance the sports visitor experience.

Achieving this strategy however did present issues in measuring the value of arts and cultural development in conjunction with tourism. The event manager was required to provide evidence that the event delivered results related to tourism, economic development and arts development. Funding agencies such as Arts Queensland, Connecting Southern Gold Coast, Events Qld and other local sponsors all required different key indicators of success. This is a difficult task, and one that requires several research strategies for adequate data collection. While survey data can show who is coming to the event and estimate their expenditure, it is much more difficult to generate data to demonstrate the social and cultural value of the event, especially as these indicators may stretch beyond the timeframe of the event. Developing an event which augments major sporting events also creates issues in determining how much of the visitation and expenditure is attributable to each event, or to the bundle of events and other activities in the destination.

### **Conclusion and implications**

While Bleach was designed as a new fringe style arts event, it was also designed to augment the activities of the established international surfing contests held in the same destination. Deliberate augmentation strategies were undertaken to enhance the experience of visitors to the surf events, as well as to add cultural components to their destination experience. These strategies blended well with the existing branding of the surfing destination. In terms of tourism extension, Bleach was also designed to provide opportunities for visitors to spend money on entertainment and cultural industries, and to keep that expenditure within the economic region of the Southern Gold Coast.

The event however also achieved other social leverage goals, in providing opportunities for local artists to showcase their talents to a large visiting audience and connect with other artists. It was successful in tapping into the existing coastal and surfing subculture to present authentic local art and entertainment. The comments provided by both the local and visiting audiences indicate that this was a successful augmentation strategy.

The implications of this apparent success are relevant to a wide array of event, arts and tourism stakeholders including economic development agencies and tourism marketers. These organisations may see the rationale in developing cultural and artistic augmentations to sports events, in situations where there is a relationship between the sport and the physical environment. For example this may occur with regards to skiing and snow, mountain biking

and mountains, sailing and lakes, fishing and rivers. Further, by incorporating locally sourced artistic content into the program through a fringe-style event, the organisations may also achieve greater social leverage, and achieve greater community connection.

In terms of destination image, future research may also include media content analysis exploring the representation of the event/s and the destination in both traditional and social media. Analysis of news coverage and images from the events could yield insights into the representation of the augmentations to the main sports event, and its contributions to destination image.

The ability to extend and enhance the visitor experience in the destination through the development of event augmentation strategies warrants further comparative research in other destinations. Future research can determine other cultural and artistic augmentations which compliment sporting events, and explore other 'strategic and tactical bases for social leverage' (Chalip 2006, p.109). In particular qualitative research exploring the function of art and cultural entertainment in reinforcing sports subculture may yield greater insight into visitor motivations and expectations.

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# Role of perspectivism in ontology development to support community tourism event management

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## Abstract

Event management is a complex social process with concurrent interactions and interpretations. In community-event management planning, the participants' or actors' adoption of multiple perspectives concurrently affects their ability to employ holistic views of the target domain, to use common/standardised terminology and establish a multiple actor action plan. The value of ontologies in this context is to facilitate the development of shared meaning between actors, communicate shared goals and reduce the transaction costs with all forms of communication, both verbal and electronic.

One challenge in the building of a complex domain-ontology is the achievement of a degree of modularisation that is meaningful, self-consistent and relevant to domain users. The adoption of perspectivism is an approach by which modularisation of ontologies can be achieved using natural language sources and focusing on the meaningful exchanges of information between actors.

Recognition of the roles of the actors, their perspectives, their pluralistic beliefs and awareness of the context, and the interactions and networks of relationships, are all key to the ontology concept formulation process. An example of the ontology formulation process from a community-event case-study is presented in this paper.

## Introduction

Event management is a complex social process with concurrent interactions and interpretations. The value of a common terminology for event management has been identified by (Getz, 2008). To support a validated and unified Event Management ontology is required.

In tourism event management, identified perspectives are closely related to the dimensions of the management tasks identified by (Getz, 2008). To create an abstract ontological structure from the social process, the use of perspectives and the adoption of a social realism stance are considered essential (Keen, Milton and Keen, 2012).

As identified by (Hois, Bhatt and Kutz, 2009) the challenge of building large and complex ontologies for such domains requires a modular approach. Such modules need to be meaningful, self-consistent and of relevance to specific cohorts of users. The adoption of perspectives is an approach by which the objective of modularisation may be achieved, using a common bottom-up coding approach to ontology formulation, as discussed in this paper.

The primary case study in this research is a regional music festival. The voluntary management committee comprises eleven professionals, meets monthly and manages all aspects of the festival. The committee brings a broad range of skills and knowledge, and there has been a relatively high turn-over of members over the past twelve months, which is a common concern in a volunteer association with a single focus (Smith, 1994).

The narrative that arises from individual participants and from the chronological order of committee and sub-committee community-based activities form a rich source of natural language which reflects the discourse and the sense-making processes in which the event volunteer committee members engaged, while planning and administering an annual community event.

Coding of multiple committee meetings and individual interviews indicate that speakers commonly adopt up to three perspectives concurrently. These perspectives determine social interactions and the formation, breaking and reformation of sub-groups. Based on both shared and individual knowledge and experience, it is common for individuals in a sub-group to adopt a common perspective.

While perspectivism cannot fully resolve interoperability between ontological modules, it does provide a formal basis for the definition and clarification of a modular ontology that is segmented on the basis of the adoption identified perspectives of the participants. Roles of actors do not define the perspectives of the actor, but rather highlight the actor's existing knowledge and their intents underlying their interactions and interpretations, within the context of the meetings, discussions and documents gathered in each case study.

In the adopted ontology development methodology concepts are formulated using bottom-up coding, based on grounded theory approach (Ribes & Bowker, 2009). A reference lexicon Wordnet (Princeton University, 2010) is used to disambiguate and refine the conceptual codes. This coding process also facilitates the identification of the perspectives adopted by the actors. Perspective shifts often occur at topic shifts within the discourse being adopted. Recognition of the roles of the actors', perspectives and their pluralistic awareness of the context, the interactions and networks of relationships, are key to the ontology concept formulation process, as presented in this paper.

### **Illustration from the case study**

The following transcript is an illustration from the text of a committee meeting:

Speaker 1: Ah now this is a question that came though on the email, I think I can word it to you from the email from Susie about the middle pub. I think she is reluctant to put sound equipment in there.

Speaker 2: We've got to sort this out because we can't afford to lose a venue, it was really hard to fit everything in this year, and we can always shrink the festival again, you know that's the other option, go back to a smaller festival and have to turn ticket holders away.

One of the reasons why I'd be reluctant to have it as like a free venue, and just put on the new emerging and more amateurish acts there is because part of the whole idea of getting a lot more of those acts in was to bring families down to Town Name who would then buy tickets to see and [Speaker 1: That worked]

Speaker 3: I think it worked, we never really know whether these things work but I think that was one of the factors that got a lot more people along.

Speaker 4: So we've talked about the organisation touching, on the venues, um Green room at St James, just saying that's where the volunteers will be located.

The identification of perspective shifts in the management committee dialogue being analysed is a valuable tool in discerning the mereological structures present in the domain. Participants naturally use language that exhibits high degrees of cohesion within a particular

perspective, and relatively low degrees of coupling between episodes of apparent disjoint perspectives. For example, in the dialogue [resented in Stage 5 above, the speakers are apparently using different perspectives, and there is a low degree of coupling between the concept bases used by Speaker 1 and Speaker 2.

## **Conclusion**

Event management is a complex social process with concurrent interactions and interpretations. As (Hois et al. 2009) identified, the challenge of building complex ontologies requires a modular approach. The resultant modules need to be meaningful, self-consistent and relevant to cohorts of users. The adoption of perspectives is an approach by which these objectives of modularisation may be achieved, using a bottom-up coding approach to ontology formulation (Keen, Milton and Keen, 2012). Indeed, a semantic-based approach to ontology modularisation (Parent & Spaccapietra, 2008), derived from identified perspectives adopted by the speakers being analysed has enabled the researcher to produce a domain ontology that is:

- immediately recognisable by the participants because its development is grounded in the dialogues captured from these participants
- interoperable with other reference ontologies, such as project management, business management and marketing ontological, because the concept formulation and ontological refinement processes employ a lexicon Wordnet, (Princeton University, 2010) to disambiguate concepts, and reference ontologies to reify these concepts, and
- modularised according to the perspectives apparent from the participants' dialogue. By categorising these perspectives according the framework presented by Getz (2008), the resultant ontological modules are naturally aligned with the reference ontologies.

The ontology development methodology adopted in this research is a grounded concept formulation, categorisation and modularised ontology formulation process, which is driven by event management actors' perspectives. This ontology development process aims to disambiguate natural language to identify the abstract concepts and identify the ontological relationships.

The participants' ability to adopt multiple perspectives concurrently supports their ability to employ holistic views across multiple domains, and to use common/standardised terminology and plan action across these domains. A recognition of the distinct roles and perspectives of the participants, and their pluralistic awareness of the context, interactions and networks of relationships, are keys to the ontology concept formulation process in this research.

The pluralistic basis of this research recognises that no single ontology/terminology would be accepted to all, so is appropriate for the whole of event management

## **Future work**

Future work will involve the validation of the ontological outcomes of this case study, with the other event management experts within a wider context and across a wider range of case studies. The interoperability of modular domain ontologies, based on the interpretation of perspectives, requires further exploration and refinement.

Comparative analysis of the outcomes of this ontological development methodology with the outcomes of other approaches to ontological modularisation would also yield further insights into the effectiveness and potential for generalisation of the current approach.

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# **When the spin stops ... its more than a bike race: an exploratory study of the role of a sport tourism event, the Tour Down Under, in building social capital in rural South Australia**

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## **Abstract**

Sport and tourism can play a major role in the bringing together of communities. The social cohesion that emanates from this interaction can make an important contribution to life in general, but rural life in particular in South Australia. Some towns have been struggling in recent times with high out-migration, bad seasons, loss of services and general low morale. A sport tourism event could well be seen as a fillip for the community and this study looks at seven towns and the role a particular sport tourism event, the Tour Down Under (TDU), plays in building the social capital of the community involved.

Many studies concentrate on the economic impact of sport tourism events but fail to contemplate the social impacts which can be just as important and meaningful for those involved. The economic rationalists of the world want to dissect, measure, plot, and statisticalise the figures from countless economic studies. But what really happens to the people who are actually running the events, staffing the information booths, intersections and generally freely giving their time and effort for the successful conduct of these events?

**Keywords:** sport tourism events, social capital, rural

## **Introduction**

In early 1980 an audacious move by a group of forward thinking Adelaide business people proposed to the Federation Internationale de l'Automobile(FIA) and the Formula One Constructors Association (FOCA), to run a race as part of the 1985 Formula One series. This bid was successful and Adelaide revelled in the party atmosphere under the marketing title of 'Adelaide Comes Alive' for many years. The Australian Grand Prix ran until 1995 when a bitter bidding war broke out and eventually Melbourne won the rights to stage the event.

The hunt then began to stage events that would eventually replace this Major Event and a series of events grew with the Clipsal 500 (part of the V8 Championship Series) and the Tour Down Under (TDU) commencing in 1999. It has grown in both status and spectator appeal since then with particular spikes in media attention and attendance after Lance Armstrong made a comeback in 2009 at the TDU.

The TDU is a series of events and stages loosely called 'The Festival of Cycling' which comprises five stages starting in metropolitan Adelaide and finishing at five different rural towns during the course of the week long race. The research looks at seven towns that have been involved in the finish and/or Community Challenge event which runs on the Friday of the weeklong festival and

## Methodology

Seven rural towns in South Australia, the scene of recent involvement with the Tour Down Under cycling race, were chosen for the research. A leading figure involved in the event, the so called bellwether, from each town was interviewed to gauge if the event helped improve community pride, developed networks, helped reciprocity and generally raised the morale of the community. Then utilising the snow-ball sampling procedure 2–3 groups from each of the seven towns were ‘nominated’ and were involved with in-depth largely unstructured interviews to see what their reaction was to the same sorts of measures. These interviews were conducted over a period of five months before, during and after the 2012 event. They comprised of Local Government employees, service and sporting groups, local Progress or Community Associations and Business Trader groups. Media reports and any available Local Government or State Government reports were also investigated as part of the research into the event and how it contributed to building social capital within the towns involved. The 27 different interviews (12 bellwethers and 15 focus groups) represented a total of over 80 people interviewed. These interviews were taped, coded and analysed and formed the basis for the findings.

## Conclusions and implications

What was found was this event, the TDU, contributed to the building of bonding social capital in the communities investigated but had a negligible effect on the bridging social capital. There was certainly a propensity to view the TDU in a favourable light but much more could be done to fully engage the community and act as a strong catalyst to develop social capital in a more holistic and sustainable manner. Several of the common findings that emerged were the lack of consultation with the local community and the need for great integration with the community in order to maximise the opportunities presented to these rural towns. Far too often the finding of the local community being ignored in favour of the logistical or operational elements of the TDU was evidenced.

Another common theme was the failure to fully leverage off the event and the tourists that were attracted to the rural finishes did not stay locally and were gone within a half hour of the finish. Those towns that spent money on the local community through festivals or events, catering to both tourists and locals, were much more successful in attracting volunteers and community support. Several towns had such events discontinued for budgetary reasons and this was felt by the locals as a slight to their involvement and worth. No effort was made by the event owners, the SA Government through Events SA, to use local suppliers, train or encourage volunteers or effectively engage the community in pre-planning and involvement. This was a disappointment to many and signs of waning support were evidenced as a result.

After closer, more in-depth investigation it can be demonstrated that sport tourism events play an important role in creating ‘social capital’ and helping communities develop trust, openness and respect for different individuals and groups. This is contingent however, on strong local leadership and open and transparent communication. These events may not be the panacea of all ills but they can possibly go a long way to alleviating some of the rural malaise and feelings of isolation they are feeling at this present time.

However much more needs to be done in this area to accurately measure social capital and the role that sport tourism events could contribute more to the community strength and social cohesion.

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# An event design body of knowledge research framework

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## Abstract

The emergence of event design as an area of academic research within the broader field of event studies has led to a number of authors attempting to define event (or experience) design and to describe its ontological and conceptual basis (Berridge 2007 & 2012, Brown 2005, 2010 & 2012a & 2012b, Getz 2007, 2012a & 2012b, Getz, Andersson & Carlsen 2010 and Kerle 2005). This research is an exploration of current thinking on the emerging paradigm of event design and its role in influencing audience behaviour at planned events for the delivery of successful event outcomes for both audiences and stakeholders (Brown 2012b, Kendrick & Haslam 2010, Morgan 2006, 2007 & 2008, Morgan et al 2010, Nelson 2009, Pullman & Gross 2004, Ralston et al 2007 and Ryan 2012). The paper reviews the existing literature and discusses emergent theoretical constructs pertaining to the investigation of the audience experience and its implications for the design and management of events. Event Design principles and techniques are discussed and how these may be applied to influence the behaviour of, and the experiential outcomes for, the audience. A framework for an event design body of knowledge that synthesises the existing research and the theoretical and applied approaches taken by authors, researchers and current practitioners in the field (see for example Berridge 2007 & 2012, Brown 2004, 2005, 2010 & 2012b, Kerle 2005, Pettersson & Getz 2009, Shedroff 2009 and Silvers 2009 & 2012) is proposed as a precursor to a conceptual model.

A planned event is ‘an experience that has been designed’ and there is purposeful action undertaken by the event designer to achieve the desired outcomes for that event through the creation and staging of the ‘individual and collective experiences of the audience or participants’ (Getz 2012, p.8). To design an event experience successfully requires a more complete understanding of the audience member or participant. This understanding includes, but is not limited to: knowledge of the predispositions of the audience; the physiology of the human body and, in particular, the human response via the five senses to stimuli; and knowledge of range of discipline areas (for example anthropology, sociology, philosophy, religious studies and psychology (Getz 2012, pp.74–104). This event design body of knowledge can be considered part of the lifelong learning required of the event designer to ensure that the audience member is captured and engaged and that the ‘event designed experience maximises the effectiveness of communication with the audience and as a consequence increases the potential for the event to meet and exceed its stated aims and objectives’ (Brown 2012a, p.222). Table 1 is an example of the research framework for the development of an event design body of knowledge. In this example, a single parameter of the framework (in this case the foundation discipline of psychology) is extended through sub-disciplines, themes and sub-themes. Each successive layer provides increasing insights into the specifics of an event design approach and, additionally, provides more direction for further research and investigation.

