



shoalhaven heads tourist park



business development plan
holiday haven tourist parks
shoalhaven city council
2010 - 2013

BUSINESS DEVELOPMENT PLAN

SHOALHAVEN HEADS TOURIST PARK Holiday Haven Tourist Parks, Shoalhaven City Council

Dated: 22/10/2009

This Business Development Plan is to be displayed and available for public viewing at the reception area of Shoalhaven Heads Tourist Park and on the Holiday Haven Tourist Park web site www.holidayhaven.com.au

The Plan outlines proposed development of the Tourist Park
from 2010 to 2013
and is intended to be reviewed in three years time

Introduction

Shoalhaven Heads Tourist Park is one of the 12 parks operated by Shoalhaven City Council under Holiday Haven Tourist Parks, a category 1 business under the National Competition Policy. An over arching Business Plan and a Business Development Plan for the Holiday Haven Tourist Parks Group has been developed. These are strategic documents setting out capital programs; address Crown issues, Shoalhaven City Council requirements and development constraints. The Shoalhaven Heads Tourist Park Business Development Plan should be read in conjunction with the Holiday Haven Tourist Park documents.

Shoalhaven Heads Tourist Park is situated on State-owned Crown land. The Park is a defined area set aside for caravan and camping purposes. Shoalhaven City Council has been appointed trustee in accordance with provisions contained in the *Crown Lands Act 1989*. Under the provisions of this Act, the Department of Lands works in partnership with Council to:

- Develop tourist parks which meet the needs of the community for long and short term accommodation.
- Manage the properties in an environmentally sound manner.
- Provide appropriately for the recreational and social needs of the community.
- Progressively upgrade facilities and attractions at Holiday Haven Tourist Parks in line with current industry standards and the expectations of visitors to the Shoalhaven.

This Business Development Plan addresses the development and optimisation of this site's usage and the best possible access by the public. The Plan identifies proposals for implementation over the next three years and is intended to be reviewed in at the end of the three year period.

Location and Context

The Shoalhaven Heads Tourist Park is situated between the Shoalhaven River and Seven Mile Beach. It is ideal for camping or caravanning with powered, en-suite, river front slab sites and spacious riverfront cabins offering spectacular views across the Shoalhaven River the Park offers an abundance of activities for the whole family including mini golf, tennis, games room, fishing and surfing.

The Shoalhaven Heads Tourist Park is one of six other caravan parks in the Shoalhaven Heads urban area and is located approximately 1 km off Coolangatta Road, the picturesque Shoalhaven/Kiama coast road.



The property has had a difficult history of vandalism, theft, assault and alcohol related issues until recent investment in significant security infrastructure.

Shoalhaven Heads Tourist Park has had Local Government approval for a total of 330 sites. These sites are allocated as follows:

- 312 Short-term sites
 - * 24 Cabins
 - * 211 Holiday Van Sites
 - * 69 Tourist Sites
 - * 8 tourist En-suite Sites
- 3 Long-term sites
- 15 Camp sites
- Holiday Vans represent 68% of short term sites. It is intended to reduce the holiday van numbers from 68% to 62% of the total site mix.

See Appendix I: Community Plan (May 2009)

See Appendix II: Development Concept Plan

See Appendix III: Aerial view showing external access points

See Appendix IV: DA approved layout

Holiday Haven Tourist Parks Site Analysis June 2009

This plan identifies opportunities to meet the primary objectives of both the Crown Lands and Shoalhaven City Council:

1. Provide the public and caravan park visitors with improved access to sites, recreational and facilities areas.
2. Maintain and increase the profit and profit margins through higher yields.

Comparison of income by site type (per site)

Site Type	2006/07	2007/08	2008/09
Holiday Van annual rental	3708	3960	4260
Camping Best	1230	1265	1660
Powered Best	6138	6775	7538
Powered Average	2679	2742	3142
Cabin Occupancy - average	44%	42%	40%

Current powered site income for this property averages \$3142. Current Holiday Van income is \$4260 per site. Holiday Van occupancy of short term sites at 62% will maintain the property income and as holiday vans are used throughout the year, the presence of additional people utilising the park will assist with maintaining park security levels.

Financial Implications

Income from the Shoalhaven Heads Tourist Park year ending 30th June 2009 is split as follows:

- Tourist Revenue – \$814,324
- Holiday Vans Revenue – \$899,149

Total revenue for the property for 2008/09 was \$1,713,473. Losses related to the reduction in Holiday Van numbers will amount to nearly \$80,000 in the current financial year. However, this will leave Holiday Van numbers at 62% of proposed short term moveable

dwelling sites, numbers which Shoalhaven City Council believes is the optimum level for this type of occupancy at this stage.

Proposed Development

Much of the development of sites in this park has already been undertaken with the "Dunes" development of the late 1990's and the riverside cabins a few years later. It is obvious that this property would benefit enormously from some investment in advanced recreational facilities and improved sites for visitors in prime areas. Currently Council has acquired the remaining holiday vans on "H" row for the placement of a mixture of cabins and high quality visitor caravan or camping sites some with en-suites.

Some upgrading and/or replacement of existing tourist cabins will also occur depending on a critical assessment of the value/occupancy/condition of existing units as opposed to the cost of replacement.

Powered moveable dwelling sites and powered camping sites will always be a significant feature of this park in terms of its current and expected clientele.

There are opportunities for another contained cabin development in the park in the southern camping area but this development would have to be subject to a proper feasibility study in consultation with the Crown.

