

# ANGUILLA FESTIVALS DEVELOPMENT COMMISSION (AFDC)

## STATUTORY BUSINESS PLAN (2026–2030)

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### 1. Executive Summary

The **Anguilla Festivals Development Commission (AFDC)** is a statutory body established under the *Festivals Development Commission Act, 2025* to plan, produce, **develop, regulate, manage, and promote national festivals as viable national, cultural, and commercial enterprises.**

This Business Plan fulfills the legal requirement under **Section 21** of the Act, which mandates the Commission to submit a structured plan aligned with national priorities. This plan provides a 5-year roadmap, incorporating governance strengthening, revenue generation, and full operational oversight of the Landsome Bowl Cultural Centre (LBCC) as a premier cultural venue.

#### Strategic Focus (2026–2030)

- Full operationalization of the Commission
- Monetization of festivals and the Landsome Bowl Cultural Centre (LBCC)
- Establishment of a regulated festival ecosystem
- Expansion of Anguilla’s cultural tourism economy

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## 2. Legal Mandate & Alignment

### 2.1 Establishment

AFDC is:

- A **body corporate with perpetual succession**
- A **government statutory body accountable to the Ministry** of Social Development, Education, Youth & Culture, Probation & Library Services.

### 2.2 Objects (Statutory)

The Commission is legally required to:

- Make festivals **economically viable enterprises**
- Promote festivals **locally, regionally, and internationally**
- Preserve cultural heritage
- Support talent development
- Operate with **sound corporate governance principles**

## 2.3 Core Functions (Statutory)

AFDC has authority to:

- Regulate, manage, and evaluate festivals
- License festivals
- Raise funds and secure sponsorship
- Engage in commercial activities
- Operate venues and control admissions
- Sell broadcasting and sponsorship rights

This means AFDC is **not just an event organiser**, it is:

- A **regulator**
  - A **commercial entity**
  - A **national cultural authority**
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## 3. Vision, Mission & Strategic Intent

**Vision:** Position Anguilla as a leading Caribbean destination for world-class festivals and cultural experiences.

**Mission:** Deliver high-quality, culturally authentic events that generate economic value, empower creatives, and enhance national pride.

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## 4. Strategic Priorities (Required by Law)

As required under Section 21, the Commission will deliver:

### 4.1 Economic Growth

- Increase festival-related GDP contribution
- Target: **\$15M+ visitor spend by Year 5**

## 4.2 Regulatory Framework

- Establish a **national festival licensing system**
- Enforce scheduling and compliance rules

## 4.3 Cultural Preservation

- Operationalize the **Historical & Cultural Committee**
- Embed heritage education into all major festivals

## 4.4 Revenue Diversification

- Expand commercial activities (tickets, IP, sponsorship)
- Reduce dependence on government funding

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# 5. Governance & Organizational Structure

## 5.1 Board Composition (Statutory)

The Board consists of **7 Commissioners**, including:

- Government representatives (Tourism, Finance, Culture)
- Youth representative
- Private sector and festival experts

### Board Responsibilities

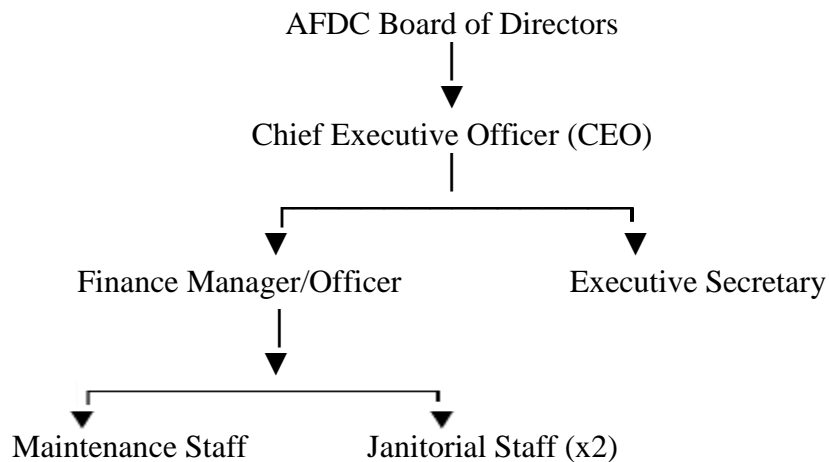
- Strategic oversight
- Financial accountability
- Policy guidance
- Performance monitoring