**Table 1 Research Framework for the Event Design Body of Knowledge (Part A)**

Foundation disciplines: Anthropology; Sociology; Philosophy; Religious Studies; <i>Psychology</i>		
Sub discipline: Psychology <i>Environmental Psychology; Social Psychology; Cognitive Psychology</i>		
Theme: Environmental Psychology sensation; perception; transaction; habituation; orientation; <i>spatial layout</i> ; structure matching; etc ...	Theme: Social Psychology role theory; <i>motivation</i> ; social identity theory; role-identity theory	Theme: Cognitive Psychology 'flow' or optimal experience; perception; experience; memory; <i>thinking</i>
Sub theme: Spatial Layout <i>aesthetics</i> ; modelling; prompts; barriers	Sub theme: Motivation hedonic enjoyment; social interaction; <i>symbolic meanings</i> ;	Sub theme: Thinking problem solving; creativity; <i>judgment</i> ; wisdom
Sub theme: Aesthetics formal; symbolic	Sub theme: Symbolic Meanings	Sub theme: Judgment autotelism;

Sources: Bell et al 2001, Benckendorff & Pearce 2102, Csikszentmihályi 1990, Getz 2012a

Once each of the foundation disciplines are 'captured' in this manner, the framework can be further extended to include other theoretical constructs and discourses including: audience predispositions (Brown et al 2012); event design principles (Brown 2010); experience consumption (Kim 2011); and the psychosocial, biomedical and environmental domains (Arbon 2004; Hutton, Zeitz et al 2012). Predispositions are those elements that the audience brings with them to the event, which may include: their cultural background (or 'cultural baggage'); socio-demographic and psychographic factors; their expectation of and anticipation for the event based on prior experiences and/or the event's marketing messages; and even the level and kinds of drugs or alcohol that they may have consumed immediately prior to attending the event (Hutton, Brown et al 2012). The first five event design principles (scale; shape; focus; timing; and build) were identified in 2004 (Brown and James 2004) and have since been expanded to include emotion, meaning, authenticity, narrative and surprise (Moital et al 2009, Reizenzein 2000). These techniques are part of the design of the experience and impact on an audience via the five senses (Coren, et al. 2004; McClelland 1985; & Winston 2004) to influence and modify the experience, the audience response and, often, the audience's behaviour. Each of these techniques is compiled into a 'toolkit' which can be applied by the event designer within the context of the event concept and desired aims and outcomes. The psychosocial, biomedical and environmental domains originally appeared in the medical literature related to mass gatherings (events) and are an attempt to identify factors that impact physiologically and psychologically on audiences leading to negative consequences such as injury and patient presentations at first aid outlets at events and event transport to hospital. For the first aider, for example, arousal levels (in the psychosocial domain) might indicate the stress levels of an audience member within a mosh pit at a concert. For the event designer that same data that is captured provides insights into how a particular design technique might be operating on an audience.

Table 2 is an example of how these extensions follow on from the previous research and thinking, together with an indication of the stage of an event that this knowledge might apply or can be applied, namely: pre-event; during the event; or post-event.

**Table 2 Research Framework for the Event Design Body of Knowledge (Part B)**

Foundation disciplines: Anthropology; Sociology; Philosophy; Religious Studies; <i>Psychology</i>		
Sub discipline: Psychology <i>Environmental Psychology; Social Psychology; Cognitive Psychology</i>		
Theme: Environmental Psychology sensation; perception; transaction; habituation; orientation; <i>spatial layout</i> ; structure matching; etc ...	Theme: Social Psychology role theory; <i>motivation</i> ; social identity theory; role-identity theory	Theme: Cognitive Psychology 'flow' or optimal experience; perception; experience; memory; <i>thinking</i>
Sub theme: Spatial Layout <i>aesthetics</i> ; modelling; prompts; barriers	Sub theme: Motivation hedonic enjoyment; social interaction; <i>symbolic meanings</i> ;	Sub theme: Thinking problem solving; creativity; <i>judgment</i> ; wisdom
Sub theme: Aesthetics formal; symbolic	Sub theme: Symbolic Meanings	Sub theme: Judgment autotelism;
Predispositions: culture; sociographic; psychographic;	Predispositions: culture; demographic; sociographic; psychographic; anticipation; expectation;	Predispositions: culture; demographic; sociographic; psychographic; anticipation; expectation; physiological
Event Design principles: focus; scale; shape;	Event Design principles: build; narrative; emotion; authenticity; surprise	Event Design principles: focus; shape; timing; build; narrative; emotion; authenticity; surprise
Experience Consumption: pleasure; aesthetic appreciation; symbolism	Experience Consumption: pleasure; aesthetic appreciation; symbolism; play; emotion	Experience Consumption: pleasure; aesthetic appreciation; symbolism play; emotion
Domain Impacts: Psychosocial, Environmental	Domain Impacts: Psychosocial	Domain Impacts: Psychosocial, Environmental, Biomedical
Event Phase: Event	Event Phase: Pre-Event; Event; Post-Event	Event Phase: Pre-Event; Event; Post-Event

Sources: Arbon 2004; Bell et al 2001, Benckendorff & Pearce 2102, Brown 2010, Csíkszentmihályi 1990, Getz 2012a, Hutton, Brown et al 2012; Hutton, Zeitz et al 2012, Kendrick & Haslam 2010, Kim 2011, Reizenzein 2000.

Even in this brief example of just one of the five foundation disciplines being extended across the framework, the details are certainly not exhaustive, but they do give an indication, at least, of the complexity of the event body of knowledge that underpins any examination of the designed experience. While professional practitioners (who may also be academic researchers) observe the impacts of their designed experiences on their audiences there is a gap in the event management literature (and a consequent paucity of 'hard' data) to support these observations. The event design body of knowledge research framework outlined above provides clues that data may well exist from other disciplines and certainly the discussion around event design principles and techniques is well supported by evidence from other fields (see, for example Berridge 2007 and Brown 2010). Since 2007, however, a range of new research methods have been proposed and trialled to investigate audience behaviour and the audience experience at events, for example: the Audience Response Tool; Peak Experience

Research; Experience Tracking; MyServiceFellow mobile ethnography; the FESTPERF scale; and the Integrated Data Survey System (IDSS) (Brown 2012b, Glass et al 2007, MyServiceFellow 2012, Pettersson & Zillinger 2011, Tkaczynski & Stokes 2010). The IDSS, for example provides event design researchers with real time tracking of audience movements (via GPS) on the event site matched with the arousal rate (physiological response) of individual members of the audience, through bio-medical data collected about galvanic skin response, respiration rate, heartbeat, and the rate of sweating. Together with participant observation, interviews, surveys, photographic, video and meteorological evaluation of the event site—all compared and matched to the event’s design, program, and setting—the IDSS collects over 200 different points of data at any given event and combines a range of research methodologies to do so. The data collected from and about audiences undergoing the experiences that have been designed for them will provide the clearest insights yet into how audience behaviour responds to (and can be influenced and modified by) the intervention of event designers, both at the conceptual development and planning of the event and proactively at the event in real time. Combined with a comprehensive understanding of the event design body of knowledge, the opportunity to develop a comprehensive conceptual model becomes a reality.

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## **Sport participation legacy and the hosting of mega-sport events in Australia**

**Dr Stephen Frawley**

The legacy of a mega-sport event, such as the Olympic Games, in a host nation or city can take many forms. These can include non-sporting gains such as new urban infrastructure, increased tourism, and associated economic development. Sport related benefits can include the development of new facilities, reinvigorated sporting organisations, modern sports equipment and potential increases in community sport participation. This paper is focused on this last idea, exploring the impact hosting mega-sport events have had on sport participation in Australia over the past 12 years. The study explores three recent events, the Sydney 2000 Olympic Games, the 2003 Rugby World Cup, and the 2006 Melbourne Commonwealth Games. While some studies have suggested that sport participation did increase in Australia following the staging of the 2000 Olympics, the failure of associated organisations to maintain consistent data collection makes it difficult to support this conclusion. Post 2000, the development of a more consistent data collection system and the increasing discourse surrounding the concept of sport participation legacy, it is now possible to examine sport participation trends with more certainty.

# Large scale sporting events and education for sustainable development—case of the Melbourne 2006 Commonwealth Games

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This study explores the relationship between large-scale sporting events (LSSEs) and education for sustainable development (EfSD) from the perspective of the host communities in which they take place. Over the past decade there has been an increasing acknowledgement by both the owners of these types of events and their hosting communities that they offer meaningful opportunities to engage in practices linked to EfSD. This acknowledgement, however, has not been accompanied by any discernable interest by researchers. This enquiry goes some way towards redressing this situation and in so doing provides a platform upon which future research in this area can be built. Additionally, its findings are intended to be of value to communities who are bidding for, or hosting, LSSEs. A case study-based explorative research approach was employed utilising the 2006 Melbourne Commonwealth Games (MOG). This event was chosen in part because its practices in the sustainability area are generally well documented, but more importantly because its efforts to pursue a sustainable development agenda, inclusive of EfSD elements, offers meaningful lessons for LSSEs more generally that seek to pursue such an agenda. The study draws upon: the limited literature associated with sustainable development and LSSEs; secondary data in the form of reports, studies, audio visual and other material; and personal interviews. The enquiry concludes that the process of EfSD in the context of the MCG was: dominated by the government sector; involved a diverse range of programs and initiatives; was largely of an informal educational nature; and impacted, to varying degrees, organisations, groups and individuals across the community. The EfSD process was also found to have been influenced by a number of factors, with some serving to strengthen the process, while others acted as constraints upon it. Additionally, the study identified a number of host-community EfSD legacies, along with the potential for such legacies to extend to non-hosting communities.

**Keywords:** Sustainable development; Education for Sustainable Development; Legacy; 2006 Melbourne Commonwealth Games

## Introduction

The concept of sustainable development emerged in the 1970s and 1980s. Its origins lay in concerns within industrialised nations that patterns of production and consumption were not sustainable in terms of the earth's capacity to support them. Today, the challenge embodied in the concept of sustainable development represents, as Kofi Annan, former Secretary General of the United Nations, noted, 'our biggest challenge in this new century ...' (UNESCO, n.d., p. 2). Education plays a central role in humanity's response to this challenge, as is evidenced by the UN General Assembly's declaration of the *Decade of Education for Sustainable Development* (2005–2014). In the Australian context this role has also been acknowledged in various planning documents that have been developed at the federal level (e.g. *Living Sustainably: the Australian Government's National Action Plan for Education for Sustainability*, 2009) and the state level (e.g. *Learning for Sustainability—New*

*South Wales, 2006; Learning to live sustainably: Victoria's approach to learning-based change for environmental sustainability, 2005a*). These documents explicitly recognise that education for sustainable development (EfSD) can occur in a multitude of non-institutional settings. It is the intent of this exploratory study to examine one such setting, large-scale sporting events (LSSEs).

Over the past decade there has been an emerging acceptance by both sporting bodies with ownership of LSSEs and the communities which host them that these events have the capacity to be leveraged for EfSD purposes. This acknowledgement, however, has not been accompanied by any discernable interest by researchers in the process of EfSD through the medium of such events. This paper seeks to explore this linkage by examining the nature of the EfSD process associated with one such event—the 2006 Melbourne Commonwealth Games (MCG). This event was chosen as the focus of this paper as it represents one of only two LSSEs (the other being the 2000 Sydney Olympic Games) that have taken place in the Australian context that have made a significant effort in engage with a sustainable development agenda, inclusive of EfSD, and as such offers what Stake (1994, p. 243) describes as ‘the opportunity to learn’ about a matter where research and theory are lacking.

## **Study background**

### ***Education for sustainable development***

The concept of sustainable development gained increased currency internationally after the United Nation's Earth Summit in 1992. This event saw 178 nations commit to a sustainable-development action plan (Agenda 21). This plan explicitly acknowledged the importance of education to efforts in this area noting that it was:

‘... indispensable to changing people's attitudes so that they have the capacity to assess and address their sustainable development concerns. It is also critical for achieving environmental and ethical awareness, values and attitudes, skills and behaviour consistent with sustainable development and for effective public participation in decision making’ (United Nations, 1993, p. 583).

While such statements make clear the importance of education in the process of sustainable development, the concept of education for sustainable development itself, remains ill defined. A review of the many definitions proposed by various organisations and researchers (e.g. Sterling/EDET Group 1992, p. 2; Department of Environment and Heritage, 2009; UK Sustainable Development Education Panel, 1998, n.p; Fein, 2001, p. 6; New Zealand Parliamentary Commissioner for the Environment, 2004, p. 15; UNESCO, n.d. (d)) indicates that there has been a movement over time in how the concept is perceived. Initially the concept was concerned simply with knowledge, attitudes and values as regards the environment. More recently this focus has been expanded to include the engagement of individuals and organisations in a dialogue around social change for sustainability (e.g. Department of Environment and Heritage, 2007, p. 4; Australian Research Institute in Education for Sustainability, 2009, p. 3; Heck, 2003). Indicative of such later definitions is that proposed by Fein (2001, p.6).

‘Education for sustainability integrates ecological thinking and the wise use of natural resources—conservation—with the equally important concerns of social, economic and political sustainability. The aim of education for sustainability is to develop skills that can enable all citizens and, through them, our social institutions, to play a role in the transition to sustainability. As such, it encompasses a vision for society that is not only ecologically sustainable but also socially, economically, and politically sustainable.’

These more recent perspectives on the concept of EfSD cast it as a multi-faceted educational process that seeks to develop a community's capacity to link economic, political and social processes to the imperative of ecological sustainability. At its base, it can reasonably be argued, such a process requires awareness, understanding, and a capacity to engage with sustainable practices, as well as attitudes and behaviour conducive to such engagement. At a higher level, it requires citizens to have the skills and knowledge necessary to challenge and reshape their societies in order to make them not only more sustainable environmentally, but also economically and socially. Where the EfSD efforts of 'one-off' LSSEs fit within this continuum is a matter that this study will seek to provide insights into.

### ***Sport and sustainable development and education for sustainable development***

The link between sport and sustainable development has only recently begun to be explored by researchers, with Lenskyj noting that prior to 1998 this association had received little attention in the academic literature (1998, p. 341). This situation did not change significantly over the following decade with Mallens, Stevens and Adams (2011) concluding that the relationship between sport and the environment remains a little explored area. While acknowledging this, the intervening period did see some progress in the exploration of various aspects of this association. Specifically in the context of LSSEs these aspects included: LSSE sustainability planning (e.g. Holden, MacKenzie & VanWynsberghe, 2008); the connection between LSSE and host-community sustainable development reforms (e.g. Beyer, 2006; Shipway, 2007); LSSEs and their environmental legacies (e.g. Timashheva, 2000); the use of sustainable practices by specific types of sporting events (e.g. Berridge, 2004); and the environmental challenges generated by LSSEs (e.g. Roper, 2005). While some of these writers noted in passing the value of LSSEs as agents for environmental awareness raising and/or environmental education more generally, this acknowledgement was not accompanied by any detailed discussion. Several reasons for this lack of discourse concerning LSSEs and practices aligned to EfSD can be postulated. It might be because this linkage is viewed as being constrained to basic awareness raising and little else, and therefore is regarded as being of negligible research interest. Or perhaps, as the researcher believes, writers in this area have focused upon the more obvious and 'tangible' sustainable-development issues associated with LSSEs, such as those relating to infrastructure design and construction, operational practices and environmental impact management. This focus in turn may have served to deflect attention away from the more subtle and intangible area of EfSD and the associated areas of awareness raising, knowledge and skills development and attitude and behaviour change.

