



Adelaide Central Market Authority **2023/24** **Annual Report**



ACKNOWLEDGEMENT OF COUNTRY

Adelaide Central Market Authority acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. We extend that respect to other Aboriginal Language Groups and other First Nations.

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MESSAGE FROM THE CHAIR

As Chair of the Adelaide Central Market Authority (ACMA), I am delighted to present our 2023/2024 Annual Report. The Market continues to evolve, embodying our purpose of being a world-leading food and produce market with a deep connection to our community, and I am immensely proud of what we have achieved together.

As we reflect on the achievements of 2023/2024, including 100% trader occupancy, an impressive 8.15 million annual visitors, remarkable media coverage and a series of popular events, it is clear that our collective efforts have made a significant impact. We have enhanced customer experiences, supported our traders, and contributed meaningfully to our community.

I extend my heartfelt thanks to the City of Adelaide, the Lord Mayor and all Councillors for their steadfast support throughout this year. Your collaboration and guidance have been instrumental in advancing our mission and ensuring the Market's enduring success.

A special acknowledgment must go to our Market traders. Your resilience, creativity, and commitment to customers are the heartbeat of the Adelaide Central Market. It is your passion and hard work that make the Market a beloved destination – not just a place to shop, but a vibrant, diverse and cherished community hub.

Looking ahead, our Strategic Plan continues to guide us, focusing on our customers, traders, business, community, and the expansion of the Market. The once-in-a-generation development is part of the \$400 million Market Square Redevelopment that will shape the future of the City of Adelaide and our Market district. After months of research and strategic discussions, the leasing strategy and campaign plan were completed, a significant milestone for ACMA!

As we prepare to double in size in the next couple of years, we will honour the rich heritage of the Market with a shared dedication to preserving its soul, while embracing the opportunities of tomorrow.

Together with our management team and expert Board, including Deputy Chair Christine Locher and fellow members Nicole Haack, Steve Marafiotte, Councillor Carmel Noon, John Pearce, George Roussos, we remain committed to ensuring the future growth of the Market.

Sincerely,

Theo Maras AM
Chair, Adelaide Central Market Authority

ABOUT ADELAIDE CENTRAL MARKET AUTHORITY

The Adelaide Central Market Authority (ACMA) is established pursuant to Section 42 of the Local Government Act 1999 (SA) and is a body corporate with the responsibility to manage the business and other affairs of the Authority ensuring that the Authority acts in accordance with the Act and its Charter.

The purpose of ACMA is to oversee the management and operation of the Adelaide Central Market (the Market) in accordance with the ACMA Charter. ACMA's Strategic Plan and Headlease reflects its commitment to maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders, ensuring it continues to be recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market. It provides the framework for a commercially sustainable market community that contributes in a positive and meaningful way to the City of Adelaide and the development of the wider market district.

Up to seven Board Members, including the Chairperson, are appointed by the Council, and one Board Member must be a Council Member.

The 2023/24 period was the eleventh full year of operation for the Adelaide Central Market Authority (ACMA), after its formal establishment in October 2012.

Our Purpose

To be a world leading food and produce market that shares enduring connection with our community.

Our Plan

To operate sustainably as a thriving team of Traders, Board and Management who create unique, diverse and memorable customer experiences that enhance our precinct, city and state.

Our Ambition

To grow the market by attracting more residents, visitors and workers who shop regularly.





ACMA BOARD 2023/24



THEO MARAS AM
Chair



CHRISTINE LOCHER
Deputy Chair



NICOLE HAACK



STEVE MARAFIOTE



CARMEL NOON



JOHN PEARCE



GEORGE ROUSSOS

ACMA BOARD

The Authority is a body corporate and is governed by a Board of Management which has the responsibility to manage the business and other affairs of the Authority in accordance with the Charter, all relevant legislation and any delegations made to it.

The skills-based Board consists of seven members who collectively have a range of knowledge, skills and experience across the following areas: retail, food supply chain (with retail emphasis), property development, centre management and leasing, marketing, stakeholder engagement, board governance, business acumen, people leadership, strategic management and knowledge of the Market. It is led by ACMA Chair Theo Maras AM, providing strategic oversight to the Management Team, headed by Fabienne Reilly as General Manager. The Chair and Board are instrumental in supporting and advocating for the Market and its traders.

TRADER REPRESENTATIVES

The Traders Representation Committee (TRC) is the formal traders group established under the Charter and meets with ACMA on a bi-monthly schedule. TRC provides feedback on strategic matters pertaining to the operations of the Market and receives information from the Management Team on marketing activities and plans.

