



## **Appendix 4a**

### **14.1 Draft Queenscliffe Tourist Parks Management and Operation Review**

*Draft Queenscliffe Tourist Parks  
Management and Operation Review*

# **Ordinary Meeting of Council**

Wednesday 23 March 2022 at 7:00pm

Queenscliff Town Hall



## **QUEENSLIFFE TOURIST PARKS – MANAGEMENT AND OPERATION REVIEW**

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Prepared for Borough of Queenscliffe  
November 2021

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## Disclaimer

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# INTRODUCTION

## 1.1 Background to the Review

Sustainable Park Solutions has been engaged by the Borough of Queenscliff to undertake a Management and Operation Review of the Queenscliff Tourist Parks.

The primary objective of the Queenscliff Tourist Park Management and Operation review is to:

*Deliver a range of actions aimed at ensuring the sustainability of the Queenscliff Tourist Parks, and at the same time delivering a quality and consistent guest experience.*

The review will include identifying actions that can:

- Increase access to, occupancy of and revenue from Council managed caravan parks
- Improve the standard of infrastructure and amenities
- Meet current day caravan and camping standards/requirements
- Minimise environmental impacts and ensure that plans limit removal of existing significant vegetation and improve vegetation planning and management
- Ensure full compliance with legislation and regulations

The Queenscliff Tourist Parks portfolio of four tourist parks are strategically located at the mouth of Port Philip Bay adjacent to “The Rip”, also known as “The Heads”. The parks are approximately 31km South East of Geelong via the Bellarine Highway and nearly 450km South via the M1 and the Bellarine Highway. The Borough of Queenscliff has a population of 2,918 (2018 Census) and this population swells to over 15,000 during the summer holidays as tourists and generations of semi-permanent holiday makers return to the destination.





### Royal Park Campground

<b>Location</b>	172 – 188 Lonsdale Road, Point Lonsdale VIC 3225
<b>Land</b>	The land is zoned Public Conservation and Resource Zone (PCRZ) under the Borough of Queenscliffe Planning Scheme.
<b>Area</b>	1.8 hectares
<b>Number of Sites</b>	95 Powered Sites (Average Size 50sqm) 95 Total Sites
<b>Park Facilities</b>	BBQ Area
<b>Occupancy/Av. Rate</b>	Powered Sites (25% Occupancy, \$24 Average Rate, Yield \$2,164)

### Golightly Tourist Park

<b>Location</b>	Bowen Road, Point Lonsdale VIC 3225
<b>Land</b>	53% of the land is zoned Public Conservation and Resource Zone (PCRZ) under the Borough of Queenscliffe Planning Scheme the balance is Neighbourhood Residential Zone (NRZ1).
<b>Area</b>	0.95 hectares
<b>Number of Sites</b>	44 12-month Permit Sites 21 Powered Sites 65 Total Sites
<b>Park Facilities</b>	BBQ Area
<b>Occupancy/Av. Rate</b>	12 Month Permit Sites (100% Occupancy, Yield \$8,500) Powered Sites (22% Occupancy, \$39 Average Rate, \$3,181 Yield)

### Queenscliff Recreational Reserve Tourist Park & Victoria Park Campground

<b>Location</b>	134 Hesse Street, Queenscliff VIC 3225
<b>Land</b>	The land is zoned Public Conservation and Resource Zone (PCRZ) under the Borough of Queenscliffe Planning Scheme.
<b>Area</b>	3.6 hectares + 1.5 hectares
<b>Number of Sites</b>	7 Self Contained Cabins 130 Powered Sites 38 12-month Permit Sites
<b>Occupancy/Av. Rate</b>	12 Month Permit Sites (100% Occupancy, Yield \$8,500) QRRTP Powered Sites (21.47% Occupancy, \$39 Average Rate, \$3,137 Yield) VPCG Powered Sites (30% Occupancy, \$48 Average Rate, \$5,175 Yield)
<b>Park Facilities</b>	Camp Kitchen

The Council owned and managed parks are in stunning and highly sought after tourist locations. The parks currently are focussed at seasonal, 12-month permit holders and some casual tourist site markets.

The Council owned parks are all older style parks and offer very basic facilities. Whilst there has been some investment by the Borough of Queenscliffe into cabins and some refurbishment of amenities they are generally well below the standard expected by today's caravan and camping markets.

The sites in many cases are constrained by mature trees and are not regular in shape and vary from small sites of approximately 24.5sqm to large sites of approximately 80sqm.

The portfolio of tourist parks also has a relatively large number of 12-month permit holders and these in most cases are made up of older style caravans and annexes more than 30 years old.

## 1.2 Key Components

The management and operation review will assess:

- Parks current facilities.
- Potential movements in site numbers and design rationale.
- Operational budgets.
- Revenue model assumptions.
- Projected returns over 10 years.
- Return on investment (ROI).
- Overview and recommendations for improvement or enhancement to ensure best practice.
- Financial assessment future management options.

## 1.3 Review of Key Strategic Documents

### Strategic Review of Council Operated Caravan Parks - 2013

Prepared for the Borough of Queenscliffe in 2013 by SGL Leisure Consultants the review identified 10 key issues.

#### Lack of casual tourist sites

- Caravan Park operations at Queenscliffe Tourist Parks are focussed on seasonal and 12-month permit holders which sees limited space for the short break and weekend escape markets.
- Of the 372 sites available, 196 are closed off for 6 months or greater which represents 53% of all sites.\*
- This leaves 165 available but 123 of these are booked by 12-month permit holders, which results in a low yield per site.
- This only leaves 53 sites for casual use (14% of available sites) that can generate a higher daily yield per site.

#### Aged facilities not matched to main all year-round tourist markets

- Aged infrastructure not in line with market expectations.
- Only five waterfront cabins and two older style cabins limit daily revenue generation.

#### Conflicting uses at Queenscliff Recreation Reserve

- Queenscliff Recreation Reserve is the town's main recreation and sporting reserve as well as the main all year-round caravan and camping park.
- Conflict from time to time occurs between football game patrons and caravan park guests.

#### Low revenue yield

- The combined caravan park business has low revenue yield with only the cabins showing better than average revenue.
- More than 70% of annual 12-month permit sites locked into annual permit fees, which on average return \$13.86 per site per day.
- Only 14% of all year-round open sites can be sold at casual rates but most are sold at lower yield seasonal rates.

#### Increased management and services

- Tourist market looking for exceptional customer service.
- Current management model more aligned to caretaker role looking after seasonal sites.
- Expanding the business to increase all year-round use will require more staff and management changes.
- Need to adopt a more commercial management model so increased profits can fund some of the proposed improvements.

*\*This report was completed in 2013, site numbers have changed markedly since then.*

### **Promotion of the caravan parks**

- Limited promotion and marketing.
- Booking and promotion systems need updating.

### **Matching location features and capacity of the parks to the tourism market**

- Victoria Park and Royal Park lend themselves to all year round use with upgraded accommodation options and amenities and services.
- Queenscliff Recreation Reserve lends itself to zoned tourist facilities and improved sporting facilities.
- Golightly Park needs detailed review as limited sites and capacity.

### **Meeting best management practice guidelines**

- Council as the Committee of Management must manage the Crown land areas under the best practice management guidelines.

### **Develop ongoing funding programs for caravan park improvements**

- No clear plan to improve the caravan parks means works are done on an as needs basis.
- Limited seasonal use of parks does not warrant capital investment if areas are shut off more than half the year.

### **No clear operations or development vision for the caravan parks**

- No clear vision as to whether the Borough of Queenscliffe is in the caravan park business or not.
- Historically managed under a caretaker model with low staffing numbers.

## **Queenscliffe Council Managed Caravan Parks Master Plan - 2018**

Prepared for the Borough of Queenscliffe by Hansen Partnership the Master Plan included a Site Analysis for each of the three park sites, identification of key design principles and two master plan options for each park.

Seven overarching 'Design Principles' were identified including:

### **Increase option for year-round occupancy**

- Broad range of all year-round accommodation options.
- Improved Park infrastructure and amenities.
- Detailed design for signage, entry features and the like.

### **Increase revenue from caravan parks**

- Develop more cabins on selected sites.
- Convert annual 12-month permit sites to casual or seasonal sites.
- Improve marketing.
- Ensure the masterplans are tested by modelling.

### **Minimise impact on revenue during development**

- Given the importance of revenue development must occur in such a way as to minimise loss of revenue during construction phase.

### **Provide infrastructure, facilities and amenities to current day standards**

- Well-appointed amenity blocks.
- Provision of a communal 'camp kitchen' (which can double as a recreation room).
- An appropriate site office.
- Reliable and efficient utility service.
- Safe and easy site access.

- Appropriate emergency exits and associated boom gates and security features.
- Strategic positioning of well-defined and designed boundary treatments to better manage shared site access and thoroughfares through the site.

### **Minimise environmental impacts and enhance vegetation**

- Removal of existing vegetation should be minimised, with future vegetation planning and management improved.

### **Minimise neighbourhood amenity impacts**

- Caravan Park design should respect the neighbourhood amenity of local residents.
- The impacts of noise, traffic and other amenity impacts should be minimised.

### **Comply with legislation and regulations**

- In particular the MFB Caravan Park Fire Safety Guidelines 2012.

Hansen Partnership in turn prepared a series of master plan options for Queenscliff Recreation Reserve and Victoria Park, Royal Park and Golightly Park.

### **Queenscliff Recreation Reserve and Victoria Park**

#### **Option 1 – 135 proposed sites**

- Ten high quality eco cabins
- New amenities block at Hesse Street
- Changes to the main entry
- New office

#### **Option 2 – 217 proposed sites**

- Ten high quality eco cabins
- New amenities block at Hesse Street
- Changes to the main entry
- New layout and configuration of sites to better cater for a diverse range of users

### **Golightly Park**

#### **Option 1 – 49 cabins**

- New entry and coded boom gate
- 48 cabins
- New BBQ and picnic shelter
- Communal laundry
- Play area

#### **Option 2 – 28 cabins**

- New entry and coded boom gate
- 28 cabins
- 3 residential lots
- New BBQ and picnic shelter
- Communal laundry
- Play area

### **Royal Park**

#### **Option 1 – 98 Sites**

- New entrance and queuing lanes
- New northern ablution block incorporating public toilets
- Retain existing layout
- Upgrade southern ablution block

#### **Option 2 – 79 Sites**

- New entrance and queuing lanes
- New northern ablution block incorporating public toilets and potential change room facilities
- 3-metre-wide access roads
- Upgrade southern ablution block



## Impact of Caravan Parks on Energy Management - 2021

Prepared by Deakin University School of Architecture and Built Environment the report identifies a number of recommendations in relation to energy saving at the parks. The Borough of Queenscliffe has declared a 'Climate Emergency Plan' and the Council has had a Corporate Carbon Neutral Plan since March 2012, and is currently developing and implementing a Climate Emergency Response Plan with the Queenscliffe Community. The parks currently contribute 2/3 of the Borough of Queenscliffe's energy costs and carbon foot print.

Key recommendation identified in the report include:

- Develop options for individual van site level electricity monitoring and diagnostics, and promote solutions and incentive programs.
- Develop a strategy for more onsite solar to reduce electricity costs and promote use of renewable energy.
- Develop and implement a 'getting off' gas strategy.
- Explore opportunities for more shade within the park.

## Climate Emergency Response Plan 2021 - 2031

Prepared for the Borough of Queenscliffe by a community panel the Plan has set a number of ambitious targets for the future including:

- Ensuring the community's electricity consumption will be matched by a 100% renewable electricity supply by 2025.
- Ensuring the community's energy needs will be matched by 100% renewable energy supply by 2027.
- Ensuring the community will have transitioned to a Zero Carbon Community by 2031.

Supporting these targets are 8 key pillars and 49 actions and of particular relevance to the parks are the pillars related to renewable energy, sustainable buildings and consumption and waste. Further given the large contribution that the Queenscliffe Tourist Parks make to these 3 pillars it is critical that the caravan parks support and lead on these issues in practical ways.

QUEENSLIFF RECREATION RESERVE  
TOURIST PARK & VICTORIA PARK CAMPGROUND -  
New Beachside Container Cafe Visualisation



# 2

## KEY REGULATORY ISSUES

### 2.1 Regulations

The Queenscliffe Tourist Parks are registered tourist parks and any future redevelopment plans must meet the requirements associated with the Victorian Residential Tenancies (Caravan Parks and Moveable Dwellings Registration and Standards) Regulations 2010 including amendment 2011 and the Building Code.

### 2.2 Crown Land

The Queenscliffe Tourist Parks are all located on Crown Lands although a section of the Golightly Park is owned by the Borough of Queenscliffe. The Crown Lands are under Section 14 of the Crown Land (Reserves) Act 1978. Under the Act, a Committee of Management (CoM) is established as the delegated manager of the land, with responsibility to 'manage, improve, maintain and control the land for the purposes for which it is reserved' (Section 15 (1) (a)).

The Act enables the committee to:

- Manage and develop the reserve in line with its intended purpose
- Enter contracts and undertake financial transactions
- Borrow money, subject to the Treasurer's approval
- Enter tenure arrangements such as leasing and licensing, for part or all of the reserve, subject to Ministerial approval
- Employ people
- Make regulations.

All CoM manage their reserve on behalf of the Minister for Environment and Climate Change. They are responsible for ensuring the land is managed, maintained, improved and controlled to provide environmental, social and economic benefits for the Victorian community operated under a Committee of Management. The Crown Land (Reserves) Act 1978 should be considered together with the Policy Statement Improving Equity of Access to Crown Land Caravan and Camping Parks 2011 in relation to any future redevelopment works.

Note also the Best Practice Management Guidelines for Committees of Management Managing Caravan and Camping Parks on Crown Land need to be also applied.

## 2.3 Improving Equity of Access to Crown Land Caravan and Camping Parks Policy 2011

The 2011 Policy Statement – Improving Equity of Access to Crown Land Caravan and Camping Parks 2011 was developed to improve equity of access to Crown Land caravan and camping parks in Victoria, enabling affordable holidays for all Victorians. Key areas of particular relevance to the Queenscliffe Tourist Parks are:

- Ensure the conditions and limitations of permits on Crown Land are clearly communicated to users
- Minimise profiteering
- Employ strategies to limit sense of ownership
- Ensure accommodation mix and price cover costs for park and reserve management
- Maintain appearance of parks
- Expand the client base to respond to growing markets

## 2.4 Fire Safety

Any future redevelopment of the Queenscliffe Tourist Parks also needs to consider the Caravan Park Fire Safety Guidelines CFA 2012 developed in response to the Black Saturday Bushfires of 2009 and the lessons learnt from the 2020 bushfires. The guidelines provide a uniform set of guidelines for the design and construction of caravan parks throughout Victoria. Of particular importance are fire separation distances – 2000mm between moveable dwellings, 1200mm moveable dwelling to carport and 2000mm annex/tent to annex/tent.

## 2.5 Borough of Queenscliffe Coastal and Marine Management Plan

The Marine and Coastal Act 2018 (also known as MACA) was introduced by the Victorian Government in August 2018 to provide a simpler, more integrated and coordinated approach to planning marine and coastal environment. Currently, the Borough of Queenscliffe must apply for specific consent with regards to MACA from the Department of Environment, Land, Water & Planning whenever any use, development or works is requested on marine and coastal Crown land - up to 200 metres inland of the high-water mark.

The Borough of Queenscliffe is currently preparing a Coastal and Marine Management Plan that will provide details on how the Borough will use, manage and protect its coastal landscapes. By preparing a Coastal Management Plan specific to MACA, Council can streamline the application process on future projects, resulting in faster turnaround times and more regular maintenance and regeneration of key coastal sites including the Queenscliffe Tourist Parks.

# 3

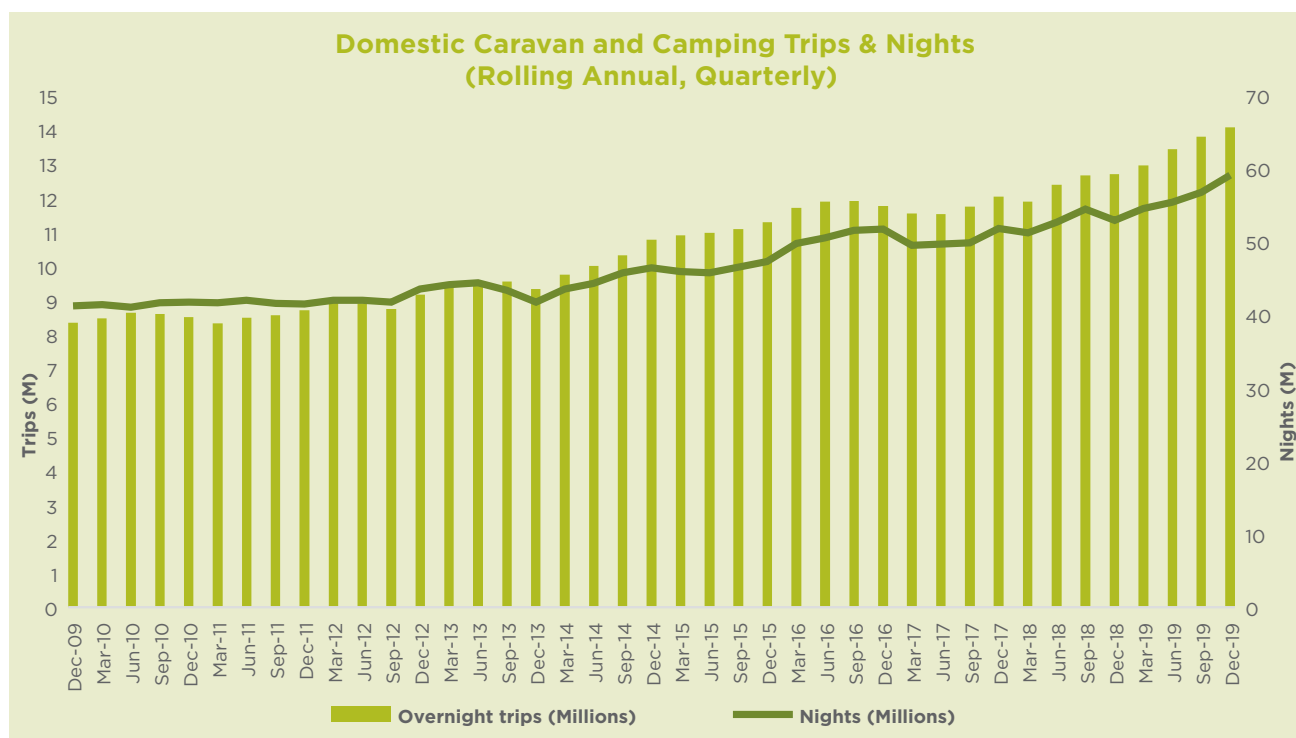
## MARKET ANALYSIS

### 3.1 Domestic Caravan and Camping – 2019\*

\*Given COVID-19 2019 has been used as the last full 12-month period not impacted.

#### 3.1.1 What are the recent trends?

- In 2019, 14 million caravan and camping trips were taken by Australians, more than any other year previously. In line with this was the 59 million nights spent caravan and camping, another annual record.
- The average length of stay also increased to 4.2 nights in 2019, up from 4.1 nights in 2018.
- Growth in the caravan and camping sector has come from all age brackets, although it has been the growth of the ‘young/midlife (no children)’ segment that has been the real standout with this sector surpassing the ‘parent with children at home’ as the largest takers of caravan and camping trips.
- This Millennial/Generation X segment (aged under 45 and travelling without children) are increasingly searching out nature-based experiences that complement their increasingly busy personal and professional lives.

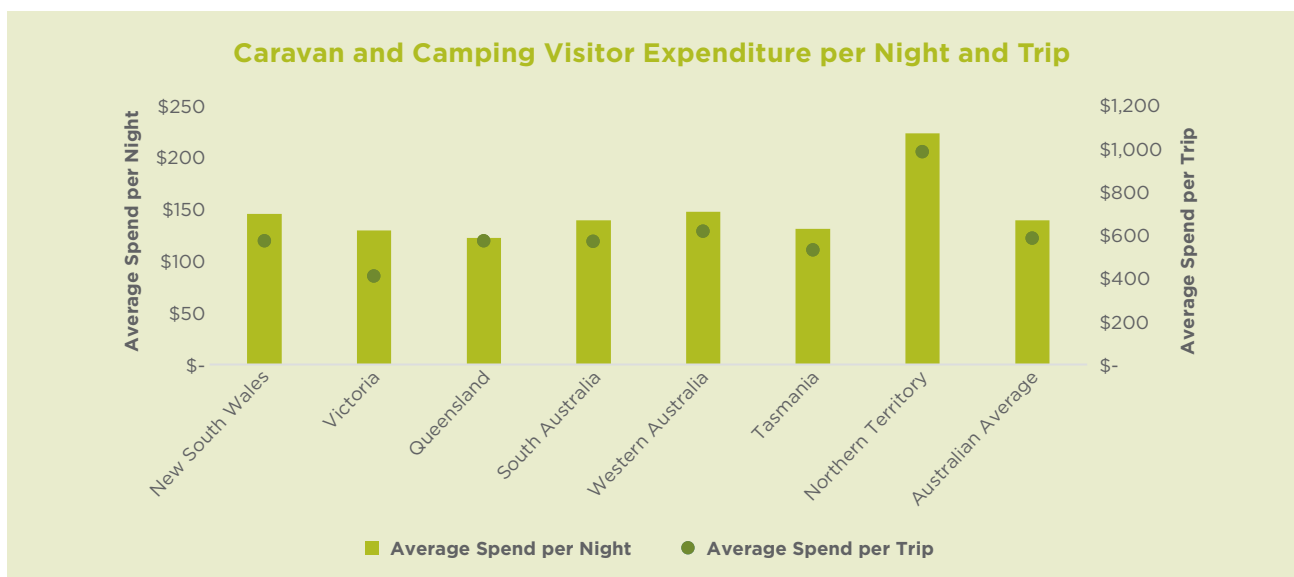


Data Sources: Tourism Research Australia, NVS, 2020.

- On a national level, overall visitor expenditure by caravan and camping visitors increased by 18% from 2018 to surpass \$8B. In line with this was the increase in average spend per trip of 7.6% to \$584 per trip. Looking at the differences between states, average spend per trip was largely connected to length of stay with Northern Territory attracting the most average spend per trip (\$983) followed by Western Australia (\$616).



- On average caravan and camping guests spent \$139 per night on their trip. Highest spend in the Northern Territory and the least per trip in Victoria.



Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

### 3.1.2 Trip Length

- Average trip length in 2019 was 4.2 nights and this has stayed fairly consistent since 2014. Although longer trips only comprise 5% of total trips, they still make up more than a quarter (27%) of total caravan and camping nights.
- Trips of 2-3 nights continue to make up the largest share of caravan and camping trips (41%) which fits with the Australian tendency to take short trips, especially during school holiday periods. Trips of 4-7 nights were the second most popular by length with 245 of the market and comprising 26% of total nights.

Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

### 3.1.3 Caravan and Camping Visitor Regions

Top 10 Caravan and Camping Visitor Regions				
Tourism Region	Overnight trips	YoY % Change	Nights	YoY% Change
North Coast (NSW)	1,344,888	16%	6,021,822	15%
South Coast (NSW)	934,580	16%	3,710,125	24%
Australia's South West (WA)	599,559	5%	2,042,008	5%
High Country (VIC)	543,099	19%	1,444,223	4%
Brisbane (QLD)	523,505	-10%	1,582,419	4%
Sunshine Coast (QLD)	519,112	1%	1,914,421	6%
Central (NSW)	514,819	-7%	1,401,116	1%
Great Ocean Road (VIC)	486,061	-3%	1,517,401	2%
Hunter (NSW)	421,699	-1%	1,249,336	-1%
Gippsland (VIC)	417,997	33%	1,098,750	31%

- The North Coast of New South Wales continues to be the most popular tourism region for caravan and camping, followed by the South Coast of New South Wales.

Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

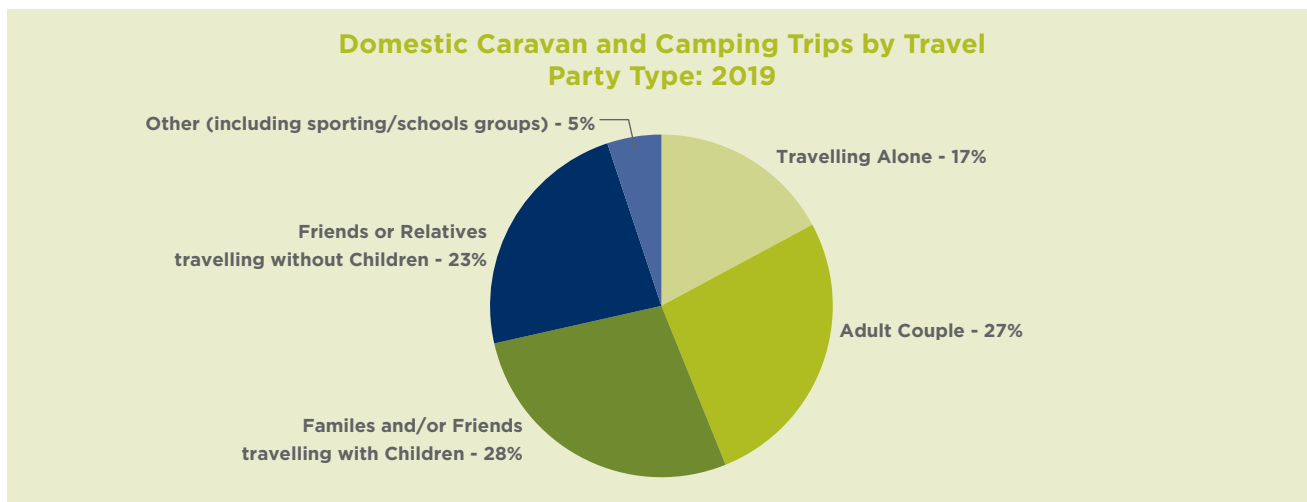
### 3.1.4 Caravan Park Usage

- Since 2011, caravan park accommodation usage has remained consistent with 40% of trips and 42% of nights coming from visitors who travel with and stay in caravans (or other towable recreational vehicles). Following this is cabins that account for 27% of trips and 29% of nights spent in caravan parks. It is important to note that due to higher tariffs in cabins than sites, cabins continue to account for most of the revenue in caravan parks (57%).
- While only making up 22% of trips to caravan parks, camping remains a vital gateway to the caravan and camping lifestyle. Having affordable accommodation options for all level of guests is a strong drawcard for caravan parks, especially consumers who do not have a family connection to owning an RV.

Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

### 3.1.5 Travel Party Types

- Travel party types for caravan and camping trips has largely been consistent since 2015, with an even split between family market, adult couple and families and/or friends travelling without children.
- Solo travellers comprise 17% and this has grown from 14% in 2018.



Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia



### 3.1.6 Travel Purpose

- Holiday continues to be the primary reason why Australians choose to go caravan and camping with 765 of trips identifying this reason. An additional 13% of trips identified their reason to travel as being related to business, which has increased slightly over the past 5 years from 10%.
- The primary activities undertaken on caravan and camping trips were eating out – \$7.4M, sightseeing \$4.7M going to the beach – \$4.5M, bushwalking – \$4.4M and visiting National Parks – \$4.2M in the top 5 activities.

#### Top 20 Activities: Domestic Caravan and Camping Trips 2019



Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

### 3.1.7 Accommodation Performance

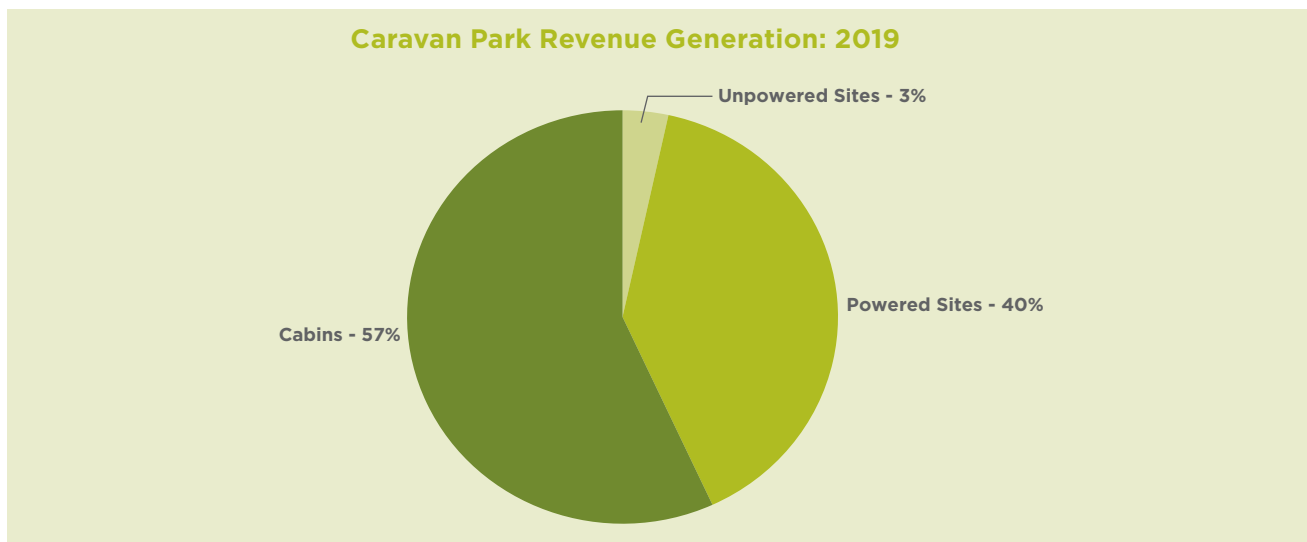
National Statistics	Occupancy	+/- 2018	Average Daily Rate	+/- 2018	RevPAR	+/- 2018
Cabins	49.4%	- 3.0ppt	\$155.03	4.5%	\$76.59	1.3%
Powered Sites	42.2%	0.3ppt	\$47.79	4.1%	\$20.14	4.4%
Unpowered Sites	11.9%	- 2.7ppt	\$41.04	4.3%	\$4.89	1.5%

- 2019 was a solid year for caravan parks, with strong levels of demand across all site types highlighted by occupancy levels of 49.4% in cabins, 42.2% in powered sites and 11.9% in unpowered sites.

Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia Snapshot Nov 2019)

### 3.1.8 Caravan Park Revenue Generation

- In 2019, overall caravan park revenue increased by 6% to reach \$2.1B across Australia. Caravan Park revenue in New South Wales of \$683M accounted for 32% of total revenue, and remains the highest by market share. Queensland also recorded a strong performance with revenue increasing by 6% to surpass \$500M for the first time. South Australia saw the strongest increase, which is in line with strong visitation performance in 2019, with caravan park revenue increasing by 14% in the state. Tasmania saw the second strongest increase, with revenue lifting by 9% through 2019 to \$51M. Victoria and Western Australia both saw increases of 7% to reach \$351M and \$278M respectively. The Northern Territory was the only state that saw a decrease in revenue with 2019 revenue declining by -1% to \$72.6M.
- Looking at caravan park revenue by site type, cabins continue to comprise the majority of revenue accounting for 57% of total revenue in 2019. This amounted to \$1.2B in 2019, a 75 increase from revenue generated in 2018. Similarly, powered sites increased generated revenue by 5% and continue to account for a significant portion (40%) of revenue generated.



Source 2020 Caravan and Camping State of Industry - Caravan Industry Association of Australia

### 3.1.9 Caravan and Campervan Data

- Combined Motorhome, Caravan and Camper Trailer registrations reached a total of 711,354 in 2019, an increase of 4.7% from 2018.
- New caravan registrations (i.e., vehicles that were manufactured/imported in 2018) for 2019 surpassed 30,000 for the second year running, although was steady from 2018 figures.
- Campervan/Motorhome registrations declined marginally by -1% from 2018, however it remained the second highest year since 2013 for new campervan registrations with 2,690 for the year.
- Queensland had the largest fleet of motorhomes, caravans and camper trailers in Australia, accounting for approximately 188,638 registered vehicles of the total 641,603 in Australia. This equates to 29% of the total fleet.
- The total number of motorhomes registered in Australia in 2019 was 69,751 and increase of 5% on 2018.
- The total number of caravans registered in Australia in 2019 was 641,603 an increase of 5% since 2018.
- 28.1/RV Registrations per 1,000 people.
- 2019 saw the continued trend towards heavier towable vehicles, with vehicles with tare weights of greater than 2000kg continuing to grow their market share. This segment has increased from 295 in 2013 to 485 in 2019.
- Looking at length of caravans manufactured in 2019 it is worth noting that 58% were 6.01m to 7m, 27% were 5.01m to 6m, 12% 4.01m to 5m and 3% were less than 4m.

Source Caravan and Campervan Data Report 2019 Caravan Industry Association of Australia



## 3.2 Caravan and Camping Trends

Over the last 17 years, some strong trends have emerged in the caravan and camping park industry. These include:

- The last 17 years has seen the closure of approximately 310 parks (equivalent to 4-5 per quarter).
- During the same period industry turnover has gone from less than \$550m to just under \$1.5b. This equates to a growth rate of approximately 6% per annum compared with CPI of 2.7% per annum for the same period.
- For the competing product of hotels, motels and serviced apartments, they have shed approximately 800 establishments and grown their turnover by approximately 5% per annum.
- Powered site numbers have declined, mainly because of there being fewer parks. In contrast the number of cabins has doubled in that time (though the growth rate in this area has slowed more recently).

	Feb '14 (EST)	March '12 (EST)	June '10	Dec '07	Dec '97
<b>Caravan Parks</b>					
Establishments	1,583	1,614	1,638	1,683	1,893
Powered Sites	126,667	135,576	138,837	143,272	167,557
Cabins etc	39,583	39,040	35,812	32,907	17,884
Occupancy % (Annual)	53%	54%	54%	53%	47%
Takings (Annual)	\$1,289.8m	\$1,192.7m	\$1,135.8m	\$965.5m	\$483.0m
<b>Hotels, Motels &amp; Apartments</b>					
Establishments	4,232	4,200	4,301	4,235	5,041
Occupancy % (Quarter)	65%	64%	64%	66%	58%
Takings (Quarter)	\$2,316.6m	\$2,233.6m	\$2,004.6m	\$1,919.4m	\$979.2m

Source BDO Distinctively Different Insights 2014

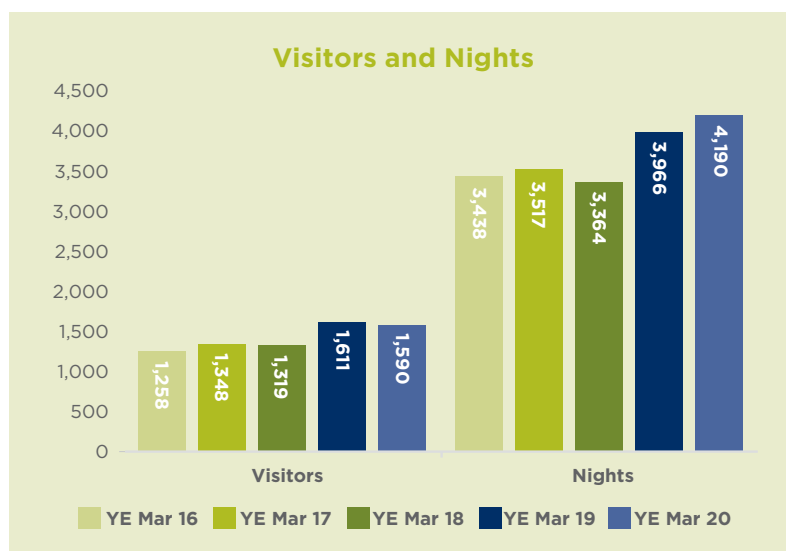
- Park improvement and development is high on the list of priorities; however, capital expenditure has recently slowed.
- Over time, consumer expectations have increased significantly, and today's caravan and camping guest is looking for parks with high quality amenities as well as broad range of communal facilities and services including camp kitchens/meeting rooms, BBQ shelters and Wi-Fi.
- Whilst families enjoy parks with adventure playgrounds, water parks, jumping pillows and pump tracks Millennial/Generation X segments are looking for caravan parks that include cafes/micro brewery's, day spas and cycling related infrastructure.
- With the change in market segments there has been a shift towards newer forms of accommodation driven by the 'glamping' phenomenon. Safari tents, eco cabins, bell tents and Glamtainer's are examples of these new forms of accommodation. Guests are also demanding a higher standard of cabin with resort style furnishings and fittings.
- In addition, many caravan and camp grounds have responded to the demands of guests by installing unisex amenities rather than the traditional single sex amenities.
- The last 5 years has also seen a significant increase in the number of Grey Nomads travelling with pets. The caravan park industry has reacted by allowing pets in owner/occupier caravans, development of pet rules, pet friendly cabins, pet sitting services and dedicated pet runs.
- In the last 18 months there has seen a strong shift towards contactless check-in – partially driven by Covid-19 with parks adopting self-check online, digital registration cards, kiosks, number plate technology on boom gates to open gates and Wi-Fi systems to turn electricity on and off on sites.

### 3.3 Travel to Geelong and the Bellarine – YE March 2020\*

\*Given COVID-19 YE March 2020 has been used as the last full 12-month period not impacted.

#### Visitors and Nights

Geelong and Bellarine received nearly 1.6 million domestic overnight visitors – down by 1.3% on YE Mar 2019. Visitors spent nearly 4.2 million nights in the region – up by 5.7% on YE Mar 2019.

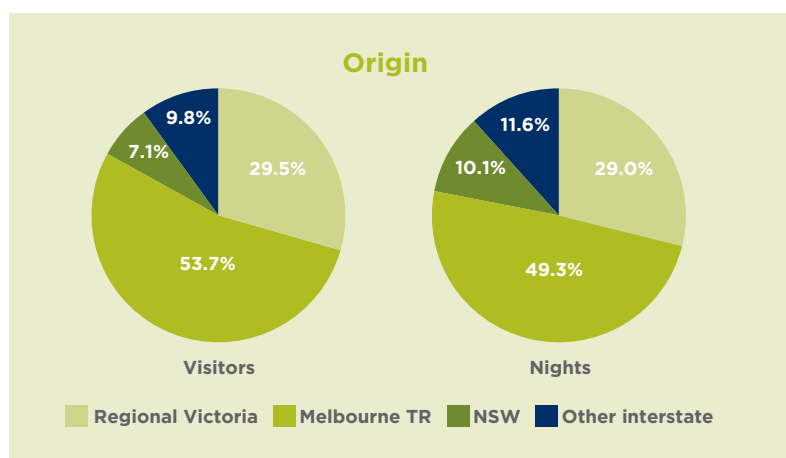


“Domestic visitor nights to the region are strong and are growing and with increased investment into the Queenscliffe Tourist Parks the Borough of Queenscliffe will see stronger visitor nights.”

#### Market Share

The region received 8.7% of visitors and 8.1% of nights in regional Victoria. Compared to YE Mar 19, the share of visitors was down by 0.4% and the share of nights was up by 0.1%.

#### Origin



“Intrastate visitation remains the key driver of visitation to the region and the opportunity for the Queenscliffe Tourist Parks is to grow this share with new forms of accommodation and better quality facilities.”

The region received 83.25% of visitors and 78.3% of nights from intrastate. Compared to YE March 19, intrastate visitors were down by 3.2% and nights were up by 3.4%.

Interstate contributed 16.8% of visitors and 21.7% of nights in the region. Compared to YE Mar 19, interstate visitors were up by 9.0%, and nights were up by 14.6%.

## Length of Stay

The length of stay (nights) in the Geelong and Bellarine increased to 2.6 nights – up by 4% on YE March 2019.

## Age

'65 years and over' (19.6%) was the biggest age group of visitors to the region, followed by '25 to 34 years' (16.9%) and '15 to 24 years' (16.6%).

**“Strong opportunity to grow the 25 to 34 age group with the right types of accommodation and guest facilities at the caravan park.”**

## Purpose of Trip

'Visiting friends and relatives' (45.6%) was the largest purpose for visitors to the region, followed by 'Holiday' (39.1%) and 'Business' (9.6%).

'Holiday' (42.9%) was the largest purpose in terms of nights in the region, followed by 'Visiting friends and relatives' (41.7%) and 'Business' (9.6%).

## Accommodation

'Friends or relatives' property' (49.3%) was the most popular accommodation type used for nights in the region. 'Caravan Park or commercial camping ground' (12.0%) was the 2nd most popular, followed by 'Rented house, apartment, flat or unit' (8.5%) and 'Own property' (7.9%).

## Activities

'Eat out, dine at a restaurant or café' (57.7%) was the most popular activity undertaken by visitors.

**“Upgrade of the kiosk and a more café style experience adjacent to the caravan park will encourage visitors to stay longer.”**

## Expenditure

Domestic overnight expenditure increased to \$630 million – up by 14% on YE March 2019.

Domestic overnight spend per visitor also increased to \$397 – up by 16% on YE March 2019.

Visitor Spend in Geelong and the Bellarine by Year Ending			“Overnight expenditure, spend per visitor and overnight spend per visitor all have continued to increase demonstrating the need for higher quality accommodation and facilities in the Queenscliffe Tourist Parks to capitalise on this increased expenditure”
Spend (\$ million)	Year Ending December 2019	Year Ending March 2020	
Domestic overnight travel	\$598	\$630	
International overnight travel	\$94	\$71	
Domestic daytrip travel	\$442	\$369	
Total domestic spend	\$1,040	\$1,000	
Total spend (all sectors)	\$1,134	\$1,071	

Source National Visitor Survey, International Visitor Survey & Regional Expenditure Model, YE Mar 21, Tourism Research Australia

## 3.4 Caravan Industry – During and Post COVID-19

COVID-19 has had a significant impact on the travel and tourism industry and uncertainties moving forward will provide a number of challenges and opportunities for the industry and also the planned redevelopment of the Queenscliffe Tourist Parks.

The Caravan Industry Association of Australia provides an annual report into the opinions and intentions of 2,300 Australian caravaners to travel during and post COVID-19. The latest round of surveying paints a relatively positive picture for the industry.

### Travel Sentiment

Despite pandemic-related travel restrictions, travel intentions of caravaners remain high with 42% of respondents saying they were actively planning their next trip while 46% are currently in the travel dreaming phase.

Intentions to travel interstate (45%) of respondents, intrastate (37%) and overseas (1%).

### Travel in Australia

Almost all (93%) of respondents agree that travel within Australia is exciting, and 78% prefer to travel within Australia even after the international border opens.

### Attitude Towards Travel Modes

Caravanners remain very comfortable with travel with own vehicle (97% comfortable), undertaking regional holidays (92% comfortable) and staying in a caravan park (89% comfortable). This compared with renting a car (51% comfortable), undertaking a city break (40% comfortable) and staying in a hotel/motel (59% comfortable).

### Travel Planning and Booking

Compared to pre-pandemic times, respondents are more likely to plan and book their next caravan and camping trip closer to travel date. With 90% of respondents currently have their next caravan and camping trip planned, demand for caravan and camping remains strong despite ongoing pandemic related restrictions. 71% are planning to go within the next 6 months.

### Next Caravan and Camping Trip

18% intend of respondents plan to go on a short break in the next 6 months (1-3 nights) whereas 73% intend to go on a holiday (4+ nights).

### International Travel Sentiment

Just over half (51%) of respondents said they had no plans to travel internationally, compared to 32% in last year's survey.

*Source Australian Caravan Industry – Consumer Sentiment Survey Aug 2021, Caravan Industry Association of Australia*



## 3.5 Potential Park Guests

Based on the market research and industry knowledge, Sustainable Park Solutions has identified the following potential guests for the rejuvenated Queenscliffe Tourist Parks.



**Retirees/Grey Nomads** (e.g., caravanner's, caravan clubs, special interest groups, independent travellers). These people at this stage of their lives will continue to be a core market for the Queenscliffe Tourist Parks as they have time to travel (preferably during off-peak season). They are generally seeking experiences that enable them to discover new things, and to connect with other people and the environment. The inclusion of unisex amenities, group fire pit and a high-quality camp kitchen/meeting room will assist this market to grow further. The parks proximity to Melbourne will also be very attractive to caravan clubs who travel in off season times.



**Young Families/Older families** People at this stage of their lives will continue to be a core market for the Queenscliffe Tourist Parks. They travel during school holidays and travel from Melbourne and other large regional Victorian centres. They are generally looking for modern self-contained accommodation for overnight stays. The addition of recreational facilities including BBQ shelters, bike service unit and group fire pit will encourage them to stay longer. The Parks should also explore opportunities to partner with local tourism operators to develop activities and tours to extend the length of stay. This market is looking for escape-style experiences that enable them to have a break from the responsibilities of the everyday and, at the same time, allow them to connect and bond as a family.



**Special Events** This demographic is usually attending local events i.e., Queenscliff Music Festival. They are looking for both self-contained accommodation and powered and unpowered sites. This market is likely to grow with both the Tourism Geelong and Bellarine and the local visitor centres increased focus on events.



**Single Income No Kids (SINKS)/Double Income No Kids (DINKS)** (new market based around food/wine/cycling/walking/beach activities). This demographic group is an important potential market for the Queenscliffe Tourist Parks due to their high-yield nature and willingness to pay for quality experiences. Long weekends and special events are particularly important to this market and a great way of building a connection with the destination. They are generally seeking escape from the city/pressures of everyday life, adventure and stimulation (including new experiences – both high and low energy).

To build these markets it is imperative that the Queenscliffe Tourist Parks provide high quality experiences and range of accommodation.



# 4

## COMMUNITY CONSULTATION

### 4.1 Community Consultation Process

In July 2021, the Borough of Queenscliffe advised it's community, 12 month permit holders and current and past guests that it was undertaking a review of the Operations of the Queenscliffe Tourist Parks.

The community was given the opportunity to complete a survey and provide online submissions. In addition, a number of key stakeholders were offered one on one sessions with the consultant undertaking the review.

The process and information about the review was promoted via social media, in the local newspaper, through emails to past guests and on the Borough of Queenscliffe's website.