Shoalhaven City Council has granted DA approval for an increase in site numbers and mix. The new DA approval is for a total of 369 sites. Site allocation is as follows:

- 344 Short term
- 3 Long term
- 22 Camping

Short term breakdown is as follows:

- 24 cabins
- 211 Holiday Van sites
- 101 Tourist sites
- 8 En-suite sites

See Appendix IV: DA approved Layout Plan

Why the development is essential to the improvement of the park

According to the latest *Caravan & Camping in Australia 2008 Snapshot* released by Tourism Research Australia, the South Coast of NSW is the most popular caravan and camping holiday destination in Australia, accounting for 2.7 million visitor nights. This is one better than the 2007 survey when the South Coast came in second with 2.4 million visitor nights. This represents an increase of 17.9% in visitor nights and increases the demand by visitors to access caravan and camping accommodation.

The caravan and camping industry remains robust and indicators favour continuing growth within the Shoalhaven. These indicators include:

- Proximity to the major markets – Sydney (particularly the completion of pivotal dual carriage way sections on the highway at Dunmore and South Nowra), South Coast, ACT, Riverina, Southern Highlands and Victoria.
- The current economic downturn will negatively influence the purchase of more expensive holidays particularly overseas and interstate resort destinations providing opportunities for the Shoalhaven and South Coast.
- Anticipated reduced discretionary spending available to most travellers and families would indicate a trend towards the base level entry to the Holiday market via camping and camper trailers. This type of holiday rounded out with value-for-money and supplied recreational activities both inside and outside tourist parks provides a vacation experience that is satisfied within the amount of time spent at the tourist park.
- The trend continues for superannuated travellers to undertake travel in Australia but over less distance and to specific destinations such as the NSW South Coast. There is an opportunity for Holiday Haven Tourist Parks to ensure flexibility for travellers to come and go to individual parks and within the group.

Opportunities

Shoalhaven Heads Tourist Park is well located in its proximity to the river and the beach, However, travellers pass other caravan parks in Shoalhaven Heads before reaching this site and it therefore receives very few 'off street' bookings and visitation is mainly sourced through industry publications.

- Advertising in print and electronic media is important but 'word of mouth' about a quality, complete South Coast experience is a very important form of attracting clientele.
- Providing such an experience is underpinned by continually maintaining industry standards and responding to market requirements. For example, providing recreational amenities for families.

The Value of holiday vans and tourist sites

Holiday vans occupy short term casual sites. A person upon signing an occupation agreement with Shoalhaven City Council is able to leave a moveable dwelling and annexe on site at the caravan park and access the van for up to 150 days a year, paying a fee for the privilege. The occupier does not own the site (land) and the vans may be subject to relocation/removal under certain conditions. After the fixed term of the occupation agreement it can be terminated without cause and without compensation with 90 days notice to remove all structures from the site.

Holiday vans currently represent 51% of income for the Shoalhaven Heads Tourist Park.

A mixture of holiday van and tourist sites encourage usage and enjoyment of the facilities out of peak times, when holiday van owners find they gain value from their vans by using them for short periods when good weather is in abundance but crowds are not. The majority of holiday van owners make good use of their vans outside peak times and provide:

- A presence which acts as a deterrent for vandals.
- Consistent trade for the businesses whose products they consume.
- Downstream employment and cash flow for small villages.

- Financial surety for the Tourist Parks.
- Encouragement for friends and families to visit the area.

Optimum Site Rationalisation

Given Holiday Van occupancy level of 65% of short term moveable dwellings sites on this reserve, Shoalhaven City Council will be able to maintain a good balance of visitor and Holiday Van sites as well as capitalising on high income opportunities for cabins and en-suites on prime visitor sites.

Sale of holiday vans

Subject to implementation of this development plan the Holiday Haven Tourist Parks policy for the sale of holiday vans will be put into practice:

- Sales of holiday vans permitted on site if they are in good condition and meet Local Government Regulations and Holiday Haven requirements and have a valuation reflecting the true value of the moveable asset only;
- A legal signed acceptance from the purchaser of the true 'value' of the moveable assets prior to Holiday Haven allowing a transfer;
- The new owner may be required to relocate the holiday van to another site as directed by the Manager Holiday Haven Tourist Parks.

Rationalisation of Cabins

The cabin fleet on Holiday Haven Tourist Parks currently numbers 257 cabins. While there will be no significant change in the immediate future in overall cabin numbers, additional cabins will be added where yield is high. The age of the cabins varies between 18 months and 25 years. The majority are older stock, between 15 and 25 years in age. As cabins fall into the older category they are assessed for refurbishment, relocation, replacement or disposal, depending on their age, style and cost of refurbishment. This assessment is undertaken annually on a whole of business scale and action taken at individual Parks is governed by market trends, resources and site availability.

Customer feedback and AAA inspections have indicated that regular assessment of cabin stock is required to renew, refresh and improve the product to meet industry standards and customer expectations. The maintenance of cabins to industry standard is critical when competing in the wider tourism marketplace. Efforts will be focused on restoring cabin product to a high standard. This will be achieved by replacing the older cabins that are failing to generate sufficient occupancy and revenue, and refurbishing and/or relocating those cabins where their age, location, occupancy, income or other reasons would justify this.

