

# St Kilda Esplanade Market Annual Report

2022 - 23



  
**ST Kilda**  
**Esplanade**  
**MARKET**

• est 1970 •

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## City of Port Phillip

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# About

The St Kilda Esplanade Market holds a significant position as a cherished shopping, leisure, and tourism destination, acknowledged by its visitors, the City of Port Phillip, and Stallholders alike. It has become a prominent attraction in St Kilda and has earned iconic status as one of Melbourne's landmarks.

This market stands as an essential tradition and cultural asset for St Kilda, serving as a platform for talented artists and craftspeople to showcase and sell their authentic, high-quality arts, crafts, and goods. In 2016, the addition of food vendors further enriched the market's offerings. Its beachside location, coupled with the dedication of its Stallholders, contributes to its strengths and appeal.

However, the market does face its share of challenges. One such challenge is its exposure to the weather, which can impact operations. Additionally, there is growing competition from other markets and retail spaces, as well as the increasing influence of online platforms and changing consumer demands. The pandemic has also posed its unique set of obstacles for the market to navigate. To continue to thrive, the St Kilda Esplanade Market needs to adapt to changes while preserving its cultural significance and allure.

The market's place within the City of Port Phillip Council Plan relates to one of the five strategic directions. The Direction guides the priorities and actions that are worked towards achieving the Community Vision.

This Direction is Vibrant: A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.

# History

**“Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations.**

**We pay our respect to their Elders, past and present.**

**We acknowledge and uphold their continuing relationship to this land.”**

In December 1970, Councillor Manning officially inaugurated The Art Bank, later known as the St Kilda Esplanade Market. Recognizing the high costs associated with traditional art exhibitions, Cr. Manning proposed the idea of an Art Bank on The Esplanade, inviting artists and sculptors to display their work at this new venue.

Among the initial group of artists were James Egan, now a national living treasure, and Ruth Epps, who were among the first 20 exhibitors to showcase their creations. The Market soon expanded its offerings to include potters, leatherworkers, and other talented artisans, adding to the enchanting atmosphere of the St Kilda Esplanade Market.

Over time, the Market's popularity grew, attracting not only local stallholders but also artists and makers from distant locations. The Market's size fluctuated, often featuring over 250 stalls at its peak. Even renowned figures in the art world, such as Adam Elliot, an Academy Award-winning animator and director of "Harvey Krumpet," contributed to the Market's charm by selling his hand-painted t-shirts for a five-year period.

The St Kilda Esplanade Market has consistently served as a launchpad for aspiring artists, providing them with an opportunity to kickstart their careers. Many stallholders have formed a deep attachment to the Market, with some remaining part of the vibrant community for as long as the Market has been in operation. The Market's legacy is a testament to its enduring allure and the quality of handmade art and craft it has consistently offered to visitors. Situated in the iconic beachside suburb of St Kilda, the Market continues to be a beloved destination for both locals and tourists alike.

As the St Kilda Esplanade Market looks back on its rich history, it eagerly anticipates many more years to come, nurturing and showcasing exceptional creativity and craftsmanship in the heart of St Kilda.

# Governance



Since 2010, The City of Port Phillip has been responsible for managing the Market, and it regularly reports to a Reference Committee. The Committee convenes on a quarterly basis to discuss matters pertaining to the Market and its operations.

Councillor Bond, served as Councillor representative and Chair on the Reference Committee for 10 years, this included all of 2022. His contribution and commitment to the St Kilda Esplanade Market for this period of time has been invaluable.

The Reference Committee comprises the following members:

1. Councillor Christina Sirakoff
2. Councillor Robbie Nyaguy
3. Stallholder Kathy Jenkins
4. Stallholder Eddie Faingold
5. Stallholder Prue Griffiths
6. Industry Expert Malcolm Thomson

The City of Port Phillip is committed to working collaboratively to achieve the goals outlined in its Council Plan. It recognizes the importance of tapping into the wealth of skills and knowledge present within the community. The Council believes that incorporating diverse perspectives leads to sound governance practices, upholding principles of local democracy through well-informed, responsive, and accountable decision-making, all of which are aligned with the best interests of the community.