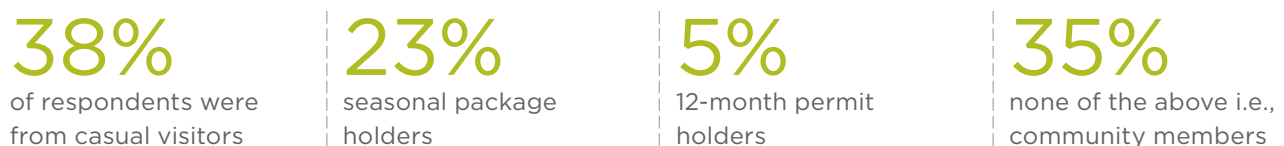
Consultation closed on the Sunday 15th August.

### 4.2 Who Participated?



### 4.3 What We Heard

#### Who were they?



## What Features/Facilities Did They Like Most About the Parks?

**34%** of respondents rated the location as being the feature/facility they liked the most at the park.

*"The absolute standout is the location of the park (beach in summer, footy in winter) but we also appreciate the friendly office staff who are more than willing to provide assistance if required. Most facilities are of a good standard although some of the older buildings could use updating."*

**16%** of respondents rated the clean bathrooms as being the feature/facility they liked the most at the park.

*"Old facilities but always clean. Grassed sites. Staff efficient, helpful and pleasant."*

**10%** of respondents rated the green grass powered sites as being the feature/facility they liked the most at the park.

*"Natural environment... trees, grass. Provide shade and privacy."*

## What Facilities Are Most in Need of Improvement?

**42%** of respondents indicated that the amenities were the facility most in need of improvement at the park.

*"The toilet & laundry blocks are aged & the drainage servicing them needs updating. Water to sites & ability to sullage would be a great upgrade. A modern dump point would also be useful, but the toilet is better than not having anything."*

**28%** of respondents indicated that the overall facilities i.e., roads, BBQ's, access to beach were the feature the most in need of improvement at the park.

*"The entire park needs a revamp the toilets showers in particular are well past their serviceable life and need complete replacement, the roads/ gravel tracks are in very poor condition, drainage is an issue with site flooding in moderate rains. Access to the beach from the park needs improvement, a large communal BBQ area would be a great addition."*

**20%** of respondents indicated that the size and layout of the sites were the feature the most in need of improvement at the park.

*"Sites at Queenscliff are too crowded putting vans right on top of each other with no space for vehicles. If the boundaries of the sites can't be changed, maybe a suitable spot for parking could be arranged."*

*"Levelling of sites, upgrading of roads and, curbing, more power supply for all sites to avoid power outages and landscaping."*

**5%** of respondents indicated that the security at the parks was the feature most in need of improvement at the park.

*"More security at Golightly like a boom gate to get in and out for starters."*



## Other Relevant Comments Included

*“ I think it is a mistake to lump all 4 parks in the one basket. I suggest there are 2 different categories. The Rec Reserve and Golightly Park are all year caravan parks though only used heavily from December through to April. They are suitable for all forms of camping i.e., on-site caravans on a yearly basis, casual caravans, RVs and tents and cabins. On the other hand, Royal Park and Victoria Park are essentially public parks with caravans allowed from December through to April.”*

*“ I believe future management of our dual use parks (Victoria Park and Royal Park) should focus on being seasonal and “family orientated” ...”*

*“ Feel there is an issue with equity - 12-month permit holders need to be better managed and not look like a shanty town.”*

*“ Oceanview Kiosk is an important part of the caravan experience at Queenscliff but it needs to be better presented a 40ft container + outdoor seating would be good.”*

ROYAL PARK CAMPGROUND -  
New Caravan Pull-in Bay and Club Change Rooms Visualisation



# 5

## PARK & OPERATIONS ANALYSIS

### 5.1 Golightly Tourist Park

#### 5.1.1 Site Analysis

##### Locality

Golightly Caravan Park is a small coastal park located at 2 Bowen Road, Point Lonsdale, incorporating two triangular strip sections of land that is located within the coastal foreshore reserve, with an approximate area of 0.95 hectares.

##### Situation

Golightly Caravan Park is a basic destination type caravan park that operates all year round and includes a high proportion of 12-month permit sites.



##### Topography

The topography of the site is generally undulating with some coastal dune on the southern boundary. Scattered trees and vegetation are located throughout with mature tree planting along its frontage to Bowen Road.



## Planning Control

Planning control is split at Golightly Park with 47% of the land freehold and owned by the Borough of Queenscliffe and zoned NRZ1. The 53% balance of the land constitutes land within the coastal foreshore reserve, zoned PCRZ and is Crown land with the Council being the appointed Committee of Management.



## 5.1.2 Park Analysis

### First Impressions

Appropriate advance warning signage is in place.

First impressions of the park are poor, limited access via Bowen Road and no sense of arrival.

No boom gate entry or CCTV at entrance to meet OH&S requirements.



**Recommendation 1: Improve sense of arrival with a sense of arrival feature statement at Golightly Tourist Park.**

**Recommendation 2: Install boom gates, Wi-Fi, IoT and CCTV technology at Golightly Tourist Park.**



## Visitor Parking

There are no caravan laybys, guest parking or disabled parking at the park.

**Recommendation 3: Formalise carparking at Golightly Tourist Park by adding caravan laybys, guest parking and disabled parking at Golightly Tourist Park.**

## Site Mix

Total site numbers at the park are 60 and this consists of:

- 45 12-month permit sites
- 15 casual sites

## Amenities

The older style brick amenities block is in poor condition and sits in the centre of the park. The building consists of:

- 3 Toilets + 1 urinal + 3 showers in the men's side
- 6 Toilets + 3 showers in the ladies side
- Park laundry in the centre of the amenities block
- There is no storage or cleaning chemical facility

**Recommendation 4: Install a new unisex relocatable amenities block at Golightly Tourist Park and demolish the old one.**



## Recreational Facilities

The Park has no recreational facilities.

**Recommendation 5: Install a new camp kitchen with amenities at Golightly Tourist Park.**

**Recommendation 6: Install a range of recreational facilities including a fire pit, bicycle repair station, new BBQ shelter at Golightly Tourist Park.**

## Sites

The sites are of varying sizes with little uniformity and unsuited to modern day caravans which are much larger in size. The majority of sites are 40-50sqm with some as small as 33sqm. Caravan Park sites are normally 80sqm and large sites are 100sqm.

There is no clear demarcation between 12-month permit holder sites and tourist sites.

The 12-month permit sites are in many cases in poor condition and the caravans and vans are well over 40 years old and poorly maintained.

The 12-month permit sites are currently unmetered for both water and electricity.

**Recommendation 7: Rationalise the number of annual sites and create larger more uniform tourist sites at Golightly Tourist Park.**

**Recommendation 8: Group 12-month permit holders together at Golightly Tourist Park.**

**Recommendation 9: Meter 12-month permit sites at Golightly Tourist Park.**



## Grounds

The Park grounds are neat and well maintained and they do include a basic dump point for cassette toilets.

Washing lines are provided but are not screened.

There is no maintenance or storage shed.

Rubbish collection is currently undertaken via a truck collecting 240 litre bins and consideration should be given to rolling out larger skip bins and installation of a skip bin storage area.

Recycling is occurring in the park.



### 5.1.3 SWOT Analysis

#### Strengths

- ✓ Stunning coastal location
- ✓ Close to beach
- ✓ Well connected to cycle and walking tracks
- ✓ Secluded location

#### Weaknesses

- ✗ Existing amenities is old and in poor condition
- ✗ Sense of arrival is poor and non-inviting
- ✗ No way of checking who is staying and managing OH&S responsibilities
- ✗ 12-month permit holders caravans are in range of conditions and there has been policing of the Policy for Improving Equity of Access to Crown Land and Camping Parks
- ✗ No storage area for chemicals or equipment
- ✗ No recreational facilities for guests particularly during cooler months
- ✗ No clear boundary/demarcation between 12-month permit holders and tourist sites
- ✗ No caravan pull in bays, guest parking or disabled parking
- ✗ No online booking or promotion via Online Travel Agents (OTAs) and limited flexibility in rates to adjust to market changes
- ✗ No delineation between public access to the park and guests who are staying in the caravan park
- ✗ Current layout is not conducive to modern caravan and camping experiences
- ✗ Park is only open from November to April. Seasonal packages are offered which reduce the opportunities for casual tourist use

#### Opportunities

- ✓ Improve sense of arrival
- ✓ Install caravan pull in bays, guest parking and disabled parking
- ✓ Install new amenities and storage for cleaning chemicals
- ✓ Reconfigures sites, make larger and change the accommodation mix to increase yield i.e., install Safari Tents or other glamping options
- ✓ Install a range of recreational facilities including camp kitchen & BBQs
- ✓ Better manage the 12-month permit holders by implementing policies and procedures consistent with the Policy for Improving Equity of Access to Crown Land and Camping Parks
- ✓ Install boom gates and CCTV
- ✓ Formalise road network and maximise site sizes
- ✓ Implement online booking and dynamic pricing to better manage yield
- ✓ Opportunity to automate the check in process and use contactless check-in and remote turning on and off of lights, air conditioners etc.
- ✓ Rationalise the number of sites and formalise parts of the road network
- ✓ Open the park for greater periods of the year to tourists

#### Threats

- ✗ Impact on existing 12-month permit holders at Golightly Park



## 5.2 Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground

### 5.2.1 Site Analysis

#### Locality

Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground are medium sized coastal parks located at 134 Hesse St, Queenscliff. The Park is located adjacent to the Monahan Sports Club Complex and the Queenscliff Bowling, Tennis and Croquet Association. The Park is laid out around the football oval and also connects with the Queenscliff Lighthouse Reserve to the east, which includes a small parkland area and a large public carpark.

#### Situation

The Queenscliff Recreation Reserve is a basic destination type caravan park and operates all year round and is approximately 1 hectare in size. Victoria Park is accessed from Queenscliff Recreation Reserve and has an area of approximately 1.5 hectares and is operated on a peak seasonal basis. Both parks have a proportion of 12-month permit sites.



## Topography

The topography of the Queenscliff Recreation Reserve Tourist Park is generally flat with a small number of mature native trees within the park and low coastal dunes at the southern end. At the northern end of the park where it meets Victoria Park Campground there is gently rise up to an area consisting of many small camping sites with meandering formed roads and poorly defined camping sites.

## Planning Control

Planning control is zoned PCRZ and is Crown land with the Council being the appointed Committee of Management.





## 5.2.2 Park Analysis

### First Impressions

Appropriate advance warning signage in place.

Poor sense of arrival and limited areas for caravans to pull over and or turn around if required.

**Recommendation 10: Improve sense of arrival with a sense of arrival feature statement at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**

**Recommendation 11: Install boom gates, WI-Fi, IoT and CCTV technology at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**



### Visitor Parking

No visitor parking, laybys or disabled parking at the caravan park entrance and limited public parking. Feedback indicates that during summer there is no vacant parking in the vicinity of the park and caravans line up along Hesse Street.

There is some conflict between caravan and camping guests and sports club patrons using the same facilities and entrances on game days on the adjacent sporting oval.

**Recommendation 12: Formalise carparking at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground by adding caravan laybys, guest parking and disabled parking.**





## Office/Residence

The small relocatable office is functional and is in reasonable condition but does not offer disabled access or access for guests with mobility needs. The current location is not conducive to good traffic circulation.

The 2 Bedroom residence is in good condition and has been well maintained.

**Recommendation 13:** *Install a new office with ramps in a more conducive location to assist with traffic flow at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Sell offsite the old office.*



## Site Mix

### Queenscliff Recreation Reserve Tourist Park

Total site numbers at the park are 105 and consists of:

- 67 12-month permit sites
- 31 tourist sites
- 7 cabins

### Victoria Park Campground

Total site numbers are 109 sites and consists of:

- 11 12-month permit holders
- 98 seasonal sites

## Amenities

### South

Older style brick amenities scheduled for replacement prior to Christmas 2021. New brick contemporary style amenities will include:

- 2 toilets + 1 urinals + 2 showers on the men's side
- 2 toilets + 2 showers on the Ladies side
- 2 Family bathrooms (one with disabled facilities)
- Guest laundry
- Park laundry + storage + cleaning chemical facility
- Public amenities

### Central

Newer style brick amenities consisting of:

- 2 toilets + 1 urinals + 3 showers on the men's side
- 3 toilets + 3 showers on the ladies side
- 1 disabled bathroom
- Guest laundry
- Storage



### North Block (King St)

Newer style brick amenities consisting of

- 3 toilets + 3 urinals + 3 showers on the men's side
- 4 toilets + 3 showers
- 1 disabled bathroom



### Recreational Facilities

There is a newer style camp kitchen with BBQs in good condition but lacking a fire pit and outdoor seating. There is also a basic playground in average condition but would benefit from replacement.

Feedback from management suggests the recreational facilities are inadequate in peak times and more undercover meeting space would also be good for attracting clubs and family reunions particularly in the cooler months.

**Recommendation 14: Install a range of new recreational facilities including fire pit, BBQ shelters, bicycle repair station and 40-foot container for the existing café operator at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**





## Sites

The sites are of varying sizes with little uniformity and most are unsuited to modern day caravans which are much larger in size. The majority of sites are 40-50sqm with some as small as 33sqm. Caravan Park sites are normally 80sqm and large sites are 100sqm in standard Australian caravan parks.

There is no clear demarcation between 12-month permit holder sites and tourist sites.

The 12-month permit sites are in many cases in poor condition and the caravans and vans are well over 40 years old and poorly maintained.

The 12-month permit sites are currently unmetered for both water and electricity.

**Recommendation 15: Rationalise the number of annual sites and create larger more uniform tourist sites at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**

**Recommendation 16: Group 12-month permit holders together at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**

**Recommendation 17: Meter 12-month permit sites at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.**

## Cabins

There are 2 x newer 2 BR waterfront cabins and 3 x 2 BR newer park view cabins in good condition. There are 2 x budget cabins in fair condition.

**Recommendation 18: Install 3 x 3 BR Waterfront cabins + 1 x 2 BR Cabin + 1 2Br Cabin Accessible Cabin at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Remove and sell off site the 2 older budget cabins.**



## Grounds/Maintenance Shed

The Park grounds are neat and well maintained and they do not include a basic dump point for cassette toilets.

There is a collection of sheds and storage areas located close to the office and these should be moved to a less valuable piece of real estate.

Rubbish collection is currently undertaken via a truck collecting 240 litre bins and consideration should be given to rolling out larger skip bins and installation of a skip bin storage area.

Recycling is occurring in the park.

**Recommendation 19: Install a new maintenance shed and fenced bin area for larger skip bins at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Install a dump point as part of future redevelopment works.**

### 5.2.3 SWOT Analysis

#### Strengths

- ✓ Stunning coastal location
- ✓ Walking distance to centre of Queenscliff
- ✓ Close to beach
- ✓ Located close to a range of sporting facilities including football, netball
- ✓ Mature trees provide shade in summer and garden like experience
- ✓ Cabins enjoy good occupancy

#### Weaknesses

- ✗ Poor street appeal
- ✗ No laybys for caravans, no guest parking and no disabled parking
- ✗ No clear separation between 12-month permit sites and tourist sites
- ✗ Limited recreational facilities + no meeting room space
- ✗ Roadways and site layout is informal and not conducive to modern caravan and camping experiences
- ✗ No online booking or promotion via OTAs and limited flexibility in rates to adjust to market changes
- ✗ Current office is poorly sited to maximise efficiency of guest check in. Further office does not have ramps for disabled access
- ✗ No delineation between public access to the park and guests who are staying in the caravan park
- ✗ No dump point

#### Opportunities

- ✓ Improve sense of arrival
- ✓ New front entrance, guest parking and disabled parking
- ✓ Clearly separate 12-month permit holders from tourist sites
- ✓ Install meeting room space as well as additional BBQs and a fire pit space
- ✓ Install additional cabins
- ✓ Rationalise the number of sites and increase site sizes
- ✓ Implement online booking and dynamic pricing
- ✓ Install new purpose-built relocatable office/residence and sell off old office
- ✓ Install boom gates and CCTV to better manage public access and OH&S responsibilities

#### Threats

- ✗ Impact on existing 12-month permit holders at Queenscliff Recreation Reserve and Victoria Park
- ✗ Impact to the accessibility to the community in relation to reducing public access and thoroughfare by installing boom gates

## 5.3 Royal Park Campground

### 5.3.1 Site Analysis

#### Locality

Royal Park Caravan Park is located at 172 Point Lonsdale Road, Point Lonsdale and is 200 metres to the south-west of Golightly Caravan Park.

#### Situation

Royal Park Caravan Park is a basic destination type caravan park and is operated on a seasonal basis between November and April each year. The Park contains no 12-month permit holder sites and the existing sites are predominantly small in size.



#### Topography

Royal Park Caravan Park sits within a land hollow, substantial mature trees and grounds on the western side and a dune system and associated vegetation to the east.



## Planning Control

The Planning control is zoned PCRZ and is Crown land with the Council being the appointed Committee of Management.



## 5.3.2 Park Analysis

### First Impressions

Appropriate advance warning signage in place.

Poor sense of arrival and limited areas for caravans to pull over and or turn around if required.

**Recommendation 20: Improve sense of arrival with a sense of arrival feature statement at Royal Park Campground.**

**Recommendation 21: Install boom gates, WI-Fi, IoT and CCTV technology at Royal Park Campground.**



## Visitor Parking

No visitor parking, laybys or disabled parking at the caravan park entrance and limited public parking. Feedback indicates that during summer there is no vacant parking in the vicinity of the park and caravans line up along Point Lonsdale Road.

There is some perceived conflict between caravan and camping guests and sports club patrons using the same facilities and entrances on game days on the adjacent sporting oval.

**Recommendation 22: Formalise carparking at Royal Park Campground by adding caravan laybys, guest parking and disabled parking.**

## Office/Residence

The small relocatable office is functional and is in basic condition but does not offer disabled access or access for guests with mobility needs. The current location is not conducive to good traffic circulation.

**Recommendation 23: Remove the small relocatable office at Royal Park Campground and reuse the space.**

## Site Mix

- 98 seasonal sites

## Amenities

### South

Older style brick amenities in poor condition consisting of

- 4 toilets + 2 urinals + 2 showers on the men's side
- 3 toilets + 3 showers on the ladies side

### North Block

Older style brick amenities in poor condition consisting of

- 2 toilets + 1 urinal + 4 showers on the men's side
- 5 toilets + 5 showers on the ladies side



**Recommendation 24: Install a new unisex relocatable amenities block at the south end of Royal Park Campground and demolish the old one.**

**Recommendation 25: Partner with the football club to develop new club change rooms at the northern end of Royal Park Campground and install a separate co-located unisex amenities facility.**







## Recreational Facilities

There is a large BBQ shelter/camp kitchen located near the Royal Park Oval and it is in fair condition although not sited in the most central location.

**Recommendation 26: Rejuvenate the existing BBQ shelter at Royal Park Campground.**

**Recommendation 27: Install a new relocatable camp kitchen/meeting room at Royal Park Campground.**

**Recommendation 28: Install a range of recreational facilities at Royal Park Campground including a bicycle repair station, dump point and BBQ shelters.**

## Sites

The sites are of varying sizes with little uniformity and most are unsuited to modern day caravans which are much larger in size. The majority of sites are 40-50sqm with some as small as 33sqm. Caravan Park sites are normally 80sqm and large sites are 100sqm in standard Australian caravan parks.

**Recommendation 29: Rationalise the number of tourist sites and create larger more uniform tourist sites at Royal Park Campground.**

## Grounds

The Park grounds are neat and very well maintained but do not include a dump point.

Washing lines are provided but are not screened.

The roadways are narrow and the surfaces need upgrades. The lack of roadway width and informal site boundaries make the park feel cramped and congested.

Rubbish collection is currently undertaken via a truck collecting 240 litre bins and consideration should be given to rolling out larger skip bins and installation of a skip bin storage area.

Recycling is occurring in the park.

### 5.3.3 SWOT Analysis

#### Strengths

- ✓ Close to family friendly beaches as well as surf beaches
- ✓ Short distance to the centre of Point Lonsdale
- ✓ Adjacent to sporting grounds
- ✓ Mature trees and parklike grounds
- ✓ Traditional coastal style caravan park
- ✓ Walking and cycling tracks nearby
- ✓ Relaxed informal layout

#### Weaknesses

- ✗ Conflicts of use with members of the public using the northern park amenities as public amenities
- ✗ Additional conflict with caravan and camping guests and sports club patrons using the same carpark and amenities
- ✗ Both amenities are old and are in poor condition
- ✗ BBQ shelter in fair condition but is not located in the centre of the park and doesn't really relate to the site or its users. Facility does not provide all weather use
- ✗ No boom gates to manage OH&S responsibilities around who is in the park
- ✗ Roadways and surfaces in need of a major upgrade
- ✗ No online booking or promotion via OTAs and limited flexibility in rates to adjust to market changes
- ✗ In sufficient BBQ facilities in peak times

#### Opportunities

- ✓ Install new front entrance, sense of arrival and caravan pull in bay, guest parking and disabled parking
- ✓ Install new carparking and boom gates to separate sports ground from the caravan park
- ✓ Replace amenities with new relocatable unisex facilities
- ✓ Install all weather access camp kitchen/meeting room
- ✓ Implement online booking and dynamic pricing to better manage yield
- ✓ Install additional BBQ facilities

#### Threats

- ✗ Impact on the community in relation to reducing public access and thoroughfare by installing boom gates
- ✗ Feedback from seasonal package holders about changes to sites and site sizes
- ✗ Impact on the community in relation to extending the season of the park

## 5.4 Operations Analysis

### 5.4.1 Park Management

The Queenscliffe Tourist Parks are managed by staff employed by the Borough of Queenscliffe with some contractors engaged to look after mowing and grounds and seasonal park operations.

The Parks are well managed and appropriate systems and procedures appear to be in place.

Guest feedback is generally very positive and complimentary of the staff employed.

### 5.4.2 Check In

Park staff were all dressed in uniform and were wearing names badges. Check in appeared to be quick and a park map, rules and emergency details were provided on check in. There is an afterhours check in process and a large park map outside for emergency services.

**Recommendation 30: As part of the process to move towards greater “contactless check in” install boom gates and number plate recognition technology.**

### 5.4.3 Queenscliffe Tourist Park Revenue Performance

Detailed below is a review of income performance for 2018/19. This period is chosen as this was the last 12-month period not impacted by COVID-19.

2018/19 - Queenscliffe Tourist Park Performance									
	Total No.	Occupancy	Avg. VIC Occupancy	Gross Avg Nightly Rate	Avg. VIC Nightly Rate	Gross Revenue	Avg LOS	Avg. Yield	Avg. VIC Nightly Yield
<b>Golightly Park</b>									
12 Month Permit Holders	44	100%		\$17		\$278,695	45	\$6,334	
Powered Sites	21	22%	39%	\$40	\$54	\$67,040	8	\$3,192	\$6,988
Safari Tents	0								
	<b>65</b>					<b>\$345,735</b>			
<b>Queenscliffe Recreation Reserve</b>									
Budget Cabins	2	56%	56%	\$123	\$166	\$50,282	2	\$25,141	\$30,846
New 2 BR & 3BR	0	0%							
Waterfront Cabins	5	63%	56%	\$207	\$166	\$254,217	3	\$50,843	\$30,846
12 Month Permit Holders	27	100%		\$18		\$178,359	45	\$6,606	
Powered Sites	38	35%	39%	\$38	\$54	\$141,935	7	\$3,735	\$6,988
	<b>72</b>					<b>\$624,793</b>			
<b>Victoria Park</b>									
12 Month Permit Holders	11	100%		\$10		\$41,060	45	\$3,733	
Powered Sites	93	30%	39%	\$48	\$54	\$402,678	3.16	\$4,330	\$6,988
	<b>104</b>					<b>\$443,738</b>			
<b>Royal Park</b>									
Powered Sites	98	25%	39%	\$24	\$54	\$373,528	8	\$3,812	\$6,988
	<b>98</b>					<b>\$373,528</b>			

Average occupancy, average nightly rates and average yield of powered sites at all 4 parks are well below the Victorian average for tourist parks. There are a number of reasons for this including:

- Inability of Queenscliffe Tourist Parks to use dynamic pricing to adjust rates based on changing occupancy.
- Use of Seasonal Packages that limit ability to maximise yield and lock away powered sites for tourist use.
- Over reliance on 12-month permit holders.

**Recommendation 31: Introduce dynamic pricing to adjust rates based on changing occupancy.**

**Recommendation 32: Remove the seasonal packages and focus on greater casual usage of tourist site.**

**Recommendation 33: Reduce over time, the number of 12-month permit holders at Golightly Tourist Park to 16. Reduce over time, the number of 12-month permit holders at Queenscliff Recreation Reserve to 15.**

#### 5.4.4 Queenscliffe Tourist Parks Expense Performance

Queenscliff Tourist Parks Financial Performance - Expenses		
	QTP	Industry Average
Accommodation Supplies and Promotions	0.91%	1.30%
Accounting and Legal Fees		0.40%
Insurance	1.37%	0.80%
Marketing, Franchise & Commissions	0.40%	0.60%
Motor Vehicle Expenses	0.58%	0.20%
Occupancy Costs	8.30%	16.50%
Other Expenses	5.00%	6.00%
Printing, Postage, Stationery	0.60%	0.10%
Rental and Hiring Fees	3.70%	3.80%
Replacement, Repairs and Maintenance	4.57%	3.60%
Telephone, Internet & IT	0.70%	0.70%
Wages & Salaries + Staff Oncosts	28.00%	20.50%

- Accommodation supplies as a % of total income i.e., linen, consumables well below national caravan park average reflection of relatively low number of tourist cabins within the Queenscliffe Tourist Parks.
- Insurance costs a % of total income well above national caravan park average, reflection of the assets being pooled under a local government insurance policy.
- Marketing costs as % of total income below national caravan park average, reflection of under investment in marketing by Queenscliffe Tourist Parks.

**Recommendation 34: Increase marketing spend across all 4 tourist parks and campgrounds.**

- Replacement, Repairs and Maintenance as % of turn over are approximately 4.57% and this is above national caravan park averages, partly a reflection of ageing park infrastructure and also cost of Borough of Queenscliffe contracted trades vs use of inhouse maintenance staff to complete tasks.
- Wages and Salaries as % of turnover are approximately 28% of total income and this compares favourably to other Council operated caravan parks. Similar type parks operated by the private sector would have a much lower % at around 20.5%.

**Recommendation 35: Use technology at all parks to allow greater contact less check in and in so doing increase efficiency of staff.**



# 6

## COMPETITOR ANALYSIS

### 6.1 Competitor Review

The Bellarine Peninsula region currently has (12) commercial caravan/cabin parks.

	Direct Foreshore Access	Camp Kitchen	All Weather Meeting Room	Communal Fire Pit/ Gas Fireplace	Playground	Jumping Pillow	Pool & Spa	Tennis Court/ Basketball Court	Safari Tents	Ensuite Sites	Pet Friendly	Marketing Group	Other Recreational	AAA Rating or Equivalent	Wiki Camps Rating	Wiki Camps No. of Reviews	General
Go Lightly CP	Yes	No	No	No	No	No	No	No	No	Yes	No		Queenscliff to Barwon Heads Cycling track out the front of the park.	2	-	-	Annuals park, small sites, no facilities, poor amenities block but park in good location.
Royal Park CP	Yes	No	No	No	No	No	No	No	No	Yes	No		Queenscliff to Barwon Heads Cycling track out the front of the park.	3	3.9	9	Attractive park grounds with small sites, basic park facilities, but good location.
Queenscliff Recreational Reserve & Victoria Park CP	Yes	Yes	No	No	No	No	No	Yes	No	Yes	No		Queenscliff to Barwon Heads Cycling track out the front of the park. Tennis Courts, Bowling club, Netball Club and Football/Cricket Oval next door.	3	3.4	14	Basic park facilities with small sites, but good location. Currently shared access with football ground next door on game days.
Big4 Beacon Resort	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	Big4	Resort type facilities including gym & café.	4.5	4.5	10	High end Big4 park delivering high quality experiences.
Big4 Bellarine HP	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Big4	Resort type facilities including gym & café.	4.5	4.8	17	High end Big4 park delivering high quality experiences.

	Direct Foreshore Access	Camp Kitchen	All Weather Meeting Room	Communal Fire Pit/ Gas Fireplace	Playground	Jumping Pillow	Pool & Spa	Tennis Court/ Basketball Court	Safari Tents	Ensuite Sites	Pet Friendly	Marketing Group	Other Recreational	AAA Rating or Equivalent	Wiki Camps Rating	Wiki Camps No. of Reviews	General
Barwon Heads CP	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	No	Waterfront location & newer style amenities blocks.	4	4.1	36	Great location offering reasonable caravan and camping facilities. Large number of annuals, range of cabins in good condition. (Barwon Coast Committee of Management).
Ocean Grove HP	No	No	No	No	Yes	No	Yes	Yes	No	No	No	No	No powered sites.	3.5	3.2	6	Smallish park with older style cabins, annuals and some camping.
Riverview Family CP	Yes	Yes	Yes	No	Yes	No	No	No	No	No	No	No	Riverfront location, neat and tidy facilities.	4	4.3	13	Great riverfront location offering a range of accommodation options and reasonable facilities. Large sites (Barwon Coast Committee of Management).
Swan Bay HP	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	Yes	No	Reasonable facilities.	3.5	3.4	7	Large sites, no tourist cabins only annual cabins.
Holiday Lifestyle St Leonards CP	No	No	No	No	No	No	No	No	No	No	No	No	Basic facilities.	2	1.8	5	Very old park and small sites.
Bellarine Bayside HP	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	No	Cinema recreation area and food truck area.	4	3.6	12	Large park with 9m x 9m sites (Bellarine Bayside Foreshore Committee of Management).
Dylene HP Portarlington	Yes	Yes	No	No	Yes	No	Yes	No	No	No	Yes	Family Parks	Neat and tidy park.	3	2.4	5	Older style holiday park, lots of annuals.

## 6.2 Rate Review

Bellarine Peninsula Caravan Parks - Park Rates	Annual Fees	Budget Cabins - Off Peak	Budget Cabins - Peak	Deluxe Cabins - Off Peak	Deluxe Cabins - Peak	Powered Sites - Off Peak	Powered Sites - Peak	Ensuite - Off Peak	Ensuite - Peak
Go Lightly CP	\$9,447					\$40	\$85	N/A	N/A
Royal Park CP	N/A					\$40	\$85	N/A	N/A
Queenscliff Recreational Reserve & Victoria Park CP	\$6,069	\$115	\$150	\$185	\$295	\$40	\$85	N/A	N/A
Big4 Beacon Resort		\$133	\$253	\$272	\$560	\$55	\$140	N/A	N/A
Big4 Bellarine HP		\$155	\$245	\$185	\$530	\$59	\$129	N/A	N/A
Barwon Heads CP		\$135	\$180	\$195	\$290	\$42	\$99	N/A	N/A
Ocean Grove HP		\$130	\$230	\$190	\$315				
Riverview Family CP		\$140	\$180	\$215	\$320	\$42	\$82	N/A	N/A
Swan Bay HP		N/A	N/A	N/A	N/A	\$45	\$135	N/A	N/A
Holiday Lifestyle St Leonards CP									
Bellarine Bayside HP		\$101	\$223	\$166	\$271	\$42	\$111	\$49	\$113
Dylene HP Portarlington		\$90	\$136	\$148	\$240	\$37	\$69	N/A	N/A

## 6.3 Guest Reviews

A selection of guest reviews from the Queenscliffe Tourist Parks is contained below:

### Royal Park Campground

*"Well located park. Great walk from the caravan park to Point Lonsdale along the beach on a great path. While the toilets/showers are older - they are clean and in good condition. Caretakers were lovely and helpful."* Wiki Camps Mar 2021

*"We only stayed one night in January at \$75 for a powered seniors caravan site. The sound of the sea and the fresh ocean breeze through the tea trees is enjoyable."* Wiki Camps Jan 2021

## Queenscliff Recreational Reserve Tourist Park and Victoria Park Campground

*"Very good park. Very welcoming. We stayed with a dog (toy poodle) and it was no trouble at all. There was a football match on the Saturday and we could watch or go out. The amenities are clean and fresh. I would not hesitate to stay here again. Also close to shopping strip. You also need a code to go into the amenities. And some of the sites are uneven."* Wiki Camps May 2021

*"Very welcoming little park set around a football oval o w get a ringside seat for tomorrows game. First Park we have stayed in that gives a seniors discount."* Wiki Camps Apr 2021

*"Very clean toilets good on you guys great park."* Wiki Camps Apr 2021

*"The amenities are very good. The Park is within walking distance of town. Most of the sites however are quite uneven and it almost like bush camping. There is no T reception."* Wiki Camps Apr 2021

QUEENSCLIFF RECREATION RESERVE  
TOURIST PARK & VICTORIA PARK CAMPGROUND -  
New Office/Residence and Beachfront Cabins Visualisation





# 7

## QUEENSLIFFE TOURIST PARKS - PARK EXPERIENCE

### 7.1 The Queenscliffe Tourist Parks 'Guest Experience'

Following consultation with tourism and business representatives in the Geelong Bellarine Peninsula and based on industry experience Sustainable Park Solutions makes the following recommendations in relation to the experience to be offered at the Queenscliffe Tourist Parks:

#### Golightly Glamping Experience

- Glamping adventures
- 12-month operation
- Targeting Young Families/Older Families, Special Events and Single Income/Double Income No Kids
- 8 Glamping tents
- Rationalised number of sites and larger powered sites – 80m<sup>2</sup>
- New unisex amenities/camp kitchen/meeting room
- Communal fire pit, BBQ Shelters and cycling infrastructure
- Reduced number of 12-month permit holders



GOLIGHTLY TOURIST PARK -  
New Accessible Safari Tent Visualisation





## Queenscliff Recreation Reserve Tourist Park

- Modern tourist park
- 12-month operation
- Targeting Retirees/Grey Nomads/Special Interest Groups, Young Families/Older Families, Special Events and Single Income/Double Income No Kids
- New 2 BR and 3 BR Villas
- New amenities block
- Communal fire pit, BBQ Shelters and cycling infrastructure
- Improved front entrance/office
- Reduced number of 12-month permit holders
- Improved sense of arrival incorporating the cafe/kiosk area

## Victoria Park Campground

- Traditional camping
- 6-month operation
- Targeting Young Families/Older Families
- Rationalised number of sites and larger powered sites – 80m<sup>2</sup>





## Royal Park Campground

- Traditional camping
- 6-month operation
- Targeting Young Families/Older Families
- Rationalised number of sites and larger powered sites – 80m<sup>2</sup>
- Improved campground facilities including new amenities blocks, camp kitchen and BBQ shelters

**Recommendation 36:** Provide unique but complimentary guest experiences at each of the parks offering a high standard of communal and recreational facilities supported by differing accommodation options.

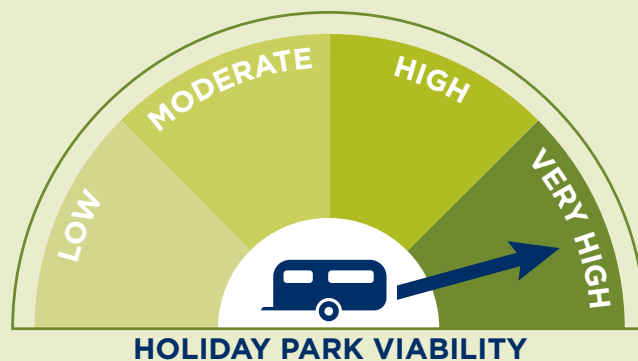


## 7.2 Queenscliffe Tourist Parks Redevelopment Viability Assessment

Based on the following project success factors the Queenscliffe Tourist Parks business improvement and park redevelopment has a high likelihood of commercial success if it is implemented:

- Domestic visitor numbers to the Geelong Bellarine Peninsula region have grown strongly over the last 5 years and the % of caravan and camping guests has remained relatively constant.
- There are number of small operational changes that will make a significant difference to the bottom line of the Queenscliff Tourist Park business including better management of 12-month permit holders, move towards greater yield management, stronger marketing and product differentiation.
- Planned Park improvements will deliver better quality guest experiences for existing guests and attract new markets to the parks.
- The Queenscliff Tourist Parks are in stunning locations and will benefit from increased domestic tourism visitation in a post COVID-19 world where guests are looking for safe experiences close to home that enable them to reconnect with family and friends.

### Caravan Park Redevelopment Viability Index



## 7.3 Queenscliffe Tourist Parks Marketing

### 7.3.1 Brand

- Current tourist park branding does not truly reflect the parks' unique coastal locations.
- Current collateral is limited.
- Current Park arrival and general park signage are poor in quality.

**Recommendation 37: Develop a new brand and brand family for Queenscliffe Tourist Parks and introduce new signage and collateral.**



### 7.3.2 Digital

- Current website is basic and is a subset of the Borough of Queenscliffe website.
- The subsite lacks park content as well as local and regional information about dining, touring and activity options.
- Current website not optimised compared to competitors. A strong online presence is essential in the caravan sector with Grey Nomads and the touring self-drive market using the internet the research and plan trips as well as book.

**Recommendation 38: Develop new stand-alone website with online booking functionality for Queenscliffe Tourist Parks and ensure strong local and regional content via Australian Tourism Data Warehouse (ADTW).**

**Recommendation 39: Promote Queenscliffe Tourist Park inventory via Online Travel Agents (OTA's).**

### 7.3.3 Social Media

- No social media strategy in place – need to create linkages to Facebook, TripAdvisor, Instagram and use these channels to promote park happenings and marketing opportunities.

**Recommendation 40: Develop and implement a social media strategy for Queenscliffe Tourist Parks.**

### 7.3.4 Relationships

- The parks currently attract a small number of clubs and groups and with new camp kitchen/meeting room facilities the potential exists to attract significantly more. Special interest groups to be targeted include caravan, car, school and adventure related groups.

**Recommendation 41: Queenscliffe Tourist Parks should develop a marketing strategy to target clubs and groups in conjunction with the redevelopment of the parks.**

### 7.3.5 Marketing Group

- Queenscliffe Tourist Parks would benefit from being part of a caravan marketing group. This will assist with distribution and promotions as well help manage issues around discounts.

**Recommendation 42: Queenscliffe Tourist Parks should investigate the costs and benefits of joining a caravan marketing group.**

## 7.4 Queenscliffe Tourist Parks Capital Works Program

**Recommendation 43: A range of capital works has been proposed for the 4 tourist parks. It is recommended that works be undertaken in the following order of priority to give maximum return on investment.**

1. **Golightly Tourist Park**
2. **Queenscliff Recreation Reserve Tourist Park**
3. **Victory Park Campground**
4. **Royal Park Campground**

### 7.4.1 Golightly Park - Capital Works

No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3
<b>Infrastructure (Headworks)</b>						
1	42	\$2,500	Allowance for services upgrade	\$105,000		
2	42	\$500	Install Orto Mate	\$21,000		
3	2,209	\$80	Resurface park road network	\$176,720		
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition solution	\$100,000	\$-	
<b>Park Entry, Reception and Residence</b>						
5	1	\$20,000	Sense of Arrival Signage		\$20,000	
6	142	\$80	Laybys, guest parking and disabled parking		\$11,349	
7	2	\$15,000	Boom gates		\$30,000	
8	1	\$20,000	Landscaping		\$20,000	
<b>Amenities and Camp Kitchen</b>						
6	1	\$391,503	Install Camp Kitchen/Amenities		\$391,503	
7	1	\$30,000	Removal of old amenities		\$30,000	
8	1	\$228,252	Install unisex amenities block of 6 + cleaners room/storage		\$228,252	
<b>Sites &amp; Accommodation*</b>						
12	8	\$75,000	2 bedroom Safari Tents		\$600,000	
	8	\$5,000	Services		\$40,000	
<b>Other</b>						
13	1	\$20,000	BBQ Shelters		\$20,000	
	1	\$5,000	Services		\$5,000	
	1	\$15,000	Solar Powered Work Station/picnic Table		\$15,000	
14	1	\$2,500	Washing Lines and enclosures		\$2,500	
	1	\$3,500	Bike repair station		\$3,500	
	1	\$20,000	Improved pathway to beach		\$20,000	
	1		5% Turnover Sinking fund/Ongoing Capital expenditure			\$35,074
			<b>Subtotal Capex</b>	<b>\$402,720</b>	<b>\$1,437,104</b>	<b>\$35,074</b>
			<b>Professional Fees - 9.5%</b>	<b>\$38,258</b>	<b>\$136,525</b>	
			<b>Contingency - 5%</b>	<b>\$20,136</b>	<b>\$71,855</b>	
			<b>TOTAL CAPEX -</b>	<b>\$461,114</b>	<b>\$1,645,484</b>	<b>\$35,074</b>



## 7.4.2 Queenscliff Recreation Reserve & Victoria Park - Capital Works

No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3
<b>Infrastructure (Headworks)</b>						
1	155	\$2,500	Allowance for services upgrade	\$387,500		
2	155	\$500	Install Orto-Mate	\$77,500		
3	5,753	\$80	New road network	\$460,240		
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition	\$100,000		
<b>Park Entry, Reception and Residence</b>						
5	1	\$20,000	Sense of arrival signage		\$20,000	
6	421	\$80	Laybys, guest parking and disabled parking		\$33,680	
7	3	\$15,000	Boom gates		\$45,000	
8	1	\$20,000	Landscaping		\$20,000	
9	1	\$255,258	Install new 2 Bedroom Residence/Office (Relocatable)		\$255,258	
<b>Amenities and Camp Kitchen</b>						
10	1	\$375,000	Install new dual use park amenities/public amenities			
<b>Sites &amp; Accommodation*</b>						
11	1	\$175,816	Install New 2 BR Cabin (Relocatable)		\$175,816	
	1	\$10,000	Services		\$10,000	
	1	\$7,500	Fit Out		\$7,500	
	1	\$197,772	Install New 2 BR Disabled Cabins (Relocatable)		\$197,772	
	1	\$10,000	Services		\$10,000	
	1	\$7,500	Fit Out		\$7,500	
12	3	\$199,020	Install New 3 BR Cabins (Relocatable)		\$597,060	
	3	\$15,000	Services		\$45,000	
	3	\$10,000	Fit Out		\$30,000	
<b>Other</b>						
13	4	\$20,000	BBQ Shelters		\$80,000	
	4	\$5,000	Services		\$20,000	
	1	\$15,000	Solar Power Work Station/Picnic Table		\$15,000	
14	1	\$20,000	Install fire pit + sandstone seating		\$20,000	
15	1	\$40,000	Maintenance Area		\$40,000	
16	1	\$2,500	Washing Lines and enclosures		\$2,500	
17	1	\$3,500	Bike repair station		\$3,500	
18	5	\$3,000	Mature tree replacement		\$15,000	
19	2	\$2,500	Washing Lines and enclosures		\$5,000	
20	1	\$175,000	40ft Container/Café for Queenscliff Kiosk + Landscaping + Outdoor Seating		\$175,000	
	2	\$35,000	Sale of Second Hand Older Style Cabins		-\$70,000	\$-
	1	\$90,000	Sale of Second Hand Residence/Office		-\$90,000	
			5% Turnover Sinking fund/Ongoing Capital expenditure			\$81,097
			<b>Subtotal Capex</b>	<b>\$1,025,240</b>	<b>\$1,670,586</b>	<b>\$81,097</b>
			<b>Professional Fees - 9.5%</b>	<b>\$97,398</b>	<b>\$158,706</b>	
			<b>Contingency - 5%</b>	<b>\$51,262</b>	<b>\$83,529</b>	
			<b>TOTAL CAPEX -</b>	<b>\$1,173,900</b>	<b>\$1,912,821</b>	<b>\$81,097</b>

### 7.4.3 Royal Park - Capital Works

No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3
<b>Infrastructure (Headworks)</b>						
1	75	\$2,500	Allowance for services upgrade	\$187,500		
2	75	\$500	Install Orto Mate	\$37,500		
3	3321	\$80	Resurface park road network	\$265,680		
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition software	\$100,000		
5	2	\$30,000	Demolition of two Amenities blocks	\$60,000		
<b>Park entry</b>						
6	1	\$20,000	Sense of arrival	\$20,000		
7		\$80	Laybys, guest parking and disabled parking	\$-		
8	3	\$15,000	Boomgates	\$45,000		
9			Remove Office	\$2,500		
10	1	\$20,000	Landscaping	\$20,000		
<b>Amenities and Camp Kitchen</b>						
			New Club Changerooms			
11	1	\$258,540	Install new block of 6 unisex toilets + cleaners room + guest laundry	\$258,540		
12	7	\$5,000	Services	\$35,000		
13	1	\$228,252	Install new block of 6 unisex toilets + disabled bathroom	\$228,252		
14	7	\$5,000	Services	\$35,000		
15	1	\$212,672	Install new camp kitchen/meeting room	\$212,672		
16	1	\$10,000	Services	\$10,000		
<b>Other</b>						
17	2	\$20,000	BBQ Shelters	\$40,000		
18	2	\$5,000	Services	\$10,000		
	1	\$15,000	Solar Powered Workstation/Picnic Table	\$15,000		
19	1	\$2,500	Washing Lines and enclosures	\$2,500		
20	1	\$3,500	Bike Repair Station	\$2,500		
			Sale of Relocatable Office	-\$15,000	\$-	\$-
			5% Turnover Sinking fund/Ongoing Capital expenditure			\$27,263
			<b>Subtotal Capex</b>	<b>\$1,572,644</b>	<b>\$-</b>	<b>\$27,263</b>
			<b>Professional Fees - 9.5%</b>	<b>\$149,401</b>		
			<b>Contingency - 5%</b>	<b>\$14,193</b>		
		<b>\$1,821,148</b>	<b>TOTAL CAPEX -</b>	<b>\$1,736,238</b>	<b>\$-</b>	<b>\$27,263</b>



## 7.5 Queenscliffe Tourist Parks Management Options

### 7.5.1 Continue with Current Model

The current model has served the business well and with the exception of the salaries provides a reasonably efficient model to manage the parks in their current shape. Moving forward the Borough of Queenscliffe would need to engage additional staff and/or contractors to implement compliance matters, marketing and project management of capital works.

