Adelaide Central Market Authority

Draft Business Plan and Budget

2025/26

Adelaide Central
Market Authority

ACMA OVERVIEW

OBJECTIVES AND PURPOSES

The objectives and purposes as outlined in the ACMA Charter are to:

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

STRATEGIC PLAN

The 2023-2028 Adelaide Central Market Authority Strategic Plan was developed by the ACMA Board in consultation with key stakeholders. Adopted by Council in May 2023 and in its third year of implementation, the ACMA Strategic Plan is based on the essential pillars that are Our Customers, Our Traders, Our Business, Our Community and Our Market.

BUSINESS PLAN

This Business Plan 2025/26 outlines the proposed actions within the strategic pillars and associated measures to progress the delivery of the Strategic Plan. It was endorsed by the ACMA Board on 20/02/2025.

BUDGET

All actions have been budgeted for in the Operating Budget and through Strategic Project or Capital requests when in relation to Market expansion readiness.

OUR PURPOSE

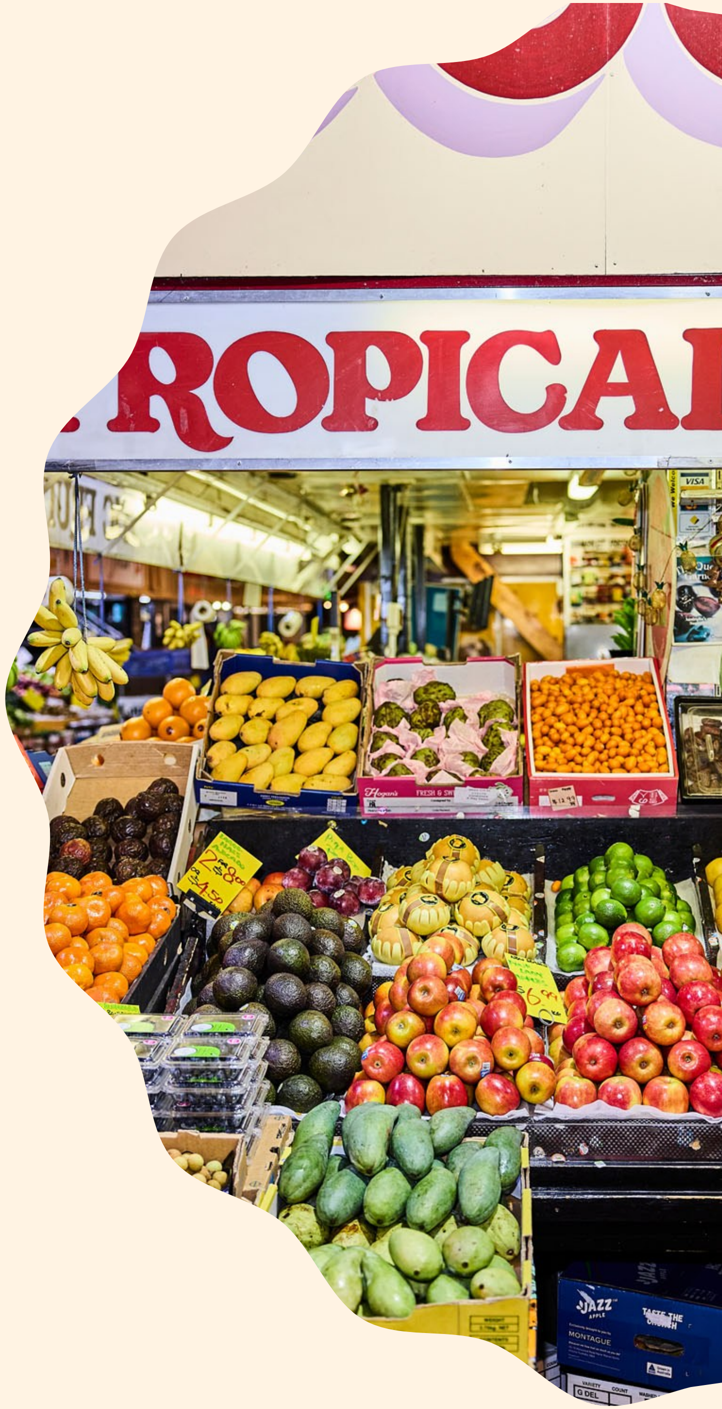
To be a world leading food and produce market that shares an enduring connection with our community.

OUR PLAN

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

OUR AMBITION

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



STRATEGIC PILLARS

OUR CUSTOMERS

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

1.1 Know our customer

1.2 Engage our customer

1.3 Deliver extraordinary customer experience

OUR TRADERS

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

2.1 Support Trader success

2.2 Maintain & Grow Trader advocacy

OUR BUSINESS

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

3.1 Ensure our Market is financially self sufficient

3.2 Deliver Retail & Leasing Strategy

3.3 Deliver Marketing Strategy

3.4 Ensure the Market remains safe & secure environment

3.5 Treat Traders as business partners

3.6 Deliver brilliant basics

3.7 Focus on people and capability

OUR COMMUNITY

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

4.1 Connect with our community

4.2 Contribute to the wider Market precinct

OUR MARKET

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

5.1 Ensure quality outcomes for our Market

5.2 Review technology systems to inform decision making

Alignment of Strategic Goals

ACMA priorities are consistent with the strategic goals set out in the City of Adelaide Strategic Plan 2024-28. The actions within each ACMA Strategic pillar align with the following CoA objectives and outcomes:

Our Community	An interesting and engaging place to live, learn and visit	Our Customers	Our Community	
	An inclusive, equitable and welcoming community where people feel a sense of belonging	Our Customers	Our Community	
Our Environment	A sustainable city where climate resilience is embedded in all that we do	Our Community	Our Market	
Our Economy	Adelaide's unique experiences and opportunities attract visitors to our city	Our Customers	Our Traders	
Our Places	Create safe, inclusive and healthy places for our community	Our Customers	Our Business	
Our Corporation	Exceptional Customer Service	Our Customers		
	Financial Sustainability	Our Business		
	People Engagement	Our Business		
	Strategy, Value and Efficiency	Our Business		
	Technology and Information	Our Customers	Our Business	Our Market

Adelaide Central Market Authority

It is a key action and aspiration of the City of Adelaide Strategic Plan 2024-28 to continue to support ACMA in its delivery of the Charter and Business Plans. (Our Economy, Strategic Plan 2024-2028)

