

# DRAFT

## AEDA Business Plan & Budget

FY 2023/24



Adelaide  
Economic  
Development  
Agency

# Contents

Adelaide Economic Development Agency

AEDA Teams

City Trends & Insights

Vision, Mission & Purpose

Strategies and Actions

- Business, Investment & Residential Growth

- Visitor Growth

- Rundle Mall

- Brand & Marketing

AEDA Budget Summary



Adelaide Economic Development Agency acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Image: Kuma Kaaru Dance Group, Creative City Still, Adelaide, 2019

# Adelaide Economic Development Agency

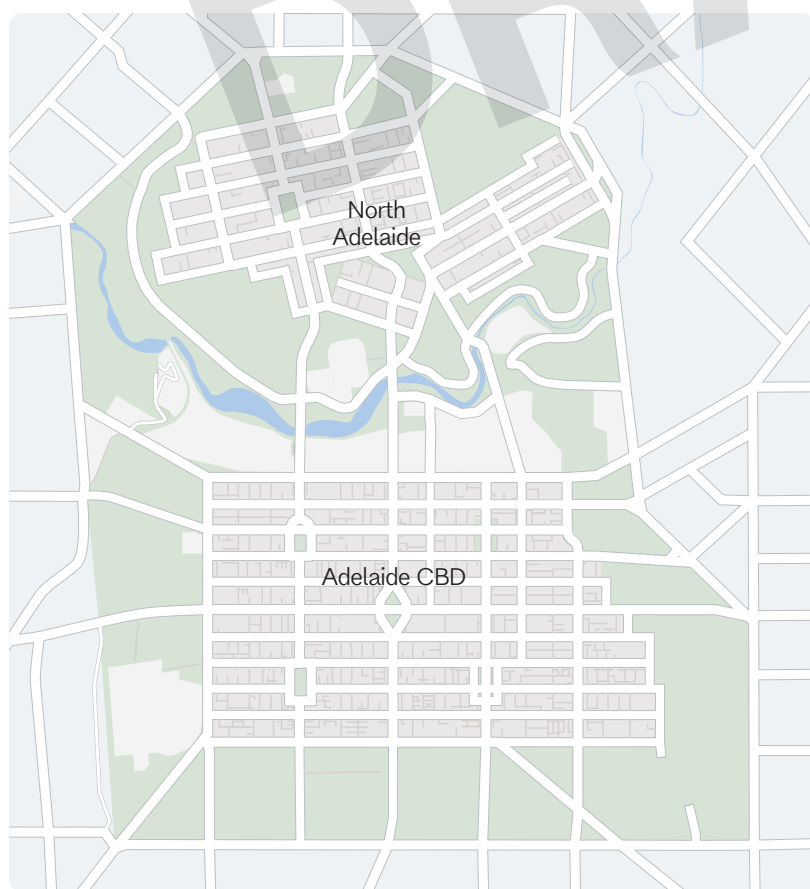
The Adelaide Economic Development Agency (AEDA) is a subsidiary of the City of Adelaide, established in January 2021 to accelerate economic growth in the city.

AEDA works closely with businesses, industry groups, the state government and other relevant organisations to deliver a range of programs designed to stimulate the city's economic growth. AEDA's focus is investment attraction, growing our visitor economy, residential growth, marketing the city as a whole and promoting Rundle Mall as Adelaide's premier shopping destination.

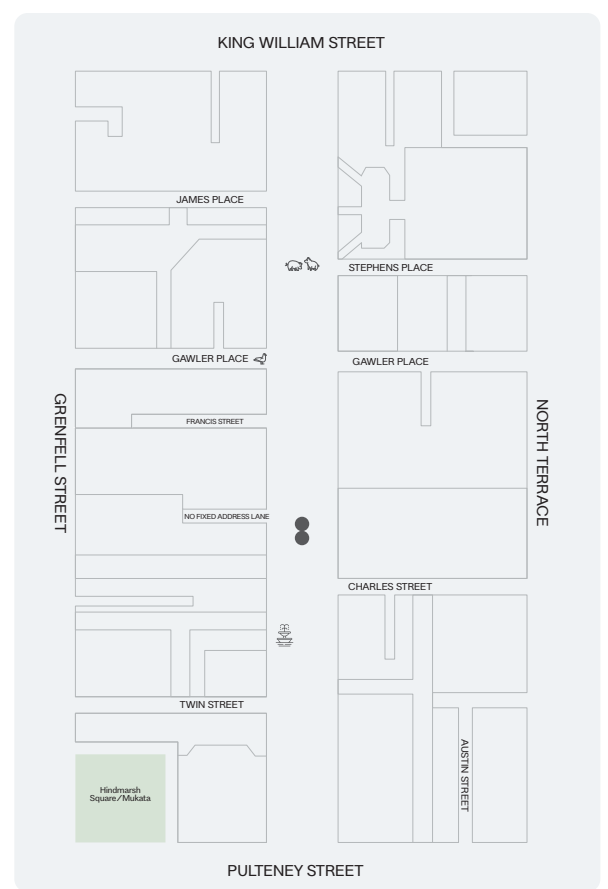
AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate declared by Council on rateable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of the marketing plan, actions and operation of the Rundle Mall Precinct and not the broader city.