#### Positives include:

- Works.
- Chance to bed down redevelopment works.
- Roll out business efficiencies i.e., contactless check in, boom gates.
- Council officers to oversee compliance issues.

#### Negatives include:

- Not flexible around wages.
- Limited flexibility around pricing.
- The chain of command becomes difficult when important operational decisions need to be made about the caravan park, i.e., employees do not have the authority to make all decisions, issues in turn can take longer to resolve.
- Local government awards are not geared to the tourism industry, or to meet the large overtime costs often incurred when running a successful caravan park.
- Staff recruitment policy within a council structure can sometimes make it difficult to access external candidates.
- Office hours of a council operation are not compatible with the 7 day a week, 24 hour a day call out basis of the caravan park industry.

**Recommendation 44:** *If the Borough of Queenscliffe opt to continue with the current management model additional resources will be needed to assist with compliance matters, marketing and project management. It is also recommended that a specific person is appointed to drive and champion the business improvements within Council and the tourist park portfolio.*

ROYAL PARK CAMPGROUND -  
Enhanced Beach Access Visualisation



## 7.5.2 Management Contract

Historically, contracted Park management of caravan parks and camp grounds within local government arose through Councils trying to contain spiralling labour costs over which they had no control. The Local Government Industrial Awards were not designed for this type of business. Contracts enabled councils to engage contractors whose working conditions and remuneration were controlled by the Agreement (Management Contract) as distinct from the relevant Industrial Award.

Initially, the changes were subtle; employees were called contractors and paid a lump sum or commission to provide caretaking or management services. Very soon this arrangement was challenged in the courts and through taxation rulings. It was found that by calling a person a contractor, an employer could not avoid the taxation and award provisions relating to employees.

The courts held that the distinction between an employee and a contractor was based on a series of “tests”. It was not a matter of the arrangements passing all tests but being assessed in light of all criteria. The criteria in brief are as follows:

- The degree of control over the performance of the work
- Ability to delegate or employ others to perform the obligations
- Exclusive service
- Is the contract based on results?
- Who bears the expenses and risks?
- Is there provision for leave and other employee entitlements?
- The method of appointment
- Description of the relationship

These rulings led to the appointment of management companies rather than individual contractors. These appointments were made via a tender process and were originally filled by “husband-and-wife” teams that formed a company for the purpose of the operation. More recently larger management companies that oversee multiple parks have entered the market.

Selection criteria would normally involve:

- Prior experience in a management role
- Knowledge of the caravan park industry
- High quality communication skills
- Knowledge and/or experience in marketing a small business
- Knowledge of the building and maintenance requirements of a caravan park
- Computer skills
- Tender price

### Positives include:

- Allows for the appointment of industry qualified management teams
- The manager handles all operational matters including reservations and marketing
- The market, through the tender process, determines the cost to Council of this service
- Minimum standards and procedures can be set out into contract documents to ensure high standards in facilities, infrastructure and services delivered
- Well written contracts, which clearly articulate roles and responsibilities for all involved, enable decisions to be made more easily
- An entrepreneurial contractor may be more required to work the long hours required to ensure a park's success
- Administration within Council is simplified
- Guest perceives the manager as “the owner of the business”

**Negatives include:**

- There is a requirement for a detailed management contract
- Less control than exists through the direct employment of staff
- Provides limited incentives for contractor to save money and/or look for improvements in the business.

### 7.5.3 21 Year Crown Lease

There are many examples in Australia of Councils making the decision to lease their caravan parks and camping grounds to private enterprise. Council having prepared a redevelopment strategy would be in a good position to advertise via a tender process for a partner to operate and redevelop the caravan parks.

Council would assess tenders based on:

- Lessee Premium (Upfront contribution for business)
- Purchase price for the Plant, Equipment and Assets
- Lessee rent (including proposed rent review methods and terms)
- Proposed Capital Improvements to be provided by the Lessee
- Previous experience operating and managing caravan parks
- Business Plan

This is an option that would be available to Council now or at any time on the future. I.e., Council may decide to inject some or all the capital into the caravan park to upgrade it prior to leasing. This would enable the facilities to be developed to the standard and type of facilities considered appropriate and then, in effect, lease the operation. Noting that to improve the parks in line with the Landscape and Amenity Plan would require a total capital expenditure over 5 years of approximately **\$6.9 million**.

Assuming a Lessee is funding part of the capital works a minimum of 21 years tenure is required to make a lease commercially attractive.

**Positives include:**

- It would relieve Council of the day-to-day burden of responsibility for managing the park, such as ongoing maintenance and repairs, while still providing an income stream in the form of rental payments.
- Relieve Council of legislative and occupational health and safety responsibilities on the caravan park
- Upgrade of the park is achieved without significant capital expenditure by Council
- The nature of upgrades likely to be more customer focussed and meet expectations of clients more than when Council decides on type of expenditure
- Lease can be structured to include ongoing upgrades, so the park continues to be maintained into the future.

**Negatives include:**

- Lease would commit Council for a considerable period – thus extremely important to get the lease details right
- Council would not exercise control over fees at the park
- Likely to be very unpopular with the community

### 7.5.4 Partner with another Coastal Asset Manager

Another option for the Borough of Queenscliffe to consider is to partner with an existing Coastal Asset Manager to run the parks portfolio. Examples could include the Great Ocean Road Coast and Parks Authority or the Bellarine Bayside Foreshore Committee of Management.

**Positives include:**

- Economies of scale
- Learn from their expertise
- Share in the financial gain/upside

**Negatives include:**

- Lose direct control over the assets
- May not be viewed favourably by the local community

**Recommendation 45:** *The Borough of Queenscliffe should look for best practice examples particularly around compliance matters from other coastal management authorities.*

### 7.5.5 Establish a Separate Government Business Enterprise

A further option for the Borough of Queenscliffe to consider is the establishment of a separate Government Business Enterprise to run the caravan parks. A Government business enterprise is owned and operated by the government and its aim is to increase the value of the business and the return to shareholders.

A Government business enterprise enjoys the features of both a private and a public organisation. Like private companies, they engage in commercial activity with a goal of profit-making, often in competition with the private sector companies. Like public sector agencies they are required to execute government policies, often in the form of delivering non-commercial services (or 'community service obligations).

**Positives include:**

- Arm's length business from Council
- Able to make commercial decisions more quickly
- Profit from the parks reinvested into the parks
- Separate rent paid to Council
- Ability to manage expenses more efficiently
- Ability to enter into commercial arrangements

**Negatives include:**

- Maybe a little controversial
- Competitive neutrality concerns.

**Recommendation 46:** *The establishment of a separate business unit to run the Borough of Queenscliffe Tourist Parks is the preferred management option. This option will need investigation by the Borough of Queenscliffe officers but it provides the best way to maintain community ownership of the Queenscliffe Tourist Parks but at the same time providing an 'arm's length' vehicle that can make commercial decisions in a timely manner.*



## 7.6 Queenscliffe Tourist Parks Environmental/ Sustainability Suggestions

The Borough of Queenscliffe is passionate about sustainability and issues around climate change and in May 2021 the Borough of Queenscliffe released a Climate Emergency Response Plan. The community led initiative has set a range of targets around zero emissions by 2021 - 2031. The key targets are supported by a series of key pillars including renewable energy, sustainable buildings, consumption and waste and environmental regeneration.

Against this background there are a number of practical suggestions/projects that the Borough of Queenscliffe should adopt as part of its day-to-day management of its parks.

### Building and Design

- ✓ Ensure structures are designed according to environmental best practice
- ✓ Environmental rating of cabins varies – usually around 5-6. BOQ would just need to specify in their tender for new buildings what they would like it to be and what extras the buildings would need to include i.e., double glazing, extra insulation, siting etc. Maybe able to get to a 7 ½.
- ✓ Ensure the use of concrete paving is minimised and promote the use of porous paving materials within the parks
- ✓ Orientate buildings to take advantage of the sun and minimise energy use
- ✓ Install solar power for lighting and water heating
- ✓ Use dune fencing and consolidated, structured, access walkways to the beaches and rivers to minimise destabilisation of grass, trees and other vegetation.

***Recommendation 47: Implement the building and design recommendations and follow the material and furniture palette as indicated in the Queenscliffe Tourist Parks Landscape and Amenity Plans.***

### Environment

- ✓ Protect and ensure the use of indigenous native plant species
- ✓ Choose tree varieties that are less likely to drop branches
- ✓ Use water efficient landscaping to conserve water
- ✓ Promote the use of organic fertilisers by composting
- ✓ Use the landscape to provide climate protection for the park's accommodation, facilities and buildings
- ✓ Use natural alternative solutions to control pests
- ✓ Work with local stakeholders including catchment management authorities, water authorities to enhance park sustainability.

***Recommendation 48: Implement the environment recommendations and follow the plant palette as indicated in the Queenscliffe Tourist Parks Landscape and Amenity Plans.***

### Energy

- ✓ Install energy efficient light globes
- ✓ Use solar energy. Note a high-level solar quote indicates that the cost would be approximately \$100k across the 3 sites based on available roof space and electricity rates with a 10 year pay back.
- ✓ Charge 12-month permit holders for electricity via the introduction of Orto-Mate Utility Management System which enables remote meter reading and switching of site power and water.
- ✓ Use Internet of Things (IoT) to control the remote turning on and off of lights/air-conditioners etc.
- ✓ Replace incandescent light globes with energy efficient florescent globes.
- ✓ Install motion sensors or timers on lighting in ablutions, camp kitchens etc.
- ✓ Install key operated electricity switches in cabins so that guests cannot leave lights or heating on when they leave.
- ✓ Use solar or gas hot water heaters.
- ✓ Check that the temperature setting on the park's hot water system is not set higher than necessary.
- ✓ Select appliances with higher energy conservation ratings.
- ✓ Install gas cooking appliances.
- ✓ Establish an EV charging facility at Queenscliff Recreation Reserve Tourist Park

***Recommendation 49: Implement the energy recommendations and further investigate solar options provided as Appendix to the report.***

### Water

- ✓ Install water tanks to catch rainwater
- ✓ Install water efficient showerheads
- ✓ Install aerators on kitchen and bathroom sinks
- ✓ Install timed taps in ablution areas to deliver reduced amounts of water
- ✓ Install dual or multi flush cisterns for all toilets
- ✓ Install waterless urinals
- ✓ Install push button or coin operated shower timers
- ✓ Install front loading washing machines in laundries
- ✓ Install a drip irrigation system
- ✓ Check amenities blocks and watering systems regularly for faulty equipment
- ✓ Buy efficient water saving appliances
- ✓ Inform Park users about water saving measures being taken by management
- ✓ Educate Park users about how they can save water while staying in the park

***Recommendation 50: Implement the water recommendations .***

### Waste management

- ✓ Set up recycling stations for plastics, paper and glass waste
- ✓ Reuse items such as cleaning dispensers, boxes, printing paper
- ✓ Use natural food and garden waste to create fertilising material for park gardens
- ✓ Dispose of other waste in a safe and environmentally conscious manner.

***Recommendation 51: Implement the waste management recommendations .***

## 7.7 Management of 12 Month Permit Holders

The ongoing management of 12-month permit holders is a critical issue in any caravan park and in particular those on Crown Lands. The 2011 Policy Statement – Improving Equity of Access to Crown Land Caravan and Camping Parks 2011 was developed to improve equity of access to Crown Land caravan and camping parks in Victoria, enabling affordable holidays for all Victorians.

Areas of particular relevance to the Queenscliffe Tourist Parks are:

- Ensure the conditions and limitations of permits on Crown Land are clearly communicated to users
- Minimise profiteering
- Employ strategies to limit sense of ownership
- Ensure accommodation mix and price cover costs for park and reserve management
- Maintain appearance of parks
- Expand the client base to respond to growing markets

Whilst the team at Queenscliffe Tourist Parks have done their best to manage this issue a major reset is needed to ensure continued compliance.

Areas of key focus should be:

1. Clarification of the 12-month permit conditions to all users i.e., information sheets, onsite presentation
2. Employ strategies to limit the sense of ownership i.e., Ensuring that all possessions are packed away inside caravans and annexes when the permit holder is away, group 12-month permit holders together
3. Ensure accommodation mix and price structures cover costs for park and reserve management i.e., master plan + business plan, rationalise the number of 12-month permit holders
4. Individually meter electricity and water usage
5. Ensure a minimum of 10% of sites within a park is available to new site holders each year
6. Develop a set of standards for 12-month permit sites including minimum safety and appearance standards, checklist and examples
7. Ensure a standard of quality of caravans and annexes i.e., caravans older than 40 years must be removed from the park, caravans older than 30 years cannot be sold onsite and/or that incoming caravans must be less than 15 years old and registered.
8. Undertake annual independent inspections of the caravans and annexes
9. Maintain a process for managing on-site sales

Refer to the Policy Statement Improving Equity of Access to Crown Land Caravan and Camping Parks 2011 for further information.

***Recommendation 52: As an immediate priority begin work on addressing the compliance points 1 – 9 with a view to having this in place for the 2022/23 year.***

# 8

## FINANCIAL ANALYSIS

Sustainable Park Solutions have completed a set of financial forecasts that include the following information:

- Profit and Loss Forecasts Estimate of Capital Expenditure based on agreed master plan designs.
- Internal Rate of Return (IRR) modelling and Return on Investment Calculations.

Using an Internal Rate of Return calculation provides the following:

- Cash flows of the entire project are considered in the calculation (i.e., it measures the success of the project over its entire life rather than just one point in time).
- Using cash flows, it overcomes the subjectivity of using assessments that include variable depreciation allocations.
- Makes allowances for the time value of money.
- Provides a measurable yield on investment.

### 8.1 Queenscliffe Tourist Parks Group – Financial Assumptions

- Sustainable Park Solutions, in building the financial model, have used the 2018/19 financial year as a starting point. This was the last full 12-month trading period not impacted by COVID-19.
- Redevelopment works at all 4 park locations are forecast to be completed in 2 years for modelling purposes.
- Redevelopment could be staggered over time but for this financial modelling it is assumed that infrastructure and service works are completed in Year 1 and income producing assets are installed by the end of Year 2 – income available for only 6 months.

ROYAL PARK CAMPGROUND -  
New Boomgate Entry Visualisation





## 8.2 Queenscliffe Tourist Parks Group - Projected Performance 2023/24

2018/19 - Queenscliffe Tourist Park Performance										2024/25 - Queenscliffe Tourist Park Projected Performance						
	Total No.	Occ.	Avg. VIC Occ.	Gross Avg Nightly Rate	Avg. VIC Nightly Rate	Gross Revenue	Avg LOS	Avg. Yield	Avg. VIC Nightly Yield	Current No.	Total No. 2023/24	Occ.	Gross Avg. Nightly Rate	Gross Revenue	Avg LOS	Avg. Yield
<b>Golightly Park</b>																
12 Month Permit Holders	44	100%		\$17		\$278,695	45	\$6,334		34	16	100%	\$24	\$125,376	45	\$7,836
Powered Sites	21	22%	39%	\$40	\$54	\$67,040	8	\$3,192	\$6,988	23	18	55%	\$58	\$208,038	8	\$11,558
Safari Tents	0										8	60%	\$216	\$358,336	0	\$44,792
	<b>65</b>					<b>\$345,735</b>				<b>57</b>	<b>42</b>			<b>\$691,750</b>		<b>\$16,470</b>
<b>Queenscliff Recreation Reserve</b>																
Budget Cabins	2	56%	56%	\$123	\$166	\$50,282	2	\$25,141	\$30,846	2	0	0	0	0	0	0
New 2 BR & 3BR	0	0%								0	5	53%	\$149	\$225,898	0	\$45,180
Waterfront Cabins	5	63%	56%	\$207	\$166	\$254,217	3	\$50,843	\$30,846	5	5	53%	\$244	\$219,949	3	\$43,990
12 Month Permit Holders	27	100%		\$18		\$178,359	45	\$6,606		27	15	100%	\$18	\$89,331	45	\$5,955
Powered Sites	38	35%	39%	\$38	\$54	\$141,935	7	\$3,735	\$6,988	36	41	44%	\$57	\$382,366	7	\$9,326
	<b>72</b>					<b>\$624,793</b>				<b>70</b>	<b>66</b>			<b>\$917,544</b>		
<b>Victoria Park</b>																
12 Month Permit Holders	11	100%		\$10		\$41,060	45	\$3,733		11	0					
Powered Sites	93	30%	39%	\$48	\$54	\$402,678	3.16	\$4,330	\$6,988	94	89	44%	\$57	\$675,918	3	\$7,595
	<b>104</b>					<b>\$443,738</b>				<b>105</b>	<b>89</b>			<b>\$675,918</b>		
<b>Royal Park</b>																
Powered Sites	98	25%	39%	\$24	\$54	\$373,528	8	\$3,812	\$6,988	98	75	33%	\$57	\$545,253	8	\$7,270
	<b>98</b>					<b>\$373,528</b>					<b>98</b>			<b>\$545,253</b>		

## 8.3 Queenscliffe Tourist Parks Group – Wages

- Given the close proximity of the 4 Queenscliffe Tourist Parks and the fact that Royal Park and Victoria Park are only operational for 6 months of the year we have been able to utilise a 'hub and spoke' wages model where the Queenscliffe Tourist Park operates as the administration and booking hub for the all parks.
- A full-time onsite management couple would be based at Queenscliff Recreational Reserve Tourist Park and would be supported by an Assistant Manager. The Assistant Manager would work 20% of their time at Queenscliff Recreational Reserve Tourist Park and Victoria Park Campground and 40% each at Golightly Tourist Parks and Royal Park Campground during the operating season.
- Online booking via the park's own website, the use of OTAs and contact less check in via number plate recognition would be used to streamline the booking process and free managers times up.
- In addition to the management staff there would be casual housekeeping staff who would be responsible for cleaning amenities as well as Cabins/Safari Tents.
- A seasonal casual grounds person would be employed for 6 months a year for 25 hours a week to look after all 4 parks.
- A casual Receptionist is employed at Queenscliff in the High and Shoulder Seasons.
- Total wages as a % revenue across the group are planned to be 20%. This is lower than the current arrangement of 28% and reflects staffing efficiencies and increased park turnover.

Queenscliffe Group Salaries	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Wages & Salaries Housekeeping Other	\$9,411	\$29,939	\$58,458	\$96,502	\$101,283	\$104,069
Wages & Salaries Grounds/ Maintenance	\$-	\$67,085	\$68,665	\$82,453	\$86,183	\$88,553
Wages & Salaries Amenities	\$-	\$18,319	\$42,699	\$46,296	\$48,161	\$49,485
Wages & Salaries 49 Days High Season	\$-	\$16,185	\$16,428	\$16,674	\$16,924	\$17,178
Wages & Salaries Mgt	\$247,465	\$219,302	\$222,592	\$225,930	\$229,319	\$232,759
Wages & Salaries Full Time Extra	\$156,765	\$43,073	\$43,719	\$44,375	\$45,041	\$45,716
Holiday Pay & TOIL Expense	\$-	\$-	\$-	\$-	\$-	\$-
Superannuation	\$22,867	\$39,390	\$45,256	\$51,223	\$52,691	\$53,776
Workers Compensation	\$3,740	\$10,369	\$10,542	\$11,083	\$11,324	\$11,526
Payroll Tax (TBC)	\$-	\$-	\$-	\$-	\$-	\$-
		\$443,663	\$508,359	\$574,536	\$590,927	\$603,063
		25%	21%	20%		

## 8.4 Queenscliffe Tourist Park Group - Rental Return

- Currently the BOQ gets a return from the businesses each year by way of income less expenses. In order to establish greater transparency, we have allowed for a commercial rent to be paid to the BOQ.
- For Year 1 rent has been set at 15% of turnover with CPI growth.
- It is assumed that any remaining profits from the business could then be used to repay debt and/or reinvest into park infrastructure and facilities.

## 8.5 Queenscliffe Tourist Parks Group – Debt Model for Redevelopment

- Total capital investment for the redevelopment works is estimated at **\$6,929,557**.
- As there is a significant investment needed to redevelop the parks and bring them up to a modern standard expected by today's guests, we have assumed at worst case that the full amount for the redevelopment works would be borrowed.
- Interest and capital repaid over 10 years at a commercial interest rate of **3.5%**.
- We understand that BOQ could borrow from the Victorian Department of Treasury and Finance at a much lower rate and there is strong likelihood also of the BOQ receiving some grant funding towards the redevelopment works.
- We have also assumed no BOQ cash reserves are being committed to the redevelopment works.

## 8.6 Golightly Tourist Park

### 8.6.1 Site Numbers

Assumptions - Total Sites	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Powered Sites - 29 down to 18	29	29	18	18	18	18
Annuals - 34 down to 16	34	34	16	16	16	16
Accomm - Safari Tents	-	-	8	8	8	8
<b>Total Sites</b>	<b>63</b>	<b>63</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>



## 8.6.2 Park Financial Performance

Golightly Park - 20 YEAR FINANCIAL PLAN						
SUMMARY ANALYSIS	FY 2018/19	22/23 Year 1	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 5
Tourist Site Revenue	75,587	153,410	199,565	208,038	216,106	222,049
Annual Site Revenue	265,083	252,354	122,021	125,376	128,824	132,367
Accommodation Revenue	-	-	168,016	358,336	380,673	391,142
Other Revenue	-	19,686	9,264	9,727	10,214	10,494
<b>Total Revenue</b>	<b>340,670</b>	<b>425,451</b>	<b>498,866</b>	<b>701,478</b>	<b>735,817</b>	<b>756,052</b>
Rev Growth %		25%	17%	40.6%	4.9%	2.8%
Less: Expenses*	156,531	253,130	299,959	373,760	385,962	394,131
Exp growth	46%	62%	19%	25%	3%	2%
<b>EBITDA</b>	<b>184,139</b>	<b>172,321</b>	<b>198,907</b>	<b>327,718</b>	<b>349,855</b>	<b>361,920</b>
External Management Costs		28,943	29,739	30,557	31,397	32,261
<b>EBITDA</b>	<b>184,139</b>	<b>143,378</b>	<b>169,168</b>	<b>297,161</b>	<b>318,458</b>	<b>329,660</b>
Less: Estimated Depreciation		26,848	136,547	138,885	141,338	143,858
<b>EBIT</b>		<b>116,530</b>	<b>32,621</b>	<b>158,276</b>	<b>177,120</b>	<b>185,802</b>
Less: Interest		15,514	69,482	63,062	56,414	49,530
<b>Net Profit b/f Tax</b>		<b>101,016</b>	<b>-36,861</b>	<b>95,214</b>	<b>120,706</b>	<b>136,272</b>
Less: Tax 30%		30,305	-11,058	28,564	36,212	40,882
<b>Net Profit after Tax</b>		<b>70,711</b>	<b>-25,802</b>	<b>66,650</b>	<b>84,494</b>	<b>95,390</b>
<b>ROI (EBITDA)/(PP+Capex)</b>		<b>31.1%</b>	<b>8.0%</b>	<b>13.9%</b>	<b>14.6%</b>	<b>14.9%</b>
EXPENSES AS % OF REVENUE	45.9%	59.5%	60.1%	53.3%	52.5%	52.1%
EBITDA GROWTH %			15.43%	64.76%	6.75%	3.45%
<b>Cumulative Investment (P/P plus capex)</b>		<b>461,114</b>	<b>2,106,598</b>	<b>2,141,672</b>	<b>2,178,463</b>	<b>2,216,266</b>

## 8.6.3 Expenses

Sustainable Park Solutions has used its own benchmarking figures to prepare estimates of expenses for Years 1 and beyond in the context of the attributes of the Golightly Tourist Park operation. Overall expenses as a % of revenue for Year 1 are 59.5% at Golightly Tourist Park. This is on the higher side of expectation however drops considerable in Year 2 onwards when the new revenue streams from additional accommodation flow in.

An external management charge of 5% of revenue has also been costed in. This would be used to cover the cost of Business Improvement Management or similar.

Costs have either been linked to income accounts (e.g., linen hire) or CPI as appropriate. Cleaning costs are linked to a % of revenue. We have been guided by past costs for utilities and then modelled in CPI increases.



## 8.6.4 ROI/Internal Rate of Return – Safari Tents (New Income Producing Assets)

- The following tables provide forecasts for each accommodation category in its own right.
- Returns are based on net income as a percentage of the relevant capital cost (excluding project management and contingencies). These cost percentages are based on industry benchmarking in context of Queenscliffe Caravan Park's cost structure.

These simple calculations make the following considerations:

- Gross Income for the accommodation category
- Less direct expenses % (for cleaning, consumables, repairs & maintenance etc.)
- Less any nett site income "lost" or replaced in this process (e.g., if a new cabin replaces an old cabin, then the NETT income previously derived from this cabin has been deducted).

Most importantly, these projects also provide the following Internal Rate of Return:

2 bedroom Safari Tents	Year 1	Year 2	Year 3	Year 4	Year 5
2 bedroom Safari Tents	\$-	\$168,016.00	\$358,336.34	\$380,673.24	\$391,141.76
Less Costs 25%	\$-	\$42,004.00	\$89,584.09	\$95,168.31	\$97,785.44
Net Income Safari Tents	\$-	\$126,012.00	\$268,752.26	\$285,504.93	\$293,356.32
Capital investment	\$-	\$640,000.00	\$-	\$-	\$-
<b>ROI</b>	<b>0%</b>	<b>20%</b>	<b>42%</b>	<b>45%</b>	<b>46%</b>

Internal Rate of Return	IRR 25 Yrs	IRR 30 Yrs
2 bedroom Safari Tents	56%	56%

## 8.7 Queenscliff Recreational Reserve Tourist Park & Victoria Park Campground

### 8.7.1 Site Numbers

	Current	Year 1*	Year 2**	Year 3	Year 4	Year 5
Powered Sites Vic Park - 89	94	89	89	89	89	89
Powered Sites - Queenscliff Rec Reserve 41	34	41	41	41	41	41
Annuals - Vic Park (start 11)	11	2	-	-	-	-
Annuals Rec Reserve (start 27)	27	27	15	15	15	15
Budget Cabin - Whale 1	1	1	-	-	-	-
Budget Cabin - Sardine 1	1	1	-	-	-	-
Water View Cabins 2	2	2	2	2	2	2
Park View Cabins 3	3	3	3	3	3	3
2 Bedroom Cabin	-	-	2	2	2	2
3 Bedroom Cabins	-	-	3	3	3	3
<b>Total Sites</b>	<b>173</b>	<b>166</b>	<b>155</b>	<b>155</b>	<b>155</b>	<b>155</b>

## 8.7.2 Park Financial Performance

Queenscliff Recreation Reserve & Victoria Park - 20 YEAR FINANCIAL PLAN						
	FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5
Tourist Site Revenue	831,815	1,120,024	1,096,705	1,147,615	1,195,486	1,228,361
Permanent Site revenue	-	-	-	-	-	-
Permanent Site Revenue		-	-	-	-	-
Accommodation Revenue	259,615	249,490	319,134	445,848	463,355	476,098
Other Revenue	2,500	29,910	27,705	28,467	29,250	30,055
<b>Total Revenue</b>	<b>1,093,930</b>	<b>1,399,424</b>	<b>1,443,545</b>	<b>1,621,930</b>	<b>1,688,091</b>	<b>1,734,514</b>
Rev Growth %		28%	3%	12.4%	4.1%	2.8%
Check		-	-	-	-	-
<b>Less: Expenses*</b>	<b>462,725</b>	<b>810,048</b>	<b>891,707</b>	<b>951,627</b>	<b>972,263</b>	<b>990,673</b>
Exp growth	42%	75%	10%	7%	2%	2%
<b>EBITDA</b>	<b>631,205</b>	<b>589,375</b>	<b>551,838</b>	<b>670,303</b>	<b>715,828</b>	<b>743,841</b>
External Management Costs		69,971	71,895	73,873	75,904	77,991
<b>EBITDA</b>	<b>631,205</b>	<b>519,404</b>	<b>479,943</b>	<b>596,431</b>	<b>639,924</b>	<b>665,850</b>
Less: Estimated Depreciation		\$68,349	195,871	201,277	206,904	212,686
<b>EBIT</b>		<b>451,055</b>	<b>284,072</b>	<b>395,154</b>	<b>433,020</b>	<b>453,164</b>
Less: Interest		39,496	100,302	90,842	81,046	70,901
<b>Net Profit b/f Tax</b>		<b>411,559</b>	<b>183,769</b>	<b>304,311</b>	<b>351,974</b>	<b>382,263</b>
Less: Tax 30%		123,468	55,131	91,293	105,592	114,679
<b>Net Profit after Tax</b>		<b>288,091</b>	<b>128,639</b>	<b>213,018</b>	<b>246,382</b>	<b>267,584</b>
<b>ROI (EBITDA)/(PP+Capex)</b>		<b>44.2%</b>	<b>15.5%</b>	<b>18.8%</b>	<b>19.7%</b>	<b>19.9%</b>
EXPENSES AS % OF REVENUE		57.9%	61.8%	58.7%	57.6%	57.1%
EBITDA GROWTH %			0.00%	21.47%	6.79%	3.91%
<b>Cumulative Investment (P/P plus capex)</b>		<b>1,173,900</b>	<b>3,086,721</b>	<b>3,167,817</b>	<b>3,252,222</b>	<b>3,338,948</b>

## 8.7.3 Expenses

Sustainable Park Solutions has used its own benchmarking figures to prepare estimates of expenses for Years 1 and beyond in the context of the attributes of the Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground operation. Overall expenses as a % of revenue for Year 1 are 58% at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. This is on the higher side of expectation however drops considerable in Year 2 onwards when the new revenue streams from additional accommodation flow in.

An external management charge of 5% of revenue has also been costed in. This would be used to cover the cost of Business Improvement Management or similar.

Costs have either been linked to income accounts (e.g., linen hire) or CPI as appropriate. Cleaning costs are linked to a % of revenue. We have been guided by past costs for utilities and then modelled in CPI increases.

### 8.7.4 ROI/Internal Rate of Return – Cabins (New Income Producing Assets)

- The following tables provide forecasts for each accommodation category in its own right.
- Returns are based on net income as a percentage of the relevant capital cost (excluding project management and contingencies). These cost percentages are based on industry benchmarking in context of Queenscliff Caravan Park's cost structure.

These simple calculations make the following considerations:

- Gross Income for the accommodation category.
- Less direct expenses % (for cleaning, consumables, repairs & maintenance etc.).
- Less any nett site income "lost" or replaced in this process (e.g., if a new cabin replaces an old cabin, then the NETT income previously derived from this cabin has been deducted).

Most importantly, these projects also provide the following Internal Rate of Return:

Install New 2 BR Cabin (Relocatable)	Year 1	Year 2	Year 3	Year 4	Year 5
Install 1 2 Bedroom & 1 Disabled 2 Bedroom	\$-	\$43,313.66	\$90,359.39	\$93,905.29	\$96,487.68
Less Costs 30%	\$-	\$12,994.10	\$27,107.82	\$28,171.59	\$28,946.30
Net 2 Bedroom Cabin Revenue	\$-	\$30,319.56	\$63,251.57	\$65,733.70	\$67,541.38
Capital Investment	\$-	\$408,588	\$-	\$-	\$-
<b>ROI</b>		<b>7%</b>	<b>15%</b>	<b>16%</b>	<b>17%</b>

Install New 3 BR Cabins (Relocatable)	Year 1	Year 2	Year 3	Year 4	Year 5
Install New 3 BR Cabins (Relocatable)	\$-	\$64,970.48	\$135,539.08	\$140,857.93	\$144,731.52
Less Costs 30%	\$-	\$19,491.15	\$40,661.73	\$42,257.38	\$43,419.46
Net 3 Bedroom Cabin Revenue	\$-	\$45,479.34	\$94,877.36	\$98,600.55	\$101,312.07
Capital Investment	\$-	\$672,060.00	\$-	\$-	\$-
<b>ROI</b>		<b>7%</b>	<b>14%</b>	<b>15%</b>	<b>15%</b>

Internal Rate of Return	IRR 25 Yrs	IRR 30 Yrs
Install New 2 BR Cabin (Relocatable)	19%	19%
Install New 3 BR Cabins (Relocatable)	17%	18%

## 8.8 Royal Park Campground

### 8.8.1 Site Numbers

	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Powered Sites - 75	99	75	75	75	75	75
<b>Total Sites</b>	<b>99</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>

### 8.8.2 Park Financial Performance

Royal Park - 20 YEAR FINANCIAL PLAN						
	FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5
Tourist Site Revenue	373,528	492,780	520,255	545,253	568,652	584,290
<b>Total Revenue</b>	<b>373,528</b>	<b>492,780</b>	<b>520,255</b>	<b>545,253</b>	<b>568,652</b>	<b>584,290</b>
Rev Growth %		32%	6%	4.8%	4.3%	2.8%
<b>Less: Expenses*</b>	<b>167,515</b>	<b>246,969</b>	<b>269,685</b>	<b>277,195</b>	<b>283,800</b>	<b>289,373</b>
Exp growth	45%	47%	9%	3%	2%	2%
<b>EBITDA</b>	<b>206,013</b>	<b>245,811</b>	<b>250,570</b>	<b>268,059</b>	<b>284,852</b>	<b>294,917</b>
External Management Costs		24,639	25,317	26,013	26,728	27,463
<b>EBITDA</b>	<b>206,013</b>	<b>221,172</b>	<b>225,254</b>	<b>242,046</b>	<b>258,124</b>	<b>267,454</b>
Less: Estimated Depreciation		\$104,843	104,843	106,660	108,556	110,504
<b>EBIT</b>		<b>116,329</b>	<b>120,411</b>	<b>135,385</b>	<b>149,568</b>	<b>156,950</b>
Less: Interest		58,415	53,165	47,728	42,098	36,268
<b>Net Profit b/f Tax</b>		<b>57,914</b>	<b>67,246</b>	<b>87,657</b>	<b>107,470</b>	<b>120,683</b>
Less: Tax 30%		17,374	20,174	26,297	32,241	36,205
<b>Net Profit after Tax</b>		<b>40,540</b>	<b>47,072</b>	<b>61,360</b>	<b>75,229</b>	<b>84,478</b>
<b>ROI (EBITDA)/(PP+Capex)</b>		<b>12.7%</b>	<b>13.0%</b>	<b>13.7%</b>	<b>14.4%</b>	<b>14.7%</b>
EXPENSES AS % OF REVENUE	44.8%	50.1%	51.8%	50.8%	49.9%	49.5%
EBITDA GROWTH %			0.00%	6.98%	6.26%	3.53%
<b>Cumulative Investment (P/P plus capex)</b>		<b>1,736,238</b>	<b>1,736,238</b>	<b>1,763,501</b>	<b>1,791,934</b>	<b>1,821,148</b>

### 8.8.3 Expenses

Sustainable Park Solutions has used its own benchmarking figures to prepare estimates of expenses for Years 1 and beyond in the context of the attributes of the Royal Park Campground operation. Overall expenses as a % of revenue for Year 1 are 50% at Royal Park Campground.

An external management charge of 5% of revenue has also been costed in. This would be used to cover the cost of Business Improvement Management or similar.

Costs have either been linked to income accounts (e.g., linen hire) or CPI as appropriate. Cleaning costs are linked to a % of revenue. We have been guided by past costs for utilities and then modelled in CPI increases.



## 8.9 Borough of Queenscliffe Return

Under the proposed financial model the Borough of Queenscliffe will see the following returns from the redevelopment of the Queenscliffe Tourist Parks:

	2018/19	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2033/2034
	Actual Combined Group	Actual Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group	Combined Group
Total Revenue	\$1,723,636	\$2,317,655	\$2,462,666	\$2,868,662	\$2,992,560	\$3,074,855	\$3,159,414	\$3,246,297	\$3,335,570	\$3,427,299	\$3,521,549	\$3,618,392	\$3,717,898	\$3,820,140
Expenses less Rent and salaries	\$478,349	\$495,824	\$576,772	\$649,379	\$663,508	\$677,709	\$690,373	\$705,184	\$831,311	\$847,920	\$871,555	\$895,519	\$914,931	\$940,092
Rent (15% of turnover Year 1 then CPI )		\$370,660	\$376,220	\$378,667	\$387,590	\$393,404	\$399,306	\$405,296	\$411,374	\$417,545	\$429,028	\$440,827	\$455,433	\$467,957
Salaries	\$314,292	\$443,663	\$508,359	\$574,536	\$590,926	\$603,063	\$615,471	\$626,266	\$526,298	\$536,409	\$550,846	\$565,994	\$584,291	\$600,358
Management Fee (Business Improvement Manager)		\$123,499	\$126,951	\$130,442	\$134,029	\$137,715	\$141,502	145393	149392	\$153,500	157721	162059	166515	171095
EBITDA	\$930,995	\$884,009	\$874,364	\$1,135,638	\$1,216,506	\$1,262,964	\$1,312,762	\$1,364,158	\$1,417,195	\$1,471,925	\$1,512,399	\$1,553,993	\$1,596,728	1640638
<b>Council Return</b>	<b>\$930,995</b>	<b>\$1,254,669</b>	<b>\$1,250,584</b>	<b>\$1,514,305</b>	<b>\$1,604,096</b>	<b>\$1,656,368</b>	<b>\$1,712,068</b>	<b>\$1,769,454</b>	<b>\$1,828,569</b>	<b>\$1,889,470</b>	<b>\$1,941,427</b>	<b>\$1,994,820</b>	<b>\$2,052,161</b>	<b>\$2,108,595</b>
Cash from operations		\$884,009	\$874,364	\$1,135,638	\$1,216,506	\$1,262,964	\$1,312,762	\$1,364,158	\$1,417,195	\$1,471,925	\$1,512,399	\$1,553,993	\$1,596,728	\$1,640,638
Principal repayment		\$286,618	\$599,333	\$620,650	\$642,724	\$603,063	\$665,585	\$689,256	\$713,772	\$739,158	\$765,447	\$792,672	\$414,342	\$-
Interest Repayments on Loan 10 Year @ 3.5%		\$113,425	\$222,949	\$201,633	\$179,558	\$156,698	\$156,699	\$133,026	\$108,511	\$83,124	\$56,835	\$29,610	\$7,897	\$-
Net Surplus Cash		\$483,966	\$52,082	\$313,355	\$394,223	\$503,202	\$490,478	\$541,876	\$594,912	\$649,643	\$690,117	\$731,711	\$1,174,489	\$1,640,638

GTP Capital Works	Year 1	Year 2	Total
Golightly	\$461,115	\$1,645,484	\$2,106,599
RoyalPark	\$1,736,238	\$-	\$1,736,238
Queensclaffe	\$1,173,900	\$1,912,821	\$3,086,721
<b>Total Spend</b>	<b>\$3,371,253</b>	<b>\$3,558,305</b>	<b>\$6,929,558</b>

In summary the Borough of Queenscliffe under the recommended operational and master plan changes will have doubled their return from the business and also have paid off the capital works at the parks after 12 years of full trading.

In addition to financial return the Borough of Queenscliffe would have met its Department of Environment, Land, Water & Planning compliance issues in relation to 12 month permit holders and funded strategies to assist with environmental sustainability.

## SUMMARY AND RECOMMENDATIONS

Sustainable Park Solutions has undertaken significant research to identify current and potential users of the parks. This research in consultation with industry consultation and our extensive industry experience Sustainable Park Solutions has developed a series of recommendations for the Queenscliffe Tourist Parks centred on managing compliance obligations, providing a range of distinct and unique caravan and camping experiences and delivering business efficiencies and a greater return to the Borough of Queenscliffe community.

The following recommendations are highlighted as Immediate Priority (Next 6 months), High Priority (12 – 24 months) and Medium Priority (24 – 36 months).

