



Social Enterprise Proposal

How can the integration of social enterprise with affordable housing developments improve the quality and supply of affordable housing in inner Melbourne?

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Executive Summary

The document has been developed as part of “Getting to Yes”, a multidisciplinary Architecture/Urban Planning and Design based studio run out of the University of Melbourne with clients from Housing Choices Australia, The City of Melbourne, Places Victoria and the Lord Mayors Charitable Foundation. The studio aims to find ways to overcome the barriers to providing more affordable, family friendly housing in central Melbourne.

The proposal is based around an already up and running community organisation: Open Table. Currently, Open Table is a not-for-profit organisation that facilitates free and fair community feasts using surplus food sourced from organisations, local businesses and community gardens. Established in early 2013, Open Table hosts events in multiple Melbourne neighbourhoods including Brunswick, Fawkner, Fitzroy and Collingwood. Open Table continues to expand at a rapid rate and more events are planned for other locations in Melbourne and around the country. Open table was established by a group of friends who recognised issues in our community around social exclusion, a lack of community connectedness as well as a huge food wastage and insecurity problem. In light of this, Open Table has developed a set of key aims that informs how the organisation functions.

Open Tables current primary aims are to make a difference in three key areas:

- Reducing and raising awareness of food waste in Australia (Australian’s waste approximately \$8 billion worth of food every year(Foodwise 2013), and this is a conservative estimate)
- Provide free, fair and nutritious meals for marginalised members of our community
- Offer opportunities to enhance community connectedness and social inclusion

Open Table does this by:

- Hosting regular, inclusive and free community feasts in local neighbourhoods
- Source produce via surplus food supply chains (Second Bite, Food Bank, Moreland Food Garden Network and local businesses)
- Creating a presence within the media and our community to raise awareness around the issues of food wastage, food insecurity and social exclusion.

The proposal

Open Table has established a strong model for how to create free and fair community feasts that address issues of food wastage and social exclusion. The next goal on Open Table’s is to create a social enterprise branch of Open Table in partnership with a social housing provider that will be a viable and economically secure operation into the future. Open Table is now imagining a new avenue for the operation to expand in to. To this end, Open Table will establish a permanent food business that will cater to a wide social demographic.

Open Table’s vision is to create a dining experience that is fair, affordable, inclusive and accessible to all segments of the community. By



opening a permanent social enterprise dining hall in partnership with a community housing organisation , Open Table will provide healthy, nutritious and delicious meals at very low costs to the consumer while simultaneously addressing issues of community connectedness, economic development and employment, class segregation and food related issues. By addressing all of these issues Open Table will simultaneously be improving the living environment for residents of the integrated social housing development, improving the quality of and family friendliness of affordable housing in inner Melbourne.



1 Introduction

This proposal has been developed as part of “Getting to Yes” a multidisciplinary studio, lead by Carolyn Whitzman and Sarah Backhouse of the University of Melbourne, that aims to find solutions to the challenge of increasing the supply of quality, family-friendly and affordable housing in inner Melbourne.

The studio work is broken into to distinct stages, the first stage was to develop a design proposal for an affordable housing development on a particular site in Melbourne’s Arden Macaulay precinct, an inner urban area that straddles the border between the suburbs North Melbourne and Kensington that is slated for urban renewal in the coming years. In response to this brief, our group of 5 students (three architects and two planners) developed a proposal to develop a site (on Chelmsford Street, Kensington) into a mixed-income, mixed-use housing and retail premises. One of the core components of the development was the inclusion of an hospitality focused social enterprise that could act as a social hub within the local community. The idea being that the social enterprise would contribute to a holistic and well rounded development that provides more than just a place to sleep, but also a place where residents can work, socialise and grow. For the second stage of the studio, students were required to choose an element of their proposal (or other relevant area of study) to pursue in further detail strategies that might deliver the studio’s intended outcomes. As such, this papers genesis originates from the first stage regeneration proposal developed for the subject site and explores further the benefits of including a social enterprise within the proposed development.

