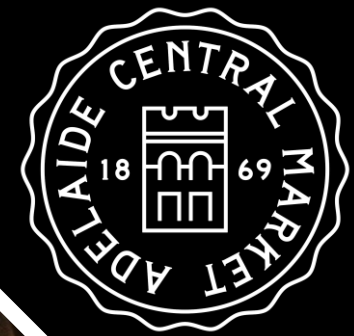


# Adelaide Central Market Authority

Draft 2022 – 2023 Business Plan and Budget

*Our* **MARKET.**

# Adelaide Central Market Authority



New foundation documents established in July 2021, including ACMA Head Lease and Operating Agreement with CoA.

**Strategic Plan :** This is the fifth and final year of the 2018 -22 Adelaide Central Market Authority Strategic Plan. A new strategy will be developed in consultation with stakeholders in 2022.

**The vision of the Adelaide Central Market is to:** “Create enduring customer connection as the world’s leading food and produce market”.

**Business Plan:** ACMA board endorsed the Strategic Map for 2022 and the Business Plan outlines actions to deliver it.

**Budget:** All actions have been considered, costed and reflected within the relevant period.





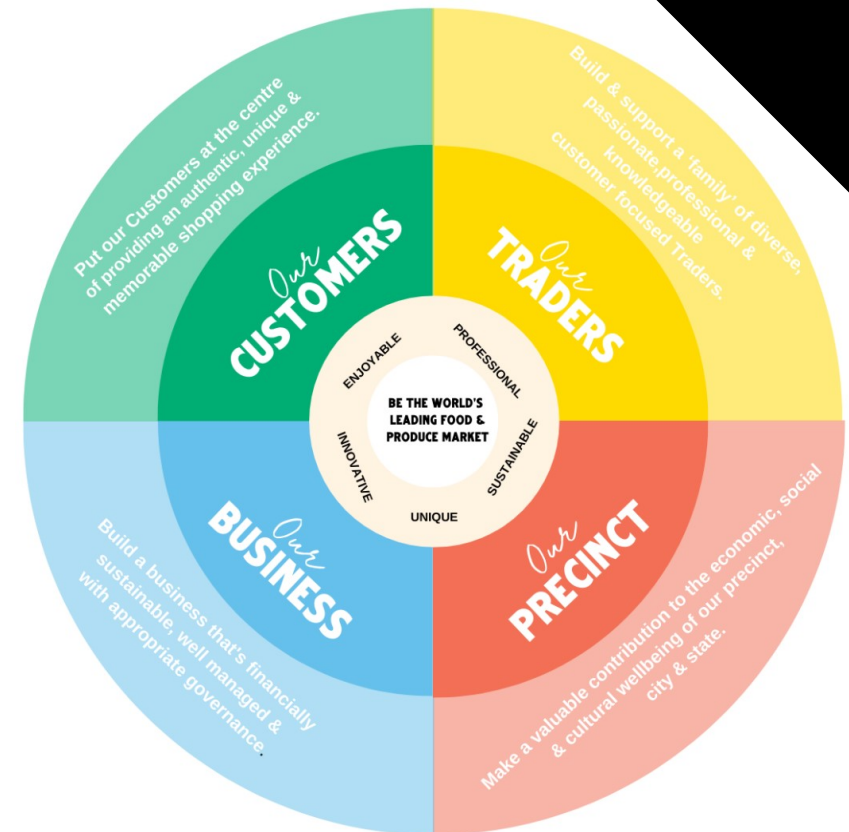
# Draft Business Plan 2022 / 2023



## Strategic Plan and Draft Business Plan 2022 / 2023

As per new Charter (July 2021), ACMA is to:

- Oversee the management and operation of the Market.
- Be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders.
- Be responsible for the Market being recognised locally and internationally as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide.
- Contribute to the development of the wider market district.
- Be financially self sufficient in terms of its operations.



