

Delivering on the
promise: working with
government to deliver
a new ecotourism
experience

Background

- Spicers developed an on site 4 day bush walk in 2010 at their Spicers Peak resort.



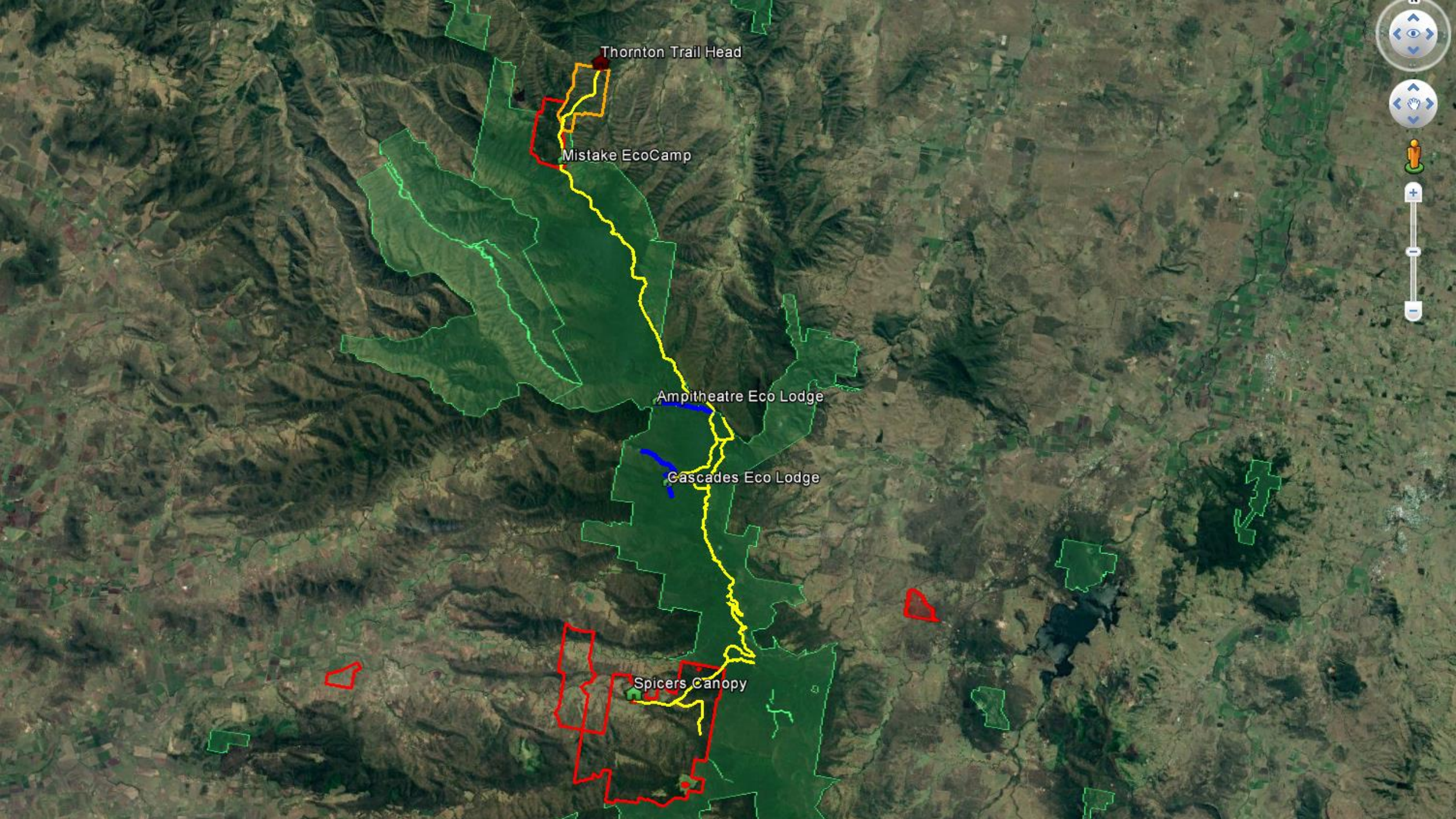
Eco Tourism in Queensland

- September 2013

Queensland State Govt released Expression of Interest to develop and conduct ecotourism ventures in National Parks