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## 5.2 Executive Structure

- **Chief Executive Officer:** Overall leadership, execution of strategy
- **Finance Manager / Officer:** Budgeting, reporting, financial control
- **Executive Secretary:** Administrative coordination, governance support

## Reporting Lines



### 5.3 Committees

- Finance & Audit Committee
  - Events & Programming Committee
  - **Historical & Cultural Committee (mandatory)**
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## 6. Core Business Areas

### 6.1 Festival Development & Execution

- Anguilla Summer Festival (regulated exclusive rights period)
- National and community festivals

### 6.2 Festival Licensing (CRITICAL NEW FUNCTION)

- All festivals seeking support must be licensed
- Unlicensed festivals receive no support and face penalties

This creates:

- Quality control
- Scheduling coordination
- Revenue opportunities

## **6.3 Venue Management – LBCC**

### **Revenue Strategy**

- Venue rentals (Rental of LBCC)
- Ticketed events
- Corporate sponsorships
- Concessions and vendor fees
- Merchandising

### **Utilization Targets**

- Year 1: 30%
  - Year 3: 60%
  - Year 5: 75%
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## **6.4 Commercial Activities**

Legally permitted to:

- Sell merchandise
  - License broadcasting rights
  - Monetize intellectual property
  - Charge fees for services
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# **7. Market & Economic Impact**

### **Direct Impact**

- Tourism growth
- Job creation
- Increased hotel occupancy

### **Indirect Impact**

- Growth in local businesses
- Vendor ecosystem expansion
- Increased tax revenues

## 5-Year Target

- \$15M+ festival-driven visitor spend
  - 200+ jobs supported
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# 8. Marketing & Promotion Strategy

## Statutory Requirement

The Commission must implement a **yearly marketing strategy** to maximize revenue

### Key Actions

- Global digital campaigns
- Diaspora targeting
- Airline & hotel partnerships
- Festival branding

## SWOT Analysis

### Strengths

AFDC benefits from a strong foundation rooted in Anguilla's vibrant cultural identity and long-standing festival traditions. Events such as the **Anguilla Summer Festival (Carnival)** and other national celebrations already have brand recognition both locally and within the diaspora.

The Commission also operates with government backing, which provides legitimacy, policy alignment, and access to national resources. Additionally, Anguilla has a proven track record in organizing festivals, supported by experienced stakeholders, cultural practitioners, and community participation.

Another key strength is the presence of the **Landsome Bowl Cultural Centre (LBCC)**, a purpose-built venue with the potential to anchor large-scale events and serve as a national cultural hub.

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### Weaknesses

Despite its strengths, AFDC faces structural and operational limitations. A major challenge is **limited financial independence**, with heavy reliance on government subventions, which can restrict flexibility and long-term planning.

The **underutilization of the LBCC** represents both an operational inefficiency and a missed revenue opportunity, as the facility is not yet fully leveraged as a year-round entertainment venue.

Additionally, the Commission may face **capacity constraints within its internal team**, limiting its ability to scale events, manage multiple initiatives simultaneously, and fully capitalize on partnerships and sponsorship opportunities.

There may also be gaps in **data-driven decision-making**, marketing infrastructure, and formalized systems for event management.

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## Opportunities

There is significant growth potential in **cultural tourism**, as global travelers increasingly seek authentic, experience-driven destinations. Anguilla is well-positioned to capitalize on this trend by expanding and elevating its festival offerings.

The **Anguillian diaspora** presents a powerful opportunity for engagement, investment, and promotion. Targeted campaigns can drive increased visitation, sponsorship, and cultural exchange.

The **Landsome Bowl Cultural Centre (LBCC)** can be transformed into a **multi-purpose entertainment hub**, hosting concerts, conferences, and year-round programming, thereby generating consistent revenue.

There is also opportunity in the **development and diversification of festivals**, including:

- Niche events (music, culinary, heritage)
- Off-season festivals to boost tourism during slower periods
- Regional and international collaborations

Strategic partnerships with airlines, hotels, and global brands can further enhance reach and financial sustainability.

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## Threats

AFDC operates in a competitive regional environment, with other Caribbean destinations investing heavily in festivals and cultural tourism. This **regional competition** may impact market share and visibility.