# Strategic Map 2021 - 2024



<b>VISION</b>	<b>Create enduring customer connection as the world's leading food and produce market</b>				
<b>KEY OBJECTIVES</b>	<b>OUR CUSTOMERS</b>  To connect with our customers through an authentic, unique, and memorable shopping experience that puts them first.	<b>OUR TRADERS</b>  To create a <u>modern, relevant &amp; sustainable</u> environment in which our market family and fresh food and produce entrepreneurs can thrive.	<b>OUR BUSINESS</b>  To grow the business in a financially, <u>environmentally</u> sustainable manner, that supports best-practice governance.	<b>OUR COMMUNITY</b>  To make a valuable contribution to the economic, social & cultural wellbeing of our community, in alignment with the Council and State Government's strategic priorities.	<b>OUR INFRASTRUCTURE</b>  To deliver an infrastructure program that addresses the current and emerging needs of the consumers and traders.
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>• Desktop review and gap analysis of customer survey data, customer survey</li> <li>• Ease of access &amp; mobility strategy</li> <li>• Develop ongoing communication, marketing and engagement strategy</li> <li>• Activation program to engage new customers</li> <li>• Understanding who our non-customers are</li> </ul>	<ul style="list-style-type: none"> <li>• Define strategy for renewal and regeneration of traders</li> <li>• Share customer trends and service proposition &amp; upskill around this</li> <li>• Develop a trader engagement and communication strategy</li> <li>• Invite appropriate leasing agents to sense check retail plan</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise fit for purpose Foundation documents (charter, operating agreement and head lease)</li> <li>• Development of Workforce plan</li> <li>• OH&amp;S &amp; Security management plan</li> <li>• Clearly articulate, measure and promote sustainability/environmental policy</li> <li>• Ensure financial viability &amp; sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Review and align community engagement plan to strategy</li> <li>• Strategy for precinct engagement (market district advisory group)</li> <li>• Strategy for ongoing engagement with key stakeholders including <u>SATC</u>, <u>AEDA</u>.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop E-platform solution, including data infrastructure</li> <li>• Asset &amp; Accessibility review</li> <li>• 10 year capital works program</li> <li>• Car Park Plan</li> <li>• Integration of services and facilities as one market</li> <li>• Future proofing the asset</li> </ul>
<b>CORE VALUES</b>	<b>ENJOYABLE, PROFESSIONAL, INNOVATIVE, UNIQUE, SUSTAINABLE</b>				

# Our Customers

To put our Customers at the centre of all that we do to provide them with an authentic, unique & memorable shopping experience.

## Strategic direction:

- Establish the best produce market offering in the world.
- Develop and maintain a strong understanding of existing and potential customer service needs, relating to customer engagement and experience.
- Create unique food and entertainment experiences for our customers.

## Strategic Priorities 22/23

- Desktop review and gap analysis of customer survey data, customer survey.
- Ease of access and mobility strategy.
- Develop ongoing communication, marketing and engagement strategy.
- Activation program to engage new customers.
- Understanding who our customers are.





# Our Traders

To build & support a market 'family' of diverse, passionate, professional & knowledgeable customer focused Traders.

## Strategic direction:

- Work with Traders to identify their business point of difference, to reinforce the unique shopping experience in the Market.
- Opportunity to improve individual stall atmosphere.
- Improve Traders' marketing skills to connect with existing and potential customers to drive stall visitation.
- Lower business operating costs and wastage.

## Strategic Priorities 22/23

- Define strategy for renewal and regeneration of traders
- Share customer trends and service proposition and upskill traders around this
- Develop a trader engagement and communication strategy
- Invite appropriate leasing agents to sense check retail plan.



# Our Business



To build a business that is financially sustainable, well managed & with appropriate governance.

## Strategic direction:

- Represent the interests of the City of Adelaide as Landlord.
- Ensure the Market remains a safe environment for customers and visitors.
- Provide opportunities for Traders to strengthen their skills and access high quality business support and advice.
- Improved communication between Market Traders and ACMA staff.
- Encourage new investment.
- Ensure the Market and carpark are accessible for customers and Traders.

## Strategic Priorities 22/23

- Development of workforce plan
- OH&S & Security Management Plans
- Clearly articulate, measure and promote sustainability/environmental policy
- Ensure financial viability and sustainability



# Our Infrastructure

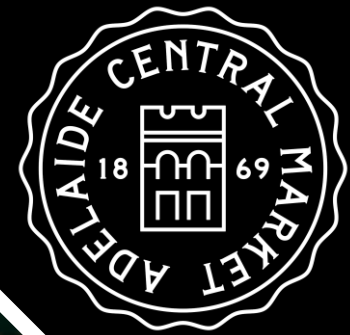
To deliver an infrastructure program that addresses the current and emerging needs of the consumers and traders.

