

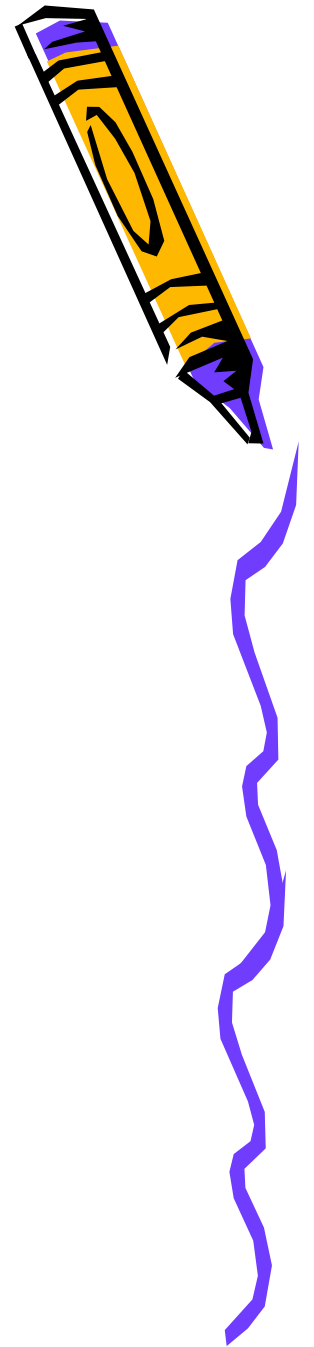
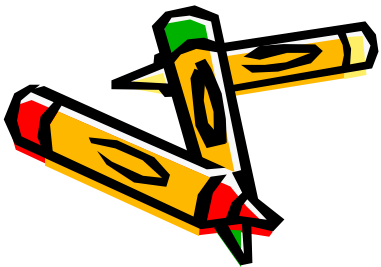


**Cape Breton's Celtic Colours International
Festival:
Building Social and Economic Capital Island-
Wide
through a Cultural Social Enterprise Initiative**

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20 November 2010 CAURA Conference*

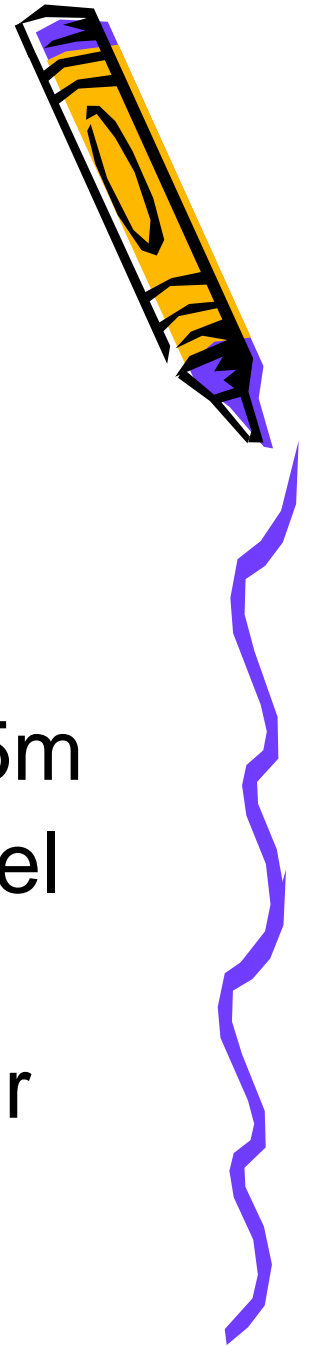


QuickTime™ and a
decompressor
are needed to see this picture.



Celtic Colours International Festival

- Began in 1997
- 9 days beginning Friday of Thanksgiving weekend
- In 2009, economic impact was \$15.5m
- Unusual distributed geographic model
- Unusual distributed revenue model
- Organizational culture game-changer



Celtic Colours International Festival

- Cultural tourism event
- Mission:
 - To celebrate and “develop” the Island’s “living” culture
 - To “build relationships across the Island” and beyond