Adelaide Central Market Authority

Detailed Business Plan

2025/26

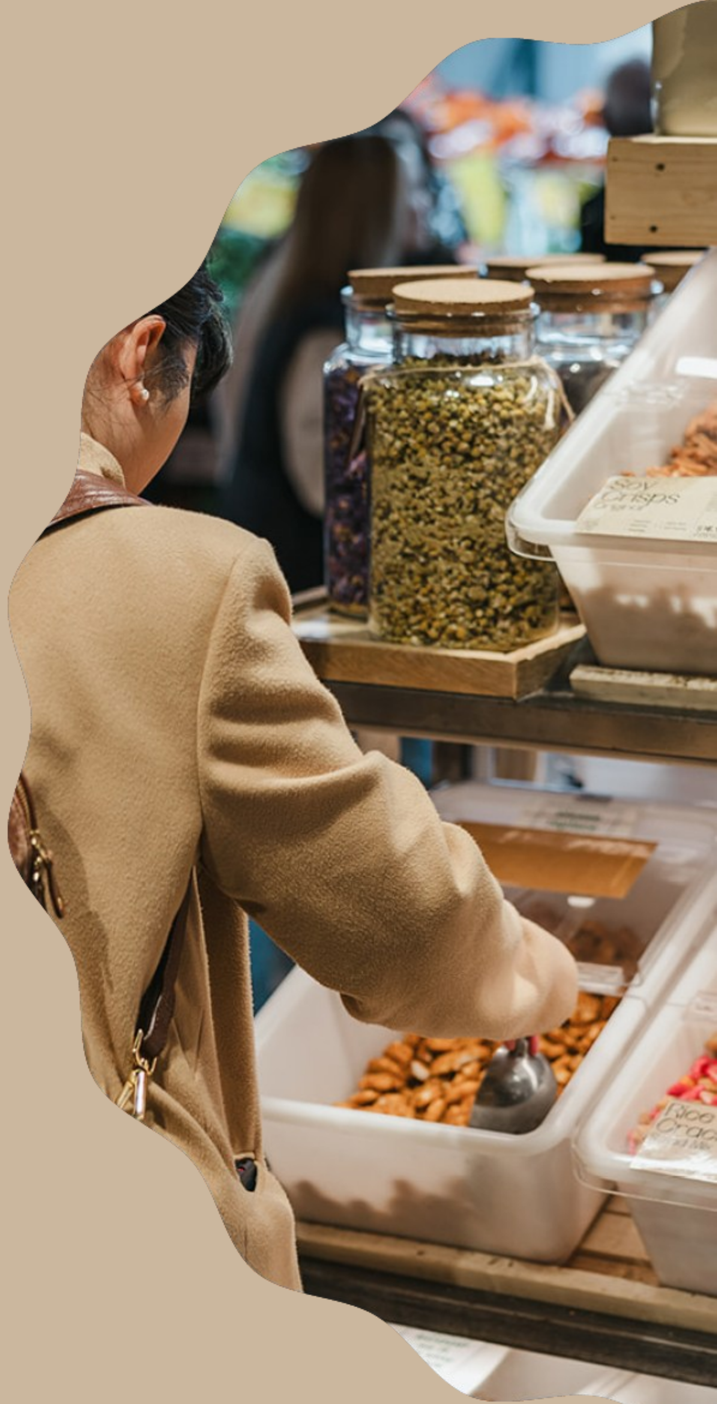
Adelaide Central
Market Authority

Our Customers

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

1.1 KNOW OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
1.1.1 Customer Experience Tracker Regularly update quantitative understanding of customer perception, barriers, pain points and delights.	• Identify customer experience trends and satisfaction level through surveys	• Monthly tracking and biannual reporting • Action feedback as needed • 82% or more Market satisfied visitors • Monitor and report general customer trends
	• Report on customer trends	• Share information with traders and Board
1.1.2 Customer Journey Evolve customer journey analysis to understand why customers haven't visited recently, bring more people to the Market and keep them coming back.	• Identify shopper segments	• Annual survey or research delivered with segmentation update
	• Continue Customer perception and construction Impact research - reporting at each stage of building	• Retain over 82% satisfaction • Share information with traders
1.1.3 Customer Insights Leverage customer feedback from socials and Market Stall to drive customer advocacy.	• Continue to improve customer service digital tools and manage customers' feedback	• Respond to customer complaints in timely manner. • Inform traders when feedback is relevant to their stall • Track monthly visitation and customer feedback to The Market Stall
1.1.4 Trading Hours Align trading hours to customer preferences.	• Investigate options for One Market trading hours	• Establish new hours for Market expansion

