

10 June 2020 | Updated 13 August 2020



Inc ID Number: 1901585 | ABN: 43 576 863 540



## STRATEGIC DELIVERABLES 2020 TO 2021

## Introduction

As Hamilton Business Association was finalising this plan, the Covid19 crisis occurred. The Association, therefore, presents this plan with the view that deliverables such as public events and activations remain a key elements of the plan (particularly in the aftermath of the crisis as part of the precinct's economic and social recovery), but may not be a priority of the immediate future. For example, the Association has called for expressions of interest for a strategic event coordinator to work with the Association to develop a series of major festivals with a view that based upon Government advice that the event might not be possible until early 2021.

This plan is submitted as a 12 month plan only – given that the economy is in an ever changing state.

As this plan is presented to City of Newcastle for consideration, the Association has:

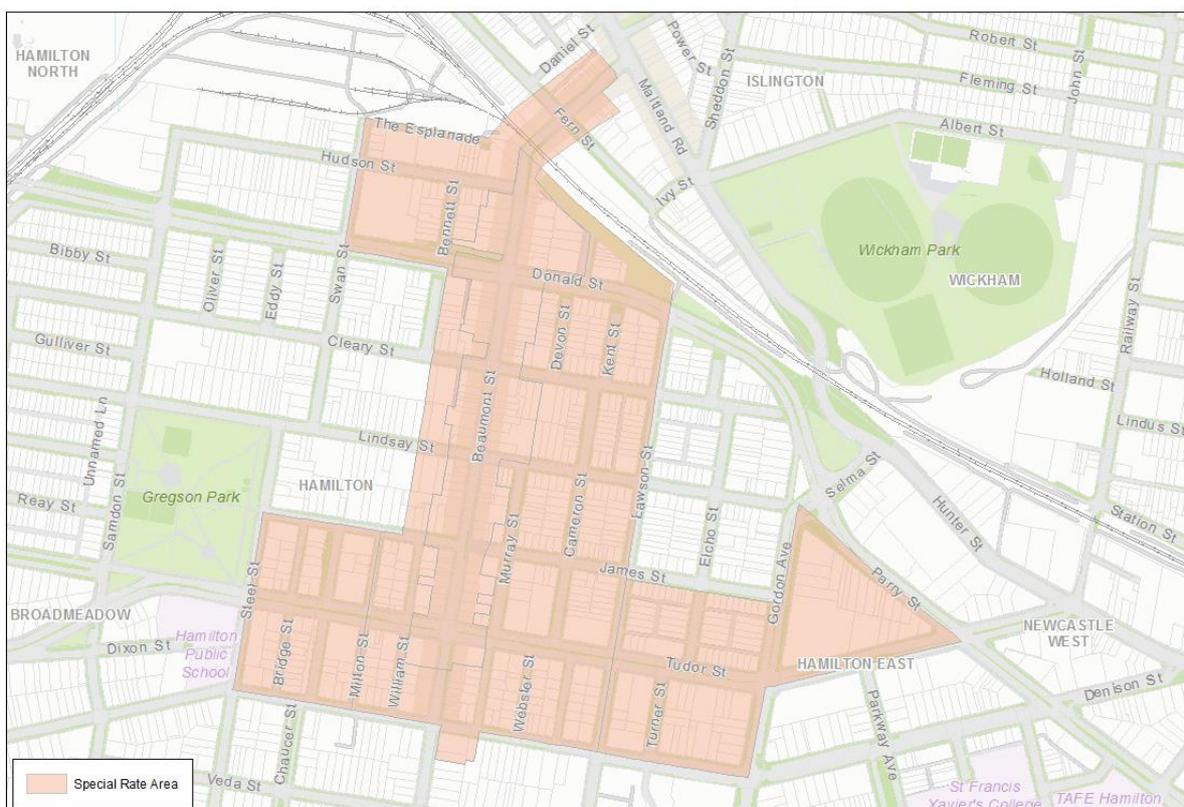
- Opened a bank account with the Commonwealth Bank: 062-808 | 10340233
- Successfully obtained
  - Inc ID Number: 1901585
  - ABN: 43 576 863 540
  - TFN: 634 588 575
- Secured insurances that are inline with the proposed Service Agreement with the City of Newcastle (current cover notes have been provided to CN).
- Appointed directors and executive committee:

<b>Name</b>	<b>Position on board</b>	<b>Business represented</b>
<b>Janice Musumeci</b>	Chair	July Jones Studio
<b>Sandra Maloy</b>	Secretary	QS Books
<b>Kellie Mann</b>	Deputy Chair	Lotus Fashion
<b>Christine Martin</b>	Ordinary member	Salvation Army Hamilton
<b>Rob Burton</b>	Ordinary member	Commercial property owner
<b>Rob Greer</b>	Ordinary Member	Jack's Hideout
<b>Kate Ellis</b>	Ordinary Member	Power Sports
<b>Evan Reid</b>	Ordinary Member	Westpac

## Executive Summary

Newcastle is the economic hub of the Hunter Region located about 160 kilometres north of Sydney. The city accounts for approximately 30% of the Hunter's developed industrial space and 80% of the office space. The Port of Newcastle is Australia's largest coal export port by volume and a growing multi-purpose cargo hub. While Newcastle's industrial sector continues to play an important role, Newcastle is no longer a 'steel city'. A substantial and growing portion of Newcastle's economy is now based around the service sectors. Within the Newcastle LGA is the economic and lifestyle hub of Hamilton. Hamilton is located about 1.5 kilometres west of the City of Newcastle's civic headquarters and burgeoning commercial west end precinct.

Hamilton Precinct Map:



According to idcommunity - <https://profile.id.com.au/newcastle/about?WebID=210>, Hamilton has:

- Population 4,423
- Land area 147 ha
- \*30.09 person per hectare
- \*Output of \$1.6 billion
- \*5,131 people employed within precinct (4.99% of Newcastle LGA)

The largest industry sector for economic output in the selected areas is financial and Insurance Services with \$588 million accounting for 36.17% of total output. This industry sector is also the largest employer with 793 jobs which represents 15.46% of total jobs in the selected areas. *\*source - Remplan economy profile*

Hamilton is known for being one of the area's 'eat streets', but its cultural heritage, choice of services and geographic location and access to major transport infrastructure, the CBD of Newcastle and the residential suburbs around make it a convenient and logical choice for those who and live and work here and those who visit.

Hamilton has experienced great change over that past three years and while the Association is committed to recognising and honouring its heritage and culture it is equally as determined to forge a new identity for the precinct that truly reflects the diversification of the retail and cultural precincts. This view is particularly reflected in the Associations view that has been informed heavily by the 'members' of the precinct to create a new and fresh festival series that seeks to attract sustainable visitation while adding to the City's event calendar.

