

**Hawkesbury Harvest
Business Plan**

May 2004

Section 3

Hawkesbury Harvest Business Plan

Table of Contents

An Invitation.....	3
Section 3: Hawkesbury Harvest Business Plan 2004.....	4
Goal 1: Provide Opportunity and Assistance.....	4
Goal 2: Achieve Balance in Private and Public Good Funding.....	5
Marketing Activity	9
Operational Arrangements.....	11

Table of Abbreviations

BHSC	Baulkham Hills Shire Council
DOTARS	Department of Transport and Regional Services
DSRD	Department of State and Regional Development
DUAP	Department of Urban Affairs and Planning
FGT	Farm Gate Trail
GWSEDB	Greater Western Sydney Economic Development Board
HCC	Hawkesbury City Council
HAWKESBURY HARVEST	Hawkesbury Harvest
HSC	Hornsby Shire Council
RAP	Regional Assistance Programme
UWS	University of Western Sydney

An Invitation

This business plan is a living document. We have placed it on our web site for all to see. If you live in Sydney or are a visitor to this wonderful city you are a stakeholder in Hawkesbury Harvest by the very fact that you eat. Hawkesbury Harvest is the local ingredient of Sydney's dynamic and evolving food culture.

Hawkesbury Harvest has been created to improve the quality of life of as many people as possible who have association with the produce and products resulting from the agricultural industries, associated agribusiness and other complementary businesses located within the Sydney region.

The farm gate value of agriculture production in this region is estimated at more than \$1 billion per annum¹. This represents at least 12% of NSW's total agricultural production grown on approximately 1% of the state's agricultural land. The value of vegetables produced in Sydney as they pass through the farm gate on their way to market is estimated at \$250 million per annum. Of all the fresh leafy vegetables consumed in Sydney up to 90% are grown in Sydney. Market gardens exist as far east as Botany near Sydney's International Airport and as far west as the Richmond Lowlands at the base of the Blue Mountains. Over 11,000 people are employed full time on Sydney farms. The North-West sector accounts for more than 50% of this economic activity.

We encourage you to become involved in how Hawkesbury Harvest operates. We are creating something that has an every increasing appeal to more and more people at local, regional, national and international levels.

We invite and welcome your suggestions of how you think Sydney's local agriculture can be improved through the Hawkesbury Harvest process. To find out more please read on. We believe we have an interesting story to tell.

¹ Gillespie, P.D., and Mason, D., 2002, *The Value of Agriculture in the Sydney Region (Draft)*, NSW Agriculture, Sydney.

Section 3: Hawkesbury Harvest Business Plan 2004

Goal 1: Provide Opportunity and Assistance

To provide opportunity and assistance to the members of Hawkesbury Harvest in developing their businesses and their relationship and stake-holding with agriculture in the Hawkesbury region.

Objectives:

1. Provide relevant advice to members and other stakeholders in Hawkesbury Harvest.

Strategies:

- 1.1.1. Disseminating information about industry development – research, collate and distribute information about agriculture, tourism and any other topics of relevance to the Mission of Hawkesbury Harvest.
 - 1.1.2. News – collate and publish a newsletter for members and other interested parties.
 - 1.1.3. Events – design, plan and inform members about special events
2. Provide facilitation and direction for members and other stakeholder groups.

Strategies:

- 1.2.1. Meetings – conduct training, business, and information meetings for members as required.
 - 1.2.2. Forums – convene forums for members on new technologies, special issues and other matters of interest/concern to members.
 - 1.2.3. Networking – establish network relationships between members, external agencies and stakeholder groups to facilitate communications, cooperation and potential relationships for the benefit of members.
3. Provide support to members.

