



Samford
commons

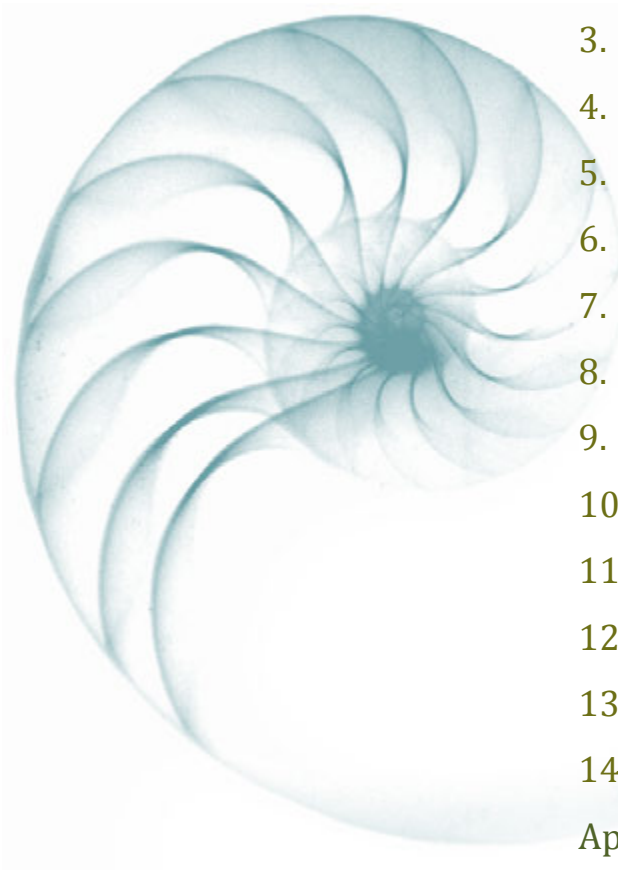
Strategic Plan 2016–2021

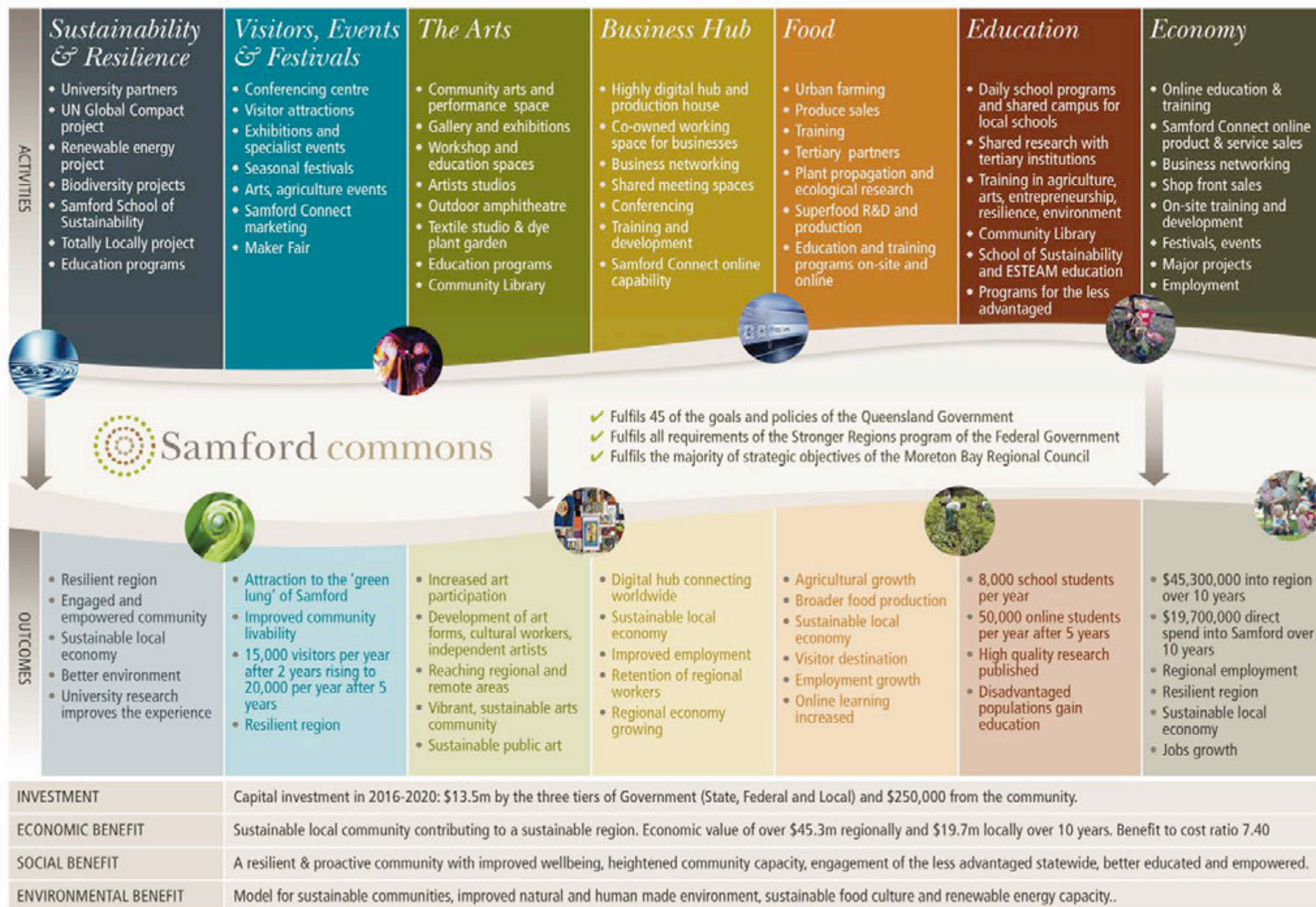
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A place to grow...

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1. Background

It is a rare privilege to be entrusted with helping to make real a concept as visionary and potentially empowering as Samford Commons. We have worked in collaboration with our members, the community, Moreton Bay Regional Council, the State Government and others to begin to turn an exciting vision into a practical reality.

The vision '*A place to grow...*' points to the future expansion not only of the concept and its benefits but the wellbeing of individuals, families, communities, the region, the state, the nation and the planet.

