

DEPARTMENT OF STATE GROWTH

Tarkine Adventure Hub Invitation for Expressions of Interest

SEPTEMBER 2024



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Table of Contents

1. PROJECT OVERVIEW	2
1.1. THE OPPORTUNITY	2
1.2. TASMANIA OVERVIEW	2
1.3.1. TASMANIA'S 2030 VISITOR ECONOMY STRATEGY	3
1.3.2. CONTRIBUTION TO THE TASMANIAN ECONOMY	4
1.4. NORTH WEST TASMANIA	5
1.5. TAKAYNA / TARKINE	6
1.6. PROJECT BACKGROUND & DRIVERS	7
1.6.1. <i>Project Context</i>	8
1.6.2. <i>Key Drivers</i>	10
1.6.3. <i>Commonwealth Funding</i>	10
1.7. THE OPPORTUNITY AND PROPOSED SCOPE	10
1.7.1. <i>Hub Site</i>	11
1.7.2. <i>Development Vision</i>	12
1.7.3. <i>Development Considerations</i>	15
1.8. PROJECT GOVERNANCE	16
1.9. PROCESS OVERVIEW	17
1.10. TIMETABLE	17
2. DEFINITIONS AND INTERPRETATION	18
2.1. DEFINITIONS	18
2.2. INTERPRETATION	19
3. EOI PROCESS	21
3.1. PURPOSE	21
3.2. LODGEMENT OF EOI	21
3.3. EOI SUBMISSION REQUIREMENTS	21
3.4. EOI EVALUATION PROCESS AND CRITERIA	21
4. PROBITY	23
5. ENQUIRIES	23
6. GENERAL TERMS AND CONDITIONS	23
7. APPENDICES	24
7.1. APPENDIX A – GENERAL TERMS AND CONDITIONS	24
7.2. APPENDIX B – INFORMATION TO BE PROVIDED IN EOI RESPONSES	28
7.3. APPENDIX C – THE HUB SITE	30



1. Project Overview

1.1. The Opportunity

The Crown is seeking a suitably experienced and resourced operator (or operators) to (under a lease from the Crown made pursuant to the Act and pursuant to a grant deed to be entered into with the Crown) redevelop (and subsequently operate) the Hub Site in Far North West (FNW) Tasmania to become a **modern and innovative adventure hub** on the edge of the takayna / Tarkine Wilderness.

The opportunity exists for the private operator, developer and investor market (Respondents) to individually or collaboratively reimagine and revitalise a unique piece of tourism infrastructure in the dramatic and breathtaking cool temperate rainforest that forms part of the takayna / Tarkine. A revitalised Tarkine Adventure Hub (the Hub Site) has the potential to deliver a compelling nature-based tourism experience (the Project) that will complement and enhance the many attractions and destinations the North West of Tasmania has to offer, serving a role as an iconic attraction drawing visitors into the region.

This Expression of Interest (EOI) is the initial part of a two-stage process for determining a Successful Respondent or Respondents, inviting proposals from interested parties for the redevelopment and operation of an authentically Tasmanian adventure experience concept at the Hub Site that amplifies Tasmania's brand proposition. A reimagined Hub Site should provide a unique and rich experience to existing visitors and attract a new visitor cohort in a sustainable and environmentally sensitive way. Given the unique nature of the Hub Site the opportunity exists for more than one Respondent to deliver the Project, or parts of the Project.

Failure to submit such an initial Response as part of this EOI that meets the Crown's requirements may mean a Respondent may not be considered for participation in the subsequent stage of the process to determine a Successful Respondent to redevelop and operate from the Hub Site.

1.2. Tasmania Overview

Tasmania is a place of wild and dramatic landscapes, down to earth locals enjoying a relaxed island lifestyle, abundant produce, and a fascinating history informed by Tasmanian Aboriginal culture. The BBC recently described Tasmania as a picturesque island with the cleanest air on Earth.

It is also Australia's smallest state and the most geographically diverse with over 40% protected as National Parks, Reserves, and UNESCO world heritage areas. Geographic isolation has nurtured Tasmania's unique environment: wild rivers flow into rare temperate rainforests where Huon Pines have grown for thousands of years, button grass plains sit below snow-peaked mountains and wildlife exists that is found nowhere else on earth. Pristine stretches of coast morph from tranquil and calm to wild and rugged, dotted with gentle beach breaks and even some world class surf spots.

One of the joys of travelling in Tasmania is not just the chance to taste produce directly from the farm, the ocean, the winery or distillery but to also meet the makers at cellar doors, farm gates, and local markets. With four distinct seasons there's always something new to see, taste and feel. This is particularly the case in the FNW which delivers the ultimate paddock-to-plate experience – the region has established visitor experiences where you can meet the producers and try local berries,



hazelnuts, cheese, chocolate, craft beer and wine. Hunt for truffles. Eat seafood straight off the boats. Tuck into a succulent steak. Taste honey from the hives in takayna / Tarkine.



1.3. Profile of tourism in Tasmania and the future outlook

Tourism is one of the strongest economic drivers for Tasmania and its regions. In year end June 2023, visitors spent \$3.5 billion in Tasmania, with an average spend of \$2,740 per person. 1,277,500 interstate and international people visited Tasmania on scheduled air and sea services (excl. cruise ship visitors). These visitors spent a total of 12.39 million nights in Tasmania. In 2022-23, tourism contributed \$3.47 billion – 8.6 per cent share to Tasmania's Gross Domestic Product (GDP). The direct and indirect contribution of tourism in Tasmania to GDP is the highest in the country.

42,900 Tasmanian jobs rely on tourism – a 13.1 per cent share to Tasmania's employment. The direct and indirect contribution of tourism employment is the highest in the country.

1.3.1. Tasmania's 2030 Visitor Economy Strategy

Tasmania has a bold 2030 Visitor Economy Strategy (<https://www.tourismtasmania.com.au/industry/2030-visitor-economy-strategy/>) with the vision that the visitor economy will be valued by Tasmanians for its positive impact to our environment, prosperity and way of life, and Tasmania will be valued by visitors for being a genuinely different experience.

Tourism in Tasmania is governed by a unique partnership model, T21, between the Tasmanian Government and industry, through the Tourism Industry Council Tasmania. This partnership was established in 1995 and delivers a jointly agreed strategy to grow the visitor economy and to plan for growth so that it is sustainable and protects the Tasmanian brand and the unique aspects of Tasmania loved by locals and visitors alike. This partnership has a proven track record in delivering growth strategically into the state and into the regions – with an ongoing goal to drive regional dispersal and share the economic benefits of the visitor economy across the state.

Tasmania is an attractive destination, and we expect continued growth. We will proactively manage growth to protect and enhance Tasmania's brand, environment and community values. Over many decades, our visitor economy has created substantial value for Tasmania and Tasmanians. Tasmania will continue to be a sought-after destination for visitors and popular with a growing population of Tasmanians wanting to explore their home state.

Tarkine Adventure Hub – Invitation for Expressions of Interest

3



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The vision for Tasmania's visitor economy is that it maximises the good, minimises the harm, and shares the benefits broadly. This is what we mean by positive impact. This will require purposeful actions, informed by data and research, and governed by a strong commitment by industry and government to be connected to our long-term vision.