## Our community

The Association sees itself as part of a community.

The following is not an exhaustive list of stakeholders but highlights the key audience segments that it sees most important in the next 12 months.

Stakeholders	Experience	Strengths	Their limitations	Opportunities
<b>Members</b>	Tired of the old model Keen for stuff to happen	Know the landscape	Busy and under resourced	Ideas
<b>CN</b>	Funding and collaboration for positive outcomes	Skills, programs and new team that can facilitate outcomes Dollars Resources	Limited funds Bureaucracy	Realistic outcomes
<b>Elected representatives (all levels)</b>	Political outcome driven Supportive Engaged	Passionate advocates for suburb	Politics	Collaboration for outcomes that benefit business
<b>BIAs (Citywide)</b>	New networks	City wide approach Ability to collaborate	Experience	Greenfield City wide projects Enhanced communication
<b>The Business Centre</b>	Nil	Experience and resources	Not known	Collaboration for recovery programs
<b>Hamilton Happenings</b>	Existing digital platform	Readymade audience	Limited resources	
<b>Hamilton Chamber of Commerce</b>	Network	Existing communication and marketing tools	Funding History	Unknown
<b>Hunter Business Chamber</b>	Leadership group	Experience and members	Not known	Collaboration and information sharing
<b>NTIG</b>	Nil	Tourism and visitor strategy and data	Unknown at this point	Collaboration on projects
<b>Advisers (Individuals and groups) This also includes Police</b>	Specialist experience and knowledge	Perspective and engagement	History	Create nee Improved safety Improve cleanliness
<b>Community</b>	Convenience Experience	Recognised as a place for eating and entertainment	Perception about ageing precinct and unsavoury nighttime issues	Enhance offerings to a broader audience as a clean and safe place to live, work and play
<b>Media</b>	Mixed	Receptive to news in precinct	History	Activities that show resilience and progress

## Business Objectives

It is the objective of Hamilton Business Association to promote the Hamilton Precinct as clean, full and friendly.

It will do this under the following goals (as per Constitution):

- a. To promote the development, beautification and advancement of the commercial interests of businesses within the Hamilton Business Association Inc. precinct through a coordinated and structured promotion, advocacy and planning program
- b. For the purposes and objects stated in this constitution, to administer funds provided to the Association by the City of Newcastle for the purposes for which the Special Rate is levied and from time to time, ensure that any other income, funding or grants received by the Association, deliver services, programs and outcomes that add value to the precinct
- c. To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

In 2020 to 2021 the Association has developed a budget that includes a mix of fully funded projects through to funds that can be used to support city-wide or major precinct activities.

## Vision

Hamilton Business Association is a progressive collaborative that promotes a place that is a welcoming and enjoyable for everyone.

## Mission

The Hamilton Business Association is motivated to create, maintain and promote:

- Clean and beautiful streets
- A precinct that is friendly, collaborative and increases health, wellbeing, safety and accessibility
- Full buildings: Employment through business establishment leading to full real estate occupancy, attract local visitors and tourism, support history education and culture.

## Business Goals

Hamilton Business Association understands that its unique position is informed by its rich history and its convenient place within the community. It is this ethos that drives its current business objectives to:

- Work closely with City of Newcastle to identify opportunity and challenges and to develop solutions for these.
- Engage businesses within the precinct to help inform planning and activation
- Be advised and informed by people and organisations that can add value to solutions and opportunities
- Be discerning with its budget and use it in a way that provides the best possible results over the full funding period

## Key Deliverables

More specifically, the key business deliverables of Hamilton Business Association for the 12 month period 2020 to 2021 will utilise the allocated funds and partnerships to deliver visitor experiences, business activations, support employment, beautify our precinct, encourage artistic performance and display and support the precinct to think about sustainability through the following.

### Business objectives

#### Recovery

Please note that above each of these deliverables is the immediate need for the Association to support its members during the Covid19 crisis.

#### Beautification

1. Lighting: Coordinate a private/government partnership to create lighting solutions for the precinct that are practical in terms of safety, beautiful and engaging.
2. Work together with business owners, financial institutions and City of Newcastle to improve street cleanliness (James at Plaza being a major contribution by NCC).
3. Public Art/Spaces: Complete mural project on telecom pillars and electricity sub boxes and create 'live music art'

#### Promotion

1. Major events: Collaborate with others who bring major events that can promote the precinct and its local offerings as a business precinct.
2. Social Media: Build Instagram and Facebook pages promoting highlights of Hamilton, Diversity, Family, Experience, Heritage etc . Work with existing owners of like-mind organisations to share and engage
3. Precinct events: The Association will fund or collaborate with others to promote a series of events showcases local expertise or offerings.
4. Live performance: Work across BIAs and with CN to develop 'live spots' where local quality performance can exist.
5. Promotion – develop user friendly ways for people to connect with business through traditional and digital platforms.

## **Economic Development**

1. Collaborate – work with other precinct to develop initiatives that add value to business across the precinct and wider city.
2. Work for the Dole – in partnership with Salvation Army to identify projects where skills and resources can be integrated into Association or precinct activities.
3. Sustainability – work across the city and BIAs to develop meaningful and achievable ways to improve small business connectivity to sustainability
4. Visitor experience (tourism) – be a destination for local, national and international visitors
  - Work with existing businesses to create experience – e.g. walking food and cultural tours, fashion style sessions, etc.
  - Work with others who are accessing CN grants or private funding sources to develop integrated and collaborative projects.
  - Work with CN to get existing and emerging visitor experience into CN Apps or other regional infrastructure and promotion.

## **Governance**

The Hamilton Business Association will be underpinned by a governance structure that requires board members (and members) to:

1. Act inclusively, respectfully, and consult in a comprehensive manner.
2. Actively seek people that can inform the board and its decision making processes that have specialist skills/experience.
3. Ensure that all activities are compliant and in line with the Constitution, NSW Department of Fair Trading, ATO and the City of Newcastle Funding Agreement.

## Plan overview 2020 to 2021

The following table outlines key operational actions designed to achieve the BIA's objectives.

Each project must have a detailed business plan that will include information about how the project will deliver against the precincts target audiences, its overarching goals, the Service Agreement it has with CN and a budget that will include all aspects to costs and income such as projects costs, additional grants, sponsorships or partnerships.

Importantly, the Association will work with CN to develop ways to effectively measure each project recognising that some metrics may be available through CN resources. The KPIs listed below, are therefore included as overarching metrics that will need to be addressed as part of project business plans.