Throughout the year, the Reference Committee held several meetings to address various aspects of the Market's management and development. The meeting dates for the year were as follows:

- 11 July 2022
- 26 September 2022
- 12 December 2022 - The meeting was canceled due to the lack of a quorum.
- 20 March 2023

These Reference Committee meetings served as vital platforms for dialogue, allowing members to share insights, offer valuable input, and contribute to the growth and enhancement of the Market. The discussions held during these gatherings played a crucial role in ensuring that the Market continued to thrive as a vibrant and community-centric space.

As the Market progresses, The City of Port Phillip remains dedicated to fostering an inclusive and collaborative environment, continually seeking ways to improve and better serve the needs and aspirations of the community it serves.



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# Vision

The St Kilda Esplanade Market is a world-renowned art and craft makers' market in an iconic beach-side location – a place of choice for art and craft makers, and for customers seeking quality, authentic Australian made products.

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# Brand values

Your family's Sunday sensory experience.  
We are proud to be an Australian icon celebrating our local makers.  
We are quirky, original, and captivating.  
The electric vibe of St Kilda

# Our Audience

In the past year, the St Kilda Esplanade Market continued its commitment to being a family-friendly market, striving to connect with its customers and encourage repeat visits. The market recognized the significance of strengthening customer relationships, especially in the aftermath of COVID-19 and within the ever-changing retail sector.

Throughout 2022, a market research report identified that the largest portion of its existing audience consisted of females aged 46 to 55, accounting for over a quarter of all visitors. This valuable insight helped shape the market's strategies and offerings to cater to this particular demographic.

The market identified six key customer groups to focus on in the subsequent twelve months. These groups were already loyal customers, and the market sought to maintain and strengthen their engagement, considering the challenges faced during the tumultuous last two years.

The target audience for the St Kilda Esplanade Market included:

- **Locals with Young Families:** The market aimed to provide a welcoming and enjoyable environment for local families with young children, encouraging them to spend quality time together and creating memorable experiences.
- **Older Locals (55+):** The market acknowledged the importance of its older local customers and endeavored to continue offering products and experiences that resonated with this age group, ensuring their continued satisfaction and loyalty.
- **Local Dog Owners:** Recognizing the presence of local dog owners within the community, the market provided a dog-friendly atmosphere, catering to their needs, and fostering a sense of community among pet owners.
- **Melbourne Metro Visitors:** Attracting visitors from Melbourne and its surrounding areas was a key focus for the market. By promoting itself as a must-visit destination within Melbourne, the market showcased the diversity of its products and experiences.
- **Regional/Interstate Visitors:** Drawing visitors from regional areas and interstate locations was crucial for expanding the market's reach and influence. The market targeted these audiences with tailored marketing efforts to entice them to explore its offerings.
- **International Visitors:** To appeal to international tourists, the St Kilda Esplanade Market presented a unique and authentic local experience. By showcasing local art, culture, and craftsmanship, the market aimed to attract international visitors seeking genuine and memorable encounters.

Through its dedication to these key customer groups, the St Kilda Esplanade Market strived to solidify its position as a beloved community hub and a sought-after destination for visitors from all walks of life. The market's efforts to maintain and grow its existing customer base, demonstrated its commitment to overcoming challenges and creating a thriving and inclusive market experience for all.

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# Advertising

Throughout the year, our Market has actively engaged in several marketing and advertising campaigns targeting both local and regional audiences. These initiatives have been instrumental in promoting the Market and attracting visitors from various areas.

One crucial effort involved the establishment of an internal CoPP Marketing Working Group, consisting of staff members from Festivals, Events, South Melbourne Market, the Arts teams, and Business Concierge. This collaborative approach aimed to showcase the Market to other regions and explore possibilities for cross-promotion. The group discussed potential partnerships with promotional events, collaborations with major events in the area, and opportunities for engagement with local venues through Trader Associations.

Another major focus of our marketing strategy was stallholder sourcing. To expand the Market's vendor base, we launched a social media advertising campaign titled 'Join our Family,' inviting potential stallholders to become a part of our vibrant community. Additionally, we reached out to Craft Markets Victoria and Arts Centre stallholders to encourage their participation in our Market.

As part of our effort to stay connected with the market scene and attract diverse vendors, we actively attended other Markets such as Mornington Racecourse Market, Portsea Market, Boneo Market, and Rosebud Markets. These visits allowed us to establish valuable connections, learn from other successful markets, and identify potential stallholders who could contribute to the unique and diverse offerings of our Market.

