

NEWCASTLE CITY



BUSINESS IMPROVEMENT ASSOC.

July 2020

Newcastle City BIA Inc.

INC: 1901584 | ABN: 93 706 504 579

2020 to 2021 DELIVERABLES STRATEGY

Introduction

As the Board of Newcastle City BIA was drafting this Deliverable Plan, the Covid19 crisis occurred.

The Association, therefore, presents this plan with the view that many proposed deliverables are currently and may remain heavily impacted upon by the government orders in place and by what the combined board understands will be a changed business landscape.

In its initial discussions, Newcastle City BIA identified as one of its priorities a need to access, or commission research to understand the number of, and diverse business landscape that sits into the Newcastle CBD precinct. Another was about improving access within the city. While these types of projects remain issues for consideration in the future, the board understands the current situation will require a very different approach that is much more about facilitating and participating in conversations, initiatives and collaborations aimed at business recovery and eventual growth.

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 Newcastle City BIA has:

- In keeping with Constitution and Act appointed ordinary members of the board and executive committee.
 As of 19 May 2020, these are:

Name	Association Position	Organisation
Anthony Strachan	Chair	3 Monkeys Cafe
Joe Relic	Vice Chair	Coco Skin Laser Health
Damien O'Brien	Public Officer and Secretary	Obrien Winter Partners Law
Mike Chapman	Treasurer	Colliers International
Karl Mallon	Ordinary member	Climate Risk
Leigh Shears	Ordinary member	Hunter Workers
Marty Adnum	Ordinary member	Out of the square media
Cornelia Schulze	Ordinary member	Hunter and Coastal Lifestyle Magazine

- Successfully obtained
 - INC: 1901584
 - ABN: 93 706 504 579
- Secured insurances as requested by City of Newcastle

It might be noted that in early May 2020 it was announced that the 2020 Supercars event had been cancelled as a result of the pandemic. The subsequent loss of economic stimulus to the City (not just the CBD) is an added blow to many businesses already severely impacted by the pandemic. The Supercars event was of course anticipated to be a fillip in the aftermath of the pandemic although it is widely understood why the cancellation had to be made.

Executive Summary

Newcastle is the economic hub of the Hunter Region and accounts for approximately 30% of the Hunter's developed industrial space and 80% of the office space.

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. The Port of Newcastle is Australia's largest coal export port by volume and a growing multi-purpose cargo hub.

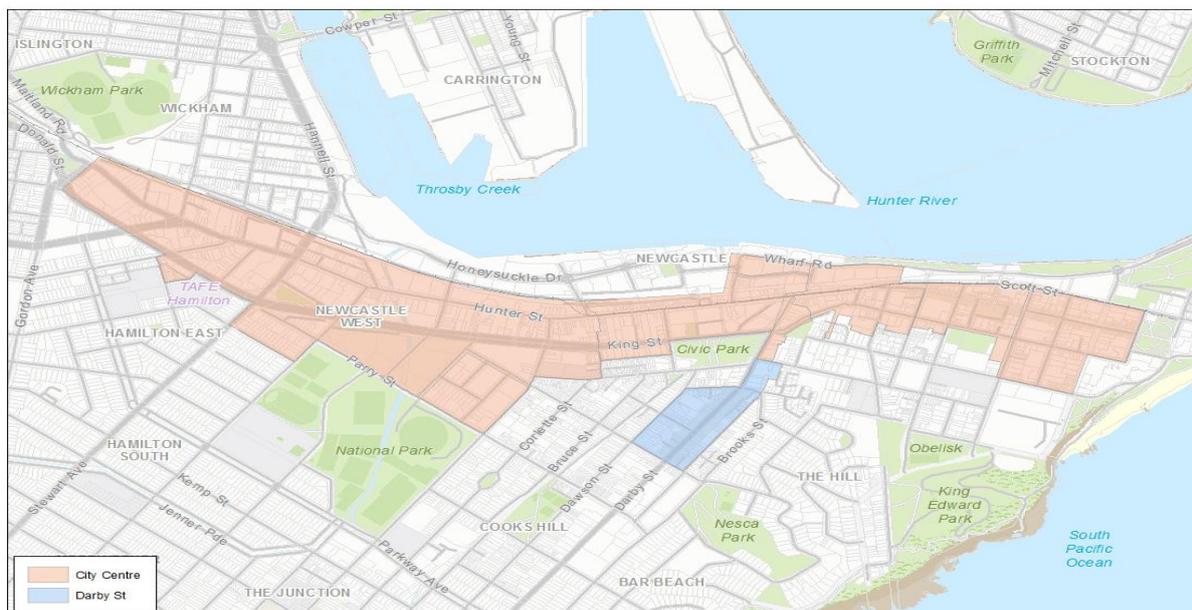
According to Remplan economy profile the Newcastle business precinct has an output of about \$6.8 billion and includes 17,921 people who are employed within precinct which equates to about 17.43% of Newcastle LGA. The largest industry sector for economic output in the selected areas is Financial & Insurance Services with \$1.7 B accounting for 25.92% of total output. The Public Administration & Safety industry sector is the largest employer for the selected areas with 2,933 jobs which represents 16.37% of total employment.

