



Geeveston Town Hall
The future ?
Project Brief

1. Purpose

The purpose of this document is for the development of a feasibility study into the potential future uses of the Town Hall building in Geeveston (commonly known as the Forest & Heritage Centre).

Results from the study will be:-

1. Identification of a long term sustainable operating model for the activities in the building including:
 - Identification and evaluation of the potential activities and/or uses that may occur in the building
 - Inclusion of the community in activities in the building
 - A feasibility study for those activities demonstrating long term financial sustainability of the operations as a whole
 - Development of a business plan on the most relevant and sustainable option identified
 - A transition plan and timeframe for the change over from Forestry Tasmania
2. Identification of any physical building modifications required to house the preferred activities including:
 - Concept design drawings
 - Community engagement
 - Concept costings
 - Desktop assessment of required permits and approvals
3. An evaluation of the appropriate legal and governance structure for those operations as a whole

2. Background / Project Drivers

1. **Cessation of the operation of the Forest and Heritage Centre located in the town hall in Geeveston by Forestry Tasmania**

The Huon Valley Council owns the building and leases the area to Forestry Tasmania.

Forestry Tasmania has operated from the town hall building for the period since June 2010, under the name *Forest & Heritage Centre*. This business includes the sale of Tahune Airwalk tickets, sale of merchandise, an interpretive display of forest heritage, educational displays in relation to forestry operations, community displays of heritage artefacts, and displays of artworks and similar activities. Historically it also included woodworking displays and similar activities.

Forestry Tasmanian has provided advice to Council they do not intend to continue to operate the Forest and Heritage Centre or to occupy the building. Forestry Tasmania, the community and the Council are working together on this project to establish a pathway forward.

2. **Need to develop a long term sustainable enterprise in the town hall building**

The town hall is located in the centre of Geeveston's main street and is a focal point for the community and tourists alike.

The town hall was formerly the municipal offices for the Esperance Council and has continued to provide a central focus for the community. It operated as an information centre and forestry interpretation centre through until March 2010 under the management of a not-for-profit community business model.

The Geeveston townsfolk consider the town hall as the heart of their community, having a long term social investment in the town hall. The centre has a strong volunteering history and is seen as a key economic driver for the town. The centre of town is strongly associated with community feelings of well being and attractiveness for tourists and investment. The risk of the centre closing would significantly impede community spirit and result in a general social malaise. It is essential to Geeveston that activities remain in this building in the long term.

The Geeveston community is strong and made up of many willing and motivated hands. This is demonstrated by the following community led initiatives that bring life to the town:-

- Spring Festival
- Medieval Festival
- Billy cart derby
- Forest Festival including Ute Muster
- Green Jackets
- Geeveston Historical & Archives Society
- Geeveston Community Development Association
- Targa Wrest Point
- Geeveston Circuit and Platypus Walk
- Tasmanian Forest Memorial

The Council is also undertaking significant works in Geeveston to ensure that the town remains vibrant and is attractive to both residents and tourists.

The following items have been completed:-

- Development of a master plan for Heritage Park
- Installation of lighting improvements to the exterior of the Town Hall

In the next 12 months the following is progressing:-

- Developing a Huon Valley Brand
- Developing a Geeveston town theme consistent with that brand
- Re-development of Heritage Park as per the master plan
- Installation of an RV dump point
- Working with the RSL club to provide an RV facility in Geeveston

The Council also operates the local medical centre in Geeveston which supports other local businesses, including the local pharmacy. The enterprise that is established in the Town Hall needs to be financially and socially sustainable in the long term.

3. Need for economic growth in Geeveston

Geeveston has traditionally been a forestry town, with families living and working in the forestry industry for generations. In the past Geeveston has been a vibrant centre which built a strong community connectedness. With forestry operations winding up, the town's mainstay income also reduced and the town has been significantly impacted.

Over the last three years with the downturn in the forestry industry, the impact on the Geeveston community has been significant as a considerable proportion of its community were directly employed in this industry.