The Strategy sets out eight key directions to grow and manage our visitor economy into the future:

- We will be a leading destination for climate-conscious travel.
- We will proactively manage growth to protect and enhance Tasmania's brand, environment, and community values.
- We will grow the contribution that visitors make to Tasmania and maximise overall benefit to our state and regional communities.
- We will differentiate and build awareness of Tasmania to increase brand power and attract the visitors who will grow value over volume.
- We will invest in and support a sustainable and successful events and business events sector, enhancing Tasmania's brand.
- We will plan for and invest in infrastructure for the next decade to support future growth, benefitting locals and visitors.
- We will attract a skilled workforce creating jobs for Tasmanians and meeting industry needs.
- We will bring industry, state and local government together with local communities in managing destinations.

1.3.2. Contribution to the Tasmanian economy

The 2030 outlook for Tasmania's visitor economy (Deloitte Access Economics 2023) signals continued growth in visitors and associated expenditure, along with growth in travel by Tasmanians around the state and the spend benefit this provides. By 2030, Tasmania is set to welcome 1.6 million interstate visitors and 400,000 international visitors. Together, this represents an additional 750,000 visitors to Tasmania by the end of the forecast horizon in 2030, with an average growth of 2.6% per annum from 2025 to 2030.

The associated annual visitor expenditure from international and interstate visitors could grow to \$5.6 billion by 2030, more than double the value in 2019, with an average annual growth of 4.8% across 2025 to 2030. From 2025, after the market settles following the disruption from the COVID-19 pandemic, spending associated with international visitors is expected to grow at a faster rate than that of interstate visitors, 6.2% versus 4.6% nominal growth per annum.

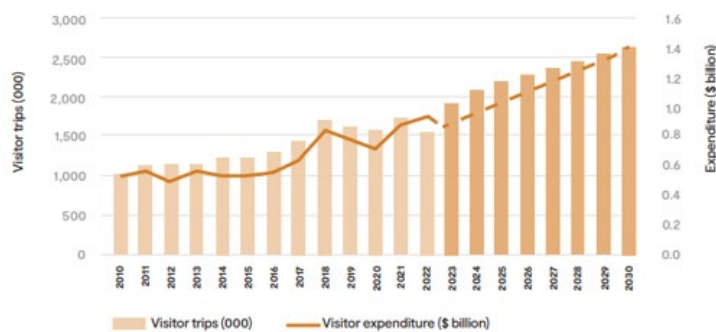
Population growth, combined with an increasing number of intrastate trips per capita, will help boost travel by Tasmanians to an estimated 2.6 million trips by 2030, an additional 1.0 million trips relative to 2019. Visitor spend by Tasmanians is expected to reach \$1.4 billion by the end of 2030.

Figure 1: Interstate and International Visitor and Spend Forecast

INTERSTATE AND INTERNATIONAL VISITOR AND SPEND FORECAST TO 2030



TASMANIAN TRIPS AND SPEND FORECAST TO 2030



This forecast growth does not account for the strong pipeline of future investment in both rooms and attractions across the state, including for example the Macquarie Point Stadium.

The forecast includes the anticipated visitor growth associated with the additional 40% capacity that will be provided on the new Spirit of Tasmania (Spirit) ships. These two new ships will provide a 59.8% increase in vehicle lane metres that are flexible in accommodating passenger and freight vehicles (TT-Line, 2023). The new ships are expected to bring an estimated additional 78,000 passenger vehicles into Tasmania per year by 2030 (Deloitte Access Economics, 2019).

In 2019, it was estimated that 8,900 or 4.4% of total passenger vehicles carried southbound on the Spirits were recreational vehicles (RVs). By 2030, this could more than double to 19,607 or almost 7% of total passenger vehicles (BDA Marketing Planning, 2022). There is existing latent demand for access into Tasmania by large RVs and this is expected to be taken up as the new ships come online.

The recent move of the Spirits to the Port of Geelong has also increased accessibility for large vehicles that previously had to travel through busy city streets in Melbourne. Visitors on the SOTs travel further, stay longer and consequently spend more. As an attractive destination for caravan and motorhome travellers, both on the Spirits and hire car market, the North West is expected to benefit significantly from this anticipated growth.

1.4. North West Tasmania

A journey in Tasmania's north west is a feast for the senses. Surrounded by lush rolling hills rugged mountains, and the bounty of Bass Strait, this environment provides some of the world's freshest

produce. Extending off the rugged north-western tip of Tasmania is a wildly remote peninsula (officially Kennaook/Cape Grim).

Few travellers make it to this region known as the "Edge of the World". But those who do come will find dramatic cliffs, windswept heaths and black-sand beaches in striking contrast to the verdant patchwork farmland on the hilltops.

This isolation has not only kept Cape Grim beautifully raw but given it an unusual claim to fame: this is where you'll find some of the cleanest air on Earth, according to the air pollution station located on the Cape.

Many Tasmanian journeys commence in the northwest town of Devonport, the port for the Spirit passenger ferries that cross the Bass Strait to Victoria. The untamed west coast is wild and beautiful, battered by the Roaring Forties Winds and blessed with World Heritage listed wilderness.



1.5. Takayna / Tarkine

Temperate rainforests occur in only a few regions of the world, and the cool temperate version – combining altitude and high rainfall – is rare. The largest tract in Australia (and the second largest in the world) is found in the wilderness of takayna / Tarkine. Australia's largest expanse of cool-temperate rainforest blankets Tasmania's north-west. It's a mossy, magical place; an enchanted forest framed by button grass moorlands and a rugged, rarely seen coastline. The wilderness spans a huge area, covering about 7% of the state. From the south, takayna / Tarkine is entered by riding the Fatman Barge, a vehicle ferry that crosses the dark, mirrored waters of the Pieman River. From the north, the approach skirts the wild north-west coastline, passing the Edge of the World, where the Southern Ocean charges ashore.

The forest is filled with myrtle beech, celery top pine and blackwood, with the area's wild rivers lined with Huon pines, one of the world's oldest trees. The waterways can be explored in kayaks or on river cruises, and walking trails head deep into the fairytale forest or climb to low mountain peaks. The Tarkine is one of the few remaining places where you can walk through temperate rainforest, without the visual presence of human development. It is still largely unexplored as a walking region, making it an incomparable experience of isolation, beauty and wildness.

The towns that surround the takayna / Tarkine, and form part of the Tarkine drive include:



- **Arthur River** – where at the Edge of the World, the Arthur River meets the full force of the Southern Ocean. As you stare across the longest uninterrupted stretch of ocean on the planet, driftwood litters the shores, and waves hurtle onto the coast in wild scenes along a frayed and furious coast.
- **Corinna** - comes upholstered in moss. The former gold-mining settlement, on the southern fringe of the takayna / Tarkine wilderness isn't a typical town. The four-hectare site is a managed eco-resort, encompassing accommodation, river cruising, a restaurant and a barge. Corinna fronts the serene waters of the Pieman River, so aquatic activities are abundant.
- **Stanley** – who's towering landmark commands attention. The Nut is a sheer-sided, flat-topped volcanic plug that towers 143m over the historic fishing town of Stanley on the north-west coast. In summer, you can see short-tailed shearwaters returning to their burrows at dusk, along with little penguins marching up the beach to their burrows.
- **Smithton** – breathe deep, here is officially some of the cleanest air in the world. On the edge of takayna / Tarkine, Smithton offers a great base to explore this wild region.
- **Marrawah** - offering self-contained beachside accommodation.



