



Business Plan for
Carlisle Street Traders Association
(A0113676Z)
2023-2027



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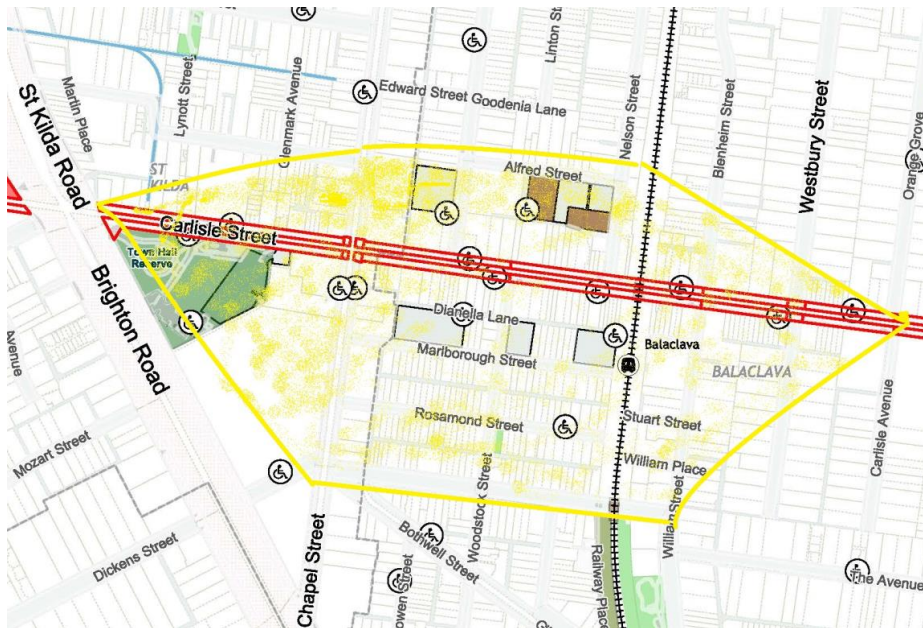
1. INTRODUCTION

Carlisle Street, Balaclava is an iconic and distinctive precinct, featuring well-established traders alongside newer arrivals in an attractive, historic setting. The purpose of the business plan is to outline the five-year Strategic Business Plan for the Carlisle Street Traders Association (CSTA).

The Carlisle Street Traders Association has been an incorporated body since August 2021. The current committee has been working with the City of Port Phillip Council to make improvements in the street and set up a long-term marketing and business improvement program that will involve all properties and businesses.

Carlisle Street Balaclava is located approximately 7.5 kilometers south-east of the Melbourne CBD. It is one of the five key activity centres in the City of Port Phillip. It includes 245 retail and commercial properties in Carlisle Street and adjacent side streets in the area between Brighton Road and Orange Grove/Carlisle Avenue.

Extent of Carlisle Street Activity Centre Precinct



Source: City of Port Phillip

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1.2 Business Mix

Breakdown of Existing Uses in Carlisle Street Precinct

Use	No. of Uses	% of Total
Retail including takeaway food	98	40.0
Hospitality (cafes, restaurants, bars, hotel)	41	16.7
Hairdressing, beauty, nail & tattoo services	15	6.1
Commercial Services	19	7.8
Health & Fitness Services including optical and massage services	32	13.1
Education Services	2	0.1
Community Services	2	0.1
Vacant Premises	36	14.7
Total	245	100.0

Retailing is the predominant business activity. The centre has 98 retail businesses, representing 40% of all premises. The Coles and Woolworths supermarkets are the anchors supported by a diverse range of fresh food outlets. There are distinctive fruit and vegetable shops, deli’s, bakeries, butchers and health shops. The centre also has an interesting mix of takeaway offers reflecting the ethnic communities in the area. Gift, homeware and clothing shops add to the retailing offer, as do more convenience-oriented outlets provided by the newsagency, post shop, pharmacies, and dry cleaners.

Hospitality is the next major business category. There are 42 cafes, restaurants and bars and a hotel, constituting 17% of all premises. Jewish, Turkish, Syrian, Japanese and Indian are some of the many cultures represented in the restaurants and cafes. The pubs, wine and spirit bars are edgy elements in the street.

Hairdressing, beauty, nail and tattoo services are prevalent in 15 outlets.

The centre performs an important role as a health and fitness hub with 32 services representing 13% of all premises. There are three dental clinics, three optical services, seven fitness or pilates centres, three massage clinics, together with pathology and radiology services.

