
From: Perry, John
Sent: Friday, 25 July 2025 1:45 AM
To: Out of Scope
Subject: RE: economic impact commentary

Hi
I've also inserted a summary of the recent TPC hearings
Thanks
John

From: Perry, John
Sent: Thursday, 24 July 2025 3:40 PM
To: Out of Scope
Subject: economic impact commentary

Hi All

I've set up a folder we can use for the materials you pull together for this.
I've saved across my early unfinished musings on the club and its operational spending in Hobart from my part-dive into AFL club financial reports.

<H:\ITS\Coordinator General\Presentations & Speeches\Presentations\Other\JP comment>

Let's meet next Tuesday to go through the economic impacts and see if we need to run analysis on any other components through economyID.

Thanks!

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: Out of Scope | Mobile: Out of Scope
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

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From: Perry, John
Sent: Thursday, 14 August 2025 11:26 PM
To: Out of Scope
Cc: Kathryn McCann Out of Scope
Subject: Progress with the calculations
Attachments: Tassie Devils Economic Contribution.docx; Out of Scope

Hi Out of Scope

Out of Scope

As promised, please find attached the latest draft iteration of the narrative Out of Scope

As you can see, the narrative still needs a lot of refinement, further tidying and tweaking, but hopefully there are some key figures/points in there that are useful for your purposes such as the \$35m/yr estimated cost for financing the \$1bn stadium development. You will note we haven't calculated any economic benefit or return from the \$1bn construction of the stadium, but we're getting close to having all the key data points calculated and will further incorporate when finalised.

Hope it is helpful and look forward to sharing a further expanded - and definitely further refined - piece of work shortly.

Any comments or questions gratefully received.

Best

John

John Perry | Coordinator-General

Office of the Tasmanian Coordinator-General

Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250

Other: 4 Salamanca Place Hobart TAS 7000

Ph: Out of Scope | Mobile: Out of Scope

john.perry@cg.tas.gov.au

www.cg.tas.gov.au

s.35

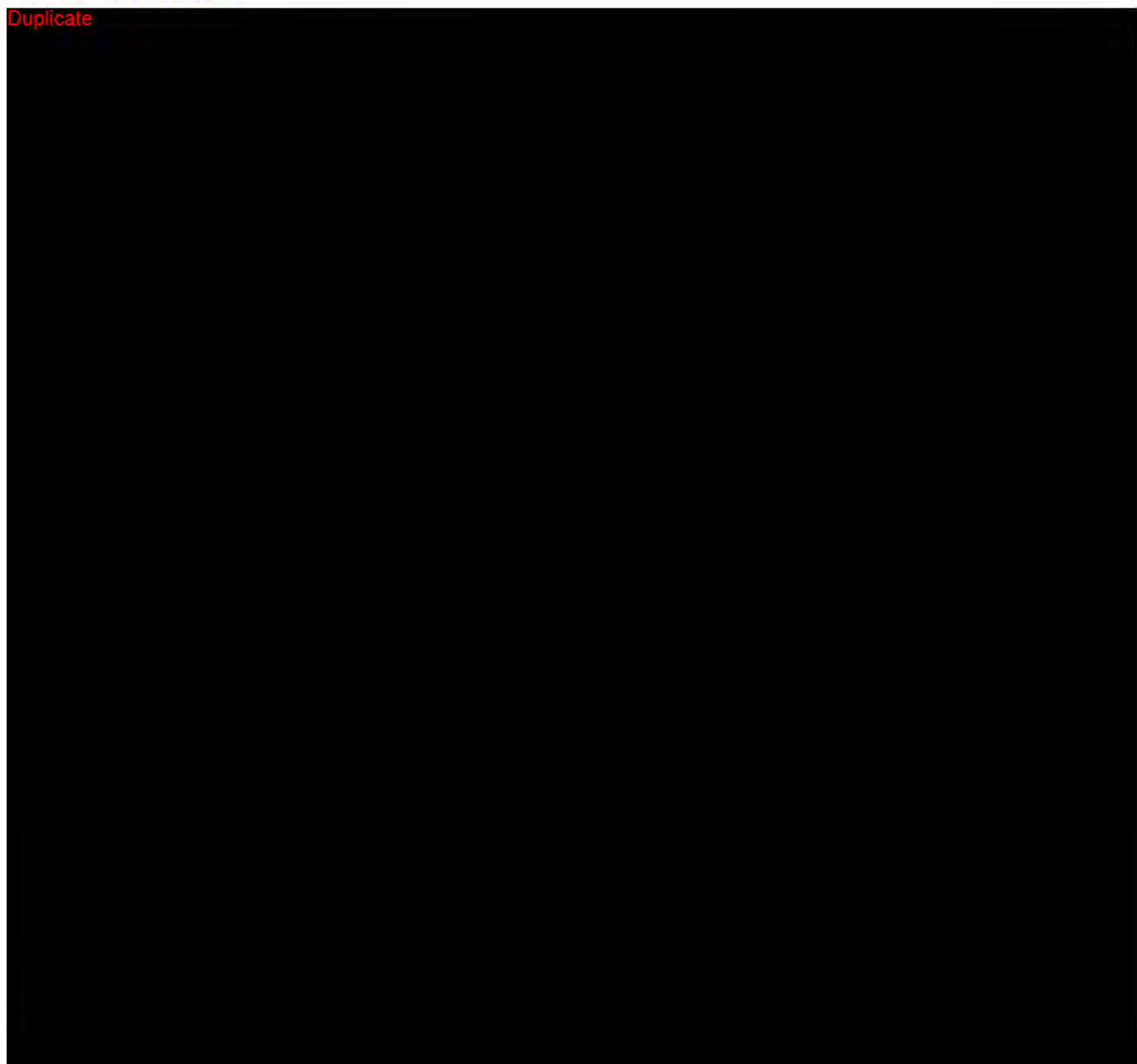


From: Kathryn McCann [Out of Scope]
Sent: Saturday, 16 August 2025 4:46 PM
To: Perry, John; [Out of Scope]
Cc: [Out of Scope]
Subject: Re: Progress with the calculations

Thanks heaps for this John, it's looking very useful. Want to make a time in the next week or so to regroup on this (awesome) work?

Get [Outlook for iOS](#)

Duplicate



From: Out of Scope
Sent: Thursday, 18 September 2025 9:04 AM
To: Perry, John
Subject: RE: Stadium presentation

Thanks John
Glad to hear that it went well 😊

Out of Scope
Office of the Coordinator-General
CH Smith Centre
20 Charles Street, Launceston TAS 7250
Phone: Out of Scope
www.cg.tas.gov.au

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From: Perry, John
Sent: Wednesday, 17 September 2025 10:44 PM
To: Out of Scope
Cc: Out of Scope
Subject: RE: Stadium presentation

Hi Out of Scope

Thanks for your help with this.
Out of Scope I thought the meeting went really well this evening – thanks particularly for all the work refining and revising the model and slides today.

Thanks again

John

From Out of Scope [redacted] <[redacted]@cg.tas.gov.au>

Sent: Wednesday, 17 September 2025 2:18 PM

To: Perry, John <john.perry@cg.tas.gov.au>

Cc: Out of Scope [redacted]
[redacted]

Subject: Stadium presentation

Hi John,

Here is the link to the presentation for this afternoon:

\\file4pw\group\ITS\Coordinator General\Presentations & Speeches\Presentations\2025 Presentations\Economics of the Stadium - Presentation_2025_09.pptx

Link to the latest workbook:

<\\file4pw\group\ITS\Coordinator General\Tourism\AFL Stadium\Economic output scenarios v3.xlsx>

s.35

out of scope [redacted] has also prepared a summary on Economy ID – have not captured this in the presentation, but can add a slide if you like?

<\\file4pw\group\ITS\Coordinator General\Tourism\AFL Stadium\Economy.ID Information.docx>

Let me know if you have any queries/changes.

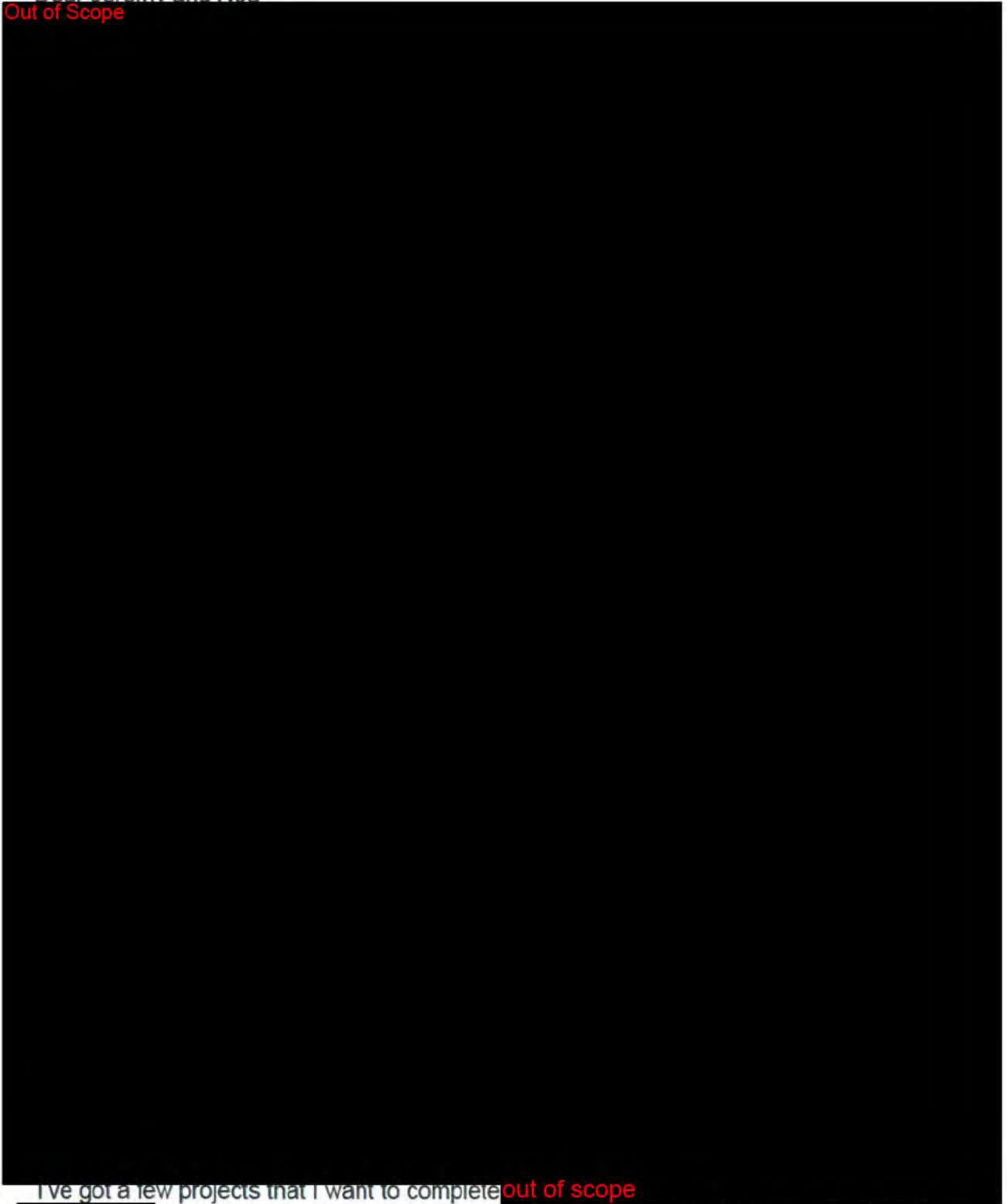
Thanks,

Out of Scope [redacted]