## Strategic direction:

ACMA and CoA will work closely to deliver an infrastructure program that addresses the current and emerging needs of the consumers and traders, based on Lucid Property and Services Audit 2021.

## Strategic Priorities 22/23

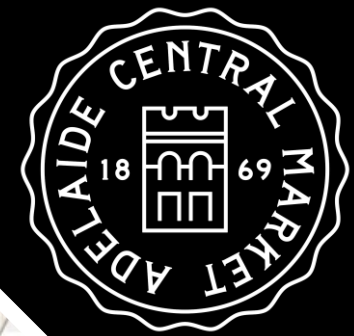
- Develop-platform solutions including data infrastructure
- Asset and accessibility review
- Update 10 year capital works program
- Car park experience plan
- Integration of services and facilities as one market
- Future proofing the asset



*Our* **MARKET.**



# Our Market Expansion



ACMA and CoA collaborating to deliver best outcomes for:

- Ground Floor Retail Design
- Integration of new and existing Market
- Risk management during constructions works
- Retail leasing strategy and delivery process

Advocate for ACMA and Market Traders on the primary outcomes sought for the Market Expansion including minimising Trader disruption

Communication strategy for Market Expansion, ensuring our customers know it's business as usual for our stalls during construction.



# 2022 – 2023 Budget



The proposed ACMA 2022-2023 Operating Budget will ensure efficient operation of the Market in an increasingly competitive environment, through the road to recovery and the redevelopment of the adjoining Arcade.

ACMA Board approved it on 17 February 2022 for submission to Council as a draft budget, for public consultation purposes.

The review of the ACMA Charter (including ACMA Head Lease and Operating Agreement with CoA) has resulted in the following changes:

- Budgets returned to CoA:
  - Infrastructure and capital works program
  - Car Park (operational costs/revenue)
  - CMAR Redevelopment costs
- No headlease rent paid to CoA

## Budget Assumptions

### ACMA Administration

- Customer Experience Attendants to enhance customer experience during all trading hours.

### ACMA Market Complex

- ACMA continues to adapt to Covid conditions, but with easing restrictions
- Rent escalations with fixed percentage or CPI at 2%
- E-Market (multi trade online platform) expands to click and collect and delivers 3 days per week funded within ACMA
- Market Expansion development commences in June 2022.

# 2022 – 2023 Budget



Budget \$'000	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-2022 Budget	2022-23 Budget
ACMA Administration Income	129	39	35	21	24
ACMA Administration Expenditure	(1,519)	(1,276)	(1,210)	(1,275)	(1,389)
ACMA Car Park Income	4,841	4,213	4,996		
ACMA Car Park Expenditure	(1,351)	(1,492)	(1,360)		
ACMA Market Complex Income	4,391	4,456	4,101	4,087	4,268
ACMA Market Complex Expenditure	(2,996)	(3,041)	(2,998)	(3,125)	(3,083)
<b>Operating (Cash) Prior to CoA Rental</b>	<b>3,495</b>	<b>2,898</b>	<b>3,564</b>	<b>(292)</b>	<b>(180)</b>
CoA Head Lease	(2,834)	(2,334)	(2,724)		
CoA Upark Management Fee	(446)	(490)	(508)		
Market redevelopment priorities	-	-	(123)	(203)	(113)*
<b>Operating Budget (Cash)</b>	<b>215</b>	<b>71</b>	<b>209</b>	<b>(495)</b>	<b>(293)</b>



# Capital Works 2022 - 2023



\$1.5m Capital Expenditure including over 20 projects

Developed in line with ACMA 10-Year Capital works Program, based on audited risk and taking into consideration the CMAR project.

## Main projects include:

- |  |        |
|--|--------|
| ▪ Market floor Stall upgrades                      | \$750k |
| ▪ Distribution Boards                              | \$250k |
| ▪ Automatic Sprinkler System Valves                | \$115k |
| ▪ Sewer infrastructure update to code              | \$130k |
| ▪ Fire Extinguishers, Fire and Life safety systems | \$180k |
| ▪ IT Infrastructure                                | \$40k  |