



Powered by **Space2Grow**

E-04
ECONOMIC DEVELOPMENT
GRANT SCHEME 2022/23
APPLICATION FORM

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SECTION 1 APPLICANT DETAILS

BUSINESS NAME: Woodbines Enterprises Pty Ltd (trading as Tender Relief)

TYPE OF ORGANISATION E.G., SOLE TRADER, COMPANY: Company

TITLE OF INITIATIVE/PROJECT: SEED, powered by Space2Grow

CONTACT PERSON FOR PROJECT: Eliza Carbines

POSITION HELD: Managing Director

POSTAL ADDRESS: PO Box 1776, Karratha WA 6714

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EMAIL ADDRESS: eliza@tenderrelief.com.au

WEBSITE ADDRESS: www.tenderrelief.com.au

AUSTRALIAN BUSINESS NUMBER: 92 638 050 512

TOTAL PROJECT BUDGET: \$65,500 + GST

AMOUNT REQUESTED (UP TO 50% OF TOTAL PROJECT BUDGET): \$32,750 + GST

SECTION 2 ABOUT YOUR ORGANISATION

Introduction

Woodbines Enterprises Pty Ltd T/A Tender Relief is a Karratha-based tendering agency founded to assist clients from all over Australia with the preparation and submission of compelling and compliant tenders. Tender Relief currently employs five (5) people across Australia, and eight (8) globally, and we seek to continuously uphold our reputation for winning bid submissions for our clients of up to \$1 billion from government and private entities.

Woodbines Enterprises Pty Ltd is owned and managed by Eliza Carbines, CP APMP. Eliza has previously worked in legislative roll-out of the Jobs Act for the Department of Primary Industries & Regional Development (DPIRD), based at the Pilbara Development Commission, is currently the Chairperson of the Australian and New Zealand Chapter of the Association of Proposal Management Professionals (APMP) and a Non-Executive Director on the board of the WA State Governments Small Business Development Corporation (SBDC).

Organisation Structure

It is the intention that Space2Grow is registered as a For Profit Proprietary Limited Company, referred to in this paper as SEED Hub Pty Ltd (SEED Hub), which will also be the sole shareholder in a Not-For-Profit Proprietary Limited Company, referred to in this paper as SEED Foundation Pty Ltd (Foundation). The term 'Space2Grow' is used to collectively refer to both entities.

Formal registration of these entities will be triggered by the successful completion of Phase 1 of this Project, and commencement of Phase 2. Further explanation of Phases is provided within this application.

For this submission, and in lieu of the entities being created, Woodbines Enterprises T/A Tender Relief accepts full responsibility for the adherence to grant rules and fund reconciliation, as required by the City of Karratha.

SEED Hub

The purpose of SEED Hub is to house the commercial side of the business, collecting revenue from space hire, programs, and other revenue generating initiatives, as well as be responsible for relevant expenses and able to generate dividends.

Foundation

The purpose of the Foundation is to be eligible to receive grant funding (that is only awarded to not-for-profit entities) and to accept sponsorship funds from Corporates, Universities and Governments wishing to sponsor programs or subsidise initiatives, with funds being protected away from SEED Hub.

Figure 1 outlines the anticipated organisation structure of Space2Grow, please note this is not a full Corporate Structure, and while the intended legal entity set-up is shown, a decision regarding which roles are funded by each entity is yet to be made. The Organisation Structure serves to outline the expected jobs created, and not to link them back to the legal structure as yet.

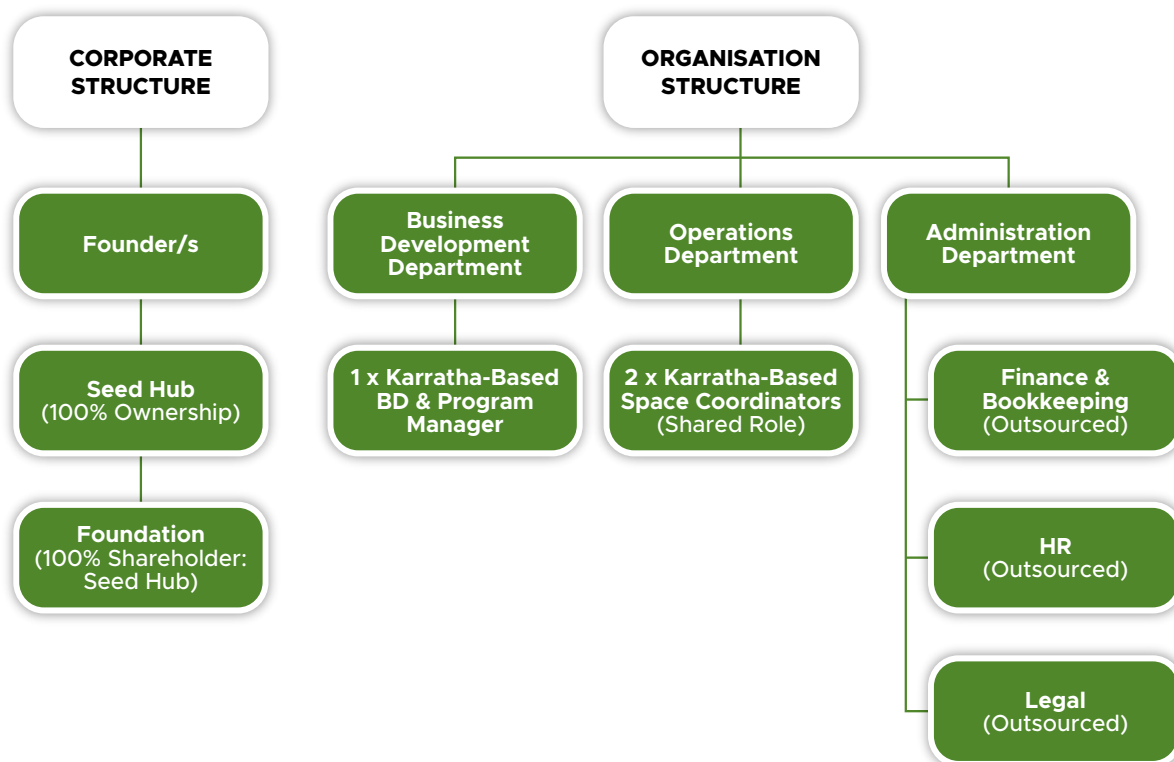


Figure 1 Anticipated Space2Grow Organisation Chart

Primary Business Objective

The primary objectives of Space2Grow are:

- To spearhead the **development of a diverse and collaborative innovation ecosystem** in the City of Karratha; and
- To permanently embed that ecosystem in **vibrant, suitably equipped coworking facilities** located within the City of Karratha.

