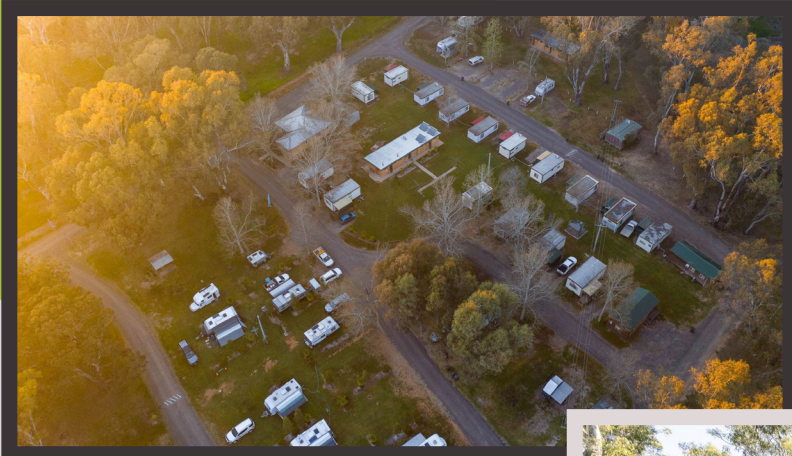


Business Development Strategy & Master Plan

for

Darlington Point Riverside Caravan Park



for

Murrumbidgee Council

Adopted by Murrumbidgee
Council on

COMMERCIAL IN CONFIDENCE

 **INTEGRATED**
Site Design
PLANNING • DESIGN • MARKETING • MANAGEMENT

BUSINESS DEVELOPMENT STRATEGY & MASTER PLAN

for

DARLINGTON POINT RIVERSIDE CARAVAN PARK

prepared by



Integrated Site Design Pty Ltd

3/181–183 River Street

BALLINA NSW 2478

Tel: 02 6686 5290

Email: admin@integratedsitedesign.com.au

Web: www.integratedsitedesign.com.au

JUNE 2021

© Integrated Site Design Pty Ltd 2021

Disclaimer:

This report has been prepared by Integrated Site Design Pty Ltd for Murrumbidgee Council and may only be used and relied on by Murrumbidgee Council for the purpose agreed between Integrated Site Design Pty Ltd and Murrumbidgee Council. This report may not be copied, disclosed or distributed outside Murrumbidgee Council in any manner without the express written authorisation of Integrated Site Design Pty Ltd.

Integrated Site Design Pty Ltd otherwise disclaims responsibility to any person other than Murrumbidgee Council arising in connection with this report. Integrated Site Design Pty Ltd also excludes implied warranties and conditions, to the extent legally permissible.

Drawings, figures, analysis, forecasts and other details in this report have been prepared in good faith based on data and information supplied to Integrated Site Design Pty Ltd by others. The data is believed to be correct at the time of publication of this report. However, it is noted that predictions, forecasts and calculations are subject to assumptions which may or may not turn out to be accurate. Integrated Site Design Pty Ltd expressly disclaims all and any liability to any person or persons in reliance on the report and its contents in part or in whole.

EXECUTIVE SUMMARY

Darlington Point is located on the Murrumbidgee River, 613 kilometres west of Sydney via the Hume and Sturt Highways, 34 kilometres south of Griffith and 430 kilometres north of Melbourne. The larger regional centre of Wagga Wagga is situated 150 kilometres east. Darlington Point is strategically located at the intersection of the Kidman Way and Sturt Highway, which represents a major transport corridor for the Riverina area.

Darlington Point Riverside Caravan Park is located on the banks of the Murrumbidgee River, occupying approximately 2 hectares on a combination of Crown and Council owned land. The park currently operates with a total of 56 sites, consisting of 45 short-term sites (including 13 cabins) and 11 unpowered camp sites. The park has previously operated with a higher number of sites; however, some of the accommodation on those sites is unfit for letting. Adjacent to the caravan park and the river is the Town Beach Reserve, which attracts visitors from around the region as a location to enjoy a swim in the river.

Prior to October 2019, the park was operated under a long-term lease, its character dominated by poorly maintained cabins and communal assets with infrastructure that had reached the end of its useful life. Murrumbidgee Council resumed management of the caravan park in 2019, following significant complaints received regarding the poor standard of accommodation and amenities. The park is now operated on an interim lease to allow Council to prepare a master plan and business strategy for future upgrade and development.

Integrated Site Design has been engaged by Murrumbidgee Council to produce a master plan for Darlington Point Riverside Caravan Park and the adjacent Town Beach Reserve that will deliver commercial, environmental and social outcomes, comply with current regulations and encourage increased visitation and economic growth to the region.

Tourism and Caravan Industry Research

Darlington Point is located in the Riverina region of New South Wales. The Riverina is regional New South Wales' number 10 region for domestic overnight visitors and expenditure, and number 9 for nights. Tourism research and planning for the Riverina region is undertaken by Destination NSW.

Under Destination NSW, Darlington Point forms part of the Destination Riverina Murray (DRM) Destination Network. In 2018, the Riverina Murray Destination Management Plan (DMP) was prepared to guide and assist DRM to stimulate growth in the region's visitor economy in partnership with Destination NSW, Murray Regional Tourism (MRT), Thrive Riverina, NSW National Parks and Wildlife Service (NPWS), local governments and the tourism industry.

The DMP breaks down the region into sub-regions. Darlington Point (as part of Murrumbidgee Council) forms part of the Western Riverina sub-region, which also includes the Shires of Carotol, Griffith, Leeton and Narrandera. Included in the Tier 1 priority projects for this sub-region is the Darlington Point Destination Development.

Darlington Point Destination Development

Darlington Point enjoys a reputation for recreational fishing and boating within the local Murrumbidgee Council area and the wider Riverina tourism region. The town is surrounded by river red gum forest and is noted for its riverside beaches. This project includes three major works proposals:

- Improvement of boating infrastructure including boat ramp, roadway, walkway, signage, car and trailer parking.
- Upgrade of the town beach located on the Murrumbidgee River (north) to resolve conflict between powered boats, non-powered craft (eg kayaks) and swimmers.
- Upgrade of existing caravan park to a state-of-the-art tourist park.

In the caravan industry, the number of registered caravans and other recreation vehicles continues to grow, with the demographics now shifting to younger families as the highest number of trips.

The redevelopment of Darlington Point Riverside Caravan Park will provide a contemporary park that is able to cater for increasing visitor numbers and varied accommodation demands.

Design Principles

The broad design principles used to guide the preparation of the proposed master plan are set out below:

- Clearly delineate the caravan park boundaries from adjacent public reserve spaces.
- Identify areas for caravan park expansion which are permitted by the Crown Lands PoM.
- Provide a functional caravan park layout, efficient internal circulation and optimal site usage.
- Provide large sites and a variety of tourist accommodation options.
- Identify premium areas of the park for tourist cabin accommodation.
- Utilise existing infrastructure within the caravan park where practicable.
- Establish a new operations and management precinct near the park entry.
- Upgrade existing amenity buildings and provide a new camp kitchen and barbecue shelter.
- Provide an on-site recreation precinct.
- Provide strong connections to the town centre, river foreshores and other town facilities.
- Encourage continuous public access along the river foreshore.
- Provide for enhancement of the Town Beach Reserve area.
- Ensure future regulatory compliance throughout the park.
- Retain existing quality vegetation where possible.

Design Features and Proposed Staging

Below is a description of the major design features within each area of the proposed master plan:

Darlington Point Riverside Caravan Park

- Expanded caravan park footprint providing a total of 104 sites.
- A new park entry precinct comprising signage, visitor car parking, check-in bay and boom gates.
- New park management/operations precinct with new reception building, manager's residence and maintenance shed and yard.
- New recreation and communal precinct including a splash pad, playground and camp kitchen.
- Landscaped boundaries between the caravan park and the adjacent public reserve lands.
- Fifteen (15) new tourist cabin sites overlooking the forest and river.
- Four (4) new studio units along the northern boundary of the park.
- Sixty-six (66) powered caravan sites – 46 with concrete slabs or synthetic grass pads.
- Four (4) large ensuite sites.
- Fifteen (15) powered camp sites at the southern end of the park.
- Upgrade of both existing amenity buildings.
- New barbecue shelter and river viewing deck.

- Retention of existing trees to maintain visual amenity, shade and natural character.
- Access paths to Town Beach, the boat ramp and town centre.

Town Beach Reserve

- Upgraded road access, relocated turning head and additional car parking for Town Beach Reserve.
- Expanded and upgraded public recreation area behind Town Beach.
- Provision of new park furniture to improve recreational amenity.
- Provision of new public toilet and pad for food vans.
- Provision of constructed pathways along the riverbank.
- Retention of river red gum trees within the public open space areas.

The proposed development will provide the following benefits to park guests and visitors to the Darlington Point area generally:

- Improved access for tourists.
- Improved facilities for park guests (guest experience).
- Improved accommodation options for guests.
- Sites catering for caravans and boats.
- Improved foreshore facilities adjacent to the beach.

Cost Estimates and Staging

Darlington Point Riverside Caravan Park and Town Beach Reserve upgrade staging plan

Project	Unit	Rate	Qty	Total
DETAILED DESIGN & PRELIMINARIES				
Detailed civil design – services, roads and drainage				\$50,000
Detailed electrical design				\$30,000
Detailed plans for upgrade of two amenity buildings				\$20,000
Detailed plans and elevations for a new camp kitchen building				\$15,000
Plans and elevations for three new tourist cabin buildings/eco tent structures				\$30,000
Plans and elevations for new ensuite buildings				\$5,000
Landscape master plan for park				\$10,000
Preparation of documentation for Part 4 or Part 5 assessment				\$15,000
Tender preparation and procurement				\$20,000
Sub-total for Detailed Design				\$195,000
Contingency allowance @ 10%				\$19,500
TOTAL FOR DETAILED DESIGN				\$214,500

Project	Unit	Rate	Qty	Total
STAGE 1 – TOWN BEACH RESERVE PRECINCT				
Widen roads to 6 metres, reconstruct turning head and construct new car parking areas	m ²	\$100	2,500	\$250,000
Clear, level and turf Town Beach Reserve area	m ²	\$40	8,000	\$320,000
Install new park furniture and landscaping	ea	\$150,000	1	\$150,000
Install new public toilet and serviced pad for food vans	ea	\$150,000	1	\$150,000
Sub-total Town Beach Reserve				\$870,000
Project management @ 5%				\$43,500
Contingency allowance @ 10%				\$87,000
TOTAL TOWN BEACH RESERVE				\$1,000,500
STAGE 1 – CARAVAN PARK				
Upgrade internal road network, widen to 6 metres where shown, and construct new roads and visitor parking at entrance	m ²	\$100	3,000	\$300,000
Install boom gates at entrance/exit	ea	\$40,000	1	\$40,000
Install services to new short-term sites for cabins/eco tents	ea	\$8,000	8	\$64,000
Demolish existing office/manager's residence building and shed	ea	\$40,000	1	\$40,000
Remove existing cabins	ea	\$5,000	17	\$85,000
Install new reception/manager's residence building and shed	ea	\$500,000	1	\$500,000
Install new elevated cabins/eco structures on short-term sites	ea	\$190,000	8	\$1,520,000
Install new camp kitchen building	ea	\$200,000	1	\$200,000
Upgrade services to existing serviced sites	ea	\$4,000	18	\$72,000
Install services to new short-term sites and camp sites	ea	\$8,000	10	\$80,000
Upgrade main amenities building and extend to include accessible bathroom	ea	\$450,000	1	\$450,000
Install new splash pad in central recreation precinct	ea	\$400,000	1	\$400,000
Install new playground in central recreation precinct	ea	\$120,000	1	\$120,000
Install concrete slab/synthetic grass pads on 26 caravan sites	ea	\$6,000	26	\$156,000
Sub-total for Stage 1 Caravan Park				\$4,027,000
Project management @ 5%				\$201,350
Contingency allowance @ 10%				\$402,700
TOTAL STAGE 1 CARAVAN PARK				\$4,631,050
TOTAL STAGE 1 CARAVAN PARK AND DETAILED DESIGN				\$5,846,050

Project	Unit	Rate	Qty	Total
STAGE 2 – CARAVAN PARK				
Upgrade internal road network, widen to 6 metres where shown and construct new roads	m ²	\$100	1,500	\$150,000
Upgrade southern amenity buildings	ea	\$200,000	1	\$200,000
Install new elevated cabins/eco structures on short-term sites	ea	\$190,000	7	\$1,330,000
Install services to new short-term sites for cabins/eco tents	ea	\$8,000	7	\$56,000
Install services to new short-term sites for studios	ea	\$8,000	2	\$16,000
Install new elevated studio blocks (has 4 studios)	ea	\$270,000	1	\$270,000
Upgrade services to existing serviced sites	ea	\$4,000	27	\$108,000
Install services to new short-term sites and camp sites	ea	\$8,000	25	\$200,000
Install power and water to camp sites	ea	\$4,000	15	\$60,000
Install concrete slab/synthetic grass pads on 29 caravan sites	ea	\$6,000	29	\$174,000
Re-turf new short-term drive-through and camp sites	ea	\$1,500	35	\$52,500
Install 2 ensuite buildings on 4 short-term sites	ea	\$40,000	2	\$80,000
Install new barbecue shelter for camping area	ea	\$80,000	1	\$80,000
Install new river viewing deck	ea	\$30,000	1	\$30,000
Upgrade landscaping, furniture and pathways throughout the entire park	ea	\$80,000	1	\$80,000
Sub-total for Stage 2 Caravan Park				\$2,886,500
Project management @ 5%				\$144,325
Contingency allowance @ 10%				\$288,650
TOTAL STAGE 2 CARAVAN PARK				\$3,319,475
TOTAL CARAVAN PARK REDEVELOPMENT AND DETAILED DESIGN				\$8,165,025
TOTAL TOWN BEACH RESERVE				\$1,000,500
TOTAL CARAVAN PARK AND TOWN BEACH RESERVE				\$9,165,525

Financial Returns

The financial modelling for the park demonstrates that the redevelopment is unable to be funded without external funding – typically, by capital grants. The modelling assumes funding for the redevelopment be provided by way of long-term loans with repayments funded from the operational profits of the park. As per the direction of Council, the modelling also assumes that the park will not be used to accommodate contract workers, a major mid-week market for regional caravan parks. The significant investment in infrastructure required for a park with only 100 sites makes it a non-viable venture without external funding, and a high risk venture with external capital funding. The tables below demonstrate the financial returns for the park when funded by the profits of the park, and the financial returns on the basis of receiving a \$4 million grant.

Projected financial returns of capital upgrade using funding from the proceeds of the caravan park

	10 years	15 years	20 years	30 years
NPV	(\$2,121,047)	(\$2,540,351)	(\$2,759,226)	(\$1,284,750)
IRR	(16.32%)	(3.24%)	1.94%	4.11%

Projected financial returns with \$4 million grant

	10 years	15 years	20 years	30 years
NPV	(\$143,868)	\$117,357	\$431,735	\$1,906,211
IRR	(8.24%)	5.14%	7.34%	8.39%

Economic Benefit

Economic Benefit of a Commercial Caravan Park

The redevelopment of the park and the Town Beach Reserve will bring significant increased economic benefit to the local economy.

Darlington Point Riverside Caravan Park local economic benefit

2020	\$1,466,423
Year 5 following redevelopment	\$2,817,561
Annual increase	\$1,351,138

Economic Benefit of Construction

The economic benefits of this construction project to the Murrumbidgee region and to state and national economies is summarised in the following table.

IMPACT SUMMARY				
Murrumbidgee Council – Modelling the effect of adding \$9 million sales in Building Construction – Inflation adjusted				
Summary	Output (\$million)	Value-added (\$million)	Local jobs	Residents' jobs
Starting position Murrumbidgee Council (year ended June 2019)				
Building Construction	7.82	1.81	2	6
All industries	538.49	222.73	2,113	2,018
Impacts on Murrumbidgee Council economy				
Direct impact on Building Construction sector	9.00	2.08	3	
Industrial impact	5.79	2.12	22	
Consumption impact	0.87	0.38	5	

IMPACT SUMMARY

Murrumbidgee Council – Modelling the effect of adding \$9 million sales in Building Construction – Inflation adjusted

Summary	Output (\$million)	Value-added (\$million)	Local jobs	Residents' jobs
Total impact on Murrumbidgee Council economy	15.66	4.58	30	27
Type 1 multiplier (direct & industrial)	1.64	2.02	9	
Type 2 multiplier (direct, industrial & consumption)	1.74	2.20	11	
Impact on New South Wales economy				
Total impact – New South Wales outside Murrumbidgee Council	1.92	0.86	7	10
Total impact on New South Wales economy	17.57	5.45	37	37
Impact on Australian economy				
Total impact outside New South Wales economy	2.88	1.32	12	12
Total impact on Australian economy	20.46	6.77	49	48

CONTENTS

EXECUTIVE SUMMARY	i
1 INTRODUCTION	1
1.1 Background.....	1
1.2 Darlington Point Riverside Caravan Park.....	2
1.3 Purpose of this Report.....	5
1.4 Structure of this Report.....	5
1.5 Consultation.....	5
2 PLANNING FRAMEWORK	7
2.1 Introduction.....	7
2.2 Subject Land.....	7
2.3 State and Regional Planning Controls.....	8
2.3.1 Environmental Planning and Assessment Act 1979	8
2.3.2 State Environmental Planning Policy No 21—Caravan Parks.....	8
2.3.3 State Environmental Planning Policy No 36—Manufactured Home Estates	8
2.3.4 State Environmental Planning Policy (Koala Habitat Protection) 2020.....	9
2.3.5 State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017	9
2.3.6 State Environmental Planning Policy (Infrastructure) 2007	10
2.3.7 The Riverina Murray Regional Plan 2036	12
2.4 Land Classification.....	12
2.4.1 Crown Land	12
2.4.2 Council Land	13
2.5 Local Planning Context.....	13
2.5.1 Bushfire	22
2.5.2 Murrumbidgee Development Control Plan (year unknown or if even adopted).....	23
2.6 Development Consents or Approvals	23
2.7 Local Government Act 1993	23
2.8 Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation	24
2.9 Federal Disability Discrimination Act 1992	24
2.10 Summary	24
3 BUSINESS CONTEXT	26
3.1 Introduction	26
3.2 NSW Tourism	26
3.3 The Riverina Tourism Region.....	29

3.3.1	Riverina Murray Destination Management Plan	30
3.3.2	Domestic Visitor Projections	33
3.4	Murrumbidgee Local Government Area	33
3.4.1	Murrumbidgee Council Economic Development Strategy	34
3.5	State of Industry.....	35
3.5.1	Domestic Travel Patterns.....	35
4	MARKETING GUIDE.....	45
4.1	Current Marketing Plan/Strategy	45
4.2	Unique Features	46
4.3	Key Messages	47
4.4	Strengths and Weaknesses.....	48
4.5	Target Markets/Market Segmentation	49
4.6	Competition.....	50
4.7	Brand	53
4.8	Caravan Industry Data.....	54
4.9	Current Marketing	54
4.10	Website.....	56
4.11	Google Analytics.....	59
4.12	Social Media	60
4.13	Online Travel Agents (OTAs)	62
4.14	Electronic Email Campaign	63
4.15	EDM (Electronic Direct Mail)	64
4.16	Metrics	64
4.17	Rates and Special Rates	65
4.18	Revenue	66
4.19	Training (Customer Service and Sales).....	66
4.20	Booking Sources.....	68
4.21	Booking Methods.....	69
4.22	Listings.....	70
4.23	Reviews	70
4.24	Print Marketing/Collateral	71
4.25	Marketing Campaigns.....	73
4.26	Press Releases and Media.....	74
4.27	Trade Shows.....	75

4.28	Referrals and Upselling	76
4.29	Industry Associations/Memberships/Accreditations	77
4.30	Partnerships and Collaborations	78
4.31	Sponsorship.....	79
4.32	Signage.....	80
4.33	Professional Photographs/Library	81
4.34	Marketing Calendar	82
4.35	Templates	82
5	CURRENT PARK PERFORMANCE.....	86
5.1	Occupancy and Revenue	86
5.1.1	Accommodation Mix.....	91
6	SITE ANALYSIS.....	92
6.1	Overview.....	92
6.1.1	Caravan Park	92
6.1.2	Town Beach Reserve.....	96
6.2	SWOT Analysis of Caravan Park and Town Beach Reserve.....	100
7	DESIGN RESPONSE	102
7.1	Introduction	102
7.2	Design Response to Tourism Industry Trends	103
7.3	Design Response to SWOT Analysis.....	104
7.4	Design Response to Environmental Issues.....	107
8	PRELIMINARY MASTER PLAN	108
8.1	Design Features	108
8.1.1	Recreation Facilities	108
8.2	Detailed Cost Estimates and Staging.....	112
9	FINANCIAL PERFORMANCE AND FORECASTS	116
9.1	Introduction	116
9.1.1	Cash Flow	116
9.2	Occupancy and Tariff Increases.....	120
9.3	Financial Trend Analysis	122
9.3.1	Profit and Loss	122
9.3.2	Debt Servicing.....	123
9.3.3	Operating Expenditure	124
9.3.4	Operating Revenue	125

9.4	Projected Returns for Darlington Point Riverside Caravan Park.....	126
10	ECONOMIC BENEFIT.....	127
10.1	Economic Benefit of a Commercial Caravan Park	127
10.2	Economic Benefit of Construction	128

ANNEXURES:

Annexure A:	Land title search results	129
Annexure B:	Historical images	135
Annexure C:	Forecast profit and loss for the park following redevelopment.....	137
Annexure D:	Economic Benefit Report – 2020 calendar year.....	139
Annexure E:	Economic Benefit Report – year 5 of proposed redevelopment	143

DRAWINGS:

Drawing DP–01:	Existing and Site Revenue Plan.....	99
Drawing DP–02:	Proposed Master Plan.....	110
Drawing DP–04:	Precinct Improvement Plan	111
Drawing DP–03:	Proposed Staging Plan.....	115

1 INTRODUCTION

1.1 Background

Darlington Point is located on the Murrumbidgee River, 613 kilometres west of Sydney via the Hume and Sturt Highways, 34 kilometres south of Griffith and 430 kilometres north of Melbourne. The larger regional centre of Wagga Wagga is situated 150 kilometres east (Figure 1). Darlington Point is strategically located at the intersection of the Kidman Way and Sturt Highway, which represents a major transport corridor for the Riverina area.

Figure 1: Darlington Point in regional context



Source: Darlington Point Township Structure Plan

Darlington Point is noted for its riverside beaches which are popular holiday destinations with camping, picnicking, fishing and swimming (Figure 2). The town is surrounded by a river red gum forest, which is home to numerous birds and animals.

Darlington Point has a strong connection with the first Australians who are Wiradjuri people. The town was home to the Warangesda Aboriginal Mission from 1880 to 1884.

The district is an important part of the Murrumbidgee Irrigation Area food bowl, which provides outstanding produce for Australia and the world.

Figure 2: Darlington Point Riverside Caravan Park

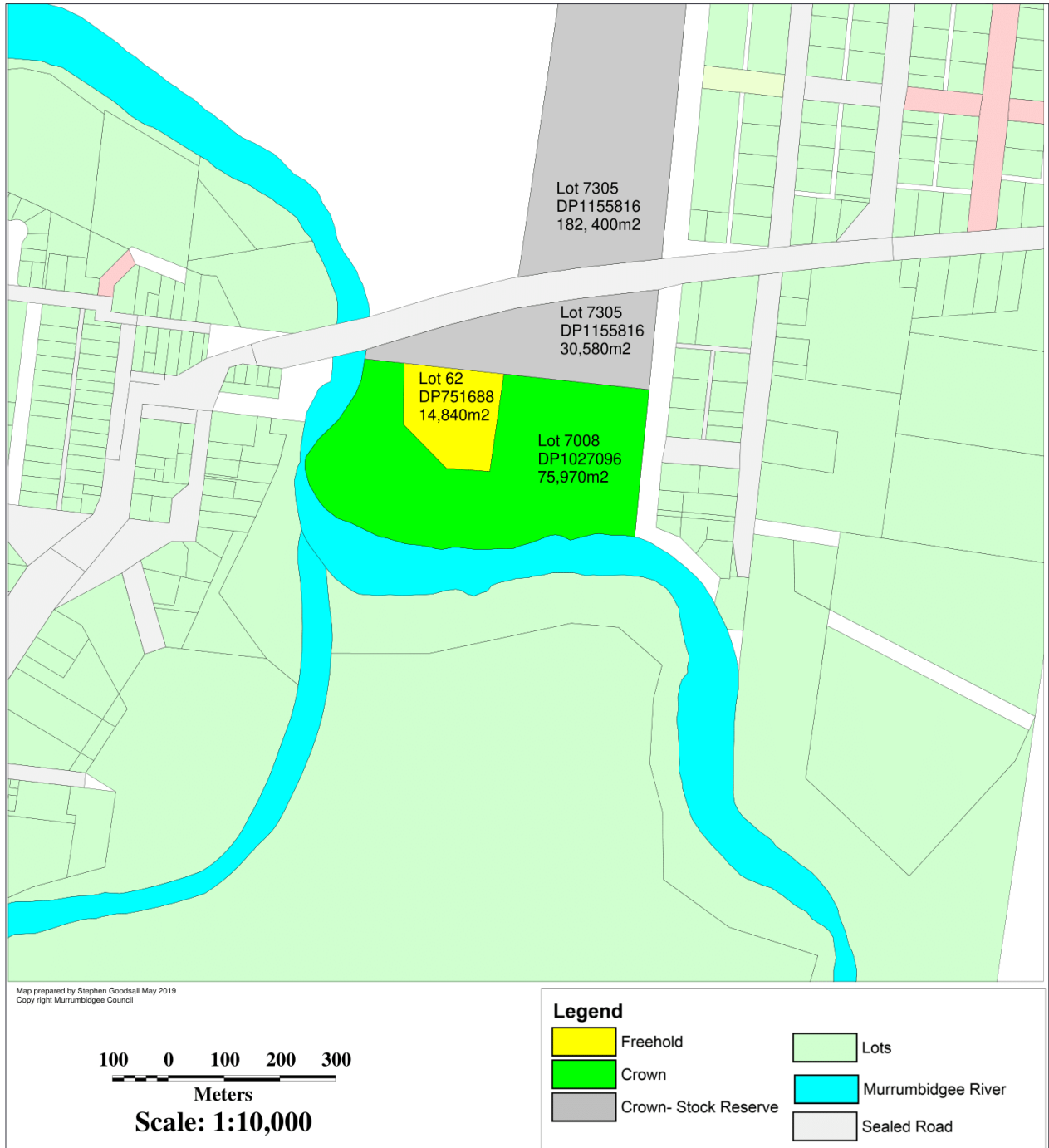


Source: Google Earth

1.2 Darlington Point Riverside Caravan Park

Darlington Point Riverside Caravan Park is located on a combination of Council owned land, Crown land (Reserve number 60373 for Public Recreation) managed by Murrumbidgee Council under Division 3.4 of the *Crown Land Management Act 2016*, and a Crown – Stock Reserve (Figure 3).

Figure 3: Darlington Point Riverside Caravan Park is located on a combination of Crown land and Council land



Source: Murrumbidgee Council

The park map identifies a total of 60 sites, consisting of 19 cabins, 30 powered sites and an area for unpowered camp sites (shown as 11 sites in the reservation management system) (Figure 4). It should be noted that many of the cabins are in poor condition, including eight that are no longer available for rental. In addition, there are a number of built structures including two amenity blocks, two barbecue shelters, an office and a manager's residence.

Figure 4: Darlington Point Riverside Caravan Park map



Murrumbidgee Council resumed management of the caravan park in 2019 following long-term lease to private operators. The park was in very poor condition, with significant complaints received regarding the poor standard of accommodation and amenities. The park is now operated on an interim lease to allow Council to prepare a master plan and business strategy for future upgrade and development.

Integrated Site Design has been engaged by Murrumbidgee Council to produce a master plan for Darlington Point Riverside Caravan Park and the adjacent Town Beach Reserve that will deliver commercial, environmental and social outcomes to comply with current regulations and encourage increased visitation and economic growth to the region.

1.3 Purpose of this Report

This report demonstrates the capacity of Darlington Point Riverside Caravan Park for redevelopment to provide a facility that caters for a broad market, offering contemporary accommodation and recreational facilities, supported by a business case demonstrating the forecast financial performance of the park.

The business development strategy and master plan will be developed to consider cost, benefit, risk and timeframes to ensure the park, which operates in a competitive tourist accommodation market, provides facilities to optimise patronage and overall occupancies by attracting significant new business. This requires an understanding of the trends and product demands of the market, and how this might continue to emerge into the future over the life of the business strategy. Implementation of the master plan has been dissected into stages to reflect anticipated cash flows and achieve minimum disruption to guests.

The master plan will also reflect the objectives of a successful caravan park, which include:

- 1) To provide an attractive, accessible and family-friendly park that capitalises on the park's location.
- 2) To attain a minimum 4.0 TripAdvisor rating.
- 3) To attract a broad range of tourists to the park and increase occupancy rates.
- 4) To optimise the commercial capacity of the park and ensure the park remains financially sustainable in the long term.
- 5) To provide affordable and accessible holiday experiences for all visitors to the park.
- 6) To create an environmentally sustainable caravan park facility, which conserves the natural environment for future generations.

This strategy will identify the actions required for the development of the business with the aim of enhancing the park's market presence and commercial outcomes by promoting growth in revenue and profit. The requirement is for a practical and financially sustainable approach to the improvement of the park where investment generates appropriate growth in occupancy and income.

1.4 Structure of this Report

The initial focus of this report is to outline the planning and legislative framework in which the park operates. An analysis of current industry trends, including details of the local region and LGA, will inform the master plan of the park. This is followed by a review of the existing situation, the strategic qualities of Darlington Point Riverside Caravan Park and the current financial performance of the park, resulting in a design response. The report then summarises actions required in relation to future capital development. Finally, the report provides forward financial estimates demonstrating the ability of the park to fund the capital upgrade.

1.5 Consultation

A key component of the development of the master plan for Darlington Point Riverside Caravan Park will be consultation with government agencies, key stakeholders and the general public.

The key government agencies identified are:

- Department of Planning, Industry and Environment; Crown Lands
- Office of Environment and Heritage
- Murrumbidgee Council
- Tourism NSW/Riverina
- Roads and Maritime Services

Other key stakeholders include:

- Local business owners
- Local tourist operators

Consultation will be undertaken in a two-stage process:

- Initial consultation prior to commencement of the strategy to determine desired outcomes of the process.
- Exhibition of the draft plans using Council's website and social media platforms; exhibition of the draft master plan at the caravan park seeking guest feedback,
- Summary of consultation outcomes in the master plan report, highlighting responses to major issues.
- Presentation of the final master plan document at an open Council meeting.

2 PLANNING FRAMEWORK

2.1 Introduction

A range of state, regional and local planning controls impact the management and administration of the land upon which Darlington Point Riverside Caravan Park is located.

2.2 Subject Land

The caravan park is located on a combination of Council land (Lot 62 DP 751688) and Crown land (Lot 7008 DP 1027096 and Lot 7305 DP 1155816).

Figure 5: Lot 62 DP 751688, Lot 7008 DP 1027096 and Lot 7305 DP 1155816 and surrounding land



Source: SIX Maps

A survey of the park has been provided as part of the process of preparing the final master plan.

Integrated Site Design has undertaken property searches to ascertain if there are any encumbrances on the land, including easements. There are no easements or any other encumbrances identified on the land parcels (Annexure A).

2.3 State and Regional Planning Controls

2.3.1 Environmental Planning and Assessment Act 1979

This Act sets the overall framework for strategic planning, zoning of land, land use, environmental assessment and development control. Understanding how the Act applies to particular development can be a complex task. At the outset, it is important to determine the specific applicable planning controls and whether development consent is required for the proposed works.

There are a number of State Environmental Planning Policies (SEPPs) prepared under this Act, and a few have particular relevance to improvements in Darlington Point Riverside Caravan Park. Similarly, Murrumbidgee Council's local planning controls also have relevance for the future development of the park.

2.3.2 State Environmental Planning Policy No 21—Caravan Parks

In 1986, the NSW Government formalised the concept of 'moveable dwellings' and at the same time provided for permanent residential living in caravan parks. This was achieved through the introduction of Ordinance 71 "Caravan Parks and Moveable Dwellings" into the *Local Government Act 1919*. (This Ordinance has since become a Regulation under the *Local Government Act 1993* – see section 2.8.) To deal with the planning implications of this decision, a new *State Environmental Planning Policy No 21—Moveable Dwellings* (SEPP 21) was created. In due course, this became SEPP 21—Caravan Parks.

To address the issues associated with the provision or mix of short-term dwelling sites (tourism) or long-term dwelling sites (residential), provisions were included in SEPP 21 requiring councils, when assessing development proposals, to have regard to the impact of new long and/or short-term dwelling sites on residential and/or tourism land uses and operations in their local area. This in turn means that for existing caravan parks, if the proportions of these types of dwelling sites are to be varied, a development application must be lodged with the Council. It also means that if it is intended to increase the number of dwelling sites or camp sites in any park, the provisions of the SEPP apply. Darlington Point Riverside Caravan Park has a mix of short-term sites and camp sites, and the mix may be impacted by the proposed master plan for the site. Council has advised that this park has no current development approvals and therefore relies on continuing or existing use rights.

2.3.3 State Environmental Planning Policy No 36—Manufactured Home Estates

SEPP 36 was introduced in 1997, and aims:

- (a) *to facilitate the establishment of manufactured home estates as a contemporary form of medium density residential development that provides an alternative to traditional housing arrangements, and*
- (b) *to provide immediate development opportunities for manufactured home estates on the commencement of this Policy, and*
- (c) *to encourage the provision of affordable housing in well designed estates, and*
- (d) *to ensure that manufactured home estates are situated only in suitable locations and not on land having important resources or having landscape, scenic or ecological qualities that should be preserved, and*
- (e) *to ensure that manufactured home estates are adequately serviced and have access to essential community facilities and services, and*
- (f) *to protect the environment surrounding manufactured home estates, and*
- (g) *to provide measures which will facilitate security of tenure for residents of manufactured home estates.*

SEPP 36 works by first allowing a manufactured home estate (MHE) to be considered as a possible development if the land use zone allows caravan parks as a permissible use. If a caravan park is not a permissible use then an MHE is not a permissible use either. A caravan park is not a permitted use on the subject land. However, SEPP 36 also contains, in Schedule 2, a list of the categories of land excluded from the SEPP where an MHE cannot occur. Flood liable land (as defined in [Murray Regional Environmental Plan No 2—Riverine Land](#)) is listed in this schedule. On this basis, an MHE could not be undertaken pursuant to SEPP 36 on this site.

2.3.4 State Environmental Planning Policy (Koala Habitat Protection) 2020

This SEPP does not apply to the Murrumbidgee LGA.

2.3.5 State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

This state policy requires consent for vegetation clearing in non-rural areas where it is not otherwise protected by the provisions of an LEP or another SEPP. The SEPP references the Biodiversity Offsets Scheme Threshold, which is a test used to determine when it is necessary to engage an accredited assessor to apply the Biodiversity Assessment Method (the BAM) to assess the impacts of a proposal.

It is used for local developments (development applications submitted to councils) and clearing in urban areas and areas zoned for environmental conservation. The RE1 zone is regarded as an urban zone.

It does not apply to activities by a public authority that are subject to Part 5 of the *Environmental Planning and Assessment Act 1979*.

The *Biodiversity Conservation Regulation 2017* sets out threshold levels for when the Biodiversity Offsets Scheme will be triggered. The threshold has two elements:

- Whether the amount of native vegetation being cleared exceeds a threshold area set out below.
- Whether the impacts occur on an area mapped on the Biodiversity Values Map published by the Minister for the Environment.

If clearing and other impacts exceed either trigger, the Biodiversity Offsets Scheme applies to the proposed development, including biodiversity impacts prescribed by clause 6.1 of the *Biodiversity Conservation Regulation 2017*.