From: [Perry, John](#)
To: [Rockliff, Jeremy \(DPaC\)](#); [Whitehouse, Ned \(DPaC\)](#)
Subject: **out of scope**
Date: Thursday, 18 September 2025 9:26:00 AM
Importance: High

Dear Jeremy and Ned

Out of Scope



I've got a few projects that I want to complete **out of scope**
out of scope One that I wanted to flag earlier in the week is something I haven't spoken to any Ministers about yet, which I've been working on, when able, for a few weeks. It's an economic analysis of the impact of the AFL team and stadium. I presented our modelling and analysis last night to the Tassie Devil Chair, CEO and COO and some

other interested stakeholders they invited. I never do this, but I am hoping to finalise and publish an opinion piece around that modelling that we've done and I will be requesting your – and my Minister's – permission to do so, as I assume is required as a public servant. Please let me know if you'd like us to present our findings to you or any of your team. From the response last night, it sounds as though you or Minister Ellis, may receive a request for us to brief the Labor party and/or some upper house members. If you and Minister Ellis are content for this to occur, I would be happy to do this over teams while on leave. [REDACTED]

Out of Scope

[REDACTED]

Kindest regards

John

John Perry | Coordinator-General

Office of the Tasmanian Coordinator-General

Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250

Other: 4 Salamanca Place Hobart TAS 7000

Ph: [REDACTED] Mobile [REDACTED]

john.perry@cg.tas.gov.au

www.cg.tas.gov.au

From: Perry, John
Sent: Friday, 19 September 2025 8:23 AM
To: Gourlay, Jon (DPaC)
Subject: Re: Stadium / AFL team benefits analysis

Hi Jon
Ned was going to look for a time on Monday afternoon I think.
Thanks
John

Sent from my iPhone

On 18 Sep 2025, at 16:43, Gourlay, Jon wrote:

Hi John,
That would be great thanks. Has the Premier's office come back to you? If you can give me some windows of your availability I can organise if you want?
Jon

Jon Gourlay
Senior Advisor
Office of the Hon Eric Abetz MP
Treasurer
Minister for Macquarie Point Urban Renewal
Leader of the House
Liberal Member for Franklin
Level 10, 15 Murray Street, Hobart 7000
p: **Out of Scope**
m: **[REDACTED]**
e: **[REDACTED]** [dpac.tas.gov.au](mailto:[REDACTED]@dpac.tas.gov.au)

**Department of Premier &
Cabinet**
www.premier.tas.gov.au

From: Perry, John
Sent: Thursday, 18 September 2025 2:03 PM
To: Gourlay, Jon
Subject: Re: Stadium / AFL team benefits analysis

Hi Jon
Happy to present the figures to you and the Treasurer if you'd like - I offered the same to Ned and the Premier, so maybe could do at the same time and share my thinking of how I was thinking it could be used.
I could share the modelling with you after that so you can get comfortable with it before the Premier & Treasurer consider whether to allow me to release my proposed opinion piece on this.
Cheers, John

Sent from my iPhone

On 18 Sep 2025, at 12:52, Gourlay, Jon Out of Scope dpac.tas.gov.au> wrote:

Hi John,

I'm now the Macquarie Point adviser to Minister Abetz (also retaining some Treasury responsibilities)

I understand you've been doing some work around the benefits of the AFL team and gave a presentation recently on the subject (last night?). Would it be possible for you to either send the presentation or we can arrange a time to present the figures to us (hopefully including the Minister)?

Regards,

Jon

Jon Gourlay

Senior Advisor

Office of the Hon Eric Abetz MP

Treasurer

Minister for Macquarie Point Urban Renewal

Leader of the House

Liberal Member for Franklin

Level 10, 15 Murray Street, Hobart 7000

p: Out of Scope

m: Out of Scope

e: Out of Scope dpac.tas.gov.au

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www.premier.tas.gov.au

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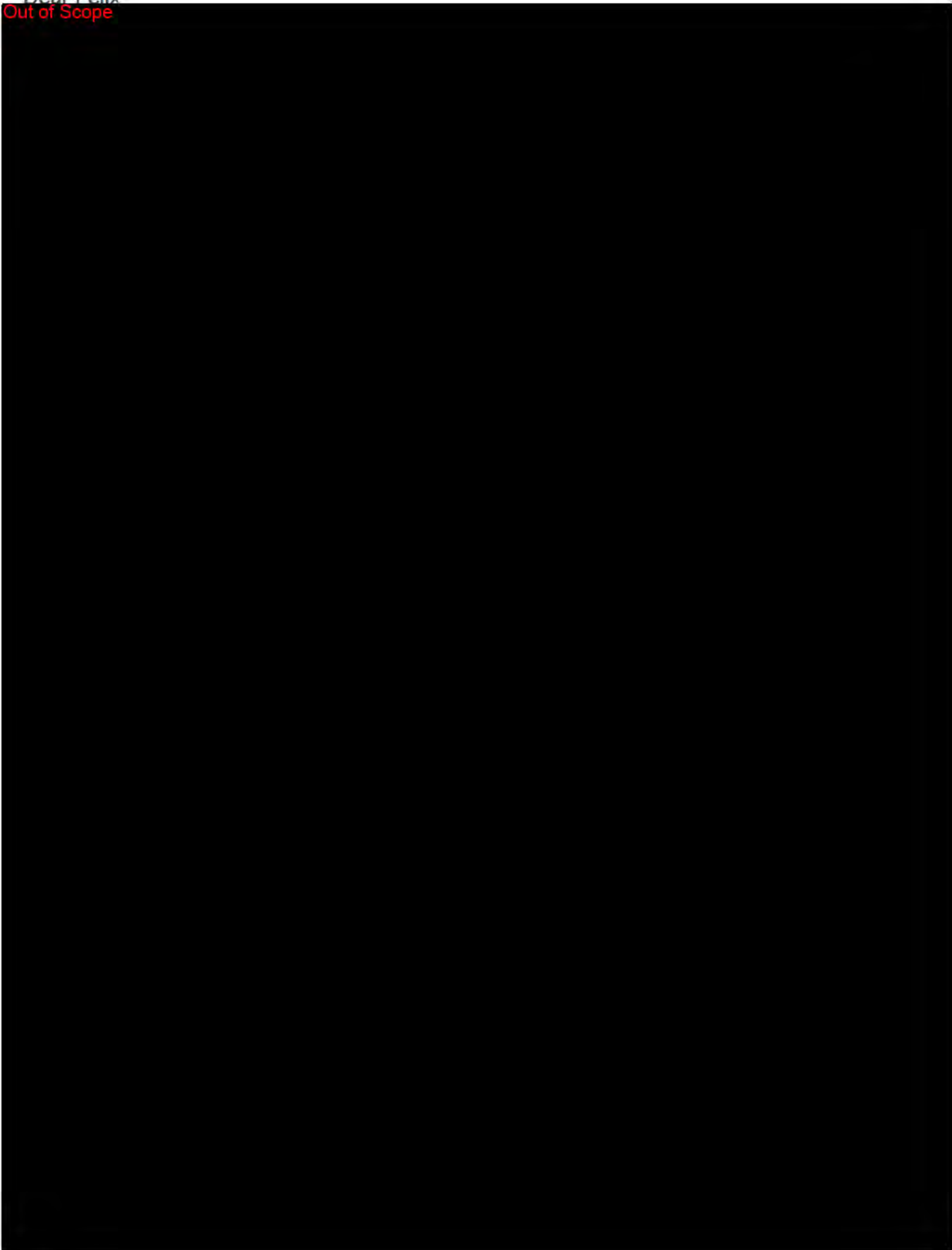
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From: [Perry, John](#)
To: [Ellis, Felix \(DPaC\)](#)
Subject: **out of scope**
Date: Friday, 19 September 2025 3:05:00 PM
Importance: High

Dear Felix

Out of Scope



One that I also wanted to flag is something I only mentioned to the Premier yesterday, which I've been working out of hours for a few weeks. It's an economic analysis of the impact of the AFL team and stadium. I presented our modelling and analysis earlier in the week to the Tassie Devil Chair, CEO and COO and some other of their key stakeholders they invited. I have not spoken to any Ministers or MOs about this as I wanted to be clear that no-one in Government asked me to do this and it was because I believed it important to share our perspective of the significant economic impact of the stadium/AFL team.

I am hoping to finalise and publish an opinion piece around that modelling that we've done. I have not done this before and I will be requesting your – and the Premier's – permission to do so, as I expect is required as a public servant. The Premier's Chief of Staff is arranging for a time next week for me to present the modelling and findings to the Premier and Treasurer and I understand that the Tassie Devils' leadership may request your and/or the Premier's permission for us to brief the Labor party and/or some upper house members on this modelling also.

Out of Scope



Kindest regards

John

John Perry | Coordinator-General

Office of the Tasmanian Coordinator-General

Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250

Other: 4 Salamanca Place Hobart TAS 7000

Ph: Out of Scope

john.perry@cg.tas.gov.au

www.cg.tas.gov.au

From: Out of Scope
Sent: Tuesday, 23 September 2025 11:23 AM
To: Perry, John
Subject: RE: Draft email for Cricket Tas

In your drafts John

Out of Scope

Office of the Coordinator-General
CH Smith Centre
20 Charles Street, Launceston TAS 7250
Phone: Out of Scope
www.cg.tas.gov.au

From: Out of Scope
Sent: Tuesday, 23 September 2025 11:15 AM
To: Perry, John
Subject: Draft email for Cricket Tas

Hi John,

Here is a draft email for Alison Turner at Cricket Tasmania. Let me know if you would like anything added/more information.

Thanks

Out of
Scope

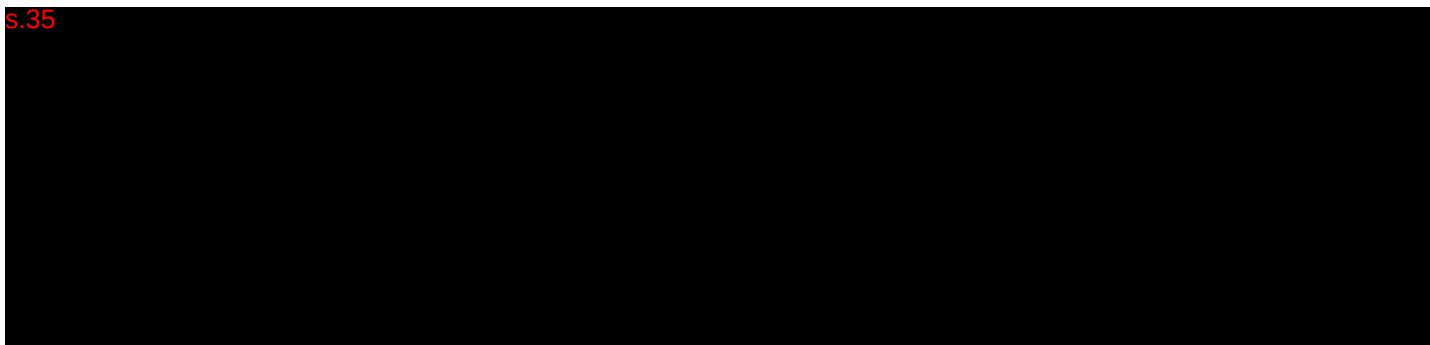
s.35

From: James Avery **out of scope**@stadiumstasmania.com.au>
Sent: Tuesday, 23 September 2025 11:50 AM
To: Perry, John
Cc: **Out of Scope**
Subject: Re: Economic Impacts of the Stadium
Attachments: MPS Operating Model - events calendar.pdf

Hi John, hope all's well. Sorry for the delay in getting this to you, yesterday ended up being quite busy.