This Business Plan and Budget is prepared in accordance with Section 6.2 of the AEDA Charter, which requires AEDA to produce an annual business plan and budget consistent with the Charter and submit to Council for approval.

Noting that AEDA commenced operations in January 2021, both the AEDA Board and Council have requested reviews to examine AEDA's performance against its Charter and ensure the most appropriate governance and delivery model is in place to deliver Council's functions that seek to support and accelerate economic activity in the City of Adelaide. The outcomes of the review may have implications on the nature of the activities to be delivered through the Business Plan.



AEDA supports the economic growth in the city (postcodes 5000 and 5006)



Rundle Mall levy area

# AEDA Teams

## AEDA Board

AEDA was established as a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*, and in all things acts through the Board. The Board has responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the *Local Government Act 1999* and the AEDA Charter.

The Board is skills-based including expertise across hospitality, property development, place making, business development, investment, events and tourism. The Board consists of a Chair, one Elected Member (the Lord Mayor) and up to 7 Board Members (including one representative from the Advisory Committee).

## AEDA Team

AEDA is supported by an agile team, resourced to achieve the strategic outcomes of the organisation.

Led by a Managing Director, the team is made up of experienced and passionate professionals in retail, events, property, investment, business support, tourism, brand and marketing.



Top row, L-R: Nikki Govan (Chair), Steve Maras (Deputy Chair), Tammy Barton, Oliver Brown, Jaimee Charlton.

Bottom row, L-R: Craig Holden, Tim Last, Dr Jane Lomax-Smith AM (Lord Mayor), Manuel Ortigosa.

# City Trends & Insights

The city continues to elevate its position as the centre of South Australia's economy with its share of Gross State Product rising from 17.41% to 17.61% in 2021-22. Adelaide's economy has performed relatively well in comparison to other major cities throughout Australia in recent times but the challenge remains to sustain that.

To inform the preparation of this Annual Business Plan and Budget, an online survey was provided to the business community. The survey findings are summarised as:

- The Annual Business Plan & Budget 2023/24 consultation showed respondents supported AEDA's core functions through high levels of agreement across the Agency's focus areas.
- There was strong support for the approaches set out within Business, Investment & Residential Growth; Visitor Growth; Rundle Mall and; Brand & Marketing areas. The survey tested both existing and potential programs within each focus area. All but one concept had more support than objection.
- The strongest initiative was 'Reviewing approaches that support economic activity in our precincts and mainstreets' and the least supported was 'Creating a direct booking system for city based accommodation'.
- Smaller sized businesses showed stronger agreement for supporting businesses to start and grow, providing opportunities to participate in marketing campaigns as well as delivering grant programs. Larger sized organisations wanted to see more effort put into strategic public realm works and a year around calendar of events/activations.
- Respondents were blinkered towards supporting focus areas and providing ideas that would have benefit their sector. For example, accommodation and food services showed greater support for AEDA delivering marketing campaigns that promote the city as a destination. Arts and recreation showed greater support for AEDA delivering grants programs. Education and training showed greater support for AEDA being guided by research and insights. Retail trade showed greater support for AEDA delivering a website/platform to encompass all aspects of the city visitor experience and encouraging people to spend more time and money in the city before/after events and festivals.
- Ideas varied from bespoke events and concepts being delivered in other cities through to offering parking incentives and better connecting different areas of the city. There is an appetite for drawing in luxury brands, utilising our laneways and hosting large international tech conferences.
- In terms of how AEDA can better partner with other organisations, only a third of respondents provided suggestions and others used this as an opportunity to express positive reflections on the current working relationship. Some suggestions included AEDA partnering on research projects that have a mutual benefit to the Agency and university, keeping businesses informed with what is happening in the city through zoom events, joint marketing campaigns and further event collaboration.
- A mix of challenges and opportunities were identified by stakeholders. Challenges ranged from the current economic conditions and the potential impact on consumer spending, people working from home and improving the parking and public transport offering. Opportunities were broadly suggested, with a common theme around making the city more vibrant and promoting events, activations and the tourism offering. Some of these items fall within AEDA's remit while others are the responsibility of the City of Adelaide.