1.6. Project Background & Drivers

The Hub Site is located at Dismal Swamp, just off the road between Smithton and Marrawah, which contrary to its name, is a place of beauty. It is the site of the largest sinkhole in the Southern Hemisphere and is surrounded by incredible scenery and an ancient blackwood forest that is home to some especially adapted animals. It is also central to the Tarkine Drive, which features several renowned natural experiences.

A tourism attraction first operated from Dismal Swamp in 2004 and the former visitor centre sits above the forest. Tracks lead down into the forest enabling visitors to explore the unique sights and sounds of the ancient blackwood forest.

The original tourism attraction included a slide that took visitors to the forest floor in the sinkhole, a café, an interpretation centre and mountain bike trails. The tourism operation from Dismal Swamp was most recently running as *Tarkine Forest Adventures* before ending in 2019 when the former operator relinquished their lease.

In 2022, the tourism industry identified a significant opportunity in the *From Reimagined to Relunched* report to transform the Hub Site into a world-class visitor hub for cultural and nature-based experiences within the Tarkine and broader FNW region.



In response to this, the Crown is undertaking this process to seek developers/operators to take a lease over the Hub Site for the purposes of planning and delivering the Project, and in particular to redevelop and operate a reimagined site on the edge of the Tarkine Wilderness that will provide a unique and rich experience for visitors.



1.6.1. Project Context

The FNW of Tasmania is a region of rugged and wild terrain. The coastlines of the FNW are rugged and unspoiled, with the vast Southern Ocean shaping its shores and carrying the world’s cleanest air.

The Tarkine itself, known by the dual Tasmanian Aboriginal name of takayna, stretches out as one of the world’s largest temperate rainforests. It is an area of significant Aboriginal heritage, all against a backdrop of ancient forest landscapes and giant eucalypts.

The wider North West of Tasmania also incorporates the well-established Tasmanian Tasting Trail, boasting paddock-to-plate experiences that underscore the region’s renowned agrotourism.

Tourism in the FNW of Tasmania presents an exciting new landscape in the coming years and is both supporting and supported by a range of investment and considerations. Table 1 below highlights some of the key tourism, infrastructure and investment related considerations that may impact the Project.

Table 1: Context Considerations.

Consideration	Discussion
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Tourism

- Tasmania is expected to welcome 1.6 million interstate visitors and 400,000 international visitors per year by 2030 – an average growth rate of 2.6% pa between 2025 and 2030. Tourism is a key part of the Tasmanian economy.
- Annual visitor expenditure could grow to \$5.6 billion by 2030, more than double the value at 2019. An additional \$1.4 billion in spend from Tasmanian's visiting their own backyard is expected by 2030.
- 44% of visitors to Tasmania spend some time in the West or North West region, but until recently only 15% ventured into the FNW. Key issues impacting visitation are understood to do with the lack of accommodation and multi-day tour options and the challenges associated with unsealed roadways in certain locations.
- Visitors to the FNW are more likely to be self-drive tourers, tend to stay much longer in the State with the FNW making up a smaller part of their trip, and are typically older than the average visitor to Tasmania. The opportunity exists to bring a broader demographic to the FNW region and engender them to stay longer.
- RV travel in Tasmania is increasing. In 2019, 8,900 or 4.4% of total passenger vehicles carried southbound were RVs, this is expected to increase to 19,600 or 6.9% by 2030. The RV market is highly seasonal, and peaks between December and April; but the nature of tourism in Tasmania is often one of touring, and this is not just from visitors to the State, but by Tasmanians themselves. Capturing this market and providing opportunities to make it easy for them to access and stay in the region could be a strong driver of tourism to the FNW.

Investment In the Region

- \$850 million investment in two brand new Bass Strait ferries (Spirit of Tasmania IV and V), bringing up to 40% more passengers than presently, and providing a major increase in the opportunity for cars, caravans and campervans to come to the State.
- More broadly, private and public investment has increased in Tasmania in the past 10 years, with an average compound growth rate of 3.1% per year between 2012/13 and 2022/23 for private sector and 4.1% for the public sector over the same period, illustrating the confidence Governments and businesses have in investing in the State. This investment in productivity-enhancing infrastructure in the State ensures a high standard of community facilities and services.

Transport Infrastructure

- The Project is in a remote part of Tasmania, but access from Tasmania and from interstate is available across a range of channels.
- Northern Tasmania is well serviced by airlines and airports, with Launceston Airport (the regional hub) having connections to Melbourne, Sydney, Brisbane, Gold Coast and Sunshine Coast, as well as seasonal services to Adelaide and Perth. It also connects with King and Flinders islands. Burnie Airport facilitates multiple daily frequencies with Melbourne, as does Devonport Airport. The Hub Site is accessible to all of these airports.
- The road network through to the Hub Site allows for driving tourism to the Hub Site from throughout Tasmania – even for tourists visiting from Hobart.
- Access to the north of Tasmania by the Bass Strait-crossing ferry (The Spirit of Tasmania) brings a significant number of passenger vehicles across the Strait each year. The two new ferries will provide latent demand increases,

and greater flexibility in the size and mix of vehicles able to be carried. The departure point is also moving in Melbourne to the Port of Geelong, meaning that vehicles don't need to navigate the busy Melbourne streets to reach the ferry and that RVs will have increased accessibility.

1.6.2. Key Drivers

It is intended that the Project will help realise the core opportunities, through the development of a uniquely Tasmanian visitor experience that provides a modern and innovative adventure hub on the edge of the Takayna / Tarkine Wilderness, by:

- a) increasing visitor appeal to the FNW of Tasmania;
- b) increasing unique experience and high-quality accommodation opportunities in the FNW of Tasmania;
- c) attracting private sector investment and operators to the FNW region of Tasmania; and
- d) increasing RV visitation (in turn leading to associated volumes of higher spending, more adventurous and repeat travellers).

From a strategic perspective, the Project aligns with Tasmania's 2030 Visitor Economy Strategy to support the Tasmanian tourism, specifically linking with that strategy's vision for *tourism to continue to be valued by Tasmanians for its positive impact to our environment, prosperity and way of life, and Tasmania will be valued by visitors for being a genuinely different experience.*

Environmental sustainability and emissions reduction are key components of the strategy, as are opportunities for visitors to make a positive impact on Tasmania and to feel the Tasmanian difference.

It is expected that implementing the Project will assist in the meeting of these strategic goals by:

- Providing a truly unique, and uniquely Tasmanian experience for visitors in the FNW
- Provide greater access to existing tourism attractions in the FNW region of Tasmania, including surrounding towns and locations
- Repurposing, refreshing and renewing existing degraded infrastructure in a unique location to make it more environmentally sustainable and emissions efficient for tourism in the region, and
- Allowing for increasing visitation, greater spend and changing visitor demography's in a sustainable way that preserves the environmental and cultural values of the FNW.

1.6.3. Commonwealth Funding

The Commonwealth has committed up to \$11.5 million to support certain removal and rehabilitation, access and service infrastructure works (Initial Works) to be performed at the Hub Site to support future investment and development at the Hub Site by way of the Commonwealth Grant.

