

Plan of Management, 20 Albert Street, Freshwater

Site and Location:

The proposed premises is situated at 20 Albert street, Freshwater. The dwelling will comprise of indoor and outdoor al fresco dining (all on which will remain within the current property envelope). 20 Albert Street is situated among a number of other notable licenced venues and retail outlets that create the main shopping district in Freshwater.

This Plan of management relates our intention to integrate an outdoor dining area within the current building envelope. At the heart of our operation is always to be of service , we believe that by upgrading the premises we are providing the freshwater community with a more varied dining experience while also improving the street front aesthetic.

BUSINESS SUMMARY

Jack and Tim met in 2015 while working at Chica Bonita in Manly, where Tim was head chef. Tim had previously worked at a number of reputable Sydney restaurants including Cottage Point Inn and various venues within the Merivale Group. Upon graduating with a business degree from UTS, Jack worked for CBRE in their commercial real estate division. While studying, Jack worked at the Harbord Beach Hotel in Freshwater, which was when he became familiar with the area, loving it so much he then moved to Freshwater for the next 4 years.

After agreeing to open a venue together, Tim and Jack then spent a month in Mexico where they visited the 15 most renowned restaurants in the county, with the intention of gaining a deeper understanding of Mexican culture and traditional cuisine. Their journey took them from Pujol in Mexico City, to Casa Oaxaca in Oaxaca, to Hartwood in Tulum. These experiences culminated in the concept of an authentic, coastal dining experience, something engrained in the Alma brand today.

While abroad, Tim and Jack convinced prominent chef Ricardo Lemus, from the much celebrated Mexican restaurant Casa Oaxaca, to move to Sydney and join them on their journey to create one of the city's finest Mexican culinary experiences. Since then, the team at Alma has been bolstered by the addition of a further three chefs from Mexico, who, under the expert guidance and flair of head chef Ricardo, have continued to refine the menu. The high quality of food and the exemplary standards of service experienced by Alma's diners have resulted in the restaurant being featured in the Daily Telegraph, the Sydney Morning Herald, Broadsheet, Vogue ,Concrete Playground, The Urbanist and the international Qantas Magazine among others.

CONCEPT

'Alma Freshwater' has cemented itself as Avalon's more refined and spacious sister restaurant. Given its proximity to the beach, the focus has been on fresh, locally sourced produce with an emphasis on seafood. A brigade of highly experienced chefs recruited from some of Mexico's best restaurants, and a team of highly skilled wait staff have ensured diners a uniquely authentic, Mexican fine dining experience.

We are proud to say that we have employed a number of locals to work alongside team members directly from Mexico. They have provided us with an incredible nsight into how to communicate authentically through our food, drinks and service and,in turn, we have been able to nurture their talent in one of the most beautiful areas in the world.

Our aim will always be to transport this exceptional restaurant experience to Freshwater where an under supply exists, but the demand is still strong.

VISION

Our vision is to be of service to those living in Freshwater by creating a special dining experience on their doorstep, while also seeking to employ locally and align ourselves with a charity that is currently being discussed. We want this space to be a focal point for the local community and hope that our success will encourage other operators to invest in the area and more specifically Albert Street. Having traded successfully for 6 months its now our goal to improve our offering by providing more flexible seating options, allowing customer to make the most of the beachside location.

VALUE PROPOSITION

Alma creates authentic, coastal, Mexican cuisine to a standard on par with any of our competitors Australia wide. We combine this with casual and engaging experience to ensure our customers get the best level of service in a more relaxed atmosphere than would be expected given the delicate nature of many of the dishes.

For us, one of our other major points of difference is having a core team from Mexico in the restaurant. We give them the tools and the platform to express themselves, which allows us to create an authentic approach to our dishes and dining experience.

TARGET MARKET

Alma Freshwater

Age 27-40

Geography: Lower North Beaches/Lower North Shore

Gender: 70% of our current market is women (we are predicting this to remain the same)

Income: \$80,000+

Needs and wants

Our customers want a great dining experience without having to venture closer to the city or spend \$150 per head. They want to socialize in a relaxed setting where they can enjoy uniquely authentic dishes and experience friendly, professional service. They want to feel welcome, cared for and relaxed.

MENU

Our menu is curated seasonally and is a collaborative process that seeks to include not only our staff, but quite often our customers who have had their own experiences in Mexico. See attached for our current menu, which will also be the menu used to launch Alma Freshwater.