While researchers have neglected the relationship between sport and sustainable development, and more specifically, sport and EfSD, various organisations, event 'owners' and host communities have acknowledged and sought to develop practices that align with it. The United Nations Environment Program (UNEP), for example, has developed a long-term strategy on sport and the environment ('*Michezo*') (UNEP, 2003). This strategy seeks to promote sustainable development through sport and in so doing leverage the 'popularity of sports to promote environmental awareness and respect for the environment amongst the public, especially young people' (UNEP, 2003, p. 1). The Council of Europe's *Code of Sustainability in Sport* also recognises the power of sport in this area and calls for, amongst other things, the development of curricula and the creation of information packs for environmental education (Council of Europe, 2000, n.p.). Green Cross Spain (an environmental non-government organisation—NGO), provides a further example of a body that has acknowledged sport's potential to be an agent for EfSD. This body joined with the Spanish Ministry for the Environment, the Spanish Olympic Committee and the Spanish

Biodiversity Foundation to produce the *Spanish National Strategy on Sport and Sustainability*. This strategy sought to develop an understanding of sustainable development within sporting bodies, as well as the capacity of sport to raise environmental awareness in the broader community (Green Cross Spain, 2007). Other NGOs are also observed to have been active in seeking to further develop the relationship between sport and EfSD. The Global Sports Alliance, for example, is dedicated to promoting environmental awareness and action through sport (Global Sports Alliance, 2010). The environmental NGO's Greenpeace and the World Wildlife Fund (WWF) have also played an active role in providing input into and/or making assessments of the environmental component of summer and winter Olympic Games, including elements that can be linked to EfSD (WWF, 2004; WWF, 2007; WWF, 2010; Greenpeace, n.d (a)). In Greenpeace's case it explicitly sought to leverage the Olympic Games in Beijing in 2008 to raise public environmental awareness and promote an environmentally friendly lifestyle in China (Greenpeace, 2008).

Through their policies, declarations and practices, it is evident that some sporting organisations appreciate the role sport can play in broader societal efforts directed at sustainable development. Of particular note in this regard has been the progressive engagement of the International Olympic Committee (IOC) with the concept of sustainability. This engagement can arguably be traced back to its signing of the Earth Pledge in 1992, a document which emerged out of the Earth Summit in Rio de Janeiro that same year (Ottesen, 1998). The involvement of the IOC in this area has become deeper over time, as is reflected in its decision to create a Sport and Environment Commission, which, since its establishment in 1995, has conducted more than ten regional seminars and nine World Conferences (IOC, 2011). The IOC's has also acted to change its charter to make the environment the 3rd pillar of Olympism (the others being sport and culture) (Moses, 2007).

The IOC has not been alone in recognising the potential benefits LSSEs offer for EfSD. The Commonwealth Games Federation (CGF), the organisation with responsibility for the event which is the focus of this study, has in recent years incorporated into its *Candidate City Manual* for bidding cities a requirement to provide information on environmental awareness programs that they intend to link to the event (CGF, 2005, p. 47). Yet another major sports body that has been active in this area is the Fédération Internationale de Football Association (FIFA). Beginning in 2006, FIFA introduced an environmentally focused program of actions entitled *Green Goal*, which they developed in concert with the United Nations Environment Program. The latest iteration of this program (in association with the 2010 FIFA World Cup in South Africa) included a component on environmental education and public awareness (City of Cape Town and FIFA, n.d.).

It is also observed that LSSE host communities do not necessarily need to be 'pushed' by event owners in order to leverage such events for sustainable-development purposes. The Government of Macao, for example, when hosting the 4th East Asian Games in 2006, faced no requirement by the event's owner, the East Asian Games Association, to engage in an environmental program; nonetheless, it acted to do so. Significantly, from an EfSD perspective, an aspect of this program involved showcasing environmental best practice and raising environmental awareness in order to encourage a 'greener' and healthier lifestyle amongst its citizens (Global Forum for Sports and the Environment, n.d.). As this example indicates, some host communities now view LSSEs as a vehicle through which they can progress their ongoing efforts at sustainable development and, associated with this, EfSD. The extent to which the LSSE host community that is of interest in this study adopted such a view is a matter that this enquiry will seek to provide insights into.

### ***The Commonwealth Games and Education for Sustainable Development***

The Commonwealth Games (CG) is a multi-day sporting event open to nations who are members of the Commonwealth<sup>1</sup> (Insight Economics, 2006, p. iii). Ultimate responsibility for the conduct of this event rests with the Commonwealth Games Federation (CGF)<sup>2</sup>. In order for a city to host the CG, it must engage in a competitive bidding process based upon a defined set of criteria provided by the CGF. Significantly, from the perspective of this study, these criteria necessitated little by way of response from cities bidding for the 2006 event as regards their proposed efforts in connection with sustainable development, including any initiatives linked to education for sustainable development (EfSD) (Australian Commonwealth Games Association and the Melbourne 2006 Commonwealth Games (MCG) Bid Pty Ltd, 1999, section M, p.8). This lack of engagement with the concept of sustainable development, or more specifically from the viewpoint of this study, the environmental component of this concept, is also evident in the CGF's constitution. At the time (1999) of the State of Victoria's successful Commonwealth Games bid, this document made no reference to sustainable development or to the environment in general, a situation that has changed in more recent times with the bid document for the 2018 Commonwealth Games containing a section dealing with environment, sustainability, legacy and meteorology (CGF, 2012). Commonwealth Games host nations, prior to the conduct of the MCG, also appear to have made little effort to independently pursue an environmental agenda through their delivery of the event. The final report of the Manchester 2002 Commonwealth Games, for example, refers to the environment only in the context of waste management, and limits discussion of environmental education matters to this narrow context (Manchester Commonwealth Games, 2002, p. 93).

The above discussion would suggest that the decision (discussed later in this paper) by the Victorian Government to pursue an environmental agenda through the CG, inclusive of practices linked to EfSD, meant that it faced two initial challenges. Firstly, the event owner's lack of focus on this area meant it had provided no meaningful direction or guidance regarding how it might engage with a sustainability program through the event. Secondly, no substantial insights were available to it from past Games as to what environmental strategies and practices it might seek to employ.

#### **Study goals and conceptualising the EfSD process**

This enquiry seeks to explore the potential LSSEs possess as agents for progressing their respective host community's EfSD agenda. With this intent in mind a 'best practice' case study approach has been employed utilising the MCG, an event that sought to embrace a broad ranging sustainable development agenda, inclusive of EfSD elements. Specifically, this study seeks to provide insights into: stakeholders in the LSSE EfSD process; types of programs and other initiatives that can be linked to EfSD along with their beneficiary groups; factors that may serve to facilitate or hinder efforts to progress an EfSD agenda via a LSSE; and the nature and extent of host community EfSD legacies that can result from a LSSE.

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<sup>1</sup> The Commonwealth is a voluntary association of 54 countries with a collective population of over 2 billion people. (CGF, 2009)

<sup>2</sup> The Commonwealth Games Federation (CGF) is an arm of the Commonwealth, an association of 71 nations with a total population of some 2 billion people. The CGF's role is to direct the development of the Commonwealth Games, which is conducted on a four-yearly cycle. In performing this function it allocates the Games to a Commonwealth member eight years prior to its delivery date via a competitive bidding process involving its affiliated national Commonwealth Games Association (CGA) members. Additionally, it has the broader role of assisting with the development of sport throughout the Commonwealth (CGF, 2005).

## Research approach

Given research and associated theory were found to be lacking in the context of the matters that this study seeks to address, an exploratory research approach (see figure 2) was employed utilising a single case study with the capacity to provide meaningful insights into the issue at hand. Case studies used in this way can be classified as ‘instrumental’ in nature in that the case itself is of secondary interest, with their examination serving to advance understanding of a broader issue—in this case EfSD in LSSE settings (Stake, 1994, p. 237). More specifically, they can also, as is intended here, improve the reasoning of those intending to achieve outcomes in a given area in similar contexts (Stenhouse, 1985, p. 49), and provide a significant ‘*opportunity to learn*’, concerning the phenomena of interest (Stake, 1994, p. 243). This capacity lies in their ability to be used to disseminate innovative practice, as well as to provide critical and comparative analysis (OECD, 1999, p. 23).

In seeking to learn from the MCG case study, multiple sources of information or interpretations were engaged with. This enables, as Liddell notes,

‘... a wide range of issues to be addressed and ensures the development of converging lines of inquiry, hence methodological triangulation ... This means the research findings are likely to be more convincing and accurate, thereby increasing its validity as the research has been based on several different sources of information.’ (2002, p. 61)

These multiple sources of information included a range of secondary data sources, specifically documentary, audio-visual and archival records which collectively provided a rich source of information about the case. In most instances these data sources were in the public domain and were able to be accessed via libraries, websites or online databases. Access to some secondary data, however, needed to be negotiated. Information gained from these sources were used to provide input into the study itself, and was also used to stimulate paths of inquiry that were later explored through personal interviews.

Due to the previously noted lack of prior research, and published material more generally, concerning the link between LSSEs and EfSD, personal face-to-face interviews contributed significantly to this investigation. Data gathered in this way was used to expand upon documentary evidence, gauge its ‘truth’ and provide a critical perspective of it (Gillham, 2000, p. 62). Additionally, interviews were used to identify sources of information beyond those that had previously been drawn upon.

The approach used to select interviewees can be classified as purposeful, strategic or judgement based and as such sought to identify and interview individuals with the best capacity to inform the study (Neuman, 2003, p.213). In the first instance these individuals were identified using the data sources noted previously. Later, informants themselves were asked to suggest other individuals that they believed could inform the research, a technique Patton (2002, p. 194) describes as ‘snowballing’. While this technique often resulted in those already identified being named, it nonetheless did serve to expand the pool of interviewees beyond those generated from secondary sources. In total nineteen (19) people were interviewed. The list of interviewees and their titles/positions at the time of the MCG is provided in Table 1.

**Table 1 Melbourne 2006 Commonwealth Games interview list<sup>3</sup>**

Name	Position at time of Melbourne Commonwealth Games
Cheryl Batagol	Member, Environment Committee, Melbourne Commonwealth Games and Chair, Melbourne Water
Sheridan Blunt	Savings in the City: Green Hotel Program Project Co-ordinator, City of Melbourne
Dr Michael Buxton	Member, Environment Committee, Melbourne Commonwealth Games and Associate Professor Environment and Planning, RMIT
Lucy Callaghan	Program Manager for Environment, Office of Commonwealth Games Co-ordination
Karen Cosson	Litter Champion, Victorian Litter Action Alliance
Christine Forster (AM)	Member (Chair), Environment Committee, Melbourne Commonwealth Games, and Deputy Chair, Victorian Water Trust Advisory Council
Rob Gell	Environment Ambassador, Commonwealth Games and Executive Chairman of Access Environmental Pty Ltd
Marcus Godhino	Member, Environment Committee, Melbourne Commonwealth Games and Executive Director, Environment Victoria
Debra Gonsalvez	Manager Renewable Energy, Department of Sustainability, State Government of Victoria
James Holgate	Manager Communications, Toyota, Port Melbourne
Naomi Lind	Program Development Officer, Commonwealth Games, Department of Education
Gillian McDonald	Co-ordinator, Our River Our Games Program, Melbourne Water
Kate Mckeand	Project Officer, Environment Program, Office of Commonwealth Games Co-ordination
David Meiklejohn	Manager TravelSmart, Dept. of Infrastructure, Victoria
Patrick Ness	Architect and Design Director, Cox Architects
Kendrea Pope	Manager, Education Program, Office of Commonwealth Games Co-ordination
Rose Read	Team Leader Community Programs, Sustainability Victoria
Jenny Sams	Director, Office of Commonwealth Games Co-ordination
Adrienne Stephens	Executive Officer, ECO-Buy, Victoria
Hugh Wareham	Director, Office of Victorian Commissioner for Environmental Sustainability

Collectively information gathered in the context of the case served as its case record (Patton, 2002, p. 449). This record contained material drawn from primary and secondary data sources (see Figure 2). The case record was constructed so a chain of evidence would exist to link the research questions, the data collected and the study's conclusions (Yin, 2003, p. 105). This process involved taking large amounts of information and making sense of it in terms of its meaning within the context of the study. To achieve this outcome deductive analysis was employed whereby data were interpreted using the study's research questions as the framework (Patton, 2002, p. 453; Miles & Hubberman, 1994, p. 58).

Host-community EfSD through the medium of LSSEs has been conceived of in this study as a multi-stakeholder process. Developing insights into who these stakeholders were, including their respective roles, involved firstly identifying organisations and groups that had played an

<sup>3</sup> Positions given in this table are those interviewees held at the time of the Melbourne 2006 Commonwealth Games

active role in the EfSD process and then placing these into function-based categories. Drawing upon stakeholder theory, most specifically its use in non-organisational multi-stakeholder settings, these categories were identified as focal, collaborative and independent. Focal organisations were defined as those bodies that acted as the primary drivers of the EfSD process. Those bodies with which these organisations established relationships for EfSD-related purposes were termed collaborative stakeholders. The remaining stakeholder type—independent stakeholders—were defined as those organisations or groups whose contributions to the EfSD process was direct, as opposed to through the medium of a collaborative relationship with a focal organisation.

To further aid in developing an understanding of the operation of the EfSD process in host community settings, active stakeholders were placed into one of five societal sectors (i.e. Government, Business and Industry, Schools and Higher Education Institutions, Media and Community), with these groupings based upon prior studies of EfSD in the Australian context. The reason for locating active stakeholders within these sectors was to determine which parts of a LSSE host community were involved in, or effected by, the EfSD process. This information was intended to allow some measure of commentary on what the spread and nature of this engagement might mean from the perspective of the effective leveraging of LSSEs in general for EfSD purposes.

Regarding the applicability of the study's findings in other contexts, it needs to be acknowledged that there are difficulties in generalising from case studies due to their lack of representativeness (Stoecker, cited in Neuman, 2003, p. 33). However, a number of researchers (e.g. Platt, 1999, p. 167; Stake, 2005, p. 461; Conbach *et al.* cited in Patton, 2002, p. 584) argue that it is possible to draw lessons/perspectives from cases that can refine action in similar circumstances and/or result in the capacity to make 'modest speculations' as to the likely applicability of their findings to other similar cases. This later view is the one taken in this study.

**Figure 1 Research approach**

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## Results

The narrative that emerged from employing the previously cited research approach was extensive. Discussion here centres on its key findings and the potential insights such findings provide as to the functioning of the EfSD process in LSSE settings in general, and how this process could be strengthened in future such events.

### *Objective 1: Active stakeholders in the EfSD process*

In order to identify organisations that were active stakeholders in the EfSD process associated with the MCG, this section draws upon a review of secondary data sources. These stakeholders have been grouped in terms of their respective roles in the EfSD process (focal, collaborator or independent contributor). In the interests of clarity, here, and in later sections, collaborative stakeholders will be discussed in concert with the focal stakeholder with whom they had a relationship.

#### *Focal stakeholders and their collaborators*

The key focal organisation in the EfSD process was identified as Office of Commonwealth Games Coordination CGC<sup>4</sup> (OCGC). This body was guided, in part, by the Victorian Government's desire to use the Melbourne 2006 Commonwealth Games as a means of: '... building on Victoria's clean and green image and reputation for liveability, innovation and leadership in environmental policy and leaving a legacy of environmentally sustainable assets and behaviour' (OCGC, 2002, p. 7). In pursuit of these goals the OCGC developed a formal environmental sustainability strategy, which aimed to ensure the event was delivered in a way that was 'wastewise, carbon neutral and waterwise' (OCGC, 2006a, p. 6). Included in this strategy were a range of objectives linked to EfSD. These objectives encompassed environmental awareness raising, environment-related education/training and attitude and behaviour change regarding environmental matters (e.g. litter, public transport usage) (OCGC, 2006a). To achieve these outcomes the OCGC acted either directly, or by establishing collaborative stakeholder relationships with organisations in the Government, Non-Government Organisation and Community sectors (see Table 2).

In addition to the OCGC, the Melbourne 2006 Commonwealth Games Corporation, performed a 'weak' focal role with its actions limited to joint development with the OCGC of the event's Environmental Procurement Guidelines, waste-management practices and workforce training (OCGC, 2006a). In terms of M2006's environmental responsibilities, its establishing act simply notes that it will be responsible for delivering '... environmental benefits to Victorians and Australians' (Victorian Parliament, 2001, s.1A, ss. 4B).

