

Invitation for Expressions of Interest

(Invitation)

Alpine Resorts Victoria

Invitation title: Provision of Café Operations Winter 2026 – Lake Mountain
Alpine Resort

Reference number: ARV-26-0301

Date of issue: 23 March 2026

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Introduction

Alpine Resorts Victoria (ARV) is responsible for the management of the State’s six alpine resorts; Falls Creek, Mt Buller, Mt Hotham, Mt Baw Baw, Mt Stirling, and Lake Mountain.

The Victorian Alpine Resorts are icon tourism attractions and a key economic driver for the State, contributing \$2.14 billion in economic output and employing over 12,000 people. Attracting nearly 1.4 million visitors annually, the alpine resorts are a key pillar of Victoria’s visitor economy. Lake Mountain Alpine Resort has the distinction of being the closest alpine resort to Melbourne, just a short 2-hour drive – featuring 20 km of world-class cross country skiing trails and snow play activities for first-time visitors to the snow. With day visitation only, the mountain is set up to make it easy for people of any age and ability to access the mountain at any time of the year with green season providing direct access to walking and mountain biking (MTB) trails, including the renowned Cascade Trail which descends from the resort into the nearby town of Marysville.

The Opportunity

ARV is seeking proposals from experienced, innovative operators to develop a sustainable, high quality commercial offering for the café premises in the Administration building at Lake Mountain for the winter period June to September 2026.

This opportunity requires a supplier to assume management of the café, including the cost associated with any staff, premises cleaning, procurement of ingredients, potable water supply in return having exclusive rights to offer commercial services associated with the premises.

This is a chance to play an important role in Lake Mountain’s winter visitor experience and realise the potential of an established product with strong uptake.

Operators are encouraged to consider a diverse range of value adding products that will enhance the current offering and create a vibrant winter destination for visitors.

Structure of the invitation

This Invitation comprises the following sections:

- Part A – The Invitation
 - Part A.1 – About this Invitation provides establishment details about the commercial opportunity; and
 - Part A.2 – Overview of requirements describes the opportunity in respect of which ARV invites EOIs from interested parties.
- Part B – Conditions of participation sets out the rules applying to the EOI process for the supply of goods and/or services. The rules are separated into organisational and whole of Victorian Government specific rules.
- Part C – Invitee’s response details the information to be provided by invitees. Part C may include templates to be completed.

Part A – The invitation

Part A.1 – About this invitation

1. Establishment details

Organisation name:	Alpine Resorts Victoria
EOI title:	Provision of Café Operations Winter 2026 Lake Mountain
EOI reference number	ARV-26-0301

2. Registration

Registration location	Email: callum.brown@alpineresorts.vic.gov.au
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3. Organisation contacts

Contract manager

Name:	Callum Brown
Position title:	General Manager
Business unit	Lake Mountain Alpine Resort
Contact details:	callum.brown@alpineresorts.vic.gov.au 0423 603 636

Alternate contact person

Name:	Katie Bowker
Position title:	Economic Development Manager
Business unit	Assets, Land Management and Strategic Development
Contact details:	katie.bowker@alpineresorts.vic.gov.au 0428 339 715

4. Closing time

Closing time

5pm, Friday 24 April 2026

5. Lodgement details

Internet lodgement

Email address	Callum.brown@alpineresorts.vic.gov.au
Access restrictions (if any)	N/A
Other requirements	Documents must be submitted in a single PDF format

6. Briefing sessions

Online Briefing session

Briefing session time and date	Time: 10am – 11am
	Date: Monday 30 March 2026
Location of briefing session	Online via MS Teams

8. Additional materials

Item	Description	Location
Nil		

9. Evaluation criteria

An invitee’s response will be evaluated against:

- (a) The evaluation criteria identified in the table below; and
- (b) the overall proposition presented in the invitee’s response.

Mandatory requirements	Complies
Public Liability Insurance	Yes/No
Workcover insurance	Yes/No
Mandatory site inspection attendance	Yes/No
Operating model/plan submitted	Yes/No

Evaluation criteria

(a) Capability & Experience – Demonstrated expertise in café and F&B operations and any prior operations in regulated or alpine areas.

(b) Commercial Viability – Strength, sustainability, and clarity of the commercial model.

(c) Service Delivery & Safety – Quality and feasibility of the proposed operational model.

(d) Winter Activation & Marketing – Strength of proposed value-add activities and effectiveness of the marketing and promotions plan to drive visitation and align with ARV branding.

(e) Local Region Alignment – Contribution to local region through staffing, ingredient sourcing and other commercial links.