Consequentially, the aim of this proposal is to build on the stage one proposal to develop a mixed-income, mixed-use project by exploring how a strategically located social enterprise can improve the quality of proposed new affordable housing in inner Melbourne. Through the operation of a new type of community space, Open Table 2.0 will: act to minimise or, where possible, eliminate social exclusion within the community; provide ready and affordable access to healthy and nutritious food; generate access to training and employment opportunities for marginalised members of the community, and be a new type of community space that fosters a variety of artistic and community building functions.



2 Responding to the clients' brief

The project responds to the four client challenges in generating more, better affordable housing in inner Melbourne. The four clients are:

Housing Choices Australia (HCA): A national not-for-profit housing association. They are looking to house people at risk of homelessness and for a financial model to pay off in 25 years. HCA have expressed a desire to learn more about how they can integrate social enterprise into their developments. HCA has a community development and engagement strategy document that sets out their ambition to improve levels of engagement and economic participation amongst their residents.

City of Melbourne: The local government wanted us to demonstrate how a previous industrial area like Arden Macaulay can become family friendly. This proposal aims to contribute to community building, social inclusion and access to economic opportunity for residents. All of these measures help to improve the family friendliness of a community.

Places Victoria: The state government were interested in how housing affordability and diversity can be promoted. This proposal builds on innovative precedents for improving the quality of affordable housing elsewhere in Melbourne as well as internationally. Raising awareness around new ways of improving the quality of affordable housing helps to build the case for the development of affordable housing and diversity.

Lord Mayor's Charitable foundation (LMCF): A philanthropic organisation are interested in a model that adds to community amenity and returns investment. This proposal is an investable social enterprise model that aims to achieve a number of LMCF's stated goals (assisting youth at risk of homelessness, for instance).



3 Background

This year Melbourne was once again bestowed the title of “the worlds most livable city”, it achieved based on the cities relative performance in the areas of stability, infrastructure, education, health care, and culture and environment (The Economist 2013). However these measure, while recognising much of what does indeed make Melbourne great, also completely fail to acknowledge that the city is only so wonderful for those that can afford to live in it’s well off inner urban neighbourhoods. The government does provide some affordable housing to low income groups in inner Melbourne - there are thousands of people living in subsidised housing in inner Melbourne. Some of these people live in state-owned, public housing estates and properties, others are supported by community housing organisations such as Housing Choices Australia (HCA) and Yarra Community Housing (YCH). Those (from low income groups) that are fortunate enough to be able to secure housing at a price they can afford in inner Melbourne benefit from access to (relatively) inexpensive public transit, jobs and services. Unfortunately, demand for housing in these locations far outweighs supply (Kelly, Breadon & Reichl 2011). Because of this shortage of supply of affordable housing in well serviced areas of Melbourne, families are forced to move to the urban fringe, where access to jobs, services and low cost transport is severely diminished (ibid).

However, simply securing an affordable home in a well serviced part of Melbourne is no ticket to “the good life”. Residents of subsidised housing face a range of challenges based on their socioeconomic status within the community (Musterd & Ostendorf 2013). Social exclusion from the wider community in their suburb and it’s range of “knock-on” effects: difficulty accessing employment; poor access to fresh, healthy and nutritious food are juts a few of the challenges a low income family living in social or community housing may face in Melbourne today (City of Melbourne 2011). This proposal aims to address a number of these challenges, which are discussed in more detail in the following paragraphs.

Social exclusion

Social housing estates have a long history of fostering social exclusion and isolation amongst their residents both in Australia and internationally. Traditional housing estates in Melbourne are easily recognisable by virtue of their physical form (Taylor 1998). Taylor (1998) also confirms that living in these developments reinforces a cycle of segregation from the mainstream population, and as such results in social exclusion, and decreased access to opportunity when compared to residents of nearby private accommodation. Contemporary affordable housing developments tend to differ in two these historic forms of social housing in two key ways: 1) they no longer “stick out”, new developments tend to look like private development and 2) they tend to be mixed-tenure. While the jury is