There is a range of 19 commercial operations, representing 8% of all premises. Real estate and property management are the major services. There are no banks.

There is a high number of vacancies - 36 in total representing 15% of properties. They exist as ground floor premises in Carlisle and Chapel Streets and in suites upstairs.

1.3 Characteristics of the Precinct

The Carlisle Street Precinct serves as both a convenience centre for local residents as well as a specialist destination centre attracting visitors from a wide area.

The physical appearance of Carlisle Street has been in decline for many years. It looks dirty and neglected. The vibe that used to exist in the street several years ago has gone. The precinct has been left behind compared with others in Port Phillip.

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COVID-19 has had a significant impact on the precinct. There has been a strong feeling of despair particularly among retailers and hospitality businesses. Business sales have decreased by over 70% for most businesses. The increasing speed with which lockdowns were implemented has been particularly difficult for businesses to cope with. Some service businesses are experiencing staff shortages, due to staff leaving to find work elsewhere and the lack of overseas students.

On the other hand, some businesses have experienced increased local patronage due to more people working at home and a shift to 'safer' outdoor shopping. Many restaurants and cafes have expanded into take away and home delivery services, although the success of this has not been evenly felt. Government grants and benefits have been helpful, but do not cover all costs. Some business owners have gone into personal debt to keep their businesses afloat.

In these difficult times, there have been some positive developments. Port Phillip City Council has provided grants totalling \$60,000 in 2021 to help reactivate the precinct. A new Traders Association was established with an Interim Committee. It has put in place a solid administrative framework with its own bank account, ABN and tax file number. With the assistance of main street consultant Peter McNabb, the Committee has developed an extensive business database with phone and email contacts, enabling it to connect and engage with a wide range of businesses.

To get runs on the board quickly and build up support for the longer term program, the Committee has engaged Vela Stambolziev from Engaging Social Media, experienced strip shopping marketing consultant, to lift the image and profile of the street through the development of a new logo and website, social media set-up and campaigns, and various activations.

The Association has supported the work of The Place Agency engaged by Council in 2022-23 to undertake an extensive campaign to fill vacant premises particularly in the central area of Carlisle Street.

The Association also demonstrated a strong interest in late 2021 in Council's streetscape design competition. It connected with over 700 artists and encouraged them to submit distinctive proposals for Carlisle Street.

1.4 Current Centre Management Arrangements

The management of Carlisle Street is provided through a Traders Association working in conjunction with Port Phillip City Council. The new association was established and formally incorporated in August 2021. After our AGM in December 2022 a committee has been put in place with the following members:

- President – Mike Byard (Pretty Little)
- Vice President – Igor Vainer (Vainer Optical)
- Treasurer – Igor Vainer (Vainer Optical)
- Secretary – Stuart McLean (Voodoo Love Child Speakeasy)

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General Committee Members – Kristian Bonnici (Bonnici Real Estate), Michael Townsend (McGrath Real Estate), Jimmy Singh (Portone Bar), Mark Shenken (St Kilda Law), Jessica Robinett (Voodoo Love Child Speakeasy) Eben Hocking (Bounty of the Sun), James Olliver (Las Chicas)

2. SWOT ANALYSIS

As part of establishing support for the Special Marketing Rate Program, the association engaged Peter McNabb and Associates to visit all the businesses to explain about the proposed program and to confirm their support. The committee has spent a substantial amount of time speaking with businesses in the precinct regarding the program and the benefits of collective marketing and support.

Strengths

- Good convenient location on a major road with high visibility
- Strong community feel with loyal local customers
- Good range of convenience retailing outlets meeting basic shopping needs
- Woolworths and Coles supermarkets as key magnets complemented by a diverse range of fresh food and takeaway outlets
- Strong and diverse hospitality offer in cafes, restaurants and bars
- Plenty of free car parking close to the businesses
- Good relationships amongst businesses and strong desire for improvements in the street
- New website and social media campaign
- Very good support from Port Phillip City Council with allocations totalling \$60,000 of seed funding and assistance with other grant proposals

Weaknesses

- Lack of a distinctive identity
- Tired and unappealing streetscape appearance
- Poor appearance of some shopfronts
- Too many vacancies
- Anti-social behaviour deterring people from feeling safe or the perception of safety.
- Perception that there is not enough car parking and feeling that car parks are taken away from shops.