Objective One – the Ecosystem

Space2Grow will provide strategically designed and deployed programs and support to encourage, develop, grow, stabilise, and diversify the activities of thought leaders and new industry in the City of Karratha. This suite of operations will be designed to operate in tandem with the WA State Gov-

ernment's 10-year vision for the state as a "hub of invention, investment, innovation and impact"¹ through assisting founders, inventors, and other entrepreneurs with tried-and-tested methods of exploring, developing, and growing their businesses. These parties will also have access to internal and external events for support, practical learning, and network building which comes from co-operative partnerships between SEED and others in the ecosystem, and easy direct access to other businesses.

The ecosystem intends to align with existing state-wide events such as West Tech Fest, and accelerator programs such as the Plus Eight Accelerator and First Nations X. It is our strong aim that these alignments will not only contribute to a budding ecosystem within the City of Karratha, but we hope to entice the organisers of these initiatives to run their events, accelerators, and platforms directly within Karratha.

This ecosystem will also marry with the City of Karratha's objective to become Australia's most liveable regional City by undertaking activities such as partnering with local businesses to support projects which result in wide-ranging economic benefits². By creating an innovation hub where businesses can share resources and support, it reduces overhead cost for individual entities, provides a gateway to resources and programs usually reserved for those operating within Metropolitan Perth and lowers the barrier of entry for those thinking of starting a business. The Ecosystem will equally support existing small businesses, those who intend to create a new innovative business startup, and First Nations businesses.

Space2Grow will leverage existing frameworks, strategies, and networks through information on sector-leading initiatives, such as:

- Meshpoints (supported by Spacecubed and Lotterywest);
- The Department of Jobs, Tourism, Science, and Innovation (JTSI's) 2021-2025 Innovation Strategic Plan; The South-West Innovation Cluster;
- MIT's REAP Program (Western Australia has a participating team in Cohort 9 for 2022/2023).

Objective Two – The Facility

Space2Grow, requires modern facilities from which this ecosystem can be developed.

The Space2Grow facility is a space where innovators and entrepreneurs can base and grow their businesses, connect with venture capital partners and angel investors, leverage our network of affiliate partners, participate in accelerators, be part of a thriving and supportive business community, and foster thought leadership and innovation from the heart of Karratha. It will provide professional, suitably equipped facilities including corporate office space, breakout zones, bookable meeting rooms, collaboration spaces and coworking desks where businesses can startup and build a base to grow from with the economic and practical benefits of shared resources and networks.

We are also aware that existing businesses in the City of Karratha often struggle to hire or have access to professional external facilities for their workshops and team meetings due to the limited suitable and accessible options for hire. SEED will allow casual use of the spaces through an automated end-to-end online booking platform, providing all organisations with as-required access to comfortable, modern, and professional spaces. These bookings will also be accessible for those outside of the City of Karratha, welcoming collaboration with businesses currently operating outside the region including members of all Chambers of Commerce within the Pilbara.

This space is intended to be a one-stop shop for starting and growing a business in Karratha, as well as a hub and a home for the local business community. If a business is starting or growing in Karratha, SEED is the place to do it.

¹ From <https://www.wa.gov.au/government/publications/western-australias-innovation-strategy>

² City of Karratha's Strategic Community Plan 2016-2026

SECTION 3 PROJECT/ACTIVITY/DETAILS

3.1 Please describe the project you are planning to undertake and outline your objectives:

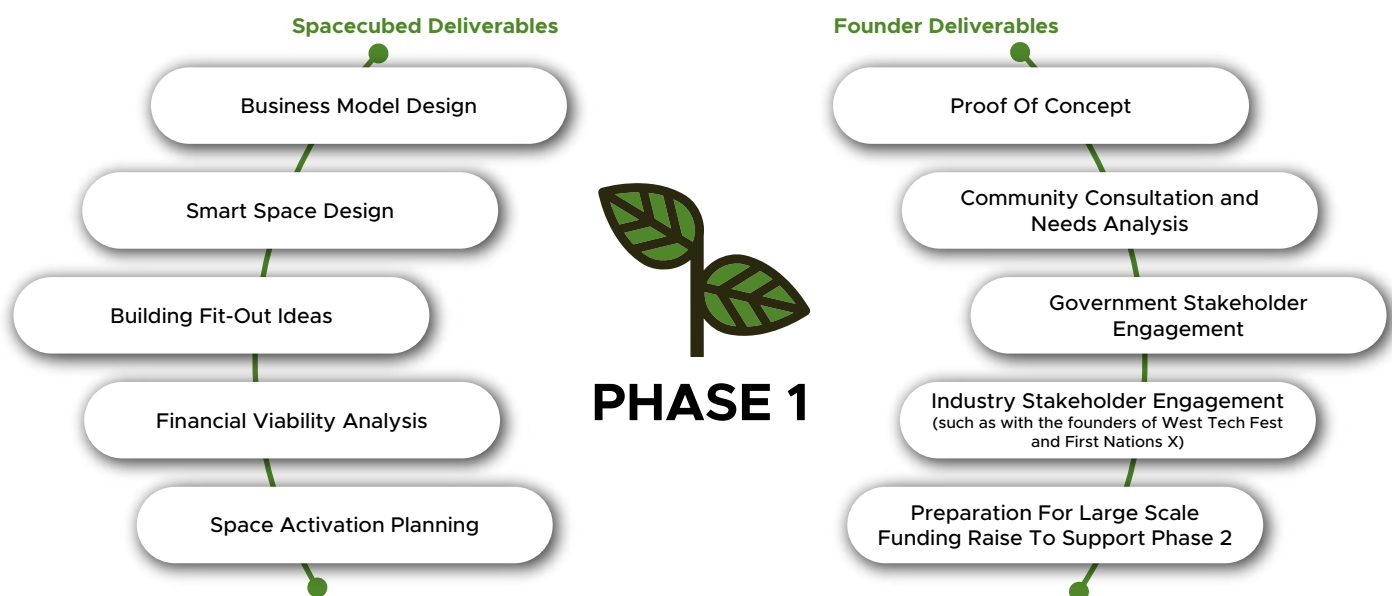
Introduction

The Space2Grow Project has been separated into three (3) distinct phases, which are outlined here for completeness.