Figure 1: Atherton Gardens public housing estate in Fitzroy is typical of the traditional public housing towers in Melbourne. Picture: Tim Canavan
Source: Herald Sun 24 April 2013



still out on whether mixing demographics in affordable housing developments has any significant benefits in terms of poverty alleviation (when compared to non-mixed developments), it is a step in the right direction to reducing the stigma attached to living in an obviously public housing complex. While this is an improvement over the old style of housing, often new projects lack significant facilities or programs that actively foster social inclusion and interaction of people across class and socioeconomic divides. Housing Choices Australia, one of the client groups of the studio has expressed an interest in pursuing ways of interrogating social enterprise into their developments, to enhance community cohesion and access to jobs and skills training (though it should be admitted that these motives are presumed).

Economic Vulnerability

The VAMPIRE index measures levels of vulnerability mortgage, petrol, inflation based expenditure risks (Dodson & Sipe 2008). According to the index, people that live in Melbourne's outer suburbs are much more vulnerable to price increases in oil and interest rates. This vulnerability exists for a number of reasons, but one of the primary reasons is that people who live in these areas tend to be earning lower incomes, and have poorer access to public transport than their inner urban counterparts. It is widely argued by urban planning academics that a logical solution to this problem is to focus on increasing population densities in areas of Melbourne that are well served by public transit and civic infrastructure (Adams 2009): inner Melbourne. Other arguments in favour of this approach is that by mixing demographics and increasing diversity in a community you can achieve a more productive, health and happy society (Jacobs 1961). However, one of the challenges with encouraging mixing of heterogeneous socioeconomic demographics is achieving social inclusion of one group with the others. This proposal aims to work towards addressing this by providing a space where a variety of socioeconomic groups can interact, and by doing so, act to improve the quality (and family friendliness) of neighbourhoods.

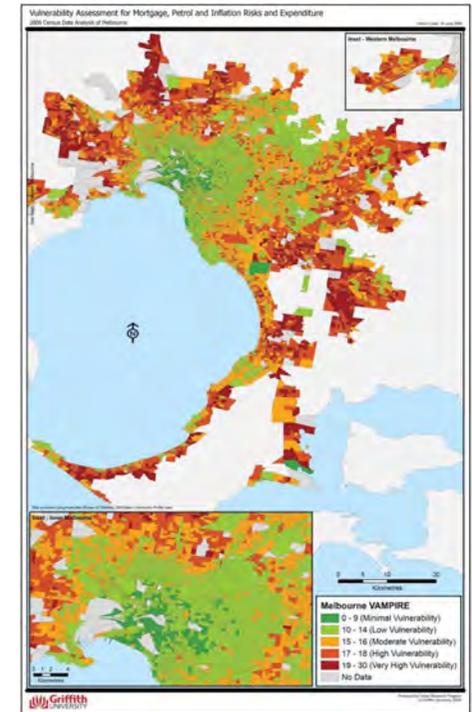


Figure 2: The VAMPIRE index indicates that the most vulnerable communities in Melbourne are located on the urban fringe of the city.

Access to fresh food

There is evidence that a proportion of Melbourne's population experience food insecurity of some form. In its 2011 publication titled "Food Policy Discussion Paper", The City of Melbourne reported that despite their being sufficient available food within the municipality, 4.6% of respondents to a 2007 survey reported that in the previous 12 months that had experienced instances when they had run out of food and been unable to afford to buy more. This highlights that there is a problem of food insecurity within the city of Melbourne. It is presumable that the people who suffer from food insecurity are also the section of the community that requires access to affordable housing. It therefore follows



that programs that can help address this issue would be well suited to integrating into new affordable housing initiatives.

Traditionally, social housing projects have predominantly (appropriately) focused on providing for their clients' need for shelter, with any other social aims being afterthoughts. More recently, some affordable housing projects that have been delivered by the not-for-profit housing sector have featured integrated social enterprises as part of the overall project. Examples of this include Lentil as Anything in Footscray, which is on the ground floor of an affordable housing project run by Yarra Community Housing, and Hayes Valley Bakeworks in San Francisco, run by Toolworks, a local social enterprise. These examples set a precedent for this proposal and will be explored further as precedents later in this document.