In terms of venue content, the attached presents the annual events calendar underpinning the operating model we have developed. If you require further detail on the forecast content, or anything else associated with the operating model, please let me know.

s.35



Hopefully this is of assistance, let me know if you require anything further.

Regards
James

JAMES AVERY
Chief Executive Officer
Out of Scope
tadiumstasmania.com.au
Level 3, 99 Bathurst St, Hobart, Tasmania 7000
stadiumstasmania.com.au

From: Perry, John
Date: Monday, 22 September 2025 at 1:07 pm
To: James Avery
Cc: **Out of Scope**
Subject: Economic Impacts of the Stadium

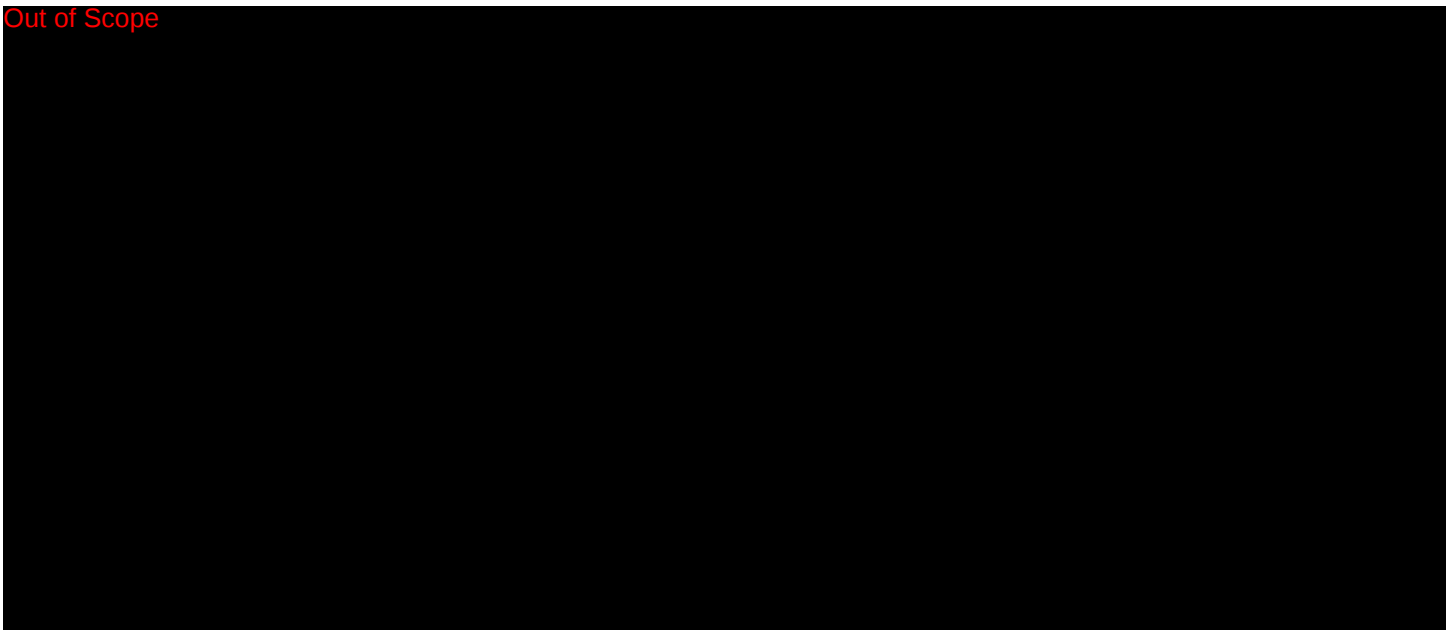
Hi James,

Out of Scope

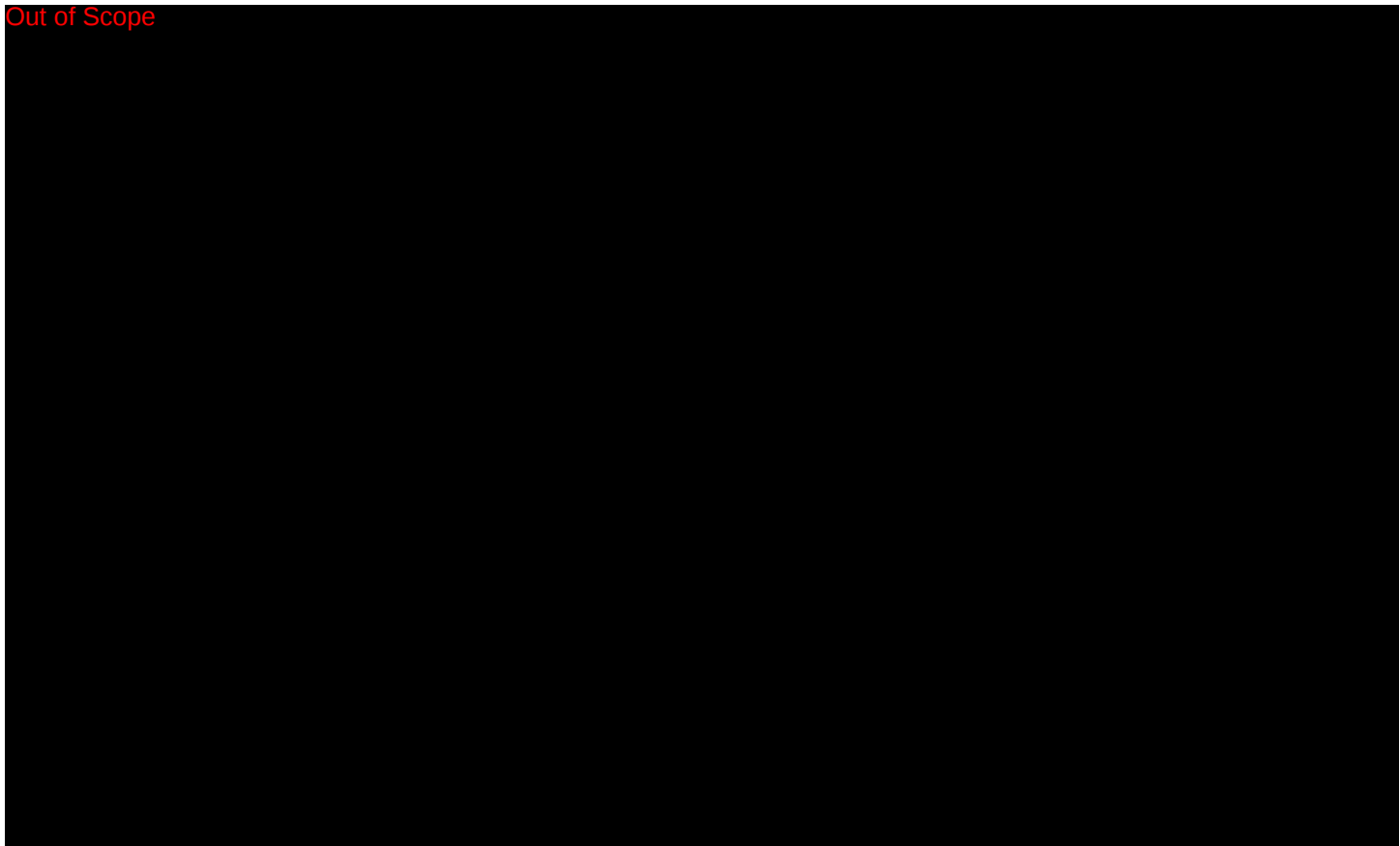


I may have mentioned to you when we caught up then, that my office has been looking at some of the impacts of the proposed Macquarie Point stadium and AFL team and the flow on economic benefits for the state as a result of that and other ensuing investments. I hope to publish an opinion piece on this to counterbalance the ‘we can’t afford the stadium’ with the huge initial and ongoing economic stimulus it will provide.

Out of Scope



Out of Scope



Naturally, I’ll give you a heads up when the work we’ve been doing is about to be released.

Many thanks and best

John

John Perry | Coordinator-General

Office of the Tasmanian Coordinator-General

Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250

Other: 4 Salamanca Place Hobart TAS 7000

Ph: **Out of Scope**

john.perry@cg.tas.gov.au

www.cg.tas.gov.au

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From: Perry, John
Sent: Tuesday, 30 September 2025 5:05 PM
To: [redacted]@mbatas.org.au
Subject: Confidential - Early Draft
Attachments: Tassie Devils Economic Contribution_v5.docx

Hi Jenna

Please see attached an early draft and very long opinion piece as previously discussed. Given the length and detail, which is probably important to put somewhere, I wonder whether I should just put in a link to the further detail as shown in the doc, and post that online somewhere?

[redacted] will have finalised the table shortly to reinsert and I'll do a further read through to try cut down but very keen for your thoughts and suggestions.

Thanks!

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: [redacted]
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

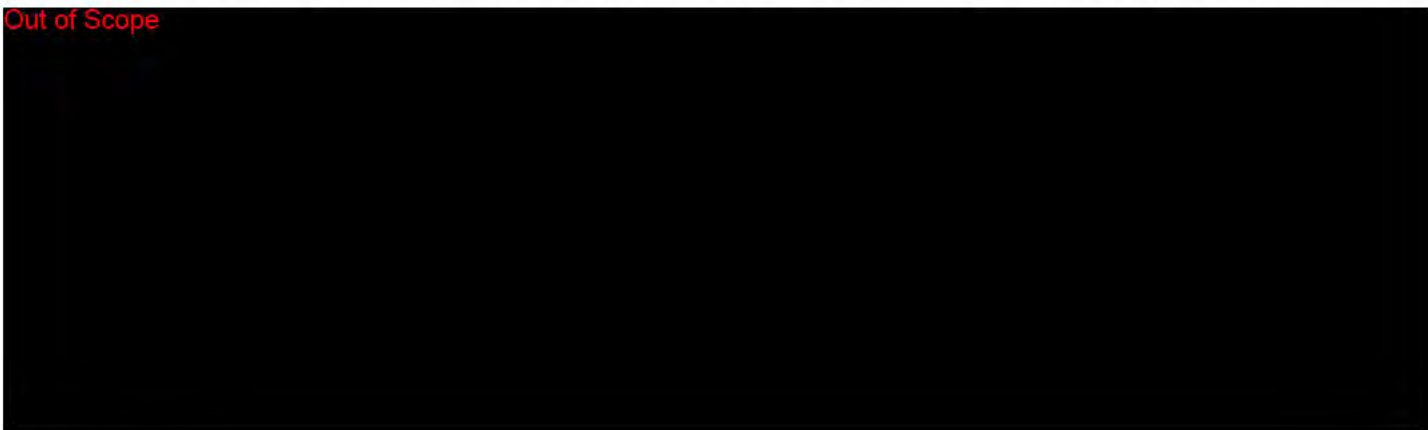
From: Perry, John <john.perry@cg.tas.gov.au>
Sent: Tuesday, 23 September 2025 3:44 PM
To: Alison Turner **out of scope** <@crickettas.com.au>
Cc: **Out of Scope** <@cg.tas.gov.au>
Subject: Economic Impacts of the Stadium - any CT data?