Minimum lot size associated with the property	Threshold for clearing, above which the BAM and Biodiversity Offsets Scheme apply
Less than 1 hectare	0.25 hectares or more
1 hectare to less than 40 hectares	0.5 hectares or more
40 hectares to less than 1,000 hectares	1 hectare or more
1,000 hectares or more	2 hectares or more

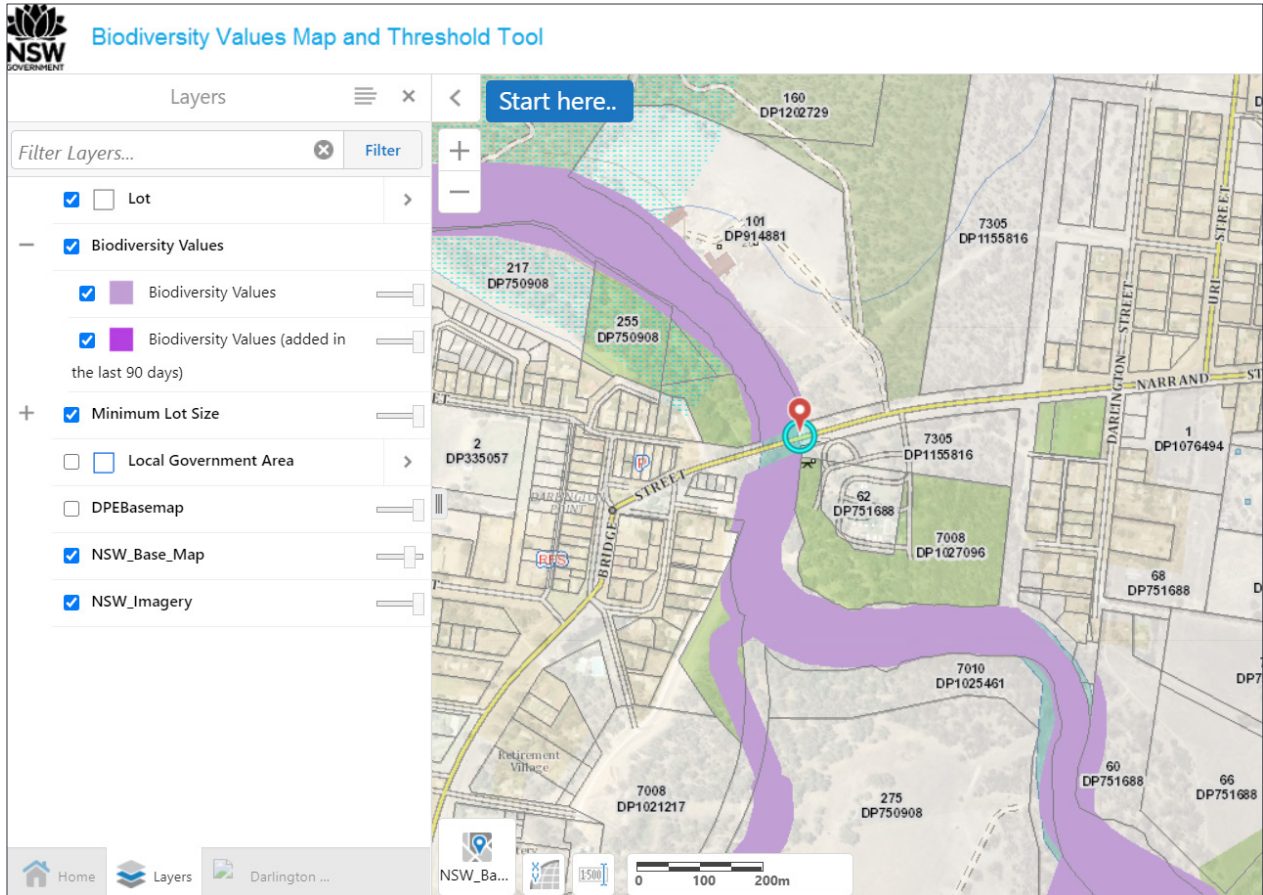
The subject land does not have a minimum lot size. The OEH website advises that in this circumstance: “Where there is no minimum lot size the clearing threshold will be based on the smallest actual lot size associated with the development.” Given that the smallest lot is Lot 62 and it has an area of approximately 1.5 hectares then the clearing threshold will be 0.5 hectares.

In this case, if the vegetation clearing is associated with a future development application then it will be ancillary to that approval and will be assessed on merit as part of any approval. If vegetation clearing is associated with an activity under Part 5 then it will be assessed in a Review of Environmental Factors.

It is anticipated that any tree clearing on this site will be minor and it should be kept to less than 0.5 hectares.

The subject land does not contain any areas identified on the NSW Biodiversity Values Map (Figure 6).

Figure 6: Biodiversity Values Map and Threshold Tool



Source: NSW Government

2.3.6 State Environmental Planning Policy (Infrastructure) 2007

Clause 65(3) of SEPP (Infrastructure) 2007 states that:

Any of the following development may be carried out by or on behalf of a council without consent on a public reserve under the control of or vested in the council:

- (a) *development for any of the following purposes:*
 - (i) *roads, pedestrian pathways, cycleways, single storey car parks, ticketing facilities, viewing platforms and pedestrian bridges,*
 - (ii) *recreation areas and recreation facilities (outdoor), but not including grandstands,*
 - (iii) *visitor information centres, information boards and other information facilities,*
 - (iv) *lighting, if light spill and artificial sky glow is minimised in accordance with the Lighting for Roads and Public Spaces Standard,*

- (v) *landscaping, including landscape structures or features (such as art work) and irrigation systems,*
- (vi) *amenities for people using the reserve, including toilets and change rooms,*
- (vii) *food preparation and related facilities for people using the reserve,*
- (viii) *maintenance depots,*
- (ix) *portable lifeguard towers,*
- (b) *environmental management works,*
- (c) *demolition of buildings (other than any building that is, or is part of, a State or local heritage item or is within a heritage conservation area).*

Note: The term **building** is defined in the *Environmental Planning and Assessment Act 1979* as “including any structure” (but it does not include a manufactured home).

In this case, if all works are being carried out by or on behalf of the Council on a public reserve under the control of the Council then this SEPP may apply.

SEPP (Infrastructure) 2007 prevails over *Murrumbidgee Local Environmental Plan 2013*, but any works that are undertaken without development consent will be subject to a Review of Environmental Factors (REF) prepared under Part 5 of the *Environmental Planning and Assessment Act 1979*.

SEPP (Infrastructure) 2007 (clause 8) states that it prevails over other SEPPs to the extent of any inconsistency.

Clause 65(2) of SEPP (Infrastructure) 2007 states that:

- (2) *Development for any purpose may be carried out without consent—*
 - (a) N/A
 - (b) N/A
 - (c) *(Repealed)*
 - (d) *on Crown managed land, by or on behalf of—*
 - (i) *the Secretary, or*
 - (ii) *a Crown land manager of the land (or an administrator of the manager), or*
 - (iii) *the Ministerial Corporation, or*
 - (iv) *the Minister administering the Crown Land Management Act 2016,*

if the development is for the purposes of implementing a plan of management adopted for the land under the Act referred to above in relation to the land or in accordance with the Local Government Act 1993 in relation to Crown managed land managed by a council.

If works are proposed on Crown managed land by a Crown Land Manager and they are consistent with an adopted management plan then there is also an opportunity to undertake those works without development consent, subject to a Review of Environmental Factors (REF) prepared under Part 5 of the *Environmental Planning and Assessment Act 1979*.

However, the determining authority may be the Crown and/or the Council.

2.3.7 The Riverina Murray Regional Plan 2036

This plan identifies the Riverina Murray region as a leading and highly diversified economy with growing local job opportunities and sustainable communities. Darlington Point (in the Murrumbidgee LGA) is centrally located in the heart of the Riverina on the Murrumbidgee River. The Council area hosts an array of small to medium-sized enterprises involved in tourism, manufacturing and agriculture. The plan states that a key priority for the LGA is to diversify the economy by supporting the growth of the tourism sector as well as protecting the water quality and aesthetic values of the Murrumbidgee River.

The redevelopment of Darlington Point Riverside Caravan Park to boost tourism while ensuring no negative impacts on the Murrumbidgee River is consistent with the Riverina Murray Regional Plan.

2.4 Land Classification

2.4.1 Crown Land

Council, as Crown Land Manager, is currently preparing a plan of management for the Crown land surrounding the Council owned land upon which the caravan park is located. Council has undertaken the categorisation process, which is illustrated in Figure 7. It is the intention of Council to include the development of the caravan park within the General Community Use area of the land.

Figure 7: Land categorisation for preparation of plan of management



2.4.2 Council Land

The Council owned land (Lot 62 DP 751688) is classified as Operational land, removing any need for Council to prepare a plan of management for the site.

2.5 Local Planning Context

Murrumbidgee Council's LEP applies to the development, improvement and management of Darlington Point Riverside Park Caravan Park. Under the provisions of *Murrumbidgee Local Environmental Plan 2013*, the park is within the RE1 Public Recreation zone (Figure 8). Caravan parks and camping grounds **are not** permitted in the RE1 zone.

Zone RE1 Public Recreation

1 Objectives of zone

- *To enable land to be used for public open space or recreational purposes.*
- *To provide a range of recreational settings and activities and compatible land uses.*
- *To protect and enhance the natural environment for recreational purposes.*

2 Permitted without consent

Environmental protection works; Roads; Water reticulation systems

3 Permitted with consent

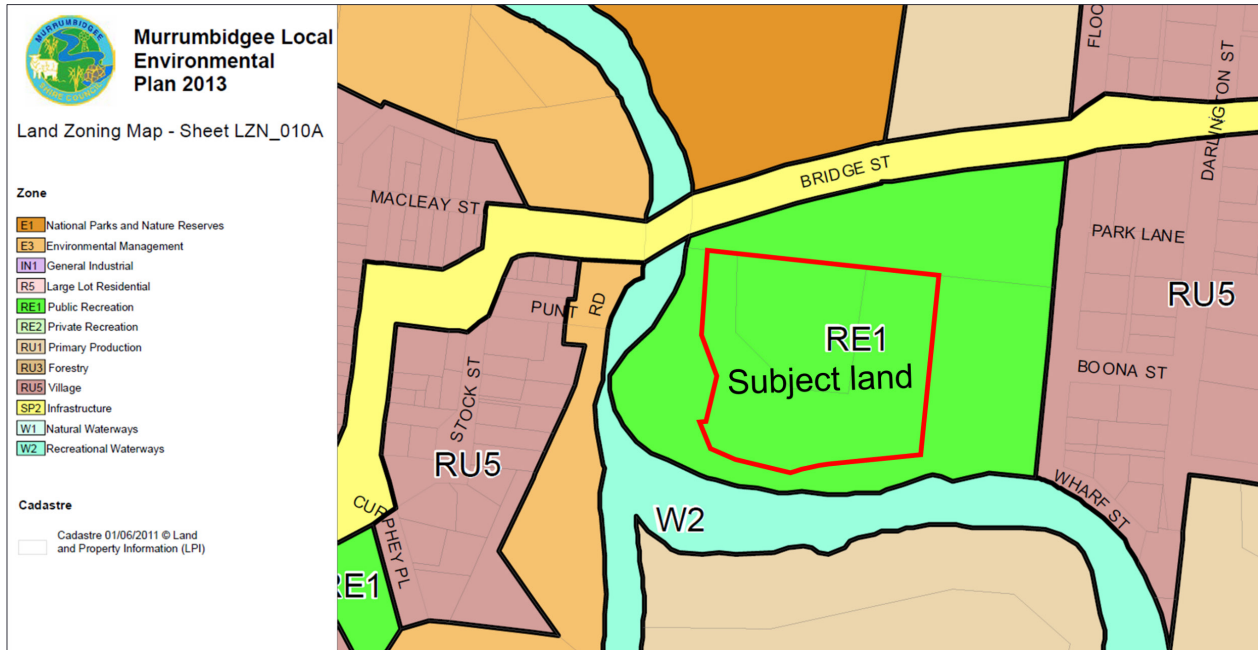
Aquaculture; Boat launching ramps; Boat sheds; Building identification signs; Business identification signs; Charter and tourism boating facilities; Community facilities; Environmental facilities; Flood mitigation works; Heliports; Information and education facilities; Jetties; Kiosks; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Water recreation structures; Water recycling facilities; Water storage facilities

4 Prohibited

Any development not specified in item 2 or 3

The development history of the caravan park is discussed in section 2.6 of the report. Any proposed expansion of the current footprint of the caravan park would likely require a change in the LEP to permit caravan parks and camping grounds. We are advised that Council is currently preparing an updated LEP representing the two combined Councils of Murrumbidgee and Jerilderie. This process presents the opportunity to include caravan parks as permissible in the zone, which is consistent with LEPs in many other local government areas.

Figure 8: Land use zones



Source: Murrumbidgee LEP 2013

Under Murrumbidgee LEP 2013, the following clauses may apply to future development of the RE1 zoned land if a development application is triggered:

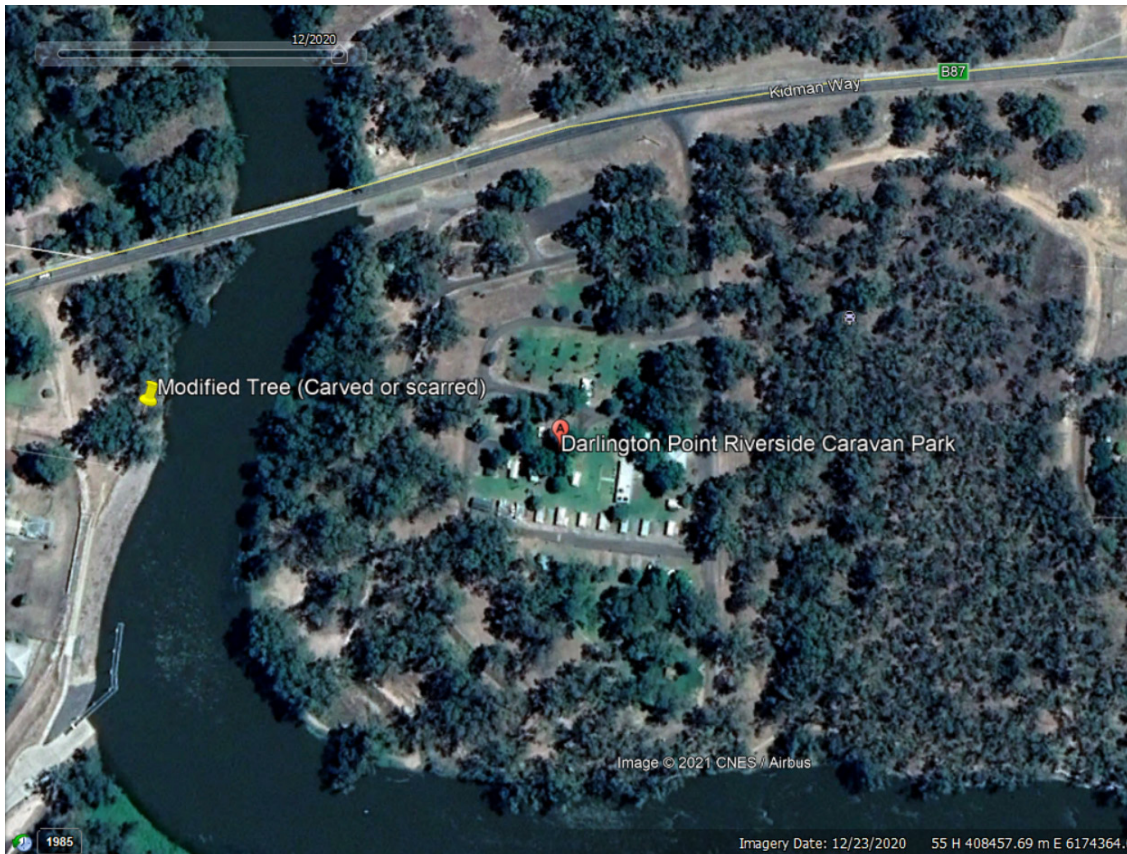
Clause 5.10 Heritage conservation

The subject land is not identified in the LEP as having a heritage item or being in a heritage conservation area.

The land is not listed in the NSW AHIMS register as containing an Aboriginal heritage site; however, a search using a 200-metre buffer did identify a site on land on the opposite side of the river (Figure 9). It appears that the recorded sites are scar trees.

Any application that disturbs the ground or mature vegetation will need to be mindful of the possibility of disturbing Aboriginal sites. If sites or objects are present or found at any time in the future, they are protected under the *National Parks and Wildlife Act 1974*, even if they are not recorded on AHIMS. The [Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales](#) (Due Diligence Code of Practice) can be used by individuals or organisations who intend to undertake activities that could harm Aboriginal objects.

Figure 9: AHIMS search result for Lot 62 DP 751688 with a 200-metre buffer



Source: AHIMS Web Services

Clause 6.1 Earthworks

- (1) *The objective of this clause is to ensure that earthworks for which development consent is required will not have a detrimental impact on environmental functions and processes, neighbouring uses, cultural or heritage items or features of the surrounding land.*
- (2) *Development consent is required for earthworks unless—*
 - (a) *the earthworks are exempt development under this Plan or another applicable environmental planning instrument, or*
 - (b) *the earthworks are ancillary to development that is permitted without consent under this Plan or to development for which development consent has been given.*
- (3) *Before granting development consent for earthworks (or for development involving ancillary earthworks), the consent authority must consider the following matters—*
 - (a) *the likely disruption of, or any detrimental effect on, drainage patterns and soil stability in the locality of the development,*
 - (b) *the effect of the development on the likely future use or redevelopment of the land,*
 - (c) *the quality of the fill or the soil to be excavated, or both,*
 - (d) *the effect of the development on the existing and likely amenity of adjoining properties,*

- (e) *the source of any fill material and the destination of any excavated material,*
- (f) *the likelihood of disturbing relics,*
- (g) *the proximity to, and potential for adverse impacts on, any waterway, drinking water catchment or environmentally sensitive area,*
- (h) *any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.*

Note—

The [National Parks and Wildlife Act 1974](#), particularly section 86, deals with harming Aboriginal objects.

Clause 6.2 Flood planning

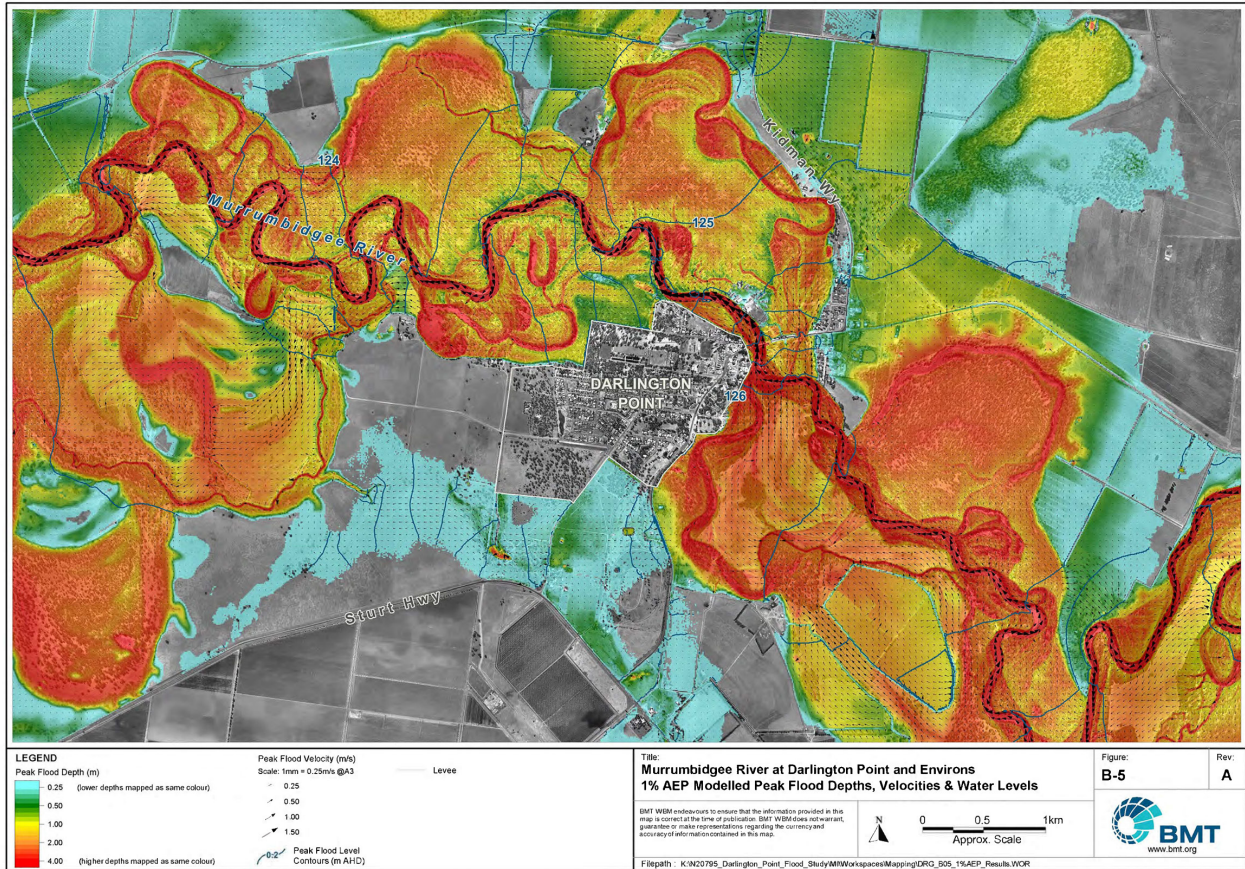
- (1) *The objectives of this clause are as follows—*
 - (a) *to minimise the flood risk to life and property associated with the use of land,*
 - (b) *to allow development on land that is compatible with the land's flood hazard, taking into account projected changes as a result of climate change,*
 - (c) *to avoid significant adverse impacts on flood behaviour and the environment.*
- (2) *This clause applies to land at or below the flood planning level.*
- (3) *Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that the development—*
 - (a) *is compatible with the flood hazard of the land, and*
 - (b) *will not significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties, and*
 - (c) *incorporates appropriate measures to manage risk to life from flood, and*
 - (d) *will not significantly adversely affect the environment or cause avoidable erosion, siltation, destruction of riparian vegetation or a reduction in the stability of river banks or watercourses, and*
 - (e) *is not likely to result in unsustainable social and economic costs to the community as a consequence of flooding.*
- (4) *A word or expression used in this clause has the same meaning as it has in the Floodplain Development Manual (ISBN 0 7347 5476 0) published by the NSW Government in April 2005, unless it is otherwise defined in this clause.*
- (5) *In this clause—*

flood planning level *means the level of a 1:100 ARI (average recurrent interval) flood event plus 0.5 metre freeboard.*

Council undertook a Flood Study for Darlington Point in 2018. The site is severely impacted by flooding with the mapping indicating that a 1:100-year event results in flood heights of 1 to 4 metres across the park and adjoining reserve. Design will be a critical factor for future structures to minimise the impact of these flood events. Mapping indicating the flood levels for a 1:100-year flood for the applicable area of the caravan park is illustrated in Figure 10.

It is evident that flooding is one of the major constraints for the development of the park and specialist advice will be required to enable a design response to the flood heights, hazard rating and flood velocity for the caravan park.

Figure 10: Flood planning area



Source: Murrumbidgee Council – Murrumbidgee River at Darlington Point and Environs Flood Study Final Report, December 2018

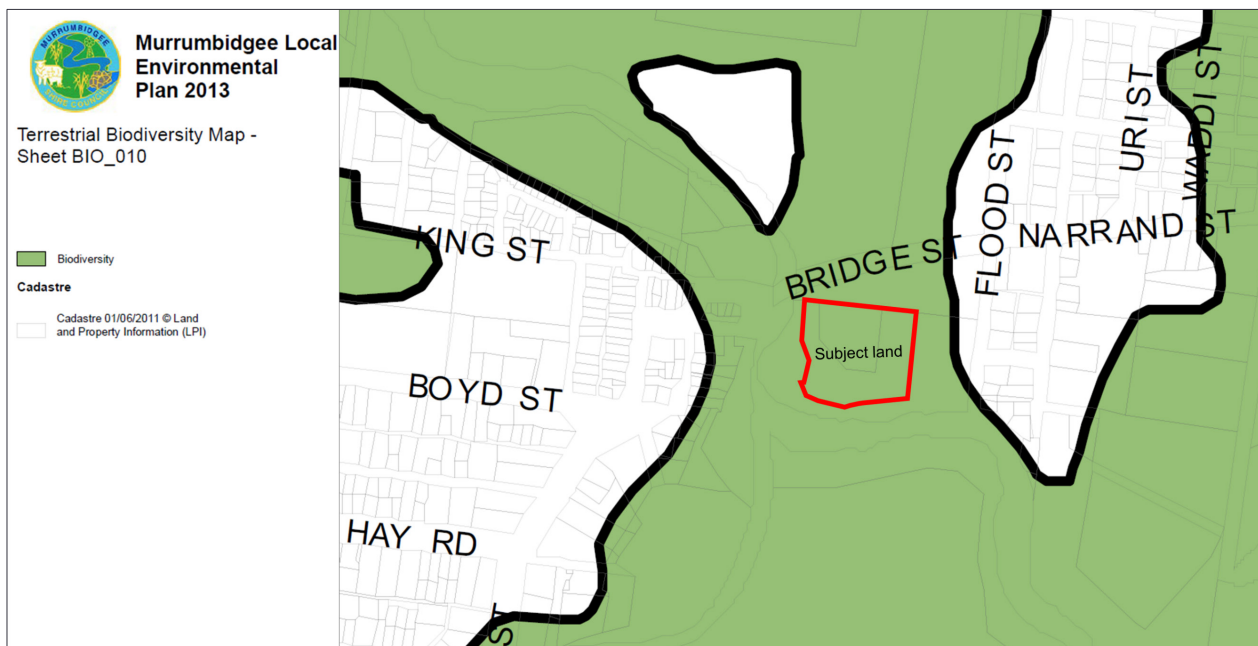
Clause 6.3 Terrestrial biodiversity

- (1) *The objective of this clause is to maintain terrestrial biodiversity by—*
 - (a) *protecting native fauna and flora, and*
 - (b) *protecting the ecological processes necessary for their continued existence, and*
 - (c) *encouraging the conservation and recovery of native fauna and flora and their habitats.*
- (2) *This clause applies to land identified as “Biodiversity” on the [Terrestrial Biodiversity Map](#).*
- (3) *Before determining a development application for development on land to which this clause applies, the consent authority must consider—*
 - (a) *whether the development is likely to have—*
 - (i) *any adverse impact on the condition, ecological value and significance of the fauna and flora on the land, and*

- (ii) any adverse impact on the importance of the vegetation on the land to the habitat and survival of native fauna, and
 - (iii) any potential to fragment, disturb or diminish the biodiversity structure, function and composition of the land, and
 - (iv) any adverse impact on the habitat elements providing connectivity on the land, and
- (b) any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.
- (4) Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that—
- (a) the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or
 - (b) if that impact cannot be reasonably avoided by adopting feasible alternatives—the development is designed, sited and will be managed to minimise that impact, or
 - (c) if that impact cannot be minimised—the development will be managed to mitigate that impact.

The whole site is impacted by this clause (Figure 11).

Figure 11: Land identified as 'biodiversity' on the Terrestrial Biodiversity Map



Source: Murrumbidgee LEP 2013

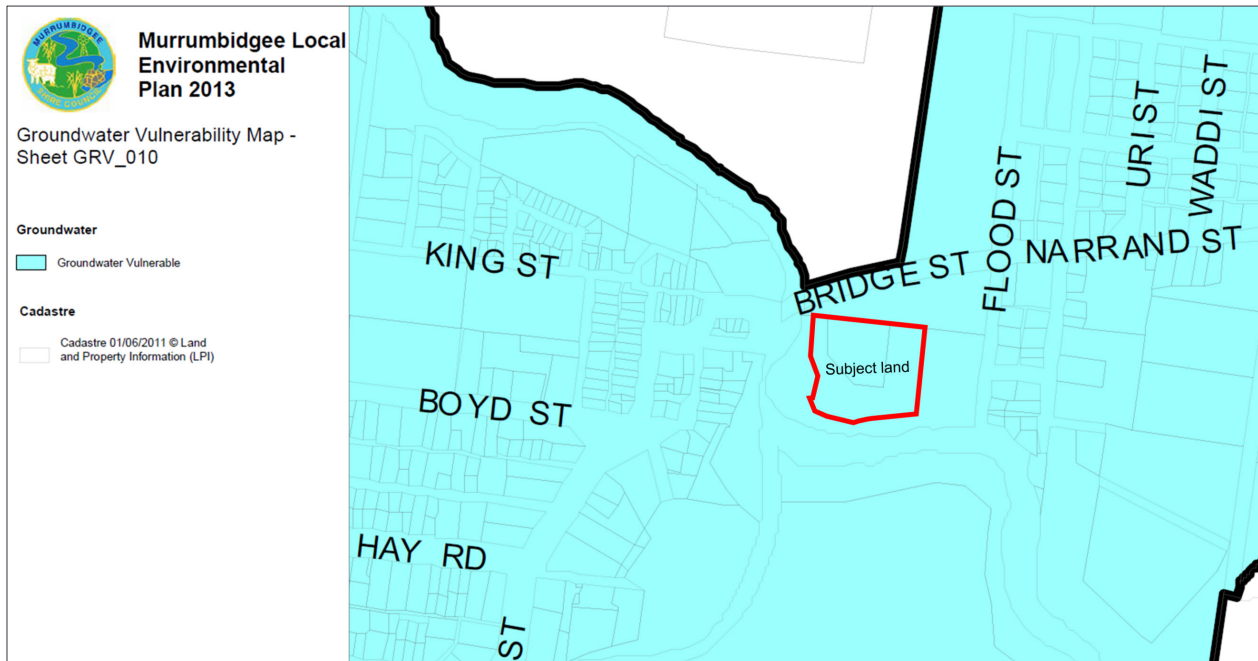
Clause 6.4 Groundwater vulnerability

- (1) The objectives of this clause are as follows—
- (a) to maintain the hydrological functions of key groundwater systems,
 - (b) to protect vulnerable groundwater resources from depletion and contamination as a result of development.

- (2) *This clause applies to land identified as “Groundwater vulnerable” on the [Groundwater Vulnerability Map](#).*
- (3) *Before determining a development application for development on land to which this clause applies, the consent authority must consider the following—*
 - (a) *the likelihood of groundwater contamination from the development (including from any on-site storage or disposal of solid or liquid waste and chemicals),*
 - (b) *any adverse impacts the development may have on groundwater dependent ecosystems,*
 - (c) *the cumulative impact the development may have on groundwater (including impacts on nearby groundwater extraction for a potable water supply or stock water supply),*
 - (d) *any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.*
- (4) *Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that—*
 - (a) *the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or*
 - (b) *if that impact cannot be reasonably avoided—the development is designed, sited and will be managed to minimise that impact, or*
 - (c) *if that impact cannot be minimised—the development will be managed to mitigate that impact.*

The whole site is impacted by this clause (Figure 12).

Figure 12: Land identified as 'vulnerable' on the Groundwater Vulnerability Map



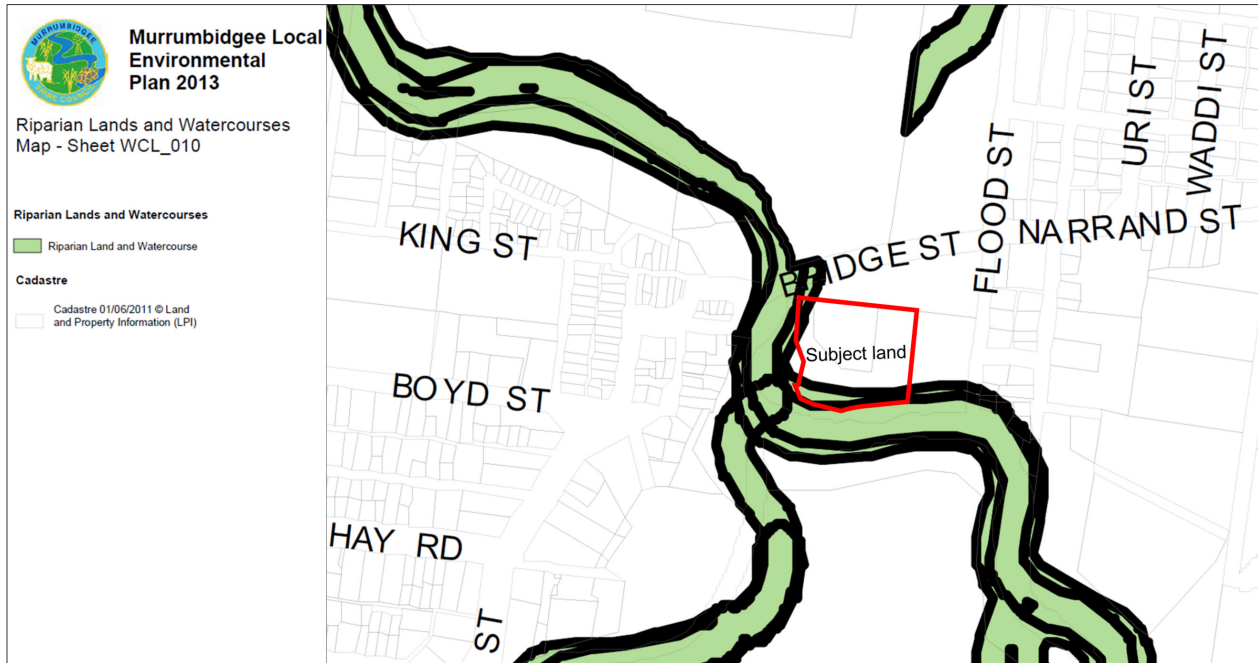
Source: Murrumbidgee LEP 2013

Clause 6.5 Riparian land and watercourses

- (1) *The objective of this clause is to protect and maintain the following—*
 - (a) *water quality within watercourses,*
 - (b) *the stability of the bed and banks of watercourses,*
 - (c) *aquatic and riparian habitats,*
 - (d) *ecological processes within watercourses and riparian areas.*
- (2) *This clause applies to all of the following—*
 - (a) *identified as “Riparian Land and Watercourse” on the [Riparian Lands and Watercourses Map](#),*
 - (b) *all land that is within 40 metres of the top of the bank of each watercourse on land identified as “Riparian Land and Watercourse” on that map.*
- (3) *Before determining a development application for development on land to which this clause applies, the consent authority must consider—*
 - (a) *whether or not the development is likely to have any adverse impact on the following—*
 - (i) *the water quality and flows within the watercourse,*
 - (ii) *aquatic and riparian species, habitats and ecosystems of the watercourse,*
 - (iii) *the stability of the bed and banks of the watercourse,*
 - (iv) *the free passage of fish and other aquatic organisms within or along the watercourse,*
 - (v) *any future rehabilitation of the watercourse and riparian areas, and*
 - (b) *whether or not the development is likely to increase water extraction from the watercourse, and*
 - (c) *any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.*
- (4) *Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that—*
 - (a) *the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or*
 - (b) *if that impact cannot be reasonably avoided—the development is designed, sited and will be managed to minimise that impact, or*
 - (c) *if that impact cannot be minimised—the development will be managed to mitigate that impact.*

The park is located adjacent to the Murrumbidgee River and foreshores, which are mapped as “Riparian Land and Watercourse” (Figure 13).

Figure 13: Land identified as 'riparian land and watercourse'



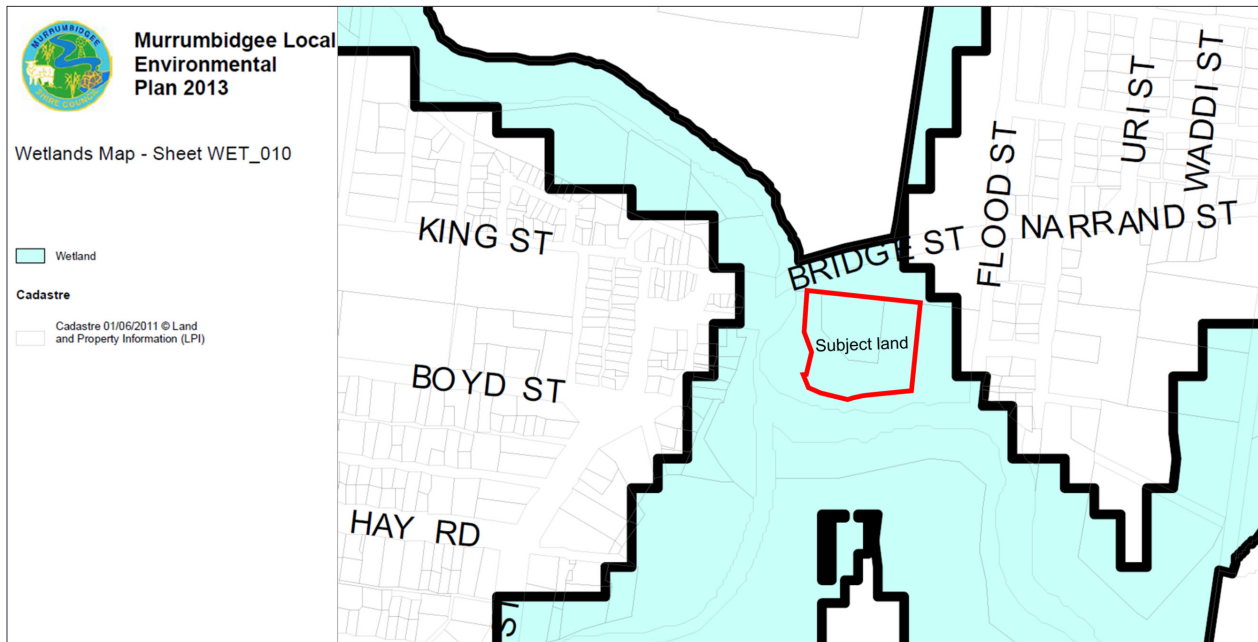
Source: Murrumbidgee LEP 2013

Clause 6.6 Wetlands

- (1) *The objective of this clause is to ensure that wetlands are preserved and protected from the impacts of development.*
- (2) *This clause applies to land identified as “Wetland” on the [Wetlands Map](#).*
- (3) *Before determining a development application for development on land to which this clause applies, the consent authority must consider—*
 - (a) *whether or not the development is likely to have any significant adverse impact on the following—*
 - (i) *the condition and significance of the existing native fauna and flora on the land,*
 - (ii) *the provision and quality of habitats on the land for indigenous and migratory species,*
 - (iii) *the surface and groundwater characteristics of the land, including water quality, natural water flows and salinity, and*
 - (b) *any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.*
- (4) *Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that—*
 - (a) *the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or*
 - (b) *if that impact cannot be reasonably avoided—the development is designed, sited and will be managed to minimise that impact, or*
 - (c) *if that impact cannot be minimised—the development will be managed to mitigate that impact.*

The whole site is impacted by this clause (Figure 14).