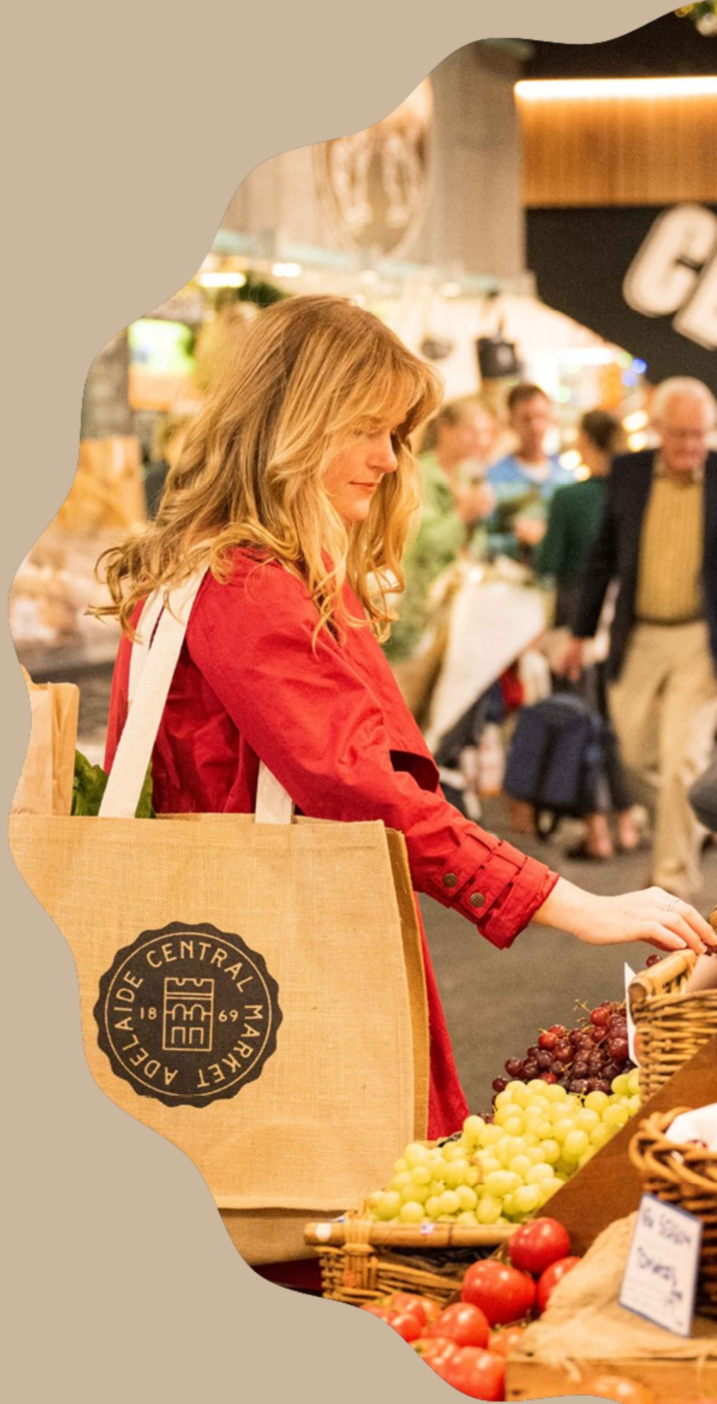


Our Customers

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

1.2 ENGAGE OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
1.2.1 Market Vibrancy Elevate events and activations to drive Market vibrancy and celebrate cultural diversity.	• Incorporate multicultural celebrations into event calendar	• Minimum 3 events or activations with multicultural focus per annum
	• Manage and promote Producer in Residence stall as an incubator program for a diverse range of new and emerging food businesses	• Producer in Residence occupancy >95% and minimum of 40% new businesses activating PIR
	• Develop and implement post residency survey for ongoing improvements	• 80% Response to survey by PIR businesses
	• Maintain weekly program of entertainment	• At least 120 musical performance per year • At least 60 family entertainment activations per year
	• Finalise music strategy for Market Expansion	• Deliver prior to opening and on budget
	• Finalise Christmas decorations design and order for Market Expansion (year 1)	• Deliver prior to opening and on budget
1.2.2 Connected Customer Develop roadmap to connect with customers for entire journey, home to market to home.	• Continue to work with CoA to improve car park experience and precinct wayfinding	• Customer Experience survey results
	• Grow direct marketing database	• Market Lovers database growth 5%
	• Update existing Digital Strategy	• Increase reel and video content by 10%
1.2.3 Customer Service Expand Customer Service Desk offerings.	• Market Stall staff training and development	• 100% attendance at CoA courses
	• Investigate interactive map for the Market Expansion	• Scope options Q2



Our Customers

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

1.3 DELIVER EXTRAORDINARY CUSTOMER EXPERIENCE

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
1.3.1 In Market Create compelling common areas for customers to play and stay.	• Detailed Design parents room & storeroom *subject to CoA capital funding • Gouger Toilets Refresh	• Project delivered to scope • Improve accessibility and functionality
	• Deliver additional cooling in common areas	• Scope project in Q2
	• Market Hall Furniture & Playroom Equipment	• Design and ordered by EOFY
1.3.2 Unique Experiences Create an enjoyable and unique shopping experience.	• Events and activations to be reviewed, updated and delivered as per the annual Marketing Plan.	• Event program updated to incorporate new elements and ideas balanced with the 'tried and tested' model. • 20 unique traders per annum participate in Market Trail • 90% ticket sales achieved per event • Community Kitchen activated at least 15 times per year
1.3.3 Online Market Implement continuous improvements including personalised customer engagement journey; delivery and click & collect processes; customer rewards and leveraging online customer insights to address needs.	• Regular activity review to track trends • Develop Marketing plan for new and loyal customers	• Monthly activity analysis included in GM report • Customer retention over 60% • Maintain New Customers > 500
	• Annual review and viability of program	• Measure customer satisfaction through annual survey

