

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
SUMMARY: BRUSH FARM AS A CENTRE FOR CREATIVITY IN ARTS, FOOD & WINE

REF INPUTS

Annual Growth in Expenses	3.00%
Annual Growth in Revenue	3.00%
Corporate Overhead rate	12.50%
Allowance for contingencies	5%

[illegible]

NOTES:

- Annual Growth in Expenses: assumed to be the top of the RBA target rate for inflation (set at 2-3%).
 - Current CPI rate at 31 December 2008 is 3.7%, declining from 5.0% for year ended September 30 2008. Source:www.rba.gov.au
- Annual Growth in Revenue: assumed to be the top of the RBA target rate for inflation (set at 2-3%).
- Facility Licences: refer to separate worksheet detailing the revenue modelling
- Venue Hire: refer to separate worksheet detailing the revenue modelling
- Program Revenue: refer to separate worksheet detailing the programs and revenue modelling
- Employee Related Expenditure: refer to separate worksheet detailing the annual employee expenses
- Program Expenses: refer to separate worksheet detailing annual expenses
- Marketing & Promotion: an annual allowance for limited marketing and promotion activities
- Property Expenses: refer to separate worksheet detailing the annual maintenance and operating expenses for the building and grounds
- Start-Up Expenses: reflect the need for additional marketing expenditure in years 1 and 2
- Contingency: 5% of expenditure
- Corporate Overheads: 12.5% of total expenditure as advised by Ryde City Council
- Depreciation and Amortisation: refer to separate worksheet for basis of calculation
- Capital expenditure: refer to separate worksheet for details of initial investment required

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
FACILITY LICENCES

REF	INPUTS	
	Annual Growth in Revenue	3.00%

LICENCES	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Co-Working Space	\$ 11,850	\$ 23,700	\$ 47,400	\$ 48,822	\$ 50,287	\$ 51,795	\$ 53,349	\$ 54,950	\$ 56,598	\$ 58,296
Total Licences	\$ 11,850	\$ 23,700	\$ 47,400	\$ 48,822	\$ 50,287	\$ 51,795	\$ 53,349	\$ 54,950	\$ 56,598	\$ 58,296

LICENCES	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Commercial Kitchen Licence	\$ 9,100	\$ 14,060	\$ 19,308	\$ 19,888	\$ 20,484	\$ 21,099	\$ 21,732	\$ 22,384	\$ 23,055	\$ 23,747
Total Licences	\$ 9,100	\$ 14,060	\$ 19,308	\$ 19,888	\$ 20,484	\$ 21,099	\$ 21,732	\$ 22,384	\$ 23,055	\$ 23,747

Note: Commercial Kitchen Licence is included in Summary. Co-Working space is presented only as an option for consideration.

NOTES:

COMMERCIAL KITCHEN LICENCE
Assume base rental of \$350 per week for kitchen and associated office and store
For year 1, assume rental discount of 50% to recognise start-up operation
For year 2, assume rental discount of 25% to recognise start-up operation
From year 3, assume 100% rental earned
Rental rising by 3% per annum from years 1-10

CO-WORKING SPACE
Co Working Space
Optimum Model
6 desks available
Assume 3 for full-time users, 3 for part-time
Rate for full-time users (per month) \$600
No. full-time users 3
Annual revenue \$21,600
Rate for part-time users (per month) \$430
No. part-time users 5
Annual revenue \$25,800
Optimum Revenue \$47,400
Assume year 1 = 25% of optimum revenue earned
Assume year 2 = 50% of optimum revenue earned
Assume year 3 = 100% of optimum revenue earned
Assume 5 days per week

BRUSH FARM HOUSE
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VENUE HIRE SUMMARY

REF	INPUTS
	Annual Growth in Revenue 3.00%

VENUE HIRE REVENUE	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Casual hire of venues	\$ 21,723	\$ 22,374	\$ 23,046	\$ 23,737	\$ 24,449	\$ 25,183	\$ 25,938	\$ 26,716	\$ 27,518	\$ 28,343