The BIA also believes that while the precinct includes a large of number of larger businesses employing many people, it also recognises that as a liveable city it also includes many home based businesses and sole traders who collectively contribute substantially to the economy.

That said, the impact of Covid19 has already seen a doubling of unemployment, closure and severe reduction of trade for small businesses and increased commercial property vacancies.

It is the view of the Newcastle City BIA board that Newcastle, as with most modern cities, at times struggles to have a clear view of its identity but believes that its appetite for growth and innovation sets strong and exciting foundations for business. That said, the Covid19 crisis has provided insight into a strong culture that acknowledges a place that while it strives to be a large city, still values the importance of local connectivity that is underpinned by small business – a sector that makes up more than 80% of its membership in the precinct. The BIA understands that it can play a part in informing strategies and initiatives in this space.

The Newcastle City BIA precinct covers the area highlighted in the map below and includes 'members' who are classified as the people who pay the City of Newcastle SBR levy as part of the



rates attracted by commercial property owners of those people/organisations that either directly or inclusively pay the levy through rental or outgoings.

It is the overarching objective of the Newcastle City BIA to promote the development, beautification and advancement of the commercial interests of businesses within the Newcastle City BIA Inc. precinct.

The BIA therefore wishes to be an effective voice for business and remains committed to being part of ongoing conversations to help the city recover and plan for the future.

Part of this commitment is to consider all parts of the precinct's landscape, all people no matter what their role or level within business (formal or informal) and the relationship they have with all parts of the wider community.

Additionally, it believes that this will be most effective if it works in collaboration with organisations, groups and individuals who can inform all elements of its purpose.

The BIA does, however, recognise that as a newly established representative organisation that as an entity it currently has a gap in understanding the diverse business landscape, the number of businesses, their nature, their relationships or connectivity and their economic impact potential.

The following plan therefore outlines a number of projects that it believes will:

- Help establish a position for the BIA in its first year of operation.
- Effectively use the allocated \$100,000 to help business – particularly in light of the current landscape.

Vision

Newcastle City BIA is a facilitator of conversations, projects and initiatives that best serve the changing and diverse needs of an evolving business community that seeks increased participation, promotion and growth.

Mission

The Association is guided by a common purpose to:

- Work with its members (precinct businesses) and other key players to identify and understand current and emerging project opportunities
- Collaborate and effectively communicate with City of Newcastle and other stakeholders for the benefit of promotional, beautification and economic outcomes for the precinct
- Effectively utilise available funding to enhance business outcomes
- Enable growth amidst change and uncertainty
- Best represent the needs of those who make-up the Newcastle City precinct business community – that is, recognising the value and contribution of all staff, volunteers, business owners and the community.
- Operate in a professional and respectful manner and in accordance with all governance and compliance guidelines.