### Recommendations - Priority Order

Priority Order	Park	Recommendation	Priority
Recommendation 30	All	As part of the process to move towards greater “contactless check in” install boom gates and number plate recognition technology.	Immediate
Recommendation 31	All	Introduce dynamic pricing to adjust rates based on changing occupancy	Immediate
Recommendation 32	All	Remove the seasonal packages and focus on greater casual usage of tourist site.	Immediate
Recommendation 33	All	Reduce over time, the number of 12-month permit holders at Golightly Tourist Park to 16. Reduce over time, the number of 12-month permit holders at Queenscliff Recreation Reserve to 15.	Immediate
Recommendation 44	All	If the Borough of Queenscliffe opt to continue with the current management model additional resources will be needed to assist with compliance matters, marketing and project management. It is also recommended that a specific person is appointed to drive and champion the business improvements within Council and the tourist park portfolio.	Immediate
Recommendation 45	All	The Borough of Queenscliffe should look for best practice examples particularly around compliance matters from other coastal management authorities	Immediate
Recommendation 52	All	As an immediate priority begin work on addressing the compliance points 1 – 9 with a view to having this in place for the 2022/23 year.	Immediate

Priority Order	Park	Recommendation	Priority
Recommendation 1	Golightly Tourist Park	Improve sense of arrival with a sense of arrival feature statement at Golightly Tourist Park.	High
Recommendation 2	Golightly Tourist Park	Install boom gates, WI-FI, IoT and CCTV technology at Golightly Tourist Park.	High
Recommendation 3	Golightly Tourist Park	Formalise carparking at Golightly Tourist Park by adding caravan laybys, guest parking and disabled parking at Golightly Tourist Park.	High
Recommendation 4	Golightly Tourist Park	Install a new unisex relocatable amenities block at Golightly Tourist Park and demolish the old one.	High
Recommendation 5	Golightly Tourist Park	Install a new camp kitchen with amenities at Golightly Tourist Park.	High
Recommendation 6	Golightly Tourist Park	Install a range of recreational facilities including a fire pit, bicycle repair station, new BBQ shelter at Golightly Tourist Park.	High
Recommendation 7	Golightly Tourist Park	Rationalise the number of annual sites and create larger more uniform tourist sites at Golightly Tourist Park.	High
Recommendation 8	Golightly Tourist Park	Group 12-month permit holders together at Golightly Tourist Park.	High
Recommendation 9	Golightly Tourist Park	Meter 12-month permit sites at Golightly Tourist Park.	High
Recommendation 17	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Meter 12-month permit sites at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	High
Recommendation 34	All	Increase marketing spend across all 4 tourist parks and campgrounds.	High
Recommendation 35	All	Use technology at all parks to allow greater contact less check in and in so doing increase efficiency of staff.	High
Recommendation 36	All	Provide unique but complimentary guest experiences at each of the parks offering a high standard of communal and recreational facilities supported by differing accommodation options.	High
Recommendation 37	All	Develop a new brand and brand family for Queenscliffe Tourist Parks and introduce new signage and collateral.	High

Priority Order	Park	Recommendation	Priority
Recommendation 38	All	Develop new stand-alone website with online booking functionality for Queenscliffe Tourist Parks and ensure strong local and regional content via Australian Tourism Data Warehouse (ADTW).	High
Recommendation 39	All	Promote Queenscliffe Tourist Park inventory via Online Travel Agents (OTA's).	High
Recommendation 40	All	Develop and implement a social media strategy for Queenscliffe Tourist Parks.	High
Recommendation 41	All	Queenscliffe Tourist Parks should develop a marketing strategy to target clubs and groups in conjunction with the redevelopment of the parks.	High
Recommendation 42	All	Queenscliffe Tourist Parks should investigate the costs and benefits of joining a caravan marketing group.	High
Recommendation 43	All	A range of capital works has been proposed for the 4 tourist parks. It is recommended that works be undertaken in the following order of priority to give maximum return on investment. 1. Golightly Tourist Park 2. Queenscliff Recreation Reserve Tourist Park 3. Victory Park Campground 4. Royal Park Campground	High
Recommendation 46	All	The establishment of a separate business unit to run the Borough of Queenscliffe Tourist Parks is the preferred management option. This option will need investigation by the Borough of Queenscliffe officers but it provides the best way to maintain community ownership of the Queenscliffe Tourist Parks but at the same time providing an 'arm's length' vehicle that can make commercial decisions in a timely manner.	High
Recommendation 47	All	Implement the building and design recommendations and follow the material and furniture palette as indicated in the Queenscliffe Tourist Parks Landscape and Amenity Plans.	High
Recommendation 48	All	Implement the environment recommendations and follow the plant palette as indicated in the Queenscliffe Tourist Parks Landscape and Amenity Plans.	High



Priority Order	Park	Recommendation	Priority
Recommendation 49	All	Implement the energy recommendations and further investigate solar options provided as Appendix to the report.	High
Recommendation 50	All	Implement the water recommendations.	High
Recommendation 51	All	Implement the waste management recommendations.	High
Recommendation 10	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Improve sense of arrival with a sense of arrival feature statement at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	Medium
Recommendation 11	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Install boom gates, WI-FI, IoT and CCTV technology at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	Medium
Recommendation 12	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Formalise carparking at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground by adding caravan laybys, guest parking and disabled parking.	Medium
Recommendation 13	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Install a new office with ramps in a more conducive location to assist with traffic flow at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Sell offsite the old office.	Medium
Recommendation 14	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Install a range of new recreational facilities including fire pit, BBQ shelters, bicycle repair station and 40-foot container for the existing café operator at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	Medium
Recommendation 15	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Rationalise the number of annual sites and create larger more uniform tourist sites at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	Medium
Recommendation 16	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Group 12-month permit holders together at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground.	Medium
Recommendation 18	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Install 3 x 3 BR Waterfront cabins + 1 x 2 BR Cabin + 1 2Br Cabin Accessible Cabin at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Remove and sell off site the 2 older budget cabins.	Medium

Priority Order	Park	Recommendation	Priority
Recommendation 19	Queenscliff Recreation Reserve Tourist Park & Victoria Park Campground	Install a new maintenance shed and fenced bin area for larger skip bins at Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. Install a dump point as part of future redevelopment works.	Medium
Recommendation 20	Royal Park Campground	Improve sense of arrival with a sense of arrival feature statement at Royal Park Campground.	Medium
Recommendation 21	Royal Park Campground	Install boom gates, WI-FI, IoT and CCTV technology at Royal Park Campground.	Medium
Recommendation 22	Royal Park Campground	Formalise carparking at Royal Park Campground by adding caravan laybys, guest parking and disabled parking.	Medium
Recommendation 23	Royal Park Campground	Remove the small relocatable office at Royal Park Campground and reuse the space.	Medium
Recommendation 24	Royal Park Campground	Install a new unisex relocatable amenities block at the south end of Royal Park Campground and demolish the old one.	Medium
Recommendation 25	Royal Park Campground	Partner with the football club to develop new club change rooms at the northern end of Royal Park Campground and install a separate co-located unisex amenities facility.	Medium
Recommendation 26	Royal Park Campground	Rejuvenate the existing BBQ shelter at Royal Park Campground.	Medium
Recommendation 27	Royal Park Campground	Install a new relocatable camp kitchen/meeting room at Royal Park Campground.	Medium
Recommendation 28	Royal Park Campground	Install a range of recreational facilities at Royal Park Campground including a bicycle repair station, dump point and BBQ shelters.	Medium
Recommendation 29	Royal Park Campground	Rationalise the number of tourist sites and create larger more uniform tourist sites at Royal Park Campground.	Medium



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# **QUEENSLIFFE TOURIST PARKS – MANAGEMENT AND OPERATION REVIEW**

## **APPENDICES**

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Prepared for Borough of Queenscliffe  
November 2021



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## Disclaimer

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	FY 2018/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Tourist Site Revenue	75,587	153,410	199,565	208,038	216,106	222,049	228,155	234,429	240,876	247,500	254,306	261,300	268,486	275,869	283,455	291,250
Annual Site Revenue	265,083	252,354	122,021	125,376	128,824	132,367	136,007	139,747	143,590	147,539	151,596	155,765	160,049	164,450	168,972	173,619
Accommodation Revenue	-	-	168,016	358,336	380,673	391,142	401,898	412,950	424,306	435,975	447,964	460,283	472,941	485,947	499,310	513,041
Other Revenue	-	19,686	9,264	9,727	10,214	10,494	10,783	11,080	11,384	11,697	12,019	12,350	12,689	13,038	13,397	13,765
Total Revenue	340,670	425,451	498,866	701,478	735,817	756,052	776,843	798,206	820,157	842,711	865,886	889,698	914,164	939,304	965,135	991,676
Rev Growth %		25%	17%	40.6%	4.9%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.8%	2.7%	2.8%	2.8%
Less: Expenses*	156,531	253,130	299,959	373,760	385,962	394,131	402,175	410,398	418,804	427,398	439,152	451,229	463,637	476,387	489,488	502,949
Exp Growth	46%	62%	19%	25%	3%	2%	2%	2%	2%	2%	3%	3%	3%	3%	3%	3%
EBITDA	184,139	172,321	198,907	327,718	349,855	361,920	374,668	387,809	401,353	415,313	426,734	438,469	450,527	462,917	475,647	488,727
External Management Costs		28,943	29,739	30,557	31,397	32,261	33,148	34,059	34,996	35,958	36,947	37,963	39,007	40,080	41,182	42,315
EBITDA	184,139	143,378	169,168	297,161	318,458	329,660	341,520	353,749	366,357	379,355	389,787	400,506	411,520	422,837	434,465	446,412
Less: Estimated Depreciation		26,848	136,547	138,885	141,338	143,858	146,448	149,108	151,842	154,651	157,537	160,503	163,550	166,681	169,898	173,204
EBIT		116,530	32,621	158,276	177,120	185,802	195,073	204,641	214,515	224,703	232,249	240,003	247,970	256,155	264,566	273,208
Less: Interest		15,514	69,482	63,062	56,414	49,530	42,401	35,018	27,372	19,455	11,256	3,652	-	-	-	-
Net Profit b/f Tax		101,016	-36,861	95,214	120,706	136,272	152,672	169,623	187,143	205,248	220,993	236,351	247,970	256,155	264,566	273,208
Less: Tax 30%		30,305	-11,058	28,564	36,212	40,882	45,802	50,887	56,143	61,575	66,298	70,905	74,391	76,847	79,370	81,963
Net Profit After Tax		70,711	-25,802	66,650	84,494	95,390	106,871	118,736	131,000	143,674	154,695	165,446	173,579	179,309	185,196	191,246
ROI (EBITDA)/(PP+Capex)		31.1%	8.0%	13.9%	14.6%	14.9%	15.1%	15.4%	15.7%	16.0%	16.1%	16.2%	16.4%	16.5%	16.7%	16.8%
EXPENSES AS % OF REVENUE	45.9%	59.5%	60.1%	53.3%	52.5%	52.1%	51.8%	51.4%	51.1%	50.7%	50.7%	50.7%	50.7%	50.7%	50.7%	50.7%
EBITDA GROWTH %			15.43%	64.76%	6.75%	3.45%	3.52%	3.51%	3.49%	3.48%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)		461,114	2,106,598	2,141,672	2,178,463	2,216,266	2,255,108	2,295,018	2,336,026	2,378,161	2,421,456	2,465,941	2,511,649	2,558,614	2,606,871	2,656,455

	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Tourist Site Revenue	299,260	307,489	315,945	324,634	333,561	342,734	352,159	361,844	371,795	382,019	392,524	403,319	414,410	425,806	437,516
Annual Site Revenue	178,394	183,299	188,340	193,519	198,841	204,309	209,928	215,701	221,633	227,728	233,990	240,425	247,036	253,830	260,810
Accommodation Revenue	527,150	541,647	556,542	571,847	587,573	603,731	620,334	637,393	654,921	672,931	691,437	710,452	729,989	750,064	770,690
Other Revenue	14,144	14,533	14,932	15,343	15,765	16,198	16,644	17,101	17,572	18,055	18,551	19,062	19,586	20,124	20,678
Total Revenue	1,018,947	1,046,968	1,075,760	1,105,343	1,135,740	1,166,973	1,199,065	1,232,039	1,265,920	1,300,733	1,336,503	1,373,257	1,411,021	1,449,824	1,489,695
Rev Growth %	2.8%	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%
Less: Expenses*	516,780	530,991	545,594	560,598	576,014	591,854	615,881	632,818	650,220	668,101	686,474	705,352	724,749	744,680	765,158
Exp Growth	3%	3%	3%	3%	3%	3%	4%	3%	3%	3%	3%	3%	3%	3%	3%
EBITDA	502,167	515,977	530,166	544,746	559,726	575,118	583,184	599,221	615,700	632,632	650,029	667,905	686,272	705,145	724,536
External Management Costs	43,478	44,674	45,902	47,165	48,462	49,794	51,288	52,827	54,412	56,044	57,725	59,457	61,241	63,078	64,970
EBITDA	458,689	471,303	484,264	497,581	511,264	525,324	531,895	546,394	561,288	576,587	592,304	608,448	625,031	642,066	659,566
Less: Estimated Depreciation	149,753	43,543	44,791	46,023	47,288	3,016,681	-	-	-	-	-	-	-	-	-
EBIT	308,936	427,759	439,472	451,558	463,976	-2,491,357	531,895	546,394	561,288	576,587	592,304	608,448	625,031	642,066	659,566
Less: Interest	-	-	-	-	-	-	1	2	3	4	5	6	7	8	9
Net Profit b/f Tax	308,936	427,759	439,472	451,558	463,976	-2,491,357	531,894	546,392	561,285	576,583	592,299	608,442	625,024	642,058	659,557
Less: Tax 30%	92,681	128,328	131,842	135,467	139,193	-747,407	159,568	163,918	168,386	172,975	177,690	182,532	187,507	192,618	197,867
Net Profit After Tax	216,255	299,431	307,631	316,091	324,783	-1,743,950	372,326	382,475	392,900	403,608	414,609	425,909	437,517	449,441	461,690
ROI (EBITDA)/(PP+Capex)	16.9%	17.1%	17.2%	17.3%	17.5%	17.6%	17.5%	17.6%	17.7%	17.8%	17.9%	18.1%	18.2%	18.3%	18.4%
EXPENSES AS % OF REVENUE	50.7%	50.7%	50.7%	50.7%	50.7%	50.7%	51.4%	51.4%	51.4%	51.4%	51.4%	51.4%	51.4%	51.4%	51.4%
EBITDA GROWTH %	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	1.40%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)	2,707,402	2,759,750	2,813,538	2,868,805	2,925,592	2,983,941	3,043,894	3,105,496	3,168,792	3,233,829	3,300,654	3,369,317	3,439,868	3,512,359	3,586,844

Income		FY 2020/21	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Site Income	\$340,670	\$559,175	\$321,586	\$333,415	\$344,930	\$354,415	\$364,162	\$374,176	\$384,466	\$395,039	\$405,903	\$417,065	\$428,534	\$440,319	\$452,428	\$464,869	\$477,653	\$490,789	\$504,285	\$518,153	\$532,403	\$547,044	\$562,087	\$577,545	\$593,427	\$609,746	\$626,514	\$643,744	\$661,447	\$679,636	\$698,326
	Powered Sites - 29 down to 18	\$75,587	\$306,821	\$199,565	\$208,038	\$216,106	\$222,049	\$228,155	\$234,429	\$240,876	\$247,500	\$254,306	\$261,300	\$268,486	\$275,869	\$283,455	\$291,250	\$299,260	\$307,489	\$315,945	\$324,634	\$333,561	\$342,734	\$352,159	\$361,844	\$371,795	\$382,019	\$392,524	\$403,319	\$414,410	\$425,806	\$437,516
	Annuals - 34 down to 16	\$265,083	\$252,354	\$122,021	\$125,376	\$128,824	\$132,367	\$136,007	\$139,747	\$143,590	\$147,539	\$151,596	\$155,765	\$160,049	\$164,450	\$168,972	\$173,619	\$178,394	\$183,299	\$188,340	\$193,519	\$198,841	\$204,309	\$209,928	\$215,701	\$221,633	\$227,728	\$233,990	\$240,425	\$247,036	\$253,830	\$260,810
	Accommodation Income	\$-	\$-	\$168,016	\$358,336	\$380,673	\$391,142	\$401,898	\$412,950	\$424,306	\$435,975	\$447,964	\$460,283	\$472,941	\$485,947	\$499,310	\$513,041	\$527,150	\$541,647	\$556,542	\$571,847	\$587,573	\$603,731	\$620,334	\$637,393	\$654,921	\$672,931	\$691,437	\$710,452	\$729,989	\$750,064	\$770,690
	Accomm - Safari Tents		\$-	\$168,016	\$358,336	\$380,673	\$391,142	\$401,898	\$412,950	\$424,306	\$435,975	\$447,964	\$460,283	\$472,941	\$485,947	\$499,310	\$513,041	\$527,150	\$541,647	\$556,542	\$571,847	\$587,573	\$603,731	\$620,334	\$637,393	\$654,921	\$672,931	\$691,437	\$710,452	\$729,989	\$750,064	\$770,690
	Other Income	\$-	\$19,686	\$9,264	\$9,727	\$10,214	\$10,494	\$10,783	\$11,080	\$11,384	\$11,697	\$12,019	\$12,350	\$12,689	\$13,038	\$13,397	\$13,765	\$14,144	\$14,533	\$14,932	\$15,343	\$15,765	\$16,198	\$16,644	\$17,101	\$17,572	\$18,055	\$18,551	\$19,062	\$19,586	\$20,124	\$20,678
	Electricity/Water		\$19,686	\$9,264	\$9,727	\$10,214	\$10,494	\$10,783	\$11,080	\$11,384	\$11,697	\$12,019	\$12,350	\$12,689	\$13,038	\$13,397	\$13,765	\$14,144	\$14,533	\$14,932	\$15,343	\$15,765	\$16,198	\$16,644	\$17,101	\$17,572	\$18,055	\$18,551	\$19,062	\$19,586	\$20,124	\$20,678
	Sub Total	\$340,670	\$578,861	\$498,866	\$701,478	\$735,817	\$756,052	\$776,843	\$798,206	\$820,157	\$842,711	\$865,886	\$889,698	\$914,164	\$939,304	\$965,135	\$991,676	\$1,018,947	\$1,046,968	\$1,075,760	\$1,105,343	\$1,135,740	\$1,166,973	\$1,199,065	\$1,232,039	\$1,265,920	\$1,300,733	\$1,336,503	\$1,373,257	\$1,411,021	\$1,449,824	\$1,489,695
		\$-		86%	141%	105%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%
	GROSS PROFIT	\$340,670	\$578,861	\$498,866	\$701,478	\$735,817	\$756,052	\$776,843	\$798,206	\$820,157	\$842,711	\$865,886	\$889,698	\$914,164	\$939,304	\$965,135	\$991,676	\$1,018,947	\$1,046,968	\$1,075,760	\$1,105,343	\$1,135,740	\$1,166,973	\$1,199,065	\$1,232,039	\$1,265,920	\$1,300,733	\$1,336,503	\$1,373,257	\$1,411,021	\$1,449,824	\$1,489,69
			14.9%																													
Non-Discretionary Expenses:												\$930,531																				
	Rent, Rates, Insurance & Other (Total Rev)	\$4,370	\$105,329	\$110,702	\$121,118	\$123,274	\$125,219	\$127,195	\$129,203	\$131,244	\$133,319	\$136,986	\$140,753	\$144,623	\$148,600	\$152,687	\$156,886	\$161,200	\$165,633	\$170,188	\$174,868	\$179,677	\$184,618	\$189,695	\$194,912	\$200,272	\$205,779	\$211,438	\$217,253	\$223,227	\$229,366	\$235,674
0.02	Sales Commission Expense Other		\$4,500	\$3,360	\$7,167	\$7,613	\$7,823	\$8,038	\$8,259	\$8,486	\$8,719	\$8,959	\$9,206	\$9,459	\$9,719	\$9,986	\$10,261	\$10,543	\$10,833	\$11,131	\$11,437	\$11,751	\$12,075	\$12,407	\$12,748	\$13,098	\$13,459	\$13,829	\$14,209	\$14,600	\$15,001	\$15,414
	Rates		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,309	\$4,374	\$4,439	\$4,506	\$4,630	\$4,757	\$4,888	\$5,022	\$5,161	\$5,302	\$5,448	\$5,598	\$5,752	\$5,910	\$6,073	\$6,240	\$6,411	\$6,588	\$6,769	\$6,955	\$7,146	\$7,343	\$7,545	\$7,752	\$7,965
	Lease Rental		\$86,829	\$88,132	\$89,454	\$90,795	\$92,157	\$93,540	\$94,943	\$96,367	\$97,812	\$100,502	\$103,266	\$106,106	\$109,024	\$112,022	\$115,103	\$118,268	\$121,520	\$124,862	\$128,296	\$131,824	\$135,449	\$139,174	\$143,001	\$146,934	\$150,974	\$155,126	\$159,392	\$163,775	\$168,279	\$172,907
	Insurances	\$4,370	\$10,000	\$15,150	\$20,377	\$20,683	\$20,993	\$21,308	\$21,628	\$21,952	\$22,281	\$22,894	\$23,524	\$24,171	\$24,835	\$25,518	\$26,220	\$26,941	\$27,682	\$28,443	\$29,225	\$30,029	\$30,855	\$31,703	\$32,575	\$33,471	\$34,391	\$35,337	\$36,309	\$37,308	\$38,333	\$39,388
	Marketing Costs (Total Rev)	\$1,186	\$15,000	\$15,225	\$15,453	\$15,685	\$15,920	\$16,159	\$16,402	\$16,648	\$16,897	\$17,362	\$17,840	\$18,330	\$18,834	\$19,352	\$19,884	\$20,431	\$20,993	\$21,570	\$22,163	\$22,773	\$23,399	\$24,043	\$24,704	\$25,383	\$26,081	\$26,799	\$27,535	\$28,293	\$29,071	\$29,870
2.00%	Marketing General		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
	Marketing Design/ Production Print Media		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
	Marketing Park Membership	\$1,186	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
Total Non-Discretionary Expenses (Total Rev)		\$5,557	\$120,329	\$125,927	\$136,572	\$138,960	\$141,139	\$143,354	\$145,605	\$147,892	\$150,217	\$154,348	\$158,592	\$162,953	\$167,435	\$172,039	\$176,770	\$181,631	\$186,626	\$191,758	\$197,032	\$202,450	\$208,018	\$213,738	\$219,616	\$225,655	\$231,861	\$238,237	\$244,788	\$251,520	\$258,437	\$2



Income		FY 2020/21	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Utilities (Total Rev)	\$25,324	\$30,440	\$33,911	\$39,333	\$40,697	\$41,798	\$42,614	\$43,447	\$44,299	\$45,168	\$46,410	\$47,686	\$48,998	\$50,345	\$51,730	\$53,152	\$54,614	\$56,116	\$57,659	\$59,245	\$60,874	\$62,548	\$64,268	\$66,035	\$67,851	\$69,717	\$71,634	\$73,604	\$75,629	\$77,708	\$79,845
CPI	Telephone & Internet	\$535	\$1,440	\$1,462	\$1,484	\$1,506	\$1,528	\$1,551	\$1,575	\$1,598	\$1,622	\$1,667	\$1,713	\$1,760	\$1,808	\$1,858	\$1,909	\$1,961	\$2,015	\$2,071	\$2,128	\$2,186	\$2,246	\$2,308	\$2,372	\$2,437	\$2,504	\$2,573	\$2,643	\$2,716	\$2,791	\$2,868
5.00%	Electricity	\$11,157	\$11,200	\$11,872	\$12,584	\$12,930	\$13,286	\$13,485	\$13,688	\$13,893	\$14,101	\$14,489	\$14,887	\$15,297	\$15,718	\$16,150	\$16,594	\$17,050	\$17,519	\$18,001	\$18,496	\$19,005	\$19,527	\$20,064	\$20,616	\$21,183	\$21,765	\$22,364	\$22,979	\$23,611	\$24,260	\$24,927
6.00%	Water	\$9,230	\$10,000	\$10,600	\$11,236	\$11,545	\$11,862	\$12,040	\$12,221	\$12,404	\$12,590	\$12,937	\$13,292	\$13,658	\$14,034	\$14,419	\$14,816	\$15,223	\$15,642	\$16,072	\$16,514	\$16,968	\$17,435	\$17,914	\$18,407	\$18,913	\$19,433	\$19,968	\$20,517	\$21,081	\$21,661	\$22,257
1.00%	Gas	\$1,796	\$1,800	\$4,989	\$7,015	\$7,358	\$7,561	\$7,768	\$7,982	\$8,202	\$8,427	\$8,659	\$8,897	\$9,142	\$9,393	\$9,651	\$9,917	\$10,189	\$10,470	\$10,758	\$11,053	\$11,357	\$11,670	\$11,991	\$12,320	\$12,659	\$13,007	\$13,365	\$13,733	\$14,110	\$14,498	\$14,897
1.00%	Waste Removal (Normally 1% - 1.25%) -		\$6,000	\$4,989	\$7,015	\$7,358	\$7,561	\$7,768	\$7,982	\$8,202	\$8,427	\$8,659	\$8,897	\$9,142	\$9,393	\$9,651	\$9,917	\$10,189	\$10,470	\$10,758	\$11,053	\$11,357	\$11,670	\$11,991	\$12,320	\$12,659	\$13,007	\$13,365	\$13,733	\$14,110	\$14,498	\$14,897
	Amenities, Cleaning & Pest Control (Total Rev)	\$150	\$9,150	\$10,765	\$11,157	\$11,540	\$11,855	\$12,179	\$12,512	\$12,854	\$13,205	\$13,568	\$13,942	\$14,325	\$14,719	\$15,124	\$15,540	\$15,967	\$16,406	\$16,857	\$17,321	\$17,797	\$18,286	\$23,885	\$24,542	\$25,217	\$25,910	\$26,623	\$27,355	\$28,107	\$28,880	\$29,674
0.80%	Amenities Supplies CP		\$3,000	\$2,573	\$2,667	\$2,759	\$2,835	\$2,913	\$2,993	\$3,076	\$3,160	\$3,247	\$3,337	\$3,428	\$3,523	\$3,619	\$3,719	\$3,821	\$3,926	\$4,034	\$4,145	\$4,259	\$4,376	\$9,593	\$9,856	\$10,127	\$10,406	\$10,692	\$10,986	\$11,288	\$11,599	\$11,918
2.50%	Wages & Salaries Amenities		\$6,000	\$8,040	\$8,335	\$8,623	\$8,860	\$9,104	\$9,354	\$9,612	\$9,876	\$10,148	\$10,427	\$10,713	\$11,008	\$11,311	\$11,622	\$11,941	\$12,270	\$12,607	\$12,954	\$13,310	\$13,676	\$14,052	\$14,439	\$14,836	\$15,244	\$15,663	\$16,094	\$16,536	\$16,991	\$17,458
CPI	Occupational Health & Safety	\$150	\$150	\$152	\$155	\$157	\$159	\$162	\$164	\$166	\$169	\$174	\$178	\$183	\$188	\$194	\$199	\$204	\$210	\$216	\$222	\$228	\$234	\$240	\$247	\$254	\$261	\$268	\$275	\$283	\$291	\$299
	Office Expenses (Total Rev)	\$1,984	\$7,548	\$7,661	\$7,776	\$7,893	\$8,011	\$8,131	\$8,253	\$8,377	\$8,503	\$8,737	\$8,977	\$9,224	\$9,477	\$9,738	\$10,006	\$10,281	\$10,564	\$10,854	\$11,153	\$11,459	\$11,774	\$12,098	\$12,431	\$12,773	\$13,124	\$13,485	\$13,856	\$14,237	\$14,628	\$15,031
CPI	Office Supplies	\$230	\$1,500	\$1,523	\$1,545	\$1,569	\$1,592	\$1,616	\$1,640	\$1,665	\$1,690	\$1,736	\$1,784	\$1,833	\$1,883	\$1,935	\$1,988	\$2,043	\$2,099	\$2,157	\$2,216	\$2,277	\$2,340	\$2,404	\$2,470	\$2,538	\$2,608	\$2,680	\$2,754	\$2,829	\$2,907	\$2,987
CPI	IT Support		\$1,548	\$1,571	\$1,595	\$1,619	\$1,643	\$1,668	\$1,693	\$1,718	\$1,744	\$1,792	\$1,841	\$1,892	\$1,944	\$1,997	\$2,052	\$2,108	\$2,166	\$2,226	\$2,287	\$2,350	\$2,415	\$2,481	\$2,549	\$2,620	\$2,692	\$2,766	\$2,842	\$2,920	\$3,000	\$3,083
CPI	WiFi Licence		\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
	Admin Expenses (Total Rev)	\$82,996	\$30,223	\$34,257	\$38,861	\$39,884	\$40,636	\$41,402	\$42,185	\$42,984	\$43,799	\$45,003	\$46,241	\$47,513	\$48,819	\$50,162	\$51,541	\$52,958	\$54,415	\$55,911	\$57,449	\$59,029	\$60,652	\$62,320	\$64,034	\$65,795	\$67,604	\$69,463	\$71,373	\$73,336	\$75,353	\$77,425
0.0%	Wages & Salaries Mgt 20% charge	\$47,715	\$20,000	\$20,300	\$20,605	\$20,914	\$21,227	\$21,546	\$21,869	\$22,197	\$22,530	\$23,149	\$23,786	\$24,440	\$25,112	\$25,803	\$26,512	\$27,242	\$27,991	\$28,760	\$29,551	\$30,364	\$31,199	\$32,057	\$32,939	\$33,844	\$34,775	\$35,731	\$36,714	\$37,724	\$38,761	\$39,827
	Superannuation	\$4,345	\$5,283	\$7,455	\$10,877	\$11,385	\$11,672	\$11,966	\$12,268	\$12,578	\$12,897	\$13,251	\$13,616	\$13,990	\$14,375	\$14,770	\$15,176	\$15,594	\$16,022	\$16,463	\$16,916	\$17,381	\$17,859	\$18,350	\$18,855	\$19,373	\$19,906	\$20,453	\$21,016	\$21,594	\$22,188	\$22,798
	MYOB & RMS	\$1,151	\$4,200	\$4,263	\$4,327	\$4,392	\$4,458	\$4,525	\$4,592	\$4,661	\$4,731	\$4,861	\$4,995	\$5,132	\$5,274	\$5,419	\$5,568	\$5,721	\$5,878	\$6,040	\$6,206	\$6,376	\$6,552	\$6,732	\$6,917	\$7,107	\$7,303	\$7,504	\$7,710	\$7,922	\$8,140	\$8,364
	Bank Fees		\$240	\$244	\$247	\$251	\$255	\$259	\$262	\$266	\$270	\$278	\$285	\$293	\$301	\$310	\$318	\$327	\$336	\$345	\$355	\$364	\$374	\$385	\$395	\$406	\$417	\$429	\$441	\$453	\$465	\$478
0.4%	Bank Fees POS		\$500	\$1,995	\$2,806	\$2,943	\$3,024	\$3,107	\$3,193	\$3,281	\$3,371	\$3,464	\$3,559	\$3,657	\$3,757	\$3,861	\$3,967	\$4,076	\$4,188	\$4,303	\$4,421	\$4,543	\$4,668	\$4,796	\$4,928	\$5,064	\$5,203	\$5,346	\$5,493	\$5,644	\$5,799	\$5,959
	Sundry Expenses (Total Rev)	\$4,533	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
CPI	Security Drive thru Patrols	\$4,533	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
	Employment Expenses (Total Rev)	\$960	\$1,905	\$1,898	\$2,238	\$2,309	\$2,358	\$2,409	\$2,460	\$2,																						

No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Total
Infrastructure (Headworks)																																		
1	42	\$2,500	Allowance for services upgrade	\$105,000																													\$105,000	
2	42	\$500	Install Orto Mate	\$21,000																													\$21,000	
3	2,209	\$80	Resurface park road network	\$176,720																														
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition solution	\$100,000																														
Park Entry, Reception and Residence																																		
5	1	\$20,000	Sense of Arrival Signage		\$20,000																													
6	142	\$80	Laybys, guest parking and disabled parking		\$11,349																												\$11,349	
7	2	\$15,000	Boom gates		\$30,000																												\$30,000	
8	1	\$20,000	Landscaping		\$20,000																												\$20,000	
Amenities and Camp Kitchen																																		
6	1	\$391,503	Install Camp Kitchen/Amenities		\$391,503																												\$391,503	
7	1	\$30,000	Removal of old amenities		\$30,000																												\$30,000	
8	1	\$228,252	Install unisex amenities block of 6 + cleaners room/ storage		\$228,252																												\$228,252	
Sites & Accommodation*																																		
12	8	\$75,000	2 bedroom Safari Tents		\$600,000																												\$600,000	
	8	\$5,000	Services		\$40,000																													
Other																																		
13	1	\$20,000	BBQ Shelters		\$20,000																												\$20,000	
	1	\$5,000	Services		\$5,000																													
	1	\$15,000	Solar Powered Work Station/picnic Table		\$15,000																												\$15,000	
14	1	\$2,500	Washing Lines and enclosures		\$2,500																												\$2,500	
	1	\$3,500	Bike repair station		\$3,500																												\$3,500	
	1	\$20,000	Improved pathway to beach		\$20,000																												\$20,000	
	1		5% Turnover Sinking fund/Ongoing Capital expenditure			\$35,074	\$36,791	\$37,803	\$38,842	\$39,910	\$41,008	\$42,136	\$43,294	\$44,485	\$45,708	\$46,965	\$48,257	\$49,584	\$50,947	\$52,348	\$53,788	\$55,267	\$56,787	\$58,349	\$59,953	\$61,602	\$63,296	\$65,037	\$66,825	\$68,663	\$70,551	\$72,491	\$74,485	\$1,480,246
			Subtotal Capex	\$402,720	\$1,437,104	\$35,074	\$36,791	\$37,803	\$38,842	\$39,910	\$41,008	\$42,136	\$43,294	\$44,485	\$45,708	\$46,965	\$48,257	\$49,584	\$50,947	\$52,348	\$53,788	\$55,267	\$56,787	\$58,349	\$59,953	\$61,602	\$63,296	\$65,037	\$66,825	\$68,663	\$70,551	\$72,491	\$74,485	\$2,967,054
			Professional Fees - 9.5%	\$38,258	\$136,525																													
			Contigency - 5%	\$20,136	\$71,855																													
			TOTAL CAPEX -	\$461,114	\$1,645,484	\$35,074	\$36,791	\$37,803	\$38,842	\$39,910	\$41,008	\$42,136	\$43,294	\$44,485	\$45,708	\$46,965	\$48,257	\$49,584	\$50,947	\$52,348	\$53,788	\$55,267	\$56,787	\$58,349	\$59,953	\$61,602	\$63,296	\$65,037	\$66,825	\$68,663	\$70,551	\$72,491	\$74,485	\$2,967,054

	FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Tourist Site Revenue	831,815	1,120,024	1,096,705	1,147,615	1,195,486	1,228,361	1,262,141	1,296,850	1,332,514	1,369,158	1,406,810	1,445,497	1,485,248	1,526,092	1,568,060	1,611,181
Permanent Site Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accommodation Revenue	259,615	249,490	319,134	445,848	463,355	476,098	489,190	502,643	516,466	530,669	545,262	560,257	575,664	591,495	607,761	624,474
Other Revenue	2,500	29,910	27,705	28,467	29,250	30,055	30,881	31,730	32,603	33,500	34,421	35,367	36,340	37,339	38,366	39,421
Total Revenue	1,093,930	1,399,424	1,443,545	1,621,930	1,688,091	1,734,514	1,782,213	1,831,224	1,881,582	1,933,326	1,986,492	2,041,121	2,097,252	2,154,926	2,214,187	2,275,077
Rev Growth %		28%	3%	12.4%	4.1%	2.8%	2.8%	2.8%	2.7%	2.8%	2.8%	2.8%	2.7%	2.8%	2.8%	2.8%
Less: Expenses*	462,725	810,048	891,707	951,627	972,263	990,673	1,008,235	1,026,134	1,044,379	1,062,975	1,092,207	1,122,243	1,153,104	1,184,815	1,217,397	1,250,876
Exp Growth	42%	75%	10%	7%	2%	2%	2%	2%	2%	2%	3%	3%	3%	3%	3%	3%
EBITDA	631,205	589,375	551,838	670,303	715,828	743,841	773,978	805,089	837,204	870,351	894,285	918,878	944,147	970,111	996,789	1,024,201
External Management Costs		69,971	71,895	73,873	75,904	77,991	80,136	82,340	84,604	86,931	89,321	91,778	94,302	96,895	99,560	102,297
EBITDA	631,205	519,404	479,943	596,431	639,924	665,850	693,842	722,750	752,599	783,420	804,964	827,100	849,846	873,216	897,230	921,904
Less: Estimated Depreciation		\$68,349	195,871	201,277	206,904	212,686	218,627	224,731	231,003	237,447	244,069	250,872	257,863	265,046	272,427	280,011
EBIT		451,055	284,072	395,154	433,020	453,164	475,216	498,019	521,597	545,973	560,895	576,228	591,982	608,170	624,803	641,893
Less: Interest		39,496	100,302	90,842	81,046	70,901	60,395	49,516	38,250	26,583	14,501	4,245	-	-	-	-
Net Profit b/f Tax		411,559	183,769	304,311	351,974	382,263	414,820	448,503	483,347	519,390	546,395	571,983	591,982	608,170	624,803	641,893
Less: Tax 30%		123,468	55,131	91,293	105,592	114,679	124,446	134,551	145,004	155,817	163,918	171,595	177,595	182,451	187,441	192,568
Net Profit After Tax		288,091	128,639	213,018	246,382	267,584	290,374	313,952	338,343	363,573	382,476	400,388	414,388	425,719	437,362	449,325
ROI (EBITDA)/(PP+Capex)		44.2%	15.5%	18.8%	19.7%	19.9%	20.2%	20.5%	20.8%	21.1%	21.1%	21.1%	21.2%	21.2%	21.2%	21.2%
EXPENSES AS % OF REVENUE		57.9%	61.8%	58.7%	57.6%	57.1%	56.6%	56.0%	55.5%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
EBITDA GROWTH %			0.00%	21.47%	6.79%	3.91%	4.05%	4.02%	3.99%	3.96%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)		1,173,900	3,086,721	3,167,817	3,252,222	3,338,948	3,428,058	3,519,619	3,613,698	3,710,365	3,809,689	3,911,745	4,016,608	4,124,354	4,235,064	4,348,817

	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Tourist Site Revenue	1,655,489	1,701,015	1,747,793	1,795,857	1,845,243	1,895,987	1,948,127	2,001,700	2,056,747	2,113,308	2,171,424	2,231,138	2,292,494	2,355,538	2,420,315
Permanent Site Revenue	-	-	-	-	-	-	1	2	3	4	5	6	7	8	9
Accommodation Revenue	641,647	659,292	677,423	696,052	715,194	734,861	755,070	775,834	797,170	819,092	841,617	864,762	888,542	912,977	938,084
Other Revenue	40,505	41,619	42,764	43,940	45,148	46,390	47,665	48,976	50,323	51,707	53,129	54,590	56,091	57,633	59,218
Total Revenue	2,337,641	2,401,926	2,467,979	2,535,849	2,605,585	2,677,238	2,750,863	2,826,513	2,904,243	2,984,111	3,066,175	3,150,495	3,237,135	3,326,157	3,417,627
Rev Growth %	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Less: Expenses*	1,285,275	1,320,620	1,356,937	1,394,252	1,432,594	1,471,991	1,523,015	1,564,898	1,607,933	1,652,151	1,697,585	1,744,269	1,792,236	1,841,523	1,892,165
Exp Growth	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
EBITDA	1,052,367	1,081,307	1,111,043	1,141,596	1,172,990	1,205,247	1,227,848	1,261,615	1,296,310	1,331,959	1,368,589	1,406,226	1,444,898	1,484,634	1,525,462
External Management Costs	105,111	108,001	110,971	114,023	117,159	120,380	123,992	127,712	131,543	135,489	139,554	143,741	148,053	152,494	157,069
EBITDA	947,256	973,306	1,000,071	1,027,573	1,055,832	1,084,867	1,103,856	1,133,903	1,164,767	1,196,470	1,229,035	1,262,486	1,296,846	1,332,140	1,368,393
Less: Estimated Depreciation	219,453	99,938	102,759	105,584	108,488	5,160,546	-	-	-	-	-	-	-	-	-
EBIT	727,803	873,367	897,313	921,989	947,344	-4,075,679	1,103,856	1,133,903	1,164,767	1,196,470	1,229,035	1,262,486	1,296,846	1,332,140	1,368,393
Less: Interest	-	-	-	-	-	-	1	2	3	4	5	6	7	8	9
Net Profit b/f Tax	727,803	873,367	897,313	921,989	947,344	-4,075,679	1,103,855	1,133,901	1,164,764	1,196,466	1,229,030	1,262,480	1,296,839	1,332,132	1,368,384
Less: Tax 30%	218,341	262,010	269,194	276,597	284,203	-1,222,704	331,157	340,170	349,429	358,940	368,709	378,744	389,052	399,639	410,515
Net Profit After Tax	509,462	611,357	628,119	645,392	663,141	-2,852,975	772,699	793,731	815,335	837,526	860,321	883,736	907,787	932,492	957,869
ROI (EBITDA)/(PP+Capex)	21.2%	21.2%	21.2%	21.2%	21.3%	21.3%	21.1%	21.1%	21.1%	21.1%	21.1%	21.1%	21.1%	21.1%	21.1%
EXPENSES AS % OF REVENUE	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.4%	55.4%	55.4%	55.4%	55.4%	55.4%	55.4%	55.4%	55.4%
EBITDA GROWTH %	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	1.88%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)	4,465,700	4,585,796	4,709,195	4,835,987	4,966,266	5,100,128	5,237,672	5,378,997	5,524,209	5,673,415	5,826,724	5,984,248	6,146,105	6,312,413	6,483,294



APPENDICES.

QUEENSLIFF RECREATION RESERVE & VICTORIA PARK 30 YEAR FINANCIAL PLAN DETAILED PROFIT & LOSS

Income		FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Site Income	\$831,815	\$1,120,024	\$1,096,705	\$1,147,615	\$1,195,486	\$1,228,361	\$1,262,141	\$1,296,850	\$1,332,514	\$1,369,158	\$1,406,810	\$1,445,497	\$1,485,248	\$1,526,092	\$1,568,060	\$1,611,181	\$1,655,489	\$1,701,015	\$1,747,793	\$1,795,857	\$1,845,243	\$1,895,987	\$1,948,127	\$2,001,700	\$2,056,747	\$2,113,308	\$2,171,424	\$2,231,138	\$2,292,494	\$2,355,538	\$2,420,315
	Powered Sites Vic Park - 89	\$436,876	\$610,869	\$644,929	\$675,918	\$704,923	\$724,309	\$744,227	\$764,693	\$785,722	\$807,330	\$829,531	\$852,343	\$875,783	\$899,867	\$924,613	\$950,040	\$976,166	\$1,003,011	\$1,030,594	\$1,058,935	\$1,088,056	\$1,117,977	\$1,148,722	\$1,180,311	\$1,212,770	\$1,246,121	\$1,280,390	\$1,315,600	\$1,351,779	\$1,388,953	\$1,427,149
	Powered Sites - Queenscliff Rec Reserve 41	\$188,580	\$345,568	\$364,836	\$382,366	\$398,774	\$409,741	\$421,008	\$432,586	\$444,482	\$456,706	\$469,265	\$482,170	\$495,429	\$509,054	\$523,053	\$537,437	\$552,216	\$567,402	\$583,006	\$599,038	\$615,512	\$632,438	\$649,830	\$667,701	\$686,063	\$704,929	\$724,315	\$744,234	\$764,700	\$785,729	\$807,337
	Annuals - Vic Park (start 11)	\$61,350	\$11,282	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Annuals Rec Reserve (start 27)	\$145,009	\$152,305	\$86,941	\$89,331	\$91,788	\$94,312	\$96,906	\$99,571	\$102,309	\$105,122	\$108,013	\$110,984	\$114,036	\$117,172	\$120,394	\$123,705	\$127,107	\$130,602	\$134,193	\$137,884	\$141,676	\$145,572	\$149,575	\$153,688	\$157,915	\$162,257	\$166,719	\$171,304	\$176,015	\$180,855	\$185,829
	Accommodation Income	\$259,615	\$249,490	\$319,134	\$445,848	\$463,355	\$476,098	\$489,190	\$502,643	\$516,466	\$530,669	\$545,262	\$560,257	\$575,664	\$591,495	\$607,761	\$624,474	\$641,647	\$659,292	\$677,423	\$696,052	\$715,194	\$734,861	\$755,070	\$775,834	\$797,170	\$819,092	\$841,617	\$864,762	\$888,542	\$912,977	\$938,084
	Budget Cabin - Whale 1	\$25,114	\$25,578	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Budget Cabin - Sardine 1	\$22,386	\$22,889	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Water View Cabins 2	\$212,115	\$82,598	\$86,627	\$90,359	\$93,905	\$96,488	\$99,141	\$101,867	\$104,669	\$107,547	\$110,505	\$113,544	\$116,666	\$119,874	\$123,171	\$126,558	\$130,039	\$133,615	\$137,289	\$141,064	\$144,944	\$148,930	\$153,025	\$157,233	\$161,557	\$166,000	\$170,565	\$175,256	\$180,075	\$185,027	\$190,116
	Park View Cabins 3	\$-	\$118,425	\$124,223	\$129,590	\$134,687	\$138,391	\$142,197	\$146,107	\$150,125	\$154,253	\$158,495	\$162,854	\$167,332	\$171,934	\$176,662	\$181,520	\$186,512	\$191,641	\$196,912	\$202,327	\$207,891	\$213,608	\$219,482	\$225,518	\$231,719	\$238,092	\$244,639	\$251,367	\$258,279	\$265,382	\$272,680
	2 Bedroom Cabin	\$-	\$-	\$43,314	\$90,359	\$93,905	\$96,488	\$99,141	\$101,867	\$104,669	\$107,547	\$110,505	\$113,544	\$116,666	\$119,874	\$123,171	\$126,558	\$130,039	\$133,615	\$137,289	\$141,064	\$144,944	\$148,930	\$153,025	\$157,233	\$161,557	\$166,000	\$170,565	\$175,256	\$180,075	\$185,027	\$190,116
	3 Bedroom Cabins	\$-	\$-	\$64,970	\$135,539	\$140,858	\$144,732	\$148,712	\$152,801	\$157,003	\$161,321	\$165,757	\$170,315	\$174,999	\$179,812	\$184,756	\$189,837	\$195,058	\$200,422	\$205,933	\$211,597	\$217,416	\$223,394	\$229,538	\$235,850	\$242,336	\$249,000	\$255,848	\$262,884	\$270,113	\$277,541	\$285,173
	Other Income	\$2,500	\$29,910	\$27,705	\$28,467	\$29,250	\$30,055	\$30,881	\$31,730	\$32,603	\$33,500	\$34,421	\$35,367	\$36,340	\$37,339	\$38,366	\$39,421	\$40,505	\$41,619	\$42,764	\$43,940	\$45,148	\$46,390	\$47,665	\$48,976	\$50,323	\$51,707	\$53,129	\$54,590	\$56,091	\$57,633	\$59,218
	Electricity/Water		\$22,002	\$11,580	\$11,898	\$12,226	\$12,562	\$12,907	\$13,262	\$13,627	\$14,002	\$14,387	\$14,782	\$15,189	\$15,607	\$16,036	\$16,477	\$16,930	\$17,395	\$17,874	\$18,365	\$18,870	\$19,389	\$19,923	\$20,470	\$21,033	\$21,612	\$22,206	\$22,817	\$23,444	\$24,089	\$24,751
	Shop	\$2,500	\$2,500	\$10,569	\$10,859	\$11,158	\$11,465	\$11,780	\$12,104	\$12,437	\$12,779	\$13,130	\$13,491	\$13,863	\$14,244	\$14,635	\$15,038	\$15,451	\$15,876	\$16,313	\$16,762	\$17,223	\$17,696	\$18,183	\$18,683	\$19,197	\$19,724	\$20,267	\$20,824	\$21,397	\$21,985	\$22,590
	Other managers rental		\$5,408	\$5,557	\$5,710	\$5,867	\$6,028	\$6,194	\$6,364	\$6,539	\$6,719	\$6,904	\$7,093	\$7,288	\$7,489	\$7,695	\$7,906	\$8,124	\$8,347	\$8,577	\$8,813	\$9,055	\$9,304	\$9,560	\$9,823	\$10,093	\$10,371	\$10,656	\$10,949	\$11,250	\$11,559	\$11,877
	Sub Total	\$1,093,930	\$1,399,424	\$1,443,545	\$1,621,930	\$1,688,091	\$1,734,514	\$1,782,213	\$1,831,224	\$1,881,582	\$1,933,326	\$1,986,492	\$2,041,121	\$2,097,252	\$2,154,926	\$2,214,187	\$2,275,077	\$2,337,641	\$2,401,926	\$2,467,979	\$2,535,849	\$2,605,585	\$2,677,238	\$2,750,862	\$2,826,511	\$2,904,240	\$2,984,107	\$3,066,170	\$3,150,489	\$3,237,128	\$3,326,149	\$3,417,618
		\$-		103%	112%	104%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%
	Cost of Sales	\$-	\$1,250	\$5,284	\$5,364	\$5,444	\$5,526	\$5,609	\$5,693	\$5,778	\$5,865	\$6,026	\$6,192	\$6,362	\$6,537	\$6,717	\$6,902	\$7,091	\$7,286	\$7,487	\$7,693	\$7,904	\$8,122	\$8,345	\$8,574	\$8,810	\$9,052	\$9,301	\$9,557	\$9,820	\$10,090	\$10,368
	Cost of Sales Shop		\$1,250	\$5,284	\$5,364	\$5,444	\$5,526	\$5,609	\$5,693	\$5,778	\$5,865	\$6,026	\$6,192	\$6,362	\$6,537	\$6,717	\$6,902	\$7,091	\$7,286	\$7,487	\$7,693	\$7,904	\$8,122	\$8,345	\$8,574	\$8,810	\$9,052	\$9,301	\$9,557	\$9,820	\$10,090	\$10,368
	GROSS PROFIT	\$1,093,930	\$1,398,174	\$1,438,260	\$1,616,567	\$1,682,647	\$1,728,988	\$1,776,604	\$1,825,531	\$1,875,804	\$1,927,461	\$1,980,466	\$2,034,929	\$2,090,890	\$2,148,389	\$2,207,470	\$2,268,175	\$2,330,550	\$2,394,640	\$2,460,493	\$2,528,156	\$2,597,680	\$2,669,117	\$2,742,517	\$2,817,937	\$2,895,430	\$2,975,054	\$3,056,868	\$3,140,932	\$3,227,308	\$3,316,059	\$3,407,250
			6.1%																													
	Non-Discretionary Expenses:											\$2,249,602																				
	Rent, Rates, Insurance & Other (Total Rev)	\$13,571	\$227,914	\$242,715	\$253,794	\$257,817	\$261,801	\$265,847	\$269,957	\$274,132	\$278,373	\$286,028	\$293,894	\$301,976	\$310,280	\$318,813	\$327,580	\$336,589	\$345,845	\$355,356	\$365,128	\$375,169	\$385,486	\$396,087	\$406,979	\$418,171	\$429,671	\$441,487	\$453,628	\$466,103	\$478,920	\$492,091
0.02	Sales Commission Expense Other		\$-	\$6,383	\$8,917	\$9,267	\$9,522	\$9,784	\$10,053	\$10,329	\$10,613	\$10,905	\$11,205	\$11,513	\$11,830	\$12,155	\$12,489	\$12,833	\$13,186	\$13,548	\$13,921	\$14,304	\$14,697	\$15,101	\$15,517	\$15,943	\$16,382	\$16,832	\$17,295	\$17,771	\$18,260	\$18,762
	Land tax		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,309	\$4,374	\$4,439	\$4,506	\$4,630	\$4,757	\$4,888	\$5,022	\$5,161	\$5,302	\$5,448	\$5,598	\$5,752	\$5,910	\$6,073	\$6,240	\$6,411	\$6,588	\$6,769	\$6,955	\$7,146	\$7,343	\$7,545	\$7,752	\$7,965
	Lease Rental		\$209,914	\$213,062	\$216,258	\$219,502	\$222,795	\$226,136	\$229,529	\$232,971	\$236,466	\$242,969	\$249,651	\$256,516	\$263,570	\$270,818	\$278,266	\$285,918	\$293,781	\$301,860	\$310,161	\$318,690	\$327,454	\$336,459	\$345,712	\$355,219	\$364,988	\$375,025	\$385,338	\$395,935	\$406,823	\$418,011
	Insurances	\$13,571	\$14,000	\$19,210	\$24,498	\$24,866	\$25,239	\$25,617	\$26,001	\$26,391	\$26,787	\$27,524	\$28,281	\$29,059	\$29,858	\$30,679	\$31,522	\$32,389	\$33,280	\$34,195	\$35,136	\$36,102	\$37,095	\$38,115	\$39,163	\$40,240	\$41,347	\$42,484	\$43,652	\$44,852	\$46,086	\$47,353
	Marketing Costs (Total Rev)	\$3,683	\$25,000	\$25,375	\$25,756	\$26,142	\$26,534	\$26,932	\$27,336	\$27,746	\$28,162	\$28,937	\$29,733	\$30,550	\$31,390	\$32,254	\$33,141	\$34,052	\$34,988	\$35,950	\$36,939	\$37,955	\$38,999	\$40,071	\$41,173	\$42,305	\$43,469	\$44,664	\$45,892	\$47,154	\$48,451	\$49,784
2.00%	Marketing General		\$10,000	\$10,150	\$10,302	\$10,457	\$10,614	\$10,773	\$10,934	\$11,098	\$11,265	\$11,575	\$11,893	\$12,220	\$12,556	\$12,901	\$13,256	\$13,621	\$13,995	\$14,380	\$14,776	\$15,182	\$15,599	\$16,028	\$16,469	\$16,922	\$17,388	\$17,866	\$18,357	\$18,862	\$19,380	\$19,913
	Marketing Design/ Production Print Media		\$10,000	\$10,150	\$10,302	\$10,457	\$10,614	\$10,773	\$10,934	\$11,098	\$11,265	\$11,575	\$11,893	\$12,220	\$12,556	\$12,901	\$13,256	\$13,621	\$13,995	\$14,380	\$14,776	\$15,182	\$15,599	\$16,028	\$16,469	\$16,922	\$17,388	\$17,866	\$18,357	\$18,862	\$19,380	\$19,913
	Marketing Park Membership	\$3,683	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
	Total Non-Discretionary Expenses (Total Rev)	\$17,255	\$252,914	\$268,090	\$279,550	\$283,959	\$288,335	\$292,779	\$297,293	\$301,878	\$306,535	\$314,965	\$323,626	\$332,526	\$341,670	\$351,066	\$360,721	\$370,641	\$380,833	\$391,306	\$402,067	\$413,124	\$424,485	\$436,158	\$448,152	\$460,477	\$473,140	\$486,151	\$499,520	\$513,257	\$527,372	\$541,874
	Discretionary Expenses:																															
	Cabin Costs (Cabin Income)	\$26,929	\$47,904	\$64,784	\$90,507	\$94,061	\$96,648	\$99,306	\$102,037	\$104,843	\$107,726	\$110,688	\$113,732	\$116,860	\$120,073	\$123,375	\$126,768	\$130,254	\$133,836	\$137,517	\$141,299	\$145,184	\$149,177	\$153,279	\$157,494	\$161,825	\$166,276	\$170,848	\$175,547	\$180,374	\$185,334	\$190,431
5.00%	Linen Hire Costs	\$5,673	\$12,474	\$15,957	\$22,292	\$23,168	\$23,805	\$24,460	\$25,132	\$25,823	\$26,533	\$27,263	\$28,013	\$28,783	\$29,575	\$30,388	\$31,224	\$32,082	\$32,965	\$33,871	\$34,803	\$35,760	\$36,743	\$37,754	\$38,792	\$39						