This City of Karratha funding application is being requested to assist with Phase 1 and Phase 2 only. As a privately-owned joint venture, it is expected that this operation will be financially self-sustainable, and engagement with further support/funding/sponsorship/other financing will be limited to instances where it suits the needs and objectives of SEED – such as sponsored programs.

Phase 1: Preparation

Phase 1 is our feasibility and strategic planning Phase. It includes:



Engaging expert consultants Spacecubed

Space2Grow will engage the consultative arm of startup experts Spacecubed, leaders in WA's co-working and innovation hub industries to help deliver parts of Phase 1. Spacecubed was founded in 2012, and now manages four (4) in-demand coworking and collaborative spaces in Perth (Riff, FERN, FLUX, and the Bentley Technology Park) where programs such as the Plus Eight Accelerator and She Codes are run to teach, encourage, and support startups and careers in business, entrepreneurship, and tech.

Spacecubed also successfully run and operate the CORE Innovation Hub in Newman, spaces in both Adelaide and Sydney, and were instrumental in the pre-launch design and planning of Port Hedland's WEB space. Their consultative arm assists other budding innovation hubs to design for success and helps them avoid the common errors and pitfalls in developing successful spaces and ecosystems.

The deliverables Spacecubed is responsible for will provide independent analysis which ensures that subsequent phases are informed by metrics, research, and sound guidance from current market

leaders. This will lay the foundations for SEED's success through economical decision-making, the latest in local and industrial research, as well as adherence to best practice compliance and governance standards.

Founder responsibilities and contribution

In tandem with the financial, planning and design consult from Spacecubed, a practically lead a community consultation, proof of concept, and needs analysis through comprehensive in-person and online surveys and data collection will be led by Woodbines Enterprises Pty Ltd. The data collected through this process will add local context to the professional guidance offered by Spacecubed and ensure that plans are geared to community needs.

Stakeholder engagement and onboarding of key partners in both the public and private sector is critical for the relevance and success of SEED. Work is already well underway to engage key stakeholders and this Phase provides the necessary opportunity to solidify relationships with those stakeholders as we start to formally onboard each of them to our initiative. Understanding the nature of the stakeholder relationship (financial, community, member-benefit, compliance, industry relevance) takes time, genuine intent to build the relationship and is an essential element as we learn how and where each organisation and department can, should, or is willing to, be involved.

We are mindful that for SEED to be launched in a timely manner, we must perform several tasks in parallel with one another. Early conversations regarding funding for Phase 2 are already underway with a small number of potential funders, including the State Government, however these conversations and plans need to quickly progress to minimise the time between the completion of Phase 1 and the commencement of Phase 2. It is our goal to increase our fund raise efforts through Phase 1 and identify our lead funding partner for Phase 2 in this time. It's important that all legal obligations, and mechanisms for the release of funds, is properly understood before Phase 2 is commenced and we will heavily progress that work through Phase 1.

Phase 2: Creation

Phase 2 is our practical completion and pre-launch Phase.

This Phase includes:

- Physical space fit-out;
- Fit-out project management;
- Client program development and finalisation;
- Recruitment;
- Advertising;
- Stakeholder business development; and
- Member onboarding.

Preliminary investigations have identified two (2) preferred spaces available for lease:

1. Shop 5, Ground Floor at The Quarter HQ (20 Sharpe Ave, Karratha).
Formerly Cecel Filipino Grocery Shop
Refer attachment 3.1a Shop 5 Floorplan
2. Suite 3, Level 1, The Quarter HQ (20 Sharpe Ave, Karratha).
Currently vacant with lift access and secure swipe card entry.
Refer attachment 3.1b Tenancy B & C Floorplan

Note: We understand availability of spaces changes continually, and we are aware the ground floor space is likely in high demand. We offer this example here simply as just that, an example. We are also aware there is at least one (1) other space on Level G of the Quarter that could also serve as a great space to consider. We are not limited in our thinking; it is certainly an option to focus on one space and introduce another in the future. Again, these examples are shown here to give insight into the progress of thinking, and what will be analysed through Phase 1.

In this example, the available floor area of Shop 5 is contingent on moving the temporary wall which currently separates the former Filipino Grocery Store from the former Grill Restaurant to slightly expand the available space in the former Filipino Grocery Store. Pending space availability, the requirement to do this will be sense checked through Phase 1 and verbal intent to support this concept was provided by the City of Karratha's Director Corporate and Legal Services in early 2023.

There are several space-specific fit-out concepts which will be explored and costed in Phase 1 for roll-out in Phase 2. Some examples of this are:

1. **Collaboration Space.** A ground level space will offer vibrant meeting rooms, phone booths, community breakout zones, networking facilities, coworking desks, a boardroom for learning and events, and kitchen facilities. As an existing storefront in a prime location, it's critical this space is lively, attractive, and appropriately leverages the opportunity to contribute to the building and surrounding area.
2. **Corporate Space.** A level 3 space could be outfitted as a professional operations workspace, with dedicated offices, soundproof boardrooms, meeting spaces, open plan space for connection and conversation, workshop and event space, and kitchen facilities.

A small portion of the funding sought from the City of Karratha in this application will contribute to the fit-out Project Management element of Phase 2. This service is offered by Spacecubed as a package with their delivery of their Phase 1 services. It is understood the City may choose to step-pay the grant funds, pending the successful completion of Phase 1.

Phase 3: Operation

Phase 3 is the post-launch Phase.

