

2077 After Dark (2077AD)

Expressions of Interest

July 2023

Invitation

The Hornsby Chamber of Commerce invites quotations from suitably qualified and experienced consultants to deliver on outcomes required by the grant funded project – 2077A.D (After Dark). 2077A.D is a project focused on enhancing participation in the night time economy in the Asquith, Hornsby and Waitara precincts. The project runs until 30 June 2024.

Outcomes associated with the 2077A.D. project are listed in the attached excerpts from the funding agreement and project application. Outcomes include:

- Formation and operation of the District Team
- Creation and delivery of marketing and communications collateral for the duration of the project – including the development of a brand.
- Creation of capacity building programs to enhance the NTE product offer.
- Development of a longevity/sustainable project plan

Background

The Uptown Program is designed to fast-track the formation of local business communities and facilitate the growth of their districts into vibrant going out hubs in line with the NSW Government's 24-Hour Economy Strategy for Greater Sydney.

The Uptown Grant Program aims to establish self-sustaining districts that have a distinct identity and offering by:

- installing a co-ordination function for effective District management, and
- building consumer engagement and connection with the District.

The Program will deliver this objective by providing seed funding to teams of aligned local business communities (District Teams) to support them with the establishment and coordination of their District, and consumer engagement activities.

Districts are distinct local geographical areas (e.g., high streets or blocks of streets) that have a unique identity and diverse cultural and entertainment offerings across multiple venues and locations. A District Team is made up of five or more local businesses and other organisations that are aligned under a unified identity as a means of engaging residents in and visitors to a District.

1. The Project

Scope of work

The attached grant application forms part of the funding agreement that determines the outcomes required of this project.

Proponents should familiarize themselves with the elements of the application and outline a proposed approach in their submission.

Project methodology

The consultant should provide a detailed methodology to be employed in undertaking the tasks required to achieve the objectives of this project as listed in the funding agreement and project application.

Deliverables

Project deliverables are outlined in the grant application.

Budget

The Chamber's funding for this project is \$200,000 (excluding GST) inclusive of salary and marketing material.

Personnel

The project is to be undertaken by a suitably qualified and experienced consultant. Details of personnel, including the supervisor and those undertaking the work and responsibilities for each team member are to be provided in the consultant submission.

Selection Criteria

The selection of the consultant will be undertaken based on the following criteria:

1. Appreciation of the project brief.
2. Proposed methodology including stakeholder engagement.
3. Consultant's qualifications, skills, and experience.
4. Details of project budget (note: the lowest quotation may not be selected); and
5. Detailed project timeline demonstrating ability and commitment to complete the project within the set timeframe.

Project Timeline

The project must be delivered prior to 30 June 2024. The submission should provide a detailed Project Schedule.

Administrative Information and Requirements

Report Requirements

The Hornsby Chamber of Commerce will provide branding and style guidelines to the successful consultant which should be followed in preparing reports and outputs for the project.

1.1. Copyright and intellectual property

The Consultant will respect copyright provisions and acknowledge Hornsby Chamber of Commerce ownership of all contract materials regardless of what form in which they are stored. When the project report becomes a document owned by the Chamber, a printed version will be required. The Consultant will acknowledge that any discoveries, inventions, patents, designs, or other rights arising from the contract are the property of the Chamber. The Consultant will ensure a full transfer of knowledge and accreditation of same to Chamber during the contract.

1.2. Confidentiality

The consultant must maintain effective systems to protect confidential information. The consultant may not use confidential information for any purpose other than the performance of that person's obligations for the project; may not disclose (and must ensure that its employees do not disclose) confidential information to any third party and may not allow its employees access to confidential information without ensuring that those employees are aware of and comply with these systems for the protection of confidential information. The Chamber reserves the right to disclose any or all information provided by the consultant where disclosure is required or compelled by any order of a Court, law, or notice, or is necessary for the conduct of any legal proceedings or the provision of advice by the Chambers legal advisers, accountants, or other consultants.

