



BUSINESS CASE:
Indigenous Futures Innovation Precinct (IFIP): Food, Land and Culture
Portal Application Number RPPPD000067

6 March 2024

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1. Executive Summary

This Business Case will serve as a strategic roadmap for achieving the short-term and long-term goals of the Indigenous Futures Fund (IFF). As a family foundation from the Kuku Yalanji Nation, our objective is to serve our current community through food and education.

The specific proposal pertains to an Indigenous-run permaculture precinct that is vertically integrated and self-sustaining. The precinct infrastructure will include fit-for-purpose food storage facilities that may be a vital ‘bread basket’ in the flood-prone Northern Rivers region of northeast NSW.

For over 5 years, we have cultivated our 10-acre land at 37 Binalong Court, Upper Burringbar. The proposed infrastructure includes education programs on traditional land regeneration, bush tucker cooking, waste management and Indigenous art.

The direct beneficiaries will be over 200 local indigenous youth who will gain career pathways in horticulture, hospitality and art.

By integrating food, land and culture, we nurture a new generation of resilient, industrious and purpose-driven citizens. The outcomes align with ‘Closing the Gap’ goals in health, food security, poverty and educational equal opportunities.

Our sustainable practices will reduce emissions and our food storage will enhance local supply, delivering socio-economic benefits as we scale up productivity.

2. IFF Vision and Mission

Our vision at Indigenous Futures Foundation is to achieve food justice for Indigenous communities, aspiring for a future where the majority of First Nation people lead longer, healthier lives filled with joy. We aim to empower individuals through education, breaking the cycle of intergenerational poverty, and promoting self-worth, fostering a space where they can thrive and build hope for the future.

The mission of the Indigenous Futures Foundation is to combat food insecurity in First Nation communities within our lifetime.

We execute this mission through the distribution of nutritious, free meals, the provision of cooking and hospitality education and training, and advocacy efforts.

We are dedicated to establishing the Indigenous Futures Innovation Precinct, a hub promoting food justice, cultural engagement, and social enterprise.



This precinct aims to address health disparities, enhance food security, and alleviate poverty in regional and remote First Nation communities through access to fresh produce, educational opportunities, and economic initiatives.

Our proposed regional food hub will actively manage the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy demand.

Indigenous Futures Foundation Ltd, ABN 25-147-151-773, has been registered with the ACNC since 3 December 2012, as per the certificate below:



3. Evidence-Based Need for Precinct

The need for this Indigenous precinct is borne out of a recent collaborative scoping study on food security: ‘Is the Northern Rivers food system resilient?’ (Berry, F et al, 2023). It recognised the need for a ‘cohesive response to acute food security threats’ to ‘ensure the Northern Rivers (NR) food system can provide food for future generations in the face of increasingly severe disasters’. Recommendation 8 verifies why this investment is timely: ‘support NR Indigenous agri-business sectors through innovation ... Indigenous-led enterprises draw on traditional knowledge of country and food sustainability ... support Indigenous-led farms and education.’

Our collaboration with Plan C and the above scoping study has highlighted the lack of ‘food system resilience’ and the need for ‘transitioning to a circular food economy’. This has inspired our initiative for cool storage within the local food supply chain.

In the past, barriers to investing in Indigenous infrastructure innovations have included deficiencies in government support, understanding of Indigenous cultural practices, structured Indigenous education programs, access to native bush tucker precincts and career pathways.

An ABC report (Honan, 2021) found that while ‘demand for bush food is booming’, there was only 1% of Indigenous participation in the industry. These past barriers can be redressed by our precinct which is owned, designed and managed by the local Indigenous community.



Our ongoing collaboration with Indigenous partners Bulgarr Ngaru Medical Aboriginal Corporation, Aboriginal Medical Services and Bugalwena General Practice has highlighted the food shortages and health challenges faced by local Indigenous communities. We have already confirmed the willingness of these Indigenous partners to participate.

We participated in the NSW government's Northern Rivers Urban Agriculture and Sustainable Food Future Roundtable (Nov 2023), involving 65 stakeholders. This highlighted food insecurity and supply chain disruptions caused by natural disasters, poor land management practices and lack of skills pathways. The Roundtable Report recommended greater participation by young people and greater community ownership. Our precinct harnesses local expertise through our proposed food storage, youth training and regenerative practices.

Our active engagement with local Indigenous communities has provided cultural input such as the need to link education activities with employment opportunities. This has driven our vision of becoming a sustainable social enterprise.

4. Project Rationale

The rationale for our Innovative Precinct is the holistic integration of food-land-culture. It enables access to fresh and nutritious produce (food) by upskilling Indigenous participants with hands-on activities (land) through traditional practices that connect participants to their ancestral Country (culture).

The suite of education programs extends beyond land regeneration and cooking to personal development, cultural identity and lifestyle choices. This is driven by the need to close the gap in health outcomes.

Our food innovation hub is driven by health disparities, food insecurity and poverty among local Indigenous communities. The education programs on nutrition and cooking will lead to employment opportunities in the food industry for emerging Indigenous chefs. The food storage facilities will enable rapid responses during emergencies when local farmlands may be flooded.

The proposed amphitheatre, yarning circle and fire pit offer spaces where Indigenous participants can deepen cultural connections with each other and with the land, especially through ceremonies and celebrations.

Future eco-cabin accommodation and cultural leadership camps are needed to ensure immersion without distraction so that the experience is embedded.