Opportunities

- Activation of the precinct through Government and Council grants
- Development of a comprehensive long term self-funded term marketing and business development program
- More online marketing through the centre's website and social media
- Focused promotional events
- Ongoing business/centre development initiatives provided by Council

Threats

- Increasing competition from other nearby centres
- Apathy or lack of engagement from some businesses
- Reluctance by property owners to invest in improvements in the precinct

3. FUTURE VISION AND MISSION STATEMENT

3.1 Vision

- *To make Carlisle Street a key destination for local residents and other visitors by capitalising on its multicultural character*
- *To create a business environment that positions Carlisle Street as an iconic place through a diverse and interesting business mix*

3.2 Mission Statement

The mission of the Association is to:

- Promote Carlisle Street so that it becomes a more active and vibrant precinct
- Develop a stronger sense of cohesion and involvement among all the businesses in the precinct

Specific outcomes that to be achieved over time from the work of the Association are:

- A more coordinated and cohesive business community committed to ongoing marketing and development of the centre
- Improvements in the physical infrastructure and appearance of the precinct
- An enhanced image and profile for the whole precinct
- Improved customer perceptions about the precinct
- A continual improvement in consumer spending patterns in precinct resulting in a better trading performance

4. STRATEGIES

A set of realistic strategies has been developed in the Business Plan to realise the vision for the Carlisle Street Precinct. The strategies are to be tackled in an integrated manner. Ownership of the strategies by all the key parties connected with the precinct also is critical.

The strategies encompass the following six components:

- Physical Improvements
- Marketing and Promotion
- Business Development
- Community Development
- Centre Management and Communication
- Financial Strategy

4.1 Physical Improvements

Physical improvements are considered critical by both businesses and residents to change the tired image of the precinct and develop a new identity. Key strategies are:

- Undertake a clean-up campaign in conjunction with Council staff
- Support the program being run by The Place Agency to fill vacant premises with artwork and pop up businesses
- Organise removal of graffiti in conjunction with Council from public spaces and private buildings
- Install street decorations including bin wraps and pot plants

4.2 Marketing and Promotion

- Implement a street branding campaign
- Organise a series of themed street promotions – food festivals, live music festivals and wellness events.
- Deliver seasonal promotions at key times including festive seasons with buskers and other street performance activity
- Undertake monthly competitions with vouchers and coupons
- Roll out an ongoing social media and website promotional campaign
- Market the centre using local schools and clubs

4.3 Business Development

- Encourage in-store upgrades and promotions
- Organise cross-business marketing
- Facilitate business networking and training opportunities in conjunction with Council and other Government programs
- Encourage the Traders Association and businesses in the precinct to participate in Awards Programs so that excellence in the precinct is recognised

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- Develop an ongoing list of desired new business to fill vacant premises so as to strengthen the centre's business mix.
- Encourage property owners and real estate agents to look for these types of businesses to fill vacant premises
- Approach directly the desired new types of businesses (e.g., good businesses in other centres particularly those looking to expand; new businesses looking to establish in this part of Melbourne) and encourage them to look at Carlisle Street

4.4 Community Development

- Continue to develop, through the marketing and promotions program, Carlisle Street as a distinctive neighbourhood hub in the City of Port Phillip
- Continue to strengthen community connections and loyalty to the precinct, particularly to highlight its points of difference. Establish a community e-newsletter to engage locals and share business activity, promotions, events and news from the Traders Association.
- Involve local schools and other community organisations through music and dance performances, painting and sculptural displays, in the promotions program. Organise youth group activities such as talent searches, busker events and school choir performances in the street

4.5 Centre Management and Communication

This is a key priority. For the success of an ongoing business development and marketing program in Carlisle Street, it is critical to have a strong association with a professional part-time centre manager as well as very good communication processes.