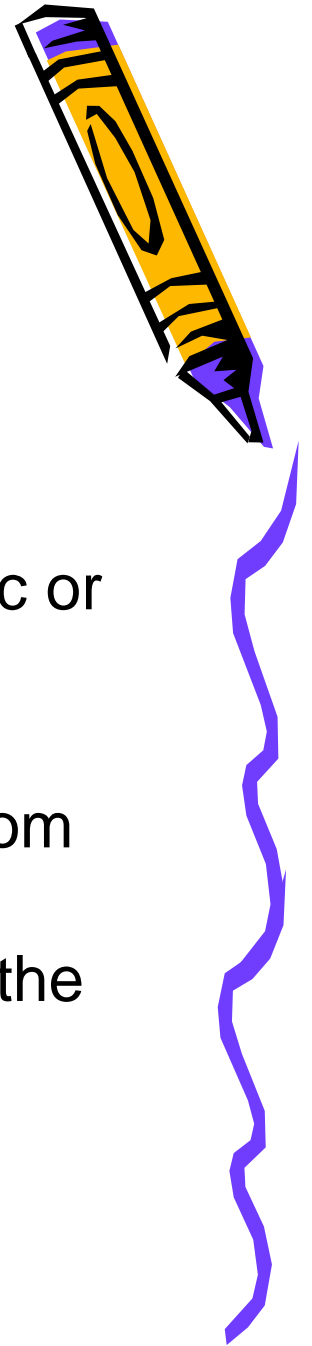


Celtic Colours International Festival

- Also a social enterprise
 - led by an economic, social, cultural, or environmental mission consistent with a public or community benefit
 - Trade to fulfill their mission
 - Derive a substantial portion of their income from trade
 - Reinvest the majority of their profit/surplus in the fulfillment of their mission

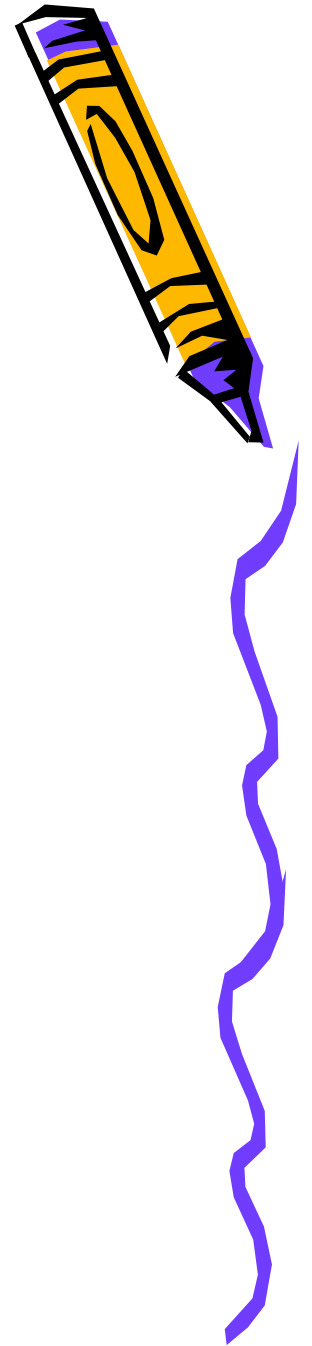
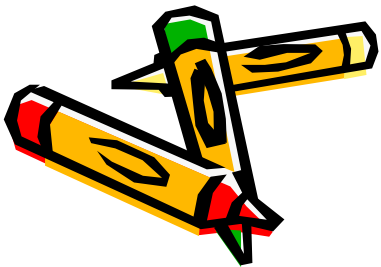


Finding Australia's Social Enterprise Sector (FASES) (2010), a project of the Australian Centre for Philanthropy and Nonprofit Studies (ACPNS) at Queensland University of Technology in partnership with [Social Traders](http://bit.ly/9mSpKL), <http://bit.ly/9mSpKL>.