Throughout 2023/24 Trader representatives were:

- Ivan Oulianoff, House of Health Collective (TRC Chair)
- Chester Frank, House of Health Collective
- Paul Bulley, PhotoCo Camera House
- Barbara Knoll, Barossa Fine Foods
- Mark Gleeson, SiSea
- Andrew Anderson, Wills & Daniel
- Niamat Nasiry, McMahon's Fruit & Veg
- Simon Bugeja, Lucia's Fine Foods





SUMMARY OF FINANCIAL RESULT

2023-24	\$'000
Gross Revenue	5,486
Gross Expenditure	5,398
Financial Result	88

ACMA HIGHLIGHTS



Achieved

100%

trader occupancy



8.15M

annual visitation



\$10.3M

in media coverage



97%

customer satisfaction



150,000+

combined followers on Facebook and Instagram



42,000+

face-to-face enquires at The Market Stall



Events

Delivered Bastille Day, Seafood + Sounds and Sauce Day events

14,528kg

of good quality surplus food was rescued and delivered to South Australians in need by OzHarvest

100%

of actions and measures set out in the 2023/24 business plan either completed, ongoing or on track






STRATEGIC PILLARS

The Market's Strategic Plan 2023-2028, developed in consultation with key stakeholders including traders, City of Adelaide and the wider community, identifies ACMA's goals, objectives, strategies, priorities and relevant key performance indicators and sets the annual business plans. Throughout 2023/24 ACMA continued to focus on the key strategic pillars; Our Customers, Our Traders, Our Business, Our Community and Our Market to deliver positive outcomes for the Adelaide Central Market.

OUR CUSTOMERS

We will keep customer experiences at the heart of all decisions, every day.

Digital and Social Media Channels

-  867,457 website views from 336,106 users
-  73,185 followers, 1.3 million people reached
-  78,031 followers, 339.7K people reached
-  1,913 followers
-  Market Lovers EDM: 11,954 subscribers



Adelaide Central Market Events, Activations and Campaign Calendar

Month	Activity
July 2023	<ul style="list-style-type: none"> • Bastille Day event • School holidays program (Big Market Adventures for Little Foodies) • Adelaide’s Famous Poffertjes Parlour pop-up
August 2023	<ul style="list-style-type: none"> • Winter Weekends event every Friday night with live music, fire pits and fire twirlers (in collaboration with City of Adelaide) • Frida & Diego inspired kid’s activities, Paint & Sip classes and in-market theming, celebrating the Art Gallery of SA’s exhibition Frida & Diego: Love & Revolution • Live outside broadcast with Triple M
September 2023	<ul style="list-style-type: none"> • Sustainable September campaign • Free Audio Tour featuring Katie Spain and Adam Liaw launch • Children’s art exhibition by Little Picassos art featuring 250 pieces • Only at the Market brand campaign launch
October 2023	<ul style="list-style-type: none"> • School holiday program (Big Market Adventures for Little Foodies) • Seafood + Sounds event
November 2023	<ul style="list-style-type: none"> • Christmas campaign launch (refer to highlights) • Strawberry season launch with Pick a Local, Pick SA • Adelaide Italian Festival cooking demonstration and broadcast by Radio Italiana 531
December 2023	<ul style="list-style-type: none"> • Christmas campaign (refer to highlights)
January 2024	<ul style="list-style-type: none"> • Lunar New Year celebrations • Tour Down Under Village sponsorship activation
February 2024	<ul style="list-style-type: none"> • Adelaide Fringe - 44 Fringe performances across Feb and March
March 2024	<ul style="list-style-type: none"> • Easter campaign (refer to highlights) • Mad March brand campaign • Gather Round including Christian Petracca cooking demonstration (co-funded with AEDA) • Sauce Day event
April 2024	<ul style="list-style-type: none"> • School holiday program (Big Market Adventures for Little Foodies)
May 2024	<ul style="list-style-type: none"> • Tasting Australia and Town Square sponsorship activation • SA History Festival • Citrus launch with Pick a Local, Pick SA • Singapore Travel live broadcast • Start of Friday night free 3-hour parking at UPark Andrew and UPark Grote
June 2024	<ul style="list-style-type: none"> • Brand campaign • Winter Weekends every Friday night with live music, fire pits and fire twirlers (funded by City of Adelaide) • South Australian Country Women’s Assoc. scone pop-up • European winter pop-up • Friday night free 3-hour parking continued

HIGHLIGHTS

Christmas

The two-month Christmas campaign launched in time for the Christmas Pageant, with many free activities and entertainment, in addition to Market signage and decorations.

The Market was open two additional days in the lead up to Christmas and New Years, with additional coverage and opportunity for customers to shop their favourite Market produce. December 2023 received the most visitors since COVID-19. Media coverage of Christmas at the Market generated 90 pieces of media with an ASR value of \$755,000.

Easter

The month-long Easter campaign launched at the beginning of March, with the majority of spend and activations (including giveaways and kids Easter Trail) taking place during the last two weeks following Adelaide Fringe, Adelaide Festival and the March long weekend.