1.3. Conflict of Interest

Consultants should declare any potential or actual conflict of interest or specify that no actual or perceived conflict of interest exists or is likely to arise during the undertaking of the project.

1.4. Provision of termination of consultancy

In addition to a recommendation of the Project Manager to terminate the consultancy, there are other contractual conditions which may lead to the Chamber terminating the contract. These are as follows: -

- Non-performance - if the consultant fails to complete the assignment in accordance with the agreement, The Chamber reserves the right to terminate the contract forthwith.
- Unethical or unprofessional conduct - evidence of such will lead to termination of the contract by the Chamber.
- Criminal Activity - where the consultant is found guilty of dishonest conduct or becomes bankrupt during the consultancy.
- Unauthorised disclosure of information, non-compliance with secrecy and confidentiality provisions and unauthorised contact with the media - no public statement or press release shall be issued without the express permission of the Chamber. The consultant shall respect the secrecy and confidentiality of Chamber information.
- Conflict of Interest - Consultants should declare any potential or actual conflict of interest prior to agreement with the Chamber. If a subsequent disclosure is made this will constitute grounds for termination. Should termination of the contract be carried out by the Chamber the Consultant will forfeit the balance of monies unpaid at the time of termination.

1.5. Insurances

The consultant will be required to provide details of professional indemnity insurance of \$5 million and public liability cover of \$10 million.

1.6. Response to Brief

Responses to the brief are due by 5pm on **Friday 21st July 2023**

Quotations should include the following:

- Proposed project methodology and timeline.
- Lump sum fee for the project, broken down to include costs for each component of the project.
- Hourly rates for staff for any additional work/agreed variations.
- Experience and qualifications of all members of project team; and,
- Details of relevant studies, projects previously undertaken, including dates of completion and referees.

2. Background Material

Project information is available on both the Hornsby Chamber's website and the Uptown Program website.

3. Hornsby Council is administering the Expressions of interest on behalf of the Hornsby Chamber

Submissions will be received until **COB 5pm Wednesday 26th July 2023** by either.

Mail: Hornsby Council
 PO Box 37
 HORNSBY NSW 1630
 Attention: David Johnston

Or business@hornsby.nsw.gov.au

For enquiries contact: David Johnston, Strategic Place Manager, 02 9847 6800

ATTACHMENTS

- 1. Project Plan - 2077 After Dark**
- 2. Summary of Application - 2077 After Dark**
- 3. Uptown Grant Program Guidelines - <https://www.investment.nsw.gov.au/innovation/greater-sydney-24-hour-economy/uptown-program/>**

PROJECT PLAN

2077 A.D (After Dark)

March 2023 – June 2024

1 INTRODUCTION

1.1 PURPOSE OF PROJECT

The Uptown Grant Program aims to establish self-sustaining districts that have a distinct identity and offering by:

- installing a co-ordination function for effective District management, and
- building consumer engagement and connection with the district.

1.2 BACKGROUND AND RATIONALE

Adversely impacted by the pandemic and changing travel and working patterns, the night time economy in the 2077 postcode is uniquely placed to take advantage of the “new normal” of working from home, due to our high number of home-based businesses and the dormitory nature of many of the Shire’s suburbs – which houses many professional workers. The reduced frequency of commuting allows for 2077 A.D. to position itself as a vibrant but convenient option for those working from home to enjoy local night life and amenity.

Hornsby Shire Council’s Economic Development and Tourism Strategy has also supported the need to develop the night time economy within the Hornsby CBD – which this project addresses.

1.3 PROJECT OBJECTIVES AND ANTICIPATED BENEFITS

The project will specifically seek to engage the community to attend activities, events and venues that offer after hours recreation and hospitality opportunities. The project will seek to have industry partners collaborate and jointly promote the precinct offer in the hope that an integrated and co-ordinated offer is presented to the local and broader community.

