

AEDA Annual Report

FY 2021/22



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Adelaide Economic Development Agency acknowledges the traditional Country of the Kaurna 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 Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Section 1: About AEDA

The City of Adelaide recognised the importance of the need to accelerate economic growth in the city and North Adelaide, and as part of its 2020–2024 Strategic Plan, sought to design and implement a new citywide business model. This led to the creation of the Adelaide Economic Development Agency (AEDA).

AEDA was established as a subsidiary of the City of Adelaide (CoA) under Section 42 of the Local Government Act 1999 (SA) and formally commenced operating on 18 January 2021.

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

AEDA is managed by a Charter, which states that AEDA's purpose is:

- To accelerate economic growth in the city by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth;
- To promote the city of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general;
- To position Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability; and
- To ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.

AEDA Board & Membership

The AEDA Board oversees the business of AEDA. The skills-based Board includes expertise across hospitality, property development, place making, business development, investment, events and tourism.

AEDA Board members that served during the 2021/22 financial year are:

- Nikki Govan (Chair)
- Steve Maras (Deputy Chair)
- Sandy Verschoor (Lord Mayor*)
- Tammy Barton
- Oliver Brown
- Jaimee Charlton (Advisory Committee representative from 9 February 2022)
- Fairlie Delbridge (until 18 January 2022)
- Craig Holden
- Manuel Ortigosa
- Tim Last (from 1 June 2022)

*§4.4.1.1 of the AEDA Charter states one Board member must be the Lord Mayor of the Council or an elected member nominated by the Lord Mayor.

AEDA Advisory Committee

The AEDA Charter requires the AEDA Board to establish an Advisory Committee in order to provide a two-way mechanism for city businesses, main street associations, precincts and other stakeholders and the AEDA Board to exchange information and raise matters that are within the Agency's functions and powers.

On 26 October 2021 the AEDA Board appointed the following as Members of the AEDA Advisory Committee.

- Jaimee Charlton, General Manager Operations, Spendless Shoes
- Leah Grantham, Head of Stakeholder Engagement and Reputation, Babcock
- Eloise Hall, Managing Director / Co-Founder, TABOO Period Products
- Brian Parkes, Chief Executive Officer, JamFactory
- Dino Vrynios, Managing Director of Das Studio
- David West, Principal Retail Consultant, Premier Retail Marketing

These members are joined by Andrew Wallace, Program Director Interior Architecture and Creative Industries at the University of South Australia, who was chosen by the collective precinct groups within the City of Adelaide to be their representative.

Section 1: About AEDA

Annual Report Summary

This Annual Report is for the 2021/22 financial year and has been prepared by the Adelaide Economic Development Agency (AEDA) a Section 42 Subsidiary under the Local Government Act 1999 (SA). The information contained in this Annual Report has been prepared with consideration of the Caretaker Policy provisions in place during the election period for a Council general election, in accordance with Section 91A of the Local Government (Elections) Act 1999.

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

This Annual Report details AEDA's achievements in its first full financial year of operation, showcasing the significant progress AEDA has made in only 18 months since being established.

The progress and achievements in this report underscore AEDA's strength of being led by a skills-based board and a dedicated management group, supported by a team of committed professionals whose focussed efforts have helped realise the vision of the City of Adelaide to establish a dedicated agency to be a principal driving force of accelerating economic growth in the city and North Adelaide.

Financial Summary

To support the delivery of activities until 30 June 2022, Council approved funding for city economic development and associated marketing activities in the 2021/22 Business Plan and Budget. The total of this funding including events and festivals sponsorship and strategic partnerships funding was \$8.896m.

Funding of \$3.809m received in 2021/22 through the Rundle Mall Differential Separate Rate continued to be solely used to support the delivery of the 2021/22 marketing plan, actions and operation of the Rundle Mall Precinct. Supplementary revenue provided and additional \$307k. The total budget for the Rundle Mall for 2021/22 was \$4.117m.

The figures in this financial summary are preliminary as the annual audit has yet to be conducted, which may result in final figures being different.

Section 2: AEDA Achievements

Since becoming operational in January 2021, AEDA has led a number of initiatives in line with its core business function of driving economic activity in the city and North Adelaide.

Strategies & Actions

AEDA identified four areas of strategic focus to achieve its vision and mission. These areas of strategic focus represent the core functions and key drivers that fulfill the fundamental tenants of AEDA's Charter and advance AEDA's purpose-built leadership in driving economic activity in the city and North Adelaide.

The four areas of strategic focus are:

- City and residential growth
- Business growth
- Visitor growth
- Brand & Marketing

AEDA's management of the Rundle Mall precinct is an equally important area of focus for the Agency. AEDA's engagement with the retailers in the precinct is focussed on delivering a diverse and exciting range of events, activations and promotions aimed at attracting visitors and spend into Rundle Mall, adding vibrancy and increasing dwell time to drive retail growth and economic outcomes. AEDA is also responsible for advocating on behalf of levy payers for initiatives and outcomes that enhance Rundle Mall's position as South Australia's premier shopping destination.

AEDA's 2021/22 Business Plan & Budget defined a set of initiatives and actions for each of the areas of Strategic Focus and for Rundle Mall. Performance outcomes for AEDA and Rundle Mall are shown below. A comprehensive set of achievements against these initiatives and actions are tabulated in Appendix 1.

AEDA General Initiatives

While there were targeted initiatives for each of the four areas of Strategic Focus, some initiatives covered more than one area.

AEDA Business Summit

The inaugural AEDA Business Summit was held on 25 May 2022 and provided a unique platform for 350 city business leaders to listen to insights on the city, network and forge relationships.

Keynote speakers included The Honourable Peter Malinauskas MP, Premier of South Australia, Bernard Salt AM head of The

Demographic Group, Adrian Tembel, Chair South Australian Productivity Commission and Clare Mockler Chief Executive Officer, City of Adelaide.

Comprising speaker and panel sessions, the Summit covered the economic and commercial property outlooks for Adelaide (2022 and beyond), the role of the Adelaide CBD in a post COVID-19 environment, Jobs, Workforce and Skills Attraction, tourism and events.

The Summit also provided a platform to promote the City of Adelaide's Reignite activities.

Feedback was sought from attendees to assist in event evaluation, with close to 100 people responding. Feedback showed:

- 97% thought there should be another AEDA Summit next year with 93% highly likely or likely to attend other similar events hosted by AEDA;
- 98% were extremely satisfied or somewhat satisfied with the overall event;
- 98% were extremely satisfied or somewhat satisfied with the quality of speakers;
- 94% were extremely satisfied or somewhat satisfied with the panel sessions;
- 88% were extremely satisfied or somewhat satisfied with the networking opportunities.