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<sup>4</sup> Established in February 2002, it was located within the Victorian Government's Department for Victorian Communities. The OCGC performed a broad strategic planning and management role, and in doing so was responsible for: formulation of government policy in support of the delivery of the MCG; co-ordination of all bodies associated with the event; infrastructure development; co-ordinating public domain events; traffic and transport arrangements; and contract security (Tourism Training Australia and Sports and Recreation Training Victoria, 2002, p.77; Australian Government, n.d.)

**Table 2 Office of Commonwealth Games Coordination EfSD collaborating stakeholders**

<b>Government</b>	
Sustainability Victoria	A statutory authority that acts to support the delivery of the Victorian Government’s Framework for Environmental Sustainability. In performing this role, Sustainability Victoria provides advice and assistance to the Government on sustainable resource use with a view to minimising greenhouse gas emissions and resource usage by business and individuals (Sustainability Victoria, n.d)
Environment Protection Authority (EPA)	A Victorian Government statutory body that acts to address issues associated with land, air, water and noise pollution. Additionally, the EPA is concerned with developing sustainable solutions to waste management. In performing these functions the EPA acts to form partnerships with business, the community and government (EPA, 2007).
Melbourne Water	A Victorian Government instrument which is operated by an independent board of directors. Its primary functions are to manage Melbourne’s water supply catchments, remove and treat sewage and manage rivers, creeks and major drainage systems within its geographic area of responsibility (Melbourne Water, 2007).
Parks Victoria	A statutory authority with responsibility for the management of the state’s parks, reserves and other land under state control (Parks Victoria, 2007). Parks Victoria also has responsibility for the recreational management of a number of waterways in close proximity to Melbourne, specifically Port Phillip Bay, Westernport and the Yarra and Maribyrnong rivers (OCGC, 2006a, p. 9).
The Department of Sustainability and Environment (DSE)	The state of Victoria’s main government agency responsible for the sustainability of both the natural and built environment (DSE, 2007). Its brief is wide ranging and encompasses: water management; stewardship of public land; forest fire management; encouragement of sustainable resource use and management practices by business and the broader community; climate change and greenhouse policy and sustainability policy development (DSE, 2007).
Major Projects Victoria	A State Government agency that manages large-scale development and construction projects engaged in by the Victorian Government (Major Projects Victoria, 2008).
Catchment Management Authorities (CMAs)	Statutory bodies, of which there are ten in Victoria, whose role is to ensure integrated land and water management within their designated area. To achieve this goal they work in association with local communities, government, landholders and industry across the catchments for which they are responsible (OCGC, 2006, p. 9).
ECO-Buy Limited	Established in 2002, ECO-Buy Limited is a not-for-profit company funded by the Victorian Department of Sustainability and Environment. Its function is to encourage the purchase of green products by business and government (ECO-Buy, 2006).
The Department of Education and Training (now the Department of Education and Early Childhood Development)	A government department responsible for the development of policy on school education and the delivery of primary and secondary education in Victorian Government schools (Department of Education and Early Childhood Development, 2007).
Melbourne City Council	Melbourne City Council (MCC) is a public statutory body established to govern the Municipality of Melbourne (MCC, 2006, p. 19) (also see 5.3.1.3).
<b>Non-government organisations</b>	
Greening Australia	A not-for-profit non-government organisation that operates on an Australia-wide basis. Greening Australia’s primary role lies in vegetation protection and restoration, a role that it pursues via the creation of partnerships with local communities, landholders, government and business (Greening Australia, 2007).

Conservation Volunteers	A not-for-profit non-government organisation that acts to attract, place and manage volunteers in conservation projects Australia wide (Conservation Volunteers, n.d).
Clean Up Australia	A not-for-profit organisation and non-government organisation whose original focus was litter and waste and the engagement of communities around these environmental concerns. In more recent years this focus has expanded to embrace water and climate change, and along with this expansion has come a widening of its geographic scope of operation with the creation in 1992 of Clean Up the World (Clean Up the World, n.d.).
The Victorian Litter Action Alliance	The peak body for litter management and reduction in Victoria. This body draws its membership from state and local government, industry associations and the community. VLAA's primary function is to ensure a coordinated approach to litter prevention in Victoria (VLAA, Alliance, 2009).
Waterwatch Victoria	A component of a national volunteer-based community water-quality monitoring network. Waterwatch's functions extend to: providing water quality and biological monitoring training and support to volunteers, schools and community groups; supporting education in the area of water monitoring in schools and the broader community; engaging in awareness-raising activities; and developing partnerships with government, community groups and private firms with the intent of improving river health (Waterwatch Australia, n.d).

### *Independent contributors*

Independent contributors were identified as: the Victorian Government's Department of Infrastructure through its TravelSmart program; Melbourne City Council (MCC) via its *Sing for Water* initiative; the media through their reporting of environmental aspects of the MCG; and The Society for Sustainability and Environmental Engineering<sup>5</sup>, Environment Institute of Australia and New Zealand<sup>6</sup> and Waste and Management Association of Australia<sup>7</sup> who jointly conducted a post-Games seminar dealing with the environmental aspects of the MCG (see later discussion for a description of these programs/initiatives)

### ***Objective 2a EfSD programs and initiatives***

#### *Office of Commonwealth Games Coordination*

The OCGC's environmental strategy involved a number of EfSD-linked programs and initiatives, some of which were undertaken directly by OCGC, while others involved collaborative stakeholders. These practices are discussed below.

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<sup>5</sup> The Society for Sustainability and Environmental Engineering (SSEE) mission, as its name suggests, is to "provide a national focus and leadership within the engineering profession for the implementation of sustainability for the benefit of the Australian society" (SSEE, 2009). In performing this role, the SSEE seeks to facilitate networking opportunities between its members and to enhance their knowledge and understanding of environmental issues via the publication of a quarterly journal (*The Environmental Engineer*) and conducting seminars (SSEE, 2009).

<sup>6</sup> The Environment Institute of Australia and New Zealand (EIANZ) is a professional body for practitioners in the environmental field. Its primary aim is to promote "independent and interdisciplinary discourse on environmental issues" (EIANZ). The stated aims of the EIANZ are to: advance ethical and competent environmental practice; promote environmental knowledge and awareness; and facilitate interaction among environmental practitioners (EIANZ, 2009). As noted previously, this body was one of three professional bodies involved in jointly producing a seminar after the MCG dealing with the environmental aspects of the event.

<sup>7</sup> The Waste Management Association of Australia (WMAA) is the peak association for waste-management professionals in Australia. Its primary functions involve the facilitation of professional networking and communication, and engagement in projects that progress the goal of sustainable waste management (WMAA, 2009). The WMAA was a co-producer, with the EIANZ and SSEE of a seminar conducted after the MCG dealing with the environmental dimensions of the event.

**Environmental Procurement Policy.** In October 2006 an environmental procurement policy was developed by the OCGC in concert with M2006. The objectives of this policy were to promote ‘environmental awareness, positive environmental performance and continuous environmental improvement to potential Commonwealth Games suppliers’ (OCGC, n.d. e). This policy emerged from the work of a taskforce (Environmental Procurement Taskforce) created specifically for this purpose (OCGC, 2006, p. 57). Businesses submitting a tender or proposal for the supply of nearly all services and products to the MCG were required to engage directly with this policy. This requirement in turn necessitated that they show compliance with all relevant environmental legislation and regulations, along with details of their environmental policies, plans and how these were being implemented in order to engender positive environmental outcomes. When assessing compliance with this policy, evidence was sought, as appropriate, regarding practices in a range of areas, specifically:

- conservation of resources;
- continual improvement through the establishment, meeting and exceeding of environmental objectives;
- reduction and management of environmental impacts flowing from operational practices and/or products;
- use of cleaner technologies and the manufacture of products with reduced environmental impact;
- use of environmentally sustainable practices in the provision of services;
- consideration of end-of-life options for products, such as their recyclability;
- industry leadership in the minimisation of environmental impacts such that the organisation can demonstrate how it has influenced other businesses and clients, etc; and
- extent to which staff, clients, suppliers and/or the general community have been involved in, or educated concerning, environmental matters. (OCGC n.d)

From an EfSD perspective, the need to provide this evidence would arguably have required a significant organisational learning effort for many businesses.

**Training programs.** The OCGC and M2006 provided all Games staff and volunteers (15,000) with the publication *Team2006 Workbook*, along with an abridged version of this publication (*The Pocket Guide*) (Insight Economics, 2006, p. 177). Both of these publications dealt with approaches employed by the OCGC to deal with the three major environmental objectives of the event, specifically being wastewise, carbon neutral and waterwise. Training and induction sessions drew heavily upon the *Team 2006 Workbook*, thus ensuring the environment dimension featured prominently in these sessions. Environmental messages were further reinforced by a workforce newsletter entitled *United*. In the case of staff and volunteers assigned to venues, specific training was provided that dealt with venue environmental policies and practices, such as those associated with waste management, packaging and recycling (OCGC, 2006, p. 64).

**EfSD-linked communication practices.** In the process of pursuing an environmental program through the MCG, the OCGC generated a number of publicly available documents and electronic resources concerning aspects of its environmental program. Additionally, the OCGC undertook other practices, specifically site tours, presentations, and media liaison activities, which also served to communicate the nature of its environmental practices to various audiences. These efforts, from an EfSD perspective, can be viewed according to Dr Michael Buxton, member, Environment Committee, MCG and Associate Professor Environment and Planning, RMIT, as playing a role in raising awareness and/or increasing the knowledge base of specific groups/individuals for whom they were intended, along with the community more broadly (Buxton, MCG, 2006).

**Collaborative programs and initiatives.** The OCGC, as noted previously, sought to develop stakeholder relationships with a number of organisations in order to pursue its environmental agenda. A number of these collaborations resulted in programs or initiatives that can be seen as linked to the process of host-community EfSD via the MCG. These are discussed below.

**Environmental Stakeholder Forum.** Some three years prior to the start of the MCG, based on a recommendation made by the Commonwealth Games Advisory Committee—Environment (CGAC-E) (see 5.5.1.1), the OCGC established an Environmental Stakeholder Forum (ESF) (OCGC, 2003). This body comprised 18 representatives from various government departments and agencies involved with the environmental aspects of the Games, as well as environmental groups and event sponsors (OCGC, 2006a, p. 59). According to Rob Gell, MCG Ambassador for the Environment and Chair of the ESF, viewed purely from an EfSD perspective, the Forum served to facilitate learning between the organisations involved regarding how a large-scale sporting event might be effectively leveraged for environmental purposes, including environmental education (Gell, MCG, 2007).

**The Commonwealth Games Education Program.** A joint initiative of the OCGC, Department of Education and Training, and Sustainability Victoria, the Commonwealth Games Education Program (CGEP) was guided by eight objectives, one of which concerned the uptake by school-aged children of environmentally sustainable behaviours. As a result of this objective, environment-related curriculum materials and supporting resources were developed and incorporated into the five components of the program: *Starting Blocks*, *Post Compulsory Resources*, *Let the Games Begin*, *United through the Games* and *Compass* (Victorian Department of Education and Training, 2004, p. 4). To ensure widespread access to the CGEP, material associated with it was sent to all (approximately) 2400 schools in Victoria. In total some 11,000 *Compass* teacher kits were distributed, 38,000 CD ROMs and 100,000 posters. Additionally, the program was made available online through the M2006 website (OCGC, 2005a). Other actions that were taken in support of the education program were the inclusion of an environmental supplement and poster in the main local broadsheet newspaper, *The Age*, and the creation of an online magazine for students—*CG Reps Gamezine*. It is noteworthy from an EfSD perspective that the third edition of this e-zine (October 2005) was entitled ‘*Environment and You*’ and contained an interview with the Melbourne 2006 Commonwealth Games Environment Ambassador, Rob Gell; a case study of a specific school’s efforts to reduce, reuse and recycle; an overview of activities held for schools in association with the ‘Our River Our Games’ program; a competition based around the event’s mascot—the endangered South-Eastern Red-Tailed Black Cockatoo; and a list of environment-based activities and resources (OCGC, 2005a).

As a way of assisting teachers in their efforts to engage with the event's education program, a state-wide professional development program was conducted in all regions of Victoria (OCGC, 2005a). From an EfSD perspective, it is noteworthy that some of these professional-development sessions were conducted by the Victorian Association of Environmental Education. The sessions conducted by this body dealt with the conservation of the South-Eastern Red-Tailed Black Cockatoo and its stringy bark forest habitat (Victorian Association of Environmental Education, 2005, n.p.).

It is also noteworthy that outside of the formal Games education program some schools engaged their students in environmentally based volunteering activities linked to the event, including tree planting, tree growing and litter collection (OCGC, 2006, p. 63). Additionally, according to Kate McKeand, Project Officer, Environment Program, Office of Commonwealth Games Co-ordination, a number of schools also participated in the Commonwealth Games' WasteWise Events Challenge. This activity required schools to show how they had acted to minimise waste associated with an event they had designed and delivered (McKeand, MCG, 2007). This initiative involved the OCGC collaborating with Sustainability Victoria, and can be seen as an extension of the latter's WasteWise School Program (Ecocycle Victoria, 2005).

**Green Trades Program.** The Green Trades Program was developed to provide training to plumbing and electrical apprentices and qualified tradespeople working on the construction of MCG venues and the Athletes Village. The focus of this program was sustainable technologies and practices. Although it was a joint initiative between the OCGC and Sustainability Victoria, the cost of these training programs was met by the OCGC. In total, 16 plumbing apprentices, 40 registered plumbers and 15 electrical apprentices took part in the program (Sustainability Victoria, 2006b).

**Waste-minimisation efforts.** The OCGC and M2006, in association with Sustainability Victoria, sought to ensure the Commonwealth Games would be a low-waste event. Various strategies were employed for this purpose, including: developing and implementing public and back-of-house recycling procedures; instituting packaging guidelines for merchandisers, suppliers, sponsors and other providers of goods and services; and conducting WasteWise catering training for catering company managers and supervisors (OCGC, 2006a, p. 46). Regarding this last point, resource material was also developed to aid catering companies in training their own staff in WasteWise practices (Sustainability Victoria, 2006).

Waste-minimisation efforts extended to construction waste resulting from the development and demolition of the major Games venues, specifically the Athletes' Village, Melbourne Cricket Ground and Melbourne Sports and Aquatic Centre. In connection with these venues, OCGC and Sustainability Victoria established a recycling benchmark of 95%, and worked with Sustainability Victoria and construction companies involved in these projects to establish systems to achieve this goal (OCGC, 2006a, p. 53). From an EfSD viewpoint, engagement with the WasteWise requirements of the CG offered the potential to raise awareness, understanding and capabilities of organisations in the construction and catering industries in relation to the management of waste streams.

**Venue and Games Village Design and Construction Initiatives.** The OCGC, in association with Major Projects Victoria, required architectural firms and developers involved in the planning and construction of major Games infrastructure to incorporate water- and energy-saving technologies and design elements. To ensure this, sustainability covenants were

developed and instituted in partnership with construction firms such as the Village Park Consortium, which was responsible for building the Games Village (Department for Victorian Communities, 2003–04, p. 41). In the context of water, and depending on the specific development, these design elements and technologies related to: rainwater collection; water treatment and recycling; grey-water collection; landscaping; and the use of water-efficient appliances, fixtures and fittings (OCGC, 2006, p. 32).

In order to achieve high levels of energy efficiency, permanent residential buildings at the Athletes Village were designed to a six-star standard, employing such design elements as: insulation, air-leakage control, roof ventilation, energy-efficient lighting (including motion sensors), solar gas-boosted hot water systems and double glazing (OCGC, October 2006). Other major developments, specifically the Melbourne Cricket Ground and the Melbourne Sport and Aquatic Centre, also reflected the OCGC's commitment in this area. In the case of the former, 200sqm of grid-connected photovoltaic panels, along with energy-efficient lighting systems, were installed, while the latter's construction included an 800kW cogeneration power plant that used both gas and electricity (OCGC, 2006, p. 41).

Viewed through the lens of EfSD, these energy- and water-saving initiatives had the potential to serve as a showcase for how architects and the construction industry as a whole might employ such technologies in future developments (Insight Economics, 2006, p. 109). Additionally, from the perspective of the general community, their presence in such high-profile Games venues may have acted to further reinforce messages associated with water and energy usage that they were receiving from other sources, such as power companies (see later discussion in this section). Athletes and team officials (of which there were 5,867) were also likely to be impacted by such developments given the 'visibility' of such initiatives within the Athletes Village, and the inclusion of information concerning them in the *Athletes Village Guidebook* that was provided to each athlete and team official (Insight Economics, 2006, p. 70; OCGC, 2006, p. 65).