Strategies:

- 1.3.1. Coordination – coordinate all activities of Hawkesbury Harvest for the benefit of members, including management of projects and associated staff for Regional Branding and Food and Wine Development.
- 1.3.2. Brokering relationships – act to broker relationships with corporations, agencies, government and individuals to the benefit of Hawkesbury Harvest members and the wider community.
- 1.3.3. PR – conduct public relations activities as required.
- 1.3.4. Promotion – promote Hawkesbury Harvest and the products/services it provides
- 1.3.5. Materials – generate a range of support materials for use by Hawkesbury Harvest members and other stakeholder groups (maps, brochures, signs, multi-media presentations)

4. Provide encouragement to members in attaining their business and community visions.

Strategies:

- 1.4.1. Advocacy – represent the interests of sustainable agriculture and Hawkesbury Harvest members in political, legal, governance and commercial arenas.
- 1.4.2. Pastoral care – provide a sympathetic reference point for members and their families in managing issues in agriculture and farm survival.
- 1.4.3. Mentorship – provide access to and relationships with appropriate mentors, both in-house and external to Hawkesbury Harvest.

Implementation

The strategies listed above are predominantly the domain of two existing Hawkesbury Harvest officers. The Executive Officer and Operations Manager undertake the various coordination and communication tasks required for realizing the Objectives above. These roles currently demand around 55 hours of paid time, but many additional hours are also volunteered by these two individuals. In addition, Hawkesbury Harvest members, particularly Committee members volunteer considerable hours of their time in achieving Goal 1.

In addition to the roles described above, the following activities are the result of work performed by the two employees of Hawkesbury Harvest.

- Hawkesbury Harvest Newsletter
- Farm Gate Trail Map
- Farmers markets
- Web site
- Open Farm days
- Other special events

Goal 2: Achieve Balance in Private and Public Good Funding

To achieve an appropriate balance between private and public good funding.

Objective 2.1 - Revenue Sources for Current Activities (Membership, Farm Gate Trail Map, Web Presence, Farmers and Gourmet Food Markets, Open Farm Days and Special Events): Move completely to User-pays for private sector operators with additional public good contribution from Local Government for flow-on PR and regional community identity capital-building for existing Hawkesbury Harvest activities.

Strategies

Secure private sector income from:

2.1.1. Membership Fees

Re-structure membership fees to reflect the private good benefit that each member receives from the promotion and marketing strategies utilised by Hawkesbury Harvest. Membership fees will reflect the value of advisory, advocacy, networking and facilitation services provided by Hawkesbury Harvest

Establish member categories for;

- Individual
- Corporate or Small Business
- Non-profit Group or Organization

Membership will provide access to Newsletters, signage and access to Hawkesbury Harvest activities and events.

2.1.1.1. Replace Associates (Level 1) with Friend of Hawkesbury Harvest

Individuals, groups and businesses throughout the Hawkesbury region and elsewhere will be provided the opportunity to become a Friend of Hawkesbury Harvest for an annual fee of \$50. For this, they will be provided with up to date Hawkesbury Harvest news, a Friends of Hawkesbury Harvest logo and Hawkesbury Harvest vehicle decal.

2.1.2. Merchandising products/services

2.1.2.1. Convert Farm Gate Trail Map to user-pays

The Farm Gate Trail Map is currently in its 3rd Edition and is now a very sophisticated marketing tool. The Edition will improve upon this and will be substantially funded by the businesses that benefit from it.

2.1.2.2. Web Representation for Members

Make web presence an optional part of membership with an additional fee for the service (depending on what is provided eg; link only or full presence) for all levels of membership, including sponsors and other Organizations that support Hawkesbury Harvest.

The engagement of StraliaWeb to host and manage the new Hawkesbury Harvest web site has dramatically improved the sophistication and utility of web presence that justifies making it an optional user-pays element of the Hawkesbury Harvest suite of benefits.

2.1.2.3. Develop Hawkesbury Harvest merchandise

A further potential source of revenue would be from the sale of merchandise carrying the Hawkesbury Harvest trade mark. Products that could possibly be considered include Hawkesbury Harvest hampers, wine, show bags, insulated carry bags, Hessian carry bags, clothing, caps educational products, and a diary/cookbook. Each of these has been tried with varying success by other regional food and wine groups. It would be necessary to undertake some market research before embarking on any additional merchandising efforts to ensure that they would be well supported and return a profit to Hawkesbury Harvest.