Turner Vision

- Create an iconic walk in the Scenic Rim



Thornton Trail Head

Mistake EcoCamp

Ampitheatre Eco Lodge

Cascades Eco Lodge

Spicers Canopy

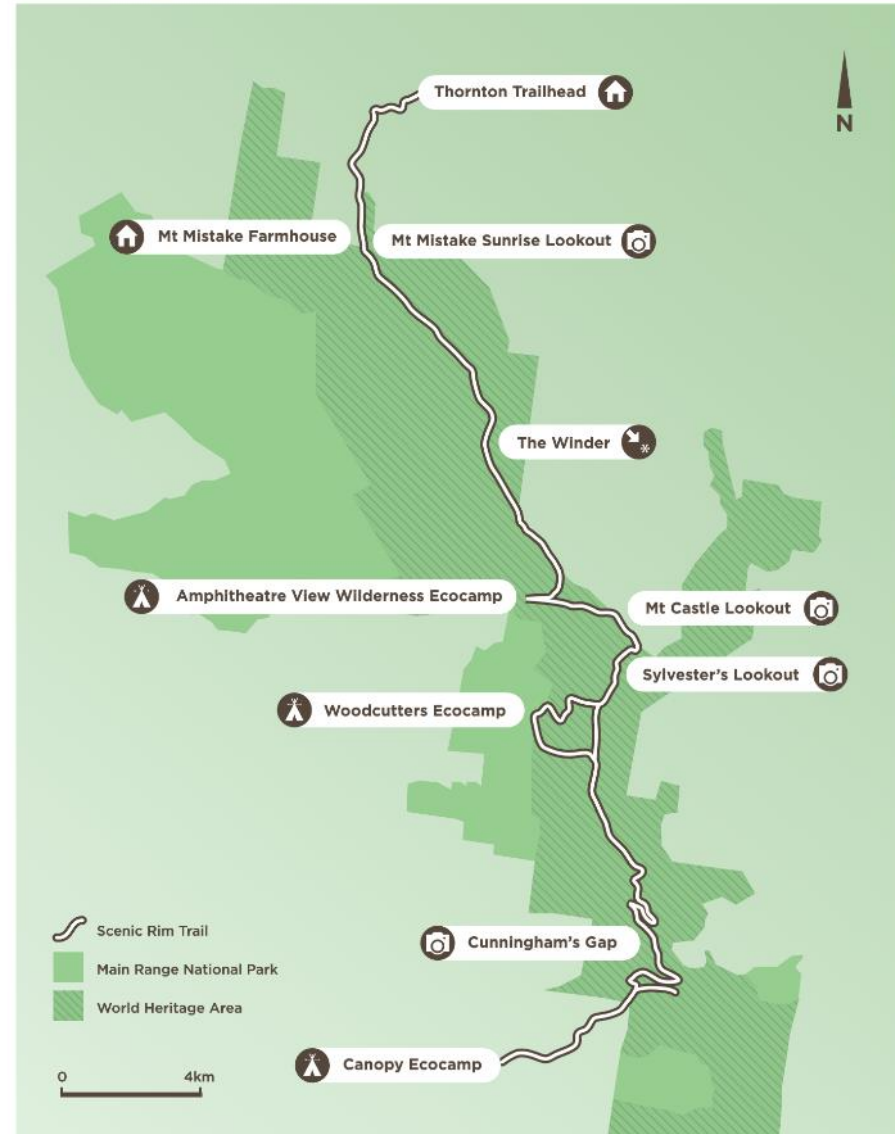
The Proposed Walk

- **Afternoon/Evening Pre Day One:** Arrive Spicers Hidden Vale for pre walk briefing. Tour of Wildlife Centre and drinks & dinner
- **Day One:** a 6 km (5 hours) walk from the trail head at Thornton View to the Mt Mistake eco camp
- **Day Two:** a 17.5 km (8 hours) walk to the Amphitheatre eco camp
- **Day Three:** a 9 km (5 hours) walk to the Woodcutters eco camp
- **Day Four:** a 12.7 km walk (8 hours) to Cunningham's Gap and bus to Hidden Peaks Cabins
- **Day Five:** Bus back to Cunningham's Gap and walk to Spicers Canopy 13.5 kms (8 hours)
- **Day Six:** *Optional* walk to Spicers Peak Lodge, 6.5 kms (4 hours)



Scenic Rim Trail

Walking and management tracks



Built Design Intent

- Lightweight eco friendly structures
- Low impact on the environment
- Best practice

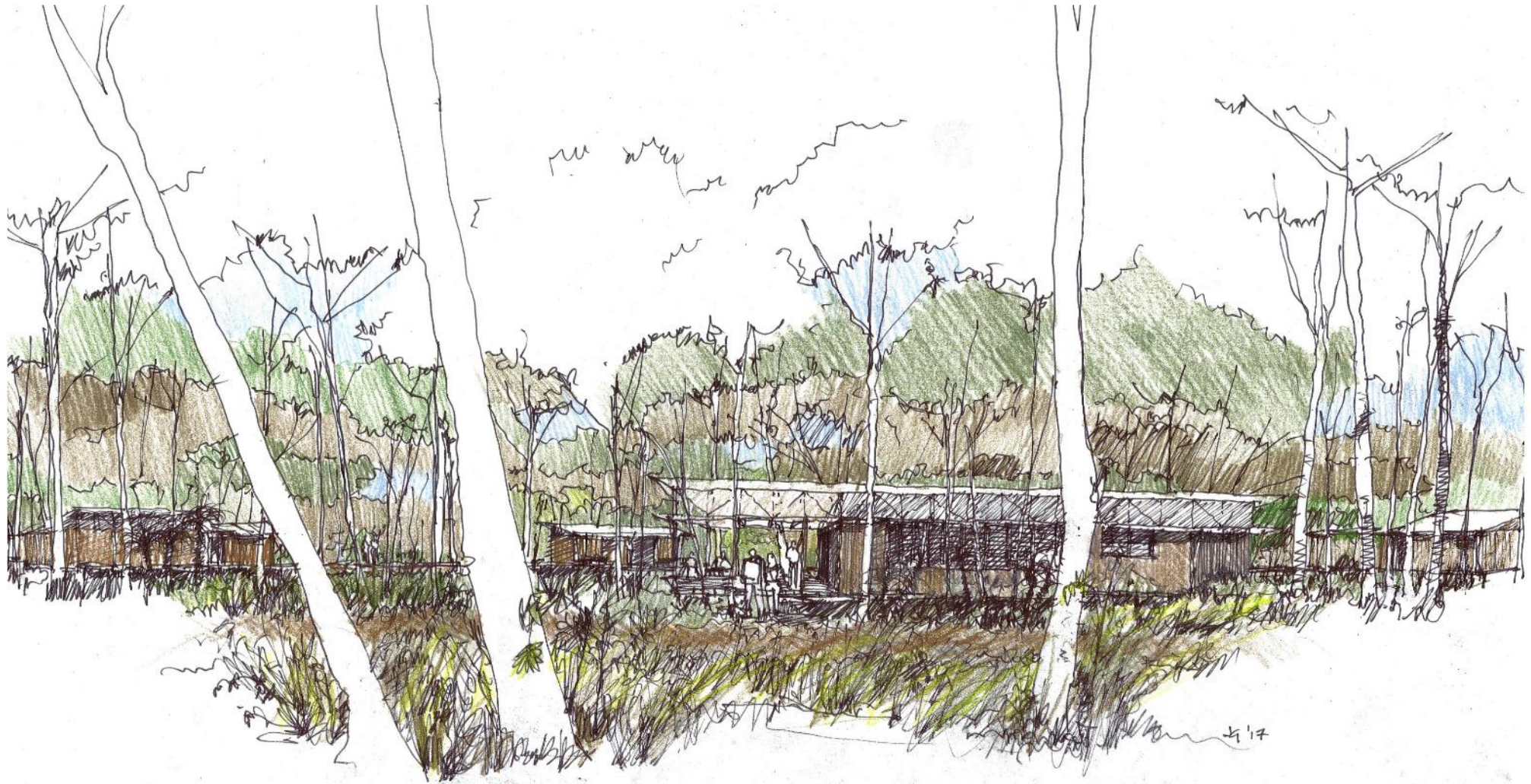


VIEW FROM THE EAST

"WOODCUTTERS'"ECOCAMP
Scenic Rim Trail- Request for Detailed Proposal -National Park EcoCamps

April 2017

gall architects



VIEW FROM THE NORTH

"AMPHITHEATRE" WILDERNESS ECOCAMP
Scenic Rim Trail- Request for Detailed Proposal -National Park EcoCamps

April 2017

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2016



CONSTRUCTION IMPACT ZONE

note: this overall layout is indicative only and can (will) vary slightly to suit site conditions.
note: flora and fauna (nests, burrows, tracks) within the CIZ to be individually protected.

AMPHITHEATRE WILDERNESS CAMP
Schematic Design: Spicer's Scenic Rim

18 October 16

SCALE 1:300 (A3)



gall architects

March 2017





Rev	Description	Date
1	Initial Design	11/10/19
2	Revised Design	11/10/19
3	Final Design	11/10/19
4	Construction Documents	11/10/19
5	Construction Documents	11/10/19

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SPICERS
Common Position
Scenic Plan

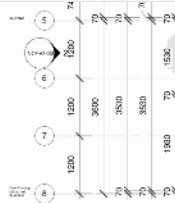
D.D.

Perspective

Not For Construction

16055	11/10/19
16055	11/10/19

16055
A-CP-A9-002



Floor Plan

1 : 50

arkistruct

SPICERS
Common Position
Scenic Plan

D.D.