**'Our River Our Games' Program and Yarra River litter barges.** Many of the venues for the Commonwealth Games, such as the Melbourne Cricket Ground and the Melbourne Exhibition Centre, along with a number of paths and roads designated for use in athletic and bicycling events, lay within close proximity to the Yarra River (British Broadcasting Commission, 2006). Additionally, the river was integral to the event's entertainment program, serving as 'stage' for both a nightly sound and light show and its opening and closing ceremonies (OCGC, 2006a). Given this, an opportunity was identified by the OCGC to leverage the attention the river would receive during the Games both to improve its health and, significantly from an EfSD viewpoint, increase community awareness of environmental issues associated with it (Insight Economics, 2006, p. 62). The program the OCGC developed for these purposes was entitled 'Our River Our Games', and involved tree planting, night fauna studies, stormwater education, litter clean-ups and drain stencilling activities (Victorian Association of Environmental Education, 2005, n.p). Partnerships were crucial in the delivery of this program, with a number of organisations involved in various aspects of it. Specifically, these organisations were: Melbourne Water; Conservation Volunteers Australia; Department of Sustainability and Environment; Friends Groups; local councils; local schools; Parks Victoria; and Waterwatch Victoria. In total, the 'Our River Our Games' program resulted in 41 individual activity days across 17 locations, with participation from some 200 adults and 230 school students (OCGC, 2006a, p. 14). Implementing this program was made easier, according to its co-ordinator, Gillian McDonald (MCG, 2007) because its main

delivery partner, Melbourne Water, already had in place a strong community education program based around the Yarra River and other Melbourne water courses.

While not a component of the 'Our River Our Games' program, the purchase of two litter barges by the OCGC and Parks Victoria to ply the Yarra and Maribyrnong rivers, collecting rubbish from the two waterways, also served to create community awareness of the issue of litter as the Games approached. Painted prominently on these vessels were the words 'Commonwealth Games Environment Program' and 'Cleaning Our Waterways for the 2006 Commonwealth Games' (OCGC, 2006, p. 49).

**Commonwealth Games Anti-Litter Campaign.** The Commonwealth Games Anti-Litter Campaign was a joint initiative of the OCGC, Sustainability Victoria and the Victorian Litter Action Alliance. According to Karen Kossen, Litter Champion, Victorian Litter Action Alliance, this campaign was based on extensive research into littering behaviour and attitudes toward littering (Kossen, MCG, 2007). Significantly, from an EfSD perspective, the focus of this program was achieving behaviour change, with the MCG regarded as an opportunity to further raise community awareness of the littering issue and to 'achieve a legacy of ongoing litter-free behaviour' (Victorian Litter Action Alliance, 2006). This focus was acknowledged by Cheryl Batagol, a member of the CGAC-E, and Chair of Melbourne Water, who noted that 'we were concerned much more with embedding behavioural change as opposed to the mechanics of simply putting a bin out' (Batagol, MCG, 2007).

The anti-litter campaign was delivered in three stages. The pre-games element was entitled '*Let's start training for the Games*'; the Games time stage, '*Clean up at the Games*'; and the post-Games component, '*Keep up the good work*' (Insight Economics, 2006, p. 65). The program's delivery involved a range of media, including television, radio, print and outdoor advertising, and sought to embrace all residents of Victorians, not simply those residing in the host city (Kossen, MCG, 2007). Additionally, public relations activities were employed as an adjunct to media usage, which sometimes involved the use of high-profile athletes to launch clean-up events (Sustainability Victoria, 2006, n.p). Aiding the campaign's efforts were 16 Regional Waste Management Groups, Clean Up Australia, almost half (47%) of Victorian local councils and six environmental/community groups. These bodies performed various roles, including distributing/using materials prepared in support of the program, conducting clean-up day events (81 were conducted involving 4,300 volunteers) and/or assisting with media coverage of clean-up activities (OCGC, 2006, p. 51). Organisations involved in the campaign also had access to a detailed litter campaign resource kit (Community Change, June 2006, p. 3).

**ECO-Buy Business.** ECO-Buy Business commenced in July 2005 and was a partnership between OCGC, Sustainability Victoria and the Municipal Association of Victoria (the owners of ECO-Buy). It was also supported by the Australian Industry Group, the Victorian Employers' Chamber of Commerce and Industry, and the Industry Capability Network. The intent of this program was to encourage, in particular, large businesses, to develop purchasing policies that would give preference to green products and services (OCGC, 2006a, p. 58). In recognition of the importance of education in engaging businesses with the concept of 'green' purchasing, ECO-Buy Business acted to: produce a guide on developing and implementing a green purchasing program; conduct meetings designed to allow businesses to share their experiences regarding green purchasing; conduct exhibitions of green products and services; and deliver training sessions dealing with green purchasing (ECO-Buy, n.d).

ECO-Buy Business was viewed as a legacy program by the OCGC and was endorsed by major business associations (Stephens, MCG, 2007). Efforts to stimulate membership in this program prior to and during the Games extended to feature articles in two magazines (Waste Management and Environment and Contract Management in Practice), industry presentations (14) and the conduct of a Green Purchasing Expo (OCGC, 2006a, p. 58).

**Tree-planting program.** As part of an effort to make the Games a carbon-neutral event, the OCGC, in association with the Department of Sustainability and Environment, various catchment-management authorities, Greening Australia and community groups, aimed to plant up to one million trees (OCGC, 2006b). In order to achieve this goal, some 2,000 volunteers were enlisted from organisations such as schools, scout groups and environmental organisations. According to Kendrea Pope, Manager, Education Program, Office of Commonwealth Games Co-ordination, this program was also viewed by the OCGC as a means of raising awareness about the issue of greenhouse gas abatement amongst those directly involved, as well as in the communities in the fifteen regions in which tree-planting took place (MCG, 2007). It should also be noted that a number of the tree-planting events were accompanied by presentations on indigenous species (flora and fauna), with one event involving a demonstration of direct seeding technology for local area landowners (McKeand, MCG, 2007).

**Green Power Initiative.** The Green Power<sup>8</sup> initiative was essentially a sponsorship arrangement between the OCGC and Origin Energy. This arrangement involved Origin Energy agreeing to sponsor the Games through a contra deal by which Origin Energy supplied Green Power (2.7 GWh) to all sixteen Games venues located in Melbourne and in regional centres for the duration of the event. Additionally, Origin Energy provided 200sqm of grid-connected solar photovoltaic panels for the new Olympic Stand entry at the Melbourne Cricket Ground (OCGC, 2006a, p. 41). In return for its sponsorship of the event, Origin Energy was able to leverage its Green Power actions associated with the MCG in a television campaign over the Games period (Origin Energy, 2006). While the intent of this campaign was to increase the number of households signing up for this energy product, it can also be argued from an EfSD perspective that Origin Energy's promotional actions served to further raise awareness throughout Victoria of 'green' energy in reducing greenhouse gas emissions. Indeed, the Victorian Minister for Environment and the Minister for Energy Industries and Resources used the opportunity provided by Origin Energy's sponsorship of the Games to issue a press release highlighting this link (Environment Minister and Energy Industries and Resources Minister, 24 February, 2006).

**Grants program.** Commencing in mid 2005 and concluding at the end of March 2006, the OCGC operated a competitive grants program called 'Getting Involved', which was open to all Victorian local councils. Eight of the projects awarded grants through this initiative were environment based (OCGC, 2006a, p. 61). Two of these programs, the Yea Wetlands Boardwalk and the Bayside City Councils Indigenous Coastal Trail, involved a significant environmental interpretive component (Yea Wetlands Committee of Management, n.d.; Bayside City Council 12 April, 2005).

In addition to competitive grants, OCGC also provided two one-off grants to Melbourne City Council. The first of these was for \$5 million to construct a five-hectare wetland area (Trin

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<sup>8</sup> Green power is electrical power generated from renewable sources such as the wind, sun, water or waste (OCGC, 2006, p.41)

Warren Tam-boore) in the northwest section of Royal Park, Melbourne's largest park. This development was undertaken at the same time as the construction of the nearby Melbourne Commonwealth Games Athletes Village. The wetland was designed to treat and recycle storm water sourced from the Athletes Village, the surrounding area and Melbourne Park Zoo, using natural biological processes. In turn, this water was used to irrigate up to 20ha of open space (Department of Environment and Water Resources, 2007, p. 18). From an EfSD viewpoint, it is noteworthy that this artificial wetland was designed in such a way as to foster an appreciation of such environments through the inclusion of pathways, a bird hide and the onsite provision of printed information about the environmental attributes of the area (City of Melbourne, n.d.). Insight Economics states that this initiative enhanced the awareness of wetland habitats and water recycling amongst Melbournians generally (2006, p. 63).

The second grant received by Melbourne City Council was for the development of a program entitled Savings in the City: Green Hotel Program<sup>9</sup>. This program, which commenced in July 2005, sought to assist Melbourne hotels to reduce their use of energy and water and generation of solid waste (OCGC 2007, p. 6). Significantly, from an EfSD perspective, this initiative was underpinned by a number of publications and other resources developed to educate participating properties on how to engage with the program. These publications were: an *EnergyWise Hotel Toolkit*, a *WasteWise Hotel Toolkit*; a benchmarking tool to gauge an individual hotel's efforts at minimising its energy, water usage and waste generation; and a Green Hotels water and waste fact sheet. Additionally, the City of Melbourne incorporated into its website a dedicated section from which these materials could be accessed or downloaded. By the end of the Games this ongoing program had fifteen participating properties (Blunt, MCG, 2007).

#### *Melbourne Commonwealth Games Corporation*

M2006's role in the MCG's environmental program was much more constrained than that of the OCGC. It was nonetheless classified as a focal organisation in this study due to its joint development of certain key aspects of this program with the OCGC, most notably Environmental Procurement Guidelines and waste-management processes (OCGC, 2006, p. 46). Additionally, M2006 was required to engage with the MCG's environmental program (as appropriate), which meant it acted to: incorporate Environmental Procurement Guidelines into tender documents; include environmental messages in its staff and volunteer training; and implement practices designed to minimise waste (OCGC, 2006a). M2006 also provided information about the environmental program on its website, along with links to the event's tree-planting, education and 'Our River Our Games' programs (M2006, 2006). Unlike the OCGC, M2006 did not seek to form collaborative stakeholder relationships for EfSD purposes.

#### *Department of Infrastructure*

The need to transport large numbers of people to and from Games venues resulted in an existing program, TravelSmart, being adapted, rebadged (TravelSmart Commonwealth Games) and implemented for this purpose by the Department of Infrastructure over the 2005/6 period. This program had two components; one focused upon communities

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<sup>9</sup> The Savings in the City: Green Hotel Program was an initiative of the City of Melbourne however it was only in the concept stage prior to the MCG. The OCGC promised to provide the City with a \$50,000 grant to expedite the development of the program and to launch it. While the program was developed and launched the \$50,000 was never paid by the OCGC to the City of Melbourne (Blunt, MCG, 2007).

immediately surrounding the three major Games venues (Melbourne Cricket Ground, Melbourne Sports and Aquatic Centre and Telstra Dome); and the other focused on large workplaces within the Melbourne CBD (OCGC, 2006, p. 45). In the case of the community program, 11,000 households were targeted, while the participation goal for the workplace program was 50 businesses, each employing 100 or more staff (Steer, Davies & Gleave, 2006, p. 1; Meiklejohn, MCG, 2007).

The short-term goal of the TravelSmart Commonwealth Games program was to convince people living or working in close proximity to Games venues to make use of alternative transport modes during the event and by so doing reduce greenhouse gas emissions and traffic congestion. Significantly from an EfSD perspective, it was also intended that the program would build a legacy of changed travel behaviour amongst its target groups (Insight Economics, 2006, p. 173).

### *City of Melbourne*

In addition to receiving grants from the OCGC to develop the Savings in the City: Green Hotel Program and construct the Royal Park Wetlands, as previously noted, the City of Melbourne developed an independent relationship with Reiser Productions Pty Ltd. This relationship resulted in the co-production of a choir-based event entitled *Sing for Water*. This event, which was first produced for the 2002 Mayors Thames Festival in London, was incorporated into the Melbourne 2006 Commonwealth Games Cultural Program and involved community choirs and schools performing songs about water (*Sing for Water*, Australia, n.d.). The aim of this initiative was to further develop the Victorian community's awareness of the importance of clean water and sanitation in the context of developing countries, with a specific focus on this issue within South-East Asia and the Pacific (Insight Economics, 2006, p. 63). A total of 27 community choirs took part in the main *Sing for Water* concert in Melbourne, while a separate event, *Children Sing for Water*, involved choirs from 12 primary schools (OCGC, 2006, p. 33). In total, some 5,000 people attended these concerts, with profits donated to a clean water project in East Timor (*Sing for Water*, Australia, n.d.).

### *Media*

As noted previously, the MCG had the potential to impact host-community awareness and/or understanding of environmental issues. This potential is especially evident considering there were some 2,713 accredited journalists at the MCG and that the television viewing audience was claimed to be 1.5 billion (OCGC, October 2006; Insight Economics, 2006, p. 143). The OCGC recognised this potential and as a result sought to engage journalists attending the event using a media and communication strategy specifically designed to create awareness of its environmental program (OCGC, 2006, p. 65). A review of the media archives section of the M2006 and OCGC websites indicates that one means employed for this purpose was media releases. A total of 12 were identified, with the bulk of these (9) emanating from the OCGC (OCGC, 2006c; M2006, 2006b).

As noted earlier, although it is difficult to determine the extent of media coverage of the environmental programs and initiatives associated with the Games, it is nonetheless possible to support the contention that coverage of this aspect of the event did indeed occur. In this regard, the media archives of the two largest Australian newspaper publishers, Fairfax Media Ltd and News Limited were consulted and a review undertaken commencing from the year

the bid was won (1999) to the end of the year in which the event was delivered (2006)<sup>10</sup>. The total number of articles identified through this means was 53 (or less than 7 per year), with the Games' mascot Karak (the endangered Red-Tailed Black Cockatoo) receiving the highest level of coverage.

### *Business and industry*

While, as noted previously, organisations in this societal sector did act to participate in, or support EfSD initiatives (e.g. Green Trades Program and ECO-Buy Business), few bodies from this grouping were identified as active stakeholders in the EfSD process. Specifically, the only organisations identified as performing this role were the Society for Sustainability and Environmental Engineering, the Environment Institute of Australia and the Waste Management Association of Australia. These organisations, the first two being professional bodies and the last an industry association, jointly delivered a post-Games seminar entitled *Games Environment Report Card: Going for Green*. This seminar targeted professionals in the broad fields of environmental engineering, design and waste management (Engineers Australia, n.d).

### ***Objective 2b Educational forms—informal, formal and non-formal EfSD***

Viewed collectively, the previously identified EfSD-linked initiatives and practices provided a mix of opportunities for informal, non-formal and formal learning at both the organisational and individual levels. In the organisational context, the potential for informal EfSD arguably arose from: the need to respond to environmental components of tenders and contracts; participation in discussion forums; and engagement in specific environment-related programs (e.g. ECO-Buy Business, Savings in the City: Green Hotel Program, TravelSmart). At the level of the individual, the potential for informal learning existed through: personal engagement with the environmental design elements of Games infrastructure and associated developments; workplace practice; accessing environment-related publications/electronic resources; exposure to advertising and media coverage; and participation in site tours, events, programs, campaigns and presentations linked to the MCG's environmental program. In terms of non-formal EfSD, this was limited to the environmental components of staff, volunteer and contractor training provided by M2006 and OCGC, and training associated with the ECO-Buy Business initiative and WasteWise program. Formal EfSD was restricted to the environmental elements of the Commonwealth Games Education Program, which operated in the bulk of the approximately 2,400 schools across Victoria, and the Green Trades Program, which involved 31 apprentices and 40 qualified trades people (OCGC, 2006, p. 27; 66). The former, given its geographic spread and coverage of school years from kindergarten to year 12, can reasonably be argued to have been a significant in terms of the overall EfSD impact of the MCG.