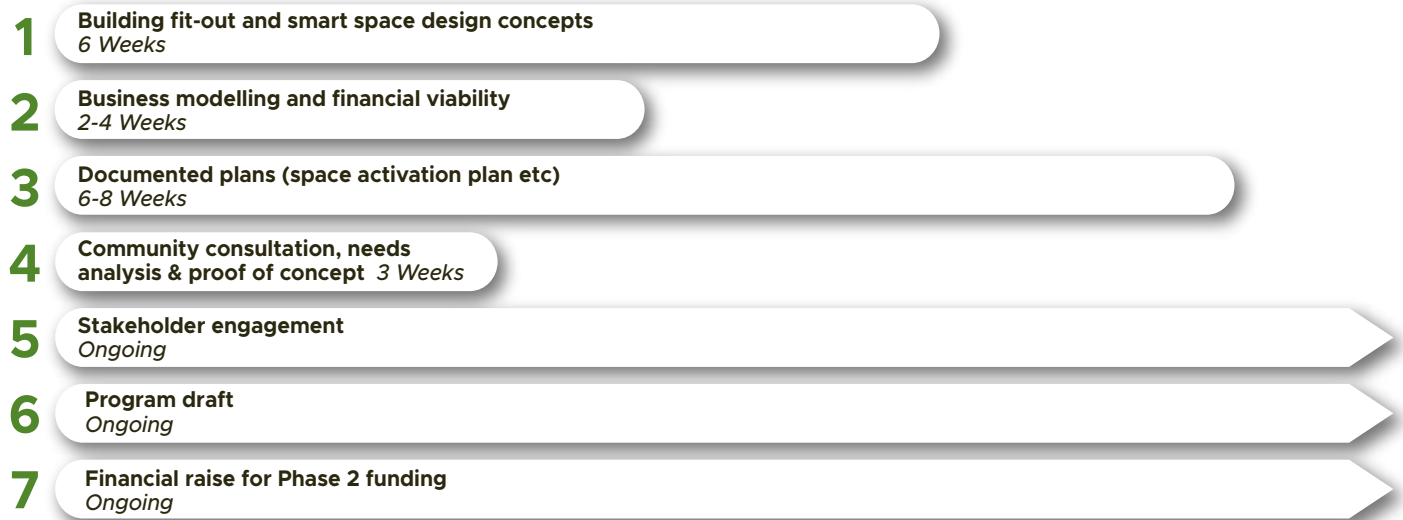
This Phase is focused on program and events roll-out, members onboarding and experience, Space2Grow team nurturing, standard operations, and ongoing connection with and continued alignment to the broader ambitions of the Western Australian Government in their quest to create a diverse, thriving, and innovative industrial culture within the State.

This is an ongoing and deeply complex Phase; however, we have kept our description here very high-level as the funding ask itself is not contributing to Phase 3 objectives. Certainly, if the City require any further insight for interest, we can provide deeper explanation of this Phase upon request.

3.2 Please provide a clear plan for delivery of your project including key dates/timelines. If you have a project timeline, calendar, or GANTT Chart to attach please do so.

Phase 1 will be delivered over six (6) to eight (8) weeks, once funds are released Phase 1 will commence immediately and most tasks will occur in parallel with one another, these are:

Once Phase 1 is complete, Phase 2 will commence without delay, pending a successful funding raise.



3.3 Please demonstrate the need and demand for the activity/project (Provide any economic impact data to support your case)

Introduction

The City of Karratha's current Economic Development Strategy includes a dedicated section for small businesses. At the time of writing (May 2023), there were 955 small businesses in the area with a Gross Regional Product of \$5.6 billion. Within the City, there were approximately 4.3 businesses per 100 people, which is significantly lower than the overall WA regional average at the time (at 6.8 businesses per 100 people). This broad data indicates that there may be a number of people within the City of Karratha who would like to start a small business but may not feel confident or incentivised to do so at the current time and under the current conditions.

In this response, we outline the following:

1. The estimated **economic impact of the establishment of new business**, and in turn positively impacting the City's 'businesses per 100 people' data;
2. The **demonstrated need in comparable regions**;
3. The importance of establishing a position for the City of Karratha within the **WA Regional Hub Network**
4. How this **new industry project benefits the City of Karratha**

Economic Impact Of Increasing New Business

According to research performed by the Small Business Development Commission, a new small regional business contributes \$224,000 to the local economy, annually. Phase 1 of the SEED project will establish the best floor plan design and capacity limits for businesses wishing to establish themselves within the space. For this paper, we have based our estimates on the Port Hedland WEB

space, which has capacity for approximately 16 businesses to operate (and we expect to be based in a location of a similar size).

We understand that the Port Hedland WEB space is at full capacity in dedicated offices and near capacity in their coworking space. And while our innovation space is designed to attract new entrepreneurs, it is also our understanding that the Karratha Enterprise Hub currently has a wait list of six (6) businesses looking for a space to establish their operations, with a wait time of twelve (12) months.

Using the capacity of 16 businesses as a guide and based on a conservative 60% occupancy rate (which we believe is a gross underestimate), it is probable to conclude that Space2Grow will unlock \$2.1m in economic contribution through small business in the City of Karratha, annually.

Taking an expanded three (3) year view, and assuming an average 75% occupancy, Space2Grow will enable an \$8m economic contribution.



It is probable to conclude that SEED will unlock \$2.1m in economic contribution through small business in the City of Karratha, annually.

Demonstrated Need In Similar Regions

We appreciate this project relies in part on a 'build it and they will come' mindset. However, there are clear examples of demand in similar regions which can be reasonably relied upon as indicators of future demand at Space2Grow in Karratha and associated economic impact.

Case Study: The WEB – Port Hedland, She Codes

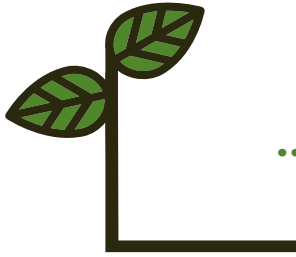
In 2021 The WEB hosted Perth startup She Codes who ran a series of structured and highly professional workshops centred around teaching women to code. A program of this nature had never been run in Port Hedland and demand for women in coding and tech development had been untested.