The successful implementation of the *Samford Commons Strategic Plan* will enable growth of the capacity to achieve our goals, through smart business practices that facilitate a strong integration of economic, social and environmental imperatives.

We have great expectations of continuing to grow the enormous potential of Samford Commons.

A model for the future

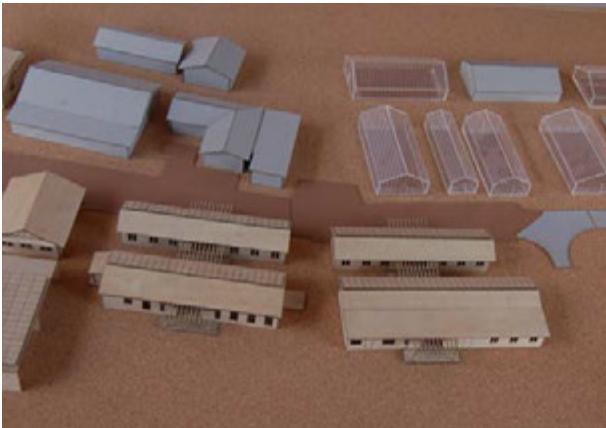
Samford Commons is a living example of how governments, the community, private enterprise, public institutions and society can join forces to create and deliver a visionary concept with potentially strong economic outputs, significant community and social benefits and enviable environmental integrity.

It will be a model for sustainable living, learning, working and playing.

The opportunity

It is very rare that a relatively low cost opportunity is so ready for 'hammer and spade' work that will enable such a significant project to be delivered in such a short space of time. Much of the current infrastructure can be reshaped for purpose within two years. The first stage can be completed within six months. The economic modelling shows a financial benefit to the state of \$45.3 million over 10 years, pointing to very significant job growth and an economically vibrant community.

The economic multipliers are compelling. The capacity to build community capacity and wellbeing is unparalleled.



2. Samford Commons in a nutshell

Concept

The Samford Futures process of intense community engagement brought forward the energy and confidence to develop the concept and create the atmosphere of collaboration and creativity that underpins Samford Commons. The vision of the people of Samford was matched by that of the Moreton Bay Regional Council to create the concept of Samford Commons as a world class, innovative and exciting showcase for sustainable living, learning, working and playing.

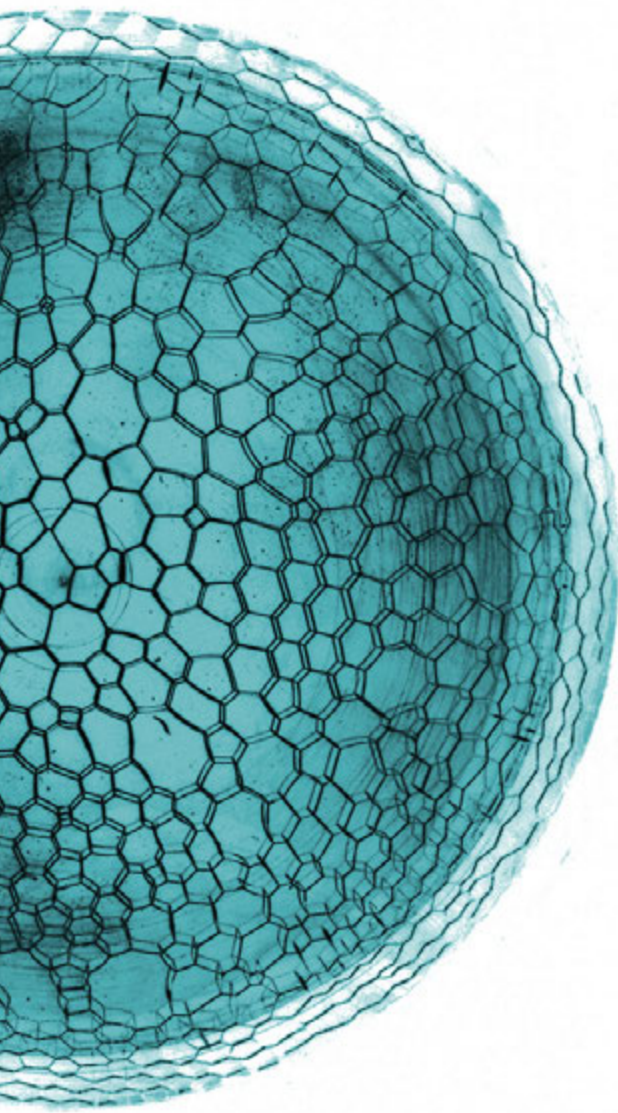
With a focus on social, economic and environmental outcomes it is operated as a sustainable business partnership managed by a registered charity and not-for-profit, community-owned company limited by guarantee, Samford Commons Ltd.

Our vision is to be *...a place to grow*. And our mission is *to create an environment where new possibilities are nurtured so we can build a sustainable and resilient future for our community*.

The concept of Samford Commons dovetails with the Moreton Bay Regional Council Corporate plan and the stated values, goals and policies of the State Government. It meets also key priorities of the Commonwealth Government. As a priority it will provide services to the less advantaged in our society.

Samford Commons is well on the way to being a world-class experience using leading-edge technology, creative educational strategies and innovative approaches to engage communities and businesses on-site and on-line at the site of the former CSIRO Research Station in Samford. It will help grow a sustainable local and regional economy at Samford and it has the capacity to be a model for others by demonstrating:

- ✓ Principles of community development
- ✓ Economic development
- ✓ Innovation
- ✓ Value for money
- ✓ Community hubs and precincts
- ✓ Optimising accessibility
- ✓ Identifying and meeting community needs
- ✓ Advanced educational practices.



The Commons' approach to living, learning, working and playing includes a large range of hands-on activities, experiences with virtual media, street art and theatre, low-energy-use workplaces, alternative energy exhibition, co-working businesses, permaculture gardening, urban farming in practice and education and research programs. There is a strong focus on the ESTEAM Curricula (Entrepreneurism, Science, Technology, Engineering, Arts and Mathematics).