Refurbishment costs

Refurbishment of cabins would generally involve modernising all rooms and an external facelift. This requires new furnishings, installation of new fittings, painting throughout the cabin and in some cases the addition of a deck. The figure for refurbishment of a cabin lies between \$10,000 and \$20,000. The cost of a replacement cabin is approximately \$80,000 to

\$100,000. In general terms for a cabin with occupancy in excess of 40% and producing an income in excess of \$25,000 per year, an adequate level of investment in maintenance and refurbishment justifies its existence, placement and continued use in the tourist park.

Investment Strategy

Significant opportunities exist at Shoalhaven Heads Tourist Park to develop facilities and accommodation. During the next three years accommodation will be enhanced and upgraded but the focus will be on the development of good recreational facilities to significantly improve the attractiveness of this site for the visiting public.

The forward Business Plan for the Holiday Haven Group 2009-2012, commits some \$760,000 to mainly Recreational, Infrastructure areas. The Trusts intention is to make the property a more 'family friendly' holiday opportunity.

Estimated cost of the proposed developments

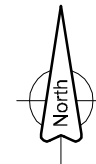
Amenity	2009/2010	2010/2011	2011/2012
Cabin refurbishment	40,000	40,000	40,000
Recreational facilities	200,000		100,000
Cabin replacement	85,000	85,000	85,000
Infrastructure upgrade	10,000		
Site works for cabin relocation	20,000		
Other site works		25,000	30,000
Total	355,000	150,000	255,000

Appendix I: Community Plan (May 2009)

Appendix II: Development Concept Plan

Appendix III: Aerial view showing external access points

Appendix IV: DA Approved Layout Plan



LEGEND

- POWER POLE
- OVER-HEAD LIGHTPOLE
- ⊕ POWERPOLE & OVER-HEAD LIGHTPOLE
- METERBOX ELECTRICAL
- ⊞ POWER HEAD
- ⊞ POWER HEAD & TAP
- LIGHT & TAP
- TAP
- ⊞ FIREHOSE REEL
- SHOWER
- ⊞ WATERMETER
- STOP VALVE
- ⊞ TABLE
- CONCRETE
- GARDEN
- ③ PERMANENT VAN SITES (LONG TERM SITES)
- ②④ CABIN SITES (SHORT TERM SITES)
- ②① HOLIDAY VAN SITES (SHORT TERM SITES)
- ⑥⑨ TOURIST SITES (SHORT TERM SITES)
- ⑧ TOURIST ENSUITE SITES (SHORT TERM SITES)
- ⑮ CAMPING SITES

Total Sites	330
3	LONG TERM SITES
312	SHORT TERM SITES
15	CAMPING SITES
Total Sites	330
23	SELF CONTAINED SITES

Shoalhaven Heads Tourist Park - Community Plan

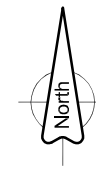
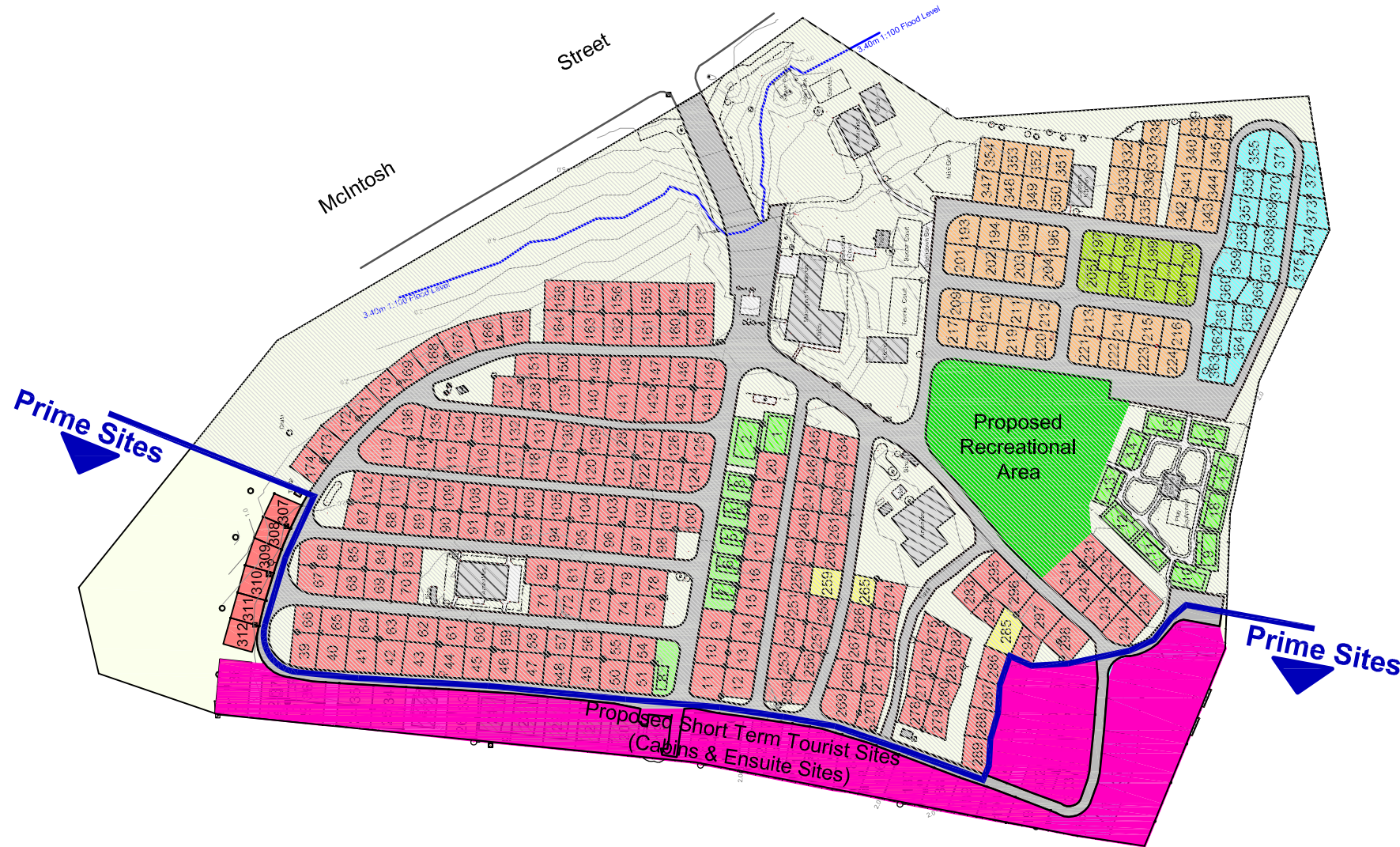
DESIGNED:	SURVEYED: B. JEFFERY 24/10/06	AMENDMENTS
DRAWN: P. JENNINGS 28/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:	
APPROVED:	DATUM: A.H.D.	
DRAWING FILE: 1130_39A.DWG	CIVILCAD FILE:	