The program was oversubscribed and ultimately six (6) people graduated after their months-long program. One (1) of the graduating alumni secured a job in technology with BHP, and four (4) others formed technology businesses creating and designing websites for the local community.

Furthermore, SheCodes has interacted with 121 Port Hedland residents through one-day workshops, masterclass intensives, and ongoing programs since 2020.

This flagship She Codes program is small example of how bringing new and/or niche education initiatives to a region creates demand – and in turn real business establishment - where demand was not previously known, tested, or visible. Karratha's population is 30% higher than the town of Port Hedland. Based on Port Hedland achievements, we expect SEED can create connections between more than 150 City of Karratha-based individuals and She Codes by running consistent, interactive coding workshops, and intensives.

Furthermore, according to the She Codes 2021-2022 Impact Report, participants in their programs spend \$8.32 per person per session on food and drink at local cafés prior to their session starting. Based on the numbers in Port Hedland, this equates to a \$2,000 cash injection to a local café every six (6) weeks.



...a \$2,000 cash injection to a local
café every six (6) weeks.

Linking the City of Karratha to the WA Regional Hub Network

The Regional Hub Network is a centralised network of recognised regional innovation and startup hubs, who work cooperatively together to share and attract opportunities across the state. Funded through the State Governments New Industries Fund, the network works collaboratively on events and experiences.

This network exists in response to overarching demand across the regions for exceptional quality, multi-disciplinary innovation centres.



Organisations are accepted into the Network by being an operating space actively connected to the objectives of the Department of Jobs, Tourism, Science, and Innovation, consistently running good quality events, and create a culture which is guided by Meshpoints' Community and Governance Structure for the facilitation of a more innovative society.

Meshpoints is funded by Lotterywest and directed by Spacecubed and selected industry 'Stewards'. Together, they play an important role in deciding priorities and process for Development and Delivery projects.

Ten (10) Hubs across seven (7) regions make up the Regional Hub Network. Together, they provide physical space for an estimated 120 businesses annually, with an approximate \$224,000 contribution regional economy³, each.

The Pilbara is represented in the Regional Hub Network via Port Hedland's WEB Hub and Newman's CORE Innovation Hub. Karratha is not part of the network, nor is there an establishment within the City of Karratha which would likely meet the requirements to join.

It is critical the City of Karratha is part of State driven initiatives, to leverage and learn from the innovation hubs state-wide, and to connect into the state-wide movement toward strong entrepreneurialism growth.

A new initiative, creating new industry, with facilities not currently offered

The core mission of Space2Grow is to curate a space for new business owners to explore and innovate with new ideas. Not only is the SEED Project a new initiative for the City of Karratha, but the very centre of our operation is also, in turn, to support other new industry and foster the growth of associated new businesses.

We believe Space2Grow works in harmony with The Pilbara Business Centre and their core offering of retail leases (ground floor) and serviced offices (Level 1), and the Chamber of Commerce and Industry with their support for existing small business.

Part of the SEED Project is to include meeting and board rooms which are available for casual booking to any member of the community. Currently, Karratha has a severe lack of tech enabled corporate spaces available for casual lease from 30 minutes to full days or weeks. The Pilbara Business Centre does have one bookable board room however it operates at significant disadvantage to the user with no privacy, no online booking system, no availability calendar, and a television which is not correctly wired for easy virtual presentations or meetings.

It is critical for City of Karratha businesses, particularly those who work from home, to have fully furnished corporate spaces to operate from on an ad-hoc bases.

Our economic impact calculations of this new service are based on these parameters:

- Two (2) board rooms, and two (2) small meeting rooms;
- 40% annual utilisation (one meeting a day for 40% of the working days in a year);
- Four (4) people per meeting;
- Average \$8.32 spend at a local café, per person.



Using these figures, it is our estimate that by launching a variety of bookable meeting spaces SEED will unlock \$13,844.48 of local café spend per year, simply by bringing people into the City centre. ³

³ Data provided by the WA Govt Small Business Development Commission

3.4 How does this align to the City of Karratha's strategies (please be specific)?

Community, Economy, and Leadership

As part of the City of Karratha Strategic Community Plan 2020-2030, the City's Council has four (4) strategic themes that work together to provide cohesive and coherent goals and objectives which support their vision of becoming Australia's most liveable regional City.

Space2Grow's facility and activities assist in the fulfilment of this plan in the following ways:

City of Karratha Strategic Theme	City of Karratha Achievable Outcomes	SEED Offering
Our Community	<ul style="list-style-type: none"> • Accessible services 	<ul style="list-style-type: none"> • Affordably priced business resources for internal and external clients. • Support and education for new businesses and enterprises which increase the diversity and accessibility of services within the region.
Our Economy	<ul style="list-style-type: none"> • Diverse industry • Business prosperity • Quality infrastructure to support business investment 	<ul style="list-style-type: none"> • Support and education for new businesses and enterprises which increase the diversity and accessibility of services within the region. • Increasing the volume, capacity, and professionalism of business spaces available within the City of Karratha to improve diversity, quantity, and competitiveness of local businesses. • Supplying facilities developed with expert guidance and modern knowledge of best practice in innovation development and delivery.
Our Leadership	<ul style="list-style-type: none"> • Raised profile of the City • Continuous improvement and innovation • Financial sustainability • Strong partnerships and Indigenous relations • Services that meet community needs 	<ul style="list-style-type: none"> • High quality business offerings will add to the City of Karratha's reputation as a centre for business and well-resourced place to live. • Improved diversity and well-regarded program delivery, plus access to networks of investors, venture capitalists and other entrepreneurs will increase the sustainability and capability of businesses in the region, generating cashflow (and therefore revenue for the City). • Existing positive relations will help to further the inclusion of local Indigenous business operators and networks into the Karratha small business community and create a culturally inclusive and safe space to offer resources and support for Indigenous startups.

The City of Karratha's current Economic Development Strategy has identified several specific challenges to small business in the area, including:

- The cost of doing business is comparatively higher than in capital cities (electricity, insurance, finance, staffing);
- Isolation of residents and businesses with constrained connectivity;
- 40% of total resident spend is online or in locations other than the City.