Our stakeholders/audiences

The Newcastle City BIA understands that it is part of a rich and diverse community and considers the following key and general groups (in no particular order) as audiences that will inform, engage and/or communicate with, to deliver activities, initiatives and plans in its objectives to support business in the Newcastle City precinct.

The following an overview and analysis of stakeholders – it is not a complete stakeholder map and serves only to understand the wider stakeholder landscape.

Audience	History	Strength	Limitations	Opportunities
City of Newcastle Elected Reps	Recognise previous issues in landscape As above	Commitment to outcomes and facilitating collaboration As above	Bureaucracy Politics	Promote transparency Collaboration Communication City wide projects As above
Members <ul style="list-style-type: none"> Commercial property owners Those who rent and pays the levy through outgoings or via rent 	Diverse and recognise previous landscape	Diverse and active	Large and diverse Lack of data base for new BIA Lack of data	Promote: <ul style="list-style-type: none"> Transparency Action Collaboration
Other BIAs	Silos	Keen for change and collaboration	Resources	Promote: <ul style="list-style-type: none"> Transparency Action Collaboration Working relationship with CN
Other precinct groups <ul style="list-style-type: none"> Makers and Traders Newcastle Now 	Mixed history	Numbers of members and stakeholders	Ability to collaborate (Unknown)	Ability to collaborate (unknown)
Project managers <ul style="list-style-type: none"> Other council funded project proponents and contractors 	Nil	Ability to add value	Knowledge of projects (current)	Collaboration Promotion Economic Development
Political representatives – State and Federal	Nil	Community collaboration	Politics	Greenfield

Audience	History	Strength	Limitations	Opportunities
Business/sector representative organisations <ul style="list-style-type: none"> • Hunter Business Chamber • Business Centre • Newcastle Business Club • HYP • REI • Hunter Future Directions • AHA • Restaurant and Catering Industry • NFP Connect • GenCollective • Seventy 30 Newcastle • Business Blender • HunterNet 	Limited	Numbers Inform project development Collaboration	Nil	United approach Collaboration for projects Share of information
Special interest groups <ul style="list-style-type: none"> ○ Tourism and victor economy organisations ○ Environmental ○ Residents ○ Unions ○ Charity and community organisations 				
Media	Previous landscape	Promotion	Previous landscape and little knowledge of current landscape	Stand apart from previous history Communicate projects and outcomes
Wider community	Nil	Greenfield	Little knowledge	Promote economic and social benefits of BIA

2020 to 2021 Business objectives

Newcastle City BIA has identified a number of key areas that it believes provide priority and opportunity for its first year of operation.

There are three key strategic areas that the BIA recognises to be the umbrella strategy for 2020 to 2021 and include:

- **Support** – promote and drive the economic development of business within the precinct (particularly in relation to Covid19 pandemic crisis) by:
 - working in collaboration with other BIAs, City of Newcastle, local businesses and other organisations to identify projects that can assist in the promotion and the economic development of its members and the wider city. It is the desire of the BIA to support projects that deal with:
 - the immediate period
 - recovery initiatives.
- **Identity and economic growth** – create and inform conversations about the City and its business landscape identity and narrative as a promotional and economic platform - that encourages things such as:
 - Better understanding of the precinct’s diverse business landscape and its relationship with the evolving inner city living/working economy
 - Attracting strategic skills and knowledge
 - Business investment and establishment – large to small
 - Sustainable approaches for members and the wider city
 - Recognise and celebrate all individuals who make up the business landscape – the workers, volunteers, community and business owners
 - Work collaboratively to enhance and promote visitor experience and numbers
- **Day to day activities in precinct** – work collaboratively on matters such as promotion, safety, accessibility, community engagement, policy and program development by:
 - Adopting and adhering to sound governance matters that also include setting achievable and measurable outcomes
 - Advocate on behalf of members
 - Working collaboratively with City of Newcastle to inform and advance mutually beneficial activities within the precinct that might include:
 - **Access** – working with key stakeholders and to be part of a collaborative solution for the city that includes public transport, motor vehicle, push bike, scooter, pedestrian and other infrastructure access for all people so that they can live, work and play in the precinct.
 - **Business data platforms** - that can provide useful information particularly for small business
 - **Cooperative promotional initiatives** – for the immediate and the future.