Part A.2 – Overview of requirements

1. Background

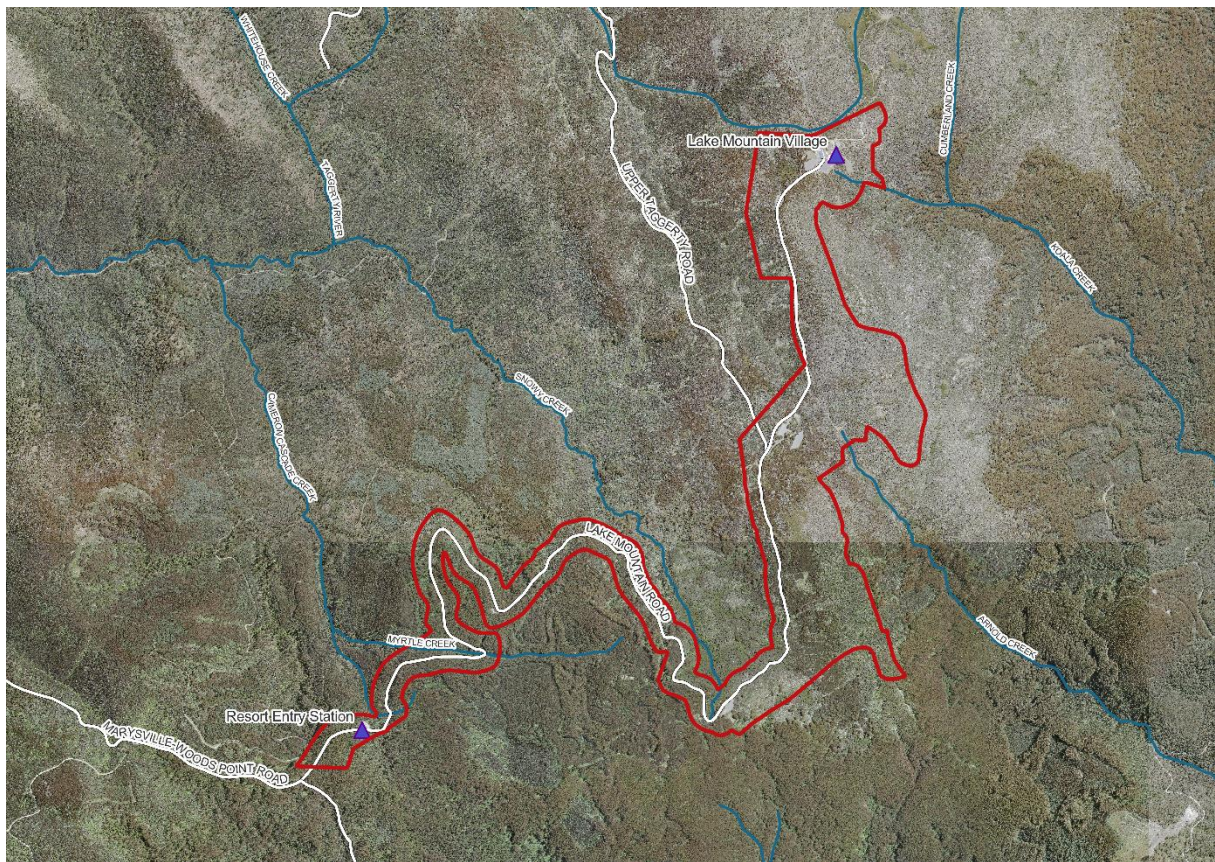
Lake Mountain is located approximately 120km from the Melbourne CBD and is an easy day trip.

The nearest town is Marysville, 20km away, which has a permanent population of 500. Economic activity is driven almost exclusively by tourism throughout the year.

There are no commercial beds at Lake Mountain, however there are 540 commercial beds in Marysville with another 130 beds in the surrounding local area.

Lake Mountain is located primarily on Taungurung country with a small area also Wurrundjeri country at the resort entry point and Mt Arnold.

Lake Mountain is open from Thursday to Monday each week of the winter season, except school holidays which are a 7-day operation.



Lake Mountain Alpine Resort

Key Lake Mountain statistics

Item	Lake Mountain
Distance from Melbourne (kms)	120
Summit altitude	1,433m
Village elevation	1,350m
Resort area	465Ha
Carpark capacity (vehicles)	1,050
Cross-country ski trails (National Park)	20.0km
Winter Visitation 2025	106,000

2. Form of Agreement

Any agreement established as part of this EOI process would be a Licence under Section 17b.2 of the *Crown Land (Reserves) Act 1978* – this would be limited to the duration of the 2026 winter season and any setup/packdown (nominally 4 months).

This agreement will include fees calculated as a minimum fixed fee component with 10% revenue percentage arrangement if sales targets are achieved. This requires accurate monthly sales reporting to ARV.