Moving forward there will be headwinds from a weakening economic outlook and geopolitical factors that impact on global trade and supply chains. The cost of living and doing business is rising faster than wages. This, combined with rising interest payments for borrowers, is expected to have a negative impact on consumer and business confidence and activity throughout the year.

AEDA will continue to monitor the city's activity levels and provide information on matters such as expenditure behaviour, industry sector conditions, the construction pipeline and visitor economy.

Trends such as flexible working arrangements have now been generally accepted as the new normal. Therefore, the focus on short-term return to work stimulus measures undertaken in AEDA's first two years will shift to longer-term strategies such as growing the size of the workforce, improving the city's positioning and boosting visitor numbers. An important part of this is lifting the city's brand and reputation locally and nationally.

# City Trends & Insights

AEDA, as a subsidiary of the City of Adelaide, will continue to work with the community, stakeholders and partners to ensure our city is an attractive destination for entrepreneurs, expanding companies, students, domestic and intentional migrants as well as tourists and investors from around the world.

## Business

**Opportunity: Growing number of businesses and employees**

**Challenge: Tight labour market and workforce skills mismatch**

Approximately 17% of the State's jobs are in the city, with 2021 data revealing over 145,000 South Australians call the city their main place of work. Recent estimates by the National Institute of Economic Industry Research suggest this has risen to 157,104.

In 2022, over 600 new businesses were established in the city. Firms continue to relocate into the city, in part driven by the availability of good office space and the attractiveness of the city as a place to work. Initiatives delivered by AEDA such as the Welcome to Adelaide program will seek to build on this momentum.

Our traditional city-based industries are growing. Health Care and Social Assistance recently overtook Public Administration and Safety to become the highest employment sector. This was followed by Professional, Scientific and Technical Services.

Sectors in Creative Industries are emerging and growing such as Visual Effects and Gaming, as well as technology businesses such as those in FinTech, BioTech, Cybersecurity and Artificial Intelligence. Traditional sectors are also strong with demand for office space still robust from sectors such as Defence and Government. The AUKUS agreement is expected to have a positive impact in the medium term.

Both the public and private sectors are finding it difficult to find labour, as unemployment levels are at an all-time low and labour availability is an issue across most sectors. Despite this, over the past two years, Adelaide led the other major capital cities in terms of monthly payroll jobs growth and office staffing levels. AEDA will continue to work with the State Government and other organisations to position Adelaide as a preferred place to work and live. Marketing initiatives will increasingly focus on Adelaide's positioning along with generating more immediate visitation.

With cost of living pressures, tightening of monetary policy sectors, such as retail and hospitality, dependent on disposable income will be under greater pressure.

Commercial vacancies are on the rise with a significant increase in new stock recently coming online. There will continue to be upward pressure on vacancy rates as new developments such as 60 King William, Festival Plaza and Wyatt Street become active. Pressure is expected to be strongest in the secondary office market. This provides significant opportunity for AEDA to boost investment attraction initiatives.



# City Trends & Insights

## Population

**Opportunity: Maintaining strong population growth into the long-term**

**Challenge: Availability of residential accommodation for city seekers**

Over 25,000 people call the city their home. The city's population grew by 13% over the past five years to become one of the faster growing capital cities at a local government level. Although the city's population has grown by over 50% over the past two decades, our long-term growth rate is significantly lower than the other major capital cities. It is critical to increase supply and AEDA will work with institutional investors, purpose-built student accommodation providers and property owners to identify opportunities.

The number of international students, who account for more than a quarter of the city's population, has recovered strongly. South Australian international student enrolments and commencements grew faster than the national average, with high growth in newer markets such as Latin America. 2023/24 should be a strong period for international students, with education providers continuing the momentum into new markets and Chinese students being directed to return to face-to-face learning. Projections suggest that student numbers will surpass 2019 levels in the coming years, which will mean demand for purpose-built student accommodation in the city will continue to grow.