The Summit also promoted significant discussion about current and future economic opportunities in the city. Following the event several articles were published in The Advertiser or on Adaladenow about announcements or comments made at the Summit including two editorials, the Premier announcing \$45m to be allocated to tourism marketing, Council's upcoming release to market of the old bus station site, research commissioned by Council on return-to-work intentions of city businesses and workers and Bernard Salt's perspective on the changing role of the Adelaide CBD.



Section 2: AEDA Achievements

WellFest Adelaide

The inaugural WellFest Adelaide, held from 15 to 31 October 2021, attracted over 13,000 patrons. Core events of WellFest Adelaide included:

- the WellFest Adelaide Business Leaders Luncheon (15 October) Wellness Squared activations across Whitmore Square (17 October), Light Square (24 October) and Victoria Square (31 October) and Hounds on Hutt event on Hutt Street and in Victoria Park (23 October);
- the Business Leaders Lunch was a paid event held in the Adelaide Town Hall. The event targeted citywide business leaders and wellbeing/wellness organisations and attracted 90 guests; and
- the Wellness Squared and Hounds on Hutt events were free but ticketed events to enable contact tracing, database acquisition and compliance with SA Health requirements.

2022/23 AEDA Business Plan & Budget Stakeholder Meeting

In February 2021 we engaged with stakeholders from across business, industry, retail and sector partners to inform the key priorities for the 2021/22 AEDA Business Plan and Budget. Feedback from attendees on the initiative to consult before the business plan was developed was positive.

Building on the positive outcomes from this approach, the draft 2022/23 AEDA Business Plan and Budget was prepared following input from over 30 city stakeholders from key sectors through an in-person workshop held in February 2022.

Renew Adelaide Contract

Due to the impact of the COVID-19 pandemic on many small businesses and vacancies within the City of Adelaide, the existing contractual commitment and partnership with Renew Adelaide was extended for a further 12 months. Since July 2021, Renew Adelaide has launched 15 new ventures, supported 29 ventures (new and continuing) created 66 jobs and activated over 3,580 square metres of space in the CBD and North Adelaide.

Strategic Focus 1 – City & Residential Growth

Influence and create projects for city growth

AEDA's Proposed Initiatives to Accelerate Residential Growth

AEDA has accelerated discussion on opportunities to grow the residential population of the city. To inform this work, AEDA:

- hosted two roundtable discussions (one for developers in the private sector, the other with community housing providers);
- commissioned analysis of the economic benefit of increasing the city's population and a review of the Planning and Design Code;
- reviewed previous initiatives and work being undertaken in other capital cities; and
- Undertook discussions with State Government agencies on potential policy changes and areas of collaboration that could unlock further residential development in the city.

The Board subsequently endorsed a range of initiatives for the Council's consideration.

Council at its meeting on 9 November 2021 noted the proposed initiatives to accelerate residential growth and endorsed discussion with the Capital City Committee. The initiatives range across six general categories being:

- Increase Demand for Housing in the City;
- Financial Considerations;
- New Housing Products and Models;
- Council Processes;
- Policy and Regulatory Matters; and
- Strategic Positioning of the City.

The proposed initiatives complement the work being undertaken by the City of Adelaide in developing policy to support Council's vision of Adelaide being the most liveable city in the world with a further report to be provided to Council on opportunities to further increase residential growth in the City of Adelaide.

The discussions on these initiatives have subsequently progressed through to the Capital City Committee for consideration. AEDA staff are part of a Coordinating Group within the City of Adelaide that has responsibility for progressing the Residential Housing and Growth Action Plan approved by Council on 10 May 2022.

A consumer campaign encouraging people to consider living in the city was run in South Australia, New South Wales and Victoria from 22 May to 30 June 2022. Timing aligned with the state government's Future ADL campaign in the Eastern states to leverage their spend and join the conversation about living in Adelaide, specifically the city. The campaign was run through realestate.com.au and generated 3,883,344 impressions and 3,155 clicks on the ads as well as contributing to the 457,332 organic searches for property in the CBD and North Adelaide (buy/sell/sold).

Section 2: AEDA Achievements

Strategic Focus 2 – Business Growth

Support business growth through attraction and retention

A global city with local benefits, Adelaide in 2021 was considered the third most liveable city in the world and one of the ICF top seven smart cities. Adelaide is capitalising on future industries and technologies with the establishment of Lot Fourteen and BioMed City. Adelaide also has a strong culture of innovation and collaboration across the business community and AEDA's Business & Investment capacity specialises in supporting the business community.

A range of initiatives make up this area of strategic focus, including:

- Strategic Partnerships Program;
- Citywide Shopfront Improvement Grants;
- Welcome to Adelaide Program;
- City Business Growth Consulting;
- City Business Support Package;
- Games Plus Scholarship.

AEDA helps businesses to connect with local decision makers, to identify funding and support options and to enable growth in their success. Examples of this include:

- AEDA Business Summit (as detailed in Section 2);
- AEDA Data (Business) Analytics.

Strategic Partnership Program

The purpose of AEDA Strategic Partnership Program during the 2021/22 financial year was to provide financial support and to work with partner organisations who will focus on delivering projects and activities that:

- Respond to and deliver innovative ideas that accelerate economic growth in the city;
- Deliver initiatives that are responsive and provide solutions to challenges faced by the city in a COVID-19 environment;
- Support business growth through attraction, retention and building business capability initiatives;
- Contribute to a vibrant and dynamic city experience that grows the Visitor Economy sector (tourism, events/festivals, international students, and business events);
- Position Adelaide as the most liveable city in the world.

Applicants that were awarded funding during FY 2021/22 were:

- Renew Adelaide to address the issue of local area

activation by supporting at least 15 new business owners to establish their operations in vacant premises across the city.

- Adelaide Convention Bureau to profile Adelaide to event organisers through the Destination South Australia event and to run a series of business development events designed to inform/educate local, domestic and international event decision makers about Adelaide's strong capabilities to host successful business events.
- StudyAdelaide to increase preference for Adelaide as an international education destination by delivering a global destination campaign and to welcome international students to Adelaide by delivering StudentFest.
- Festivals Adelaide to increase the economic benefits from Festivals by delivering a range of initiatives including Festival to Business Connect, Business Forum(s), Festival City Adelaide Concierge Network, Festival City Adelaide Brand Package and the festival City Adelaide Passport.

Citywide Shopfront Improvement Grants

Funded by the City of Adelaide, the Citywide Shopfront Improvement Grant program offered up to \$10,000 for businesses, organisations and property owners to get creative and enhance the street appeal of their premises. The grants provided direct support to businesses and property owners to improve the operation of their business and the experience for their patrons.