Figure 3: City of Melbourne Food Policy Discussion Paper



4 Vision

Build a new model for **integrated, family friendly affordable housing** projects that incorporate social enterprises to: Create a **new model** for the use of food waste that inspires others to work towards a future with minimised food wastage and **a better food system**. Develop a channel for the **reduction of social exclusion**. Create a contemporary and secular **community place relevant to Melbourne and its cultural needs**. Provide **affordable and nutritious meals** for the whole community. Reduce food wastage by developing a new distribution avenue for surplus produce by partnering with food re-distributors, suppliers and producers. Create **opportunities for work, training and social connection** for marginalised segments of our community.



5 Precedents

PRECEDENT: Lentil as Anything at the Barkly Hotel Affordable Housing Redevelopment, Footscray

Lentil as Anything (LAA) in Footscray operate out of the Barkly hotel affordable housing redevelopment that was delivered by Yarra Community Housing. They have been operating on a not-for-profit (social enterprise, if you will) basis since opened in 2009. LAA serves a diverse cross section of the community in Footscray. The benefits LAA bring to the social housing project that it operates out of are significant. In 2011 a documentary was produced about the LAA Footscray, showcasing the benefit the operation has had for the residents of the social housing development as well as it's ability to break down social divides and enhance community connectedness.

The following quotes from the documentary, "The Hand that Feeds Footscray" (Scott & Gabb 2011), highlight succinctly how this operation profoundly benefits residents, volunteers and the wider communities lives':

"I live upstairs and I come here every day to eat" - Johnathon (teenager)

*"Lentils and Yarra (Community) Housing is definitely like a dream come true. I live upstairs and I come down here and **it offers me life**, it offers me a social life, it offers me friends, it offers Johnathon (son) guidance, he can look up to men here, see them working" and "a great example of what housing should be in the future"* - Sylvia (tenant, mother of Johnathon).

"I've met a lot of good people from the area." - not named

*"It's a really interesting mix. I think **I really appreciate the mix**"* - Billie

"The people who utilise the art space come down here and meet and have food and socialise. You know they're not just the people who need it most. They're people who are really seasoned characters and they've got a lot to communicate and a lot to say and it's often utilised in a really good way" - Volunteer (name not supplied).



Figure 4: Lentil as Anything, Footscray



“I think it’s good how you can volunteer here. Especially with me, I haven’t had a job in quite a few years, and it’s helped me gain skills with dealing with people and also it’s given me experience with hospitality. You wouldn’t find that in other places - you’d actually have to have experience to get your foot in the door.” - Volunteer (name not supplied).

“I think **this place contributes towards people’s health and well-being**, and I think that’s a really strong point in a persons sense of identity. If they’re healthy, coming in and making connections and affirming themselves within the community here” - Volunteer (name not supplied).

“it doesn’t even have to be for low income earners, it could be for the affluent- just a places where you can go and stay and be a part of what’s going on around their environment and **getting to know your neighbours** in a nice environment.” - Customer (name not supplied).

“I think **it’s really good for peoples health**, and I’ve spoken to a number of people since my time here, just different people, younger people, older people who’ve actually spoken about the health issue, and this place offers you good food.” - Volunteer (name not supplied).

“The food is great and has a lot to do with **bringing people together**.” - Customer/resident (name not supplied).

Reason for adoption: Integration of social housing and social enterprise; hospitality focus; training and skills development focus; positive effect on community connectedness.



PRECEDENT: Hayes Valley Bakeworks @ Richardson Apartments affordable housing, San Francisco.

Hayes Valley Bakeworks in San Francisco is integrated into the Richardson Apartments, an affordable housing development, offers job and training programs to the residents of the building, as well as other groups at risk of homelessness or otherwise disadvantage finding working in the job market.