Adelaide Central
Market Authority

Our Traders

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

2.1 SUPPORT TRADER SUCCESS

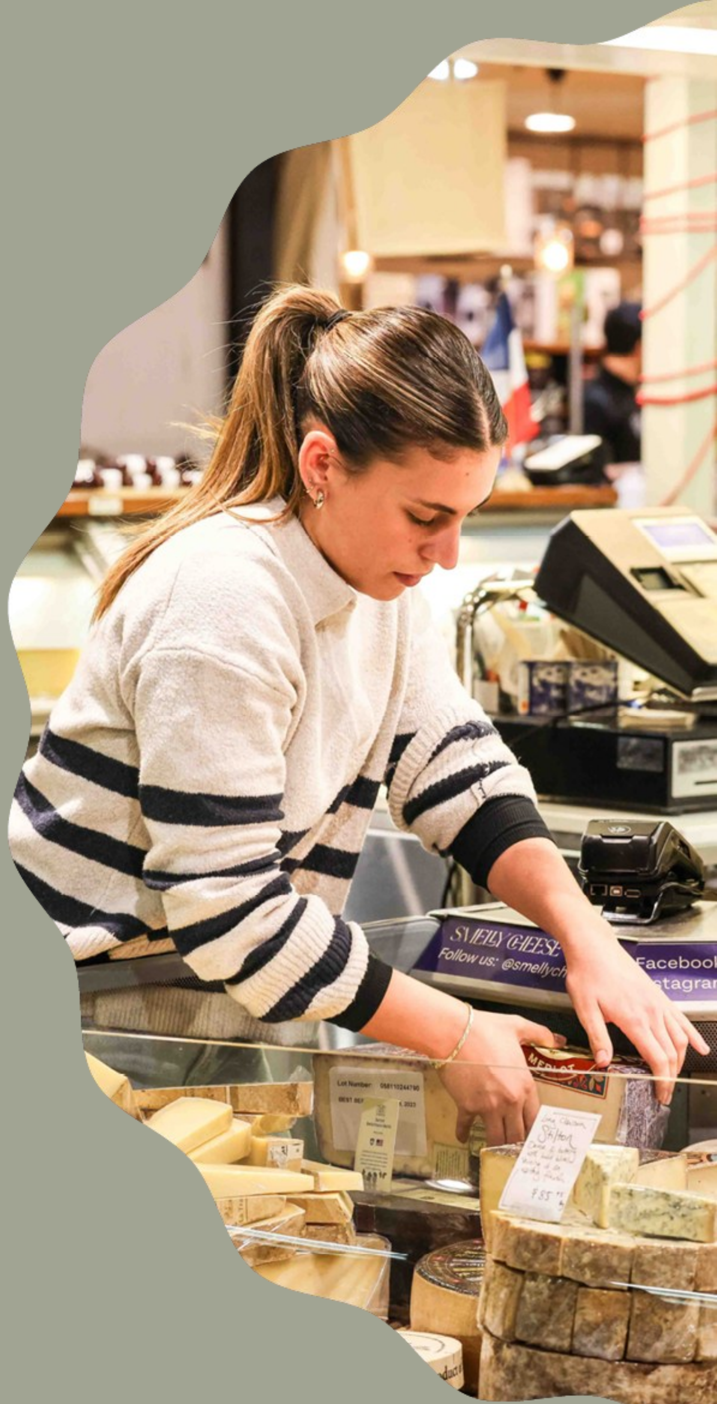
Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
2.1.1 Unique Product Traders to identify unique products and showcase provenance stories.	• Trader improvement on social media focusing on unique products. Share content with ACMA to enable media and PR opportunities.	• Feature one unique product a month through ACMA social media and Market Lovers newsletter • Develop social media guide for traders
	• Trader improvements on labelling and signage to identify origin of produce. • PIR offers promoted	• Retail Design Guidelines is used to traders and implemented • Feedback from PIR stalls re engagement
2.1.2 Unique Experiences Traders to treat each customer as special, every time and share expert produce knowledge with Customers.	• Traders to provide excellent customer service and share expert knowledge with customers	• Customer experience survey results and Market Stall customer feedback
2.1.3 Customer Experience Encourage ‘story telling’ at point of sale, highlighting the stalls history and tradition.	• Provide traders with an opportunity to spend time with a retail visual merchandiser to identify key areas for improvement, when required	• Positive Trader and customer feedback.
	• Encourage spruiking where possible • Support tastings and demonstrations	• Promote in Market Talk – 1 per quarter
2.1.4 Visitor Revenue Encourage traders to find opportunities to cater for tourists. Promote trader connection with event customers.	• Encourage conversion of event customers to shoppers via marketing activities	• Surveys from Event participation
	• Support trader after hours events • Include trader in event programs	• 4 traders events supported in kind by up to 20 hours per trader of staff time and promotion support • Trader involvement - 5 per event
	• Encourage ATDW sign ups	• Include in Market Talk 3 times per year and take up of 1:1 sign up sessions

Our Traders

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

2.2 MAINTAIN AND GROW TRADER ADVOCACY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
2.2.1 Trader Skills Support trader engagement in business trends, retail and commercial business skills including marketing training needs as identified by traders.	• Deliver online module component of the Trader Sustainability Program guiding traders to make business decisions about food waste, energy efficiency, sustainable purchasing, customer engagement and sustainable fit-out.	• 90% of new traders and those renewing leases successfully complete the online module.
2.2.2 Profile Leaders Utilise traders as ambassadors for general marketing activity.	• Create opportunities through the use of ACMA's creative, PR agencies and digital channels	• Min media coverage featuring traders 1 per quarter
2.2.3 Leverage Adelaide Central Market Brand ACM Brand licensing program	• Develop brand licencing program for Market traders	• Communication of program to new and existing traders
	• Incorporate brand licencing program into the Retail Design Guidelines • Investigate 'Market Made' brand assets for Trader use	• Brand licensing program incorporated into new trader induction program and lease renewals. • Exploration and proposal of 'Market Made' brand program undertaken



Our Business

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

3.1 ENSURE THE MARKET IS FINANCIALLY SELF SUFFICIENT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.1.1 Financial Work with CoA Finance to update ACMA Long Term Financial Plan. Identify cost efficiencies and revenue generating opportunities.	• Annual financial results meet budget • Financial audit performed at least once per year	• As per budget and business plan • Financially self-sufficient operationally
	• Waste contract renewal	• New waste contractor to be awarded by October 2025 • Cost efficiency vs previous contract
3.1.2 Governance Manage Market and oversight of ACMA Strategic Plan in accordance with Charter, Council's Strategic Plan and Headlease.	• ACMA Board strategic planning • AGM	• Compliance with Charter
	• Administer Board of Management and Committees	• Min biannual Governance subcommittee meeting
	• Regular reporting to CoA CEO and Council	• Governance plan reviewed annually
3.1.3 Lease Revenue Perform annual market rent reviews. Reduce close to open time for stalls during renovations Maintain strong leasing occupancy	• 13 renewals FY 25/26. • 4 fit outs (delivered through CoA Infrastructure)	• Leasing occupancy above 96% • Total income generated as per budget • RDM engage for all new Leases
	• Continue the leasing of Market Expansion tenancies in line with CoA Strategic Plan	• Tenancies leased or under offer in the Market Expansion

Adelaide Central Market Authority

Our Business

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

3.2 DELIVER RETAIL & LEASING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.2.1 Retail Mix Establish a holistic market review and future strategy to solidify the market as the destination for food and produce. Attract and retain traders.	• Actively curate and seek traders to stimulate market mix • Continue to contribute significantly to total volume of spend in the city	• Deliver Market Expansion Stage 2 Leasing Campaign as per Leasing Strategy • High satisfaction rate in customer survey (diversity/variety criteria). • 65% of Market Expansion leased by or under offer Q4
3.2.2 Fitout Upgrades Develop design and display guidelines for tenancies, Producer in Residence and casual leasing. Encourage tenancy upgrades through incentive program	• Implement new Retail Design Guidelines	• Retail Design Manager engaged • Annual measure of stalls benefiting from fitout incentive program, as per incentive program and within leasing framework
	• Review Producer in Residence Stall for upgrade and update guidelines	• Producer and customer feedback