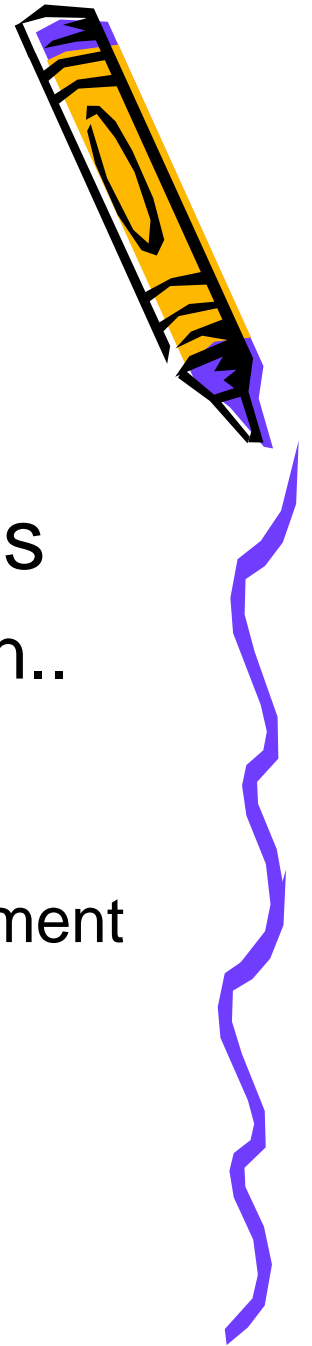
Governance & Structure

- Overcoming historic patterns of community conflict
 - Society membership structure
 - Zero-based annual competition and contracting practices with communities



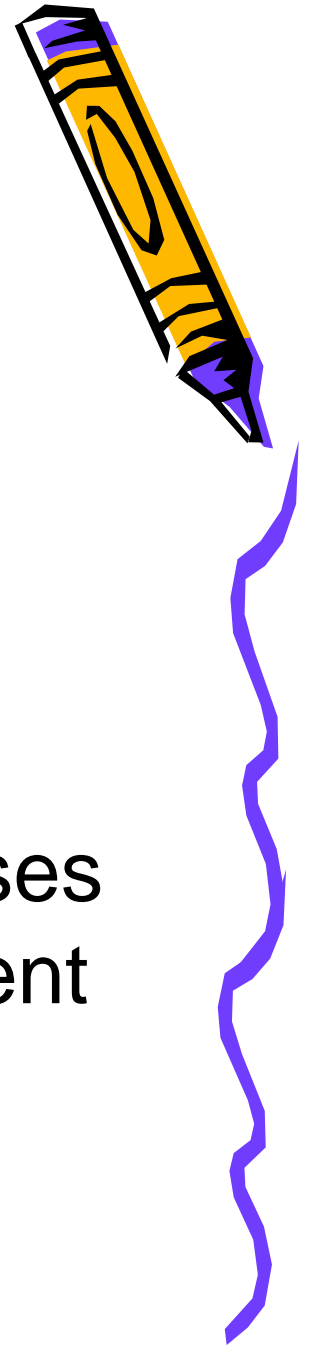
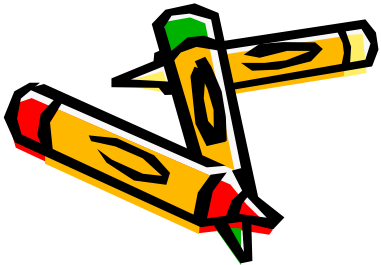
Staff-Board Tensions

- When normal becomes perilous crisis
 - It's all about control and communication..
 - A change in staff leadership, but only for a year
 - A conflict over type and nature of management control
 - Moving forward with succession planning, strategic planning and structural change



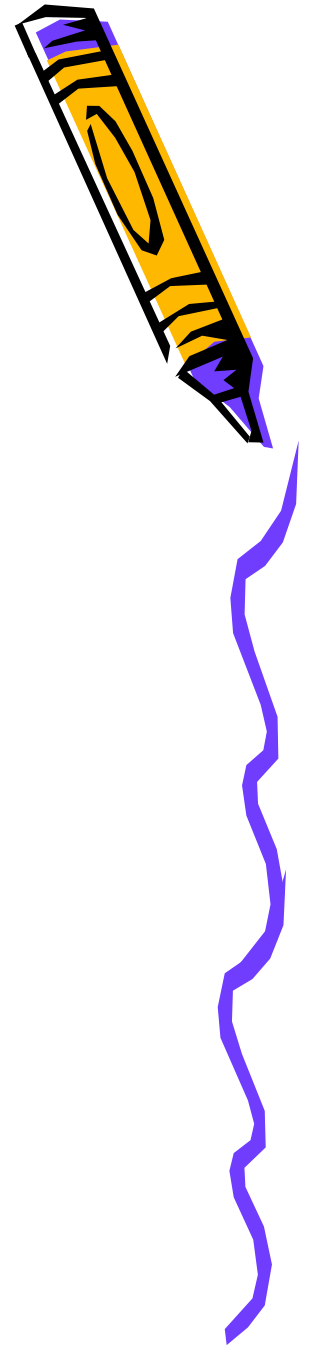
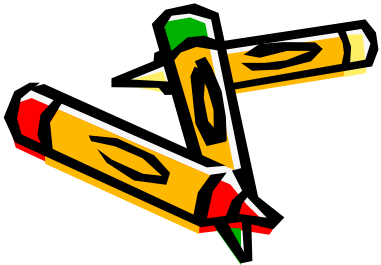
Marketing Initiatives