3. Café Operations Overview

The café consists of a 130 m2 area with a commercial kitchen including the following elements:

- 2 x Rice cookers. 1 medium and 1 large
- 2 x Medium pie/ food warmers.
- 1 x Bain-marie large
- 1 x Double door drinks fridge
- 1 x Single door mini bar fridge
- 1 x Microwave
- 1 x Front counter fridge
- 1 x Industrial dishwasher
- 1 x Deep fryer
- 1 x 6 burner gas stove
- 2 x soup warmers

Additionally, there is an outdoor balcony area adjacent to the site and public toilets accessible from the café of approx. 80m2 – refer to attached area plan.

Café days of operation are Thursday to Monday for the duration of the declared snow season (6 June – 13 September), seven days during the school holiday period (27 June – 12 July). Hours of operation nominally from 8am to 3:30pm, noting the resort closes at 4pm daily and requires all visitors to be off mountain by this time.

Café operations have been highly variable over the past decade with varying configurations. Data is available from ARV operations in 2024 from our Lightspeed system which was based on coffee and pre-packaging cold food service only – this can be provided on request, although may not reflect the offered configuration – ARV is seeking to substantially improve the performance of this asset.

In winter 2025 the café was under licence with a commercial operator and data is not available for this period.

In the last 10 years, direct revenue has varied between \$100k and \$200k, depending on season visitation, promotion, configuration of the space and product focus. With a greater attention to customer requirements there is considerable upside to this area given the high visitation levels during winter.

Refer to attached visitation data from 2025 attached provides a snapshot of customers visitation levels each day of the season.

4. Service Provision Requirements

Café Food and Beverage Offering

As part of the EOI submission, the invitee should provide an indication of menu offerings proposed for the café, noting the following:

- Preparation of food is only permitted in café kitchen area – no access to other areas is available.
- Provision of a variety of high-quality snacks, lunch items, cold drinks and hot drinks.
- All offerings must be complementary to the Lake Mountain Bistro and not in direct competition.
- Use of local produce or suppliers will be highly regarded.
- Sales should include a cash payment option, noting that other LM facilities are cashless.
- Fees associated with compliance registration of the café operations are the responsibility of the invitee.

Goods Storage

- Walk-in fridge and freezer is available in the basement area with roller door access for deliveries.
- This area is provided for exclusive use by the café.

Area Cleaning and Patron Management

- Management of queuing for service is the responsibility of the invitee, noting there is to be no impact to entering/exiting the building or other operations in the building associated with the rentals area.
- Daily cleaning of the café, tables, external balcony area and kitchen is the responsibility of the invitee.
- Waste disposal, including table clearing, is the responsibility of the invitee. This is to be done in the bins provided by ARV.
- Mixed recycling must be separated as far as practicable from landfill general waste – bins are provided to facilitate this process.

Emergency Management

- The invitee is required to manage patrons in the café under an emergency fire evacuation of the building, including the toilet areas attached to the café. This will be done at the direction of the ARV Fire Warden for the building.

Equipment, Tools and Consumables

- It is the responsibility of the invitee to provide all necessary equipment, implements, crockery, cutlery and consumables required to undertake the café operations.
- Storage of items will be negotiated if required.
- **The village is not supplied by potable water – it is the responsibility of the invitee to arrange for provision of potable water for kitchen operations as needed.**

Staffing

- All staffing required to operate the café facility in accordance with this EOI are the responsibility of the invitee.
- Staff accommodation and transport is not provided by ARV for these operations.
- A complimentary season pass entry will be provided to 1 x passenger vehicle as part of this arrangement.
- Staff parking is provided to support the operation – parking is not permitted in guest parking locations.

Marketing and Promotions

- The invitee is solely responsible for direct marketing and promotion of the café commercial offerings.
- Access to marketing campaigns for Lake Mountain are by negotiation.

Insurance

- The invitee must have Public Liability Insurance coverage to \$20M per event and Workcover Insurance for all staff.
- Other insurance for vehicles, equipment, business disruption or as required by Victorian Law is the sole responsibility of the invitee.

Non Permitted Items

The following items are not permitted under the licence arrangement:

- Use of any area outside the designated licence zone per attachment.
- Serving of alcoholic beverages.
- Installation of any signage or infrastructure which triggers a planning permit – all signage to be confirmed by ARV.

Additionally, agreement with ARV is required on the café F&B offering to ensure alignment with ARV Bistro area offerings. ARV reserves the right to refuse menu items, products or services which are in direct competition with the Bistro operation.

