

YARRA RIVER BUSINESS ASSOCIATION INC.

STRATEGIC REVIEW & PLAN

2017 – 2021

Prepared for the City of Melbourne Precincts Program



yarrariver.
melbourne



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**Yarra River Business
Association Inc**

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INTRODUCTION

This four-year strategy comes at an important time in the history of the Yarra River Business Association (YRBA). As YRBA enters its 20th year, its continuing role is at the forefront of discussion. During the current four-year City of Melbourne funding cycle (2017-2021), the Association's Board and members will need to determine which role/s it wishes to pursue into the future, in order to fulfil its purposes and to best meet the needs of its constituents.

YRBA's Association Partners, and many of its members, are now large and significant entities in their own right, with much higher marketing budgets than YRBA, and with direct access to the channels of power. This contrasts with the precinct of 1998, which was under-developed and largely unrecognised in the marketing literature. There was little communication between the businesses of the precinct and the general public didn't recognise the Lower Yarra as an integrated visitor and recreation destination.

The YRBA (or Yarra Tourism Association as it was then known) was established through the encouragement of the City of Melbourne and Tourism Victoria to represent what was then seen as an area with potential to develop as Melbourne's major visitor hub. During the last 20 years, other organisations have grown in stature, including City of Melbourne Marketing, Visit Victoria, Destination Melbourne and the Victorian Tourism Industry Council. They now readily embrace the Yarra River Precinct in their marketing and advocacy work.

With the exception of on-water governance, the big projects and infrastructure needs of the precinct have been largely fulfilled, in many cases thanks to the advocacy work of YRBA, working hand-in-hand with other organisations.

The Yarra River Precinct is firmly established as the major event, cultural, dining and recreational hub of the world's most liveable city. It is so integrated with

the City's social and recreational life that it is now part of everyday Melbourne.

What role can the YRBA play in the future? This strategy is the start of the discussion.

Background and history

The Yarra River Business Association is an Incorporated Association, founded in November 1998, with financial support from the City of Melbourne Precinct Program and business memberships. It began life as the Yarra Tourism Association Inc. (reflecting a primary tourism orientation), but in 2008 the Association re-positioned and re-badged as a business association. This was in recognition of the fact that tourism is business, and that it was only one of the precinct's dimensions.

City of Melbourne funding has underpinned the Association for its 20 years, combined with a steadily increasing - but now flat-lined - business membership. The membership is kept informed of Yarra River Precinct issues and opportunities through a weekly e-bulletin.

The Association has always been a publisher and distributor of hard copy promotional material for the Lower Yarra River. It created the official Yarra River website in 2005 (www.yarrariver.melbourne), which has been continually expanded and improved. In more recent times, the Association has become an active player in the social media sphere, with the engagement of a social media consultant in 2015, to complement the work of its part time executive officer.

During the past five years, it has also operated the Yarra River Business Luncheon series, featuring key speakers on relevant topics every four months, interspersed by more informal member functions. The Association has also become a contributor to significant events held in the Precinct, most notably the Melbourne Food and Wine Festival's 'River Graze' weekend and has provided seed

funding for the growth of Chinese New Year celebrations along the riverfront.

Its advocacy work for the Lower Yarra River has been central to its operation during the past two decades. The Association has provided a united business voice into countless Council and State Government enquiries and strategies during the period. In particular, YRBA was instrumental in the push for an examination into the current and potential on-water governance in the precinct.

In 2016, YRBA commissioned new market branding, based on the wordmark 'yarrariver.melbourne'. This coincided with a change of direction towards more direct member servicing, which included a revised membership fee structure in 2017.

Mission statement and vision

“ To complete the physical and psychological integration of the Lower Yarra River and its immediate environs as Melbourne's leading tourism and recreation hub, and to confirm the Precinct as the natural meeting place for Melburnians”.

The purposes of the association are:

- (1) To facilitate the development of the Yarra River Precinct as Melbourne's natural meeting place for tourists and conference delegates,
- (2) Position and communicate the Yarra River and its environs as an integrated tourism and recreation precinct; part of the broader Melbourne 'experience',
- (3) Advocate for a high standard of infrastructure to service the visitor and recreational market, and to enhance the experience for them,
- (4) Support the economic development of precinct businesses by providing them with a collective voice, particularly through strategic planning at the local and state levels.