Hi Ali

I hope all is going well for you!?

My office has been looking at some of the impacts of the proposed Macquarie Point stadium and AFL team and the flow on economic benefits for the City and state as a result of that and other ensuing investments. I'm proposing to publish an opinion piece on this and our estimates of the economic benefits to counterbalance the 'we can't afford the stadium' with the huge initial and ongoing economic stimulus it will provide.

Out of Scope



Many thanks!

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: **Out of Scope**
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

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From: [redacted] Out of Scope
Sent: Wednesday, 1 October 2025 1:51 PM
To: Perry, John; [redacted] out of scope
Cc: [redacted] out of scope
Subject: RE: Urgent - Tight description of EconomyID please

Hi John,
A suggested amendments:

s.35

Best

[redacted] Out of Scope

From: Perry, John
Sent: Wednesday, 1 October 2025 1:02 PM
To: [redacted] Out of Scope
Cc: [redacted]
Subject: Urgent - Tight description of EconomyID please
Importance: High

Hi [redacted] Out of Scope

Can you please review the following and what economyID uses as its description and make any suggested amendments that you would recommend please:

s.35

For context, this is going to be included in an opinion piece which uses outputs generated by EconomyID to calculate the economic impact of a range of elements flowing from the Stadium and Tasmanian AFL team.

Apologies for the urgency, but could you please review and come back before the end of the day today please?

Many thanks!

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General

Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250

Other: 4 Salamanca Place Hobart TAS 7000

Ph: Out of Scope

john.perry@cg.tas.gov.au

www.cg.tas.gov.au

From: Perry, John
Sent: Thursday, 2 October 2025 1:13 PM
To: [redacted]@mbatas.org.au
Cc: Kathryn McCann; [redacted]
Subject: Confidential - my draft opinion piece
Attachments: Tassie Devils Economic Contribution_v7.docx

Importance: High

Hi Jenna

Please see my further revised draft of my opinion piece.

As some of the detail and assumptions is quite long, I've written the first part as the opinion piece and assume that I include a link to the second part which would include the table and the remainder of the article. Query whether the final declarations and assumptions at the very end (or some of them) need to go into the article?

Not sure where online the rest of the article should be hosted (eg should it be OCG website somewhere, or better to be somewhere non government. I will discuss appropriateness or otherwise with PO/GMO). We'll do a revised version of the table, and wonder whether we should try to have that included with the published opinion piece or better to just include with the rest of the rationale detail.

[redacted] and I are doing further reviews of all the calculations and assumptions and so have highlighted the numbers that may yet change again, but they're definitely in the ball-park.

Look forward to your thoughts and feedback.

Thanks!

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: [redacted]
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

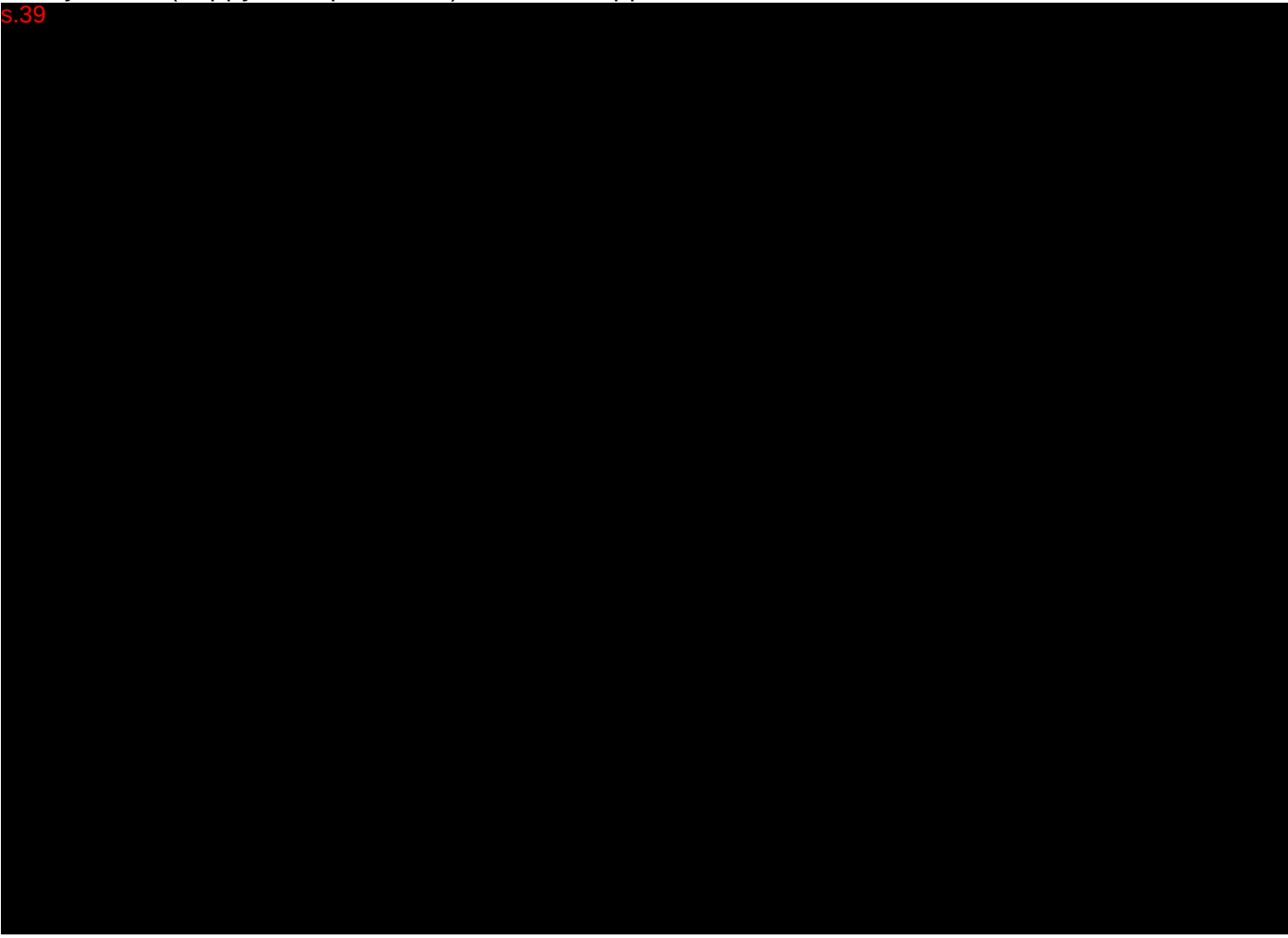
From: Jenna Cairney [out of scope]@mbatas.org.au>
Sent: Thursday, 2 October 2025 5:04 PM
To: Perry, John
Cc: Kathryn McCann; [Out of Scope]
Subject: RE: Confidential - my draft opinion piece
Attachments: Tassie Devils Economic Contribution_v7.docx

Hi John – this is looking really really great.

I'll have another stab of it overnight to try to get that first section down to a reasonable size for a large talking point/oped in the newspapers.

I think it would be wise to perhaps have a quick meeting with Premier's comms director, Ned, Kath and yourself (happy to help if useful) to discuss approach.

s.39



Happy to talk but I'll do another pass at this later tonight!

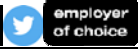
Kind regards,

Jenna Cairney
Chief Executive Officer

Recognising that our work schedules may differ, please do not feel obligated to reply outside of your normal working hours.

Out of Scope

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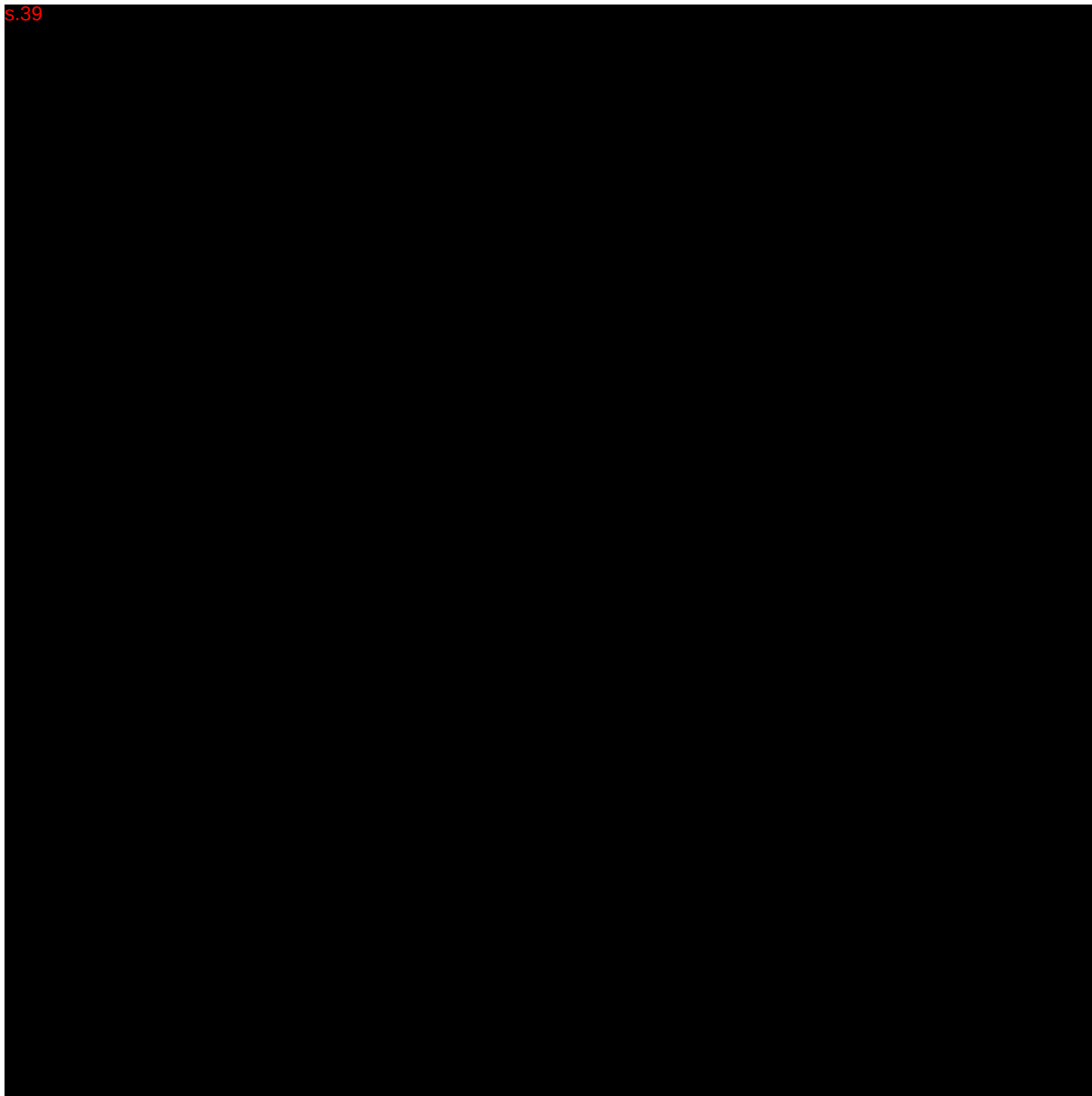
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From: Jenna Cairney [out of scope]@mbatas.org.au>
Sent: Friday, 3 October 2025 6:47 AM
To: Kathryn McCann; Perry, John
Cc: Out of Scope
Subject: RE: Confidential - my draft opinion piece
Attachments: Tassie Devils Economic Contribution_v7.docx

Hi all,

Had another stab at the attached and whipped up what could be something of an MR for a news lead...

s.39



Kind regards,

Jenna Cairney
Chief Executive Officer

Recognising that our work schedules may differ, please do not feel obligated to reply outside of your normal working hours.