Carlisle Street Traders Association

- Establish an active committee with representatives from different types of businesses in different parts of the centre
- Organise monthly meetings of the Committee to direct and monitor the agreed program of activities
- Ensure that businesses in the centre are actively engaged with the program and work together as a team by communicating with them regularly through emails, printed newsletters, personal visits, and meetings
- Organise other informal business networking sessions to encourage sharing of information and establishment of cross-marketing ventures
- Maintain regular liaison between the Association and Council's Economic Development Unit on issues such as car parking and maintenance in the centre, and continue a system of regular reporting on these matters at Committee meetings
- Oversee the marketing, business development and precinct activation program
- Continue to organise membership in Mainstreet Australia to access information, business networking, and support for the work of the Association

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Centre Manager

It is imperative that the Association employs a part-time centre manager for two days (16 hours) a week for the full 52 weeks to undertake the marketing, business development, community development, and administrative work. The key tasks to be undertaken in this role, in conjunction with the Committee, include:

- Administration of the Association’s activities including the agenda and minutes for Committee meetings
- Creation and maintenance of the annual marketing plan and associated budgets based on the business plan
- Maintenance of a current database of all businesses and customers in the precinct
- Production of reports to Committee meetings on any ongoing activities for inclusion in the Committee’s minutes
- Preparation of any necessary reports to the Council related to the management of the marketing and business development program
- Preparation in conjunction with the Committee of grant submissions to Council and Government departments
- Enhancement of the branding and exposure for Carlisle Street particularly through social media
- Strategic marketing of the centre through the website and social media
- Organisation of a limited number of special promotional events and competitions during a year
- Regular communication with all businesses in the precinct through emails, newsletters and visits to business premises
- Maintenance of strong relationships with local community groups (schools, service clubs, sports clubs, etc.) and residents so as to foster ongoing connections with the precinct and develop stronger loyalty from these groups
- Active discussions, in conjunction with property owners and real estate agents, to encourage appropriate new businesses to establish as vacancies arise
- Facilitation through Council business seminars and other training programs to motivate and educate individual businesses to make business improvements

4.5 Financial Strategy

The annual budget to undertake the proposed management, marketing, and business development initiatives outlined in the Business Plan is recommended to be \$200,000

A breakdown of the activities is as follows:

Marketing & Promotion	\$40,000
Farmers Market	\$5,000
Balaclava Boogie Street Festival	\$20,000
Carlisle Street Food Festival	\$20,000
Social Media/Website Promotions	\$5,000
Street Branding & Graffiti Removal	\$30,000
Trader Networking	\$2,000
Seasonal Promotional Activations	\$13,000

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Hanukkah/Christmas	\$10,000
Centre Manager	\$55,000
Total	\$200,000

Additional funds to those outlined in this budget may be obtained by the Association through Council and Government grants.

It is important to have an ongoing source of funding to cover the costs of the proposed initiatives. To achieve this, it is recommended that a special rate of \$ 200,000 be established through Port Phillip City Council effective from 1 July 2023 for the 2023-24 financial year and levied for five years. The special rate would be based on:

- a specified rate in the dollar of CIV for retail and commercial rated properties with a ground floor Carlisle and Camden Street address between Brighton Road and Orange Grove/Carlisle Avenue
- 50% of that specified rate for retail and commercial properties in upstairs properties in Carlisle Street as well as adjacent ground floor and upstairs properties in designated areas in Chapel Street, Nelson Street, Westbury Close, and William Street

With 245 rateable properties in this area, the average business contribution into the program in 2022-23 would be \$ 813 p.a. or \$2.23 per day. This is a little below the annual average of \$ 822 p.a. currently paid by businesses in the three other Port Phillip Centres (Fitzroy Street, Acland Street, Port Melbourne) that have these special levies.

It is important to maintain an ongoing financial accountability system. A financial report should be organised and provided to an Association Committee meeting every month to monitor expenditure against the income achieved through the special rate. This report should outline expenditure against a designated budget for each project area of the Committee's work. An audit of the Association's annual income and expenditure should be prepared at the end of the financial year and presented to the Association's AGM as well as to Council each year.

7. MONITORING AND EVALUATION

The degree of achievement of the actions outlined in this Business Plan will be evaluated at regular intervals throughout each financial year.

Key performance indicators to be included in the evaluation are:

- Number of signed up members of the CSTA
- Extent of completion of projects specified in the Business Plan, on time and within budget
- Level of business participation in activities and promotions
- Business and customer perceptions about the success of individual promotions and advertising campaigns
- Business perceptions about changes in the overall profile and trading performance of the centre
- Financial accountability
- Compliance with the reporting requirements to Council as indicated in any Funding Agreement with Port Phillip City Council