The Commons will draw on the insight, wisdom and sustainable practices of indigenous Australians to enhance the learning of people engaging with the site.

The Commons will host conferences, conduct accredited programs, sell natural produce, hold demonstration field days, manage a connection to the broader community and provide daily programs and innovative activities for businesses, schools, tourists, community members and on-line clients.

Benefits

Samford Commons will contribute to the social, environmental and economic sustainability of the Moreton Bay Region while showcasing Samford's creativity, community collaboration, futuristic thinking, educational capacity and commitment to a sustainable future.

It is developing new and ongoing opportunities for local employment and is becoming a place for businesses to network and collaborate.

People will take on new knowledge and skills through exciting learning processes that enhance school-based and life-long learning. They will be able to grow and consume locally grown food and will be part of a model of how to farm in an urban environment.

Community organisations will have a hub for their activity and meetings and will benefit from synergies of interest in the arts, environment, education, research, sport, farming and community engagement.

Disadvantaged and marginalised people in our society will benefit from the activities of Samford Commons (*see details in Appendix A*).

The opportunity recognised

The catalyst for the establishment of Samford Commons arose from the insights of the large number of people engaged with the Samford Futures process. This vision complements the *Master Plan* designed some twelve years earlier by the Moreton Bay Regional Council in consultation with the community. It reflects very strongly the essence of the policy platform of the State Government and key priorities of the Federal Government.

The community conversation explored what became a compelling need to more fully utilise the potential of the CSIRO Research Station site that had been entrusted to the Council a decade prior.

The community's ideas acknowledge the need to build more resilient local communities. Those ideas encourage the notion that for the development of a resilient local community there is a need for increased awareness, knowledge and skills regarding practical action. It is understood that a variety of approaches is required to provide a high quality "hands-on" and virtual experience and to meet the needs of the various target groups, their learning styles and their current approach to achieving a balance of social, economic and environmental sustainability.

The overall viability of Samford Commons is dependent on the endorsement, engagement and financial support of the local community, the three tiers of government, selected private sector companies and community agencies, thus enabling people from all walks of life, regardless of financial means, to access Samford Commons.

Partnerships forged

There are strong partnerships being formed at a community level as people and organisations realise the potential of Samford Commons and the power of collective action for shared benefits. Sporting clubs, service organisations and community groups are enthusiastic about their potential involvement.

Schools, professional organisations and tertiary institutions are involved in discussions leading toward strong collaborative effort in learning, research and the creation of new and sustainable ways of doing things.



Ideas or activities for delivery at the Commons have emanated from numerous sources. These ideas are coming from individuals, organisations, schools, government, tertiary institutions, sporting groups and businesses.

A number of partnerships grew in tandem with Samford Commons and have been strong in their support and engagement. Millen Farm and Creative Samford were the fledgling partners, and the emergence of Samford School of Sustainability and Samford Power has added to the foundation of partners.

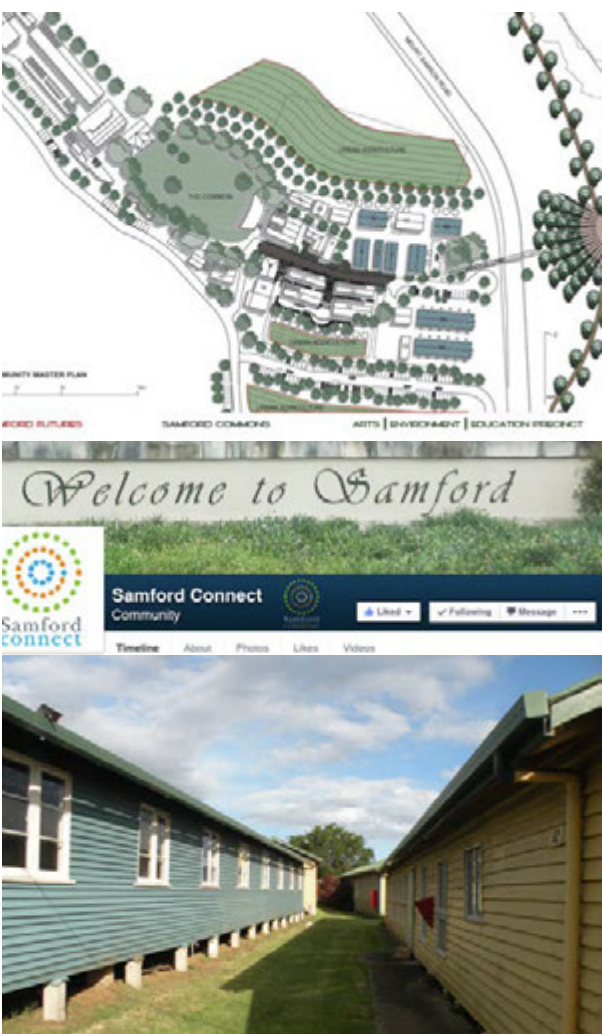
Moreton Bay Regional Council has adopted a strong partnership approach with Samford Commons. The unanimous support of Council for in-principle approval to allow Samford Commons to utilise Stage 1 of the CSIRO site was a visionary decision by an innovative council. Subsequent approval by MBRC of \$1.85m for infrastructure and the signing of leases on a glasshouse and 7 buildings has provided significant momentum to Samford Commons. The work and leadership of Cr Bob Millar and Cr Darren Grimwade, the Samford Commons Steering Group and council managers is recognised. Similarly, Mayor Sutherland and all MBRC Councillors, the CEO and Directors are acknowledged for their show of trust in both the concept and the people involved in Samford Commons.

Discussions with local Members of Parliament have resulted in a strong show of support and continuing connections with a number of government departments at State and Federal levels.

Samford Commons has been assisted with different aspects of its development by various universities, Regional Development Australia – Moreton Bay, and the United Nations Global Compact Cities programme, all of which have maintained a continuing strong interest in our progress.

During the past two years there has been an increase in participation of people from a wide cross-section of the community, brought about by a strong presence of Samford Commons in the community via shows, expos, *The Village Pump* and Samford Connect.

The strong and consistent contribution from members has been the lifeblood of the establishment phase. The development of strong partnerships will increase the capacity of Samford Commons to achieve its objectives and help build a sustainable community.