It is proposed the Crown will in turn, in addition to the entering into of a lease, enter into a grant deed with the Successful Respondent(s) to provide for such grant moneys to be paid to such Successful Respondent(s) in respect of the carrying out of the Initial Works on terms consistent with those imposed by the Commonwealth.

1.7. The Opportunity and Proposed Scope

Any concept proposed for the Hub Site needs to be informed by research and data regarding visitation, emerging markets and forecast demand. It also needs to align with the Tasmania's 2030 Visitor Economy Strategy and the development vision set out in Section 1.7.2.



1.7.1. Hub Site

The Hub Site is up to 92.9 hectares of Crown Land that is classified as Regional Reserve, which is part of the 402 hectare Dismal Swamp Regional Reserve. (Refer Appendix C).

The Hub Site is located 32 km west of Smithton on the Bass Highway, a 90-minute drive from Burnie, and a comfortable drive from Cradle Mountain/Lake St Clair National Park. It is approximately 2 hours' drive from the Spirit of Tasmania terminal in Devonport. It sits along the Tarkine Drive, a 38 km loop from Smithton that features natural and dramatic landscapes.

The Hub Site currently includes road, power and water infrastructure and a structure previously used as a restaurant and interpretation centre. This infrastructure requires significant renovation (or potentially removal and/or replacement) and rehabilitation works will be required to the Hub Site, which presents an opportunity for a new operator or operators to shape these in keeping with their overall vision for the Hub Site. Such Initial Works will need to occur in such manner as to meet Commonwealth requirements as provided for in the Commonwealth Grant.



A feature of the Hub Site, when it was first established, was a 110-metre slide, which remains in-situ linked to the structure by a short skybridge, which also features a lookout hanging over the forest. As well as tracks and trails and other improvements, the Hub Site also includes large and attractive areas which can be developed for accommodation and visitor experiences.



Figure 2: Access to the Site.

1.7.2. Development Vision

It is envisioned that the Hub Site will become a base for tourism operators, and a new destination in the heart of the FNW corner for touring travellers arriving by air, land or sea.

Respondents are to be aware that, as noted earlier in this EOI, the Hub Site requires certain development works (including the Initial Works) to take place before any business operations to the public from the Hub Site begin.

The Commonwealth grant moneys referred to in clause 1.6.3 of this EOI are being provided to assist with the carrying out of the Initial Works.

The visitor experience from the Hub Site is anticipated to incorporate some or all of the following (noting such list is not exhaustive and Respondents may choose to offer only some of the following and/or to provide other experiences and services):

- Camping
- Caravan / Campervan Sites and Facilities
- Glamping
- Ropes courses
- Iconic Treehouse Accommodation
- Slow down, switch off opportunities
- Tarkine educational and interpretative interactions including the potential for Aboriginal engagement
- Wildlife walks and trails
- 4WD tours and care hire
- RV training academy
- Information and planning centre
- Recovery support
- RV supplies to empower adventure travellers.

Market Sounding recently undertaken for the Project has supported the desire for low impact nature-based family focused activities, that will complement the existing experiences. While the Hub Site is referred to as an adventure hub it is entirely appropriate that it also incorporates 'slow down, switch off' opportunities reflective of the unique nature of the location.

Table 2 below highlights some initial conceptual detail related to a potential development vision for the Hub Site. This detail is not exhaustive or definitive and Respondents need not incorporate any or all of the following in their Response. Respondents may also choose to offer other elements as part of their vision, with it anticipated that Respondents will provide their own unique approach to such elements they choose to include as part of their overall vision for the Hub Site.

Table 2: Development vision.

Element	Discussion
Experience Activities	<ul style="list-style-type: none"> • Walks down a boardwalk into and through the sinkhole • Interpretative signage to assist visitors in understanding the ancient and Aboriginal environment • The potential for ropes courses enabling visitors to experience the rainforest canopy at first hand • Mountain bikes and mountain bike trails • Evening spotlight tours to spot wildlife around the basin • Slow down, switch off experiences
Camping and Caravan	<ul style="list-style-type: none"> • Unpowered camping sites

	<ul style="list-style-type: none"> • Unpowered drive-in caravan and campervan sites • Powered drive-in caravan and campervan sites • Facilities, including a dump station, shower, toilet and laundry block, camp kitchens, sheltered tables and chairs with BBQs, fuel and a general store
Glamping Tents	<ul style="list-style-type: none"> • Glamping tents that are powered and self sufficient • Incorporating outdoor fireplaces
Treetop / Nest Accommodation	<ul style="list-style-type: none"> • Accommodation on the edge of the basin ridgeline, overlooking the tree canopy and sinkhole below • Options for single room or double room accommodation • Self-sufficient (fridges, bathrooms, small kitchens) • Leveraging the vista through large glass windows
Visitor Experience	<ul style="list-style-type: none"> • Digital planning tools, knowledgeable local staff, training and educational movies, takeaway maps and guides, etc. • Hire capability of an SUV or 4WD on site, for those unprepared or who would prefer to leave their vehicle under cover • 4WD tours, potentially for half day, full day and overnight options • Tents and camping gear hire • Recovery support services
Food and Provisions	<ul style="list-style-type: none"> • A restaurant that capitalises on the unique local produce and viewing outlook, licensed, and providing a range of breakfast, lunch and dinner options • Takeaway capability, particularly catering for those visitors exploring or undertaking overnight adventures from the Hub • A central store that caters for basic supplies
RV Training Academy	<ul style="list-style-type: none"> • Courses for beginners who have never driven with four points of contact • SUV and four-wheel drive basics • A physical driving course for lessons
FNW Tracks and Trails	<ul style="list-style-type: none"> • Investment into existing tracks and trails • Journeys that take people deep into takayna / the Tarkine • An extensive network of tracks and trails, marked, designed and rated across 5 levels from easy to hard • Tracks and trails with the option of overnight accommodation in the forest, on the plains and along the coast, with new camping, caravanning or campervanning nodes each with water, shelters and quality environmentally sustainable toilets

- Incorporation of Aboriginal Heritage sites, popular surfing spots, wild rivers and sinkholes, ancient rock carvings, small fishing settlements, breath-taking views, short walks, and more

Recognising that many people access the Tarkine in SUVs or 4WD Figure 3 highlights some of the adventure activity opportunities – particularly the location of 4WD opportunities, across the FNW.

Figure 3: Activity Opportunities.



1.7.3. Development Considerations

Table 3 below highlights some key development considerations for Respondents.

Table 3: Development considerations.

Consideration	Discussion
Community Expectations	<ul style="list-style-type: none"> • The Adventure Hub concept has been developed with extensive engagement with tourism sector and broader community • It is expected that the proposed solution will embrace the essence, natural wonders and experiences of the Region, and link to experiences around the FNW

Planning/Permits

- The redevelopment and rehabilitation and operation from the Hub Site, once endorsed will commence formal assessment and approvals through the relevant authority, which may include Local, State and Australian Governments. It is expected the obtaining of (including as to costs) and compliance with the same will be the responsibility of the Successful Respondent, with the Crown to provide landowner consent as may reasonably be required.

