

STRATHALBYN RACING CLUB STRATEGIC BUSINESS PLAN-2024/25.



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Who we are and what we do:

Overview:

Business name: Strathalbyn Race Club Inc.

Business structure: Incorporated body

ABN: 62126199372.

Business location: 164 Dry Plains Road, Strathalbyn, 5255.

Date established: 1922.

Business owner(s): Chairperson-Vice Chairperson, Board and Members.

Products/services: Horse racing, Training facilities and Events management

HISTORY

It all began at a meeting called by WG Watt of interested persons in forming a Race Club at Strathalbyn, the meeting was held at the Victoria Hotel on 18th February 1922 and attended by 24 men as a result the Strathalbyn Racing Club (in its present form) was formed. WG Watt (officially known as "Bill") was elected President and GD Jones was elected as Secretary, a position which he then held for 33years.

Established in 1922, the Strathalbyn Racing Club Inc (SRC) is situated in the picturesque Adelaide Hills town of Strathalbyn, a 50-minute drive from Adelaide. As one of the provincial racing clubs in South Australia, the SRC offers racegoers, fourteen race meets a year in a picturesque setting surrounded by neatly manicured lawns and stunning rose gardens.

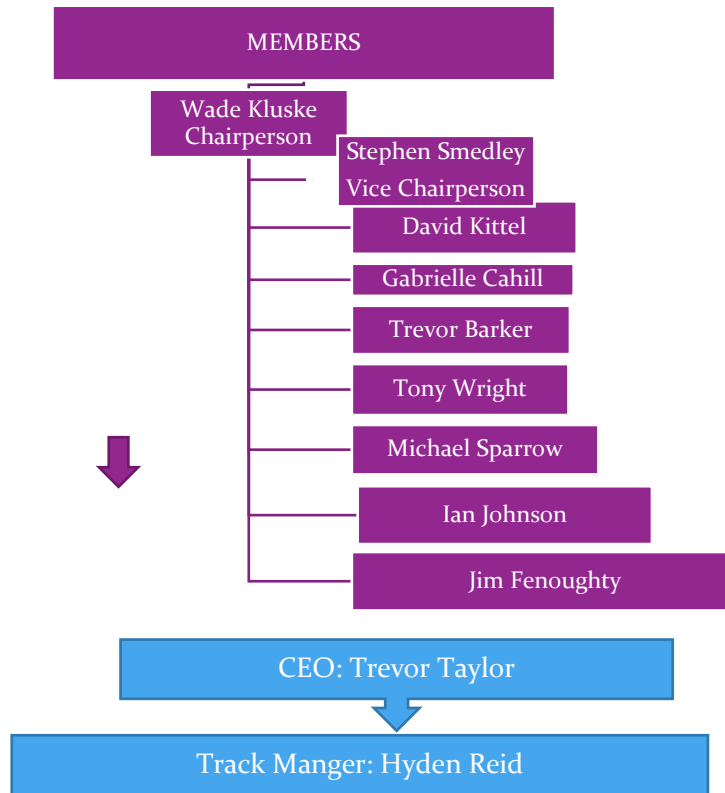
The third largest training centre in SA, home to forty trainers of varying stable size from four to forty-four, from all over the Fleurieu Peninsula as far as Waitpinga, Echunga and Wistow. Offering two grass tracks and most popular the sand, trot track, bull ring and sand roll. Strathalbyn Race Club is fortunate to now own the land on which the racecourse and grounds are situated.

The club is very much driven by its members, racing stakeholders and local community. It recognises the need to be Innovative, focussed and customer serviced driven, in partnership with Racing SA.



Operational and Organisational Chart

The Board:



Place, Product & People:

Place: Strathalbyn Racecourse is South Australia's largest provincial racecourse.

Strathalbyn Racecourse is located on the Fleurieu Peninsula 62 kilometres from Adelaide on the Dry Plains Road, Strathalbyn. Travel time from Adelaide to the Racecourse is approximately 50 minutes by car.

The Strathalbyn Racecourse is operated by the Strathalbyn Racing Club and races approximately 14 times per year with the feature meetings being held in September, January, March, and May.