Before deciding on the 10-acre land at Upper Burringbar as the ideal site for the precinct, we considered alternative options and locations:



Gold Coast location: situated on the repurposed land of the 2018 Commonwealth Games, this development would have taken up to 15 years to prepare the land in readiness for cultivation and planting. However, the urgency of a food hub and supply chain for Indigenous families precluded this option. The current food hub development at this location has been attracting health organisations, but its zoning precludes food warehousing and freezer storage.

Woodford location: situated within Moreton Bay near the venues of the annual Woodford Folk Festival. This proposed food hub would require a major bank loan that was prohibitive for a charity like ours.

Rather than implementing a fragmented precinct across disparate locations and incurring ongoing logistics costs, we have been developing the land at our family-owned property. This would consolidate all activities, many under one roof. It would enable vertical integration and optimise on a close-knit community experience. It would be akin to young people residing at an educational campus.

As illustrated on our website, most of our food distribution activities rely on our team of volunteers. Our website features a link to 'donate now', but our reliance on donations is grossly inadequate for this public infrastructure investment.

5. Project Objectives

- Establish an Indigenous Futures Innovation Precinct (IFIP) to combat food insecurity, poverty, and health challenges in regional and remote Indigenous communities.
- Increase access to fresh and nutritious produce and emergency food relief operations.
- Provide culturally engaging educational and training opportunities that address and prevent poverty, health challenges and lack of nutrition.
- Collaborate with relevant stakeholders (government, industry, corporate) to amplify the impact.
- Develop the capacity and showcase the talents of emerging Indigenous professionals in food, hospitality, tourism and cultural arts.
- Create a permanent and scalable base for emergency food relief operations.
- Engage with local Indigenous experts and elders to maximise local wisdom and cultural competence.



6. Anticipated Costs of Project

The first two years of anticipated income for this 21-month precinct project is summarised in Table 1 below, as per the rPPP application:

Table 1: Projected outgoings for years 1 and 2, all ex-GST

PROJECTED OUTGOINGS (funded by rPPP Grant)		
Financial Years	2024/2025	2025-2026
ITEM	Amount	Amount
Materials for Construction & Labour		
Accommodation/bunk house/gym/driveway	\$1,585,000	
2 x Mobile Tiny home, set up & fit out		\$270,000
Shed -water, electricity & solar	\$290,000	
Outdoor gathering space & platform	\$115,000	
Upgrade outdoor shower/toilet block	\$30,000	
2 x portable bathroom		\$18,000
Food forest/orchard-tree removal, fences, structures, irrigation, plants	\$185,000	
Second driveway & footbridge		\$130,000
	\$2,205,000	\$418,000
Warehouse		
Purchasing Price for materials and labour to construct the warehouse	\$1,750,000	
	\$1,750,000	
Wages		
Food Solutions Officer	\$85,000	\$56,100
Land Development Manager	\$85,000	\$56,100
Creative Culture Coordinator	\$95,000	\$62,700
Project Consultant	\$62,700	\$32,300
Admin/Facility Support	\$85,000	\$56,100
Horticulturist	\$42,500	\$28,050
Marketing Manager	\$85,000	\$56,100
	\$540,200	\$347,450
Travel		
Flights & Accommodation by Project Manager (Sydney to precinct)	\$14,520	\$7480
	\$14,520	\$7480
Other Eligible Expenditure		
Hospitality equipment		\$10,000
Arts equipment		\$10,000
Horticulture equipment		\$15,000
Gym equipment		\$5000
Linen & bedding		\$15,000



Photography & video	\$7500	\$7500
Office/IT/Sound equipment	\$35,000	
Launch Event		\$65,000
Training	\$15,000	\$9,900
Graphic Design Subscriptions	\$45,000	\$29,700
Subscription online- Cloud Assess	\$25,000	\$16,500
Independent audit		\$18,000
Evaluation & Research		\$18,000
Vehicle costs- maintenance, insurance, registration, RACQ and fuel	\$14,520	\$7480
Staff uniforms	\$5000	
Work Health & Safety training	\$2500	
First Aid kits/medical supplies/fire safety	\$2500	
Signage		\$15,000
Stationery/postage/printing	\$5280	\$2720
Public Liability Insurance & others	\$11,880	\$6120
Utilities- gas, electricity, internet	\$7920	\$4080
Work Cover Insurance	\$9,900	\$5100
Electric van	\$110,000	
Bus	\$66,000	
Miscellaneous	\$25,000	\$16,500
	\$388,000	\$276,600
Totals Per Year	\$4,897,720	\$1,049,530
= Total Amount requested from rPPP		\$5,947,250

7. Anticipated Sources of Income

As a registered not-for-profit charity, we will strategically leverage support from the following sources and opportunities for matched funding:

- Grants from government departments
- Grants from corporate sponsorship
- Grants from philanthropies (Foundations).
- Donations from individuals
- Charity Crowdfunding Sites (GoFundMe Charity, Salsa, Classy)
- In-kind support (publicity, pro-bono work, volunteers)

At this stage, we anticipate the following in-kind support for the precinct project:

Peppercorn lease of land, valued at 250k pa x 25-year lease = \$5.25 million; for 21-month project (1.75 years) = \$437,500



FareShare Ltd – the precinct will enable us to scale up to 100,000 free meals per annum = \$960,000 per annum.

Worthwhile Ventures Ltd – probono business support and mentoring = \$150,000 per annum

Corrs Lawyers, probono legal support = \$50,000 per annum

In the portal application (number RPPPD000067), these items have been consolidated Project Budget under the generic head of expenditure category of Contract for 2024/2025.