DESIGN

We have engaged Five Foot One Design as architects for the space. See attached for floor and concept design. Five Foot One Design most notably were a finalist in the Asia Pacific Restaurant Design Awards for 2020. They hope to go one better with this project and are committed to designing a space that is unique and reflects the Alma brand.

<https://www.fivefootonedesign.com/ourwork>

CONSTRUCTION

After conducting a tender process with three prominent hospitality builders, Impressions Projects have been engaged to build and fit-out Alma Freshwater.

<http://www.impressionprojects.com.au>

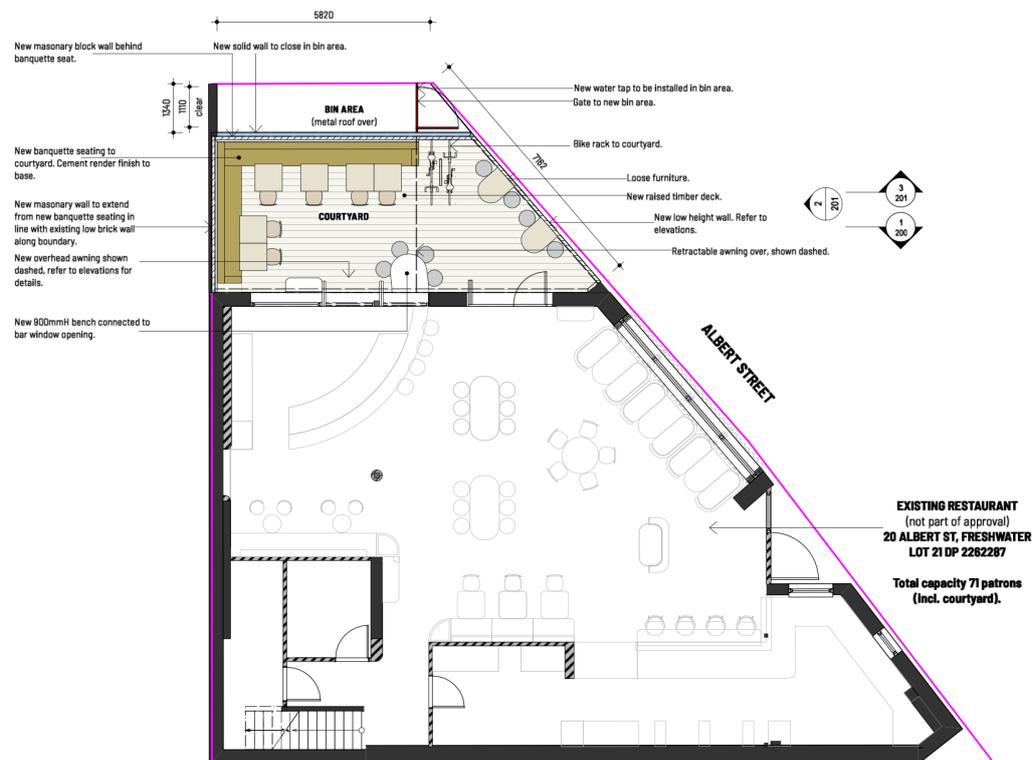
PROPOSED FLOOR PLAN

Patrons Capacity:

The proposed patron capacity will be 71 seated patrons (51 internal + 20 external).

Number of staff:

At any one time there will be a maximum of 10 staff on duty
Alma freshwater will look to employ 28 staff from the local community.



Total Max capacity with staff:

81

Hours of operation:

Monday: 12 Noon - Midnight

Tuesday: 12 Noon – Midnight

Wednesday: 12 Noon – Midnight

Thursday: 12 Noon – Midnight

Friday: 12 Noon – 12 Midnight

Saturday: 12 Noon – 12 Midnight

Sunday: 12 Noon – 10pm

Upon expiration of the permitted hours, all service (and entertainment) shall immediately cease, no patrons will be permitted entry and all customers on the premises shall be required to leave within the following 30 minutes and encouraged to leave within a respectful manner.

CURRENT BUSINESS POSITION AND CLIMATE:

Alma is in a steady growth stage of the business cycle. During the three-year period that Alma has been operating, we have progressively increased revenue year on year. We note that there has been no complaints or warnings in this period. Our continuous focus on improving efficiencies and operations has resulted in a healthy profit margin, despite the extreme challenges posed by the COVID lockdowns. We anticipate restaurants restrictions to remain lifted, we are well placed to continue to grow the profitability of the business which will allow further investment in our dining experience.