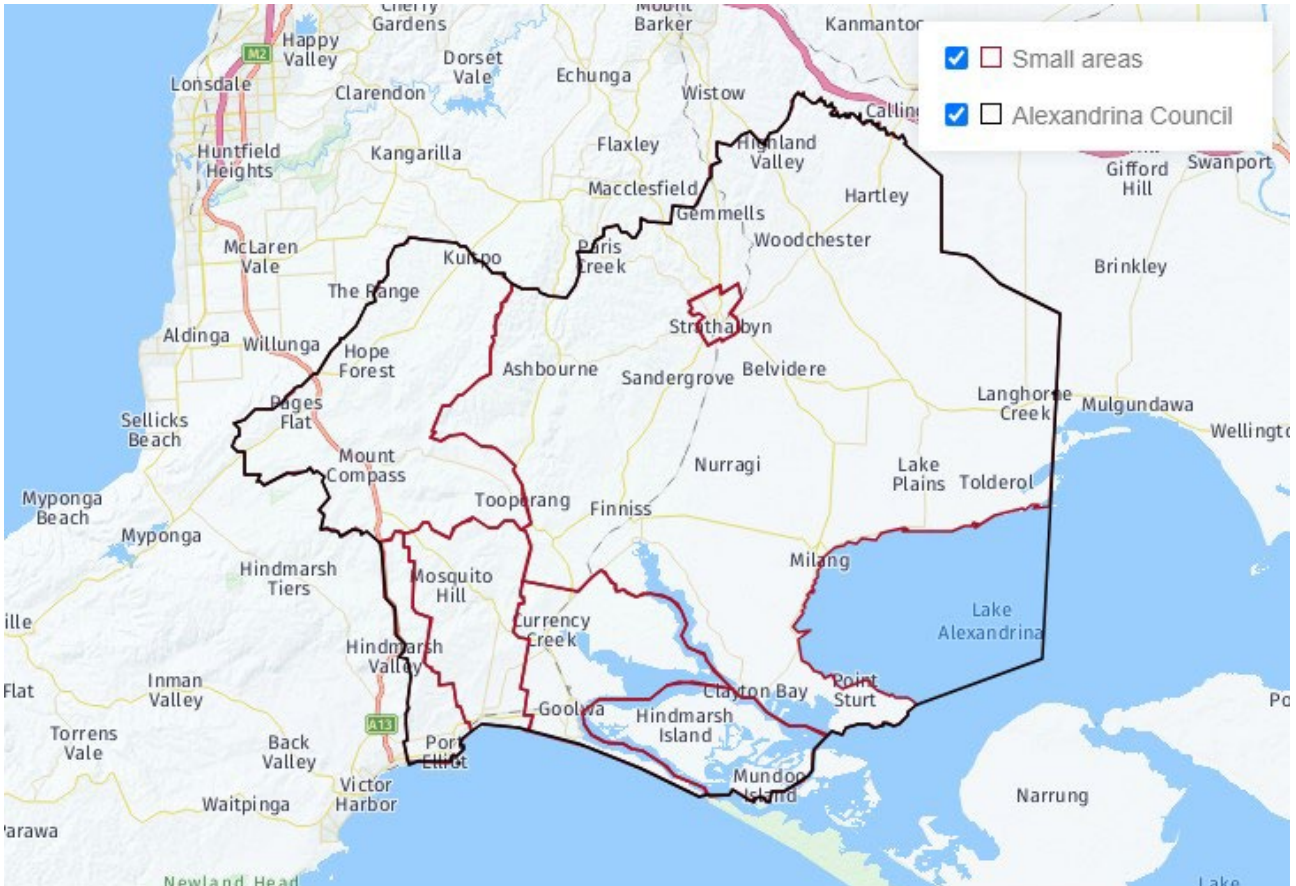
The popularity of the Club quickly attracted the attention of the Adelaide racing public who rapidly became regular racegoers of the Club and the Strathalbyn Racecourse.

The Strathalbyn Racecourse features panoramic view from the facilities, manicured gardens, and a large expanse of lawned area the location of the facilities makes movement from one area to the other very convenient. Strathalbyn is recognised as having a very friendly and hospitable environment and atmosphere for a wide range of patrons, especially families.

Product

The third largest training centre in SA, home to trainers of varying stable size from four to forty-four, from all over the Fleurieu Peninsula as far as Waitpinga, Echunga and Wistow. Offering two grass tracks and most popular the sand, trot track, bull ring and sand roll. An average of 100 horses utilises the track for training purposes with 40 individual trainers listed as having SRC as their home track.

With 14 race meetings scheduled annually, Strathalbyn Race Club maintains an excellent reputation for providing a high rating country race club facility and a track that is conducive to fair and competitive racing.



Compiled and presented in profile.id by id (informed decisions).

People: Alexandrina Council Estimated Resident Population for 2022 is 29,754, with a population density of 16.29 persons per square km. Strathalbyn town has a population of 7363.

The Alexandrina Council area is located on the Fleurieu Peninsula of South Australia, about 70 kilometres south of the Adelaide CBD.

Mount Barker Council: With SRC neighbouring onto Mount Barker, the town with the largest growing population in SA of 31,950, with 2664 businesses and a GRP \$1.2billion, it is important for SRC, to build relations and marketing in this council region to drive our visitation.



Mount Barker Council with a very high population of 31,950, is only 23 minutes from Strathalbyn.