Applicants were encouraged to implement ideas that enhance the presentation of a building, attract visitors, contribute to amenity, or make a creative contribution to the area in which the business is located. Funding was available for up to 80% of the total project costs, to a maximum of \$10,000 per applicant, with successful applicants required to fund at least 20% of the total project cost.

Grants were available for improvements that included:

- Improving accessibility and the level of amenity for users around the interface of elements within the public realm;
- Repainting of external shop frontage that substantially enhances the presentation of a building in a manner that attracts visitors and makes a positive and creative contribution to the area;
- Improvements to frontages to interact with the street, such as the addition of bi-fold windows or doors;
- Adding external materials or wall treatments that substantially enhance the shopfront with attractive detail;
- Replacement or renewal of outdoor dining furniture;

Section 2: AEDA Achievements

- Improvements to signage if part of a broader shopfront enhancement project;
- Installation of energy efficient external lighting which increases safety, amenity, operations, and accessibility of the business; or
- Adding greening elements such as planting vines or green walls.

By the end of the 2021/22 financial year, this grant program had received 188 applications, with 92 applicants being granted either full or partial funding.

The number and quality of applications and related engagement associated with this program made it one of the more popular assistance packages provided by the City of Adelaide. Many businesses sought to engage with neighbouring businesses, Mainstreet and/or precinct representatives to inform their applications.

Other Initiatives and Activities

Welcome to Adelaide Program

The Welcome to Adelaide Program helps staff of businesses new to the city become more rapidly integrated into the community by helping them take advantage of everything the city has to offer. From introductory offers at UPark carparks, the Adelaide Aquatic Centre, Rundle Mall and North Adelaide Golf Course, to a foyer pop-up with the Adelaide Central Market, AEDA provides bespoke solutions to meet the needs of staff of each business.

A trial of the program successfully welcomed 160 staff from Accolade Wines into the city. Subsequently the program has been extended to in excess of 500 more staff from other firms moving into the city including Deloitte, Gallagher Insurance, ICM and Perks Accountants and Wealth Advisers.

Business Support

The Business and Investment Team:

- Supported more than 60 firms with potential employment of more than 2,000 staff on inward investment opportunities.
- Completed a retail brand assessment study and worked with multiple retailers on securing shopfront locations.
- Extended the Business SA partnership contract to include a contribution of \$150,000 from the Government of South Australia to extend the City Business Support package to a further 300 businesses within the city and North Adelaide. More than 460 firms have been assisted through this initiative.

- Fifty businesses participated in the City Business growth Consulting package

Other Activities

- Fortnightly communications with 7,000 city business workers through the City Business Newsletter.
- Supported the Ten Gigabit Adelaide Community network including hosting the webinar “Leveraging your commercial property with Ten Gigabit Adelaide”. This event had 16 attendees and was followed with a copy of the recording and tool kit to promote Ten Gigabit Adelaide being sent to 32 commercial real estate agents.
- The Business and Investment team continued to assist businesses to connect with local decision makers to identify funding and support options to enable growth in their success.
- Continued support of seven city precinct groups through the Mainstreet Development Program and engaged with Presidents of all Precinct Groups to discuss challenges and opportunities experienced by all groups.
- Worked with other City of Adelaide staff to provide information, and in some cases, support the relocation of businesses impacted by the Central Market Arcade redevelopment.
- The delivery of a range of linked initiatives to support the growth of the video gaming sector in the city. This has included the popular Adelaide Unwind events for the gaming industry, the development of the GPS program to support new developers to enter the games industry, supporting small studios to access global opportunities and working with the Department of Trade and Investment on attracting global games firms to set up in the city.
- Deliver the Mainstreet Development program to support the local economic development work of precinct groups in the East End, Hutt Street, North Adelaide, City South, West End, Gouger Street and Grote Street precincts.

AEDA Data Analytics

Recognising the need to have a robust set of data about the city’s economic performance, in-house evaluation and economic impact skills and tailored data on which to base decision making, an Economic Research and Data Analyst was employed late in the financial year. This also responded to the KPMG Rundle Mall Performance Review that identified a need to provide levy payers with relevant and more insightful data to help them make better informed decisions about their business.

Section 2: AEDA Achievements

Strategic Focus 3 – Visitor Growth

Create an enjoyable, vibrant and dynamic city experience

A range of initiatives make up this area of strategic focus, including:

- Administration of the annual Events and Festivals Sponsorship Program
- Visitor Information Centre
- Tourism

Events & Festivals Sponsorship Program: FY 2021/22

The following events and festivals received \$1.3m in sponsorship funding:

- Adelaide Cabaret Festival
- Adelaide Festival
- Adelaide Fringe Festival
- Adelaide International (Tennis)
- Feast Queer Arts and Cultural Festival
- Santos Festival of Cycling
- Adelaide Festival of Ideas
- National Pharmacies Christmas Pageant
- Nature Festival of SA
- OzAsia Festival
- SALA Festival
- Tarnanthi Sunday Screenings
- Tasting Australia
- WOMADelaide

A further four events and festivals were approved for funding but did not proceed due to the impacts of the COVID-19 pandemic or organisational and resourcing issues.

- Adelaide Film Festival
- Carols by Candlelight
- Mitsubishi Motors Australian International 3 Day Event
- The Adelaide Food Fringe Festival

Events Recovery Fund

Events and festivals are an important lever to encourage people back into the city. The purpose of the fund was to provide financial support to eligible organisations to assist in the staging of events and festivals held within the City of Adelaide boundary.

The Events Recovery Fund had three funding streams designed to assist in the staging of COVID-safe events that helped drive

visitation, spend and vibrancy for the city and North Adelaide:

1. New Events up to \$200,000 to support new and exciting events within the city;
2. Expansion of Existing Events up to \$50,000 to help existing events expand, enhance or activate additional areas of the city; and
3. Quick Response up to \$10,000 to support events with costs associated with disruption caused by the impacts of COVID-19;

Applications opened on 10 September 2021 and closed on 30 April 2022.

The events that were funded through this program during the 2021/22 financial year are listed below in the three categories of the Events Recovery Fund.

New Events

This category was designed to support new city-based events and festivals. Funding of \$338k was provided for WellFest Adelaide and the Under the Southern Stars concert.