In conclusion, our marketing and advertising endeavors have been successful in elevating the visibility of the Market and attracting a wider audience. The collaborative efforts and proactive approaches taken have allowed us to foster a strong sense of community and growth within the Market. We look forward to continuing these initiatives to ensure a thriving and dynamic market experience for both our visitors and stallholders.



## Radio

Metro radio awareness campaigns. Radio campaigns were programmed in December, January & June to promote the market to a wider range of audience through KIIS FM and Joy FM.



## Social & Digital

EDMs: St Kilda News- TWISK, CoPP News, Diversity, Sustainable Port Phillip

Websites: Visit St Kilda and Surrounds website listing. Come South of the River



## Print

Official Visitor Guide - OVG  
Quarter page advertisement each quarter edition. See example above.

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# Activations

## Marketing Plan

During the 2022–2023 financial year, the Market successfully implemented a range of planned activations aimed at increasing visitation and enhancing the overall environment of the Market. These activations were strategically designed to attract more visitors and create a vibrant and engaging atmosphere. Some of the highlights from the year include:

- **Seasonal-Themed Events:** The Market hosted several seasonal-themed events throughout the year, such as Easter celebrations, Halloween festivities, Christmas markets, and other special occasions. These events added a touch of excitement and festivity, drawing in both local residents and tourists looking for unique experiences during these times of the year.
- **Live Performances and Entertainment:** To enhance the overall visitor experience, the Market hosted live performances and entertainment acts. Musicians, dancers, and other performers graced the Market with their talents, adding a lively and enjoyable touch to the ambiance.
- **Collaborations with Local Businesses:** The Market formed collaborations with local businesses and events to offer special promotions and joint initiatives. These partnerships not only benefited the Market but also contributed to the growth and prosperity of the local economy. See the images below.
- **Sustainable and Eco-Friendly Initiatives:** Throughout the year, the Market actively promoted sustainable and eco-friendly practices. From encouraging the use of reusable bags and packaging, to implementing all waste removal by traders at the end of trade. These initiatives are aligned with the Market's commitment to environmental responsibility.

The planned activations during the 2022–2023 financial year proved to be successful in increasing visitation and enhancing the Market's environment. The diverse range of events and activities offered something for everyone, ensuring a memorable and enjoyable experience for all visitors. The Market's dedication to fostering a vibrant and inclusive community space was evident in these highlights, and the year's achievements serve as a testament to its ongoing commitment to growth and excellence.

**Circus Event in Triangle Carpark**



**St Kilda Pride March weekend**



**St Kilda Latin Festival weekend**



# Activations

## July Winter Warmer Free Activation

- The purpose of the Winter Warmer activation was to attract and increase visitation over the colder months.
- The activation took place every Sunday in July, operating from 10:00 am to 4:00 pm.
- Event featured delightful winter foods, including freshly roasted chestnuts served by the Market Manager and stallholders selling warm drinks.
- A sheltered, heated seating area provided a cozy spot for attendees to relax, enjoy hot beverages, and listen to live music from local musicians.
- Impressive collection of artisan products available for unique shopping experiences.
- Seasonal event, bringing the community and all visitors together to celebrate winter delights.
- Feedback from customers and stallholders indicated they were comfortable to stay longer, using the areas provided. There was a noticeable increase in visitation over the Winter months as evidenced by the enthusiastic consumption of 100kg of chestnuts. The free activation was aimed at all target audience types for the market.
- While the chestnuts were popular, this was time consuming for the market manager to arrange as there are no chestnut traders in Melbourne.
- Stallholders that provide warm food offerings would be targeted for future activations of this type.



## Halloween Treasure Hunt October

- Halloween Treasure Hunt on October 30, 2022, provided a thrilling Halloween Weekend experience in St Kilda aligning with Luna Park's Luna Dark activation in the area and Fitzroy Street Traders roving Halloween Street performers.
- Families and kids gathered at the St Kilda Esplanade Market for a fun-filled treasure hunt.
- Children followed clues and searched for hidden treasures, creating spooky and memorable moments.
- The event was a success with families and children attending the market, engaging in the activities, stallholders dressed up and added spooky decorations to their stalls.
- Feedback from stallholders indicated increased sales.
- The Halloween Treasure Hunt enhanced the market experience and fostered community enjoyment.
- The free activation boosted the target audience at the market, of Locals with Young Families: Families in the local area seeking a family-friendly event for a fun-filled treasure hunt.