GOVERNANCE

The ten-person Board of the Yarra River Business Association meets every six weeks. Day to day operations are driven by its part time Executive Officer, social media consultant and the President.

The Board comprises a representative from each of the Association Partners, plus seven board positions elected directly from the Association's membership. The Board also has the right to second additional board members on a skills basis, such as the position of 'Community Representative', which the Board has seconded for a number of years.

YRBA is an incorporated not-for-profit association under the Associations Incorporation Act 2012. The assets and income of the organisation are applied solely in the furtherance of its above-mentioned objectives and no portion is distributed directly or indirectly to the members of the organisation, except as bona fide compensation for services rendered or expenses incurred on behalf of the organisation.

YRBA operates on an annual budget of about \$110k per annum, of which \$75k is contributed by the City of Melbourne under the Precincts Program. Membership income comprises about \$12k p.a., with the remainder generated through luncheons and marketing campaign participation.

This strategy recommends that in Year 4 of the 2017-2021 funding cycle, the forward planning incorporates and budgets for a comprehensive review of the Association's roles and continuing relevancy. The opinion of stakeholders and members should be central to this review.

An annual review of Board representation should be undertaken, with an emphasis on injecting new skills and the addition of a younger and gender-balanced demographic.

The YRBA serves multiple roles; primarily those of

- Precinct marketing,
- Destination management,
- B-2-B communication/networking, and
- Advocacy.

It's key stakeholder groups are:

1. City of Melbourne
2. YRBA membership
3. DELWP (& Parks Victoria)

Positioning & target markets

Target markets:

1. Domestic visitors to Melbourne
2. International visitors to Melbourne
3. Melburnians, esp. female aged 25-35

Positioning:

Domestic visitors – position the Lower Yarra River as a 'must-do experience' of their Melbourne visit

International visitors – position the Melbourne Waterfront as a key component of this world-class river city, where Melburnians meet and socialize

Melburnians – position the Lower Yarra as the city's natural and premier place to meet, dine, relax and socialize

Stakeholder agencies – position YRBA as a professional and dynamic business organization, with whom they can confidently deal with on relevant issues

City of Melbourne – position YRBA as an efficiently run organization that provides demonstrable value for public money, especially with regard to business representation and communication

YRBA membership – position YRBA as a sound value membership organization and effective marketer of the precinct.

Strategic Direction for YRBA

Domestic visitors – work with Destination Melbourne and City of Melbourne Marketing to produce soft and hard copy tools to enable visitors to navigate the spaces and to maximise their waterfront experience,

International visitors – work with Visit Victoria and Tourism Australia to ensure that the Melbourne's Waterfront is profiled through suitable marketing channels,

Melburnians – Using primarily social media, highlight to Melburnians the variety and intensity of event and hospitality offers within the precinct,

City of Melbourne – provide active support to CoM initiatives, and respond to acquittal for grants in a professional and timely fashion,

Stakeholder groups – provide high level input to relevant studies and strategies, and constructively advocate for improvements to the precinct's infrastructure and service provision.

PRECINCT PROFILE

Demographic profile

(taken from ABS Census of Population and Housing 2016)

Population:	18,670
Projected population (2020):	21,000
Gender split:	50/50
Overseas born:	58%
Median age:	31
Average household size (people):	1.94
Family households:	47%
Single households:	34%
Median personal income: (wkly)	\$1,005
Median h/hold income (wkly)	\$1,870
High income (\$2,000 pw +)	41%
Employed full time:	44%
Employed part time:	14%
Undergoing education:	24%
Bachelor degree or higher:	62%

LARGEST AGE GROUPS

22%	25-29 years
18%	30-34 years
17%	20-24 years
10%	55-95 years
9%	35-39 years
9%	0-19 years

PRIMARY COUNTRIES OF BIRTH

29%	Australia
13%	China
5%	India
4%	Malaysia
3%	Indonesia
3%	England
3%	South Korea
3%	New Zealand

Total employment (2016):	41,830
Full time employment (2016):	27,100
Total businesses:	973
Employment:	41,427
Retail businesses	238
Hospitality businesses	181

Built space (2016):	3,728,800 m ²
Office space (2016):	448,000 m ²
Residential space(2016):	950,000 m ²
Commercial space (2016):	200,000 m ²
Public open space (incl. promenades):	48,000 m ²

Dwellings:	8,248
Flat or apartment:	94%
Rented occupancy:	54%
Hotel rooms:	2,751
Serviced apartments:	439
Dining and beverage venue seating:	24,095
Conference & meeting seating:	35,747

PRECINCT PROFILE

Visitor demographic

Visitor data is not captured at the micro level of the Yarra River Precinct, meaning that this information is estimated.