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VENUE HIRE MODEL

Ref	VENUE HIRE / RENTAL	Casual Hire					Permanent Hire					Licence				
		No. Times Used (Weekly)	Average Weeks per Year	Annual Utilisation	Rate	Total Casual Hire	No. Times Used (Weekly)	Average Weeks per Year	Annual Utilisation	Rate	Total Permanent Hire	No. Licence	Average Weeks Per Year	Annual Utilisation	Rate	Total Licence
	Facility Rental															
	Marquee															
	Commercial	1	5	5	\$ 950	\$ 4,750					\$ -					\$ -
	Community Rate 1	1	2.5	2.5	\$ 176	\$ 440					\$ -					\$ -
	Community Rate 2	1	2.5	2.5	\$ 440	\$ 1,100					\$ -					\$ -
	Total					\$ 6,290					\$ -					\$ -
	Forster Room (Hall)															
	Commercial	1	5	5	\$ 600	\$ 3,000					\$ -					\$ -
	Community Rate 1	1	2.5	2.5	\$ 80	\$ 200	0		0		\$ -					\$ -
	Community Rate 2	1	2.5	2.5	\$ 120	\$ 300					\$ -					\$ -
	Total					\$ 3,500					\$ -					\$ -
	BFHS Office															
	Commercial					\$ -					\$ -					\$ -
	Community Rate 1			0	\$ 80	\$ -					\$ -					\$ -
	Community Rate 2			0	\$ 120	\$ -					\$ -	1	52	52	\$ -	\$ -
	Total					\$ -					\$ -					\$ -
	FHS Store															
	Commercial					\$ -					\$ -					\$ -
	Community					\$ -					\$ -					\$ -
	No Charge					\$ -					\$ -	1	52	52	\$ -	\$ -
	Total					\$ -					\$ -					\$ -
	Wallumetta Room															
	Commercial	0	0	0	\$ 130	\$ -					\$ -					\$ -
	Community Rate 1			0		\$ -					\$ -					\$ -
	Community Rate 2			0		\$ -					\$ -					\$ -
	Total					\$ -					\$ -					\$ -
	Bride & Petit Room															
	Commercial	0	0	0	\$ 130	\$ -					\$ -					\$ -
	Community Rate 1			0		\$ -					\$ -					\$ -
	Community Rate 2			0		\$ -					\$ -					\$ -
	Total					\$ -					\$ -					\$ -
	Blaxland Room															
	Commercial	0	0	0	\$ 290	\$ -					\$ -					\$ -
	Community Rate 1			0		\$ -					\$ -					\$ -
	Community Rate 2			0		\$ -					\$ -					\$ -
	Total					\$ -					\$ -					\$ -
	Carpenter Room															
	Commercial	0.5	40	20	\$ 290	\$ 5,800					\$ -					\$ -
	Community Rate 1	0.5	20	10	\$ 80	\$ 800					\$ -					\$ -
	Community Rate 2	0.5	20	10	\$ 120	\$ 1,200					\$ -					\$ -

Total		\$	7,800		\$	-		\$	-
Stayner Room									
Commercial		\$	-		\$	-		\$	-
Community		\$	-		\$	-		\$	-
No Charge		\$	-		\$	-	15252	\$	-
Total		\$	-		\$	-		\$	-
Bennet Room									
Commercial		\$	-		\$	-		\$	-
Community		\$	-		\$	-		\$	-
No Charge		\$	-		\$	-	15252	\$	-
Total		\$	-		\$	-		\$	-
Elizabeth Blaxland Room									
Commercial		\$	-		\$	-		\$	-
Community		\$	-		\$	-		\$	-
No Charge		\$	-		\$	-	15252	\$	-
Total		\$	-		\$	-		\$	-
Loft									
Commercial		\$	-		\$	-		\$	-
Community Rate 1		\$	-		\$	-		\$	-
Community Rate 2		\$	-		\$	-		\$	-
Total		\$	-		\$	-		\$	-
Kitchen									
Commercial		\$	-		\$	-		\$	-
Community Rate 1		\$	-		\$	-		\$	-
Community Rate 2		\$	-		\$	-		\$	-
Total		\$	-		\$	-		\$	-
Garden									
Commercial	1	5	5 \$ 700	\$ 3,500	\$	-		\$	-
Community Rate 1			0 \$ 220	\$ -	\$	-		\$	-
Community Rate 2			0 \$ 440	\$ -	\$	-		\$	-
Total				\$ 3,500	\$	-		\$	-
				\$ 21,090	\$	-		\$	-

TOTAL

(\$2009)

\$ 21,090

Summary of Rates

Venue	Commercial hire rate	Community hire rate 1		Community hire rate 2	
		(Mon – Fri/ 8am – 6pm)	(Mon – Fri/ 8am – 6pm)	(Mon – Fri/ 6pm – midnight) (Sat, Sun & public holidays)	(Mon – Fri/ 6pm – midnight) (Sat, Sun & public holidays)
		Daily Rate	Hourly Rate	Daily Rate	Hourly Rate
Marquee	\$950	\$176	\$8 - \$35, average \$22/hour	\$440	\$55
Forster Room	\$600	\$80	\$8 - \$12.50 average \$10/hour	\$120	\$15
Blaxland Room,	\$290	N/A	N/A	\$120	\$15
Wallumetta Room	\$130	N/A	N/A	\$120	\$15
Bride & Petit Room	\$130	N/A	N/A	\$120	\$15
Carpenter Room	\$290	\$80	\$8 - \$12.50 average \$10/hour	\$120	\$15
Kitchen	?	\$80	\$8	\$120	\$15
Garden	\$700	\$220		\$440	