# Activations

## October AUSTRALIAN NATIVE PROGRAM

(postponed from September school holidays due to poor weather).

- The Australian Native Program by Animals on the Move was an exciting and educational experience at the Market. Animals on the Move brought a diverse array of native animals, including parrots, possums, lizards, turtles, frogs, and bugs.
- Attendees had the opportunity to get up close with marsupials, birds, and reptiles in an interactive encounter. Expert handlers shared fascinating facts about the animals and raised awareness about the environment's impact.
- Highlights included witnessing a wombat's upside-down pouch and holding a slithering snake, young learners observed sleeping nocturnal animals in their nest boxes.
- The activation was free of cost, making it accessible to all and promoting knowledge and appreciation for Australia's wildlife.
- The free activation increased the target audience of local community members. The Market looks forward to hosting more engaging and educational activations in the future.



## 11 December Christmas Market Event

- Christmas Market on 11 December, brought people together for a delightful Sunday filled with holiday cheer. The activities took place from 10:00 am to 2:00 pm, including a visit from Santa and his Elf.
- Market makers offered a wonderful selection of unique gifts and treats for Christmas shopping.
- The entertainment featured, a roving band, bauble roller-skating duo and winged Christmas angels. Spreading joy and fostering a sense of community and celebration at the market.
- The market showcased handmade, locally crafted items.
- The Christmas Market was a resounding success, with 122 stall bookings, the highest for the year.
- The free activation increased the market target audience of Locals with young families, Melbourne Metro visitors, Regional/Interstate visitors.



# Activations



## 14 May Mother's Day Event

- Esplanade Market hosted a special Mother's Day celebration, offering a free event for families to come together.
- Mothers received a thoughtful gift with every coffee purchase – a market-branded keep cup.
- Reusable market-branded folding bags were offered with any purchase for added convenience.
- The vibrant market showcased locally made crafts, jewelry, and artwork, perfect for finding Mother's Day gifts.
- Delicious food and drink choices added to the fun and enjoyment for families and friends.
- The event fostered love, gratitude, and togetherness, cherishing the bond between mothers and their loved ones.
- The Mother's Day celebration was a great success, with 101 stall bookings, happy responses from customers.
- The free activation increased attendance by our target audience of Locals with young families, Melbourne Metro visitors, Regional/Interstate visitors.

## 4 June Mabo Day Event

The Mabo Day celebration at the Esplanade Market was a culturally rich and inclusive event that showcased the talents and contributions of First Nations Peoples. The performances provided a meaningful way to commemorate Eddie Koiki Mabo's legacy and the recognition of Indigenous land rights. By offering a platform for Indigenous artists and performers, the event successfully promoted a spirit of respect and appreciation for First Nations heritage among attendees. The presence of various cultural performances contributed to a vibrant and engaging atmosphere, fostering a deeper understanding of Indigenous arts and traditions. The event's success indicates the significance of such celebrations in raising awareness and acknowledging the rights and contributions of Indigenous communities in Australia. The organizers' commitment to continuing the tradition in the future demonstrates their dedication to promoting cultural diversity and inclusivity at the Esplanade Market.

- Esplanade Market proudly celebrated Mabo Day, a significant day for First Nations Peoples, in partnership with the City of Port Phillip.
- Mabo Day commemorates Eddie Koiki Mabo's campaign for Indigenous Land rights and the landmark Native Title decision in 1992.
- The event featured captivating performances from Indigenous groups, celebrating the rich diversity of Indigenous arts.
- Performances included Jaran Aboriginal & Torres Strait Islands Dance Company, IOP Hip Hop Crew, Bankdok Tati, and Amos Roach.
- The performances ran throughout the day, starting at 11 am and concluding at 2:30 pm.
- The Mabo Day celebration at the Esplanade Market was a vibrant and culturally enriching event, promoting respect and appreciation for First Nations Peoples and their heritage.
- The City of Port Phillip and The St Kilda Esplanade Market were proud to support and present this significant occasion, and look forward to continuing the tradition yearly.
- The free activation increased the attendance of market target audience of Local, Melbourne Metro visitors, Regional/Interstate and International visitors.