The first six years of anticipated income is summarised below:

Table 2: Projected cash income for years 1 to 7, all ex GST

INCOME PROJECTIONS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Financial Years	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
ITEM	Amount	Amount	Amount	Amount	Amount	Amount	Amount
rPPP funding	\$5,947,250						
Creative Retreats	-	-	\$24,000	\$33,600	\$36,480	\$45,600	\$48,000
Reflective Retreats	-	-	\$24,000	\$33,600	\$36,480	\$45,600	\$48,000
Small School Groups	-	-	\$25,000	\$28,000	\$30,000	\$36,000	\$42,000
Cultural Competency Training	-	-	\$33,600	\$45,600	\$50,400	\$75,600	\$81,000
H&S Pope cash contribution	-	-	\$80,000	\$80,000	\$100,000	\$100,000	\$100,000
NDIS	-	\$750,000	\$950,000	\$1,100,000	\$1,300,000	\$1,550,000	\$1,750,000
RTO	-	\$350,000	\$400,000	\$450,000	\$550,000	\$600,000	\$650,000
Awarded Grants	-	-	\$100,000	\$150,000	\$200,000	\$250,000	\$250,000
Hire Eco cabins	-	-	-	-	\$24,000	\$48,000	\$70,000
Hire Education Centre	-	-	-	-	\$7,500	\$16,000	\$25,000
Music, Arts & Cultural Events	-	-	-	-	\$15,000	\$40,000	\$50,000
Total Income Projections Per Year	\$5,947,250	\$1,100,000	\$1,636,600	\$1,920,800	\$2,349,860	\$2,702,800	\$3,114,000

8. Cost Benefit Analysis

Based on the projected income, the first two years from July 2024 to June 2026 will yield the following result, excluding all in-kind contributions:

Total cash income = \$7,047,250

Total expenses = \$5,947,250



Assumptions:

- Request to rPPP is fully granted
- NDIS registration and income are generated in Year Two
- The in-kind contributions will continue and not need to be added as additional cash expenses
- The precinct attains Registered Training Organisation (RTO) status leading to certificate-level qualifications across a range of vocational occupations
- Forecasts are based on normal industry trends and CPI increases.
- Expected a 25% growth rate each year from year 3.
- The Cost of Services will be 10% of the sales.
- There will be a 5% increase in operating expenses every year.

The initial outlay of expenses will be incurred and completed within the project duration (21 months) to establish the infrastructure.

Therefore, most of these expenses will not apply in subsequent years.

The anticipated ongoing expenses will include wages, insurances, fuel and utilities.

To demonstrate a self-sustaining business model, we highlight the projected income that will be generated in subsequent years:

- The fee-for-service retreats will be offered to the general public from year three, to ensure no disruption of retreat activities during Phase One constructions. Based on past experiences with these on-site activities, the Creative Retreats will offer pottery, weaving, sketching, floral design and creative expression. The Reflective Retreats will offer meditation, yoga, spirituality, silence, music, singing and dance. Given the popularity and demand of past retreats for schools and community groups, we will leverage our established community networks via marketing and invitations.
- Similarly, our fee-for-service cultural competency training will be offered from year three. This will enable us to attain RTO status and fully prepare the Vocational Education and Training (VET) courses such as hospitality and horticulture. From past experiences, these training courses will attract local businesses and the corporate sector. As landowners, members of our Indigenous family will personally deliver on-country training sessions to enhance staff skills.
- Landowners H&S Pope have formally committed to cash contributions from year three onwards, after the rPPP project funding has been acquitted. This guarantees continuity of cash income for the precinct in preparation for Phase Two developments, and scaling up.
- As we have already commenced the process to become a registered NDIS provider, we anticipate this to be confirmed in late 2024.



- By leveraging the rPPP grant (assumption), we anticipate further eligible opportunities for grants in the categories of education, employment readiness, land care, Indigenous culture, closing the gap, regional food supply chains and flood resilience. Given the alignment of our precinct's goals with these government priorities, we estimate at least \$100,000 in awarded grants from year three onwards.
- While this rPPP project covers phase one of the precinct, plans for phase two include the construction of four eco-cabins on-site. Once granted, built and established, we anticipate that these eco-cabins can be available for bookings by tourists and the general community. The Airbnb-style accommodation will showcase the unique Indigenous environment and promote easy access to the Northern Rivers rail trail, local beaches, galleries and markets. Hence we anticipate an additional \$24,000 of annual compounding income from year five onwards.
- The cultural education centre will be co-designed with local Elders and will form an integral part of the phase two development. Once granted, built and established, we anticipate that bookings will generate ongoing and compounding income for the precinct from community groups seeking a suitable training environment that juxtaposes Indigenous and technological elements. The centre can be booked for hire from year five onwards. It will generate ongoing and compounding income for the precinct from community groups seeking a suitable training environment that juxtaposes Indigenous and technological elements.
- The positive marketing of this new centre and its attractive features will be a magnet for ongoing bookings and hire:
 - local artwork and design elements created by First Nations artists to showcase their talents and celebrate their unique cultural identity;
 - interactive exhibits and educational programs enable visitors to learn about the history, culture, and traditions of the local First Nations people;
 - native garden surrounding the centre where visitors learn about Indigenous agricultural practices;
 - outdoor cooking area where Indigenous chefs offer workshops and cooking demonstrations, showcasing traditional ingredients and techniques;
 - sustainable and eco-friendly energy sources such as solar panels and rainwater collection systems, to reduce the facility's carbon footprint;
 - Smart technology integration to improve efficiency and accessibility for visitors, including touchscreen displays with interactive maps and virtual tours;
 - high-speed internet connection to expedite remote learning opportunities and online educational programs;
 - state-of-the-art equipment in the teaching kitchen and garden to facilitate hands-on learning experiences;
 - virtual reality simulations to enable an immersive educational experience, showcasing traditional practices and cultural sites.