Income		FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Repairs & Maintenance (Total Rev)	\$72,690	\$59,717	\$59,382	\$62,279	\$63,748	\$64,975	\$66,227	\$67,505	\$68,811	\$70,144	\$72,073	\$74,055	\$76,092	\$78,184	\$80,334	\$82,544	\$84,813	\$87,146	\$89,542	\$92,005	\$94,535	\$97,135	\$99,806	\$102,550	\$105,371	\$108,268	\$111,246	\$114,305	\$117,448	\$120,678	\$123,997
CPI	R & M Equipment	\$6,916	\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,309	\$4,374	\$4,439	\$4,506	\$4,630	\$4,757	\$4,888	\$5,022	\$5,161	\$5,302	\$5,448	\$5,598	\$5,752	\$5,910	\$6,073	\$6,240	\$6,411	\$6,588	\$6,769	\$6,955	\$7,146	\$7,343	\$7,545	\$7,752	\$7,965
CPI	R & M Electrical	\$8,802	\$6,000	\$6,090	\$6,181	\$6,274	\$6,368	\$6,464	\$6,561	\$6,659	\$6,759	\$6,945	\$7,136	\$7,332	\$7,534	\$7,741	\$7,954	\$8,172	\$8,397	\$8,628	\$8,865	\$9,109	\$9,360	\$9,617	\$9,882	\$10,153	\$10,433	\$10,719	\$11,014	\$11,317	\$11,628	\$11,948
CPI	R & M Grounds	\$31,595	\$14,000	\$14,210	\$14,423	\$14,639	\$14,859	\$15,082	\$15,308	\$15,538	\$15,771	\$16,205	\$16,650	\$17,108	\$17,579	\$18,062	\$18,559	\$19,069	\$19,593	\$20,132	\$20,686	\$21,255	\$21,839	\$22,440	\$23,057	\$23,691	\$24,343	\$25,012	\$25,700	\$26,407	\$27,133	\$27,879
CPI	R & M Improvements	\$3,857	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
CPI	R & M Buildings / Other	\$9,059	\$9,000	\$9,135	\$9,272	\$9,411	\$9,552	\$9,696	\$9,841	\$9,989	\$10,138	\$10,417	\$10,704	\$10,998	\$11,301	\$11,611	\$11,931	\$12,259	\$12,596	\$12,942	\$13,298	\$13,664	\$14,040	\$14,426	\$14,822	\$15,230	\$15,649	\$16,079	\$16,521	\$16,976	\$17,442	\$17,922
CPI	R & M Amenities Buildings	\$1,178	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
0.88%	Wages & Salaries Grounds/ Maintenance		\$13,417	\$12,703	\$14,273	\$14,855	\$15,264	\$15,683	\$16,115	\$16,558	\$17,013	\$17,481	\$17,962	\$18,456	\$18,963	\$19,485	\$20,021	\$20,571	\$21,137	\$21,718	\$22,315	\$22,929	\$23,560	\$24,208	\$24,873	\$25,557	\$26,260	\$26,982	\$27,724	\$28,487	\$29,270	\$30,075
0.4%	R&M Plumbing	\$7,494	\$6,000	\$5,774	\$6,488	\$6,752	\$6,938	\$7,129	\$7,325	\$7,526	\$7,733	\$7,946	\$8,164	\$8,389	\$8,620	\$8,857	\$9,100	\$9,351	\$9,608	\$9,872	\$10,143	\$10,422	\$10,709	\$11,003	\$11,306	\$11,617	\$11,936	\$12,265	\$12,602	\$12,949	\$13,305	\$13,670
	Company Vehicles Fuel	\$3,789	\$1,500	\$1,523	\$1,545	\$1,569	\$1,592	\$1,616	\$1,640	\$1,665	\$1,690	\$1,736	\$1,784	\$1,833	\$1,883	\$1,935	\$1,988	\$2,043	\$2,099	\$2,157	\$2,216	\$2,277	\$2,340	\$2,404	\$2,470	\$2,538	\$2,608	\$2,680	\$2,754	\$2,829	\$2,907	\$2,987
	Company Vehicles Rego/Insura		\$800	\$812	\$824	\$837	\$849	\$862	\$875	\$888	\$901	\$926	\$951	\$978	\$1,004	\$1,032	\$1,060	\$1,090	\$1,120	\$1,150	\$1,182	\$1,215	\$1,248	\$1,282	\$1,318	\$1,354	\$1,391	\$1,429	\$1,469	\$1,509	\$1,550	\$1,593
	Utilities (Total Rev)	\$78,638	\$116,782	\$128,317	\$137,459	\$141,654	\$145,397	\$148,012	\$150,677	\$153,395	\$156,167	\$160,461	\$164,874	\$169,408	\$174,067	\$178,854	\$183,772	\$188,826	\$194,018	\$199,354	\$204,836	\$210,469	\$216,257	\$222,371	\$228,486	\$234,770	\$241,226	\$247,860	\$254,676	\$261,679	\$268,875	\$276,270
CPI	Telephone & Internet	\$1,661	\$1,382	\$1,403	\$1,424	\$1,445	\$1,467	\$1,489	\$1,511	\$1,534	\$1,557	\$1,600	\$1,644	\$1,689	\$1,735	\$1,783	\$1,832	\$1,882	\$1,934	\$1,987	\$2,042	\$2,098	\$2,156	\$2,215	\$2,276	\$2,339	\$2,403	\$2,469	\$2,537	\$2,607	\$2,678	\$2,752
5.00%	Electricity	\$34,647	\$50,000	\$53,000	\$56,180	\$57,725	\$59,312	\$60,202	\$61,105	\$62,022	\$62,952	\$64,683	\$66,462	\$68,290	\$70,168	\$72,097	\$74,080	\$76,117	\$78,210	\$80,361	\$82,571	\$84,842	\$87,175	\$89,572	\$92,035	\$94,566	\$97,167	\$99,839	\$102,585	\$105,406	\$108,304	\$111,283
6.00%	Water	\$28,662	\$32,900	\$34,874	\$36,966	\$37,983	\$39,028	\$39,613	\$40,207	\$40,810	\$41,422	\$42,562	\$43,732	\$44,935	\$46,170	\$47,440	\$48,745	\$50,085	\$51,462	\$52,878	\$54,332	\$55,826	\$57,361	\$58,939	\$60,559	\$62,225	\$63,936	\$65,694	\$67,501	\$69,357	\$71,264	\$73,224
1.00%	Gas	\$5,576	\$7,500	\$14,383	\$16,166	\$16,826	\$17,290	\$17,766	\$18,255	\$18,758	\$19,275	\$19,805	\$20,349	\$20,909	\$21,484	\$22,075	\$22,682	\$23,305	\$23,946	\$24,605	\$25,282	\$25,977	\$26,691	\$27,509	\$28,265	\$29,042	\$29,841	\$30,662	\$31,505	\$32,371	\$33,261	\$34,176
1.00%	Waste Removal (Normally 1% - 1.25%) -		\$15,000	\$14,383	\$16,166	\$16,826	\$17,290	\$17,766	\$18,255	\$18,758	\$19,275	\$19,805	\$20,349	\$20,909	\$21,484	\$22,075	\$22,682	\$23,305	\$23,946	\$24,605	\$25,282	\$25,977	\$26,691	\$27,509	\$28,265	\$29,042	\$29,841	\$30,662	\$31,505	\$32,371	\$33,261	\$34,176
0.00%	Wastewater	\$8,093	\$10,000	\$10,275	\$10,558	\$10,848	\$11,011	\$11,176	\$11,343	\$11,514	\$11,686	\$12,008	\$12,338	\$12,677	\$13,026	\$13,384	\$13,752	\$14,130	\$14,519	\$14,918	\$15,328	\$15,750	\$16,183	\$16,628	\$17,085	\$17,555	\$18,038	\$18,534	\$19,044	\$19,567	\$20,105	\$20,658
	Amenities, Cleaning & Pest Control (Total Rev)	\$720	\$8,000	\$30,427	\$33,510	\$34,885	\$35,845	\$36,830	\$37,843	\$38,884	\$39,953	\$41,052	\$42,181	\$43,341	\$44,533	\$45,757	\$47,016	\$48,309	\$49,637	\$51,002	\$52,405	\$53,846	\$55,326	\$63,270	\$65,010	\$66,798	\$68,634	\$70,522	\$72,461	\$74,454	\$76,501	\$78,605
0.80%	Amenities Supplies CP		\$8,000	\$8,774	\$9,181	\$9,564	\$9,927	\$10,097	\$10,375	\$10,660	\$10,953	\$11,254	\$11,564	\$11,882	\$12,209	\$12,544	\$12,889	\$13,244	\$13,608	\$13,982	\$14,367	\$14,762	\$15,168	\$22,007	\$22,612	\$23,234	\$23,873	\$24,529	\$25,204	\$25,897	\$26,609	\$27,341
1.50%	Wages & Salaries Amenities			\$21,653	\$24,329	\$25,321	\$26,018	\$26,733	\$27,468	\$28,224	\$29,000	\$29,797	\$30,617	\$31,459	\$32,324	\$33,213	\$34,126	\$35,065	\$36,029	\$37,020	\$38,038	\$39,084	\$40,159	\$41,263	\$42,398	\$43,564	\$44,762	\$45,993	\$47,257	\$48,557	\$49,892	\$51,264
CPI	Occupational Health & Safety	\$720	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Office Expenses (Total Rev)	\$6,161	\$7,548	\$7,661	\$7,776	\$7,893	\$8,011	\$8,131	\$8,253	\$8,377	\$8,503	\$8,737	\$8,977	\$9,224	\$9,477	\$9,738	\$10,006	\$10,281	\$10,564	\$10,854	\$11,153	\$11,459	\$11,774	\$12,098	\$12,431	\$12,773	\$13,124	\$13,485	\$13,856	\$14,237	\$14,628	\$15,031
CPI	Office Supplies	\$714	\$1,500	\$1,523	\$1,545	\$1,569	\$1,592	\$1,616	\$1,640	\$1,665	\$1,690	\$1,736	\$1,784	\$1,833	\$1,883	\$1,935	\$1,988	\$2,043	\$2,099	\$2,157	\$2,216	\$2,277	\$2,340	\$2,404	\$2,470	\$2,538	\$2,608	\$2,680	\$2,754	\$2,829	\$2,907	\$2,987
CPI	Printing & Stationery Office	\$5,446	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
CPI	IT Support		\$1,548	\$1,571	\$1,595	\$1,619	\$1,643	\$1,668	\$1,693	\$1,718	\$1,744	\$1,792	\$1,841	\$1,892	\$1,944	\$1,997	\$2,052	\$2,108	\$2,166	\$2,226	\$2,287	\$2,350	\$2,415	\$2,481	\$2,549	\$2,620	\$2,692	\$2,766	\$2,842	\$2,920	\$3,000	\$3,083
CPI	WiFi Licence		\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
	Admin Expenses (Total Rev)	\$254,315	\$292,874	\$304,384	\$311,413	\$316,480	\$321,432	\$326,463	\$331,575	\$336,771	\$342,050	\$351,456	\$361,121	\$371,052	\$381,256	\$391,740	\$402,513	\$413,582	\$424,956	\$436,642	\$448,650	\$460,988	\$473,665	\$486,691	\$500,075	\$513,827	\$527,957	\$542,476	\$557,394	\$572,722	\$588,472	\$604,655
0.0%	Wages & Salaries 49 days high season		\$16,185	\$16,428	\$16,674	\$16,924	\$17,178	\$17,436	\$17,697	\$17,963	\$18,232	\$18,734	\$19,249	\$19,778	\$20,322	\$20,881	\$21,455	\$22,045	\$22,651	\$23,274	\$23,914	\$24,572	\$25,248	\$25,942	\$26,655	\$27,389	\$28,142	\$28,916	\$29,711	\$30,528	\$31,367	\$32,230
0.0%	Wages & Salaries Mgt	\$144,757	\$179,302	\$181,992	\$184,721	\$187,492	\$190,305	\$193,159	\$196,057	\$198,997	\$201,982	\$207,537	\$213,244	\$219,108	\$225,134	\$231,325	\$237,686	\$244,223	\$250,939	\$257,840	\$264,930	\$272,216	\$279,702	\$287,394	\$295,297	\$303,418	\$311,762	\$320,335	\$329,144	\$338,196	\$347,496	\$357,052
0.0%	Wages & Salaries Full time extra	\$92,491	\$43,073	\$43,719	\$44,375	\$45,041	\$45,716	\$46,402	\$47,098	\$47,804	\$48,521	\$49,856	\$51,227	\$52,636	\$54,083	\$55,570	\$57,098	\$58,669	\$60,282	\$61,940	\$63,643	\$65,393	\$67,192	\$69,039	\$70,938	\$72,889	\$74,893	\$76,953	\$79,069	\$81,243	\$83,478	\$85,773
	Wages & Salaries - Annual Leave		\$20,183	\$20,485	\$20,793	\$21,105	\$21,421	\$21,742	\$22,069	\$22,400	\$22,736	\$23,361	\$24,003	\$24,663	\$25,342	\$26,039	\$26,755	\$27,490	\$28,246	\$29,023	\$29,821	\$30,641	\$31,484	\$32,350	\$33,239	\$34,153	\$35,093	\$36,058	\$37,049	\$38,068	\$39,115	\$40,191
	Superannuation	\$13,492	\$28,192	\$31,479	\$33,787	\$34,524	\$35,161	\$35,812	\$36,475	\$37,152	\$37,843	\$38,884	\$39,953	\$41,052	\$42,181	\$43,341	\$44,532	\$45,757	\$47,015	\$48,308	\$49,637	\$51,002	\$52,404	\$53,845	\$55,326	\$56,848	\$58,411	\$60,017	\$61,668	\$63,364	\$65,106	\$66,896
	MYOB & RMS	\$3,575	\$4,200	\$4,263	\$4,327	\$4,392	\$4,458	\$4,525	\$4,592	\$4,661	\$4,731	\$4,861	\$4,995	\$5,132	\$5,274	\$5,419	\$5,568	\$5,721	\$5,878	\$6,040	\$6,206	\$6,376	\$6,552	\$6,732	\$6,917	\$7,107	\$7,303	\$7,504	\$7,710	\$7,922	\$8,140	\$8,364
	Bank Fees		\$240	\$244	\$247	\$251	\$255	\$259	\$262	\$266	\$270	\$278	\$285	\$293	\$301	\$310	\$318	\$327	\$336	\$345	\$355	\$364	\$374	\$385	\$395	\$406	\$417	\$429	\$441	\$453	\$465	\$478
0.4%	Bank Fees POS		\$1,500	\$5,774	\$6,488	\$6,752	\$6,938	\$7,129	\$7,325	\$7,526	\$7,733	\$7,946	\$8,164	\$8,389	\$8,620	\$8,857	\$9,100	\$9,351	\$9,608	\$9,872	\$10,143	\$10,422	\$10,709	\$11,003	\$11,306	\$11,61						

Income		FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Employment Expenses (Total Rev)	\$2,982	\$8,059	\$8,153	\$8,316	\$8,452	\$8,585	\$8,719	\$8,856	\$8,995	\$9,136	\$9,387	\$9,645	\$9,910	\$10,183	\$10,463	\$10,751	\$11,046	\$11,350	\$11,662	\$11,983	\$12,312	\$12,651	\$16,955	\$17,421	\$17,900	\$18,393	\$18,898	\$19,418	\$19,952	\$20,501	\$21,065
3.00%	Workers Compensation	\$2,207	\$7,559	\$7,645	\$7,801	\$7,929	\$8,054	\$8,180	\$8,309	\$8,440	\$8,572	\$8,808	\$9,050	\$9,299	\$9,555	\$9,818	\$10,088	\$10,365	\$10,650	\$10,943	\$11,244	\$11,553	\$11,871	\$16,154	\$16,598	\$17,054	\$17,523	\$18,005	\$18,500	\$19,009	\$19,532	\$20,069
	Staff Uniforms	\$775	\$500	\$508	\$515	\$523	\$531	\$539	\$547	\$555	\$563	\$579	\$595	\$611	\$628	\$645	\$663	\$681	\$700	\$719	\$739	\$759	\$780	\$801	\$823	\$846	\$869	\$893	\$918	\$943	\$969	\$996
Total Discretionary Expenses (Total Rev)		\$456,512	\$555,885	\$618,332	\$666,713	\$682,859	\$696,812	\$709,847	\$723,149	\$736,723	\$750,575	\$771,216	\$792,425	\$814,216	\$836,607	\$859,614	\$883,253	\$907,543	\$932,500	\$958,144	\$984,493	\$1,011,566	\$1,039,385	\$1,078,513	\$1,108,172	\$1,138,646	\$1,169,959	\$1,202,133	\$1,235,192	\$1,269,159	\$1,304,061	\$1,339,923
Total Expenses (Total Rev)																																
	TOTAL EXPENSES	\$473,766	\$808,798	\$886,422	\$946,263	\$966,819	\$985,147	\$1,002,626	\$1,020,441	\$1,038,600	\$1,057,110	\$1,086,181	\$1,116,051	\$1,146,742	\$1,178,278	\$1,210,680	\$1,243,974	\$1,278,183	\$1,313,333	\$1,349,450	\$1,386,560	\$1,424,690	\$1,463,869	\$1,514,671	\$1,556,324	\$1,599,123	\$1,643,099	\$1,688,284	\$1,734,712	\$1,782,416	\$1,831,433	\$1,881,797
	EBITDA (before variable management fees)	\$620,164	\$589,375	\$551,838	\$670,303	\$715,828	\$743,841	\$773,978	\$805,089	\$837,204	\$870,351	\$894,285	\$918,878	\$944,147	\$970,111	\$996,789	\$1,024,201	\$1,052,367	\$1,081,307	\$1,111,043	\$1,141,596	\$1,172,990	\$1,205,247	\$1,227,847	\$1,261,613	\$1,296,307	\$1,331,955	\$1,368,584	\$1,406,220	\$1,444,891	\$1,484,626	\$1,525,453
	Management Fee		\$69,971	\$71,895	\$73,873	\$75,904	\$77,991	\$80,136	\$82,340	\$84,604	\$86,931	\$89,321	\$91,778	\$94,302	\$96,895	\$99,560	\$102,297	\$105,111	\$108,001	\$110,971	\$114,023	\$117,159	\$120,380	\$123,992	\$127,712	\$131,543	\$135,489	\$139,554	\$143,741	\$148,053	\$152,494	\$157,069
	EBITDA (after management fees)	\$620,164	\$519,404	\$479,943	\$596,431	\$639,924	\$665,850	\$693,842	\$722,750	\$752,599	\$783,420	\$804,964	\$827,100	\$849,846	\$873,216	\$897,230	\$921,904	\$947,256	\$973,306	\$1,000,071	\$1,027,573	\$1,055,832	\$1,084,867	\$1,103,855	\$1,133,901	\$1,164,764	\$1,196,466	\$1,229,030	\$1,262,480	\$1,296,839	\$1,332,132	\$1,368,384
	Depreciation (TBA)		\$68,349	\$195,871	\$201,277	\$206,904	\$212,686	\$218,627	\$224,731	\$231,003	\$237,447	\$244,069	\$250,872	\$257,863	\$265,046	\$272,427	\$280,011	\$219,453	\$99,938	\$102,759	\$105,584	\$108,488	\$5,160,546	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	
	EBIT	620,164	451,055	284,072	395,154	433,020	453,164	475,216	498,019	521,597	545,973	560,895	576,228	591,982	608,170	624,803	641,893	727,803	873,367	897,313	921,989	947,344	-4,075,679	1,103,855	1,133,901	1,164,764	1,196,466	1,229,030	1,262,480	1,296,839	1,332,132	1,368,384
	Interest		\$39,496	\$100,302	\$90,842	\$81,046	\$70,901	\$60,395	\$49,516	\$38,250	\$26,583	\$14,501	\$4,245	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1	\$2	\$3	\$4	\$5	\$6	\$7	\$8	\$9	
	NET PROFIT BEFORE TAX	\$620,164	\$411,559	\$183,769	\$304,311	\$351,974	\$382,263	\$414,820	\$448,503	\$483,347	\$519,390	\$546,395	\$571,983	\$591,982	\$608,170	\$624,803	\$641,893	\$727,803	\$873,367	\$897,313	\$921,989	\$947,344	-\$4,075,679	\$1,103,854	\$1,133,899	\$1,164,761	\$1,196,462	\$1,229,025	\$1,262,474	\$1,296,832	\$1,332,124	\$1,368,375
	Tax at 30%		\$123,468	\$55,131	\$91,293	\$105,592	\$114,679	\$124,446	\$134,551	\$145,004	\$155,817	\$163,918	\$171,595	\$177,595	\$182,451	\$187,441	\$192,568	\$218,341	\$262,010	\$269,194	\$276,597	\$284,203	-\$1,222,704	\$331,156	\$340,170	\$349,428	\$358,939	\$368,708	\$378,742	\$389,049	\$399,637	\$410,512
	NET PROFIT AFTER TAX	\$620,164	\$288,091	\$128,639	\$213,018	\$246,382	\$267,584	\$290,374	\$313,952	\$338,343	\$363,573	\$382,476	\$400,388	\$414,388	\$425,719	\$437,362	\$449,325	\$509,462	\$611,357	\$628,119	\$645,392	\$663,141	-\$2,852,975	\$772,698	\$793,729	\$815,333	\$837,524	\$860,318	\$883,732	\$907,782	\$932,486	\$957,862

No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Total
Infrastructure (Headworks)																																		
1	155	\$2,500	Allowance for services upgrade	\$387,500																													\$387,500	
2	155	\$500	Install Orto-Mate	\$77,500																													\$77,500	
3	5,753	\$80	New road network	\$460,240																														
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition	\$100,000																														
Park Entry, Reception and Residence																																		
5	1	\$20,000	Sense of arrival signage		\$20,000																												\$20,000	
6	421	\$80	Laybys, guest parking and disabled parking		\$33,680																													
7	3	\$15,000	Boom gates		\$45,000																												\$45,000	
8	1	\$20,000	Landscaping		\$20,000																												\$20,000	
9	1	\$255,258	Install new 2 Bedroom Residence/Office (Relocatable)		\$255,258																													
Amenities and Camp Kitchen																																		
10	1	\$375,000	Install new dual use park amenities/public amenities																														\$-	
Sites & Accommodation*																																		
11	1	\$175,816	Install New 2 BR Cabin (Relocatable)		\$175,816																													
	1	\$10,000	Services		\$10,000																												\$10,000	
	1	\$7,500	Fit Out		\$7,500																													
	1	\$197,772	Install New 2 BR Disabled Cabins (Relocatable)		\$197,772																													
	1	\$10,000	Services		\$10,000																													
	1	\$7,500	Fit Out		\$7,500																													
12	3	\$199,020	Install New 3 BR Cabins (Relocatable)		\$597,060																													\$597,060
	3	\$15,000	Services		\$45,000																													
	3	\$10,000	Fit Out		\$30,000																													
Other																																		
13	4	\$20,000	BBQ Shelters		\$80,000																												\$80,000	
	4	\$5,000	Services		\$20,000																													
	1	\$15,000	Solar Power Work Station/Picnic Table		\$15,000																													
14	1	\$20,000	Install fire pit + sandstone seating		\$20,000																												\$20,000	
15	1	\$40,000	Maintenance Area		\$40,000																												\$40,000	
16	1	\$2,500	Washing Lines and enclosures		\$2,500																												\$2,500	
17	1	\$3,500	Bike repair station		\$3,500																												\$3,500	
18	5	\$3,000	Mature tree replacement		\$15,000																												\$15,000	
19	2	\$2,500	Washing Lines and enclosures		\$5,000																												\$5,000	
20	1	\$175,000	40ft Container/Café for Queenscliff Kiosk + Landscaping + Outdoor Seating		\$175,000																												\$175,000	
	2	\$35,000	Sale of Second Hand Older Style Cabins		-\$70,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	-\$70,000	
	1	\$90,000	Sale of Second Hand Residence/Office		-\$90,000																													
			5% Turnover Sinking fund/Ongoing Capital expenditure			\$81,097	\$84,405	\$86,726	\$89,111	\$91,561	\$94,079	\$96,666	\$99,325	\$102,056	\$104,863	\$107,746	\$110,709	\$113,754	\$116,882	\$120,096	\$123,399	\$126,792	\$130,279	\$133,862	\$137,543	\$141,326	\$145,212	\$149,206	\$153,309	\$157,525	\$161,857	\$166,308	\$170,881	\$3,396,574
			Subtotal Capex	\$1,025,240	\$1,670,586	\$81,097	\$84,405	\$86,726	\$89,111	\$91,561	\$94,079	\$96,666	\$99,325	\$102,056	\$104,863	\$107,746	\$110,709	\$113,754	\$116,882	\$120,096	\$123,399	\$126,792	\$130,279	\$133,862	\$137,543	\$141,326	\$145,212	\$149,206	\$153,309	\$157,525	\$161,857	\$166,308	\$170,881	\$5,282,520
			Professional Fees - 9.5%	\$97,398	\$158,706																													
			Contigency - 5%	\$51,262	\$83,529																													
			TOTAL CAPEX -	\$1,173,900	\$1,912,821	\$81,097	\$84,405	\$86,726	\$89,111	\$91,561	\$94,079	\$96,666	\$99,325	\$102,056	\$104,863	\$107,746	\$110,709	\$113,754	\$116,882	\$120,096	\$123,399	\$126,792	\$130,279	\$133,862	\$137,543	\$141,326	\$145,212	\$149,206	\$153,309	\$157,525	\$161,857	\$166,308	\$170,881	\$5,282,520



	FY18/19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Tourist Site Revenue	373,528	492,780	520,255	545,253	568,652	584,290	600,358	616,867	633,831	651,262	669,171	687,573	706,482	725,910	745,873	766,384
Total Revenue	373,528	492,780	520,255	545,253	568,652	584,290	600,358	616,867	633,831	651,262	669,171	687,573	706,482	725,910	745,873	766,384
Rev Growth %		32%	6%	4.8%	4.3%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.8%	2.7%
Less: Expenses*	167,515	246,969	269,685	277,195	283,800	289,373	294,739	300,214	305,801	311,501	320,067	328,869	337,913	347,205	356,754	366,564
Exp growth	45%	47%	9%	3%	2%	2%	2%	2%	2%	2%	3%	3%	3%	3%	3%	3%
EBITDA	206,013	245,811	250,570	268,059	284,852	294,917	305,618	316,653	328,030	339,761	349,104	358,705	368,569	378,705	389,119	399,820
External Management Costs		24,639	25,317	26,013	26,728	27,463	28,218	28,994	29,792	30,611	31,453	32,318	33,206	34,120	35,058	36,022
EBITDA	206,013	221,172	225,254	242,046	258,124	267,454	277,400	287,659	298,239	309,150	317,651	326,387	335,362	344,585	354,061	363,798
Less: Estimated Depreciation		\$104,843	104,843	106,660	108,556	110,504	112,505	114,561	116,674	118,845	121,075	123,367	125,722	128,142	130,628	133,183
EBIT		116,329	120,411	135,385	149,568	156,950	164,895	173,098	181,565	190,305	196,576	203,020	209,640	216,443	223,433	230,615
Less: Interest		58,415	53,165	47,728	42,098	36,268	30,230	23,977	17,502	10,797	3,853	-	-	-	-	-
Net Profit b/f Tax		57,914	67,246	87,657	107,470	120,683	134,665	149,120	164,063	179,508	192,723	203,020	209,640	216,443	223,433	230,615
Less: Tax 30%		17,374	20,174	26,297	32,241	36,205	40,400	44,736	49,219	53,852	57,817	60,906	62,892	64,933	67,030	69,185
Net Profit After Tax		40,540	47,072	61,360	75,229	84,478	94,266	104,384	114,844	125,656	134,906	142,114	146,748	151,510	156,403	161,431
ROI (EBITDA)/(PP+Capex)		12.7%	13.0%	13.7%	14.4%	14.7%	15.0%	15.3%	15.6%	15.9%	16.0%	16.2%	16.4%	16.5%	16.7%	16.8%
EXPENSES AS % OF REVENUE	44.8%	50.1%	51.8%	50.8%	49.9%	49.5%	49.1%	48.7%	48.2%	47.8%	47.8%	47.8%	47.8%	47.8%	47.8%	47.8%
EBITDA GROWTH %			0.00%	6.98%	6.26%	3.53%	3.63%	3.61%	3.59%	3.58%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)		1,736,238	1,736,238	1,763,501	1,791,934	1,821,148	1,851,166	1,882,009	1,913,701	1,946,264	1,979,722	2,014,101	2,049,425	2,085,721	2,123,014	2,161,334

	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Tourist Site Revenue	787,460	809,115	831,365	854,228	877,719	901,856	926,658	952,141	978,324	1,005,228	1,032,872	1,061,276	1,090,461	1,120,449	1,151,261
Total Revenue	787,460	809,115	831,365	854,228	877,719	901,856	926,659	952,143	978,327	1,005,232	1,032,877	1,061,282	1,090,468	1,120,457	1,151,270
Rev Growth %	2.8%	2.8%	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Less: Expenses*	376,645	387,003	397,645	408,580	419,816	431,361	443,919	456,127	468,670	481,558	494,801	508,408	522,390	536,755	551,516
Exp growth	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
EBITDA	410,815	422,112	433,720	445,648	457,903	470,495	482,740	496,016	509,657	523,674	538,076	552,874	568,079	583,702	599,754
External Management Costs	37,013	38,031	39,076	40,151	41,255	42,390	43,661	44,971	46,320	47,710	49,141	50,615	52,134	53,698	55,309
EBITDA	373,802	384,082	394,644	405,497	416,648	428,106	439,078	451,045	463,337	475,964	488,935	502,258	515,945	530,004	544,445
Less: Estimated Depreciation	30,965	33,662	34,615	35,567	36,545	2,321,257	-	-	-	-	-	-	-	-	-
EBIT	342,838	350,420	360,029	369,929	380,102	-1,893,151	439,078	451,045	463,337	475,964	488,935	502,258	515,945	530,004	544,445
Less: Interest	-	-	-	-	-	-	1	2	3	4	5	6	7	8	9
Net Profit b/f Tax	342,838	350,420	360,029	369,929	380,102	-1,893,151	439,077	451,043	463,334	475,960	488,930	502,252	515,938	529,996	544,436
Less: Tax 30%	102,851	105,126	108,009	110,979	114,031	-567,945	131,723	135,313	139,000	142,788	146,679	150,676	154,781	158,999	163,331
Net Profit After Tax	239,986	245,294	252,020	258,951	266,072	-1,325,206	307,354	315,730	324,334	333,172	342,251	351,577	361,156	370,997	381,106
ROI (EBITDA)/(PP+Capex)	17.0%	17.1%	17.3%	17.4%	17.6%	17.7%	17.8%	18.0%	18.1%	18.3%	18.4%	18.5%	18.6%	18.8%	18.9%
EXPENSES AS % OF REVENUE	47.8%	47.8%	47.8%	47.8%	47.8%	47.8%	47.9%	47.9%	47.9%	47.9%	47.9%	47.9%	47.9%	47.9%	47.9%
EBITDA GROWTH %	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.60%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Cumulative Investment (P/P plus capex)	2,200,707	2,241,162	2,282,731	2,325,442	2,369,328	2,414,421	2,460,754	2,508,361	2,557,277	2,607,539	2,659,183	2,712,247	2,766,770	2,822,793	2,880,357

APPENDICES.

ROYAL PARK 30 YEAR FINANCIAL PLAN DETAILED PROFIT & LOSS

Income		FY20	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Site Income	\$373,528	\$492,780	\$520,255	\$545,253	\$568,652	\$584,290	\$600,358	\$616,867	\$633,831	\$651,262	\$669,171	\$687,573	\$706,482	\$725,910	\$745,873	\$766,384	\$787,460	\$809,115	\$831,365	\$854,228	\$877,719	\$901,856	\$926,658	\$952,141	\$978,324	\$1,005,228	\$1,032,872	\$1,061,276	\$1,090,461	\$1,120,449	\$1,151,261
	Powered Sites - 75	\$373,528	\$492,780	\$520,255	\$545,253	\$568,652	\$584,290	\$600,358	\$616,867	\$633,831	\$651,262	\$669,171	\$687,573	\$706,482	\$725,910	\$745,873	\$766,384	\$787,460	\$809,115	\$831,365	\$854,228	\$877,719	\$901,856	\$926,658	\$952,141	\$978,324	\$1,005,228	\$1,032,872	\$1,061,276	\$1,090,461	\$1,120,449	\$1,151,261
	Sub Total	\$373,528	\$492,780	\$520,255	\$545,253	\$568,652	\$584,290	\$600,358	\$616,867	\$633,831	\$651,262	\$669,171	\$687,573	\$706,482	\$725,910	\$745,873	\$766,384	\$787,460	\$809,115	\$831,365	\$854,228	\$877,719	\$901,856	\$926,658	\$952,141	\$978,324	\$1,005,228	\$1,032,872	\$1,061,276	\$1,090,461	\$1,120,449	\$1,151,261
		\$-		106%	105%	104%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	
	GROSS PROFIT	\$373,528	\$492,780	\$520,255	\$545,253	\$568,652	\$584,290	\$600,358	\$616,867	\$633,831	\$651,262	\$669,171	\$687,573	\$706,482	\$725,910	\$745,873	\$766,384	\$787,460	\$809,115	\$831,365	\$854,228	\$877,719	\$901,856	\$926,658	\$952,141	\$978,324	\$1,005,228	\$1,032,872	\$1,061,276	\$1,090,461	\$1,120,449	\$1,151,261
			17.5%																													
Non-Discretionary Expenses																																
	Rent, Rates, Insurance & Other (Total Rev)	\$5,060	\$91,917	\$100,479	\$102,192	\$103,908	\$105,552	\$107,223	\$108,921	\$110,647	\$112,402	\$115,493	\$118,669	\$121,933	\$125,286	\$128,731	\$132,271	\$135,909	\$139,646	\$143,487	\$147,432	\$151,487	\$155,653	\$159,933	\$164,331	\$168,850	\$173,494	\$178,265	\$183,167	\$188,204	\$193,380	\$198,698
0.012	Sales Commission Expense Other		\$4,000	\$6,243	\$6,543	\$6,824	\$7,011	\$7,204	\$7,402	\$7,606	\$7,815	\$8,030	\$8,251	\$8,478	\$8,711	\$8,950	\$9,197	\$9,450	\$9,709	\$9,976	\$10,251	\$10,533	\$10,822	\$11,120	\$11,426	\$11,740	\$12,063	\$12,394	\$12,735	\$13,086	\$13,445	\$13,815
	Rates		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,309	\$4,374	\$4,439	\$4,506	\$4,630	\$4,757	\$4,888	\$5,022	\$5,161	\$5,302	\$5,448	\$5,598	\$5,752	\$5,910	\$6,073	\$6,240	\$6,411	\$6,588	\$6,769	\$6,955	\$7,146	\$7,343	\$7,545	\$7,752	\$7,965
	Lease Rental		\$73,917	\$75,026	\$76,151	\$77,293	\$78,453	\$79,630	\$80,824	\$82,036	\$83,267	\$85,557	\$87,910	\$90,327	\$92,811	\$95,363	\$97,986	\$100,680	\$103,449	\$106,294	\$109,217	\$112,221	\$115,307	\$118,478	\$121,736	\$125,083	\$128,523	\$132,058	\$135,689	\$139,421	\$143,255	\$147,194
	Insurances	\$5,060	\$10,000	\$15,150	\$15,377	\$15,608	\$15,842	\$16,080	\$16,321	\$16,566	\$16,814	\$17,277	\$17,752	\$18,240	\$18,741	\$19,257	\$19,786	\$20,330	\$20,890	\$21,464	\$22,054	\$22,661	\$23,284	\$23,924	\$24,582	\$25,258	\$25,953	\$26,667	\$27,400	\$28,153	\$28,928	\$29,723
	Marketing Costs (Total Rev)	\$1,373	\$15,000	\$15,225	\$15,453	\$15,685	\$15,920	\$16,159	\$16,402	\$16,648	\$16,897	\$17,362	\$17,840	\$18,330	\$18,834	\$19,352	\$19,884	\$20,431	\$20,993	\$21,570	\$22,163	\$22,773	\$23,399	\$24,043	\$24,704	\$25,383	\$26,081	\$26,799	\$27,535	\$28,293	\$29,071	\$29,870
2.00%	Marketing General		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
	Marketing Design/ Production Print Media		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
	Marketing Park Membership	\$1,373	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307	\$5,386	\$5,467	\$5,549	\$5,632	\$5,787	\$5,947	\$6,110	\$6,278	\$6,451	\$6,628	\$6,810	\$6,998	\$7,190	\$7,388	\$7,591	\$7,800	\$8,014	\$8,235	\$8,461	\$8,694	\$8,933	\$9,178	\$9,431	\$9,690	\$9,957
Total Non-Discretionary Expenses (Total Rev)		\$6,434	\$106,917	\$115,704	\$117,646	\$119,593	\$121,472	\$123,382	\$125,323	\$127,295	\$129,300	\$132,855	\$136,509	\$140,263	\$144,120	\$148,083	\$152,156	\$156,340	\$160,639	\$165,057	\$169,596	\$174,260	\$179,052	\$183,976	\$189,035	\$194,234	\$199,575	\$205,063	\$210,703	\$216,497	\$222,451	\$228,568
Discretionary Expenses																																
	Repairs & Maintenance (Total Rev)	\$27,105	\$50,534	\$54,021	\$55,889	\$57,663	\$58,965	\$60,299	\$61,665	\$63,064	\$64,497	\$66,271	\$68,094	\$69,966	\$71,890	\$73,867	\$75,899	\$77,986	\$80,130	\$82,334	\$84,598	\$86,925	\$89,315	\$91,771	\$94,295	\$96,888	\$99,552	\$102,290	\$105,103	\$107,993	\$110,963	\$114,015
CPI	R & M Equipment	\$2,579	\$2,000	\$2,030	\$2,060	\$2,091	\$2,123	\$2,155	\$2,187	\$2,220	\$2,253	\$2,315	\$2,379	\$2,444	\$2,511	\$2,580	\$2,651	\$2,724	\$2,799	\$2,876	\$2,955	\$3,036	\$3,120	\$3,206	\$3,294	\$3,384	\$3,478	\$3,573	\$3,671	\$3,772	\$3,876	\$3,983
CPI	R & M Electrical	\$3,282	\$2,000	\$2,030	\$2,060	\$2,091	\$2,123	\$2,155	\$2,187	\$2,220	\$2,253	\$2,315	\$2,379	\$2,444	\$2,511	\$2,580	\$2,651	\$2,724	\$2,799	\$2,876	\$2,955	\$3,036	\$3,120	\$3,206	\$3,294	\$3,384	\$3,478	\$3,573	\$3,671	\$3,772	\$3,876	\$3,983
CPI	R & M Grounds	\$11,781	\$10,000	\$10,150	\$10,302	\$10,457	\$10,614	\$10,773	\$10,934	\$11,098	\$11,265	\$11,575	\$11,893	\$12,220	\$12,556	\$12,901	\$13,256	\$13,621	\$13,995	\$14,380	\$14,776	\$15,182	\$15,599	\$16,028	\$16,469	\$16,922	\$17,388	\$17,866	\$18,357	\$18,862	\$19,380	\$19,913
CPI	R & M Improvements	\$1,438	\$3,000	\$3,045	\$3,091	\$3,137	\$3,184	\$3,232	\$3,280	\$3,330	\$3,379	\$3,472	\$3,568	\$3,666	\$3,767	\$3,870	\$3,977	\$4,086	\$4,199	\$4,314	\$4,433	\$4,555	\$4,680	\$4,809	\$4,941	\$5,077	\$5,216	\$5,360	\$5,507	\$5,659	\$5,814	\$5,974
CPI	R & M Buildings / Other	\$3,378	\$3,500	\$3,553	\$3,606	\$3,660	\$3,715	\$3,770	\$3,827	\$3,884	\$3,943	\$4,051	\$4,163	\$4,277	\$4,395	\$4,515	\$4,640	\$4,767	\$4,898	\$5,033	\$5,171	\$5,314	\$5,460	\$5,610	\$5,764	\$5,923	\$6,086	\$6,253	\$6,425	\$6,602	\$6,783	\$6,970
CPI	R & M Amenties Buildings	\$439	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
5.75%	Wages & Salaries Grounds/ Maintenance		\$26,834	\$29,915	\$31,352	\$32,697	\$33,597	\$34,521	\$35,470	\$36,445	\$37,448	\$38,477	\$39,535	\$40,623	\$41,740	\$42,888	\$44,067	\$45,279	\$46,524	\$47,804	\$49,118	\$50,469	\$51,857	\$53,283	\$54,748	\$56,254	\$57,801	\$59,390	\$61,023	\$62,702	\$64,426	\$66,198
0.4%	R&M Plumbing	\$2,794	\$2,000	\$2,081	\$2,181	\$2,275	\$2,337	\$2,401	\$2,467	\$2,535	\$2,605	\$2,677	\$2,750	\$2,826	\$2,904	\$2,983	\$3,066	\$3,150	\$3,236	\$3,325	\$3,417	\$3,511	\$3,607	\$3,707	\$3,809	\$3,913	\$4,021	\$4,131	\$4,245	\$4,362	\$4,482	\$4,605
	Company Vehicles Fuel	\$1,413	\$1,200	\$1,218	\$1,236	\$1,255	\$1,274	\$1,293	\$1,312	\$1,332	\$1,352	\$1,389	\$1,427	\$1,466	\$1,507	\$1,548	\$1,591															