Community rates advised by City of Ryde
Commercial rates benchmarked as follows:
Marquee rate (commercial) equivalent to HHT venue hire rate for a room for 100 people at Elizabeth Farm
Foster hall rate (commercial) equivalent to HHT venue hire rate for a room for 70 people at Elizabeth Farm
Blaxland & Carpenter Rooms - HHT rate for similar size room for half a day. Full day hire \$290 per day.
MGSM Hotel & Conference Centre, Macquarie Uni - \$130 per day

Assumed that an even balance of community and commercial hire is achieved for venue used for functions and events
The kitchen is assumed to be always rented at commercial rates
The garden is assumed to be always rented at commercial rates

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
PROGRAM REVENUE

REF	INPUTS
	Annual Growth in Revenue 3.00%

PROGRAM REVENUE	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Exhibitions										
Hire Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Commission on Sales	\$ 9,100	\$ 9,100	\$ 9,100	\$ 13,000	\$ 13,000	\$ 13,000	\$ 17,550	\$ 17,550	\$ 17,550	\$ 17,550
Art & Design Market										
Stallholder Fees	\$ 18,000	\$ 28,800	\$ 50,400	\$ 51,912	\$ 53,469	\$ 55,073	\$ 56,726	\$ 58,427	\$ 60,180	\$ 61,986
Networking Events										
Participation Fees	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
Classes & Workshops										
Participation Fees	\$ 24,300	\$ 60,750	\$ 91,125	\$ 121,500	\$ 125,145	\$ 128,899	\$ 132,766	\$ 136,749	\$ 140,852	\$ 145,077
Other Arts Events										
Arts events, festivals	\$ -									
Total Program Revenue	\$ 53,800	\$ 101,122	\$ 153,171	\$ 189,035	\$ 194,316	\$ 199,755	\$ 209,908	\$ 215,678	\$ 221,622	\$ 227,744

Exhibitions
Assume 26 exhibitions per year ie. one every 2 weeks,
Median sale price of each artwork as advised by Ryde City Council \$350-\$400, assume \$350 in years 1-3, \$400 in years 4-6, \$450 thereafter
Average number of items sold per exhibition 3-5, assume 4 in years 1-3, 5 in years 4-6, 6 thereafter
25% commission to be charged as advised by Ryde City Council
Years 1-3 =26*(\$350*4*25%)
Years 4-6 = 26*(\$400*5*25%)
Years 7 - = 26*(\$450*6*25%)

Art & Design Market

Stallholder fees - assume average of \$60 per site
Optimum stall holder number = 70
Assume 2 years to reach optimum number
Assumed average number of stall holders in year 1 = 25
Assumed average number of stall holders in year 2 = 40
Assumed average number of stall holders in year 3 = 70
11 markets held per annum

Revenue	
Year 1	16500
Year 2	26400
Year 3	46200

Networking Events

Assumed number of participants = 20
Assumed average price for participation = \$10
Number of events per annum = 12

Classes & Workshops

Optimum number of classes per week = 15
Optimum number of students per class = 15
Weeks per year = 36
Average tuition cost = \$10 for students, \$20 for adults, assume \$15 average
Optimum revenue \$ 121,500
Assume year 1 = 20% of optimum revenue earned
Assume year 2 = 50% of optimum revenue earned
Assume year 3 = 75% of optimum revenue earned
Assume year 4 = 100% of optimum revenue earned

Other Arts Events

Assumed entry is free of charge in line with other Ryde Council events
Should entry charges be applied, it is assumed a separate business case for each event would be developed to demonstrate break-even as basis for proceeding

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
EMPLOYEE RELATED EXPENDITURE