CITY OF SHOALHAVEN
 SHOALHAVEN HEADS - MCINTOSH STREET
 SHOALHAVEN HEADS TOURIST PARK
 COMMUNITY PLAN (MAY 2009)

REDUCTION RATIO
 1:1000
 for A1 size plot,
 1:2000 for A3 size plot

DIRECTOR CITY SERVICES & OPERATIONS: DATE:
 - PLAN REFERENCE -
1130_39A



- LEGEND**
- Existing Tourist Park Sites**
- PERMANENT VAN SITES (LONG TERM SITES)
 - CABIN SITES (SHORT TERM SITES)
 - HOLIDAY VAN SITES (SHORT TERM SITES)
 - TOURIST SITES (SHORT TERM SITES)
 - TOURIST ENSUITE SITES (SHORT TERM SITES)
 - CAMPING SITES
- Proposed Re-Development Areas**
- RECREATIONAL AREA
 - SHORT TERM TOURIST SITES (CABINS & ENSUITE SITES)

Shoalhaven Heads Tourist Park - Development Concept Plan

DESIGNED:	SURVEYED: B. JEFFERY 24/10/06	AMENDMENTS
DRAWN: P. JENNINGS 28/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:	
APPROVED:	DATUM: A.H.D.	
DRAWING FILE: 1130_35A.DWG	CIVILCAD FILE:	



CITY OF SHOALHAVEN
 SHOALHAVEN HEADS - MCINTOSH STREET
 SHOALHAVEN HEADS TOURIST PARK
 DEVELOPMENT CONCEPT PLAN

REDUCTION RATIO
 1:1000
 for A1 size plot,
 1:2000 for A3 size plot

DIRECTOR CITY SERVICES & OPERATIONS: DATE:

- PLAN REFERENCE -
1130_35A



Shoalhaven Heads Tourist Park - Aerial View Showing External Access Points

DESIGNED:	SURVEYED: B. JEFFERY 24/10/06	AMENDMENTS
DRAWN: P. JENNINGS 29/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:	
APPROVED:	DATUM: A.H.D.	
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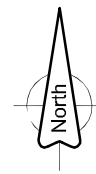


CITY OF SHOALHAVEN
 SHOALHAVEN HEADS - MCINTOSH STREET
 SHOALHAVEN HEADS TOURIST PARK
 AERIAL VIEW SHOWING EXTERNAL ACCESS POINTS

REDUCTION RATIO
 1:1000
 for A1 size plot,
 1:2000 for A3 size plot

1:1000

DIRECTOR CITY SERVICES & OPERATIONS: DATE:
- PLAN REFERENCE - 1130_41



LEGEND

- POWER POLE
 - OVERHEAD LIGHTPOLE
 - POWERPOLE & OVERHEAD LIGHTPOLE
 - METERBOX ELECTRICAL
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 - PERMANENT VAN SITES (LONG TERM SITES)
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 - TOURIST SITES (SHORT TERM SITES)
 - TOURIST ENSUITE SITES (SHORT TERM SITES)
 - CAMPING SITES
-
- | | |
|-------------|----------------------|
| Total Sites | 369 |
| 3 | LONG TERM SITES |
| 344 | SHORT TERM SITES |
| 22 | CAMPING SITES |
| Total Sites | 369 |
| 23 | SELF CONTAINED SITES |

Shoalhaven Heads Tourist Park - DA Approved Layout Plan

DESIGNED:	SURVEYED: B. JEFFERY	24/10/06	AMENDMENTS
DRAWN: P. JENNINGS	28/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:		
APPROVED:	DATUM: A.H.D.		
DRAWING FILE: 1130_43A.DWG	CIVILCAD FILE:		



CITY OF SHOALHAVEN
 SHOALHAVEN HEADS - MCINTOSH STREET
 SHOALHAVEN HEADS TOURIST PARK
 DA APPROVED LAYOUT PLAN (OCTOBER 2009)

REDUCTION RATIO
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for A1 size plot
 1:2000 for A3 size plot

DIRECTOR CITY SERVICES & OPERATIONS: DATE: _____

- PLAN REFERENCE -
1130_43A



lake tabourie tourist park



business development plan
holiday haven tourist parks
shoalhaven city council
2010 - 2013