Income		FY20	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	Amenities, Cleaning & Pest Control (Total Rev)	\$150	\$15,469	\$17,321	\$18,148	\$18,922	\$19,441	\$19,973	\$20,521	\$21,083	\$21,661	\$22,256	\$22,868	\$23,497	\$24,143	\$24,807	\$25,490	\$26,190	\$26,911	\$27,651	\$28,411	\$29,192	\$29,995	\$30,820	\$31,668	\$32,539	\$33,433	\$34,353	\$35,297	\$36,268	\$37,266	\$38,290
0.80%	Amenities Supplies CP		\$3,000	\$4,162	\$4,362	\$4,549	\$4,674	\$4,803	\$4,935	\$5,071	\$5,210	\$5,353	\$5,501	\$5,652	\$5,807	\$5,967	\$6,131	\$6,300	\$6,473	\$6,651	\$6,834	\$7,022	\$7,215	\$7,413	\$7,617	\$7,827	\$8,042	\$8,263	\$8,490	\$8,724	\$8,964	\$9,210
2.50%	Wages & Salaries Amenities		\$12,319	\$13,006	\$13,631	\$14,216	\$14,607	\$15,009	\$15,422	\$15,846	\$16,282	\$16,729	\$17,189	\$17,662	\$18,148	\$18,647	\$19,160	\$19,686	\$20,228	\$20,784	\$21,356	\$21,943	\$22,546	\$23,166	\$23,804	\$24,458	\$25,131	\$25,822	\$26,532	\$27,262	\$28,011	\$28,782
CPI	Occupational Health & Safety	\$150	\$150	\$152	\$155	\$157	\$159	\$162	\$164	\$166	\$169	\$174	\$178	\$183	\$188	\$194	\$199	\$204	\$210	\$216	\$222	\$228	\$234	\$240	\$247	\$254	\$261	\$268	\$275	\$283	\$291	\$299
	Office Expenses (Total Rev)	\$2,297	\$7,548	\$7,661	\$7,776	\$7,893	\$8,011	\$8,131	\$8,253	\$8,377	\$8,503	\$8,737	\$8,977	\$9,224	\$9,477	\$9,738	\$10,006	\$10,281	\$10,564	\$10,854	\$11,153	\$11,459	\$11,774	\$12,098	\$12,431	\$12,773	\$13,124	\$13,485	\$13,856	\$14,237	\$14,628	\$15,031
CPI	Office Supplies	\$266	\$1,500	\$1,523	\$1,545	\$1,569	\$1,592	\$1,616	\$1,640	\$1,665	\$1,690	\$1,736	\$1,784	\$1,833	\$1,883	\$1,935	\$1,988	\$2,043	\$2,099	\$2,157	\$2,216	\$2,277	\$2,340	\$2,404	\$2,470	\$2,538	\$2,608	\$2,680	\$2,754	\$2,829	\$2,907	\$2,987
CPI	Printing & Stationery Office	\$2,031	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
CPI	IT Support		\$1,548	\$1,571	\$1,595	\$1,619	\$1,643	\$1,668	\$1,693	\$1,718	\$1,744	\$1,792	\$1,841	\$1,892	\$1,944	\$1,997	\$2,052	\$2,108	\$2,166	\$2,226	\$2,287	\$2,350	\$2,415	\$2,481	\$2,549	\$2,620	\$2,692	\$2,766	\$2,842	\$2,920	\$3,000	\$3,083
CPI	WiFi Licence		\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
	Admin Expenses (Total Rev)	\$95,845	\$30,855	\$33,210	\$33,919	\$34,614	\$35,220	\$35,838	\$36,467	\$37,109	\$37,762	\$38,801	\$39,868	\$40,964	\$42,091	\$43,248	\$44,438	\$45,660	\$46,915	\$48,205	\$49,531	\$50,893	\$52,293	\$53,731	\$55,208	\$56,727	\$58,287	\$59,890	\$61,536	\$63,229	\$64,968	\$66,754
0.0%	Wages & Salaries Mgt 20% charge	\$54,993	\$20,000	\$20,300	\$20,605	\$20,914	\$21,227	\$21,546	\$21,869	\$22,197	\$22,530	\$23,149	\$23,786	\$24,440	\$25,112	\$25,803	\$26,512	\$27,242	\$27,991	\$28,760	\$29,551	\$30,364	\$31,199	\$32,057	\$32,939	\$33,844	\$34,775	\$35,731	\$36,714	\$37,724	\$38,761	\$39,827
0.0%	Wages & Salaries (Relief)	\$34,488	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Superannuation	\$5,031	\$5,915	\$6,322	\$6,559	\$6,783	\$6,943	\$7,108	\$7,276	\$7,449	\$7,626	\$7,836	\$8,051	\$8,272	\$8,500	\$8,734	\$8,974	\$9,221	\$9,474	\$9,735	\$10,003	\$10,278	\$10,560	\$10,851	\$11,149	\$11,456	\$11,771	\$12,094	\$12,427	\$12,769	\$13,120	\$13,481
	MYOB & RMS	\$1,333	\$4,200	\$4,263	\$4,327	\$4,392	\$4,458	\$4,525	\$4,592	\$4,661	\$4,731	\$4,861	\$4,995	\$5,132	\$5,274	\$5,419	\$5,568	\$5,721	\$5,878	\$6,040	\$6,206	\$6,376	\$6,552	\$6,732	\$6,917	\$7,107	\$7,303	\$7,504	\$7,710	\$7,922	\$8,140	\$8,364
	Bank Fees		\$240	\$244	\$247	\$251	\$255	\$259	\$262	\$266	\$270	\$278	\$285	\$293	\$301	\$310	\$318	\$327	\$336	\$345	\$355	\$364	\$374	\$385	\$395	\$406	\$417	\$429	\$441	\$453	\$465	\$478
0.4%	Bank Fees POS		\$500	\$2,081	\$2,181	\$2,275	\$2,337	\$2,401	\$2,467	\$2,535	\$2,605	\$2,677	\$2,750	\$2,826	\$2,904	\$2,983	\$3,066	\$3,150	\$3,236	\$3,325	\$3,417	\$3,511	\$3,607	\$3,707	\$3,809	\$3,913	\$4,021	\$4,131	\$4,245	\$4,362	\$4,482	\$4,605
	Sundry Expenses (Total Rev)	\$5,249	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
CPI	Security Drive thru Patrols	\$5,249	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776	\$4,848	\$4,920	\$4,994	\$5,069	\$5,209	\$5,352	\$5,499	\$5,650	\$5,806	\$5,965	\$6,129	\$6,298	\$6,471	\$6,649	\$6,832	\$7,020	\$7,213	\$7,411	\$7,615	\$7,824	\$8,040	\$8,261	\$8,488	\$8,721	\$8,961
	Employment Expenses (Total Rev)	\$1,112	\$1,905	\$2,014	\$2,074	\$2,131	\$2,175	\$2,221	\$2,267	\$2,314	\$2,363	\$2,428	\$2,494	\$2,563	\$2,633	\$2,706	\$2,780	\$2,857	\$2,935	\$3,016	\$3,099	\$3,184	\$3,272	\$4,057	\$4,168	\$4,283	\$4,401	\$4,522	\$4,646	\$4,774	\$4,905	\$5,040
3.00%	Workers Compensation	\$823	\$1,405	\$1,506	\$1,559	\$1,608	\$1,645	\$1,682	\$1,720	\$1,759	\$1,799	\$1,849	\$1,900	\$1,952	\$2,006	\$2,061	\$2,117	\$2,176	\$2,235	\$2,297	\$2,360	\$2,425	\$2,492	\$3,255	\$3,345	\$3,437	\$3,531	\$3,628	\$3,728	\$3,831	\$3,936	\$4,044
	Staff Uniforms	\$289	\$500	\$508	\$515	\$523	\$531	\$539	\$547	\$555	\$563	\$579	\$595	\$611	\$628	\$645	\$663	\$681	\$700	\$719	\$739	\$759	\$780	\$801	\$823	\$846	\$869	\$893	\$918	\$943	\$969	\$996
	Total Discretionary Expenses (Total Rev)	\$161,081	\$140,052	\$153,981	\$159,549	\$164,207	\$167,900	\$171,357	\$174,892	\$178,506	\$182,201	\$187,212	\$192,360	\$197,650	\$203,085	\$208,670	\$214,409	\$220,305	\$226,363	\$232,588	\$238,985	\$245,557	\$252,309	\$259,943	\$267,091	\$274,436	\$281,983	\$289,738	\$297,706	\$305,893	\$314,305	\$322,948
Total Expenses (Total Rev)																																
	TOTAL EXPENSES	\$167,515	\$246,969	\$269,685	\$277,195	\$283,800	\$289,373	\$294,739	\$300,214	\$305,801	\$311,501	\$320,067	\$328,869	\$337,913	\$347,205	\$356,754	\$366,564	\$376,645	\$387,003	\$397,645	\$408,580	\$419,816	\$431,361	\$443,919	\$456,127	\$468,670	\$481,558	\$494,801	\$508,408	\$522,390	\$536,755	\$551,516
	EBITDA (before variable management fees)	\$206,013	\$245,811	\$250,570	\$268,059	\$284,852	\$294,917	\$305,618	\$316,653	\$328,030	\$339,761	\$349,104	\$358,705	\$368,569	\$378,705	\$389,119	\$399,820	\$410,815	\$422,112	\$433,720	\$445,648	\$457,903	\$470,495	\$482,739	\$496,014	\$509,654	\$523,670	\$538,071	\$552,868	\$568,072	\$583,694	\$599,745
	Management Fee		\$24,639	\$25,317	\$26,013	\$26,728	\$27,463	\$28,218	\$28,994	\$29,792	\$30,611	\$31,453	\$32,318	\$33,206	\$34,120	\$35,058	\$36,022	\$37,013	\$38,031	\$39,076	\$40,151	\$41,255	\$42,390	\$43,661	\$44,971	\$46,320	\$47,710	\$49,141	\$50,615	\$52,134	\$53,698	\$55,309
	EBITDA (after management fees)	\$206,013	\$221,172	\$225,254	\$242,046	\$258,124	\$267,454	\$277,400	\$287,659	\$298,239	\$309,150	\$317,651	\$326,387	\$335,362	\$344,585	\$354,061	\$363,798	\$373,802	\$384,082	\$394,644	\$405,497	\$416,648	\$428,106	\$439,077	\$451,043	\$463,334	\$475,960	\$488,930	\$502,252	\$515,938	\$529,996	\$544,436
	Depreciation (TBA)		\$104,843	\$104,843	\$106,660	\$108,556	\$110,504	\$112,505	\$114,561	\$116,674	\$118,845	\$121,075	\$123,367	\$125,722	\$128,142	\$130,628	\$133,183	\$30,965	\$33,662	\$34,615	\$35,567	\$36,545	\$2,321,257	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	EBIT	206,013	116,329	120,411	135,385	149,568	156,950	164,895	173,098	181,565	190,305	196,576	203,020	209,640	216,443	223,433	230,615	342,838	350,420	360,029	369,929	380,102	-1,893,151	439,077	451,043	463,334	475,960	488,930	502,252	515,938	529,996	544,436
	Interest		\$58,415	\$53,165	\$47,728	\$42,098	\$36,268	\$30,230	\$23,977	\$17,502	\$10,797	\$3,853	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1	\$2	\$3	\$4	\$5	\$6	\$7	\$8	\$9
	NET PROFIT BEFORE TAX	\$206,013	\$57,914	\$67,246	\$87,657	\$107,470	\$120,683	\$134,665	\$149,120	\$164,063	\$179,508	\$192,723	\$203,020	\$209,640	\$216,443	\$223,433	\$230,615	\$342,838	\$350,420	\$360,029	\$369,929	\$380,102	-\$1,893,151	\$439,076	\$451,041	\$463,331	\$475,956	\$488,925	\$502,246	\$515,931	\$529,988	\$544,427
	Tax at 30%		\$17,374	\$20,174	\$26,297	\$32,241	\$36,205	\$40,400	\$44,736	\$49,219	\$53,852	\$57,817	\$60,906	\$62,892	\$64,933	\$67,030	\$69,185	\$102,851	\$105,126	\$108,009	\$110,979	\$114,031	-\$567,945	\$131,723	\$135,312	\$138,999	\$142,787	\$146,677	\$150,674	\$154,779	\$158,996	\$163,328
	NET PROFIT AFTER TAX	\$206,013	\$40,540	\$47,072	\$61,360	\$75,229	\$84,478	\$94,266	\$104,384	\$114,844	\$125,656	\$134,906	\$142,114	\$146,748	\$151,510	\$156,403	\$161,431	\$239,986	\$245,294	\$252,020	\$258,951	\$266,072	-\$1,325,206	\$307,354	\$315,729	\$324,332	\$333,169	\$342,247	\$351,573	\$361,152	\$370,991	\$381,099



No.	Qty.	Cost per site	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Total
Infrastructure (Headworks)																																		
1	75	\$2,500	Allowance for services upgrade	\$187,500																													\$187,500	
2	75	\$500	Install Orto Mate	\$37,500																													\$37,500	
3	3321	\$80	Resurface park road network	\$265,680																													\$265,680	
4	1	\$50,000	Install Wi-Fi network + CCTV + number plate recognition software	\$100,000																													\$100,000	
5	2	\$30,000	Demolition of two Amenities blocks	\$60,000																													\$60,000	
Park Entry																																		
6	1	\$20,000	Sense of arrival	\$20,000																													\$20,000	
7		\$80	Laybys, guest parking and disabled parking	\$-																													\$-	
8	3	\$15,000	Boomgates	\$45,000																														
9			Remove Office	\$2,500																													\$2,500	
10	1	\$20,000	Landscaping	\$20,000																													\$20,000	
Amenities and Camp Kitchen																																		
			New Club Changerooms																															
11	1	\$258,540	Install new block of 6 unisex toilets + cleaners room + guest laundry	\$258,540																													\$258,540	
12	7	\$5,000	Services	\$35,000																													\$35,000	
13	1	\$228,252	Install new block of 6 unisex toilets + disabled bathroom	\$228,252																														
14	7	\$5,000	Services	\$35,000																														
15	1	\$212,672	Install new camp kitchen/meeting room	\$212,672																														
16	1	\$10,000	Services	\$10,000																														
Other																																		
17	2	\$20,000	BBQ Shelters	\$40,000																													\$40,000	
18	2	\$5,000	Services	\$10,000																													\$10,000	
	1	\$15,000	Solar Powered Workstation/Picnic Table	\$15,000																														
19	1	\$2,500	Washing Lines and enclosures	\$2,500																													\$2,500	
20	1	\$3,500	Bike Repair Station	\$2,500																														
			Sale of Relocatable Office	-\$15,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	-\$15,000	
			5% Turnover Sinking fund/Ongoing Capital expenditure			\$27,263	\$28,433	\$29,214	\$30,018	\$30,843	\$31,692	\$32,563	\$33,459	\$34,379	\$35,324	\$36,296	\$37,294	\$38,319	\$39,373	\$40,456	\$41,568	\$42,711	\$43,886	\$45,093	\$46,333	\$47,607	\$48,916	\$50,262	\$51,644	\$53,064	\$54,523	\$56,023	\$57,564	\$1,144,118
			Subtotal Capex	\$1,572,644	\$-	\$27,263	\$28,433	\$29,214	\$30,018	\$30,843	\$31,692	\$32,563	\$33,459	\$34,379	\$35,324	\$36,296	\$37,294	\$38,319	\$39,373	\$40,456	\$41,568	\$42,711	\$43,886	\$45,093	\$46,333	\$47,607	\$48,916	\$50,262	\$51,644	\$53,064	\$54,523	\$56,023	\$57,564	\$2,443,944
			Professional Fees - 9.5%	\$149,401																														
			Contingency - 5%	\$14,193																														
		\$1,821,148	TOTAL CAPEX -	\$1,736,238	\$-	\$27,263	\$28,433	\$29,214	\$30,018	\$30,843	\$31,692	\$32,563	\$33,459	\$34,379	\$35,324	\$36,296	\$37,294	\$38,319	\$39,373	\$40,456	\$41,568	\$42,711	\$43,886	\$45,093	\$46,333	\$47,607	\$48,916	\$50,262	\$51,644	\$53,064	\$54,523	\$56,023	\$57,564	\$2,443,944



## GUEST WI-FI & CCTV TRANSFORMATION PROJECT (BUDGETARY PROPOSAL)

OCTOBER 2021



BUILDING CONNECTIONS  
THAT MATTER

## WHO IS VERTEL?

Licensed  
telecommunications carrier  
with national operations and  
reach.

Delivering critical  
network services for  
organisations in regional  
and remote Australia.

40+ years of success  
in building alternate  
telecommunications  
infrastructure.

Enabling business  
outcomes and success  
through 'value creating'  
ICT services.



Serving organisations with  
critical communication  
requirements



Deployment and  
migration experts



Privately  
owned carrier



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## BACKGROUND TO REQUIREMENTS

- Proper reliable connectivity with Wi-Fi for the entire parks is a major requirement which has a direct link to the NPS
- Current Internet & Wi-Fi Service is not able to handle the customer traffic and is not IoT ready
- Looking for a complete Telecom & ICT partner who can install, manage and support the Wi-Fi services
- Staged approach for making the Holiday Parks of Today as the **Holiday Parks of Tomorrow**
  - Improved and reliable Internet/Connectivity
  - Secured Public Wi-Fi / WLAN with Analytics for Digital Marketing Team to **drive additional revenue**
  - Expandable CCTV solution, Licence Plate Recognition (LPR)
  - Add Video Conferencing for Corporate Guests
  - IP Voice with Centralised Hosted / On Premise PBX
  - Tools for CMO/CDO Office to further increase the NPS and revenue for each park and increase customer traffic
  - Base network platform to be scalable for new technologies like IP-TV, Push to Talk over Cellular (PTToC), Cloud based CRM System, IoT devices, Drones, Self Service Kiosks etc.

## PROPOSED TECHNOLOGY AND SERVICES OVERVIEW

## PARK-SPECIFIC DESIGN

- Each park is unique => Park-specific designs are required to optimise Wi-Fi and CCTV coverage
- Vertel will visit your park to validate the desktop design
- Designs are sensitive to park operations and vegetation considerations
- Post install Wi-Fi coverage will be validated



Golightly



Royal Park



Recreation Reserve



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P5

## RUCKUS WI-FI WIDELY USED IN AUSTRALIAN HOLIDAY PARKS AND HOTELS



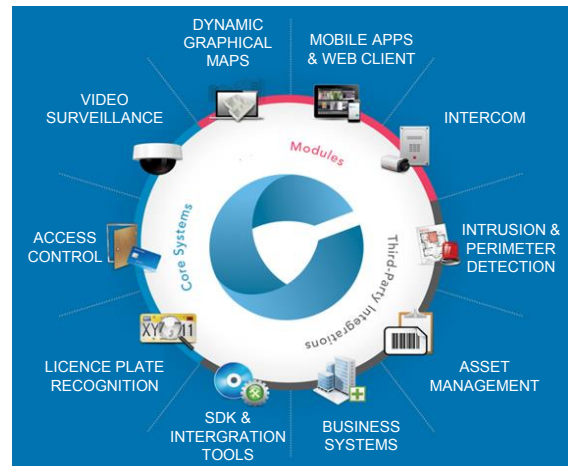
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P6



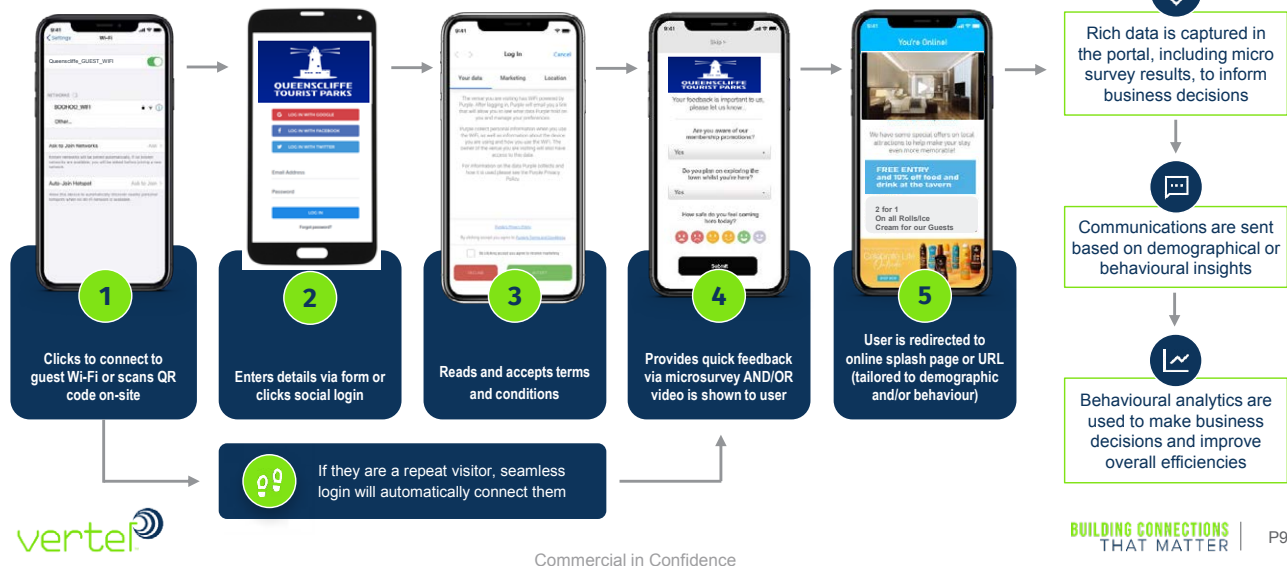
## CCTV, LPR CAMERAS WITH (NEW BOOK) PMS INTEGRATION



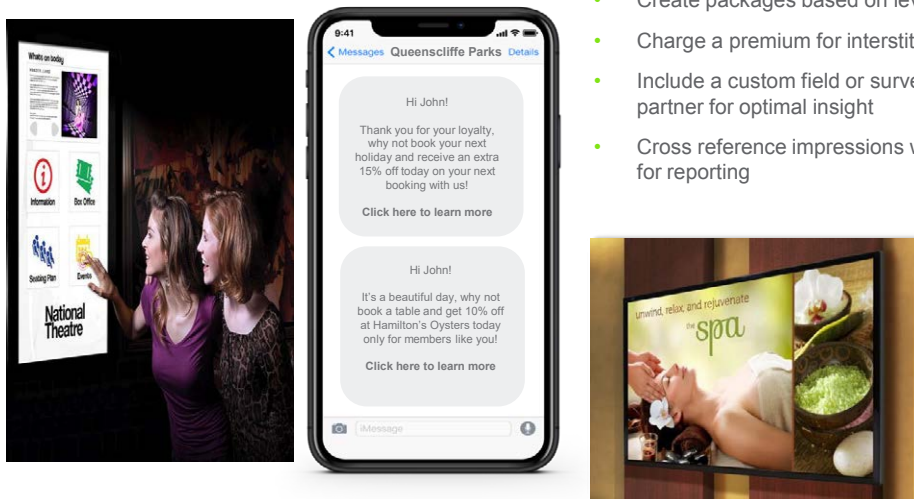
## SOLUTION DESIGN

- The proposed Vertel service for 3 x Queenscliffe Tourist Holiday Parks is a combination of
  - **High Capacity Managed Internet** service with Speed of 3 x 100Mbps/100Mbps over Fibre (which can be upgraded to 1000Mbps/1000Mbps in future) for each park
  - **Managed High Capacity (In-Park) Wireless Backhaul to connect Access Points and CCTV Cameras**
  - **Managed Secured Public Wi-Fi** (indoor and outdoor WiFi 6 Access Points) – *IoT ready network*
  - **Managed Analytics & Content Filtering** (Safe Browsing) for better capture of visitor information and personalised advertising options on Splash Page for monetisation
  - **Managed Security and Surveillance** (CCTV Cameras) and Licence Plate Recognition (LPR)
  - **Option** to Add Managed Hosted/ On- Premise SIP Voice IP-Telephone and Contact Centre
  - **Option** to Add Video Conferencing for Corporate Guests and promote park as a Lifestyle Park
  - **Scalable platform of the future**

## A SEAMLESS GUEST EXPERIENCE AND MARKETING ANALYTICS DATA

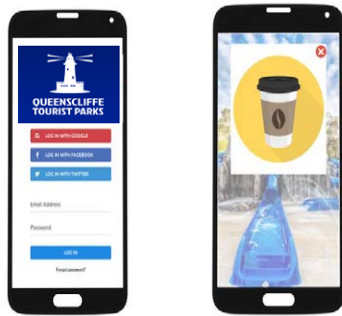


## MONETIZATION



- Utilise advertising space on splash pages/ digital screens to sell to partners / local attractions
- Create packages based on level of exposure and tailoring
- Charge a premium for interstitial videos
- Include a custom field or survey to gauge interest in the partner for optimal insight
- Cross reference impressions with sales for reporting

## HOW TO GENERATE ADDITIONAL REVENUES FROM WI-FI SPLASH PAGE



**Example:** Partner with a Local Café, Restaurants, Wineries, Tourist attractions (Day Trips), Sun-Screen Company, Other Local Business to advertise on your Splash Page Digital Platform

-- Charge \$250 ex GST x 4 different advertisements to run for 1 week (it will generate \$1000 a week in revenue)

-- If you run Advertisements for 4 weeks in a month it would generate \$1000 x 4 weeks = \$4000 ex GST

-- If you run just Advertisement for full 52 weeks (1 year) then it can generate \$1000 x 52 weeks = **\$52,000 ex GST** of additional revenue never seen before by the Park

-- Using Analytics-tool you can personalize the advertisements for customers to increase engagement with your Park and improve NPS

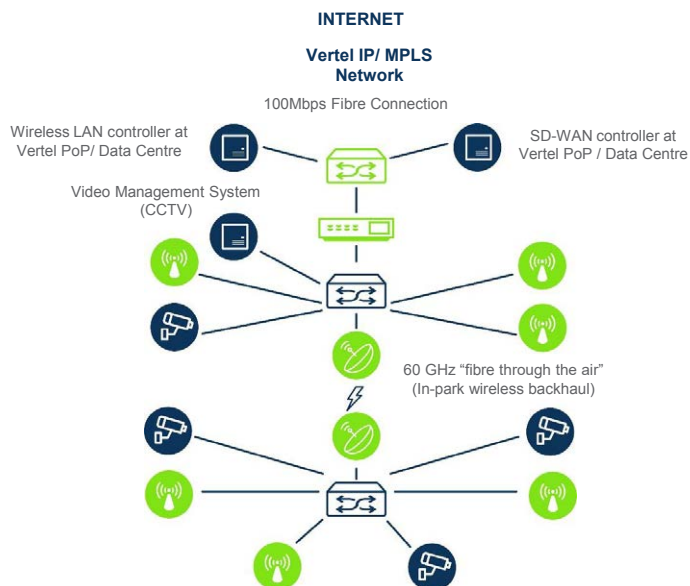


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## TYPICAL PARK TECHNOLOGY DESIGN



- High-capacity internet with streaming capability Wi-Fi access
- Wi-Fi analytics and content filtering for safe browsing
- CCTV / LPR

**No in-park trenching required**



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# PROJECT TIMELINES



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## PROJECT PLAN – KEY ACTIVITIES

- Contract execution
- Project kick-off
- NBN, equipment (Wi-Fi, CCTV) orders placed
- NBN accesses available
- On-site works – SD-WAN, Wi-Fi, CCTV
- Wi-Fi coverage and end-to-end testing
- Configuration of analytics, splash page, content filtering, management portal
- Handover and staff training



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# VERTEL SUPPORT



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## HOW WE SUPPORT YOU

### NETWORK MANAGEMENT, MADE EASY

- 24x7 Network Operation Centre
- Direct escalation points
- Proactive network monitoring

### PROVIDING INSIGHTS INTO YOUR NETWORK

- Network portal support
- Customer operational reporting
- Performance-based insights

### SETTING THE INDUSTRY BENCHMARK

- Root cause analysis and preventative network analysis
- Facilitation of moves, adds, and change requests
- ITIL framework and ISO9001 certified



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# COMMERCIALS



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## BUDGETARY PROPOSAL – GOLIGHTLY

Park Locations	Item	Grade	SLA	Contract Period	Upfront Charge (Ex GST) (one-Off)	Monthly Recurring Charge (Ex GST)	Notes
Golightly	100Mbps /100Mbps Access + Unlimited Internet	Standard (Fibre)	24 x 7 Service Desk Access	60 Months	\$0.00	\$957	Fibre Service with 1 to 1 contention with unlimited internet service. The fibre service is fully scalable and can be upgraded in future to 1000Mbps/1000Mbps
	SD-WAN (E307 NSG)	Managed Router/SD-WAN		60 Months	\$0.00	\$254	With Portal Access to view performance of the link and has a slot for Golightly to put a 4G sim card for redundancy
Wi-Fi Infrastructure	Managed 9 x Access Points (AP's) – Indoor & Outdoor + PoE Switches + Additional In Park Backhaul Wireless Infrastructure (V-SAT Mounts)			60 Months	\$55,114	\$800	--Includes installation and design of all equipment  --Includes 12 months warranty on Access Points (option to buy extra warranty at time of purchase if required)
Wi-Fi Managed Service and onsite Maintenance	Wi-Fi Managed Service and Onsite Maintenance for Access Points, Switches and other Wireless Infrastructure (Total 13 Wireless devices, Switches and Cameras)		Enhanced plan	60 Months	\$0.00	\$614	-- Lifetime warranty on PoE switches -- 24 x 7 Help desk access for reporting of faults. -- Fault resolution service window is 10hrs x 7 days (including Public Holidays). -- Assumes 2 x PMI onsite visits per year and 2 x onsite fault attendance per year.
	Managed 9 AP's Wi-Fi Analytics & Content Filtering (For Safe Browsing of Internet)			60 Months		\$487	Includes initial basic splash page design, portal set up & configuration, Customer Access Journey to Easy Wi-Fi Access Design, Portal Training Session (2 x 1hr sessions included)

- All budgetary indicative pricing only with subject to Finance Approval (Credit Check)
- Pricing subject to final design and field feasibility (nbn pricing is valid for 30 days only)
- Field Feasibility Cost would be \$4,605 ex GST (Only applicable/payable if Golightly Park decides not to proceed after all commercials have been verified by Vertel post feasibility) – PO needs to be raised
- Park needs to provide GPO where power is required for Access Point
- It is assumed that Rack, cabling and other Infrastructure is available at site (if not then quote can be provided)



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## BUDGETARY PRICING OPTION (BASED HIGH LEVEL DESKTOP STUDY- CCTV)



Axis M3115-LVE



Axis P1455-LE (LPR)

### Summary (Pricing Valid for 30 Days) – 5 years warranty with integration with RMS

	Upfront (Ex GST)
<b>Golightly</b> Managed CCTV with 30 Days Storage on Site (1080p) (includes Project Management and Commissioning)  1 x Axis Camera Station + Viewing station  Axis M3115-LVE LVE Series IP Cameras -- 1 x IP Camera inside at Camp Kitchen -- 1 x IP Camera to cover Firepit  LPR Cameras -- 2 x Axis P1455-LE (LPR) Camera (LPR camera needs to be mounted at specific height & distance to target and Architectural drawings for proposed boom gates will be required for accurate costings)  2 x 1 hour training sessions included (during business hours)	\$35,513
Preventative Maintenance – 4 field visits in 12 months (to be charged every year on the Anniversary date to keep 5 years warranty on the system)	\$3000
Offsite cloud data storage – To be Discussed required for how many cameras and how long	TBD (If required)
<b>Total (Ex GST)</b>	<b>\$38,513</b>

- Field feasibility visit is required
- GPO needs to be provided by Queenscliffe Tourist Park
- Security installation certificate will be issued for the installation
- Access to 24 x 7 Vertel Service Desk to log faults



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## BUDGETARY PROPOSAL – RECREATION RESERVE & VICTORIA PARK

Park Locations	Item	Grade	SLA	Contract Period	Upfront Charge (Ex GST) (one-off)	Monthly Recurring Charge (Ex GST)	Notes
Recreation Reserve & Victoria Park	100Mbps /100Mbps Access + Unlimited Internet	Standard (Fibre)	24 x 7 Service Desk Access	60 Months	\$0.00	\$957	Fibre Service with 1 to 1 contention with unlimited internet service. The fibre service is fully scalable and can be upgraded in future to 1000Mbps/1000Mbps
	SD-WAN (E307 NSG)	Managed Router/SD-WAN		60 Months	\$0.00	\$254	With Portal Access to view performance of the link and has a slot for Golightly to put a 4G sim card for redundancy
Wi-Fi Infrastructure	Managed 20 x Access Points (AP's) – Indoor & Outdoor + PoE Switches + Additional In Park Backhaul Wireless Infrastructure (V-SAT Mounts)			60 Months	\$102,134	\$1,300	--Includes installation and design of all equipment  --Includes 12 months warranty on Access Points (option to buy extra warranty at time of purchase if required)  -- Lifetime warranty on PoE switches
Wi-Fi Managed Service and onsite Maintenance	Wi-Fi Managed Service and Onsite Maintenance for Access Points, Switches and other Wireless Infrastructure (Total 29 Wireless devices, Switches and Cameras)		Enhanced plan	60 Months	\$0.00	\$838	-- 24 x 7 Help desk access for reporting of faults. -- Fault resolution service window is 10hrs x 7 days (including Public Holidays). -- Assumes 2 x PMI onsite visits per year and 2 x onsite fault attendance per year.
	Managed 20 AP's Wi-Fi Analytics & Content Filtering (For Safe Browsing of Internet)			60 Months		\$1,015	Includes initial basic splash page design, portal set up & configuration, Customer Access Journey to Easy Wi-Fi Access Design, Portal Training Session (2 x 1hr sessions included)

- All budgetary indicative pricing only with subject to Finance Approval (Credit Check)
- Pricing subject to final design and field feasibility (nbn pricing is valid for 30 days only)
- Field Feasibility Cost would be \$6,525 ex GST (Only applicable/payable if Recreation Reserve & Victoria Park decides not to proceed after all commercials have been verified by Vertel post feasibility) – PO needs to be raised
- Park needs to provide GPO where power is required for Access Point
- It is assumed that Rack, cabling and other Infrastructure is available at site (if not then quote can be provided)



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## BUDGETARY PRICING OPTION (BASED HIGH LEVEL DESKTOP STUDY- CCTV)



Axis M3115-LVE



Axis P1455-LE (LPR)

### Summary (Pricing Valid for 30 Days) – 5 years warranty with integration with RMS

	Upfront (Ex GST)
<b>Recreation Reserve &amp; Victoria Park</b> Managed CCTV with 30 Days Storage on Site (1080p) (Includes Project Management and Commissioning)	
1 x Axis Camera Station + Viewing station  Axis M3115-LVE LVE Series IP Cameras -- 1 x IP Camera inside at Camp Kitchen -- 1 x IP Camera to cover Firepit -- 1 x IP Camera to cover the office  LPR Cameras  -- 5 x Axis P1455-LE (LPR) Camera (LPR camera needs to be mounted at specific height & distance to target and Architectural drawings for proposed boom gates will be required for accurate costings)  2 x 1 hour training sessions included (during business hours)	\$64,834
Preventative Maintenance – 4 field visits in 12 months (to be charged every year on the Anniversary date to keep 5 years warranty on the system)	\$4,500
Offsite cloud data storage – To be Discussed required for how many cameras and how long	TBD (If required)
<b>Total (Ex GST)</b>	<b>\$69,334</b>

- Field feasibility visit is required
- GPO needs to be provided by Queenscliff Tourist Park
- Security installation certificate will be issued for the installation
- Access to 24 x 7 Vertel Service Desk to log faults



Commercial in Confidence

BUILDING CONNECTIONS  
THAT MATTER

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## BUDGETARY PROPOSAL – ROYAL CARAVAN PARK

Park Locations	Item	Grade	SLA	Contract Period	Upfront Charge (Ex GST) (one-Off)	Monthly Recurring Charge (Ex GST)	Notes
Royal Caravan Park	100Mbps /100Mbps Access + Unlimited Internet	Standard (Fibre)	24 x 7 Service Desk Access	60 Months	\$0.00	\$957	Fibre Service with 1 to 1 contention with unlimited internet service. The fibre service is fully scalable and can be upgraded in future to 1000Mbps/1000Mbps
	SD-WAN (E307 NSG)	Managed Router/SD-WAN		60 Months	\$0.00	\$254	With Portal Access to view performance of the link and has a slot for Gologightly to put a 4G sim card for redundancy
Wi-Fi Infrastructure	Managed 11 x Access Points (AP's) – Indoor & Outdoor + PoE Switches + Additional In Park Backhaul Wireless Infrastructure (V-SAT Mounts)			60 Months	\$78,474	\$1,100	--Includes installation and design of all equipment  --Includes 12 months warranty on Access Points (option to buy extra warranty at time of purchase if required)  -- Lifetime warranty on PoE switches
Wi-Fi Managed Service and onsite Maintenance	Wi-Fi Managed Service and Onsite Maintenance for Access Points, Switches and other Wireless Infrastructure (Total 18 Wireless devices, Switches and Cameras)		Enhanced plan	60 Months	\$0.00	\$684	-- 24 x 7 Help desk access for reporting of faults. -- Fault resolution service window is 10hrs x 7 days (including Public Holidays). -- Assumes 2 x PMI onsite visits per year and 2 x onsite fault attendance per year.
	Managed 11 AP's Wi-Fi Analytics & Content Filtering (For Safe Browsing of Internet)			60 Months		\$583	Includes initial basic splash page design, portal set up & configuration, Customer Access Journey to Easy Wi-Fi Access Design, Portal Training Session (2 x 1hr sessions included)

- All budgetary indicative pricing only with subject to Finance Approval (Credit Check)
- Pricing subject to final design and field feasibility (nbn pricing is valid for 30 days only)
- Field Feasibility Cost would be \$6,525 ex GST (Only applicable/payable if Royal Caravan Park decides not to proceed after all commercials have been verified by Vertel post feasibility) – PO needs to be raised
- Park needs to provide GPO where power is required for Access Point
- It is assumed that Rack, cabling and other Infrastructure is available at site (if not then quote can be provided)



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THAT MATTER

## BUDGETARY PRICING OPTION (BASED HIGH LEVEL DESKTOP STUDY- CCTV)



Axis M3115-LVE



Axis P1455-LE (LPR)

### Summary (Pricing Valid for 30 Days) – 5 years warranty with integration with RMS

	Upfront (Ex GST)
<b>Royal Caravan Park</b> Managed CCTV with 30 Days Storage on Site (1080p) (includes Project Management and Commissioning)	
1 x Axis Camera Station + Viewing station  Axis M3115-LVE LVE Series IP Cameras -- 1 x IP Camera inside at Camp Kitchen -- 1 x IP Camera to cover Firepit -- 1 x IP Camera to cover office  LPR Cameras  -- 3 x Axis P1455-LE (LPR) Camera (LPR camera needs to be mounted at specific height & distance to target and Architectural drawings for proposed boom gates will be required for accurate costings)	\$43,498
2 x 1 hour training sessions included (during business hours)	
Preventative Maintenance – 4 field visits in 12 months (to be charged every year on the Anniversary date to keep 5 years warranty on the system)	\$3,000
Offsite cloud data storage – To be Discussed required for how many cameras and how long	TBD (If required)
<b>Total (Ex GST)</b>	<b>\$46,498</b>

- Field feasibility visit is required
- GPO needs to be provided by Queenscliffe Tourist Park
- Security installation certificate will be issued for the installation
- Access to 24 x 7 Vertel Service Desk to log faults



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THAT MATTER

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## SUMMARY

- Vertel is a proven specialised critical communications and managed services provider
- Focused, flexible, responsive service desk
- Vertel field force, supplemented by local subcontractors
- Proven technology(s) in use in holiday parks
- Future-proofed for capacity and application growth requirements
- Scalable approach to meet requirements of Queenscliffe Tourist Parks



Commercial in Confidence







**QUESTIONS?**



**BUILDING CONNECTIONS  
THAT MATTER**



**THANK YOU**



**BUILDING CONNECTIONS  
THAT MATTER**



Queenscliffe Tourist Parks

Solar Assessment

8.10.21

Matt Williams,

Below we have provided recommendations for solar, which is based on 12months interval data (see attached), available roof space and electricity rate. All our recommendations are under 38kW, as to avoid costly DNSP connection charges and can be expanded in the future.

Recommendations for coastal install:

- i) Railing is the commercial Sunlock brand
- ii) Railing and clamps are given an anodized treatment prior to install
- iii) Inverter is located inside a room, as to protect from salt

#### Queenscliff Tourist Parks

NMI	solar size	Options for nominated roof	price	comments
6203174422	<u>38KW</u>	2 BR Cabins - Existing 3 BR Cabins - New J A Monahan Sporting Complex	\$41K +/- 10%	If a SLD is not available, a Electrician will be required to assess which NMI belongs to which building.
6203000693	<u>32kW</u>	2 BR Cabins - Existing 3 BR Cabins - New Hesse St Amenities - New J A Monahan Sporting Complex	\$34.5K +/- 10%	

#### Golightly Park

NMI	solar size	Options for nominated roof	price
6203000699	<u>21KW</u>	Amenities/Camp Kitchen - New	\$23K +/- 10%

#### Royal Park

NMI	solar size	Options for nominated roof	price
6203174418	<u>31KW</u>	Amenities North - New	\$33.5K +/- 10%

Regards,

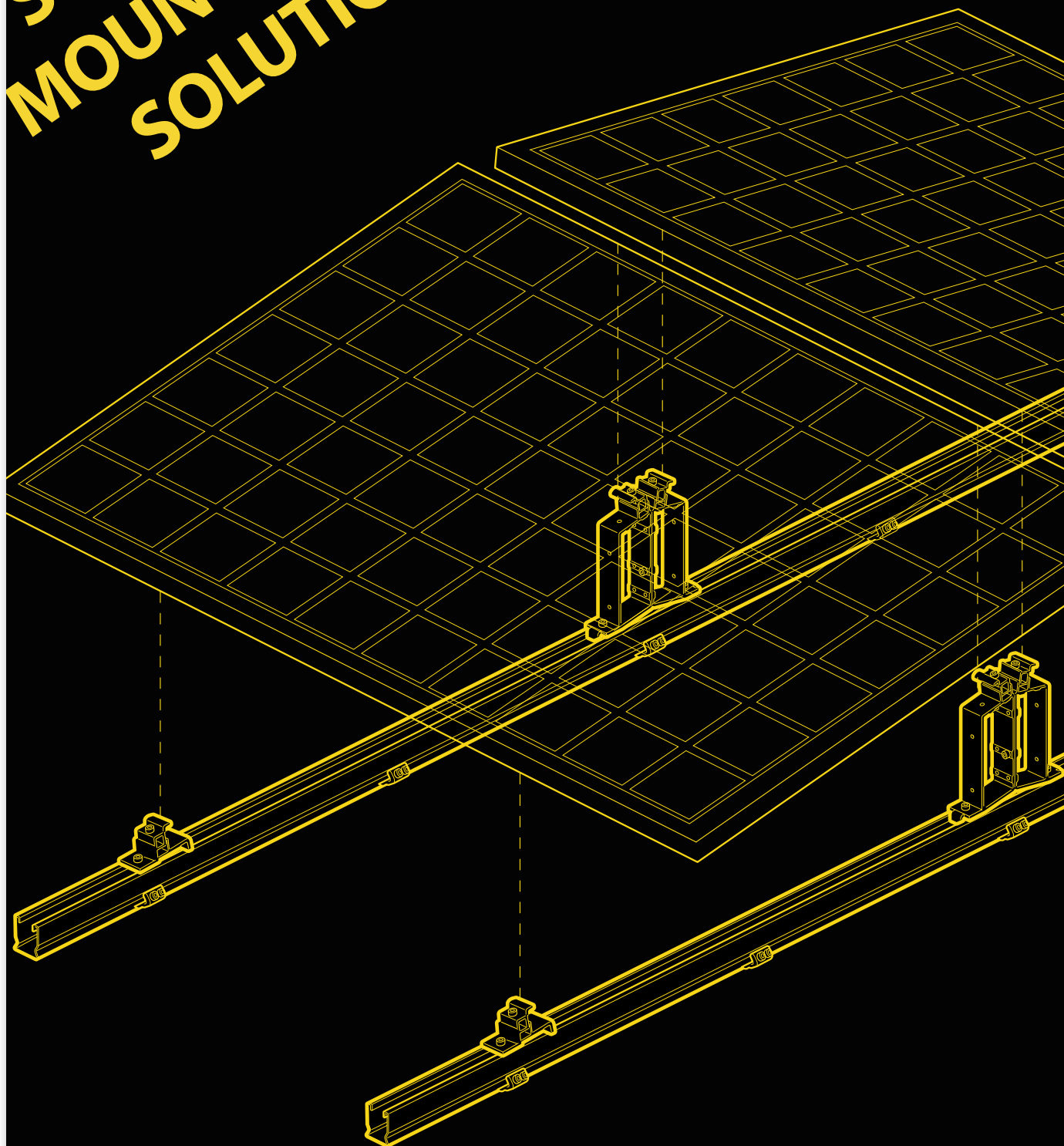
DANIEL BALL

National Projects Manager / Photovoltaic Engineer

E [daniel.ball@cherryenergysolutions.com.au](mailto:daniel.ball@cherryenergysolutions.com.au) | [cherryenergysolutions.com.au](http://cherryenergysolutions.com.au)

M +61 423 275 405

# SOLAR MOUNTING SOLUTIONS



**SUN-LOCK**



## Australia's Leading Commercial Solar Panel Mounting Systems

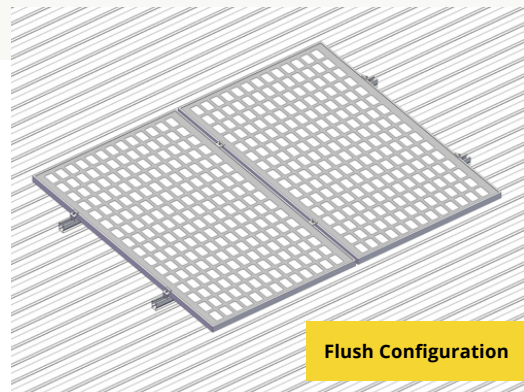
**Sunlock** is the leading commercial solar mounting system manufacturer in the Australian market.

Designed and engineered in Australia by commercial installers who understand the requirements of commercial solar installations.