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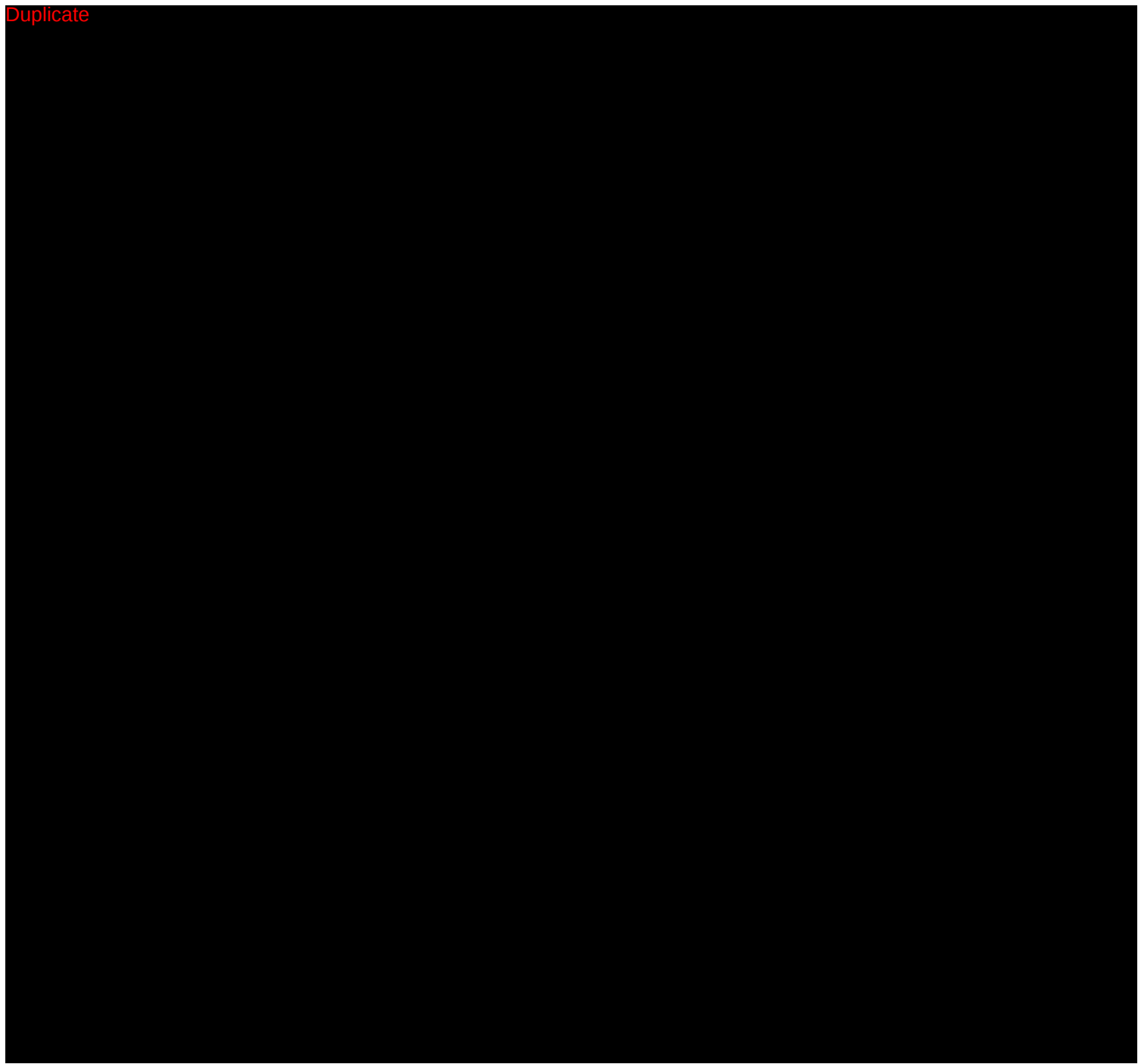
For your privacy it is our policy to identify you by name only so that your e-mail address is not disclosed to others.

From: Kathryn McCann
Sent: Thursday, 2 October 2025 8:15 PM
To: Jenna Cairney ; Perry, John
Cc: Out of Scope
Subject: Re: Confidential - my draft opinion piece

How about I wait until tomorrow for Jenna's next version to look at?

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From: Kathryn McCann [out of scope]
Sent: Friday, 3 October 2025 1:58 PM
To: Perry, John; Jenna Cairney
Cc: [Out of Scope]
Subject: Re: Confidential - my draft opinion piece

AFL are contributing to both HPC and Stadium - \$10 mil HPC and \$15 mil stadium

From: Perry, John
Sent: 03 October 2025 13:54
To: Kathryn McCann ; Jenna Cairney
Cc: [Out of Scope]
Subject: RE: Confidential - my draft opinion piece

Thanks Jenna

So it looks/sounds like it would be best to make it a very long opinion piece (made up of both the beginning and the add-on) and ask, say, the Mercury to host it in entirety on their site? Would that affect whether the Examiner and Advocate publishes or should we offer for them to put the whole thing on their site also?

s.35

I'll be going through everything again with [Out of Scope] later as we've got most of the responses back from the new hotels to refine the employment numbers per hotel type etc.

One other question – I scanned the draft of the Government's response to the TPC report and there was something in there about AFL's \$15m contribution to the High Performance Centre. Is that the same \$15m that has been raised as a contribution to the Stadium or is there another \$15m in there from the AFL? If so, we should adjust the \$105m cost to be \$90m contribution from Gov't and \$15m from AFL

Thanks!

John

From: Kathryn McCann
Sent: Friday, 3 October 2025 7:17 AM
To: Jenna Cairney ; Perry, John
Cc: [Out of Scope]
Subject: Re: Confidential - my draft opinion piece

Any chance of incorporating the following somewhere -

s.39

Also, how can I help distribute? I'm confident can assist with media if required.

Get [Outlook for iOS](#)

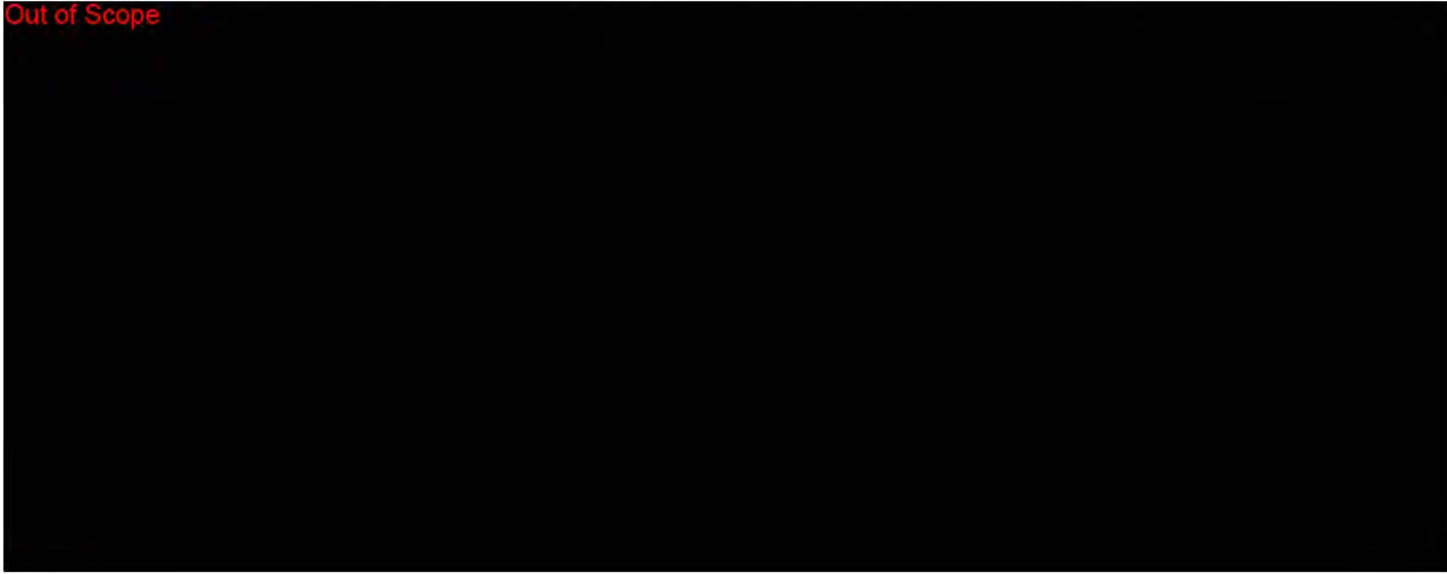
Duplicate

From: Out of Scope
Sent: Friday, 3 October 2025 2:33 PM
To: Perry, John
Cc: Out of Scope
Subject: Stadium update

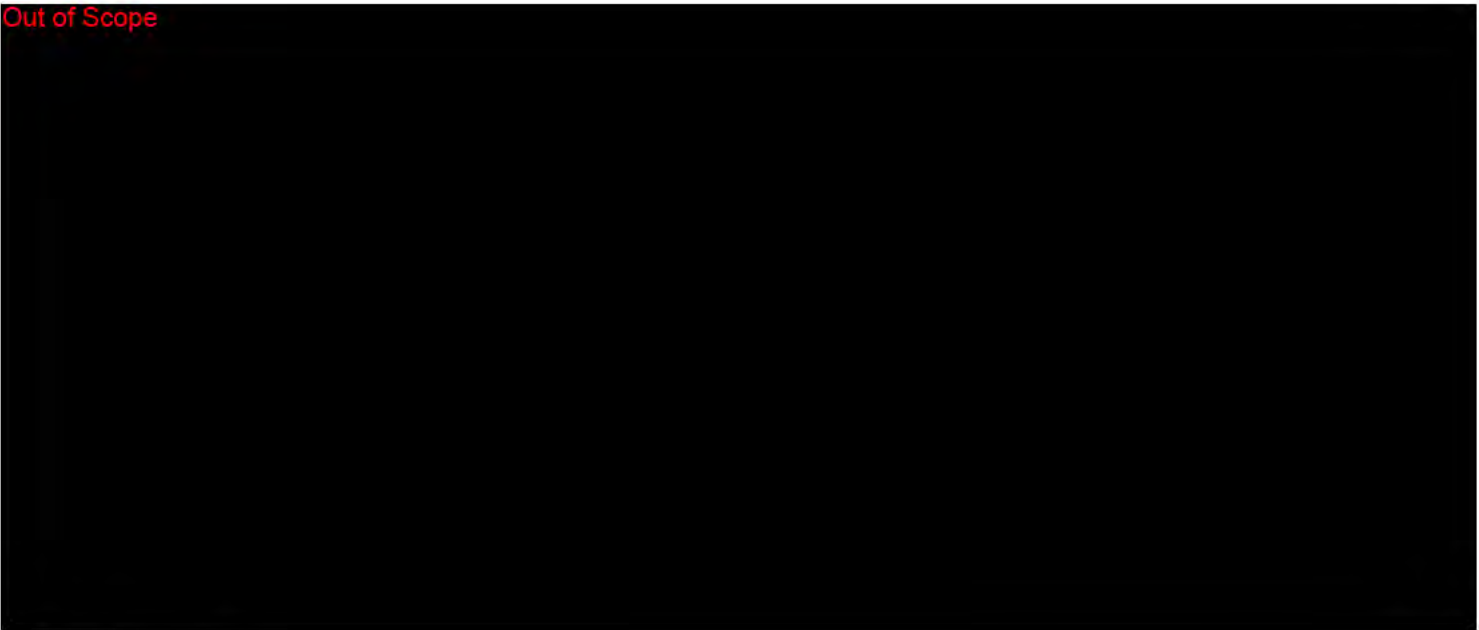
Hi John,

Just wanted to provide an update on where we are with various aspects of the stadium work.