BUSINESS DEVELOPMENT PLAN

LAKE TABOURIE TOURIST PARK Holiday Haven Tourist Parks, Shoalhaven City Council

Dated: 22/10/2009

This Business Development Plan is to be displayed and available for public viewing at the reception area of Lake Tabourie Tourist Park and on the Holiday Haven web site
www.holidayhaven.com.au

The Plan outlines proposed development of the Tourist Park
from 2010 to 2013
and is intended to be reviewed in three years time

Lake Tabourie Tourist Park is one of the 12 parks operated by Shoalhaven City Council under Holiday Haven Tourist Parks, a category 1 business under the National Competition Policy. An over arching Business Plan and a Business Development Plan for the Holiday Haven Tourist Parks Group has been developed. These are strategic documents setting out capital programs, addressing Crown issues, Shoalhaven City Council requirements and development constraints. The Lake Tabourie Tourist Park Business Development Plan should be read in conjunction with the Holiday Haven Tourist Park documents.

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- Develop tourist parks which meet the needs of the community for long and short term accommodation.
- Manage the properties in an environmentally sound manner.
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- Progressively upgrade facilities and attractions at Holiday Haven Tourist Parks in line with current industry standards and the expectations of visitors to the Shoalhaven.

This Business Development Plan addresses the development and optimisation of this site's usage and the best possible access by the public. The Plan identifies proposals for implementation over the next three years and is intended to be reviewed in at the end of the three year period.

Location and Context

Lake Tabourie Tourist Park is located 8 km south of Ulladulla and 1.3 km east of the Princes Highway. Situated between the lake and the beach and close to Pigeon House Mountain, Lake Tabourie offers beachfront cabins and powered sites with sweeping views across to Crampton Island. Activities include canoeing in the calm waters of Lake Tabourie, surfing at Wairo Beach, fishing and bushwalking.



Lake Tabourie, currently has Ministerial consent for 484 sites. Basing the proposal on this number of sites the current site classifications are as follows:

- 357 - Short term moveable dwelling sites
- 126 - Camping sites
- 1 - Long term sites

The short term moveable dwelling sites currently in use are occupied as follows:

- 29 - tourist cabins
- 144 - Powered tourist sites (includes 4 en-suites)
- 184 - Holiday vans

Current holiday van percentage of short term moveable dwellings currently in use is 51%.



See Appendix I: Community Plan (May 2009)
See Appendix II: Development Concept Plan
See Appendix III: Aerial view showing external access points

Holiday Haven Tourist Parks Site Analysis June 2009

This plan identifies opportunities to meet primary objectives of both the Crown Lands and Shoalhaven City Council:

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2. Maintain and increase the profit and profit margins through higher yields.

Comparison of income by site type (per site)

Site Type	2006/07	2007/08	2008/09
Holiday Van annual rental	3708	3960	4500
Powered Best	3450	3023	3865
Powered Average	1328	1430	1624
Camping Best	1321	2150	2612
Cabin Occupancy - average	32%	31%	32%

Financial Implications

Income from the property year ended 30th June 2009 is split as follows:

- Tourist income \$929,080
- Holiday Vans \$808,002

Total revenue for 2008/2009 was \$1,737,082

The proposals for site changes to this property will have little effect on the income other than a significant reduction in revenue if the conversion toward the establishment of short term moveable dwelling sites is not approved.

Proposed Development

Much of the development proposal for this property over the next 5 years will centre on the provision of industry standard recreational facilities and connection to reticulated sewer. Council has built a new amenity block, private en-suite units, and new BBQ facilities servicing the existing powered and camping site areas at the eastern end of the property. Additionally, the gas supply has been reticulated to all user points and a single supply point established outside the Tourist Park zone.

Proposed site arrangements will see a prime park cabin area established overlooking the lake in the SE cover of the property and a review of the placement of cabins in the areas to the North of the existing access roadway.

A significant aquatic complex will dominate the area to the south of the office/kiosk building enabling the replacement of the old amenity block on that site.

Proposed developments include:

1. Ensure the safety and security of Lake Tabourie's cabin and camping clients from drunks and vandals who have easy road access right up to their sites. This will be achieved by the installation of a boomgate across the Crown Road which traverses the length of the Tourist Park but goes nowhere else.
2. Rationalise the cabin fleet by the disposal of older cabins and the replacement of these units with family designed units.
3. Provide both junior and senior play/recreation areas within the Tourist Park property and undertake planning for the erection/installation of a resort standard pool and aquatic play area.
4. Connection to reticulated sewer – some 1.3km away at the Princes Highway.
5. Develop sites adjacent to Lake Tabourie in the south eastern corner for the placement of high quality cabins.

The Value of holiday vans and tourist sites

Holiday vans occupy short term casual sites. A person upon signing an occupation agreement with Shoalhaven City Council is able to leave a moveable dwelling and annexe on site at the caravan park and access the van for up to 150 days a year, paying a fee for the privilege. The occupier does not own the site (land) and the vans may be subject to relocation/removal under certain conditions. After the fixed term of the occupation agreement it can be terminated without cause and without compensation with 90 days notice to remove all structures from the site.

While holiday vans represent a significant proportion of income they are currently located on prime sites. These sites can yield higher profits through the establishment of cabins and en-suite sites. Therefore holiday vans need to be located on or relocated to more appropriate sites. The stability of long term income from holiday vans must also be balanced against the year-to-year choices of the visitor market. The relocation of holiday vans will provide improved and increased access to publicly available tourist sites and recreational and other facilities.