Like many businesses, we have seen Covid as a blessing as it has prompted a correction in how we operate as a business (e.g. altering opening hours and sitting times). It forced us to become more aware of our associated costs through the integration of costing technologies such as Cooking the books for example and enabled us to tighten up our operation and place key budgetary metrics in place to ensure increased profitability. These things have meant that while revenue has increased, our associated costs have actually decreased. The hard work we put in during lockdown to stay connected and relevant to our customers meant that once our venue re-opened we were already in a better position than our competitors.

ORGANIZATIONAL STRUCTURE AND KEY STAFF:

Tim Christensen

Role: 50% owner and Group Executive Chef

Skills: 10+ years head chef experience, creative approach to food, innovative manager.

Jack Leary

Role: 50% owner and Group General Manager

Skills: Experienced manager, ability to formulate and execute strategy, in-depth understanding of financial modelling and implementation.

Sofi Nipper

Role: Group Operations Manager

Skills: 10+ years' experience restaurant manager, well organized, efficient, effective with directing staff. Sofi has been working with Alma for 2 years

Ricardo Lemus

Role: Freshwater Head Chef

Skills: 5+ years' experience as head chef in Mexico, Strong ability to create authentic dishes, great worth ethic, in depth understanding of budgetary parameters of the kitchen creation process. Ricardo has been working with Alma for 2 years

Sigrid Garzon

Role: Freshwater Venue Manager

Skills: 10+ years management experience in Mexican restaurants, unapparelled product knowledge, effective man manager.

Christian Leibenatus

Role: Freshwater Bar Manager

Skills: Experienced bar manager with creative approach to the drink process, deep understanding in creating an effective and efficient bar environment. Christian has been working with Alma for 2 years.

Noise impacting those around the venue:

Indoor:

Given the nature of a casual fine dining restaurant internal volumes at Alma are monitored and kept at a minimum to allow people to converse in a relaxed environment.

Other measures for indoor include:

- Incorporating acoustic panelling throughout the tenancy along with utilising surfaces with acoustic properties such as curtains
- Keeping the brickwork throughout the envelope of the property to ensure minimal noise is able to travel outside the property
- Ensuring one staff member is always allocated to the indoor area during service to monitor and control the noise levels of patrons and music

Outdoor dining:

As in Avalon our focus for the outdoor space will be to reduce our noise emissions to remain compliant and ensure those living around us are unaffected during hours of operation. This is in our best interest as those living locally make up the major component of our weekly trade.

We intend to do this by

- Creating a sophisticated dining experience that focuses on quality produce, we have focused on promoting Alma as a casual fine dining destination which encourages those wanting to drink to choose a more appropriate bar in the area
- Ensuring one staff member is always allocated to the outdoor area during service to monitor and control the noise levels of patrons
- Complying with the recommendations outlined in the acoustic report most notably an awning with specific acoustic properties to which will be operation throughout all evening services

Noise Impact during operating hours:

An acoustic impact assessment has been carried out by Pulse White Noise Acoustics for the proposed restaurant at 20 Albert St, Freshwater. After monitoring and assessment, Pulse White Noise Acoustics provided a number of suggestions to mitigate emissions.

These guidelines have been incorporated into construction and our plan of management moving forward and are as follows:

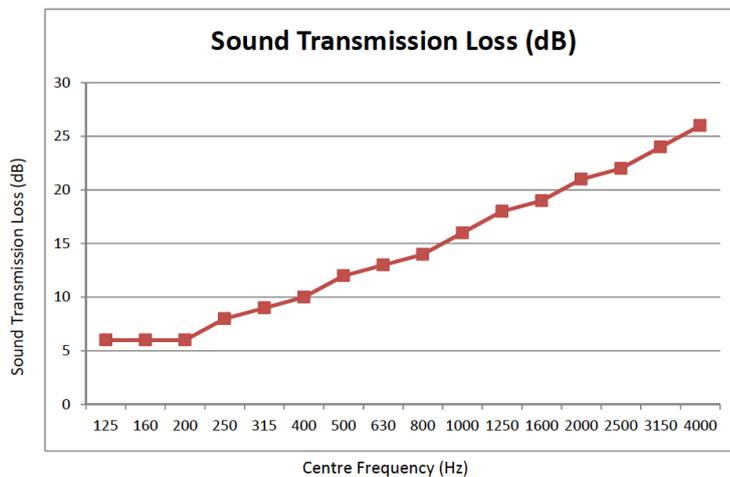
- The exhaust fan selection has been altered with a restrictor such that the approximate noise level at 3m is no greater than 50 dBA.