Expansion of Existing Events

This category was designed to support the growth and expansion of existing city-based events and festivals. Funding of \$187.5k was provided for the following events:

- CheeseFest
- Gathered Design Markets
- Adelaide Fringe: Volo: Dreams of Flight
- Adelaide Festival: Skywhales: Every Heart Sings
- Gluttony at the Adelaide Fringe Festival
- Cabaret Fringe Festival

Quick Response Fund

This category was designed to support new, existing, once-off city-based events and festivals or event series with costs associated with disruption caused by the impacts of COVID-19. Funding of \$202.5k was provided for the following events:

- Utopia Fashion Show
- Vegan Festival
- Solomon Street Party
- Gilbert Place Block Party
- The Garage International @ Fringe
- City Summer Dance
- Invigorate Adelaide Festival
- In the Pub Events Rob Roy Hotel
- Historian Hotel Street Party
- Adelaide Fringe Arts Theatre Hub
- Pennington Gardens Market
- National Volunteer Week Parade and Celebration
- Mikis Theorodakis Tribute Concert
- Fork at Bonython
- The Queens Live Music Friday
- The Queens Sip & Create Saturday Sessions
- Arcadia

Section 2: AEDA Achievements

Visitor Information Services

The Visitor Information Services (VIS) program assisted a total of 24,878 visitor enquiries between 1 July 2021 and 30 June 2022. The VIS continued to operate and provide tourism information to local and intrastate travellers despite the ongoing border closures from New South Wales, Victoria and Western Australia from July to November 2021. Visitor numbers were also impacted by the new COVID-19 variant during December 2021 and January 2022.

These enquiries could not be serviced without the continued contribution of the seventy-five dedicated volunteers who generously gave up their time to welcome our visitors. They collectively volunteered 6,512 hours.

AEDA manages the Adelaide Visitor Information Centre (AVIC), which is supported by volunteers and co-located within the City of Adelaide Customer Centre in Pirie Street. The Centre stocks a large range of maps and brochures and event programs for Adelaide and regional South Australia. Some of the key highlights of AEDA's VIS program include:

- The **Adelaide Visitor Information Centre** volunteers answered more than 2,000 phone enquiries with many enquiries regarding COVID-19 restrictions, border opening/closing and also to assist people with pre-planning travel to Adelaide once borders opened. The centre is open between 9am and 5pm weekdays, excluding public holidays and despite the COVID-19 pandemic, was only closed during the July lockdown for a week.
- **Mobile Visitor Information Services** provide assistance and information to visitors from 10am on Saturdays and Sundays, and from 11am on public holidays. The casual staff and volunteers are located at the western end of Rundle Mall with their unmissable bike packed full of helpful maps and brochures.

The mobile visitor bike and casual staff assisted with events including the Adelaide International and WOMADelaide providing interstate and intrastate visitors with maps and brochures.

- **Adelaide Greeters** offer free, personalised orientation walking tours of the city. These free tours last approximately two to three hours for individuals or for groups of up to six people. Tours are in English but may be available in other languages on request. The Greeters are part of the International Greeter Association (IGA) and are passionate and knowledgeable volunteers who provide a local's perspective to discover Adelaide's various iconic attractions and learn what makes Adelaide one of the most liveable, innovative, and creative cities of the world. As interstate travel resumed in November 2021, visitors resumed using this service.
- The **Central Market Booth** service continued to be operated by volunteers until November 2021. This booth closed when the new Market Stall operated by Adelaide Central Market Authority (ACMA) was opened.
- The **Cruise Ship Meet & Greet** service was not utilised as there were no cruise ships visiting Adelaide during 2021/22. They will be resuming in September 2022 and volunteers are eagerly awaiting their arrival.
- **Adelaide Town Hall** tours operate monthly for locals and visitors to the city and by appointment for community groups. During History Festival in May, five public tours took place and a further five tours focused on civic spaces including the Queen Adelaide Room, Council Chamber, Colonel Light Room and the architecture of the building. Monthly tours operated with some restrictions on capacity.
- **Visitor Services Team** distributed 19,285 A4 city maps to visitors and to hotels as they re-opened to interstate guests.

Annual VIS Program Statistics 2021/2022 – COVID-19

Service		Notes
Adelaide Visitor Information Centre	17,479	AVIC only open Monday - Friday
Central Market Information Booth	1,404	CM booth closed November 2021
City Guides	2,733	
Adelaide Greeters	46	No greeters from July to November with borders closed
Cruise Ship Meet & Greet		No Cruise ships 2021/22
MVIS	2,341	Saturday, Sunday and Public Holiday
Events Visitor Information Service	342	WOMADelaide and Adelaide International
Adelaide Town Hall Tours	533	
Brochure requests	419	
A4 city maps distributed	19,285	
TOTAL	24,878	

Section 2: AEDA Achievements

AVIC Retail

AEDA launched a new retail experience in the AVIC in August 2021. This initiative responded to the CoA Strategic Plan outcome 'Enabling Priorities' to develop new revenue opportunities for Council operations. The initial 12 month trial period tested the retail operation ahead of launching a new Experience Adelaide Visitor Centre in the next financial year, meeting another CoA Strategic Plan outcome under 'Strong Economies'.

AEDA has developed a partnership with Southern Providore to source and supply local Adelaide and South Australian produce and artisan products to AVIC. Southern Providore opened their new retail store at the Adelaide Airport earlier this year with a vision to provide a sensory tour of the very best South Australian produce. They are now extending into the heart of the city, with a selection of products available for purchase at AVIC.

The range of products include First Nations Australians-owned native ingredients by Red Centre Enterprises, organic skin care producer OmMade, Barossa Valley Chocolate Company, Ditters, Buzz Honey, Kangaroo Island Source and Coorong Candle Co. Sales for the year were just over \$9K with strong sales during December.

Tourism Partnerships

Throughout the year, AEDA partnered with SATC, Luxury Escapes, Expedia Group, RAA Travel to deliver targeted promotions interstate and intrastate focussed on:

- positioning Adelaide as a must stay destination targeting high value travellers;
- promoting Adelaide hotels and city experiences; and
- increasing awareness and building excitement around exploring and discovering the city and North Adelaide throughout the year.

AEDA invested \$168,700 across six tourism marketing cooperative campaigns aimed at a broad cross-section of metropolitan and intrastate people. 33,354 bed nights were generated through three of these six campaigns that had an accommodation component. More information is provided in the next section on Strategic Focus 4 – Brand & Marketing.

Strategic Focus 4 – Brand and Marketing

Position Adelaide as the most liveable city in the world

A range of initiatives make up this area of strategic focus, including:

- Digital and social media channels
- Digital Marketplace
- Promotional Activities and Campaigns

Digital and social media channels

Key Statistics - AEDA Digital

- Experience Adelaide website: 2,348,305 views from 1,133,577 users – this website only launched in June 2021
- B2C – What's on eDM: subscribers – 156,021
- B2B – City Business eDM: subscribers – 7,282

Social channels (all new):

- Facebook – 25,325 followers
- Instagram – 9,251 followers
- Twitter – 2,151 followers

LinkedIn – 2,133 followers. Both an acquisition campaign to increase followers to our social channels, along with a social media plan to engage with the International Community Communications were part of the increase in numbers to both the Experience Adelaide website and social followers.