Scope Exclusions

The invitee is not responsible for:

- Provision of tables and chairs in the café area – by ARV.
- Bulk waste disposal off mountain – this will be done by ARV. The invitee is required to dispose of waste to a location as directed by ARV.
- Provision of café fixed equipment: Bain Marie, benches, commercial dishwasher, deep fryer, stoves, extraction system, fridges and the like.
- Gas and electricity supply or fees for supply.
- Cleaning and stocking of public toilets adjacent to the café area – by ARV.

Part B – Conditions of participation

Part B.1 – ARV specific requirements

1. Complaints procedure

Any complaint about this Invitation or the Invitation Process must be submitted in writing to the Contract Manager by the means set out in Part A.1 above immediately upon the cause of the complaint arising or becoming known to the Invitee. The written complaint must set out:

- a. the basis for the complaint (specifying the issues involved);
- b. how the subject of the complaint (and the specific issues) affects the person or organisation making the complaint;
- c. any relevant background information; and
- d. the outcome desired by the person or organisation making the complaint.

Any complaint submitted to the Contract Manager in accordance with this clause 1) that relates to the conduct or performance of the Contract Manager or the manner in which the Contract Manager has handled the Invitation Process must also be copied to the Alternate Contact.

Part B.2 – Victorian Government specific requirements

1. Invitation

1.1. Invitation

This invitation is not an offer. It is a formal request for invitees to submit an invitee's response for the commercial opportunity in response to Alpine Resorts Victoria's requirements in Part A.2. Nothing in this Invitation is to be construed as creating any binding contract for the supply of goods and/or services (express or implied) between Alpine Resorts Victoria and any invitee.

1.2. Accuracy of invitation

Alpine Resorts Victoria does not warrant the accuracy of the content of this invitation and will not be liable for any omission from the Invitation documents.

1.3. Additions and amendments

Alpine Resorts Victoria reserves the right to change any information or to issue an addenda to this Invitation.

1.4. Availability of additional materials

Additional materials (if any) may be accessed in the manner set out in Item 8 of Part A.1. Invitees should familiarise themselves with the additional materials.

1.5. Representation

No representation made by or on behalf of Alpine Resorts Victoria in relation to this invitation (or its subject matter) will be binding on Alpine Resorts Victoria unless the representation is expressly incorporated into any contract(s) ultimately entered into between Alpine Resorts Victoria and an invitee.

1.6. Licence to use Intellectual Property Rights

- (a) Persons obtaining or receiving this Invitation and any other documents issued in relation to this Invitation may use the documents only for the purpose of preparing an invitee's response. Such Intellectual Property Rights as may exist in this Invitation and any other documents provided to the invitees by or on behalf of Alpine Resorts Victoria in connection with the EOI process are owned by (and will remain the property of) Alpine Resorts Victoria except to the extent expressly provided otherwise.

2. Communication

2.1. Requests for clarification

- (a) Any questions or requests for clarification or further information regarding this Invitation or the EOI process must be submitted to Alpine Resorts Victoria contact in writing at least 5 working days prior to the EOI closing time, via the Buying for Victoria portal.
- (b) Alpine Resorts Victoria is not obliged to respond to any question or request for clarification or further information.
- (c) Alpine Resorts Victoria may make available to other prospective invitees details of such a request together with any response, in which event those details shall form Part of this Invitation.

2.2. Briefing session

Alpine Resorts Victoria will hold briefing sessions at the location(s) and time(s) specified in Item 6 of Part A.1. An invitee must attend the briefing session if it is specified as 'mandatory'. If an invitee fails to attend a mandatory briefing session, Alpine Resorts Victoria may disqualify the invitee from further participating in the EOI process.

2.3. Unauthorised communication

- (a) Communications (including promotional or lobbying activities) with staff of Alpine Resorts Victoria or consultants assisting Alpine Resorts Victoria with the EOI process are not permitted during the EOI process except as provided in clause 2.1 above, or otherwise with the prior written consent of the organisation contact.
- (b) Nothing in this clause 2.4 is intended to prevent communications with staff of, or consultants to, Alpine Resorts Victoria to the extent that such communications do not relate to this Invitation or the EOI process.
- (c) invitees must not engage in any activities or obtain or provide improper assistance that may be perceived as, or that may have the effect of, influencing the outcome of the EOI process in any way. Such activities or assistance may, in the absolute discretion of Alpine Resorts Victoria, lead to disqualification of an invitee.

2.4. Anti-competitive conduct

Invitees and their representatives must not engage in any collusion, anti-competitive or similar conduct with any other invitee or person in relation to the preparation, content or lodgement of their invitee's response. In addition to any other remedies available to it under law, Alpine Resorts Victoria may, in its absolute discretion, disqualify an invitee that it believes has engaged in such collusive or anti-competitive conduct.