Relocation of holiday vans and long-term residents to a specified precinct will also assist management and security of these dwellings. This is supported by the fact that peak visitation times for the South Coast amount to approximately three months per year. For the rest of the year most visitor sites other than prime sites tend to be vacant for long periods. During these vacancies there is a risk of vandalism to holiday vans particularly if they are scattered rather than in a precinct that can be more easily monitored.

The balanced numbers of holiday van and tourist sites encourage usage and enjoyment of the facilities out of peak times, when holiday van owners find they gain value from their vans by using it for short periods when good weather is in abundance but crowds are not. The majority of holiday van owners make good use of their vans outside peak times and provide:

- Consistent trade for the businesses whose products they consume.
- Downstream employment and cash flow for small villages.
- Financial surety for the Tourist Parks.
- Encouragement for friends and families to visit the area.

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holiday destination in Australia, accounting for 2.7 million visitor nights. This is one better than the 2007 survey when the South Coast came in second with 2.4 million visitor nights. This represents an increase of 17.9% in visitor nights and increases the demand by visitors to access caravan and camping accommodation.

The caravan and camping industry remains robust and indicators favour continuing growth within the Shoalhaven. These indicators include:

- Proximity to the major markets – Sydney (particularly the completion of pivotal dual carriage way sections on the highway at Dunmore and South Nowra), South Coast, ACT, Riverina, Southern Highlands and Victoria.
- The current economic downturn will negatively influence the purchase of more expensive holidays particularly overseas and interstate resort destinations providing opportunities for the Shoalhaven and South Coast.
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Rationalisation of Cabins

The cabin fleet on Holiday Haven Tourist Parks currently numbers 257 cabins. While no significant change is expected in overall cabin numbers, additional cabins will be added where yield is high. The age of the cabins varies between 18 months and 25 years. The majority are older stock, between 15 and 25 years in age. As cabins fall into the older category they are assessed for refurbishment, relocation, replacement or disposal, depending on their age, style and cost of refurbishment. This assessment is undertaken annually on a whole of business scale and action taken at individual Parks is governed by market trends, resources and site availability.

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Investment Policy

Shoalhaven City Council will invest heavily in Lake Tabourie Tourist Park over the next few years. A significant part of this investment will be spent on necessary infrastructure, sewer, power and communication and an equally significant amount will go towards establishing industry standard recreational facilities for our clients.

The opportunity for this property to head towards “Resort” status, supplying the full range of visitor services is obvious to Council in its view of the Tourist Park competition on the South Coast.

The investment in the property will promote greater visitor use while adding value to the Holiday Van opportunities on the site.

Optimum Site Rationalisation

The Crown policy of 50% holiday van occupancy of short term moveable dwelling sites is achievable on this property with the success of the current Development Applications and Council’s investment strategy.

A five year outlook considering further development of accommodation in the area to the North of the access road would see the holiday van percentage reduced, if the business case qualified this proposal.

Holiday Van Strategy

This strategy addresses the requirements of the Crown caravan parks policy and the current business model for Lake Tabourie Tourist Park considered by Shoalhaven City Council. An occupancy level of 50% of short term moveable dwellings sites by holiday vans would provide Council with sufficient latitude to make positive business decisions providing the optimum mix for this property based on a number of factors affecting properties to the North and South of Lake Tabourie Tourist Park.

The proposed break-up of sites for Lake Tabourie Tourist Park is:

Tourist cabins 29
Powered en-suite sites 4
Holiday vans 184
Camping sites 126
Tourist sites 140
Permanent van sites 1

Shoalhaven City Council sees Lake Tabourie Tourist Park as a ‘sleeping giant’ in terms of its capacity to serve the twin markets of the Sydney and ACT regions. The opportunity for sustained visitor income exists in the potential for significant investment whereas a balanced Holiday Van occupancy provides guaranteed income in the next five years.

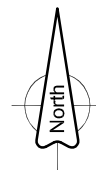
Estimated cost of the proposed developments

Amenity	2009/2010	2010/2011	2011/2012
Cabin refurbishment	50,000	50,000	50,000
Recreational facilities	130,000	200,000	
Cabins/accommodation	60,000		24,000
Infrastructure upgrade	110,000		
Site works	20,000	25,000	30,000
Total	370,000	275,000	104,000

Appendix I: Community Plan (May 2009)

Appendix II: Development Concept Plan

Appendix III: Aerial view showing external access points



LEGEND

- ⊙ POWER POLE
- ⊕ OVERHEAD LIGHTPOLE
- ⊕ POWERPOLE & OVERHEAD LIGHTPOLE
- METERBOX ELECTRICAL
- ⊕ POWER HEAD
- ⊕ POWER HEAD & TAP
- ⊕ LIGHT & TAP
- TAP
- ⊕ FIREHOSE REEL
- SHOWER
- ⊕ WATERMETER
- STOP VALVE
- ⊕ TABLE
- ▒ CONCRETE
- ▒ GARDEN
- ① PERMANENT VAN SITES (LONG TERM SITES)
- ② CABIN SITES (SHORT TERM SITES)
- ③ HOLIDAY VAN SITES (SHORT TERM SITES)
- ④ TOURIST SITES (SHORT TERM SITES)
- ⑤ TOURIST ENSUITE SITES (SHORT TERM SITES)
- ⑥ CAMPING SITES