Key achievements

Key organisational achievements have been very significant and are already providing a solid base for building capacity. These achievements include:

- ✓ Development of a core concept and project plan, including preliminary master planning of the precinct.
- ✓ Promotion of that concept to the owners of the site, Moreton Bay Regional Council.
- ✓ In-principle approval by MBRC to establish Samford Commons at the former CSIRO site.
- ✓ Agreement on a constitution that enabled the formation of a community-owned company limited by guarantee.
- ✓ Establishment of an elected Board, 25 Foundation Members and an expanding general membership.
- ✓ Establishment of Members Working Groups, which have provided extensive ideas and capacity to carry out the work of Samford Commons.
- ✓ Attraction of seed funding from Foundation Members and funding from the Pine Rivers Climate Action Network, Moreton Bay Regional Council and the Samford Progress Association. This enabled the commissioning of a short-term project officer, part-time General Manager and a designer to carry out specialised work in project management and site planning.
- ✓ Development of a strong governance framework including ethical principles, approvals and decision-making processes, accounting & reporting processes, effective communications mechanisms and various policies & procedures. Appropriate insurances have been put in place.
- ✓ Charitable status has been granted by ACNC.
- ✓ Development of a funding strategy and business plan carried out in partnership with MBRC.
- ✓ Establishment of a process to agree preferred supplier arrangements in areas of high priority.
- ✓ Agreement on leasing arrangements for the built site and the farming land has been reached and Stage 1 farmland and buildings are now operational.
- ✓ A comprehensive 10 year economic model has been developed with Hall Chadwick economists.
- ✓ Eighteen Partnership Agreements have been signed with local, regional and statewide organisations.

Key challenges

Samford Commons continues to meet the challenges of:

- ✓ finalising long-term leases with council
- ✓ raising significant foundation funds from governments, local organisations, sponsors and the community
- ✓ master planning the precinct
- ✓ engaging the community even further in the fabric and future of Samford Commons
- ✓ supporting and growing the membership and the volunteer network
- ✓ engaging community organisations in the establishment of the Community Hub building
- ✓ designing and constructing the early stages of the built structure of the precinct
- ✓ solidifying foundation partnerships and operationalising them
- ✓ building new partnerships
- ✓ establishing a strong presence by the three tiers of government
- ✓ embedding collaborative governance structures
- ✓ establishing sustainability protocols
- ✓ conducting events, and...

... creating Samford Commons as... A place to grow...



3. Market need

State and national need and fit

Worldwide there is a move to community owned social enterprises that meet the local and regional needs of the community. This move to build sustainable local economies is reflected in the goals and policies of all tiers of government. The growth of the network of regions and cities that are members of the United Nations Global Compact Cities Programme further exemplifies this. Samford Commons is a living example of this worldwide shift.

The emergence some two decades ago of community owned social enterprises has been rekindled in the past five years with such enterprises taking on a more business-like approach with stronger governance and accountability.

The focus on environmental sustainability as it affects economic and social outcomes is acknowledged worldwide. Its relevance to tourism, education, recreation and economic development is well documented.

The Samford Commons concept is unique in Australia, although the CERES enterprise in Melbourne is a close fit. The Samford Commons board has been communicating with CERES as part of its planning and design process.

At least 45 goals and policy statements of the State Government are met by the full concept of Samford Commons. This includes a focus on the economy, education, workplaces, environment, health, communities, arts, innovation, industry, science, agriculture and sustainability.



Local and regional need and fit

The extensive Samford Futures community consultation in Samford during 2011-2013 uncovered a very significant energy and need for activities, events and goods and services in the areas of urban agriculture, creative arts, small business development, environmental activities, community markets, community education, tourism, sustainability and visitor accommodation. This fits Samford's expressed view of itself as a 'green lung' for Brisbane and South East Queensland.

The Moreton Bay Regional Council has an identified plan to build a 'liveability' brand and to not only retain people in the region but to attract visitors to the region. The MBRC plan invites communities to be proactive in adding value to their community and creating a more attractive, liveable region. The Samford Commons is filling a need in the Samford Valley, Dayboro and Hills districts for facilities serving art, agriculture, business networks, community education, school education (ESTEAM curriculum), innovation and the environment.



4. Strategic business plan – an overview

<i>Key partner entities</i>	<i>Key business activities</i>	<i>Value proposition</i>	<i>Customer relationships</i>	<i>Customer segments</i>
<p><i>Businesses</i></p> <ul style="list-style-type: none"> • Millen Farm • Creative Samford • BeatsBus Productions • Orlar superfoods • STEM Punks <p><i>Organisational partners</i></p> <ul style="list-style-type: none"> • Moreton Bay Regional Council • Samford community organisations • Educational institutions <p><i>SC owned entities</i></p> <ul style="list-style-type: none"> • School of Sustainability • Accommodation and conferencing • The Fulcrum Co-owned working spaces • Commons R & D • Samford Markets and Events • Samford Power • Community Library 	<ul style="list-style-type: none"> • Urban agriculture • Arts precinct • Learning and development • Events • Accommodation and conferencing • Business support • Community owned enterprises • Markets • Environmental research and development • Social media • Tourism • Centre of Excellence in Renewable Energy • Sustainability • Regional Resilience • SC Publishing business <p><i>Key resources</i></p> <ul style="list-style-type: none"> • Individual and collective capacities of Samford people • Partners – including all key partner entities • Philanthropists • The built site 	<p>For the Samford community who are seeking a thriving, creative space Samford Commons is a diverse, creative and robust collective that builds a sustainable local and regional community.</p> <p>For the region and the state Samford Commons epitomises the policies and practices of high-aspiration communities.</p> <p>What makes this unique is the multi-stakeholder, collaborative approach to build a place of sustainable and creative quality, which will benefit the community, the region and the planet.</p> <p><i>Samford Commons is... a place to grow...</i></p>	<ul style="list-style-type: none"> • Free services and space • Fee for service and space • Membership • Customers • Partnerships <p><i>Channels</i></p> <ul style="list-style-type: none"> • On-site activities • On-line promotion and communication • Online services – learning and development • Publishing capability • Partner networks 	<ul style="list-style-type: none"> • Food production (Community, students, agriculture specialists, researchers) • Arts precinct (Artists, art consumers, schools) • Learning and development (Institutions at all levels of education, teachers, consumers) • Events (Public, tourists, interest networks) • Accommodation and conferencing (Sporting clubs, arts, recreation, education, tourism, agriculture) • Business support (Regional industry, local businesses) • Community owned enterprises (Local community, regional entities, partners) • Markets (Public, producers, partners) • Environmental research and development (Researchers, practitioners, partners) • Social media (Public, partners, advertisers) • Tourism (Tourism operators, learning networks, partners)

5. Value proposition



For the Samford community who are seeking a thriving, creative space Samford Commons is a diverse, creative and robust collective that builds a sustainable local community. What makes this unique is the multi-stakeholder, collaborative approach to build a place of sustainable and creative quality that will benefit the community, the region and the planet.