# Support

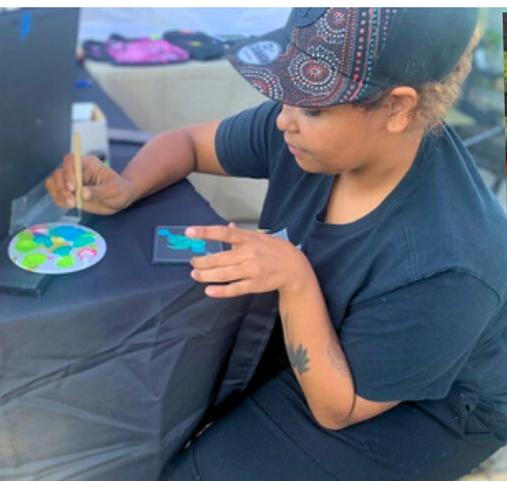
The market is proud to be one of the only craft markets that supports young makers under the age of 18 by waiving their stallholder fee. In 2022-23 the market supported three young talented makers for the entire year. These young people had the ability to learn and grow from experienced traders while being supported by their parents.

Kiana Mei Designs, MD Designs and Madi's Candles are three new market creatives to keep an eye on.



The market is also privileged to have two permanent First Nation Artists and casual artists trading at the market. These artists are approved by a First Nations Grant offered by the City of Port Phillip.

- Mana Dreaming, Yapa Styles & Nampijimpa
- Custom Creed Designs
- Gagaru Creations



# Maintenance

Maintenance is important to ensure public safety, uphold cleanliness and hygiene, enhance aesthetics, and maintain the structural integrity of the area, providing a safe and pleasant environment for the community to enjoy.

By promptly addressing and conducting necessary repairs and maintenance tasks, the Council demonstrates its dedication to creating a well-kept and welcoming space for visitors and residents alike, fostering a positive experience and sense of community pride.

The main reported issues primarily focused on ensuring public safety through repairs of footpath trip hazards, maintaining cleanliness in facilities, and conducting timely replacements of worn-out equipment to create a pleasant and enjoyable environment for all visitors.

- In November, a sight assessment of the footpath trip hazard was conducted by Council's Risk Team, and repairs were promptly completed to ensure public safety.
- The hop-scotch decal, which had shown signs of wear, was replaced, bringing back the fun and playfulness to the area.
- To maintain cleanliness and hygiene, an all-day cleaner was assigned to the slopes toilets on Sundays, ensuring visitors had a pleasant experience at the facilities.
- The palm trees on the Upper Esplanade were pruned, enhancing the aesthetics of the area and ensuring the safety of pedestrians.
- Shrubs that were growing against the brick wall were trimmed, maintaining a neat and tidy appearance of the surroundings.
- Bins were given a deep cleaning, ensuring they remained free of any unpleasant odors or hygiene issues.
- Concrete repairs were carried out, including the repair of the brick wall capping, to maintain the structural integrity and safety of the area.
- To ensure the safety of users, anchor and eye bolt equipment were reordered and replaced as needed.
- Due to wear and tear, the parklet seating was removed, ensuring a safe and comfortable environment for visitors.
- In an ongoing effort to combat graffiti, regular cleaning and repainting of affected areas were implemented, keeping the place clean and visually appealing.
- Graffiti at the bus stop was also promptly cleaned, maintaining a welcoming atmosphere for commuters and passersby.

# Paid Social Media

Jul 1, 2022 – Jun 30, 2023

Reach  Impressions  Amount spent



St Kilda Esplanade Market

The data presented in the graph shows that the annual amount spent on social media paid posts for the year 2022-23 was \$3,830.11.

The overall reach achieved through these paid posts was 212,558, which means that the market's messages and content reached a substantial audience. Additionally, there were 592,150 impressions, which suggests that the posts were seen or displayed a considerable number of times, potentially increasing brand visibility and awareness.