**Weather-related disruptions**, particularly during hurricane season, pose a significant operational risk to outdoor events and visitor travel plans.

Global and regional **economic downturns** can reduce discretionary spending on travel, directly affecting festival attendance and tourism revenue.

Additional threats include:

- Rising operational costs (production, logistics, talent)
  - Talent migration within the creative sector
  - Dependence on external funding sources
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## Strategic Insight

To succeed, AFDC must:

- Leverage its cultural strengths while modernizing operations
  - Reduce financial dependence through diversified revenue streams
  - Fully activate the LBCC as a commercial asset
  - Differentiate Anguilla through **quality over scale** in its festival offerings
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# 9. Financial Plan (Statutory-Aligned)

## 9.1 Revenue Sources (Legal)

- Government funding
  - Ticket sales
  - Sponsorships
  - Licensing fees
  - Grants & donations
  - Commercial activities
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## 9.2 5-Year Revenue Projection

### 8.1 Revenue (5-Year)

Year	Gov	Sponsorship	Tickets	LBCC	Other	Total
Y1	1.8M	0.4M	0.5M	0.25M	0.15M	3.1M

Y2	1.2M	0.5M	0.65M	0.4M	0.2M	2.95M
Y3	1.15M	0.6M	0.8M	0.6M	0.25M	3.4M
Y4	1.1M	0.7M	0.95M	0.8M	0.3M	3.85M
Y5	1.05M	0.8M	1.1M	1.0M	0.35M	4.3M

## 8.2 Expenses (5-Year)

Year	Ops	Marketing	Staff	LBCC	Total
Y1	0.9M	0.25M	0.8M	0.2M	2.15M
Y2	1.0M	0.3M	0.85M	0.25M	2.4M
Y3	1.1M	0.35M	0.9M	0.3M	2.65M
Y4	1.2M	0.4M	0.95M	0.35M	2.9M
Y5	1.3M	0.45M	1.0M	0.4M	3.15M

## 8.3 Net Position

- Year 1: +350K
- Year 3: +750K
- Year 5: +1.15M

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## 9.3 Financial Governance (MANDATORY)

- Annual audited financial statements
  - Proper accounting records (8-year retention)
  - Oversight by Ministry of Culture & Finance
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# 10. Festivals Development Fund

Established under the Act:

### Sources

- Government appropriations
- Revenues (tickets, rentals, etc.)
- Donations and grants
- Loans

## Use

- Salaries and operations
- Festival execution
- Infrastructure and development

### **Important:**

Funds can only be released **after the business plan is approved by Parliament**

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# 11. Risk Management

## Key Risks

- Weather disruptions
- Financial dependency
- Event failure
- Reputational risk

## Mitigation

- Diversified revenue
  - Insurance
  - Strong governance controls
  - Licensing enforcement
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# 12. Performance Monitoring (KPIs)

Required by law to include measurable outputs:

- Festival attendance
  - Revenue growth
  - Sponsorship value
  - Number of licensed festivals
  - Economic impact
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# 13. Implementation Roadmap

## Year 1: Foundation & Institutional Setup

The first year will focus on establishing a strong institutional and operational foundation for the AFDC.

### Governance & Structure

- Establish Board of Directors and subcommittees
- Appoint Executive Director and core management team
- Implement governance policies, financial controls, and reporting systems

### Regulatory & Licensing Framework

- Design and launch a **festival and events licensing system**
- Standardize permits, vendor registration, and compliance procedures
- Introduce guidelines for safety, quality, and branding consistency

### Activation of Landsome Bowl Cultural Centre (LBCC)

- Operationalize the **Landsome Bowl Cultural Centre** as a primary events venue
- Develop a programming calendar (concerts, community events, rentals)
- Establish venue management, pricing, and booking systems

### Branding & Marketing Launch

- Develop AFDC brand identity and digital presence
- Launch national festival calendar platform
- Begin targeted diaspora engagement campaigns

### Pilot Revenue Initiatives

- Introduce sponsorship packages
- Begin ticketing standardization for major events
- Launch vendor fee structures

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## Years 2–3: Expansion & Growth

This phase focuses on scaling operations, increasing revenue, and strengthening market positioning.