- The amphitheatre is an integral part of the phase two development. As with the eco-cabins and the education centre, the amphitheatre will provide a unique live entertainment venue to showcase music, art and therapy events. It will attract local indigenous communities, regional communities and tourist communities to experience authentic Indigenous culture on stage. From year five onwards, this new income-earning venture will leverage our established networks with Indigenous musicians whom we have engaged in the past.

Based on this projected modelling, the precinct project will yield a surplus of \$797,625 by year three.

The rPPP grant will be leveraged to secure funding from other sources (corporate, government, philanthropic), which may, in turn, increase the projected annual surplus.

As an NFP and under our above Mission statement, this will be re-invested in Phase Two developments: eco-cabins, education centre, amphitheatre, forest trail and a freezer shipping container with capacity to store up to 8000 meals.

Hence, the lucrative return on this rPPP investment will provide a scalable prototype for future precincts to replicate.

As a regional food hub, we can leverage economies of scale to supply locally-grown food to the local markets. With a robust physical infrastructure, the production can continually scale up. This consolidates resilience for both the Indigenous participants and the flood-prone region.

9. Social Impact

Food Security and Nutrition: By increasing access to fresh and nutritious produce and emergency food relief operations, the project will address the immediate needs of these communities and combat issues such as under-nutrition, obesity and related health problems.

Cultural Engagement and Education: Our diverse activities will preserve and promote Indigenous culture and cultural connection to the land.

Skill Development and Empowerment: the skills training will span nutritious foods, traditional cooking, creative arts, warehousing, logistics, food processing, and gardening. These certificate courses will enhance employability and foster a qualified local workforce.

Collaboration and Investment: By collaborating with government, industry and corporate sectors, the project will optimise resource sharing, expertise, commitment and efficiency.

Community Engagement and Support: The establishment of cooking classes, shared meal initiatives and a people's market will foster community engagement and social connectedness. These activities promote knowledge sharing and a sense of belonging.



Improved access to healthy locally-grown food: the food hub enables food affordability, culturally appropriate foods and convenient access among low-income and Indigenous communities.

10. Economic Impact

Employment and Economic Development: By nurturing emerging Indigenous talents in the culinary arts, hospitality, and related industries, the social enterprise will create career pathways and sustainable job opportunities.

In-house Employment Opportunities: By setting up an education center, accommodation facilities, food trucks, and associated equipment, the precinct would require hiring to manage and run these operations.

Local Economic Development: By promoting indigenous chefs, cafe managers, catering operators, and other roles in the food, hospitality, and tourism industries, the initiative may bolster regional economic activities within these sectors.

Support to Local Producers: The food hub and local food production could complement the supply of local agriculture, especially during times of natural disasters and food shortages. This contributes to the growth of the regional food economy.

Training for Local Producers: through the new education centre that will promote sustainable and locally grown food to increase their market value.

Local Distribution Centre: provides opportunities for local producers to reach larger markets and expand their customer base.

Collaboration with Local Producers: this is a cooperative rather than a competitive venture as it will actively engage local producers in planning events, workshops and product showcases. This will promote their local products and create a sense of community and collaboration within the local food industry.

Increased buying capacity and consumption: an increase in output and wages paid to employees generates a flow-on effect in terms of local purchases of goods and services, which in turn boosts the local economy.

Value adds to local industries: the indirect effects extend to local industries such as tourism, hospitality and arts. Their capacity and expertise will increase with more Indigenous graduates ready to work.



Value to local farmers: according to the REMPLAN input-output economic modelling, the Social Return on Investment Analysis reveals that farmers selling to the food hub receive 40 cents more than those selling to a major supermarket.

Based on a 2015 Feasibility Study for the establishment of a regional food hub in Bendigo in regional Victoria, we can extrapolate indicative economic projections given the similarities in scale and regional location:

<https://bendigogastronomy.com.au/wp-content/uploads/2019/04/Greater-Bendigo-Food-Hub-Feasibility-Study-Endorsed-Version.pdf>

According to this Economic Impact Assessment, the precinct and an accompanying people's market could yield the following results within 12 months:

- 16 jobs created and supported via activities
- \$2.62 million increase in total output to the regional economy (Northern Rivers)
- \$3.65 million increase in value-added and tourism

After 5 years:

- 30 jobs created and supported
- \$4.75 million increase in total output to the regional economy
- \$5.94 million increase in value-added and tourism

11. Short-Term and Long-Term Outcomes

This precinct is expected to deliver the following immediate outcomes for over 200 Indigenous young people who are the direct beneficiaries:

- increased access to nutritious food options;
- improved health and wellbeing outcomes;
- preservation and celebration of Indigenous culture through food and land practices;
- enhanced pride and cultural connection with their land;
- educational qualifications and practical skills;
- new opportunities for career pathways and improved income-earning capacity;
- new networks of partners and collaborators, leading to more education and employment opportunities.

The 200 Indigenous young people consist of 70 residential participants for certificate courses and 130 day-trip school groups.

Beyond the Indigenous young people, the precinct will indirectly benefit their families through a ripple effect of healthier food and greater awareness.

These benefits align with the intended outcomes of the Regional Precincts and Partnerships Program in terms of productivity within the vertically integrated permaculture precinct,



equity in accessing affordable food supplies, and boosting resilience among this vulnerable cohort.

Beyond the project duration, we anticipate longer-term outcomes for Indigenous communities:

- decreased risk of chronic diseases through nutritious meals and healthier lifestyles;
- increased access to affordable food options within the precinct;
- empowerment to sustainably address their own food security needs;
- access to skills education and improved employment outcomes;
- Closing the gap in health, life expectancy and equal opportunities for success and prosperity.