Bastille Day

The two-day program celebrating Bastille Day remains highly popular. This year it saw foot traffic increase over 10% year on year over the two days free program, which included live music, French themed pop-ups, roving entertainment and cooking demonstrations.

Seafood + Sounds

The two-day program celebrated local seafood and live music, with a program of free and ticketed activities from cooking demonstrations, free kids activities and the ever-popular Chilli Crab Shack pop-up by Sprout.

School Holidays

3,600 school-aged children participated in the Market Trail and 420 in Little Market Chefs during the April, July and October school holidays. The activities engage with families at a grassroots level offering low cost learning experiences.

Sauce Day

The two-day program celebrated Italian culture with gnocchi and sauce making classes, as well as kids workshops and Outside Broadcast by Radio Italiana 531. It is also the opportunity to strengthen partnerships with traders, including purchase of ingredients, promotional items, social media promotion, theming and event participation.

Free self-guided audio tour

In September, the Market launched an audio tour hosted by Australian chef, TV presenter and author Adam Liaw and award-winning journalist Katie Spain. Accessible anywhere/ anytime or perfect to accompany a visit to the market, the podcast provides an in-depth, sensory driven and curated tour of the Adelaide Central Market. With over 1,500 listens, it also allows promotion and engagement with wider city events and activations such as the Adelaide Fringe and the History Festival.

Pop-Up Opportunities

The Producer in Residence stall had 100% occupancy and provided 16 small, local, artisan businesses a chance to trial their products with Market customers. Producers have generated significant social media engagement on the Market's social media channels and created proactive media opportunities throughout the year. The Market hosted two community pop-ups and four casual leasing pop-ups.



OUR TRADERS

We will work with our traders to support them in the delivery of an exceptional shopping experience.

Support trader success and trader engagement

 **591 social media posts**

 **37 Market Lovers e-newsletters**

 **98 Market Talk e-newsletters**

ACMA created opportunities for traders to leverage PR and digital content, encouraging storytelling and profiling, whilst leveraging the Adelaide Central Market brand. In addition to its core business, ACMA enabled a number of after-hours trading special events organised by traders to support unique customer experiences and financial benefit (for example, Cheese After Dark, Adelaide Wine Festival and PhotoCo Camera House ACE Expo).

Trader engagement was conducted through face-to-face discussions, consultation with the elected Traders Representative Committee, meetings with Trader Representatives and all-trader briefing sessions. The main communication channel remains the regular newsletter, which shares resources, industry and Market news to assist traders.



Celebrating our Legacy Traders

As caretakers of our historically significant community hub, we strive to celebrate the history, legacies and success of long-term traders.

In 2023/24 we celebrated the milestones of our multi-generational traders and family businesses, including 65 years for Cons Fine Foods and 90 years for Charlesworth Nuts. The Market also commissioned and installed a commemorative bench for one of our pioneering and longest serving traders, Stefan Oulianoff from Central Organics, to acknowledge his (and his late wife's) contribution to the Market spanning more than half a century.

Adelaide Central Market Online

Adelaide Central Market Online continued into its third year of operation, providing customers the opportunity to shop over 2,300 Market products from 47 traders in one single transaction. ACMA continues to manage the home delivery platform and associated logistics, which delivers to the Adelaide metro area every Tuesday, Thursday and Friday. A click and collect option is available on Fridays.

The home delivery program continues to provide Market traders with an additional revenue stream and responds to customer demand.

Other highlights

- Developed trader reward program
- Trader induction program completed and in use
- Assistance with retail visual merchandising
- Leveraging influential guests such as Maeve O'Meara and Gourmet Food Safari tours, who promoted the Market to tourists.

OUR BUSINESS

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results.

Leasing

- 100% occupancy during 2023/24
- Opening of Fair Seafood (Stall 12)
- 15 existing leases renewed, including stall upgrades when required
- 2 lease assignments

Retail mix strategy

In December 2023, the Market introduced new stallholder Fair Seafood (Stall 12) – an Australian-first business committed to ethically sourced, local and sustainable fish breeds. The hybrid eatery and fresh produce business offers an Australian seafood wholesale and retailer with 100% fisher-to-consumer traceability on all products. It operates under a hybrid retail format, where fresh produce meets the dine-in experience, and is an essential component to evolving the Market's retail mix.

Operations

ACMA continues to improve the look and feel of the trading environment of the Market to create great customer experiences. ACMA also continues to deliver brilliant basics around building maintenance, security, cleaning and waste services, security and safety.

This financial year saw over 770 maintenance jobs completed and the transition to a new cleaning services contractor and introduction of a waste supervisor.

The purchase of a food organic macerator has enabled a 'fit for purpose' space for traders and improved cost efficiencies.