Out of Scope



Out of Scope



Govt response

I have been advised that report is expected to be released to Members of Parliament on Tuesday, with a public release on Wednesday. Mat did ask what you timing for releasing the opinion piece is and was hoping it could be timed with the public release of the report?

I am also aware that DPAC have provided copies of the presentation we sent last Friday to Treasury, DSG (**Out of Scope**), along with James Avery and Mac Point Development Corp (**Out of Scope** called me earlier today to ask about the hotel numbers).

Please call if you would like to discuss anything.

Thanks,

Out of Scope

From: Perry, John
Sent: Wednesday, 8 October 2025 3:57 PM
To: [Out of Scope] Kathryn McCann; Healey, Mathew (DPaC)
Cc: Whitehouse, Ned (DPaC); [Out of Scope]
Subject: FW: Confidential - my draft opinion piece
Attachments: Tassie Devils Economic Contribution_v8.docx

Importance: High

Hi [Out of Scope] Matt and Kath
S

Please see attached the latest draft of my opinion piece.

A couple of points:

- Kath, the mark-up shows material changes since the version circulated with Jenna.
- We have received further data from the recently established hotels in Hobart to help us more accurately project employment impacts and construction costs for the new hotels BDA has projected are required by 2030.
- We also have some further information about Business Events that we are running numbers on to include as additional economic impacts but not in the expected return figures and adjusted other figures with some more information on AFL contributions and Tas Gov't commitment to contribute to team. Accordingly, we are re-running all the modelling of the flow-on impacts through EconomyID again and will fill in all the numbers highlighted shortly when we've completed and double-checked again
- The email below is Jenna Cairney's suggested draft of a media release to accompany the attached opinion piece – I asked her for her assistance given her extensive media experience.
- Further down are some of Jenna's thoughts about the general approach for releasing. I don't mind how that occurs, but I don't want to be part of an in-person media announcement. I'm happy to discuss the possibility of doing a radio interview, [Out of Scope]
[Redacted]
- I don't initiate media activity so not sure if that's the best approach?
- In any event, you'll see that I've written the opinion piece in two parts: the first is potentially able to be put in print (may still be too long?) but I'm proposing that we be asking the media outlets to host the entire piece on their website so people can go to the analysis if they want to get into the detail and assumptions etc. And it's problematic to try get it up on the OCG website quickly.

Happy to have a call once you've reviewed this to discuss further and we will provide a final version of the attached (without the markups and with final numbers inserted) later today or early tomorrow.

Thanks

John

Duplicate

[Redacted]

From: Kathryn McCann [out of scope]
Sent: Thursday, 9 October 2025 5:10 PM
To: Perry, John; Jenna Cairney
Cc: [Out of Scope]
Subject: Re: Confidential - my draft opinion piece

A few things from me -

I have spoken to media outlets today and they are super keen to see this (Pulse, Advocate and The Examiner), can we make sure that they pitch to all of them? I have left a message for [Out of Scope] but have not spoken to her yet.

That briefing would be amazing, let me know how you go with that.

Thank you so much [Out of Scope], so genuinely appreciated.

And brilliant work from Jenna as always.

Thanks again for all you are doing, [out of scope].

We are so grateful.

Kath

From: Perry, John
Sent: 09 October 2025 16:44
To: Kathryn McCann ; Jenna Cairney
Cc: [Out of Scope]
Subject: RE: Confidential - my draft opinion piece

Hi Kath and Jenna

I sent a revised version to PO along with Jenna's suggestions about media and just spoke with GMO [Out of Scope] today and they like the idea of a media op/announcement on Saturday with MBA leading that part. I'll leave it to you both to sort out how that goes as obviously I won't be there.

[out of scope] has done some further great work, tying down all the data and is being very patient with my fussy focus on triple checking all our modelling and calculations and getting further references and data to back up any minor gaps ...

I'm just working on the final clean version with all the updated numbers and will provide that to [Out of Scope] who has offered to then get in touch with the media outlets. She was going to speak with the Mercury today to warn them a long article is coming and will then send it to them tomorrow for a Saturday run and hopefully to host the whole thing on the website somewhere.

I'll copy you both into the email to [Out of Scope] so you all have the same final version.

Kath, I mentioned to Ned that I'm ok to do a briefing via teams to the key upper house members if you would like. We would just update the presentation we gave to the Ministers with the final numbers and dive into the more detailed model if their questions took us there.

Thanks

John

Duplicate

From: Jenna Cairney [out of scope]@mbatas.org.au>
Sent: Thursday, 9 October 2025 4:49 PM
To: Perry, John; Kathryn McCann
Cc: [Out of Scope]
Subject: RE: Confidential - my draft opinion piece

That's great John – I'm catching up with PO so will talk to them about how we can help. [s.39]

[s.39]

Kind regards,

Jenna Cairney
Chief Executive Officer

Recognising that our work schedules may differ, please do not feel obligated to reply outside of your normal working hours.

[Out of Scope]

6 Lockheed Place, Cambridge 7170 | www.mbatas.org.au

[employer of choice]

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For your privacy it is our policy to identify you by name only so that your e-mail address is not disclosed to others.

[Duplicate]

From: Perry, John
Sent: Friday, 10 October 2025 3:40 AM
To: Out of Scope (DPaC); Kathryn McCann; Jenna Cairney
Cc: Out of Scope Healey, Mathew (DPaC)
Subject: Club & Stadium economic impact - opinion piece
Attachments: Tassie Devils Economic Contribution_v10.docx; Tassie Devils Economic Contribution_v9.docx

Hi Out of Scope Kath and Jenna

Please see attached the updated clean copy of my opinion piece, following our finalisation of the analysis.

As I've made some minor additions/amendments, I've also attached a marked-up version from the last iteration FYI.

Thanks for providing to the relevant media and sorting out their web-hosting of the full article.

Best

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: +Out of Scope
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

I've heard people point to the State's growing Government debt and say don't support a stadium because Tasmania can't afford it. \$1.13 billion is, after all, a huge amount of money and the State's share (\$875 million) will add to Government debt. But governments routinely borrow money to invest in public infrastructure or in projects that will grow their economy. So to answer the simple question "**can the state afford it?**" you need to assess whether the economic benefits created justify the actual costs.

In a previous life, I led the team of financial analysts at American Airlines who did the financial analysis, assessment and planning for the airline's budgets and investments across Europe, Middle East and Asia-Pacific and, like most large businesses, no material expenditure was made without detailed assessment of the risk and return from the expenditure.

For the last 10 years, I've worked for the Tasmanian Government as the Coordinator-General to attract new businesses into the state.

I never comment publicly on political or policy matters. However, watching the claims and counter claims, questionable inclusions and startling omissions with respect to the Tasmanian AFL Club, Macquarie Point Precinct and the economic impacts, I've decided to offer my public thoughts and simplified analysis for the first time.

A few things are clear:

- While \$980 million for infrastructure (Tasmania's share of the build costs for the stadium and the high performance centre at Kingston) is a lot of money, that **is not** the actual ongoing cost to the State for finally having its own football teams and the required infrastructure;
- there is growing concern over the increasing costs of government services and health services in particular, but some confusion between government debt that creates an asset and drives ongoing economic benefits (eg stadium), versus borrowing to fund a recurring expense (eg health or other services); and
- there are numerous different claims about what the stadium and AFL club will 'cost' each Tasmanian household and the same for what Tasmanians will get in return.

Potentially complicating that simple question, are a few expert reports which contain a lot of projections and assumptions that many might find hard to assess. So using as much publicly available data and modelling as possible, testing existing analysis and adopting conservative projections, and then sharing some reliable data we had commissioned or have access to (for different purposes), with assistance from a couple of my team, we have calculated what we believe are the most-likely Tasmanian economic benefits the Tassie Devils Club and Stadium (Club&Stadium) will generate every year once established. We have compared that against the most-likely actual ongoing 'holding' cost every year of the Club&Stadium to Tasmania. I note that we have done this work without any request by Government or any other stakeholders.

Our conclusions are:

- It will cost the State around **\$44.5m per year** to finance the debt for the Club&Stadium
- The Club&Stadium will generate at least **\$220.9m per year** in new economic activity
- Therefore, for every \$1 the Government pays to finance the Club&Stadium each year (holding cost), there will be at least \$4.97 in new economic activity in the State

- Assuming the Government's total yearly revenue will be at least \$9.0 billion, the annual holding costs for the Club&Stadium would represent as little as half of one per cent of that yearly revenue.

But the \$221m per year is not the end of the economic impacts. There are also some very significant others that we haven't included in those calculations either because they aren't going to occur every year or we cannot extract the exact additional new benefit for Tasmania (i.e. Tasmania's marginal increase). Using Economy.id; our recent Hobart hotel demand study undertaken by reliable experts BDA; 2021 Australian Census data; and our own data on Hobart hotel construction costs and outputs, there will also be:

- \$1.194 billion just of flow-on (indirect) economic activity to Hobart and the state from the 3+ years construction of the stadium and high performance centre.
- Over \$930 million in direct and flow-on (indirect) economic impact from the construction phase of all the new hotels that are required by 2030 to accommodate the market growth the tourism industry expects anyway (1,330 rooms) as well as the extra rooms specifically required when adding the Club&Stadium (254 rooms). Note that the Club&Stadium will help underpin all the new hotel business cases because many events including most AFL games will occur in Hobart during the low winter season and so will also benefit the entire tourism sector. These new hotels will employ over 672 people directly and ongoing, which will result in a further 356 indirect ongoing jobs being created.
- Over \$40m per year will be spent by Tasmanians in Hobart from game/event days.
- The stadium will provide new conference facilities that will mean further economic benefits from access to the larger business events segment, which we estimate will add another \$23 million yearly. Hobart currently misses out on most conferences above 750 pax and it misses out on almost all of the 1,100-1,500 pax conferences across Australia (around 110 per year worth \$332 million annually - just for that segment).
- There will be another five AFL and pre-season games as well as other teams' games that will be played in Launceston and the North-West that we haven't calculated the interstate visitor spending for because it will occur predominantly outside Greater Hobart and it's difficult to calculate what the increase would be above current levels from the Hawthorn schedule.
- The new Devils Club will employ at least 175 well-paid professionals including players, coaches, sports scientists, fundraisers and marketers, who together with their families will have an average age significantly lower than Tasmania's average age and most will be new to Tasmania (which will help deliver and pay for the services our ageing population needs) and having AFL and AFLW teams based and playing in Tasmania will attract other younger people to the state addressing part of the 'brain-drain' issue.
- The Tassie Devils will become one of the most significant businesses in the state from 2028, in fact they will be straight into the top 1% of non-government wage payers spending over \$44 million per year on Hobart-based employees. We can say confidently too, that those jobs are not at risk of being replaced by automation.