For the region and the state Samford Commons epitomises the policies and practices of high-aspiration communities that use a robust community engagement model that demonstrate:

- ✓ Economic development and employment
- ✓ Efficient use of land and infrastructure through co-location of facilities and sharing resources and space
- ✓ Innovative design
- ✓ Services to disadvantaged members of the community
- ✓ Partnerships between public agencies, private enterprise, community organisations and landowners
- ✓ High quality delivery of services
- ✓ Adaptive multi-purpose and multi-functional spaces

For the nation, Samford Commons contributes to a thriving community that models national and regional objectives including:

- ✓ **Economic** development, the creation of new jobs, skills development and business investment
- ✓ **Environmental** solutions to support ongoing sustainability and the management of climate change
- ✓ **Social** inclusion strategies that will bring together and benefit all members of the community and other less advantaged communities in the region, state and nation.

Samford Commons is *...a place to grow...*



6. Customer segments

Urban agriculture

Community, students, agriculture specialists, four tiers of educational agencies, government, researchers.

Arts

Artists, art consumers, schools, general public, government

Learning and development

Students and staff from institutions at all levels of education, online consumers, coaches, community members.

Accommodation and conferencing

Sporting clubs, arts, recreation, students and staff from educational institutions, tourists, corporate sector, agriculture

Events

Public, tourists, interest networks, suppliers of goods and services, performers

Disadvantaged people

Rural and remote students, people with disabilities, marginalised people.

Business support

Regional industry, local businesses, government networks, industry associations

Community owned enterprises

Local community, regional entities, partners, national and international social enterprises

Markets

Public, producers, partners, local and regional visitors, tourists

Environmental research and development

Researchers, educational institutions, government agencies, practitioners, partners

Social media

Public, partners, advertisers, service providers

Tourism

Tourism operators, learning networks, partners, local visitor groups

7. Customer relationships

The ways in which business will be done include:

Partnerships

- ✓ Samford Commons has a very strong foundation of 18 partnerships, and growing, to enable its potential to be realised
- ✓ Partnerships include businesses, community enterprises, government, educational institutions and special purpose networks.

Free services and space

- ✓ Local community organisations will have access to free hot-desk space and committee meeting space and selected regional community agencies will receive free committee meeting space
- ✓ Disadvantaged people will have free or subsidised services

Fee for service and space

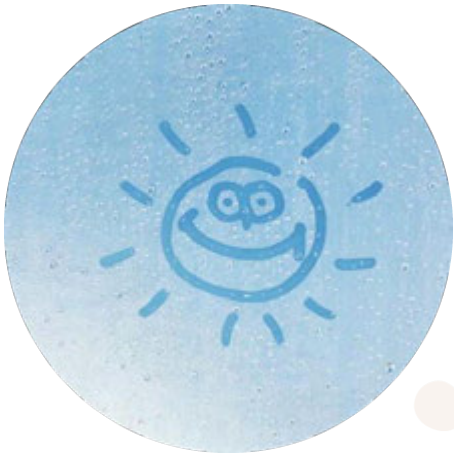
- ✓ The wide range of on-site and online services will be available to customer segments on a fee for service basis
- ✓ The co-owned working space will be available to eligible local and regional businesses
- ✓ Partnering businesses will pay lease or contract fees for space, infrastructure and services

Membership

- ✓ Individuals and organisations have access to decision making processes through low cost membership fees
- ✓ Members have privileged access to nominated events and services

Customers

- ✓ Customers have access Samford Commons events, activities, goods and services online and face-to-face at markets, events and shopfronts



8. Channels

The ways in which Samford Commons will interact with partners and customers includes:

On-site activities

- ✓ Educational experiences with groups of students, visitors and the public
- ✓ Markets, festivals and events
- ✓ Interaction with partners and networks in meeting space, café, shop, co-owned working spaces
- ✓ Interaction within the arts and performance precinct

On-line promotion and communication

- ✓ Samford Commons Facebook and website has a strong connection in the local community as well as worldwide
- ✓ Samford Connect will be linked with a large number of relevant online sites

Online services

- ✓ Learning and development services, both accredited and non-accredited
- ✓ Online purchasing of endorsed sustainable goods and services

Publishing capability

- ✓ Online publishing of selected resources generated locally and regionally
- ✓ Links to selected sites where publications may be accessed

Partner networks

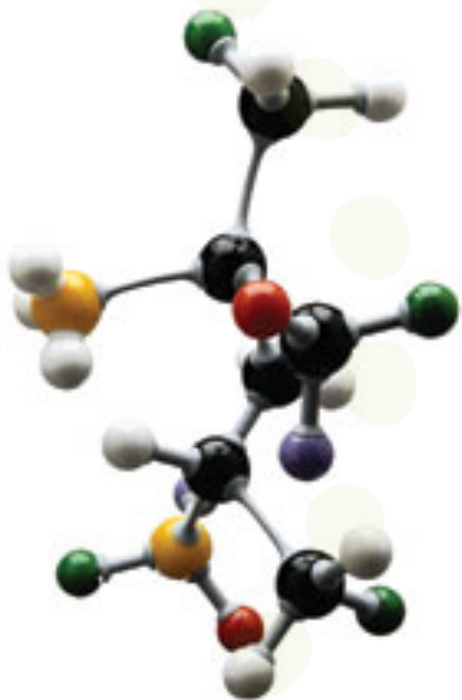
- ✓ Significant partner networks exist in the sectors of community, business, industry, government, tourism and government.