Leasehold/Tenure Considerations

- At this time, it is expected Respondents will be able to request a specific length of lease tenure (including options to extend or renew) as part of the second stage of this process, however the maximum length of tenure (including adding all options) will be limited to 50 years duration.
- At this time, it is expected Respondents will be able to propose methods of rent (including calculation and adjustment) as part of the second stage of this process. The Crown will expect to maximise the local financial and economic benefits, however money spent in design, development and upkeep works will be taken into account and may mean a lesser contribution is proposed for rent, with the totality of all such cost matters intended to be considered by the Crown in evaluations at the second stage.
- Further detail and requirements as to any lease arrangement will be provided for in the second stage of this process, including details of commercial terms the Crown will require in any lease with the Successful Respondent(s). The Crown will be responsible for the drafting of any such lease agreement in the first instance.
- Respondents will be required to commit to realistic development timescales, reflective of the scale of any proposed development opportunities and the associated approval processes.
- Once all approvals are completed, a lease will be developed between the land Manager, PWS and the Respondent for the agreed term of the tenure.

Grant Deed

- At this time, it is expected Respondents will enter into a Grant Deed with the Crown to provide for funding associated with the Initial Works to be paid to the Successful Respondent(s) and terms and conditions around such matters (including ensuring all Commonwealth requirements are complied with). Further detail and requirements as to any grant arrangement will be provided for in the second stage of this process, including details of commercial terms the Crown will require in any grant deed with the Successful Respondent(s). The Crown will be responsible for the drafting of any such grant deed in the first instance.
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1.8. Project Governance

A Project Steering Committee (PSC) within the Tasmanian Government is leading the Project and will be providing direction and management. This PSC includes representation from the Department of State Growth, Parks and Wildlife Service, the Office of the Coordinator-General, and Tasmanian tourism entities.

TSA Riley has been engaged by the Crown to lead the EOI stage of the procurement process for the Project.

1.9. Process Overview

As noted above, it is intended that a two-stage process occur to determine the Successful Respondent(s). This EOI is the first stage of such process.

The purpose of the EOI is to develop a shortlist of Respondents who can demonstrate, in their Responses, the capability to effectively conceive, develop, deliver, implement and operate the Project, or elements of the Project, from the Hub Site.

It is anticipated that a shortlist of Respondents will be identified following evaluation of Responses received to this EOI. These shortlisted Respondents will be invited to participate in the second phase of this process, the Request for Proposals (RFP), which will include a more detailed RFP document being provided to those Respondents for their response, and for subsequent evaluation and then negotiation and development of contractual documentation with one or more Respondents.

There is also consideration being given to interactive co-design sessions with key stakeholders being made available as part of the RFP stage of the process which may enable Respondents to develop their proposals in a way that are not only commercially viable but align with the Crown's desired outcomes. Depending on the number and quality of Responses received the Crown also reserves the right to commence an Accelerated Request for Proposal (ARFP) process.

This EOI has been informed by Market Sounding undertaken with a range of local operators. Participation in the Market Sounding process does not and will not infer any advantage in relation to this EOI and evaluations pursuant to it, nor future processes and evaluations undertaken to find the Successful Respondent(s) for the Project.

As part of this EOI process the Crown has commissioned a short video which further articulates the vision for the Project. The video is available at the following link:

<https://www.stategrowth.tas.gov.au/tarkine-adventure-hub-eoi>

1.10. Timetable

The table below highlights the currently contemplated target timetable for the procurement process; however such are indicative estimates only the Crown retains the right to change the timing of any part of this process.

Table 4: Project Timetable

Consideration	Target Date
Invitation for EOI issued	21 September 2024
EOI Responses Due	08 November 2024
EOI Evaluation Complete	December 2024
Second Stage RFP documentation issued to Shortlisted EOI Respondents	Q1 2025
Co-Design Workshops	Q1 2025

Tarkine Adventure Hub – Invitation for Expressions of Interest

17



Australian Government

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Responses to Second Stage RFP documentation to be submitted	Q2 2025
Lease and Grant with Successful Respondent(s) signed	Q2 2025

2. Definitions and Interpretation

2.1. Definitions

In this EOI, terms are defined as follows unless the context otherwise requires:

Table 5: Definitions of terminology relevant to document.

Term	Description
Act	means the <i>National Parks and Reserves Management Act 2002 (Tas)</i> .
Assessment Criteria	means the criteria for evaluation of Responses to this EOI set out in Table 6 of clause 3.4 of this EOI.
Commonwealth	means the Commonwealth of Australia as represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and includes, where relevant, its officers, employees, contractors and agents.
Commonwealth Grant	means the agreement between the Commonwealth and the Crown that provides for funding to be provided by the Commonwealth for the carrying out of the Initial Works.
Crown	is taken to be a reference as the context requires to the Crown in Right of Tasmania as represented by the Department of State Growth, the Minister administering the Act, the Parks and Wildlife Service, the Department of Premier and Cabinet, the Tasmanian Government and any officer, employee and agent of any of the same lawfully acting on any of their behalf.
EOI	means (as the context requires) this Expression of Interest instrument or the request for expressions in interest processes set out in such instrument.
Hub Site	means all parcel of reserved Crown land of size approximately 402 hectares within the Dismal Swamp Regional Reserve as described in clause 1.7.1 of this EOI.
Initial Works	means (jointly, and the context requires, severally and in any combination) the planning for, and subsequent carrying out of: <ul style="list-style-type: none"> a) removal (and/or remediation) of any decayed and obsolete infrastructure situated at the Hub Site;

Term	Description
	<ul style="list-style-type: none"> b) re-establishment and refurbishment of access ways to (and on) the Lease Site as reasonably required, including upgrade of carpark facilities on the Hub Site; and c) upgrading of services infrastructure servicing the Hub Site (including water and sewerage infrastructure).
Person	includes a natural person, a corporation, a partnership, a board, a joint venture, an incorporated association, a government, a local government authority and an agency.
Project	means the operation(s) associated with a commercial visitor and tourist adventure and experience hub from the Hub Site and where the context requires, includes the carrying out of the Initial Works and any other works (including other development and rehabilitation works) to be carried out on the Hub Site.
Respondent	means a Person who lodges a Response instrument.
Response	means a proposal lodged by a Respondent in response to this EOI (or otherwise proposals to carry out the Project or parts of the Project).
Successful Respondent	means the Respondent or Respondents selected at the end of the overall process to carry out the Project.

2.2. Interpretation

In this EOI unless the contrary intention is expressed or the context requires otherwise:

- a) a reference to this EOI includes its schedules, appendices, annexures and attachments, and any variation or replacement of any of it;
- b) a reference to a statute, ordinance, code or other legislative instrument includes regulations and other instruments under it and consolidations, amendments, re-enactments or replacements of any of them;
- c) the singular includes the plural and conversely;
- d) a reference to a gender includes reference to each other gender;
- e) a reference to a clause, paragraph, schedule, annexure, attachment or appendix, is a reference to a clause, paragraph, schedule, annexure, attachment or appendix in or to it;
- f) words or phrases derived from a defined word have a corresponding meaning to the defined word;
- g) a reference to any thing or any property includes a part of that thing or property;
- h) a reference to a person includes, as the context requires, a natural person, a corporation, a partnership, a board, a joint venture, an incorporated association, a government, a local government authority and an agency
- i) a term of inclusion is not to be interpreted to be a term of limitation;
- j) it operates under Tasmanian time;
- k) without limiting the definition of Crown in clause 2.1, it being recognised that the Minister administering the Act will be the person granting any lease rights in respect of the Lease Site;
- l) no reference to a tender (or tender box) in this EOI is to be taken to infer this document and the processes set out herein comprise a tender in any way; and

- m) all monetary amounts requested in this EOI for inclusion in Responses are to be expressed in Australian Dollars, and the Respondent must quote in respect of all amounts in their Response whether those amounts are excluding or inclusive of GST.