Not For Construction

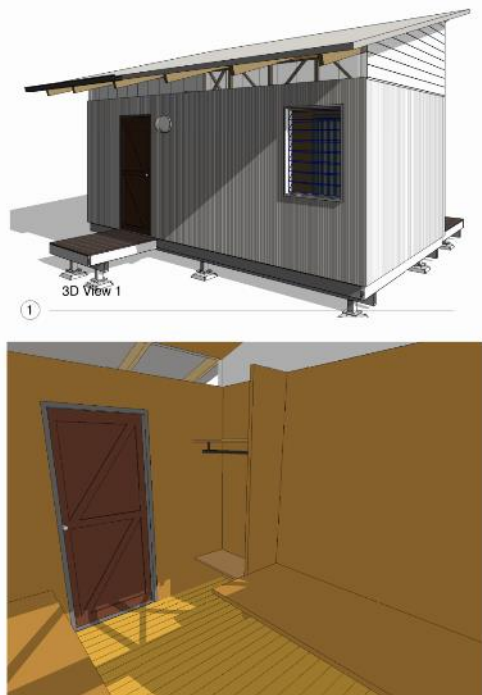
Floor Plan

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16055	11/10/19

16055
A-CP-A1-002

16055

G



3D View 1

3D View 2



3D View 3

rev	description	by	date
A	Building model	17/05/16	
B	Amendments	17/05/16	
C	Amendments	17/05/16	
D	Amendments	17/05/16	
E	Door Option	17/05/16	

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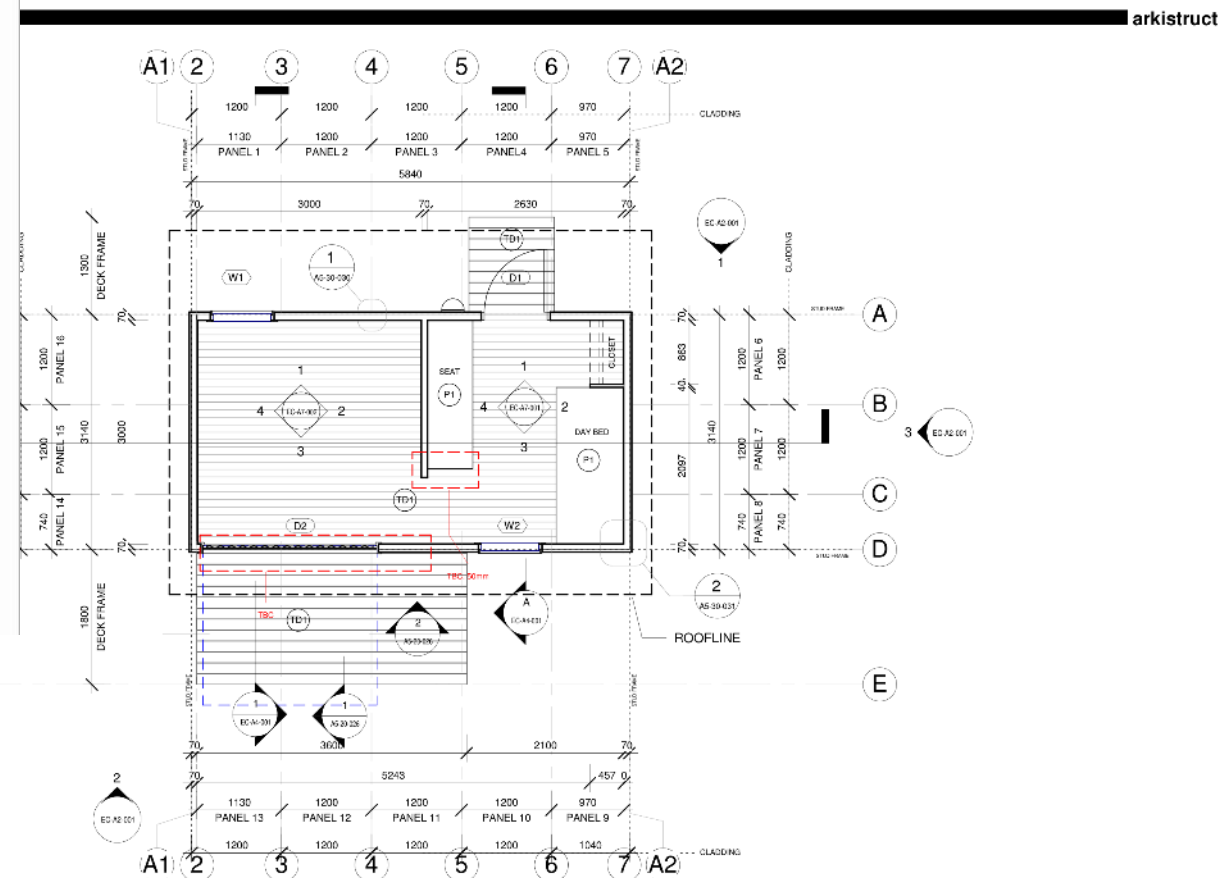
SPICERS
Eco Cabin
Scenic Rim

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D.D.
Not For Construction

Perspective

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revision no: E
EC-A9-007



Floor Plan - SOME TYPES MIRRORED

1 : 50

rev	description	by	date
A	Building model	17/05/16	
B	Amendments	17/05/16	
C	Amendments	17/05/16	
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Floor Plan

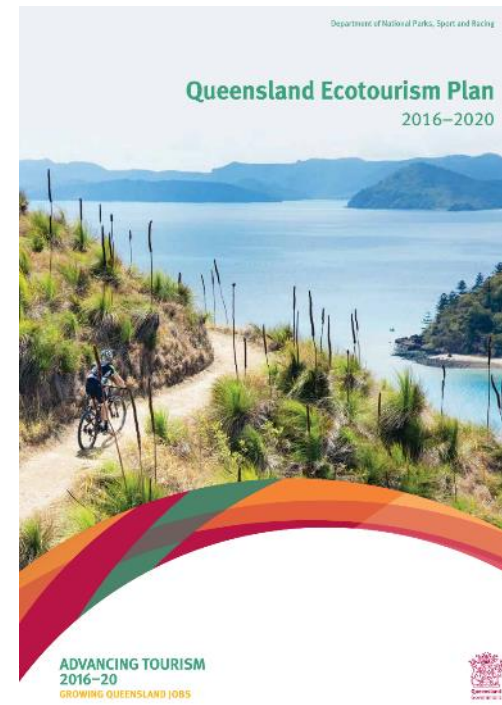
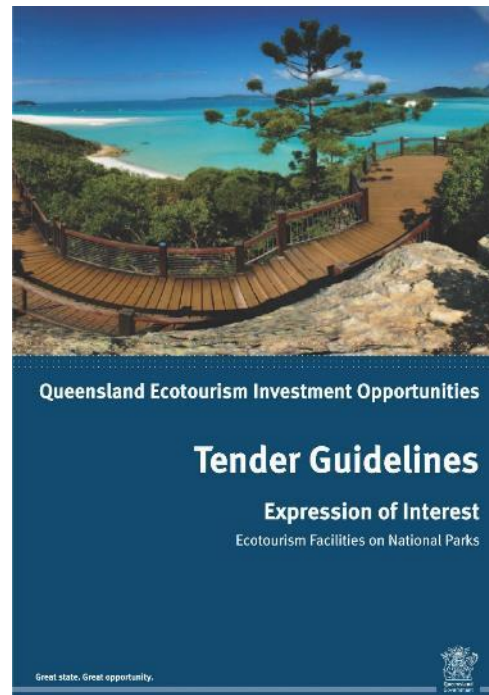
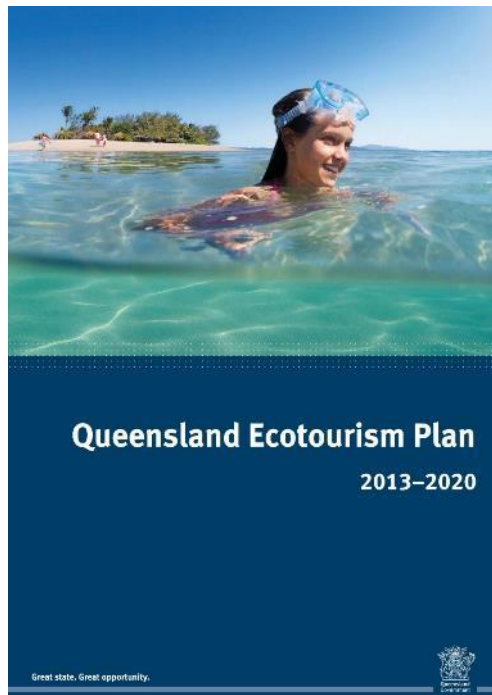
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drawing no: 16055
revision no: E
EC-A1-002