2020 to 2021 actions	Budget \$			Actions	KPIs
	Promo	Beaut	ED		
Promotion/Economic development  New Usual – Covid19	\$4,000		\$6,000	<p>Under the newly created collaboration of New Usual. Hamilton Business Association will work with the other CN BIAs to promote the businesses and economic opportunities during and as we recover from the Covid19 crisis. This may include projects such as:</p> <ul style="list-style-type: none"> <li>Project Renewal – an initiative by Newcastle City BIA.</li> </ul> <p>This includes a four month radio campaign in partnership with community radio station 2NURFM (University) to highlight the resilience, innovation and ingenuity of business. Please see New Usual business plan - as submitted to CN in April 2020.</p>	<p>Editorial launch to all local media</p> <p>Social media posts about the New Usual launch and then to be followed with:</p> <ul style="list-style-type: none"> <li>Four podcasts per month to be shared across all digital platforms</li> <li>16 posts per month highlighting the businesses in focus each week</li> </ul> <p>Promote business</p>

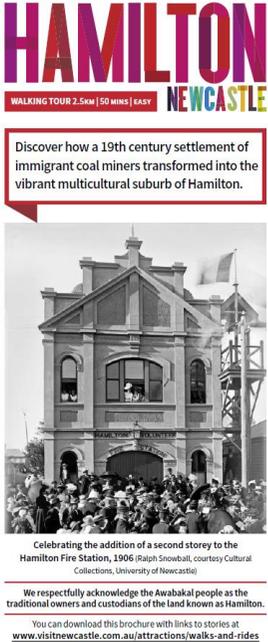
2020 to 2021 actions	Budget \$		Actions	KPIs
				<p>usage and facilitate business feedback</p> <p>Promote collaboration and work of BIAs</p>
Public Art/Spaces:		\$10,000	<p>Complete the painting of Telstra pods and exchange boxes. Direct design and fund the creation of 'live spots' for key performance spaces.</p>  <p>This project was started by the Hamilton Chamber of Commerce. The Association believes that it is important for the project to be completed as it not only provides beautification opportunities but also engages and integrates history and culture of the precinct. The project will be undertaken in consultation with Hamilton historian and author of the Hamilton Heritage Walks Ruth Cotton and local artist, Rebecca Murray from Flying Spanner Gallery.</p> <p>It is anticipated that the project will create beautiful spaces that also create visitation interest for other projects such as heritage and cultural walks.</p>	<p>Proposed to complete :</p> <ul style="list-style-type: none"> <li>• 3 small electricity boxes</li> <li>• 7 large electricity boxes</li> <li>• Light poles</li> <li>• 5 telecom pillars</li> <li>• Repairs to existing work</li> </ul> <p>Editorial launch to media upon completion</p> <p>Progress posts on social media</p> <p>Engagement with key stakeholders (local business) to</p>

2020 to 2021 actions	Budget \$			Actions	KPIs
				<p>The photograph shows Rebecca creating an artwork in 2019 in Cleary street near The Kent Hotel.</p>	<p>inform project</p>
Lighting:		\$12,000		<p>Work with council and find partnership to fund lights for precinct. This project is about working with a third party provider that can also access additional funding (NSW/Fed) to create culturally rich lighting installations similar to the sample below. This project is about creating beautiful places that are safe and attract target demographics. The Association considers this to be a project that can be integrated into existing CN plans and those within other BIA precincts. This project is listed as a key element of the collaboration</p>  <p>created by the BIAs of CN called New Usual. An example <a href="#">here</a></p>	<p>Create one space within precinct</p> <p>Editorial coverage</p> <p>Social media as appropriate</p> <p>Add value to precinct as a place to live, work and play</p> <p>Visual enhancement of precinct</p> <p>Visitation and use – increase use by families</p> <p>Safety – create spaces that discourage antisocial behaviour</p>
Social Media:	-	-	-	<p>Build <a href="#">Instagram</a> and <a href="#">Facebook</a> pages promoting highlights of Hamilton, Diversity, Family, Experience, Heritage etc .</p> <p>Work with existing owners of like-mind organisations to share and engage.</p>	<p>Grow an audience of at least 1000 in the first year of the pages being established.</p>

2020 to 2021 actions	Budget \$		Actions	KPIs
			<p>This will also be critical in the roll-out of the New Usual activities during the Covid19 pandemic – see below. No funds have been allocated to this project in 2020 as it is being run by the directors</p> <p>A new Facebook page was created in March 2020 and has already attracted more than 90 followers.</p> <p>This project also links to the New Usual project in terms of attracting new online audiences.</p>	Social media metrics will be measured.
Community events	\$10,200		<p>Collaborate with others who bring major events that can promote the precinct and its local offerings as a business precinct.</p> <p>These might include such things as:</p> <ul style="list-style-type: none"> <li>• Cultural events</li> <li>• Major sporting events</li> <li>• Music or entertainment</li> </ul>	<p>Editorial and social media opportunities</p> <p>Precinct engagement</p>
Precinct events:	\$25,000		<p>The Association will fund or collaborate with others to promote a series of events showcases local expertise or offerings.</p> <p>Based upon retailer and member feedback, the Association develops a strategy to a number of major events that are targeted to key target demographics that add value to the precinct businesses, limit the amount of \$ going to 'external carnival' providers and attract visitation. The Association is currently in an Expressions of Interest process with six professional</p>	<p>Two Expressions of Interest have been received by 5 May.</p> <p>It is expected that a formal strategy will be finalised by 1 July 2020 – respectful of changing public</p>

2020 to 2021 actions	Budget \$		Actions	KPIs
			<p>event managers to determine a program for 2021 that might include festivals in:</p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Entertainment</li> <li>• Hamilton Retail Fashion/Home/Beauty</li> <li>• Christmas in Hamilton (collaborate with Carols in Hamilton) – 11 December 2020 Big Xmas tree in the park, Christmas wrapping station, carollers, Santa visit, store specials.</li> </ul> <p>Note: a copy of the EoI document is held by CN and included into the Project Plan section of this document.</p>	<p>space rules.</p> <p>Improve turnover and engagement of precinct businesses</p> <p>Improve visitation across the entire year</p> <p>Be a significant part of NC calendar of activities.</p>
Live performance:	\$7,000	\$3,000	<p>This is project developed by the Hamilton Business Association.</p> <p>Please see attached Project Plan.</p> <p>The project has already attracted strong support from other BIAs but also Atwea College – that has been successful in attracting additional funding to help facilitate</p> <p>Work across BIAs and with CN to develop 'live spots' where local quality performance can exist. This city wide project will see all BIAs as part of the New Usual collaboration create a process and mechanism for:</p> <ul style="list-style-type: none"> <li>• Quality performers to be 'accredited' to book a space in any live spot across the city</li> </ul>	<p>Create vibrant spaces within city – that includes three live sports in the Hamilton – which includes the Atwea Live Spot.</p> <p>Create a database of quality performers. This is envisaged to</p>