Podcasts – Nine new Podcasts were created (as part of a previous contract with the CoA) which contributed to 6,351 listens – these podcasts highlighted businesses and experiences within the CBD and North Adelaide.

Digital Marketplace

The City of Adelaide approved \$250,000 for AEDA to design and implement a Digital Marketplace for businesses within the CoA. Tenders were sought and evaluated, and negotiations with the preferred supplier concluded with Arcadier being appointed AEDA's technology partner to create the Digital Marketplace.

The primary objectives of the online Digital Marketplace are:

- An online marketplace that allows for e-Commerce purchases from consumers and provide vendor access to load in products, set prices, discounts, stock levels and control their own 'vendor store' within that marketplace.
- Provide leading marketing solutions and business support for the businesses listed on the marketplace, assisting with a marketing budget to highlight these stores.

Section 2: AEDA Achievements

- Drive sales to all the businesses listed using AEDA's extensive consumer database.
- Provide world leading digital marketing capabilities to assist small and medium size businesses an option with an omni-channel approach for sales.

One of the key points of difference Digital Marketplace has compared with other platforms in market is that it is a very cost-effective platform, with zero sign-up fees, zero onboarding fees and only 5% commission taken on any sales. Some other platforms can charge up to 25% commission on sales. Digital Marketplace's commission structure means that businesses keep more of their hard-earned revenue which gets re-invested into the economy.

Adelaide has a diverse range of products and services that will be available to national and international customers, all in one place. With next day delivery within 50kms of the CBD and click and collect options, the digital marketplace will provide customers with a convenient option to shop in the city, any time of the day.

Promotional Activities and Campaigns

Go to Town Campaign

Campaign launched in September invited South Australians to enjoy all that the city has to offer through a range of city-based deals and events while supporting local business.

AEDA partnered with the Department of Premier and Cabinet, South Australian Tourism Commission and Property Council of Australia's SA Division who delivered the Go to Town campaign, including the FOMO Fridays initiative, a series of events and activations to encourage CBD workers to return to working from the office on Fridays.

The campaign launched on 3 September with a wrap around in The Advertiser. FOMO Fridays were held on 17 September, 24 September, 1 October and 8 October.

There were 67,330 visits to the campaign landing page on southaustralia.com and 5,123 visits to the FOMO Friday page. 1,000 leads were generated for UPark – the free parking offer as part of Reignite was promoted through this campaign.

Hit the Town - Winter 2021 Campaign

The digitally-led campaign 'Hit the Town' ran from 20 June to 29 August and curated more than 50 events and activities to help drive visitation to the city during the traditionally quieter winter months.

Citywide device counters indicate growth in 2021 compared to both 2020 and 2019 (i.e. pre-COVID-19). The state-wide

lockdown resulted in a dip in citywide visitation, but a quick recovery followed.

A tourism partnership with RAA was integrated into this campaign which generated 492 bookings totalling \$55,114 in revenue, with 50% booking growth and 80% revenue growth compared with 2019.

Dinner's On Us Voucher Campaign

A component of the winter campaign was the 'Dinner's On Us' voucher initiative.

46,000 people entered the draw to win one of 5,000 \$30 vouchers for dine-in dinners at participating businesses during July and August 2021. Of these, 32,700 were new subscribers to the What's On EDM database which allows for ongoing communication. 92 businesses participated across the CBD and North Adelaide.

49% of vouchers were redeemed with a value of \$72,800. An additional \$152,900 was spent from customer pockets making a total of \$225,700 added to the city economy. For every \$1.00 of voucher redeemed, an additional \$2.10 was spent by customers.

In a survey of winners who redeemed their voucher, 70% said they would not have visited or were unsure if they would have visited without the voucher.

\$30 Eats Voucher Campaign

The third city stimulus voucher campaign included a contribution from the state government bringing the total voucher prize pool to 25,000 \$30 vouchers.

The campaign launched on 23 February 2022 with media coverage including the front page of The Advertiser and news coverage across all Adelaide TV stations.

More than 97,700 entries were received. 61,700 new What's On subscribers and 29,700 subscribers were added to the databases.

274 businesses in the CBD and North Adelaide participated, with at least one redemption at 254 businesses. 14,800 vouchers were redeemed with \$442,300 of vouchers value and \$759,700 additional spend making a total of \$1,202,000 spent in city businesses during the redemption period.

ADLocal Campaign

The ADLocal campaign was developed to help promote small businesses within the city and North Adelaide who have limited financial capacity and/or resourcing to market themselves at scale and were impacted by restriction relating to COVID-19.

The campaign shares city business stories of people and

Section 2: AEDA Achievements

places using video, social media reels, photography and written content, publishing on AEDA and CoA's owned channels. A paid campaign run across April, May and June helped to drive traffic to the story content.

To date more than 150 businesses have been included in the promotion, with more than 690,000 video views and an average view time of 45 seconds.

ADL Unleashed

The ADL Unleashed included two components: event/activations and tourism.

Events and Activations

Adelaide Economic Development Agency worked closely with the City of Adelaide's City Experience team on ADL Unleashed. AEDA led the marketing and promotion while the CoA team facilitated the events and activations.

The marketing campaign positioned the city as the place to experience events and activations under an umbrella campaign as well as promoting the individual activities on the calendar. The campaign included outdoor large and small format, CBD office and café screens, ads in The Advertiser, metropolitan radio, and digital advertising. PR activity resulted in 40 placements, generating viewership/readership of 8,346,900 and an Advertising Equivalent Value of \$110,000.

Tourism

An intrastate advertising campaign targeted South Australians promoting Adelaide hotels and city experiences, using the ADL Unleashed umbrella campaign to leverage activity already in market.

The 'unleash' messaging was used to highlight a range of ways to experience the city: Unleash your...hunger, thirst, adventure, curiosity, style, and more. The campaign included AEDA and CoA's owned channels as well as a paid media campaign across regional print, radio, tv, small format outdoor, digital & social media (80% regional, 20% metro) and a full Adelady episode. More than 10 million impressions were delivered throughout the campaign.

The partnership with Wotif allowed a booking call to action with more than 800 room nights booked.

Rundle Mall

The AEDA as custodians of the Rundle Mall brand and resourced via a separately raised levy, has continued to deliver a diverse and exciting range of events, activations and promotions aimed at attracting visitors into Rundle Mall, adding vibrancy and increasing dwell time to drive retail growth and economic outcomes. AEDA is also responsible for advocating on behalf of levy payers for initiatives and outcomes that enhance Rundle Mall's position as South Australia's premier shopping destination.