3. EOI Process

3.1. Purpose

The purpose of the EOI Process is to develop a shortlist of Respondents to proceed to the RFP stage of this process. As set out in more detail below, the EOI will be used to shortlist Respondents who can demonstrate in their Response a capability to effectively conceive, develop, deliver, implement and operate the Project or discrete parts of the Project.

3.2. Lodgement of EOI

EOI Responses must be lodged via the link at <https://www.stategrowth.tas.gov.au/tarkine-adventure-hub-eoi>

The Closing Date and Time for submission of EOI Responses is **8 November at 5pm (AEST)**.

The Crown reserves the right to extend the said Closing Date and Time by written notice to all potential Respondents and accept Responses submitted after this Closing Time at its sole discretion.

3.3. EOI Submission Requirements

Respondents are required to submit the information requested at Appendix B of this EOI in their Response.

Such Responses should:

- a) be submitted in electronic (pdf) format
- b) be submitted in A4 format;
- c) be set out in no smaller than Arial 11 point font;
- d) comprise no more than a maximum of 20 A4 pages; and
- e) not be unnecessarily elaborate or include excessive attachments beyond providing sufficient detail to present a complete and effective Response which allows the Crown to complete its assessment as contemplated in this EOI.

The Crown requires a Respondent or Respondents who, by themselves or in a consortium, have the capability, capacity and demonstrated track record to plan, finance, construct and operate tourism operations such as those envisaged for the Project. Given the unique nature of the Hub Site, it is recognised that the opportunity exists for more than one Respondent to deliver the Project, or discrete parts of the Project.

Respondents should not rely on being invited to make further submissions prior to the shortlist being finalised.

3.4. EOI Evaluation Process and Criteria

The evaluation of Responses will be conducted by the Crown within an established probity framework. The Crown may obtain support from specialist advisors at the Crown's discretion.

The objective of the evaluation process is to identify Responses that demonstrate the Respondent understands of the opportunity provided by the Project and possesses the relevant capability and financial resources to carry out their vision for the Project, while meeting the requirements of the Crown.

To do so Responses are required to provide the information requested in Appendix 2 of this EOI while considering the Assessment Criteria, and these Responses will be evaluated for completeness against the Assessment Criteria listed below. The Crown may choose to evaluate on a threshold basis, in that a Respondent either passes or fails each Assessment Criterion, and that only Respondents whose Response passes all the Assessment Criterion to be eligible for selection to participate further in the Project. In the event of a significant number of Responses passing all the Assessment Criterion, the Crown also reserves the right to limit those Respondents shortlisted for the next stage in the process to a restricted number as selected by the Crown.

Table 6: Assessment Criteria

Assessment Criterion	Description
Experience and Capability	Demonstrated relevant capability and capacity to lead the planning, delivery and operation of successful tourism operations and or/activities from the Hub Site, particularly in the adventure and experience hub space, including availability of key personnel and local resources (where relevant).
Understanding the Opportunity	The extent to which the Respondent can demonstrate: <ol style="list-style-type: none"> 1. an appreciation of the opportunities presented by the Project and their vision to reimagine and revitalise a unique piece of tourism infrastructure; and 2. an ability to develop strong working relationship with key government and community stakeholders.
Financial Capacity	Demonstrated financial viability, capability and capacity to finance the Project.

Responses may also incorporate any initial conceptual work regarding the Respondent's proposed solution to the challenges and development vision outlined in Section 1 of this EOI, however, at this stage in the overall process, the only criteria that Respondent's will be assessed against to determine the shortlist to progress to the next stage are presented above in Table 6 above.

The quality of evidence and standards demonstrated by Respondents in their Responses will be important determinants in the evaluation process. For example, simply stating that the Respondent has a required attribute, or just repeating information in the EOI without providing examples that the Respondent has the relevant capability and/or experience, may be assessed (depending on the matter) as being of little or no weight. Similarly, general information or statements that do not demonstrate success, experience, ability or explain a person's actual roles and responsibilities or their contribution to a previous operation's success may also be given little to no weight in the evaluation process. Furthermore, Respondents are required to demonstrate their experience, capability and capacity as applicable in their Response, and not seek to rely on the Crown to determine from general information provided in a Response as to whether the Respondent may have the required attributes, experience and/or ability to carry out the proposed described in the Respondents Response.

It is stressed at this time that the evaluation process for the RFP stage of the process to determine a Successful Respondent to carry out the Project may or may not have consideration of some or all of the same matters as set out in the Assessment Criteria for this EOI.

4. Probity

The Crown has engaged KPMG to act as probity advisor to oversee this EOI and the process generally.

The role of the probity advisor is to observe and advise on any probity related issues that arise throughout this EOI process and to assist in ensuring the process under this EOI demonstrates fairness, honesty and integrity and that all parties are treated fairly and impartially.

Any concerns that any person may have of a probity nature concerning the process should be referred to either Sarah Lee on Mob: 0409 589 121 or via email at sarahlee4@kpmg.com.au, or Heather Hicks via email at hhicks@kpmg.com.au.

5. Enquiries

TSA Riley has been engaged by the Crown to lead this EOI stage of the process for the Project.

Except for probity matters as provided for in Section 4, all contact and enquiries in relation to this EOI or the Project generally are to be directed to TSA Riley as follows:

Name: Roger Simons
Email: roger.simons@p2pconsult.com.au
Phone: 0427 655 667

6. General Terms and Conditions

The general terms and conditions applying to this Invitation to EOI are contained in Appendix A.



7. Appendices

7.1. Appendix A – General Terms and Conditions

1. Reservations

Without limiting any of its rights, the Crown reserves the right, in its absolute discretion and at any time, to:

- (a) change the structure, procedures and timing of this EOI and/or the overall processes associated with the Project, including by varying the provisions of this EOI;
- (b) cancel, add to or amend any of the information, terms, procedures, timings, protocols or any aspect of the Project set out in this EOI without giving reasons;
- (c) alter the terms of participation in this EOI and/or the overall processes associated with seeking a Successful Respondent and/or the Project generally;
- (d) vary or amend any Assessment Criteria, develop and consider sub-criteria for any, or all, of the Assessment Criteria or take into account information provided in response to a particular criterion in the assessment of any other criterion;
- (e) give preference to any one or more of the Assessment Criteria over the other criteria;
- (f) seek clarification regarding, or further information in relation to, a Respondent or any matter relating to its EOI Response including to question any Respondent, or to invite presentations from Respondents;
- (g) conduct due diligence investigations including in relation to potential or perceived conflicts of interest, and take into account information from those investigations, its own and other sources in evaluating EOI Responses and considering if there is anything which may preclude a Respondent from being included in the shortlist of Respondents;
- (h) terminate further participation by any party in the overall processes associated with the Project ;
- (i) refuse entry to a particular party at any time during the overall processes associated with the Project;
- (j) allow further parties to participate in this EOI Process and/or the overall processes associated with the Project at any time (whether or not they have submitted a Response);
- (k) abandon, discontinue, suspend, terminate or reinstate this EOI and/or the process generally at any time;
- (l) not proceed with the Project, in the manner outlined in this EOI, or at all;
- (m) amend the scope of the Project;
- (n) consider or accept or refuse to consider or accept a EOI Response which does not satisfy the requirements for lodgement or the submission requirements of this EOI or is otherwise lodged, received or changed, modified or adjusted, other than as outlined in this EOI, after the Closing Time.
- (o) accept or reject any Response or reject all Responses at any time (including prior to or during assessment) for any reason or discontinue assessment of a Response irrespective of the extent to which it satisfies any of the Assessment Criteria, or shortlist all, some or none of the EOI Respondents;
- (p) publish the names of Respondents and/or shortlisted Respondents;
- (q) not provide Respondents with any reason for any actions or decisions it may take or not to undertake any debriefing, including in respect of the exercise by the Crown of any or all of the abovementioned rights;
- (r) negotiate with one or more Respondents to vary their Response; and
- (s) take such other action as it considers in its absolute discretion appropriate in relation to the EOI or the overall process associated with the Project.