2020 to 2021 actions	Budget \$			Actions	KPIs
				<ul style="list-style-type: none"> <li>• Create a data base of quality performers for local business (members) to access</li> <li>• Provide a mechanism for local performers to get exposure and create income.</li> <li>• Create a series of permanent visual places that can be cobranded as an initiative of the BIAs of the City of Newcastle.</li> </ul> <p>The Association sees this as an opportunity to also integrate other live performance taskforces or initiatives.</p> <p>It also sees this a very important project as part of the City's recovery out of Covid19. Examples only:</p> <div style="display: flex; justify-content: space-around;">   </div>	<p>be no less than 40 within 12 months that would circulate across the precinct and city live spots</p> <p>Partnership with City's Live Music taskforce</p> <p>Create editorial and social media content x 20 plus per year.</p>
Sustainability	\$3,000			<p>Work in partnership with organisations including City of Newcastle and the Hunter Business Sustainability network to champion projects that provide:</p> <ul style="list-style-type: none"> <li>• Useful ways for businesses to save money</li> <li>• Reduce environmental impacts</li> <li>• Promote meaningful sustainability</li> </ul>	<p>Facilitate projects that can save Business money or improve environmental outputs</p>

2020 to 2021 actions	Budget \$		Actions	KPIs
Work for the Dole			<p>\$5,000</p> <p>In partnership with Salvation Army to identify projects where skills and resources can be integrated into Association or precinct activities.</p> <p>This is again a particularly important project in Covid19 and will seek to connect business into accessing people who are redeployed, unemployed or displaced into roles that can assist business to create recovery, visitor experience etc</p>	Set KPIs that deliver measurable outcomes for the precinct
Visitor experiences			<p>\$10,000</p> <p>Work with existing businesses to create visitor experience – e.g. walking food, cultural tours and style. The Association understands</p>  <p>that a number of local people are contemplating undertaking walking food or cultural tours and would like to work in partnership with these enterprising people to create options in Hamilton.</p> <p>Work with CN to get existing history tours by Ruth Cotton into CN App and regional visitor offerings.</p> 	<p>Improve business engagement and income</p> <p>Improve visitation</p> <p>Add value to City wide visitor experience</p>

2020 to 2021 actions	Budget \$			Actions	KPIs
Vacant commercial property			\$2,000	<p>'A vacant property means business opportunity'. This project aims to create a partnership between the BIA(s) Council, Real Estate agents and their clients to use vacant shop fronts to display an attractive large sign that:</p> <ul style="list-style-type: none"> <li>○ Highlights the business support offered by CN</li> <li>○ Work undertaken to support local business by the BIAs</li> <li>○ Advocates that a vacant shop front or space is a unique business opportunity</li> </ul> <p>The project also hopes to get agents and land owners to maintain clean and presentable premises.</p>	<p>Fill up to 10 vacant shop fronts with information that also promotes brand of CN and BIA.</p> <p>Attract at least two businesses into the precinct.</p> <p>Improve cleanliness and visitor experience</p> <p>Social media content</p> <p>Editorial for launch and engagement</p>
Precinct connectivity	-	-	-	<p>Work with organisations including Council and Police to provide information sessions or opportunities for business and the wider community to connect with projects such as:</p> <ul style="list-style-type: none"> <li>• Policing and Safety (Coffee with a Cop or similar)</li> <li>• Community consultation around council projects such as the James Street Plaza masterplan process</li> </ul>	<p>Social media opportunities</p> <p>Councillor engagement</p>

2020 to 2021 actions	Budget \$		Actions	KPIs
Governance Compliance reporting	-	-	<p>Act inclusively, respectfully, and consult in a comprehensive manner.</p> <p>Actively seek people that can inform the board and its decision making processes that have specialist skills/experience.</p> <p>Ensure that all board activities are compliant and in line with the Constitution, NSW Department of Fair Trading, ATO and the City of Newcastle Funding Agreement.</p> <p>Forecast: Compliance costs for next 12 months must include:</p> <ul style="list-style-type: none"> <li>• Cost of insurance for Association</li> <li>• Additional accounting or legal costs</li> </ul> <p>Note: All insurance costs from April 2020 to March 2021 are covered from BIA funds directly paid by Council.</p> <p>Note: All administration management is covered by the existing contract between CN and Purser Corporate Communication.</p>	<p>Hold no less than 10 meetings annually</p> <p>Invite Council representatives to meetings where appropriate</p> <p>Engage with elected Councillors</p> <p>Report as per CN Service Agreement requirements</p> <p>Comply with all aspects of ACT</p> <p>Comply with all ATO requirements</p> <p>Maintain insurances</p>

## Project Plans

The following Project Plans are included as DRAFT and background to inform the overarching strategy and key cost allocations as listed in the previous pages

As of 22 May 2020, the following plans are included:

- Live Spots – Business loves live music
- New Usual – a cross city BIA initiative
- Vacant shops mean business opportunity
- Major event strategy – EOI

# Live Spots - Business loves live music

## A city wide collaboration to enhance live music

### Objective:

This is project developed by the Hamilton Business Association that seeks to:

- Gather support and collaboration with the BIAs of Newcastle, Wallsend and Mayfield
- Work collaboratively with the Music Industry to provide a mechanism for local performers to get exposure and create income
- Create live spots in the four precincts where quality performance happens that includes local art and appropriate infrastructure for performance (see below)
- Build a database of quality performers who will be 'accredited' to book a space in any 'live spot' across the city – that can also be utilised by local business (members) to access and book for events and venue appearance
- Create a series of permanent visual places that can be cobranded as an initiative of the BIAs of the City of Newcastle.

### Live Spot inspirations



### Progress:

As at 4 June 2020 a working party has been designed to include:

- Kellie Mann – Hamilton Business Association Deputy Chair and Project Designer
- Joe Relic – Newcastle City BIA Deputy Chair
- Representative of Wallsend Town Business Association (TBC)
- Representative of Mayfield BIA (TBC)
- Meg Purser - BIA Coordinator on behalf of City of Newcastle (Economic Development) – also provide strategic communication and PR
- Representatives:
  - Talent managers
  - Music industry reps
  - Education Grant Walmsley – Atwea College Music Industry and representative of Love Music Taskforce

This group will meet formally from June 2020 with a view to activating the collaboration for an official launch as quickly as possible (pending public health safety advice).