Demographics:

Selected subpopulation categories

Alexandrina Council - Total people (Usual residence)	2021			2016			Change 2016 to 2021
	Number	%	Regional SA %	Number	%	Regional SA %	
Males	14,024	48.8	50.2	12,601	48.7	50.4	+1,423
Females	14,707	51.2	49.8	13,271	51.3	49.6	+1,436
Aboriginal and Torres Strait Islander population	472	1.6	4.7	393	1.5	4.1	+79
Australian citizens	26,227	91.3	89.3	23,214	89.7	88.9	+3,013
Eligible voters (citizens aged 18+)	21,555	75.0	70.8	18,693	72.3	69.2	+2,862
Population over 15	24,672	85.9	83.3	21,826	84.4	82.3	+2,846
Employed Population	11,459	95.5	95.2	10,080	94.2	93.4	+1,379
Overseas visitors (enumerated)	24			77			-53

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2016 and 2021 (Usual

1. SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> Valuable provenance, history and heritage – established 1922, property owned, community and strong membership over 200 members . Location <i>Strathalbyn Historical Town settled by Scottish Settlers in 1839</i>– strategically placed, direct highway access to Adelaide (50 minutes), Victor Harbour, Goolwa, and borders Mount Barker-largest growth town in SA with population 39,217. (ProfileId.com-June 2022). Sponsors – a valued group of committed corporate sponsors. Waste Water Dam – secures water supply for track maintenance at low cost-massive competitive advantage. Club Reputation – the club is highly regarded in the racing fraternity and community. Country friendly visitor experiences-with lovely lawns and gardens.. Strong Community Support-Very close to fastest growing town in SA. Mount Barker with a population of 39,217. Good trainer base. Good diversity and skills of board directors. Good Relationship with SA Racing-who may invest in our raceclub to assist with future growth. 	<p>Weaknesses</p> <ul style="list-style-type: none"> Ageing infrastructure. Neglect on maintenance & upkeep of assets. Drainage and Camber on race track is very poor. Major issues with drainage and width of course from 800m to 300m. Entering racecourse -road is in poor condition both sides of entry-Trainers and Visitors. Entry Ambience is Poor, and Visitors get to see a maintenance SHED, with piping, junk and rusted poles, old chairs lying outside. Bank Liquidity is low, which may hamper specific growth strategies. Shortage of hospitality staff on week days. No Winter Racing in June /July /August -decline in revenue from Bars & Admission. Limited capacity of members function area -200 max. No Lift or Kitchen in Members Main Room Profitability – club doesn't always make a profit on race days – due to high operating costs. Utilisation of Facilities – Low. Number of event revenues streams needs to be increased. Public Profile and Awareness – there is low brand awareness of the facility. No Digital presence or set marketing or communication strategy at this stage to highlight external events etc. Demographic Target Group is old and declining. Only 1 kitchen, servicing 3 main conference rooms.
<p>Opportunities</p> <ul style="list-style-type: none"> Re-engage with community. Be a good Community Partner. Partnership agreement with Chef- improve food delivery and menu. Upgrade racing facilities with Racing SA and increase training assets. Upgrade entry and intersection to race club. Improve main road signage to both entrances. Improve track drainage and back straight camber – club can build on this status to seek greater profile & more races. Attract more trainers to utilise facility. Improve membership benefits and drive CRM and overall membership experience-result in more members. Increase overall number of events, conferences, with improved brand and marketing. Heritage, tourism opportunities – story development tours. Weekend Race Packages. Customer experience development. Growth in brand strategy. Growing population in Strathalbyn -with new houses been built. Improve access with lift to members 1st floor and look at kitchen facilities. 	<p>Threats</p> <ul style="list-style-type: none"> External factors like Inflation and Cash Rate impacts on betting turnover & reduces visitation. Competitors – which compete for the gaming dollar, also other racing/Pokie/Sporting clubs in proximity & larger conference areas in Mount Barker etc. Changing Weather conditions-global warming. Racing SA dont Invest Resources . Weeds/Viruses that

<ul style="list-style-type: none"> • Re-brand green/entertainment room, with a Sponsor. • Possibility of the club leasing land to a HOTEL Group to drive Tourism in the area. • Improve Tracks drainage and overall maintenance and race during winter months. • Work with government and apply for grants to improve raceclubs facilities • Build Relations with Tourism Bodies in towns and SATC. 	<p>affects race track.</p> <ul style="list-style-type: none"> • Anti-Sentiment to Horse racing. Gov. /Green Party.
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3.THE FUTURE

OUR VISION:

To be the leading SA Provincial Race Club by providing positive racing experiences, and events.