It is noteworthy that despite spending on paid posts, the majority of the social media content for the market is unpaid and relies on organic engagement and reach. This highlights the market's efforts to leverage the power of organic content to connect with its audience, potentially reducing advertising costs while still maintaining a strong online presence.

Overall, the data indicates that the market has adopted a balanced social media strategy, combining both paid and organic approaches. By investing in paid advertising, they have been able to reach a significant audience and increase impressions, likely leading to higher brand recognition. Simultaneously, the emphasis on organic engagement demonstrates a commitment to fostering authentic connections with their followers and maximizing their online presence without solely relying on paid promotions. This approach can contribute to building a loyal and engaged community around the market's brand, leading to long-term benefits and sustainable growth in the digital space.

## Top-performing organic posts

### Highest reach on a post ⓘ



Facebook post

Amazing images of the market in 1975! The market opened i...

Jun 16, 2023, 12:16 AM

This post's reach (7,895) is **1,058%** higher than your median post reach (682) on Facebook.

### Highest reactions on a post ⓘ



Facebook post

Celebrating Mabo Day this Sunday on the 4th of June...

Jun 1, 2023, 2:00 PM

This post received **3,300%** more reactions (136 reactions) than your median post (4 reactions) on Facebook.

### Highest comments on a post ⓘ



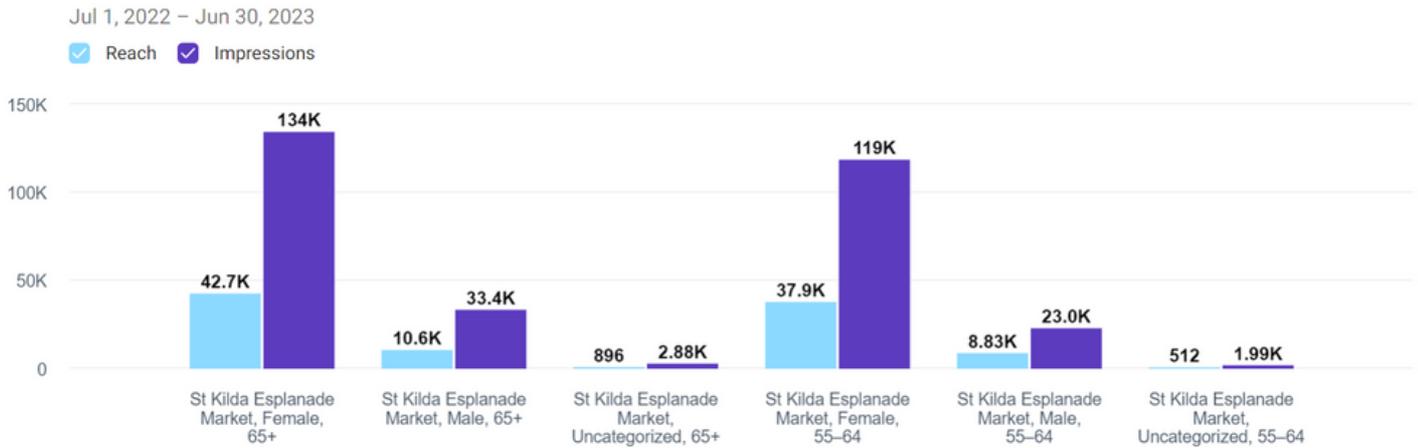
Facebook post

Amazing images of the market in 1975! The market opened i...