- Early focus on general media
- Survey data shifts strategy toward niche publications
- Economic and external business crises drive toward social media engagement and close client relationships



Community/Music Industry Impacts

- Tourist season extended, changed
- Tourist experience broadened, deepened
- General economic benefits
 - Cash
 - Employment Skills



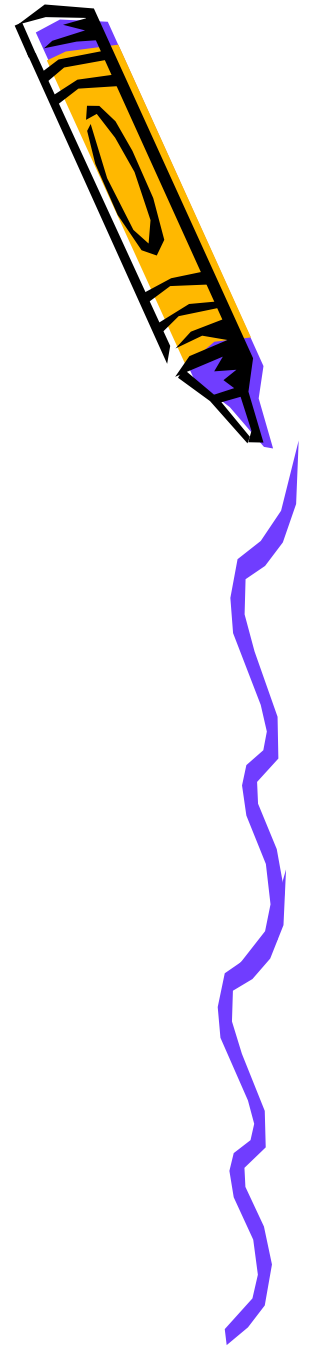
Community/Music Industry Impacts

- Seasonal migration - property buying
- Culture of evidence-based decision-making
- Music Industry Effects
 - Musician careers
 - Making a living
 - Crossover effects on other genres, especially Indie Rock
 - Recording studios
 - Sound technicians



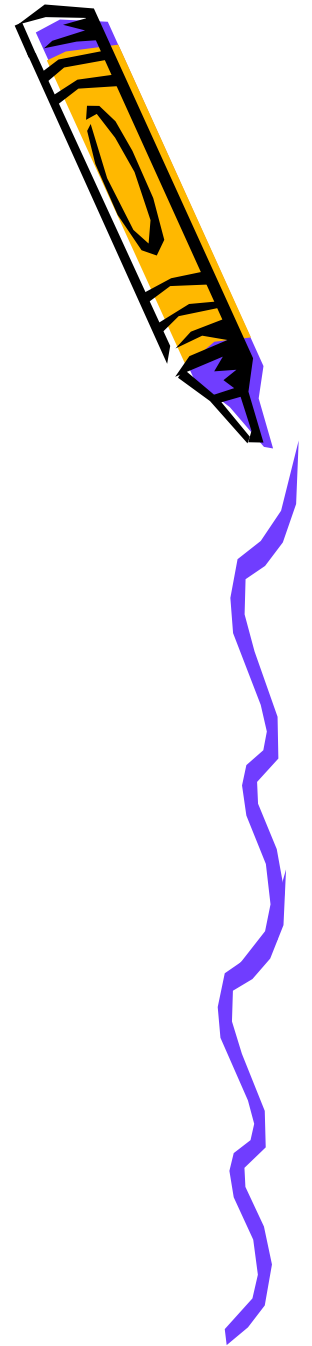
Community/Music Industry Impacts

- Drive'Er effects
 - Transportation industry
 - Behaviour and dress code
 - Resulting taxi upgrades!
 - Young musician development through scholarship award