Challenges to Date

- Process commenced Sep 2013, Queensland State Election Feb 2015 (result was a change in Govt)
- Pioneering for all stakeholders
- Land tenures
- Three levels of Government
- Development
- Operational

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Foreword

The tourism industry remains one of the backbone economic sectors of our state. However the tourism industry is also one of the most competitive industries worldwide.

The Queensland Government has set an ambitious target to grow tourism, and especially visitor expenditure, in the state to \$30 billion by 2020.

Ecotourism, and its capitalisation on Queensland's huge diversity of landscapes and marine life, is a key competitive tourism advantage that has the potential to become an important driver to help us reach this ambitious target.

Already the visitation of national parks is one of the most popular activities for international and domestic visitors to Queensland. However more can be done to improve the experiences that these tourists can expect.

The development of the Queensland Ecotourism Plan 2013–2020 outlines the government's actions to make our state Australia's number one ecotourism destination.

At the core of this plan is a vision that ensures that the delivery of ecotourism experiences contribute to the conservation of our natural resources and our cultural heritage.

Through this plan we will focus on delivering new innovative ecotourism experiences across the varied landscapes that exist in this State. We will also ensure that we deliver value for money experiences that compete on quality for what is a relatively high cost destination like Australia.

Ultimately we will ensure that Queensland will become known worldwide as a leader in ecotourism.

Steve Dickson

Minister for National Parks, Recreation,
Sport and Racing



Jann Stuckey

Minister for Tourism, Major Events, Small Business
and the Commonwealth Games



Foreword

Our breathtaking natural environment in Queensland inspires millions of visitors every year.

From the world-heritage Great Barrier Reef to the subtropical rainforests of the Gold Coast hinterland—a Queensland ecotourism experience is unmatched anywhere in the world.

The care and sustainability of our natural and cultural assets makes our ecotourism industry strong.

We have an opportunity to build our reputation around the world as a tourism destination focussed on conservation of our diverse landscape, unique natural wonders and significant cultural heritage.

The Queensland Ecotourism Plan 2016–2020 points to a better way forward in partnership with the tourism industry, Traditional Owners, conservation and research sectors and the community.

It is through these partnerships that we will seize the opportunity to create visitor experiences unique to Queensland and inspire learning, conservation and memories.

The plan sets out our vision to support sustainable growth, protect the environment and deliver new ecotourism experiences for our visitors.

We are confident this plan will guide our ecotourism industry from strength to strength.

The Queensland Government looks forward to working with you to see the vision we share for a prosperous future become a reality.

Steven Miles MP

Minister for Environment and Heritage Protection and
Minister for National Parks and the Great Barrier Reef



Kate Jones MP

Minister for Education and
Minister for Tourism and Major Events



Vision and strategic priorities

The vision for ecotourism in Queensland is that:

Queensland is Australia's number one ecotourism destination and recognised as a world leader in ecotourism, delivering best practice nature-based experiences that contribute to the conservation of our natural resources and cultural heritage.

This vision will be achieved through implementation of the following strategic priorities:

1. Delivering world-class experiences
2. Facilitating best practice and innovation
3. Raising the profile of Queensland's ecotourism experiences
4. Fostering thriving operators
5. Embracing a partnership approach between the tourism industry, government, community and Traditional Owners.

These strategic priorities will leverage the important competitive advantage Queensland's natural environment and cultural heritage assets provide the ecotourism industry.

1. Delivering world-class experiences

Fundamental to positioning Queensland as a global leader in ecotourism, is excellence in interpretation and experience delivery. This strategy includes actions to:

- encourage the delivery of best practice ecotourism experiences to set Queensland apart from competitors with world-class interpretation
- enrich the experience of the natural environment and wildlife for visitors
- encourage the conservation of the natural and cultural assets.

Accreditation plays an important role in contributing to the quality of ecotourism experiences and assuring visitors that ecotourism operators are committed to best practice and high quality nature-based experiences.

"In the global competitive tourism market, being able to differentiate ourselves is critical in maintaining and increasing our market share. We need to make sure our visitors have a consistently great experience that they tell their friends and family about. Industry certification is essential in achieving this. QTIC members have consistently argued for minimum best practice standards. We support the government in taking action to provide a cost efficient approach for operators, foster a sustainable approach for certification programs and maintain best practice standards. QTIC will be working closely with government to achieve this". Daniel Gschwind, Chief Executive, Queensland Tourism Industry Council.

Ensure a quality environment and visitor experience

- Increase awareness and use of the Best Practice Ecotourism Development Guidelines to assist new and existing ecotourism operators in achieving industry best practice and developing facilities and experiences that are in the public interest and environmentally sustainable
- Consider how to create natural opportunities for visitors to experience wildlife encounters in natural areas through wildlife management and protected area planning
- Consider tourism interests in future reviews of wildlife management regulations and processes.

Assist operators in achieving best practice

- Require compulsory Department of National Parks, Recreation, Sport and Racing (NPRS) endorsed certification of all commercial tourism operators in national parks (including marine parks) to recognise the importance of these protected areas
- Establish and promote tourism skills training programs for ecotourism operators focused on improving skills, raising standards and improving business practices, performance and staff retention
- Promote certified guide training and the employment of certified guides to raise ecotourism standards
- Establish a range of incentives that motivate operators to exceed minimum certification standards
- Promote certification programs that support a range of tourism activities and provide multiple entry points for industry with a view to promoting best practice and ensuring sustainable certification programs
- Support certification providers in providing programs that are financially sustainable, represent best practice in terms of administration for operators, and provide quality standards supported by auditing
- Investigate a coordinated and consistent approach to certification with a view to adopting an industry responsive approach.