Retail Precinct of the Year

On 3 September 2021, the National Retail Association named Rundle Mall as the Retail Precinct of the Year. This award honours shopping centres and precincts for leading the way in providing experiential and entertaining opportunities for customers and continued efforts to provide the best possible experience to retailers and customers alike.

Rundle Mall Program Performance Review

In response to the opportunities seen in the Rundle Mall Precinct, and in light of the challenging and unprecedented conditions experienced by retailers in the wake of COVID-19, the AEDA Board, on advice from the Managing Director, engaged KPMG to undertake an independent third-party review. This was done with a view to support the delivery of better services and outcomes for the Rundle Mall Precinct levy payers, including traders, Arcade and Centre managers.

The Rundle Mall Program Performance Review prepared by KPMG was presented to the Audit and Risk Committee on 4 February 2022.

High level outcomes from the review were highlighted during a Stakeholder Roundtable held on 17 December 2021. The review resulted in 28 recommendations. To date, 22 have been implemented with the remaining 6 in progress. The initiatives include:

Strategic

- Rundle Mall Strategy and Road Map
- KPI Framework and KPI Targets
- Service Review

Operational

- AEDA Roles and Responsibilities
- New Rundle Mall Manager Appointed
- Rundle Mall Program Budget
- Program Data
- Stakeholder Engagement
- AEDA Board Composition and Engagement

Section 2: AEDA Achievements

Rundle Mall Marketing, Events and Activations Calendar FY 21/22

Month	Activity
July 2021	<ul style="list-style-type: none"> • Winter in Rundle Mall • Illuminate Adelaide – Sky Castles by ENESS • Umbrella Music Festival • 'Spend & Win' campaign • NAIDOC Week in Rundle Mall • School Holidays • Retailer support campaign
August 2021	<ul style="list-style-type: none"> • Winter in Rundle Mall cont. • Illuminate Adelaide – Sky Castles cont. • 'Spend & Win' campaign cont. • Retailer support campaign
September 2021	<ul style="list-style-type: none"> • Spring campaign • Father's Day digital campaign
October 2021	<ul style="list-style-type: none"> • Vogue Festival shopping weekend • School holidays and October long weekend • Retailer support campaign
November & December 2021	<ul style="list-style-type: none"> • Christmas decorations and window installations (5 November) • Black Friday weekend (26 Nov to 28 Nov) and Boxing Day sales shopping campaign • Choirs, Christmas carts, music performances to add vibrancy to the Mall • Tennis Australia activations • Marketing of extended trading hours
January 2022	<ul style="list-style-type: none"> • Post-Christmas sales • School holidays • Australia Day trading hours support • Retailer support campaign
February 2022	<ul style="list-style-type: none"> • Lunar New Year celebrations (Year of the Tiger) • Valentine's Day – digital campaign • Retailer support campaign
March 2022	<ul style="list-style-type: none"> • Adelaide Fringe Box Office • Adelaide Festival Groundswell activation • Long weekend support • ADL Unleashed Friday activations – DJs, SA Gin Trails
April 2022	<ul style="list-style-type: none"> • Easter: Friday 15 April – Monday 18 April • Easter partnership with Fresh FM • ADL Unleashed Friday activations – DJs, mini golf to support school holidays • Tasting Australia: Urban Kitchen • ANZAC Day trading hours support
May 2022	<ul style="list-style-type: none"> • Mother's Day – digital campaign • HEXADECA activation • Disney Frozen activation • Retailer support campaign
June 2022	<ul style="list-style-type: none"> • HEXADECA activation • Mid-year sales • World Music Day activation • New public art 'Triumphant Elephant' • Retailer support campaign

Section 2: AEDA Achievements

Highlights

Winter @ Rundle Mall

- To encourage visitation to the Precinct, the Rundle Mall team partnered with Illuminate Adelaide on “Sky Castle” between 16 July and 15 August 2021.
- Centres and Arcades and public art were lit up green and fairy lights were added to the trees to create a warm and inviting space.
- Win @ Rundle Mall ran in July and August 2021. This campaign encouraged shoppers to spend \$50 within Rundle Mall and go into the draw for \$30,000 worth of prizes.
- A total of 6,998 entries were received with an average spend of \$134 per entry.
- Over \$937,000 was spent across 424 businesses within the Rundle Mall Precinct.

Vogue Festival

- Vogue Festival returned to Rundle Mall and Rundle Street on 8 October to 10 October 2021.
 - This was the fourth instalment of Vogue Festival.
 - The 2021 Vogue Festival provided a range of exclusive activations and special offers that were available throughout Rundle Mall and Rundle Street.
 - The festival generated \$36.5m in sales for the city with a 12.3% increase in foot traffic in Rundle Mall compared to the median, with a significant increase in the time customers spent exploring the Mall.
 - All shoppers surveyed advised that events like Vogue Festival increases the likelihood of them choosing to shop in Rundle Mall and the city vs their suburban shopping centre.

Following the recommendations of the AEDA commissioned KPMG Performance Review, an opportunity was identified to develop a new fashion event, to be activated across the city for a longer duration, that celebrates all aspects of the industry. This has led to the creation of Adelaide Fashion Week (AFW) which will launch in October 2022.

Christmas | Black Friday | Boxing Day

- Christmas in Rundle Mall began with the arrival and unveiling of eight iconic Christmas window displays on November 5.
- Over the Christmas period the Rundle Mall team delivered an activations calendar to ensure there was something different going on every day of the week in the lead up to Christmas from DJs to Christmas carts to bands and choirs and Instagram moments.

- Black Friday was Rundle Mall's busiest day of the year. An extensive marketing campaign positioned Rundle Mall as the place to visit for the biggest range and best brands. The Mall was activated with DJs to add vibrancy and atmosphere.
- On Boxing Day despite COVID-19 challenges the start of the Boxing Day sales was celebrated with confetti canons and DJs, TV crews and photographers and shoppers lined up outside Adelaide Central Plaza and Myer Centre.