The SEED facility and associated programs addresses these challenges by:

- Providing shared resources, reducing the outlay and ongoing costs (e.g., equipment maintenance) for businesses;
- Providing a location with other entrepreneurs and businesspeople, reducing the loneliness which can come with business ownership and providing an affordable alternative to running a business from home;

- Providing increased visibility for business through Space2Grow's intended central location and co-location of many local businesses;
- Connecting the City of Karratha business community with broader State Government networks, resources and tools for startup businesses, and the innovation ecosystem in Perth and beyond.

Alignment with the SBDC's Small Business Friendly Approvals Program

In 2021/22, the City of Karratha participated in Round 3 of the local Small Business Friendly Approvals Program, which was funded by the SBDC. This package of initiatives is designed to reform and streamline the process of obtaining small business licenses and trading permits, enabling entrepreneurs, traders, and practitioners to have a better experience when starting their own business. Space2Grow works in harmony with this initiative by providing a nurturing, supportive, and well-connected environment for those new entrepreneurs, traders, and practitioners to develop and launch their enterprises. We will strategically and effectively capitalise on the City of Karratha's demonstrated commitment to small business by providing resources to boost the capacity, capability, and professionalism of new local market offerings, and helping to meet or exceed the City's KPI targets (which include: 460 businesses with employees; and a maintained or improved positive gap between performance and importance in annual community survey for Business Development and Support)⁴.

3.5 What is the potential economic impact of this activity / project and how will the success be measured?

Economic Impact of this Project

Prior to launch, Space2Grow will need to hire at least three (3) direct employees to operate the facility, these are:

- 1 x part time equivalent: Business Development and Program Manager (approximate pro-rata wage \$42,533);
- 2 x part time equivalent: Space Coordinators (shared role) (approximate pro-rata wage \$27,138).



Using the national employment impact multiplier of 1.6 as provided by the Australian Bureau of Statistics, we can conservatively calculate that these new roles will directly benefit the broader City of Karratha economy to the value of \$160,702 annually.

We will also require the support of outsourced subject matter experts in the fields of:

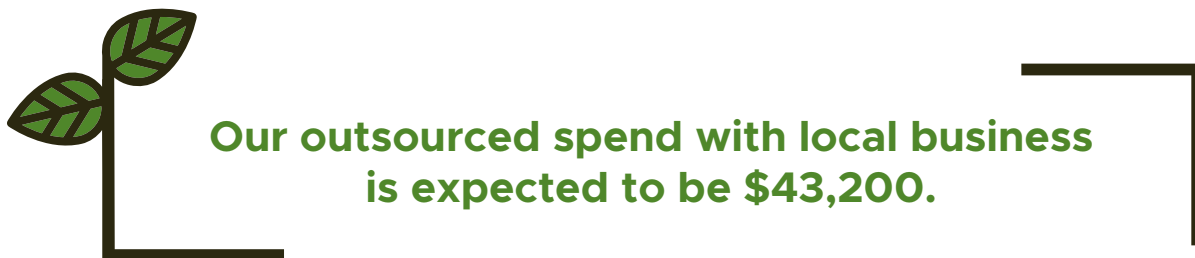
- Human Resources;
- Bookkeeping;
- Financial accounting;
- Legal.

It is our strong preference to engage local organisations to fill our supply chain of trusted and permanent consultants and we will procure these services throughout Phase 2 for ongoing support through operations.

⁴ From the City of Karratha Annual Report 2020/21.

Based on an average of five (5) hours of expert support per month per workstream, and an average \$180 per hour fee, our outsourced spend with local business is expected to be \$43,200.

We expect to not only run launch events, but to also facilitate networking and business events, all of which will require the services of local caterers. While it is too early to anticipate the exact local spend, typical per-head catering costs range anywhere from \$30 to \$130 for events, which could translate to a per-event local spend of \$3,000 for a small 100-person function.



**Our outsourced spend with local business
is expected to be \$43,200.**

Measuring Project Success

Success in Phase 1 will be measured by the on-time delivery (within 6-8 weeks) of all Phase 1 tasks without exceeding the specified budget, and the ability to then use the Phase 1 discovery to commence Phase 2.

Success in Phase 2 will be measured by:

- A waitlist of members: The successful marketing and pre-launch of the space, with the view to building a qualified waitlist of potential members (once we are closer to this stage, using the metrics provided through Phase 1 we will happily convert this success market to a measurable KPI driven by numbers and timelines);
- Funds: The raise of funds required for fit-out;
- Fit-out: The on-time and on-budget fit-out of the physical space;
- Ecosystem involvement: The permanent connection with the broader innovation ecosystem in WA through our involvement in committees (such as RIIAG [Regional Industry Innovation Advisory Group], chaired by State Government Department JTSI).

3.6 Please demonstrate how this activity / project represents good value for money for the City of Karratha?

A measured, sensible, and growth focused use of City funds

To attract and retain a stable growing population, to continue the work of reshaping the image of Karratha as more than a mining town, and to position Karratha as the best regional City in Western Australia, we must foster a thriving economy separate to the resources industry. We must allow our talented, driven, and innovative residents to launch businesses with support and enthusiasm, and we must set up a structure now, for the thriving and diverse businesses and entrepreneurs of the future.

The purpose of Phase 1 is to ensure a measured, sensible, and value-for-money approach is taken through Phase 2 and into the launch of SEED. The Space2Grow project will utilise sound data, metrics, local feedback from the Karratha business community, and the expertise of Spacecubed, WA's largest and most influential coworking and innovation ecosystem corporation.

Phase 1 represents good value-for-money for the City of Karratha in that it establishes and verifies the knowledge needed to ensure whole-of-project success from the first step. Without Phase 1, our project will likely spend time and money on tasks or methodologies which may not be as effective or significant in impact. We will also make the findings of Phase 1 available to the City of Karratha, with-

out redaction. In the very unlikely event that Space2Grow cannot reasonably or feasibly continue with this project, Space2Grow will formally confirm that it will not pursue the project and will provide the City of Karratha with its Phase 1 findings such that the City may verify and utilise these finding for its benefit without additional cost.