FY 23-24 CSTA Marketing Plan

Activity	Planned Dates	Objectives	Expected results (What will it achieve? Ensure this is measurable)	Status (e.g., planned, in progress, complete, delayed, cancelled)	Budget
Marketing and promotion agency <ul style="list-style-type: none"> Destination marketing of the Carlisle Street precinct Support the Action Plan activities that require amplification 	Ongoing on a monthly basis for 12 months	<ul style="list-style-type: none"> Promote Carlisle Street as a destination to eat, drink, shop, play and do business Support the Association's scheduled Events and Activation activities 	<ul style="list-style-type: none"> Increase social media followers by 10 per cent each month Develop a subscriber database to directly communicate events and activations to Increase subscribers by 10 per cent each month Promote all relevant activities listed in the FY 23/24 Action Plan 		Up to \$40,000
Graffiti removal program <ul style="list-style-type: none"> Supplement Council's graffiti removal policy by engaging a contractor to remove graffiti on a weekly basis – above 3-meter line 	Ongoing on a monthly basis for 12 months	<ul style="list-style-type: none"> Beautify and uplift the Carlisle Street precinct Support a key Carlisle Street trader concern 	<ul style="list-style-type: none"> Contractor removes graffiti on all Special Rate commercial properties within two weeks of reporting to contractor 		Monthly fee of \$2,200
Farmers Market <ul style="list-style-type: none"> Partner with experienced Farmers Market organisation to deliver a monthly Market using one of the car parking areas behind Carlisle Street 	Monthly – first Saturday of each month (commencing September 2023) Subject to change of dates)	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses 	<ul style="list-style-type: none"> Increase visitation to Carlisle Street each month by 100 visitors Attract at least 60 market stalls each month 		\$200 per Market
Trader networking – launch the Marketing and Events program and info session <ul style="list-style-type: none"> Following the declaration of the Special Rate, host an info session that also launches the FY23/24 Marketing and Events Plan Opportunity for traders to meet and share their thoughts/feedback to the Committee 	Mid July 2023	<ul style="list-style-type: none"> Build and increase trader engagement and collaboration 	<ul style="list-style-type: none"> Attract attendance of at least 15 traders 		\$1,000
Street art photo walking tours/workshops <ul style="list-style-type: none"> Guided tour of Carlisle Street precinct with a photographer and/or street art personality Tour to commence and end in selected Carlisle Street hospitality venues 	August 2023	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses Generate organic promotion via attendees posting on social media Photo exhibition Could incorporate Heritage photo walk/exhibition 	<ul style="list-style-type: none"> Offer five tours/workshop Attract attendance of at least 20 visitors per workshop (total 100) Increase social media followers by 100 Community learns about the history of Carlisle Street precinct. Award prizes for best photos. 		\$1,000
Halloween activation <ul style="list-style-type: none"> Roving entertainment and activities for school kids 	27 October 2023	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses Attract families to the precinct by delivering activities that are family friendly and fun 	<ul style="list-style-type: none"> Attract an attendance of at least 200 visitors to the precinct 		Up to \$2,000
Balaclava Boogie Street Festival and Market 2023 <ul style="list-style-type: none"> Festival to include Carlisle St, between Chapel St and Westbury St with the road closed to public, except public transportation Traders will be engaged to leverage the Festival Market stalls to run concurrently on in the parking bays on Carlisle Street Curated live music program will include local venues providing live music within their business, buskers in designated locations and roving bands on the first and last day of festival Festival and events merchandise will be available Partnership with local social causes, to bring greater community awareness 	early November 2023 - Nine day festival held over one week and two weekends	<ul style="list-style-type: none"> To establish a new festival on the Melbourne events calendar, which showcases live music and hospitality venues on Carlisle Street To build an event that celebrates Carlisle Street Drive visitation and economic impact to Carlisle Street businesses 	<ul style="list-style-type: none"> Attract a festival attendance of at least 5,000 Attract at least 70 market stalls during the festival Activate at least 10 venues in the precinct with music and/or entertainment 		Up to \$20,000