The desire to live in the City of Adelaide is reflected in both house prices and rental vacancy rates. The annual change in price growth has been higher than many other cities and rental vacancy rates are at a 10 year low. This indicates the need to ensure sufficient supply of well designed, appropriate housing to meet future demand across all user groups.

## Construction

**Opportunity: Volume of city office space for the private and public sector**

**Challenge: A future pipeline of construction work post-2025**

South Australia has been leading the nation in terms of residential, commercial and engineering work. The city has been at the centre of much of this activity and the crane count demonstrates this.

There is a healthy pipeline of construction projects, with a number of major developments underway or in the planning stages. These projects include residential developments, commercial offices, hotel buildings, infrastructure upgrades, and public works; with a balance of private and public sector investment. Along and near North Terrace are active sites at the Australian Bragg Centre (SAHMRI 2) and Festival Tower (Festival Plaza), both estimated to be completed in 2023-24.

King William Street is also hosting significant levels of building activity, with the development of the Marriott Adelaide GPO Hotel as well as 60 King William. These developments provide an opportunity to look at lifting the economic performance of this area. Elsewhere Vibe and TRYP hotels have brought further short-term accommodation options for visitors. AEDA will continue to invest in attracting visitors, tourism product and supporting Business Events Adelaide to boost business event and convention travel.

The City of Adelaide is shaping the skyline with developments at Market Square and 88 O'Connell Street in North Adelaide, providing residential opportunities, commercial space, retail options and hospitality vibrancy.

A challenge will be maintaining this level of construction activity into the second part of the decade and collaborating with the sector to ensure there is adequate demand to drive future supply.

With more high-grade office floor space entering the market, commercial vacancies will likely rise into 2023. Even with strong pre-commitments for new builds, we understand that city vacancies remain higher than the greater Adelaide fringe area, which presents an opportunity to further attract growing businesses into the city.

# City Trends & Insights

## Consumer Behaviour

**Opportunity:** Spreading events attendees throughout the city and entwining them with spaces such Rundle Mall and mainstreet precincts

**Challenge:** Ensuring a full calendar of city activation that works to stimulate mid-week activity

Major festivals and events continue to play an important role in inviting and enticing people to visit the city. Whether it is sporting matches at Adelaide Oval, music festivals, business conferences, or major events and festivals such as Fringe and Illuminate, there is a direct relationship between events and expenditure.

Events and festivals are often centralised to one area and therefore the majority of attendees will only visit that particular location. Activations, wayfinding and advertising can improve connectivity between events and locations such as Rundle Mall, mainstreets and North Adelaide to improve circulation and visitor exposure to the broader city offering.

Friday continues to be a peak day for activity in the city, with late night shopping and after-work socialising in hospitality venues resulting in a spike in consumer spending. This activity dissipates by Monday and then gradually picks up as the week progresses. There is further opportunity to use events, activations and promotions to stimulate mid-week activity.

Despite the continuance of flexible working trends and increase in suburban shopping, Rundle Mall has defied macro-economic expectations demonstrated by strong retail expenditure during 2022. Specialised luxury goods, department stores, and clothing are the most popular retail categories, with high spending recorded over the Black Friday and Christmas period.

It is vital the city continues to host a variety of events and festivals across the year to attract different demographics to visit the city. The research undertaken by McGregor Tan for the City of Adelaide demonstrates that a quality events and festivals calendar is key to enticing people to visit and stay in the city. AEDA will continue to support event organisers through its sponsorship programs.





# Vision, Mission & Purpose

## Vision

To make Adelaide the most liveable city in the world

## Mission

To accelerate economic growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar and marketing the city as a whole including Rundle Mall