Our Business

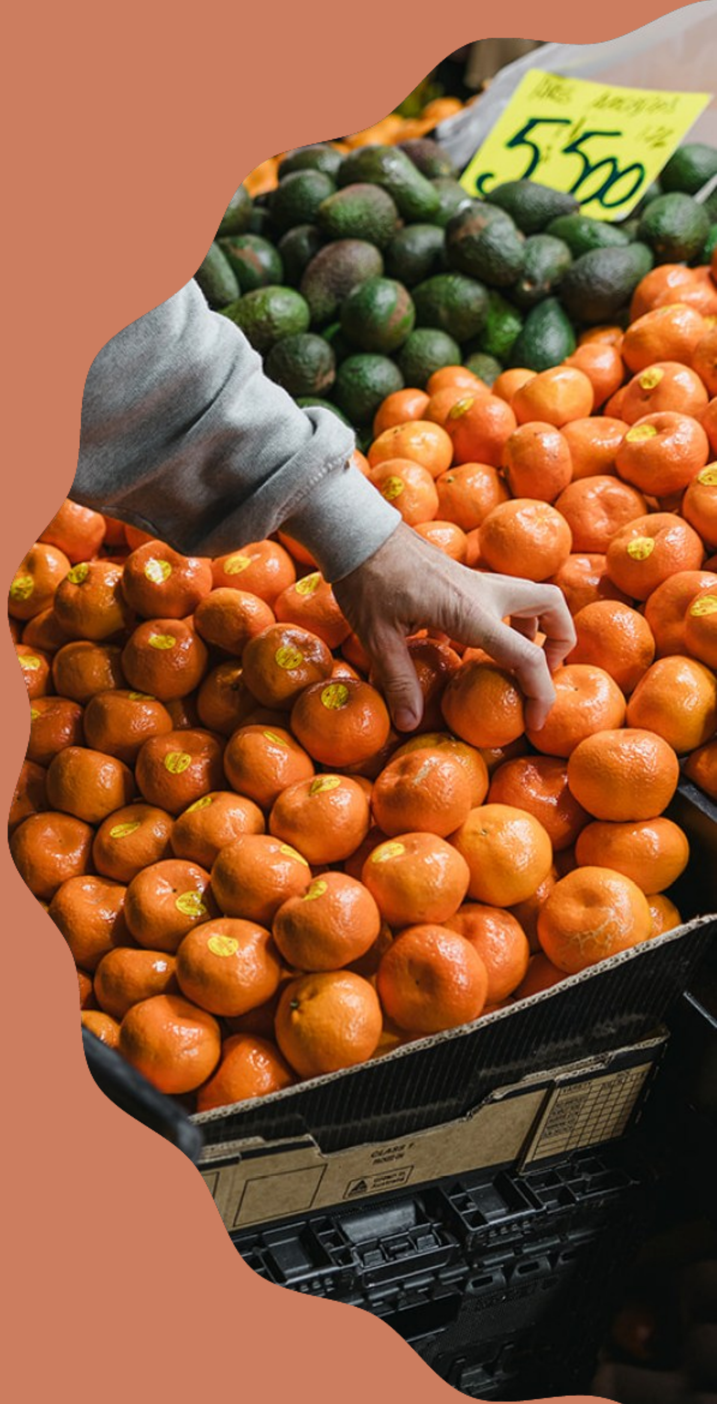
We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.3 DELIVER MARKETING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.3.1 Marketing Purpose Ensure the market is recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market community.	• Using research data, develop an annual comprehensive, multi-channel, cost effective and actionable Marketing Plan • Deliver brand campaigns outside the Market boundary (i.e. Gluttony partnership)	• Exceed $1.5M ASR media coverage • Customer insights and trader feedback • Full allocation of CMMF funds
3.3.2 Tourism Identify opportunities to drive tourist visitations.	• Collaboration with CoA and SATC to engage with tourism visitors and operators	• Collaborate on 2 major city events (i.e. Illuminate Adelaide, Adelaide Fringe, Tasting Australia, Tour Down Under) • Deliver as per Marketing Plan
	• Investigate tourism products i.e. tour operators	• Business case delivered to Board

3.4 ENSURE THE MARKET REMAINS A SAFE AND SECURE ENVIRONMENT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.4.1 Security Maintain market security standards and seek opportunities for improvement.	• Monitor performance of security provider to contract	• Number of incident reports • Security call outs reduced • Training for staff
3.4.2 Partnerships Strengthen relationships with emergency services. Collaborate with CoA to identify security trends in the city.	• Proactively share security, health and best practice trends	• Report on number of incidents. • Regular meetings with SAPOL - quarterly • Attendance CoA Safety and risk Committee meetings - monthly