Recent investment by the Council and the Bendigo Bank in the medical centre at Geeveston has provided the town and surrounding businesses with a reason to continue to stay in the area, and micro-boutique enterprises have started to establish in the main street including cafes and an artisan/design centre.

There is a clear need for economic growth in Geeveston. Investment in the town hall will act as a catalyst for further growth and expansion for local businesses, and provide further opportunities for its community. By developing the town hall into a destination in its own right, it will open up opportunities for investment in the region.

4. Need for job opportunities in Geeveston

Geeveston has a 10.7% unemployment rate¹. Opportunities for employment to support the Geeveston community are desperately required. Diversity in industries such as strengthening tourism, agriculture and aquaculture are immediate areas that can provide these opportunities.

Geeveston's youth can no longer grow up, find employment and live in the community, needing to leave the town to find work. Those that have stayed are not able to find work in their local community, which has led to an unemployment rate of 21% among 15-24 year olds and the lowest median personal income in the Huon Valley of \$391 per week², it is arguably the most economically disadvantaged town in the region.

5. Need for regional dispersal of tourists

When Tahune Airwalk opened in 2001, it attracted over 100,000 visitors annually. These numbers have declined in the last ten years. More recently (last five years minimum), numbers to Tahune have steadied with approximately 60,000 visitors attending annually.

¹ Small Labour Markets – Department of Employment June 2014 Quarter

² Australian Bureau of Statistics – February 2014

Recent survey results³ show Hobart continues to experience significant growth. Regional dispersal is being similarly impacted as the state's tourism industry expands.

- Hobart increased by 9.2%
- Huon Trail (regional touring route) increased by 16.3%
- Dover increased by 1.8%
- Cradle Valley (including Cradle Mountain) increased by 17.9%
- West Coast increased by 17.2%
- East Coast increased by 30.9%
- Convict Trail increased by 21.7%

The figures above show increased visitor numbers to the state, but clearly show a decline in those visiting the state's south. Any new development in Geeveston will need to be of a nature to entice people back to the area.

3. The Building

The town hall building is owned by the Huon Valley Council. Over 100 years old, the building has remained as a community hub since its inception.

It was originally built in 1914, but after a destructive fire in 1936 was rebuilt to the current premises known today. Being a heritage building it has a 200 year lifecycle, and has many years of community contribution remaining.

The space available provides opportunity for a range of activities, all of which will contribute to the viability of the Centre and the community. The building is maintained by the Council under its asset renewal program.



³ Tasmanian Visitor Survey – Tourism Tasmania Year end June 2014



The floor area available is 733m² and provides a blank canvas for housing an appropriate, viable and sustainable activity(s). The following assets form part of its infrastructure.

- Onsite storage and archival area
- Adjacent function facilities
- Adjoining car and bus parking; and
- Adjoining public toilets

Additional features of the building include:

- Excellent street frontage
- Front desk
- Retail area
- Gallery
- Administration facilities
- Extensive display area
- Wood turning facilities
- Wood heater and air conditioning



The premises have always been occupied, with regular maintenance being conducted, resulting in the building never falling into disrepair. The return on investment through retaining the centre for the community outweighs the financial burden.

Possible options for activities that can be conducted in the town hall building include (and are not limited to):

- Visitor services;
 - Booking service;
 - Retail outlet for local producers (ie salmon);
 - Historical exhibitions;
 - Licensed cafe;
 - Regional gallery;
 - Cinema and conference/meeting space;
 - Centre for training for hospitality and tourism services;
 - Indigenous and European interpretation centre;
 - Facilitation of a range of adventure styled activities in the region; and
 - Education Centre (salmon processing)
 - Museum
- Adventure tourism hub for the facilitation of adventure styled activities in and around the Geeveston area. Visitor and booking services are also to be included.

Possible operating models to be considered (but not limited to):

- Community enterprise;
- Community run with volunteers;
- Commercial operator; or
- Combination of the above.

4. Project Sponsor

The Huon Valley Council is the project sponsor.