2.5. Consortia and trustees

Where the invitee is a member of a consortium, the invitee's response must stipulate which parts of the goods and/or services that each entity comprising the consortium would provide and how the parties would relate to each other to enable the commercial opportunity. All consortium members are to provide details relating to their legal structure and where applicable provide details of their special purpose vehicle established for the supply of the goods and/or services.

2.6. Complaints about this Invitation

An invitee with a complaint about this Invitation or the EOI process which has not been resolved in the first instance with the contract manager must follow the complaints process of Alpine Resorts Victoria as detailed in Item 1 of Part B.1.

3. Submission of an invitee's response

3.1. Lodgement

- (a) The invitee's response must be lodged by the EOI closing time. The closing time may be extended by Alpine Resorts Victoria in its absolute discretion by providing notice to invitees.
- (b) All invitees' responses lodged after the EOI closing time will be recorded by Alpine Resorts Victoria. The determination of Alpine Resorts Victoria as to the actual time that the invitee's response is lodged is final.
- (c) Where this Invitation requires or permits invitee's responses to be lodged via the internet through the website nominated at Item 5 of Part A.1, invitees are deemed to accept the online user agreement applying to that website and must comply with the requirements set out on that website.
- (d) Where this Invitation requires or permits invitee's responses to be lodged in hard copy, packages containing the invitee's response must be marked and lodged as set out in Item 5 of Part A.1. Failure to do so may result in disqualification from the EOI process.

3.2. Late invitee's response

If an invitee's response is lodged after the EOI closing time, it will be disqualified from the EOI process and will be ineligible for consideration unless:

- (a) the invitee can clearly document to the satisfaction of Alpine Resorts Victoria that an event of exceptional circumstances caused the invitee's response to be lodged after the EOI closing time; and
- (b) Alpine Resorts Victoria is satisfied that accepting a late submission would not compromise the integrity of the EOI process.

Alpine Resorts Victoria will inform an invitee whose invitee response was lodged after the EOI closing time as to whether the invitee's response is ineligible for consideration.

3.3. Providing an invitee's response

It is the invitee's responsibility to:

- (a) understand the requirements of this Invitation, the EOI process and any reference documentation;
- (b) ensure that all the information fields in Part C are completed and contain the information requested;
- (c) ensure that their invitee's response is in the correct format, complies with all requirements of this invitation and is accurate and complete;
- (d) make their own enquiries and assess all risks regarding this invitation and the EOI process;
- (e) ensure that it did not rely on any express or implied statement, warranty or representation, whether oral, written or otherwise made by or on behalf of Alpine Resorts Victoria or its representatives other than any statement, warranty or representation expressly contained in this Invitation;
- (f) ensure that they comply with all applicable laws in regard to the EOI process;
- (g) be responsible for all costs and expenses related to the preparation and lodgement of its invitee's response, any subsequent negotiation, and any future process connected with or relating to the EOI process.

3.4. Obligation to notify errors

- (a) If an invitee identifies an error in their invitee's response (excluding clerical errors which would have no bearing on the evaluation), they must promptly notify Alpine Resorts Victoria.
- (b) Alpine Resorts Victoria may permit an invitee to correct an unintentional error in its invitee's response where that error becomes known or apparent after the EOI closing time, but in no event will any correction be permitted if Alpine Resorts Victoria reasonably considers that the correction would materially alter the substance of the response.

3.5. Use of an invitee's response

Upon submission, all invitee's responses become the property of Alpine Resorts Victoria. The invitee will retain all ownership rights in any Intellectual Property Rights contained in the invitee's response. However each invitee, by submission of their invitee's response, is deemed to have granted a licence to Alpine Resorts Victoria to reproduce the whole, or any portion of their invitee's response for the purposes of enabling Alpine Resorts Victoria to evaluate their invitee's response.

3.6. Withdrawal of an invitee's response

An invitee who wishes to withdraw a previously submitted response must immediately notify Alpine Resorts Victoria of the fact. Upon receipt of such notification, Alpine Resorts Victoria will cease to consider the invitee's response.

3.7. Status of invitee's response

Each invitee's response constitutes a non-binding proposal by the invitee to Alpine Resorts Victoria to provide the goods and/or services required under and otherwise to satisfy the requirements in accordance with Part B of this Invitation.

3.8. Disclosure of EOI contents and EOI information

Invitee's responses will be treated as confidential by Alpine Resorts Victoria. Alpine Resorts Victoria will not disclose the information contained in an invitee's response, except:

- (a) as required by law (including, for the avoidance of doubt, as required under the *Freedom of Information Act 1982 (Vic)*)
- (b) for the purpose of investigations by the Australian Competition and Consumer Commission or other government authorities having relevant jurisdiction;
- (c) to external consultants and advisers of Alpine Resorts Victoria engaged to assist with the EOI process;
- (d) to other government departments or organisations in connection with the subject matter of the EOI process; or
- (e) general information from invitees required to be disclosed by government policy.