Figure 14: Land identified as 'wetland'



Source: Murrumbidgee LEP 2013

Clause 6.9 Essential services

Development consent must not be granted to development unless the consent authority is satisfied that any of the following services that are essential for the development are available or that adequate arrangements have been made to make them available when required—

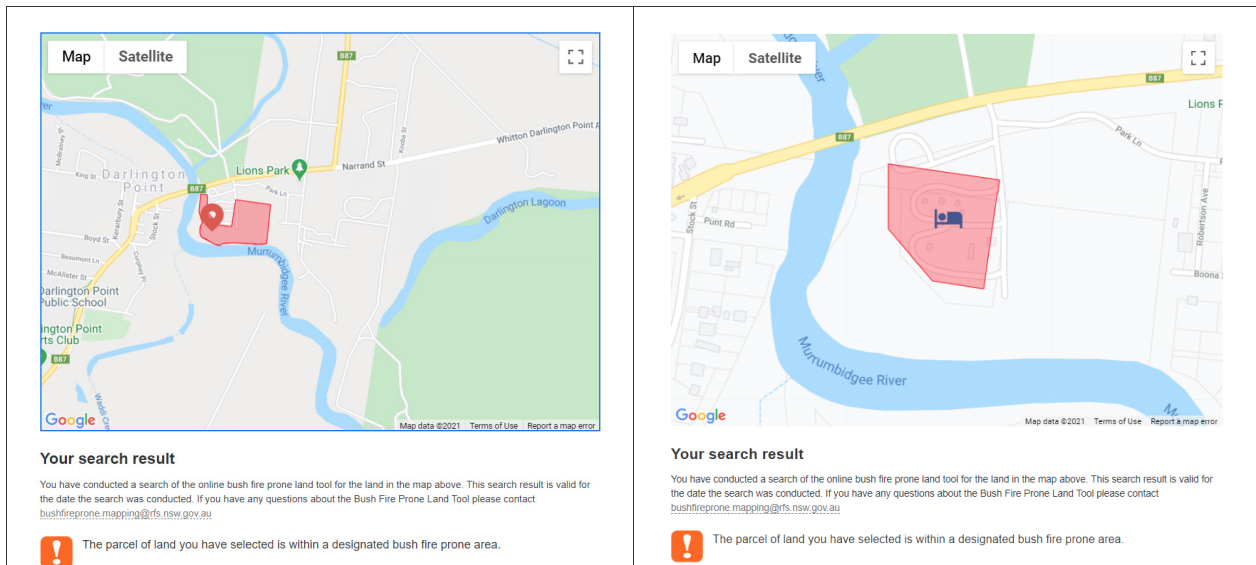
- (a) *the supply of water,*
- (b) *the supply of electricity,*
- (c) *the disposal and management of sewage,*
- (d) *stormwater drainage or on-site conservation,*
- (e) *suitable vehicular access.*

2.5.1 Bushfire

Council does not have bushfire mapping for the area. However, a search of the NSW Rural Fire Service website identifies that both the Council land and surrounding Crown land are designated bushfire prone areas (Figure 15). Any development application for a caravan park or camping ground is regarded as a Special Fire Purpose and will be referred to the bushfire authority (RFS) as integrated development. In order to proceed, a *bush fire safety authority* is required to authorise development for a purpose referred to in subsection (1) to the extent that it complies with standards regarding setbacks, provision of water supply and other matters considered by the Commissioner to be necessary to protect persons, property or the environment from danger that may arise from a bush fire.

A specialist report from a qualified bushfire consultant would be required to support the application. Should future development be assessed under Part 5 of the EP&A Act, consideration of the impacts of bushfire would form part of the Review of Environmental Factors (REF).

Figure 15: Bushfire mapping (Crown and Council land)



2.5.2 Murrumbidgee Development Control Plan (year unknown or if even adopted)

The only DCP available relates to the 1994 LEP and it is evident that it has not been adopted. As such, there is no consideration of the DCP as part of this proposal.

2.6 Development Consents or Approvals

Murrumbidgee Council has no record of past development consents or approvals of any type in relation to Darlington Point Riverside Caravan Park. Council has advised that the park existed in its current layout prior to the introduction of the *first planning instrument in 1963 – Interim Development Order No. 1*. As such, it relies on existing use rights.

When undertaking the first round of community consultation, long-term residents of Darlington Point stated that the park existed in the 1950s and 1960s. Annexure B includes aerial photographs obtained from NSW Spatial Services. The images were taken in 1958 and 1969. The image from 1958 illustrates a cleared area in the location of the current caravan park, while the 1969 image indicates that roads had been constructed at that time. It is Council’s decision to determine if this is sufficient evidence to support the existence of the park prior to the commencement of planning instruments.

2.7 Local Government Act 1993

Section 68 of the *Local Government Act 1993* provides that caravan parks and camping grounds are to have an approval to operate that details the number of dwelling sites and camp sites, provision of communal amenities and other matters related to the technical standards that have been prescribed by Regulation (see section 2.8). These provisions operate in addition to approvals under the *Environmental Planning and Assessment Act 1979*. No Approval to Operate has ever been issued for this park. The master plan for the park will address the design requirements of the Regulation and support an application for an Approval to Operate under the Local Government Act.

2.8 Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation

In 1986, Ordinance 71 was introduced under the then Local Government Act. Under the Ordinance, each caravan park required an annual licence, which was issued subject to the park's compliance with essential requirements. The Ordinance also provided the framework and parameters within which park managers and operators could develop more innovative approaches to the provision of tourist and residential accommodation in caravan parks.

On 1 July 1993, the new Local Government Act was introduced, which in turn saw the subsequent introduction of the *Local Government (Caravan Parks and Camping Grounds) Regulation 1993*, which essentially embodied the provisions of Ordinance 71.

The Regulation was substantially overhauled in 1995 and has been amended several times since; the most recent being in August 2005 when, among other things, it was combined with the Regulation that deals with Manufactured Home Estates. As a result, it now has the title noted in the heading for this section.

The requirements of the previous Ordinance, and now the Regulation, provide the design standards for the development, layout and operation of caravan parks. The Regulation also functions as the basis for the issue of the Section 68 Approval to Operate a Caravan Park.

Importantly, Ordinance 71 (and now the Regulation) contains exemptions from a number of park layout and design matters for parks that existed in December 1986. The matters covered include the size of the park, the proportion of open space, the minimum distances of community buildings relative to park boundaries and dwelling sites, road widths and surface, maximum distance of sites from amenities, the distance of fire hydrants from sites, and car washing facilities. To the extent that these matters emerge as issues in Darlington Point Riverside Caravan Park, it is technically possible that an exemption can be claimed. It is noted, however, that where a pre-1986 park is substantially altered, those alterations need to comply with the current regulations, and the exemptions are not applicable.

2.9 Federal Disability Discrimination Act 1992

In 2010, the Australian Government developed Access to Premises Standards, which were added to the *Federal Disability Discrimination Act 1992*. The new Standards took effect in May 2011. A key requirement in this legislation is the proportion of fully compliant holiday accommodation structures (eg cabins) that must be provided for disabled guests. The proportion is expressed as a ratio and applies to the construction or installation of new dwellings after the commencement of the Standards in May 2011. Where four to ten new short-term accommodation dwellings are constructed after the commencement of the legislation, at least one dwelling must be fully compliant with the relevant design requirements of AS 1428. Where 11 to 40 new short-term accommodation dwellings are constructed, at least two dwellings must be fully compliant. The implementation of future accommodation should include consideration for easy access facilities.

2.10 Summary

The management, operation and development of Darlington Point Riverside Caravan Park are subject to a number of statutory controls. It is a fundamental requirement that the park owner/operator complies with the requirements of applicable legislation and regulations, and seeks to implement approvals and consents.

The current zoning of the land does not permit a caravan park and any proposal to expand the current footprint will require a change to the LEP. To allow expansion of the current footprint of the park and undertake development, the following processes are recommended:

- Inclusion of caravan parks and camping grounds and eco-tourism as permissible subject to Council consent in the Land Use tables of the RE1 zone of the LEP.
- Plan of management for the Crown land to permit caravan parks and camping grounds.

The site is significantly impacted by both flooding and bushfire, and specialist reports will be required to determine and support the design footprint and intensity of development.

Future redevelopment to implement a master plan may trigger the requirement for a development application or it may be able to be dealt with as an activity pursuant to SEPP (Infrastructure) under Part 5 of the *Environmental Planning and Assessment Act 1979*. The path to be taken will depend on the type and extent of works involved.

3 BUSINESS CONTEXT

3.1 Introduction

Tourism 2020 is a whole-of-government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution.

The *Tourism 2020* goal was to achieve more than \$115 billion in overnight spend by 2020 (up from \$70 billion in 2009). At 30 June 2019, overnight visitor expenditure was on target to reach \$134 billion by 2020, and work had commenced on the Tourism 2030 Strategy.¹

Then the COVID-19 pandemic took hold. Within months international borders closed, airlines grounded passenger fleets, businesses collapsed and hotels went into hibernation. Demand slumped in lockstep as travellers cut short their trips to seek sanctuary in their home countries.

Today, the outlook remains uncertain. Expectations are for a prolonged period of severe disruption and slow recovery as operators grapple with the challenges of social distancing, border controls ramp up, and travellers become more concerned about personal health and safety.

There is also the threat of a second or even third wave of infections. In short, the impact of the COVID-19 pandemic is a one in one-hundred-year event, with the International Air Transport Association reporting that air passenger numbers won't return to 2019 levels until 2023–24.

When analysing who spends what and where in Australian tourism, two key facts stand out from the 2019 data. First, Australians travelling internationally spent \$26 billion more overseas than overseas visitors spent in Australia. Second, domestic travellers already out-spend international visitors in Australia by a ratio of more than 2:1.

While the future behaviour of those travellers who would have otherwise holidayed overseas is unknown, the level of expenditure in previous years demonstrates the capacity for some of this expenditure to prop up the domestic tourism market.²

3.2 NSW Tourism

To avoid the inconsistency impacts of COVID-19 on tourism performance, the focus of data in this section of the report relates to 2019.

In the twelve months to December 2019, total travel expenditure in New South Wales (NSW) reached \$43.3 billion, an increase of 11.3% from December 2018. Domestic overnight tourism experienced strong growth compared to year ending December 2018, with total expenditure increasing by 12.8%, reaching \$23.8 billion in year ending December 2019.³

When compared to other Australian states, NSW continues to attract the highest number of domestic overnight visitors, receiving 33.2% of national market share, equating to 39 million domestic visitors in the year to December 2019. Regional NSW has the lion share of all visitors to NSW (63%), while Sydney has higher shares of visitor nights and expenditure in NSW (53% and 53%, respectively).

Some key statistics regarding NSW visitors include:

- The average length of stay in NSW was 3.1 nights and average spend per night was \$193.
- 'Holiday' was the largest purpose of visit to NSW (38%), followed by 'Visiting Friends and Relatives' (36%) and 'Business' (21%).

¹ State of the Industry 2018-19, Tourism Research Australia, Canberra.

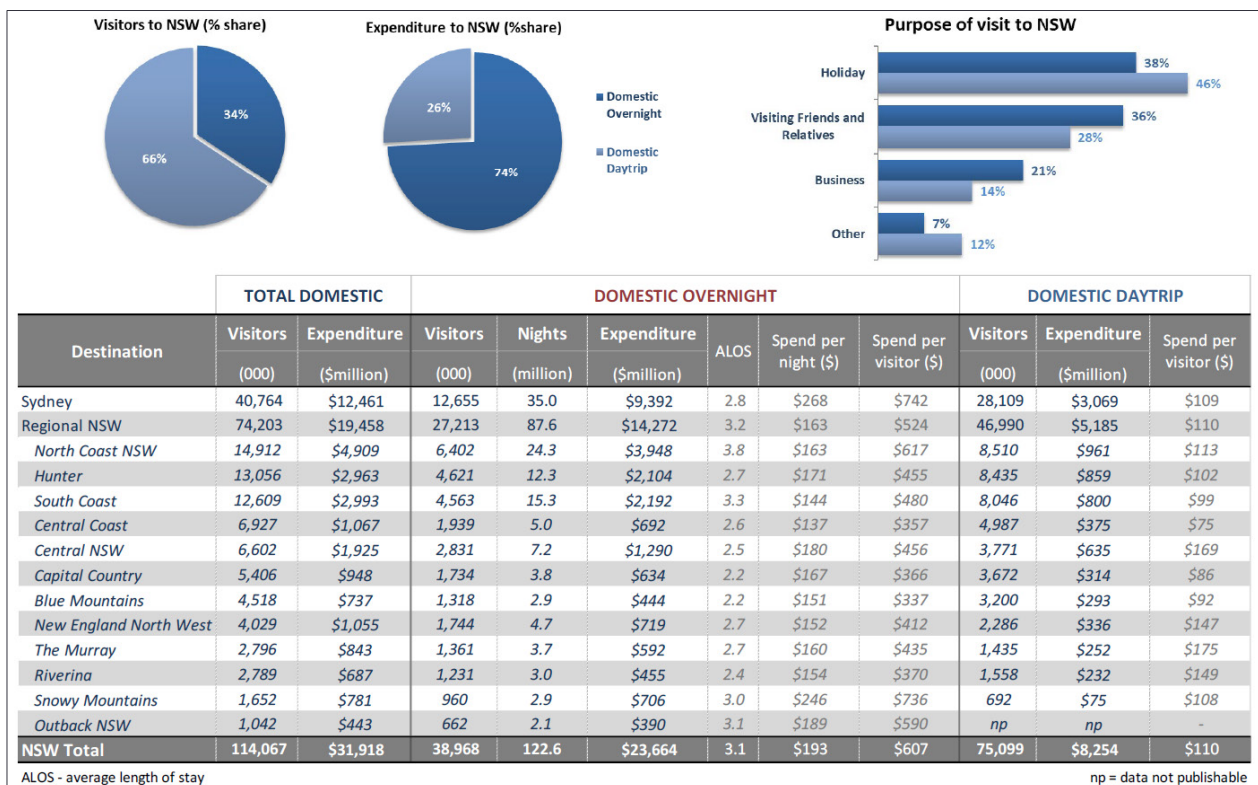
² Moving Forward: The Role of Domestic Travel in Australia's Tourism Recovery, Tourism Research Australia.

³ The NSW Visitor: Combined Results (International, Domestic Overnight and Daytrip), Year Ending December 2019, Destination NSW.

- 22% of the domestic overnight visitors were aged 15–29 years, followed by 50–59 years old (18%) and 30–39 years old (17%).
- 'Unaccompanied traveller' (34%) was the most common travel party among visitors to NSW, followed by 'adult couple' (25%), then 'friends and relatives travelling together' (20%) and 'family groups with children' (15%).

From YE December 2014 to YE December 2019, domestic overnight visitors, nights and expenditure in NSW recorded the following changes: up 47.1%, up 43.2% and up 58.1%, respectively.⁴

Figure 16: Visitation, purpose of visit and destination of domestic visitors to NSW for YE December 2019



Source: Domestic Travel to NSW Snapshot, year ending December 2019, Destination NSW

The visitor economy supply chain generates added economic multipliers, which means every dollar spent on tourism generates an additional 87 cents in other parts of the economy. At 1.87, tourism’s multiplier is greater than retail trade (1.77) and mining (1.7).⁵

The Australian Accommodation Monitor for 2018-19, produced by STR Global and published by Destination NSW, reports a room occupancy rate of 78% for accommodation properties in New South Wales with ten or more rooms.⁶ The rate for the Riverina region was 68.1% and for holiday parks 52.4%. The snapshot also provides information on average daily room rates (revenue per occupied room) and the revenue per available room. Respective data for each quarter is provided in Figure 17 and Figure 18.

⁴ NSW Visitation International, Domestic Overnight and Daytrip, Year Ending December 2019, Destination NSW.

⁵ State of the Industry June 2016, Tourism Research Australia.

⁶ Australian Accommodation Monitor 2018-2019, Destination NSW.

Figure 17: Supply, demand and revenue for establishments with 10 or more rooms by region

	YE	SUPPLY			DEMAND		REVENUE		
		Establish-ments	Rooms	Room nights available (000)	Room nights occupied (000)	Room occupancy rate	Takings from accommodation	Average daily rate	Revenue per available room ³
		no.	no.	no.	no.	%	\$ millions	\$	\$
NSW	2018-19	1,793	89,289	32,425	25,298	78.0%	5,383	212.8	166.0
	% ch	0.5%	1.5%	2.3%	1.0%	-1 ppts	-0.9%	-4.1	-5.4
Sydney	2018-19	411	43,835	15,913	13,270	83.4%	2,958	222.9	185.9
	% ch	1.2%	2.0%	3.9%	2.1%	-1.5 ppts	-0.7%	-6.2	-8.6
Blue Mountains	2018-19	33	1,427	522	320	61.3%	95	297.7	182.5
	% ch	0.0%	-0.3%	-0.1%	-0.5%	-0.2 ppts	4.9%	15.4	8.8
Capital Country	2018-19	62	2,111	769	421	54.7%	66	155.9	85.3
	% ch	0.0%	0.2%	1.4%	1.2%	-0.1 ppts	4.5%	5.0	2.6
Central Coast	2018-19	49	2,074	759	502	66.1%	98	195.8	129.5
	% ch	0.0%	-0.5%	-0.2%	-2.3%	-1.4 ppts	-2.6%	-0.5	-3.2
Central NSW	2018-19	154	4,613	1,672	1,060	63.4%	153	144.4	91.5
	% ch	0.0%	1.5%	0.9%	1.4%	0.3 ppts	4.6%	4.4	3.2
Hunter	2018-19	167	7,063	2,525	1,696	67.2%	317	187.1	125.7
	% ch	1.8%	4.8%	2.3%	1.1%	-0.8 ppts	2.7%	2.9	0.6
New England North West	2018-19	131	3,401	1,241	691	55.7%	103	149.5	83.2
	% ch	0.0%	0.0%	0.0%	1.1%	0.6 ppts	2.2%	1.6	1.8
North Coast NSW	2018-19	323	10,255	3,740	2,457	65.7%	444	180.7	118.7
	% ch	0.0%	0.3%	-0.1%	5.1%	3.2 ppts	12.5%	12.0	13.3
Outback NSW	2018-19	22	663	np	np	np	np	np	np
	% ch	0.0%	0.0%	-	-	-	-	-	-
Riverina	2018-19	68	2,229	813	554	68.1%	78	140.6	95.8
	% ch	0.0%	0.1%	0.1%	1.1%	0.7 ppts	2.7%	2.1	2.4
Snowy Mountains	2018-19	69	2,480	894	367	41.1%	72	195.8	80.4
	% ch	0.0%	0.5%	0.5%	-5.4%	-2.6 ppts	-6.4%	-2.1	-6.0
South Coast	2018-19	191	5,525	2,015	1,332	66.1%	238	178.3	117.9
	% ch	0.5%	0.3%	0.2%	-0.8%	-0.7 ppts	0.3%	2.1	0.1
The Murray	2018-19	113	3,613	1,318	758	57.5%	101	133.9	77.0
	% ch	0.0%	0.5%	4.0%	1.4%	-1.5 ppts	-1.1%	-3.3	-4.0

Source: Australian Accommodation Monitor 2018-19, Destination NSW

Figure 18: Supply, demand and revenue for establishments with 10 or more rooms by category

NSW		SUPPLY			DEMAND		REVENUE		
		Establish-ments	Rooms	Room nights available (000)	Room nights occupied (000)	Room occupancy rate	Takings from accommo-dation	Average daily rate	Revenue per available room ³
YE		no.	no.	no.	no.		\$ millions	\$	\$
TOTAL	2018-19	1,793	89,289	32,425	25,298	78.0%	5,383	212.8	166.0
	% ch	3.0%	2.8%	2.3%	1.0%	-1 ppts	-0.9%	-4.1	-5.4
Hotels & Resorts	2018-19	524	44,655	16,152	12,886	79.8%	2,845	220.8	176.2
	% ch	2.5%	3.9%	3.6%	2.3%	-1 ppts	0.6%	-3.8	-5.3
Motels/Private Hotels/Guest Houses	2018-19	907	24,940	9,104	6,205	68.2%	978	157.6	107.4
	% ch	2.4%	0.5%	0.2%	-3.3%	-2.5 ppts	-3.6%	-0.4	-4.2
Serviced Apartments	2018-19	202	14,561	5,304	4,314	81.3%	917	212.7	173.0
	% ch	3.6%	0.3%	2.1%	0.7%	-1.2 ppts	-3.0%	-8.1	-9.2
Holiday Parks	2018-19	160	5,133	1,865	972	52.1%	155	159.1	82.9
	% ch	8.1%	12.7%	2.1%	4.2%	1.1 ppts	9.9%	8.2	5.9
Luxury & Upper Upscale Classes	2018-19	152	19,377	7,017	5,950	84.8%	1,693	284.6	241.3
	% ch	-3.2%	-1.7%	3.6%	3.4%	-0.2 ppts	0.8%	-7.4	-6.8
Hotels & Resorts	2018-19	86	13,246	4,793	4,045	84.4%	1,221	301.9	254.8
	% ch	-1.1%	-1.7%	4.1%	4.2%	0.1 ppts	2.4%	-5.3	-4.2
Motels/Private Hotels/Guest Houses	2018-19	20	332	np	np	np	np	np	np
	% ch	-9.1%	-31.5%	-	-	-	-	-	-
Serviced Apartments	2018-19	43	5,668	2,058	1,774	86.2%	440	247.9	213.7
	% ch	-4.4%	-4.5%	2.2%	1.4%	-0.7 ppts	-3.4%	-12.2	-12.4
Holiday Parks	2018-19	3	131	np	np	np	np	np	np
	% ch	0.0%	17.0%	-	-	-	-	-	-
Upscale and Upper Middle Classes	2018-19	492	32,801	11,897	9,129	76.7%	1,677	183.7	141.0
	% ch	3.8%	4.4%	3.4%	1.7%	-1.2 ppts	0.2%	-2.8	-4.4
Hotels & Resorts	2018-19	184	18,522	6,691	5,271	78.8%	992	188.2	148.3
	% ch	5.1%	6.6%	4.9%	3.4%	-1.1 ppts	1.5%	-3.5	-4.9
Motels/Private Hotels/Guest Houses	2018-19	129	4,982	1,818	1,338	73.6%	225	168.3	123.8
	% ch	-0.8%	-4.7%	0.4%	-3.1%	-2.7 ppts	-3.7%	-1.0	-5.2
Serviced Apartments	2018-19	116	7,691	2,807	2,161	77.0%	391	180.9	139.3
	% ch	7.4%	4.6%	2.4%	0.5%	-1.5 ppts	-1.5%	-3.6	-5.6
Holiday Parks	2018-19	63	1,606	581	294	50.7%	48	162.4	82.3
	% ch	3.3%	10.7%	1.2%	5.6%	2.1 ppts	11.8%	9.1	7.9
Midscale and Economy Classes	2018-19	1,149	37,111	13,510	9,350	69.2%	1,280	136.9	94.7
	% ch	3.6%	3.8%	0.8%	-1.9%	-1.9 ppts	-3.5%	-2.2	-4.1
Hotels & Resorts	2018-19	254	12,887	4,668	3,449	73.9%	464	134.5	99.4
	% ch	2.0%	3.7%	1.5%	-2.1%	-2.7 ppts	-4.5%	-3.4	-6.2
Motels/Private Hotels/Guest Houses	2018-19	758	19,626	7,168	4,116	57.4%	509	123.7	71.0
	% ch	3.3%	2.8%	0.0%	-2.4%	-1.4 ppts	-2.2%	0.2	-1.6
Serviced Apartments	2018-19	43	1,202	np	np	np	np	np	np
	% ch	2.4%	-1.4%	-	-	-	-	-	-
Holiday Parks	2018-19	94	3,396	1,236	648	52.4%	96	\$148.7	\$77.9
	% ch	11.9%	13.5%	2.6%	3.8%	0.6 ppts	9.3%	7.5	4.8

Source: Australian Accommodation Monitor 2018-19, Destination NSW

3.3 The Riverina Tourism Region

Data and planning for the Riverina tourism region is undertaken through Destination NSW.

In New South Wales, performance and trending of key statistics is produced using Tourism Research Australia data. The Riverina tourism region includes the towns of Griffith, Gundagai, Hay, Leeton, Temora and Wagga Wagga. Planning for the region is performed under the Riverina Murray Destination Management Plan.

Figure 19: Travel to Riverina historical trends



Source: Travel to Riverina Tourism Region, YE December 2019 – Destination NSW

These statistics alone highlight the need for tourism investment in the Riverina region complemented with a strong marketing strategy.

3.3.1 Riverina Murray Destination Management Plan

Destination Riverina Murray (DRM) is one of six Destination Networks established by the NSW Government. The networks are responsible for driving the growth of the visitor economy in each respective region to help achieve the NSW Government's overnight visitor expenditure goal for 2020. The Destination Networks facilitate growth in the visitor economy at a local level by representing and coordinating the region's tourism industry.

In 2018, the Riverina Murray Destination Management Plan (DMP) was prepared to guide and assist DRM to stimulate growth in the region's visitor economy in partnership with Destination NSW, Murray Regional Tourism (MRT), Thrive Riverina, NSW National Parks and Wildlife Service (NPWS), local governments and the tourism industry. The plan projections show that the Riverina Murray region domestic visitor market is expected to grow by at least two million visitor nights to 2030, the majority of which will be absorbed in the primary destinations of Albury Wodonga, Wagga Wagga and Griffith. These destinations are identified as the key population and accommodation nodes, and include major regional airports. Nine Strategic Development Themes were developed to respond to the issues and opportunities for the region:

Theme 1: Major Centre Development	Develop the major regional centres to support a diverse visitor economy and projected visitor growth.
Theme 2: Nature-Based Tourism	Utilise the region's natural assets to develop nature-based and recreational tourism experiences.
Theme 3: Rivers and Waterways	Improve visitor access and experience to major rivers and lakes to increase water-based activities.
Theme 4: Food and Agritourism	Leverage the region's agricultural strengths by encouraging the development of contemporary food experiences.

Theme 5: Major Touring Routes	Harness the region’s major transport corridors to develop easy to navigate touring routes.
Theme 6: Sport and Recreation	Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.
Theme 7: Festivals and Events	Developing a coordinated approach to festivals and events with a focus on increasing the business event and conference market.
Theme 8: Accommodation	Improve and diversify the range of accommodation in the region to align with contemporary market demands.
Theme 9: Infrastructure and Servicing	Ensure that investment in key infrastructure and visitor servicing keeps pace with visitor growth and expectations, including online marketing.

The projects aligned to the themes that closely relate to, and potentially impact the Darlington Point Riverside Caravan Park are set out below:

Theme	Projects aligned
Theme 1: Major Centre Development	<ul style="list-style-type: none"> • Developing the night-time economy to keep visitors in the region longer and convert daytrips to overnight stays. • Developing new leisure products and experiences to increase yield from visitors and meet the needs of growing communities (particularly young families). • Building the accommodation base to cater for the growing visitor economy and major events (particularly reinvestment in existing motel stock). • Improving the hospitality offering and providing opportunities for new food experiences which showcase the surrounding agricultural regions.
Theme 3: Rivers and Waterways	<p>Riverfront precinct master plans ♦ Commercial activation of riverfronts ♦ Riverfront parkland enhancements ♦ Boat ramps ♦ Wharfs and jetties ♦ Water-based tour operators ♦ Other water-based experiences ♦ Projects and measures that ensure the sustainability of the region’s rivers and waterways over the long term.</p>
Theme 5: Major Touring Routes	<p>Rationalisation of existing touring routes to identify ‘hero’ routes for targeted investment and promotion ♦ Touring route marketing and branding collateral ♦ Major highway and road upgrades ♦ Improved and consistent signage.</p> <p>Kidman Way – Jerilderie, Coleambally, Darlington Point, Griffith, Goolgowi, Hillston</p> <p>Murrumbidgee River Run – Gundagai, Narrandera, Darlington Point, Carrathool, Hay</p>

Theme	Projects aligned
Theme 8: Accommodation	Reinvestment and repositioning motel accommodation to contemporary market demands ♦ Reinvestment in tourist parks to cater for family markets, eg self-contained cabins, family facilities, etc ♦ Investment in interesting and motivational accommodation such as eco-tourism, wellness and riverside accommodation ♦ Investment in large, branded resorts and facilities ♦ Touring route enhancements such as pull-over amenity to counter long distances and improve safety for caravan and camping segments.

The DMP breaks down the region into subregions. Darlington Point (as part of Murrumbidgee Council) forms part of the Western Riverina sub-region, which also includes the Shires of Carrathool, Griffith, Leeton and Narrandera. Included in the Tier 1 priority projects for this sub-region is the Darlington Point Destination Development.

Darlington Point Destination Development

Darlington Point enjoys a reputation for recreational fishing and boating within the local Murrumbidgee Council area and the wider Riverina tourism region. The town is surrounded by river red gum forest and is noted for its riverside beaches. This project includes three major works proposals:

- Improvement of boating infrastructure including boat ramp, roadway, walkway, signage, car and trailer parking.
- Upgrade of the town beach located on the Murrumbidgee River (north) to resolve conflict between powered boats, non-powered craft (eg kayaks) and swimmers.
- Upgrade of existing caravan park to a state-of-the-art tourist park.

Altina Wildlife Park Visitor Centre

The Altina Wildlife Park is also a Tier 1 project identified in the DMP. Located within close proximity to the caravan park, the continued development of the wildlife park will attract greater visitors to the area looking for nearby accommodation. The Altina Wildlife Park in Darlington Point provides an up close and educational experience with a range of exotic and domestic animals. The wildlife park has experienced increasing visitor numbers in recent years and is currently planning for future expansion. This will include improved educational and interpretive centre, new exhibition space, and a self-guided experience.

The Tier 2 major projects include:

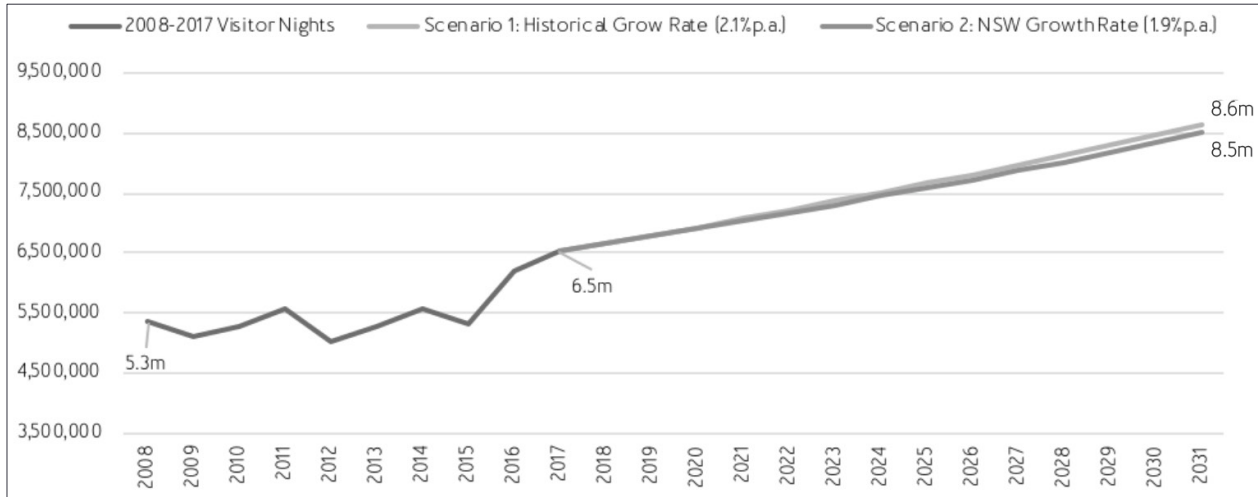
- **Waddi Cultural Centre:** Waddi Housing and Advancement Corporation provides culturally appropriate community, social and housing support services to the indigenous community of Darlington Point. Waddi has received strong support to renovate and position the main street premises as a cultural centre with gallery and retail space, wet room for art production, outdoor cultural performance area, kitchen/cafe, education and genealogy room. This will enable the expansion of cultural programs including providing permanent interpretation and connection to the former mission station, Warangesda.
- **Kidman Way Development:** Development and marketing of Kidman Way touring route.

The above major projects will drive increased visitation to the local area and improve patronage at the redeveloped caravan park. The inclusion of these projects, in particular the Tier 1 priority projects, in the regional strategy is a key requirement for attracting grant funding for future works.

3.3.2 Domestic Visitor Projections

Based on modelled growth scenarios, the Riverina Murray is expected to grow from 6.5 million visitor nights in 2017, to approximately 8.5 million by 2031, an additional two million visitor nights.

Figure 20: Riverina Murray visitor nights projection (domestic visitors)



Source: TRA NVS & IVS Visitation 2007-2017 YE June, TRA State and Territory Tourism Forecasts 2017

The Riverina Murray Destination Management Plan is a positive response to drive increased tourism to the region. Darlington Point Riverside Caravan Park has an opportunity to capitalise on the increased growth by providing a modern park with facilities that meet market expectations.

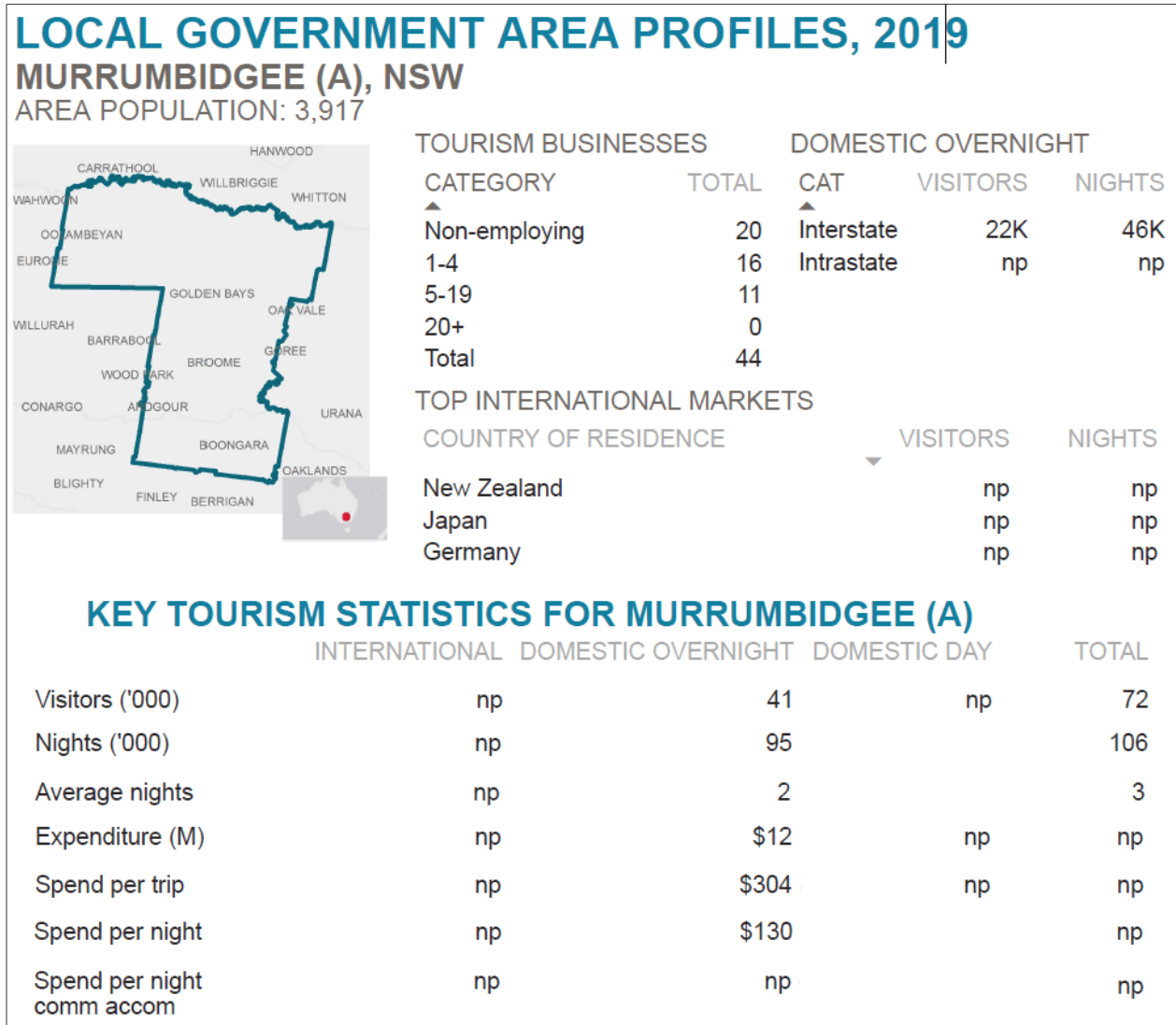
3.4 Murrumbidgee Local Government Area

Tourism Research Australia’s Local Government Area Profiles assist industry and government decision making, and identify and support investment opportunities, particularly in regional Australia.