Hamilton Business Association has also worked with Atwea College to support a successful submission to CN for \$15,000 from precinct contestable funding to support Atwea College providing facilities and mechanisms for:

- Audition location
- Auditorium and theatre spaces for performance, rehearsal
- Mentor and performer support

### **How it works 2020**

1. Establish a working party to:
  - Refine the project outcomes and objectives – which will include scoping additional resources to manage process if required.
  - Develop a detailed business plan and budget
  - Scope of work and its relationship with City of Newcastle
  - Develop an engagement plan
  - Guidelines and work flow for:
    - Attracting performers into audition process
    - Audition process and community engagement protocols
    - 'Accreditation' process and data base management
    - Work with CN to identify Live Spot locations and physical attributes
    - Local artists to create dynamic and location appropriate art that would also include a graphic element such as "Live Spot – an initiative of Business Improvement Associations and the City of Newcastle (CN Logo)".
    - Risk analysis
  - Launch at James Street Plaza in September with local talent to help encourage performer engagement
  - Plan first live spots in each precinct as monthly events (as a starting platform)
2. Launch event to be held in James Street Plaza as quickly as possible that will feature:
  - Small gathering of key stakeholders (if appropriate to social distancing)
    - Reps of each BIA
    - CN – Lord Mayor, CEO and key reps
    - Performers and Music industry reps
    - Media
  - Media launch and announcements of details
  - Live music by seasoned professionals and unearthed young talent
3. Monthly live spots – build initiative slowly by inviting performers to participate in open mic sessions in four precincts (month about)
4. Live Spots – activate identified spots in precincts with one performer during lunch hours or Friday/Saturday evening timeslots

### **The Future**

It is envisaged that this project will provide:

- A data base of quality performers that can hire the live spots to perform
- A resource for 'members' of BIAs and other stakeholders to engage

- An opportunity to unearth and showcase local talent
- Collaboration opportunities – business, CN, performers, talent agencies, education and music industry
- Content for recording opportunities – cut a CD of the ‘2020 live spots talent’ or similar

### Budget

The following budget is **indicative**.

Income		Expenses	
BIA funding 4 x \$10,000 per 12 month period		Project coordinator <ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Action approved plan</li> <li>• Coordinate Working Party</li> <li>• Manage all events and oversee promotion and communication</li> <li>• Report</li> </ul>	
	\$40,000		\$18,000
Sponsorship (partnerships) <ul style="list-style-type: none"> <li>• Recording</li> <li>• Event/performance</li> </ul>		Live spots (physical) – should also be sources from CN contestable SBR grants in each precinct	\$20,000
SBR Grants	\$15,000	Permits and event registration	\$2,000
		Performer fees (100 x \$100)	\$10,000
		Performer liaison management	\$5,000
<b>Total</b>	<b>\$55,000</b>		<b>\$55,000</b>

### KPIs

- Visitation – this will be dependant on social distancing restrictions in 2020 and beyond, but we anticipate:
  - Launch – up to 50 people outside
  - Monthly live spots – up to 200 people in each precinct (passing)
  - Love spots – passing audience of hundreds during peak periods
  - Add value to Newcastle visitor economy as scheduled events
  - Add value to overarching City of Newcastle event strategy (Kate Britton)
- Editorial and social media opportunities x 12 per year
  - Launch – media and key stakeholders
  - Monthly sessions
  - Ongoing live spots
- Collaboration and audience growth – cross promotion and social media expansion
  - Educators – UoN, Atwea, TAFE, YPT and others
  - City of Newcastle
  - Members of BIAs
  - NTIG, HBC and others
  - Music Industry
- Promotion – cross promotion and social media engagement

- Opportunity to benchmark initiative
- Award submissions for precinct and city
- Tourism

# New Usual Business

*Business Improvement Associations collaboration to support local businesses throughout Covid19 and beyond.*

**May to August 2020**

## Background

As part of the City of Newcastle's business landscape, the Business Improvement Associations (BIA) of Newcastle, Hamilton, Mayfield and Wallsend have joined forces to help support the city's 'New Usual' to survive and recover from the Covid19 crisis.

This collaborative project has two key objectives:

- Support economic development in the city by promoting business activity.
- Work collaboratively across the four BIA precincts to add value to all activities that help local business.

Importantly this is about providing a cost effective and immediate way for BIAs of Newcastle to champion their own initiative.

This type of collaboration has not existed in a formal way prior to now and is envisaged that it will enable effective conversations, initiatives and activities that support local business now and beyond the Covid19 crisis by:

- Using the power of four key precincts to inform conversations
- Contribute resources (financial and others) to promotional and economic development activities

The immediate and desired outcome of the four precincts is to find ways that promote the resilience, progressiveness and cleverness of local businesses that are tackling Covid19 head-on and an attempt to get the wider community to think and act locally.

## New usual Promotional Campaign Step 1

It is proposed that one of the first activities of the New Usual collaboration, will be a promotional campaign that is flexible, fun, and responds to the everchanging economic climate.

Each BIA brings different levels of expertise and drive to a campaign that they believe will have short and longer term benefits.

The campaign aims to identify local businesses that are demonstrating a new version of usual, in terms of conducting business. This includes:

- Innovations
- Partnerships
- Clever new ideas and practices
- Heart-warming changes
- Customer feedback and support
- Education and information

The precincts believe that it is essential to support the economic development of the local community to promote understanding - what is open, operating, of benefit to them, and to dispel any myths surrounding local businesses and the support they provide. While products,

services and locations of businesses within the precincts may have changed, the dedication to ensuring the local communities are well informed and supported does not.

In other words, the campaign seeks to uncover and communicate:

- Types of jobs available will change and a new type of worker may flourish
- Product only businesses may suffer with isolation/lockdown laws preventing clients from attending their premises
- Some businesses may have lost work, some may have gained work. This gain/loss of work will impact how work is undertaken with a flow-on effect throughout connected industries.
- Local business owners within these precincts may not see this as an efficient spend of government allocated funding. They will see benefit in the future, however immediately it may not be obvious to all.
- For those in jobs and careers that were heavily impacted during the crisis, will not have extra money for products/services still available. This will vary depending on what products/services are available to be promoted.
- Some businesses may be able to access funding and packages (already and yet to come from government) to keep staff and premises – but this will be somewhat challenging to forecast in the immediate future.
- People will choose to connect with organisations that they can 'trust'. For this project, this means dispelling myths created to ensure local businesses that can be used, are used, and those who are closed/non-operational are acting in accordance with government orders.
- Once deemed to be safe, people will need be able to connect in person.
- Importantly, this campaign triggers an underlying objective of each of the BIAs – to build data bases and therefore better understanding of the local business landscape.