4. Capacity to comply with the overview of requirements

Part A details Alpine Resorts Victoria's requirements for the goods and/or services the subject of this Invitation. The assumption is that each invitee will be capable of providing all of the goods and/or services in full. Where an invitee believes it will not be capable of providing all the goods and/or services in full or will only comply with Part B subject to conditions, it should either not apply or set out potential limitations in their invitee's response.

Invitees who are invited to participate in subsequent EOI processes (should such eventuate) will be provided with a full specification for the relevant goods and/or services at that time.

5. Evaluation

5.1. Evaluation process

Invitee's responses will be evaluated in accordance with the evaluation criteria stipulated in Item 9 of Part A.1.

An invitee's response will not be deemed to be unsuccessful until such time as the invitee is formally notified of that fact by Alpine Resorts Victoria.

Alpine Resorts Victoria may in its absolute discretion:

- (a) reject any invitee's response that does not include all the information requested or is not in the format specified in Item 5 of Part A.1;

- (b) after concluding a preliminary evaluation, reject any invitee's response that in its opinion is unacceptable;
- (c) disregard any content in an invitee's response that is illegible and will be under no obligation whatsoever to seek clarification from the invitee;
- (d) disqualify an incomplete invitee's response or evaluate it solely on the information contained within it;
- (e) alter the structure and/or the timing of the EOI process; and
- (f) vary or extend any time or date specified in this Invitation for all invitees.

6. Next stage of the EOI process

6.1. Options available to Alpine Resorts Victoria

After evaluating all invitee's responses, Alpine Resorts Victoria may without limiting other options available to it, do any of the following:

- (a) prepare a short list of invitees and invite further offers from those invitees;
- (b) conduct a subsequent procurement process calling for the goods and/or services or any similar related goods and/or services;
- (c) enter into pre contractual negotiations with one or more invitees;
- (d) decide not to proceed further with the EOI process or any other commercial process for the goods and/or services; or
- (e) commence a new process for calling for invitee's responses on a similar or different basis to that outlined in the original invitation.

7. No legally binding contract

Being short listed does not give rise to a contract (express or implied) between the preferred invitee and Alpine Resorts Victoria. No legal relationship will exist between Alpine Resorts Victoria and a preferred invitee relating to the supply of goods and/or services unless and until such time as a binding contract is executed by both parties.

8. Invitee warranties

By submitting an invitee's response, an invitee warrants that:

- (a) in lodging its invitee's response it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of Alpine Resorts Victoria or its representatives other than any statement, warranty or representation expressly contained in the invitation documents;
- (b) it has examined this Invitation, and any other documents referenced or referred to herein, and any other information made available in writing by Alpine Resorts Victoria to invitees for the purposes of submitting an invitee's response;
- (c) it has sought and examined all necessary information which is obtainable by making reasonable enquiries relevant to the risks and other circumstances affecting its invitee's response;
- (d) it otherwise accepts and will comply with the rules set out in this Invitation; and
- (e) it will provide additional information in a timely manner as requested by Alpine Resorts Victoria to clarify any matters contained in the invitee's response.

9. Organisation rights

Notwithstanding anything else in this Invitation, and without limiting its rights at law or otherwise, Alpine Resorts Victoria reserves the right, in its absolute discretion at any time, to:

- (a) vary or extend any time or date specified in this Invitation for all or any invitees; or
- (b) terminate the participation of any invitee or any other person in the EOI process.

10. Governing Law

This Invitation and EOI process is governed by the laws applying in the State of Victoria. Each invitee must comply with all relevant laws in preparing and lodging its invitee’s response and in taking Part in the EOI process.

11. Interpretation

11.1. Definitions

EOI closing time	means the time specified at Item 4 of <i>Part A.1</i> by which invitee’s responses must be received by Alpine Resorts Victoria.
EOI process	means the process commenced by issuing an Invitation for invitee’s responses and concluding upon either early termination of the process or a subsequent procurement process.
Goods	means the products required by Alpine Resorts Victoria as set out in <i>Part A.2</i> .
Intellectual Property Rights	includes all present and future copyright and neighbouring rights, all proprietary rights in relation to inventions (including patents), registered and unregistered trademarks, confidential information (including trade secrets and know how), registered designs, circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
Invitation	means the opportunity set out in each of the documents identified in the Introduction to this Invitation including this Part B.2, the EOI process and any other documents so designated by Alpine Resorts Victoria.
Invitee	means a person who submits an invitee’s response.
Invitee’s response	means a document lodged by an invitee in response to this Invitation containing a proposal to provide goods and/or services.
Item	means an item of this Invitation.
Organisation	means the government department or agency issuing this Invitation. In the case of an aggregated demand, Alpine Resorts Victoria is the lead agency issuing this invitation
Overview of requirements	means the overview of requirements set out at <i>Part A.2</i> .
Part	means a Part of this Invitation.
Contract manager	means the person so designated at Item 3 of <i>Part A.1</i> .
Representative	means a party and its agents, servants, employees, contractors, associates, invitees and anyone else for whom that party is responsible.
Services	means the services required by Alpine Resorts Victoria as stipulated in <i>Part A.2</i> .
State	means the Crown in right of the State of Victoria.