*“There's **something nourishing about people coming together around food...I think the social mission fits and the community will respond.**”*

- Kristy Feck, Vice President of Toolworks (Social Enterprise that operates Hayes Valley Bakeworks) (Huffington Post, 3 September 2011)

*“This allows us to have **great location at a rent we can afford**”*

- Feck, on benefit of co-locating with social housing provider.

“ (Hayes Valley Bakeworks) is not just a match made in culinary heaven, but **it lifts up the entire neighborhood.**” - Ed Lee, San Francisco Mayor (San Francisco Chronicle, 2 August 2013)

Reason for adoption: Integration of food related social enterprise and affordable housing, training and employment program, financial viability proof of concept.



Figure 5: Hayes Valley Bakehouse, San Francisco



PRECEDENT: Kinfolk Cafe, Melbourne

Kinfolk is a cafe and social enterprise that operates out of its premises on Collins Street in Melbourne's Central Business District. Kinfolk's achieves its social mission in two ways: they run a training program to provide marginalised or otherwise vulnerable members of the community with opportunities to gain skills and experience by working at the cafe. Kinfolk also donates a portion of its profits to a number of international charities. Recently kinfolk conducted a crowd-funding campaign to help fund capital investments to expand its operation, they managed to raise over \$60,000 in small donations via the website pozible.com.au.

Reason for adoption: Crowd-funding precedent, training programs, financial viability, proof of concept.



Figure 6: Kinfolk, Melbourne



6 The proposal / The Social Enterprise

What is Open Table 1.0?

Currently, Open Table is a not-for-profit organisation that facilitates free and fair community feasts using surplus food sourced from organisations, local businesses and community gardens.

Established in early 2013, Open Table hosts events in multiple Melbourne neighbourhoods including Brunswick, Fawkner, Fitzroy and Collingwood. Open Table continues to expand at a rapid rate and more events are planned for other locations in Melbourne and around the country. Open table was established by a group of friends who recognised issues in our community around social exclusion, a lack of community connectedness as well as a huge food wastage and insecurity problem. In light of this, Open Table has developed a set of key aims that informs how the organisation functions and tries to achieve.

Open Tables current primary aims are to make a difference in three key areas:

- Reducing and raising awareness of food waste in Australia (Australian's waste approximately \$8 billion worth of food every year, and this is a conservative estimate)
- Provide free, fair and nutritious meals for marginalised members of our community
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Open Table does this by:

- Hosting regular, inclusive and free community feasts in local neighbourhoods
- Source produce via surplus food supply chains (Second Bite, Food Bank, Moreland Food Garden Network and local businesses)
- Creating a presence within the media and our community to raise awareness around the issues of food wastage, food insecurity and social exclusion.

For more info on what Open Table is doing right now, see www.open-table.org

Open Table 2.0 - the proposal

Open Table has established a strong model for how to create free and fair community feasts that address issues of food wastage and social exclusion. This operation is entirely volunteer staffed and so far reliant on donations and grants for it's ongoing viability. The next goal on Open Table's is to create a social enterprise branch of Open Table that will be a viable and economically secure operation into the future. Drawing on the precedents outlined here, Open Table is now imagining a new avenue for the operation to expand in to. To this end, Open Table will establish a permanent food business that will cater to a wide social demographic.



Open Table's vision is to create a dining experience that is fair, affordable, inclusive and accessible to all segments of the community. By opening a permanent social enterprise dining hall in partnership with a community housing organisation, Open Table will provide healthy, nutritious and delicious meals at very low costs to the consumer while simultaneously addressing issues of community connectedness, economic development and employment, class segregation and food related issues. During times when the premises is not being used it will be made available for training and other community building purposes and programs.

A place to connect

Open Table 2.0 will be a safe and welcoming environment where where the community can interact with each other, build trust, find role models and socialise. Open Table 1.0 was based on a motivation to encourage social interaction between traditionally segregated segments of the community. This project will continue to work to break down social barriers between social groups, bringing people together, enhancing social inclusion.

A place to work

This project will create employment and training programs that will help people who have struggled to find their place in the workforce gain the skills and experience they need to actively participate in the economy.