Provide excellence in interpretation

- Foster a culture of quality interpretation through master-class training workshops that seek to enhance operator capabilities for the benefit of their business and product delivery
- Develop innovative interpretation mediums that harness new technologies to target new and existing audiences and enrich visitor experiences.

Boodjamulla (Lawn Hill) National Park, Outback



Our vision

Our vision for ecotourism in Queensland is:

Queensland is an internationally celebrated ecotourism destination, delivering world-class interpretation and experiences that support the conservation of our special natural places and unique Indigenous and cultural heritage.

Our guiding principle

Underpinning our vision is the guiding principle:

Queensland's treasured natural and cultural assets will be protected and conserved for current and future generations to enjoy.

This guiding principle acknowledges that Queensland's natural heritage including our national parks, marine parks and World Heritage Areas are the foundation of our ecotourism industry. A successful and sustainable ecotourism industry is dependent upon achieving the right balance between the aspirations of industry and the conservation of natural and cultural values.

Ecotourism operators play a pivotal role in securing the long-term future of Queensland's natural areas through their financial contributions for conservation and increased community understanding and support they generate for protecting the state's natural and cultural heritage.



Our promise

In the pursuit of our vision, the tourism industry, government and community stakeholders have made a promise to ecotourism visitors:

Unforgettable ecotourism experiences that exceed our visitors' expectations and create lasting memories of Queensland's outstanding natural and cultural areas and unique wildlife.

This promise embodies how we want ecotourism visitors to feel and seeks to capture the essence of Queensland as an ecotourism destination.

Our strategic directions

Five new strategic directions outline the action required by the tourism industry, government and community stakeholders to achieve the vision and deliver our promise to visitors:

1. Driving innovation in ecotourism experiences.
2. Showcasing the world renowned Great Barrier Reef.
3. Stimulating investment in new and refurbished ecotourism opportunities.
4. Expanding authentic Indigenous ecotourism experiences.
5. Promoting Queensland's world-class ecotourism experiences.

A suite of 36 actions aligned with the strategic directions are detailed in an attached action plan.

Ensuring best practice ecotourism experiences

The quality of the ecotourism and national park brands in Australia is important in attracting and gaining repeat visitation. Ecotourism certification provides the government, tourism industry and visitors with an assurance that a certified tourism product will provide a quality nature-based experience backed by a commitment to sustainability.

NPSR requires mandatory ecotourism certification for some activities on protected areas and is developing incentives to encourage operators to obtain higher than compulsory levels of certification for their tourism products. Implementation of the compulsory ecotourism certification requirements is staged to allow effective implementation by both operators and certification providers.

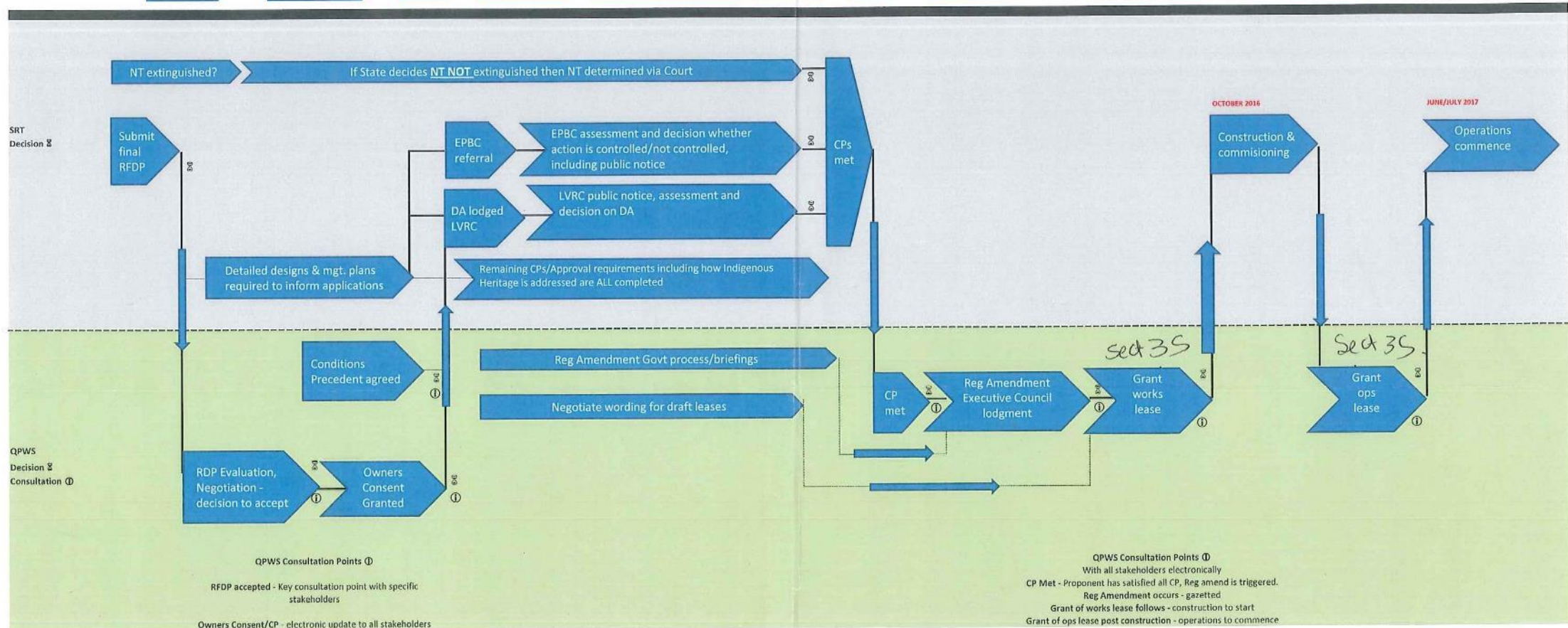
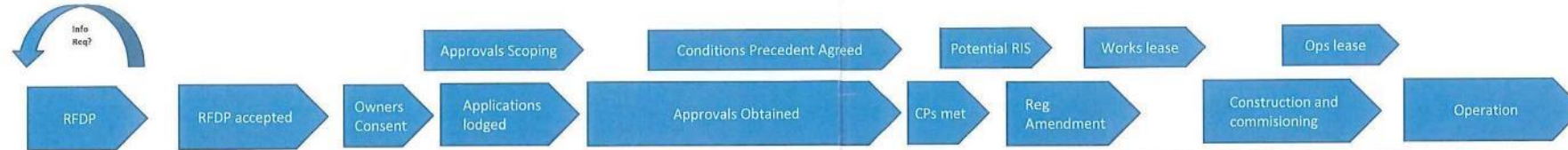
Challenges to Date

- Process commenced Sep 2013, Queensland State Election Feb 2015 (result was a change in Govt)
- **Pioneering for all stakeholders**
- Land tenures
- Three levels of Government
- Development
- Operational

Pioneering

- Documentation and Process being evolved as opportunity progressed
- Unintended Consequences and Facilitated Impacts
- Reliance on all stakeholders groups interests and activities being aligned