Similarly, the precinct is expected to deliver socio-economic outcomes to the local region:

- more robust and resilient food supply chain in Northern Rivers and SE Queensland;
- local businesses can purchase our locally grown produce and hand-crafted items by Indigenous artists;
- greater availability of Indigenous employees with certificate qualifications in hospitality and horticulture;
- increased capacity for rapid responses across the food supply chain, especially during natural disasters such as flooding;
- reduce our carbon emissions through environmentally sustainable practices.

This innovation will deliver long-term viability and high value for money given its immediate 'shovel-readiness', established networks, regenerated land, confirmed DA and previous pilot projects.

By providing education, restoring the land and promoting cultural practices, we expect to deliver sustainable opportunities and empower Indigenous communities to thrive.

12. Procurement Strategies

As an Indigenous enterprise, we are intrinsically committed to local First Nations employment and supply. We share the Commonwealth government's commitment to the Indigenous Procurement Policy enabling 'more opportunities to participate in the economy'. We already prioritise local Indigenous entities when selecting trainers, educators, suppliers and consultants.

In line with the Commonwealth ethical standards, we ensure value for money through the following criteria: quality, fit for purpose, performance history, transparent records and whole-of-life costs.

Given our regional location and our support of the local economy, we always prioritise locals first. This logistical factor reduces carbon emissions and increases energy efficiency.



Our proposed project manager Andrew Kitto brings extensive expertise with NSW-based constructions, on-site management, cost planning and regulatory authorities. In 2021, he was the project director of the \$2.9 million upgrade to the Jigamy Farm Camp Ground, featuring accommodation and education facilities. Similar to our proposed precinct, he navigated complex Indigenous and environmental issues.

He will ensure that the project milestones will be delivered on time and budget. The governance committee will oversee the project implementation, complemented by our Asana Project Management software platform.

We have already shortlisted the likely suppliers in line with the aforementioned Commonwealth procurement rules.

We have a robust business and governance structure and an in-house Advisory Committee (uploaded) to ensure compliance with Commonwealth procurement requirements.

As stated on our website, transparency is one of our three core values as it ‘fosters trust with partners, donors and community’. Hence our adherence to the Commonwealth procurement rules regarding construction materials, labour and consultants.

13. Legislative and Regulatory Approvals

Tweed Shire Council has granted an Amended Consent, issued 18 October 2023, Notice DA23/0117, under the Environmental Planning and Assessment Act 1979. This DA grants consent to effectively proceed with Phase One of the precinct, as per the document below.

Our Lease Agreement (pages 1 and 8 below) verifies that the lessors (Mr and Mrs Pope) have granted the Lessee (Indigenous Futures Foundation) a 25-year Peppercorn lease for \$1 per annum.

The image shows a document titled "AMENDED CONSENT ISSUED 18/10/2023" and "NOTICE NO. DA23/0117" under the "Environmental Planning and Assessment Act 1979". The main heading is "NOTICE OF DETERMINATION OF A DEVELOPMENT APPLICATION". The recipient is Lydia Charman, Town Planning, at 17 Corindi Street, Pottsville NSW 2489. The notice is given pursuant to Section 4.18(1)(a) of the Act, relating to land described as Lot 9 DP 855444; No. 37 Binalong Court UPPER BURRINGBAR. The development is for a PART TWO (2) STOREY DWELLING WITH ATTACHED GARAGE, EARTHWORKS AND USE OF AN EXISTING OUTBUILDING. The document lists general conditions, with condition 1A stating that the development shall be completed in accordance with the plans approved by Council and where modified by the plans submitted with DA23/0117.01, also approved by Council, except where varied by conditions of consent. A reference code [23-0013] is visible in the bottom right corner.



Form: 07L LEASE Leave this space clear. Affix additional pages to the top left-hand corner.
Edition: 1309 New South Wales Real Property Act 1908
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Licensor: Core Chambers Wategah

PRIVACY NOTE: Section 318 of the Real Property Act 1908 (RP Act) authorises the Registrar General to collect the information required by this form for the establishment and maintenance of the Real Property Act Register. Section 96B RP Act requires that the Register is made available to any person for search upon payment of a fee, if any.

STAMP DUTY Office of State Revenue use only

(A) **TORRENS TITLE** Property leased
Lot 9 on DP 855444 [insert from title search]

(B) **LOGGED BY** Document Collection Box: 599D Name, Address or OX, Telephone, and Customer Account Number, if any: Core Chambers Wategah GPO Box 9627 BRISBANE QLD 4001 (07) 3228 8716 prime.legal@core.com.au Reference: [insert] CODE: L

(C) **LESSOR** Philip Harley Pope and Sharon Adele Pope
The lessor leases to the lessee the property referred to above.

(D) **ENCUMBRANCES (if applicable):** [insert]

(E) **LESSEE** Indigenous Futures Foundation Ltd ACN 147 151 773

(F) **TENANCY:**

(G) 1. **TERM:** 20 Years
2. **COMMENCING DATE:** [insert]
3. **TERMINATING DATE:** [insert]
4. With an **OPTION TO RENEW** for a period of **1 x 5 years** set out in clause 2.3
5. With an **OPTION TO RENEW** set out in clause 2.3
6. Together with and reserving the **RIGHTS** set out in ANNEXURE A hereto
7. Incorporates the provisions or additional material set out in ANNEXURE A hereto
8. Incorporates the provisions set out in [insert] Not Applicable with the Land and Property Management Authority as follows: [insert]