2020 to 2021 Operational Strategy and Financial Overview

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

Each item will include a business case which will include:

- key elements required to deliver the project – in line with the BIA's core objectives and those set in place by City of Newcastle
- details about key roles or responsibilities of supplier and expertise contracted or engaged to deliver the project
- details of partnerships (if appropriate)
- defined budgets
- additional resources required
- appropriate measurement metrics
- expected outcomes

Please note – Due to the Covid19 crisis the BIA has taken a decision to add greater value to recovery and rejuvenation projects and less financial emphasis on beautification projects in the short term. It does however remain committed to working with Council or other stakeholders to inform or promote beautification initiatives.

Operational Plan and draft Budget

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. The following table provides the expected and general overarching KPIs.

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
Immediate COVID-19 related Support Initiate projects that: <ul style="list-style-type: none"> - Promote Buy and Support Local - Add value to recovery - Collaborate and co-fund or fund projects that contribute to the wider city business landscape. 	\$4,000			1) New Usual Business All BIAs of City of Newcastle unite to promote local business via a promotional media campaign (May to August 2020) focused on greater Newcastle's business precincts (<i>Please see attached project plan</i>).	Strong economic recovery	1) Production & broadcast by October 2020 of: <ul style="list-style-type: none"> a) 4 radio advertorials per month b) 16 radio podcasts c) 250 X 30 second radio advertisements d) Approx. 50 short local business stories to be distributed to local media for editorial consideration e) Approx. 160 social media content pieces
	\$8,000		\$10,000	Together Not Alone <ul style="list-style-type: none"> o Digital and PR campaign promoting business innovation within the region. 	Increased visibility and demand for local business goods and services	
				2) Project – Business Support Note: details of this project were in process as the	A vibrant and growing Newcastle CBD business sector	2) Construction of Business Networking Tools
					Increased ease of access for	

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
				<p>Deliverables Plan was finalised for CN lodgement.</p> <p>A one-stop-shop info package and guide for start-ups and realigning businesses to establish on the four BIA precincts. This project is being done in collaboration with The Business Centre and City of Newcastle and seeks to provide a customer focussed pathway for business owners to establish new business in the City by accessing robust business support infrastructure that might include.</p> <ul style="list-style-type: none"> - Contacts for the BIAs and information about what they do - Outline and access to info about rules and regulations (all levels of government) - Connection with government support packages and how to apply for them - Contact and info from commercial real estate agents: dos and don'ts of a commercial lease, what to watch out for in a shop, how to check whether a property is right for your product offering, an overview of rental rates in the area - Resources of third part suppliers to help establish business. 	<p>new businesses</p> <p>Increased number of established businesses and employed people in Newcastle CBD</p> <p>Collaboration with The Business Centre and City of Newcastle</p>	<ul style="list-style-type: none"> a) Develop a collaborative pathway for start-ups or realigned business to access a cohesive pathway of business support b) Construct a database that includes details of at least 200 local businesses by Dec 2020 c) Collaboratively design and develop an online and multi-media info pack for newly establishing businesses in Newcastle, with a prototype to be completed by Dec 2020 d) Design appropriate measurement tools that might include: <ul style="list-style-type: none"> a. Mapping start-up to establishment