However, Southbank's popularity among visitors to Melbourne means that an extrapolation from city-wide visitation data provides some picture of local area activity.

It is estimated that approximately 14,000 regional Victorians and 35,400 visitors from interstate travelled to the city on an average weekday in 2016. One in four regional Victorians visit the city for holiday and leisure and nearly one in two interstate visitors arrive in the city for the same reason.

An estimated 53,000 international visitors (15 years+) traveled to, or stayed in, the city on an average weekday in 2016, of which 67.4% arrived for holiday and leisure purposes. Southbank's high proportion of international tenants – including those on student visas – would also attract a percentage of the 15.7% of international visitors who arrive to visit friends and relatives.

A very significant proportion of all visitors to Melbourne visit the attractions and use the services of the Yarra River Precinct. In fact, popular attractions visited by interstaters in 2016 were Southbank/Southgate (41.4 per cent), Federation Square (40.8 per cent) and Crown Casino/Entertainment Complex (34.6 per cent). International visitors surveyed nominated Federation Square (49.5 per cent); Southbank/Southgate (27.0 per cent) and Crown Casino/Entertainment Complex (22.9 per cent) among their most visited attractions.

From the above figures, it can be roughly estimated that the precinct enjoys the patronage of about 40,000 intrastate, interstate and international visitors a day, which excludes Melburnians and business related travelers. The precinct's status as Melbourne's leading business events location means that the daily figure is probably much higher. Moreover, when Greater Melbourne visitation is factored-in, the daily patronage figure in the Yarra

River precinct could be – conservatively stated - up to 50,000 on a weekday and up to 60-70,000 on weekends, depending on the occurrence of major events, exhibitions etc.

When the 45,000 work force of Southbank is factored-in – a percentage of whom buy lunch and socialize after work – the weekday patronage figure could feasibly grow to around 60,000 on weekdays.

The immediate and medium term outlook for visitation to Southbank is positive. Assuming that the ratio of regional Victorian residents travelling to the city remains unchanged, it is expected that the number of regional visitors to the city will grow at around 1.1 per cent annually, while the number of interstate visitors to the city on an average weekday is expected to grow around 2.5 per cent annually in the next decade.

However, the biggest growth will occur in international visitation to Melbourne, especially from Asian markets. As the majority of international visitors (83.2 %) stay between 1 and 7 nights in the city (2016), the growth in international visitation is very important to a precinct with high brand awareness for recreation and dining.

Asian markets accounted for more than one in two (55.9 %) of the total international visitors to Melbourne (2016), growing at a 9.5 per cent annually over the past decade or 34.0 per cent in the past two years. In 2016, Chinese visitors accounted for more than one in four (25.3 per cent) of the total international visitors to Melbourne; growing at 45.0 per cent in the past two years or 13.8 per cent annually over the past ten years. Other Asian markets with double digit annual growth rates are India (12.8 per cent), Malaysia (11.3 per cent) and Indonesia (11.2 per cent) over the past decade. The holiday and pleasure category of international visitation experienced a staggering growth rate of 31.9 per cent over the past two years or a sustained growth rate of 6.6 per cent annually since 2006.

Pedestrian movement/ flow

No measurement of pedestrian movement has been undertaken for Southbank during the past 20 years, though part studies have been completed for sections of Southbank, eg for the Southbank Structure Plan, City Road strategy, Southbank Boulevard redevelopment, Riverside Park etc.

It is hoped that the redevelopment of the Southbank Promenade during 2018-19 will incorporate a pedestrian flow examination and user evaluation study.

The following analysis of key pedestrian flow is, therefore, anecdotal, based on long term observation and the City of Melbourne pedestrian sensors.

Key pedestrian flow for the Crown and Southbank Promenades mostly derives from the CBD, via both the Elizabeth Street underpass (Flinders Street Station) and St Kilda Road (Princes Bridge via the Arts Centre steps). This applies both to weekdays and weekends, although the quantity of flow via the underpass is significantly higher on weekdays because of Southbank workers. Relatively little pedestrian flow to Southbank emanates from the western end of the city, though visitation to South Wharf and North Wharf may be concentrated along the Southern Cross/ Spencer St/ Clarendon St transport corridor. Significant flow occurs at the Southgate end of the precinct as a result of high visitation emanating from NGV St Kilda Road and the venues of Arts Centre Melbourne.