FY 23-24 CSTA Marketing Plan

Activity	Planned Dates	Objectives	Expected results (What will it achieve? Ensure this is measurable)	Status (e.g., planned, in progress, complete, delayed, cancelled)	Budget
Trader networking – AGM <ul style="list-style-type: none"> Host AGM given Consumer Affairs Victoria requirements Networking opportunity to invite traders in the precinct 	Late November 2023	<ul style="list-style-type: none"> Build and increase trader engagement and collaboration 	<ul style="list-style-type: none"> Attract attendance of at least 20 traders 		\$1,000
Hanukkah on Carlisle Street <ul style="list-style-type: none"> Engage the Jewish community to curate and celebrate Hanukkah, e.g., Jewish Museum of Australia, local community groups and traders 	7 – 15 December 2023	<ul style="list-style-type: none"> Support Carlisle Street's Jewish community Promote and celebrate Carlisle Street's Jewish culture Drive visitation and economic impact to Carlisle Street businesses Attract families to the precinct by delivering activities that are family friendly and fun 	<ul style="list-style-type: none"> Attract an attendance of at least 200 visitors to the precinct Engage at least two Jewish community groups to participate in the activity 		Up to \$5,000
Christmas/Holidays on Carlisle Street <ul style="list-style-type: none"> Santa/Christmas photo opportunity Christmas tree Shopfront decals Digital marketing re Christmas shopping on Carlisle Street 	16 December 2023 – 6 January 2024	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses Attract families to the precinct by delivering activities that are family friendly and fun 	<ul style="list-style-type: none"> Attract an attendance of at least 200 visitors to the precinct 		Up to \$5,000
Carlisle Street Food Festival <ul style="list-style-type: none"> Partner or market via Melbourne Food and Wine Festival Program a Street eats/dining Festival that celebrates Carlisle Street's diversity 	End of March/April 2024	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses Showcase Carlisle Street extension food and drink offering 	<ul style="list-style-type: none"> Attract a festival attendance of at least 5,000 Activate at least 10 hospitality venues in the precinct 		Up to \$25,000
Wellness Week <ul style="list-style-type: none"> Launch on 7 April 2024 given it is WHO World Health Day Implement activations that benefit health clubs and organisations in the precinct 	7 – 14 April 2024	<ul style="list-style-type: none"> Drive visitation and economic impact to Carlisle Street businesses Leverage goodwill attached to an existing recognised day 	<ul style="list-style-type: none"> Attract an attendance of at least 200 visitors to the precinct and specifically to health and wellbeing traders 		Up to \$2,000
Trader networking – FY24/25 Marketing and Events program and info session <ul style="list-style-type: none"> Host an info session that also launches the FY24/25 Marketing and Events Plan Opportunity for traders to meet and share their thoughts/feedback to the Committee 	May 2024	<ul style="list-style-type: none"> Build and increase trader engagement and collaboration 	<ul style="list-style-type: none"> Attract attendance of at least 20 traders 		\$1,000

FY23-24 CSTA Budget Planning

CSTA Budget (exc GST)	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Annual Total	Rate Percent
Income														
Special Rate	100,000						100,000						200,000	
Grants													0	
ATO Refunds													0	
Other Income													0	
Total Income	100,000	0	0	0	0	0	100,000	0	0	0	0	0	200,000	
Expenditure														
Operating Expenses														30%
Precinct Coordinator (16hrs/per week)	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	49,920	
Insurances			1,500										1,500	
Accounting Fees	330	330	330	330	330	330	330	330	330	330	330	330	3,960	
Bank Fees	10	10	10	10	10	10	10	10	10	10	10	10	120	
Governance					2,000								2,000	
Website and IT Fees	500						500						1,000	
Subscriptions (MailChimp etc)	60	60	60	60	60	60	60	60	60	60	60	60	720	
Other Operating Expenses													0	
Events and Activations														31%
Farmers Market			200	200	200	200	200	200	200	200	200	200	2,000	
Street art photo walking tours		1,000											1,000	
Balaclava Boogie Street Festival					20,000								20,000	
Halloween activation				2,000									2,000	
Hanukka on Carlisle Street						5,000							5,000	
Christmas on Carlisle Street						5,000							5,000	
Carlisle Street Food Festival									25,000				25,000	
Wellness Week										2,000			2,000	
													0	
													0	
Marketing and Promotion														20%
Marketing and promotion agency			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	
													0	
													0	
													0	
Physical Improvements														13%
Graffiti removal program	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	26,400	
													0	
													0	
													0	
Trader Networking														2%
Launch and info session	1,000												1,000	
AGM and networking					1,000								1,000	
Info session on FY24/25											1,000		1,000	
													0	
Total Expenditure	8,260	7,760	12,460	12,960	33,960	20,960	11,460	10,960	35,960	12,960	11,960	10,960	190,620	
Cashflow	91,740	83,980	71,520	58,560	24,600	3,640	92,180	81,220	45,260	32,300	20,340	9,380	9,380	