11.2. Interpretation

In this Invitation, unless expressly provided otherwise:

- (a) the singular includes the plural and vice versa;
- (b) a reference to:
 - (i) 'includes' or 'including' means includes or including without limitation; and
 - (ii) '\$' or dollars is a reference to the lawful currency of the Commonwealth of Australia; and
- (c) if a word or phrase is defined, its other grammatical forms have corresponding meanings.

Part C – Invitee’s response

The Proposal

Proposal submissions should respond to the following areas in addition to addressing the specific evaluation criteria:

Commercial Overview

- Deliver a commercial model sufficient for short term operation.
- Clearly outline assumed revenue basis, any investment commitments, and financial capacity to operate independently.
- Details of previous operating experience in delivery of similar commercial activities.
- Familiarity with alpine area operation and Lake Mountain.

Café Operations

- Proposed operating plan for the café including menu, staffing etc
- Local region integration with offering

Emergency, Safety and Risk Management

- OH&S systems, including Safety Plans, procedures, hazard identification, staff training, incident reporting, and compliance with Victorian safety legislation.

Regulatory and Environmental Compliance

- Food handling and registration compliance
- Key areas of focus to ensure alignment with environmental values of Lake Mountain

Marketing and Promotions

- Consideration of marketing and promotions to drive visitation and promote commercial activities.

