

NICC

NATIONAL INDIGENOUS CULTURAL CENTRE

**National
Indigenous
Cultural
Centre**

NICC

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Preamble

This document provides all the relevant details in relation the Australia's National Indigenous Cultural Centre.

The truth is we do not have such.

If we want such, maybe Melbourne is as good as anywhere. Maybe the Yarra, is as good as anywhere – in the middle of Melbourne – where mobs would meet – is as good as anywhere.

If we are to lever the available land – we would have to give the people another park = where we can all meet, chat, connect, converse, be a community, a global village:- we are all first peoples, are we not?

If NICC is to be, we will need this park – to invest in our future; but we do live within a commercial reality: so maybe we can open the MCC with a more public NSM. Maybe the sports precent would benefit from a new hotel. Maybe we need to be connecting all this to Richmond Station via public walks, cafes, craft market stalls / a village that accommodates and enables flexible work and living arrangements.

All this is possible; maybe.

Is this a good idea, maybe.

The following provides the basics to enable a NICC – knowing that we can build our future now; we can invest in our community – now.

If NICC is to exist on the Yarra, in the heart of Melbourne, next to Federation Square – a PPP is the right solution. If we start, we are best to finish the job properly and this is why we would logically in this development cover the railway all the way to Richmond Station.

This why we would, within a PPP need commercial, retail and residential – to enable NICC is profitable, to give the people a park in the dead centre of Melbourne – overlooking Kings Domain.

Within this document are all the drawings, financials, organisational charts, timelines, projections and programs: all is also available within password protected sections of the www.nicc.org.au website. We have also attached NICC Member details (we continue to update thousands locally and globally: first peoples globally need community; we all need a home; a safe, friendly place to live and learn.

True?

Yes?

Introduction

Australia needs a place where one can connect with all that is indigenous.

Australia needs an indigenous home that aims to teach all to all.

Australia needs to help connect first peoples, all of us, globally, locally.

NICC is food (cafes to restaurants / catering to global online portal), language – spoke to written to stories / books = bookshop to global online portal. NICC is clothing to fashion to art, theatre, dance with music and singing – all requires education and ongoing research with global connection, teaching.

NICC aims to empower all indigenous Australians.

NICC aims to connect all Australians.

NICC aims to educate all about Australia's indigenous culture.

NICC seeks to ensure all indigenous communities develop their competitive advantage knowing that each mob is located within a specific environment that produced a lifestyle, food, medicine, housing, clothing, story, art, culture – language / wisdom.

NICC must enable each individual within the community is able to achieve their wants, needs, desires, capabilities: this is why NICC's partners are in:-

- Communication
- Food
- Health
- Education
- Resource
- Finance
- Technology

NICC foundation partners ensure all indigenous Australians benefit from an outward looking NICC; a profitable NICC profits must be delivered to the people who enable such to be.

NICC's job is to connect all to indigenous, but NICC must also travel to the people, globally (not just via the web and our online stores (food, books, recipes, clothing, music, art....

A global touring program is as essential as is NICC's home and the numerous communities in Australia that we invest all our profits back into: community health, individual progress is NICC's deliverable.

Vision Statement

NICC's vision is to celebrate indigenous culture in Australia
by creating a place of learning, open to all people.

NICC is a place where our first nations culture, beliefs, history, language, art,
music, dance, food & medicine are studied, conserved
and showcased to the world, for the benefit of all peoples.

NICC must connect, empower and enable indigenous people.

NICC must connect, empower and enable indigenous communities.

NICC must connect, empower and enable first peoples globally.

NICC = together forever.

Past Present Future

There is too much history to give justice within this document; suffice to say Australia has no national indigenous “cultural centre”.

Australia has AIATSIS = <https://aiatsis.gov.au/>

Australia has Tandanya = <https://www.tandanya.com.au/>

Australia has Bangarra = <https://www.bangarra.com.au/> (what about corroboree?...

Australia has:-

- theatre = <https://ilbijerri.com.au/> - national / global tours?...

= do we have a national, global offer =

Not yet.

- books / readings / poetry?...

= do we have a national, global offer =

Not yet.

- indigenous food = <https://www.charcoallane.com.au/> = retail?... / online?...

= do we have a national, global offer =

Not yet.

- music / instruments?... = ?...; online global portal?...

- art = ?... – education / classes (global connection of first peoples?...