9. Key business activities

The core business activities that will meet the needs of the customer segments include:

- ✓ **Urban agriculture and food production** – Millen Farm, Orlar-Commons Superfoods and extensive food networks
- ✓ **Arts precinct** – Creative Samford and linked networks; Community Library
- ✓ **Learning and development** – School of Sustainability, schools, tertiary institutions, online learning, Community Library
- ✓ **Events** – Festivals, performing arts, exhibitions and sports programs
- ✓ **Accommodation and conferencing** – workshops, student camps, sports clinics and art camps
- ✓ **Business support** – The Fulcrum co-owned work space; local businesses providing services on-site
- ✓ **Community owned enterprises** – delivering programs and services on-site and on-line
- ✓ **Markets** – seasonal markets showcasing food, arts, environment and sports
- ✓ **Environmental research and development** – longitudinal studies and tertiary partnering
- ✓ **Social media** – Samford Commons portal, Samford Commons blog and Facebook
- ✓ **Tourism** – visitor programs in the arts, farming, environment and sport and recreation
- ✓ **Centres of Excellence** – Renewable Energy, Ecology and urban farming
- ✓ **Sustainability and resilience** – education, training, research and electronic waste recycling
- ✓ **Publishing** – on-line publishing of SC related articles and work by local authors; Community Library
- ✓ **Integrated Trails Network** – student, community and visitor Trails focussing on the existing Arts Trail, Heritage Trail, Walking-Riding-Cycling Trail and the emerging Eco Trail, Food Trail, Wellbeing Trail and Rail Trail.



10. Key partnerships and enterprises

Partners are those organisations that have established strong formative relationships with Samford Commons and are part of the establishment group at the precinct. Formal agreements have been signed with the following partners.

Creative Samford

A network of up to 200 artists and other creatives has formed an incorporated association, Creative Samford, which will establish studios, a gallery and exhibitions while using the precinct as a base for artists trails, teaching, performing and other pursuits. Performing arts will be a part of the Creative Samford partnership.

Millen Farm

Millen Farm is a community owned social enterprise that will establish a viable farm at Samford Commons as a model and training ground for urban agriculture. It will be a core part of educational activities, food production, food sales, markets and festivals.

Moreton Bay Regional Industry and Tourism Ltd

MBRIT provides a strong web portal featuring Samford Commons as the Samford lead agency for the region. It markets SC festivals & events and will have negotiated use of accommodation facilities at SC.

Orlar Ltd

Orlar Ltd is working with SC to develop the Orlar-Commons brand in the superfood industry. Orlar and QUT are conducting a superfood research and development project with Samford Commons, which is emerging with significant economic, environmental and social outcomes.

Samford and Districts Chamber of Commerce Inc

The Chamber promotes and supports The Fulcrum Co-Working Space and provides negotiated support for infrastructure, business development and human resources. It supports business activities and events and will have use of accommodation facilities at SC.



Samford Support Network Inc

The Samford Support Network provides programs for disadvantaged and unwell people in the community and has a core focus on developing resilient families and communities. The Network will have a presence at The Fulcrum Co-Working Space.

Samford Primary School

Samford Primary is the first school to sign up as part of the Partnering Schools Program, co-creating the curriculum for the SC School of Sustainability. The school will use the precinct regularly with class visits and have 24 hour access to the Commons Classroom, CoLab and Maker Space. It engages in SC festivals and is conducting a short film event for the Forever Festival.

Beats Bus Productions

BeatsBus Productions is a local environmentally conscious music business that provides musical and performance programs via the School of Sustainability. It also provides vacation programs and broader community and business programs.

Backwood Originals

This local business will provide on-site design and production of designer furniture with a sustainability base and participates in designer works for Samford Commons.

Kupidabin Cultural Association Inc

Kupidabin co-ordinates major indigenous festivals and events in the community and will provide and complement similar activities at Samford Commons. It participates in major SC festivals and events and will co-provide teaching programs on indigenous learning for schools and the community.

KYC Inc (Kids-Youth-Community)

KYC is a regional social justice organisation that delivers programs for disadvantaged young people and has programs to develop resilient families and communities. It partners on-site social enterprise to retail goods and services provided by young people and is contracted to have a presence at The Fulcrum Co-Working Space.



Substation 33 Ltd (electronic waste recycling)

Substation 33 conducts a successful electronic waste recycling operation south of Brisbane and Samford Commons will operate in 2016 as a collection hub. Samford Commons expects to operate the social enterprise in full within 2 years.

Samford Tennis Club

The Tennis Club is built on strong sustainability guidelines and will provide micro-teaching programs on tennis for schools via the School of Sustainability. It is envisaged to be part of the Wellbeing Trail and Eco Trail. The club will have use of accommodation facilities at Samford Commons and participates in festivals and events.

Partnerships with working agreements

Working agreements for partnering of special projects have been undertaken with the following enterprises:

- University of Queensland – major consulting assignments in 2016 focussing on the Integrated Trails Network and the review and development of a sustainability blueprint for Samford Commons
- Samford Eco Corridor – educational use of a newly established nature corridor close to Samford Commons
- Real Serious Games Ltd – development of animations and games regarding the SC precinct and explorations within the artificial intelligence industry.

Samford Commons is establishing enterprises that it will own and run and which will meet the Samford Commons vision, including the provision of financial sustainability.

Samford School of Sustainability

The School of Sustainability is developing as a network of people, businesses and institutions which offers education, training, research and other learning services to schools, tertiary institutions, businesses, community groups and the community generally. This will be provided on-site and on-line.



The Fulcrum Co-owned Working Space

Local businesses and government agencies will form part of a hub of enterprises working in a creatively designed space that enables autonomous working conditions. The space will be the catalyst for promoting and facilitating collaborative relationships toward thriving businesses operating within sustainable frameworks. It will also provide a Community Hub space to host the shared offices of a number of community groups. It will also provide meeting space, shared activity space and the opportunity to work collaboratively, adding value to the individual groups and the collective.