### ***Objective 2c Beneficiaries of EfSD-linked practices and initiatives***

While the previous section provided a general overview of the beneficiaries of the various forms of EfSD evident in this study, in order to generate a clearer understanding of this matter, a more detailed analysis is called for. This analysis takes the form of several tables, which illustrate the EfSD-linked program/initiative–beneficiary relationship. The first (Table 3) deals only with OCGC and M2006, the event's focal organisations, while the

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<sup>10</sup> The review process involved the use of the broad headings of Melbourne Commonwealth Games, Melbourne 2006 Games, Commonwealth Games and identifying from the articles generated those dealing specifically with one or more environmental aspects of the event.

second (Table 4) concerns those of a joint nature involving the OCGC and its collaborative stakeholders. The third table (Table 5) deals with those programs/initiatives linked to independent stakeholders in the EfSD process.

**Table 3 EfSD-linked practices by stakeholder beneficiary—OCGC and M2006 programs and initiatives**

Stakeholder beneficiaries	Environmental procurement policy	Training programs	EfSD-linked communication practices
<i>Government</i>			
OCGC and M2006 management and staff		◇	
<i>Business and industry</i>			
Contracted construction firms and their staff		◇	
Contracted suppliers and their staff	◇	◇	◇
Professionals/Consultants			◇
<i>Community</i>			
Volunteers		◇	
Athletes and team officials			◇
Spectators			◇
Australian residents, primarily from Melbourne and the state of Victoria.			◇
<i>External beneficiaries</i>			
Non-Australian volunteers, athletes, team officials and spectators			◇
Overseas electronic and print media audiences			◇

Stakeholder beneficiaries	Environmental Stakeholder Forum	Commonwealth Games Education Program	Waste - minimisation initiatives	and Games Village environmental design and construction initiatives	Our River Our Games Program	Yarra River litter barges	ECO-Buy Business	Green Trades Programs	Commonwealth Games anti-litter campaign	Tree Planting Program	Green Power Initiative	Grants Program
<i>Government</i>												
Victorian Government departments/ authorities/agencies	◊											
Local government	◊											
<i>Business and industry</i>												
Sponsors	◊											
Contracted construction firms and their staff			◊	◊				◊				
Contracted suppliers and their staff			◊				◊					
Merchandising firms			◊									
Melbourne CBD hotels												◊
<i>Schools and higher education institutions</i>												
School children		◊			◊					◊		
School teachers		◊										
<i>Community</i>												
Volunteers in EfSD-linked programs					◊				◊	◊		
Spectators				◊								
Rural landholders										◊		
Australian residents, primarily from Melbourne and Victoria.						◊			◊	◊	◊	◊

**Table 4 EfSD-linked programs and initiatives by stakeholder beneficiary—-independent contributors**

Stakeholder beneficiaries	TravelSmart Commonwealth Games Program	Sing for Water	Media coverage (electronic and print)	Seminar—Environment Report Card: Going for Green.
<i>Business and industry</i>				
Participating businesses	◇			◇
Professionals/consultants				◇
<i>Community</i>				
Attendees of MCG's cultural program		◇		
Participating households	◇			
Australian residents, primarily from Melbourne and the state of Victoria.			◇	
External beneficiaries				
Overseas electronic and print media audiences			◇	

### ***Objective 3 Factors serving to facilitate or inhibit EfSD in the context of the MCG***

#### *Facilitating factors*

The OCGC's Environment Strategy made a number of commitments that were significant from an EfSD perspective, specifically:

- maximise awareness of the Victorian Government's Walking Policy;
- increase public awareness of, and attitude toward, public transport usage;
- showcase practical use of recycled or recyclable materials and biodegradable products that support a high level of resource recovery and reuse;
- achieve improvements in public behaviour in relation to littering in public places through awareness and education initiatives leading up to and during the Games;
- promote increased awareness of greenhouse issues in Games-related education campaigns;
- demonstrate integrated water-conserving technologies and innovative water-recycling measures;
- investigate demonstrations of innovative use of stormwater collection, management, and reuse applications at purpose-built Games venues; and
- demonstrate innovative new approaches (in infrastructure projects) (OCGC, 2002, p. 9)

To assist it in developing this strategy the OCGC established an independent Advisory Committee to facilitate public input into the strategy-creation process—the Commonwealth Games Advisory Committee—Environment (CGAC-E). This body acknowledged the opportunity provided by the Melbourne 2006 Commonwealth Games to demonstrate to the Victorian community how ecologically sustainable development could be applied in practice in areas such as waste, water and energy management. This acknowledgement, in turn, led to a number of recommendations (all but 2 of which were accepted by the Victorian Government) in its final report that are relevant to this study. Specifically, these recommendations relate to leveraging the opportunity presented by the event to raise awareness of environmental conservation and the environmental footprint associated with the lifestyles of individuals; generate long-term behavioural change in the areas of litter, public transport usage, energy and water use; increase consumer awareness of environmentally friendly products and services; promote the purchase of sustainably produced goods; and enhance the understanding of practice in the environmental area by communicating the lessons and legacies of the Games' environmental program. In addition to these more broadly based recommendations, the CGAE-E also saw the Games as an opportunity to educate private-sector organisations and their employees about the use of environmentally sustainable practices and technologies, believing this could be achieved by such means as showcasing, formal training and inclusion of environmental requirements in tender documents (OCGC, 2002, p. 9).

It can also be reasonably argued that at the time of Victoria's bid for the Commonwealth Games in October, 1999, the issue of sustainable development had been on the Australian public agenda for some time. For example, Australian Governments (State and National) some seven years prior had collaborated to develop a National Strategy for Ecologically Sustainable Development (Sydney Olympic Bid Limited, 1993, p. 4). In the context of Victoria alone, various developments can be identified in the period extending from the successful bid to the delivery of the Games that are also reflective of this engagement including: the conduct of a community summit in order to explore key themes in the states future development one of which was the environment (Department of Premier and Cabinet, 2001); the introduction of voluntary industry sustainability covenants in 2002 (OCGC, 2006a, p. 16); introduction of a long-term water management strategy ('Our Water Our Future') in 2004 (Victorian Government, n.d. b); and the release of the states Greenhouse Strategy (Department of Sustainability and Environment, 2003, p. 1). It is noteworthy that these, and other such developments, were referred to by the CGAC-E in its report, arguably as a means of reminding government of its existing commitments in the area of sustainability in order to add weight to its recommendations (CGAC-E, 2002).

The previously cited actions of the Victorian Government reflect a desire on behalf of its community to engage with sustainable practices. Indeed, several interviewees were of the view that existing community expectations were such that there was no option but to deliver the MCG in an environmentally sustainable way (Pope, MCG, 2007; McKeand, MCG, 2007). Christine Foster, Chair, CGAC-E and Deputy Chair, Victorian Water Trust Advisory Council, summed up this situation, noting that: 'I think the main factor that helped us along was that the overall general understanding in the community of sustainability is growing' (Foster, MCG, 2007).

Arguably, the MCG was the first LSSE to take place in Australia that had access to a substantial stock of information concerning how such events can engage with an environmental agenda. In this regard, interviewees mentioned a number of past and upcoming

events, specifically: the 2006 Winter Olympic Games (Callaghan, MCG, 2007); 2002 Commonwealth Games (Kossen, MCG, 2007; Godhino, MCG, 2007; Batagol, MCG, 2007); 2006 FIFA World Cup (Callaghan, MCG, 2007); 2001 Goodwill Games (Read, MCG, 2007); and the 2012 Olympic Games (Meiklejohn, MCG, 2007). In terms of the MCG's environmental program, however, the Sydney Olympic Games (SOG) appears to have been the event that was drawn upon most for insights in this area. Batagol, in this regard noted that while the amount of information available from other LSSEs as regards engaging with an environmental agenda increased as the MCG approached, Sydney offered the most insights in this area up until the time of the event (MCG, 2007).

A number of interviewees acknowledged that the development of collaborative relationships by the OCGC with a variety of largely government and non-government organisations was crucial to the creation and delivery of MCG's environmental program, and by inference, the EfSD elements of it (McKeand, MCG, 2007; Gonzalvez, MCG, 2007; Callaghan, MCG, 2007; Blunt, MCG, 2007; Kossen, MCG, 2007). A key aspect of their importance lies in the opportunity they provided to link with established initiatives (i.e. TravelSmart, anti-litter campaigns, ECO-Buy, Melbourne Water's community education program, WasteWise), which according to Batagol '... made it easier ... as ... things were already in train' (MCG, 2007). In some instances, additional funding provided by the OCGC to these established programs allowed them to connect with larger or new audiences. Such was the case with TravelSmart, anti-litter efforts and ECO-Buy. By engaging organisations as stakeholders in its environmental program, the OCGC was also able to access expertise in areas such as tree planting (Greening Australia); volunteer management (Conservation Volunteers Australia); litter reduction (Victorian Litter Action Alliance); and education (Victorian Department of Education and Training). Grants and sponsorship, as noted earlier, were other means by which the OCGC acted to establish stakeholder relationships in its environmental program.

### *Inhibiting factors*

An indication of the extent to which the environment was viewed as a central consideration in the planning and conduct of the MCG can be found in the *Commonwealth Games Arrangement Act 2001*, the main piece of Victorian Government legislation associated with the MCG. The Act makes no mention of any environment-related deliverables or requirements associated with the Games (Australasian Legal Information Institute, n.d.). In acknowledgement of this omission, the Environment Liaison Office, a body representing peak environment groups in Victoria<sup>1</sup>, wrote to the Victorian Government opposing the Act prior to its incorporation into state law. They argued, unsuccessfully, that the Act needed to be amended in order to incorporate ecologically sustainable development guidelines, and that an independent body should be established to perform a 'watch dog' role for the event's environmental dimension, as had been done in the context of the SOG (Green Games Watch, 2000) (Royal Park Protection Group, 2001, p. 8). Similarly, a rally outside the Victorian Parliament building by an alliance of the Save Albert Park community lobby group, the Greens, Parkville Association and the Royal Park Protection Group, culminating in the presentation of a list of similar demands to the Minister for the Commonwealth Games, also failed to result in changes to the legislation (*ibid*).

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<sup>1</sup> At the time of the MCG these bodies were the Australian Conservation Foundation, Friends of the Earth, Environment Victoria, Victorian National Parks Association and the Wilderness Society Victoria (Royal Park Protection Group, 2003)

While absent from legislation, the Victorian Government (largely through the OCGC) did nonetheless engage with an environmental agenda through the MCG, with associated EfSD elements, as has been discussed previously. While acknowledging this, Batagol (MCG, 2007) argues that the environment was nevertheless an ‘add on’ from the perspective of the OCGC rather than being integral to the event’s management systems and associated decision-making processes. Godhino is supportive of this view, noting that from his interactions with Victorian Government bureaucrats associated with the event, it was obvious that they were ‘not trying to be Sydney ... and make as much of an effort as Sydney went to on the environment’ (Batagol, MCG, 2007). Cost may well have been a factor in this ‘partial’ adoption of a ‘green’ Games agenda. In this regard, Davidson (2003) notes that according to the successful construction tenderer (Village Park Consortium) for the Athletes Village, all bidders were asked midway through the tendering process to exclude environmental initiatives from their bids in order to reduce their quoted price. Subsequently, however, under pressure from the Melbourne and Moreland Councils (the local government areas in which the development was located), the Victorian Government agreed to fund the incorporation of environmental design elements into the Village (Millar, 2003). Issues associated with the State Government’s concern over the cost of the Games are also likely to be behind Foster’s comment that

... a lot of sustainability initiatives that you might have liked to have done, like further schools programs which required much more upfront investment, just weren’t possible in the context of the Games (Foster, MCG, 2007).

Further evidence of the constrained emphasis on the ‘green’ elements of the MCG by the OCGC can be found in the level of media coverage the environmental dimension of the event received, even though a strategy had been developed for this purpose. In this regard, Batagol drew a parallel with the Sydney 2000 Olympic Games, noting in the context of the media that there was a ‘real component of leveraging (the event) for sustainability purpose (by organisers)’, something that she goes on to state was absent in Melbourne (Batagol, MCG, 2007). McKeand (MCG, 2007) is also of this view, observing that ‘one of the things that we could have done more (of) is have more information in the media about the environment program’. The modest number of newspaper articles (as noted previously) published in Australia’s two largest newspaper publishers in relation to CG environmental matters adds further weight to this view.

The lack of media engagement around the environmental aspects of the Games resulted, according to Sams, (Director of the OCGC), in the broader community not making the connection between the environment and the MCG 18 months out from its commencement. She goes on to note that it was in recognition of this that the decision was taken to appoint an Environmental Ambassador whose brief was to address this issue (MCG, 2007). Still further evidence of this low-key approach to communicating the MCG’s environmental dimensions can be found in the decision to omit any mention of this aspect of the event from the list of possible topics, of which there were 47, that could be covered in the event’s observer program (Department of Victorian Communities, n.d). Finally, this limited effort to communicate the event’s environmental focus calls into question the degree to which the OCGC’s media strategy (see 5.4.1.2) linked to its environmental programs and initiatives was either adequately resourced or implemented.

The limited time (three months) given to the CGEC-E to solicit community input into the environmental dimension of the MCG, and to undertake research before delivering its final report, can also be seen as symptomatic of the limited emphasis the OCGC placed on the

pursuit of an environmental agenda through the Games. Given this timeline, it is not surprising that a number of members of this committee believed that their ability to identify and suggest mechanisms for exploiting the full range of environmental opportunities potentially associated with the event was severely constrained (Buxton, MCG, 2007; Read, MCG, 2007; and Godhino, MCG, 2007; Foster, MCG, 2007). It should also be noted that at the time this committee was established, many of the key infrastructure projects associated with the event were in an advanced stage of negotiations, and as such it was unable to directly engage with these developments through its recommendations (CGAC-E, 2002, p. 2). The issue of lead times also affected other environmental elements of the event, with the Environment Ambassador for the Melbourne 2006 Commonwealth Games noting that by the time he was appointed (12 months out from the Games) it was largely too late to exploit the full potential of the event to carry an environmental message to the broader community (Gell, MCG, 2007).

Given the issues raised previously, the decision by the Victorian Commissioner for Environmental Sustainability to call his audit of the event's final environmental report an *Independent Assessment of the Green Games* might arguably be regarded as overstating the Games' environmental focus (CES, 2006).

The bid criteria established by the Commonwealth Games Federation (CGF), to which the Australian Commonwealth Games Association (ACGA) and the Melbourne 2006 Commonwealth Games Bid Pty Ltd responded, necessitated only a basic acknowledgement of the environmental dimension of the MCG. This is reflected in the bid document for the event in which the component dealing with the environment was included in the section headed '*Additional Information*'. Information included here in relation to the environment was limited to some 300 words, which comprised general statements to the effect that the event would: employ world's best practice in environmental management; utilise environmentally sensitive approaches in the areas of transport, energy and waste management; engage in recycling; and construct an energy-efficient Athletes Village (Australian Commonwealth Games Association and the Melbourne 2006 Commonwealth Games Bid Pty Ltd, 1999). The brevity of this section raises the issue of the degree to which the CGF (at the time of the MCG) sought to embrace environmental matters in selecting Commonwealth Games host cities. Additionally, given that the CGAC-E was unaware of the contents of this section of the bid (Batagol, MCG, 2007) its link with subsequent actions taken by organisers in the environmental area would seem to be limited. Further, it is worthy of mention that the ACGA website's listing of sections contained in the MCG bid document omits any mention of the environment. This finding reflects the lack of any evidence beyond the bid document itself that was identified in this study as linking the ACGA to the event's environmental program. Given the apparent restricted focus on the environment by CGF and its ACGA affiliate, it is not surprising that the environmental program for the MCG, as Pope notes, was 'very much a government-driven agenda as opposed to a CGF-driven requirement' (MCG, 2007).

The extent to which a more engaged CGF and/or ACGA in the context of the MCG's environmental program would have influenced EfSD outcomes cannot be known. Nonetheless, the question of the effect of a more involved event 'owner' and local affiliate must be asked. Indeed, this question may already have been asked within the CGF itself (see 5.5.3).