5. Scope

Stage 1

- Introductory meeting with project sponsor - identify project stakeholders – a preliminary stakeholder analysis has been undertaken and is detailed further in this document
- Workshop to be held with project stakeholders to identify the possible opportunities and activities for the Centre
- To undertake a desktop assessment of the identified options and develop recommendations. This assessment should consider the impact on building infrastructure and associated needs and costs, (including a cost benefit analysis of each identified option).
- Presentation of the feasibility study to project sponsor with a recommendation on the most viable option identified.
- Develop business plan for the preferred option as agreed by project sponsor (including a transition plan and timeframe for the change over from Forestry Tasmania).
- Approval required by project sponsor on business plan

Stage 2

- Following approval of a sustainable operating model for the building (including identification of any physical building modifications required, to progress the drafting of concept design drawings, concept costings and a desktop assessment of required permits and approvals.
- Presentation of this information to the project sponsor for endorsement.
- Community engagement to be undertaken.
- Review the responses from community engagement and refine project documentation to encompass relevant responses

Stage 3

- An assessment and evaluation of the appropriate legal and governance structure for the operations as a whole to ensure sustainability into the future.

6. Stakeholder Analysis

A preliminary stakeholder analysis has been undertaken in order to identify key stakeholders and their interest in the project. Stakeholder interests will be discussed and agreed prior to undertaking any stakeholder consultation.

Stakeholder	Interest
Huon Valley Council	Building owner
GeCo	Community representatives
Forestry Tasmania	Current tenant of building – lease ceases June 2015 Operator of Tahune Airwalk
Geeveston Community Development Association	Community and business representatives
Geeveston Archives & History Society (GAHS)	GAHS are the custodians of the Council owned Vin Smith Collection which is housed in the town hall
Tourism operators	
Local businesses	

7. Governance

The Huon Valley Council will undertake governance of this project.

8. Methodology

The feasibility study will be delivered in the above three key stages.

Stage 1:

1.1 Introductory meeting with project sponsor	
Purpose	To identify project stakeholders to provide input into a workshop to look at options for activities in the town hall building in Geeveston.
Scope	<ul style="list-style-type: none"> • Introduction to the projects, its partners and their roles/contributions • Define the project scope • Establish project objectives and drivers • Establish project timeline • Identify potential uses for the building • Identify project stakeholders • Identify potential constraints that may impact the project
Deliverables	Defined project scope, project objectives and drivers, project timeline, and list of options for use of the town hall building to present at initial workshop
Key Personnel / Essential Skills	Project sponsor
Assumptions	The appropriate people will be available to provide information for introductory meeting

1.2 Stakeholder workshop	
Purpose	To hold a workshop with project sponsor and stakeholders to identify and discuss opportunities for the town hall building.
Scope	Workshop will include:- <ul style="list-style-type: none"> • Review project objectives and drivers • Review project timeline • Discuss potential constraints that may impact the project • Discuss risks for the delivery of the project • Conduct SWOT analysis • Identify options for the town hall to progress desktop assessment
Deliverables	Minutes from initial workshop to inform the scope for desktop assessment
Key Personnel / Essential Skills	Project sponsor and stakeholders as identified
Assumptions	The appropriate people will be available to attend the initial workshop

1.3 Desktop assessment	
Purpose	To assess identified options to enable a recommendation to be made on the most viable and sustainable option for the centre.
Scope	Assessment will include:- <ul style="list-style-type: none"> • Consideration of each identified option • Consider industry best practice for each of the identified options • Identification of potential impacts on the building and its infrastructure for each option (ie. space required, fit out, people flow through building, access requirements etc) • Cost benefit analysis for recommended option identified
Deliverables	<ul style="list-style-type: none"> • Feasibility study on each of the options with a recommendation of the most viable option
Key Personnel / Essential Skills	Business development professional to undertake the assessment
Assumptions	Available access to the required information to enable an assessment to be undertaken on each option