SRT Stage 2 process



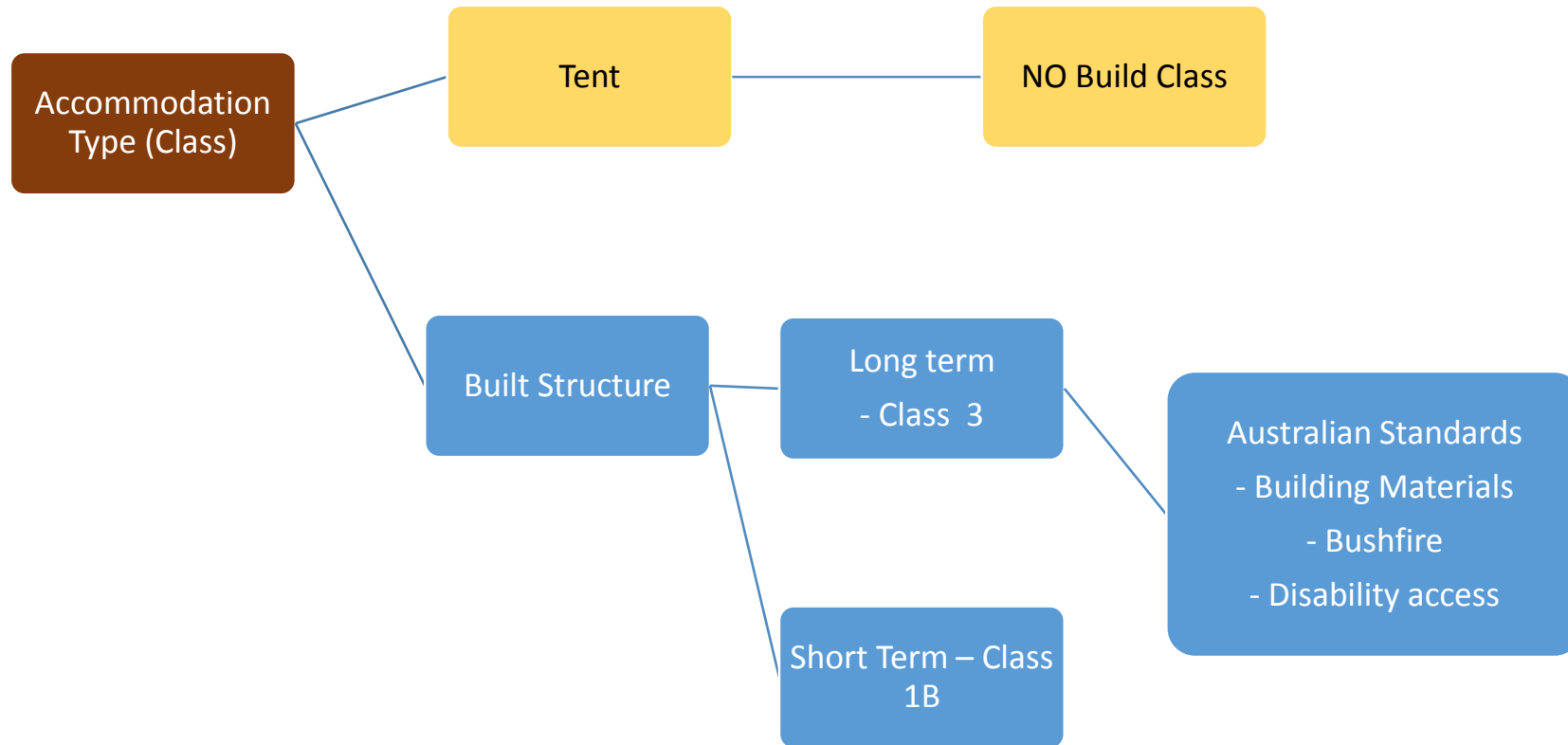
Acts & Codes to comply with and integrate

1. Aboriginal Cultural Heritage Act 2003 (Qld)
2. Native Title Act 1993 (Cth)
3. Planning Act 2016 (Qld)
4. The Planning Regulation 2017;
 - State Planning Policies;
 - Regional Plans;
 - Local Government Planning Schemes;
 - Local Planning Policies.
5. Environment Protection and Biodiversity Conservation Act 1999 (Cth)
6. Environmental Protection Act 1994 (Qld)
7. Nature Conservation Act 1992 (Qld)
8. Vegetation Management Act 1999 (Qld)
9. Work Health and Safety Act 2011 (Qld)
10. Building Act 1975 (Qld);
 - Queensland Development Code (QDC);
11. Queensland Heritage Act 1992 (Qld);
12. Water Act 2000 (Qld);
13. ABCB (2015), *Building Code of Australia*, Australian Building Codes Board, Canberra.
 - AS 3959 – 2009, *Construction of buildings in bushfire-prone areas*, Sydney, NSW
 - AS 2419.1 – 2005, *Fire hydrant installations – System design, installation and commissioning*, Sydney, NSW.
 - AS 1596 *The storage and handling of LP Gas*, Sydney, NSW
14. Disability Discrimination Act 1992 (Cth)
15. Building Regulation (2006), Queensland Government, Queensland.

Unintended Consequences

- Accommodation Type in National Parks

Unintended Consequences



NOTES:

LOCATIONS AND SIZES OF
WATER TANKS TO BE
CONFIRMED BY
BY HYDRAULIC ENGINEER.

DRAWING LEGEND

A.T.V. ALL TERRAIN VEHICLE
P.W.R. POWER
GAS GAS BOTTLE STORAGE LOCATION
GAR GARBAGE

OPTION A:
BUSH FIRE SAFTY BUNKER

WATER TOWER
RAISED BY 10meters
20,000 L

PROPERTY BOUNDARY

CONSTRUCTION IMPACT ZONE

SCHEDULE OF AREAS

CABIN TYPE	GFA (sqm each)	ROOF AREA (sqm each)	TOTAL ROOF AREA (sqm)
COMMON PAVILION	112.90	145.55	145.55
WASH PAVILION	23.62	48.64	97.28
CABIN	23.25	31.25	218.75
PATHWAYS	126.236		

rev	description	by	date
G	Amendments	da	17-08-21
H	Batch Orientation	da	17-08-29
I	Pathway Orientation	da	17-09-05
J	Client Review Amendments	da	17-09-11
K	Pathway Sections	da	17-09-14

arkistruct

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info@arkistruct.com

SPICERS

Site: Amphitheatre Ecocamp, QLD
SCENIC RIM

D.D

Site Plan

NOT FOR CONSTRUCTION

NOT FOR CONSTRUCTION

LEGEND

OUTWARD 1m WIDE SWINGING GATE
WITH STAIRS TO GROUND

Masterplan

1 : 400

plot date	proj no.
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scale	drawing no.
1:400 @ A3	A-A1-001
drawn	revision no.
darren allen	K

Unintended Consequences



Unintended Consequences

- National Construction Code = Bushfire Bunkers
- Town Plan & Building Codes = Onsite waste water treatment plants

Challenges to Date

- Process commenced Sep 2013, Queensland State Election Feb 2015 (result was a change in Govt)
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Private Land

