

Avon Tourism (York) Project Plan-York Jazz Festival



BUSINESS PLAN PROCESS

To Date

- The ATY Business Plan has been developed by the ATY Committee and is based upon our vision for the town of York and Avon region
- The planning process commenced with a review of the current reality of tourism and events in York
- The Project Plan actions and measures are organised to highlight linkages from current reality to the vision we have for Tourism and Events in York
- Stakeholder involvement is key throughout the Business Plan
- Action items will be continue to be managed via our meetings and action tracking process

Going Forward

- Stakeholder inputs will be formulated into actions and measures and incorporated into our tracking
- The 5 year Business Plan will take a detailed first year view and a broader overview of years 2-5
- Longer term strategic focused imperatives will be linked or cascaded through to actions
- Reporting mechanism to be determined and agreed with major stakeholders, measures to be reported to Council monthly

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CURRENT REALITY AND VISION

Vision

Avon Tourism York (ATY) is the peak local body coordinating tourism and events in York. We are engaged with the community and other stakeholders. We deliver quality events with sustainable positive outcomes

Current Reality

- Most iconic events associated with York have been in recess for a number of years
- A limited number of private events are staged in York
- No event is identified as a true “York” showcase exist
- No functional committee or group has carriage of York’s iconic events
- There is a strong desire within the community to reinvigorate the event calendar
- There is no EDO, Events or Tourism Officer at the SOY

Financial Objectives

- Create a functional team who can deliver a financially viable structure for managing events within the York community
- Ensure robust governance to guide all aspects of ATY operations
- Seek internal and external expertise to manage as appropriate

Internal Stakeholder Objectives

- Engagement from local business and volunteers
- Committee members each own an event portfolio
- Avon Tourism Inc are supportive
- Shire of York is supportive

External Stakeholder Objectives

- Sound communication plan with
- Funding bodies
 - Music industry bodies
 - Customers/patrons
 - Tourism bodies
 - Event management and licensing bodies
 - Contractors
 - Community groups

Volunteer Management Objectives

- Training and development
- Engagement and commitment
- Create a sense of pride and ownership amongst volunteers

Marketing Objectives

- Capitalise on existing historical brands
- Attract large visitor numbers
- Increase length of stay

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Year One: Re-establish annual York Jazz Festival

STRATEGIC GOALS	CRITICAL ACTIONS	TARGETS/TIMELINES	MEASURES	INITIATIVES
Governance				
ATY has strength and governance to sustainably manage the 5 year plan	<ol style="list-style-type: none"> 1. Incorporation and rules of assoc 2. Establish meetings and action tracking and reporting 3. Project Plan to develop into event management 	<ol style="list-style-type: none"> 1. By December 2014 2. BY December 2014 3. Develop event management plan/policy and procedures 	<ol style="list-style-type: none"> 1. Incorporated and established with project plan in place 2. 2 weekly reporting 3. January 2015 	<ul style="list-style-type: none"> • Team agreed and governance documentation agreed (constitution and incorporation) • Agreed project management actions including consultant/contractor engagement
Finance				
Avon Tourism York have a budget, funding and financial management in place to deliver year on year.	<ol style="list-style-type: none"> 1. Develop event budget and always operate within budget 2. Secure seed funding to engage grant funding writer 3. Appoint appropriate committee member financial portfolio including acquittals 4. Financial meeting action and reporting 5. Submit funding applications 	<ol style="list-style-type: none"> 1. November 2014 2. November 2014 SOY 3. November 2014 4. Action Tracker in place for fortnightly meetings 5. Consultant engaged to undertake further funding applications Dec 2014 	<ol style="list-style-type: none"> 1. Meet budget Projections (Review 2 weekly) 2. Council commitment 3. Election/appointment 4. In place & Ongoing 5. Various deadlines, R4R Dec 2014, others April 2015 	<ul style="list-style-type: none"> • Funding applications • Portfolios for committee members • Contractors sourced and engaged • Capture and report two weekly • Understand our costs incl any committed costs • Adjust budgets for any significant change in funding or expenditure • Keep track of future funding deadlines

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STRATEGIC GOALS	CRITICAL ACTIONS	TARGETS/TIMELINES	MEASURES	INITIATIVES
Planning				
ATY has all other appropriate plans in place	<ol style="list-style-type: none"> 1. SOY event application approval 2. Establish Risk Management Plan 3. Establish Environmental Sustainability Plan 4. Secure artists and develop program 5. Development marketing plan 6. Develop training program 7. Develop stakeholder engagement program 	<ol style="list-style-type: none"> 1. By Jan 2015 2. By December 2014 3. By December 2014 4. By March 2015 5. By April 2015 6. By June 2015 7. By December 2015 	<ol style="list-style-type: none"> 1. Full compliance 2. To AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines 3. Cultural, Heritage, Tourism, Waste considerations 4. Comprehensive program of events (align with Wangaratta Jazz festival) 5. Wide coverage to target markets 6. Tourism WA accreditation standards 7. Documented stakeholder engagement plan 	<ul style="list-style-type: none"> • Policy and procedure manual • Liaise with Wangaratta Jazz festival event managers • Agree on portfolios for group • Each committee member to meet as a group and individually with consultant/event managers • Identify internal and external stakeholders • Identify staffing needs • Liaise with Jazzwa re programming • Identify risks • Identify target markets

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Years Two to Five: Maintain and grow Annual York Jazz Festival