Samford Integrated Trails Network – Samford Trail Blazers

The University of Queensland is currently engaged as consultants to research and develop the concept of an Integrated Trails Network, available on-line and in reality. The Integrated Trails Network is expected to build on the existing Arts Trail, Heritage Trail, Walking-Riding-Cycling Trail by adding an Eco Trail, Food Trail, Wellbeing Trail and Rail Trail.

Community Library

The Samford Commons Community Library is wholly community-owned and run by volunteers, with a central collection plus satellite libraries throughout the Samford Commons site, corresponding to relevant topics such as business, farming, arts and craft, innovation, creativity, environment and sustainability. It will include a 'Little Libraries Literary Trail' and a 'Book Bag Project' to get books to the elderly, the sick and the isolated.

The library will promote the programs of Moreton Bay Regional Council Libraries, the State Library of Queensland, and organisations in the sciences, history, business, arts, music, literature and academic sectors.

Welcoming spaces will enable people to meet, read, discuss and share ideas, and debate issues. Author talks, book launches, community debates, ignite lectures, jam sessions, book clubs, writers' workshops, board game sessions, rhyme time and storytelling are planned around the library.



Commons Accommodation and Catering

The establishment of a sustainable accommodation and catering facility is planned, modelling sustainable construction and food preparation. The business will be a social enterprise potentially in partnership with an existing social justice enterprise in the industry.

Commons Consulting and Development

In partnership with existing agencies, Samford Commons will provide a consulting service in the areas of leadership, sustainability, food production and education.



Government partners

Current and potential Government partners include all three tiers of government and related agencies.

Moreton Bay Regional Council

The Moreton Bay Regional Council has already begun a relationship with Samford Commons that moves past the owner-lessee dimensions of the arrangements at the precinct. The mutual needs of the Council and the Commons invite a special partnership that will create long lasting benefits for Samford, the region and beyond.

State Government

It is clear that there is a strong connection between the policies and aspirations of the Queensland Government and those of Samford Commons. This synergy is expected to be maximised through a collaborative approach, which engages with other tiers of government and the Samford community.

Federal Government

The criteria for funding through the Stronger Regions Program and the Innovation priorities of the Federal Government are well matched by the concept of Samford Commons. In the advent of strong support from MBRC and the State Government there is an excellent case for Samford Commons to be resourced by the National Stronger Regions Fund.

Regional Development Australia Moreton Bay

Regional Development Australia Moreton Bay has held a continuing strong interest in the establishment and development of Samford Commons. RDAMB has recently allocated funds to enable business development opportunities and government funding options to be prioritised. They have also played a key role in the establishment of the Samford Commons Co-working Space. This has included sponsoring a business survey to find out the needs of businesses and organisations regarding how co-working arrangements can best facilitate collaboration between businesses.

11. Strengths, weaknesses, opportunities, threats

Strengths

The strengths that will facilitate the meeting of challenges and delivery of the concept include:

- ✓ Well located site that is structurally sound
- ✓ Commitment and capability of the Samford Commons board, members and the community generally
- ✓ Strong partnerships already formed
- ✓ Strategy and governance well established
- ✓ Strong support from governments generally and Regional Council particularly

Weaknesses

The weaknesses that may hinder our capacity to meet challenges and deliver the concept include:

- ✓ Capacity to build the concept at a rate commensurate with need and aspiration
- ✓ Lack of significant cash resources
- ✓ Reliance on the specialist capacities of a volunteer workforce

Opportunities

The opportunities that we may take up as we meet challenges and deliver the concept include:

- ✓ Engage the community, government and business partners in a world class venture
- ✓ Build a resilient local economy in a sustainable region
- ✓ Enhance the wellbeing of the community
- ✓ Build a model for true government-community partnerships

Threats

The threats that may impact on our capacity to meet challenges and deliver the concept include:

- ✓ Insufficient cash resources
- ✓ May attempt too much in the short term
- ✓ Volunteer workforce may burn out
- ✓ Government may not support to the extent required
- ✓ Capacity to manage the large volunteer workforce in a way that adds value

12. Overview of business opportunities

<i>Business/activity</i>	<i>Descriptor</i>	<i>Revenue streams</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
Accommodation and conferencing	Low scale accommodation & conference facility for workshops, coaching clinics, farm working, green nomads, volunteer worker scheme, educational camps ★ <i>Economic growth, sustainability</i>	Lease/contract						
Electrical waste recycling	Collecting, remaking, recycling, reusing and selling electronic waste. camps ★ <i>Economic growth, sustainability</i>	Product sales						
The Fulcrum Co-working space	Integrated co-working space for local businesses and regional business networking and industry growth. ★ <i>Economic growth, business sustainability</i>	Fee for service						
Creative Samford	Art studios, gallery exhibitions, performing arts and events for artists and as part of educational and visitor tours. ★ <i>Economic growth, social inclusion, community education</i>	Lease/contract						
Eco learning centre	Display and activity centre on ecology/renewable energy /biodiversity/sustainability and as part of educational and visitor tours. ★ <i>Environmental sustainability, community education</i>	Lease/contract						
Gibbons Road Farm and Camping	Farming, accommodation and agricultural activity and as part of educational and visitor tours. ★ <i>Economic and environmental sustainability, community education</i>	Lease/contract						
Government offices /agencies/services	Location for government offices and services (e.g. environmental centre, tourism office,) and potentially other government funded agencies. ★ <i>Partnering for growth and sustainability</i>	Lease/contract/ in kind						
Millen Farm	Urban agriculture production and training. Community supported agriculture and as part of educational and visitor tours. ★ <i>Economic and environmental sustainability, community education</i>	Lease/contract						
Samford Commons online store	Sale of SC products and services ★ <i>Economic growth, servicing community needs</i>	Product sales						
Sustainable produce store	Sale of organic foods and sustainable products ★ <i>Economic growth, servicing community needs, helping local businesses</i>	Product sales						
Superfood Orlar	Superfood production and part of educational and visitor tours. ★ <i>Economic growth, social inclusion, sustainable agriculture</i>	Product sales						
Samford Markets & Events	Seasonal and specialist markets, events and festivals ★ <i>Economic growth, social inclusion</i>	Fee for service						
Samford School of Sustainability	Network of educational providers and community groups providing research, education and consultancy services in ecology, sustainability for students, online participants and visitors. ★ <i>Economic and environmental sustainability, community education</i>	Fee for service						
Samford Power	Community based renewable energy entity providing power to the community & consulting services to other communities as part of educational & visitor tours. ★ <i>Economic and environmental sustainability, community education</i>	Margins on sale of power to shareholders.						
Sustainable music making	Educational business entity specialising in making music from musical instruments made from recycled material and as part of educational and visitor tours. ★ <i>Education</i>	Lease/contract						
Visitor worker program	Innovative program promoting and managing a network of visitors from other states and overseas to be on-sold to agencies wanting casual labour in the food growing, environment, educational and sustainability industries. Also part of educational and visitor tours. ★ <i>Economic and environmental sustainability, education</i>	Fee for service						