## Purpose

### Attract

Get more people, businesses, visitors, students and residents into the city

### Stay

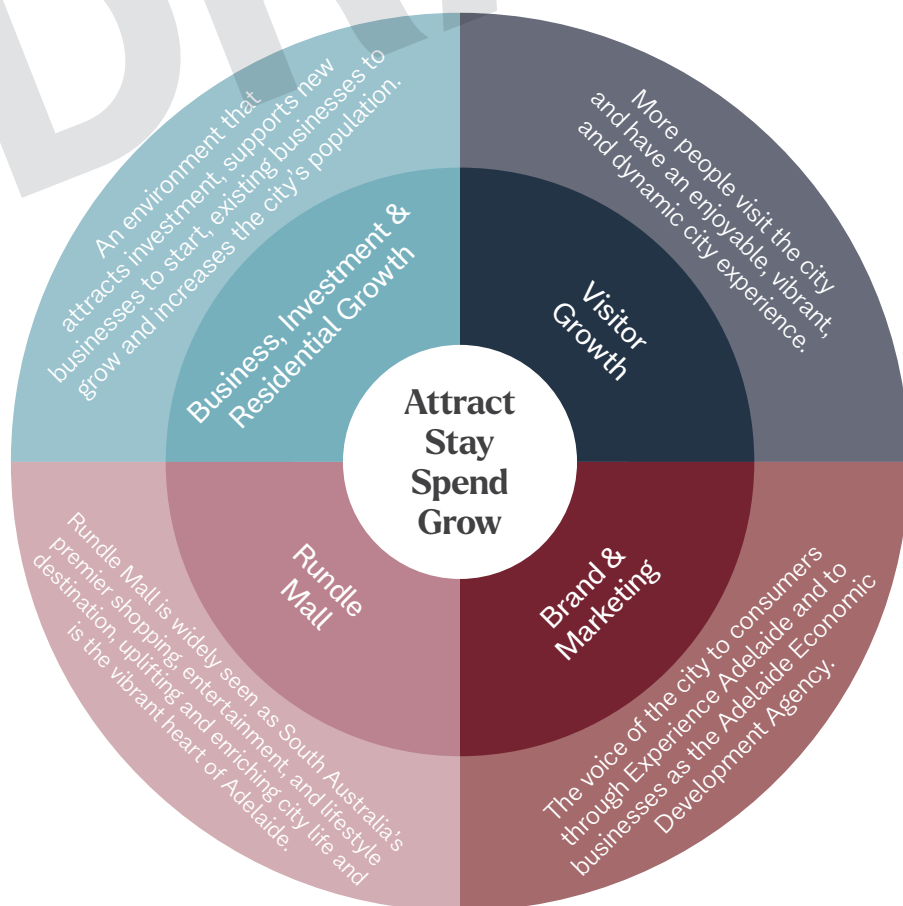
Provide a positive experience so people stay longer, move around the city and return more often

### Spend

Stimulate economic growth by providing more reasons to spend in the city

### Grow

Support new and existing businesses and industries to grow and create jobs



# Strategies & Actions

## KEY RESULT AREA 1

### Business, Investment & Residential Growth

An environment that attracts investment, supports new businesses to start, existing businesses to grow and increases the city's population.

#### Outcomes

- More people are working and living in the city including students
- New workers better integrate into the life of the city
- Existing businesses grow and new firms, including retailers, choose the city
- The city's innovation assets drive greater economic benefit for the city
- Enhanced partnerships with the state government, private investors and industry groups to stimulate residential and commercial development

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Increase investment and the number of workers in the city by:               <ul style="list-style-type: none"> <li>- Collaborating with state government on initiatives to attract inbound investment initiatives for sectors including space, defence, health, hi-tech (VFX, Gaming, FinTech, AI, Climate-Tech)</li> <li>- Directly targeting firms in industries that are large occupiers of commercial office space that can either expand or relocate into the city (business/professional/financial services)</li> <li>- Working with city-based firms to support their growth</li> <li>- Proactively seeking new investment opportunities including purpose-built student accommodation, new events and retail brands</li> <li>- Investigating development of an interstate and overseas presence to be closer to where investors are and investment decisions are made</li> </ul> </li> <li>• Work with institutional investors and developers to identify opportunities to increase the residential product mix in the city</li> <li>• Identify and progress opportunities to improve the economic performance of King William Street, mainstreets and precincts</li> <li>• Provide high quality, current information and data through research, thought leadership and online platforms</li> <li>• Engage with the business community through activities such as AEDA Business Summit and Data4Lunch</li> <li>• Build on existing arrangements with organisations funded through the Strategic Partnerships Program to increase the number of students; increase, and capitalise on business events; support a culture of entrepreneurship; activate vacant shopfronts and commercial spaces; and enhance Adelaide's festival sector</li> <li>• Support the efforts of businesses to attract workers and engage new employees into the life of the city</li> <li>• Progress partnership opportunities with entities including Lot Fourteen and Biomed City, the higher education sector and other organisations to enhance the city's capital city and central business district role</li> <li>• Redesign the approach to supporting the growth and establishment of small businesses in the city</li> <li>• Management of the Strategic Partnerships Program</li> </ul>	<ul style="list-style-type: none"> <li>• 50 inward investment proposals/local expansions supported, with at least 10,000sqm of office space committed to</li> <li>• 1,000 Welcome to Adelaide employee introduction packs distributed</li> <li>• 30+ vacant shopfronts/premises activated</li> <li>• Deliver AEDA Business Summit</li> <li>• Deliver 3 industry briefing events</li> <li>• Enrolled international student numbers 5+% above 2019 levels (44,318 students across all segments)</li> <li>• 2+% increase in the number of city workers above 2020/21 levels (148,369)</li> <li>• 2+% increase in the number of city businesses above 2020/21 levels (12,018)</li> <li>• 2 campaigns/projects/market interventions to support emerging industries in the city</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 2