REF	INPUTS
	Annual Growth in Expenses 4.00%
	Oncosts 20.00%

EMPLOYEE EXPENSES	Base Rate	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Creative Leadership / Coordination	\$ 61,559	\$ 66,582	\$ 69,246	\$ 72,015	\$ 74,896	\$ 77,892	\$ 81,007	\$ 84,248	\$ 87,618	\$ 91,122	\$ 94,767
Casual Operational Staff	\$ 13,440	\$ 14,537	\$ 15,118	\$ 15,723	\$ 39,670	\$ 41,257	\$ 42,907	\$ 44,623	\$ 46,408	\$ 48,264	\$ 50,195
Overtime contingency	\$ 1,000	\$ 1,082	\$ 1,125	\$ 1,170	\$ 1,217	\$ 1,265	\$ 1,316	\$ 1,369	\$ 1,423	\$ 1,480	\$ 1,539
Oncosts		\$ 16,440	\$ 17,098	\$ 17,782	\$ 18,493	\$ 19,233	\$ 20,002	\$ 20,802	\$ 21,634	\$ 22,499	\$ 23,399
Materials & equipment allowance		\$ 10,000	\$ 10,400	\$ 10,816	\$ 11,249	\$ 11,699	\$ 12,167	\$ 12,653	\$ 13,159	\$ 13,686	\$ 14,233
Total Employee Expenses		\$ 108,641	\$ 112,986	\$ 117,506	\$ 145,524	\$ 151,345	\$ 157,399	\$ 163,695	\$ 170,242	\$ 177,052	\$ 184,134

NOTES

Annual Salary increase forecast in City of Ryde Management Plan 2008-2012
Program Coordinator base rate assumed to be level 3, grade 10 City of Ryde Salary Scale 2008 based on advice from Ryde City Council
Casual staff assumed for evenings and weekend activities. Calculated as follows:
Years 1-3
Base rate: 44,716 (mid-point Grade 6) based on advice from Ryde City Council, translated to hourly rate of \$25 (rounded)
Assumed 26 weekends per annum, 8 hours per weekend (\$5,200)
Assumed 48 weeks per annum, 4 hours per week (4,800)
Leave replacement: 4 weeks per annum at full time \$3,440)
Year 4 onwards
Additional 16 hours per week x 52 weeks (\$23318)
Oncosts applied at rate of 20% (9% superannuation, 4.4% workers comp, 4% leave allowance)

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
PROGRAM EXPENDITURE

REF	INPUTS											
	Annual Growth in Expenses		3.00%									
	Annual Growth in Employee Expenses		4.00%									

NOTES

Classes & Workshops
Optimum number of classes per week = 15
Class duration - 2.5 - 3 hours
Weeks per year = 36
Tuition cost per hour = \$41
Tuition cost - optimum no. classes \$ 66,420
Assume year 1 = 20% of optimum expense incurred
Assume year 2 = 50% of optimum expense incurred
Assume year 3 = 75% of optimum expense incurred
Assume year 4 = 100% of optimum revenue incurred
Allowance for materials \$ 20,000
Assumed incurred in same proportions to salaries

**BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
PROPERTY EXPENDITURE**

REF	INPUTS
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Value of Brush Farm House	\$ 5,780,000
Value of Marquee	\$ 120,000
Annual maintenance allowance	2.00%
Annual Growth in General Expenses	3.00%
Annual Growth in Electricity Expenses	7.00%
Annual Growth in Water, Sewer & Stormwater Expenses	6.80%
Estimated Floor Area inc Marquee (m2)	680
Estimated Area of Grounds (m2)	5,000

PROPERTY EXPENSES	Base Rate	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Statutory Charges											
Council Rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water & Sewerage Rates	\$ 1.53	\$ 1,187	\$ 1,267	\$ 1,354	\$ 1,446	\$ 1,544	\$ 1,649	\$ 1,761	\$ 1,881	\$ 2,009	\$ 2,145
Land Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Statutory Charges	\$ 3.51	\$ 2,532	\$ 2,608	\$ 2,686	\$ 2,767	\$ 2,850	\$ 2,935	\$ 3,024	\$ 3,114	\$ 3,208	\$ 3,304
Operating Expenses											
Telephones & coms	\$ 6,000.00	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829	\$ 8,063	\$ 8,305
Insurance	\$ 5,000.00	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524	\$ 6,720	\$ 6,921
Air conditioning / ventilation	\$ 8.38	\$ 1,295	\$ 1,334	\$ 1,374	\$ 1,415	\$ 1,457	\$ 1,501	\$ 1,546	\$ 1,592	\$ 1,640	\$ 1,689
Cleaning		\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619
Electricity	\$ 13.90	\$ 10,822	\$ 11,579	\$ 12,390	\$ 13,257	\$ 14,185	\$ 15,178	\$ 16,240	\$ 17,377	\$ 18,594	\$ 19,895
Security	\$ 17,000.00	\$ 36,071	\$ 37,153	\$ 38,267	\$ 39,415	\$ 40,598	\$ 41,816	\$ 43,070	\$ 44,362	\$ 45,693	\$ 47,064
Fire Protection	\$ 4.05	\$ 2,922	\$ 3,009	\$ 3,100	\$ 3,193	\$ 3,288	\$ 3,387	\$ 3,489	\$ 3,593	\$ 3,701	\$ 3,812
Pest Control	\$ 500.00	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652	\$ 672	\$ 692
Gardening / Landscaping	\$ 2.99	\$ 15,860	\$ 16,336	\$ 16,826	\$ 17,331	\$ 17,851	\$ 18,387	\$ 18,938	\$ 19,506	\$ 20,092	\$ 20,694
Programmed building maintenance		\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000
Total	\$	225,888	\$ 229,603	\$ 233,462	\$ 237,473	\$ 241,643	\$ 245,978	\$ 250,487	\$ 255,178	\$ 260,060	\$ 265,142