The flow patterns of those visiting by car is largely determined by the location of key commercial car parks: Southgate, Arts Centre, Ballet School, Eureka Tower, Crown, MCEC, South Wharf/North Wharf. The other very significant pattern of visitor flow into the precinct is from the high density residential towers that populate Southbank, South Wharf and, just starting, in the Montague Precinct of Fishermans Bend. The proposal for a tram line linking Fishermans Bend to South Wharf and the longer-term proposal to provide a Southbank-Fishermans Bend rail link, will probably alter pedestrian flows in the western end of the precinct.

PRECINCT PROFILE

Key assets & perceptions

(the following was sourced from Sweeny Research's 'City Precincts Study 2014', commissioned by the City of Melbourne)

“The Yarra River Precinct holds strong appeal for almost two in three respondents (65%).

“Almost one in two respondents reported visiting the precinct more frequently than they did 10 years ago. 12% of 2014 respondents reported visiting the precinct on a weekly basis compared to 9% in 2010. 20% reported visiting at least once a fortnight and a further 20% once a month.

“Positive change was underpinned by the ‘look and feel’ of the precinct, rather than any specific retail or hospitality offers. Compared to 2010 perceptions, the only factor that has changed a great deal is the ‘parks and gardens’ – up from 18% to 42% in 2014. The changes to streetscapes and the general atmosphere of the precinct has been noticed and appreciated by those with a level of familiarity.

“Around one in two respondents viewed the Yarra River Precinct as ‘excellent’ in regards to its options for going out to dinner, drinks, entertainment, coffee etc, compared to 27% who rated the shopping as ‘excellent’ overall. Shops in the area were rated highly in terms of their layout and overall presentation, but the range and quality of products on offer was perceived to be limited.

“The precinct is revered for its atmosphere, which has been enhanced by recognised improvements to open spaces, in particular parks and gardens. Easy accessibility is also considered advantageous. However, the type, variety and quality of eateries in the area was perceived to be unchanged. The precinct has the potential to be an even more popular dining destination, both midweek and at weekends. In order to unlock this potential, diversification of hospitality options should be priority.”

Experiences and products

Aboriginal Heritage Walk

Art Play

Arts Centre Melbourne

Alexandra Gardens

Australian Academy for

Contemporary Art

Australian Centre for the

Moving Image

Australian Music Vault

Batman Park

Birrarung Marr

City River Cruises

Classic Cruises

Crown Entertainment Complex

DFO South Wharf

Enterprize Park

Eureka Skydeck

Federation Square

Floral Clock

Ian Potter Childrens' Garden

Ian Potter Centre: NGV

Malthouse Theatre

Marina YE

Melbourne Aquarium

Melbourne and Olympic Parks

Melbourne Convention &

Exhibition Centre

Melbourne Cricket Ground & tours

Melbourne Heli Tours

Melbourne Recital Centre

Melbourne River Cruises

Melbourne Showboat

Melbourne Water Taxis

National Herbarium

National Sports Museum

NGV International

Old Melbourne Observatory

Polly Woodside & Melbourne

Maritime Museum

Punt tours

Queen Victoria Gardens

Royal Botanic Gardens & tours

Signal

Southgate

South Wharf

Shrine of Remembrance

Sumner Theatre

Venice on the Yarra Gondola tours

Williamstown Bay & River Cruises

WTC North Wharf

Yarra's Edge



LINKING WITH CITY OF MELBOURNE

YRBA connects to CoM work area activities to leverage opportunities for the precinct and Association members, specifically:

- Events – e.g. NYE, Moomba, Melb Music festival etc
- Marketing – Christmas, Winter and seasonal campaigns, website promotion of member businesses etc
- Business & Tourism – breakfasts and business networking opportunities/ events, tourism familiarisations etc
- Other branches of City of Melbourne as necessary (eg engineering, street trading, urban design etc)



CITY OF MELBOURNE

MEMBERSHIP

Existing member profile

The Association's membership levels reached a peak in 2015 and have been fluctuating around 160 since then.