1.4 Meeting with project sponsor	
Purpose	To present a feasibility study on each option with a recommendation on the most viable option identified.
Scope	<ul style="list-style-type: none"> • To present the findings of the desktop assessment • Make a recommendation on which is the most viable and sustainable option • Project sponsor to agree on most preferred option
Deliverables	Agreement to proceed to business plan on preferred option
Key Personnel / Essential Skills	Project sponsor
Assumptions	That an agreement can be reached to proceed to next stage

1.5 Development of business plan	
Purpose	To develop a business plan on the option identified
Scope	<ul style="list-style-type: none"> • Develop a business plan which considers transition plan and timeframe for the change over from Forestry Tasmania.
Deliverables	Business Plan
Key Personnel / Essential Skills	Business development professional to develop the business plan
Assumptions	Available access to the required information to enable a business plan to be developed

Stage 2:

2.1 Concept design drawings	
Purpose	To progress drafting of concept design drawings, concept costings and a desktop assessment of required permits and approvals
Scope	<ul style="list-style-type: none"> • A qualified professional be engaged to undertake the development of a set of concept design drawings based on the approved business plan • Undertake costings for capital works to be undertaken in accordance with concept drawings • Identify any permits and approvals required to undertake identified works
Deliverables	<ul style="list-style-type: none"> • Up to three concept design drawings, associated costings and identification of permits and approvals required for each to be presented for approval by the project sponsor
Key Personnel / Essential Skills	Qualified professional with knowledge and understanding of Building Code of Australia and local planning requirements
Assumptions	That access to the required information is available to enable the required information to be presented

2.2 Meeting with project sponsor	
Purpose	To present concept design drawing options, associated costings and permits and approvals required for approval
Scope	<ul style="list-style-type: none"> • To present up to three concept design drawings, associated costings and identified permits and approvals required • Make a recommendation on which is the most viable and sustainable option • Project sponsor to agree on most preferred option • Develop community engagement plan for consultation
Deliverables	<ul style="list-style-type: none"> • Agree on preferred option and to progress community engagement based on the preferred option/s. • Completed community engagement plan.
Key Personnel / Essential Skills	Qualified professional and project sponsor
Assumptions	That an agreement can be reached to proceed to next stage

2.3 Community engagement	
Purpose	To engage with the Geeveston community including identified stakeholders to ascertain their preferred concept and business plan for the town hall in Geeveston in accordance with the Council's Community Engagement Framework
Scope	<ul style="list-style-type: none"> • Community engagement to occur in accordance with the project's community engagement plan
Deliverables	<ul style="list-style-type: none"> • Community engagement be undertaken in accordance with the community engagement plan. • Written summary of all stakeholder communication/ feedback/submissions etc.

Key Personnel / Essential Skills	Project sponsor, stakeholders and the wider Geeveston community
Assumptions	<ul style="list-style-type: none"> Stakeholders are available in a timely fashion and willing to contribute to the study Huon Valley Council will provide venues to enable community engagement activities

2.4 Review and refine	
Purpose	To consolidate community feedback and agree on preferred option in order to review and refine the business plan and concept costings in accordance with the knowledge gained through community engagement
Scope	<ul style="list-style-type: none"> Review responses from community engagement In conjunction with agreement from the project sponsor, incorporate any changes required into identified preferred option. Update business plan and associated concept drawings and costings.
Deliverables	Updated business plan, concept drawings and costings
Key Personnel / Essential Skills	Qualified professional and project sponsor
Assumptions	That an agreement can be reached to proceed to next stage

Stage 3:

3.1 Governance Assessment and Evaluation	
Purpose	To assess and evaluate the best governance models appropriate for the preferred operation based on the business plan.
Scope	<ul style="list-style-type: none"> Review and discuss governance options for the preferred operation with project sponsor. Consider legal implications for preferred governance model. Analyse risks associated with undertaking the preferred governance model.
Deliverables	Agree on preferred governance model
Key Personnel / Essential Skills	Project sponsor
Assumptions	That an agreement can be reached.

The presentation approval process will be determined as part of the feasibility study.

9. Project Budget

The Consultant will be required to provide costs associated with the completion of the project as detailed in this Brief and in accordance with the project stages.