Key elements to communication and marketing messages

#### **Now**

- Business stories matter because as a whole we can communicate the individuals better
- Priority is our local business community and its safety and survival
- Our commitment to eventual recovery – we are preparing now for their future
- Truthful information about our response and our decisions to close/open/communicate/support

#### **Recovery**

- Business options for their future
- We are here for our precincts.
- Our part in each precinct's recovery is to provide ways to enhance local business and maintain strength as a region
- A trusted group of professionals working towards the premium outcomes for local businesses

### **Logistics and details**

#### **Collecting content**

Currently, each BIA is collecting stories about the New Usual in their precinct. This is being collated by the team at Purser Corporate Communication and will be placed into a 'story hub'. Each story will feature the 'news hook' or intended message (what makes it relevant to the audience), the precinct, the business name, contact person and details.

Each story should also have the potential to create content (pic, video as well as the radio component).

Each series of excerpts followed by:

- This is the New Usual of business in the City of Newcastle and is an initiative of the Business Improvement Associations of Newcastle, Hamilton, Mayfield and Wallsend,
- This hub - spreadsheet will be stored in a Dropbox file which can be edited at any time with updates. Once published all media will go into a Dropbox folder. This Dropbox will be set up with all the files used as part of this project including audio bites, videos, and photos. Each BIA will have access to these files to be used and shared on varied media. Only the allocated BIA personnel are permitted to use these files.

### Measurements

- Build a database of local business
  - 100 month 1
  - +50 to 100 each month of campaign
- Create content for social media (x 50 to 100) per month for all four BIAs
- Develop a platform to capture appropriate content for other communication and promotion activities by BIAs or project managers such as City of Newcastle, Together Not Alone, Business Centre etc. This is envisaged to yield about 4 to 6 quality stories per month.

...and additionally

- Add value to cross city connections – BIAs and Council
- Build goodwill between BIAs and members
- Establish an effective communication and engagement framework for future initiative outside Covid19

### Communication/marketing tools and schedule

#### Database

Importantly, one of the immediate needs of the BIAs is to access databases of businesses within the precincts. The New Usual project has been designed to (among other benefits) build a database of businesses that can be used by the BIAs for ongoing engagement and communication. For example:

1. Disseminating information

2. Sourcing information that can be shared or promoted across various mediums (traditional and digital)
3. Informing other projects from the BIAs or other project managers such as City of Newcastle, Together Not Alone, The Business Centre or similar.

**Radio campaign with 2NURFM:**

It is proposed that a partnership be initiated with community radio station 2NURFM. The station attracts an average daily audience of about 75,000 per day and is auspices by the University of Newcastle.

Its community radio format is ideally suited to promoting issues that matter to the local community.

It is proposed that a three to four-month radio component would be the impetus for the New Usual campaign.

***New Usual – showcasing business in the City of Newcastle  
And initiative of the Business Improvement Associations of  
Mayfield, Wallsend, Hamilton and Newcastle.***

It is proposed that the content for the radio component would include small, quality, bite sized pieces of information outlining the new usual business of the city. It would include how local businesses have innovated, created, partnered, or changed their usual practices to benefit their community amidst crisis. These are regular stories that reaffirm our commitment to the recovery of our region.

It is the objective of the BIAs to promote as many stories as possible and would see a project that might include:

- Advertising/sponsorship element
- Editorial component

Below is a list of example angles:

- Fab hair every 8 weeks with products instead of services at XYZ Hairdresser
- Stay beautiful with online tutorials available from ABC Beauty in Hamilton
- Café offers daily discounts on daily menu's with screenshots
- Dress store increased business due to virtual tours, easy returns and delivery options for those within 5km
- Skin care experts offer virtual consults and personalised one-on-one skincare advice

It is anticipated that a total budget for a four-month radio campaign would be \$16,000.

The following package has been proposed by radio 2NURFM and would include:

62 x 30 second ads monthly	\$4,030
20 x 30 second ads monthly	\$1,200
Weekly podcast	\$50
4 x 3 minute advertorials (interviews with each BIA Chair or delegate)	\$3,360

Value: \$8,640 + gst monthly

**Actual cost to each BIA: \$4,000 + gst monthly**

### Social media and digital assets

The radio component would also be supported with social and digital media assets.

Content created can be translated into social media tiles and then reshared from each member in the BIA to gain more traction. This is also a useful way to generate a data base of the New Usual stories collected to present to our partners at Council and each BIA.

Hashtags that are used on social media posts to create a sense of comradery and coherence:

- #NewUsual
- #MyBIA
- #ActLocalBuyLocal
- #LocalBIAsness

### Traditional media

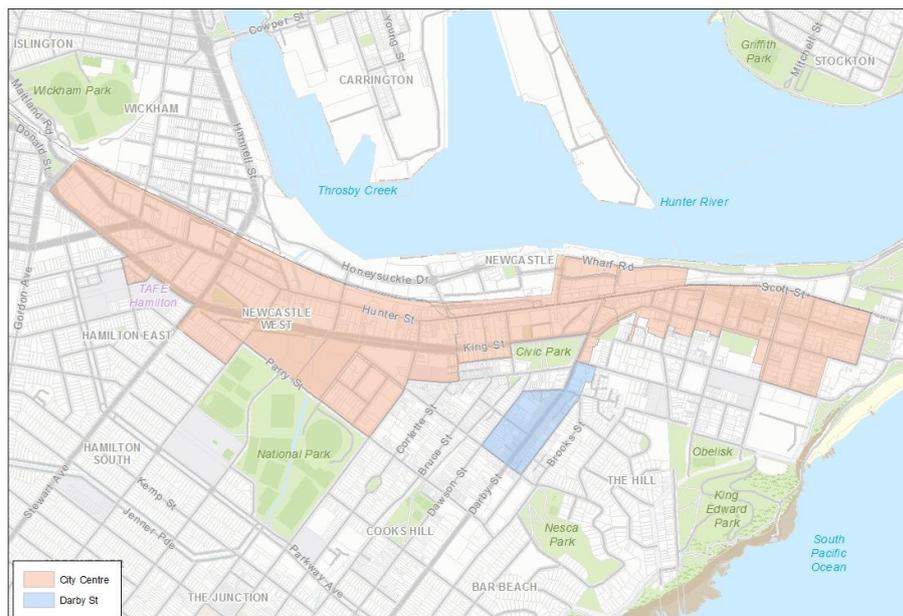
It is anticipated that the New Usual campaign will be supported by media relations beyond the partnering radio station.