A place to learn

The space will be multi-purpose, somewhere that workshops and community building events can be held. The aim will be to empower residents as much as possible to participate in society on an equal footing with the wider community. Furthermore, a key aim of Open Table is raising awareness and know-how around the problem of food wastage, this establishment will be another platform to educate the population about ways of reducing food wastage and food insecurity.

A place to be nourished

Open Table has been founded on the principle of providing healthy and nourishing meals to the community at no cost to the consumer. By offering meals for a (nominal) fee, Open Table 2.0 will be able to continue to offer health and nutritious meals to the community on a sustainable, long term basis. Furthermore, by operating a permanent operation it will be able to cater to many more people than previously.

All of this will be achieved through several means:

1. Growing the existing partnership with Second Bite and other organisations that rescue food to create an additional food waste stream, this will have the added benefit of reducing the cost of food significantly;
2. Partnering with a social housing provider to access a premises at subsidised cost. This is key to this proposal, co-locating with a social housing provider inherently makes sense, by doing so, Open Table is able to do what it does best: build community where it is



needed most.

3. Operating on a nonprofit basis, reinvesting surplus income into this and other worthy projects. Open Table aims to operate on an anti-competitive, open source basis. Open Table is envisaged as acting as a model that can be replicated in other locations. Open Table 1.0 is founded on open source principles and aims to be completely transparent with its operation. A model document has been established that provides easy to understand instructions on how to replicate the events in other locations, this includes access to supply chains, community networks and some funding. Open Table 2.0 will be developed along the same lines. Open Table was founded on these principles, creating a model that can foster others to emulate our approach, with Open Table's support.

Open Table's vision for the future is that all new affordable and mixed income housing developments incorporate some sort of socially inclusive, community building social venture. A place that supports residents to build their social and economic capital, in order that everyone can live happier, more fulfilled lives.

Applicability to Arden Macaulay

The City of Melbourne has earmarked Melbourne's Arden Macaulay precinct for massive urban renewal, developing land that is now used for industrial purposes into primarily residential, mixed-use neighbourhood. The City of Melbourne's Arden Macaulay Structure Plan (2011) projects that the area's population will grow from approximately 5000 in 2011 to somewhere in the order of 22,500 by 2040. Such an increase in population will bring with it significantly increased demand for a range of facilities in the area. Open Table 2.0 will have a significant market to serve both as a business and as a community builder. By commencing operations at the beginning of the area's redevelopment Open Table will be able to position itself as an integral part of this growing community as it develops over the years.



7 The Market and Competitors

Open Table's target market is intentionally as diverse as possible and will include, local residents, workers, professionals, students, the retired and elderly, families and individuals or a range of income levels. This diverse mix will be attracted by Open Tables unique offering of quality food at affordable prices combined with a welcoming and inclusive atmosphere. Lentil as Anything in Footscray is testament to this

Competitor Analysis

COMPETITOR	OPEN TABLE ADVANTAGE
Fast food	Fresher, tastier, healthier meals at a similar (or lower) cost
Cafes & Restaurants	Lower cost food and coffee along with social and environmental benefit/goodwill.
Soup Kitchens	More vibrant and socially connected alternative to charities for vulnerable or socially excluded members of our community.
Neighbourhood houses	A more dynamic, youthful, modern and engaging community space with great food & coffee.
Religious meeting places	Without any religious agenda, we provide a non-exclusive meeting place for anyone in the community, with great food & coffee
Businesses with similar models (e.g. Lentil as Anything)	Better quality food as well as a welcoming community meeting space.



8 Who is Open Table?

Open Table is managed by a core group of dedicated volunteers, and a growing collection of helpers at each event. Open Table's people have qualifications and experience in Social Work, Nutrition, Business Development, Service Design and Urban Planning. The team behind Open Table is well experienced and entirely capable of delivering this proposal.

ANTHONY CORBETT takes care of Open Table logistics and has a mind for innovation and sustainability. He is currently studying his Masters in Urban Planning at Melbourne University, with a previous degree in International Business, and a Diploma of Management. Anthony has 5 years of hospitality experience in addition to several years professional experience in market research and capital projects with the Australian Broadcasting Corporation.