- Freehold private land

Public Land

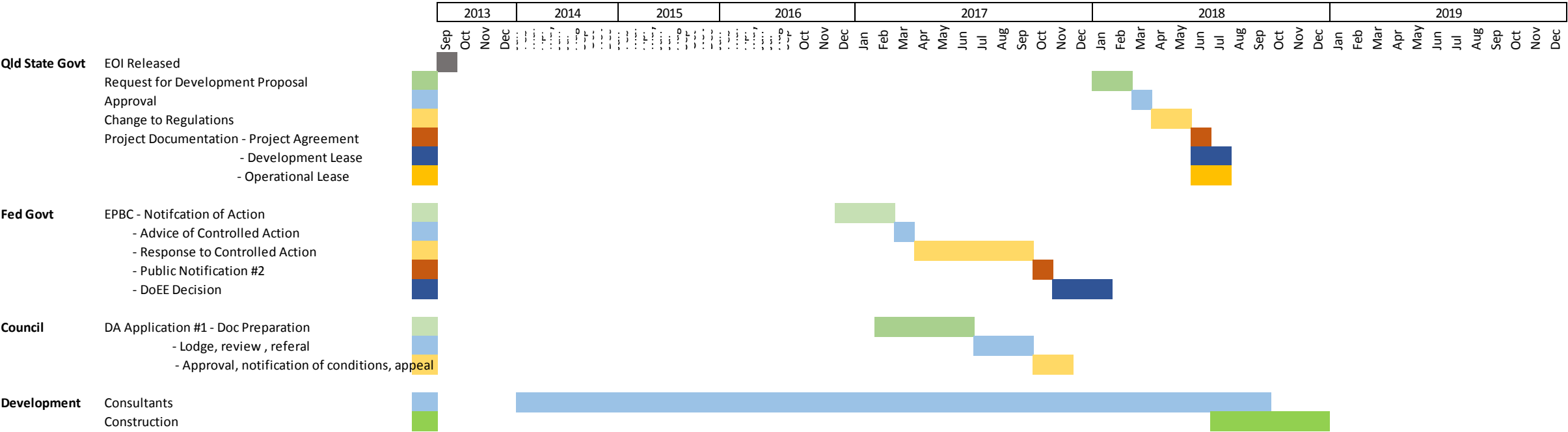
- Freehold public land
- Crown land
 - Native Title

Challenges to Date

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- Pioneering for all stakeholders
- Land tenures
- **Three levels of Government**
- Development
- Operational

Three Levels of Government

- Federal
 - EPBC Act
- State
 - Owners Consent
 - State Planning Act and Regulations
 - Commercial Terms
- Local
 - Development Approvals
 - Three Councils (Lockyer, Scenic Rim and Southern Downs)



EPBC Act

- Trail proposal treated no differently to a coal mine or other major development.
- Takes a long time and can be very costly
- Benefit is that this can be run concurrently with the DA Submission

Local Council Development Approval

- One Council required a DA for works on State Land
- Other Council did not require DA for works on State Land - as the proposal is 'Accepted Development' (i.e. development for which a development approval is not required under the Planning Act 2016) if the State grants the pending authority under s35(1) of the Nature Conservation Act 1992 (NCA) as intended.

State Government

- Tender Process:
 - Stage 1 – Invitation for expression of interest
 - Stage 2 – Request for detailed proposal (RFDP)
- To start work:
 - Amendment to Regulation
 - Works Lease
 - Operational Lease

Documents to be provided as part of the Detailed Proposal:

- Executive Summary
- Infrastructure Planning Report
- Project Planning Report
- Works Method Statement
- Development Program
- Stakeholder and Community Involvement Plan
- Business Plan
- Financial Model
- Statement of Objectives.

Executive Summary

The Proposal must contain an Executive Summary of the Detailed Proposal. The Executive Summary will not contain any information not already contained in the response to the Evaluation Criteria. The Executive Summary is to use the Executive Summary to highlight the key components of the Detailed Proposal. The Executive Summary should be a summary of the information contained in the Executive Summary. The Executive Summary will not or can not be used in the Evaluation Process.

The Executive Summary must be limited to five (5) A4 pages, and summarize the key elements of the Detailed Proposal. The Executive Summary must be limited to non-financial elements only, may include plans and illustrations to highlight the key components of the Detailed Proposal.

The Department will evaluate the acceptability of the Development Concept for the project being submitted:

- the grading alternatives presented in Table 2;
- the Project Vision and purpose as presented in Section 1.2.2 Project Vision;
- the Project's demonstrated understanding of the opportunities and constraints of the Site;
- the knowledge of potential environmental impacts and the proposed mitigation/prevention measures graded by the East Phoenix Community Development Center;
- any features, ideas and/or methods expressed in the Data Led Proposal that contribute to increases in thinking in relation to:
 - incorporation;
 - consistent, clear and concise representation of the Data Led Proposal in the report and plans submitted.

- the NCA authorisation criteria (public interest, ecologically sustainable and preservation of the lands natural conditions);
- protecting and conserving natural and cultural values;
- suitability of land access to the site and
- social site constraints.

EC1.9 This development yield for the Site Identifying the overall net developable area of the Outline Proposal and any proposed allocations for non-commercial use, Department only use, shared areas and

- ii) active engagement with 'Native' Title holders, the local community and traditional Owners to achieve a positive experience with the guiding principle to be a 'good neighbour';
- iii) issue management ensuring timely response to complaints and issues raised by the local community through active engagement;
- iv) building long term working and positive relationships with the local community, adjacent businesses

Evaluation Criterion 3: Operational Proposals and Viability

The Proposer will be evaluated on the proposal to operate the individual elements of the Detailed Proposal, including experience, management proposals, business and marketing plans. The Department will evaluate the short term and long term viability of the Detailed Proposal, including any future development.

- demonstrate the Proponent's overall vision for the project and how this vision is achieved in a credible manner;
- demonstrate the experience, skills and capacity of the proposed Project Company's management team and entities;
- co-ordinate and provide an integrated structure to all the plans, initiatives and assumptions underlying the overall vision that the Proponent has for the Project;
- demonstrate the credibility, consistency, deliverability and cohesiveness of the Detailed Proposal with

The Business Plan must include a financial summary of the Project, demonstrating the financial and commercial viability and satisfying the financial requirements (if any) between the proposed individual elements of the Detailed Proposal. The summary must be based on the responses provided to Evaluation Criterion 7 - Commercial Approach, including any sector benefits identified.

Evaluation Criterion 5: Financial Proposals

The Proposer will be evaluated on the demonstrated financial capacity, proposed financial structure and funding approach and how such an approach achieves the creation of a high quality sustainable ecosystem development for the RIA.

g. the basis of the funding structure, the legal identity of any party providing finance and the reasons why each source of funding has been adopted;

EC14.1 employment profile (design, construction and operation of the Project and job of stakeholders including full development times and skills mix);

EC1-8 Cultural Heritage impact approach outlining existing Cultural Heritage values (both Indigenous and Global) within and adjacent to the proposed facility, and overall management and monitoring plan for the project.

and/or contribute to broad park management issues such as visitor access and management, visitor and service infrastructure, fire management and emergency response and resource/park management, species conservation or remediation and rehabilitation works. These issues will need to be considered both within and adjoining the Site, expected contributions, potential impacts and possible acceptable solutions should be outlined in the Detailed Proposal. Identify key triggers for assessment by government (such as the Hazard Jan 1991) and the response mitigation measures.