2.1.3. Sponsorship programme

Implement a sponsorship programme based on core membership as a Friend of Hawkesbury Harvest with additional benefits of a sponsorship package. Targeted at allied organisations, related product providers and individuals who seek to make a greater contribution to Hawkesbury Harvest in monetary terms.

2.1.4. Advertising

There are a number of specific items/events which are be suitable for generating advertising revenue

- Newsletter
- Harvest Festival
- Farm Gate Trail Map
- Farmers markets
- Web site
- Open Farm days
- Other special events

2.1.5. Additional Farmers Markets

Establish additional ad hoc or regular markets where the opportunity arises.

2.1.6. Secure recognition in the form of funds/in-kind contributions for public good outcomes generated by Hawkesbury Harvest activities. Hawkesbury Harvest outcomes can be demonstrated in:

- Regional identity
- Regional growth
- Regional prosperity
- Quality of life
- Local amenity

Much of the work in providing opportunity and assistance continues to require external funding. As much of this work is of strategic regional significance Hawkesbury Harvest will seek continuing support from State and Federal agencies for this core activity. In this way Hawkesbury Harvest continues to act as a regional development organisation in agriculture and rural development.

Contributions from Local Government to be sought as a dividend for the capital-building effects of Hawkesbury Harvest activities.

Objective 2.2 - Revenue Sources for Potential Activities (Regional Branding and Product Development in Food and Wine): Gain seed funding for this strategic development activity.

Strategy:

- Seek funding from AusIndustry, DOTARS, DSRD, GWSEDB, Local Government and Corporate Partners in addition to in-kind industry development support from NSW Agriculture, University of Western Sydney and TAFE. This funding will be supplemented by income generated from current activities.

Regional branding has been identified as the product by which Hawkesbury Harvest can develop a sustainable income stream. This branding can also be applied to the provedore, produce outlets and export scenarios as described above. Branding and brand equity take considerable time, particularly in the case of a regional brand, as will the industry development activities for food and wine which require support funding in the short term. In the future leasing of the brand to private sector operators along with membership income will play a large role in funding ongoing branding and product development activities. For the purposes of this business plan the primary funding source will be industry development funding from relevant corporate, community and government agencies.

Marketing Activity

Hawkesbury Harvest conducts marketing activity directed to the membership and to external parties, including consumers. The following table outlines these activities and the target audiences.

Table 2: Hawkesbury Harvest Marketing Activity

Marketing Element	Marketing Activity	Content	Targeted At....
Promotion and Communications	Newsletter via Hawkesbury Gazette Extra	Copy material on advice to stakeholders about important information, news, special events, meetings, forums and networking opportunities. Support for members in Public Relations, promotion, and providing support materials Encouragement in the form of advocacy on issues Revenue generation from advertising	Members and other parties interested in Hawkesbury Harvest
	Web Site	As for newsletter PLUS promotion of the region with links to supporting and partner organizations	Members and Wider Community
	Email List	As for Newsletter except for advertising revenue	Members
	Press Releases	PR and promotion	Wider Community
	Meetings	Administration and Management of Hawkesbury Harvest	Board and members
	Forums	Addressing issues of concern to members and the host community	Members, stakeholders and wider community
	Media Management	Maintaining presence and attention to Hawkesbury Harvest successes	Media players
	Farm Gate Trail Map	The Farm Gate Experience, supporting advertising	Wider community
	Hawkesbury Harvest Signs	Farm Gate Trail and member signage	Trail users
	Poster Exhibition	Telling the Hawkesbury Harvest story, invitation to engage, call to action on involvement and information seeking	Wider community