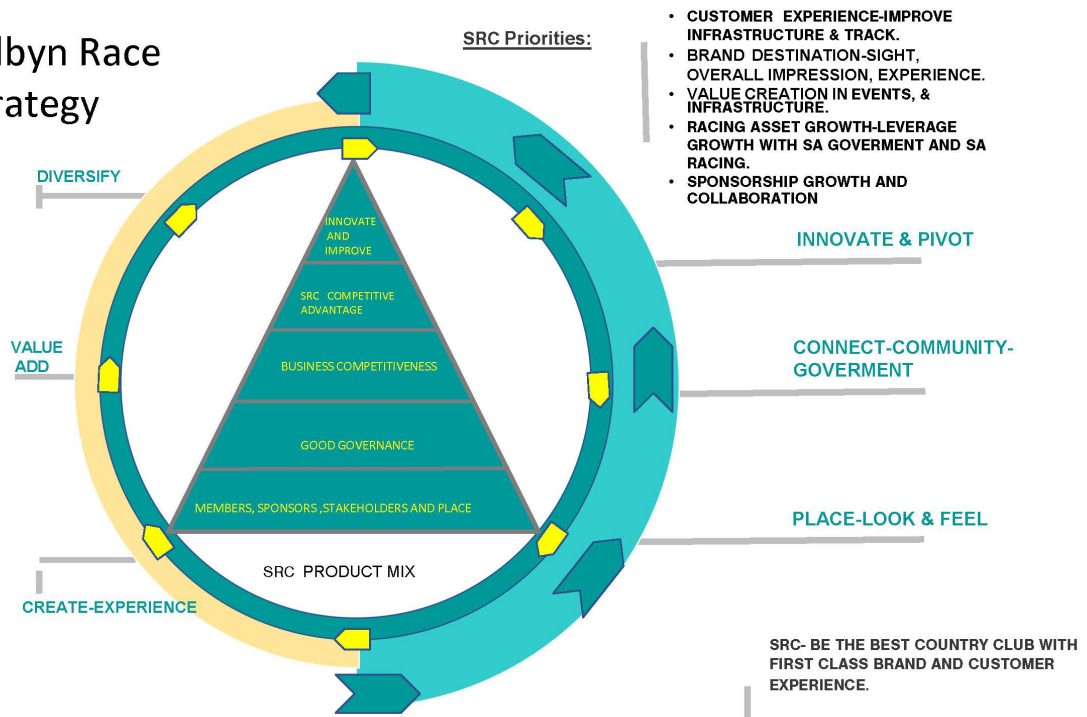
OUR MISSION:

Engage with racing stakeholders, members, community, and sponsors to deliver vibrant, successful, and sustainable outcomes.

CORE VALUES:

- Integrity: Honesty in what we say, do and think
- Sustainability: Robust and sustainable systems for the future
- Quality: Service to all stakeholders that we are proud to stand behind
- Community: Active contributor to the local area with community engagement
- Safety: Look after each other and consistently look for safer ways to work
- Passion: Enthusiasm, desire, and commitment to succeed and improve
- Inclusion: A welcoming environment that embraces differences
- Teamwork: Sharing the challenges and the successes

Strathalbyn Race Club Strategy



Key Strategic Goals –

Goal 1: BRAND GROWTH and IMPROVE MARKETING. SRC TO BE THE PREMIER Provincial Race Club destination and Event facility.

Key strategies

- Improve the Customers Experience: Facilities, Infrastructure, Roads, Buildings and Front Entrance.
- Re-energize and refresh Brand.
- Innovate with a Digital Strategy – Create a new website, improving brand, connectivity and build on selling conference spaces, lets communicate and market our facilities in beautiful landscape garden settings with great appeal and create professional corporate AV function facilities.
- Increase external events-drive revenue. Train staff on the importance of customer service and building relationships-build customer relations and become more personal with service.
- Develop branding and mechanisms that communicate and share the unique cultural history and heritage of the club and position our brand as a leading SA Provincial Race Club.
- Create brand story with HALL OF FAME in Members.
- Enhance the visitor conference experience through improved marketing communications, using Social and Digital Media.
- Improve visitor entrance, road access, reduce speed at the entrance improve parking and access to support coach tours. Activate Bus Retirement Junkets on quiet Wednesdays.
- Ramp up geographic marketing for weddings, birthdays, and corporate events.
- Create a winning experience for racegoers with a proven trifecta – Good Facilities, Good Racing, Good Entertainment.

Goal 2: Improve Revenue with long-term Sponsorship and Membership sustainability.

Key Strategies

- Increase midweek annual membership visitation, length of stay and spend through:
 - Improve Membership and Sponsorship Benefits.
 - Improve access with a lift and provide meals in the member’s room.
 - Expansion of existing and development of new membership products and points value on purchasing experience at SRC.
 - Increased attraction of Events at SRC and development of new visitor markets including coach tours, weddings, and corporate business events
 - Build up a major CRM data base to drive marketing and visitation.
- Optimise CRM management model and maximise return on investment for our assets.
- Develop and implement initiatives to increase sustainability and profitability on race days and value-added membership benefits.
- Seek more sponsors with added benefits, like billboards off dry plains road and on the racecourse.
- Create a quarterly letter that goes out to members-improve our communication strategy.
- Implement a new membership Kiosk and drive promotions to improve members visitation on quieter race days.
- Deliver more external events to increase revenue streams.