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
				<ul style="list-style-type: none"> - Educational resources. - Promotion tools: - Information to assist in future planning that might include: <ul style="list-style-type: none"> o Temporary or voluntary workforce o Communication and stakeholder engagement. o Economic development processes o Environmental efficiencies 		<ul style="list-style-type: none"> b. Access to funding c. Access to support service
Collaborative Event and Project Management – Business and Community Promotion			\$2,000	<p>City-wide precinct initiatives Newcastle City BIA recognises the opportunity to work in collaboration with other BIAs to add value to a number of projects. Below is a sample of projects that have been determined by the BIAs as opportunities that also might be undertaken in collaboration with contestable funding recipients or proponents.</p> <p>1) Vacant commercial property – ‘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</p>	<p>Integrated business community across Newcastle to produce effective and holistic projects</p> <p>Reduction of dormant and unutilised commercial property</p>	<p>1) Establish:</p> <ul style="list-style-type: none"> a. a working group and action plan with key stakeholders in the commercial

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
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			\$4,000	attractive large sign that: <ul style="list-style-type: none"> ○ Highlights the business support offered by CN ○ Work undertaken to support local business by the BIAs Advocates that a vacant shop front or space is a unique business opportunity		property market
			\$6,000	2) Visitor economies – Work directly with NTIG and third party project creators to enhance business integration around walking, cultural, food and recreation-related tourism industries.	Generation of more robust and higher-volume tourism economies	2) BIA representative/s to participate in NTIG round table strategy and implementation group to: <ul style="list-style-type: none"> a. Integrate visitor experience options from BIAs into wider campaigns and Apps
				3) Lighting Projects – Work with CN and other BIAs to integrate aesthetically pleasing lighting installations into local spaces that promote safety and attract target demographics., Initial work has identified a potential business partner that has developed similar projects with global lighting projects (see link here). The project also anticipated that private and government funding	Creation of safer and more attractive community spaces around Newcastle	3) Identify and develop one lighting installation project for the Newcastle BIA precinct

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
			\$10,000	<p>can also be acquired by the collective to fund up to one installation in each precinct.</p> <p>4) Live Spots – Note: see Live Spots Business Plan developed by Hamilton Business Association.</p> <ul style="list-style-type: none"> o Collaborate with other BIAs and with CN to develop ‘live spots’ where local quality performance can exist across the city. <ul style="list-style-type: none"> - Quality performers to be ‘accredited’ to book a space in any live spot across the city - Create a data base of quality performers for local business (members) to access - Provide a mechanism for local performers to get exposure and create income. - Create a series of permanent visual places that can be co-branded as an initiative of the BIAs of the City of Newcastle. - The Association sees this as an opportunity to also integrate other live performance taskforces or initiatives. 	<p>Revitalisation of business precincts.</p> <p>Collaboration across city and business sectors including music industry, education, tourism, etc</p>	<p>4) See Project Plan. Launch project by August 2020 and:</p> <ul style="list-style-type: none"> a. Create city wide working group b. Attract positive editorial across media and digital platforms for launch and ongoing activity c. Develop a database of musicians for use of all BIA members d. Collaborate with Atwea college to provide mentoring and resources. e. Develop promotional framework for the project’s phases.

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
			\$10,000	Partnerships <ul style="list-style-type: none"> - Education - (UoN, TAFE, ATWEA others) - Employment and skills generation - Business – local business development project/proposal - Proudly Newcastle - design shopfront stickers, icons for websites etc championed by locally owned and operated businesses as a way of promoting Newcastle as a dynamic place of business and creativity. It could be a way to form a larger conglomerate or business identity. 	Promote cohesive and community-building branding for the City of Newcastle	Design output <ol style="list-style-type: none"> Produce draft design concepts for shopfront and website icon branding by Sept 2020
Identity and economic growth	\$10,000		\$8,000	Member/business engagement <ul style="list-style-type: none"> - Understand member landscape via survey/s - Understand and utilise best practice in developing appropriate key performance and measurement indicators for all projects. Social media and marketing <ul style="list-style-type: none"> - Establish suitable platforms to engage with members and a broader stakeholder landscape through Facebook, Insta, LinkedIn 	Gain data and best practice metrics and build robust reporting and engagement strategies	Develop a data base of precinct members that can be used for other BIA activities <ol style="list-style-type: none"> Develop a Social Media Policy (complete) that informs: Develop at least one