There are a lot of other benefits missing from our calculations because we do not feel confident calculating precise values for the more intangible benefits, such as improvements to Tasmanians health, state aspiration, the Tasmanian Brand, business confidence, sports

participation, youth engagement and crime reduction. And while we also cannot accurately calculate the negative impacts of Tasmania losing its opportunity for comparable infrastructure to other capital cities or to have teams in the nation's biggest sports leagues, I know from my day job, a negative decision will have a huge impact on how interstate businesses see and are prepared to invest in Tasmania. No Club&Stadium will make our jobs attracting investment much harder and the State's chance of attracting younger Tasmanian diaspora – like my nephews - back to live in Tasmania, much less.

So I believe the correct question is not can the state afford the Club&Stadium but **can we really afford for the State not to make that investment?**

A summary of the data sources, rationale, calculations and detail for our conclusions can be found at **[**please insert the URL where it is hosted – www. **]**

**** Please include the above together with the following as the full online article ****

Below is more detail of, and assumptions for, our calculations and the different components that make up the new economic benefits we have calculated. The table also outlines some of those other economic benefits that either do not continue every year, or for which only the likely total can be calculated (i.e. we know part of the total will be extra economic benefit for Tasmania, but we don't know for certain *how much* of that total will be new or extra for Tasmania).

\$ million	Capex (direct construction activity)	TAS share of capex	Construction phase flow-on affects (other economic activity)	Annual cost to State	Ongoing economic activity
Stadium - direct costs and benefits	\$ 1,130.00	\$ 875.00	\$ 1,084.00	\$ 39.38	\$ 5.69
AFL - investment in Tasmanian/community football development					\$ 16.00
Hotels - additional developments required specifically because of Club & Stadium	\$ 73.45		\$ 69.65		\$ 30.11
Visitation - Interstate/international visitors spend associated with stadium/AFL					\$ 74.47
Club - direct employment spend					\$ 44.68
Club - direct other local expenditure					\$ 9.75
Club - indirect economic impact (flow-on)					\$ 40.23
High Performance Centre - construction	\$ 115.00	\$ 105.00	\$ 110.36	\$ 4.73	
Tasmanian Government funding - additional for Club				\$ 2.00	
Stamp Duty - Housing (for 74% of Club employees)				-\$ 1.61	
TOTAL	\$ 1,318.45	\$ 980.00	\$ 1,264.01	\$ 44.49	\$ 220.93
Ongoing annual return per \$1 of stadium/HPC holding cost					\$ 4.97
Not included					
Intrastate visitation (yearly)					\$ 21.89
Casual employment at stadium for events				Cannot accurately estimate	
Local spending in the stadium/on event days (yearly)					\$ 18.84
New hotels required to 2030 - Club & Stadium helps underpin (winter demand)	\$ 401.59		\$ 385.39		\$ 164.45
New large events (MICE) to Hobart with stadium facilities (yearly)					\$ 23.01
SUB-TOTAL	\$ 401.59		\$ 385.39		\$ 228.19

The State's share of investment for the Club&Stadium infrastructure will be \$980 million. Regardless of which entity funds or borrows and in what proportions, we have assumed this ultimately gets financed from State borrowings. Interest rates move around but Tasmania's cost of funds is generally a little bit higher than the RBA's official rate (currently 3.6%). Even though consensus is that rates will likely drop further, we have used 4.5% for the State's average cost of funds, and that means the Club&Stadium will cost Tasmania ~\$46 million per year (less

projected annual stamp duty receipts from 74%¹ of the Club's employees who we have projected will buy a house in inner Hobart and own it for the Hobart average of 5 years). This is the holding cost, and obviously doesn't pay-off the stadium, but companies regularly debt-fund assets and those interest payments are only around 0.5% of a very conservative estimate of the state government's annual revenue when the stadium is built.

What does Tasmania get in return? The table above shows that it is quite a lot. Below I have set out how those economic impacts have been determined.

Tasmania's ongoing cost will result in Hobart attracting a substantial new company - the Tassie Devils Club - to set up here. Typically AFL clubs employ between 200 and 300 people and those jobs are not at any risk of being replaced by automation.

The Club's employees will, together with their families, have an average age significantly lower than Tasmania's average age and almost all of whom will be new to Tasmania (which, by the way, needs to grow its working-age population to help deliver and pay for the services our ageing population needs). Using the financial statements of the lowest 5, financially-performing, AFL clubs, and applying 3% growth per annum (much lower than the salary cap growth or historical growth rates for AFL teams – especially interstate ones) out to 2028, the Tassie Devils will turn over at least \$65 million in 2028. Of course, the turnover could grow to be much higher as the club develops. Last year interstate clubs grew revenue by 12% and I note that during his successful time at Richmond, the Devils' inaugural CEO, Brendon Gale, led Richmond to be the biggest club in the AFL by turnover (exceeding \$127m in 2024) and the average turnover for an AFL Club was around \$75 million in 2024.

We all know that the AFL footballers are very well paid (AFL players' average salary in 2024 was reported to be \$459K, with 25 players earning over \$1m), but the AFL clubs also employ many other professionals with high disposable incomes to spend where they live: Managers, Marketers, Sports scientists, coaches, logistics specialists, event planners, media and technology specialists, administrators, fundraisers, junior development, community engagement leaders etc. Not surprisingly, AFL clubs and other professional sports teams spend a very high proportion of their expenses on wages and salaries. With AFL, AFLW, VFL and VFLW and all their coaches, other support and administrators, we have conservatively assumed the payroll will be 175. Clubs reports their data slightly differently, but the average of total employee and player costs reported represents around 69% of the clubs' total expenditure (i.e. \$44.68m). This is much higher than the benchmarks for most industries and even exceeds that which is usual for consulting firms.

Virtually all the Devils' employees and players will live (and so regularly spend) in Hobart. Indeed, the Tassie Devils will be a new entrant into the top 1% of non-government wage payers in Tasmania in 2028 and the tax payable on the average salary would be higher than the average salary paid in Hobart. Those extra tax receipts will ultimately contribute – every year - towards the essential government services that some people are calling for increased spending on.

The Tassie Devils will spend much of the balance of its turnover locally (eg the AFL pays for the teams travel expenses for games, not the clubs). Obviously merchandising spend (~2.0-2.5%) will largely go offshore and there will be fundraising and corporate activities interstate as well as Tasmania, so we assume another 15% of the club's expenditure will be local (\$9.3m) with the

¹ Using the 2021 Census data for home ownership in Hobart, although we would expect this may be higher for the Club's employees given their much higher than average salaries.

balance going elsewhere. The Club's salaries and other expenditure locally, drives further 'flow-on' (indirect) economic activity in Tasmania and Economy.id provides us with a real-data estimate of this economic impact as is set out in the table (\$23.13m).

Economy.id provides an online input/output modelling tool for high level projection of the economic impacts of a new project/investment on a chosen geographical area – such as Hobart – for a given industry sector. It gives a snapshot of the knock-on impacts that might be expected on a broad scale by a new activity (new capital expenditure, new business etc) in a given sector. Such tools are used by many organisations such as towns, local governments, cities, regions and states for evidence-based decision making.

The state's investment will also see the AFL spend \$16m a year into the Tasmanian community to support and grow club and grassroots football. We have included this amount but have not included any estimate of the flow-on (indirect) economic activity from this yearly spend.

A large part of the economic benefits of the Club&Stadium come from the increased tourism and hospitality spend. Using: publicly available data for other stadiums and interstate attendances around Australia; the number of days those visitors spend visiting that State (and focussing on the Adelaide Oval and checking against Optus Stadium) together with the interstate visitation measured for Hawthorn games in Launceston; using the other events data from Stadiums Tas (i.e. not AFL) and applying actual proportions of interstate visitor numbers experienced for those other events/venues; using the actual interstate visitor spend data which Tourism Tasmania captures and publishes; we have calculated the economic impact of the interstate visitation from Club&Stadium to be around \$74.5 million per year. This simple methodology using actual and comparative data has resulted in similar but slightly lower projected visitation and attendance numbers than the two main expert reports on the stadium's economics. This provides another data point which helps support the reasonableness of the more detailed analyses of those reports. Notwithstanding, we have then used our slightly lower projected interstate visitation and Tourism Tasmania's actual visitor spend data, to calculate the economic impact (i.e. the extra spend by these additional visitors).

In addition to more money spent directly in the Tasmanian economy from more interstate visitors, their increased visitation drives demand for more new hotels and serviced apartments. For our planning purposes and attracting new investment into hotels we commissioned in 2024 a new demand study for Hobart's hotel requirements by 2030. Our previously commissioned study (started in 2016) has seen the ~43% increase in new hotels and hotel rooms that BDA Market Research, predicted Hobart would need by 2021. So we used BDA again and their assessment is that Hobart will need a further 1,330 hotel rooms by 2030 for the overall growth that Tourism Tasmania's experts had independently projected for their planning purposes and growth from international flights. The Club&Stadium will add a further 254 rooms needed by 2030. Using our own data for hotel construction costs and employment outcomes, we know the 1,330 rooms will add at least \$401m in new hotel investment and the 254 rooms will add at least a further \$73 million in hotel investment. Using Economy.id we have projected the indirect benefits from this construction (\$385.4m and \$69.7m respectively) and the additional ongoing economic activity for Tasmania from the new hotels and their jobs and local expenditure. The extra hotel rooms just for the Club&Stadium will create a further \$30 million per year and the rest of the new hotels will add another \$164 million yearly to the economy.

Some may try to argue that we have double counted (minimally) by including the total yearly economic activity from the new hotels developed because of the Club&Stadium, as well as the

total spending by interstate visitors who attend the stadium (who will, of course, stay among all of the existing and new hotels as well as with family and friends etc). There may be a small amount of overlap (254 new rooms will represent 4.2% of the required total rooms in Hobart), however, this represents only about \$3.2m of the interstate visitor spend and given all the other benefits we have not included, this will be more than compensated for by all those amounts shown as not included in the estimate of yearly additional economic activity.

Importantly, a lot of the increased demand for hotel room nights will be during the low winter season in Hobart, so the Club&Stadium will also disproportionately improve overall tourism and hospitality profitability as well as helping to underpin the business case for the other 1,330 new hotel rooms (and various other hospitality) required by 2030.