Lunar New Year

- 23 Rundle Mall retailers were involved in the Lion Dance performances.
- 1,600 red envelopes were handed out by the God of Fortune, each envelope contained two chocolate gold coins and a few lucky customers found either a Rundle Mall gift voucher or a Rundle Place gift card.
- Two competitions ran across Rundle Mall social channels giving customers the chance to win the limited edition Haigh's Chocolates LNY range, and a giveaway of a \$100 Rundle Mall voucher. The competitions were run in conjunction with AEDA Marketing team and supported through the promotion in an OzAsia EDM. The competition received 4,189 entries and resulted in acquisition of over 1,200 new EDM subscribers.
- EDMs sent out to the Rundle Mall consumer database to promote the event performed incredibly high against industry standard. Rundle Mall EDM resulted in an open rate of 31.4% and CTR of 3.8% (industry standard open rate for EDMs is 12.4% - 12.6% and for click through rate 1.1% - 1.6%) demonstrating an appetite for events from our audience and high engagement in what we deliver.

Festival Season

- As part of the Adelaide Festival, Rundle Mall hosted the interactive work of public art Groundswell. This free, family-friendly activity attracted over 9,000 participants.
- Fringe Box Office came into Rundle Mall in November 2021 and stayed until the end of the festival.

Friday Activations

- Under the citywide umbrella campaign ADL Unleashed, Rundle Mall activated every Friday after the Festival season up until Tasting Australia to maintain vibrancy and support Friday night shopping.
- Every Friday saw a different activation from music DJs to South Australian Gin Trails to mini golf through South Australian iconic landmarks.

Section 2: AEDA Achievements

Urban Kitchen

- The Urban Kitchen activation in Rundle Mall provided shoppers with the opportunity to meet regional producers and taste their products through a series of cooking demonstrations with Sprout. This activation included 32 sold out demonstrations with a total of 930 participants.

Other Events & Activations

- Rundle Mall hosted 425 events/activations and concessions during FY 2021/22.
- Interactive art piece HEXADECA was secured in Rundle Mall as part ADL Unleashed between 14 May and 2 June 2022.
- AEDA's partnership with Disney which celebrated Disney's Frozen the Musical led to an exciting line-up of Frozen-inspired activity in Rundle Mall to attract visitors. The Rundle Mall Fountain was 'flower-bombed', a pop-up Glitter Bar added sparkle to late night-shoppers and Shibui arrived under the Gawler Place Canopy featuring a limited-edition blue dessert. The campaign successfully leveraged 7NEWS live broadcasts and Rundle Mall promotion via Disney's social media channels.
- Rundle Mall partnered with d'Arenberg to bring Salvador Dalí's masterpiece 'Triumphant Elephant' on loan to the Precinct. The earned public relations value exceeded \$1m.

Key Statistics

Digital

- B2C eDM subscribers grew by +128% vs. June 2021 to 85,508 exceeding targets of +55% growth.
 - Average open rate of 25.08% exceeded industry standard of 12.4%
- B2B subscribers grew by +13%
 - Average open rate of 23.8% again exceeding industry standard
- Increased Facebook likes by +8% to 59,584
- Increased Instagram followers by +8% to 29,846

Public Relations

- Achieved a total PR AVE of \$32m, +24% vs. last FY
- Achieved a total PR value of \$96.2m for the year, +32% vs. last FY



Appendix 1

2021/22 Business Plan & Budget KPIs

AEDA Performance Against 2021/22 Business Plan & Budget

City & Residential Growth Strategies	Status	Actions	Status
Residential Growth			
Promote the city living experience	C	Work with industry partners, property developers and owners to create residential growth	C
Work with CoA and State Government to develop incentives to stimulate residential growth	C	Create a campaign to attract ex-pats back to Adelaide	A ¹
	C	Work with CoA to upgrade public realm and infrastructure projects to support residential growth	A ²
Student Growth			
Grow student numbers that live, visit, and experience the city	C	Develop economic development relationships with city universities	A ³
Work with CoA to support the wellbeing of international students	C	Identify opportunities for international student traineeships	A ⁴
Advocacy			
Deliver innovative market solutions through 'Test Bed 5000' program	C	Deliver the 'Digital Marketplace' platform	A
Identify and actively seek supplementary revenue and funding	C	Explore digital signage opportunities for revenue generation	A
Work with Australian and State Governments and business/industry groups to further the growth of the city	C	Work with businesses and State Government on trading hours legislation	C
Ensure the 'Adelaide City Deal' funding supports key city projects	C	Leverage Lot 14 opportunities	C
		Support CoA to secure Australian Government funding for 'Adelaide City Deal' projects including Adelaide Free Wi-Fi, CCTV, Smart Visitor Experience Centre and City Digital Experience	A
Business Growth Strategies			
Major City Developments			
Work with CoA and private industry to support major city developments	C	Support the successful delivery of key city projects e.g., 88 O'Connell and Central Market Arcade	C
Support CoA to deliver the 'Strategic Property Review'	C		
Business Support			
Provide business support services to assist city business growth	C	Work with industry partners to support business growth	C
Create opportunities for new business attraction and investment	C	Continue partnership with Business SA	C
Work with CoA to grow opportunities for 10 Gig Adelaide	C	Identify new businesses and retail brands to attract to the city	C
Work with CoA to support and promote parking and transport campaigns	C	Work with leasing agents/property owners to support business attraction	C
Support city precinct groups and CoA to deliver mainstreet activation	C	Work with TPG to connect new businesses to 10 Gig Adelaide network	C
Support business recovery from COVID-19	C	Collaborate with businesses on 10 Gig Adelaide opportunities	C
		Commission research to understand flexible working trends	A ⁵
Business Sustainability			
Support city businesses to achieve CoA's sustainability objectives	C	Support businesses to conduct energy efficiency audits	C

^{A1} AEDA worked extensively with the State Government who have taken the lead on this action from a state wise perspective. AEDA invited to build in an Adelaide component.

^{A2} Council adopted the Residential Growth Action Plan which includes investigate mechanisms to fund public realm improvements in vicinity of residential and mixed use developments

^{A3} AEDA participating in Lord Mayor Vice Chancellor roundtables as well as funding StudyAdelaide who bring Universities and wider education sector together. AEDA partner with StudyAdelaide on a range of initiatives and participate in their Board meetings.

^{A4} AEDA fund StudyAdelaide which includes support for the new Job Shop Program.

^{A5} CoA commissioned research on flexible working by city workers including extensive interviewing of employers and employees. CoA and AEDA actively distributing this information.