Marketing Element	Marketing Activity	Content	Targeted At....
	Radio Segment on 2BL	The Farm gate Experience	Wider community
	Royal Easter Show	Exhibiting the Hawkesbury via the Harvest experience, promoting member's business, raising the Hawkesbury Harvest profile, the Harvest ethic and mission	Wider community
	Open Farm Days	Site-specific attractions, opportunities for on-farm experiences	Wider community
	Special Events	Events as vehicles for highlighting seasonal and other Harvest activities/experiences	Wider community with some targeted groups, especially gastronomic
	Farmers Markets	Local food, access to producers, the Harvest ethic and mission	Wider community
	Visitor Information Centres	Farm gate Trail maps and other member materials	Visitors to the region
	The Produce Shop	Exposure of Harvest and the Region, links to Hawkesbury Harvest site	Wider community
	Post Cards	High quality images of members sites, the region, produce and landscapes	Wider community
	Keynote/Guest Speaking	Telling the Hawkesbury Harvest story (awareness raising), fostering recognition of Hawkesbury Harvest's public good outcomes, lobbying for increased support and further development support in branding and food/wine production, disseminating knowledge (education), promoting the Hawkesbury Harvest mechanism as one that other regions might adopt	Interested organisations, government, education and other authorities
Sales Force	Sponsorship	Preparing sponsorship packages, personal selling to targeted organizations and individuals	Private and public sector organizations, private individuals
	Recruitment	Preparing member prospectus, personal selling to potential members	Membership base

Marketing Element	Marketing Activity	Content	Targeted At....
Product Development	Brand	Developing Hawkesbury Harvest brand meaning, awareness and equity	The Region
	Food and Wine Coordination	Developing quality and quantity of offerings	The Region
	Merchandising	Developing a range of products and services for sale under the Hawkesbury Harvest brand	Hawkesbury Harvest
Pricing	Membership	Re-structuring of membership to include greater flexibility and user-pays options	Membership base
Distribution	Farm Gate Trail	Expansion of the trail and the number of farm gates on offer	The Region
	Farmers Markets	Expansion of number and locations	Wider Sydney community
	Produce Stall	Creation of a Hawkesbury Harvest Stall in the local area	Local community

Operational Arrangements

The strategies detailed above require staff for operational activities. The following table outlines the key operational roles in implementing Hawkesbury Harvest's plans.

Hawkesbury Harvest currently employs an **Executive Officer Full Time**, and an **Operations Manager for three (3) days a week**. In addition board members provide voluntary time (2000 hrs) that approximates another 1.2 FTE positions. In total there are approximately 2.7 FTE positions required to operate Hawkesbury Harvest.

Table 3: Hawkesbury Harvest Operational Activity

Operational Role	Activities	Responsible Person(s)	% Time Spent	Full Time Equivalent	
1.1. Providing advice to stakeholders	Research and collation of information, stories and news Managing the email lists	Executive Officer	7%	0.07	
		Operations Manager	7%	0.04	
		Board and Members	10%	0.12	0.23
1.2. Facilitation and Direction	Facilitation and direction of meetings, forums, and networks	Executive Officer	7%	0.07	
		Operations Manager	7%	0.04	
		Board	30%	0.36	0.47
1.3. Support	Coordination and management of Hawkesbury Harvest marketing (see detail above) and operations, brokering relationships with partners, sponsors and agencies, performing PR functions, generating Hawkesbury Harvest strategic and business documents	Executive Officer	18%	0.18	
		Operations Manager	64%	0.4	
		Board	40%	0.48	1.06
1.4. Encouragement	Advocacy for Hawkesbury Harvest and it's members, site visits and individual advice for pastoral care for members, sourcing potential mentors for members and assisting with establishing relationships	Executive Officer	4%	0.04	
		Operations Manager	2%	0.01	
		Board	5%	0.06	0.11
2.1. Revenue Generation	Managing and re-designing membership fee structures, lobbying membership about the benefits of Hawkesbury Harvest, recruiting new members, implementing user-pays services for Farm gate Trail Map and Hawkesbury Harvest Website, initiating and assessing feasibility of new product development and branded product development, implementing licensing of the Hawkesbury Harvest brand, managing sponsor relationships, managing advertising clients, managing Markets and implementing an expansion of markets.	Executive Officer	42%	0.42	
		Operations Manager	2%	0.01	
		Board	5%	0.06	0.49
2.2. Revenue Planning	Seeking support funding from government, academic and corporate parties and making grant applications.	Executive Officer	23%	0.23	
		Operations Manager	0%	0.0	
		Board	10%	0.12	0.35