NOTES

Council Rates are assumed not to apply to Council property in accordance with current budget provisions.

Water & Sewerage Rates are based on PCA 2008 benchmark rate of \$1.53/m2, applied to total building area including marquee of 680m2. Cost escalated annually by rate for specific expense

NB: current charge of \$500. Forecast increase assumes greater level of activity and use of facility than at present.

Land Tax is assumed not to apply to a Council owned property

Other Statutory Charges are based on PCA 2008 benchmark rate of \$3.51 / m² applied to total building area including marquee of 680m².

Data & coms includes provision for telephone and internet expenses. Current cost of \$1000 anticipated to grow due to additional occupation of bld

Insurance premium for 2008-09 \$4,574. Assumed proposed activities will result in no significant increase in premium. Rounded to \$5,000. Assumed annual increase in accordance with rate for general expenditure.

Assumed air-conditioning only to Marquee. Annual expense based on PCA 2008 benchmark rate of \$8.37/m2, applied to marquee area of 150m2. Cost escalated annually by rate for general expenses.

Annual cleaning expense advised by City of Ryde. Cost escalated annually by rate for general expenses.

NB: current cleaning budget of \$1,500. Forecast increase assumes greater level of activity than at present.

Annual electricity expense based on PCA 2008 benchmark rate of \$13.9/m², applied to total area including marquee of 680m². Cost escalated annually by rate for specific expenses

Increase on current budget (\$2k) is forecast due to proposed increase in utilisation.

Security services are currently provided for \$17,000 per annum. Current charges assumed to double in first year of operation due to increased utilisation of facility.

Subsequent increases in line with rate for general expenses increase.

Fire Protection services based on PCA 2008 benchmark rate of \$4.05 / m2, applied to total area including marquee of 680 m2. Cost excalated annually by rate for general expenses.

Pest Control - an allowance of \$500 for inspection services. NB PCA 2008 benchmark rate would result in allowance of \$211.

Gardening / Landscaping - Council has not yet determined a maintenance regime or methodology.

For the purposes of this model, the PCA 2008 benchmark rates of \$3.27 (car parking) and \$0.62 (garden/landscaping) have been applied to the total area of the site.

The combined rates have been applied to reflect soft and hard landscaping elements. Growth in subsequent years has been assusmed to be at the general expense rate.

Programmed building maintenance - allowance of 2% of capital value for routine maintenance benchmarked against heritage properties and commercial facilities.

**BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL: SCENARIO 1
ASSET CHARGES**

REF	INPUTS	
	Value of Brush Farm House	\$ 5,780,000
	Expected Useful Life	40 years
	Annual Depreciation Charge	2.50%
	Value of Marquee	\$ 120,000
	Expected Useful Life	20 years
	Annual Depreciation Charge	5.00%
	Value of Furniture, Fittings & Equipment	\$ 40,000
	Expected Useful Life	10 years
	Annual Depreciation Charge	10.00%

[illegible]

BRUSH FARM HOUSE
BUSINESS PLAN
FINANCIAL MODEL TO SUPPORT THE BUSINESS PLAN
CAPITAL INVESTMENT

REF INPUTS

CAPITAL EXPENDITURE	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Co-Working Workspace										
Desks	\$ 6,000									
Chairs	\$ 3,000									
Telephones	\$ 2,000									
IT infrastructure	\$ 8,000									
Miscellaneous	\$ 1,000									
Fitout of Marquee										
Tables, chairs etc.	\$ 20,000									
Total	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Desks - 6 @ \$1,000
Chairs - 6 @ \$500
Internet connection
Telephones
IT infrastructure