No party will have any claim against the Crown with respect to the exercise, or failure to exercise, any such right.

2. Confidentiality and Privacy

- (a) This EOI document remains the property of the Crown and may be used only to prepare a Response.
- (b) The contents of this EOI document are being made available to Respondents and potential Respondents only in connection with the Project and except for information available to the public generally (other than by breach of this EOI), a Respondent or potential Respondent must not publish, disclose or copy any of its content, except to prepare a Response and use it only for the purposes of consideration of, and preparation of, a Response.
- (c) All EOI Responses become the property of the Crown.
- (b) Despite any copyright or other intellectual property right that subsists in an EOI Response, each Tenderer licenses the Crown to reproduce the whole or any part of its Response for the purposes of evaluation.

3. Publicity

Unless otherwise required by law, Respondents shall not make or issue any publicity statements or disclosures in relation to their involvement with the Project unless the written consent of the Crown has first been obtained.

4. Costs to be Borne by Respondents

Respondents must bear the whole of their costs of and incidental to this EOI.

The Crown will not be responsible for, or pay or reimburse, any costs, expense or loss which may be incurred by any Respondent in respect of this EOI or consideration of the Project generally, including in respect of:

- (a) any consideration, preparation and lodgement of a Response;
 - (b) any resources used by a Respondent in the preparation of a Response;
 - (c) taking into account any variation to or discontinuance of the EOI and its processes (including as a result of the exercise of any Crown reservation under **this Appendix A**)
 - (d) anything incurred in taking part in the second stage of this process and any subsequent negotiations therefrom; and
 - (e) the providing of additional information or clarification and carrying out of any negotiations (including during any evaluation and negotiation processes in respect of a Response);
- and Respondents are taken to indemnify the Crown against any claim or demand of any nature whatsoever, or howsoever, arising with respect to any costs incurred by the Respondent in preparing, lodging, expanding upon or otherwise dealing with a Response.

5. Relationship matters

- (a) By lodging a Response and in consideration of the Crown starting to evaluate the Response, the Respondent agrees to be bound by this RFP document and in particular the terms of this Appendix A.
- (b) Subject to subclause (a) above, no contractual relationship or other obligation arises as part of this EOI process, between the Crown and a Respondent, in respect of the entering into of any lease, grant, licence or other similar rights in respect of the Hub Site or anything else connected to the Project. This clause applies despite any oral or written advice to a Respondent that their Response is successful or has been, or will be, accepted. A

contractual relationship will only arise on the completion and signing of relevant contractual agreements by both the Crown and the Successful Respondent.

6. Disclaimer

- (a) This EOI document and any information that accompanies it have been prepared to give potential Respondents background information in relation to the Project. This document does not, and does not purport to, comprehensively describe the scope of the Project.
- (b) The Crown makes no warranty or representation and does not assume any duty of care to Respondents that the information in this Invitation for EOI or any other disclosed information is accurate, adequate, suitable or complete, or that the information has been independently verified, and the Crown accepts no responsibility for interpretations placed on the information by Respondents.
- (c) The Crown will not have any responsibility to inform any recipient of this document of any matter or information coming to their attention which may affect any other matter or information contained or referred to in this document.
- (d) Recipients of this document acknowledge that they will make their own independent investigations of the information contained or referred to in this document and their own appraisal of the opportunity to participate in the Project.
- (e) To the extent the Crown is not the author or source of any document provided to Respondents, it merely passes that document on to Respondents and does not adopt the content of it.
- (f) This EOI and all statements and information made in relation to it reflects the Crown's current intention only. The information and intentions set out in this Invitation for EOI may change at any time without notice. The risk, responsibility and liability connected with a Response is solely that of each Respondent.

7. Canvassing

Respondents must not contact any members, or employees or officers of the Crown (including their advisors) with a view to providing or obtaining information in respect of any part of the Project, the overall process, this EOI or their EOI response, or attempt to support or enhance their prospect of being selected as a shortlisted Respondent other than as expressly permitted by this EOI. At the sole discretion of the Crown, any unauthorised communication or attempted approach by a Respondent may lead to the Respondent's exclusion from the EOI Process.

8. Collusion

Respondents including their officers, employees, agents and advisors must not engage in any collusive tendering, anti-competitive conduct or any other similar conduct with any other Respondent or any other person in relation to the preparation or lodgement of a Response. Evidence of such conduct may lead to the rejection of the Responses of all Respondents involved.

9. Conflict of Interest

A declaration must be made by Respondents, and (if applicable) their respective officers, employees, agents and advisors and submitted with their Response as to any conflict of interest or a potential or perceived conflict of interest during this EOI or in relation to their potential involvement in the Project. Respondents must undertake to inform the Crown of any actual, potential or perceived conflicts of interest that may arise after lodgement of a Response.

Tarkine Adventure Hub – Invitation for Expressions of Interest

26



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10. Return or Destruction of Information

The Crown reserves the right, in its absolute discretion, at any stage, to require that material and other information provided to Respondents (and copies or reproductions of such information) be either destroyed by Respondents or returned to the Crown unless otherwise required by law. The Crown may require that Respondents provide evidence (in a form satisfactory to the Crown) that any of its requirements in this respect have been fully met.

11. The Crown May Rely on Information in EOI Responses

By submitting a Response, the Respondent:

- (a) warrants to the Crown that the information contained in its Response is accurate and complete as at the date on which it is submitted and not misleading (including by omission of information) and may be relied on by the Crown in determining whether or not to shortlist the Respondent;
- (b) undertakes to promptly advise the Crown if it becomes aware of any change in circumstances which causes the information contained in its Response to become inaccurate or incomplete in a material respect; and
- (c) acknowledges that the Crown will rely on the above warranty and undertaking when evaluating their Response.
- (d) acknowledges that the Crown may elect to remove a Respondent from the procurement process for the Project as a result of material changes to the information presented in its Response;
- (e) acknowledges that any shortlisting does not mean that the Crown is satisfied as to the information provided by the Respondent and that such information may need to be resubmitted and may be re-evaluated in later stages of the process for the Project; and
- (f) acknowledges that the Crown may suffer loss or damage if the Respondent breaches any of the above warranties and undertakings.

12. No Appeal

Respondents will not have a right to appeal to the Crown against any decisions arising from the processes involved in this Project, whether during this or in later stages of the process.