Profiles are only prepared for local government areas with adequate *International Visitor Survey* and/or *National Visitor Survey* sample to produce robust results. Further, data is averaged over four years, which minimises the impact of variability in estimates from year to year, and provides for more robust volume estimates. Profiles are provided for international travel, domestic overnight travel and/or domestic day travel.

While there is minimal data available, Figure 21 provides a summary for the LGA for 2019.

Figure 21: Murrumbidgee LGA profile 2019



Source: LGA Profiles 2019, Tourism Research Australia

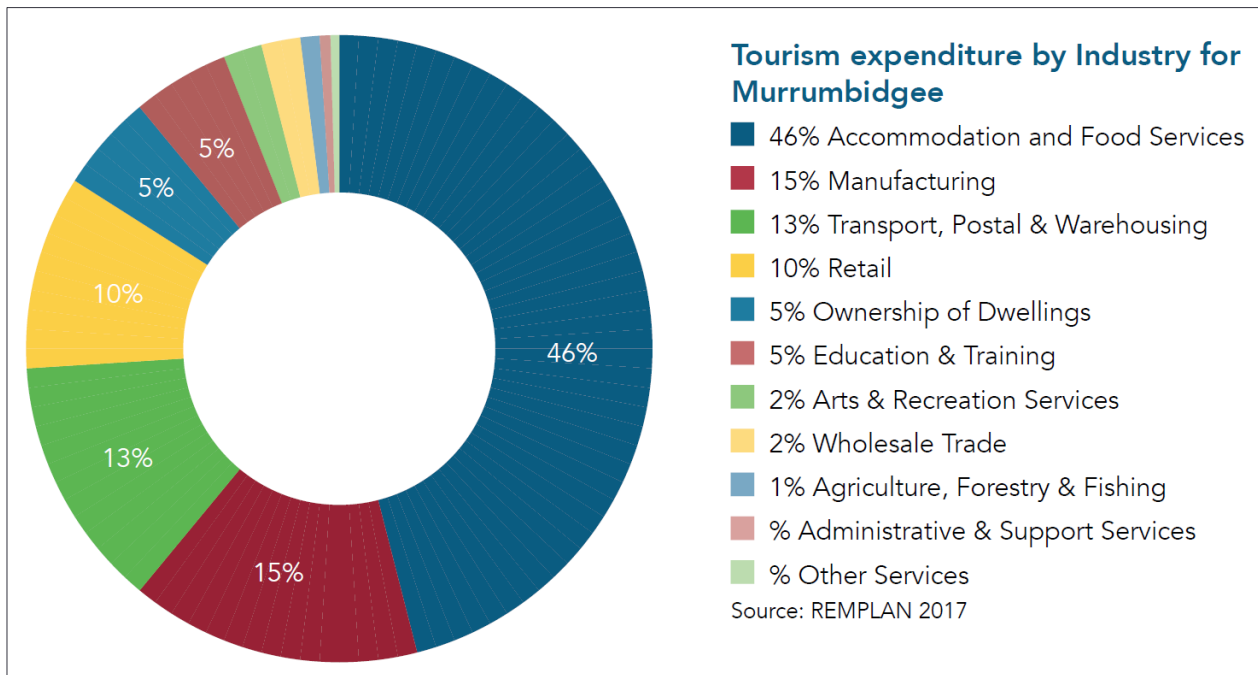
3.4.1 Murrumbidgee Council Economic Development Strategy

Murrumbidgee Council adopted an Economic Development Strategy in 2019 with proposed action to guide economic development activity in the area. The strategy highlights the potential growth for tourism development and promotion, and guides the direction for tourism in the region.

The strategy identifies tourism as the ninth most productive industry in the Murrumbidgee Council area, generating \$4.4 million in 2016/17.⁷ Figure 22 illustrates tourism expenditure by industry for Murrumbidgee.

⁷ REPLAN tourism estimate, 2017.

Figure 22: Tourism expenditure by industry for Murrumbidgee



Source: Murrumbidgee Council Economic Development Strategy 2019

The strategy includes the improvement of boating infrastructure and upgrade of the town beach and caravan park as opportunities for tourism development at Darlington Point.

3.5 State of Industry

The Caravan Industry Association of Australia has issued the *2020 Caravan and Camping State of Industry* report examining the growth, trends and changes in Australia's manufacturing, accommodation and tourism sectors in 2019. Key findings of the report include:

- Total caravan and camping visitor nights exceeded 60 million and 14 million trips for the first time.
- An increase in domestic caravan and camping nights of 59 million or 11% since 2018.
- An additional 14 million caravan and camping trips, representing an increase of 14% since 2018.
- The 55+ age bracket is the strongest growth market, up 10%, representing 44% of the visitor nights.
- The 30-54 age bracket makes the highest number of trips, representing 46% of trips.
- 21,465 recreational vehicles were manufactured in Australia – a 7% decline from 2018.
- Since 2010, the market has grown by an additional 5.5 million caravan and camping trips.
- Since 2010, the market has grown an extra 17.3 million nights spent caravan and camping annually.
- Since 2010, over 196,000 recreational vehicles have been registered.

3.5.1 Domestic Travel Patterns

Trip Length

Average trip length in 2019 was 4.2 nights, up marginally from 4.17 in 2018. This has stayed largely consistent since 2014. In terms of the length of trips, the importance of longer trips remains evident as,

although trips longer than 15 nights only comprise 5% of total trips, they make up more than a quarter (27%) of total caravan and camping nights.

Trips of 2-3 nights long 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 periods such as Easter and other holiday periods. Trips of 4-7 nights were the second most popular by length with 24% of the market and comprising 26% of total nights.⁸

Figure 23: Caravan and camping nights/trips



Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

Caravan Park Usage

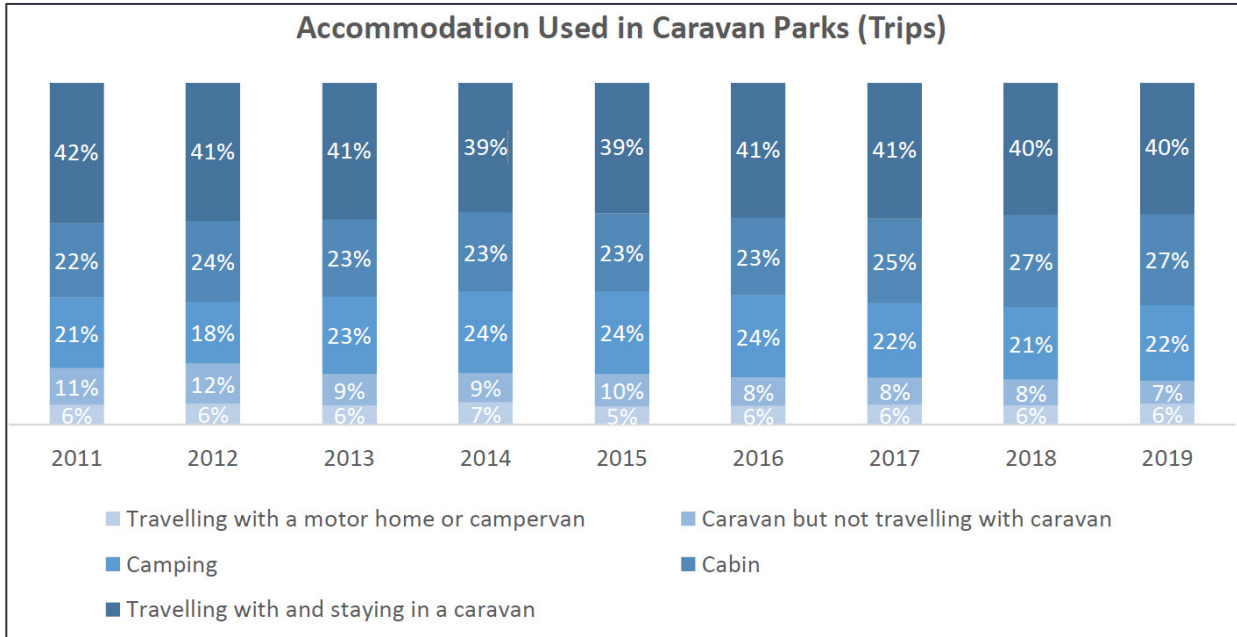
Since 2011, caravan park accommodation usage has remained consistent with 40% of trips and 42% of nights coming from visitors who travel with, and stay in, caravans (or other towable recreational vehicles). Following this is cabins that account for 27% of trips and 29% of nights spent in caravan parks. 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 levels of guests is a strong drawcard for caravan parks, especially consumers who do not have a family connection to owning an RV.⁹

⁸ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

⁹ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

Figure 24: Accommodation used in caravan parks



Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

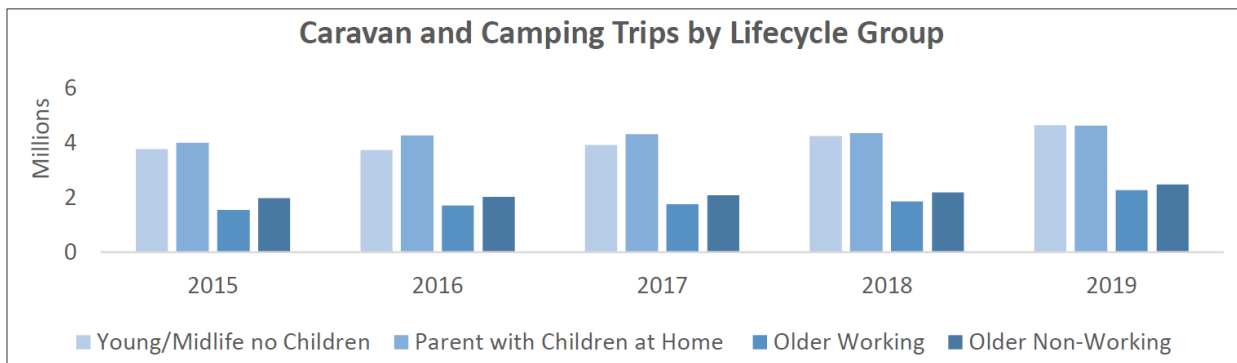
Domestic Visitor Demographics

Lifestyle Segments

One of the largest trends in 2019 was the growth of the ‘Young/Midlife’ segment to become the largest taker of caravan and camping trips by lifecycle group. This segment has seen significant growth in the past several years to increase to 4.6 million trips, growing by +9% from 2018 figures. There was also strong growth from the ‘Older Working’ segment (+23%) to reach 2.3 million trips.

In terms of nights spent, the ‘Older Working’ segment was also the fastest growing, increasing by 25% from 2018 figures, to reach 9 million nights. The ‘Older Non-Working’ segment spent the most nights caravan and camping in Australia with 18.3 million, with this segment being ‘time-rich’ and including sub-segments such as ‘grey nomads’ who are one of the segments that take an extended caravan and camping trip around Australia. ‘Parent with Children at Home’ segment comprises the second most nights spent caravan and camping with 17.1 million nights, a growth of 10% from 2018.¹⁰

Figure 25: Caravan and camping trips by lifestyle group



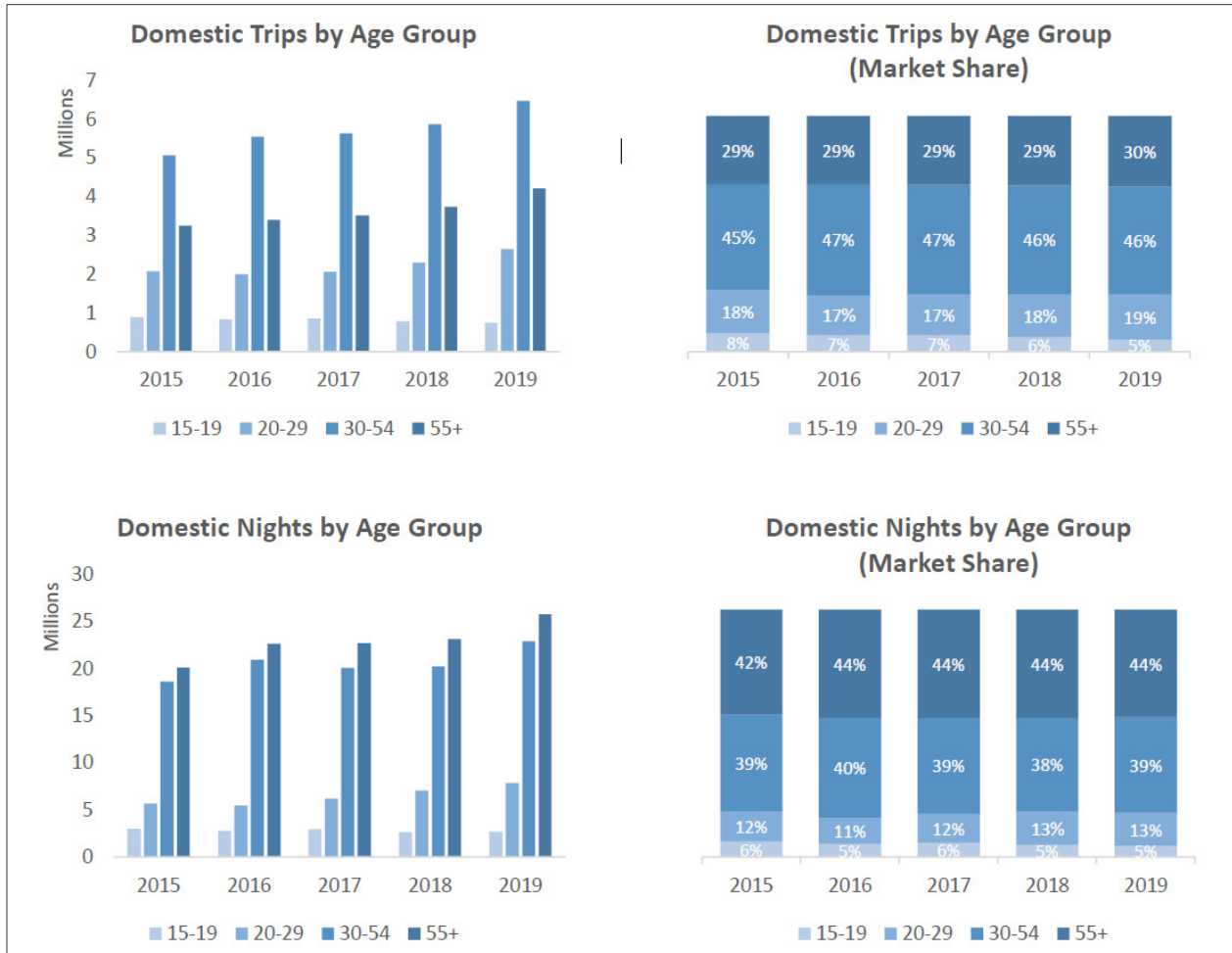
Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

¹⁰ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

Age Segments

The 30–54 year market continues to take the most domestic caravan and camping trips, fuelled by the growth of the midlife segment travelling without children; however, the family market also continued to grow, which is represented in this segment. The 30–54 year market took 6.4 million trips, increasing by 10% from 2018. This was significantly ahead of the 55+ market that took 4.2 million trips, an increase of 13%.¹¹

Figure 26: Domestic trips by age groups – various



Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

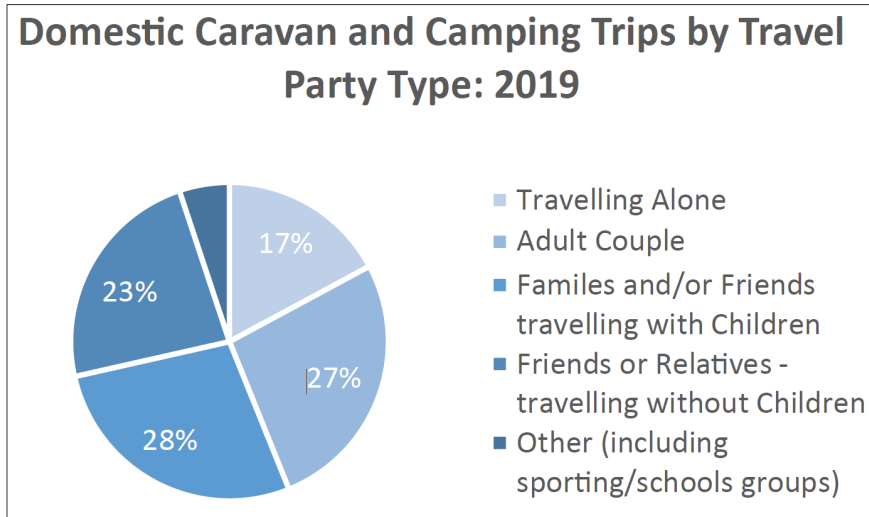
Travel Party Types

Lifecycle measures the characteristics of an individual who is recorded as going caravan and camping; hence, it is important to cross reference this with the travel party of the trip. By travel party type, which has been largely consistent since 2015, there is a relatively even split between the family market and adult couples who make up 28% and 27%, respectively. This is closely followed by friends/family travelling without children (23%). Solo travellers continue to comprise an important 17%, which grew from 14% the previous year.¹²

¹¹ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

¹² State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

Figure 27: Trips by travel party

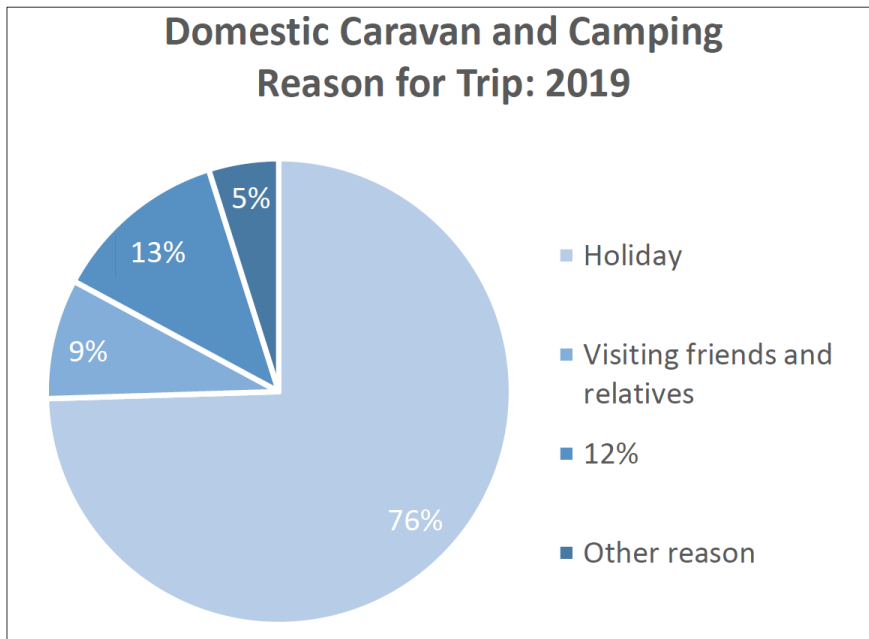


Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

Purpose of Travel and Activities Undertaken

‘Holiday’ continues to be the primary reason why Australians choose to go caravan and camping, with 76% of trips identifying this reason. An additional 13% of trips identified their reason for travel as being related to ‘Business’, which has increased slightly over the past five years from 10%.¹³

Figure 28: Purpose of travel



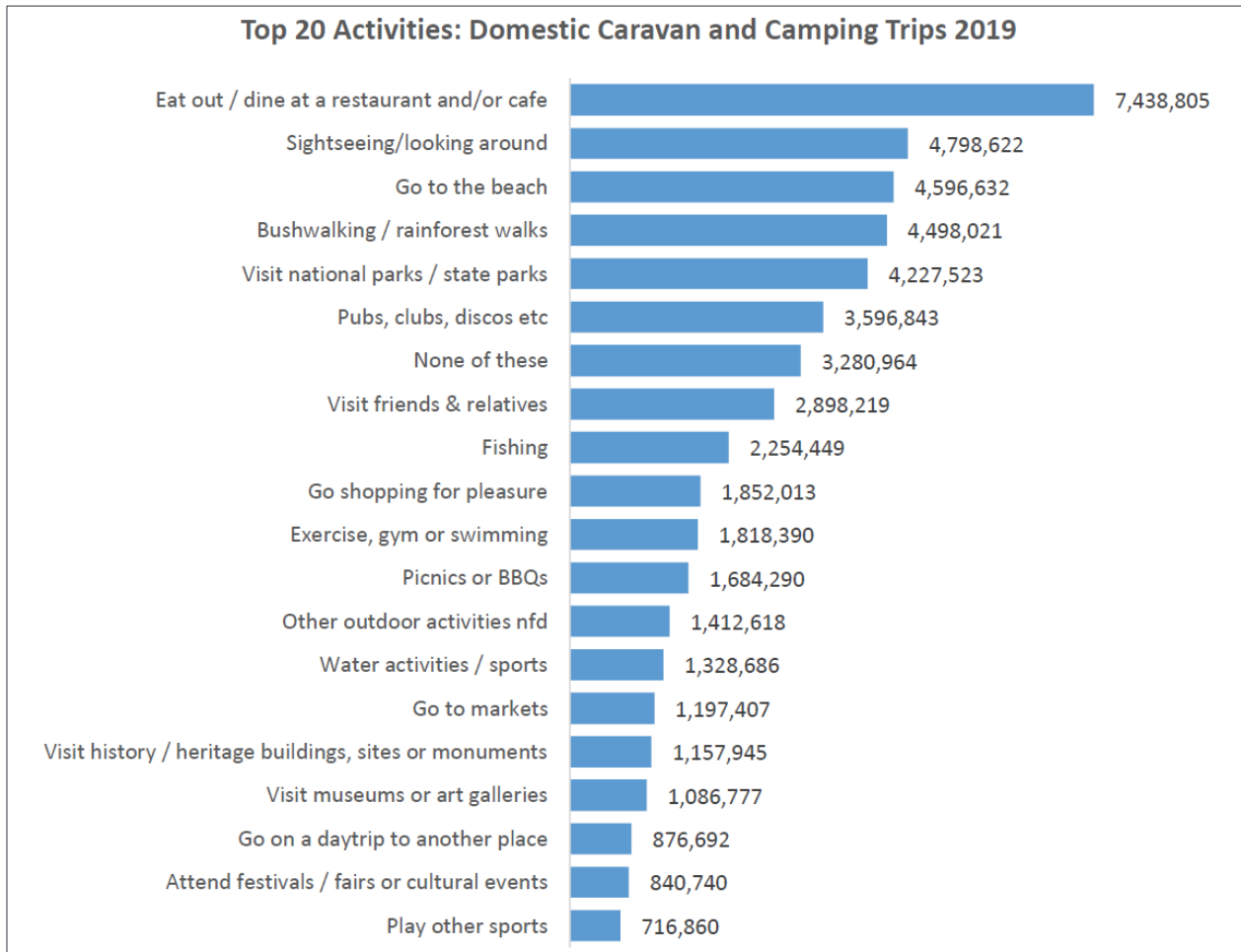
Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

The primary activity on 7.4 million caravan and camping trips involved dining out, and with 92% of caravan and camping trips taking place in regional areas, this highlights the important role of caravan and camping visitation to other segments of regional economies. Following dining out, activities done by most

¹³ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

caravanners and campers continue to be focussed on the outdoors and ‘active nature’ with bushwalks, going to the beach, and sightseeing featuring in the top five activities.¹⁴

Figure 29: Top 20 activities



Source: State of Industry 2020, Tourism Research Australia, NVS, 2020

Accommodation Analysis

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. These figures were steady for powered sites compared to 2018, and declined for cabins and unpowered sites. However, with a 4% to 4.5% increase in Average Daily Rates (ADR), overall Revenue per Available Room/Site (RevPAR) increased across all site types by between 1.3% and 4.4%.

Metrics for caravan parks continue to be impacted by seasonality, and in 2019 with Easter falling in April, there was a significant increase in demand, shown by the strong occupancy figures. January continues to be the most popular month for visitation to caravan parks, and correspondingly, the highest ADRs are during the summer period.¹⁵

¹⁴ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

¹⁵ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

Figure 30: Accommodation performance indicators



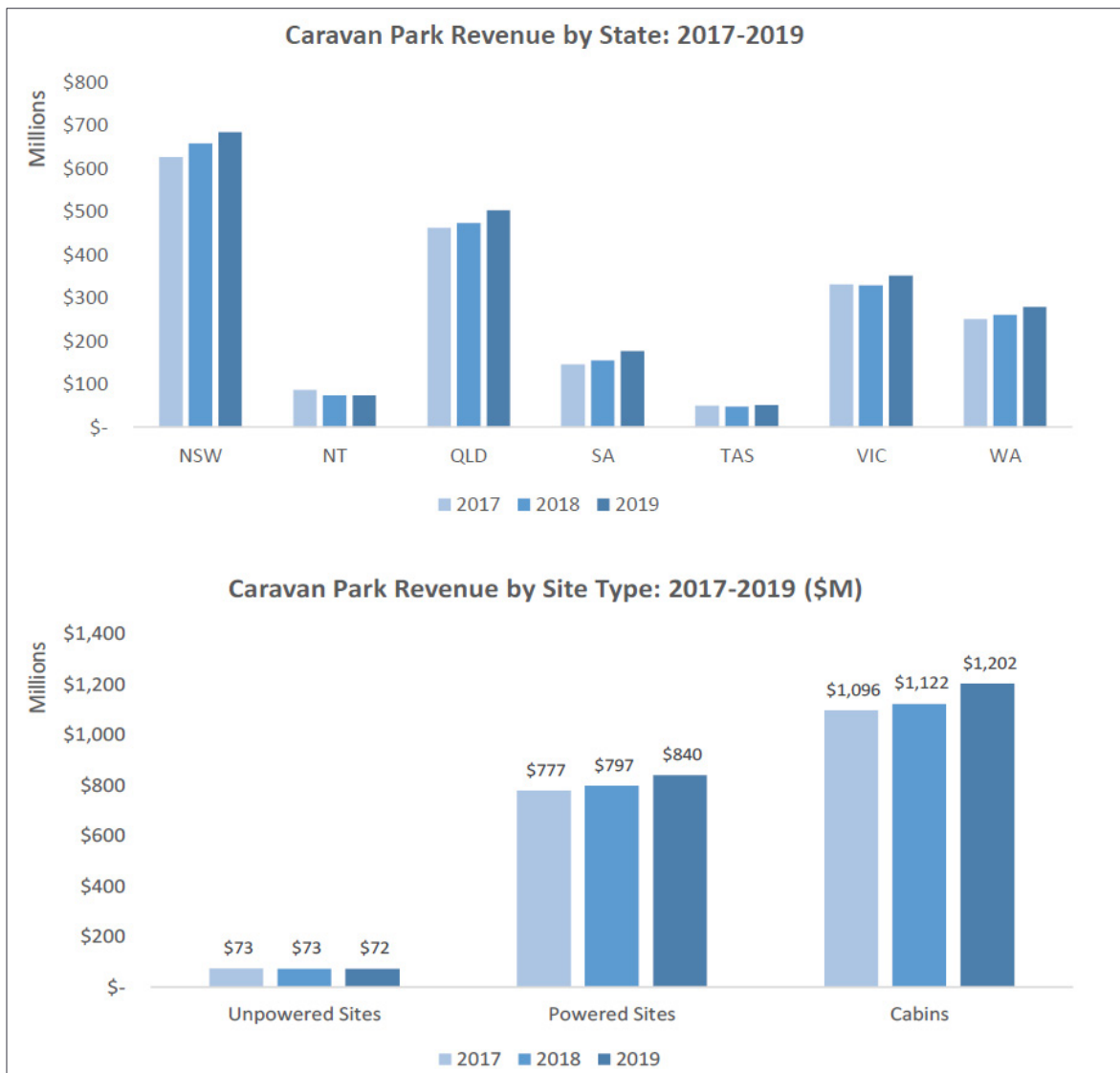
Source: BDO, 2020; Newbook, 2020; RMS, 2020

Caravan Park Revenue Generation

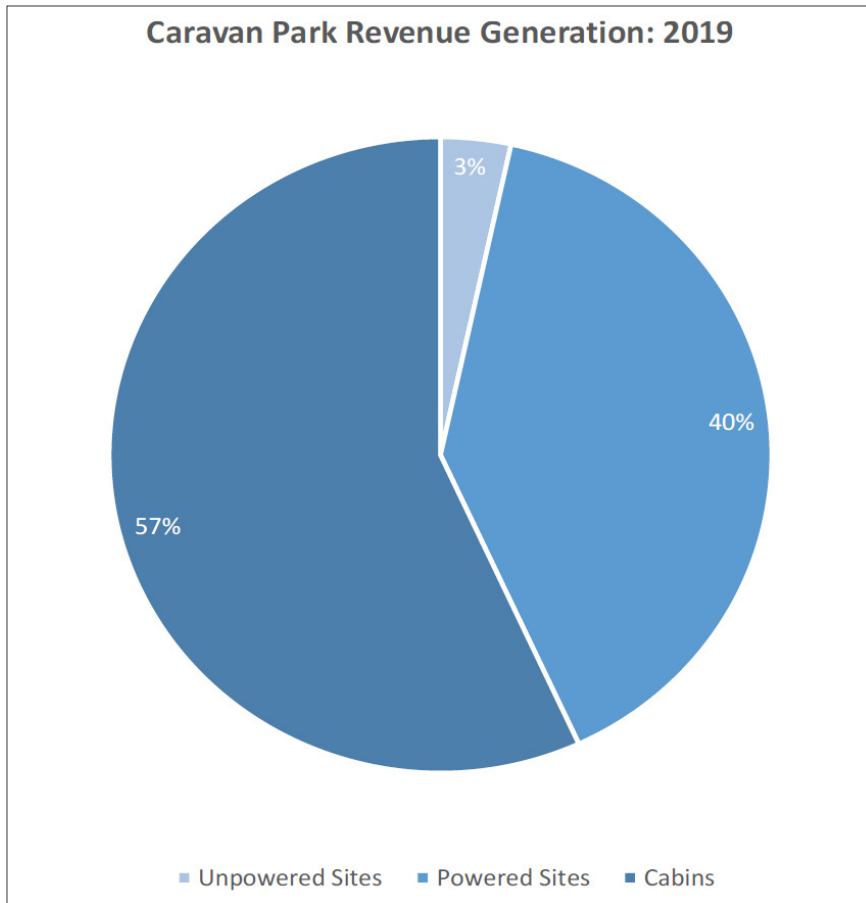
In 2019, overall caravan park revenue increased by 6% to reach \$2.1 billion across Australia. Caravan park revenue in New South Wales of \$683 million accounted for 32% of total revenue and remains the highest by market share. Queensland also recorded a strong performance with revenue increasing by 6% to surpass \$500 million for the first time. South Australia saw the strongest increase, which is in line with the 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% though 2019 to \$51 million. Victoria and Western Australia both saw revenue increases of 7%, to reach \$351 million and \$278 million, respectively. The Northern Territory was the only state that saw a decrease in revenue, with 2019 revenue declining by -1% to \$72.6 million.

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 \$1.2 billion in 2019, a 7% increase from revenue generated in 2018. Similarly, the revenue from powered sites increased by 5% and continues to account for a significant portion (40%) of revenue generated.¹⁶

Figure 31: Caravan park revenue data – various



¹⁶ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.



Source: BDO, 2020; Newbook, 2020; RMS, 2020

Seasonal Accommodation Indicators

Seasonality remains a common thread across the caravan park sector in Australia, with occupancy and ADR fluctuating greatly depending on the state and, in the case of large geographical states such as Western Australia, this happening on an intrastate level. When looking at a national level, caravan parks have their strongest occupancies during the first quarter across all site types.

The Northern Territory and Queensland typically see their peak seasons in winter, and as a result their peak occupancy and ADR is during the third quarter, where Queensland cabins reached 61% occupancy and Northern Territory cabins reached 59%. The southern states, best exhibited by Tasmania and Victoria, saw their occupancies peak through the summer period (quarters three and four).¹⁷

¹⁷ State of Industry 2020, Tourism Research Australia, National Visitor Survey, 2020.

Figure 32: Accommodation indicators – cabins, powered sites, unpowered sites

Cabins	January - March			April - June			July - September			October - December		
	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR
NSW	\$192	52%	\$100	\$163	38%	\$61	\$153	39%	\$60	\$185	48%	\$90
NT	\$101	21%	\$22	\$121	35%	\$42	\$123	59%	\$72	\$87	39%	\$34
QLD	\$156	51%	\$80	\$152	50%	\$76	\$157	61%	\$95	\$172	57%	\$97
SA	\$140	64%	\$89	\$121	57%	\$69	\$110	53%	\$58	\$131	60%	\$78
TAS	\$140	74%	\$103	\$118	49%	\$58	\$107	47%	\$51	\$140	66%	\$92
VIC	\$160	60%	\$95	\$142	47%	\$67	\$132	46%	\$60	\$147	59%	\$87
WA	\$151	46%	\$69	\$147	50%	\$73	\$155	51%	\$79	\$155	50%	\$78
National	\$166	53%	\$88	\$147	45%	\$66	\$143	47%	\$68	\$162	53%	\$85

Powered Sites	January - March			April - June			July - September			October - December		
	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR
NSW	\$58	49%	\$29	\$48	34%	\$16	\$41	33%	\$14	\$56	41%	\$23
NT	\$36	6%	\$2	\$44	35%	\$16	\$46	54%	\$25	\$32	11%	\$4
QLD	\$52	37%	\$19	\$46	50%	\$23	\$45	74%	\$33	\$50	45%	\$22
SA	\$42	51%	\$21	\$37	42%	\$15	\$34	32%	\$11	\$41	41%	\$17
TAS	\$44	78%	\$34	\$38	38%	\$14	\$35	23%	\$8	\$41	55%	\$23
VIC	\$52	50%	\$26	\$45	33%	\$15	\$39	21%	\$8	\$47	39%	\$18
WA	\$46	34%	\$16	\$44	47%	\$21	\$44	58%	\$25	\$45	41%	\$19
National	\$53	45%	\$24	\$46	39%	\$18	\$42	43%	\$18	\$50	41%	\$21

Unpowered Sites	January - March			April - June			July - September			October - December		
	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR	ADR	Occupancy	Rev PAR
NSW	\$46	12%	\$6	\$41	8%	\$3	\$35	6%	\$2	\$45	11%	\$5
NT	\$24	7%	\$2	\$28	28%	\$8	\$32	51%	\$16	\$26	12%	\$3
QLD	\$40	13%	\$5	\$40	17%	\$7	\$38	23%	\$9	\$40	17%	\$7
SA	\$31	14%	\$4	\$33	13%	\$4	\$33	9%	\$3	\$32	13%	\$4
TAS	\$40	60%	\$24	\$41	14%	\$6	\$35	2%	\$1	\$39	27%	\$11
VIC	\$47	18%	\$9	\$45	11%	\$5	\$36	3%	\$1	\$43	12%	\$5
WA	\$36	22%	\$8	\$39	28%	\$11	\$38	27%	\$10	\$36	23%	\$8
National	\$44	14%	\$6	\$40	11%	\$5	\$36	9%	\$3	\$42	13%	\$5

Source: BDO, 2020; Newbook, 2020; RMS, 2020

4 MARKETING GUIDE

The following marketing guide for Darlington Point Riverside Caravan Park presents some recommended strategies that can be implemented to support the marketing that is currently in place. These recommendations have been formulated in response to the information provided by management and Council, in conjunction with online research.