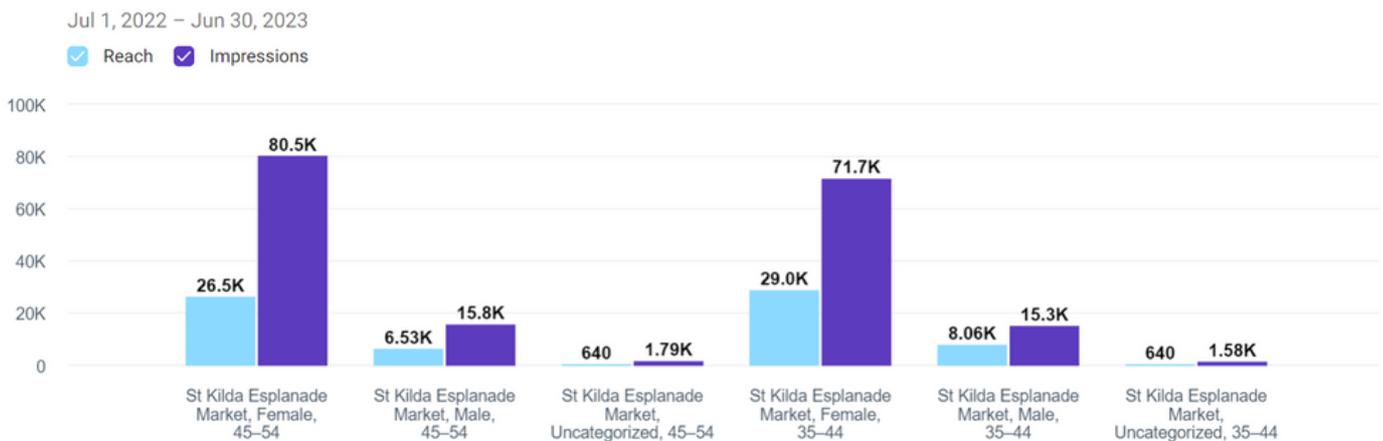
Jun 16, 2023, 12:16 AM

This post received 12 comments compared to your median post (0 comments) on Facebook.

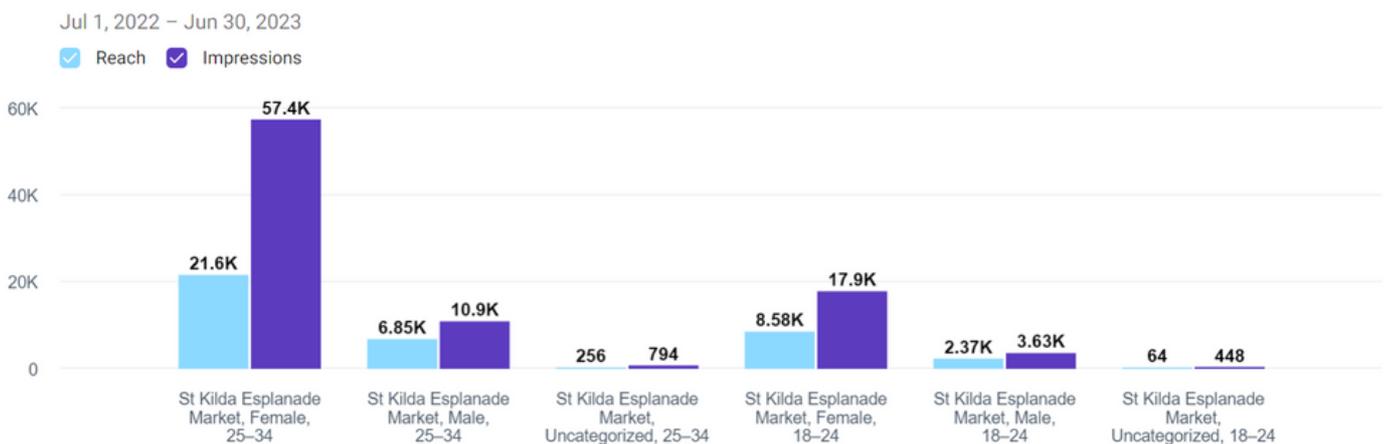
# Paid Social Results



Graph above shows– highest engagement being Female 65+, Reach 42,691 and Impressions 134,409.



Graph above shows– highest engagement being Female aged 45–54, Reach 26,498 and Impressions 80,497.



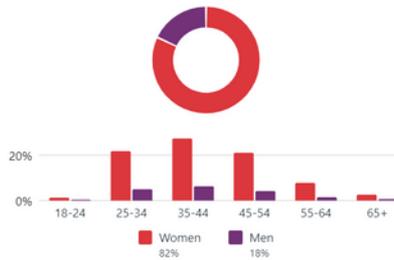
Graph above shows– highest engagement being Female aged 25–34, Reach 21,633 and Impressions 57,436.