Goal 3: Research and Innovate: -Improve our Racetracks, Maintain and improve Infrastructure.

Key Strategies:

- Improve and maintain overall assets.
- Upgrade Infrastructure, front entrance experience and roads.
- Improve drainage, look at Sand grooving and Sand slitting- race in June, July & August.
- Improve camber of back straight, increase width and work closely with Racing SA on future track Investments and Improvements.
- Seek grants and financial support from SA in upgrading infrastructure.
- Work Smarter with Technology -Integrate BPOS with Xero. Use Membership Kiosk Technology.
- Use Technology software to improve member benefits.

Goal 4: Strategic Goal Expenditure include:

Aim	Work undertaken	Investment
Improve infrastructure, gardens, front entrance, roads, parking, and overall customer appeal experience.	Improve Infrastructure, Road Improvement. Brand Positioning & Communication.	\$100 K

Increased capacity to support external functions and events with professional AV and upgrade kitchen facilities. (Capacity and safety. Increased number of spaces that can be used both during the day and evening for conferences, dining, live performances, and corporate events. Essential for SRC to be able to meet the expectations of visitors, function, and event attendees and tourism)	Development of EVENT AV, Improve Kitchen for Catering. Lift for members	\$150K
Upgrade backstraight Track Drainage, Camber & Width of Track.	Improve drainage, width on the racecourse.	\$200K
Implement consistent branding across the property. Create BRAND STORY, WEBSITE and HALL OF FAME.	Overall Marketing Strategy, Website, Brand Growth. Brand Positioning and Communication.	\$15,000

4. Marketing Communication

To increase our Marketing, Communication and Brand Growth, we will focus on an Integrated Communication Strategy that touches our target market in different medias that they communicate in or connect with, so that SRC can reach them effectively.



The following research shows us how strong specific media is in Australia.

Most popular platforms by number of unique monthly visitors – December 2022

1. Facebook – 18 million (up 1m from December 2021)
2. YouTube – 17.5 million (up 1m)
3. WhatsApp – 12 million (steady)

4. Instagram – 10 million (steady)
5. LinkedIn – 6.5 million (steady)
6. Snapchat – 6.4 million (steady)
7. WordPress – 6.1 million (steady)
8. Twitter – 5.8 million (steady)
9. Tinder – 4 million (steady)
10. Tumblr – 3.7 million (steady)

(Statistics compiled by SocialMediaNews.com.au for December 2022. Source: Vivid Social – Social Media Agency. Figures correct as of 31/12/22.)

For our general mid-week and smaller race meetings we will use digital, social media and print and radio where necessary and then when we have our large cup race meeting, we will progress to using TV, Print, Radio, Facebook Adverts, SEM, SEO to drive visitation.

The Strathalbyn Race Club currently uses Twitter, Facebook and Instagram and we will create a LinkedIn account to promote some of our products to businesses and corporate sponsors. We will start an advertising campaign 2 weeks ahead for smaller race meetings and 4 to 8 weeks for larger race meetings.

Marketing Goals:

1. Brand Strategy. Brand and Communication Growth. Re-fresh our Brand and create a BRAND BIBLE to follow for consistency.
2. Built a large CRM database of customers, from sponsors, racegoers, members etc. By using CRM, we can increase our database of contacts for digital direct marketing and our newsletter. It is also better to be marketing to your direct target market, than doing shot gun marketing to anyone, as you receive a better ROI.
3. Drive Event Marketing to members and racegoers.
4. Geographic Marketing- FISH in the BEST PONDS! Increase marketing in specific towns within an hour's drive, which does not have a race club too close. We have some great towns located close by to drive visitation on race days.
5. Sponsorship Growth. Launch the Gold Business Sponsorship Package and drive revenue for the club. Increase corporate sponsorship.
6. Improve Digital SEO and SEM.
7. Increase conversion rate of marketing and promotions into sales.
8. Increase annual visitation of race goers & members, with events to drive visitation.
9. Increase revenue and profit year to year, with more external events and a possibility of more race meetings with SA Racing.
10. Position the Brand Correctly and meet the Vision.