The marketing guide should not be used in lieu of an exhaustive marketing plan or strategy; rather, the guide contains recommendations to complement current marketing initiatives and suggestions on how to improve current work practices. It also recommends actions that can be implemented immediately.

4.1 Current Marketing Plan/Strategy

According to the questionnaire results, there is currently no marketing plan or strategy for Darlington Point Riverside Caravan Park and limited marketing activities are being undertaken due to the budget allocation. It is also difficult to justify marketing spend with the unpredictability of COVID. This is a good opportunity to start from the beginning and establish a well-recognised brand and well-regarded park for guests near and far.

A new website has been developed and SEO was undertaken for launching the site. This is a good foundation to strengthen awareness of the park and assist in establishing a standard that guests can expect to receive when staying at Darlington Point Riverside Caravan Park.

It is important for the park to identify and focus on its key target markets and determine where the park sits within the group of caravan parks in the Murrumbidgee region, in addition to other accommodation providers in the town as a secondary level of competition.

Considering the current COVID climate and the current state of the park, it is clear that further opportunities for Darlington Point Riverside Caravan Park need to prioritise the following:

- Most effective low-cost marketing efforts
- More strategic use of the online reservation system and online exposure
- SEO use and allocation
- Customer service training
- Upselling and referrals
- Review and allocation of print marketing
- Social media strategy
- Updated signage
- Referrals and collaborations with like-minded and local businesses.

Another point to consider is the environmental sustainability of the park, now and moving forward. In 2021, guests are not always just satisfied with good accommodation, service and facilities; they expect and want more. Creating an environmentally sustainable vision and introducing aspects of this vision over time will be a strong point of difference for Darlington Point Riverside Caravan Park compared to other caravan parks and accommodation providers in the area.

Key Points

- Identify areas in which Darlington Point Riverside Caravan Park should allocate marketing spend.
- Identify key competitors and where Darlington Point Riverside Caravan Park sits in this mix.

- Identify SEO allocation on current website.
- Review sustainability in the park and future promotion of these benefits.
- Investigate print media value versus ROI.

4.2 Unique Features

Darlington Point Riverside Caravan Park offers some unique and appealing features that need to be highlighted across all marketing efforts. The park offers a tranquil and quiet location within close proximity to the banks of one of Australia's most recognised rivers, the Murrumbidgee. The Murrumbidgee River should always be featured in the park's marketing efforts. This is a strong selling point, not only for people who like to fish and boat, but for travellers who want to see this picturesque Australian river and experience the serenity of the river during their stay.

Likewise, being located on one of the state's main connective roads exposes the park to many long-haul travellers. This is an advantage that Darlington Point Riverside Caravan Park has over other parks and accommodation providers in the greater region.

The park's proximity to town is another primary selling point that rates highly with guests because visitors do not need to get in their car once they have set up; they can walk everywhere. It is also just a short drive to the food and wine region of Griffith and to local attractions such as Altina Wildlife Park.

The Darlington Point Sports Club, Rivadestra and the Punt Hotel are within close proximity to the park, which is attractive to guests looking for entertainment and an off-site dining venue. Likewise, Davis Supermarket, Massa Pharmacy and the Mobil service station are only a short distance from the park.

The park offers large sites in a beautiful, green environment with a lot of tree coverage and many native trees to protect guests from the hot summer sun. It also sits by the river, which is a stunning vista and a unique selling point for a park located in inland New South Wales.

There is a newly constructed boat ramp and floating pontoon on the southern side of the river, opposite the park, which is ideal for boating enthusiasts. The park is also pet friendly, which is a popular market and becoming one of the more prevalent groups that choose to stay in caravan parks across Australia.

The most important elements that guests are looking for when selecting an accommodation site are:

- Site location, town/city location, proximity to main roads and local attractions
- Facilities within the premises and services offered/provided for guests
- Cleanliness, hygiene and maintenance.

Darlington Point Riverside Caravan Park is in a good location with its proximity to the highway. This is potentially an opportunity to attract overnight guests, which could be converted to longer stays. A strong emphasis should be placed on customer service, the facilities, services, cleanliness and maintenance of the park.

There are many different ways for a business to focus on being environmentally sustainable including using recycled products for infrastructure, emailing instead of traditional mail, providing environmentally friendly toiletries and recycled toilet paper, reusing towels, providing vegetable/herb gardens on-site, etc. Many accommodation providers offer one or some of these, and others offer none. Guests like to see how a business considers the environment or is caring for its community so be sure to tell them about it. It can also be a good conversation starter when guests are telling friends about their stay at Darlington Point Riverside Caravan Park.

Businesses today that do not focus on 'environmental sustainability' are one step behind those leaders in the industry that do. Remember to not only action these environmentally active steps, but to also focus on educating guests on how to be more environmentally sustainable or how to be eco-conscious travellers. Children also enjoy tending allocated gardens and attending education sessions, no matter how big or small the garden, and what a perfect 'green break' for kids that have been travelling for hours.

In addition to the physical benefits of environmental sustainability, there are also benefits for the marketing of the park. Not only could Darlington Point Riverside Caravan Park be environmentally sustainable, it would educate guests and appeal to the growing number of families who are making travel decisions based on sustainability and nurturing the environment for future generations by minimising their travel footprint. These efforts can be promoted on social media or, for more significant efforts, via press releases or editorials. In the future, there may also be an opportunity to receive awards recognising a park's environmental efforts.

Key Points

- Look at how Darlington Point Riverside Caravan Park can become more environmentally sustainable – start small and work up.
- Understand what unique features Darlington Point Riverside Caravan Park offers and learn how to best promote these features to target markets.
- Consider how to differentiate the park from other accommodation providers by providing a unique experience for guests.

4.3 Key Messages

Taking the survey response into consideration, some concepts for Darlington Point Riverside Caravan Park may look like this:

- The most picturesque, quaint, riverside accommodation in Darlington Point
- Offering large, spacious, green sites in a quiet location, within walking distance to town
- Centrally located accommodation for families and travellers on one of Australia's most popular touring routes
- Clean, affordable accommodation on the banks of the Murrumbidgee River, just a short drive to Altina Wildlife Park and the food and wine region of Griffith.

Key messages should be unique and exciting; they should be memorable and stand out. Understand where the industry is heading and analyse forecast trends. Aim to appeal to target markets whilst complementing the location and the products/services offered.

The key message for Darlington Point Riverside Caravan Park should reflect why it is special and what differentiates it from other caravan parks and accommodation providers in the region. It also needs to appeal on an emotional level so that people connect with it. Key aspects to consider for Darlington Point Riverside Caravan Park are:

- Large, spacious sites at a relaxed and quiet location
- A short drive to Altina Wildlife Park and the food and wine region of Griffith
- Direct access to the picturesque Murrumbidgee River
- Walking distance to town facilities and services
- Different cabin/camping options
- A uniquely Australian camping experience
- Affordable and easily accessible
- Located on one of Australia's most popular touring routes
- Save on meals by cooking in cabins or using on-site facilities rather than dining out
- Create unforgettable memories in rural New South Wales

- A safe and clean space
- Meet other travelling couples and families.

How would Darlington Point Riverside Caravan Park like people to feel when they see the brand? What should guests remember about the park? What key message are they likely to connect with? What feelings does the park hope to stir when marketing the park? Use these questions to build the key message and, in turn, this key message can be built upon to further develop the brand.

Key Points

- Ensure key messages are reflected throughout all marketing efforts for Darlington Point Riverside Caravan Park.
- Highlight what is unique about Darlington Point Riverside Caravan Park, that other accommodation providers do not have.
- When developing any marketing activities, keep these key messages in mind and use language that will appeal and be seen by identified target markets.

4.4 Strengths and Weaknesses

The primary strengths and weaknesses of the park were identified in the marketing survey results. There are a lot of positive strengths to build on, which is promising for future opportunities. The primary strengths and weaknesses identified were as follows:

Strengths: Pristine riverfront setting; large, grassed sites; close to tourist attractions (Altina Wildlife Park); close to the food and wine area of Griffith (Whitton Malt House); access to the newly constructed boat ramp; dog friendly; green, natural setting connecting with nature; affordable accommodation options; close proximity to major touring route; direct access to the river; walk to town services and facilities; ambient setting; the only caravan park in town.

In addition to these unique selling points, there are also plans in place for further developments that will place Darlington Point Riverside Caravan Park ahead of many accommodation providers.

The strengths of any caravan park are always the pillars of all marketing activities. As identified in sections 4.2 and 4.3, Darlington Point Riverside Caravan Park has several strengths that are unique to the Darlington Point area.

These strengths must be a primary focus at all times and must always be communicated to potential guests. For example, social media posts/TripAdvisor replies/online advertising, etc, should always aim to highlight one or more of the park's strengths. Each of these strengths will appeal to a particular follower. When this follower is looking for accommodation in the Darlington Point area, they will revert to the park's posts and connect by thinking 'This is what I am looking for' or 'This is what I would be looking for if I were travelling to that area'. It could be the riverside frontage or the relaxation or even being able to walk into town because they have a van. There are many strengths to highlight so be sure to cover all of them at some stage throughout your marketing.

Weaknesses: Minimal or no marketing budget currently; lack of variety in accommodation offerings; dated cabins; old infrastructure; no foreshore community area; branding needs to be strengthened; proximity to Victoria with COVID restrictions and border closures; previous management left many travellers with a poor view of the caravan park.

The weaknesses need to be understood by the park and managed in the best way possible. For example, Darlington Point Riverside Caravan Park currently may have minimal or no marketing budget. This does not mean that all marketing efforts must cease. There are many low or no-cost ways to market the park until marketing expenditure is increased. Likewise, the park may have dated cabins and old infrastructure. Focus

on impeccable cleaning, maintenance and customer service so that these weaknesses are overridden by the strengths.

Fortunately, there is enormous opportunity for Darlington Point Riverside Caravan Park in the near future with the development of product offerings, infrastructure and additional revenue streams. Like many caravan parks, Darlington Point Riverside Caravan Park relies on the weather for occupancy. When planning future strategies, this should play an important role in what developments are undertaken to ensure the park maximises occupancy during unfavourable weather conditions.

Key Points

- Understand Darlington Point Riverside Caravan Park's strengths and weaknesses.
- Consider all strengths when conducting marketing activities and reflect this throughout.
- Invest time in low or no-cost marketing activities until Darlington Point Riverside Caravan Park has a marketing budget to work with. Establish a strong brand through social media and TripAdvisor, etc, so that when future marketing efforts are in place, a core brand has already been established.

4.5 Target Markets/Market Segmentation

The primary target markets for Darlington Point Riverside Caravan Park include long-haul travellers looking for overnight accommodation (Sydney–Adelaide, Canberra–Adelaide); young families looking for greenery and space; grey nomads seeking proximity and access to the river in a quiet, relaxed atmosphere; itinerant workers in the area (predominately agricultural contractors); tourists visiting Altina Wildlife Park, Whitton Malt House or the food and wine region of Griffith; and guests interested in boating and fishing on the Murrumbidgee River.

The main difficulty facing caravan and tourist parks across the industry is filling up the non-peak periods when families have children at school and when there are no community or seasonal events/holidays and special occasions. Attracting grey nomads travelling in-between the school holidays and overnight travellers such as backpackers or families journeying to another destination is key to maintaining booking consistency as well as strengthening the Darlington Point Riverside Caravan Park brand for better referral, word of mouth and social media recognition.

In addition, Darlington Point Riverside Caravan Park is competing not only with other caravan parks within the region, but also has to consider national parks, free-camping or private locations and apps that suggest other camping locations such as Hipcamp and Wikicamps.

It is important that Darlington Point Riverside Caravan Park meets the needs of these primary segments and that the park caters for a variety of market segments that visit the Darlington Point greater region.

Details of the target segments for Darlington Point Riverside Caravan Park include:

- **Families** – primarily limited to school holidays, long weekends and special events. This group occupies a mix between cabins and sites. They prefer space and usually require larger, powered sites. Ensuite sites for families with young children can sometimes be preferred. There is also an increase in families travelling Australia in the non-peak periods.
- **Grey Nomads** – can be long term or short term, usually well-travelled, yet they can vary in regard to spend but are typically budget travellers. They generally prefer to travel in off-peak periods and mid-week, and they are the consistent 'bread and butter' of the industry. Primarily, they prefer powered sites and site preference depends on their van. Many nomads prefer cheaper sites to keep within a budget. Can often travel in groups or special interest clubs or affiliations.
- **Boating/Fishing** – this market is all about the weather, location of the park, access to water, boat ramp and fish cleaning facilities, and access to hoses to clean their boats and fishing gear.

Expectations are generally not too high and they prefer the less expensive accommodation options. An area to park their boats on site or nearby is a high priority.

- **Travelling with Dogs** – this market segment has grown exponentially over the past five years. Many parks do not host travellers with dogs, however they are a huge market and by not welcoming guests with a dog, the park can miss out on significant revenue.

The key to running a park that welcomes dogs is implementing strict rules and procedures, and ensuring all guests are aware of the park rules and expectations prior to booking. Allocating sites in a dog-friendly area and only allowing them in the off-peak season is ideal.

Providing doggy bags is recommended and having access to a dog-friendly park or reserve nearby is an attractive selling point. Often guests travelling with pets are the most well-behaved guests as they are so grateful to be able to take their pets on holiday with them. The pets are, most of the time, exceptionally well behaved as they are seasoned travellers and people generally will not take their dogs if they are difficult. This is a key marketing feature that needs to be widely promoted.

Potential target markets to build on include:

- **International** – includes a good mix of families, 50+ and backpackers. This market is looking for a memorable ‘Australian experience’, something they will tell their friends and family about on their return home. Generally, on a budget, they still prefer a site with water views and are prepared to pay extra for the experience. Their expectations can sometimes be a little higher than other markets.
- **Special Interest** – this segment captures a broad range of groups from sporting groups, school groups, bird watching groups, walking and hiking groups, etc. Special interest groups want to be in close proximity to each other. They are looking to have an enjoyable time with others that share similar interests. Parks really benefit from groups that continue to return to the park year after year (particularly as they tend to visit in the off-peak season).
- **Three-Hour-Drive (Weekenders)** – this group is often determined by the weather and often books last minute. Generally, they spend slightly more per night on accommodation than other groups and come from a two- to three-hour radius of the park. Typically, they stay for two, sometimes three nights, and often dine out for at least one of the nights, if not both. This group is not limited to families, but also includes young couples (DINKS).

The primary recommendation is to nurture the park’s current target markets; and secondly, to investigate emerging markets and possibly include the three-hour-drive market. It is far more cost effective and much less resource intensive to target current markets than invest in new markets. Learn more about the different markets and organise ways for staff to get out and talk to them to find out what they like and don’t like in a caravan park. Park staff and management need to be experts in the field.

Key Points

- Start by promoting to the current target segments and becoming experts at speaking their language and by focusing on marketing features that will appeal to these groups.
- Introduce key features for current target segments, such as free doggy bags or kids’ activity packs, to make these guests feel welcomed and more at home, creating a memorable experience.
- Further on, look at how to expand current marketing practices to include potential future target markets when additional marketing budget is allocated.

4.6 Competition

The competition for Darlington Point Riverside Caravan Park is not limited to the other caravan parks in Darlington Point or to camping spots in the area. Griffith is only 30 minutes from Darlington Point, and Hay and Echuca are under three hours from Darlington Point Riverside Caravan Park and also offer caravan

park options to travellers. There are also caravan parks in Wagga Wagga, West Wyalong, Leeton, Coleambally and Temora, amongst others.

The competition for Darlington Point Riverside Caravan Park will vary somewhat depending on location, offerings and market segments. Competition is also heavily affected by price. It is important to identify direct and indirect competition in a competitor analysis for the park.

From online sources, Darlington Point Riverside Caravan Park is the only caravan park in the Murrumbidgee Valley. There are several camp spots available, however they do not have the facilities and the same picturesque location. The caravan parks that are in closest proximity to Darlington Point Riverside Caravan Park include:

- Griffith Tourist Caravan Park
- Griffith Caravan Village
- Griffith Showground Caravan Park
- Lake Talbot Tourist Park
- Coleambally Caravan Park
- Hay Caravan Park
- BIG4 Hay Plains Holiday Park
- Balranald Caravan Park
- BIG4 Wagga Wagga Holiday Park
- Wagga Wagga Tourist Park
- Carinya Caravan Park
- Horseshoe Tourist Park
- Wooloondool campground

In addition, it is important to note the other camping spots available in the area that may also cater to similar target groups. Understanding their offerings and looking at what may also work at Darlington Point Riverside Caravan Park may be the key to attracting more guests in each market. For example, open fires, tree swings for kids, etc. These locations include:

- Murrumbidgee Valley campgrounds
- Griffith Showground Caravan Park
- Griffith Caravan Village
- Griffith Tourist Caravan Park
- Willow Park Griffith
- Lake Wyangan campsite
- Sandy Beach campground
- Woolshed Flat campground
- Griffiths Creek camping area
- Murrumbidgee River Reserve
- Whitton Malt House

Other direct competitors include caravan and holiday parks within a 2–3 hour driving radius. These are some of the additional competitors for weekenders or long-haul travellers in particular:

- Wooloondool campground
- The Willows campground and picnic area
- Gogeldrie Weir Park
- Mamanga campground
- Brewery Flat Reserve
- Narrandera Showground
- Lake Talbot Tourist Park
- Leeton Caravan Park
- West Wyalong Caravan Park
- Ace Caravan Park
- Temora Railway Station Camp
- Temora Aviation Caravan Park and Cabins

Indirect competition for Darlington Point Riverside Caravan Park includes other apartment-style accommodation providers and caravan site providers in and around Darlington Point that will cater for overnight or short stay guests.

Darlington Point Riverside Caravan Park should focus on its points of difference and the aspects of the park that are superior to other parks or not offered at other parks in the region. In comparison to all of its competitors, Darlington Point Riverside Caravan Park is one of the most scenic and has the greatest direct river frontage, which is undoubtedly the main message that needs to be portrayed in all marketing. Tapping into key words that link the park and surroundings with feelings will assist in marketing the park. For example, for guests that have been driving for hours and may have children or may be weary – *relaxed, quiet, calm, ambience* are all words that are appealing to the park's target markets.

Undertaking a competitor analysis is important to understand where Darlington Point Riverside Caravan Park fits in the mix. This will enable the park to market itself more effectively and identify and promote its points of difference. It is possible that the value guests receive at Darlington Point Riverside Caravan Park is better than from its competitors. Alternatively, by undertaking the competitor analysis, it may be discovered that Darlington Point Riverside Caravan Park is charging more for less. In either instance, it will give management a good understanding of where the park sits in the market and may help determine what needs to change when reviewing rates.

Without understanding what the competition is doing and how the Darlington Point Riverside Caravan Park product/service compares, it will not be possible to effectively reach the guests in its market segments and promote the park's points of difference. For example, Darlington Point Riverside Caravan Park may not have the same children's play area and pool as a competitor, but instead it has direct, uninterrupted access to the Murrumbidgee River; pet-friendly options; clean, grassy sites; and plenty of shaded areas for some relief from the sun. In this instance, both parks will appeal to some markets, so it is the job of each park to feature its points of difference and make it more appealing than its competitors to these potential guests.

Identifying and looking at the park's competition can also provide ideas to add value to the Darlington Point Riverside Caravan Park guests, or ways to improve aspects of the park. Remember, when looking locally, it is important to look at all accommodation providers including hotels/resorts as a second tier of competition. When looking further afield, explore other caravan parks and operators that offer similar services, as people will often travel further for the right holiday.

It is important that the new park brand stands out and makes a bigger impact than it currently does. Darlington Point Riverside Caravan Park needs to be the first brand that people think of when contemplating family accommodation and caravan and camping on the Murrumbidgee River in the region. Emphasis should be placed on camping by the river, the feeling of space, shaded areas, greenery and being a short walk to town facilities and services.

Look at promoting rustic and easy camping 'like back in the old days' and being immersed in nature. For example, fire pits, tree swings and sandpits are low cost but have high appeal to the family market. Environmental sustainability will also provide a massive point of difference in the caravan and camping market, which is a good reason to move business and marketing decisions in that direction as many of the park's competitors currently do not feature this.

Key Points

- Conduct a competitor analysis. This does not need to be a complicated process but it will give a clear understanding of where Darlington Point Riverside Caravan Park sits in relation to offerings by its competitors, which will help with setting rates and identifying further opportunities for the park.
- Review other park offerings and understand how Darlington Point Riverside Caravan Park can expand and diversify features that will appeal directly to the current target markets.

4.7 Brand

The current Darlington Point Riverside Caravan Park brand is welcoming, clean and simple, which is an accurate representation of its current position and offerings. Although there is not a lot to gauge the complete brand online; as a whole, it reflects simplicity and professionalism, which is a solid start to building a good brand.

Branding a caravan park can be challenging as there are so many caravan/tourist parks in Australia, each competing to make their brand different and memorable. There are also marketing and membership groups that add to brand confusion within the industry (BIG4, Top Parks, etc).

Darlington Point Riverside Caravan Park currently reflects the following brand:

- Clean and simple
- Simple necessities, no bells and whistles
- Great location, different accommodation offerings.

The survey feedback explained that Darlington Point Riverside Caravan Park has recently launched a new website, which looks good and is easy to find, and is undoubtedly partially the result of the SEO investment. The logo is fresh and contemporary, which is to be commended on a minimal budget.

The brand, however, does need to be better established and position itself within the market, which will happen with some research and time. The park seems to be previously known as 'the caravan park in a great location on the river at Darlington Point'. The new website and social media presence will help to build a strong reputation showing excellent customer service, superior location, clean and safe environment, and an array of great accommodation options at an affordable price.

There is an option to re-brand after Darlington Point Riverside Caravan Park finalises capital works, which will offer an expansion of its offerings. This is recommended at the completion of the works, in conjunction with a launch of the new brand. This is when a marketing budget will need to be allocated and a strategy implemented to effectively introduce the 'new look' Darlington Point Riverside Caravan Park as the best family holiday choice in Darlington Point.

Remember that every caravan park is unique. There is no need to stay within the restrictions of what is a 'typical' caravan park brand. Keep the messaging clean, contemporary and simple. This is the park's opportunity to make an impact on guests and on the industry.

Currently, there does not seem to be a more extensive brand 'voice' – there is not a strong understanding of who Darlington Point Riverside Caravan Park is. The brand is critically important in building a loyal guest base because guests come to recognise a brand and then place associations and expectations with that brand. Darlington Point Riverside Caravan Park has a new logo and website, but it lacks an overarching feel that people can identify with. This is one of park's best marketing opportunities moving forward.

The recommendation is to strengthen the brand by incorporating social media, press releases, print and online advertising, in addition to website and e-newsletters for loyal guests. Implement scripts and use as a guide for check-in and for phone and email communication, to create consistency for guests. Remember that the brand is all encompassing and is reflected through several different touch points; it is not just about the logo.

The touch points that collectively help to make a park's brand include logo, signage, customer service, collateral, advertising, interactions with guests (verbally and in writing), uniforms, compendiums, representation at trade shows and conferences, training, park presentation, cabin presentation and inclusions, standards, expectations, style guide, surveys and any way in which a guest interacts with the park, its staff or its marketing. Remember to keep the park's key messages flowing throughout all of these, to ensure the branding message is clear and concise.

Key Points

- Start diversifying the brand and branching out through other cost-effective marketing efforts. For example, expanding social media presence, encouraging TripAdvisor reviews and responding to all reviews in a pleasant and timely manner, editorial pieces in print publications, press releases, and collaborative agreements with other local businesses.
- Draft ideas for a re-brand. What will the park offer, where does it sit within the competitive analysis, how will guests feel when they stay at the park?

4.8 Caravan Industry Data

The caravanning industry is still seeing growth across the board. It is important to stay familiar with these statistics to keep on top of emerging markets and trends. Contact the Caravan Industry Association of Australia or the Caravan and Camping Industry State Association for industry-specific data, or Tourism Australia for a more overarching perspective and industry trends. For information pertaining specifically to Darlington Point Riverside Caravan Park, please refer to extensive data in section 3 of this document.

There are some free online utilities to assist in determining the economic impact that each park creates for other local businesses. One tool that identifies the local benefit of commercial caravan/tourist parks can be found at <http://www.parkbenefit.com.au/calculator/>. This is a good tool to highlight the financial benefits to local businesses by having parks in each town or suburb. This is particularly useful to promote when there are upcoming developments in the park, to keep the community onside in addition to understanding the value of the park to the local economy.

Accommodation statistics are also beneficial to keep up to date on what is happening within the industry in the local area. Although this data is taken from participating parks, it is an indicator of what is happening in the industry: <http://www.caravanstats.com.au>

Attending industry training and conferences is recommended, not only for management but also for staff. Investing in staff is one of the best investments a park can make. Keeping them up to date with what is happening in the industry and nurturing their ideas may prove to be beneficial for both parties. Networking at these events is a good way to meet others in the industry and gain invaluable knowledge and insight, even for the most experienced park operators.

4.9 Current Marketing

Table 1 describes the current marketing being undertaken by Darlington Point Riverside Caravan Park and provides comments in response to those marketing activities.

Table 1: Comments on current marketing activities

Marketing activity	Comment
<i>New business logo developed</i>	The completion of the new business logo is an important achievement. The new logo needs to be implemented across all collateral, signage, online presence, communication (both verbal and written with guests), etc. Everything that people see about the park should reflect the new logo.

Marketing activity	Comment
<p><i>New website</i> https://www.darlingtonpointcaravanpark.com.au</p>	<p>The new website looks good. It is clean and simple, and contains current and relevant information about the park.</p> <p>The recommendations are to:</p> <ul style="list-style-type: none"> (i) Move the Darlington Point Accommodation Village information to another page or remove altogether. (ii) Add images to each of the cabin and site offerings, and add an image gallery to the site. (iii) Add 'pet friendly' to the home page and highlight. (iv) Introduce a blog page in 6–12 months. (v) Change the 'Tell me more' signup to receive instant information via email. (vi) Invest in ongoing SEO. <p>The website has so much potential and needs to become a key resource for the park. The online booking system is user-friendly and seamless for users.</p>
<p><i>New social media pages</i></p>	<p>The social media pages have been well established and would benefit from a social media calendar to assist with regularity and strategy. The brand and the key messages must remain at the forefront when making posts. Plan the month with posts on both Facebook and Instagram, and continue to collect imagery and information to post as an ongoing exercise.</p>
<p><i>New park images. Images to be used on the new website and in all marketing collateral and online representation</i></p>	<p>New images can do wonders for a business. This is a perfect time to take new images as it will correlate with the new brand and website. The website will benefit from the new images, and if and when the park creates its social media accounts (as recommended), it will be a good resource for content to post.</p> <p>Include a good mix of people/locations and park images in all marketing representation.</p>
<p><i>External signage</i></p>	<p>There are currently four blue road signs located throughout Darlington Point for Darlington Point Riverside Caravan Park. Additional signage coming from both directions on the highway is recommended over the next 24–48 months.</p>

Marketing activity	Comment
<i>Print advertising</i>	The current print advertising is fairly limited. A small print of the park brochures is still recommended, although stickers and stubby holders are not a necessity in terms of marketing budget. The Southern Riverina “What’s On” publication, “Murrumbidgee Trails” publication, “The Wanderer” publication and “The Kidman Way” visitor guide are regional publications and are good use of the print budget. It is recommended that these publications be reviewed annually to understand their reach and distribution. The only other print advertising that is worth investigating is the industry guides, in particular the annual park listing editions. Magazine features are generally expensive and do not easily convert to bookings at the park.

For businesses that do not have a specific area of marketing expertise within their internal resources, it is advisable to outsource where required. However, there are some opportunities to develop resources (such as social media training), which would be a worthwhile investment.

Social media training is a good investment for any park. As social media is an ongoing, direct and real-time tool to connect directly with the online community, training park staff on how to manage this tool is a good investment that can eliminate the need for outsourcing (an ongoing cost) and build trust and confidence in park staff.

People also like to know who they are talking to; they know when it’s just a marketing pitch and they want the real thing. They want to hear what is happening at the park on a ground level. Initially, staff who are confident using social media could be given access to making posts and, as training progresses and confidence increases, others can follow.

It is important for caravan parks to nourish their current guests. As well as allocating resources and budget to target new guests, Darlington Point Riverside Caravan Park needs to look at directing a good portion of its marketing to current, active visitors. Encouraging current and regular guests to extend their travel plans or book an additional annual holiday stay in the park will be a more efficient way to see a return on marketing spend than trying to acquire new guests, starting from scratch.

Marketing to new guests is more challenging, as a business needs to get in front of their face, offer something that will appeal to them and then persuade them to book a holiday. Successful marketing is a combination of several marketing elements. Every marketing decision made and every advertisement, press release, social media post that the park releases must portray the brand, the look and feel that Darlington Point Riverside Caravan Park is trying to sell. It is a simple concept, but often people get carried away and become overwhelmed with marketing their product.

4.10 Website

Some points to consider with the current website include:

- Overall, the website is clean and contemporary, and the presentation of the site is a good representation of the park and its offerings. The hero shot and the font are pleasing to the eye and the layout is fresh and easy to navigate.
- One of the first things that is seen when entering the Darlington Point Riverside Caravan Park website is information about Darlington Point Accommodation Village. The appealing images of the cabins at this property will most certainly attract many to jump straight over to that website. It would

be beneficial to look at the Google Analytics and see the figures on the last link before exiting the website. It is highly recommended to move that further down or onto another page, and perhaps not have it as large so that it is found after scrolling instead of the entry point of the site. The website needs to focus on Darlington Point Riverside Caravan Park first and foremost.

- The booking button could be slightly larger, however its location is perfectly positioned.
- When entering the booking system, it would be ideal to have images of sites and cabins so that people understand what they may receive or similar. A deluxe cabin can range across the industry; removing expectations makes for fewer disappointed guests.
- 'Pet friendly' needs to be easy to find on the home page. This is the first thing that guests with dogs search for; make it clear and simple so they do not need to search for it. It could also click through to a pet-friendly page with the conditions of staying with a pet.
- Any deals for the park should also be highlighted on the main page.
- The "tell me more" email sign up is a good concept, however it needs to be automated and a response received immediately. When someone provides their email address, they are usually serious about wanting more information about the product or service they are enquiring about. Likewise, if a person is looking to book accommodation one evening, they do not want to wait until the morning to receive further information; they want to book it straight away.
- The inclusion of attractions in the area and links to websites is excellent. This provides added interest to guests staying at the park. It would be helpful to allocate a page to local facilities and services as a point of reference. For example, distance to the local supermarket, pharmacy or fuel station.
- Once again, Darlington Point Accommodation Village is the first option on the accommodation options page. The priority of the Darlington Point Riverside Caravan Park website is Darlington Point Riverside Caravan Park. All other businesses and attractions come second on this site. Keep this in mind when updating the website in the future.
- Following completion of the capital works and the re-brand, there will be an opportunity to update the website which will include new imagery, possibly a newer version of the logo and more extensive information on accommodation options and services and facilities in the town.
- It is great to see the COVID-19 Policy front and centre, showing that the park is actively participating in keeping guests safe. Likewise, with the social media icons, links and contact details all easily accessible.
- Searching for the park is very easy and the website appears on the first page of the search, which is testament to the SEO spend and good copy.
- Check the spelling throughout the site and have someone else double-check it. The 'Park Statement' button on the home page needs to be corrected. Good spelling and grammar always leave a good impression.
- Dedicating a complete page to reviews is recommended. Although guests often use TripAdvisor, they also like to see reviews on the website. A link to the reviews on TripAdvisor is optional, but it is always a promising sign if a business is comfortable referring someone to their reviews. Dedicating a page to any awards that have been won by the park is also recommended.
- Adding a blog page is always a good way to keep the website fresh and updated, and helps with the organic reach. The blog information can also be shared across social media, in EDMs or e-newsletters.
- A caravan park's website should always include detailed room/site information; relevant images and details on site sizes; proximity to river, food and shopping; and anything of particular interest to target markets such as dog facilities, off-leash areas and conditions. Accessing the park's website should be a seamless experience overall. Rules and restrictions should also be mentioned on the website, alongside an extensive image gallery to really sell the park.

- The website also needs to be updated regularly – once each month is preferable. If a blog were added to the website, it would assist with the updates. Regardless of updating the site to maintain the algorithm, updating the website is recommended to show guests that there are things happening at the park, that the park is actively managing its website, and to add new information about the park and the area to keep guests informed.
- A blog or recent news section, as mentioned above, would be a good highlight to the site and would assist with SEO and maintaining a higher ranking of the site in the search pages.
- An e-newsletter sign-up option would be similar to the information offered on the blog. Writing for the e-newsletter could then be transferred to the blog after the e-newsletter is distributed. It would also allow the park to collect guest data for marketing purposes and give the park permission to send park information to these guests. EDMs are an ideal way to contact loyal guests regarding happenings in the park and to promote bookings ahead of time. It is recommended that more information is provided regarding Darlington Point and the Murrumbidgee River as a destination, hot deals and activities that visitors can do, possible collaborations with other local businesses, and using some social media influencers within the industry (if you cannot find one, perhaps it is an opportunity to engage one).
- Creating a hashtag specific to Darlington Point Riverside Caravan Park is recommended. Guests and the park will use this hashtag when posting an image that is relevant to the park. When other people search that hashtag, the park will have a catalogue of images under the hashtag. Add the hashtag to the website so people know what to search.
- In addition to the hashtag, adding social media icons to the page will allow users to click straight through to the park's pages. Guests can then see what has been happening in the park and what is coming up.

The main elements of a functional and user-friendly website are:

- ✓ Easy to read and navigate, visually appealing, user friendly and provides a seamless experience.
- ✓ An obvious 'Book Now' button should be located on each page of the website that directs through to the booking page. Ideally, the booking page will have the accommodation types with rates and galleries for each type. This helps when people want to know what they are booking rather than going back to the gallery or accommodation pages of the website, trying to determine which room and image corresponds with the room they are booking. (Remember that the less clicks they have to make to get to the booking page, the less opportunity there is to lose them.)
- ✓ Clearly reflect the brand and the key messages throughout, not just through logos but through the content, ie copy, imagery, layout, etc.
- ✓ Display quality imagery of the park (facilities and accommodation), the experiences offered and the people in them. Some attention-grabbing hero images may entice and encourage people to book. Modern, fresh images are important.
- ✓ Assist in promoting the 'experiences' that guests can expect to have when they stay at the park. Promote the Murrumbidgee River as a destination and the accommodation as just part of the experience.
- ✓ A section dedicated to what guests can do during their stay at the park to entertain children. This is the key to families booking at the park. This does not need to be activities or a playground; it may be a pontoon in the river to fish off, a jumping pillow, spacious sites.
- ✓ A blog is a good way to continually keep guests updated on news and events. Ideally, the park manager will manage this. If the website is set up accordingly, it can be shared to the social media pages, which will minimise time managing the park's digital marketing.
- ✓ A mobile-friendly website is important for those on the road who want information on the park immediately.

- ✓ SEO and SEM are worth investing in, especially when launching a new or updated website. The web developer will be able to advise on the best approach to suit the park and its objectives. Ongoing SEO is vital to be seen.
- ✓ A page with reviews or a link to the reviews on TripAdvisor for users to easily access.
- ✓ Contact details, maps, social media links, rules, awards, weather, media, etc, all need to be considered and built into the website.
- ✓ Finally, an 'About us' section is extremely important for a business, to understand its conception, its vision and its ethics. Any eco-friendly or sustainable practices should be included in this section.

Key Points

- Remember that the park's website is one of its most valuable marketing tools. Make sure it is professional, always current and updated regularly to ensure the best experience for users.
- Invest in ongoing SEO to ensure the site remains easy to be found by potential guests.
- Review the website annually to ensure peak functionality. Ensure all information is relevant and that imagery is updated to keep it looking fresh and appealing.

4.11 Google Analytics

Darlington Point Riverside Caravan Park is currently analysing its Google Analytics at a minimum level. The reason that Google Analytics are so important is because this data shows user activity while they are on the website. Are they interested in dog-friendly points or are they clicking on the map and then leaving the site (meaning the location is affecting occupancy)? How many people are looking at cabins and how many are looking at sites? Are they leaving to go to the Darlington Point Accommodation Village website?