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
				<ul style="list-style-type: none"> - Create a workable logo for the BIA – ideally this would be part of the CN and other BIA suite of logos. <p>Note: It is anticipated that this type of work might be undertaken in collaboration with other BIAs</p>		<ul style="list-style-type: none"> c. Share member or stakeholder content at least once a week d. Share CN Content as appropriate. e. Attract 200 page likes by October 2020
Environmental and economic sustainability			\$8,000	<p>Sustainability - Support sustainability conversations and projects within the precinct , consistent with CN strategies and that add value to the City's ongoing commitment to the environment. Projects might include:</p> <ul style="list-style-type: none"> - Energy efficiency - Waste management - Landscaping - Recycling 	Promote environmentally, socially and economically sustainable development in all business activities in the City of Newcastle	<p>Project identification</p> <ul style="list-style-type: none"> a) Identify two projects by December 2020 that focus on sustainable energy efficiency, waste management, landscaping or recycling b) Develop a framework by Dec 2020, in collaboration with the CN, to incorporate an environmental sustainability framework into all future development

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
						projects in the Newcastle City Centre precinct
Beautification		\$6,000		<p>Beautification - Contribute to placemaking or key access infrastructure projects of Council or other stakeholders around things such as furniture, signage, bike racks or similar etc.</p> <ul style="list-style-type: none"> - Identify projects that are directly aimed at supporting the development of places for business development or activation post the pandemic. For example, this might include collaboration with artists or landscape architects to create visual and practical spaces in areas that have been vacant or misused during the crisis. 	Add value to City wide beautification and user experience	
Access			\$10,000	<p>Access – (to be assessed 2021)</p> <ul style="list-style-type: none"> - fund pilot projects that provide extended and free parking options in parking stations. The project would require levels of promotion that the BIA would also seek to collaborate with City of Newcastle to access existing marketing and communication channels. 	<p>Improved visitor and business experience</p> <p>Improved access and transport networks in and</p>	<p>Advocacy</p> <ul style="list-style-type: none"> a. advocate for improved transport access options in and around Newcastle CBD as an ongoing campaign b. identify transport and

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes around Newcastle CBD	Measurable Targets
	Promo	Beaut	ED			
				<ul style="list-style-type: none"> - Support programs that enhance other forms of transport or access within the city. 		access improvement projects for consideration by 2021
Governance	nil	nil	\$2,800 \$1,200	<p>Compliance - Adhere to the all required levels of compliance, including related to BIA meeting scheduling and conduct, accountability and reporting, and corporate compliance</p> <ul style="list-style-type: none"> - 2) Maintain strong links with City of Newcastle Council staff and Councillors for the benefit of progress, planning and communication. - 	Ethical and professional compliance	<p>Compliance</p> <ul style="list-style-type: none"> a) Hold no less than 10 meetings annually b) Comply with all aspects of ACT c) Report as per CN Service Agreement requirements d) Comply with all ATO requirements e) Maintain insurances for entire 2020-21 period <p>Communication with CN</p> <ul style="list-style-type: none"> a) Invite Council representatives to meetings where appropriate b) Engage with elected Councillors

2020 to 2021 Strategy	Budget \$			Activities	Desired Outcomes	Measurable Targets
	Promo	Beaut	ED			
	\$22,000	\$6,000	\$72,000			
	\$100,000					

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 18 May 2020, the following plans are included:

- New Usual – a cross city BIA initiative
- Project Renewal
- Live Spots – Business Loves Live Music

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 auspiced 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

- o 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:

- o #NewUsual
- o #MyBIA
- o #ActlocalBuylocal
- o #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.

Project – Business Support

Introduction

This is an initiative of Newcastle City BIA to assist people create vibrant and diverse businesses within the wide city commercial landscape. Since the genesis of this project, a number of conversations have ensured that have presented additional opportunities not just within the BIA network but also with the City of Newcastle and The Business Centre.