10. Consultant Application, Selection and Appointment Process

An assessment of applications received will be undertaken by a Council appointed Selection Committee.

- 10.1 Submissions should outline a full description of the Consultant's proposed approach to the preparation of the Feasibility Study and how they will address specific requirements noted in this Brief. This should include details of deliverable outcomes.
- 10.2 Additional information is welcomed but the submission should be concise and only contain information of relevance and substance.
- 10.3 Information submitted by a proponent will be treated as Commercial in Confidence to the extent necessary and that information will be protected from disclosure.
- 10.4 Specifically, the submissions should cover the following:-

- (i) **Proposed Work Program**

Submissions must present a detailed project plan.

The project plan is to clearly identify the tasks, methods and processes to be used, including details of the number of consulting days and the daily rate of the individual consultant(s) assigned to each task. The timing of each stage of work program is also to be specified.

- (ii) **Capability Statement**

A brief description of the respondent's capacity to complete the Project is required.

Details of similar related undertakings carried out in recent years for nominated clients should also be documented. These should clearly indicate:-

- Experience in serving Local Government
- Experience in undertaking feasibility studies and community consultation

Submissions should list the personnel, including any sub-contracted personnel, together with their curriculum vitae and their professional expertise and experience.

If the respondent proposes to use a work team, the role of each member is to be specified and identified in each phase of the work program.

If a consortium approach is proposed a lead consultant must be nominated and their anticipated input in terms of person/contact hours noted.

Evidence of the respondent's capacity to produce timely results and meet deadlines should also be documented.

(iii) **Project Budget**

A fixed quote on the fee payable for the project is required. This should be based on a cost breakdown for the stages and tasks involved in the project.

The quoted fee shall include:-

- a) All costs to complete the project stages
- b) All travel costs
- c) Costs of attending additional meetings as required

All fees and expenses for the project are to be submitted together with an itemised breakdown of estimates.

11. References

The names and contact numbers of at least two clients for whom the respondent has undertaken work relevant to this Project should also be provided.

12. Assessment

- 12.1 The submission will be evaluated in accordance with the Huon Valley Council's Code relating to Tenders and Contracts.
- 12.2 Additionally, the Selection Committee may request interviews with key personnel of the preferred contract team and customers for whom the respondent has previously carried out work, to assess the similarity of the work to the Selection Committee's requirements, and to obtain independent assessments of the respondents' performance.
- 12.3 Respondents need to be prepared to present their submission to the Selection Committee if requested to do so. A minimum of 5 days advance notice of any such presentation will be provided.
- 12.4 Irrespective of the outcome of the selection process, Council reserves the right not to disclose details of its assessment results other than the name of the successful respondent.

13. Terms of Payment

13.1 The standard terms for payment to the successful applicant will be based on the following percentages, 30 days from delivery of the services and correctly rendered invoice to the Huon Valley Council.

Stage No.	Task	% of Total Amount
1	Introductory meeting with project sponsor Stakeholder workshop Desktop assessment Meeting with project sponsor Development of business plan	Completion of Stage 1 30%
2	Concept design drawings Meeting with project sponsor Community engagement Review and refine	Completion of Stage 2 40%
3	Governance assessment and evaluation	Completion of Stage 3 30%

The above is negotiable based on the Consultant's proposed work plan.

- 13.2 Authorship of all documentation produced as part of the Project should be clearly identified, including the names of the primary consultant and all members of the consultant team.
- 13.3 The Huon Valley Council will hold intellectual property rights on all material produced by the Project and the Respondent will do whatever is necessary to vest those rights in the Council.
- 13.4 The Huon Valley Council may produce further copies of material under the authorship of the Consultant (including acknowledgement of the contribution of sub-consultants).
- 13.5 The consultant may subsequently publish material obtained during this Project, but may not publish any documentation produced during the Project (including the final Report) without permission of the Huon Valley Council.
- 13.6 The consultant is expected to obtain the necessary written permission to reproduce copies of archival documents. Such permission is to be obtained from the relevant agencies prior to the reproduction of material in the study and should be submitted to the Huon Valley Council with the final documentation.