Benefits that are targeted include greater venue patronage, greater vibrancy on the streets after hours and ultimately a more sustainable economic position that is attained for all night time economy businesses. This will be achieved through collaboration, market research and improving the local products on offer.

1.4 PURPOSE OF THE PLAN

The key objective of this plan is to provide an overview of the project and define the parameters, scope and resources required for each component of the project. This plan will also guide the development and roll out of the project over the next 12 months.

1.5 SCOPE

1.5.1 Inclusions

Formation and operation of the District Team

Creation and delivery of marketing and communications collateral for the duration of the project – including the development of a brand.

Creation of capacity building programs to enhance the NTE product offer.

Development of a longevity/sustainable project plan

1.5.2 Related projects/systems

Establish a longer-term system and process for marketing and promotion of the precinct and its after dark activity options.

Establishment of a membership-based system that is self-funding – something akin to a Business Improvement District.

2 PROJECT APPROACH AND COMPONENTS

2.1 APPROACH

- Focus on access to the precinct by train (and bus) – between Asquith, Hornsby and Waitara to establish a broader catchment for patrons.
- A collaborative approach highlighting the diversity of opportunities to recreate after hours opportunities in Hornsby.
- Developing and enhancing the current after-hours product offers.

2.2 PROCUREMENT APPROACH

Endeavour where possible to utilise the skills of local businesses.

Consider whether an individual officer or an agency should be engaged to progress the project.

2.3 PERFORMANCE AND MEASURE

Performance metrics will be developed in consultation with District Team Members. KPI's will likely include participation rates of District Team members, increase in patronage, increase in trade and a metric focused on brand recognition.

3 ROLES AND RESPONSIBILITIES

3.1 MANAGEMENT AND CONTRACTING

Role	Name
Project Manager	John Warren
Other Manager	Mario Machado
Other team members and roles	David Johnston, Julia Morton – Hornsby Shire Council
Project Coordinator	TBA
Administration	Hornsby Chamber of Commerce

4 ASSUMPTIONS, PARAMETERS AND CONSTRAINTS

4.1 ASSUMPTIONS AND DEPENDENCIES

Assumed participation and co-operation by District Team members.

Assumed growth in District Team over the project period such that a self-sustaining membership base might be developed.

Assumed appetite for enhanced night time activities by local community.

4.2 OTHER CONSTRAINTS

Item	Description	How to manage
Focus of District Team will be limited to 2077 post code.	Desire for other areas to become involved.	If successful, look to replicate District Team model elsewhere
Limited “active” involvement of local government during funded period	Across a district, much of the public domain is controlled and managed by local government. This will be key to marketing, promotion and safety of the project.	Look for opportunities to involve local government during and after the funded period.

5 PROJECT BUDGET

5.1 COST ESTIMATES

5.1.1 See submitted budget

5.2 INCOME ESTIMATES

5.2.1 See submitted budget

5.3 BUDGET

Expenditure	Description	Estimated cost (\$)
See submitted budget		

Expenditure	Description	Estimated cost (\$)
	Estimated total	560,000\$ (excl. GST)

6 PROJECT PROGRAM

	Project Milestones	Start date	Completion date	Responsible person
1	Project inception – funding agreement signed	1 June 2023	7 June 2023	John Warren
2	Project officer/agency recruitment	1 June 2023	30 June 2023	District Team
3	Visioning, brand development and strategic planning workshop (including KPI development) with founding District Team Members.	1 June 2023	30 June 2023	District Team
4	Membership drive for District Team	1 July 2023	1 July 2024	District Team
5	Engagement, Marketing and Comms Plan developed – based on stakeholder feedback, needs analysis and gap analysis	1 July 2023	1 August 2023	Project Officer
6	Engagement, Marketing and Comms Plan rolled out	1 August 2023	1 July 2024	Project Officer
7	Capacity building/product development programs for District Team members to improve product offer	1 August 2023	1 July 2024	Project Officer
8	Ongoing monitoring and review	1 August 2023	1 July 2024	District Team
9	Project completion and review	21 June 2024	30 June 2024	Project Officer
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7 RISK MANAGEMENT