- sculpture = ?...

language = ...

education = ...

community centre = ...

Australia has no national indigenous centre.

Many suggestions (just a few listed:-

<https://www.ausleisure.com.au/news/fremantle-push-to-be-the-location-for-wa-indigenous-cultural-centre/>

The City of Fremantle is pushing for the Western Australian Government to build a major new Indigenous Cultural Centre adjacent to the Round House at Fremantle's Arthur Head.

The original plans for Elizabeth Quay in Perth included an iconic Indigenous Cultural Centre but to date those plans have not progressed.

Mayor Brad Pettitt said Fremantle was the obvious choice to be home to Western Australia's pre-eminent showcase for Aboriginal art and culture, advising "the Manjaree site around Arthur Head and Bathers Beach is of tremendous cultural significance to the local Whadjuk Nyoongar people.

<https://indaily.com.au/news/local/2019/02/06/consultation-process-begins-for-new-aboriginal-art-and-culture-gallery/>

Consultation process begins for new Aboriginal art and culture gallery

The State Government has begun consulting with South Australian Aboriginal communities and cultural institutions to inform the design of its mooted National Gallery for Aboriginal Art and Cultures at the old Royal Adelaide Hospital site.

Premier Steven Marshall spruiked his vision for a national Aboriginal art gallery at the old RAH site – now known as Lot 14 – ahead of last year's state election, at the time saying the absence of a national Indigenous gallery was a "significant omission by Australian governments and a fantastic opportunity for South Australia".

He today announced a \$200,000 scoping study, flagged in last year's budget, had begun to inform the "visions and key recommendations" of the gallery, including its size and connection with Indigenous communities.

<https://www.abc.net.au/news/2015-03-21/labor-announces-indigenous-cultural-centre-barangaroo-sydney/6338114>

NSW Election 2015: Labor pledges Indigenous cultural centre for Barangaroo, \$300m affordable housing plan

The Opposition has promised to allocate \$100 million to the Indigenous cultural centre project, if elected.

The Barangaroo development on Sydney's harbour would be home to Australia's first Indigenous cultural centre if the state's voters elect a Labor government next Saturday.

The Opposition has promised to allocate \$100 million to the project that it envisages could be built in its first term with the help of private investors and donors.

Labor deputy leader Linda Burney said the centre would showcase Indigenous art, dance, performance, film and literature.

"There is a gaping hole in the cultural offerings in Australia," she said.

NO ANSWERS yet

Why a National Indigenous Cultural Centre?

To have a successful future, one has to respect the past, understand the present and enable the future, make possibilities reality.

It is vital to connect if we are to empower.

It is essential we lever our history to build a meaningful future.

Australia needs to celebrate our indigenous culture.

Australia needs to integrate our indigenous culture.

Australia needs to promote our indigenous culture.

Australia needs a National Indigenous Cultural Centre to guarantee we have one centre where research can focus on the “whole”. This central research centre will enable, empower, foster, lever the past and present. NICC will ensure indigenous culture grows, 24/7/365.

NICC will also promote indigenous cultural globally.

NICC will also connect all indigenous cultures.

NICC will help all to connect with their history.

To connect with their land.

Our land

Their soul.

Our soul

What is NICC?

What is = yet to be decided: one cannot dictate in the first instance – only suggest; to enable the right consultation, conversation, consideration = decision making.

- Art - what is the size?:- bi-monthly rotation of the exhibition (giving of classes (and even online training / classes = live...

The key is to make this a living space – so it should be a number of smaller rooms that enable conversation / discussion and learning.

So it might be four spaces of 15 metres X 15 metres; knowing all the walls can be changed to reconfigure in any manner desired.

- Sculpture - within the art offering = but not always = internal & external (giving of classes (and even online training / classes...

There needs to be a number of external spaces (four at least

- one in which there is room for dance / corroboree (so this would need formal and informal seating for 250. (even boomerang throwing)
- there should be a sculpture garden that integrates with the art galleries (might be nice to connect this one to the indoor / outdoor cafe & retail / books / clothes / art...
- another that is for quiet (might be best to be grass seats = peace = no talking).
- one more for talks / teaching / discussion = formal and informal seating for up to 75 students / school kids / attendees.

- Theatre - is ilbijerri wanting to be located within = 6 plays per year (6 performances a week?... = which theatre?/size?