Media news packs that contain small, quality, bite sized pieces of information outlining the story of how local businesses have innovated, created, partnered, or changed their usual practices to benefit their community amidst crisis. These are regular stories that reaffirm our commitment to the recovery of our region. Approximately 20 per week.

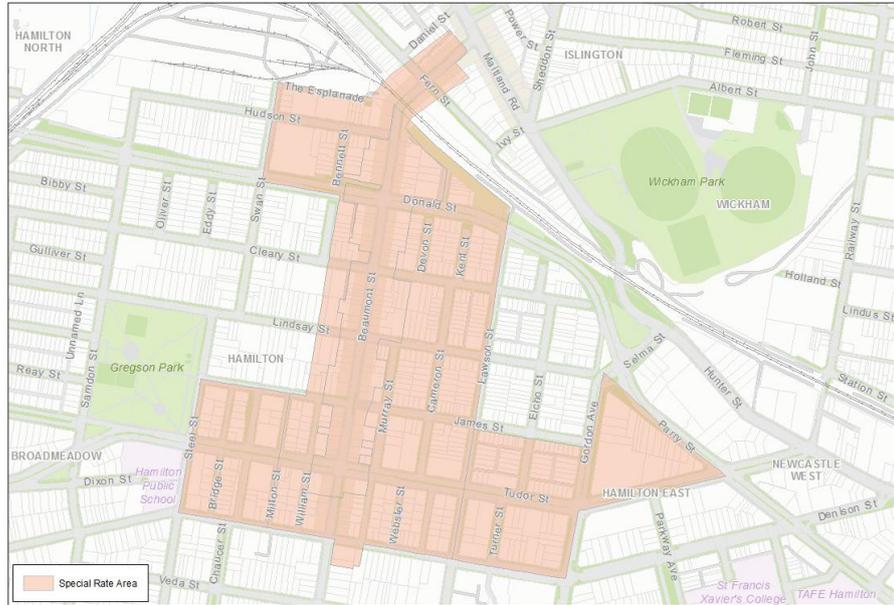
These media news packs will be sent to outlets such as Hunter Business Review, Hunter Biz, Hunter Headline, Newcastle Herald, Newcastle Weekly and NBN.

### Background:

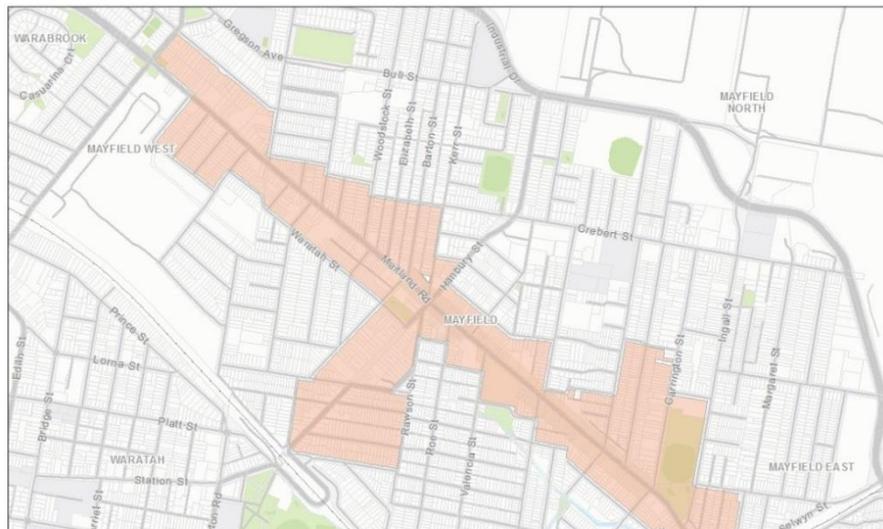
#### Newcastle:



**Hamilton**



**Mayfield:**



**Wallsend:**



# Vacant shops mean business opportunity

As Hamilton was finalising this plan, it became aware of an exciting initiative by the Newcastle City BIA called Project Renewal – and would view that project (once Project Plan is fully developed) as a more thorough opportunity to fill vacant premises.

## Background

There are increasing numbers of vacant shop fronts in key precinct areas (e.g., Darby Street, east end, Hamilton, Mayfield and Wallsend). Many have 'leasing by' real estate agent signs that are often hung awkwardly or sitting into dirty windows or messy vacant spaces.

## The concept

Create a more attractive and informative large sign (perhaps A1) in size that could be co-branded by the BIA and CN and would include content similar to:

### Vacant space means business opportunity

Got a business idea? This is how we can help you turn it into a reality.

City of Newcastle and the Business Improvement Associations are working together to give local business a leg up.

#### City of Newcastle

Lean in Newy  
Support initiative  
City taskforce  
Community funding  
Online library services  
Training for business  
Promotional campaigns

#### LOGOS + info etc

#### BIAs

New Usual – promoting business your new usual free of charge  
Business renewal – a one-stop-shop place to access information and services that can help you start and build a business  
Business loves live – creating spaces for live performance in key business precincts  
Beautiful and sage spaces – lighting installations, local street art  
Supporting initiatives – funding to create new visitor experience.

## Costs

Costs in producing signage and art anticipated to be no more than \$10,000 which would be shared across four precincts if approved.

## KPIs

- News value – launch and project concept + metrics around vacant shop leases
- Social media – launch + every sign with appropriate links
- New partnerships and engagement with real estate sector
- Database expansion for all precincts

22 April 2020

## **Hamilton Business Association Inc. 1901585**

### **Call for Expressions of Interest**

### **Strategic Event Partner**

#### **Note**

As Hamilton Business Association was finalising this document, the Covid19 crisis occurred. The Association, therefore, invites responses with the view that public events and activations will not be held within the foreseeable future but will form an important part of the city's economic and social recovery.

Additionally, there is the intent that the Hamilton Business Association will work with all Business Improvement Associations in the City of Newcastle – particularly the Wallsend association, in the longer term to ensure that all major community events are planned in a collaborative and complementary way to benefit the greater region.

#### **Background**

Hamilton Business Association was created in December 2019 as an independent incorporated association that is managed by a volunteer board. It operates in partnership with the City of Newcastle by disseminating funds that are collected through a special rate levy for the purpose of promotion, beautification and development of the business precinct.

Vision: Hamilton Business Association is a progressive collaborative that promotes a place that is a welcoming and enjoyable for everyone.