It is important for park management to understand how the website is working and how people are using the site. Google Analytics data can assist in managing and further updating the website to help drive people to move to the booking page. Reviewing the statistics and trends can determine which page is capturing the most attention, which pages are of most interest to visitors, how long they stay on each page, what site they came from (ie the competition, advertisements or organic search) as well as where and why they leave the site (eg page does not have enough content/does not entice them or perhaps the availability/book now button needs to be moved to make it more prominent).

This information is so powerful when used in conjunction with occupancy and revenue data. This can also help management make decisions on pricing, on what accommodation options are needed in future park developments or how important the look of the cabins is throughout the booking process (do they leave the site after looking at cabin images or do they book?).

This is a very underrated resource and it's no cost, which is ideal for Darlington Point Riverside Caravan Park. In addition to reviewing the Google Analytics, use this information to undertake an annual audit of the entire website and discuss with the developer how the site can be updated annually to keep on top of the functionality of the site and maintain a fresh look.

Analysing this data and continuing to make changes based on this data will keep Darlington Point Riverside Caravan Park ahead of the competition.

Key Points

- Learn how to best use Google Analytics to extract information that the park requires.
- Set aside some regular dates to analyse this data and dates to action new plans or changes.

4.12 Social Media

The feedback suggests that Darlington Point Riverside Caravan Park tries to post on social media whenever possible. There are currently no regular social media posts, however this can be changed easily with some planning.

It is recommended that the park develops a monthly social media plan. Facebook and Instagram would ideally have their own unique content. Divide content into original content taken at the park and content sourced from other Instagram accounts. Consider the brand, the overall look and feel of the park and portray the same style/look/colours throughout social media accounts. Take a look at the overall grid (snapshot) of the park's pages and ensure they reflect its unique style. This might be achieved by applying a certain filter, using three or four key/dominant colours, having a white border, etc. A social media schedule and editing apps will also help.

Plan what will be posted on certain days to eliminate the urgency each day of finding/developing content. There is an option to use other apps that can schedule the posts, which is a far more effective method of managing social media accounts. By programming the posts as per the schedule, it is possible to target primary markets by allocating specific posts targeting each market. For example, every Monday afternoon will be a river activity post, Tuesday will be a cabin interior post, Wednesday will be a local experience post, and so on.

Once the capital works have commenced and aspects of the park are improved, it would be a good opportunity to run a competition to gain more attention online. This may take the form of a holiday video or photo competition. It may be as simple as guests creating a video of the park or taking a photo of the park and posting it to their social media page and tagging the park. The best one wins a prize.

This campaign would create content for the park, providing a visual recommendation that can be shared through all social media channels. (As a condition of entry, all entrants must provide permission to use their videos/photos in future marketing of the park.)

As a second tier to the social media presence after the re-brand and capital works for Darlington Point Riverside Caravan Park, it is recommended that a YouTube page be created for the park. YouTube not only allows people to find further content about the park, but offers an alternative perspective to the park, and video footage is always a good way to get the feeling of staying at a property.

In order to start the page, the park will need to create good-quality content. The park could start with the holiday video competition entrants or invite a guest caravan and camping IG influencer to come and stay at the park in return for a good-quality video through the eyes of a guest. There are plenty of travelling families that have drones and have become experts at making destination videos. They most often add music and feature excellent photography and drone skills. Prior to filming, ensure they understand the best elements of the park and local area that management would like to promote in the video. It is also worthwhile explaining the park's target markets so they can keep this in mind while filming.

Don't have too many set expectations; they are creative people and take pride in how their content looks. Create videos that will appeal to the park's unique target markets and share this content through other social media platforms and the website.

Online competitions (similar to the holiday video competition) are a good way to gain more followers and create more exposure. To make it worth their while, organise a collaboration with another local business (preferably in the caravan park industry), which they can also share on their Instagram pages. Provide a link to a competition page on the Darlington Point Riverside Caravan Park website and/or promote with hashtags – there are many different options.

The ideal number of posts each day is one, sometimes two if there is content to share. Darlington Point Riverside Caravan Park should start with three weekly posts and work on increasing it to one post a day and add more where possible. (Images do not have to be the park's photographs; use other images on Instagram as inspiration – just be sure to credit the original owner/creator correctly by tagging them.) A good way to find content is to find professional photographers in the area (drone photographers are always a unique capture) and repost their images of the local area.

Remember, the most important aspect of reposting anyone else's images is to ensure they are credited correctly. Always tag them in the image and also mention them in the caption (usually at the bottom). If the original owner is not tagged, it is easy to edit the post to include them.

Facebook and Instagram advertisements are also advisable if there is something special happening in the park that is worth promoting. For a small cost, it is possible to get the message out to the demographics the park chooses, quickly and directly. The beauty of social media is that it provides direct and immediate feedback from the online community, which means there is potential to reach thousands of people immediately and directly for minimal cost (and it can be measured with the data collected through 'insights').

Darlington Point Riverside Caravan Park is commended for having established Instagram and Facebook pages. It is always highly recommended that parks have a presence on these important marketing platforms.

Most businesses need to have presence on social media, otherwise there will be a significant void in their marketing strategy, and this is particularly relevant to the caravan and camping industry. Management needs to establish good principles for the park's social media page. Creating a standard is important when aiming to establish and strengthen a brand.

The recommendation for Darlington Point Riverside Caravan Park is to create a social media strategy to ensure there is a plan and set goals to achieve results. This will assist in gaining more views, followers, interaction and interest, which can potentially lead to bookings or to general awareness of the park.

The park needs to implement a social media strategy directed at its target markets. Develop and implement a strong hashtag strategy and share content from other local and industry businesses. These businesses will often share the park's content in return. Also, if there is a staff member that is tech savvy, try and find a filter or create a pre-set in the Lightroom app to add to all images, to introduce continuity and overall appeal to the page.

Also, where possible, try to ensure that the imagery is good quality and that the park credits contributors correctly. For example, if a guest stays at the park and posts a photo at the park and tags @darlingtonpointcaravanpark – if you re-post the photo, ALWAYS extend the courtesy of also tagging the guest and giving them full credit for the image. The grid must look appealing because when someone visits a page, within moments they will decide whether it is interesting enough to click the follow button or not. The primary objective is to drive traffic to the website via a link in the park's bio page.

It is recommended that the park adds the call, email and direction buttons to its Instagram page (the Facebook page has this set up already). In the park's bio, always add the most relevant dot points about offerings including what types of accommodation the park provides, its location and access to the Murrumbidgee River, proximity to town and highlighting that the park is 'pet friendly', etc.

An important element is to add a hashtag, which will allow the park to use these images on their page if specified in the bio. For example, write in the bio '#darlingtonpointcaravanpark to share your pics'. Later, the park may be able to step into IGTV and show viewers around the park and new infrastructure or activities, or have a guest contribute to the page and also share it to their own IG, Facebook page or YouTube channel. Or create a friendly competition to create the best Instagram Reel of the park and town, and the winner receives a prize. The opportunities are endless and, again, there is no cost.

Some examples of what the park can post on its social media pages include images of the park and its facilities, guests enjoying the park, activities in the park during school holidays, dog-friendly activities, location images of the Murrumbidgee River and the town of Darlington Point, a shout-out to events in the region, Altina Wildlife Park and other local businesses that the park would recommend, scenic views from the region, etc. To take it a step further, the park manager could interview guests about what they think are the best reasons for staying at the park/in the town and add it to the insta-stories or IGTV.

It is important that the park continues to interact with people who comment on its social media pages, which will help establish a quality following and will also help people become familiar with the park and the team. It will take some dedication in commenting on other people and local businesses' pages, but it will be worthwhile. An effective strategy would be to suggest throughout the booking process that guests follow the park on either Instagram or Facebook or both, to go into the draw to win XXXX. This would attract loyal followers that are genuinely interested in the business. It is good to see the website links from each of the

social media pages. These two platforms are a good way to collect data on booking habits and trends if they are set up as a business page.

Try not to be overwhelmed by social media. Treat it as a marketing tool and allocate a set 15–20 minutes of time every day or second day to get a good flow happening. When this has been established, automated posts can be set up for every second day to ease the load.

Key Points

- Don't feel overwhelmed by social media – it is just a marketing tool.
- Create a social media calendar or strategy to minimise frustration about what to post.
- Talk with other local businesses and collaborate on posts or deals.
- Once well established, start to automate posts to manage time more effectively.

4.13 Online Travel Agents (OTAs)

Currently, Darlington Point Riverside Caravan Park does not utilise any Online Travel Agents. Following completion of the capital works and possible re-brand, it is recommended that setting up the park to use one or two OTAs should be investigated, with the primary purpose of gaining maximum exposure for the park.

The reasons for this recommendation are:

- The optimal time to launch, in conjunction with other marketing activities including listings on OTAs, will be after completion of the new developments in the park and a re-brand.
- The exposure that one or two of the larger, more reputable OTAs can offer to a small business is highly beneficial and will not only increase bookings for the park, but also increase visits to the website and assist in gaining followers and views on social media.
- The data and statistics that OTAs can provide for a small business are invaluable. Expedia, for example, has many direct communication systems available for guests to contact the park and for the park to contact future guests. The data also shows how guests purchase their holidays and information regarding activities that interest guests staying at the park.

When researching OTAs, prepare a list of questions regarding the benefits to the business, all costs and how it works. Try to negotiate on price and make sure it works with the park's current accounting and reservation systems. Seek a trial period, if possible, to determine how well this investment is working for the park.

Park management needs to ascertain the number of sales, revenue and click-through rates to the website and enquiry, and then determine commission costs and administration time allocated to managing these sites and accounting hours.

Once this information has been collated, cost versus revenue can be determined, which will identify if it is viable for the park to continue being listed on these sites. Use Google Analytics to show the number of bookings that come directly from these OTAs and assess the benefits of retaining these sites versus directing all bookings through the park's website, which does not charge commission. Look at potentially investing in these sites for 12–18 months to establish the park, and then evaluate if they are worth continuing.

Some of the more popular OTAs for the accommodation industry include:

- Expedia
- Booking.com
- Wotif

- Lastminute.com
- Trivago

OTAs have their time and place, however they are not always 100% instrumental in securing online bookings. Nevertheless, they are good for parks that have recently introduced online bookings, or parks that need more exposure due to a re-brand or changes within the park, merely to get their name out and about, or if online bookings via their own website are not substantial enough. In some instances, a business is able to pay for a premium spot on the page, which may be beneficial if the direct competition is also listed on the site. Some guests will jump on the first property they see, so a premium spot on the page can be an advantage.

Remember that OTAs take commission and hold a portion of stock, which does generate some administration work to set up. They do, however, expose accommodation options to a much larger online audience.

Key Points

- Research three or four Online Travel Agent options for Darlington Point Riverside Caravan Park.
- Understand how this will work logistically with the park's accounting and reservation systems.
- Determine if this will fit into the marketing budget for the park and what return will be needed to absorb the cost.
- Review OTA marketing exercise to determine if this is good marketing spend, financially.

4.14 Electronic Email Campaign

Currently, the Darlington Point Riverside Caravan Park reservation system does not send an automated 'welcome' and 'thank you' email. It is recommended that the park introduces this process as a part of every booking procedure. The 'welcome' email should include information about park facilities, important things to know about their stay and information regarding the local area. The 'thank you' email should encourage feedback on TripAdvisor and Google reviews.

These two automated emails will ease the pressure on front office staff and make the guest feel welcome and appreciated. It is also recommended that additional emails should be included in the campaign to further encourage bookings, create a sense of excitement in the lead up to guest stays and offer more idea about the experiences that can be enjoyed at their destination; and to find out more about the guests and their experience with a survey when they return home.

This campaign will not only increase bookings, encourage loyalty and gain valuable guest data; it will also strengthen guests' fondness for the park and provide reminders about the amazing holiday and memorable caravan park they stayed at. It is also a prompt to look at booking again as the park will remain at the forefront of their mind.

Key Points

- Determine if the Darlington Point Riverside Caravan Park reservation system is able to send automated emails.
- Devise an email strategy and what each email should include to be most effective.
- Ask guests for feedback on the emails. For example, were they helpful, did they include everything the guest needed to know?

4.15 EDM (Electronic Direct Mail)

Currently, Darlington Point Riverside Caravan Park does not distribute EDMs. Electronic Direct Mail plays an important role by remaining in contact with loyal guests, helping to build loyalty and a strong brand. Ideally, the park would send quarterly EDMs to their database directly from the park. The “Tell Me More” sign up on the home page of the website could be the database that the EDMs are sent to.

A strategy must be developed to ensure that EDM objectives are clear, and that relevant and interesting information is distributed to guests. This strategy must include an annual calendar that will identify how regularly it will be sent out and also categorise any market-specific emails to ensure that the right markets are receiving the most relevant information (ie families receiving school holiday information, nomads receiving off-peak season information, and dog-friendly guests receiving dog-friendly services).

If the park is struggling for content for each EDM, it means they are being sent too often. The reader only wants information that is interesting, is something they can use or is of value to them, is quirky, or benefits them in some way. The nature-based recreation on the website is a good example of interesting and useful content, good use of links and a fresh, contemporary look. EDMs should also be available on the website as a resource to be accessed by anyone at a later stage (a good way to source content for the website too).

Sign up to competitors’ EDMs and see what they are writing about. Look at ways to make the park’s EDMs more interesting. Think about what would make someone want to click on the email and what would maintain their interest. Be sure to make it different to other EDMs and give the readers information they want to read.

Another important thing to look at is the data on click-throughs for each EDM and for each link in the EDM. Gathering this information and looking at what readers find appealing is the key to further successful EDMs and actions can be taken resulting from this information. It is also a good way to measure the ROI on the EDMs via booking links.

By keeping the monthly EDMs and distributing promotional information in additional EDMs, the park will have the ability to stay at the forefront of guests’ minds and increase the chances of securing a booking when guests are ready to book their next holiday.

Key Points

- Develop an EDM strategy for Darlington Point Riverside Caravan Park.
- Develop a calendar with topics and sub-topics to cover throughout the year. Start with quarterly EDMs and move to bi-monthly after approximately 12–18 months.
- Lift the content from the EDM to the website in a blog page. It will organically help your SEO and will provide people with consistent and updated information.

4.16 Metrics

There was no feedback on metrics for Darlington Point Riverside Caravan Park, other than minimal monitoring of Google Analytics. A monthly assessment of Google Analytics would be highly beneficial to the park in the first 12 months following the launch of the website. Once this monthly assessment has been set up, it is equally important to review the data and take specific action using this information.

Using RMS, Google Analytics and social media insights are a good way to measure and understand how campaigns and specials are working for the park. When finding it difficult to measure marketing spend, try to think innovatively. For example, this could mean that if the park is hiring bikes as a part of a deal, how many bikes are used during the deal period? Metrics can sometimes be that simple and be sure to always measure it to understand how worthwhile it is for the park.

Measuring marketing ROI is the fundamental key to understanding where to invest the future marketing budget. Most digital marketing is easily measured if set up correctly at the initial stages. Discuss with the

park's web designer ways to better understand the clicks on the park's website or, alternatively, engage a specialist consultant to set this up.

Metrics for all marketing elements should be reviewed regularly and the data recorded to achieve the best results from these activities. This could mean investing more in Facebook and Instagram marketing, or discontinuing print advertisements with a magazine publication. This information is valuable but is only useful if the data is analysed and decisions are made based on the analysis.

Trade shows can be measured by sign ups to e-newsletters, entries in a competition or bookings using a special code unique to the show. Print advertising can also use a call to action with the application of an exclusive code. Any online advertising can be measured in clicks and can be provided by the business/publication. Likewise, with Google Ad Words, Facebook and Instagram advertising with insights. There are many ways to receive metrics regarding marketing activities for the park. Investigate the options and invest time understanding this data so that it can be used effectively.

Key Points

- Allocate time each month to set up measurement of marketing activities.
- Once set up, use this time each month to analyse the information and base future marketing decisions on this data.
- Understand that what works for Darlington Point Riverside Caravan Park may not work for another park and vice versa. The more information about how park guests find, book and research the park, the more refined knowledge the park has to invest in future marketing resources.

4.17 Rates and Special Rates

Darlington Point Riverside Caravan Park offers a weekly discount of \$210 on powered sites, a saving of \$5 per night, saving the guest \$35 per week or giving one night free. Deluxe and standard cabins will be discounted by \$10 per night for weekly stays.

Discounting should be kept to a minimum and used strategically with longer stays, as demonstrated by Darlington Point Riverside Caravan Park. Value adding rather than discounting is more achievable and results in a better outcome, not just for the park but for the guest too.

Ensuring there is not an over-reliance on discounting as the main source of promotion and realising the damage to brand equity by heavily discounting are important for any caravan park when setting special rates. Many caravan parks do not understand the power of adding value and collaborations rather than discounting. Value-added deals are generally more financially viable (depending on the costings of value-added products or services).

Starting with simple special rates is recommended to gauge how the market reacts to these specials. Always start smaller and go bigger as it is almost impossible to start big and go small without ruining guest loyalty and park reputation.

The park needs to keep costs low but provide value to guests. For example, instead of offering two 'complimentary' coffees from the local cafe on a Sunday to guests that purchase a Long Weekend Package, which Darlington Point Riverside Caravan Park has to pay cost price for; negotiate that the park pays nothing but the guests receive a friendly discount on the coffees (25% off/or buy one, get one free), whereby the cafe absorbs the cost instead of the park.

Darlington Point Riverside Caravan Park can create more value with several local businesses to have one impressive promotion that is not entirely at the expense of the park. Or better yet, the park could work with some larger industry partners. It is recommended that value-added services be offered before discounting. Using social media to advertise deals and offers is often a good investment and has the potential for a far greater reach than traditional advertising.

Quite often, caravan parks set rates according to their individual 'formula'. This may be an annual CPI increase or based on being a percentage or a dollar lower than their competitor. Whatever the case, there is no 'one size fits all' formula that works. It is important to be realistic. Even if the rates look good on paper (eg Park A has a heated pool and Park B doesn't; therefore, Park A can introduce higher rates), it may not be the case in reality. (Park A is close to the beach but is also on the main road with a lot of noise and therefore needs to take this into consideration when setting rates.)

It is recommended that management investigates dynamic pricing as a strategy to manage supply and demand at Darlington Point Riverside Caravan Park. Dynamic pricing is variable, which will enable management and the park to analyse what occupancy rates are occurring at any given time and manage this on a day-by-day/week-by-week basis. This allows the park to charge a premium when the product is in high demand and adjust the price when occupancy is lower. Dynamic pricing can also vary regarding time-based pricing, competitor pricing, customer behaviour pricing and peak pricing. Staff training can be implemented as part of the overarching strategy for Darlington Point Riverside Caravan Park.

When preparing the draft rates, step back and look at what the park is charging for each accommodation type. Do a test case scenario and pick out a few cabins and sites in the park, and likewise from three of the strongest competitors. Think about standing on that site or being in that cabin – is paying XX amount for that cabin or site appropriate? Is it value for money or is it not worth it? If rates are not set appropriately, reflecting the location, facilities and services available, this will likely impact bookings but can be managed by implementing dynamic pricing.

Key Points

- Set firm limits on discounting within the park to ensure that it doesn't become too regular.
- Outline to staff when discounting can be applied and the rules around it.
- Focus on adding value to the customer experience rather than discounting cost of stay. This has many more benefits for building the brand and loyalty, in addition to making the guest experience more enjoyable.

4.18 Revenue

This will only be briefly mentioned as it is part of the overall business plan. It is important to understand that a caravan or tourist park can generate revenue from several areas. Accommodation and extras are the bread and butter, but caravan parks are now thinking creatively.

Additional revenue may be generated in mid- and off-peak seasons by offering additional services to locals for an additional cost, or to guests for an additional cost. For example, an offer to locals to pay to use the children's playground and jumping pillow for birthdays in off-peak periods; or offer guests the hire of fire pits or hanging chairs for cabins, selling firewood and marshmallow packs, charging guests for wi-fi usage over a certain amount (it is customary for most accommodation providers to supply a limited amount of free wi-fi), etc. Food truck nights, native plant programs, reptile shows, hosting events and multisport programs for children are other ideas to explore.

Think creatively about how the park can provide better service and provide extra value for guests, whilst also considering how to generate additional revenue for the park.

4.19 Training (Customer Service and Sales)

Darlington Point Riverside Caravan Park does currently train staff to upsell guests to the higher earning cabins and encourage longer stays by way of offering activities within the local area, which is a great start to a more formal customer service training program. The park does not have any regular customer service training in place, and this is certainly an opportunity to be captured. Customer service is one of the most important elements for an accommodation business. It can make or break a park and it can mean the

difference between an average stay and an excellent stay. It can also be the difference in a guest returning and referring a park or not.

It is recommended that Darlington Point Riverside Caravan Park develops a guest experience standard and a training manual to be rolled out to park staff and management. Customer service and sales are commonly overlooked as they are skills that require regular training and role play. Staff are often expected to know what good customer service is and how to offer it, but often they do not.

Customer service AND sales skills are essential for all staff but particularly for the administration/customer-facing team members. Often management will invest in good customer service training, and although this is always a recommendation, it is equally important to train staff in sales as well.

The reason training in sales is vital to front office staff is because people often contact the park via email or phone to enquire about availability, rates, etc. These people are often deciding if they should stay at the park or go down the road to the competition. It is the front office staffs' job to sell accommodation to these enquirers and it is often easy to do with just a few questions or recommendations. Something as simple as a rude or unhelpful receptionist could cost the park a sale.

Guests expect excellent customer service, especially from caravan and camping businesses. Staff need to know how to display manners, be respectful, be empathetic and provide information that guests need before they have to ask for it. A script for Darlington Point Riverside Caravan Park should be developed and introduced (with focus on upselling and securing bookings at that time), and all reception staff should be familiar with and follow this script when dealing with a walk-in, phone or email enquiry. This doesn't have to be a formal script – make it unique for the park. There are many examples on the internet. Pick a few and select the most appealing parts for the park.

The introduction of a welcome pack to all guests at check-in is also recommended. The welcome pack should contain all relevant park information and local information, if possible. This simple, yet effective piece of marketing collateral is also strengthening the brand, in addition to providing safety and comfort for guests.

A recommendation further down the track is to invest in strong customer service and sales training for those staff that show a keen interest in the park and their role. Even the best caravan parks can suffer at the hands of a disgruntled or tired staff member. The management of human resources can sometimes be a long and bumpy road, but there is opportunity for improvement and to possibly build some KPIs around customer service and sales.

Sometimes not all caravan park staff understand and practise good sales skills, which is more reason to train staff to be familiar with the practice of sales and implement this in the office and throughout the grounds. The training should identify how to upsell, how to understand guests' needs and how to respond to best meet those needs.

People are becoming more and more discerning and are always looking for that point of difference. Ideally, Darlington Point Riverside Caravan Park will have a simple, authentic and organic feel, which will allow an even greater impact to be made at reception with second to none customer service. There are and will continue to be complaints in every service industry, and the caravan and camping industry is no exception. Managing this by implementing regular staff training will help to defeat or at least manage any customer service related issues.

Key Points

- Sit down and discuss with all staff (office and maintenance included) their understanding of good customer service.
- Develop a simple customer service guide including a script for check-in and check-out to start with, and build on this later with the inclusion of how to best manage online reviews, social media comments and messages, etc.
- Once the basic customer service program has been established, look to invest in an external customer service workshop or training for those staff members that have shown commendable customer service and a passion for the industry. Investing in good staff is a high priority for any business.

4.20 Booking Sources

Most Darlington Point Riverside Caravan Park booking sources come from Google search, the park's website and Facebook page. This is a good indicator of what marketing is working and where to invest future marketing spend. It is recommended that booking sources in the park's reservation system should be broken down into enough detail to identify which marketing spend is working the best.

Online listings are a cost-effective way for people to find the park. It provides all of the information at the tip of their finger (and is easy to track and measure). Other booking sources for the park are likely to come from the Darlington Point Tourist Information page, return guests, email enquiry, walk-in guests and referrals, and any other online sources or listings on apps.

Referrals are an important part of the caravan park industry. Indirectly, referrals account for a high number of bookings as most guests hear about the park from a friend, family member or social media recommendation before they see it promoted somewhere else and then decide to book. Sometimes it is worth encouraging referrals through competitions or offering extra value to guests with their future bookings. For example, offering a code for friends of loyal guests to receive something of value.

Referrals are not just between family and friends; this also extends to local businesses, holiday parks and information centres in other towns (when their visitors are moving on). Pick up the phone or go for a drive and introduce yourself and the park to these other businesses (preferably that have similar target markets). Discuss a free referral system between the properties or even offer a free onward-booking service for your guests and likewise for their guests to lock in bookings.

Booking via the website is the method preferred by a large proportion of guests and it seems that Darlington Point Riverside Caravan Park has seen success with this method. Website bookings enable front office staff to allocate their time and resources with guests face to face. Website bookings can be made 24/7 as research suggests that it is most often the woman in the household that books holidays and accommodation, between the hours of 7 pm and 10 pm.

When searching for Darlington Point Riverside Caravan Park online, the park website and its TripAdvisor listing are on the first page, alongside the Visit NSW listing, which is exactly where any business would hope to be. The initial SEO investment has been highly beneficial for the website and it is recommended that additional SEO should be undertaken periodically in the lead up to the low and shoulder seasons.

Traditionally, walk-ins account for one of the top two sources of bookings for a caravan park; even more so if they are located on a main road in the town. There is potential opportunity for Darlington Point Riverside Caravan Park to introduce clear, strong, branded signage for the park in the most effective positions coming in from both directions on the highway to attract walk-in bookings.

The website has been developed recently and is a good resource for guests looking to stay in the park. As the park develops and the website becomes an even greater source of bookings, it is important to maximise the potential of this asset.

It can be difficult to obtain 100% accurate booking source data. Quite often, the booking sources can be misapplied due to busy staff or because the guest heard about the park from three different sources (eg friend referred, road sign and Facebook), which results in skewed booking source data. Ideally, the reservation system's booking sources will be used in conjunction with other metrics to determine where to invest future marketing dollars.

There is opportunity to send out an online survey at checkout to receive further information, or it can be included in the check-in dialogue and recorded. It could even be added as a step in the online booking process. It is useful to have accurate booking source data to help distinguish between marketing that is working for the park and what is not. The park will probably never have 100% accurate booking source figures; however, in time, a solid pattern will emerge that is worth analysing in conjunction with other metrics.

Key Points

- Break down booking sources in the reservation system. Make it clear and easy to manage. The more detail and more sources will likely see less accuracy from staff.
- Train staff on the importance of allocating the correct booking source. Empathise that it looks like an unnecessary step in the booking process, but if the staff understand that marketing decisions and dollars are made partially from the booking source numbers, they may be more inclined to add accurate sources.
- Understand your primary source of business and invest in these marketing avenues. Review other sources and determine if it is possible to increase business from these sources.

4.21 Booking Methods

The park's primary booking methods are by telephone, email enquiry, walk-in and website. Although it can be good for guests to speak to a real person, ask questions and book; it can be costly, inconsistent and time consuming for the business.

The goal is to have the majority of bookings made online via the park's website. All marketing should refer to the website and the booking page must be easily accessed from each page on the website, which it currently is.

Emphasis is placed on online bookings for the following reasons:

- Provides the guest with a seamless booking experience
- Security of personal details
- Frees up human resources
- Immediate confirmation of booking
- People are able to book 24/7
- Minimises overbooking
- Easier to manage cabin/site stock
- Provides data to assist with direct marketing
- Data can be captured and used to further develop the park's online booking strategy.

Walk-in guests are also a primary booking method due to the location of the park. By freeing up front office staff time on the phone, staff can invest their time in guests that do walk in and they are able to provide a more relaxed and friendly service. There is an opportunity to increase walk-ins by forming strong relationships with the local community and the visitor information centres within 0–150 kilometres of the park. Potentially, approach visitor centres in Mildura, Hay, Wagga Wagga, Albury and Echuca, and even Forbes and Parkes if available, and any in-between. Introduce yourself and the park and let them know why Darlington Point Riverside Caravan Park is unique and what its offerings are. Networking creates a larger group of business colleagues and will help with referrals and recommendations for the park.

The park manager needs to be consistent when talking to and educating visitor centre staff, local business owners and residents about the park and what it offers. Familiarisations could be conducted, which would see the park invite local business owners, visitor centre staff and any key members of the community for a morning/afternoon tea, and they would be shown around the park to see what it offers guests.

Phone calls and emails are another booking method where there are often many missed opportunities. In the near future, most bookings will be through the website, but currently, the key to capturing this active market is solid, consistent staff training. Finding a good customer service and sales trainer is a recommended investment in the next 12 months.

A simple and effective re-book option is by text. Automate texts to people checking out, to remind them to book for next year/next holiday. If they use a code in the text to re-book, they can receive a bonus such as late checkout, upgrade or similar. Likewise, texts to loyal guests advising of last minute or special offers, etc, are a good way to fill the low periods. The park can also incorporate social media 'check-ins' and 'hashtags' to receive benefits as they will already be on their mobile device.

Key Points

- Online bookings should be the primary method of bookings. Invest in refining the online booking process to ensure that all relevant information is available and the experience is seamless and user-friendly. (This includes adding images to the different types of accommodation offerings.)
- Invest in forming strategic business relationships for an organic referral system. Educate people and businesses about Darlington Point Riverside Caravan Park and what it offers. Encourage people to drop in and see the park next time they are in the area.

4.22 Listings

Online listings for the park are all relevant and important in advertising and locating information regarding the park. These sites may be industry sites or independent sites. If there is a cost to the park for being listed on a website, it is important to look at the data feeding back through to the Darlington Point Riverside Caravan Park website to determine if the cost of the listing, at minimum, is being redeemed by bookings from that site. This is best achieved through a negotiated trial period.

It is recommended that listing on some of the industry websites be investigated until the brand is better established. Check that all information on these sites is relevant and up to date. Implement a system to review them once or twice annually to ensure that people are receiving correct information about the park. The website and contact details should be provided on these sites, but double check to ensure it is easy for guests to book. The more clicks or searches needed to find the park's details, the more chance that Darlington Point Riverside Caravan Park may lose them to a competitor.

4.23 Reviews

Darlington Point Riverside Caravan Park has received some excellent reviews online. Although it can be difficult to keep up with responding to reviews, it is very important to respond within 24–48 hours of receipt.

Guests become frustrated when they write a review about a business and do not see a quick response. People like to see that a business is ahead of their game, that they are managing their business well and responding to all reviews regardless of whether they're positive or negative. It is important to respond to negative reviews as quickly as possible as the longer a business leaves the review unanswered, the guest becomes more and more irate.

When responding to a review, always acknowledge that they have taken the time to write the review for the business. Be empathetic to their cause or concern, if they have any, and respond with a short, positive answer that addresses their needs, or request that they contact the park directly to discuss the issue and to see how the park can assist.

Negative reviews can be damaging to a business, particularly if they go unanswered, as it can often be perceived as a sign that the negative review about the business is correct. Some people are more inclined to stay at an accommodation premises if they see a well-handled negative review as they often form their own opinion about the business through extensive research online and potentially by word of mouth, etc. If they like the look and the price of a property, they are likely to ignore the review (due to the well-managed response) and learn about the park themselves.

There are some good reviews on TripAdvisor for Darlington Point Riverside Caravan Park, which are promoting the positive aspects of why guests love to stay. With an average rating of 4, this is a good result;

however, there is always room for improvement. There are also some negative reviews, which detail why guests were not happy with their stay at the park. Prior to the beginning of 2020 (which was the time of the change in management), there weren't many responses from management at all. It is good to see that more recently there have been responses to the reviews by the current managers. It is recommended that guests should be encouraged to write a review on TripAdvisor, which could be mentioned in a follow up email or guest questionnaire. TripAdvisor, Instagram, Facebook and any other online reviews need to be responded to as quickly as possible.

If a response is not possible within the first 48 hours, within a week is better than not at all. Consistency is key. Many businesses often try to delete negative reviews; however, as a customer, an explanatory and non-emotional response holds a lot more weight than seeing no negative reviews as customers can usually sense when a listing is dishonest.

Snapshot of Darlington Point Riverside Caravan Park on TripAdvisor:

Overall Rating: 4/5

Total Reviews: 77

Location	4.5/5
Cleanliness	4.5/5
Service	4.5/5
Value	4.5/5

This snapshot shows a great property with very good customer service, especially considering this is prior to any new works in the future. Ratings are very important to prospective guests. If a direct competitor has a slightly higher rating (even by 0.5), this can mean the difference between securing a booking or not in some cases.

Negative reviews and strong responses are good to see as they help to validate the values of a business. If the park receives any negative comments, do not delete them and be sure to respond in a kind, empathetic and positive way. Try and turn them from a detractor of the business to an influencer. Ensure that all reviews receive a response no later than 48 hours after being posted. Set a reminder in the park calendar to assist with this.

Key Points

- Understand the power of reviews.
- Manage ALL reviews in a timely and consistent manner.
- Always encourage guests to write reviews.
- Focus on keeping the TripAdvisor rating high through good customer service and by responding empathetically to all reviews.

4.24 Print Marketing/Collateral

Currently, Darlington Point Riverside Caravan Park's printed collateral includes brochures and inclusion in the Southern Riverina "What's On" publication, "The Kidman Way" visitor guide, "The Wanderer" publication and "Murrumbidgee Trails" publication, in addition to stickers and stubby holders.

A park map with guidelines on the back, a brochure and potentially a welcome pack are other printed collateral that the park and guests would benefit from. The welcome pack could also include brochures to Altina Wildlife Park and the food and wine establishments as additional information for park guests.

With the fierce emergence of online advertising, print marketing is not as heavily invested in as it once was. There is a specific time and place for print marketing, which should complement other forms of marketing for the park. If there is any investment in print marketing, aim for local features rather than regular advertisements in industry magazines. The main print recommendations are to be included in the annual listings in industry guides for both caravanning and tourism.

When Darlington Point Riverside Caravan Park's capital works are completed, the re-brand is complete and the website has been updated, a soft launch of the 'new look' park is recommended, which would primarily introduce the park, what it now offers and why people should visit. This soft launch could be conducted using different marketing methods including press release/s, social media, website, e-newsletter, print advertising in industry magazine and potentially a mini event at the park. The mini launch could be as small or large as management would like, however it would be a good starting point and introduction to the 'new look' park and a great way to invite local residents and businesses to see what the park has to offer.

When considering investing in print features, look at their audience, distribution, regularity, what other advertisers are included and determine if this will expose the park and brand to align with all other marketing of the park. Try to negotiate complimentary editorial or advertorial space when paying for advertising space. Often, this can be received as a negotiated inclusion.

With print advertisements, be sure to have a purpose when designing the advertisement. Make its purpose clear and concise, and always have a call to action. Do not clutter advertisements with too much information as readers will head straight to the park website for further information if they are interested. (Include the park website address on ALL advertisements.)

Darlington Point Riverside Caravan Park would also benefit from the following collateral items:

- A neatly presented welcome pack – This could include a park map, code details, town map (if required), information on local events and referred local businesses (ie best place to get coffee in town), etc. It would hold all important park information in one place, eliminating the need for guests to return to the office asking for amenities or boom gate codes after losing the paper they were given at check-in. This also offers an opportunity to approach local businesses and discuss potential deals or special offers they might like to offer your guests in exchange for exclusivity in your recommendations. There are many design options and benefits to introducing a fresh new welcome pack. To help introduce and display the new brand, it could potentially align with any eco-friendly sustainability and education that Darlington Point Riverside Caravan Park may implement. Reusing/recycled paper is always recommended, as is providing information on how to minimise guests' environmental impact on the earth when staying in the park and how to respect the destination, leaving as small a footprint as possible in terms of being environmentally friendly. It may also include some historical information on the history and culture around the park as a point of difference.
- A contemporary and fresh brochure for the park – This would ideally be located in visitor centres, airports and local businesses. Keep it simple but ensure all relevant information is included. This could also be used if attending trade shows or similar.
- Letterheads, business cards and fix-it notes in cabins are also collateral to consider, however are not a necessity anymore. Ensure branding is consistent and reiterates who Darlington Point Riverside Caravan Park is and what it offers. To minimise the order for this collateral, train all front office staff to email in preference to traditional mail at every opportunity. Likewise, with business cards. Potentially, text contact details or create an e-business card that can be texted or emailed to contacts at networking events, etc. This reduces the cost of business cards and is also environmentally friendly. It will also eliminate time looking for other business cards and entering the information into databases. It is likely that we are in the transition of not needing any of these printed items if there is an electronic and online alternative.