The idea

Even pre-corona, Newcastle’s retail landscape lacked vibrancy. With brick and mortar retail under pressure, opening a new store is a daunting proposition. Yet every new store will help drive additional foot traffic for the entire retail community.

The BIA wishes to create and offer resources that serve as a one-stop-shop to help open a retail store. It is intended to help potential new retailers to help themselves. Rather than re-invent the wheel we plan to pull together existing resources and information as the true value in such a package is the breadth and depth of information across multiple topics – all in one place. For example, this might include:

- Working with City of Newcastle to create an online hub where information can be stored and managed
- Working with the Business Centre to put potential ‘target audience’ in touch with practical resources offered through the Centre’s incubator and Covid19 recovery services. This might include consulting and physical office space resources.

A few more details on components of this project:

1. An info package that will include...
 - Council rules, regulations, contacts
 - An overview of government support packages and how to apply for them
 - Contact and info from commercial real estate agents: the dos and don’ts of a commercial lease, what to watch out for in a shop, how to check whether a property is right for your product offering, an overview of rental rates in the area
 - An overview of existing businesses/the competitive landscape for a new store
 - A list of tradesmen who specialise in retail fit outs, including suggestions where to find bargains/second hand furniture. Examples of particularly well fitted out stores and how the interior design supports/fits with the store’s offering.
 - A collection of courses, materials on how to manage your business: from ATO, council, chamber of commerce.
 - Contact list of local media for editorial coverage, how to put out a press release and enhance your chances of being featured.
2. Businesses/services/experts who are willing to donate time to discuss particular questions within their own area of expertise. Some examples:

- A real estate agent discussing available properties, answering questions, giving advice beyond a mere property inspection
 - Trades giving basic info on store fit-outs, rough cost estimates and timelines
 - An accountant explaining the basics of a business case and cash flow projections
 - A marketing pro discussing strategy, brand positioning, promotional activities
3. Financial support in the form of
- Rent relief: a discussion to be had with real estate agents
 - Reduced council rates: to be negotiated with council
 - Negotiated rates with suitable support businesses: social media training, media rates, etc.

Budget:

To be determined in conjunction with other BIAs and collaboration partners.

Income		Expenses	
BIA funding 4 x \$10,000 per 12 month period	\$40,000	Website	
		Project development <ul style="list-style-type: none"> • Plan development • Budget • Promotion 	
		Business experts/resources.	
Total			

Live Spots

A city wide collaboration of the Business Improvement Associations

Objectives (Phase One):

This project is developed by the Hamilton Business Association as a city-wide project that seeks to:

- Work in collaboration with the BIAs of Newcastle City, Wallsend and Mayfield to create live performance spaces in the four precincts as a tool of community engagement, promotion, activation and placemaking
- Provide spaces for local musical artists by working with the music industry, to perform (and therefore providing exposure and income generation opportunities)
- Establish opportunity to collaborate further with local artists to create at least four 'live spots' in the four precincts in the first 12 months – with a view to creating additional spaces in the future. Ultimately there will be a series of permanent visual places that can be co-branded as an initiative of the BIAs of the City of Newcastle.
- 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.

Importantly, the Live Spots initiative is developed by the BIAs to facilitate collaboration, promotion and economic development of the precincts and the wider city landscape. It is inviting participation and partnerships for the outcomes of all stakeholders.

Notes:

- This project does not include the payment of 'commercial rates' to performers. The objective is to pay a small set-up cost and facilitate a way for performers to gain exposure and generate their own income.
- The project also recognises a need to contract talent manager/s to facilitate talent and performance times

Additional information:

Partnerships: Hamilton Business Association 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, rehearsal or meeting spaces
- Mentor and performer support
- An outdoor space for performance of rehearsal

Live Spot inspirations: creating visually appealing spaces using local talent. Spaces to be considered as unique visitor experience installations and working with City of Newcastle, establishing identified spaces that are safe, have suitable infrastructure and take their place within the wider city promotional experience.