- The western barrier which is at an approximate height of 1m will be increased to an acoustic-rated barrier of minimum height 2m. The barrier fence will be a solid construction with no gaps or perforations. Provided it is structurally sound, the additional height will be fabricated out of the same material as the existing barrier (or equivalent)
- An awning spanning the outdoor dining area will be installed. The awning will be a continuous construction with no perforations or gaps. Note that the entire roofing system will have an overall Rw of at least 16. The product to be utilised for the awning as recommended in the report will be SergeFerrari Solitis Proof 502 Fabric which will incorporate a Sound Barrier PVC layer.

Sound Barrier PVC Technical Data Sheet

Sound Barrier is designed to reduce sound transmission in a large range of applications. Made with a high strength woven polyester base cloth and PVC coating Sound Barrier PVC is extremely durable and highly flexible

| Center Frequency (Hz) | Sound Transmission Loss (dB) |
|-----------------------|------------------------------|
| 125 | 6 |
| 160 | 6 |
| 200 | 6 |
| 250 | 8 |
| 315 | 9 |
| 400 | 10 |
| 500 | 12 |
| 630 | 13 |
| 800 | 14 |
| 1000 | 16 |
| 1250 | 18 |
| 1600 | 19 |
| 2000 | 21 |
| 2500 | 22 |
| 3150 | 24 |
| 4000 | 26 |



Fabric thickness: 1mm
 Fabric weight: 1200 gsm
 Colour: Light Grey
 Sound reduction: Rw = 16dB

Inside/Outside Operating Hours:

Daytime operating period (12:00 pm to 6:00 pm):

- The restaurant will operate at full patron capacity (maximum of 20 people outdoors, 51 people indoors), with all doors open and windows closed, awning retracted/open, and ambient music inside the restaurant is limited to a maximum level of 72 dBA LAeq. No amplified or acoustic music will be played in the outdoor seating area.

Evening operating period (6:00 pm to 10:00 pm):

- The restaurant will operate at full patron capacity (maximum of 20 people outdoors, 51 people indoors), with all doors open and windows closed, awning will be fully extended over the entire external dining area, and ambient music inside the restaurant is limited to a maximum

level of 65 dBA LAeq. No amplified or acoustic music will be played in the outdoor seating area.

Night-time operating period (10:00 pm to 12:00 am):

- The restaurant will operate at full internal patron capacity (51 people indoors, 0 people outdoors), with all doors and windows closed, awning fully extended over the entire external dining area, and ambient music inside the restaurant is limited to a maximum level of 72 dBA LAeq. All remaining patrons will be instructed to have moved inside by this point. No amplified or acoustic music will be played in the outdoor seating area.

Prior to application we have been in contact with the local police department to ensure our proposal is in line with community expectations. They outlined a number of suggestions to ensure compliance which we intend to integrate. They are as follows:

Closed-circuit television (CCTV)

- The licensee must maintain a closed-circuit television (CCTV) system on the premises in accordance with the following requirements:
 - the system must record continuously from opening time until one hour after the premises is required to close (or, in the case of a premises that is not required to cease trading, continuously at all times),
 - recordings must be in digital format and at a minimum of six (6) frames per second,
 - any recorded image must specify the time and date of the recorded image,
 - the system's cameras must cover the following areas:
 - all entry and exit points on the premises,
 - the footpath immediately adjacent to the premises, and
 - all publicly accessible areas (other than toilets) within the premises.
- The licensee must also:
 - keep all recordings made by the CCTV system for at least 30 days,
 - ensure that the CCTV system is accessible at all times the system is required to operate pursuant to clause 1(a), by at least one person able to access and fully operate the system, including downloading and producing recordings of CCTV footage, and
 - provide any recordings made by the system to a police officer or Liquor and Gaming NSW inspector within 24 hours of any request by the police officer or Liquor and Gaming NSW inspector to provide such recordings.
- Suitable and clearly visible signage shall be displayed at the principal entrance(s) to the premise, in lettering not less than 50mm in height with the words "Closed Circuit Television in use on these premises". The same signage to be attached in a prominent position on the bulkhead on each respective level of the premises.
- CCTV system shall be set up in staff only areas where customers cannot easily access and minimise tampering.