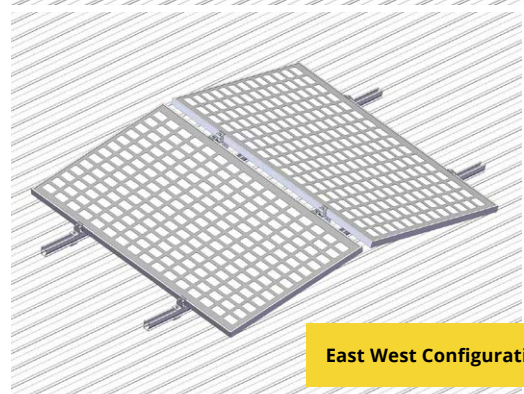
Utilising custom built aluminium extrusions and components, the design of the SunLock system streamline construction and improved frame strength simplifies commercial solar installations and reduces installation times.

SunLock's significantly higher strength-to-weight ratio than any other product on the market allows for more efficient system designs and greater spans on commercial rooftops. Its highly versatile design offers adjustability and expandability to suit any size job on any roof.

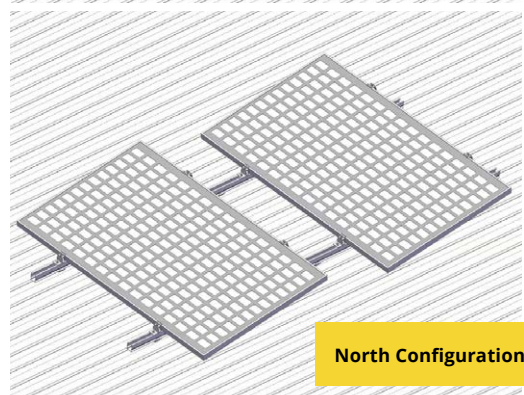
Our product is backed by a **25 year warranty** and is fully compliant with the Australian/ New Zealand Standard on Wind Actions AS/ NZS1170.2, making it suitable for a wide variety of building types and climatic zones.



Flush Configuration



East West Configuration



North Configuration

### Sunlock Advantage

It's modular design allows trouble free installation and expandability to suit any commercial installation.

### Reduce Install Costs

The Sunlock framing system is simple and fast to install, providing the lowest total cost of installation. Save money and time on your commercial installations.

### 25 Year Warranty

Corrosion resistant, providing low maintenance and extended product life cycle. Designed and engineered for Australian conditions.

### Quality and Safety

Complies with Australian/New Zealand Standard on wind actions, AS/NZS1170.2:2011 (R2016)

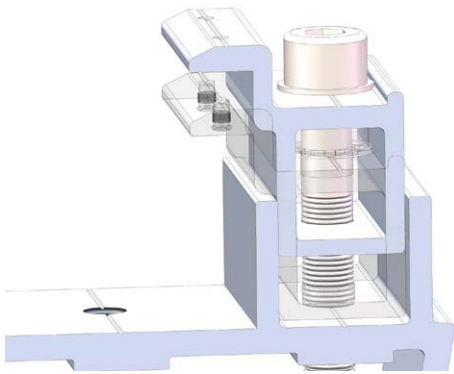


## New Improved design and additional features for our **Commercial** range

**Our Sunlock Commercial framing system** is simple and fast to install, providing the most cost effective overall solution for commercial installations.

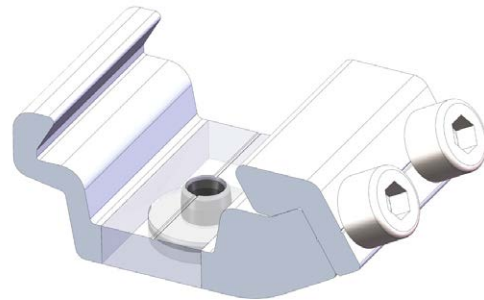
The versatile modular design offers adjustability and can be expanded to suit any size job or installation.

Our commercial range of Sunlock components are engineered to withstand the harsh Australian environment and is the only commercial panel mounting system that offers a **25 year warranty**.



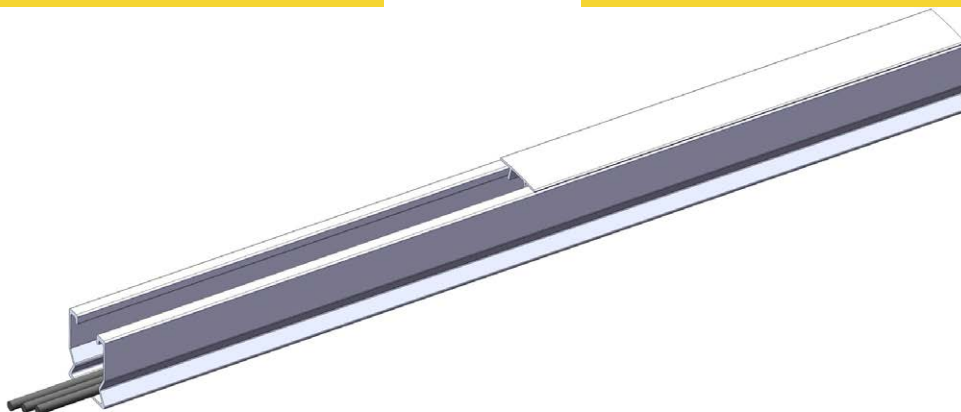
### **Panel clamp**

- 30mm to 40mm adjustable
- Built in earthing pin
- Spring loaded



### **Channel foot**

- Improved designed high load channel footing
- EPDM countersunk underneath the foot for



### **Channel**

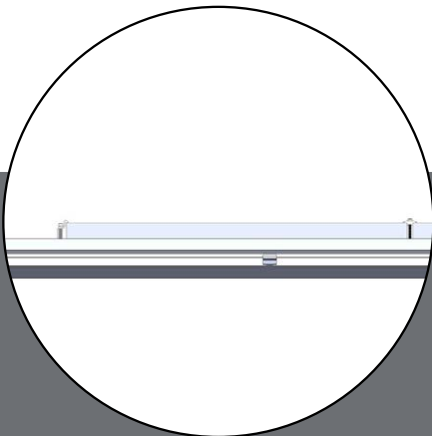
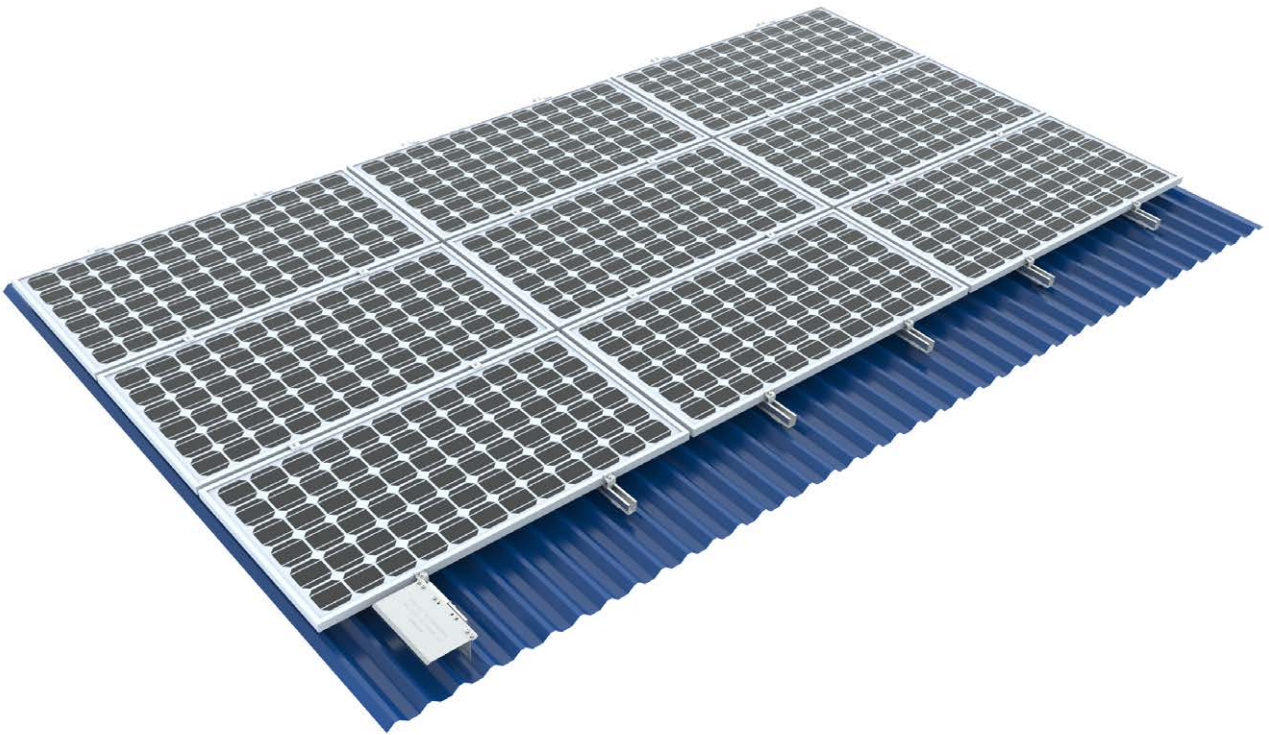
- Now certified for 72 cell panels

### **Channel Cover**

- Protects cabling from UV damage and water ingress
- Can also be used as Cable Tray Lid with our C Channel



## Flush Configuration



### Flush Configuration

- Quickest Flat to roof commercial system on the market
- New Mid-clamp design with built in earth
- For structural challenging roof top installations with wide spanning purlins
- Allows for installing both along or perpendicular to the purlins
- Channel management C-Channel rail
- For greater than 1600mm spans, dual hole foot option available
- Save a minimum of 15% on installation time and costs.

## Flush configuration Components



SLSCC3  
SunLock Standard Commercial  
Channel



SLCL3  
SunLock Channel Lid  
(Optional)

### Channel and Lid

- Channels are available in 2.1m/4.2m/6.3m sizes to fit any size jobs
- Our C channel rail system allows for Cable Management with lid to protect your cabling
- Advance engineered U shape structure with great strength and good use of material

### Channel Foot and Joiner

- Innovative foot design - Rail clips into channel
- Self-tapping screw includes EDPM sealing washer
- Dual hole channel foot available to accommodate for harsh roofing conditions and longer spans
- External Joiner for secure channel connection



SLCF2/SLCF3  
SunLock Channel Foot



SLCJ2  
SunLock Channel Joiner



SLCEC-3040  
SunLock Commercial End Clamp



SLCMC-3040  
SunLock Commercial Mid Clamp

### Mid Clamps and End Clamps

- Recommended clamping range: 30-40mm
- Innovative self earthed-pin built in, reducing dangling earthing plate component.
- Base nut automatically lock into channel when tighten

### Earthing terminal and Isolator Cover

- SUNLOCK earthing terminal
- One Isolator cover suits all configuration (Flush, East-West, North)



SLCET  
SunLock Earthbonding Terminal



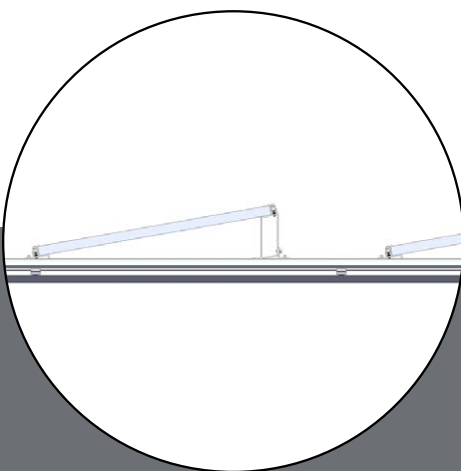
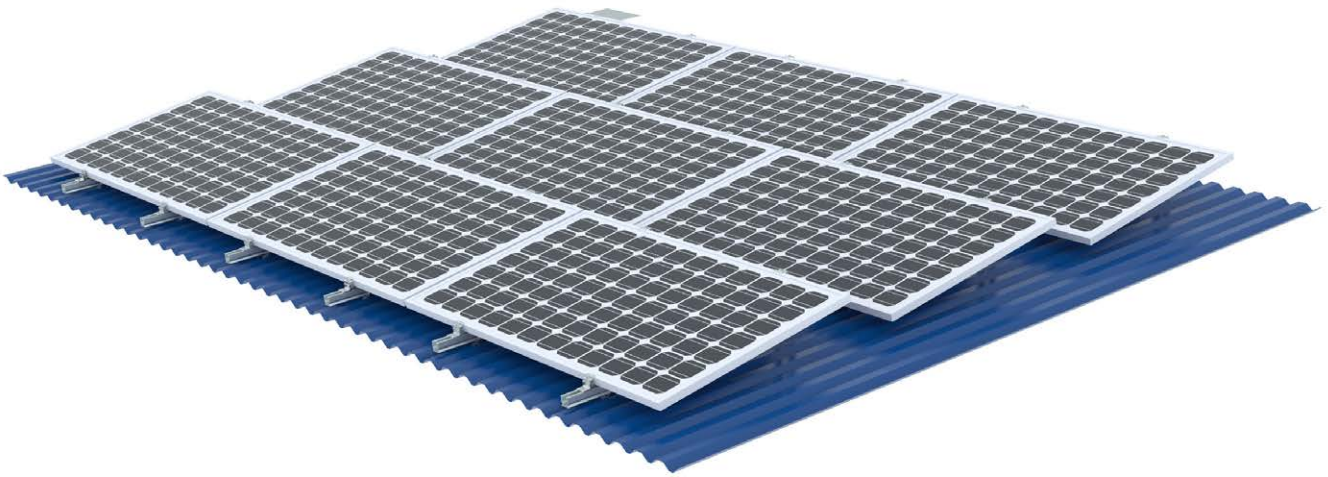
SLCIBC  
SunLock Commercial Isolator  
Bracket with Cover  
(Optional)

## Technical Data

	Flush configuration
<b>Application*</b>	<ul style="list-style-type: none"> <li>• Flat roofs <math>\leq 5^\circ</math>, Trimdek, Longline, Kliplok, Corrugated.</li> <li>• For other rooftop conditions, we can assess your rooftop specifically.</li> </ul>
<b>Installation type</b>	<ul style="list-style-type: none"> <li>• Flush to the roof surface</li> </ul>
<b>Condition</b>	<ul style="list-style-type: none"> <li>• Wind Region A</li> <li>• Terrain Category 3</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• Permissible module dimensions (L x W x H): 1052 - 2131 x 1016 -1700 x 30 - 40 mm</li> </ul>
<b>Maximum weight</b>	<ul style="list-style-type: none"> <li>• 15 kg/m<sup>2</sup></li> </ul>
<b>Fixing type</b>	<ul style="list-style-type: none"> <li>• Penetrative Fixings</li> </ul>
<b>Material</b>	<ul style="list-style-type: none"> <li>• Mounting rails, and Clamps: Aluminium AL/6005-T5 UNO</li> <li>• Water Isolating Gromet: EDPM</li> </ul>

\*We provide site specific engineering report for all SUNLOCK customers

## North Configuration



### North Configuration

- 2 configurations. 10° or 15°
- A system for structurally challenging rooftops with wide spanning pulins
- Streamline Sunlock Design
- Allow for cable tray to be run on the tilt legs - predrilled hole on leg
- Less moving parts resulting in less installing time
- Quick and easy install
- Allows for microinverter or optimiser installation on the tilt legs (pre-drilled holes)
- Can be installed both perpendicular or parallel to the pulins

## North Configuration Components



SLSCC3  
SunLock Standard Commercial  
Channel



SLCL3  
SunLock Channel Lid  
(Optional)

### Channel and Lid

- Channels are made in 2.1m/4.2m/6.3m sizes to fit any size jobs
- Channels are made for Cable management with lid to protect your cabling
- Advance engineered U shape structure with great strength and good use of material

### Channel Foot and Joiner

- Innovative foot design - Rail clips into channel
- Self-tapping screw includes EDPM sealing washer
- Dual hole channel foot available to accommodate for harsh roofing conditions and longer spans
- External Joiner for secure channel connection



SLCF2/SLCF3  
SunLock Channel Foot



SLCJ2  
SunLock Channel Joiner



SLCTL2-10  
SunLock Commercial Tilt Leg 10°



SLCTL2-15  
SunLock Commercial Tilt Leg 15°



### 10 degree and 15 degree tilt leg set

- Clamping range 30-40mm
- Innovative self earthed-pin built in, reducing dangling earthing plate component.
- Base nut automatically lock into channel when tightened
- Spring loaded panel clamps for easy installation.

### Earthing terminal and Isolator Cover

- Simple earthing components
- One Isolator cover suits all configuration (Flush, East-West, North)



SLCET  
SunLock Earthbonding Terminal



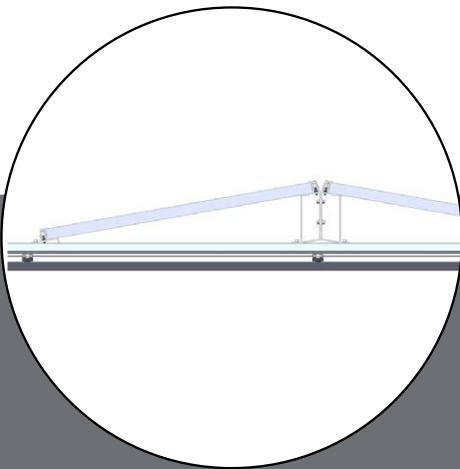
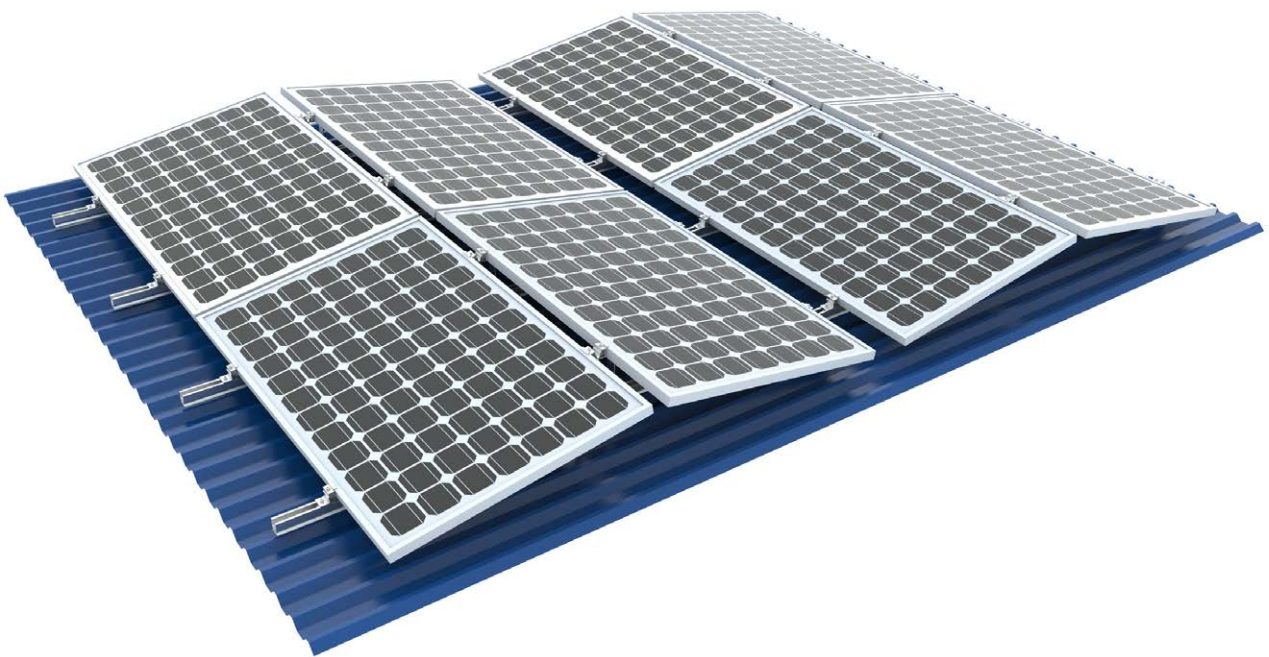
SLCIBC  
SunLock Commercial Isolator  
Bracket with Cover  
(Optional)

## Technical Data

	North configuration
<b>Application*</b>	<ul style="list-style-type: none"> <li>• Flat roofs ≤ 5°, Trimdek, Longline, Kliplok, Corrugated.</li> <li>• For other rooftop conditions, we can assess your rooftop specifically.</li> </ul>
<b>Installation type</b>	<ul style="list-style-type: none"> <li>• Tilted to the roof surface</li> </ul>
<b>Condition</b>	<ul style="list-style-type: none"> <li>• Wind Region A</li> <li>• Terrain Category 3</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• Permissible module dimensions (L × W × H): 1052 - 2131 × 1016 -1700 × 30 - 40 mm</li> </ul>
<b>Maximum weight</b>	<ul style="list-style-type: none"> <li>• 15 kg/m<sup>2</sup></li> </ul>
<b>Fixing type</b>	<ul style="list-style-type: none"> <li>• Penetrative Fixings</li> </ul>
<b>Material</b>	<ul style="list-style-type: none"> <li>• Mounting rails, and Clamps: Aluminium AL/6005-T5 UNO</li> <li>• Water Isolating Gromet: EDPM</li> </ul>

\*We provide site specific engineering report for all SUNLOCK customers

## East West Configuration



### East West Configuration

- 10° East West Configuration
- Quick and easy install
- A system that provides optimal surface utilisation and yields increased production
- Designed with aerodynamic considerations to reduce loads on the roof.
- Can be installed both perpendicular or parallel to the purlins
- Designed for Australian rooftop installation
- Allows for micro inverter or optimizer installation on the tilt legs (pre-drilled holes)



## East West Configuration Components



SLSCC3  
SunLock Standard Commercial  
Channel



SLCL3  
SunLock Channel Lid  
(Optional)

### Channel and Lid

- Channels are available in 2.1m/4.2m/6.3m sizes to fit any size jobs
- Our C channel rail system allows for Cable Management with lid to protect your cabling
- Advance engineered U shape structure with great strength and good use of material

### Foot and Joiner

- Innovative foot design to allow easy clip-in-from-top installation
- Self-tapping screw includes sealing washer
- Channels foot also include a 2 roof screw design to accommodate for harsh roofing conditions
- External Joiner for secure channel connection



SLCF2/SLCF3  
SunLock Channel Foot



SLCJ2  
SunLock Channel Joiner



SLCTL2-10  
SunLock Commercial Tilt Leg 10°  
(Assembled as East West)

### 10 degree tilt leg set

- Clamping range 30-40mm
- Innovative self earthed-pin built in, reducing dangling earthing plate component.
- Base nut automatically lock into channel when tightened
- Spring loaded panel clamps for easy installation.
- East-West system preassembled using 2 tilt legs back to back

### Earthing terminal and Isolator Cover

- Simple earthing components
- One Isolator cover suits all configuration (Flush, East-West, North)



SLCET  
SunLock Earthbonding Terminal



SLCIBC  
SunLock Comercial Isolater  
Bracket with Cover  
(Optional)

## Technical Data

	North configuration
<b>Application*</b>	<ul style="list-style-type: none"> <li>• Flat roofs <math>\leq 5^\circ</math>, Trimdek, Longline, Kliplok, Corrugated.</li> <li>• For other rooftop conditions, we can assess your rooftop specifically.</li> </ul>
<b>Installation type</b>	<ul style="list-style-type: none"> <li>• Tilted to the roof surface</li> </ul>
<b>Condition</b>	<ul style="list-style-type: none"> <li>• Wind Region A</li> <li>• Terrain Category 3</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• Permissible module dimensions (L x W x H): 1052 - 2131 x 1016 -1700 x 30 - 40 mm</li> </ul>
<b>Maximum weight</b>	<ul style="list-style-type: none"> <li>• 15 kg/m<sup>2</sup></li> </ul>
<b>Fixing type</b>	<ul style="list-style-type: none"> <li>• Penetrative Fixings</li> </ul>
<b>Material</b>	<ul style="list-style-type: none"> <li>• Mounting rails, and Clamps: Aluminium AL/6005-T5 UNO</li> <li>• Water Isolating Gromet: EDPM</li> </ul>

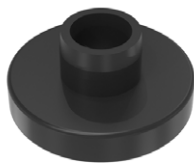
\*We provide site specific engineering report for all SUNLOCK customers

## Accessories



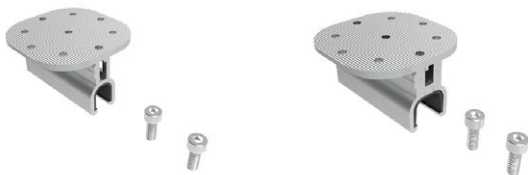
### **SUNLOCK Channel Foot 2 - SLCF3**

- Designed for Structurally Challenging roof tops
- Stronger hold for Edge and Corner Zone
- Allows for longer spans
- Specifically designed for commercial installations



### **EDPM Gromet - SLEG**

- Improved water sealing effect
- countersunk underneath the foot for extra waterproofing



### **Klip Lok 406 & 700 - SLKLK**

- EDPM Padding included for extra friction
- 406 and 700 interchangeable
- Strong and Robust design



### **Channel Nut and Bolt - SLCN**

- Specially designed Nut shape that locks into the rail as you tighten
- M8 x 25mm bolt



### **Thin Flim Inner Clamp - SLCTIC-3.8/9/L150**

### **Thin Flim End Clamp - SLCTEC-3.8/9/L150**

- Length 150mm
- Suitable for glass pannels with thickness of 3.8-9mm



### **SunLock Roof Clamp LONGLINE - SLLOL**

- include 3 sets of M8 screws and screw cap

**SunLock Panel Cable Clip - SLCC4**

- Clip firmly to the panel
- Irreversible mechanism.
- Cable clip in with ease

**SUNLOCK Isolator Additional enclosure - SLCIBC-P**

- Optional add on isolator enclosure
- Provides complete weather protection
- Bolts on to sunlock standard isolator cover

**SUNLOCK 14g x 70mm Class 4 Tek Screw & EDPM**

- Suitable for installation within 50m coastal of coastal area
- EDPM washers provides protection against electrochemical corrosions.



## Engineering Services

SUNLOCK products are backed by independent Engineering firms to confirm all products are structurally safe and complies with Australia regulations.

SUNLOCK offer site specific engineering support services for all SUNLOCK customers as part of our service. Sunlock also designs and manufactures site specific ground mount solutions on large scale commercial projects. Contact us for specific jobs and we are here to help.

## For more information

For further information contact Sunlock on 1300 655 554 or [order@sunlock.com.au](mailto:order@sunlock.com.au).



[www.sunlock.com.au](http://www.sunlock.com.au)

Address

Unit 12 25-37 Huntingdale Road

Burwood VIC 3125, Australia

Tel: 1300 655 554



**REDUCE YOUR  
PARKS POWER  
CONSUMPTION  
BY OVER 30%**

with Orto-Mate Utility Management  
and Monitoring System



## System Overview / Technical Details

### Hardware detail

#### OrtoMeters

Electricity kWh meters. (NMI (Aust) approved)  
K-Mac Powerheads kWh meter specially calibrated with pulse output terminals and Orto-Mate remote meter reading functionality.

#### OrtoModules

##### Wireless transmitter/receiver

Wireless OrtoModules are installed into the powerhead and connected to the kWh meters to monitor electricity consumption. Transmission is on 433MHz RF band.

#### OrtoGateway

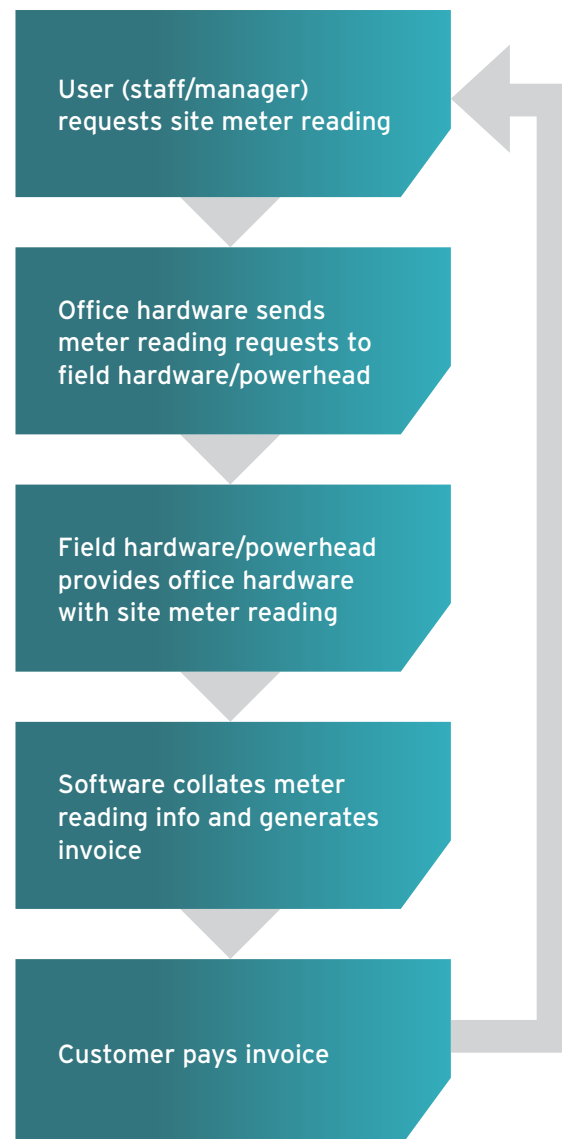
##### Wireless Data Collector

The OrtoGateway is located in the park office, and when directed by the Orto-Mate software, asks one, or a range of OrtoModules for current site meter readings. The meter readings are then sent to the office computer for processing.

#### Orto-Mate Software

##### Software and Office Computer

The Orto-Mate software is installed on the park office computer system, and stores the entire holiday park's site layout information. The Orto-Mate software can be interfaced with your park's existing billing or booking systems, or used as a stand alone billing system for power and water consumption.



## Orto-Mate in Action

Want to reduce you park's power consumption by over 30% in two years? That's exactly the results our customers are getting by introducing Orto-Mate management system into their Caravan & Holiday Parks.

In a number of recent Orto-Mate installations our customers have been able to reduce their parks power consumption during peak periods by over 30% in two years, brining power consumption back to 2007 levels!

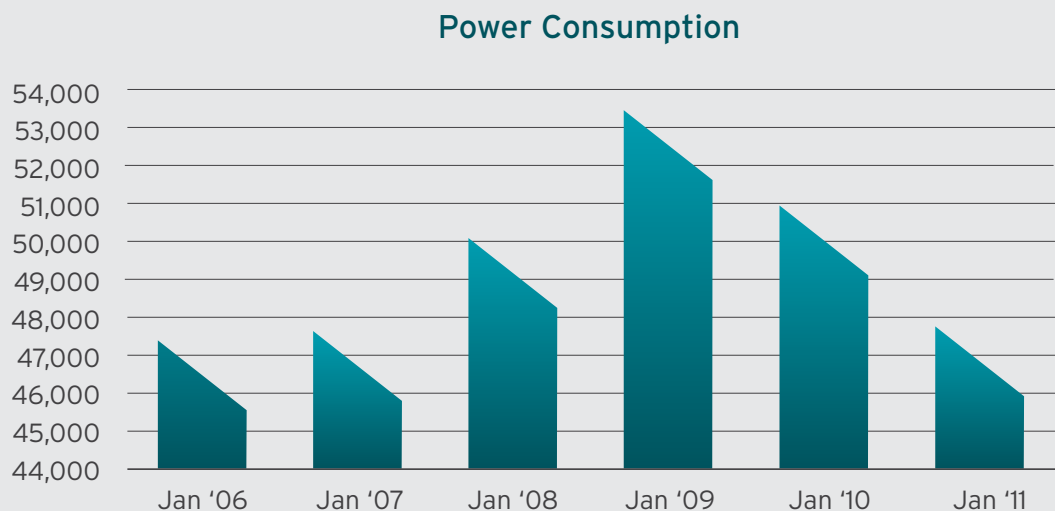
The graph below shows real power consumption figures for a Holiday Park over a six year period. In May 2009 they installed Orto-Mate Utility Management System. The result speaks for itself.

*We were searching for a system that allowed our customers the freedom to use electricity as they needed, but gave us the peace of mind that we weren't going to be the ones left to pick up the bill.*

*The Orto-Mate program is easy to use and allows us to automatically or manually charge our customers for their electricity consumption in a matter of seconds, with the added bonus of never having to leave the park office.*

*Those who use more, pay more, those who use less, pay less... Orto-Mate has ensured a fairer system for all our customers, and for us!*

**John & Michelle Young**  
**Mackay Blacks Beach Holiday Park, QLD**



## Orto-Mate Commissionings

- Shoalhaven Heads Tourist Park, NSW
- All The Rivers Run Caravan Park, VIC
- Bendalong Point Tourist Park, NSW
- Room Motels Kingaroy, SA
- Outback Oasis Caravan Park, WA
- Crookhaven Tourist Park, NSW
- Hahndorf Resort Tourist Park, SA
- Lake Tabourie Tourist Park, NSW
- Black Beach Caravan Park, QLD
- Burrill Lake Tourist Park, NSW
- Cullen Bay Marina, NT
- Wintersun Caravan Park, WA
- Swan Lake Tourist Park, NSW
- Sale Motor Village, VIC
- Huskisson White Sands Tourist Park, NSW
- Caloundra Waterfront Holiday Park, QLD
- Port Coogee Marina, WA
- Lake Conjola Entrance Tourist Park, NSW
- Seven Mile Beach Holiday Park, NSW
- Bellarine Bayside Holiday Parks, VIC
- Ulladulla Headland Tourist Park, NSW
- Tathra Beachside, NSW
- Ocean View Caravan Park, WA

## Contact

### K-Mac Powerheads

PO Box 628  
Geelong 3220 VIC  
Australia

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Department of  
Sustainability and  
Environment

# Policy Statement

Improving Equity of Access to Crown  
Land Caravan and Camping Parks 2011

Published by the Victorian Government Department  
of Sustainability and Environment Melbourne, January 2012

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# Policy statement – Improving equity of access to Crown land caravan and camping parks 2011

## Scope

This policy applies to caravan and camping parks on Crown land in Victoria. It has been developed to improve equity of access to Crown land caravan and camping parks in Victoria, enabling affordable holidays for all Victorians.

This policy does not apply to caravan and camping parks in national parks, on private land, on council-owned land, or to caravan and camping parks on Crown land outside of Victoria.

## Background

This policy aims to ensure that a range of accommodation options are accessible to all prospective users; and to discourage long-term exclusive occupancy (longer than 12 months) of caravan and camping sites.

*The Policy for the Occupation of Crown land Caravan parks (1986)* and the May 2010 version of *Improving Equity of Access to Crown Land Caravan and Camping Parks* will be replaced by this policy statement. This policy statement will form part of the *Best Practice Management Guidelines for Committees of Management Managing Caravan and Camping Parks on Crown Land*.

Crown land reserves have been set aside for environmental values and for the benefit of all Victorians. In the 19<sup>th</sup> century parcels of land were deliberately reserved as Crown land for public purposes, such as roads, churches, quays, schools, resource extraction, defence and recreation. Today land reserved for public enjoyment and recreation supports a whole range of amenities and uses including botanic gardens, bushland, zoos, foreshores and caravan parks.

Crown land caravan and camping parks provide:

- Affordable holiday opportunities to all Victorians
- Fair and equitable access to sites
- Sustainable use of land and natural resources
- Contribution to recreation and tourism through providing short term access
- Income to committees of management to fund improvements to the parks and adjoining reserves
- Social, environmental and economic benefits

They must *not* be managed for:

- Exclusive long term occupancy
- Permanent residency
- Individual profiteering
- Poor environmental outcomes

### Definitions

“Committee of Management” (CoM) refers to a committee which has been appointed by the responsible minister under the *Crown Land (Reserves) Act 1978* as delegated land manager for a Crown land reserve.

“Park manager” refers to the person responsible for the day to day operation of the caravan park. This could mean the Committee of Management, its employees or contractors, or a lessee to whom the Committee of Management has leased the management of the park.

The term “long term permits” refers to those permits allowing a longer stay than a casual permit. A long term permit offers campers an opportunity to holiday in Crown land caravan and camping parks. These permits may take several forms, including:

- A 12-month permit: allows a caravan and annex to be installed on a camp site for a 12-month period and used by the permit holder for no more than 59 consecutive nights per year and a maximum total of 180 days per year
- Seasonal permits: a wide range available across many parks, they allow a caravan and annex or a tent to be installed on a camp site. The most popular season is usually between November and April.

“On-site caravan sales” refers to the practice of an existing 12-month permit holder selling their caravan and accessories on-site to a new caravan park user. In relation to caravan sales, the term “caravan” refers to a caravan and associated accessories such as annexes and ensuite bathrooms.

### Transition

This policy is effective as of July 2011. Committees of Management (CoM) who have leased the management of their parks may agree with the lessee to vary the lease to incorporate this policy. In these cases, the two-year implementation phase will apply immediately. If the CoM and lessee do not agree to vary the lease to incorporate this policy, the implementation phase starts when the next lease is granted.

**Objective 1: To enable parks to better respond to increasing demand for sites and facilities, particularly during peak holiday periods.**

#### Policy directions

- 1.1 CoM and park managers must implement systems and processes to provide both new and existing campers with fair and reasonable opportunity to stay in Crown land caravan and camping parks.
- 1.2 Long-term permit sites must be managed through park plans as part of a balanced mix of accommodation types, while maintaining adequate park access for the traditional transit and short-term camping visitors. This includes providing a minimum number of sites for camping.
- 1.3 CoM and park managers must provide DSE with evidence of demand, in the form of waiting list data, for each type of site available in its parks. The data will be provided on an annual basis, in 2012 and 2013.
- 1.4 The previous requirement for CoM to ensure a minimum of 10 per cent of sites within a park is available to new site holders each year or peak season **is suspended until July 2013**. The Minister for Environment and Climate Change will consider retention of the requirement, on the basis of the data discussed at Policy Direction 1.3, following the suspension period.

## How to implement policy direction

CoM and park managers must maintain fairness and equity in all park management processes, including the implementation of this policy.

### **Ensure the conditions and limitations of permits on Crown land are clearly communicated to users**

1. Provide an information sheet to all existing and prospective 12-month permit holders, clearly outlining the following details and conditions:
  - The park is situated on Crown land and is managed in accordance with State Government policy and Victorian law for the benefit of all Victorians
  - It is Victorian government policy that Crown land caravan parks should not acquire permanent residents, i.e. a person who occupies a site as his or her only or main residence
  - The site is hired for a 12-month tenure and there is no guarantee for a term beyond the yearly agreement
  - Sites can only be used for a maximum of 59 consecutive nights per year and a total of 180 days in a calendar year.
  - Sites cannot be sub-let
  - Permit holders must not occupy a site for more than 59 consecutive nights per year
  - Permit holders must not occupy a site for more than a total of 180 days in a calendar year
  - Unregistrable mobile dwellings are not permitted in Crown land caravan and camping parks, unless owned by the management body or the lessee with the consent of the management body.
2. Do not use the term "Annual Permit" as it may imply an ongoing arrangement. Preferable terms are "Weekender" or "12-month permit"
3. Ensure information sheets are clearly displayed on caravan sites and park website. Standard site-holder agreements and notices to existing and prospective permit holders, are included in the appendices of the *Best Practice Management Guidelines*.

### **Minimise profiteering**

Do not allow subletting of long-term permit sites.

- Specify that subletting is prohibited – no permit holder may charge any other person for the right to occupy the site
- Charge a fee to visitors other than the registered permit holders. Such a system will work best in parks that have restricted access points (i.e. boom gates) and/or where park managers have the capacity to monitor incoming visitors to the park.

### **Avoid permanent residency**

Ensure new 12-month permit holders are aware of the limitations of their permits (see *Ensure the conditions and limitations of permits on Crown land are clearly communicated to users and Employ strategies to limit the sense of ownership* above).

Terms and conditions must specify that the permit terminates automatically and immediately if:

- The site is occupied for more than 59 consecutive nights or for more than 180 days (in total) in any calendar year, whether the park manager is aware of the breach or not; or
- A permit holder uses or attempts to use the site as their permanent place of residence whether the park manager is aware of the breach or not.

**Employ strategies to limit the sense of ownership**

1. Include the following additional conditions on information sheets given to permit holders:
  - Establishment of gardens on sites is not permitted. Potted plants are allowed, provided they are within the site boundaries and easily removable
  - All possessions must be packed away inside caravans and annexes when the permit holder is away.
2. Through a master-planning process, reconfigure the park so that 12-month permit sites are consolidated in one area
3. Communicate that permit renewal is not guaranteed. Make it clear in information sheets to all existing and prospective permit holders (see *Ensure the conditions and limitations of permits on Crown land are clearly communicated to users*, above).

**Example:** Grassy Hill Caravan Park\* has established binding agreements for the use of 12-month permit sites that describes the type of dwelling and additions allowed on site. It is clearly outlined that the park manager must inspect and approve all dwellings. A dwelling must be a caravan (as defined in the agreement) or registrable movable dwelling. The agreement states that permit holders may not establish gardens. Indigenous plants are permitted in pots across the front of the caravan only.

\* The actual name of the caravan park has been changed.

**Ensure accommodation mix and price structures cover costs for park and reserve management**

1. Managers need to review fees regularly to ensure they are fair, competitive and cover costs
2. Strategies to ensure income flow
  - 12-month permit fees to be paid upfront (or in set instalments).

**Example:** Charge a 12-month fee for the right to occupy a site and an additional daily fee for when people stay at the park. Suggest alternatives to a 12-month permit for people living more than two hours' drive of the park, as people who live further away tend not to visit often and leave their sites vacant for most of the year.

**Example:** Increase the 12-month permit fee by the equivalent of 12 days' worth of daily fees for 2 adults. When permit holders pay for the 12-month permit issue 12 x daily fee vouchers, park managers have more guaranteed income and, having paid for these nights upfront, 12-month permit holders are likely to visit more often, increasing visitation

- Individually meter electricity and water usage where possible.

**Example:** Meter each site individually and charge quarterly for electricity use plus a service fee. With the installation of suitable infrastructure, water use can also be metered individually.

### Maintain appearance of parks

1. Set rules on the age and condition of caravans and additions allowed in the park for long-term permits. Ensure these rules do not require permit-holders to make additions or improvements to their caravans that would be difficult and/or costly to remove at short notice.
2. Seasonal permit-holders will be required to remove caravans from the park in off-season. If the permit-holder returns the following season, the condition of the caravan will be assessed and approved by the park manager on their return.
3. Ensure all possessions are packed away inside caravans/annexes when the occupant is away (see *Employ strategies to limit the sense of ownership*, above).

**Example:** CoM may decide that caravans older than 40 years must be removed from the park, that caravans older than 30 years cannot be sold on-site and/or that incoming caravans must be less than 20 years old.

**Example:** 12-month permit holders' caravans are inspected annually to ensure compliance with park regulations. Caravans being brought into the park on a 12-month permit must not be more than 10 years old and must be eligible for registration under the *Road Safety Act 1986*. Management must approve all alterations to the caravan, annex or site and specifications are set in the "Agreement".

**Example:** 12-month permit holders must remove or suitably tie down canvas annexes while they are away.

### Further options of managing demand

Below are some methods and practical examples for increasing turnover of sites. Committees of Management must maintain fairness and equity in all park management processes, including the implementation of these policy directions.

#### Expand the client base to respond to growing markets

Develop strategies to attract emerging markets including retirees and larger groups (school and tertiary students), to cater for campervans, mobile homes, recreational vehicles, environmentally sustainable accommodation and standing camps (higher-end tent accommodation). Consider how to expand the client base, particularly outside the peak season.

**Example:** Consider reconfiguring the park layout and increasing the mix and type of permit sites. This will allow Committees of Management and park managers to maximise current markets and tap into new markets by:

- Increasing overall usage of the park (casual visitors, peak and off peak)
- Increasing peak and off peak visitor markets by providing a diversity of accommodation options and amenities available, e.g. education/multipurpose facility
- Establishing ongoing off peak use through partnerships with educational institutions
- Offering park visitors and local community opportunities to learn about the natural environment.



## Objective 2: To ensure affordable and equitable access to Crown land caravan and camping parks

### Issues

Selling a caravan on site allows the vendor to avoid the inconvenience of packing up and removing their caravan, annex and other attachments (e.g. storage box). It may also allow them the potential to realise investments made in value-added features such as ensuite bathroom facilities and reticulated sewerage. Unfortunately this may give the purchaser the inaccurate perception they have gained ownership of the site, rather than just the caravan and accessories they have actually bought.

The practice of on-site sale of caravans creates various issues such as:

- Caravan sellers and buyers may falsely assume a sense of ownership of caravan sites on public land
- The purchase price of a caravan on-site may not reflect the true market value of the item/s being sold
- On-site sales may artificially slow turnover of permit-holders as caravan sellers hold out for their desired sale price
- Any person who wishes to obtain a 12-month permit but does not wish to purchase a caravan on-site is disadvantaged
- There is potential for profiteering from public land.

### Policy direction

2.1 Caravans may be sold on-site where:

- Committees allow the sale.
- A transparent process occurs, where an independent valuation of the caravan has been done before the sale and the caravan van is sold within the permit year that it is first offered for sale. If the caravan is not sold within the term of the permit or six months, whichever is greater, the caravan van must be removed from site.

### How to implement the policy

Committees of Management and park managers must maintain fairness and equity in all park management processes, including the implementation of this policy.

#### Process for managing on-site sales

1. The CoM/park manager must develop and maintain a waiting list of people wishing to access a site. The Committee/park manager may choose to charge a fee to cover administration costs. Caravans for sale on-site may only be sold to those on the waiting list.
2. The CoM/park manager must obtain prospective buyers' written permission to pass on their contact details to caravan vendors upon notification of intention to sell.
3. The CoM/park manager must distribute a notice to prospective buyers as they join the waiting list, to ensure they fully understand the purpose of Crown land caravan and camping parks and the process of purchasing a caravan on-site. See *Notice to Prospective Buyers* on page 10 for details. The notice must also be displayed on any caravan which is for sale on-site.
4. The CoM/park manager must distribute the notice to all existing 12-month permit holders. The notice should be redistributed annually and displayed on notice boards.
5. The person who wishes to sell the caravan on-site must notify the park manager and surrender their 12-month permit. If a vendor sells without informing the park manager, the buyer will not be entitled to a permit.