KEY C = Complete A = Active P = Partially Complete

AEDA Performance Against 2021/22 Business Plan & Budget

Business Growth Strategies (cont.)	Status	Actions	Status
Business Events			
Create new, and leverage existing business events in the city	C	Secure more business events	C
		Drive initiatives for business conference delegates to linger longer	A ⁶
Rundle Mall			
Promote Rundle Mall as the state's premier retail destination	C	Develop and execute a marketing plan and budget for Rundle Mall	C
Support CoA to deliver Rundle Mall operations	C	Create a 12-month calendar of activity and events for Rundle Mall	C
		Deliver supplementary income opportunities for Rundle Mall	C
		Bring new retail experiences and brands to Rundle Mall	C
		Work with CoA and contractors to ensure Rundle Mall is safe, clean and delivered to a premium operational standard	C

Visitor Growth Strategies	Status	Actions	Status
Events, Activations & Experiences			
Create an event and activation plan	C	Develop and deliver a 12-month event and activation calendar	C
Leverage and expand industry partnerships, magnet events and activations across the city	C	Create a campaign to stimulate night-time activation	C
Deliver the 'Events and Festivals Sponsorship Program'	C	Work with industry partners to support city events and festivals	C
		Deliver new, and expand existing city based events through partnerships	C
		Work with funded partners to deliver sponsorship agreements	C
Tourism Initiatives			
Operate the Visitor Information Centre, Visitor Services, and provide ongoing support to the volunteer program	C	Support CoA's heritage tourism plan	C
Scope a new innovative 'Smart Visitor Experience Centre'	C	Secure a multi-year partnership with SA Tourism Commission	A ⁷
Create and deliver a 'Greater Adelaide' tourism alliance	A ⁸	Leverage SA Tourism Commission's 'Adelaide' campaigns	C
Deliver ongoing tourism programs and activity	C	Create an interstate marketing campaign	C
Create a tourism marketing campaign to promote Adelaide	C	Curate and promote city experiences through digital channels	C

Brand & Marketing Strategies	Status	Actions	Status
'Designed for Life' brand			
Grow and develop the 'Adelaide. Designed for Life.' brand	C	Collaborate with stakeholders to promote the city brand	C
Deliver positive stories and outcomes to grow the city's reputation	C	Continue to create content for Adelaide Living channels	C
Collaborate with State Government and industry partners on joint marketing initiatives	C	Engage PR and media agencies, and social media influencers	C
Communication & Engagement			
Develop and implement an annual marketing plan including the promotion of events and activations	C	Develop content for digital and social media channels	C
	C	Support all AEDA program and deliverables	C
Digital & Social Media			
Develop and grow the AEDA website, social media channels and digital assets	C	Launch the 'Experience Adelaide' website	C
Further develop a Customer Relationship Management tool	C	Grow and maximise electronic databases	C
Marketing Campaigns & Promotions			
Create and deliver new and ongoing marketing campaigns	C	Deliver tourism, residential, student, city worker and business attraction marketing campaigns	C

^{A6} AEDA's funding of the Adelaide Convention Bureau contributing to this initiative.

^{A7} Engaging with the Tourism sector on opportunities to partner in the new Experience Adelaide Visitor Centre.

^{A8} Leveraged South Australian Tourism Commission's campaigns. Greater Adelaide Tourism Alliance an ongoing project.

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Rundle Mall Performance Against 2021/22 Business Plan & Budget

Information Strategies	Actions	Status
Collect and analyse key performance data to: <ul style="list-style-type: none"> • Inform marketing strategy • Measure success • Inform advocacy; and • Educate stakeholders 	Continue to capture and analyse information including: <ul style="list-style-type: none"> • Precinct foot traffic trends • Spend data • Dwell time • Shopping behaviour • Customer experience; and 	C
	Continue to work with data analyst to review and analyse information and prepare information for sharing	C
	Create and implement reports based on the data captured	C
Provide regular communications to all Precinct Businesses	Create segmented groups in the Customer Relationship Management (CRM) tool to support communication	A
	Create communications calendar for all stakeholder engagement	C
	Send monthly stakeholder communications via electronic direct mail and quarterly printed communications	C
	Meet regularly with Arcades/Centres, property owners, and retailers	C
	Deliver stakeholder information and education sessions	C
	Connect Businesses to key support packages including Business SA, State Government and CoA information	C
Visitor Experience Strategies	Actions	Status
Stage and support engaging activities	Create a 12-month event and activation plan and calendar	C
	Drive income from sponsorship in line with 2021/22 Budget	P ⁹
	Drive brand partnerships aligned with the Rundle Mall brand values and event and marketing plan objectives	C
Advocate for innovative solutions to support visitor experience	Work with CoA to deliver solutions and use Rundle Mall to trial citywide initiatives	C
Support a safe and attractive public space	Update the 'Operating Agreement' with CoA to define service levels to the Rundle Mall Precinct	A
	Work with CoA to implement Emergency & Crisis Management plans	A
	Review Rundle Mall Security requirements and contract to define service levels including reporting	C
	Work with SA Police to support a safe precinct	C
	Continue to monitor busking standards and busking locations with CoA	C
Advocacy Strategies	Actions	Status
Advocate for future Council investment in the delivery of upgrade works to ensure high-quality amenity and public realm	Engage with CoA to inform this approach	C
	Engage with CoA to secure commitment and funding for future years where relevant	C
Work with State Government to provide positive outcomes for the Rundle Mall Precinct	Work with State Government on Trading Hours legislation	C
	Work with State and Local Government on infrastructure and capital projects that impact the Rundle Mall Precinct	C
Continue to advocate for ongoing capital investment in the Rundle Mall Precinct	Work with State and Local Government and private property owners to deliver new retail experiences and support investment and minimise vacancy rates	C
Support AEDA strategies that drive the overall economic growth in the city and marketing the city as a whole	Support business growth through attraction and retention and marketing the overall city including the Rundle Mall Precinct	C

⁹ While the forecast income derived from the Rundle Mall levy was achieved through FY 2021/22, two COVID-19 lockdowns and state border closures reduced the additional income able to be generated through sponsorship.

KEY C = Complete A = Active P = Partially Complete

Rundle Mall Performance Against 2021/22 Business Plan & Budget

Brand Strategies	Actions	Status
Create, implement and deliver an annual Marketing Plan	Develop and deliver a 12-month major events and activations calendar including Winter, Spring Fashion, Christmas, Food and Festival Season	C
	Support key retail and public holiday trading periods	C
	Develop year-round campaigns to support all retail categories during the year	C
	Increase social media engagement, including Facebook and Instagram	C
	Update website and grow consumer EDM database	C
	Engage with State Government and AEDA to support relevant tourism initiatives	C
	Develop the Rundle Mall brand	Continue to develop the Rundle Mall brand and complement the citywide 'Adelaide. Designed for Life.' brand positioning
Proactively drive positive PR stories based on campaign implementation		C
Engage all agencies in marketing campaign planning and business operations		C
Position Rundle Mall as a retail industry leader	In consultation with the corporate PR agency, create and implement a proactive public relations strategy in relation to industry positioning	C
	Identify relevant industry awards and submit applications	C

KEY C = Complete A = Active P = Partially Complete