Supporting plans and architectural drawings must be appended to the Development Concept Master Plan Report. All plans and drawings must be suitably referenced, be provided in A3 colour, and include a scale, north point, legend, plan number and production date. All plans must align to the development yield, the Economic Impact Statement, and the demand assumptions included within the Infrastructure Planning Report required by Evaluation Criterion EC2.

- the proposed development impacts;
- deliverability of construction works (in particular materials or access restricted sites);
- viability of proposed mitigation in response to adverse weather to which fluctuations, visitor use patterns or other management arrangements;

FC2: General Requirements: The Proposed should submit, in response to this criterion, an Infrastructure Planning Report including all written proposals, diagrams, drawings and other relevant information necessary to satisfy the response requirements. The report is to be limited to 20 A4 pages (no cover or last), diagrams, images and tables.

- Issues associated with the current limits of market conditions;
- proposed funders and equity investors (if relevant) at the various stages of the project (i.e. construction and operating periods) and indicate the type of funding that will be used (e.g. balance sheet or project financing);
- any proposed gearing levels taking into account the proposed risk allocation;

- deliverability and certainty of funding (up to five (5) pages of text, plus supporting documentation) – demonstration that the proposed funding is deliverable with a high degree of certainty, including (where applicable):
 - o detailed and reviewed term sheets setting out the terms and conditions agreed with investors (including, for example, pricing, drawing requirements, representations and warranties, repayment schedules etc.);

- **Financial Model (electronic model)** – a summary Excel Financial Model providing details of:
 - all design and construction costs;
 - the operation, lifecycle and maintenance costs;
 - appropriate level of return to the State and any privatised financing;
 - proposed term of Authority required to achieve commercial sustainability of the proposal.

Evaluation Criterion TA: Commercial Approach	

- achieve an appropriate return for the Department and the State, taking into account any non-commercial benefits identified;
- proposed term of Authority to meet the commercial assumptions of the Proponent;
- accept the proposed risk allocation and Commercial Principles; and
- provide the Department with sufficient comfort that the required agreements are capable of being finalised within reasonable timeframes.

The Statement of Departure must be in tabular form and contain the following:

- the relevant section number from which the proposed departure has been made;
- the nature of the proposed departure;
- how the Proponent will deliver the alternative approach (if relevant);
- the rationale for any proposed material departure.

Evaluation Criterion 3: Planning and Approval	
The Commission will evaluate the likelihood of achieving all economic, financial, and social goals in the context of the project.	

- outlines the proposed approach to secure the necessary Approvals for the Outline Proposal including the proposed assessment pathway;

- Identifies key Approval risks, and provides strategies with environmentally acceptable solutions to remedy key issues/areas-of-stakeholder concern. The Detailed Proposal addresses or integrates these risks, and
- outlines the basis for the Proponent's assumptions in relation to any infrastructure changes, assumed development conditions and assumed regulatory requirements.

The Department will evaluate the extent to which the Proponent has introduced innovation in the delivery of the Works and has developed appropriate project management, planning, design and construction arrangements, recognising the sensitive and unique nature of the Site.

The Proponent should submit, in response to this criterion, a Work Method Statement and supporting Development Program that address the following:

- project management methodology - description of the Proponent's project management methodology,

- organization chart (summary and supporting charts) - setting out the structure of the Proposal's team for the design development, construction and completion of the Project.

agreement to Lease and Operating Lease, including equity structure, subscription monies payable, and timing of this payment) by each party of each type of net capital and details of any required Foreign Investment Review Board approval.

result, deliverable and provide an appropriate allocation of risk and obligations, and capable of being measured and reported against:

Report should explain, in response to this criterion:

uation Criterion 8: Other

ident of any changes from the EOI (used by the Department to shorten the Proposed) to the Detailed and submitted, including but not limited to any changes made to:

Proponent is required to submit an appropriately executed Prohibit declaration on (Appendix 5) with the Bid Proposal

Great state. Great opportunity.

- material subcontracts (schedule) – a schedule setting out the scope of any material subcontracts proposed by the Proposer, including company data if applicable; and
- scope program (Gantt chart and supporting text) – including:
 - an indicative master program, showing key stages of the development (including Authorisation, planning, design, construction and Commissioning summary programme); and

- confirmation of the proposed Site (best supported by 1:200 A3 drawing, if required) – confirmation that the Project can be completed within the boundaries of any identified Site including details of additional areas required to perform Supporting Infrastructure works (if any);
- Site Conditions – details of the Proprietary's preliminary assessment of the Site Conditions and approach to site remediation;

- **Approvals (scheduled and supporting text)** – a schedule identifying all necessary construction related Approvals and supporting methodology, including the approach to:
 - obtaining Approvals, permits, licences or certification from relevant Government. ERM to be in a timely manner; and

- construction management methodology – overall approach to construction management, including the approach to risk management, WH&S, quality assurance, Environmental Management Plan (and/or Cultural Heritage Management Plan) and stakeholder liaison;
- site management – overall approach to managing the site, including boundary treatment, access, security, control of personnel, protection of the public;

- outline timing considerations and potential impacts of varying slaying timing and identify how the proposed infrastructure addresses the full range of Delisted Processors' needs, interests, and
- compensation data – confirmation of the following data (consistent with the agreed work program), for each element of the Delisted Processors
 - date for commencement of construction;
 - date for Practical Completion of major components of the Project, including slaying; and

- alignment with the SPEDG 3;
- the proposed interface with the Department, during the development, approval and delivery stages of the Project;
- methodologies for providing quality information to Stakeholders and the community;

Challenges to Date

- Process commenced Sep 2013, Queensland State Election Feb 2015 (result was a change in Govt)
- Pioneering for all stakeholders
- Land tenures
- Three levels of Government
- **Development**
- Operational

Development

- Broader range of consultants
 - Architect
 - Designers
 - Structural Engineer
 - Hydraulic Engineer
 - Electrical Engineer
 - Civil Engineer
 - WWTP Consultant
 - Bushfire Consultant
 - Eco tourism Consultant
 - Project Manager
 - OH&S Consultant
 - Cartographer & GIS Consultant
 - Environmental Consultants
 - Flora
 - Fauna
 - Builders (dwellings)
 - Civil contractors
 - Walking trail contractors
 - Town Planner
 - Communications consultants
 - Graphic Designers
 - Lawyers
 - Property
 - Native Title
 - EPBC
 - Town Planning
 - Contract
 - Cultural Heritage Consultant
 - Accountants
 - Report authors

Challenges to Date

- Process commenced Sep 2013, Queensland State Election Feb 2015 (result was a change in Govt)
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Lessons Learned to date

- Legal
- Practical
- Operational

Thanks