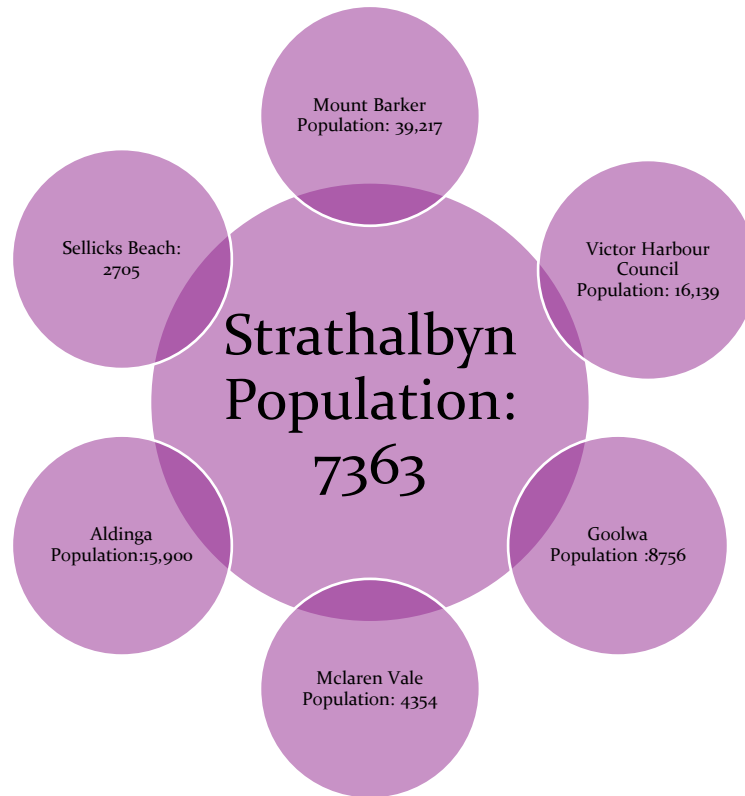
Our target customers:

Product / experience	Primary target customers	Secondary target customers
Betting products	Domestic, Local, and international gamblers	Visitors or Casual Betterers
Public events	Community	Tourists
Private events	Wedding Couples – market venue Special celebrations	Corporate market
Tours Wines /Retirement Homes	SA and tour operators Local Wine Tours or, cruise ships, social groups (e.g. Social Retirement Homes)	Tour Guides Conference Associations Convention Bureau

Target Market

Younger Professionals, under 35 years will be our target market, due to our ageing demographic racing group. The median age of the community in Strathalbyn is 45 years, 47.3% Male and 52.7% Female. Weekly Household Income is \$1,057. (2016, censusdata.abs.gov.au)

Geographic Marketing Strategy: We have a strong catchment area of the SA Populations with a total population of 87,071 to target racegoers, through specific media. Mount Barker is one of the fastest growing towns in SA and is only a few minutes from Strathalbyn Race Club. This is a major advantage for SRC.



Key brand messaging

Key messaging will be developed with the brand to make the most of the unique nature of SRC in marketing of the collective products and experiences.

For example:

- Strathalbyn Race Club, in the HORSE CAPITAL OF SA!
- The leading SA Country Racecourse with the best Experience.
- Best Location! Access to the property is achievable for so many people (not just high end) e.g., through tours, pensioners, open days, events, and functions.
- Best Provincial Race Club! Unique nature of the country club, its history, people, and connections.
- We Support our Community! Engagement of community, - Charities and Local Sponsors with a newsletter promoting our venue.

Our customer experience vision – who do we want to be?

As one of the top country race clubs we need to also deliver customer experiences that provides a superior racegoer experience. Once we upgrade our AV in our facilities, we will be offering 5-star Event facilities to all our stakeholders.

What is our brand promise?

To be the leading SA country race club by providing first class country racing experiences and events.

Sales, marketing & communications initiatives

Mechanism	Key initiatives
Website	Launch a new website SEO, SEM functionality and ease of navigation. Use new photos and information. Use Video footage, linking of stories via blogs, updating of annual events calendar. Drone Video Footage.
Electronic direct marketing	Build and utilise database of previous visitors, stakeholders, influencers. Schedule EDM messaging in line with annual events calendar, new product / experience launches etc. targeted to key markets at key times. Planned blog campaigns
Social and print media	Development of articles, features, and product placement for social and print media. Increase use of socials leading up to and post events
Public relations and events	Develop relationship with stakeholder organisations including SATC, and local Visitor Information providers via family and regular networking. Maximise opportunities for promotion and visitation of key influencers to high profile events. E.g. Use public events to attract media
Networking, distribution, and relationship development	Increase promotion of opportunities to Network Groups like local business groups such as Alexandrina Business Group. Develop relationships with suppliers and key stakeholders to achieve sponsorship Growth. Develop and expand distribution channels for all products and experiences-grow tourism network.

Branding, collateral, and signage	Refresh Brand and Build BRAND Guidelines. Build SRC brand with SATC – consistency of presentation in line with branding guidelines and SA Tourism.
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5. Capital investment

Future capital investment at SRC

The club acknowledges that there is a business proposal from Racing SA, to improve the racing and training assets and facilities at SRC. The club hopes that this project investment will create one of the largest Horse Training Capitals in SA at Strathalbyn Race Club. This Investment will drive economic growth for the Equine Industry in Jobs, Investment and Stimulate Economic Growth in the region.