Waste Management:

An effective waste management plan is vital for us to ensure those residents in proximity aren't impeded by our operation. We are constructing a bin room (refer to floorplan) where all waste will be kept. These bins will be placed out in the morning on Tuesdays and Thursdays after 8am on the outdoor area within our tenancy so will not obstruct the community or encroach on council property. The bins will then be picked up between 8am and Midday.

Deliveries/loading:

An efficient deliveries system is imperative to ensure the safety of the local community in the operation of Alma. Drivers will utilise the loading zones currently available in close proximity or that suggested in the traffic report to ensure all deliveries are carried out safely.

Below is a breakdown of our current delivery schedule for St Alma. After discussing quantities with suppliers, we anticipate the schedule to be the same. We note that all suppliers in to order to win our tender have agreed to adhere to specific delivery periods (e.g 6am - 8am) if requested by council to ensure deliveries are staggered throughout the day.

Deliveries Alma Avalon**Deliveries 4/10/2021 - 10/10/2021****4/10 Monday-**

Two Providers (VW Caddy)

5/10 Tuesday-

Foodlink (IZUZU light truck)

Produce to Perfection (Mercedes Sprinter Van)

6/10 Wednesday-

YCC Poultry (IZUZU light truck)

Paramount liquor (Mercedes Sprinter Van)

7/10Thursday-

Produce to Perfection (Mercedes Sprinter Van)

8/10 Friday-

Foodlink (IZUZU light truck)

9/10 Saturday-

Produce to Perfection (Mercedes Sprinter Van)

10/10 Sunday-

No deliveries

Anticipated Weekly Delivery Schedule

| Suppliers | Frequency | Vehicle Type | Approx time |
|-----------------------|------------------|--|------------------|
| Two Providers | (Once a week) | Small Van: VW Caddy | Between am-12pm |
| Foodlink | (2 times a week) | Medium Van: e.g. Isuzu N series refrigerated van | Between 9am-11am |
| Produce to Perfection | (2 times a week) | Small Van: e.g Mercedes Sprinter Van | Between 9am-11am |

| | | | |
|-----------------------|---------------|---|------------------|
| YCC Poultry | (Once a week) | Medium Van: e.g Isuzu N series refrigerated van | Between 8am-9am |
| Paramount Liquor | (Once a week) | Small Van: e.g LDV V80 | Between 9am-10am |
| Chem Power | Once a month | Small Van: e.g Mercedes Sprinter Van | Between 9am-5pm |
| Freshwater Brewing Co | Once a month | Small Van: e.g LDV V80 | Between 9am-5pm |
| Mary Diaz | Once a month | Aus Post Van | Between 9am-5pm |

Smoke and odour:

It is important that we ensure smoke and odour be minimized to not adversely affect residents in close proximity. As such a Avalier Electrostatic Precipitator has been fitted to the exhaust which will achieve at a minimum a 91.3%- 98.5% particle removal efficiency. See below for spec sheet and attached for detailed report.

Data - Particle Removal Efficiency

| Particle Size Range (um) | Geometric Mean Diam (um) | Initial Particle Removal Efficiency (%) |
|--------------------------|--------------------------|---|
| 0.30 - 0.40 | 0.35 | 91.3 |
| 0.40 - 0.55 | 0.47 | 92.4 |
| 0.55 - 0.70 | 0.62 | 92.6 |
| 0.70 - 1.00 | 0.84 | 93.9 |
| 1.00 - 1.30 | 1.14 | 93.5 |
| 1.30 - 1.60 | 1.44 | 94.2 |
| 1.60 - 2.20 | 1.88 | 94.4 |
| 2.20 - 3.00 | 2.57 | 94.8 |
| 3.00 - 4.00 | 3.46 | 96.4 |
| 4.00 - 5.50 | 4.69 | 96.5 |
| 5.50 - 7.00 | 6.20 | 97.3 |
| 7.00 - 10.00 | 8.37 | 98.5 |

Conclusion

Freshwater is a suburb which holds particular significance to both the owners. We see this as an opportunity to utilise our skills and experience in hospitality to contribute positively to the local economy and Freshwater community. We are excited to engage with our patrons and believe we have a significant role to play in the repositioning of Albert Street as a destination on the northern beaches. The outdoor dining proposal reflects our commitment to provide local patrons with the best possible dining experience.