Total Sites	484
1	LONG TERM SITES
357	SHORT TERM SITES
126	CAMPING SITES
Total Sites	484
115	SELF CONTAINED SITES

Lake Tabourie Tourist Park - Community Plan

DESIGNED:	SURVEYED: B. JEFFERY	31/5/07
DRAWN: P. JENNINGS	28/10/09	FIELD BOOK:
CHECKED:	ORIGIN OF LEVELS:	
APPROVED:	DATUM: A.H.D.	
DRAWING FILE: 1283_67A.DWG	CIVILCAD FILE:	

AMENDMENTS

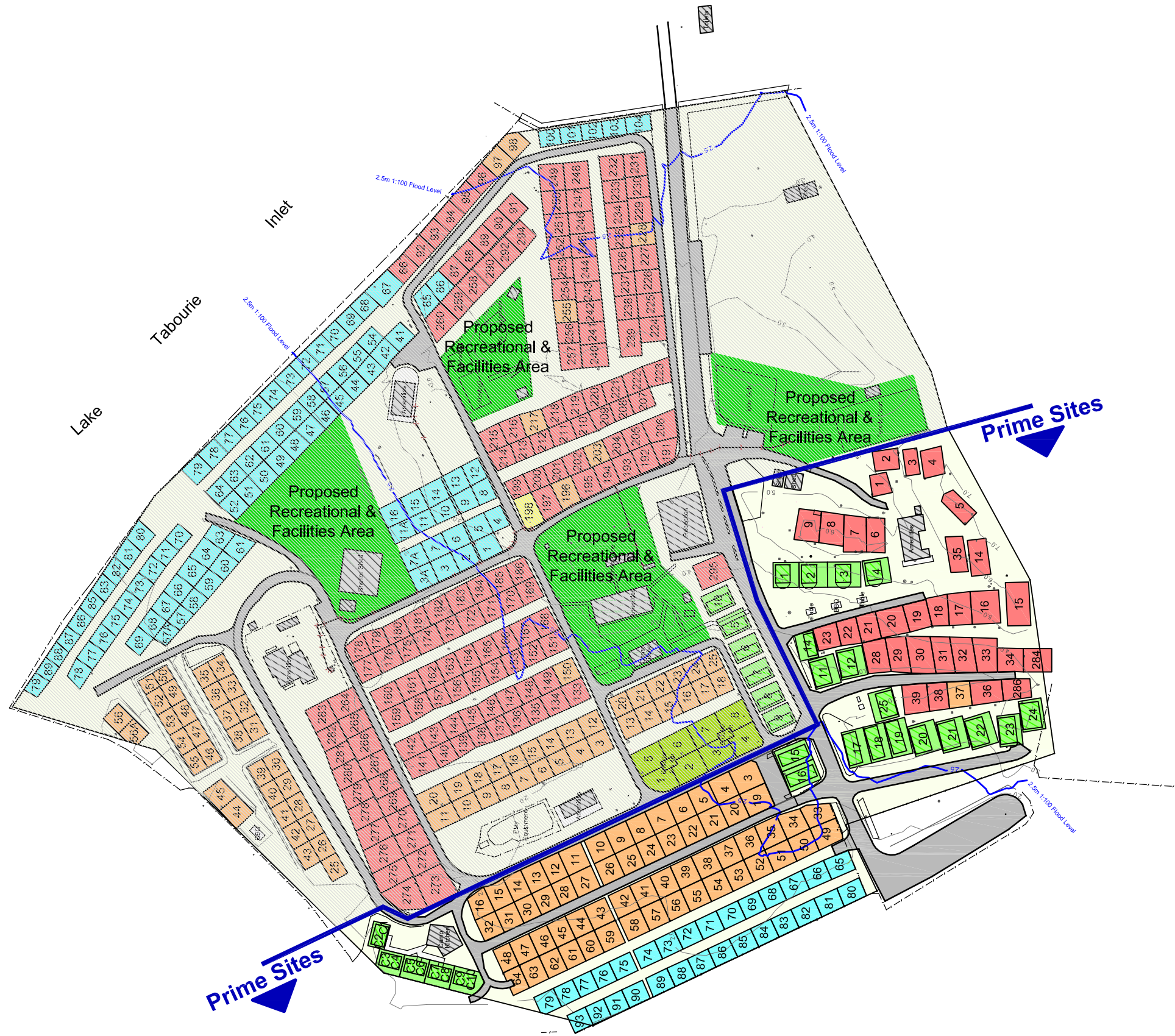


CITY OF SHOALHAVEN

LAKE TABOURIE
LAKE TABOURIE TOURIST PARK
COMMUNITY PLAN (MAY 2009)

REDUCTION RATIO
1:1000
for A1 size plot
1:2000 for A3 size plot
0 20 40 60m 1:1000

DIRECTOR CITY SERVICES & OPERATIONS: DATE:
- PLAN REFERENCE -
1283_67A



- LEGEND**
- Existing Tourist Park Sites**
- PERMANENT VAN SITES (LONG TERM SITES)
 - CABIN SITES (SHORT TERM SITES)
 - HOLIDAY VAN SITES (SHORT TERM SITES)
 - TOURIST SITES (SHORT TERM SITES)
 - TOURIST ENSUITE SITES (SHORT TERM SITES)
 - CAMPING SITES
- Proposed Re-Development Areas**
- RECREATIONAL AREA
 - SHORT TERM TOURIST SITES (CABINS & ENSUITE SITES)