Stakeholder terms of reference

Stakeholder	Role	Responsibility
Hamilton Business Association	Project lead	Project direction including: <ul style="list-style-type: none"> • Strategy • Promotion • Stakeholder management
Newcastle City BIA Mayfield BIA Wallsend Town Business Association	Project partners	Strategy development assistance (as above) Project leads in precincts <ul style="list-style-type: none"> • Liaison with members • Promotion
City of Newcastle	Civic support	Navigate Council processes including: <ul style="list-style-type: none"> • Council regulations • Space identification and approvals for use • Connectivity with Council resources such as Apps, visitor economy options, economic development options etc
Atwea College	Supporting partner	As per finding agreement with CN: <ul style="list-style-type: none"> • Space for rehearsal – The Courtyard • Mentoring for busking skills • Equipment library <p>Additionally, transitioning emerging talent that comes through the College into the Live Spot project</p>
Talent Managers	Coordination of talent	Capability framework that will include:

		Identification of talent pool Sharing of talent pool with Project lead and partners Manage talent bookings
Musicians	Talent	Performance across city wide Live Spots
UoN Conservatorium	Talent pool	Work with talent managers to place musicians into spaces
Other music industry reps	Collaborators	Inclusion and collaborate
Other stakeholders (HBC, NTG, etc)	Collaborations	Inclusion and collaborate Cross promotion

How it works 2020 (Phase One)

1. 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)" that might include:
 - Hamilton: James Street Plaza
 - Darby Street: Headphones plaza (alternatives: Laneway next to Goldberg's; in front of Community Garden
 - Wallsend: Rotunda Park
 - Newcastle CBD: The Green Terraces, Hunter Street
 - Risk analysis
- Launch at James Street Plaza (ASAP) 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 in additional phases post 2020 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

Communication and promotion

The promotion of the 'Live Spots' initiative will be led by the four BIAs.

All communication and promotion will be done in partnership with City of Newcastle (and its various internal stakeholder units) and other stakeholders/audiences that include but are not limited to:

- Atwea College
- Networks from other SBR funding recipients
- Music industry
 - Talent managers
 - Performers
 - Hunter School of Performing Arts
 - University of Newcastle - Newcastle Conservatorium of Music
- Hunter Business Chamber
- NTIG

The projects will be supported by strategic communication activities that are in keeping with BIA policies and pressures and will include tools such as:

- Media relations
- Digital media
 - Video
 - Social media
- Stakeholder engagement and utilisation of third party networks
- Promotional campaign – e.g. Integration into existing channels such as visitor Apps etc
- Other actions TBD at next meeting

KPIs

- Visitation – this will be dependent 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

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"> ● Develop plan ● Action approved plan ● Coordinate Working Party ● Manage all events and oversee promotion and communication ● Report 	
	\$40,000		\$18,000
Sponsorship (partnerships) <ul style="list-style-type: none"> ● Recording ● Event/performance 		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
Total	\$55,000		\$55,000

Progress:

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

- Kellie Mann – Hamilton Business Association Deputy Chair and Project Designer
- Janice Musumeci – Chair of Hamilton Business Association
- Joe Relic – Newcastle City BIA Deputy Chair
- Representative of Wallsend Town Business Association (TBC)
- Representative of Mayfield BIA (TBC)
- Rowan Cox – project partner and ED of Atwea College

With the support of:

Meg Purser - BIA Coordinator

Thomas Michel and Susan Denholm – City of Newcastle

This group met formally 1 July 2020 to refine key objectives, project plan and formulate an effective work flow process.

Proposed timeframes

Proposed coordination meeting times:

- Wednesday 22 July (Atwea College)
- Wednesday 5 August (venue and time TBA?)
- Wednesday 19 August 9am (venue and time TBA?)

Proposed audition and mentoring times:

- Week commencing 24 August

Proposed program launch:

- Week commencing 7 September