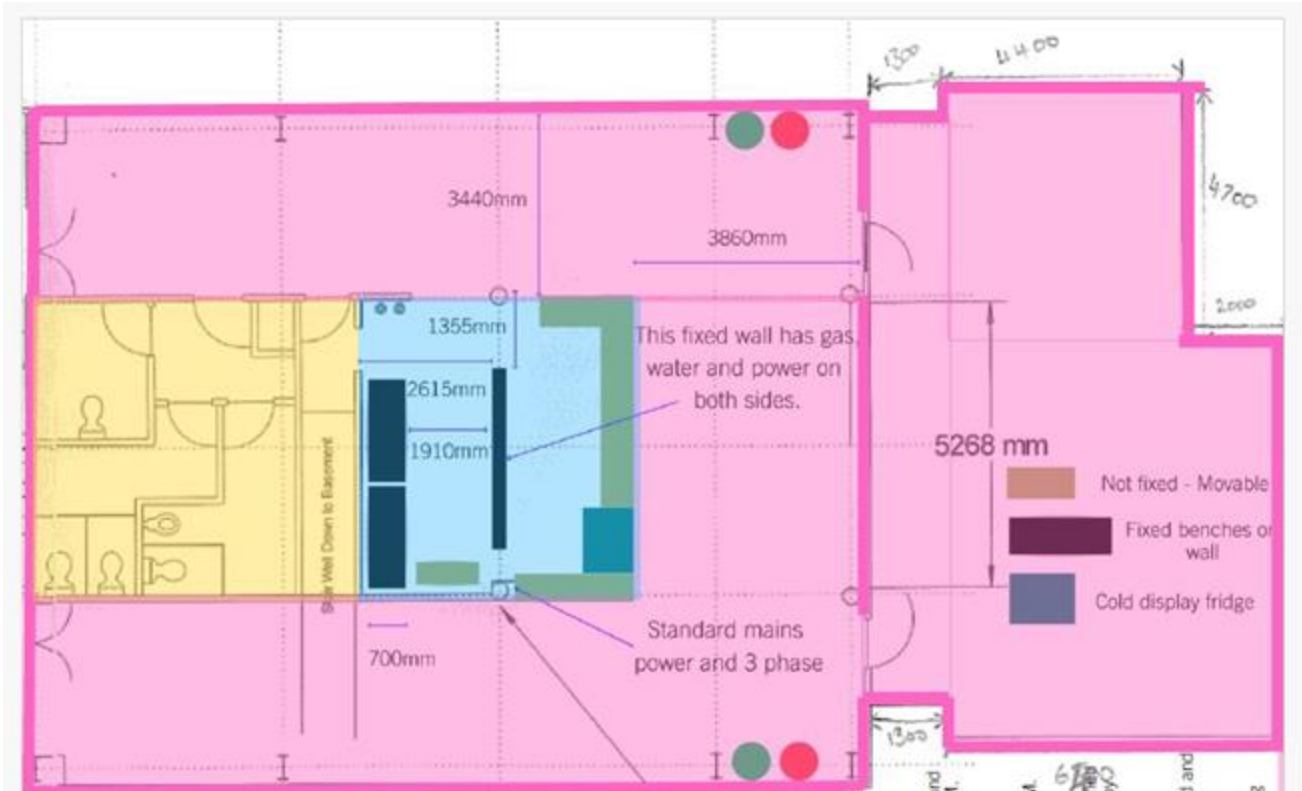
Visitation Data 2024 - 2025

Date	Day	Week	Total Cars 2025	Visitors 2025	Visitors 2024
7/06/2025	S	1	123	558	946
8/06/2025	S	1	411	1552	974
9/06/2025	M	2	401	1552	636
10/06/2025	T				
11/06/2025	W				
12/06/2025	T	2	54	274	429
13/06/2025	F	2	61	314	275
14/06/2025	S	2	178	771	518
15/06/2025	S	2	138	532	520
16/06/2025	M	3	49	307	389
17/06/2025	T				
18/06/2025	W				
19/06/2025	T	3	53	278	475
20/06/2025	F	3	70	342	339
21/06/2025	S	3	260	1215	845
22/06/2025	S	3	252	1079	753
23/06/2025	M	4	56	328	443
24/06/2025	T				
25/06/2025	W				
26/06/2025	T	4	94	497	621
27/06/2025	F	4	140	603	505
28/06/2025	S	4	510	1947	1014
29/06/2025	S	4	451	1710	1244
30/06/2025	M	5	147	680	1137
1/07/2025	T				1028
2/07/2025	W				1174
3/07/2025	T	5	187	995	1420
4/07/2025	F	5	237	1031	1661
5/07/2025	S	5	815	3403	4255
6/07/2025	S	5	639	2765	4283
7/07/2025	M	6	433	2042	1969
8/07/2025	T	6	228	964	794
9/07/2025	W	6	347	1561	1762
10/07/2025	T	6	330	1572	1336
11/07/2025	F	6	539	2330	1795
12/07/2025	S	6	1084	4729	4461
13/07/2025	S	6	1032	4308	2183
14/07/2025	M	7	612	2678	1150
15/07/2025	T	7	562	2417	
16/07/2025	W	7	560	2300	
17/07/2025	T	7	492	2209	1297
18/07/2025	F	7	830	3483	1114
19/07/2025	S	7	1029	4452	3055
20/07/2025	S	7	1021	4055	3238
21/07/2025	M	8	280	1190	992
22/07/2025	T				
23/07/2025	W				
24/07/2025	T	8	189	925	601

OFFICIAL

Date	Day	Week	Total Cars 2025	Visitors 2025	Visitors 2024
25/07/2025	F	8	191	973	1118
26/07/2025	S	8	822	3397	4102
27/07/2025	S	8	570	2345	3968
28/07/2025	M	9	138	797	983
29/07/2025	T				
30/07/2025	W				
31/07/2025	T	9	141	815	1060
1/08/2025	F	9	208	1146	1166
2/08/2025	S	9	1068	4346	4791
3/08/2025	S	9	807	3248	4312
4/08/2025	M	10	151	812	1185
5/08/2025	T				
6/08/2025	W				
7/08/2025	T	10	124	676	925
8/08/2025	F	10	193	1047	1127
9/08/2025	S	10	832	3305	4139
10/08/2025	S	10	528	2075	3129
11/08/2025	M	11	140	677	806
12/08/2025	T				
13/08/2025	W				
14/08/2025	T	11	116	775	705
15/08/2025	F	11	105	539	475
16/08/2025	S	11	597	2304	1962
17/08/2025	S	11	570	2160	1553
18/08/2025	M	12	163	758	591
19/08/2025	T				
20/08/2025	W				
21/08/2025	T	12	125	742	301
22/08/2025	F	12	110	548	353
23/08/2025	S	12	451	1866	1143
24/08/2025	S	12	348	1358	549
25/08/2025	M	13	72	338	182
26/08/2025	T				
27/08/2025	W				
28/08/2025	T	13	34	280	79
29/08/2025	F	13	66	312	72
30/08/2025	S	13	405	1631	462
31/08/2025	S	13	402	1460	280
1/09/2025	M	14	84	318	
2/09/2025	T				
3/09/2025	W				
4/09/2025	T	14	48	229	
5/09/2025	F	14	72	267	
6/09/2025	S	14	214	847	
7/09/2025	S	14	74	328	
			24863	106667	93149

Café Premises Plan



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