### Visitor Growth

More people visit the city and have an enjoyable, vibrant and dynamic city experience.

#### Outcomes

- Adelaide is a world class events city hosting a diverse range of festivals and events, including business events, spread across the city over the year
- More events, activations and experiences that bring people into the city
- Strengthened partnerships with the private and public sectors to increase awareness of the city, leading to increased bookings from regional, national and international visitors
- People are more easily able to find information about what to do in the city before they arrive and during their visit

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Complete and open an innovative, technology-driven Visitor Experience Centre and city-wide digital visitor experience to replace the existing visitor information service</li> <li>• Operate the Visitor Information Centre in accordance with the accredited information centre requirements</li> <li>• Minimise disruption to the customer experience during transition from the current Visitor Information Centre to the new centre</li> <li>• Develop product knowledge of volunteers and staff to ensure excellent customer service and accurate information at the centre</li> <li>• Broaden the city's calendar of events and work with the state government to maximise the benefits for the city of major state-led events</li> <li>• Continue partnership with the South Australian Tourism Commission to market, promote and provide services to increase the number of visitors to the city</li> <li>• Deliver and administer the Events and Festivals Sponsorship Program</li> <li>• Support and build capability of city tourism businesses to develop new commissionable products and experiences</li> <li>• Leverage consumer and business events to drive promotion and sales for city businesses</li> <li>• Redesign and implement a Strategic Events Fund (pending Council's budget decisions)</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the new Experience Adelaide Visitor Centre</li> <li>• Maintain accreditation of the Visitor Information Centre</li> <li>• 8 training sessions with VIC volunteers and staff</li> <li>• 2 destination marketing campaigns or initiatives with the state government to increase the number of people visiting the city</li> <li>• 20 new bookable city tourism products/ experiences</li> <li>• City hotel occupancy above 70%</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 3

### Rundle Mall

Rundle Mall is widely seen as South Australia's premier shopping, entertainment, and lifestyle destination, uplifting and enriching city life and is the vibrant heart of Adelaide.

#### Outcomes

- Rundle Mall is attractive to prospective premium retail brands and hospitality businesses
- A vibrant destination that leverages exclusive city-wide events and festivals, and trials new and innovative retail concepts
- An uplifted visitor experience with the introduction of new capital investment into Rundle Mall and its laneways
- Rundle Mall is an unrivalled shopping and lifestyle experience that delivers bold activations and installations

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Commence implementation of key recommendations from the Rundle Mall place vision project, focusing on key strategic opportunities that include:               <ul style="list-style-type: none"> <li>- New Rundle Mall sound system (pending Council's budget decisions)</li> <li>- Entertainment precinct development</li> <li>- Laneway vibrancy and activation projects</li> </ul> </li> <li>• Seek out new retail brands in key national markets, underpinned by development of business-to-business attraction plan</li> <li>• Work with retailers and property owners to identify and inform them of emerging strategic opportunities</li> <li>• Target retail brand activations and on-Mall experiences that complement the Rundle Mall vision</li> <li>• Support Renew Adelaide to activate vacancies with retail and creative concepts that improve the tenancy mix in Rundle Mall centres, arcades, and laneways, with an emphasis on underutilised level 1 tenancies</li> <li>• Deliver marketing activity that enhances the brand position of Rundle Mall and attracts more shoppers and stimulates spend, including:               <ul style="list-style-type: none"> <li>- Retail marketing highlighting precinct range, brands and products</li> <li>- Maintain engagement in digital channels</li> <li>- Progression of business-to-business strategy</li> <li>- Events &amp; activations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 3 recommendations from Rundle Mall place vision workshop implemented</li> <li>• 5 major brands committed to Rundle Mall</li> <li>• Stakeholders agree that the volume and quality of communication and data/ insights to stakeholders has improved over the previous 12 months</li> <li>• Rundle Mall average strip vacancy rates below 8%</li> <li>• Average vacancy rates below 20% for arcades, centres and laneways in the Rundle Mall precinct</li> <li>• 3 significant campaigns that are aligned with exclusive city events and festivals</li> <li>• Uplift in foot traffic across 3 major events/ festivals</li> <li>• Uplift in market share across 3 major events/ festivals</li> <li>• MAT market share remains above 5%</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 4