SECTION 4 – ACKNOWLEDGEMENT OF FUNDING

Acknowledging the City now and through future Phases

We are very happy to acknowledge the City of Karratha’s support as we move through this project. Phase 1 does not include the need for any public advertising; however, we will be communicating with key stakeholders, likely via direct email messages and notifications, and we will include the statement “proudly supported by the City of Karratha” (or similar) on those communications throughout Phase 1. Where practical and allowed, the City of Karratha’s logo will also be included on all communications. We are happy to take guidance from the City of Karratha to properly meet expectations.

As we move into Phase 2, the City of Karratha will be acknowledged on all promotional and marketing material, websites, social media pages, and stakeholder communication.

We look forward to collaborating with the City for joint promotion where relevant, and will make sure that acknowledgements, use of the City logo, and all wording is approved by the City’s marketing and communications team prior to being distributed. Equally, we will provide the City of Karratha with a ‘SEED powered by Space2Grow’ brand pack including electronic versions of official logos and an in-house style guide to ensure consistency across platforms and professional brand representation.

A communication and marketing plan will be developed as part of our Phase 1 and 2 activities and made available to the City and other contributors to ensure a transparent framework detailing how key stakeholders will be acknowledged is adhered to.

SECTION 5 – BUDGET DETAILS

EXPENDITURE		INCOME	
Items	Total	Items	Total
Spacecubed Deliverables <i>This line item directly aligns with the provided proposal from Spacecubed, appended, and the allocated deliverable line items shown in response to question 3.1 of this submission. Please note that the first line item in the proposal, titled Preliminary Discovery has already been paid and does NOT make up part of this grant funding request.</i>	\$51,200 +GST	50% Balance Funding* <i>*Balance funding is contingent on the successful award of initial funding from the City of Karratha. Woodside Energy has verbally expressed a keen interest in being the lead contributor, in full of the balance funding. This is of course verbal only and Rio Tinto, JTSI, and the Pilbara Development Commission (PDC) have all been approached for balance funding. In the very unlikely event, we are unable to secure balance funding, we will inform the City and our grant application will not proceed.</i>	\$32,750
Founder Deliverables – Woodbines Enterprises Pty Ltd <i>Founder deliverables directly align with the line items and description outlined in response to question 3.1 of this submission, being:</i> <ul style="list-style-type: none"> • Proof of concept; • Community consultation & needs analysis; • Government stakeholder engagement; • Industry stakeholder engagement; • Preparation for large scale funding raise to support Phase 2. <i>The total dollar figure associated with this founder contribution is nominal and the total value of this work is anticipated to far exceed this figure. However, as an experienced founder, it is understand our role is to have significant 'skin in the game' and we note the founder line item and associated dollar figure simply to recuperate some of our practical cost outlay associated with these deliverables. This outlay may include, but not be limited to:</i> <ul style="list-style-type: none"> • Creation of graphically designed professional collateral for stakeholder and funding pitch meetings; • Creation of a brand and holding website in preparation for large scale funding raise; • Travel expenses to Perth (where required) for funding and stakeholder meetings (of which we have already self-funded one trip); • Development of professional surveys, newsletters and communications associated with community consult. 	\$14,300 +GST	TOTAL INCOME	\$32,750
TOTAL EXPENDITURE	\$65,500		

Total amount requested from Council for this initiative (keep in mind relevant categories and funding caps in the Guidelines and Council's support of up to 50%): \$ \$32,750

SECTION 6 – OTHER INFORMATION

Please find attached the following supporting information:

1. Karratha Coworking Space – Spacecubed Consulting Proposal
2. 3.1a Shop 5 Floorplan
3. 3.1b Suite 3 Level 1 Floorplan

SECTION 7 – DECLARATION

I hereby certify that I am the authorised person of *Woodbines Enterprises Pty Ltd* and that:

- I have read and understood the Policy & Guidelines;
- The business has all the required insurances, permits and licences to operate;
- We would be able to proceed with the project if we were not successful in the funding application

The information contained herein, is to the best of my knowledge, true and correct.

Applicant Name: Eliza Carbines

Signature:



Date: 22/08/2023

SECTION 8 – FINAL CHECKLIST

Before submitting the application, please ensure that the following has been completed. Please note that this checklist is included that you provide all the required information for assessment of your application.

Please tick of each step once complete:

- ✓ Provided your ABN and if you are registered for GST clearly defined the purpose of the grant
- ✓ Clearly defined the purpose of the grant
- ✓ Shown other fundraising sources
- ✓ Included quotes for any requested expenditure items
- ✓ Provided other documents that support the application
- ✓ Had the application signed off by the authorised person of the business