Market Cart Consultation

Following an extensive community consultation process with the City of Adelaide for a proposed roll out of new Market trolleys, it was decided to focus on improving and promoting the existing offering (free to hire and for sale), rather than implementing a new trolley offer.

The promotional campaign to increase awareness saw a fantastic result, with a 127% increase for trolley hires and 227% increase for sales of pull along trolleys.

Marketing strategy

The 'Only at the Market' brand refresh launched in-Market with digital and out of home advertising, including retail precincts and Adelaide Airport.

People and Capability

In 2023/24, ACMA attracted two new key talents in addition to retaining experienced and dedicated staff. This completed the Management Team that combines expertise in the fields of leasing, retail, administration, operations and marketing. ACMA also developed a Workforce Plan for the Market Expansion project.



OUR COMMUNITY

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community.

Community partnerships

As part of our annual Community Engagement Plan, ACMA works closely with South Australian groups and organisations that align with our core values and enrich the Market community. This includes providing continued support to community partners OzHarvest and Catherine House.

OzHarvest food rescue



14,528kg of good quality surplus food and 29,056 meals delivered to South Australians in need

In the final days to Christmas the Tree of Goodness returned for its eleventh year raising \$5,663 across four days with 11,326 additional meals delivered to South Australians in need.

Catherine House Christmas partnership

ACMA and traders proudly supported local charity, Catherine House, by contributing fresh produce and a range of special meal packs to women experiencing homelessness. Market traders provided all food products for Christmas lunch for 70 women at the centre on Christmas Day.

Ongoing monthly fruit and vegetable delivery also continued to further support Catherine House in delivering meals to women staying at the centre and experiencing homelessness.

Sustainability strategy

ACMA advocates for a holistic approach to reducing the impact of Market operations on our environment for a more sustainable future. We referred to our 2022/24 Sustainability Strategy to clarify our intent and guide our actions in the year 2023/2024. We developed the 2024/27 Sustainability Strategy, with local consultants 2XE. One of the main achievements

remains landfill diversion, with 98.95% of Market waste diverted from landfill, and recycled and reused to produce:

- Compost for the farming industry
- Processed engineered fuel products (providing a sustainable alternative to fossil fuels)
- Recycled cardboard products
- Recycled polystyrene products

School excursions



**6,500+ students
158 visiting schools**

Excursion themes ranged from entrepreneurship, budgeting, geography, sustainability, art, culture, food and health. Our free teachers' resource kit, Brain Food, aligns with the Australian Curriculum and provides themes and topics to assist teachers with planning their visit for out of school extended learning.

Community Kitchen

This was established as a forum to cook, create, taste, discuss ideas and to celebrate the diverse multicultural community the Market is renowned for. In 2023/2024 we welcomed eight community organisations to use the community kitchen for their celebration or community event.

Other highlights

- Ongoing – Live music every Friday with Music SA, free kids activities on Saturday
- Community Engagement Plan 2023/24 delivered
- Sustainable September campaign
- Children's art exhibition by Little Picassos art featuring 250 pieces
- Kurna staircase collaboration unveiled for NAIDOC Week
- Guide Dogs fundraising (five occasions)

OUR MARKET

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders.

Customer amenities – key highlights

- New PA system installed in the Community Kitchen
- Producer in Residence Stall – refresh upgrade
- Western Roadway Northeast corner lighting installation
- South-eastern entry refurbished
- Glass atriums replacement
- Lighting project on Western Roadway
- Delivery of more communal dining to support eateries

Carparking Customer Experience

- New wayfinding at entrance points and UPark Central Market to improve navigation
- Collaboration with UPark/City of Adelaide to offer three hours free car park offer for UPark Andrew and UPark Grote on Saturdays from December 2023 and Friday nights from June 2024
- Traffic management in place in car park at peak traffic times (Christmas and Easter)

Improvements to technology systems to inform decision making

- Transition to NBN completed for all stalls
- Procurement of new property management software to prepare for One Market transition
- POS hardware implemented (customer service desk, The Market Stall)

Market Expansion Project

ACMA has continued to work closely with the City of Adelaide and project stakeholders on the Market Square and Market Expansion.

Completed works include:

- Leasing strategy for the Market Expansion
- Leasing framework, resourcing plan and financial feasibility
- Lease document preparation
- Marketing and Leasing campaign strategy ready for EOI launch in July 2024, including marketing brochure, website development, 3D walk through, hoarding and in market signage, digital and media coverage.
- Commenced procurement of the Retail Design and Fit out Guide

ACMA looks forward to continuing working with the City of Adelaide to achieve the vision for the Market Expansion which will extend the Market offer and provide a thriving mixed-use place, complementing and strengthening the vital role of the Adelaide Central Market as a hub of food and culture in the city.





Audited Financial Statements





CITY OF
ADELAIDE



Adelaide Central Market Authority (ACMA)

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