ALL HANDWRITING MUST BE IN BLOCK CAPITALS Page 1 of 27 1309
3471-0862-1127V3

Reference Schedule

Item 1: **Date:**
Item 2: **Land:** Lot 9 on DP 855444
Item 3: **Premises:** Whole of the Land comprised of the Facility Premises and the Balance Premises
Item 4: **Delivery of notices:**
Lessor: [Philip Harley Pope and Sharon Adele Pope]
Delivery address: [37 Shalong Court, Upper Burleigh, NSW 2483]
Postal address: [As above]
Email: [phpoppe54@gmail.com]
Attention: [Harley Pope]
Lessee: Indigenous Futures Foundation Ltd ABN 25 147 151 773
Delivery address: [12 Creekside Court, Woorangary 4213 QLD]
Postal address: [As above]
Email: [info@ifutures.org.au]
Attention: [Levi-Joel Tamou]
Item 6: **Term:** 20 years commencing on the Commencing Date and terminating on the Terminating Date
Item 7: **Commencing Date:** [TBC]
Item 8: **Terminating Date:** [TBC]
Item 9: **Rent:** \$1,585,000.00 to be paid within 30 days of the commencing date
\$1.00 per annum on demand
Item 12: **Further Term:** 1 x 5 years
Item 13: **Lessee's Proportion:** For Outgoings relating to:
(a) the Land as a whole, 0%;
(b) only the Facility Premises, 50%;
(c) only the Balance Premises, 0%. [Corr Note: Please confirm whether this is correct.]
Item 14: **Permitted Use:** (a) For the Land and Facility Premises, [insert]; and
(b) for the Balance Premises, the grant of the licence and other rights to the Lessor in accordance with clause 13.4.

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14. Project Design

Figure 1 below provides the proposed design for the food storage structures within phase one of the precinct plan. To accommodate various food types and from dry storage to cold storage to freezers, this flow chart demonstrates the efficient design to expedite the process.





Figure 2 below displays the same food storage space from various perspectives.

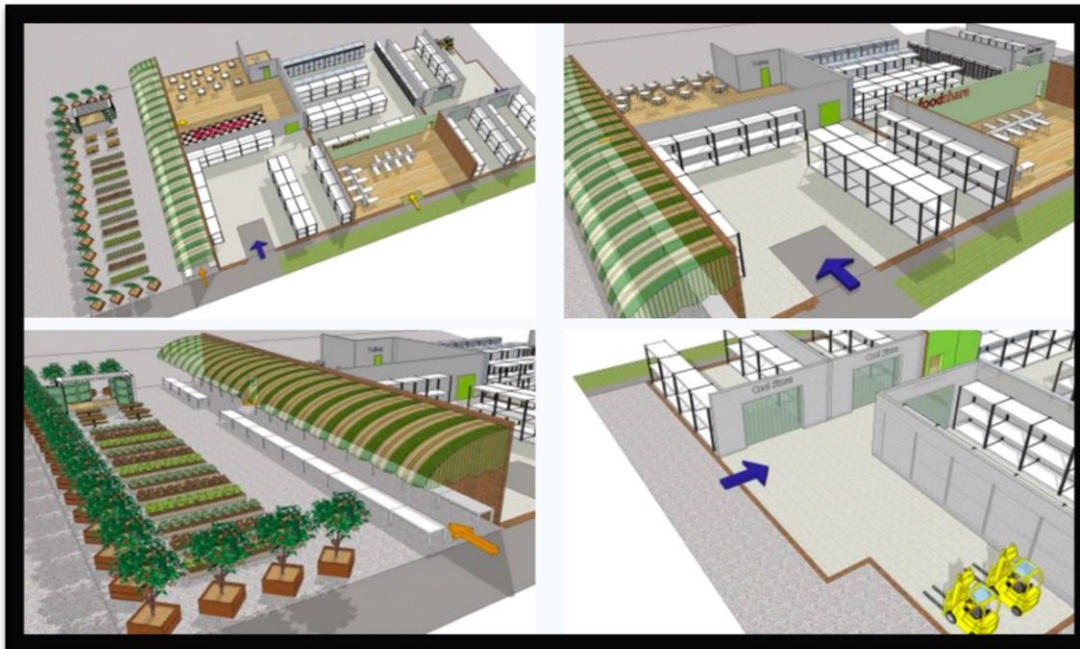








Figure 3 below summarises the key structures and functions within phase one of the precinct, to be supported by the rPPP grant.

	FUNCTION	EXPLANATION
 WAREHOUSE/ STORAGE	Storage and Warehousing	A base non-profit partner and operator or consortia of existing relief entities, facilitating the establishment of a more permanent facility for coordination of emergency food relief, enabling increasing scale to better meet identified and growing need. By establishing additional storage and refrigeration facilities, the Hub could quickly move to providing these as services to local producers and other local businesses.
 FOOD LOGISTICS	Marketing, Aggregation and Logistics	Aggregation and logistics support to enable local food producers to enhance their businesses and access new markets. Expand communication and networking between producers, buyers, sellers and others by creating a virtual, online Food Hub to provide a shared marketing and logistics platform for local producers.
 KITCHEN	Kitchen	The potential to co-locate a significant community of interest on one central site to enable cooking activities. Potential also exists for community lunches with schools and community members, plus for take home meals.
 TRAINING / EDUCATION	Education, providing training and job opportunities	Training in warehousing and logistics, food processing and commercial cookery.
 OFFICE / INNOVATION	Innovation	Demonstration site for food production from seed through to waste to compost generation in a garden setting. This will encourage outreach from and entry to the Food Hub facilities by the many community partners to help shape future activities.
 PEOPLE'S MARKET	People's Market (a Farmers Market with emphasis on access and equity)	A weekly peoples market will provide opportunities for organisations to facilitate physical access to those requiring better food access and affordability.