### Brand & Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency

#### Outcomes

- Unified key messaging and branding of the city to an intrastate, interstate and international audience
- More workers, residents, and visitors in the city
- Increased spend in the city
- AEDA is considered a valuable partner for businesses and other organisations with a mutual interest in enhancing the city's economy

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Deliver and execute an AEDA marketing strategy that will assist in achieving the actions and outcomes of each key result area</li> <li>• Provide opportunities for businesses to participate in, or leverage marketing investment (including state government led projects)</li> <li>• Raise awareness of AEDA's purpose and how organisations can interact and benefit from programs in the city business community</li> <li>• Develop Experience Adelaide to be a known destination digitally or physically (once the new visitor centre is built) to plan and navigate a memorable visitor experience in the city</li> <li>• Partner with state government on joint marketing initiatives designed to increase the city's profile as a place to invest, work, live and visit</li> <li>• Collaborate with government departments and agencies to develop a consistent approach to capital city and state promotion (across tourism, trade and investment, Department of Premier and Cabinet)</li> <li>• Enhance and grow AEDA's communication channels, platforms and tools to communicate directly with consumers and businesses about what's happening in the city and opportunities</li> <li>• Deliver activations and events such as ADL Fashion Week to increase awareness, and support the growth, of targeted industry sectors (pending Council's budget decisions)</li> <li>• Work with eligible city retail businesses to establish e-commerce capability and provide business development support through marketing campaigns and initiatives promoting byADL.com.au (digital marketplace)</li> <li>• Deliver campaigns that promote the city as a destination to invest, live, and visit</li> </ul>	<ul style="list-style-type: none"> <li>• Generate \$2 million in advertising space rate with reference to City of Adelaide/ AEDA</li> <li>• Support 200 city businesses to establish or extend their e-commerce capability on byADL.com.au</li> <li>• Total city expenditure above \$4.45b</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# AEDA Budget Summary

AEDA Income Summary	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
AEDA Contribution from City of Adelaide – Operating Budget	\$8,782,482	\$8,096,334
Strategic Project Funding	\$2,175,000	\$1,270,000
Rundle Mall Levy	\$3,900,416	\$3,890,416
Rundle Mall Supplementary Revenue		\$360,000
Visitor Experience Centre	\$18,775	\$18,775
<b>Total Income</b>	<b>\$14,876,673</b>	<b>\$13,635,525</b>

AEDA Expenditure Summary	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
Business, Investment & Residential Growth	\$3,634,291	\$2,697,950
Visitor Growth	\$4,585,445	\$4,040,833
Brand and Marketing	\$2,756,521	\$2,646,326
Rundle Mall Marketing and Activations Expenditure*	\$2,110,841	\$2,449,025
Rundle Mall Admin   Operations*	\$1,789,575	\$1,801,391
<b>Total Expenditure</b>	<b>\$14,876,673</b>	<b>\$13,635,525</b>

\* Further information below

Strategic Projects	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
Destination Adelaide Promotion	\$300,000	\$300,000
Welcome Adelaide	\$150,000	\$120,000
Sponsorship to expand city events	\$813,000	\$0
Sponsorship for new major events	\$662,000	\$0
Strategic Events Fund	\$0	\$600,000
Promoting the City During Adelaide 500	\$0	\$250,000
Interstate & Intrastate Visitor Campaign	\$250,000	\$0
<b>Total Strategic Projects</b>	<b>\$2,175,000</b>	<b>\$1,270,000</b>

Reignite Initiatives	AEDA BR3 2022/23 Budget	Projects Not Continuing
Reignite – Digital Marketplace	\$218,360	\$0
Reignite – Small Business Promotion Campaign	\$141,703	\$0
Reignite – Marketing for new and existing Programs	\$178,801	\$0
Reignite – Shopfront Improvement Scheme	\$884,903	\$0
Reignite – Tenancy Support	\$166,000	\$0
<b>Total Reignite Initiatives</b>	<b>\$1,589,767</b>	<b>\$0</b>