7.1 PROJECT RISK REGISTER

Risk description	Consequence/ Likelihood	Risk rating	Mitigation strategy
See submitted risk assessment		Low	
		Medium	
		High	

8 COMMUNICATION MANAGEMENT [IF REQUIRED]

8.1 COMMUNICATION PLAN

[Does your project need a communication plan? Use this section to work out what, why and when communications are made]

Description	Purpose	Method or medium	Frequency	Audience
To be workshopped with founding District Team Members at project inception/strategic planning day.				

9 PLAN ENDORSEMENT

This project plan has been endorsed by the following parties:

Project partners will review, update and endorse the plan if funding is provided.

Name	Position / Company	Signature	Date
John Warren	Hornsby Chamber of Commerce		
Mario Machado	Hornsby RSL		
Peter McDade	Asquith Club		
Brad Halton	Railway Hotel		
Andrew Veldon	Magpies/Asquith Leagues Club		
Matthew Costa	Hornsby Westfield		
Matt Gilligan	Blue Gum Hotel		
S/C Mark McAlister	Hornsby Police		
Prakash Prabhakaran	Event Cinemas		

2077 A.D.

Project Budget Forecast

Feb-23

INCOME					
Funding type	Funding source / description <small>specify the funding source</small>	Amount \$	Funding status <small>select from drop down</small>	Comments	
UPfOWN funding	Create NSW	\$ 200,000.00	In application	In kind marketing + staff time	
Local Government funding	Hornsby Shire Council	\$ 50,000.00	Confirmed	Hornsby Chamber of Commerce - in kind	
Internal in-kind contribution	Project administration	\$ 50,000.00	Confirmed	In kind marketing + staff time x 10 District Team Members	
External in-kind contribution	District Team members	\$ 250,000.00	Confirmed		
Project evaluation	Hornsby Chamber of Commerce	\$ 10,000.00	Confirmed	Establish KPIs and measurement of project to determine efficacy	
Other contributions		\$ -			
	TOTAL FUNDING	\$ 560,000.00			
EXPENDITURE					
Cost type	Cost description	Amount \$		Comments	
Salaries (including on costs)	2077 A.D. Project Officer	\$ 100,000.00		Uptown Funding	
Coordination (in kind)	Project partners	\$ 50,000.00		Hornsby Chamber of Commerce - in kind	
Marketing (Council contribution)	Hornsby Shire Council	\$ 50,000.00		In kind	
Communications/marketing strategy + collateral	Funded strategy development	\$ 80,000.00		Uptown Funding	
Implementation of marketing strategy	District Team members	\$ 250,000.00		In kind	
Implementation of capacity building program	Funded capacity building/product development	\$ 20,000.00		Uptown Funding	
Project evaluation	Hornsby Chamber of Commerce	\$ 10,000.00		In kind	
		\$ -			
		\$ -			
		\$ -			
		\$ -			
		\$ -			
		\$ -			
		\$ -			
		\$ -			
		\$ -			
	TOTAL EXPENDITURE	\$ 560,000.00			

Summary of Application

Through a collaborative approach that is driven initially through the Hornsby Chamber of Commerce and the Hornsby Liquor Accord members, grow participation in the night time economy within the 2077 postcode. District Team membership will be expanded to all other night time industries once project momentum is built.

Provide additional information related to the governance arrangements for this project.

The project proposes to leverage off existing relationships established via the Hornsby Liquor Accord and be driven through the Hornsby Chamber of Commerce and will operate under its constitution. The Liquor Accord group, which consists of registered pubs and clubs, will form the foundational group which will then be expanded to include other industries who operate in the night time economy. The foundational group will also include NSW Police, Westfield and Events Cinemas as a means to encourage traders outside of the pub and club industry to participate.