### Festival Expansion

- Grow and enhance flagship festivals (e.g., Summer Festival, Music Festival)
- Introduce new niche festivals (culinary, arts, heritage, sports)
- Develop off-season events to stimulate year-round tourism

### **Revenue Growth & Diversification**

- Expand sponsorship portfolio (local, regional, international brands)
- Increase ticketed events and premium experiences
- Develop merchandising and licensing opportunities
- Maximize LBCC utilization with year-round programming

### **Partnership Development**

- Strengthen collaboration with:
  - Tourism board
  - Airlines and travel partners
  - Hotels and hospitality sector
- Build strategic alliances with regional and international festival organizers

### **Operational Strengthening**

- Implement event management systems and data analytics
- Expand staffing and contractor network
- Provide training programs for local creatives and vendors

### **Marketing Scale-Up**

- Launch international marketing campaigns
- Engage influencers and media partners
- Position Anguilla as a **boutique festival destination**

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## **Years 4–5: Sustainability & Global Positioning**

In this phase, AFDC transitions into a mature, globally recognized organization.

### **Financial Sustainability**

- Reduce reliance on government funding to below 50%
- Achieve stable, diversified revenue streams
- Build financial reserves and reinvestment capacity

### **Global Expansion**

- Position Anguilla on the international festival circuit

- Attract international artists, productions, and audiences
- Export Anguilla-branded festival experiences to diaspora markets

### **LBCC as a Regional Hub**

- Establish the **Landsome Bowl Cultural Centre** as a premier Caribbean entertainment venue
- Host regional conferences, concerts, and cultural showcases

### **Innovation & Excellence**

- Integrate technology (streaming, digital ticketing, hybrid events)
- Develop signature, globally recognized festivals
- Maintain high standards of production and visitor experience

### **Monitoring & Continuous Improvement**

- Evaluate performance using KPIs (attendance, revenue, tourism impact)
- Refine strategies based on data and market trends
- Strengthen governance and accountability frameworks

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## **Strategic Outcome**

By the end of Year 5, AFDC will be:

- **A financially sustainable organization**
- **A key driver of Anguilla's tourism economy**
- **A globally recognized festival authority**
- **A central pillar in preserving and promoting Anguillian culture**

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## **14. Compliance & Reporting**

The **Anguilla Festivals Development Commission (AFDC)** will operate under a robust framework of accountability, transparency, and statutory compliance. As a public body entrusted with regulatory and commercial responsibilities, the Commission will adhere to the following reporting obligations:

### **Statutory Reporting Requirements**

AFDC shall:

- **Submit an Annual Business Plan**  
Prepare and present a comprehensive business plan each year outlining strategic priorities, operational plans, and financial projections for approval by the relevant Ministry.
- **Publish a Statement of Corporate Intent**  
Clearly define the Commission's objectives, performance targets, and strategic direction, ensuring alignment with national cultural and economic policies.
- **Produce Audited Financial Statements**  
Maintain accurate financial records and submit annual financial statements audited by an independent, qualified auditor in accordance with public sector accounting standards.
- **Report to the Ministry and Parliament**  
Provide regular reports on performance, financial status, and key activities to the responsible Ministry, with formal submission to Parliament as required under the governing legislation.

## 15. Conclusion

This Business Plan positions the **Anguilla Festivals Development Commission (AFDC)** as a transformative national institution with a multi-dimensional mandate. Through its strategic framework, AFDC will evolve into:

- **A regulatory authority** ensuring standards, compliance, and structured festival development
- **A commercial enterprise** generating sustainable revenue and maximizing economic returns
- **A cultural preservation institution** safeguarding and promoting Anguilla's heritage
- **A key driver of national economic growth** through tourism expansion and industry development

The enabling legislation provides AFDC with significant authority to fulfill this mandate, particularly in the areas of:

- **Licensing control**, establishing oversight and quality assurance across all festivals and events
- **Revenue generation**, creating diversified and sustainable income streams
- **Cultural leadership**, positioning the Commission as the central body for cultural expression and development

However, the success of AFDC will not depend on authority alone. It will require disciplined execution and strategic focus, specifically:

- **Strong governance** to ensure transparency, accountability, and effective decision-making

- **Aggressive but strategic commercialization** to unlock revenue while maintaining cultural authenticity
- **Consistent and firm regulatory enforcement** to uphold standards and protect the integrity of Anguilla's festival brand

Ultimately, AFDC has the potential to redefine Anguilla's cultural and economic landscape, elevating the island into a globally recognized festival destination while preserving the unique identity that defines it.