There should be a few – four smaller performance spaces (none need to have more than 350 seat capacity – Melbourne has too many large theatres in the “arts district”: so vital to have smaller, more intimate areas:

- one with 50 seats (talks, lectures, films, music (even dance, theatre...)
 - one with 150 seats (talks, lectures, films, music (even dance, theatre...)
 - one with 250 seats (talks, lectures, films, music (even dance, theatre...)
 - one with 350 seats (talks, lectures, films, music (even dance, theatre...)
-
- Dance - lever the Sydney solution = work with Bangarra to ensure global and national tours are the annual norm.

We do need to have a dedicated space for ilbijerri to train / practise – their home (could lever one of the

- Music - tour & classes. How many nights / which theatres?

ALL of these answers to be developed via program managers (too early to start to concern about which would be used for what: but the spaces should be informal / flexible / “cheap” to run (and not expensive to build – the smaller the cheaper the build (the large one should sound right (but if thousands are to attend they will go to Hamer or Recital or = others...)

- Film - which theatre / ongoing...
- Stories - told; book readings;...
- Language - lessons; to develop into primary schools (NICC must ensure all primary school children learn some indigenous language (what is more important – Italian, Latin, or some of our local language / history = we have to guarantee we develop our Australian culture / community.
- Food - story / catering / global online portal: developed by all our national communities & delivered (when desired) via the NICC portal / conduit – will need substantial storage and organisation to ensure the world benefit from our indigenous seeds, leaves, oils, plants, vegetates, meat... = community employment (all indigenous communities have what competitive advantages that NICC must invest in, enable: ensure all profit from NICC’s investment / capabilities to connect all globally.

- Education - publishing & production = budget / sales / KPIs

NICC must have a production program to promote the art, recipes, clothing: images and test are the key to education and continual improvement.

NICC does need dormitories to house students – primary and secondary.

NICC does need accommodation to house research students – and they also need office space; open office facilities and meeting rooms.

ALL this is on top of the administrative requirements.

- Research = into all areas (many rooms available (NICC thinks we need, on average – ten working full time – with accommodation...
- Retail (including global online sales) - clothing / art / music / food / books / films...

One main facility (connected to the open space and art / sculpture space: this retail should have a number of entrances and exits: size about 25 metres X 25 metres.

- Accommodation - students to performers to families (and public housing to private = PPP / enable a profitable business model...

NICC concludes that we need:

- ALL this is explained in more detail within the “consortia” section at the end of this document; in summation:
- Residential = ALL is short term (no sales but rent / lease (backpackers – to penthouse / BUT – all in the same style / decor / amenities = all NICC accommodation is within these buildings = 20,000 square metres.
- Four bedroom apartments = 100 for rent (each bedroom (fold up king beds (always having bond)... can be locked (or this facility can be removed – if families are staying) = 10% are “owned” by NICC; rest to the consortia.

- Three bedroom apartments = 100 for rent (each bedroom (fold up king beds (always having bond)... can be locked (or this facility can be removed – if families are staying) = 10% are “owned” by NICC; rest to the consortia.
- Two bedroom apartments = 50 for rent (within this is NICC’s allocation = “family” rooms: king bedroom; “kids” room – two bunk beds (single top & double bottom) = 10% are “owned” by NICC; rest to the consortia.
- Dormitory: eight bunk beds (single top and single bottom – note that we can design storage and “bed entrance” to ensure all are “private” / structurally sound – not the “old” type of “bunk bed” = understood?... (they have private showers / lounge / cooking – is another “house” with balcony...) = 20 in total = 10% are “owned” by NICC; rest to the consortia.
- Dormitory: sixteen bunk beds (single top and single bottom – note that we can design storage and “bed entrance” to ensure all are “private” / structurally sound – not the “old” type of “bunk bed” = understood?... (they have private showers / lounge / cooking – is another “house” with balcony...) = 10 in total = 10% are “owned” by NICC; rest to the consortia.

These all have to be owned by NICC – can be housed within other buildings within the “fed east” PPP consortia – and NICC can rent these at any rate to anyone (all income to NICC – forever): but all “strata” or related “shared fees” to be covered by the other “parties”.

- Administration - how many doing what = org chart & job desc.

Open plan for 100.

Offices on the same floor = 25.