GEORGIA HUTCHISON is a natural organiser and provides strategic direction within Open Table — fostering strong partnerships, and public project identity. With Honours in Industrial Design with a focus on sustainable systems, service design and user experience. She is a practicing designer and arts producer — with a passion for ambitious and public scale cultural projects.

ANGELA O'TOOLE is a foodie, an Open Table chef and nutrition consultant. She is an accredited Nutritionist and avid cook, with a passion for all things healthy. Angela is a practicing nutritionist, directing her own training business.

PRAVEEN VEGUNTA is the Open Table chef. He has the kitchen skills — and a seemingly infinite generosity with his time. Aside from being a fulltime patisserie chef, Praveen volunteers for multiple nonprofit food initiatives, including travelling to India each year to cook for NGOs.

VIVEK KOTAK is the Open Table money man. He has over 6 years experience in the Finance industry and currently works for a not for profit industry superannuation fund as a Business Analyst. He is an RMIT alumni having completed a Bachelor of Business (Management/Finance).

PHOEBE POWELL is our volunteer coordinator and big smile at the front of house. She is a people person. With 6 years experience in hospitality, with a passion for community and sustainability. Phoebe is currently studying Photojournalism.

LIAM HYLAND is our community engagement officer. With a background in social work and advocacy, Liam is passionate about sustainable development, community connectedness and social justice. Also a foodie.

9 Finance

The following preliminary estimates of capital and ongoing costs have been developed to demonstrate potential financial feasibility. More



detailed cost estimates are included at **Appendix one**.

Start up cost (fit-out, equipment, vehicle)	\$140,000
Operational expenditure	\$282,000 P.A.
Projected income	\$332,500 P.A.
Break even	AFTER 3 YEARS
profit after 4 years	\$62,000
profit after 5 years	\$112,500

Investment and funding

It is estimated that an initial investment of approximately \$200,000 would be required to start the venture. This amount consists of \$140,000 for capital start up costs and \$60,000 for early operational expenditure.

It is envisaged that these funds would be raised through a variety of avenues:

- Conventional investors (with a social focus)
- Philanthropic investors
- Community grants
- Crowdfunding (Pozible, Kickstarter etc)
- Traditional debt.

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Appendices

- 1 Financial Forecasts
- 2 Media Coverage



Appendix one Financial Forecasts

Capital Expenditure		Operational expenditure Per annum		Notes
Kitchen fitout & equipment	\$80,000	Energy	\$10,000.00	Electricity & gas
Front of house fitout	\$30,000	Wages	\$200,000	(Equivalent 1 FT Chef, 3 FT Staff)
Refridgerated van	\$30,000	Food	\$50,000	Predominantly coffee + drinks, with the bulk of food to be provided at no cost.
		Rent	\$5,000	By partnering with a social housing provider or council we will secure rent at significantly reduced or no cost.
		Water	\$5,000	
		Permits	\$2,000	
		Training	\$10,000	OH&S, food safety and other skills for volunteers/trainees
	\$140,000		\$282,000	
Year 1 Expenditure		\$422,000		
Annual Revenue Projection	days open/yr	cost per unit	daily sales	
Food	250	\$5.00	150.	\$187,500.00
Coffee	250	\$3.50	120.	\$105,000.00
Drinks	250	\$2.50	80.	\$50,000.00
Total				\$342,500.00
Forecast				
Position after 1yr	Position after 2yrs	Position after 3yrs	Position after 4yrs	Position after 5yrs
-\$79,500	-\$19,000	\$41,500	\$102,000	\$162,500



Appendix two Media Coverage

Open Table has received a considerable response from printed and online media including Broadsheet, Frankie, Moreland Leader, RMIT News, Time Out and Gram, amongst others. We are often on local radio including 3CR, RRR and 3WBC. Open Table was even listed in Time Out's top ten hottest restaurants next to Movida!