6. Only caravans which are registrable and movable and in an appropriate condition according to park rules, may be approved for on-site sale. The park manager may wish to develop an Application For Sale document, where the park manager approves the condition of the caravan and attachments before a sale and site reallocation is allowed to occur.
7. The park manager will provide the details of those on the waiting list to the seller who arranges a sale. Sale is only allowed to a buyer who is on the waiting list, thus who has received the specific information outlined under *Notice to Prospective Buyers*, overleaf.
8. Any person on the waiting list who wishes to obtain a 12-month permit but does not wish to purchase a caravan on-site should not be disadvantaged.
9. While the transaction of selling a caravan does not concern the park manager directly, the 12-month permit held by the caravan seller represents a relationship between the park manager and the permit-holder
10. The seller must relinquish their permit to the park manager upon sale of their caravan. See *Family Transfer* below.
11. 12-month permits are not transferable. The park manager will enter into a new agreement with the buyer.
12. If the caravan is not sold within the term of the permit or six months, whichever is greater, the caravan must be removed from site.

#### **Valuation**

Committees of Management and park managers **must** ensure caravans are valued by an independent valuer and this information be passed on to potential buyers.

#### **Limitations of any sales process**

There are many reports of sellers and buyers agreeing to a 'reasonable' price on paper but extra payments happening outside of an established process. While getting a valuation gives the buyer a clear idea of the true value of the caravan, this still doesn't guard against under-the-table deals. Therefore the preferred approach is to ensure everyone involved is provided with clear and accurate information about the park being on Crown land, and the requirements of a 12-month permit so buyers can make an informed decision about whether to buy a caravan on-site and for what price.

#### **Family transfer**

Committees may wish to allow the transfer of an unexpired 12-month permit to a permit holder's spouse, defacto partner or child, whether or not they are on a waiting list. Conditions must be detailed in the park's 12-month permit terms and conditions.

### Notice to prospective buyers

A notice to prospective buyers is included at Appendix 6 of the *Best Practice Management Guidelines*. It will include the following information:

- Prospective buyers should note:
  - This park is situated on Crown land and is managed in accordance with Government policy and Victorian law for the benefit of all Victorians
  - The on-site sales process allows for the purchase of a caravan and annexe and to hire the site for the balance of 12 months only
  - The site is not owned by the seller and cannot be owned by the buyer
  - The purchase price of the caravan should be based on the value of the caravan, annexe and attachments only
  - The purchase price of the caravan and accessories should be equivalent to the price of similar items sold outside of the caravan park
  - The site is hired for 12-month tenure and there should be **no expectation** of a term beyond the yearly agreement
  - Sites can only be used for a maximum of 59 consecutive nights per year and a total of 180 days in a calendar year.
- Sites cannot be sublet; and
- It is Victorian government policy that Crown land caravan and camping parks should not acquire permanent residents, i.e. a person who occupies a site as his or her only or main residence.
- These permits are not automatically granted and if granted the user must abide by strict conditions that are set out on the permit.
- If these conditions are not followed, the permit can be revoked and the permit holder may be subject to prosecution for breaches against the *Crown Land (Reserves) Act 1978* and associated regulations.
- The CoM/park manager is not a party to the contract of sale and therefore can not make any warranty in relation to the fitness, quality or condition of the item sold.
- Prospective purchasers should obtain independent valuation and legal advice.
- Prospective purchasers may obtain a copy of the relevant 12 month site-holder agreement with conditions from the CoM/park manager.

### Implementation of policy within leased parks

1. CoM who have leased the management of their parks may agree with the lessee to vary the lease to incorporate the *Policy for Improving Equity of Access to Crown Land Caravan and Camping Parks* and associated parks rules regarding access and on-site sales. Where the CoM and lessee do not agree to vary the lease to incorporate this policy, these policy directions must be stipulated in new lease arrangements.
2. To ensure the park is managed as desired, make specifications in the lease agreement before a lease begins. The best way of doing this is to make sure a current and comprehensive park management plan and/or business plan is developed in consultation with DSE before a lease begins
3. *The Best Practice Management Guidelines* include a park management plan template to provide Committees of Management and park managers with a framework to address a wide range of issues (see Section 6: Management planning)
4. All park management plans should be prepared in consultation with stakeholders and must be endorsed by DSE before their implementation.

### Reporting

CoM are expected to work with their local DSE office in implementing this policy. DSE will work with CoM to establish a process for collection of the waiting list data required by policy direction 1.3.

### For assistance

DSE acknowledges the implementation process may present challenges for some CoM. DSE will provide ongoing support to committees throughout the implementation process. For assistance please contact:

Policy Officer, Caravan and Camping Parks

2/8 Nicholson Street, East Melbourne VIC 3002

Website: [www.dse.vic.gov.au](http://www.dse.vic.gov.au). Click on the link to the Recreation and Tourism page.

Email: [caravan.project@dse.vic.gov.au](mailto:caravan.project@dse.vic.gov.au)

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# **QUEENSLIFFE TOURIST PARKS**

## **LANDSCAPE AND AMENITY PLANS**

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Prepared for Borough of Queenscliffe  
November 2021



GUYMER | BAILEY landscape

QUEENSCLIFFE TOURIST PARKS  
LANDSCAPE AND AMENITY PLANS

2645 LMR [B]  
11-11-2021



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia



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# CONTEXT

## 01.0

### 1.1 SITE SURROUNDS

#### Borough of Queenscliffe - Key Features

- The Borough of Queenscliffe is located at the eastern tip of the Bellarine Peninsula, on the western side of the entrance to Port Phillip Bay.
- The Borough contains natural environmental areas of local and international significance. Swan Bay contains a number of islands which provide important habitats for protected flora and fauna. Swan Bay and the islands are protected by international treaties. The Borough's foreshores contribute to significant landscapes in the municipality.
- The two major towns are Queencliff and Point Lonsdale. These towns are located on a series of dunes and sandy limestone ridges, which fall towards Port Phillip bay to the east, Bass Strait to the south and Swan Bay to the north. Queenscliff is characterised by its historic buildings and formal streets. Point Lonsdale's unique character is formed by the vegetation, coastal environment and informal streets.
- The Narrows, a slender sand dune isthmus, separates Port Phillip Bay from Swan Bay and connects the two towns.
- Tourism is the Borough's major economic activity with prominent retail, commercial and service sectors.
- The Borough's population is approx. 3058 which is expected to increase slightly to 3360 by 2031. The Borough's population swells considerably during seasonal holiday periods through tourist stays and part time residents. There is a considerable non-permanent population who own property and holiday or live part-time in the Borough.

#### Key Influences

The Key influences are:

- Coastal location at the entrance to Port Phillip Bay
- The tourism and heritage value of the Borough
- The quality and character of the townships
- Internationally environmentally significant areas
- Areas of significant landscape value





# SITE LOCATIONS

# 02.0



Site Context Map

# SITE LOCATION & ZONING

## 1.1 QUEENSLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND

- The Site consists of two parcels of land, the Queenscliff Recreation Reserve Tourist Park and Victoria Park Campground. The Queenscliff Recreation Reserve site is predominantly open parkland with a mix of mature native trees with a mown grass understorey. It is currently in use as a holiday park and contains a significant number of powered sites, many used as annuals, and five existing 2 bedroom cabins along the front of the headland. There is currently an internal fence that denotes the boundary to the adjacent Victoria Park Campground. Similarly it is predominantly open parkland, however it is more heavily planted with a mix of mature native and exotic trees with a mown grass understorey.
- The main site access is via Hesse Street, which is a no through road terminating at the beachfront carpark of the Queenscliff lookout. The main entry is located at the end of the road and the entry driveway is defined by an entry sign. The exit is via Mercer Street.
- Neighbouring properties include Monahan Centre Queenscliff Sports Club, and assorted sporting facilities and public recreation areas.
- The site experiences significant water views to Port Phillip Bay to the south.
- The natural overland drainage flows across the site from the north to the south towards Port Phillip Bay.
- The remnant coastal vegetation community of the surrounding area lies within the Bellarine Peninsula Bio-region. As the site has been cleared for a caravan park in the past, there is minimal remnant vegetation on the site. However, some remnant coastal vegetation still borders the site along the headland on the south east boundary, the foreshore to Port Phillip Bay.



ADDRESS: 134 Hesse St,  
Queenscliff, VIC 3225



Queenscliff Recreation Reserve Tourist Park - Zoning Map

Queenscliff Recreation Reserve Tourist Park - Land Parcel size approx.: 3.6 hectares  
Victoria Park - Land Parcel size approx.: 1.5 hectares



# SITE LOCATION & ZONING

## 1.1 GOLIGHTLY TOURIST PARK

- The Site consists of a single parcel of land along the foreshore of Port Phillip Bay. The Golightly Tourist Park site is predominantly open parkland with a mix of mature native trees with a mown grass understorey. It is currently in use as a holiday park and contains a number of powered sites, many used as annuals. A portion of the site in the north east corner is zoned PCRZ.
- The main site access is via Bowen Road which connects to Lawrence Road in the south and a carpark which provides views to the bay and access to the foreshore walk. The main entry driveway is defined by an entry sign. The exit is a little further down the street towards Lawrence Road.
- Neighbouring properties include the Point Lonsdale Primary School, mixed retail and public recreation areas.
- The site experiences significant water views to Port Phillip Bay to the south east.
- The natural overland drainage flows across the site from the north west to the south east towards Port Phillip Bay.
- The remnant coastal vegetation community of the surrounding area lies within the Bellarine Peninsula Bio-region. As the site has been cleared for a caravan park in the past, there is minimal remnant vegetation on the site. However, some remnant coastal vegetation still borders the site along the headland on the south east boundary, the foreshore to Port Phillip Bay.



ADDRESS: Bowen Road,  
Point Lonsdale, VIC 3225



Golightly Tourist Park - Zoning Map

Golightly Tourist Park - Land Parcel size approx.: 0.95 hectares

# SITE LOCATION & ZONING

# 02.3

## 1.1 ROYAL PARK CAMPGROUND

- The Site consists of a single parcel of land along the foreshore of Port Phillip Bay. It is nested against Royal Park Sports Oval. The Royal Park Campground site was once a botanic gardens so it has a significant number of established native trees. It is predominantly open parkland with a large quantity of mature native trees with a mown grass understorey. It is currently in use as a caravan park and offers sites for vans and tents set amongst the native Moonah trees that line the stretches of beachfront.
- The main site access is via Point Lonsdale Road which connects to Lawrence Road in the north. The main entry driveway is defined by an entry sign and the exit is at the southern end of the site, also along Point Lonsdale Road.
- Neighbouring properties include sporting facilities, residential properties, Queenscliff Cemetery and public recreation areas.
- The site experiences beautiful water views to Port Phillip Bay to the east.
- The natural overland drainage flows across the site from the west to the east towards Port Phillip Bay.
- The remnant coastal vegetation community of the surrounding area lies within the Bellarine Peninsula Bio-region. As the site has been cleared in the past, there is minimal remnant vegetation on the site. However, some remnant coastal vegetation still borders the site along the foreshore to Port Phillip Bay along the eastern boundary.



ADDRESS: 172-188 Point Lonsdale Rd,  
Point Lonsdale, VIC 3225



Royal Park Campground - Zoning Map

Royal Park Campground - Land Parcel size approx.: 1.8 hectares



# QUEENSLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - Existing Site Plan





# QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - Landscape Master Plan





# GOLIGHTLY TOURIST PARK - Existing Site Conditions

# 03.3



## Existing Facilities

### legend

- Property Boundary
- A Amenities block

### Golightly Park

- 45x Powered sites (annuals)
- 15x Powered sites (casual)

## Analysis

### legend

- ✱ Entry /Arrival zone
- ✱ Beach Access
- Existing coastal Vegetation
- Existing Vegetation
- Views
- Primary vehicular access
- Minor vehicular access across turf
- Pedestrian access

1:1000@A3

# GOLIGHTLY TOURIST PARK- Landscape Master Plan

## 03.4

### Proposed Sites Yield

- 15 Upgraded powered sites - 80m2
- 3 Upgraded powered sites - 65m2
- 8 Safari Tents
- 11 Proposed Re-Location of 12 Month Permit Holders (80m2 sites)
- 5 Proposed Re-Location of 12 Month Permit Holders (65m2 sites)

total 42 sites

### Legend

- 01 New Feature Entry Statement off Bowen Road. Front Entry width increased to 7m
- 02 New Pull-in Caravan Parking bay
- 03 New 4 x Visitor parking bays, 1 x Disabled parking bay
- 04 New Carded Boom gates
- 05 New Camp kitchen with amenities
- 06 New Firepit and recreation area
- 07 New Amenities Block- 6
- 08 Dump Point
- 09 New 1 x Accessible Safari Tent (5m)
- 10 New 7 x Safari Tents (5m) each with carpark
- 11 Open Space with improved access to beach
- 12 New Bicycle Repair Station
- 13 New BBQ Shelter
- 14 New Solar Powered Workstation/ Picnic Table
- Proposed re-location of 12 Month Permit Holders
- Trees proposed to be removed - approx.22
- Proposed Replacement Trees - approx.52



1:1000@A3



# ROYAL PARK CAMPGROUND - Existing Site Plan

03.5



1:1000@A3

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GUYMER | BAILEY landscape

12



# ROYAL PARK CAMPGROUND - Landscape Master Plan

## 03.6

### Proposed Sites Yield

72 Upgraded powered sites - 80m2  
3 Upgraded powered sites - 65m2

total 75 Powered sites



1:1000@A3

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GUYMER | BAILEY landscape



# CHARACTER PALETTE

## 04.1

### THE TOWN

Queenscliff, is a small township on the Bellarine Peninsula. It is a significant tourism destination.



### THE SETTING

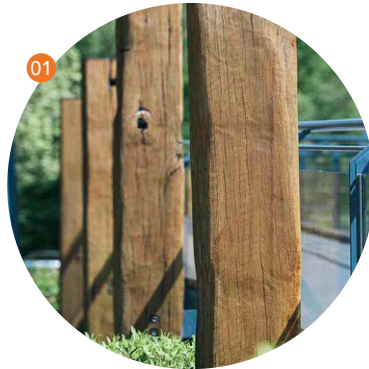
Connection to nature - lakes and wetlands, coastal cliffs and dunes, stretches of beaches, significant ocean views



# MATERIALS AND FURNITURE PALETTE

Supporting the ideas of promoting environmental awareness and connection to nature, the use of predominantly natural materials & colours throughout the ground plane sets a base for an integrated landscape design. These robust, natural materials are long lasting and low maintenance.

## 04.2



### legend

- 01 Recycled Jetty Timber Posts incorporated into Feature Entry Statement
- 02 Brightly coloured powder coated aluminium cafe furniture
- 03 DDA compliant aluminium Picnic Settings
- 04 Concrete Paths in turf
- 05 Recycled timber steppers and native coastal planting along paths leading to the beach
- 06 Container Style Cafe
- 07 Gathering Circle around Firepit
- 08 Bicycle Repair Station



# FACILITIES - General

## 05.1

### 5.1 Proposed Facilities for all Campgrounds



BBQ Shelter



Solar Powered Picnic Settings



Electric BBQs



Picnic Tables and Benches

# FACILITIES - Queenscliff RRTP & Victoria Park Campground

## 5.2 Office and Manager's Residence



not to scale

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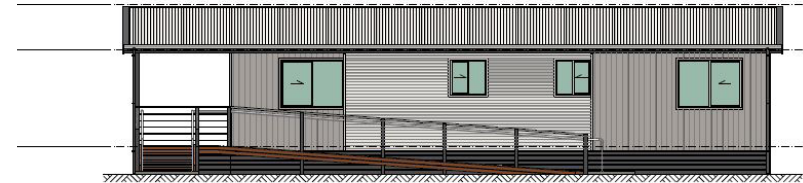


GUYMER | BAILEY landscape

17



## 5.2 Office and Manager's Residence



front elevation  
1:90



E-02 side elevation  
1:90



E-04 side elevation  
1:90



-03 back elevation  
1:90

not to scale

### 5.3 2 Bedroom Accessible Cabin



not to scale

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**SUSTAINABLE**  
PARK SOLUTIONS

GUYMER | BAILEY landscape

19

### 5.3 2 Bedroom Accessible Cabin



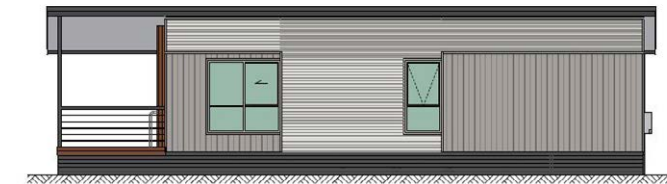
E-01 front elevation  
1:75



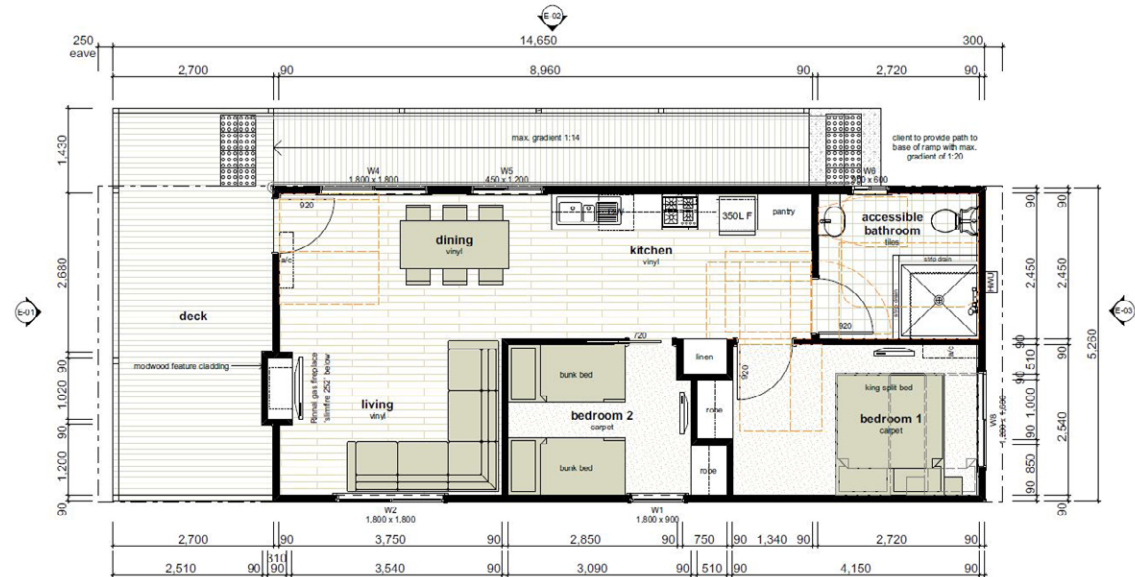
E-02 side elevation  
1:75



E-03 back elevation  
1:75



E-04 side elevation  
1:75



not to scale

#### 5.4 2 Bedroom Cabin



not to scale

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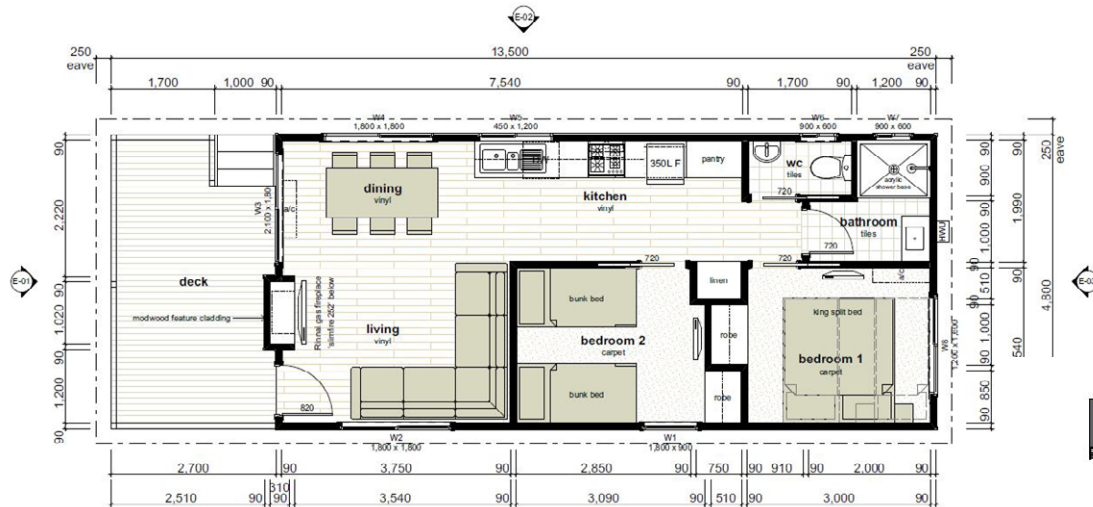
  
**SUSTAINABLE**  
PARK SOLUTIONS

GUYMER | BAILEY landscape

21



## 5.4 2 Bedroom Cabin



E-03 back elevation  
1:75



E-02 side elevation  
1:75



E-01 front elevation  
1:75



E-04 side elevation  
1:75

not to scale

### 5.5 3 Bedroom Cabin



not to scale

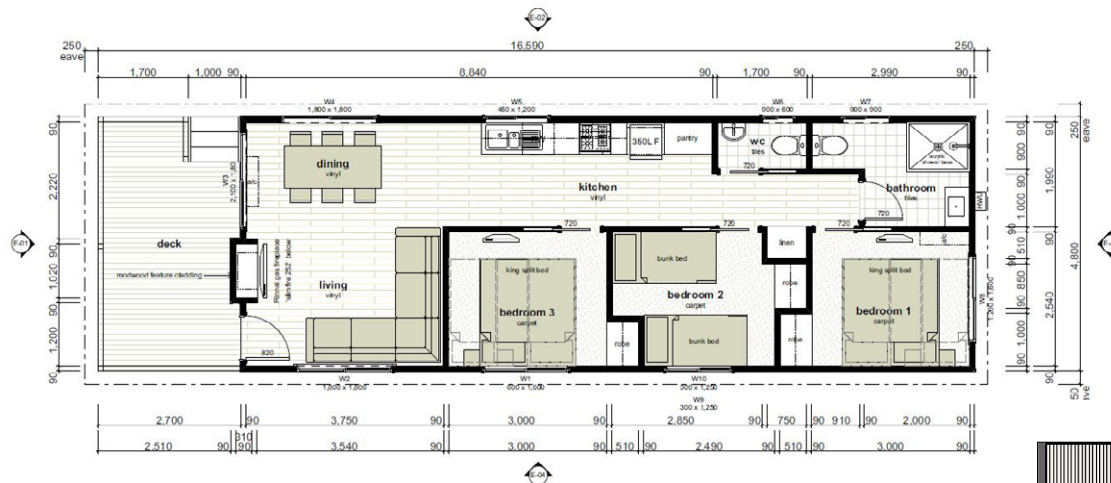
2645 | Queenscliffe Tourist Parks - LANDSCAPE AND AMENITY PLANS | 11-11-21

  
**SUSTAINABLE**  
PARK SOLUTIONS

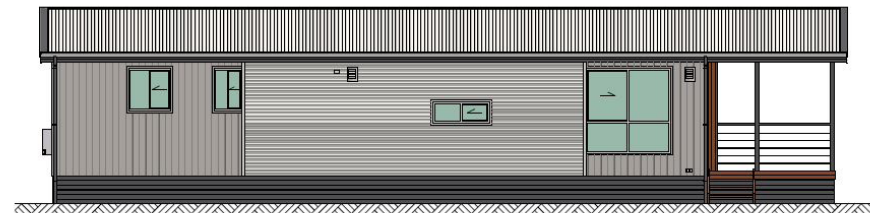
GUYMER | BAILEY landscape

23

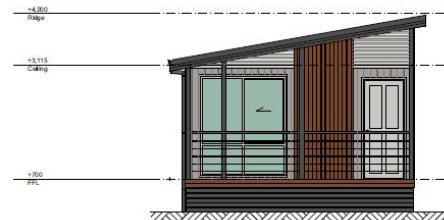
## 5.5 3 Bedroom Cabin



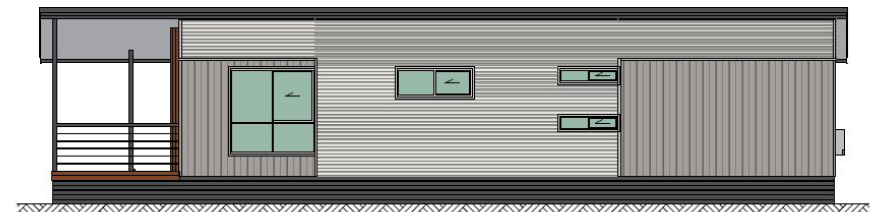
E-03 | back elevation  
1:75



E-02 | side elevation  
1:75



E-01 | front elevation  
1:75



E-04 | side elevation  
1:75

not to scale

# FACILITIES - Golightly Tourist Park

## 5.6 Camp Kitchen



not to scale

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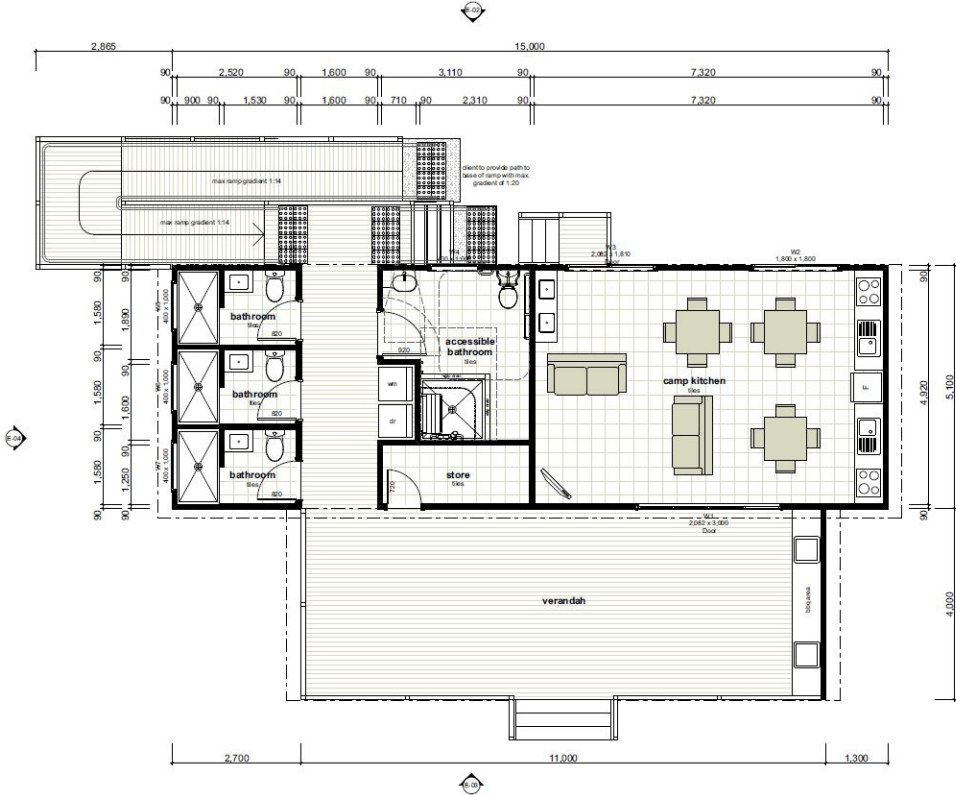


GUYMER | BAILEY landscape

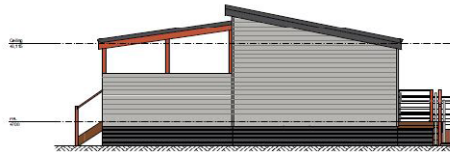
25



## 5.6 Camp Kitchen



not to scale



E-01 | front elevation



E-02 | side elevation  
1:100

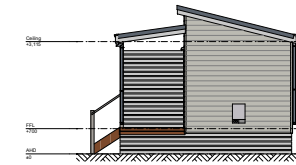


E-03 | side elevation  
1:100



E-04 | back elevation  
1:100

## 5.7 Communal Amenities



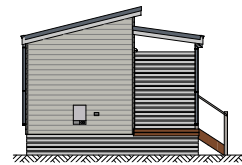
E-01 side elevation  
1:70



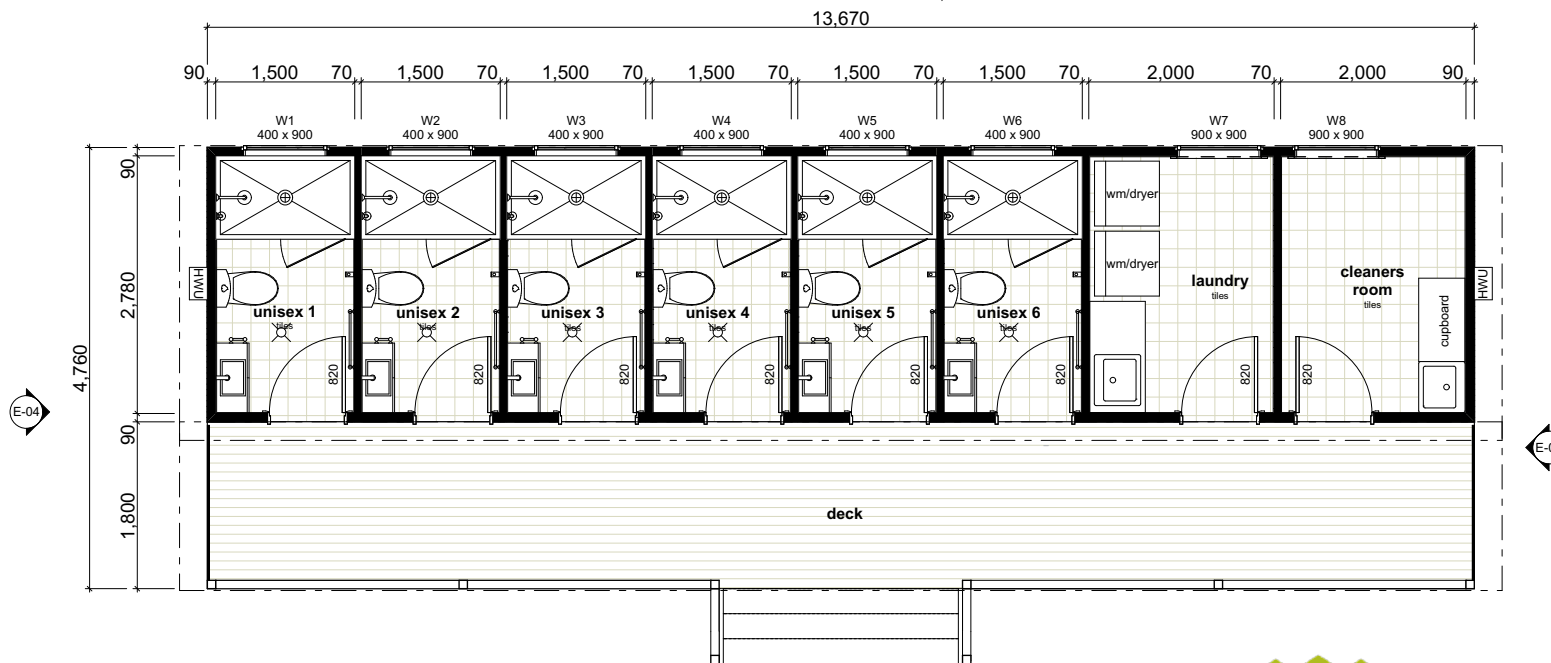
E-02 rear elevation  
1:70



E-03 front elevation  
1:70



E-04 side elevation  
1:70



not to scale

## 5.8 Safari Tents

### 5m Deluxe Eco Tent



not to scale

# FACILITIES - Royal Park Campground

## 5.9 Camp Kitchen



not to scale

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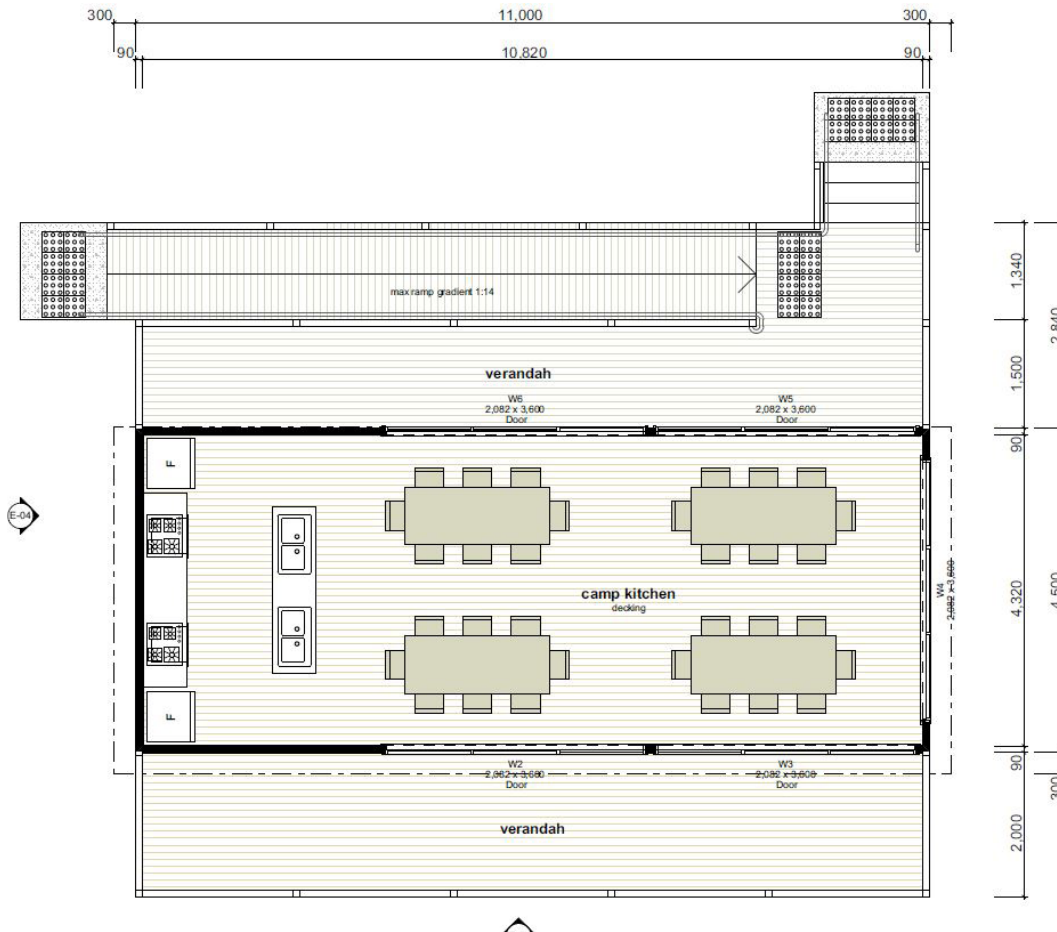


GUYMER | BAILEY landscape

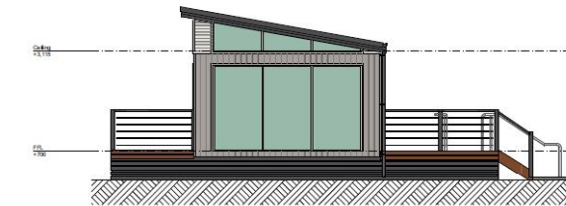
29



## 5.9 Camp Kitchen



not to scale



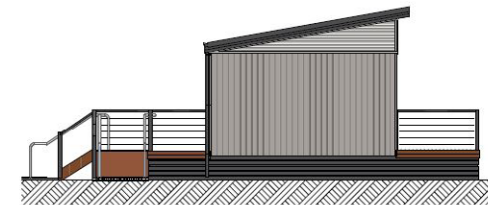
E-01 | front elevation  
1:80



E-02 | side elevation  
1:80

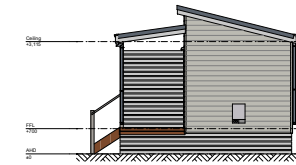


E-03 | side elevation  
1:80



E-04 | back elevation  
1:80

## 5.10 Communal Amenities



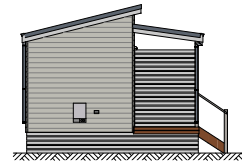
E-01 side elevation  
1:70



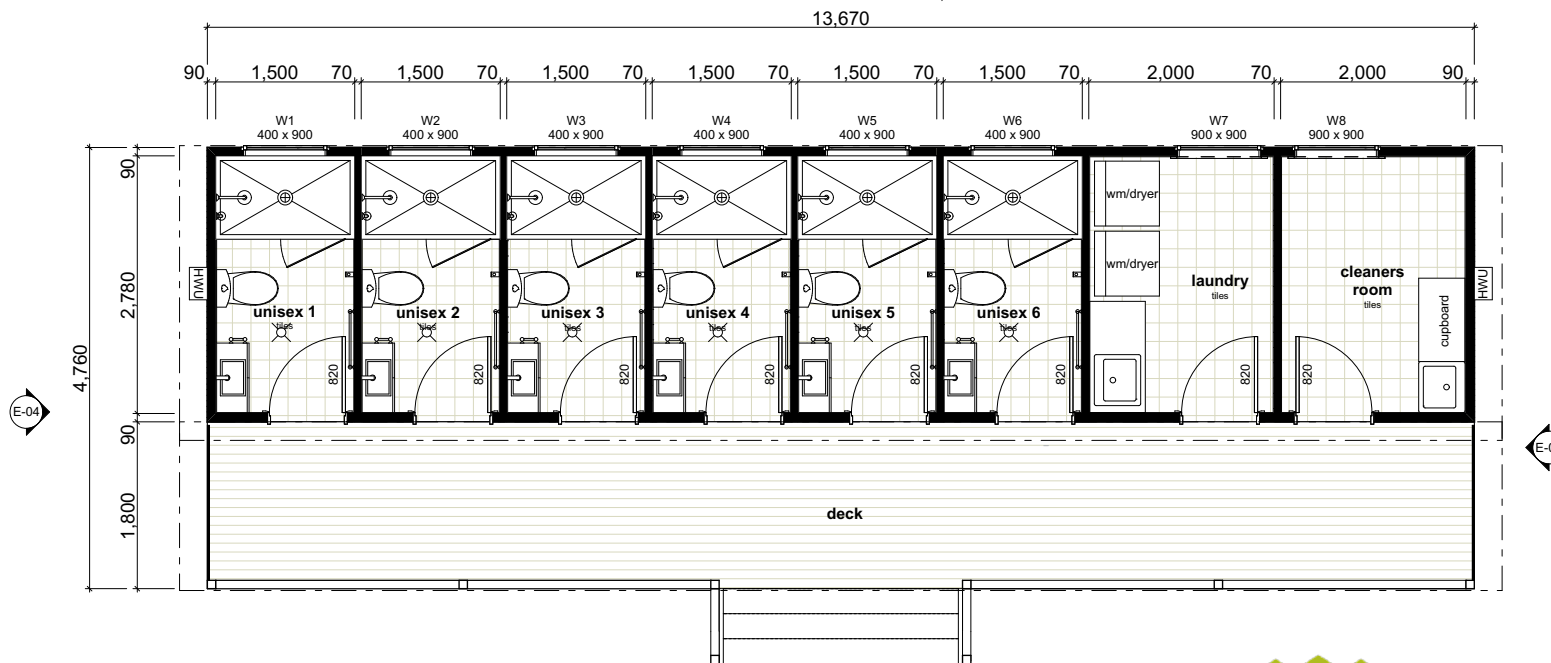
E-02 rear elevation  
1:70



E-03 front elevation  
1:70



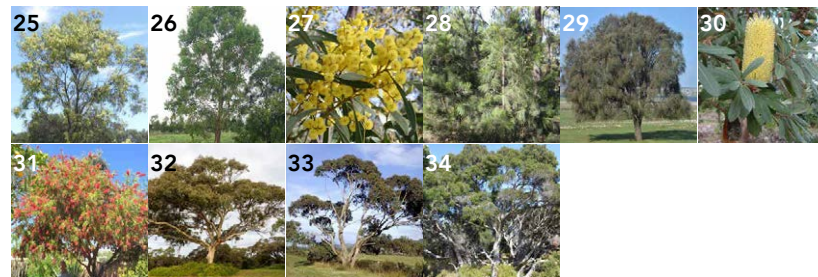
E-04 side elevation  
1:70



not to scale

# plant palette

#	Plant Species (Botanical Name)	Common Name	Native	Sun-loving	Shade tolerant	Screening	Accent
<b>GROUND COVERS / GRASSES / VINES</b>							
1	ATRIPLEX semibaccata	Berry Saltbush	x	x			
2	CARPOBROTUS rossii	Pig Face	x	x			
3	CHRYSOCEPHALUM apiculatum	Yellow Buttons	x	x			x
4	DIANELLA revoluta	Black Anther Flax Lily	x	x	x		
5	DIANELLA brevicaulis	Coast Flax Lily		x	x		x
6	FICINIA nodosa	Knobby Club Rush	x	x	x		
7	KENNEDIA prostrata	Running Postman	x	x	x		x
8	CALOCEPHALUS citreus	Lemon Beauty Heads	x	x			x
9	MYOPORUM parvifolium	Creeping Boobiala	x	x			
10	POA labillardieri 'Eskdale'	Poa Eskdale	x	x			
11	LOMANDRA longifolia	Spiny Head Mat Rush	x	x	x		
12	SWAINSONA lessertiifolia	Coast Swainson Pea	x	x			x
<b>SHRUBS</b>							
13	ACACIA acinacea	Golden Dust Wattle	x	x			x
14	ACACIA suaveolens	Sweet Wattle	x	x			
15	BURSARIA spinosa	Sweet Bursaria	x	x			
16	CALLISTEMON salignus 'Great Balls of Fire'	Bottlebrush 'Great Balls of Fire'	x	x		x	
17	CALLISTEMON viminalis 'Macarthur'	Macarthur Weeping Bottlebrush	x	x		x	x
18	CORREA alba	White Correa	x	x		x	
19	CORREA reflexa	Native Fuchsia	x	x			
20	DODONEA viscosa 'Purpurea'	Purple Hop Bush	x	x		x	x
21	GOODENIA ovata	Hop Goodenia	x	x			
22	ENCHYLAENA tomentosa	Ruby Saltbush	x	x			
23	INDIGOFERA australis	Australian Indigo	x	x	x		
24	LEUCOPHYTA brownii	Cushion Bush	x	x			x
<b>TREES</b>							
25	ACACIA implexa	Lightwood	x	x			
26	ACACIA melanoxylon	Blackwood	x	x			
27	ACACIA pycnantha	Golden Wattle	x	x			
28	ALLOCASUARINA littoralis	Black Sheoke	x	x			
29	ALLOCASUARINA verticillata	Drooping Sheoke	x	x			
30	BANKSIA integrifolia	Coast Banksia	x	x			
31	CALLISTEMON citrinus	Bottlebrush	x	x			
32	EUCALYPTUS leucoxylon ssp. bellarinensis	Yellow Gum	x	x			
33	EUCALYPTUS viminalis subsp. pryoriana	Coast Manna Gum	x	x			
34	MELALEUCA lanceolata	Moonah	x	x			



Note: Planting preference is for predominantly local indigenous species to reinforce the coastal character and support wildlife habitat. Indigenous species are in line with local government guidelines and supplemented by native species, where applicable, around the buildings and recreational spaces to cater for amenity and micro-climates.



# QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - Feature Entry Visualisation

# 07.1





# QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - Feature Entry Visualisation

## 07.2





## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - New Beachside Container Cafe Visualisation

# 07.3



## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - New Office/Residence and Beachfront Cabins Visualisation

07.4





## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - New Accessible 2 Bedroom Cabin Visualisation

07.5





## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - Park View Visualisation

**07.6**





# QUEENSCLIFF RECREATION RESERVE

## TOURIST PARK & VICTORIA PARK CAMPGROUND -

### Enhanced Landscaping to Existing Camp Kitchen Visualisation

07.7





## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - New Firepit Visualisation

07.8





## QUEENSCLIFF RECREATION RESERVE TOURIST PARK & VICTORIA PARK CAMPGROUND - New Firepit Visualisation

07.9





## GOLIGHTLY TOURIST PARK - Feature Entry Visualisation

07.10





## GOLIGHTLY TOURIST PARK - Park View Visualisation

07.11





## GOLIGHTLY TOURIST PARK - New Camp Kitchen and Camp Sites Visualisation

**07.12**





## GOLIGHTLY TOURIST PARK - New Camp Kitchen and Firepit Visualisation

**07.13**





## GOLIGHTLY TOURIST PARK - New Fire Pit and Amenities Block Visualisation

07.14





## GOLIGHTLY TOURIST PARK - New Accessible Safari Tent Visualisation

07.15



## GOLIGHTLY TOURIST PARK - New Safari Tents and BBQ Shelter Visualisation

07.16





## GOLIGHTLY TOURIST PARK - New Safari Tents Visualisation

07.17





## ROYAL PARK CAMPGROUND - Feature Entry Visualisation

07.18





## ROYAL PARK CAMPGROUND - New Carpark Visualisation

07.19



## ROYAL PARK CAMPGROUND - New Caravan Pull-in Bay and Club Change Rooms Visualisation

07.20





## ROYAL PARK CAMPGROUND - New Boomgate Entry Visualisation

07.21





## ROYAL PARK CAMPGROUND - New Amenities Block behind Club Change Rooms Visualisation

**07.22**





## ROYAL PARK CAMPGROUND - View from Club Change Rooms towards Campground

**07.23**





## ROYAL PARK CAMPGROUND - Enhanced Beach Access Visualisation

07.24





## ROYAL PARK CAMPGROUND - New BBQ Shelter Visualisation

07.25





## ROYAL PARK CAMPGROUND - New Camp Kitchen Visualisation

07.26





## ROYAL PARK CAMPGROUND - New Southern Amenities Block Visualisation

**07.27**





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