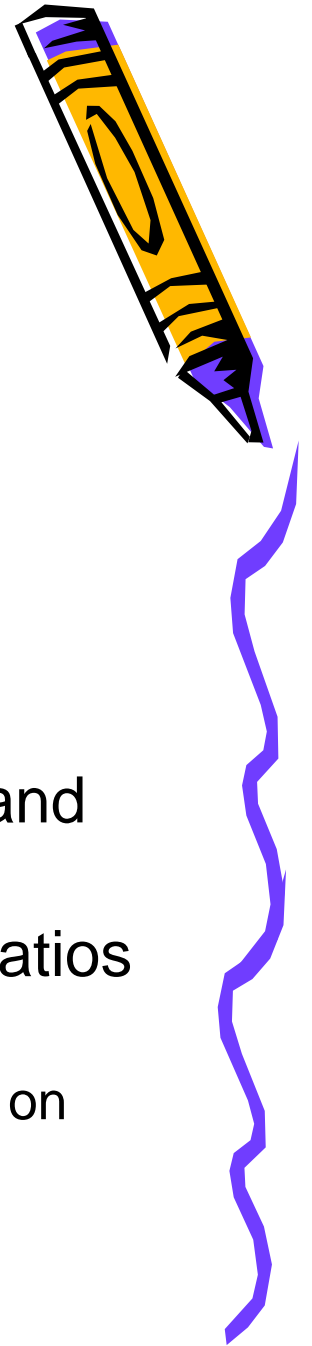
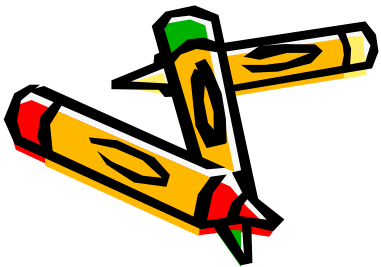
Community/Music Industry Impacts

- Evidence-based decision-making
 - Effects on Festival
 - Contagious!



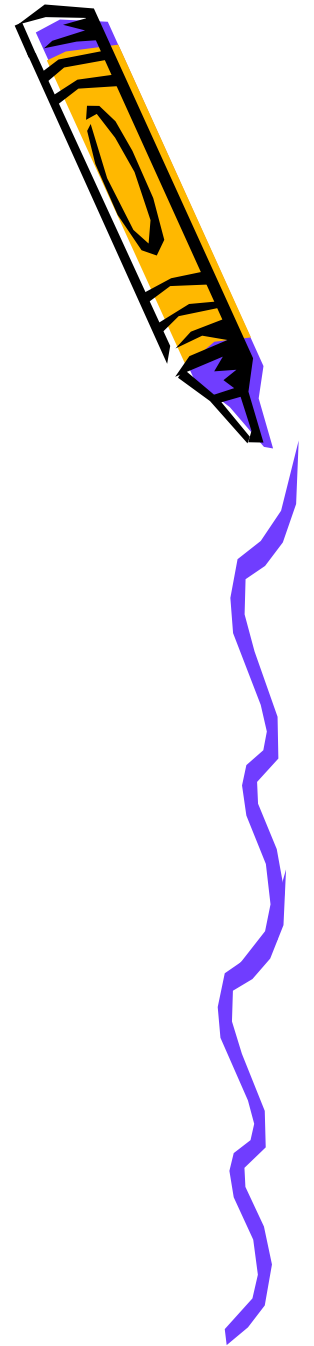
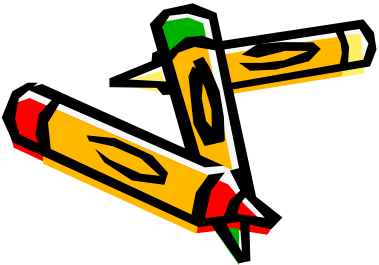
The Challenges Ahead

- Lots of kudos and commitment to quality, but...
 - Revenue generation
 - Current focus on competitive advantages and good governance practices
 - Need new revenue sources to alter static ratios
 - Broaden corporate sponsorship portfolio
 - Sell back-office services and consulting advice on events management and governance



The Challenges Ahead

- Succession
 - Keyman staff positions
 - Service volunteers -- the BIG one!
 - Policy volunteers



Thank you!

*Comments and suggestions welcomed by
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