50% of the membership is comprised of 'associate' members, generated through the three Association Partnership agreements.

While the precinct accommodates many medium to large companies, most of those companies have no geographic attachment to the Lower Yarra River/ Southbank area, nor do they undertake business with local businesses. They are national or international in their scope, many with head offices located interstate and overseas.

It has been observed that the emotional attachment of some long-standing members to the Yarra River Precinct is beginning to wane. Many of them now identify as 'Melbourne' rather than 'Yarra River' or 'Southbank', and their key connections are now with city-wide or state-wide industry associations.

In addition, many of the key personnel now working in marketing or business development roles within precinct businesses do not display the same collegial attachment to business associations as did their previous generation. Their expectations, and the expected return from a membership fee, now tends to be increasingly measured in quantitative terms.

Targeted membership

Approximately 50% of the membership is involved in the precinct's f&b industry.

A broadening of the membership into the non-f&B sector could see marginal growth. However, past indicators show that the longevity of business services memberships tend to be short lived. New or relocating businesses into the precinct often join the Association for one or two years, in order to make contacts and build networks as quickly as possible.

Beyond social and networking events, the current member benefits offered through YRBA membership are of marginal value to service businesses.

Recruitment strategies

YRBA has already commenced a re-thinking of its membership approach. A new membership structure was introduced in 2017 to better accommodate the membership needs of the precinct's businesses.

Dropping the entry level membership fee to \$70 was designed to encourage some of the more peripheral businesses to join, but, even if successful, the monetary contribution to the overall budget will be small.

The obvious recruitment strategy for the current cycle is to attract a corporate partner, using the high profile of the Association, and especially its luncheon program, as a key incentive.

The most likely candidate for such a partnership is a business service organisation that wishes to gain access to the Association's membership list. The possibility of joining forces with a neighbouring precinct, to provide a corporation with greater exposure to SMEs, has been considered.

Such a partnership would align YRBA with a high profile corporate business, which could also generate member benefits. Most importantly, it would enable the Association to expand its marketing program.

ACTIVATION AND MARKETING PLANNING

The Yarra River Business Association maintains a core marketing and activation program that has been refined over the years to accord with precinct positioning, target markets, and within the constraints of a tight budget.

During recent years, the plan has moved to a heavier digital emphasis, including the engagement of a social media consultant. City of Melbourne social media campaigning is also used to amplify the messaging beyond YRBA's 25,000 facebookers and 20,000 instagrammers (Jan 2018).

The core hard copy promotional materials are the walking publication "Melbourne City River Walks" and the annual "Discover Melbourne's Waterfront" pocket guide. The continuing need for the latter publication, and members' willingness to fund it through advertising participation, will be assessed in 2018-19.

The core of membership activity conducted by the Association is the thrice yearly Yarra River Business Luncheon program, plus intermittent member social functions. These are considered to be high profile 'shop window' events for the Association, especially among its influential stakeholders. These events are almost cost-neutral and will remain an important part of the program for the foreseeable future.

Opportunities available through City of Melbourne marketing initiatives, plus relevant strategies, plans and workshops, will continue to be communicated to members via the weekly members' e-bulletin.

The Association's discretionary financial reserves have been used in recent years to create a seed fund to encourage the staging of new events in the precinct. All funds have been dedicated to supporting the consolidation of the Melbourne Food and Wine Festival's 'River Graze' weekend, and to extend the Melbourne Chinese New Year Festivities onto the river front. The near depletion of reserves has now limited this fund.

Promotion of the atmosphere and assets of the Lower Yarra River, especially Federation Square, Arts Centre Melbourne, Southgate, Crown, Southbank, and to a lesser extent South Wharf, is now an integral part of broader Melbourne and Victorian marketing campaigns. There are now few publications and marketing campaigns that do not embrace the imagery of the Lower Yarra and mention the attractions of Southbank.

Moreover, the size of the precinct entities ensures that marketing of their location tends to be a key feature of their own large marketing programs. This is in stark contrast to the first years of YRBA. City of Melbourne, Destination Melbourne and Visit Victoria are all attuned to the centrality of the Yarra River Precinct in the Melbourne tourism scenario.

The only market segment left largely untapped in 2018 is the hyper-local catchment of Southbank, South Wharf and Montague. Eleven thousand dwellings of high income earners are on the doorstep of the Association's member businesses. A targeted campaign to reach local residents would be a new challenge for the Association. It could potentially reap large returns for member businesses. However, the highly constrained budget means that a significant new income stream needs to be secured to undertake such a campaign.