We have not tried to quantify the benefit of having increased occupancy during winter or the additional high-quality investment that the tourism and hospitality industries could attract to be part of this growth due to the increased visitation during the winter months, but this will be considerable. Instead, in the table above, we have simply noted just the additional activity from the new hotels I would also point out that Economy.id projects there will be 1,080 construction and other jobs during their construction periods and from our hotel employment data, we expect 568 new direct hospitality jobs ongoing which will also add a further 301 other ongoing jobs into the local economy.

Two final matters:

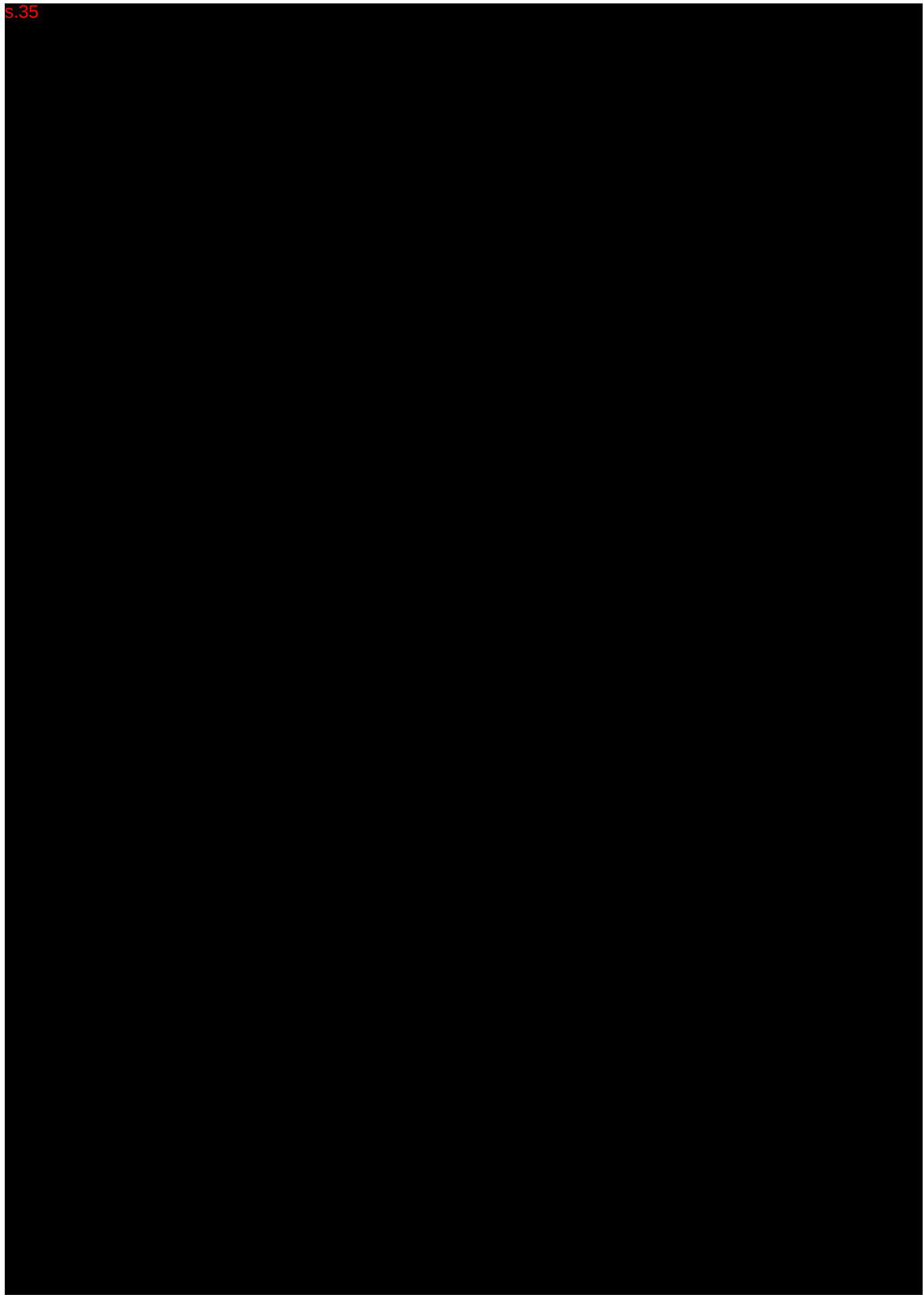
Without many facts or analysis in the debate, lots of things seem to be getting blurred, omitted and misunderstood: sometimes it's because of rules many people don't understand (eg quoting or calculating "benefit cost ratio" (BCR) but not clarifying that it does not include a range of key economic benefits that will flow from the stadium and the club); and sometimes, it seems to be purely to add more impact to someone's argument. Regardless, I hope this analysis has helped break down the range of projected economic benefits, assumptions, impacts and risks into numbers more easily assessed and understood.

Some declarations and clarifications –

- my office was not involved in the AFL team negotiations and nor have we been involved with the Hobart stadium planning or assessment
- as the unsolicited guidelines require, my office did manage and I was chair of the four person Assessment Panel who assessed the unsolicited stadium proposal to government last year, known more broadly as Stadium2.0
- my office commissioned the hotel demand study by BDA in 2016 (to 2021) and again in 2024 (to 2030) and we requested analysis of four scenarios where one was the AFL team and stadium to determine the additional hotel room investment required
- No one in Government requested me or my office to do this analysis and my first discussion with any Ministers about this work was to provide an overview and seek permission to publish an opinion piece on this work
- I live in Launceston and usually go to about two Hawthorn games a year for my current role to meet with different businesses and business-leaders
- I am one of the 210,000 or so who paid to join the Tassie Devils
- I pay around \$70 per year to be a member of Carlton as part of my yearly interstate membership renewal with the MCG and usually attend one Carlton game a year and typically spend a few days at the cricket each year, too

- I have three nephews who love AFL and live interstate

s.35



From: Perry, John
Sent: Friday, 10 October 2025 4:06 AM
To: Rockliff, Jeremy (DPaC); Abetz, Eric (DPaC); Whitehouse, Ned (DPaC)
Subject: Club & Stadium economic impact - opinion piece
Attachments: Tassie Devils Economic Contribution_v10.docx

Dear Jeremy, Eric and Ned

When I presented our preliminary economic analysis of the impact of the Tassie Devils Club and Stadium a few weeks ago, I mentioned that I was preparing an opinion piece to explain all of the work. This has turned into quite a detailed piece of work.

Anyway, we've finally finished the full analysis having received all the additional data we were seeking, and done a number of checks and reviews and have plugged those projections into the opinion piece. So I thought I'd share the final version with you.

I've provided a copy to **Out of Scope** Kath McCann and Jenna Cairney who are going to deal directly with the media tomorrow, arrange for the full article to be hosted online and organise a public announcement/event on Saturday (I won't be part of that, though).

We'll also update the presentation deck you saw with all the final numbers and analysis and I told Kath McCann earlier today that I'm ok to take the key upper house members through that presentation (and our detailed model if they wish) if that would be helpful.

Cheers

John

John Perry | Coordinator-General
Office of the Tasmanian Coordinator-General
Main: CH Smith Centre, 20 Charles Street Launceston TAS 7250 | PO Box 1186 Launceston TAS 7250
Other: 4 Salamanca Place Hobart TAS 7000
Ph: **Out of Scope**
john.perry@cg.tas.gov.au
www.cg.tas.gov.au

From: Out of Scope
Sent: Saturday, 11 October 2025 11:00 AM
To: Perry, John

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Abetz is your middle name no doubt!

Make your 'figures' suit what he wants.

The footy ground is not all about \$\$\$\$s for your info as a blow in, it's the position of the monolith ruining our beautiful waterfront and city. The AFL said jump and Rockcliff did without consulting anyone!

Trump like, "we know better than the experts".

The record of this Liberal Party are corrupt, secretive, liars. incompetent (forgot to build a wharf for the Spirit, etc etc etc).

No consideration for health, education, homelessness, housing and on and on it goes. Spin, spin, spin!! They can't even find \$2m to keep the mental health facility open. Got to look after their wealthy mates, stuff the Tassie people!

Enjoy their company Mr Perry I'm sure you fit in perfectly.

Regards,

Out of Scope

(do you know where it is?)

From: Out of Scope
Sent: Saturday, 11 October 2025 3:55 PM
To: Perry, John

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You are not right in the head Tasmania don't need a stadium we don't need it and it didn't pass the palament yesterday it didn't so tell Jeremy rockliff to give up on it because it didn't pass in the palament yesterday it didn't so give up on it us Tasmanians are sick and tired of it so scrap the stadium now

From: Out of Scope
Sent: Saturday, 11 October 2025 1:14 PM
To: Perry, John
Subject: Request for a copy of your Macquarie Point Stadium analysis

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Mr John Perry
Office of the Coordinator-General
Department of State Growth

Dear Mr Perry,

I read with interest the reports today of your new analysis showing that a stadium at Macquarie Point will generate a return on investment of 4.97.

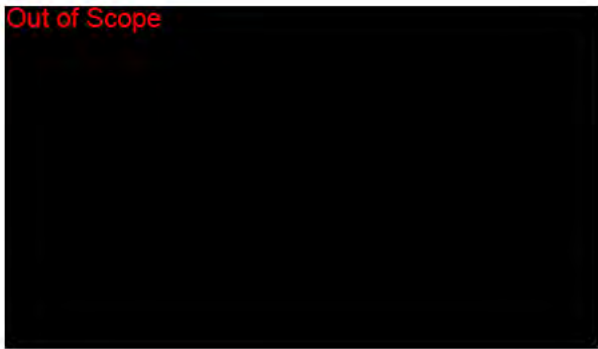
I have undertaken a preliminary BCR analysis for Friends of Battery Point Walkway who are advocating for a public walkway along the foreshore of Battery Point. We are forecasting a ROI > 5.0.

A new stadium at Macquarie Point has the potential to increase further the ROI of improved cycling and walking access to the Sullivans Cove precinct.

I would be grateful if you could please share a copy of your report with us.

Yours sincerely,

Out of Scope



From: Perry, John
Sent: Monday, 13 October 2025 2:33 PM
To: Out of Scope
Subject: FW: 7 News Tasmania Interview Request

Hi Out of Scope

John has received the below.

Many thanks,

[Redacted]

Out of Scope

Office of the Coordinator-General
CH Smith Centre
20 Charles Street, Launceston TAS 7250
Phone: Out of Scope
www.cg.tas.gov.au

From: Out of Scope
Sent: Monday, 13 October 2025 12:45 PM
To: Perry, John
Subject: 7 News Tasmania Interview Request

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Hi John,

My name's Out of Scope state political reporter with 7 News in Hobart.

I wanted to offer you the chance to comment on your recent analysis of the proposed Macquarie Point Stadium project
And the conclusions you've reached in that regarding the benefits of the stadium, the Tassie Devils AFL team and project overall?

I'd be keen to chat about how you've gone about crunching the numbers, why your analysis differs from the TPC, Gruen, and KPMG reports.

I'd also like to clarify whether your decision to do this analysis was a breach of your responsibilities as the state's coordinator general or if this is a usual move from someone in this position.

I'm available this afternoon for an in person/on camera chat or am open to receiving a statement from you on the matter by 4pm today.

Feel free to reach me anytime via email or mobile on Out of Scope

Kind regards,

out of scope