It would also appear that M2006 had only a limited interest in the environmental agenda established for the MCG. In this regard Batagol (MCG, 2007) notes that ‘we worked hard at making sure that M2006 built into their planning for the Games the environment features that we wanted and needed’ and asserts that the management of M2006 ‘simply did not see sustainability matters as being connected to their task of delivering the Games’. The reason for this, Godhino (MCG, 2007) believes, lay in its corporate culture being ‘basically the old culture, not a new sustainable culture’. Buxton (MCG, 2007) goes further, arguing that the attitude of M2006 management was: ‘[W]e’re only doing this because the government has got to show a public profile for ... a message that no one really cares about—we certainly don’t, so stop wasting our time.’ Given this lack of interest in environmental considerations, as the event approached the OCGC needed to be increasingly engaged with ensuring M2006 was involved with the MCG’s environmental agenda (Callaghan, MCG, 2007). This lack of connection with the environmental dimension of the event also raises the issue of the degree to which EfSD elements of the initiatives M2006 was involved in (i.e. staff training, supplier contracting, waste management) were actively engaged in.

Evaluation of the MCG’s environment program took the form of: a triple bottom line post-Games analysis which embraced the social, economic and environmental aspects of the event (including its EfSD components) conducted by Insight Economics for the OCGC; a post-Games audit of the event’s final environment ‘report card’ by the Victorian Commissioner for Environmental Sustainability; and contracted consultant reviews of selected environmental programs, most specifically the Games’ litter campaign, tree-planting program and TravelSmart initiative (Insight Economics, 2006; Victorian Commissioner for Environmental Sustainability, 2006; OCGC, 2006). Missing from this ‘mix’ of reviewers is the ‘arms length’ body suggested, as noted earlier, by the Environment Liaison Office and the CGAC-E. Such a body, according to the CGAC-E, would have taken the form of an independently chaired Environment Stakeholder Reference Group comprised of representatives from peak environmental organisations, industry associations, local government, public transport user groups, resident groups and unions. This group, they envisaged, would have acted to produce quarterly publicly available reports on the environmental aspects of the Games and provide ongoing advice to the Minister for Commonwealth Games on its assessments of the environmental performance of the preparations of the Games and implementation of Government’s response to the Advisory Committee (Environment) report (CGAC-E, 2002, p. 45).

While the OCGC did establish an Environmental Stakeholders Forum, its form differed from that suggested by the CGAC-E, with its members being drawn largely from government entities (as shown in Table 5.2). One possible interpretation of constraining membership in such a way is that the Victorian Government wanted to reduce broader community engagement in the MCG’s environmental program, as well as any potential controversies and resulting media coverage. From an EfSD perspective, this lack of engagement arguably inhibited community discussion and debate around environmental matters attached to the Games.

While the OCGC may have sought to ‘control’ the review process for the MCG’s environmental program, it should nonetheless be noted that environmental advocacy groups such as Greenpeace chose not to become involved with the event. In this respect, the MCG differed significantly from the SOG. Batagol (MCG, 2007) notes that ‘... you actually had green groups driving agendas very, very strongly (in Sydney). In Melbourne they just weren’t there’. There was, as stated earlier, some measure of interest from these groups initially, as

they lobbied to alter legislation (*Commonwealth Games Arrangement Act*) associated with the event to encompass ecologically sustainable development guidelines; however, once this was rejected by the State Government there appears to have been little substantial follow up.

#### ***Objective 4: EfSD legacies***

The environment strategy for the MCG, as previously discussed, sought to generate a variety of EfSD-related legacies linked to awareness raising, attitude and behaviour change, skill and knowledge enhancement and alterations to current industry and business practice. Due to the limited formal research that was conducted specifically on this issue, only a partial picture of the extent to which these outcomes were able to be achieved is provided in this section. While this limitation is acknowledged, this section nonetheless seeks to provide some understanding of the extent to which these legacies emerged from the event, along with which societal sectors they attached to. Additionally, some discussion of possible EfSD legacies beyond the MCG's host community has been included here.

#### *Government*

A great deal of the efforts of the OCGC and M2006 in the area of sustainability can be regarded as an extension of, and in some cases a 'ratcheting up' of, the Victorian Government's broader engagement with the concept of sustainable development. As Callaghan notes, 'ultimately the efforts described in the (environment) report card are aimed to link with the Victorian Government's sustainability agenda' (MCG, 2007). Despite this, it can nonetheless be observed that the MCG represented an opportunity to engage with this agenda in a deeper way than had been the case previously in some areas. The Department of Infrastructure makes this point in the context of the Athletes Village, acknowledging that this development, with its \$15.6 million expenditure on environmental initiatives, raised the benchmark for green housing developments in Victoria (n.d). This benchmark, Gell argues, helped signal to developers that the incorporation of such design elements into buildings was increasingly becoming the norm and that the industry needed to adapt to it (MCG, 2007). The Victorian Commissioner for Environmental Sustainability was also of this view, noting that the Games should be seen as a major point of reference for the construction and related industries as to 'how we do things' (Commissioner for Environmental Sustainability, Victoria, n.d., p. 5). Arguably, the Government was also able to accelerate the efforts of other types of business to engage with a sustainability agenda through the Games-linked programs of TravelSmart and ECO-Buy. Additionally, its community and school-directed efforts in this area (see 5.5.4) potentially served to progress its overall sustainability agenda.

The MCG also acted as a 'laboratory' in which certain Government EfSD-linked practices and initiatives could be trialled or further developed. After the Games, the *Environmental Procurement Guidelines*, for example, were refined and went on to be used more broadly by Victorian Government departments and agencies (OCGC, 2006, p. 57). The Department of Infrastructure's TravelSmart program also benefited from the Games, with the event allowing it to experiment on a large scale with its behaviour-change methodology, which subsequently resulted in further refinements (Meiklejohn, MCG, 2007). Additionally, the MCG acted as a catalyst for government to support new, ongoing environmental initiatives with EfSD elements, specifically ECO-Buy Business, that served to progress its sustainable-development agenda.

*Business and industry*

The potential for EfSD legacies in this sector was arguably greatest in the building and construction industry. Rob Gell, for example, argues that the capacity of architects, engineering firms, and construction companies to engage with sustainable design briefs was significantly enhanced through the Games (MCG, 2007). Gell's views are supported by Insight Economics, which concluded that the Games provided a platform for updating the building industry's understanding of best environmental practice in design and construction, and that what was learnt in these areas through the Games would be one of the event's longer-term legacies (2006, p. 12). A specific example of such a legacy is that of Grocon, a major construction company engaged in the development of Games venues. This company went on to apply to its next major construction project (The AXA building, Collins Street, Melbourne) what it had learnt through its engagement with the MCG about systems and processes for waste minimisation (OCGC, 2006, p. 53).

The role of the MCG as a showcase for industry of environmental technologies and practices can also be argued to be a noteworthy EfSD legacy resulting from the event. The Athletes Village and Melbourne Cricket Ground alterations demonstrated to both industry and the broader community how large-scale developments can embrace environmental design and construction practices (Insight Economics, 2006, p. 12). Aiding this process was a post-games seminar dealing with these issues and targeting professionals in the field (Engineers Australia, n.d.). The significance of this showcasing role in the context of these projects should not be underestimated, as the Victorian Master Builders Association, along with the Victorian housing industry in general, had been actively campaigning against five-star energy and water-efficient housing for some time prior to the MCG (Gell, MCG, 2007).

Engagement with ecologically sustainable design principles and practices was not limited to the organisations involved with the MCG but also extended to their employees. For example, Patrick Ness states in connection with construction contractors at the Melbourne Cricket Ground that 'numerous briefings of their workforce [took place] concerning ... the design agenda and the green overlays' (MCG, 2007). While it is difficult to determine the extent to which employees were influenced post event by these types of activities and their direct hands-on engagement with ecologically sustainable building practices, several interviewees were of the opinion that there were some general flow-on effects, at least in the areas of awareness and understanding (Ness, MCG, 2007; Foster, MCG, 2007). Insight Economics supported this view, noting that while intangible, the knowledge obtained through building Games infrastructure to best-practice environmental standards resulted in the development of 'human capital that can be applied in other future projects around Victoria' (2006, p. 127).

In addition to the building and construction field, the MCG also had the potential to impact other industry sectors from an EfSD perspective. The Savings in the City: Green Hotel Program continues to educate participating hotels about ways to reduce their energy use, greenhouse gas emissions, water consumption and waste (City of Melbourne, n.d.c.). The *Environmental Procurement Guidelines* developed for the MCG, which sought to '[p]romote environmental awareness, positive environmental performance and continuous environmental improvement,' can also be argued to have expanded the environment-related knowledge, understanding and applied capacities of businesses that sought supplier status at the MCG (OCGC, n.d., p. 1). This in turn had the capacity to impact upon their future practices. Catering contractors and their staff, most specifically those involved in WasteWise catering training delivered by the OCGC, were also potentially impacted in a similar way.

The ECO-Buy Business and TravelSmart programs offered the potential for organisational learning with implications beyond the Games. ECO-Buy required participating businesses, of which admittedly there was only a small number (13) by Games' end, to engage in training programs to learn how to integrate environmental purchasing into their organisation (Stephens, MCG, 2007). As regards TravelSmart, the business element of this program sought to generate longer-term travel-related behaviour change amongst the staff of selected CBD businesses. This program was successful in gaining the participation of 37 workplaces that collectively employed 10,694 people (OCGC, 2006, p. 18). The engagement of these firms and their staff is likely to have had some impact on generating awareness of alternatives to private transport, as well as perhaps altering the travel behaviour of their employees. What exactly this impact was is essentially unknown; despite the fact that research was conducted to establish its impact at Games' end, it was inconclusive because few participating businesses (8%) had actually progressed to the stage of implementing a Green Transport Plan and only 1.1% had issued follow-up travel surveys to staff in order to assess changes in their travel behaviour (Meiklejohn, DeGruyter & Dean, 2006, p. 10).

It can be argued that the MCG offered the potential to enhance the skill and knowledge base of the event industry in terms of its capacity to deliver more environmentally sustainable events. This was a legacy identified by Sustainability Victoria, which captured information from the MCG concerning environment-linked systems and practices in a *Green Events Plan*. This plan, which was to be made available to the event industry, included information on: energy efficiency and greenhouse gas; waste and recycling; water management; event management and systems, and education and communication (Insight Economics, 2006, p. 158).

#### *Schools and higher education institutions*

In the absence of any formal research, the EfSD impact of the MCG school-based education program can only be inferred. In this regard, nearly all schools (approximately 2,400) to which materials were sent participated. Additionally, 100% of teachers who responded to a survey on these materials were positive about their educational value (Insight Economics, 2006, p. 151). This outcome aligns with the view of the MCG's education program manager, who noted in the context of the environmental aspects of this program that '... in most schools ... the material was taken up with a great deal of enthusiasm and got kids really involved in ... environmental stuff' (Pope, MCG, 2007). It is noteworthy that the units of work and learning tools developed for the event, given that they were linked to the existing school curriculum and sought to explore ideas and concepts of relevance to it, had the potential for use post Games (Lind, MCG, 2007). Indeed, this did occur, with educational material prepared for the World Swimming Championship being in part based on material and selected ideas taken from it (*ibid*).

Unlike the school-based program, the Green Trades Program did evaluate its participants. It was found that 90% of those involved intended to apply what they had learnt to their employment and change their existing work practices (OCGC, 2006, p. 67). Regarding the materials developed for this program, 'green plumbers' training modules went on to be used in apprentice training offered at the Royal Melbourne Institute of Technology (*ibid*), while the Victorian Department of Sustainability drew upon it to create a sustainable energy course for practising electricians to be rolled out across Australia (Gonzalvez, MCG, 2007).

### *Community*

Inside Economics (2006), in its *Triple Bottom Line Assessment of the Games*, argues that the MCG had a positive impact on the Victorian community from an environmental perspective. In support of this view, it refers to a post-Games attitudinal study of Victorians conducted by Quantum Market Research, which found that 60% of people were more willing to act in ways that would benefit the environment, and 47% were more likely to use public transport as a direct result of the MCG (Insight Economics, 2006, p. 155). It attributes these outcomes directly to: the inclusion of environmental elements in curriculum material prepared for the event's schools program; the participation of community volunteers in a range of environmental initiatives (e.g. tree-planting days); public communications programs in the areas of public transport use and litter; and public exposure to environmental messages linked to the Games. While such a finding may appear significant, the linear relationship between an individual's stated intention to act in a specific way and their later actions has been questioned by a number of authors and bodies (e.g. Parliamentary Commissioner for the Environment, 2004, p. 58; Hungerford & Volk 1990, p. 9; Newhouse 1991, p. 27; Learning and Skills Development Agency, 2003, p. 5).

While difficult to quantify, the blending back into the community of OCGC volunteers (15,000), and OCGC and M2006 staff, whose training had incorporated environmental elements, would also have contributed to the community's awareness and understanding of environmental issues. A similar comment can be made about athletes, team officials and event attendees who potentially would have been exposed to environmental design elements of buildings and publications (e.g. *Athletes Village Guidebook*, *Spectator Guide*) with environment-related content.

In addition to assessing the overall impact of the MCG on the community from an environmental perspective, efforts were also made to evaluate specific community-focused programs. The community component of TravelSmart was one of these. This program involved 3,216 households, with a post-Games survey recording a modest increase (no figures provided) in cycling, walking and public transport usage amongst participants (OCGC, 2006, p. 18; TravelSmart, n.d). This outcome would seem to indicate a direct link between the program's goal of 'raising awareness and facilitating understanding of travel behaviour change and its personal and social benefits' and its actual outcomes (Steer, Davies & Gleave, 2006).

The anti-litter campaign conducted in association with the Games is another EfSD-linked initiative with a community focus where post-Games evaluation took place. The influence of this program was found to have been reasonably effective, with 35% of a representative sample of the Victorian community believing that people's long-term littering behaviour would change as a result of the campaign. Only 14%, however, indicated that the campaign had changed their own attitude to littering. While this figure may appear low, the researchers argued that this outcome may simply reflect an already strong pre-existing anti-littering attitude in the Victorian community (Community Change, 2006, p. 16). In terms of actual behaviour change, it is interesting to note that the relatively low littering rates experienced during the Games<sup>2</sup> reverted to higher pre-Games levels shortly after the event (*ibid*). This

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<sup>2</sup> An assessment of the Game's anti-litter program was undertaken by the consultancy firm Community Change. This study found that littering behaviour changed markedly during the period of the Games, dropping by one-third in major game's precincts, areas immediately around venues and in major corridors leading to and from venues, compared to the period immediately before the event and one month after (Community Change, 2006).

outcome, according to Kossen, reinforces the importance of not confining such programs to limited timeframes (such as those associated with the conduct of an LSSE) if behaviour change is to be achieved (MCG, 2007).

### *External EfSD legacies*

The capacity of future Commonwealth Games to learn from the MCG's environmental program was enhanced by a transfer of knowledge program that was part of the original agreement between the CGF and the State of Victoria. This program required that details concerning the event's major programs be provided to the CGF. This information included core publications, policies and operational templates (M2006, n.d c). Notable amongst this material from an EfSD perspective were documents concerning the event's education program, environmental strategy, environment framework, and the Victorian Government's response to the CGAC-E report (Insight Economics, 2006). In addition to this formal approach to information transfer, an observer's program operated at the MCG involved delegations from CG host and bidding cities (Insight Economics, 2006, p. 53). While this program, as noted previously, failed to list the environment as a topic that could be explored through it, it was nonetheless the case that a few first-hand briefings on the environmental design aspects of the Athletes Village and other venues did take place (Gell, MCG, 2007). Although difficult to determine, it can also be argued that the exposure overseas athletes, team officials, spectators and volunteers had to varying aspects of the MCG's environmental program might have had some impact on their home countries upon their return.