Activation and marketing plan 2017-18

Social media campaigning
(ongoing, with annual review of direction, channels and KPIs)

Member e-bulletins (ongoing, weekly)

Melbourne City River Walks (annual reprint)

Discover Melbourne's Waterfront guide
(subject to members' response to participation)

Business luncheons x 3 (March-July-Nov)

Member social functions x 2 (May & Sept)

Professional development workshop

Event seeding fund (subject to application & reviewed according to criteria)

Develop a media communication strategy and contacts list

2018-19

Social media campaigning
(ongoing, with annual review of direction, channels and KPIs)

Member e-bulletins (ongoing)

Melbourne City River Walks (annual reprint)

Hyper-local marketing campaign (proposed -subject to corporate partnership income)

Business luncheons x 3 (March-July-Nov)

Member social functions x 2 (May & Sept)

Professional development workshop

ACTIVATION AND MARKETING PLANNING

2019-2020

Social media campaigning

(ongoing, with annual review of direction, channels and KPIs)

Member e-bulletins (ongoing)

Melbourne City River Walks (annual reprint)

Hyper-local marketing campaign (proposed -subject to corporate partnership income)

Business luncheons x 3 (March-July-Nov)

Member social functions x 2 (May & Sept)

Professional development workshop

2020-2021

Social media campaigning (ongoing, with annual review of direction and KPIs)

Member e-bulletins (ongoing)

Melbourne City River Walks (annual reprint)

Hyper-local marketing campaign (proposed - subject to corporate partnership income)

Business luncheons x 3 (March-July-Nov)

Member social functions x 2 (May & Sept)

Professional development workshop

Comprehensive Organizational Performance Review

BUDGET

The YRBA's fixed annual budget has been constraining growth in YRBA's marketing activity for some years.

The \$75k City of Melbourne grant was set in 2013, without a CPI factor, and will not be revisited until 2021. The council's grant funds the Association's administration and a significant portion of its marketing activity.

Membership income has stagnated. An increase in fees in 2017, plus the introduction of a new membership structure, is yet to have any appreciable effect on the budget.

The reliance on three major Association Partners to furnish half of the business memberships makes the Association vulnerable should any of the partnership agreements not be renewed.

A drop in membership numbers below 100 will result in a reduced grant from the City of Melbourne.

The need for a significant corporate partnership is obvious. It would underpin the operation of the Association and provide for an expanded marketing plan.

One overall sponsorship would be preferable, or sponsorship of key components (eg luncheons, workshops etc) may also be considered. Securing a corporate partnership should be a key priority in the current cycle.

2017-18

Membership income	\$12K
City of Melbourne grant	\$75K
Luncheon and marketing income	\$15K
Misc income	\$ 5K
	\$107k

Administration	\$50K
Marketing	\$30K
Event seed funding	\$10K
Luncheons/ member events	\$10K
Publications	\$ 6K
Development of corporate sponsorship proposal	\$ 5K
Misc	\$ 1K
	\$112K

2018-19

Membership income	\$12K
City of Melbourne grant	\$75K
Luncheon and marketing income	\$16K
Corporate partnership	\$30K
Misc income	\$ 1K
	\$134K

Administration	\$52K
Marketing	\$55K
Event seed funding	\$10K
Luncheons/ member events	\$11K
Publications	\$ 6K
Misc	\$ 1K
	\$135K



BUDGET

2019-20

Membership income	\$14K
City of Melbourne grant	\$75K
Luncheon and marketing income	\$16K
Corporate partnership	\$30K
Misc income	\$ 1K
	\$136K

Administration	\$54K
Marketing	\$55K
Event seed funding	\$10K
Luncheons/ member events	\$12K
Publications	\$ 7K
Misc	\$ 1K
	\$139K

2020-21

Membership income	\$15K
City of Melbourne grant	\$75K
Luncheon and marketing income	\$17K
Corporate partnership	\$30K
Misc income	\$ 2K
	\$139K

Administration	\$56K
Marketing	\$55K
Event seed funding	\$10K
Luncheons/ member events	\$13K
Publications	\$ 7K
Organizational review	\$25K
Misc	\$ 2K
	\$168K



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