The Hornsby Chamber of Commerce has a strong history of administering State Government grants through Small Business Month and is keen to engage further with the night time economy industries to provide support to this critical sector.

How will the District Team establish and utilise its coordination function? Include a summary of activities to be undertaken. *

The 2077 A.D. (After Dark) District Team will establish under the auspices of the Hornsby Chamber of Commerce and will be guided initially by registered pubs and clubs that are part of the Hornsby Liquor Accord - along with Hornsby Westfield (as the land lord of the central restaurant and entertainment precinct), Event Cinemas, and Hornsby Council as providing a supporting role. It is considered that this group has the greatest number of resources and expertise to make the project successful quickly.

Initial coordination tasks will be to audit the night time economy and engage with stakeholders to encourage participation and understand the current offer that is available across the precinct. The project officer will then undertake a gap analysis and seek to tweak the offer across the network to respond to consumer demand. A marketing and promotion plan will then be developed and delivered in consultation with District Team members. Capacity building will be offered to participating businesses to improve their market offer. Some KPIs that we might consider in measuring could include:

1. Foot traffic: Measuring the number of people who visit Hornsby's town centre in the evening is an important KPI for the campaign's success.

2. Sales: The campaign's success will also be measured by tracking sales of local businesses in Hornsby during the evening.

3. Social media engagement: Measuring the level of engagement on social media channels (likes, shares, comments, etc.).

4. Event attendance: Measuring attendance at events and activities organised during the campaign - noting that the funding will not be used for events.

5. Customer satisfaction: Surveying customers who visit Hornsby in the evening to gauge their satisfaction with the experience

6. Return on investment (ROI): Calculating the campaign's ROI by comparing the cost of the

campaign to the revenue generated from increased sales.

How will your District Team build consumer awareness of and engagement with the District? *

The 2077 A.D. District Team will have access to extensive data bases of the local community from foundational members of the team - all being registered pubs and clubs, Westfield, Event Cinemas, Police and Council. The team will be encouraged to collaborate on promotional and engagement activities to ensure that all boats lift on the rising tide.

A 2077 A.D. brand will be developed based on community feedback and a marketing and promotional strategy developed and agreed upon by the District Team. Ongoing monitoring and review will be undertaken throughout the project.

How will your District Team secure partnerships and other revenue streams?

What strategies will you use to identify, attract and engage partners and sponsors? *

Our District team for "2077 After Dark" will consider the following:

- 1. Identify the key stakeholders:** We have identified the stakeholders who have a vested interest in the revitalisation and growth of Hornsby's night-time economy. This includes local Chamber of Commerce, Clubs and Pubs, Kuring gai Police Area Command, Westfield Shopping Centre, and local restaurants and community leaders.
- 2. Recruit team members:** We will recruit team members who have the necessary skills and experience to help execute the project and deliver on our growth ambition. For example, individuals with experience in project management, marketing, event planning, community outreach, and hospitality.
- 3. Assign roles and responsibilities:** We will assign specific roles and responsibilities to each team member. This will help ensure that everyone knows what they are responsible for and what is expected of them and focused on business achieving business growth and participation. For example, we may assign one team member to be responsible for marketing and promotions, another team member to be responsible for event planning, and another team member to be responsible for community outreach.
- 4. Develop a strategy:** The team will work together to develop a growth strategy for "2077 After Dark" that outlines the goals, objectives, and tactics for our project. This strategy will consider the needs and desires of the community, as well as the resources available to the team.
- 5. Execute the strategy:** Once the growth strategy has been developed, our team will work together to execute the tactics outlined in the strategy. This will involve organising events, promoting the campaign through various channels, and engaging with the community to get their feedback and support.
- 6. A membership-based approach** to the District Team will be considered to fund ongoing promotional efforts once the project's value has been demonstrated.