STRATEGIC GOALS	CRITICAL ACTIONS	TARGETS/TIMELINES	MEASURES	INITIATIVES
Governance ATY has strength and governance to sustainably manage the 5 year plan	<ol style="list-style-type: none"> 1. Review of Rules of Association 2. Review meetings and action tracking and reporting 3. Review all Committee positions 4. Introduce measurable quality control measures 	<ol style="list-style-type: none"> 1. AGM 2. Quarterly 3. AGM 4. Prior to 3rd year event 	<ol style="list-style-type: none"> 1. Align with Avon Tourism Strategic Plan and Rules of Association 2. Identify any shortfalls 3. Actively recruit Committee members after each event for next event 4. Event Accreditation 	<ul style="list-style-type: none"> • Review consultants/contractors • Review financial management • Review licenses and insurances • Apply for accreditation as a group via Tourism Council of WA (TCWA)
Finance Avon Tourism York have a budget, funding and financial management in place to deliver year on year.	<ol style="list-style-type: none"> 1. Secure ongoing funding from Shire of York 2. Submit other funding applications 3. Appoint appropriate committee member financial portfolio including acquittals 4. Audit financials from previous year 5. Financial meeting action and reporting. 	<ol style="list-style-type: none"> 1. Prior to Finalisation of Shire of York 2015/16 budget 2. October/November each year and/or as rounds open 3. AGM 4. Prior to AGM 5. 2 weekly 	<ol style="list-style-type: none"> 1. Written agreement to provide ongoing funding from Shire of York 2. All deadlines met 3. Appropriate appointments made 4. Audit completed and presented at AGM 5. Financial report presented at fortnightly committee meetings 	<ul style="list-style-type: none"> • Funding applications • Portfolios/contractors • Capture and report two weekly • Understand our costs incl any committed costs • Adjust budgets for any significant change in funding or expenditure • Keep track of future funding deadlines

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Planning				
<p>ATY has all other appropriate plans in place</p>	<ol style="list-style-type: none"> 1. SOY event application approval with any known updates 2. Review Risk Management Plan 3. Review Environmental Sustainability Plan 4. Secure artists and develop program 5. Review marketing plan and target markets based on data collections at previous event 6. Review training program 7. Review stakeholder program 8. Review internal and external feedback 	<ol style="list-style-type: none"> 1. March each year 2. December each year 3. December each year 4. December each year 5. December each year 6. December each year 7. December each year 8. After each event collate, record and analysis 	<ol style="list-style-type: none"> 1. Once program established so venues known 2. To AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines 3. Cultural, Heritage, Tourism, Waste considerations 4. Comprehensive program of events (align with Wangaratta Jazz festival) 5. Wide coverage to target markets 6. Tourism WA accreditation standards 7. Documented stakeholder engagement plan 8. Identifies markets, interests, economic impact and likelihood of future support 	<ul style="list-style-type: none"> • Policy and procedure manual review • Liaise with Wangaratta Jazz festival event managers • Review on portfolios for group • Each committee member to meet as a group and individually with consultant/event managers • Identify internal and external stakeholders • Identify staffing needs • Liaise with JAZZWA re programming • Identify risks • Data collection

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Identified Funding/Income Sources Year One	Proposed Amount Requested
Shire of York seed funding	\$30,000
Healthway	\$50,000
Eventscorp	\$10,000
Lottrywest	\$50,000
Country Arts	\$5,000
WDC Community Chest	\$20,000
Various other minor government sources as they arise	\$5,000
Industry Sponsors	\$5,000
Income from ticketing	\$20,000
Estimated Total (subject to funding approvals)	\$200,000

Identified Funding/Income Sources Year Two	Proposed Amount Requested
Retained Funding for Admin and Management of 2016 Festival	\$20,000
Shire of York	\$20,000
Healthway	\$50,000
Eventscorp	\$10,000
Lotterywest	\$50,000
Country Arts	\$5,000
WDC Community Chest	\$20,000
Various other minor government sources as arising	\$5,000
Industry Sponsors	\$10,000
Income from ticketing	\$24,000
Value added experiences	\$5,000
Estimated Total (subject to funding approvals)	\$219,000

Proposed Expenditure Year One	
Grant Funding applications/Event Management	\$30,000
Artists fees in flights accommodation & meals	\$85,000
Hire, venue, staging	\$15,000
Administration, finance, insurances, licensing	\$5,000
Marketing	\$45,000
Retained Funding for Admin and Management of 2016 Festival	\$20,000
Estimated Total	\$200,000
Balanced Budget	

Proposed Expenditure Year Two	
Grant Funding applications/Event Management	\$31,500
Artists fees in flights accommodation & meals	\$89,250
Hire, venue, staging	\$15,750
Administration, finance, insurances, licensing	\$5,250
Marketing	\$47,250
Retained Funding for Admin and Management of 2017 Festival	\$30,000
Estimated Total	\$219,000
Balanced Budget	

ASSUMPTIONS

- Shire of York provide Seed funding of \$30,000 November 2014
- Shire of York provide ongoing Funding of \$20,000 in year 2-5
- All other funding applications reduced 5% in year two (2) then year on year
- Industry sponsorship increased by 50% in year 2 +3 and to 70% in years 4-5.
- Ticketing increased by 20% to year three (3) and to 50% in years 4 -5
- Value added experiences increased by 10% to year four (4) and to 60% years 4-5.
- In-kind local business support is estimated to start at approx \$5,000 and increase to \$15,000 by year five (undocumented in budget).
- All expenses increase by 5% in year two (2) and 2% year on year thereafter
- Improved Retain funding is envisaged through years 3, 4 and 5