Key Points

- Research the main local publications and identify two or three that would be the most appropriate for Darlington Point Riverside Caravan Park to advertise in. Look at the area of distribution, print numbers, the audience demographics and if editorial space is provided with any paid advertisement.
- When creating artwork for the advertisement, make the brand stand out. Use one to three hero shots depending on the size of the advertisement and have a clear key message. It is recommended that the same artwork should be used for all publications that are in circulation at the same time, for brand consistency.

4.25 Marketing Campaigns

Darlington Point Riverside Caravan Park has been involved with the Murrumbidgee Trails campaign. This campaign involves four different Councils promoting the region's outstanding visitor offerings from the Ned Kelly Raid Trail and Altina Wildlife Park to the Murrumbidgee River and the local producers.

This campaign is promoted through the visitor guide, website and social media. It is a good example of how working with industry bodies to promote the region can attract visitors to the whole region, providing recommendations on where to stay, what to see and where to eat.

It is recommended that Darlington Point Riverside Caravan Park undertakes more campaigns (ideally, two or three annually) with local businesses and/or industry bodies. This not only creates awareness for visitors hoping to visit the region; it also creates better awareness for locals, which is so important for referrals and word of mouth.

Key components in developing a successful marketing campaign:

- **Outline the goals**, ie the reasons for creating the campaign. Is it to increase bookings, launch a new brand, introduce a new development in the park, or to reach new customers? Be specific as this will enable the team to create better messaging and an all-round more effective campaign.
- **Research and set a budget**. Keep in mind the ROI required to ensure the campaign is successful. The budget needs to be realistic and provide limitations that the team will have to work within.
- **Identify the target markets**. This is key to ensure the campaign appeals to the right people. It will also allow the team to focus on their needs and wants, and to design the campaign for the right market.
- **Select the channels of promotion**. This will vary depending on the target market. Understanding target markets and how they best research their holidays and accommodation is the key to selecting the promotion channels for the campaign.
- **Highlight the key messages**. The team will need to brainstorm the key messages for the campaign, which should align with the goals identified in the early stages. Ensure the messages meet target market needs and interests but remember to keep it simple. The messaging can come through words, images or music, so be creative without getting too complicated.
- **Measure the results of the campaign**. Metrics of a campaign are vital to understanding the success of the campaign. Start measuring the campaign at the launch. This will allow the team to make changes to the campaign if some elements are not achieving the goals. Measuring the results not only determines the success of the campaign; it is also an opportunity to understand how future campaigns can be more effective.

Marketing campaigns usually run for a definitive period and have specific goals and targets. Ideally, campaigns should not be run (or at least launched) in peak season, however campaigns do need to be run well before the park hopes to increase occupancy. It is important to research how far in advance guests book their accommodation and when the park wants to increase occupancy. Management then develops a campaign that suits.

Don't be shy about creating campaigns with like-minded businesses or industry bodies. Make sure each party is aware of exactly what they need to contribute and that all parties adhere to deadlines.

Marketing campaigns must be developed properly. If there are no resources within the team to create an effective marketing campaign, outsourcing is recommended. A marketing campaign is best launched alongside something big or new that is happening within the park. For example, a new website, a re-brand, new cabins, new management, etc.

The marketing campaign will complement the event and will capitalise on current marketing. A successful marketing campaign will explore several marketing avenues to promote it and will aim to achieve the goals outlined within a set timeframe. Look at what Darlington Point Riverside Caravan Park's competitors are doing to gain some ideas and, when ready to move further into a campaign, consult a professional.

Key Points

- Marketing campaigns can create vast awareness of a business, far beyond the reach of singular advertising.
- Research businesses or groups that are aligned with the park and have similar target markets and clientele, to make collaboration more successful.
- Brainstorm with each stakeholder and then refine the details of the campaign, ensuring that everyone is on board and they each know their contribution.
- Review the campaign with the stakeholders. Determine the successes and where improvements could have been made. Measure the campaign regarding bookings and revenue.
- Always use the lessons and information gained from previous campaigns when creating future campaigns.

4.26 Press Releases and Media

The Communications Officer at Murrumbidgee Council manages press releases and media contacts. Fortunately, the park has access to Council's media personnel to write media releases in addition to receiving assistance to explore other media opportunities.

Park management should develop a list of media contacts that are relevant for the park. This should include all of the caravan and camping groups, magazines and social media sites, as well as industry contacts and local publications and magazines. Council's Communications Officer will have contacts for the mainstream media outlets. Any positive newsworthy stories should involve a press release being issued in a timely manner.

Regardless of what resources the park has at its disposal, the more information that the park and management can provide to Council in relation to an event or story, the more likely the release will be interesting and accurate and result in it being published. Include quality images that will grab the attention of people scrolling through a newspaper or a newsfeed and name all images correctly.

A simple media template can be devised to ensure that all the required information is included. It needs to be made as easy as possible if the park is relying on someone outside of management to manage the park's PR. By providing the Council's media team with all the key points, dates and accompanying images, Darlington Point Riverside Caravan Park will have a much better chance of creating a press release that will be published. It is certainly one of the cheapest and best forms of advertising for the park. It is crucial to provide the Council's media team with all the important industry contacts – do not assume they have them already.

Key Points

- Use media and press releases for any newsworthy information about the park. For example, the capital works, adding pet-friendly facilities, introducing fires. There is a story in almost anything.
- Provide Council's Communications Officer with as much information as possible to ensure the information is accurate and interesting. It is more likely to gain traction when you have good information.
- Create a template or a checklist to ensure that all information is included. This will minimise the workload for the Communications Officer, which should result in more media releases about the park being distributed.

4.27 Trade Shows

Currently, Darlington Point Riverside Caravan Park does not attend any trade shows as an exhibitor. Murrumbidgee Council has representation on the Kidman Way Promotion Committee and the Newell Highway Promotions Committee, which attended the Victorian Caravan and Camping Show in 2019 and 2020. The park has attended the Brisbane and Sydney Caravan Shows previously.

In the current climate, it is not recommended that the park attends any caravan and camping shows as an exhibitor. However, when the park developments have been completed, it is recommended that the park attends one or two shows annually. Trade shows are possibly the best opportunity to be directly in front of the park's direct markets (other than in the park itself). This is the time to stand out, have an exhibit that grabs attention and draws people in to find out more. It is important to have a reliable, friendly and knowledgeable team to represent the park at these shows. People want to talk about where they stayed, what they liked about Darlington Point Riverside Caravan Park or other parks and want advice about how the park will meet their needs and suit their requirements best.

There are many caravan and camping shows throughout Australia, annually. The recommendation for Darlington Point Riverside Caravan Park would be to consider attending the Victorian Caravan, Camping and Touring Show in Melbourne with the Council committees. This would help reduce the cost to the park but would provide exposure for the park and is also an excellent networking opportunity. This show is a key calendar event within the industry and has an enormous number of attendees, many of which would include Darlington Point Riverside Caravan Park's primary target markets.

It is recommended that industry shows be researched to determine which would be the most beneficial for Darlington Point Riverside Caravan Park. It is important to determine:

- The demographics of the show's attendees
- What products and services are provided at the show (do they have a section dedicated to caravan/tourist parks?)
- The cost of an exhibitor's stand (endeavour to select a spot on the event plan with the highest traffic flow walking past)
- The cost of the show in total (this includes staffing, accommodation if required, initial cost of signage/stand, collateral, competition or campaign in conjunction with the show).

The costs of exhibiting at trade shows can vary significantly. Darlington Point Riverside Caravan Park should attend at least one show in the next 24 months and increase its representation to two shows in the next 48 months. Book in for the show well in advance. It is ideal to start planning for a show 12 months before the event.

Darlington Point Riverside Caravan Park should create a campaign for the event that aims to attract prospective guests and generate strong brand awareness within the industry. A method of collecting information from attendees for future marketing efforts will need to be developed. All of this needs to be measured to determine the financial viability of the effort. When measuring the success of the event, remember that networking and industry knowledge and awareness need to be accounted for, and do not forget the email addresses and contact details acquired.

Trade shows are large and often attendees become tired and are weighed down by free beer coolers and other paraphernalia. This is Darlington Point Riverside Caravan Park's opportunity to be different and lure them in with a competition or similar (always try and integrate social media into a campaign). By promoting a competition (before and at the event), attendees will be drawn to the park's exhibit, which is the best chance to talk to them about the park and find out more about what they know about the park, what they look for in a park and how they prefer to travel.

At the event, Darlington Point Riverside Caravan Park will have the opportunity to collect attendees' personal details and email addresses so they can continue to contact attendees after the event (ensuring this is specified and agreed at sign up), just by entering a competition to win a prize. Rather than spending hundreds of dollars on pens and beer coolers, allocate the budget to a prize and simply hand out park brochures at the event. An easy, well-run event that can be measured by the number of people signed up for the competition and the number of brochures handed out.

To keep costs low, talk to the local tourism body. There are many businesses and groups that are willing to share an exhibit to cut costs and staffing. Try to plan for the show approximately 12 months in advance. Develop a simple template that contains all of the show details, staffing, contact numbers and a simple table that represents a 'to do' list and allocates tasks to different staff members for completion. These tasks have to be signed off by the specified dates when completed. Organise a tentative roster well in advance. Ask staff to attend and represent the park at the show. If there are no volunteers to attend, look at what incentives may be offered; or this could potentially be included in their contracts in the future.

In addition to all the positive aspects of attending trade shows, it is also an incredible networking opportunity to meet other operators, understand what is happening in the industry and what the park's competitors are doing. (Remember to keep in mind any industry contacts or businesses that may be good for collaborations with Darlington Point Riverside Caravan Park at a future date.)

Key Points

- The key to successful trade show attendance is planning. Start planning for trade shows 12 months in advance and use a template or a guide, which should outline every element of the event.
- Look at collaborative attendances. For example, working with committees or other parks to reduce costs and labour at the show.
- Ensure all branding is clear, simple and up to date with information.

4.28 Referrals and Upselling

Upselling at Darlington Point Riverside Caravan Park has not been prioritised. It has been casually introduced due to changes occurring in the park. If there is a slight chance that the park can upsell by having a simple conversation with a guest at check-in then be sure staff take that opportunity. Look at what differentiates one cabin from another cabin that is slightly more expensive and, at check-in, identify this when speaking with the guests and the small cost of upgrading.

In the future, when the park is better established and works have been completed, it is important that upselling becomes consistent and a part of the check-in process script. For example, a few groups of friends are staying together at Darlington Point Riverside Caravan Park. When they arrive, one family in the group is offered an upgrade or an add-on and the others are not. These families may chat and wonder why they weren't all offered an upgrade or similar. This can result in frustration, disappointment and sometimes anger amongst the guests that were not offered the same opportunity. In addition, it weakens brand loyalty and can often do more harm than good if it results in bad reviews.

Referrals with other parks in and outside Darlington Point, are also important. In peak periods, when parks are at 80%+ occupancy, it is beneficial to have a relationship with one or two other parks in the region where guests can be referred if Darlington Point Riverside Caravan Park has no vacancies. This will not only please the guests and make them more likely to book ahead and return to Darlington Point Riverside Caravan Park

on their next visit, it will also be reciprocated when the other park is at capacity and Darlington Point Riverside Caravan Park has vacancies. The key is to form a good business relationship with the other park and discuss how both parks can work together. This can also apply for parks that are further away (within a few hours' drive).

Likewise, an incentive could be offered for all local Darlington Point businesses to refer visitors to Darlington Point Riverside Caravan Park rather than referring them to another park in town. Upselling and referrals are two effective tools that are used to increase park revenue and can be relatively easy and cost effective at increasing occupancy. These tools can be the difference between an average business and a successful business and can be implemented both in person and online.

When the park has completed most of its works, it is recommended that Darlington Point Riverside Caravan Park allocates a budget to train staff to upsell. It can sometimes be a few suggestive sentences over the phone or face to face that result in a guest booking a larger cabin or site, or an additional night. Establish some goals or KPIs around what percentage of guests the park hopes to convert into longer stays or an upgrade.

Darlington Point Riverside Caravan Park needs to provide guests with an outstanding customer service experience that they will remember. A tour of the park by local business owners is recommended to demonstrate what the park offers and how it is unique.

Key Points

- Outline five key upselling offers and train staff in how to communicate these with guests.
- Try and remain consistent with upselling to avoid disappointing guests that aren't offered the same.
- Focus on finding some referral parks that Darlington Point Riverside Caravan Park can refer to and receive referrals from.

4.29 Industry Associations/Memberships/Accreditations

Currently, Darlington Point Riverside Caravan Park is not involved in any partnerships/collaborations. It is important for the park to be a member of the local Chamber of Commerce (Business Murrumbidgee). Business Chambers can offer workshops or training on business practices, which is highly recommended for park managers and staff. (This could make up part of the customer service and sales or social media training.)

This training is not only beneficial for the information that is provided, but also for the networking opportunities. This is where the park manager and management can build relationships that result in developing value-add deals, which can be promoted to guests. There is good opportunity for referrals and recommendations once other local business owners and leaders know the park manager because they prefer to help other local businesses that they are familiar with.

It is important to become a member of the local tourism group or community. There are many benefits from this membership such as group campaigns, advertising, additional exposure, statistical data, familiarisations, networking and collaborative opportunities. In addition, they offer many opportunities to members that non-members would not necessarily know about.

The importance of building relationships with industry associations is emphasised. Investigate any complimentary benefits and services to the business by becoming members. Talk to industry bodies about the forecast for the industry and keep up to speed on developments in their EDMs and at their annual conferences.

Contact industry associations regularly and speak to them about opportunities that exist or can be created for the park. These associations are available to assist member businesses, but many businesses sign up and forget about all of the resources available. There are often plenty of minimal or no-cost opportunities that the park can be involved with that require minimal effort and provide exceptional benefits.

Key Points

- Sign up to Business Murrumbidgee, if not already a member.
- Become active in events and collaborative efforts with other local businesses.
- Aim to educate the local community about what Darlington Point Riverside Caravan Park offers and how it contributes significant visitor nights to the area, which results in revenue for local businesses.

4.30 Partnerships and Collaborations

With the change in management and previous history of the park, it is difficult to determine if any partnerships and collaborations have been undertaken in the past. At a minimum, Darlington Point Riverside Caravan Park should be actively involved with the state and regional tourism bodies, in addition to the national and state industry bodies. There are many benefits to working with experts in the industry and it is a good opportunity to learn how to leverage off their knowledge, data, research and contacts.

The park could contact these industry bodies and discuss what opportunities are available to the park, what resources the park is able to use, where to send park information to have it published and distributed, and if there is a specific contact that the park can communicate with when it has queries.

The benefits of partnerships and collaborations not only strengthen business relationships, they can also directly benefit the park financially. For example, a caravan park has a natural alignment with a caravan dealer and, as such, it presents a spontaneous opportunity to create a mutually beneficial deal that would create value for both parties.

An example of a partnership may be a caravan dealer purchases XX number of nights at a discounted rate from the caravan park. The caravan dealer gives nights away to customers that purchase vans (using it as a selling point) (the number of nights depends on the cost of the van). After purchasing a van, the customer gets to drive and stay at the park and test out their new and exciting purchase. The caravan park bulk sells nights that can be used in the off-peak season. This collaboration benefits both parties and it increases park occupancy in the off-peak season. (Note that the nights cannot be used in the peak season.)

Likewise, a lot of holidaymakers indulge in good quality coffee. Perhaps the best local cafe could do free delivery to park guests between 6.30 am and 7.30 am on weekends. Seemingly small alliances like these add significant value to a business and create long-lasting memories for guests. It is these little things that people talk about when they return home and are telling others about their holiday and the refreshing morning coffee at the caravan park.

Forming strong and strategic partnerships and collaborations is the key to building a strong foundation, not just in the local community, but also amongst the caravan and camping industry.

Collaborations and partnerships need to benefit both businesses, and costs must be kept low. Value adding is the ideal way to gain customer interest. It could be a competition, a package or a promotion. It need not require a lot of marketing spend. It could be run on Facebook and Instagram by involved businesses and may be as simple as a flyer in reception and an email to all previous guests.

Partner with like-minded industry businesses. Add value to the product that the park is offering. Look at what events can be created within the park. Ensure all the Terms and Conditions are finalised before the partnership commences and that each business understands its role and contribution. It is recommended that the Terms and Conditions are 'stress tested' to identify loopholes or missed scenarios.

We have contacted Gloria from Altina Wildlife Park to discuss the potential for a collaborative partnership between Darlington Point Riverside Caravan Park, Altina Wildlife Park and, potentially, a local food establishment (Gloria suggested Rivadestra due to the aligned target markets across all three businesses).

Altina Wildlife Park is enthusiastic about working with the new management at the caravan park to create a special package for people who book to stay at Darlington Point Riverside Caravan Park and want to visit the wildlife park. Mutual promotion via websites and social media will be beneficial for both businesses (and, potentially, with Rivadestra also).

It is recommended that the collaboration between all three businesses should be discussed as a priority to initiate this collaborative effort.

Key Points

- Look at ways in which Darlington Point Riverside Caravan Park can partner with other local businesses in different scenarios, starting with Altina Wildlife Park.
- Approach these businesses with a proposal and be open to discussion and ideas.
- Ensure that logistics, costs and payment details remain transparent.

4.31 Sponsorship

The park has previously sponsored the local fishing competition. This generous initiative by the park should be mentioned on the website and posted on social media in the lead up to and after the event.

It is recommended that a press release about this community donation by the park should be distributed to media centres in the region. Any coverage the park receives from this press release should be added to the website and posted on social media. Sponsorship is highly regarded, especially when caravan parks support the local community.

Primarily, this support is beneficial to the events/groups and associations that the park sponsors, but it is an essential relationship that the park needs to nurture as local businesses and the local community are the entities who support, refer and recommend guests to stay at Darlington Point Riverside Caravan Park. In addition, guests see the goodwill side of the park and often like to stay when these community events are taking place, to be involved in an authentic local experience.

It is recommended that Darlington Point Riverside Caravan Park only sponsors events or groups which are aligned with the park in terms of target markets, proximity, guest interests or key messaging. The park should ensure it receives appropriate exposure for the financial or in-kind support it provides for sponsorships. In addition, an effective method of processing sponsorships should be implemented to ensure the efficient use of park resources to organise and support sponsorships.

A template for sponsorships should be developed that identifies specific details for the event, including what exposure the park will receive and details of park signage/posters/flyers for the event. It is customary to request copies of all press releases/editorials that the organisers write for the event, as well as images of the event displaying Darlington Point Riverside Caravan Park signage. This is particularly important as these materials can be turned into content on the park's social media pages. Both past and future guests like to see a business supporting other local businesses and events. The images can also be used to promote the event to park guests in successive years if it is decided to continue sponsoring the event.

All sponsorships need to provide marketing benefits for Darlington Point Riverside Caravan Park as well as benefitting the event and any groups, etc, that are associated with raising money at the event. Ensure that offers and expectations are stipulated in an agreement prior to the event.

If the park receives sponsorship requests regularly, there are easy online options to automate the process and remove many hours of administration work.

The park's involvement and support of sponsorships is perfect content to share on social media. Tag all participants and hashtag all relevant words. Link newspaper articles in the insta-stories. This can be quantified in numbers for the collection of metrics for the sponsorship.

Key Points

- Remember, sponsorship does not always mean money; it could be a free night's stay at the park, or hosting an event at the park. There are many ways in which a business can trade for sponsorship exposure.
- Choose events that are aligned and have similar target markets. It is important to make sure the park is getting the right exposure, in front of the right audience.
- Be sure to use this as a press opportunity. Post and publish it everywhere as it is a newsworthy event and is something to promote.

4.32 Signage

Darlington Point Riverside Caravan Park has four small blue signs located around Darlington Point, which is a good start. Many caravan parks have signage that is in the wrong position to take advantage of those who are driving past their park, it is not properly branded, is not appealing, does not stand out, or is not large enough to capture driver attention. Test out the signage for Darlington Point Riverside Caravan Park by driving into town from each direction off the highway. Is it easy to find and read by someone entering the town for the first time?

It is recommended that after the capital works and re-brand have been completed, Darlington Point Riverside Caravan Park erects branded signage that can be illuminated or highlighted at night, is facing the traffic flow and is located prior to approaching the town. The signage should display only the most relevant information about the park. Use this space efficiently. It is vital that the signage strongly reflects the brand and contains all relevant information that a passer-by may need to make the decision to stop and stay at the park. If signage is too much of an extension for the marketing budget, perhaps add one in the two-year plan and add another in the following year.

Signage within the park is also important to assist in making the guests' stay easy and enjoyable. It is important to have adequate signage within the park to ensure guests know where all the facilities are located, but also to ensure that cabin numbers, etc, are highly visible.

External signage can be costly so it must be placed strategically to ensure the best use of the signs. They should also be simple and straightforward. They should display one to three hero images consisting of a view, an experience and people, or similar combination. A short 'key message' is recommended. The website address must be clear and large enough for people to read. Ideally, the signs would provide some kind of location information so that people can understand at a glance how far away the park is from where they are, especially when they're tired or have loud and irritable children in the car.

Effective road signage will help subliminally to build awareness of the park and the brand. It can also be the catalyst for people to look up the park online to see what it offers. These days, people can and will search online enroute to the destination using their smartphones.

Artwork for signage must reflect the brand. As with all visual marketing, the same theme/tone/colours/look and feel must be displayed to build up brand recognition. Often, it is not one advertisement or sign that will determine if a potential guest books their stay, but rather a combination of customer touch points in the park's marketing mix. For example, seeing a Darlington Point Riverside Caravan Park road sign after they have seen an image on Instagram, or hearing about the park from a traveller they have met and then finding it online.

This process establishes and builds the brand in a person's mind so that by the time they book to stay at the park, they feel they have a good understanding of who the park is, what is offered and what they can do when staying at the park. It is, therefore, vital to have the same 'key message' and overall look portrayed throughout all marketing, including the park's online presence.

Key Points

- Review external and internal signage with the perspective of a guest that has never been to the town or the park before.
- Carefully consider the brand when designing both internal and external signage, ensure it accurately reflects the brand and that the internal signage sits well within the park environment.
- Start with the internal signage and build up to the external signage over 24 months.

4.33 Professional Photographs/Library

According to the survey, new imagery was taken in September 2020, which is a bonus for the park's marketing. A caravan park should always invest in quality imagery. Many operators think that any good photographer will be able to achieve the images that will appear in all the park's marketing collateral and online for the next couple of years, but to stand out from the crowd, it is important to consult an expert in the industry.

Imagery needs to be added to and updated every couple of years. People notice if the images of a property have changed or been updated, and new images will continue to keep the park fresh.

It is important to find an excellent photographer, someone that specialises in accommodation inventory and location shots. They need to know how to hide lamp cords, notice when photographs need to be straightened and that there needs to be fruit in the fruit bowl. They need to provide a balance of images with and without people, and to visually create 'an experience'. They need that extra something that can see beyond just a cabin or a powered site through their lens. Look at what the big guys do; contact the industry bodies if their photographs appeal and ask for their photographer's details; ask for recommendations; research on Instagram.

Professional images are worth every dollar. Imagery or photographs are an important element in successfully marketing a brand and a product. Darlington Point Riverside Caravan Park is in the business of selling experiences and memories, not just rooms or sites. For this reason, it is vital that the imagery reflects the products (rooms/sites/games room/camp kitchens/amenities/playground, etc), in addition to the experience (views, location, local activities, beach, cafes, events, etc).

It is easier to start with a basic image library, which Darlington Point Riverside Caravan Park now has, and build from there. Images need to appeal to the target markets and should be in line with industry trends and forecasts. There should be a good mix of landscapes, views and 'experience' images. The talent in the images should represent different markets and, if possible, different cultures. Remember that these images must be suitable to use online, in print and on social media.

When people book online, they are looking for images and prices, and often they will not look for the prices if the images do not appeal, image quality is poor or there are no or minimal images reflecting the 'experience'. Prepare a clear brief for the photographer, specifying what images are required. It is vital to define the tone and feel of the images and to obtain a good mix of views and people shots. A variety of people shots is important as people like to envisage themselves in those images, having that experience. Strive to have the target markets represented by the people in the images.

Key Points

- Budget for new imagery every two to three years.
- Research photographers and find one that has a lot of experience in property or accommodation.
- Use these images for the website, social media, press releases and any advertising or campaigns.

4.34 Marketing Calendar

A marketing calendar is one of the best organisational tools that a team can have to adequately plan. Timing is everything in marketing and planning backwards from deadlines minimises rushed work and allows for more working 'on' the business rather than 'in' the business.

The team will be better equipped to schedule campaigns, deals and promotions. Scheduling print marketing and allocating a monthly budget is much more effective when it is laid out in an annual calendar. Scheduling evaluations is also important as many marketing teams skip or miss the opportunity to conduct this integral section of the plan.

4.35 Templates

Templates are a vital component of a focused, well-managed marketing plan. The use of templates reduces time, minimises confusion and creates a more streamlined process. Often businesses do not have time to create these templates and it can become overwhelming trying to get these systems in place.

It can be difficult to allocate time to establish the correct processes and procedures in a marketing department with limited resources and budget. Template packages are available that can be customised to suit the park and refine the way everything is managed. This includes project management of trade shows, social media strategy and schedules, photography briefs, customer service scripts, automated sponsorship management, award applications, media release briefs, etc.

SUMMARY

Marketing need not always be expensive. There have been many recommendations made throughout this marketing guide and many of these have been low or no cost. In the future, the park will receive a more significant marketing budget allocation. Darlington Point Riverside Caravan Park needs to prioritise marketing activities and invest in those activities that will generate results and expand the brand.

Table 2 is a summary of the prioritised marketing activities identified for Darlington Point Riverside Caravan Park.

Table 2: Summary of significant marketing recommendations for Darlington Point Riverside Caravan Park

Establish a strong and recognisable brand	Developing Darlington Point Riverside Caravan Park into a strong and successful brand will define who the park is and what it offers as a business. This is an important step in the future of the park and needs to be executed throughout all areas of marketing. Aim to relaunch the brand on completion of park developments.
Customer service standards and sales training	Set an annual timetable for staff training in customer service, sales and social media. This will strengthen the main touch points where park staff interact directly with customers. Invest in training to nourish these relationships so that staff can learn the skills to provide quality customer service and how to sell and upsell according to guest queries. During the next 12 months, at least one customer service training session should be completed.

Social media

Social media marketing (organic and paid) that integrates with a social media plan is an area that is worth investing in. Darlington Point Riverside Caravan Park needs to develop a strong content plan (or find external resources to help with this) and structure some paid marketing around the plan. Instagram and Facebook marketing does not have to cost a lot. Paid marketing will have to be planned and managed by the park. This should be designed in the content plan and include time allocated to engage with online followers. This will take time but planning and consistency is key. Begin to better understand how the platforms work. Create a social media content plan and automate as much as possible through apps. Research online how to use these apps and be creative with posts. Set goals for the next three, six and twelve months.

Print media

Print media is becoming more outdated with the emergence of new technologies, high costs and inaccurate measurement of sales. Darlington Point Riverside Caravan Park needs to keep print advertising to a minimum. Using only industry listings or collaborative regional brochures would be the best use of the park's print marketing budget. Yellow and White page listings, glossy magazines and newspaper advertising are not necessary for a park of this size or for the target markets it attracts.

Investigate environmentally sustainable practices for the park

This is an area that can elevate Darlington Point Riverside Caravan Park above its competition. Research ways in which the park can become more environmentally sustainable. Write about it in blogs, on the website, in social media, in email signatures and in press releases. Get information out into the community and keep researching what else the park can do. Aim to introduce some environmentally sustainable practices within the next 12 months.

Develop a campaign

Be creative and develop one campaign for the next 12 months and two to three campaigns the following 24 months. Collaborate with like-minded businesses such as Altina Wildlife Park. Create a buzz around the campaign and measure everything to see what has worked and how it can be improved in the future.

Attend conferences, network and research the industry

Become the expert in the field. Understand forecasted trends and develop park marketing with these trends in mind. Ask questions and identify what challenges the industry is facing. Determine how Darlington Point Riverside Caravan Park can overcome these challenges. Heavily promote it online, specifically through social media channels.

Reviews

Darlington Point Riverside Caravan Park needs to ensure it always responds to reviews, and always in a positive and timely manner. Encourage guests to post a review on TripAdvisor after their stay. Set a daily reminder to check and respond to reviews.

Trade shows	Investigate which trade show is most aligned with what Darlington Point Riverside Caravan Park offers and if the park can collaborate with any committees or other parks to reduce costs. Look at shows that competitors attend, and plan well in advance. Aim to attend one trade show in the next 24 months and two shows in the next 48 months. Start planning for shows 12 months in advance.
Regional tourism organisations and industry bodies	RTOs and industry bodies sometimes create familiarisation tours with bloggers and influencers to visit a region. This is also worth investing in. Take the time to introduce staff to these visitors, hand them a one-page profile with information about the park, the town, the Murrumbidgee River and include some quirky, memorable pieces of information. Make sure the park's contact details and social media handles (names) are included in the profile, as well as the hashtag for the park, so they can accurately tag.
Online travel agents (OTAs)	Investigate options and look at sampling a few OTAs for a trial period. Assess the data and make an educated decision about whether to continue with OTAs. Take full advantage of all their resources, connect with representatives from the OTAs and find out how the park can achieve the best results from its investment. Analyse the data provided by the OTA and make decisions based on the park for 6-12 months ahead.
Blogs, EDMs, e-newsletters	Blogs, EDMs and social media posts can all be integrated and complementary to each other. Use the information that the park writes in a blog to post a few different posts on social media. This information can also be lifted into an e-newsletter. The secret is to ensure that the blog information is informative and of interest to readers. What would park guests like to know more about? For example, how to save money while travelling, travelling with pets, and healthy eating on the road. Add these to the marketing calendar and use information across different platforms. Offer interesting and informative information. Always look at every opportunity available when making these live or distributing them to the park's network. Aim for quarterly e-newsletters and adjust according to the feedback and quality of information the park is able to provide. Introducing a blog to the website would work perfectly with a re-brand.
Metrics	Measure everything. The only way to determine the success of the park's marketing spend is to measure results against investment. Research how to best measure marketing activities and make decisions based on this information.
Implement a social media calendar and strategy	Developing a social media calendar and strategy will make posting to social media effortless and will support the overarching marketing strategy. The park should research possible collaborative efforts with influencers. Having a plan for the park's social media will provide relief for finding content and will present a more relaxed and organised page. The park needs to set some goals such as the number of followers, likes per post and engagement.

Referrals/recommendations	The relationship between the park and other regional parks and local businesses is a priority and needs to be nurtured and developed in order for other marketing efforts to flourish. This is especially important in a small community. Discussions with other local business owners will open up many opportunities.
Introduce a marketing calendar	This will create better processes and procedures (templates, etc) to minimise time spent on tasks. It will change the way the team works. It may seem like an overwhelming task, but once procedures have been refined, there will be more time to work on the business rather than in it. Set a 12-month calendar and plan backwards from event dates and deadlines.
Welcome pack	Design a presentable A5 folder containing the park map, brochure, rates, etc, to provide relevant information to guests and demonstrate how professional the park is. Maintain a consistent standard and reiterate the brand throughout. Look at ways in which this can be a unique marketing opportunity.
Online marketing and SEO	SEO is not always necessary all of the time for all businesses. However, for a caravan park that has a new brand and a new website, it is highly recommended to include it in the marketing budget, particularly in the lead up to shoulder and low-peak seasons. The park website has been successful with its initial SEO investment. A specialist consultant will be able to increase the visibility of the website, which will result in more visits and will organically increase the website's ranking in the search engine. Rather than investing further in other areas of print marketing, invest in building an online presence and SEO. This can also include having a blog on the website, third-party websites and social media. This investment should be ongoing and reviewed twice annually.
Invest further in sponsorships	Sponsorships will financially support local events, assist in increasing occupancy and enhance the community's opinion of the park, in addition to providing greater exposure for the park and the brand. Darlington Point Riverside Caravan Park should aim to sponsor three local events during the next 12 months.

5 CURRENT PARK PERFORMANCE

Murrumbidgee Council resumed management of Darlington Point Riverside Caravan in 2019, following a long-term lease to private operators. At the time the park was resumed, it was in very poor condition with significant complaints received regarding the poor standard of accommodation and amenities. The park is now operated on an interim lease to allow Council to prepare a master plan and business strategy for future upgrade and development.

To provide a detailed assessment of the performance of a caravan park, a minimum of three years' financial data would be required. Prior to the resumption of the park, the previous lessee did not use a reservation management system to record data relating to the operation of the park. As such, the only information available related to the period following resumption of the park and implementation of a reservation management system.

The current operator has provided all reports available to enable the most accurate assessment of the performance of the park. However, COVID-19 has made it difficult to provide an accurate assessment of the performance of the park due to a significant reduction in bookings and revenue.

The data used in this section of the report relates to the 2020 calendar year. At the time the reports were requested, the reservation management system had not been adjusted to remove cancelled bookings resulting from COVID-19. The reports, therefore, reflect the revenue received during the period in addition to the bookings received which were cancelled due to COVID-19. While this information is not ideal, it provides the best means of assessing the performance of the park and making assumptions regarding future performance.

Table 3 provides a breakdown of the number of sites and accommodation units for the park during the 2020 calendar year. While there are more cabins at the park, these are not deemed suitable for use by guests due to their sub-standard condition.

Table 3: Site and accommodation numbers for 2020

Type	Number
Standard cabins, ensuite	6
Workers' cabins	5
Deluxe cabins	2
Standard cabin, no ensuite	1
Powered sites	31
Unpowered sites	11
Total	56

5.1 Occupancy and Revenue

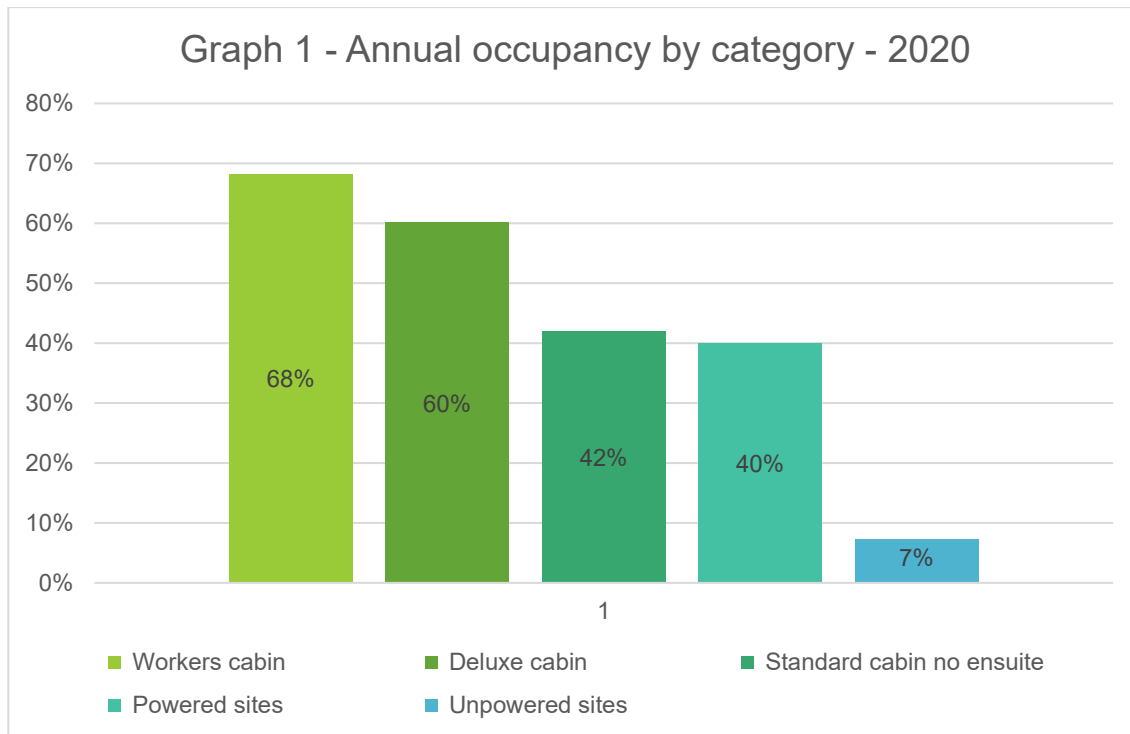
Occupancy and revenue generated by accommodation providers are key leading indicators of the financial performance of a park.

While data available for the park is limited to twelve months, we can include this data with other industry data and research to provide an overview of performance and inform assumptions for future forecasts.

Data from 2020 has been used to analyse the current performance of Darlington Point Riverside Caravan Park. Graph 1 illustrates that cabins are achieving occupancy rates between 42% and 68%, with the

standard unit cabin (with no ensuite) having the lowest occupancy and the workers' cabins the highest. It should be noted that the occupancy rate of the workers' cabins within the park is severely impacted by the condition of that accommodation, which required maintenance on the cabins on average 161 days or 44% of the year.