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KARRATHA

COWORKING SPACE



Space as a Service Proposal

August 2023

(08) 6102 0225

info@spacecubed.com

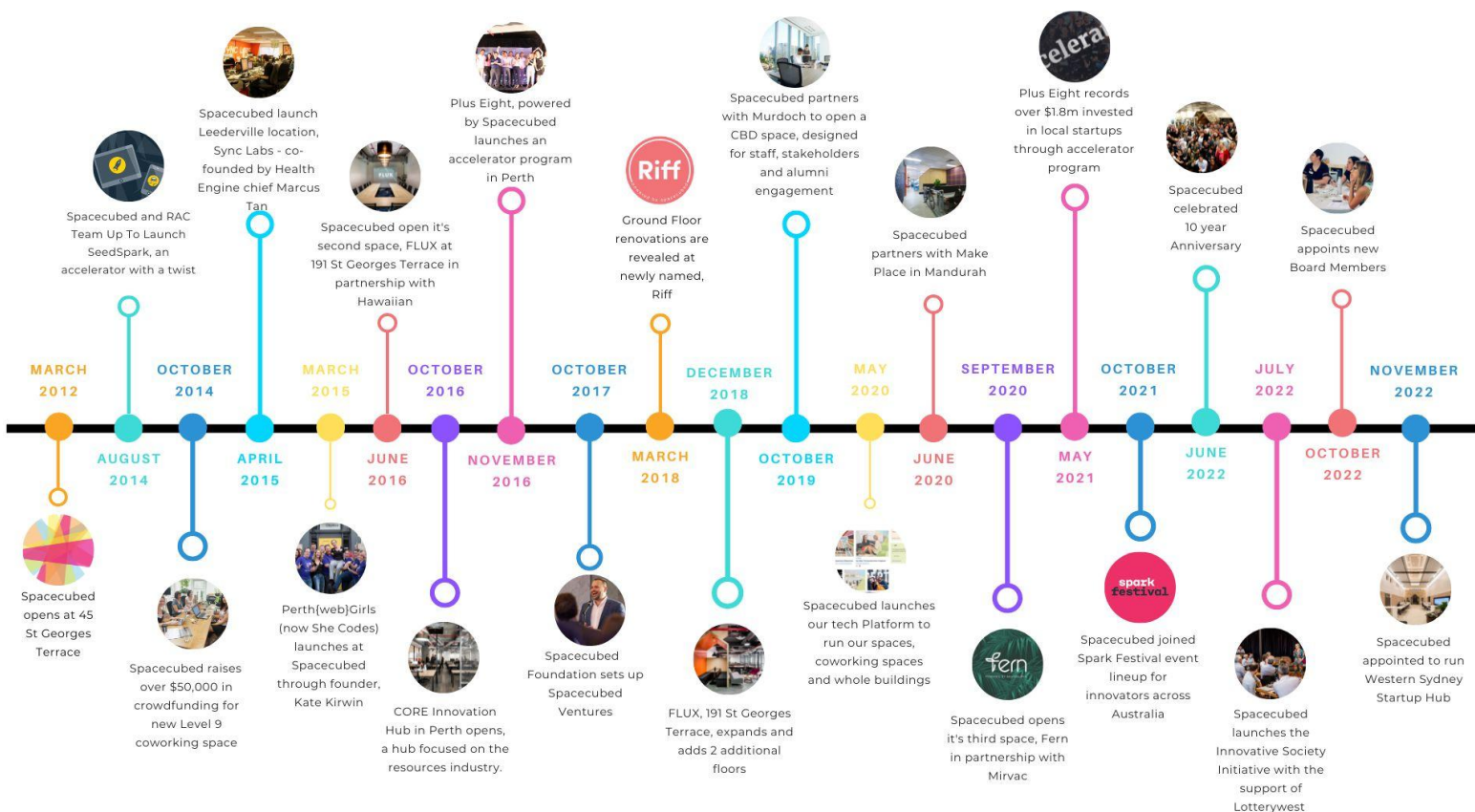
SUMMARY

At Spacecubed, we have successfully designed, activated and managed a range of flexible workspaces Australia-wide. We combine Community, Space and Programs to create great space for the community we want to attract.

This proposal outlines the costs and inclusions for Spacecubed to consult on opening a new flexible workspace in Karratha, including feasibility modelling, design advice, fit out schematics, business modelling and a financial modelling to ensure project success.

The included information is based on our previous experience within the regions, working as the main Operator for both Y Hub in Yanchep and WEB Business Hub in Port Hedland, as well as drawing on over 10 years of experience in the Perth CBD, and more recently, national expansion.

We look forward to working alongside you to design a commercially viable flexible working space.





SPACE AS A SERVICE

Creating spaces and programs that are self-sustaining and contribute strongly to the economic development of their communities can be difficult and risky. Spacecubed supports projects from idea to completion, and we aim to share our expertise to reduce the risks, barriers and challenges faced by flexible space operators.

Building Design Concepts

Building Design Concepts with the architect to transform the space into user-friendly and highly functional flexible workspace. We engage with a designer to create a mock-up from the start as it informs the financial and business model. At this stage, we also aim to engage with potential users to co-design a space they will want to work from.

Financial Modelling

As a seasoned operator, who is passionate about your investment in space design, and community, Spacecubed will undertake a financial model to ensure we meet budget, and future targets. We will make some assumptions based on the space requirements to ensure we reach profitability.

Business Modelling

Spacecubed develops sustainable business models by incorporating a range of revenue streams for spaces and programs supporting various outcomes and objectives. Under this proposal, we will develop, review and innovate a proposed business model that includes space design, activation, operational support, implementation of policies, and systems for management.

Community Management + Activation

Once the space financial model is defined, we will develop an activation schedule full of programs and events that can run seamlessly in any hub. The goal activation events is to develop the community, raise awareness of the space and create connections in the community.

PRICING

Name	Subtotal
Preliminary Discovery (4 weeks) <ul style="list-style-type: none"> Travel Perth - Karratha to view available spaces On-ground consultation with local businesses, stakeholders, and members of the community; Preliminary engagement and briefing of design team; 	\$4,300+GST
Building Design Concepts (~6 weeks) <ul style="list-style-type: none"> Engage design to create a mock-up of the coworking, consulting on fitout schematics and providing design advice Engage with potential users 	\$4,700+GST
Business & Financial Modelling (~2-4 weeks) <ul style="list-style-type: none"> Developing a detailed Business Model for the coworking space Creating a Financial Model that can be achieved and managed by the space operators. 	\$12,500+GST
Project management support during fit out phase (3-6 months) <ul style="list-style-type: none"> Support all aspects of the build process from the concept phase to the handover. 	\$10,000+GST
Management of Facilities: Including Full activation plan, develop a detailed operational plan and ongoing support for the first 6 months of operations <ul style="list-style-type: none"> Support to manage day-to-day operations of space as well as activate space. 	\$15,000+GST
Travel & Accommodation to Karratha <ul style="list-style-type: none"> Travel Perth - Karratha Accommodation & Incidentals 	\$9,000+GST
We will deliver a full report including all of the above with findings, actionable next steps and preferred vendors. (Project expected to be delivered over 4 - 6 months)	\$55,500+GST

NEXT STEPS

Next steps to advance this project would be to:

- Building Design Concepts with the architect to transform the space into user-friendly and highly functional space while respecting budgets and time.
- Engage with users to co-design the space and to conduct facilitated workshops with stakeholders and users ensuring that the needs of the people we are designing for remain at the centre of the design process. This could be one on one interviews with current and potential users or group co-design sessions.
- Develop a sustainable financial & business model
- Develop a full activation plan and start implementing to encourage innovation, networking and learning opportunities while engaging users and stakeholders.
- Develop a detailed operational plan to manage the facilities.