Meeting rooms:

- 15 smaller flexible rooms (for up to 5 in a meeting).
- 5 larger flexible rooms (for up to 10 in a meeting).
- 1 large flexible rooms (for up to 20 in a meeting).

- Parking - designed into the layout.

Need to understand that Punt Road is the desired entry / or via the Tennis Centre or Brunton Avenue (and there should be an integration of the present NGV Australian

Gallery carpark off Flinders Street).

Most of the parking should be for residential (and limited knowing that we will share cars and lever public transport – so permanent parking should be limited...

- Open space (internally and externally: for stories / production (+ artists in residence programs...

NICC will need a high end editing suite that is near performance spaces (and the administration – there will be film / journalists: NITV should be permanently housed within NICC (as should a few other indigenous:- Koorie?... / or?... Museums Victoria / Robert Thomson and The University of Melbourne (other Universities should wish to lever NICC's Centre of Excellence.

- Water access (boat moorings and public docks...

Access via the Yarra (for tourists – this should be considered / can this be integrated – underground tunnel / or?...

The Business Model

NICC is a PPP.

It is essential to sell units to local residents.

It is essential to lease units for public housing needs.

It is essential to offer cost effective dormitories for visiting school groups.

It is essential to avail local performers and researchers, individuals and families with accommodation and the other normal residential, community facilities.

NICC will have space for certain organisations: NITV, Ilbijerri, The Torch & many others.

It is essential to make good profits from the parking.

It is essential to make good profits from the wharfs.

It is essential to make good profits on the retail (physical & digital / locally & globally).

It is essential to profit from the global touring program.

All indigenous communities must profit from NICC.

All indigenous communities must work with NICC to enable, enhance, lever their competitive advantages.

NICC must connect all Australians to their language / culture / future. All Australians must be educated, connected and empowered, but equally NICC must provide the same globally.

Cost to develop

For each element of NICC, we here outline the space, technology, facilities, building cost.

Art = size of space / height of walls?...

Sculpture = as above.

Theatre = ...

Dance = as above(s).

Music = as above(s).

Film = as above(s).

Stories = as above(s).

Language = as above(s).

Education = three classrooms = capable of up to 50 people each (can also be used as a lecture/conference room, facility = combined space of 150 people).

Food = one restaurant = seating for 150 (enabling private functions (also has commercial catering – this is to be 24/7/365 = corporate / private / delivery) & one café (attached to this is all other food / retail offering).

ALL retail is supported via the Australian Indigenous Communities that lever the NICC “tentacles” to profit from their specific regional/local expertise).

Research = Artists in residence programs = five studio spaces.

Retail = one large space for art/books/music/clothing/food... (PLUS globally profitable online store / Membership / News / Sponsored portal...

Accommodation = mixed accommodation (this is to be integrated into the commercial offices / residential development) = three 5 story towers (starting near the MCG), two 10 story towers, one 15 story tower (near Punt Road) – all connected and flowing naturally to Punt Road (see preliminary drawings... – must be able to walk on grass / lawn / landscaped paths from Federation Square to Richmond Station (also be able to walk on the roof of all – from one to the other = integration is key to flow and connection / community...

The indigenous museum is all south of this residential offering (the public lawn is next to Federation Square / NICC is next to this (then a hotel (assume around 100 rooms) – for the Tennis Centre / then MCC has the new public entry to the NSM – then other office and the other residential – to Punt Road).

Income and expense model

For each element of NICC (it is too early to make these projections / no need to waste time – prior to Federal / State / Local / Corporate – public backing.

- Art -
- Sculpture -
- Theatre -
- Dance -
- Music -
- Film -
- Stories -
- Language -
- Food -
- Education -
- Research -
- Retail -
- Accommodation -
- Administration -
- Parking -
- Open space -
- Water access -

ALSO we have to develop the ongoing annual global “touring program”: this must cover each “element” of NICC; so all aspects are promoted and we can also connect with/learn from the other “first nations”.