15. Implementation Plan

As detailed in the rPPP application, the proposed milestones for this 21-month project are summarised in Table 3 below:

Table 3: Milestones for phase 1 of precinct

Milestone number	Milestone Title	Start-End Dates
1	Confirm partnerships with key stakeholders	22/07/2024 to 20/08/2024
2	Construction certificate and inground services	22/07/2024 to 09/08/2024
3	Construction of accommodation, bunkhouse and gym	12/08/2024 to 24/11/2024
4	Completion of accommodation, purchase warehouse and vehicles	25/12/2024 to 14/02/2025
5	Driveway, landscaping and Council sign-off	17/02/2025 to 30/04/2025
6	Construct shed, outdoor gathering, platform, second driveway and footbridge	12/05/2025 to 29/08/2025
7	Create food forest, purchase tiny homes and equipment	09/06/2025 to 20/12/2025
8	Evaluation of project and launch of precinct	05/01/2026 to 28/03/2026

16. Value for Money

The value for money of this proposal is highlighted by the following facts:

1. This precinct proposal will be shovel-ready by 1 July 2024 as all the pre-requisites are in place.
2. The value for money is enhanced by the fact that the land has already been prepared for the implementation of the hub activities.
3. With the DA in place, along with an appointed project manager and builder, this construction project is shovel ready.
4. We have already appointed a project manager and shortlisted the likely suppliers in line with the aforementioned Commonwealth procurement rules.
5. We have attained local community support from the Indigenous community and the local business community which will facilitate the anticipated supply chain from land to markets.



6. We have fulfilled all applicable legislative requirements such as DA from Tweed Shire Council, Bush Fire Attack(BAL) fire rating, soil testing and sewerage compliance.
7. We continue to collaborate with the local Indigenous partners to ensure that the design and implementation remain culturally appropriate.

17. Stakeholder Support

Our rPPP Application includes uploads of letters of support from the following stakeholders and prospective partners:

Government:

- Northern NSW Local Health District
- Geoff Provest, NSW MP for Tweed
- The Hon Justine Elliot, MHR for Richmond
- Tweed Shire Council
- RDA Northern Rivers

Indigenous:

- Bulgarr Ngaru Medical Aboriginal Corporation
- Rekindling the Spirit Limited
- Bugalwena General Practice
- Cherbourg Aboriginal Shire Council
- Indigenous Business Australia

Community and Corporate:

- Fareshare Australia Incorporated
- Green Coast Constructions Pty Ltd
- Worthwhile Ventures Ltd
- Chinderah Donation Hub

18. Project Governance

The key elements of our robust governance arrangements for the partnership are as follows:

- Our founder Levi-Joel Tamou will chair Quarterly meetings (in-person and virtual) with project partners and collaborators;
- Shaz Pope will chair weekly meetings with project construction manager Andrew Kitto;
- A Strategic Advisory Committee will hold virtual meetings, chaired by Craig Peters;
- Suleyma Tamou (co-founder) will engage external consultants as their field of expertise is needed: legal, finance, marketing, business development.



As the project evolves and new needs emerge, we will leverage the extensive networks of the partners:

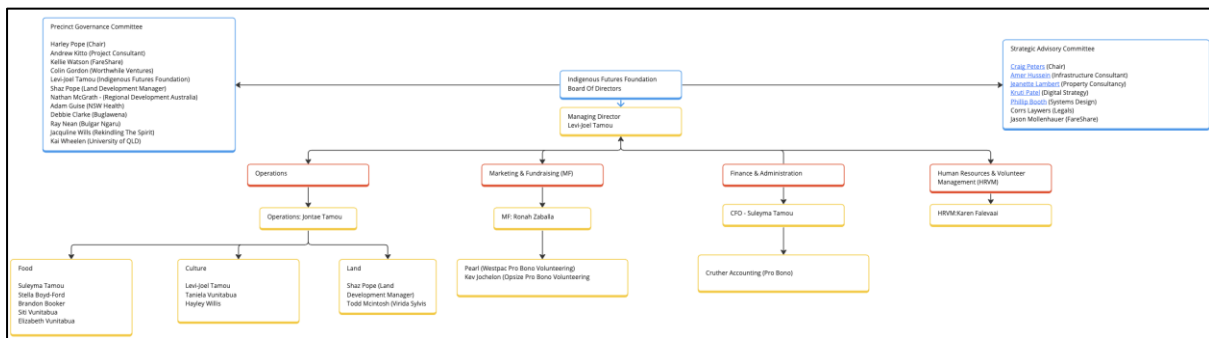
- business support and mentoring via KPMG;
- connections to philanthropic organisations via Worthwhile Ventures;
- line of credit via National Australia Bank;
- pro-bono legal assistance via Corrs Lawyers;
- research and evaluation via the University of Queensland;
- marketing via Westpac Bank;
- food supplies via FareShare Australia.

The Governance hierarchy (Figure 4 below) illustrates how the proposed Precinct Governance Committee operates, providing regular and direct advice to our established Board.

The Precinct Governance Committee consists of the key stakeholders, partners, government representatives and project manager. The Strategic Advisory Committee consists of specialist professionals (global resources) who provide pro-bono advice on a range of issues, to ensure best practice and compliance in all our activities.

The project manager Andrew Kitto will be responsible for ensuring that the above milestones are delivered on time, on budget and compliant with the regulatory standards (quality, safety, environment).

Figure 4: Precinct Governance Committee Organisational Chart



Once the 21-month phase one activities have been completed, all further developments will be monitored and managed by our ongoing Precinct Governance Committee and the Strategic Advisory Committee, who will continue to report to our Board. Given their history and expertise, these two committees will ensure the sustainability of our finances, deliveries, performance and quality.