6 Current Operations & Formulae for Success.

Current operations

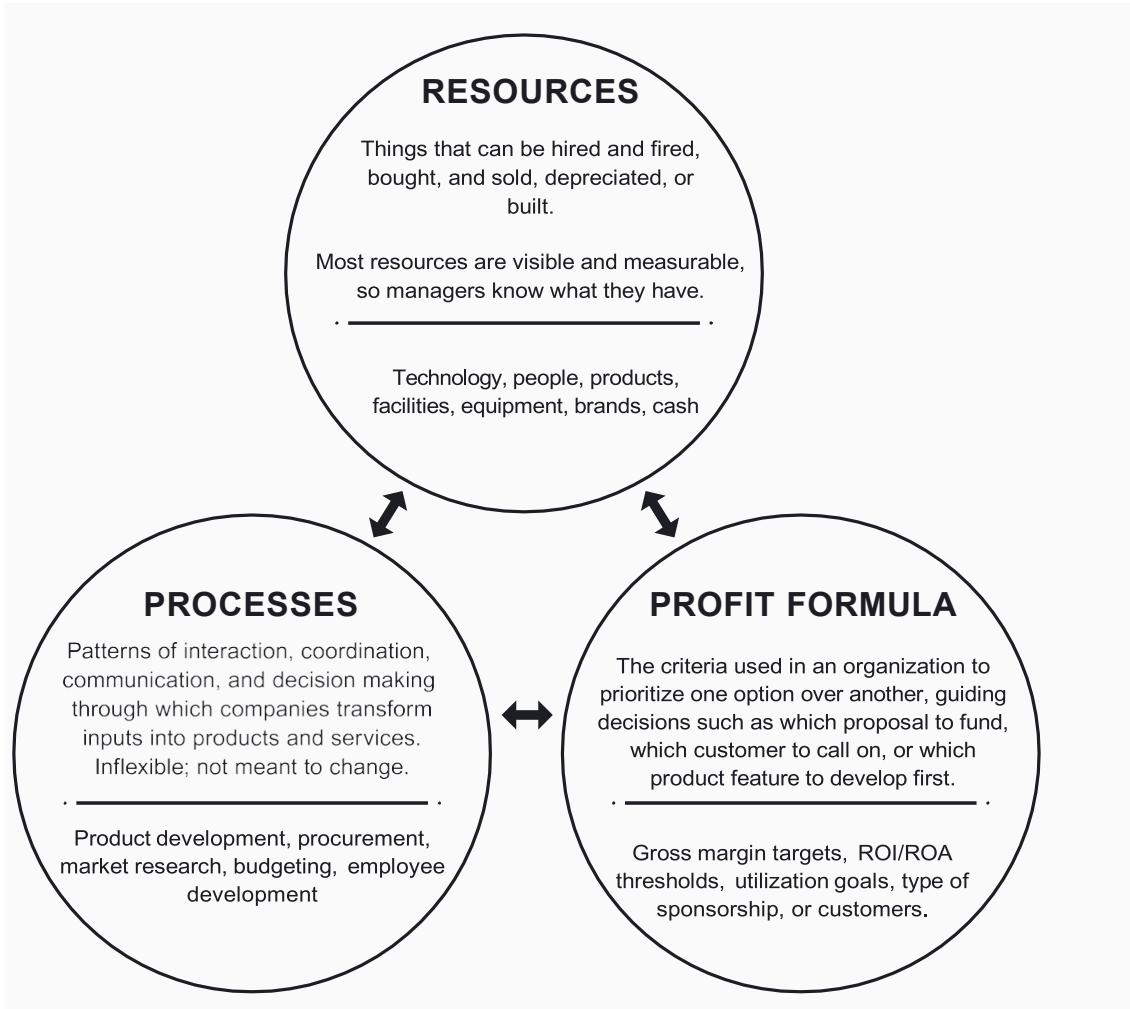
Race meetings held each year	13
Wednesdays (8), Fridays (2) and Sunday (3)	
Races run per year	91-100
Average Field at SRC	10
Prizemoney paid back to participants	\$2,500,000
Total Runners in a Year	900-1000

RACEDAYS FOR 2024/25

- | | | |
|---------------|--------------------------------|--------------------------------|
| 1. Wednesday | 28 August 2024 | |
| 2. Wednesday | 25 September 2024 | |
| 3. Wednesday | 23 October 2024 | Pink ribbon Ladies Day |
| 4. Sunday | 24 November 2024 | Vignerons Race Day |
| 5. Wednesday | 11 December 2024 | Christmas Twilight |
| 6. Friday | 27 th December 2024 | |
| 7. Wednesday | 15 January 2025 | Bendigo Bank Family Race Day |
| 8. Sunday | 26 January 2025 | Strathalbyn Cup Day |
| 9. Wednesday | 19 February 2025 | |
| 10. Wednesday | 12 March 2025 | Owners Trainers & Breeders Day |
| 11. Wednesday | 26 th March 2025 | |

- | | | |
|------------|---------------|------------------------------|
| 12. Friday | 11 April 2025 | Emergency Services Race Day. |
| 13. Sunday | 18 May 2025 | Daish Irrigation Family Day |

Our FORMULAE for Success in Innovating & Growing is following the correct Strategy.