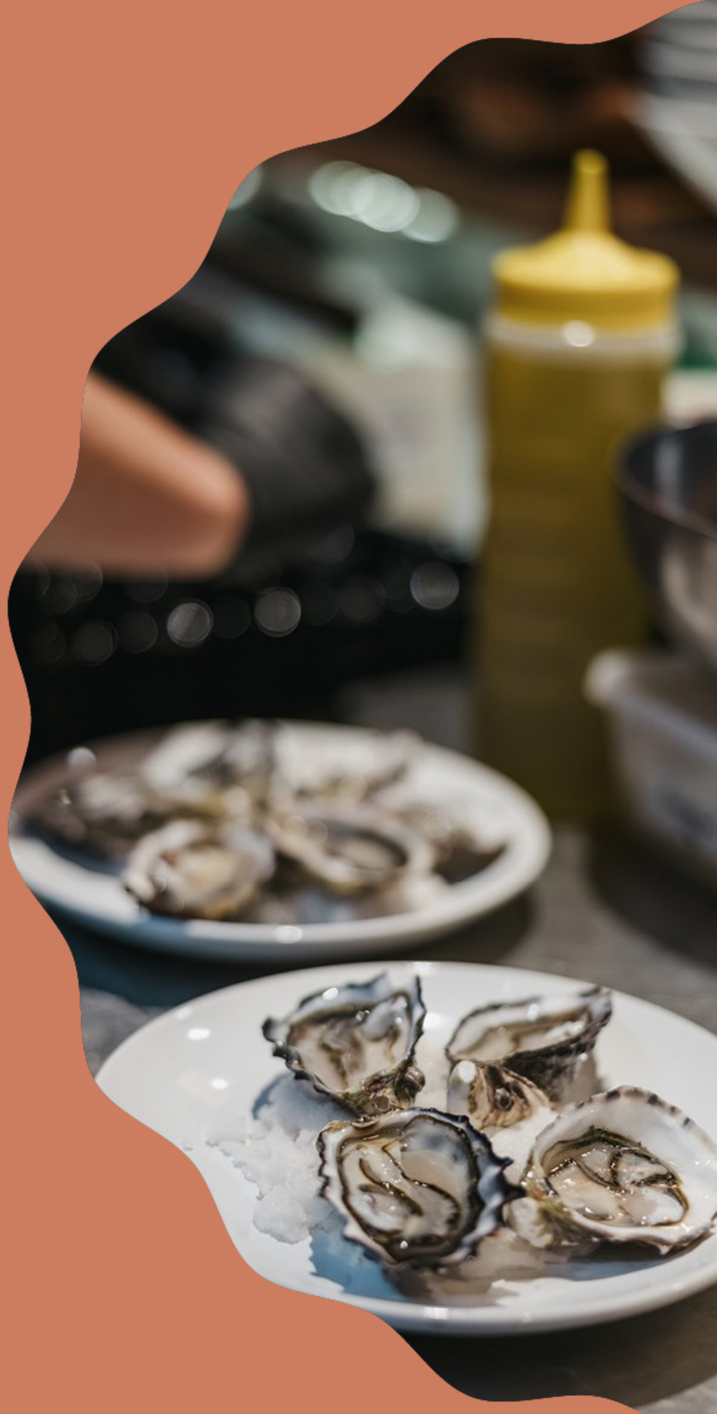


Our Business

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

3.5 TREAT TRADERS AS BUSINESS PARTNERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.5.1 Trader Groups Continue to develop representative committee formats to deliver best outcome for market, including traders.	• Meetings in line with ACMA Charter • Seek regular feedback from traders	• Regular TRC meetings and 2 all trader meetings p/a, 1 TRC and Board meeting per year • TRC consultation with their allocated trader groups
3.5.2 Communication Develop strategy for communications and trader updates to achieve highest engagement.	• Provide resources and industry news to assist traders • Review delivery methods for communication	• Trader communications open rate over 70% • Minimum 2 trader resources or industry news sent per quarter • Trader participation in surveys equal or superior to previous FY (depending on surveys)



Our Business

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

3.6 DELIVER BRILLIANT BASICS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.6.1 General Cleanliness Maintain market cleanliness standards and seek opportunities for improvement.	• Ongoing inspections completed • Lease inspections upon renewals	• Contractor compliance with contract conditions • 100% inspections upon renewals with improvements plans included in lease agreements
3.6.2 Brilliant Basics Ensure traders comply with lease conditions including cleaning and waste management, maintenance and repair and pest control.	• Review market rules annually to include minimum standards • Ongoing inspections completed and remedial activities undertaken • Actively liaise with traders and ensure compliance • Deliver preventative and reactive (as required) pest control programs	• Minimal or no negative customer feedback • Decrease in pest and related feedback • 6 big cleans per year

Our Business

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

3.7 FOCUS ON PEOPLE AND CAPABILITY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.7.1 Employee Experience Retain and attract key talent. Maintain and grow employee engagement.	• Performance & Development Conversations (PDC) feedback. • Employee advocacy	• 100% PDC completed • Employee retention • Maintain and grow culture survey engagement score
3.7.2 Team Capability Develop Workforce Plan for Market Expansion. Embed role and decision clarity.	• Access to professional development and upskilling • Implement appropriate resourcing to manage increase in service levels	• Employee retention • Market expansion activities are delivered

Our Community

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

4.1 CONNECT WITH OUR COMMUNITY

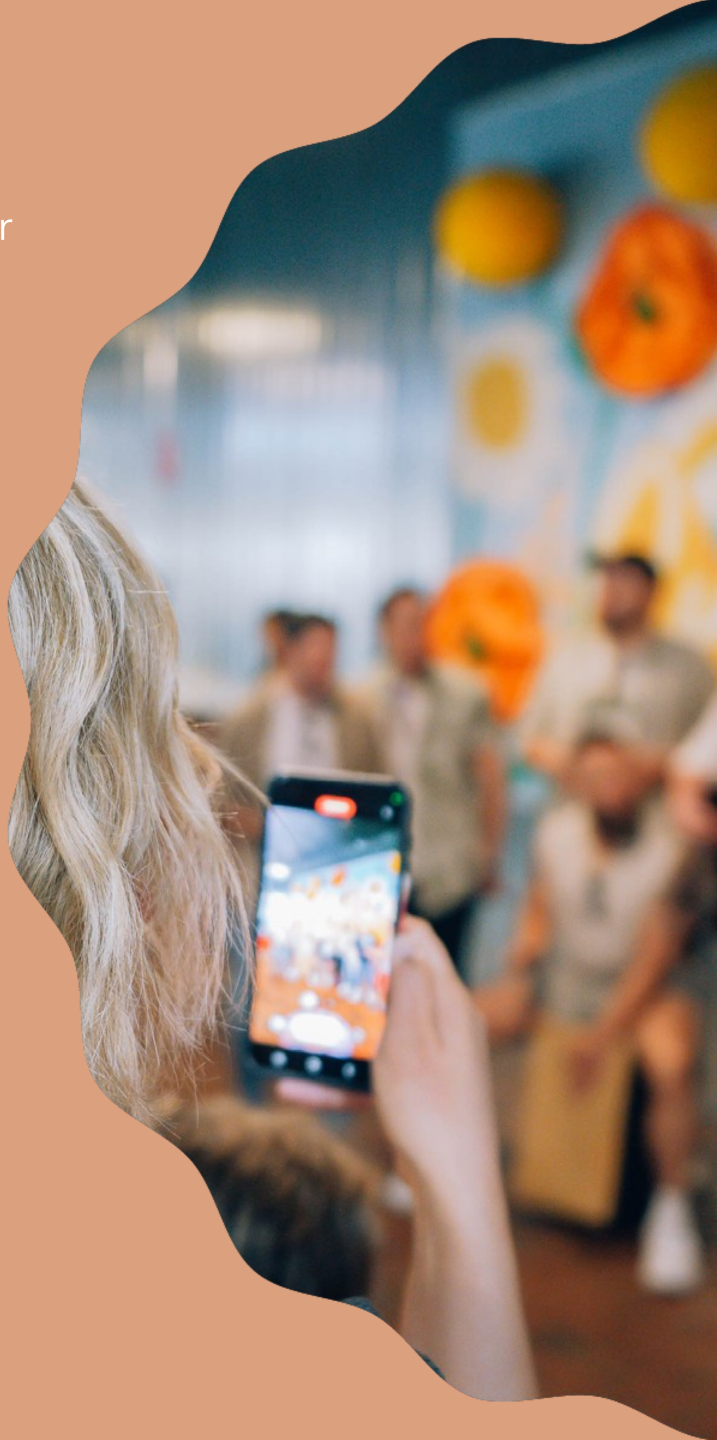
Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
4.1.1 Reconciliation Action Plan Engage with and recognise the Kaurna community and all First Nations as traditional owners.	• Deliver market initiatives from CoA Reconciliation Action Plan (RAP).	• Deliver market activations and initiatives to exceed RAP actions • Meet biannually with CoA Reconciliation Officer
	• Explore opportunity for an Arts and Culture for Market Expansion	• Scoping in Q1
4.1.2 Community Engagement Plan Connect with the broader community to ensure the market continues to be inclusive and welcoming to all.	• Develop and deliver initiatives from annual Community Engagement Plan	• Deliver plan
4.1.3 Sustainability Strategy Encourage socially responsible and sustainable initiatives and measures to support our local businesses, traders and customers.	• Implement Sustainability Strategy 2024-27 • Develop Trader Sustainability Program in accordance with the GISA Leap Grant	• Deliver at least 6 actions from the Sustainability Strategy • Implementation of Trader Sustainability Program and allocation of grant funding
4.1.4 Education Programs Enhance connection with education providers and schools.	• Continue to develop school database	• Annual survey for school feedback • Number of student visitations: 7000+