■ Planning & development stage ■ Anticipated implementation stage

13. Economic model

The economic model has been developed in consultation with a senior economic advisor from Hall Chadwick and has included discussions with the Manager of Economic Development at the Moreton Bay Regional Council, Executive Officer of Regional Development Australia Moreton Bay, the Board of Samford Commons and the major partner entities of Samford Commons.

A detailed economic model is attached.

Summary of economic model

- ✓ Investment by the three tiers of government in 2016-2020: \$13.5m
- ✓ Investment by the community and other stakeholders in 2016-2020: \$250,000
- ✓ Economic value directly into the local community over 10 years: \$19.7m
- ✓ Economic value in multiplier effect into the region over 10 years: \$45.3m
- ✓ Benefit to cost ratio of 7.40

14. Acknowledgements

There are a significant number of people who have contributed to Samford Commons and the acknowledgements are described in the groupings that have contributed rather than the individuals who have made it happen.

We acknowledge...

- ✓ The very many Samford community members who participated in Samford Futures and gave their general support to the concept of Samford Commons;
- ✓ The Mayor, local councillor and councillors and staff of Moreton Bay Regional Council who put their trust in our community to make good the vision of Samford Commons;
- ✓ The community organisations that have donated funds or have emerged as partners;
- ✓ The foundation members of Samford Commons;
- ✓ The volunteers and commissioned staff who have worked hard to get things done;
- ✓ Schools and universities, which have endorsed the concept and built partnerships;
- ✓ Local media, which has carried the Samford Commons story;
- ✓ The United Nations Global Compact Cities Programme, which supports the Samford Commons concept; and
- ✓ The members of Working Groups, which have helped in practical ways to establish Samford Commons as...

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Appendix A: Samford Commons' services, products and events meeting needs of disadvantaged people

Samford Commons has adopted a strong policy and practice regarding meeting the needs of disadvantaged people in other parts of the Moreton Bay Region, the State and nation. Therefore, a number of the planned services have been designed to meet the needs of those in special need, as identified in the table below.

This is a work in progress, with additional services being targeted on a continuous basis.

<i>Service, product or event</i>	<i>Meeting the needs of disadvantaged, marginalised and high need people</i>
<i>Urban farming</i> Partnership with Millen Farm	<ul style="list-style-type: none"> • Education and training of local and regional (long term) unemployed in horticulture and farming practices • Education and training of students from rural and remote schools • Education and training of marginalised youth from regional secondary schools needing outdoor environments for maximisation of learning
<i>Arts Precinct</i> Partnership with Creative Samford Inc, BeatsBus Productions and Samford Commons Community Library	<ul style="list-style-type: none"> • Art programs for disabled, ill and disadvantaged • Education and training of students from rural and remote schools • Art gallery and exhibitions for emerging artists • Art gallery and exhibitions for indigenous artists • Music and performance for marginalised people
<i>School of Sustainability</i> Partnerships with schools, universities, curriculum and teaching providers and vocational education providers	<ul style="list-style-type: none"> • Education, training and employment of local and regional (long term) unemployed in catering, hospitality, conference organising, market management, construction, festival organisation, horticulture and farming practices • ESTEAM (Entrepreneurism, Science, Technology, Engineering, Arts and Mathematics) Immersion Programs for students from rural and remote schools. Programs from 3 days to a full term. Plan to work with service organisations, communities, education authorities and educators in rural and remote parts of the state.

<i>Catering and accommodation</i> Partnership with a social enterprise or other enterprise	<ul style="list-style-type: none"> • Priority to partner with a social enterprise to be established to train and employ disadvantaged people in the Commons Catering and Accommodation service and the conferencing business.
<i>Electrical waste recycling</i> Partnership with Substation 33	<ul style="list-style-type: none"> • Social enterprise to be established to train and employ disadvantaged people in the collection, assessment, recycling, reuse and sale of electrical waste. Signed partnership with an existing social enterprise.
<i>Festivals and events</i> Partnership with Moreton Bay Regional Industry and Tourism Ltd and other partners	<ul style="list-style-type: none"> • Education, training and employment of local and regional (long term) unemployed, disabled and disadvantaged in catering, hospitality, market management and festival organisation.
<i>The Fulcrum co-working space</i> Partnership with the Samford & Districts Chamber of Commerce	<ul style="list-style-type: none"> • Education, training and employment of local and regional (long term) unemployed, disabled and disadvantaged in catering, office management and business services
<i>Integrated Trails Network</i> Partnership with University of Queensland, Creative Samford, Eco Corridor, Millen Farm, Kupidabin, Community Library and service organisations	<ul style="list-style-type: none"> • Education, training and employment of local and regional (long term) unemployed, disabled and disadvantaged in tourism, event management • Provision of on-line animated Trails to enable access from rural, remote and overseas locations.
<i>Indigenous culture</i> Partnership with Kupidabin Cultural Awareness Association	<ul style="list-style-type: none"> • Co-delivery of indigenous culture programs to create and build awareness and deep understandings of indigenous culture
<i>CoLab and Maker Space</i> Partnership with STEM Punks and other technology providers	<ul style="list-style-type: none"> • Opportunity for marginalised people to engage with advanced technologies to learn, co-create and produce positive outcomes

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