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# AEDA Budget Summary

Rundle Mall Finance Summary	2022/23 Budget	2023/24 Budget
Rundle Mall Levy Income	-\$3,900,416	-\$3,890,416
Rundle Mall Supplementary Revenue		-\$360,000
Admin   Operations Expenditure	\$1,831,016	\$1,801,391
Marketing   Activations	\$1,986,202	\$2,449,025

Rundle Mall Admin   Operations Expenditure	2022/23 Budget	2023/24 Budget
Security Retainer	\$270,566	\$298,648
Employee Costs	\$1,183,323	\$1,231,298
Business & Investment Support	\$267,213	\$181,089
Utilities, Storage Rent, Licences, Insurance	\$109,914	\$90,356
<b>Total Admin   Operations Expenditure</b>	<b>\$1,831,016</b>	<b>\$1,801,391</b>

Rundle Mall Marketing   Activations Expenditure	2022/23 Budget	2023/24 Budget
Major Events & Activations (eg Christmas, Lunar New Year)	\$1,496,660	\$1,659,350
Marketing Services	\$283,200	\$326,115
Rundle Mall Assets Branding	\$74,310	\$133,120
Research & Insights	\$81,350	\$44,640
Placemaking & Vibrancy Opportunities	\$0	\$266,600
Digital Retail Calendar Support	\$50,682	\$0
Other Expenditure		\$19,200
<b>Total Marketing   Activations Expenditure</b>	<b>\$1,986,202</b>	<b>\$2,449,025</b>





# Appendix

## Rundle Mall Events, Activations & Promotions Calendar

Months	Activity – Events, Activations & Promotions
July 2023	<ul style="list-style-type: none"> <li>• Placemaking - refresh of plant pots, benches and lighting</li> <li>• CBD worker campaign</li> <li>• World day activations and pop ups</li> <li>• School holidays activations</li> <li>• NAIDOC week</li> <li>• Illuminate Adelaide activation</li> <li>• Umbrella Music Festival</li> <li>• Markets</li> </ul>
August 2023	<ul style="list-style-type: none"> <li>• SALA</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
September 2023	<ul style="list-style-type: none"> <li>• Spring Launch Campaign in the Mall</li> <li>• Fashion Festival Pre-Promotion – advertising and digital campaign</li> <li>• Father's Day Activations and retailer support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• Markets</li> </ul>
October 2023	<ul style="list-style-type: none"> <li>• ADL Fashion Week</li> <li>• October long weekend trading hours</li> <li>• Fashion Campaign and activations</li> <li>• Wellness and wellbeing activations</li> <li>• World day activations and pop ups</li> <li>• School holidays</li> <li>• Retailer Support Campaign</li> </ul>
November & December 2023	<ul style="list-style-type: none"> <li>• Christmas decorations</li> <li>• Black Friday weekend activations and campaign</li> <li>• Rundle Mall Christmas Carts</li> <li>• Choirs and music performances</li> <li>• Activations to support extended trading hours and add vibrancy to the Mall</li> <li>• Boxing Day event and activations to launch sales in the city</li> <li>• School holidays</li> <li>• Retailer Support Campaign</li> <li>• Markets</li> </ul>
January 2024	<ul style="list-style-type: none"> <li>• Retailer support for January sales</li> <li>• World food day activations and pop ups</li> <li>• School holidays</li> <li>• Australia Day activations and support for trading hours</li> <li>• Retailer Support Campaign</li> </ul>

# Appendix

## Rundle Mall Events, Activations & Promotions Calendar

Months	Activity – Events, Activations & Promotions
February 2024	<ul style="list-style-type: none"> <li>• Valentine's Day Digital Campaigns and retailer support</li> <li>• Lunar New Year activations and retailer support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• MallFest to support Fringe &amp; Adelaide Festival</li> <li>• University support for O Week</li> </ul>
March 2024	<ul style="list-style-type: none"> <li>• Festival activity continued</li> <li>• Long weekend trading hours support</li> <li>• World food day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• Easter Friday 29 March to Monday 1 April</li> </ul>
April 2024	<ul style="list-style-type: none"> <li>• ANZAC Day trading hours support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
May 2024	<ul style="list-style-type: none"> <li>• Mother's Day – digital campaign</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
June 2024	<ul style="list-style-type: none"> <li>• Support retailer activity for mid-year sales</li> <li>• June long weekend</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>

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