7.2. Appendix B – Information to be provided in EOI Responses

All Respondents must include the details requested below in their Responses (Maximum 20 A4 Pages)

Preliminary	
Respondent Information	
1	<p>Name (full details)</p> <p>Australian Business Number (ABN) and/or Australian Company Number (ACN) (as applicable)</p> <p>Registered Office Address (as applicable)</p> <p>Postal Address</p> <p>Website</p>
2	<p>Provide contact details of the individual from the Respondent with whom the Crown will principally communicate with during the procurement process, including name and title, email address, office and postal addresses, office and mobile telephone numbers.</p>
3	<p>Identify any conflicts of interest or potential or perceived conflicts of interest affecting the Respondent. Where a conflict is identified, please provide details as to a proposed approach for managing and/or resolving that conflict.</p>
Experience, Capacity and Capability	
Demonstrated relevant experience, capacity and capability to lead the delivery and operation of the Project, or elements of the Project	
4	<p>Provide a statement of the Respondent's experience and capability in delivering and operating tourism infrastructure of a similar scope and scale to that proposed for the Project, including any proposals to enable local participation in the planning and delivery of the Project.</p>
5	<p>Provide a statement of the Respondent's experience and capability of working co-operatively with government (including as to any experience when delivering and operating similar tourism operations) and identify the Respondents proposed resourcing capability and capacity for the Project, highlighting local resources as appropriate.</p>
6	<p>Provide details of 2 references / client referees including:</p> <ul style="list-style-type: none"> • Name of client • Description of services provided to client / projects delivered for client including location and start / end dates • Reference / client referee • Contact details for referee.
Understanding the Opportunity	

Demonstrated understanding of the opportunities and challenges presented by the Project and the proposed approach to identifying and working with key government and community stakeholders

7	<p>Outline the initial conceptual thinking that the Respondent has developed in relation to their proposed vision for the Project, addressing factors such as:</p> <ul style="list-style-type: none"> • How their concept will attract existing and new visitors, not just to the Hub Site but the broader FNW Region, • How the concept builds on the unique characteristics the Hub Site presents, • The opportunities to work with local Aboriginal people, • The approach to sustainability, including in respect of social, economic and environmental matters, • The approach to working with other operators (where relevant) in developing the Project, • The key opportunities and risks identified by the Respondent associated with the Respondent's proposed vision for the Project, and • Alignment with Tasmania's 2030 Visitor Economy Strategy.
8	<p>Outline the Respondent's proposed approach to identifying and working with key government and community stakeholders during the planning and implementation of the Project including any key assumptions relating to government commitment and contributions.</p>
9	<p>Outline the Respondent's initial assessment of the risks and opportunities presented by the Project and plans to address them.</p>

Financial Capacity

Demonstrated relevant capability and capacity to finance the Project

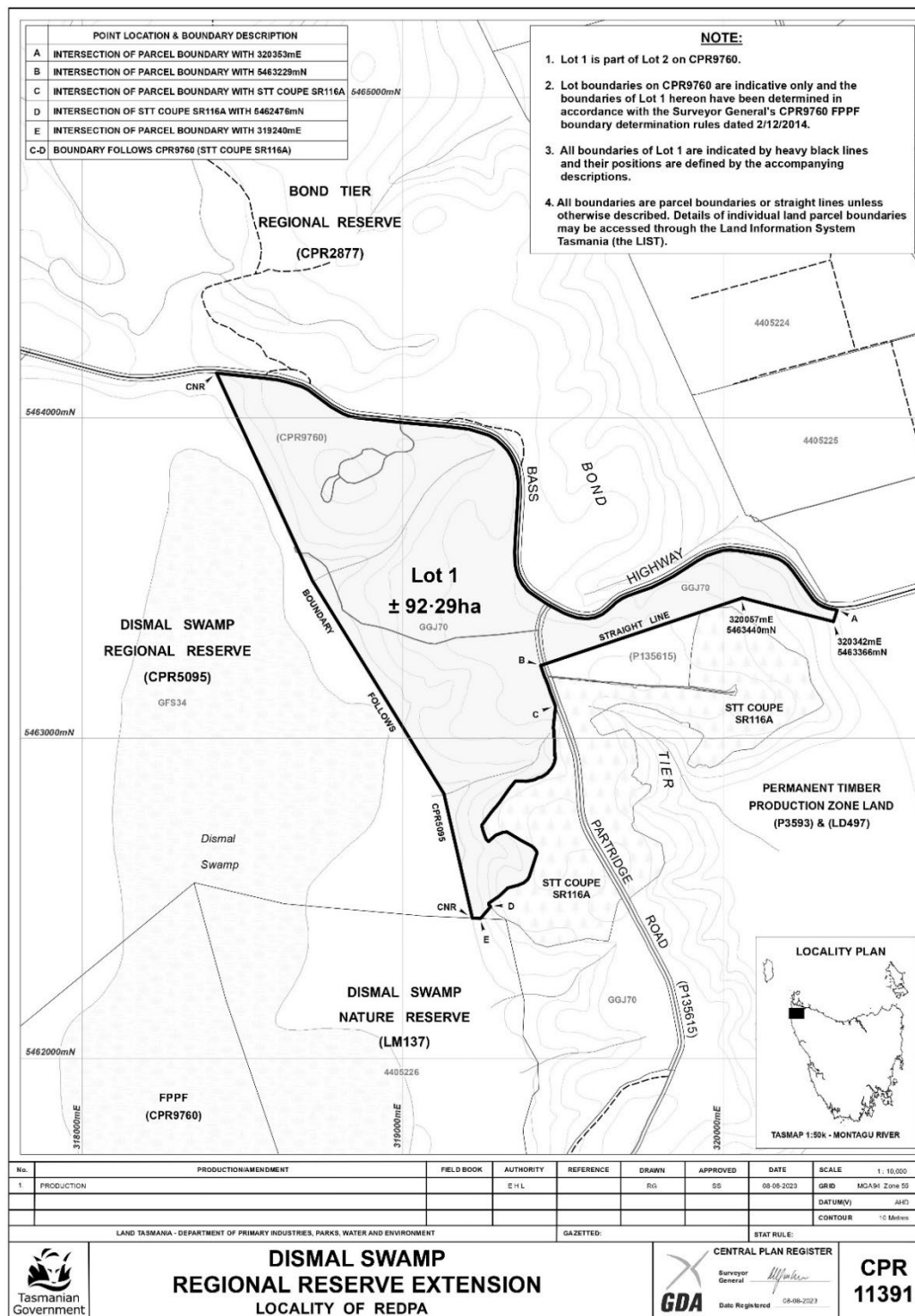
9	<p>Provide a statement outlining the Respondent's financial strength and capacity as it relates to in delivering / operating / financing their elements of the Project.</p>
10	<p>Provide details of any financial commitments of a material nature which can reasonably be expected to influence or impact upon the financial performance or position of a Respondent.</p>

General Terms and Conditions

11	<p>Provide a statement acknowledging and accepting the terms and conditions of this EOI.</p>
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Note: Unnecessarily elaborate responses or excessive attachments beyond that sufficient to present a complete and effective EOI Response are discouraged.

7.3. Appendix C – The Hub Site



Tarkine Adventure Hub – Invitation for Expressions of Interest

30



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