Our Community

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

4.2 CONTRIBUTE TO THE WIDER MARKET PRECINCT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
4.2.1 District Strategy Develop a yearly plan for precinct connection and collaboration.	• Identify and plan yearly priorities, including: o Key stakeholders and proposed programs o Safety considerations o B2B opportunities • Provide advocacy through the delivery of Gouger Street Upgrade project	• Consultation with AEDA & CoA Market district Placemaking coordinator • Annual review and Inclusion in the Community Plan
4.2.2 Collaboration Foster collaboration with a focus on innovation and community engagement.	• Ongoing participation at precinct meetings and other meetings • Provide Market updates and information to key stakeholders as relevant • Support precinct initiatives and events when aligned	• Meeting attendance • Lunar New Year & Christmas support and collaboration
4.2.3 Street Presence ACMA to explore opportunities to create on street signage including CBD to Market and approaching streets.	• Continue to seek opportunities for additional street signage for improved customer experience	• Increase signage during Victoria Square / Tarntanyangga events
	• Increase brand visibility	• Plan delivered for Market Facade signage and Additional precinct signage
4.2.4 Activate Frontages Encourage traders to activate Gouger and Grote Street frontages.	• Develop plan to activate Market Expansion laneway and make improvements	• Scoping in Q3/4
	• Collaborate with CoA and traders to activate street frontages	• At least one activation integrated into event program



Our Market

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

5.1 ENSURE QUALITY OUTCOMES FOR OUR MARKET

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
5.1.1 Customer Amenities Deliver solutions to make it easier for customers to utilise and navigate the Market.	• Wayfinding audit • Enhance amenities with consideration for bike racks for UPark (advocate)	• Development of One Market Wayfinding strategy and operational framework (ICD) • Market Stall Customer feedback
5.1.2 Operational Requirements Provide 'fit for purpose' spaces.	• Allow adequate storage area to ensure operational capabilities and efficiencies for traders	• Design Dry / Cool storage level one delivered *(subject to CoA Funding)*
	• Ensure Market Expansion services allow tenancies to be adapted over time such as grease trap, power, exhaust etc	• Tenants secured for Market expansion • Federal Hall leased out following Waste & Water Connections • Delivery of Market preparedness project such as bin housing system, signage and casual mall furniture
5.1.3 Car Parking Improve the customers car parking experience.	• Collaborate with CoA UPark to undertake regular reviews of car parking arrangements to assess pricing and offers, layout and operation • Wayfinding and ease of access • Expand discount / offers on Friday nights *(*subject to CoA funding)*	• Monitor and report on customer experience survey results • Awareness results from customer survey
5.1.4 Market Expansion–Construction Phase Maintain market vibrancy and business as usual trading for customers and traders throughout construction.	• Advocate for traders and customers throughout all project phases. • Implement communications strategy including stakeholder and community relations. • One Market approach for planning purposes.	• Min weekly meetings with CoA project Manager and/or Builder • All potential disruptions communicated in advance to traders • Monitor and report on Construction Impact research (annually)

Adelaide Central Market Authority

Our Market

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

5.2 REVIEW TECHNOLOGY SYSTEMS TO INFORM DECISION MAKING

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
5.2.1 Business Systems Implement improved technology to streamline practices and create highest levels of efficiency as possible.	• Delivery of tenancy coordination for Market Expansion • Expand people counters for the Market Expansion	• Automated processes for resource and time efficiencies • People counters working prior to One Market opening

Adelaide Central Market Authority

Draft Budget

2025/26

Adelaide Central
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Overview

Program Plan

Oversees the strategy, management and operation of the Adelaide Central Market as a commercially sustainable, diverse and iconic fresh produce market.

Functions supported:

- Market Operations (incl. Security, Cleaning, waste)
- Commercial Leasing
- Property management
- Trader engagement and support
- Customer Service and Visitor Information
- Events and Activations
- Marketing, Social Media, Website Management
- Media and Public Relations
- ACMA Board governance and support
- Online Market Operations
- Market Precinct partnerships

Outputs for the year ahead

- Ensure customer experiences at the heart of all decisions every day
- Enable and partner with our traders to support them in the delivery of an exceptional shopping experience
- Implement retail leasing strategy and transition to One Market, including securing new tenancies
- Plan and deliver programs that address the current and emerging needs of our customers and traders
- We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results
- Contribute to the economic, social and cultural wellbeing of our precinct and community