Foundation Partners

1. The University of Melbourne (working with Allan Myers & Marcia Langton +++...) – also leveraging all other Melbourne / Victorian Unis (VCs & indigenous = First Peoples Global Centre of Excellence...
 2. PwC / PIC (working with Jodie & James +++ ...)
 3. Medibank Private (working with David Koczkar / Rita Marigliani and Sharni Wearne)
 4. Telstra (working with CEO, Andy and Tim O'Leary (Jessica Mackman).
 5. Woolworths (lever the ex CEO) & Peter Rowland: they have an indigenous “foodie” we should integrate = “the black chief”...
 6. CBA (work with Sharona Torrens, Vittoria Shortt / Miche Holdsworth & ...)
 7. Qantas (work with their Chair = Leigh Clifford)
 8. BHP / Foundation – progressing well.
 9. Google = connected with Rhys Williams (but we need to lever PwC = Global & Australian CEO = ...)
-
- Development Victoria = Ronan Mellan & Karen Cowden +++ (Chair = James McKenzie)
 - Creative Victoria = Andrew Abbott (was) & Jane Crawley +++
 - Museums Victoria (work with CEO = Lynley & Chair = Rufus (also need to lever Jim Cousins) +++
 - Foundation Philanthropists: Tim Fairfax...
 - General Public: NICC has to develop a “crowdfunding” campaign = raise funds via “life memberships”.

NICC is developing these relations, partnerships and packages.

Board

Carolyn: co-chair?...

Jaynaya – role?

Tony – role?

Others interested in joining:

Samantha – role?

Joy = co-chair?; or?...

Maylene Slater-Burns, Ashley Cheadie, Matthew Everitt, Madeleine McManus, Aden Ridgeway, Arthur Alla, Wes Morris ...

AND / or:

Marcus Lee, Deborah Cheetham, Martine Letts, Lorrae Wild, Jens Korff, Tina Waru, Jirra Harvey, Kim O'Donnell, Dik Jarman, Kade McDonald, Malinda Rutter, Ray Minniecon, Michelle Deshong, Cath Brokenborough, Chris Clarkson, Daniel Featherstone, Stephen Arnott, Jo Wiloughby, Dennis Stokes, Dennis Foley, Wayne Gibbons, Brynn Turner, Ruth Gilbert, Mark Smith, Florence Drummonds, Shaneen Fantin, Andrew Gray, Kerry Reed-Gilbert, ...

Advisory Board

NICC is working on this now – with (private for moment...

NICC Members:

James Jeffries, Patrick Hoppe: need to send the Survey (have it integrated into the website to ensure we can build the connections / database / MEMBERS... (& revenues / but more importantly the “ownership” = desire for NICC.

Working Group AND Industry Committees

When?

- State Government “expression of interest” in 2019.

Seeking \$250,000

- Federal Government “expression of interest” in 2020.

Seeking \$250,000

- Foundation Corporate Partner approvals in 2021.

First round \$250,000 in total.

- Foundation Public Members approvals in 2021.

First round \$250,000 in total.

The preliminary Business Case will be followed but comprehensive Business Case - \$10m from Federal & \$10m from State: with \$10m from Corporate and another \$10 from public: then –

- Global architecture competition 2019 (was introduced 28th May 2018 = <http://www.labiennale.org/en/architecture/2018/16th-international-architecture-exhibition> and <http://wp.architecture.com.au/venicebiennale/>)
- Start Phase One = park & NICC in 2022; finish / open 2027 (all finished by 2030).

To do

- Develop Board (get legal structure/not for profit status/tax deductible donations all in place) = almost complete.
- Develop Executive Committee (get Federal and State preliminary business case funding first – some funding is need to enable NICC’s corporate governance to progress (NICC will not have ongoing revenues from operations for some years so all costs / investments must be exceptionally well managed).
- Access site – as above (within this stage – all to be considered...)
- Development cost details
- Operational income & expenditure details
 - Art gallery
 - Sculpture gallery = integrated into the gallery and the open spaces...
 - Theatre
 - Dance theatres = as per the above.
 - Picture theatres = as above.
 - Education
 - Artists in residence programs = five studio spaces.
 - Research = within the office/administration area.
 - Administration
 - Retail
 - Food
 - Accommodation
 - Parking
 - Open grounds

NICC is now working with over 1,500 others to integrate / prioritise 'stakeholders' and develop the WIP / Tasks / Responsibilities:

- Libraries = Victorian Chair is John Wylie
- NGV Chair = Janet Whiting
- Museum = Robin Hirst, Genevieve Grieves, Matthew Trinca
- Art = who are the names? (need a preliminary list = Mike Nicholls / Max Delany.
- Theatre = who are the names? (need a preliminary list.
- Dance = who are the names? (need a preliminary list.
- Music = who are the names? (need a preliminary list = James Jeffries / Jeremy Hart...
- Film = as above.
- Education / Research = who are the names? (need a preliminary list = Patrick Hoppe / Shaun Ewen / Marcia Langton.
- Food / Health = who are the names? (need a preliminary list = Peter Rowland / Sharni Wearne.
- Administration (directors & program managers???)... = who are the names? (need a preliminary list.
- Retail = who are the names? (need a preliminary list = Peter Sitch / Naomi Milgrom.
- Accommodation = will need? (Peter Southwell / ...
- Parking / Roads / Infrastructure = who???)...
- Artists in residence programs = this can come / soon = also need to connect globally to ensure global programs are connected from day one.
- *who are the names? (need a preliminary list = **explanation** = we need a list of the key industry "players" = performers / managers / administrators (ranked in order with their details (contact & CV): I would think we need the top 100 ranked for each industry (and we should focus on indigenous "as much as possible"...*
- Also = architects = another list we need to start on = Sean Godsell / Don Bates.
- Branding & Marketing = Russel Howcroft / Scott Whybin.

- All preliminary work should be compensated = \$100 per hour. Rewarded via Life Membership = 50% off all ticket and retail sales (and the availability for one at every public ticketed event). Also, all timesheet hours are to be paid in full prior to the opening of the NICC (and as soon as financially viable).
- Corporate Foundation Partners / Philanthropists = \$25,000 on date of signing the 'expression of interest'.
- \$100,000 paid at the date of the announcing of the pending global architecture competition.
- \$1million at the official launch of the global architecture competition.
- Compensated via ongoing logo promotion on all Sales Materials (for the first 10 years of operation).
- Tickets available at 50% discount (numbers limited due the small size of some "ticketed" events:

ALL funds to placed into the NICC "tax-deductable" account and percentages refundable if the agreed KPI's are not delivered.

Crowdfunding Campaign

- \$100 per year for the next five years = Rewarded via Life Membership (no annual membership fees) AND 50% off all ticket and retail sales
1. Gold = \$1,000 per year for the next five years
 2. Silver = \$250 per year for the next ten years
 3. Bronze = \$100

NICC Consortia

NICC must lead the Consortia to guarantee NICC has ongoing revenues; to guarantee no Government has to fund any ongoing working capital.

NICC must also have rights to land from a development perspective (it should not own the land – but has the first and only option to lead the ongoing development of the land – others within the Federation East site have votes and continue to sit on the FedEast Board but NICC holds the veto).

SO we have

- NICC = 20,000 square metres (indoor and outdoor).
- Hotel = 250 small affordable rooms: can be joined into larger family suites = 10,000 square metres. ALL this revenue goes to the consortia.
- MCC MSM = 5,000 square metres (most of the work has to be integrating the new public space within the MCC (this should go to the TOP of the MCC – new boxes / seating = garden / lounge / restaurant = BEST views (75% of these costs are to be MCC cost = MCC gets 100% of revenues).
- Retail = 5,000 square metres (these are “ground floor” “organic markets” – no franchise / no supermarkets (all fresh, crafts / trades / boutiques (Australian made – link with office = workshops... = ALL this revenue goes to the consortia.
- Residential = ALL is short term (no sales but rent / lease (backpackers – to penthouse / BUT – all in the same style / decor / amenities = all NICC accommodation is within these buildings = 20,000 square metres.

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- Office = 10,000 square metres & all of this must be shared “co working spaces” (or be “flexible – no large commercial tenants with “floors” / exclusive ownership... (& not too much open office – but loads of open space WITH shared facilities & TOO many meeting spaces (chat/...)... = ALL this revenue goes to the consortia.

The retail should always be ground and open or top and open. The residential and commercial should be over a few connected buildings that flow and they should be mixed together to enable community / mix.

To whom it may concern,

We have done so much more research and have so many other documents and many others have been integrated into this conversation (over 1,500 organisations, individuals – nationally and internationally...

NICC continues to sit down and brainstorm / fill in the 'dots' / holes / options / opportunities; to progress the business model = how do you want to help?

NICC presents challenges / opportunities / rewards = we do think you need to 'own' & that is why all must be paid for their efforts:-

Then you also "own"

NICC

together forever

...

Thanks,

On behalf of:-

NICC Board

tony@nicc.org.au