Source: Harvard Business School, 2021, Disruptive Strategy: Professor Clay Christensen.

Finance for capital investment.

Financial resources to support specific projects can be covered under Racing SA and through various government grants in SA.

7.Strategic Alliances

We need to build strategic alliances to include:

- Alexandrina Council-CEO & Mayor.
- Racing SA

- Local Elected Member and Government
 - Regional Development Australia SA
 - Local Business Groups
- Political Alliances:

-
- Member of local area
 - Mayors of Towns Close to SRC.
 - Minister of Racing

WORKING WITH LOCAL BUSINESSES - SPONSORSHIP

SRC enjoys tremendous support from a diverse range of local businesses both large and small and the club truly is a place where the thoroughbred, wine and tourism industries meet. Strathalbyn Race Club is fortunate to have several corporate sponsors and over 200 members that can advocate and drive extra sponsors.

The support from local businesses is reciprocated by the club with a local buying commitment which continues to expand and evolve.

OUR Facilities.

Product:

Functions: Available for private and community bookings, with 3 function spaces namely, Members, Alcopop, and the Green Room. The Members Function Centre is one of the largest, and most versatile function centres in Strathalbyn. While the complex can cater for intimate groups, its costs and pricing structures are best geared toward medium-large scale events (80 – 180 as a guide).

Mid-Week Races- Retired / Elderly- Members and Racehorse owners:

The Club's Current Yearly Membership is 240 with 5 Corporate Sponsors.

Track:

A country racing atmosphere, great gardens, comfortable facilities well respected by racing stakeholders

Mid-week race days:

This market is looking for a social outing; something to do during the day in the middle of the week. They are seeking monetary value (concession or pensioner discounts), and status (a designated members section, VIP entrance, VIP ticket information and access to other club features i.e., members drink special, meal special, early bird bookings etc.).

7. Risk management

Risk	Likelihood	Impact	Strategy
Fewer member numbers – revenue loss, reduced capability as age demographic is not replaced by younger group.	Likely	High	Develop and implement a marketing plan as part of the club's business plan

Risk	Likelihood	Impact	Strategy
Fewer racegoers on race days – revenue loss and associated downstream effect on training revenue	Likely	High	Develop and implement a marketing plan as part of the club's business plan
Quarantine – infections, for example, Hendra Virus, causing closure of facilities.	Unlikely	High	Develop and enforce infection control procedures as a preventative. Develop a business continuity plan to manage operations in the event of infection/quarantine.
Bad Weather cancels race meeting	Likely	High	Investigate insurance viability. Develop a contingency plan (as part of the Business Continuity Plan)
Jockey Strike	Unlikely	High	Business Continuity Plan
Reduced betting turnover – continuation of the shift to off course betting and betting on other sports	Unlikely	Medium	Business Plan to identify ways to broaden revenue base.
Fewer numbers of horses nominating for races	Likely	Medium	Develop more marketing of race club and prize money. Development of new racing and training facilities.
Increased competition – e.g., more Hotels with POKIES/Other Race clubs with more races & trails etc. Lottery	Likely	Medium	Improve Strategies-build customer and member relations, with membership promotions.
Club profile in the SA racing industry declines through deterioration in political or SA relationships or horse anti-sentiment.	Likely	Medium	Improve overall stakeholder relations and branding of racing. Do good and promote welfare of retired racehorses.
Damage to track surface – e.g., vandalism, maintenance failure/accident	Unlikely	High	Continually improve security and invest in machinery.

The Market

Market research

An annual Survey will be done with our members to continually look at improving our benefits and membership.

9.Improvements to Assets:

Extension, Upgrade and Development of the Racetrack

Proposal:

Option 1:

The suggested first option is to acquire land next to the race club for expansion of the current racecourse and develop more training stables, and extend the racetrack, the new design may also overcome the present issues we have with a narrow back straight, poor drainage and negative camber issues.

Option 2:

Renovate and Improve Maintenance of the whole Racetrack. Uplift all the grass from the 900m to the 250m, and redo the camber, plus insert full drainage throughout the main track, and widen the back straight to a width of 25m. Financial support will be required from Racing SA, as the club will not be able to race for several months while this development is occurring. This renovation of the back straight is required if the club wishes to increase races and have an option to race during the Winter months. This is important for future growth of racing at SRC.

10. Budgets: FY24/25

BUDGET FY24						
Annual Revenue						1,413,869.00
Annual Expenses						1,280,949.00
ANNUAL TRADING PROFIT/LOSS						\$132,920

Budget Notes: SRC has a weak liquidity resource and needs to improve its overall liquidity resources to meet some of the strategic goals set in the business strategy. Several strategies may not be able to be met due to a lack of resources.