# Social Followers

Facebook followers ⓘ

20,786

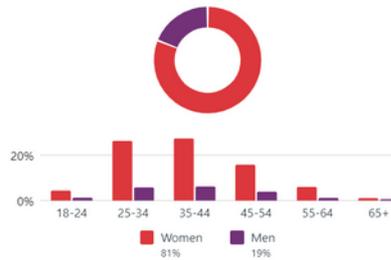
Age & gender ⓘ



Instagram followers ⓘ

4,708

Age & gender ⓘ



The graph above shows- the market's total number of Facebook followers 20,786 and Instagram 4,708 by age and gender.

The top three groups following the market on Facebook are:

Women aged 35- 44 - 27.4%

Women aged 25- 34 - 21.8%

Women aged 45- 54 - 21.1%

The top three groups following the market on Instagram are:

Women aged 35- 44 - 27.4%

Women aged 25- 34 - 26.3%

Women aged 45- 54 - 15.8%

The information provided by the graph informs our marketing plan by revealing the demographics and preferences of the market's social media followers on Facebook and Instagram.

With a total of 20,786 followers on Facebook and 4,708 followers on Instagram, it is clear that the market has a substantial social media presence. The fact that the top three groups following the market on both platforms are women aged 35-44, women aged 25-34, and women aged 45-54 highlights the market's key target audience.

These insights allow us to tailor our marketing efforts to better resonate with these specific age and gender segments, ensuring that our content, promotions, and engagement strategies are aligned with their preferences and interests. By understanding the demographics of our social media followers, we can optimize our marketing messages and campaigns to effectively reach and engage with our target audience, ultimately driving greater brand awareness, customer loyalty, and sales.



# Social Followers

## Top cities



## Top cities



## Top countries



## Top countries



The top three Countries our followers are from on Facebook are:

Australia - 92.5%

UK - 1.1%

New Zealand- 0.8%

The top three Countries our followers are from on Instagram are:

Australia - 81.3%

UK - 1.4%

United States - 1.1%

The data indicates that the majority of our social media followers on both Facebook and Instagram are from Australia, with a higher percentage on Facebook (92.5%) compared to Instagram (81.3%).

This suggests that our market's primary audience is predominantly local, aligning with our geographic focus and providing valuable insights for targeted marketing strategies to engage with the Australian audience effectively.

# Market Budget

2022 - 2023

2022- 23 was the first full year of trading following the COVID-19 pandemic. This has seen the total market fee income increase substantially as shown in the financials below. Expenses have stayed reasonably stable compared to 21-22 financial year. Both these factors have contributed to a better performance overall for the market in 22-23 financial year. The 22-23 fees had not been increased to support stallholders to recover from the impact of the pandemic.

With the market fully operational throughout the year, expenditures on advertising and activations surpassed those of the preceding year. This increased spend includes endeavors such as customer intercept survey research and comprehensive reports aimed at a deeper understanding of target demographics. The insights gained from these initiatives will steer future spending, ensuring the continuous enhancement of the market experience for all stakeholders.

In the coming year, 2023-24, user fees have been raised in line with benchmarking. This change is expected to lead to better performance in the future.

## City of Port Phillip St Kilda Esplanade Market

	Actuals 2022-23	Actuals 2021-22	Change	%
<b>Income</b>				
Market Fees & Charges	\$228,959	\$132,613	\$96,346	73%
<b>Total Income</b>	<b>\$228,959</b>	<b>\$132,613</b>	<b>\$96,346</b>	<b>73%</b>
<b>Expense</b>				
Wages and Salaries	\$166,384	\$239,153	\$72,769	30%
Advertising and Publicity	\$85,981	\$49,616	(\$36,365)	(73%)
Contract Payments	\$2,550	\$1,152	(\$1,398)	(121%)
Information Technology	\$1,426	\$0	(\$1,426)	0%
Materials	\$4,045	\$2,758	(\$1,287)	(47%)
Bad and Doubtful Debts	\$0	(\$668)	(\$668)	100%
Other Expenses	\$1,622	\$641	(\$981)	(153%)
Insurance	\$17,103	\$16,850	(\$253)	(2%)
Head Office Overheads	\$42,613	\$42,025	(\$588)	(1%)
<b>Total Expenses</b>	<b>\$321,724</b>	<b>\$351,527</b>	<b>\$29,803</b>	<b>8%</b>
<b>Full Year Profit/(Loss)</b>	<b>(\$92,765)</b>	<b>(\$218,914)</b>	<b>\$66,542</b>	<b>(30%)</b>