Lake Tabourie Tourist Park - Development Concept Plan

DESIGNED:	SURVEYED: B. JEFFERY	31/5/07	AMENDMENTS
DRAWN: P. JENNINGS	28/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:		
APPROVED:	DATUM: A.H.D.		
DRAWING FILE: 1283_68A.DWG	CIVILCAD FILE:		



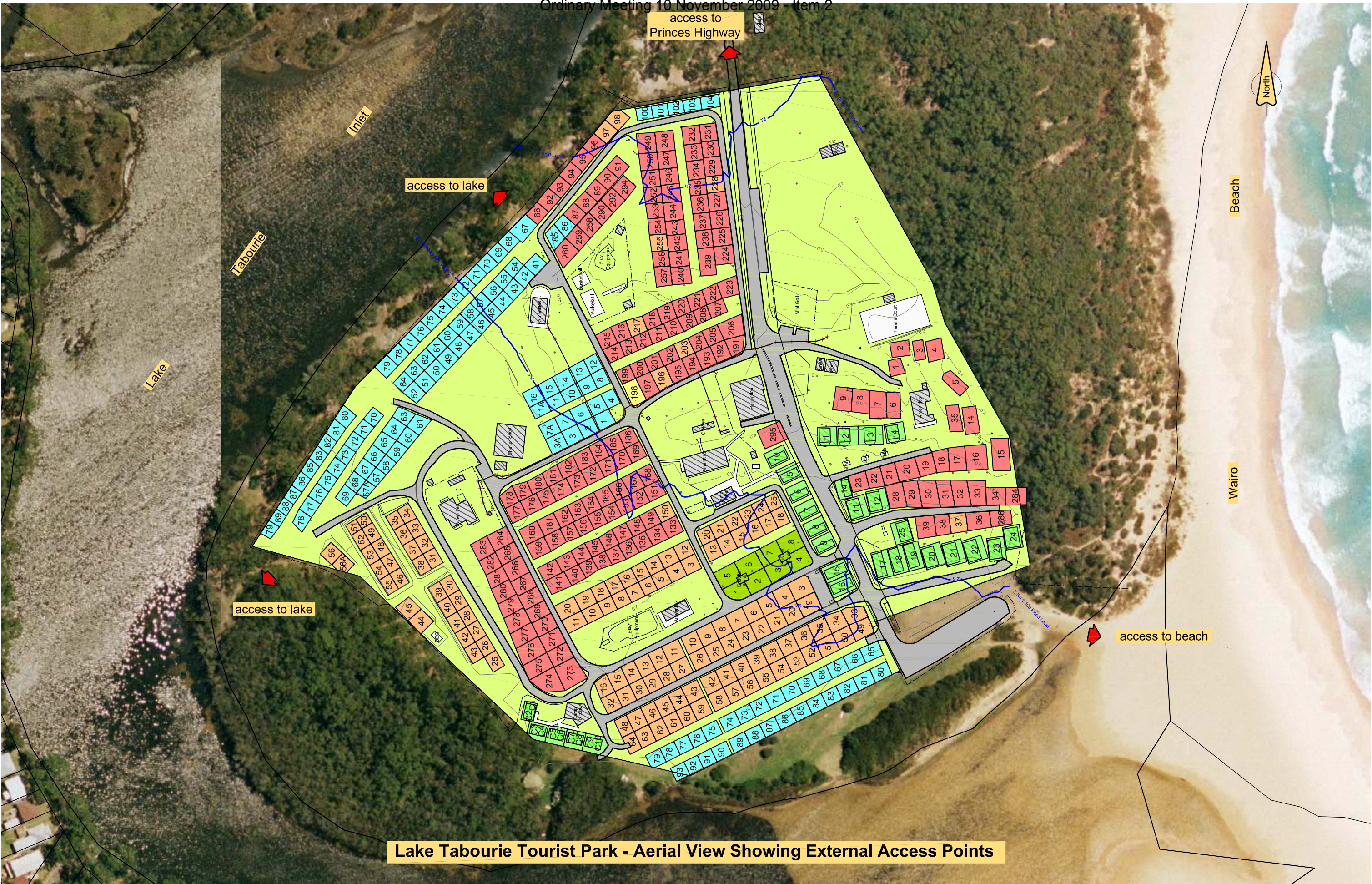
CITY OF SHOALHAVEN

LAKE TABOURIE
LAKE TABOURIE TOURIST PARK
DEVELOPMENT CONCEPT PLAN

REDUCTION RATIO
1:1000
for A1 size plot,
1:2000 for A3 size plot

DIRECTOR CITY SERVICES & OPERATIONS: DATE:

- PLAN REFERENCE -
1283_68A



Lake Tabourie Tourist Park - Aerial View Showing External Access Points

DESIGNED:	SURVEYED: B. JEFFERY	31/5/07	AMENDMENTS
DRAWN: P. JENNINGS	22/10/09	FIELD BOOK:	
CHECKED:	ORIGIN OF LEVELS:		
APPROVED:	DATUM: A.H.D.		
DRAWING FILE: 1283_71.DWG	CIVILCAD FILE:		



CITY OF SHOALHAVEN
 LAKE TABOURIE
 LAKE TABOURIE TOURIST PARK
 AERIAL VIEW SHOWING EXTERNAL ACCESS POINTS

REDUCTION RATIO
 1:1000
 for A1 size plot
 1:2000 for A3 size plot

DIRECTOR CITY SERVICES & OPERATIONS:	DATE:
- PLAN REFERENCE - 1283_71	