Our CEO will remain responsible as a conduit between the Committees and the Board. He will ensure that all project acquittals are completed and submitted on time. He will marshal the necessary expertise and resources in planning the implementation of Phase Two.



19. Risk Management

Risks 1: Maintaining the long-term sustainability of the project, especially in terms of funding, resource management and community engagement.

Mitigation: Well-established networks where trust has been developed, and multiple streams of funding that will be eligible given the strategic alignment of the precinct with emerging priorities such as Closing the Gap and Climate Change.

Risk 2: Cultural sensitivity and inclusivity that respects Indigenous communities.

Mitigation: The initiative and land are owned and operated by an Indigenous family with strong cultural connections to local Elders. Cultural competence is intrinsic to all the activities that the applicant has been undertaking for over a decade.

Risk 3: Further floods in the Northern Rivers hamper access, logistics and milestones, jeopardising the momentum and (funding) contractual agreements.

Mitigation: The proposed land is located on a downward slope with several gullies that allow water to flow away from the property. After the evaluation of the 2022 Northern Rivers floods, we have installed new drainage and concreting for improved water run-off. The proposed accommodation sites will be protected from arterial water flow in the event of heavy rain.

Risk 4: Bushfires engulf the precinct property and endanger lives.

Mitigation: We conduct ongoing tree removal (camphor weed) to minimise this risk and to minimise falling branches. We currently have a BAL rating of 19 which is primarily concerned with protection from ember attack and radiant heat. Our property offers easy access to fire trucks and emergency vehicles.

Risk 5: NDIS and RTO registrations are not attained in year two, thereby jeopardising or delaying key income sources.

Mitigation: Audit as a prospective registered NDIS provider is already scheduled for early May 2024, with confirmation expected by July 2024. The outcome of RTO application is expected by September 2024.

Risk 6: Insufficient referrals and candidates of young Indigenous people to participate in the multi-pronged project.

Mitigation: From the onset of this precinct project, we have actively engaged local First Nations communities such as Bugalwena, Bulgar Ngaru and Rekindling the Spirit. The array of on-site activities and relevant opportunities will attract a large pool of candidates. We anticipate many referrals from other NDIS providers such as Real Australian Indigenous Learning Support (RAILS) where their clients can receive cooking and training programs. As a prospective RTO, this will remove financial barriers for Indigenous students who live within a two-hour radius. They will be eligible for support such as travel, flights, accommodation and related out-of-pocket expenses to attend our training courses.



Risk 7: Local farmers and producers express resistance to the precinct, threatened by the low prices of a vertically integrated and government-supported competitor in the local market.
 Mitigation: We already collaborate with local producers, and our activities will promote their local products. They will benefit from training at our new education centre that will promote sustainable and locally grown food to increase their market value. Our local distribution centre will enable them to reach larger markets.

Risk 8: Interruptions to electricity supply due to natural disasters, global warming and remote location, causing chilled or frozen food to be contaminated.
 Mitigation: We Our proposed freezer chiller will be a shipping container that is solar-powered, with proposed generators as backups.

20. Future Plans

We have already attracted interest from prospective investors whose values align with our for-purpose precinct. They include Worthwhile Ventures, and Indigenous Land and Sea Corporation (ILSC).

Given the 25-year peppercorn lease on our 10-acre land, our phase two plans for this precinct include regenerating more land, building an in-house RTO-accredited education centre, 4 eco-cabins, amphitheatre, forest trail and scaling up our functions.

Table 4 below summarises the proposed infrastructure in Phase One (rPPP proposal) and Phase Two.

Table 4: Construction at Precinct under two phases

Phase One Construction July 2024 to March 2026	Phase Two Construction Timing depends on funding availability
2 mobile tiny homes	Education Centre
Shed	Eco cabins
2 bathrooms	Amphitheatre
Food forest	Forest Trail
Landscaping and irrigation	
Driveways and footbridges	
Food storage facilities / warehouse	
Bunk house	
Freezer chiller in shipping container	

We have identified potential future opportunities for revenue streams such as the NDIS and becoming a Registered Training Organisation (RTO). This will enable us to accommodate Indigenous participants with a disability and offer them formal qualifications ‘under one roof’.



As we scale up our food production and food storage, this will generate more revenue for our social enterprise, which we in turn re-invest into further upscaling. Such expansion may include micro greens and vertical farming. The expansion of activities will be driven by our governance committee and determined by emerging needs.

After leveraging this rPPP grant to secure co-contributions from our partners, we anticipate a compounding revenue-earning capacity well beyond the duration of this project.

Our sources of continued support will stem from:

- financial contributions as an NDIS-registered provider;
- financial contributions as an RTO;
- increased number of participants and hence human resources;
- scale-up activities that increase our productivity and throughput;
- financial support from local industries who employ our upskilled graduates;
- financial support from corporate and philanthropic sources for our emergency food supplies during natural disasters;
- financial support from future government grants for empowering Indigenous youth and providing meaningful career pathways;
- commitment by ‘alumni’ graduates who return to fulfil senior roles.

These likely financial outcomes will enable us to extend and compound the project outcomes with more Indigenous beneficiaries thriving through this multi-purpose precinct.

The Precinct aims to enhance food security in the region through food and educational initiatives. Through inclusive culinary training, our precinct will provide Indigenous communities with the essential skills and opportunities to thrive in the food and hospitality sectors. It will juxtapose traditional Indigenous food practices with modern culinary arts, with numerous ripple benefits for the regional economy.