The extent to which the example provided by MCG's environmental program, inclusive of its EfSD elements, served to stimulate a deeper interest by the CGF in the environmental dimension of the CG was not clear from the study's findings. Nonetheless, it can be observed that the CGF has moved in recent times to embrace the concept of sustainable development. This is evident in the current *Candidate City Manual*<sup>3</sup> (for the 2014 CG), in which the CGF expressed for the first time its commitment to the concept. Associated with this has been a change to the event's bidding criteria, which now require a more detailed response from bidding cities regarding their environmental program. From an EfSD perspective, it is noteworthy that this additional detail includes the need to outline approaches to leveraging the event in order to raise community environmental awareness (CGF, 2005, pp. 46–7). It is also noteworthy that going forward the CG's engagement with sustainable development was strengthened by the decision by the United Nations Environment Program to support future host cities (this commenced with New Delhi in 2010) in their efforts to pursue an environmental agenda through the event. This assistance, significantly from an EfSD perspective, will extend to the joint development of workshops, general environmental awareness-raising efforts and the linking of the Games to other environmental events such as Clean Up the World (Organising Committee Commonwealth Games New Delhi, 2010, n.d).

### **Discussion**

Based on the findings that have emerged from his study, it can reasonably be argued that this analysis of the EfSD dimension the MCG has provided an opportunity to develop insights into a matter where research and theory are lacking. In particular this enquiry has highlighted the significance of government, and of government commitment, to the EfSD process. Further, it has shown how, largely, but not exclusively, through cooperative efforts, a LSSE

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<sup>3</sup> A document provided to cities bidding for the Commonwealth Games to aid them in responding to the bidding criteria (CGF, 2005)

can indeed be leveraged to progress a host communities EfSD efforts across a broad range of societal sectors—schools and higher education, business and industry, government and the broader community itself. The form these efforts can take were found to be diverse, encompassing environmental components with staff and volunteer training, media reporting, inclusion of material within school curriculum, placing environmental conditions on business and industry, undertaking environmental campaigns and awareness raising efforts, launching of environmental initiatives with EfSD elements (e.g. Eco-Buy) and showcasing environmentally friendly construction and design. Underpinning these actions was found to be: a strategic commitment by Government to pursue a sustainability agenda through the MCG; a climate of expectation within the Victorian community as regards the environmental dimension of the event; an increased understanding of how LSSEs can be leveraged for sustainable development purposes; and a willingness by focal organisations to act cooperatively in building the event's environmental program. Impediments were also identified to EfSD linked actions, most notably: the extent of government backed focal organisation commitment to the event's environmental agenda; and lack of external pressure in the form of the CGF, external environmental groups or an independent body with oversight of this aspect of the event.

While limited formal research was conducted regarding matters linked to the EfSD legacy flowing from the MCG, there was nonetheless sufficient evidence to make a number of general observations as regards this matter. In the context of the Government sector, the MCG acted as a stimulus for the state government to engage further with its sustainable-development agenda. Specifically, the MCG provided a vehicle through which it was able to encourage the use of environmentally friendly technologies and practices by the Business and Industry sector. This was achieved through showcasing environmental design practices in infrastructure developments such as the athlete villages; 'pushing' organisations and their employees to engage with sustainable production techniques and practices via the inclusion of environmental conditions in tenders and construction contracts; and creating and/or encouraging participation in ongoing environment-linked programs (e.g. ECO-Buy Business, TravelSmart).

The state governments were also able to use the platform provided by MCG to carry an environmental message to the Community sector concerning matters such as sustainable transport usage, litter and water recycling and management. Additionally, via focal organisations, they were able to enhance the environmental skill and knowledge base of individuals and groups from within this sector through encouraging their participation in selected programs and initiatives (e.g. Our River Our Games) (see later discussion). It can also be observed that the MCG provided an opportunity to trial new approaches to behaviour change in areas linked to the environment (i.e. transport usage—TravelSmart) and to experiment with environment-linked initiatives with EfSD implications (i.e. Environmental Procurement Guidelines) which were later adopted.

Within the Business and Industry grouping, the building and construction sub-sector arguably benefited most in terms of EfSD legacies. In this regard the MCG provided a platform for updating sustainable design and construction practice amongst firms and their employees, as well as in professionals allied to it (e.g. engineers, architects). Elements of this platform included the previously cited showcasing role played by sustainable infrastructure and housing; and environment-linked training provided by focal organisations to employees of construction firms and their contractors (e.g. Green Trades program). Staff from organisations that participated in selected environmental programs (e.g. Savings in the City:

Green Hotel Program, ECO-Buy Business, TravelSmart), are also likely to have found themselves needing to acquire new knowledge and skills. Additionally, it was observed by Sustainability Victoria that the event industry itself benefited from the MCG through a greater understanding of how LSSEs, and events in general, might be delivered more sustainably (Insight Economics, 2006).

Within the School and Higher Education Institution sector, the major EfSD-linked legacy of the was found to lie in the potential the CGEP program held to engender an enhanced understanding of environmental issues in school-aged children through their inclusion of environmental elements. Additionally, while much smaller in scale, the environment-based technical education program conducted in concert with the MCG for qualified and apprentice plumbers and electricians was identified as having had a significant impact on the intended future work practices of its participants (OCGC, 2006, p. 67). It was further determined that some material developed for these programs had a post-event life, as it went on to be employed or adapted for use in other event contexts or in new or existing educational programs (OCGC, 2006; Gonzalez, MCG, 2007).

The key legacy of the MCG from the viewpoint of the community sector was argued by a number of interviewees, organisations and writers to be one of a more environmentally aware and informed host community. This view, in the context of the MCG, was supported by post-event research, which found that as a direct result of the event, 60% of Victorians were more willing to act in ways that would benefit the environment (Quantum Market Research cited in Insight Economics, 2006, p. 155). This outcome was attributed to such factors as the participation of individuals in environmental programs and initiatives and environment-linked public communication efforts engaged in by focal organisations. It was further argued in this study that as focal organisation staff and volunteers, environmental program volunteers, athletes and team officials resumed their normal post-event roles, the host community would benefit from what they had learnt, or been exposed to, as a result of the LSSE's environmental program. Event attendees were another community group to whom a potential EfSD legacy was attributed, with this legacy emerging from their direct exposure to environmental technologies (e.g. solar power installations at venues) and observable environmental practices (e.g. recycling). It was also argued that the environmental design aspects of event-related infrastructure and site developments (e.g. the creation of artificial wetlands), provided ongoing opportunities for community EfSD.

In addition to the potential the MCG possessed as an agent for host-community EfSD, it was also found that the event offered some opportunity to engender such outcomes in other community settings. Specifically, information concerning the environmental programs of the event was captured through transfer of knowledge programs and passed on to Commonwealth Games Federation for use by future bidding and host communities. Other means by which insights from the environmental program of the event may have flowed to external communities were identified as media coverage, and returning athletes, administrators and spectators.

The previous discussion makes clear that there is a range of possible EfSD-related legacies that can emerge from an LSSE. However, if a host community is to maximise such legacies, consideration should be given to how EfSD programs and initiatives can impact the post-event environment. Several approaches to this challenge were evident in the case study. One such approach was the purposeful development of environmental programs or initiatives with an intended post-event life (e.g. ECO-Buy Business, Savings in the City: Green Hotel

Program) in association with organisations capable of continuing them into the future (e.g. government departments/authorities/agencies). Another approach involved the use of the context provided by the event to trial new initiatives (e.g. Environmental Procurement Policies) or new methodologies for existing programs (e.g. TravelSmart) with a view to refining their later post-event use.

When viewing these legacies, it should be kept in mind, as noted at the outset of this paper, that community EfSD is a complex, multi-faceted process that can be connected with at various levels and in various ways. At a foundation level, it requires awareness, understanding, and a capacity to engage with sustainable practices, as well as attitudes and behaviour conducive to such engagement. At a higher level it involves developing citizens' skills and knowledge necessary to challenge and reshape their societies in order to make them not only more sustainable environmentally, but also economically and socially sustainable. Keeping these perspectives in mind, when viewed collectively the EfSD legacies emerging from the MCG are likely to fall into the foundational category, indeed it could be argued that LSSEs are limited by their nature to performing this role—a role that is still nonetheless valuable from the perspective of a given community's journey towards a more sustainable future.

### **Future research**

While this study has provided useful insights into how LSSEs can be leveraged for EfSD purposes, it has also raised a number of questions regarding the operation of the process in such settings. Specifically, while the MCG was selected because it was viewed by the author as representing 'best practice', the enquiry nonetheless identified a number of impediments to the effective operation of the EfSD process. Additionally, it is possible that other restrictions exist that did not emerge from the study. For example, the limited life of LSSEs may inhibit the involvement of some potential active stakeholders, as they may see greater value in establishing, or further developing their stake in, ongoing environmental programs or initiatives. Further, they may also foresee difficulties in taking jointly developed programs or initiatives into a post-Games context once an LSSE's focal organisation has ceased to exist. If communities are to derive the best possible EfSD outcomes from the hosting of LSSEs, it is therefore crucial that all such impediments are identified and approaches developed to reduce or eliminate them. Insights emerging from future research directed at addressing this matter could therefore contribute significantly to strengthening the EfSD process.

Other issues that bear further analysis are: the degree of unrealised potential possessed by each of the societal sectors in terms of their capacity to contribute to the EfSD process; how post-LSSE EfSD legacies can best be ensured and maximised; and the true extent of assumed EfSD legacies or EfSD legacies for which only limited or anecdotal, evidence exists.

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## **‘As good as gold’: examining the sustainability of educational sports event experiences**

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### **Abstract**

Sport remains ‘one of the most significant shapers of collective or group identity in the contemporary world’ (Nauright, 1996; 69). The 21st century, however, has seen an unprecedented rise in cross-border sports-related mobility and a significant growth in the professional production and commercial consumption of competitive physical activity (Higham & Hinch, 2009). Globalisation has not only altered the cultural values and historical reference points that once framed personal identities, but also affected the manner in which social communities now connect, communicate, commute, compare and compete with each other. In 1999, Maguire warned of the ‘crisis’ facing producers and consumers required to select what flag (and which fans) they wish to represent on the highly competitive, equally commercial, professional sporting stage (Maguire, 1999). Over a decade later and the contemporary world’s relentless demand for exciting sporting entertainment is beginning to challenge and change the traditional methods of supply. The professional purchasing, packaging and promoting of ‘local’ athletes as ‘global’ commodities, for example, is now considered by many as an acceptable, if not always agreeable, component of everyday sports event management.

When discussing the concept of mobility, Hall (2005) credits the arrival of innovative international technologies (particularly those within the closely connected communications and travel industries) for the removal of historical, socially-constructed, spatial and temporal boundaries and the significant reduction of traditional, often political, financial barriers. The increased exposure to alternative educational and employment opportunities, however, is not only challenging the way that communities and sporting clubs—located in developed and developing nations—work together, but also changing the way that their best athletes choose to position themselves within the global sporting arena. A quick glance over the sporting headlines, for example, reveals a number of individuals who appear to have lost their personal affiliation and professional attachment to the ‘place’ in which their immediate family called, or still call, ‘home’. While sport has been referred to as ‘a fertile realm for the development of personal narratives’, allowing ‘individuals and collectives to (re)negotiate identity’ (Higham & Hinch, 2009: 69), the professionals appear fixated by quantifiable statistics gathered at/around high profile sporting competitions, especially the ‘once-in-a-lifetime’ mega events that move from host to host and require a substantial, and unsustainable, amount of financial investment.

Despite an increased awareness of athletes moving around the world in search of fortune, fame and family happiness, a distinct lack of detailed discussions have emerged on the social significance and long-term sustainability of encouraging sports-inspired mobility and/or embracing athletic labour migration. By focusing on the production and consumption of educational sports event experiences, however, this working paper also addresses this often overlooked area of concern. The author’s on-going research into the personal expectations and experiences of a highly mobile group of non-professional athletes focuses specifically on their thoughts regarding the sustainability of travelling to compete in amateur educational

sports events. By loosely defining ‘educational sports events’ as ‘any competitive or social sporting fixture where an athlete’s eligibility to participate is determined solely by their status as a student enrolled within and affiliated with an appropriate full-time educational institution’, the findings compare the sustainability of elite and non-elite academic competitions and, more importantly, offer a rare insight into the movements and motivations of non-professional athletes (many of whom aspire to turn their part-time sport into their full-time profession).

In July 2011, the Great British Academic Lions Rugby League squad (the Lions) became the first overseas team to win the Academic Ashes in Australia (Griffith, 2011). The 24-day tour included two Test Matches in Brisbane and a third in Cairns. A week in Bali was also incorporated, allowing time for some fundraising, community work, team training, group bonding and a social ‘practice’ game against an Indonesia Select 13. Having done the unthinkable down under (winning the series for the first time since 2000), the entire team returned ‘home’ as heroes. More importantly, at a champagne reception hosted by the Rugby Football League (RFL), they witnessed another equally unexpected victory in the form of the chairman’s public pledge to increase the amount of financial backing required to sustain the defence of this educational sporting event. The RFL announcement came only months after a lack of funds had forced some players to withdraw and resulted in several warm up games in Papua New Guinea and New Zealand being removed from the initial tour itinerary.

The researcher utilised a mixed methods approach to gather a significant amount of primary and secondary information over a twelve month period. Several of the playing and coaching staff were also willing to share private and personal support material used during the tour, as well as copies of relevant media coverage collected upon their return to the UK. All of the athletes interviewed were asked to reflect upon the personal experiences encountered immediately before, during and on several occasions after their unexpected success in Australia. They were encouraged to talk about the influence that an increasingly mobile society is having on their active and passive consumption of non-elite sports events. They were also asked to provide their opinions on the significance of their success, and the implications it may have on their future and the future of their favourite sport. The coaching staff, and several established professional athletes were also asked to comment upon the importance of this non-elite event, and the implications of an increasingly mobile ‘global’ workforce on the sustainable development of local talent, including the progression between representing club and/or country at both an amateur and a professional level.

Macdonald (1996:4) describes sport as an ‘enemy of distance and separation’. The findings reveal a noticeable blurring between the traditional boundaries separating the competitive worlds of elite and non-elite sports event management, especially with regards to the standard supply chain (i.e. amateur to professional), the strategic design, development and delivery of overseas tour programs (i.e. the balance between work and play) and the commercially-driven consumption of cultural/community fundraising activities (i.e. the search for suitable financial support). They also highlight the influence that an increasingly mobile society is having on the present day movements and personal motives of tomorrow’s potential professional athletes. Some players believed the experience offered them an opportunity to ‘walk in the shoes of the professional players’ and ‘see how things are done on the other side of the world’. Several others noted their plans to return to Australia and accept offers of professional scholarships and/or full time contracts at the end of their studies.

The need for new, innovative and creative, fund raising was also highlighted by many of the respondents, with several stories emerging about players forced to go even deeper into debt and others forced to miss out on the tour entirely due to their failure to raise the money required. The issue of increased mobility was raised, alongside some concerns regarding the rapid rise in the number of games they're expected to play each year. The eligibility of elite and non-elite players was another major talking point to emerge within the discourse, highlighting some serious doubts regarding the sustainability of allowing rugby league players to change the national allegiance during their career. Furthermore, some of the respondents were philosophical about their chances of winning a professional contract, despite their recent success. Several players noted the large number of overseas-born players competing in the English Super League. A couple more indicated their desire to continue playing at an amateur or semi-professional level, but felt that their Academic Ashes success would always be the highlight of their sporting life.

Some players planned to retire once they graduated and focus on other less time consuming personal interests. The final recommendations focus on the perceived need to create of a long-term sustainable events strategy that not only raises awareness, appreciation and acknowledgement (public and professional) of non-elite educational fixtures, but also stresses their potential power to influence the shaping the future. The need for further research into the issue of increased athlete mobility and event eligibility at both an elite and non-elite level is also noted, with particular emphasis placed on the need to educate aspiring professionals about their various options when it comes to choosing their personal career pathways and picking their national loyalties.

Ultimately, the UK student's unpredicted success in Cairns caused an unprecedented policy change from the professionals responsible for managing the sport. In Australia, the person responsible for picking the twenty-one non-professional athletes involved in the trip used his post-match interview to reveal that; 'all of the squad have stuck together on a long tour and have come through as champions. Over the years we've had some real disappointments and near misses, but that has just made this win all the sweeter' (Fletcher, 2011 cited in Griffith, 2011:26). In his post-tour interview with the researcher, the proud coach was able to sum up the entire overseas sports event experience, and the potential long-term implications of his team's historic win, with a big smile and the following four words: 'As good as gold!'

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