Budget

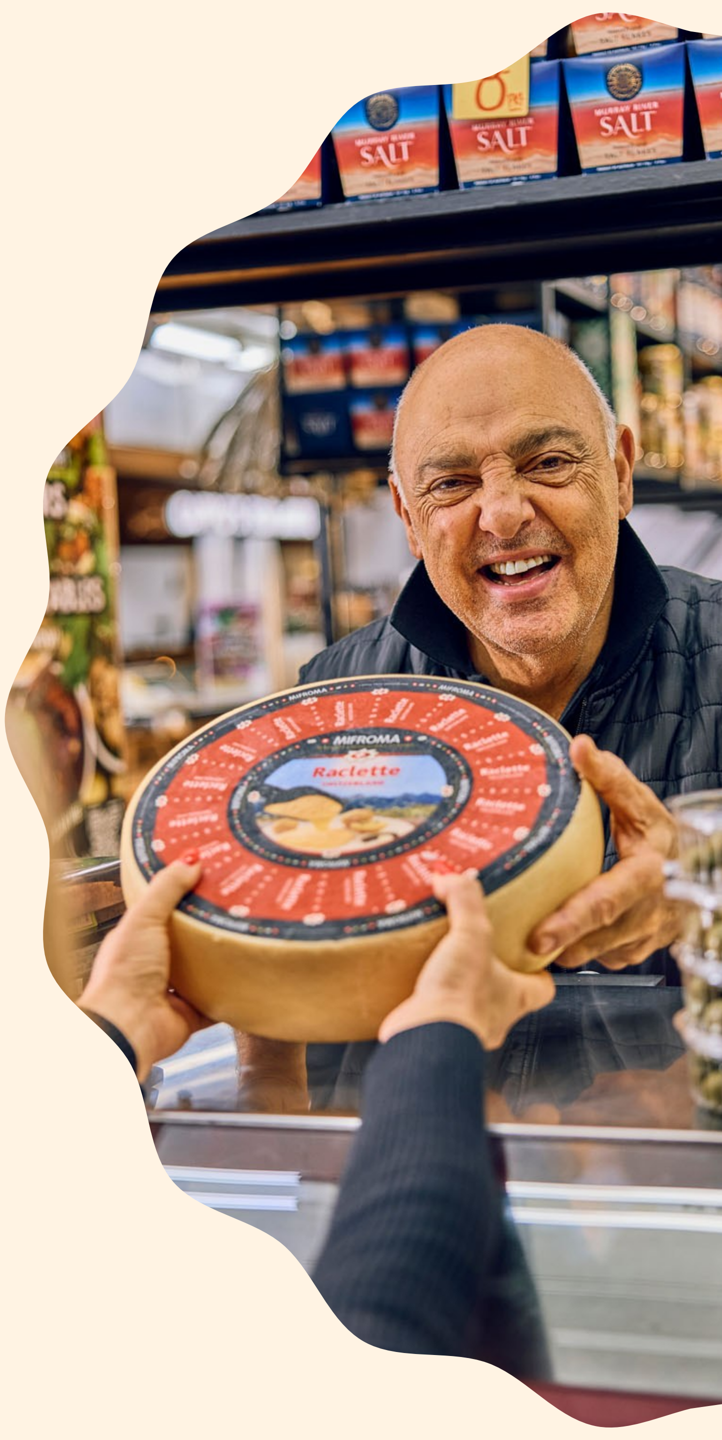
ACMA is in a transitional phase, preparing for One Market which will result in an expanded retail footprint, additional leasing revenue and efficiencies of scale for operations.

The ACMA Budget has been built from zero-base to ensure efficient delivery of actions outlined in the proposed ACMA Business Plan. In its last financial year before the expansion, the budget is built with stability in mind, to maintain visitation and grow customer experience. In parallel, it combines the requirement to invest in future operations and revenue generating activities.

The budget received ACMA Board approval on 20 February 2025 for submission to Council, as a draft budget for consultation purposes.

<u>Assumptions</u>

- ACMA Management Team 9.8 FTE, with provision for One Market resourcing: 7.8 ongoing, 2 fixed term contract (equates to 1.30% of the City of Adelaide's total FTE count).
- High volume of leases due for renewal: over 18% of existing Market floor, with 66 new leases to be achieved in the next 2 years.
- Assumes no change in trading hours this financial year.
- One off costs to prepare for Market expansion to be funded through Strategic Projects and Capital budgets.



Finance Summary 2025/26

Strategic projects

- Adelaide Central Market Expansion Operational Readiness - $938,937

Capital projects – New & Upgrade Expenditure

- One Market Christmas Decorations - $175,000 (+ $175,000 FY26/27)
- Adelaide Central Market - Federal Hall Trade Waste and Water Connections - $50,000
- Market Expansion Readiness Capital Works - Ground Floor - $1,000,000

Renewal expenditure – part of Buildings Asset Management Plan

- Market Floor Fire Compliance Items –Stage 2 of 2
- Market Floor Tenant Stall Renewals
- Roof sheeting Replacement (construction)
- Installation of Automatic Exhaust System
- Basement Remediation (Federal Hall)

Total $8,300,000

Note: All new capital and renewal works to be delivered by CoA Infrastructure, except Market Expansion readiness project, delivered by ACMA.

Budget 2025/26

$'000	2024/25 Q2				Proposed 2025/26			
Operating Budget	FTE	Income	Expenditure	Total (Net)	FTE	Income	Expenditure	Total (Net)
Revenue	-	5,343	-	5,343	-	5,645	-	5,645
Employee Costs	9.8	-	(1,580)	(1,580)	9.8	-	(1,776)	(1,776)
Materials and other *	-	-	(4,263)	(4,263)	-	-	(4,461)	(4,461)
Sponsorships**	-	-	-	-	-	-		-
Depreciation	-	-	(36)	(36)	-	-	(42)	(42)
Finance Costs	-	-	(1)	(1)	-	-	(3)	(3)
TOTAL	**9.8**	**5,343**	**(5,880)**	**(537)**	**9.8**	**5,645**	**(6,282)**	**(637)**
Activity View								
ACMA Operations	6.8	5,257	(5,246)	11	6.8	5,558	(5,449)	109
Market Expansion	3.0	-	(399)	(399)	3.0	-	(600)	(600)
Online Market Platform	-	86	(235)	(149)	-	87	(233)	(146)
TOTAL	**9.8**	**5,343**	**(5,880)**	**(537)**	**9.8**	**5,645**	**(6,282)**	**(637)**

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Project Budgets

Strategic Projects and Capital Projects

$'000	2024/25 Q2		Proposed 2025/26	
Strategic Projects	Income	Expenditure	Income	Expenditure
Adelaide Central Market Expansion Operational Preparedness	-	(220)	-	(939)
TOTAL	**-**	**(220)**	**-**	**(939)**

$'000	Past Financial Year(s) Budget	2025/26 Budget		Whole of Project Budget
		New and Upgrade	Renewal	
Capital – New and Upgrade				
Christmas Decorations – One Market	-	(175)	-	(350)
Federal Hall Trade Waste and Water Connections^	-	(50)	-	(50)
Market Expansion Capital Works – Ground Floor	-	(1,000)	-	(1,000)
Capital – Renewal				
ACMA Renewals*		-	(8,300)	
TOTAL		**(1,225)**	**(8,300)**	

^income generating *delivered by CoA Infrastructure