Mission: The Hamilton Business Association is motivated to create, maintain and promote:

- Clean and beautiful streets
- A precinct that is friendly, collaborative and increases safety, health, wellbeing and accessibility
- Full buildings: Employment through business establishment leading to full real estate occupancy, attract local visitors and tourism, support history education and culture.

It's goals: Hamilton Business Association understands that its unique position is informed by its rich history and its convenient place within the community. It is this ethos that drives its current business objectives to:

- Work closely with the City of Newcastle to identify opportunity and challenges and to develop solutions for these.
- Engage businesses within the precinct to help inform planning and activation
- Be advised and informed by people and organisations that can add value to solutions and opportunities
- Be discerning with its budget and use it in a way that provides the best possible results over the full funding period

More specifically, the Association recognises that the precinct has previously been the location of large and successful community events and activations.

Noting that the world changed significantly when the Covid19 virus became a pandemic, the Association is keen to use the current landscape to plan an innovative program of robust community events.

It is the strategic objective of the Association to engage and work with strategic partners, funding providers and its members to develop a collaborative approach to events for the precinct that:

- Builds upon and adds value to the business landscape of the precinct (now and emerging)
- Attracts visitation (significant and targeted audience) to the precinct
- Adds value to the City of Newcastle's calendar of events
- Generates positive economic opportunities for Hamilton.

It is the view of the Association that at least one major event, that would attract upwards of 20,000 to 30,000 people, would underpin a series of smaller events that could showcase that things as:

- Food and hospitality
- Coffee
- Fashion
- Health and wellbeing
- Multicultural
- Heritage
- Community events such as Christmas, Easter, etc

## **Expression of Interest**

The purpose of this paper is to call for expressions of interest from a professional event manager to develop and manage major community event/s that will showcase the suburb that includes 100+ retail shops and more than 20 cafes, restaurants and hotels.

While it is expected that smaller more targeted events as listed above might be proposed to be managed directly by the Association, interested partners might also see opportunity in a coordinated approach. Proposals for integration would be considered.

## **Objectives**

Hamilton Business Association wishes to work with a professional and strategic event partner that can:

- Identify and create partnerships with likeminded organisations to hold the event/s. It is the objective of the Hamilton Business Association to work closely with organisations that might represent the hospitality, hotel, tourism, education, multicultural, artistic and cultural to develop successful events for the precinct.
- Create a major event that promotes Hamilton and its unique place within the City of Newcastle
- Attract appropriate levels of grants, sponsorship and corporate support to cover costs of the event

- Work with, and promote the members (businesses, retailers, cafes, hotels, banks, service providers and other local organisations) to provide an engaging, colourful and creative event that might include:
  - Work in partnership with likeminded representative organisations
  - Encourage maximum participation by Hamilton precinct businesses
  - Attracting quality street markets that add value to (and do not compete with) the precinct
  - Highlight performance, entertainment and music that adds value to the precinct
  - Work with potential partners to add quality community, cultural and historical activities
- Promote the event to a broad market to attract significant numbers of people (20,000 to 30,000).
- Create a strategic event plan of management that complements and adds value to the wider city landscape
- Measure the result of the event/s – survey and collect data that can be used to assess viability or design of future events.

## Target audiences

- Hamilton Business Association
  - Board
  - Members – commercial property owners and businesses that occupy those properties
  - The wider business community
  - Sponsors, partners and suppliers
  - Previous event supporters
- City of Newcastle – compliance stakeholder
- BIA support services consultant
- Newcastle LGA Police
- Transport for NSW
- Participants
  - Hamilton precinct
  - Businesses outside
  - Market holders
  - Entertainers
  - Performers
  - Musicians
  - Ethnic and multicultural groups
  - Activity and event providers
  - Other stakeholder groups
- Media – promotional
- Community
  - Local residents
  - Further afield – regional community
  - Visitors

## Proposed delivery elements

Hamilton Business Association is seeking the professional services of an event coordinator that can deliver a successful event/s.

Hamilton Business Association will go to market to appoint a suitable event coordinator.

Interested organisations must demonstrate:

- Creative and strategic approaches to community events
- Ability to identify and negotiate suitable partnership arrangements to deliver a robust community event/s
- Capacity and capability (proven track record) in delivering similar events in accordance with key objectives and budget
- Outstanding organisational capability and ability to provide reports and updates regularly to the Association
- Its ability to use its own connections, and those of the client, to deliver grants, cash and in-kind sponsorship that is aligned to the professional ethics and outcomes of the Hamilton Business Association
- Collaborative and respectful approaches to all communication and management – that is supported by a robust marketing and promotion plan
- Ability to use its own resources and skills to attract quality inclusions that enhance the objectives of Hamilton Business Association and the event. This will include establishing and implementing a commercial model to attract income for such things as hireable spaces within the event precinct.
- Obtain genuine feedback through survey or other metrics about the effectiveness of the 2020 event from the precinct business community, and key stakeholders of the event and the precinct.

No formal date has been planned but given the current landscape, the Association suggests that an event plan would focus on a major event in Hamilton in March 2021.

Once an event coordinator has been appointed, planning may commence and will be in accordance with the Association's and Hunter Councils 'Terms of Engagement for Consultants'.

## **Anticipated budget and key performance metrics**

The Association anticipates that the total budget for a large community event for the precinct would be about \$130,000 to \$150,000. This would include all event management fees and on costs to hold the event with all event income sourced via the Hamilton Business Association, contestable business funding and Special Event grants with the City of Newcastle, fees/commercial schedules and partnership arrangements.

The budgeted fee to provide event management services is yet to be confirmed and is negotiable.

Key performance metrics will be determined in collaboration with the successful tenderer and will focus upon:

- Creative and strategic approach
- Effective client and stakeholder management
- Effective business processes and ability to work to common goals and outcomes
- Delivery of strategic event plan that includes partnership, funding and engagement implementation plans
- Meeting deadlines
- Attracting required levels of sponsorship and grants

- Delivering an effective commercial plan to manage market stalls, performance spaces etc
- Adding value to the event through its ability to use professional networks and IP to deliver a quality event
- An effective post event assessment tool.

## **Next steps**

The Association does not expect that in-depth levels of strategy or details for the Hamilton precinct would be included in Expression of Interests. However, submission of no more than five pages should address:

- Overview or relevant experience that highlights your creative and innovative approach to event management
- Understanding of the Hamilton precinct and its future
- Your response to key delivery elements

Written Expressions of Interest should be emailed to [meg@purser.com.au](mailto:meg@purser.com.au) by COB Tuesday 5 May 2020.

All submissions will be reviewed by the Hamilton Business Association with an event partner expected to be engaged by end of July 2020.

## **Further information**

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