Graph 1 also provides occupancy statistics for sites with the occupancy of powered sites at 40% and unpowered sites at 7%.



Using information collected from participating parks across Victoria, the average occupancy for cabins and sites is provided in Table 4:

Table 4: Accommodation statistics for Victoria 2020

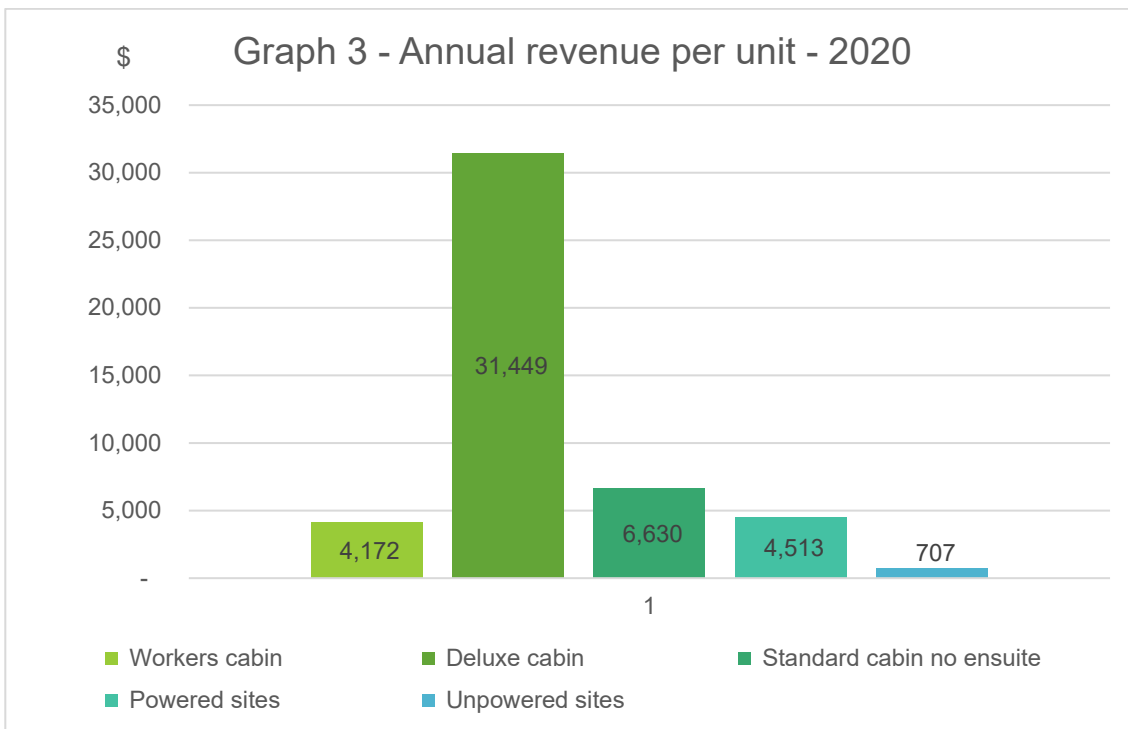
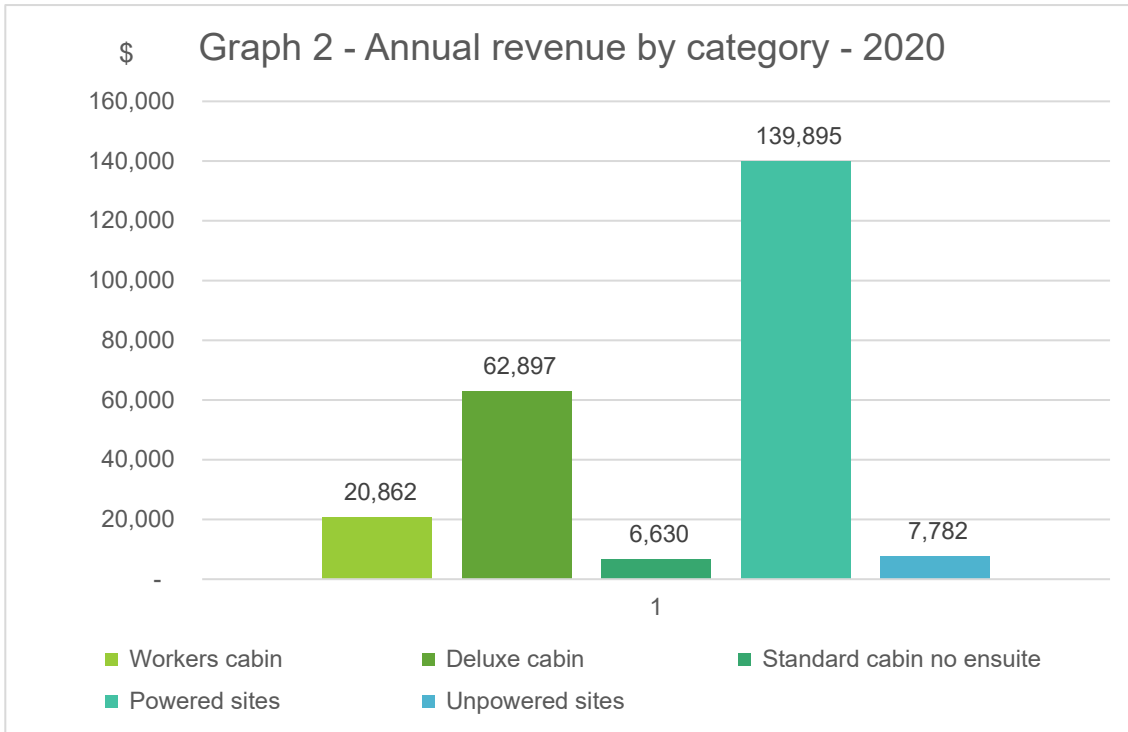
Type	2020
Cabins	42%
Powered sites	39%
Unpowered sites	9%

Source: Caravan stats, Caravan Industry Association of Australia

Using the information from Table 4 and Graph 1, it is evident that demand for cabins and powered sites at Darlington Point Riverside Caravan Park is above average, with unpowered sites below average. However, as noted previously, the poor condition of the park and accommodation significantly impacts the figures for the workers' cabins, which are let at very low rates to generate revenue for the park. The performance of the deluxe cabins is a better indication of performance as they have less maintenance days and tariffs are more consistent with industry trends.

Graph 2 illustrates the financial return from each cabin and site category as a contribution to total revenue. While the revenue per category provides one indication of the financial performance of the park, it is not until we analyse the revenue per cabin or site for each category that we are able to determine the

performance of individual types of accommodation. Graph 3 provides the revenue on a per cabin/site basis, with Graph 4 illustrating the REVPOR (revenue per occupied room) or average daily rate for each category. Drawing DP-01 provides a visual analysis of the performance of each site. This plan illustrates the performance of sites and accommodation in context with their location and proximity to amenities and attractions.



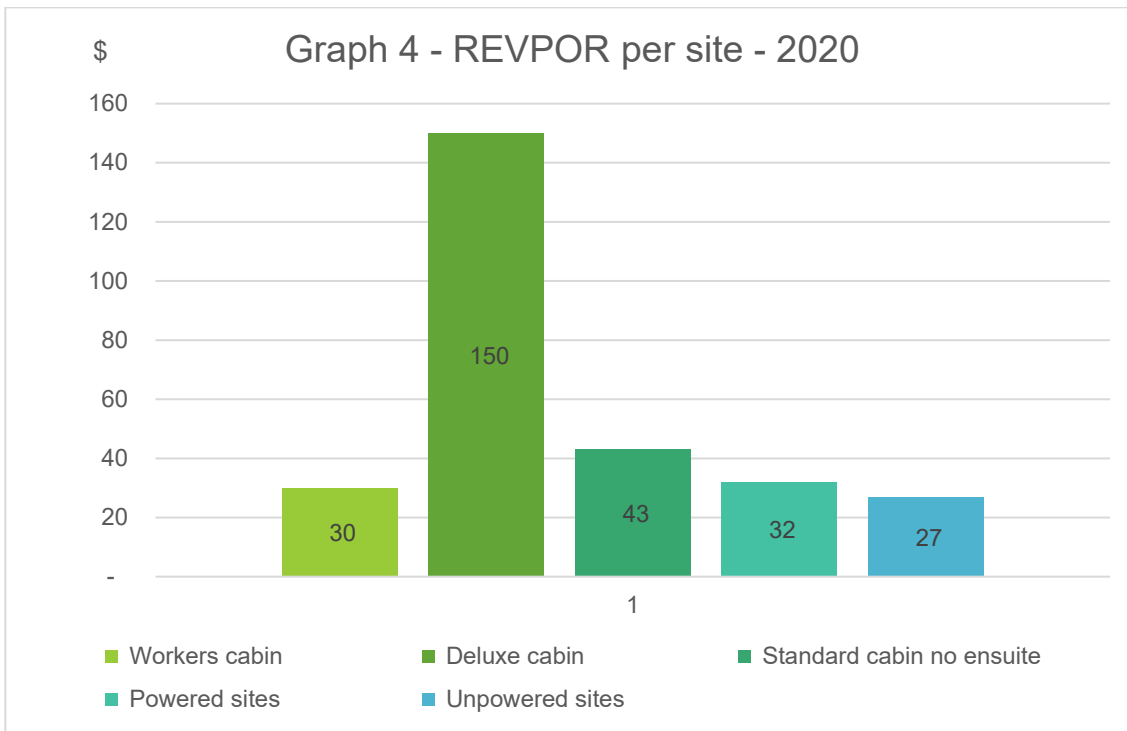


Table 5: REVPOR statistics for Victoria 2020

Type	2020
Cabins	\$143
Powered sites	\$49
Unpowered sites	\$46

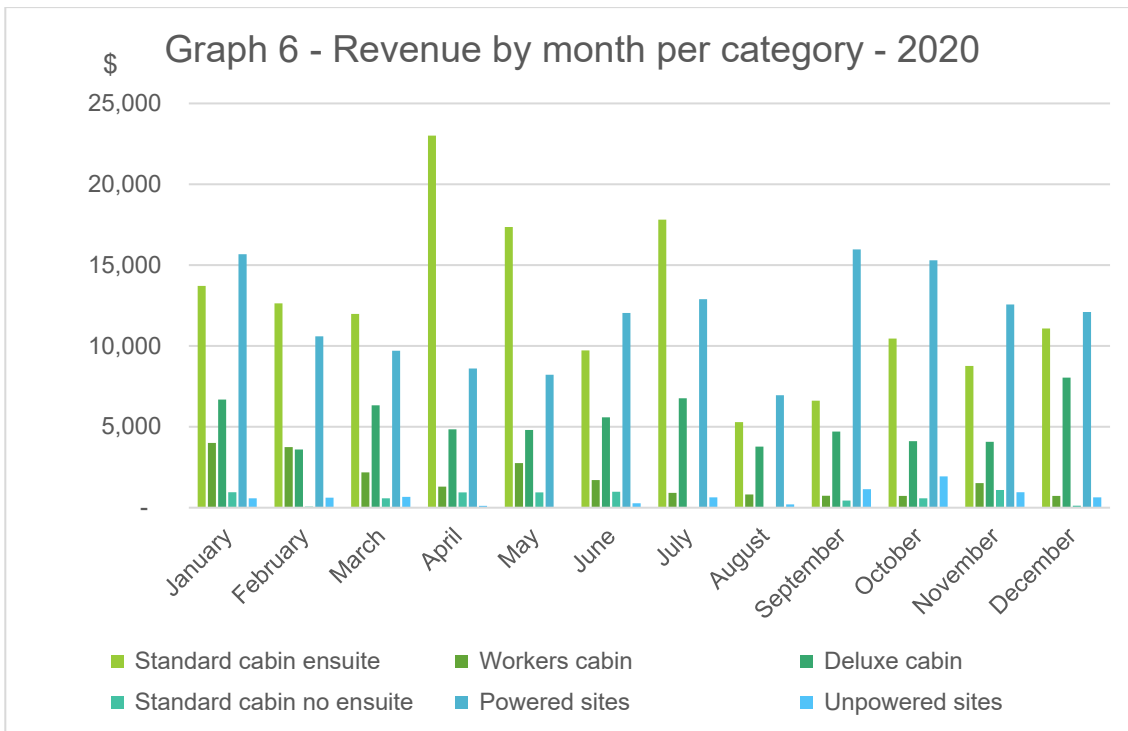
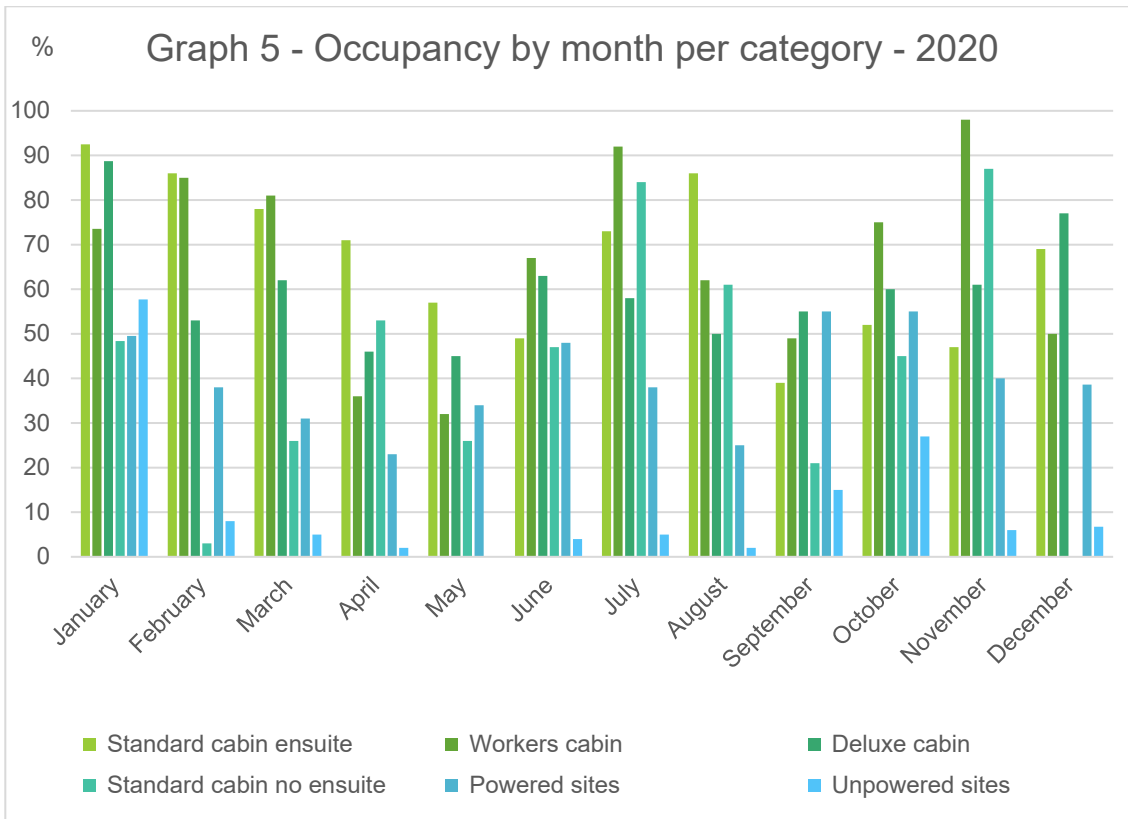
Graph 2 illustrates that powered sites are the greatest contributor to the total revenue of the park as a category, with Graph 3 illustrating the revenue generating capacity of the deluxe cabins on a per unit basis. It should be noted that while these cabins are described as deluxe for this park, they fall well short of what the industry considers a deluxe cabin. However, they still exceed the average REVPOR for cabins across the state. While the workers’ cabins generate minimal revenue, the occupancy and REVPOR demonstrate that a section of the market is very price sensitive.

The average daily price received for a powered site at Darlington Point Riverside Caravan Park is significantly less (35%) than the average across the state. This is attributable to the general condition and offering of the park. The site revenue plan (Drawing DP-01) demonstrates the demand for sites in locations within easy access to amenities and close to the river. The redevelopment of the park combined with a strong marketing strategy will make the park attractive to the many travellers using the significant road networks of the area.

The performance of unpowered sites is typical of many parks. They are mainly used during peak holiday seasons in warmer months by families and larger groups. However, as they are unpowered and limited to tents and camper trailers, there is no demand from the travellers (typically, nomads) during the cooler months.

Graphs 5 and 6 illustrate the movement of occupancy and yield on a monthly basis. The graphs demonstrate the better performance of the park in the school holiday periods of Christmas, Easter and September for the deluxe cabins, powered and unpowered sites. The ensuite cabins, workers’ cabins and standard cabin (with

no ensuite) reflect demand from workers who require accommodation at varying times of the year. However, the graphs demonstrate the potential demand for powered sites and better accommodation at the park following redevelopment as these have consistent demand during the off-peak seasons in addition to high demand during holiday seasons.



5.1.1 Accommodation Mix

Darlington Point Riverside Caravan Park currently operates with 56 sites. Table 6 provides a breakdown of the total revenue for these site uses for 2020 (exclusive of GST).

Table 6: Total revenue for site uses 2020

Type	Number	% of total	2020		
			Value \$	% of total	Value \$ per site
Cabins	14	25	237,300	62	16,950
Powered sites	31	55	139,900	36	4,513
Unpowered sites	11	20	7,800	2	709
Total	56	100	385,000	100	

From the information in Table 6, it is evident that unpowered sites are the lowest yielding portion of the park, which is typical of most caravan parks. The poor performance of the park in general, and sites specifically, can be attributed to the presentation of the park, the lack of amenities and the lack of marketing over a long period of time.

Balancing the mix of accommodation choices is an important aspect of maximising financial return. The recommended park redevelopment includes a larger number of sites that can cater for the inclusion of accommodation and powered sites to meet all markets at all times of the year. Camp sites are included with services – water, sewer and power to provide for occupancy during off-season periods.

6 SITE ANALYSIS

6.1 Overview

Darlington Point Riverside Caravan Park and Town Beach Reserve occupy an area of approximately 4 hectares on the banks of the Murrumbidgee River and across the river from the township of Darlington Point. The lands have a prominent location on the eastern gateway into Darlington Point and on the southern side of Kidman Way. The caravan park is located on a small parcel of Council owned land that is surrounded by foreshore Crown reserve lands to the east, west and south. Town Beach, which is a popular riverbank beach, and a public boat ramp are located on the western side of the caravan park. Town Beach and the caravan park are both accessed from a single road off Kidman Way. A Lions Club picnic and barbecue shelter and fish cleaning table are also located adjacent to the boat ramp.

Figure 33: Aerial view of Darlington Point Riverside Caravan Park



6.1.1 Caravan Park

Darlington Point Riverside Caravan Park has 56 sites, consisting of 14 cabins, 31 powered sites and 11 camp sites. The powered sites are flat and easily accessed, but most of the cabins are in poor condition including eight that are no longer available for rental. There are also several built structures, including two masonry amenity blocks, a barbecue shelter, and a building with park office below and manager's residence above.

Several issues need to be addressed as part of the redevelopment of the caravan park, and they are as follows:

- The caravan park is located mostly on Council owned land but encroaches onto adjacent Crown land in several areas. A draft plan of management for the adjacent Crown land has identified an area that the caravan park can occupy beyond the Council owned lot.
- The entire park is impacted by flooding. Indicators on the amenities building wall show recent floodwater heights more than one metre above natural ground level. The existing manager's residence has been installed at the historic high flood level of 1974.

- There is some traffic noise from Kidman Way and the bridge approaches, which should be screened if possible.
- The river red gum forest on the caravan park and adjacent Crown land poses a potential bushfire hazard and a safety risk from falling branches.
- The distinction between access to the caravan park and the public recreation areas is not clear. Signage at the entry would improve this.
- The existing tourist cabins and the manager's residence are at the end of their economic life.

The park entry is located beneath a section of the old Darlington Point bridge, which was relocated to its current site with the opening of the new road bridge across the Murrumbidgee River in 1979. The metal structure forms an impressive entrance into the caravan park.

Figure 34: Old Darlington Point bridge at park entry



There are no boom gates to control access into the park, and the reception/manager's residence building is in poor condition. There is a small shed for maintenance equipment beside the residence building. There is no formal check-in bay, visitor car parking is not well defined, and landscaping and signage at the park entrance could also be improved.

Figure 35: Elevated manager's residence with park office below



There are 14 existing cabins in the park, all of which are in very poor condition. At least eight are in such poor condition that they can no longer be used for guest accommodation. They are in the centre of the park, adjacent to the main amenities building. The sites are flat and would be well suited to future use as caravan sites.

Figure 36: Existing cabin precinct



There are two existing amenity buildings in the park. These are brick buildings on a concrete slab and have withstood flood inundation on several occasions. They are well located to service the park and appear structurally sound. They can be renovated to continue to provide amenities for the redeveloped caravan

park. The central amenities building provides four toilets and four showers for both male and female guests, and the southern amenities building provides two toilets and two showers for both male and female guests. There are currently no accessible amenities in the caravan park. These will have to be provided in the redevelopment. These facilities, combined with the addition of an accessible bathroom can service up to 100 sites.

Figure 37: Central amenities building with laundry in the centre



Figure 38: Southern amenities building with laundry in the centre



The central area of the park provides 18 powered caravan sites, including four drive-through sites beneath established plane trees, which are very popular. The southern area provides 12 powered sites and

11 unpowered camp sites. These are located beneath established river red gum trees and are also very popular. There is an open campfire with views over the river in the camping area and log seating for groups.

Figure 39: Central powered sites and drive-through sites beneath plane trees



Figure 40: Southern camp sites



6.1.2 Town Beach Reserve

Town Beach is a popular recreation area for locals and visitors to Darlington Point. The reserve provides a boat ramp with a Lions picnic shelter, a barbecue and a fish cleaning table at the top of the ramp. There is

a sealed access road to an informal car parking area above Town Beach. Most of the area is used for car parking and vehicle access, and there is no grassed recreation space adjacent to the beach.

Several issues need to be addressed as part of the redevelopment of the Town Beach Reserve, and they are as follows:

- Lack of any recreation area adjacent to Town Beach, with excessive space allocated for vehicle access and car parking.
- Overgrown, eroding and weed infested river foreshores from the caravan park around to the boat ramp and bridge.

Figure 41: Boat ramp and Lions shelter beside Kidman Way bridge

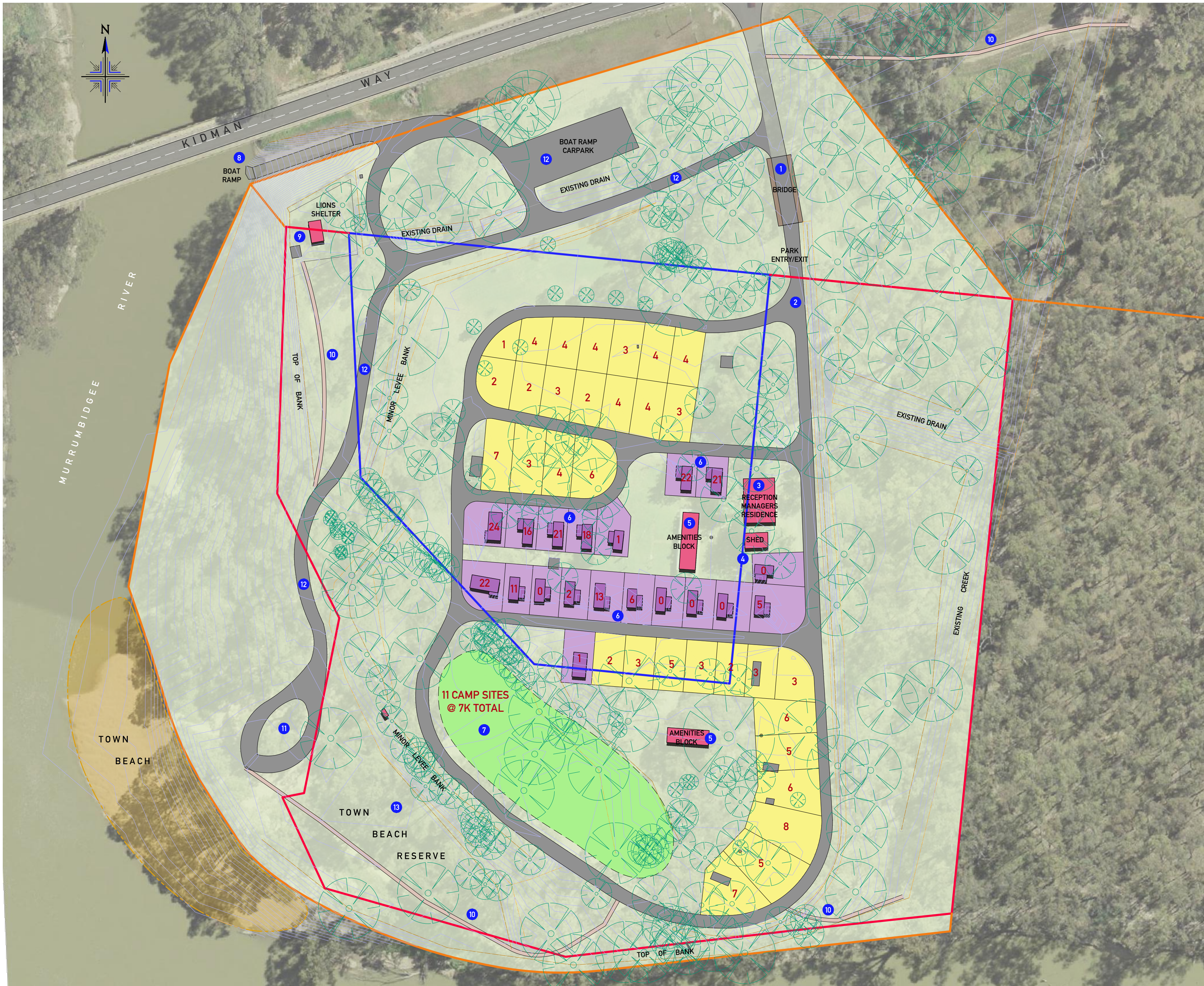


Figure 42: Fish cleaning table and grassed area beside Lions shelter



Figure 43: Car parking area adjacent Town Beach; new boat ramp and pontoon across river





CARAVAN PARK PRECINCT:

- 1 OLD DARLINGTON POINT BRIDGE
- 2 PARK ENTRY & LAY-BY
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED
- 5 AMENITY BUILDINGS
- 6 CABIN SITES
- 7 CAMPING AREA
- 8 BOAT RAMP
- 9 LIONS SHELTER
- 10 FORESHORE WALKING TRACKS
- 11 VEHICLE TURNAROUND
- 12 ACCESS ROAD & CAR PARKING
- 13 TOWN BEACH RESERVE

KEY:

- 3 ANNUAL SITE REVENUE FOR 2020 CALENDAR YEAR TO NEAREST THOUSAND DOLLARS
- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

EXISTING SITE ALLOCATION:

- 19 CABIN SITES
- 31 POWERED SITES
- 11 CAMP SITES
- 61 TOTAL**

6.2 SWOT Analysis of Caravan Park and Town Beach Reserve

A SWOT analysis identified the following strengths, weaknesses, opportunities and threats for the park:

Strengths:

- The caravan park has direct frontage and access to the Murrumbidgee River.
- The park is accessible from the regional centres of Wagga Wagga, Griffith and Leeton.
- The park is located adjacent to riverside open space, Town Beach and a boat ramp.
- Walking distance to Darlington Point main street, shops, pub, club and cafes.
- The park is mostly flat, making for easy site access.
- There are significant established trees throughout the park and surrounds.

Weaknesses:

- The park lies within the Murrumbidgee River flood zone.
- Existing roads, facilities and amenities are old and in poor condition.
- Existing cabin accommodation is inadequate and in very poor condition.
- Communal facilities are not up to current tourist guest expectations – no camp kitchen.
- There are no recreation facilities provided in the park.
- There is no tourist accommodation overlooking the river.
- Large existing river red gum trees can drop branches, creating safety issues.
- Pathway connections along the river foreshore and into town have not been developed.

Opportunities:

- Identify areas beyond the current caravan park footprint for potential park expansion.
- Develop a compliant and functional park layout that optimises site usage.
- Provide clear delineation between the caravan park and adjacent public reserve areas.
- Provide high quality facilities and tourist accommodation in high value areas of the park.
- Provide recreational facilities to attract families to the park.
- Provide improved caravan park entry facilities including reception, visitor parking and check-in bay.
- Provide a new park management and operations precinct near the park entry.
- Provide a variety of caravan and camping sites that are large with durable surfacing.
- Integrate the caravan park with Town Beach Reserve, adjacent Crown lands and the town centre.
- Improve recreational amenity for Town Beach Reserve.
- Retain river red gums and other established trees, where possible.

Threats:

- Impact of flood events.
- Potential impacts from bushfire hazard assessment.
- Ability to remove river red gum trees, if required.
- Ability to fund the redevelopment.
- Operating the business within a local government administrative framework.

7 DESIGN RESPONSE

7.1 Introduction

The tourism data in this report signals a positive outlook for tourist growth in Darlington Point and the Riverina region generally. This is supported by destination management planning, which has identified significant tourism investment for the region. The potential to provide for the family holiday market and to develop a strong environmental focus with the river creates opportunities for future tourism growth. The value of the Australian dollar and uncertainty overseas following recent world events are making overseas travel for locals less attractive. The combination of these factors will result in growing demand for accommodation options within the Riverina region.

The following drawings are included in this report:

Drawing DP-01: Existing and Site Revenue Plan

Drawing DP-02: Proposed Master Plan

Drawing DP-03: Proposed Staging Plan

Drawing DP-04: Precinct Improvement Plan

Information from the following sources has been used to develop the Proposed Master Plan for Darlington Point Riverside Caravan Park:

- Tourism data included earlier in this report.
- Information provided by Murrumbidgee Council councillors and staff.
- SWOT analysis for the park.
- Detailed site analysis of the park.
- Industry experience and expertise of Integrated Site Design management and staff.

The broad design principles used to guide the preparation of the Proposed Master Plan are set out below:

- Clearly delineate the caravan park boundaries from adjacent public reserve areas.
- Identify areas for caravan park expansion that are permitted by the plan of management for the Crown land.
- Provide a functional caravan park layout, efficient internal circulation and optimal site usage
- Provide recreational and communal facilities.
- Provide large sites and a variety of tourist accommodation options.
- Identify premium areas of the park for tourist cabin accommodation.
- Utilise existing infrastructure within the caravan park where practicable.
- Establish a new operations and management precinct near the park entry.
- Upgrade existing amenity buildings and provide a new camp kitchen and barbecue shelter.
- Provide strong connections to the town centre, river foreshores and other town facilities.
- Encourage continuous public access along the river foreshore.
- Provide for enhancement of the Town Beach Reserve area.
- Ensure future regulatory compliance throughout the park.
- Retain existing quality vegetation, where possible.

The following tables identify how the Proposed Master Plan responds specifically to current tourism industry trends, the SWOT analysis, environmental constraints and preliminary consultation.

7.2 Design Response to Tourism Industry Trends

Industry Trend	Design Response
<p>Larger family groups are holidaying together and looking for opportunities to stay together. Intergenerational holidays are becoming more common.</p>	<p>Grouping of cabins, ensuite sites, caravan sites and camping sites will allow extended family groups to stay together. A variety of cabin types will be provided as new cabins are installed. New recreation and communal facilities will attract groups where they can stay close to each other and socialise together.</p>
<p>Provision of accessible accommodation/facilities as the number of elderly guests and people with disabilities increases.</p>	<p>All park communal buildings should be accessible. A new accessible amenities building will be provided. Accessible cabin/s should also be provided.</p>
<p>There is a growing expectation for high quality facilities as an essential part of the holiday experience. Facilities that are in demand include:</p> <ul style="list-style-type: none"> • Swimming pools • Camp kitchens • Playgrounds and children's activities • New/clean amenities • Wi-fi • Pay TV • Large screen TV/cinema • Barbecue facilities 	<p>The new camp kitchen will include all cooking facilities, large screen TV and lounge facilities, and will be the focal point for social activity in the park.</p> <p>The new recreation precinct will include a splash pad and playground for families.</p> <p>The southern precinct will provide a new barbecue shelter, fire pit area and river viewing deck.</p> <p>Renovated amenity buildings will provide clean, functional and accessible facilities.</p> <p>Wi-fi will be available throughout the park and Pay TV to all cabins.</p> <p>USB charging points will be provided wherever possible.</p> <p>The park will also have access to a range of adjacent recreation facilities including the following:</p> <ul style="list-style-type: none"> • Darlington Point community pool – a use arrangement between the park and the pool should be established. • Town Beach Reserve, the boat ramp, Lions shelter and foreshore recreation areas. • Pathways providing access to the Rotary playground, town centre facilities and along the river foreshore.
<p>Increased safety and security.</p>	<p>The park boundary will be clearly defined by landscaping. Remote cameras can be installed in the main communal areas and at entry points. All vehicle access to the park will be through the main entry and controlled by boom gates.</p>
<p>Multiple use of larger cabins.</p>	<p>Larger three-bedroom cabins with a duplex or dual key configuration could be considered in future cabin installation programs to allow for multiple use. Provision of studio cabins with dual key should also be considered.</p>
<p>Increased demand for the provision of activities, programs and events as part of the holiday experience.</p>	<p>A range of guest experiences and activities should be offered. The camp kitchen building will provide a venue for social activities, programs or events, complementing the new recreation precinct and adding to the holiday experience.</p>

7.3 Design Response to SWOT Analysis

Strengths	Design Response
The caravan park has direct frontage and access to the Murrumbidgee River.	Use of the river frontage has been optimised with high value cabins overlooking the river and a river viewing deck allowing all park guests to enjoy the river outlook. Future marketing and branding for the park can draw heavily on the riverfront location.
The park is accessible from the regional centres of Wagga Wagga, Griffith and Leeton.	The park can provide for local domestic tourism and is designed to optimise riverside caravan and camping opportunities, taking advantage of the natural setting. Regional attractions such as Altina Wildlife Park and Whitton Malthouse will also play a large part in marketing and promotion strategies. The park will be a convenient accommodation base for weekend getaways, food/wine trips or other day trips.
The park is located adjacent to riverside open space, Town Beach and a boat ramp.	Town beach will be enhanced and the reserve upgraded to allow people to spend more quality time in these areas. New park furniture and the boat ramp will also enhance the visitor experience.
Walking distance to Darlington Point main street, shops, pub, club and cafes.	The convenience of the location and improved connections to the town centre, riverbank walks and local heritage will all be a large part of marketing and promotion strategies.
The park is mostly flat, making for easy site access.	Large, flat sites that are easy to access are what the caravan and camping community are looking for. Synthetic grass pads or slabs also improve the experience and provide durability.
There are significant established trees throughout the park and surrounds.	The strong natural character of the riverside location will be maintained and enhanced. Existing vegetation that is in good condition will be retained wherever possible, and additional landscaping with locally occurring native species will further enhance the overall landscape amenity.

Weaknesses	Design Response
The park lies within the Murrumbidgee River flood zone.	Existing amenity buildings to be upgraded are slab on ground masonry construction and designed to withstand periodic inundation. The new camp kitchen and barbecue shelter will be of similar construction. The new manager's residence and cabins will be relocatable buildings and will be installed at levels to minimise the incidence of flood inundation. Floor levels for all new structures will be determined by more detailed flood information.
Existing roads, facilities and amenities are old and in poor condition.	Existing roads will be resurfaced, and the two amenity buildings will be upgraded. All other buildings will be removed and replaced. Services will be replaced as required.
Existing cabin accommodation is inadequate and in very poor condition.	All existing cabin accommodation will be removed and replaced with new.
Communal facilities are not up to current tourist guest expectations – no camp kitchen.	Amenity buildings will be renovated, and a new camp kitchen will be provided to meet current market expectations.

Weaknesses	Design Response
There are no recreation facilities provided in the park.	A new recreation precinct, including a splash pad and playground, is proposed within the park. New paths will provide access to the Rotary playground and the Darlington Point pool.
There is no tourist accommodation overlooking the river.	New tourist cabins overlooking the river are proposed.
Large existing river red gum trees can drop branches, creating safety issues.	Sites below existing river red gums within the park have been minimised, and a regular inspection and monitoring program must be established to manage risk.
Pathway connections along the river foreshore and into town have not been developed.	The proposal provides for numerous access points from the park onto adjacent riverfront reserves and the establishment of a new connection over the bridge into town.

Opportunities	Design Response
Identify areas beyond the current caravan park footprint for potential park expansion.	The proposed park footprint utilises the existing Council owned land parcel and areas within the general community use zone identified in the draft plan of management for Crown land. Use of the additional area has been optimised, with the main expansion into a largely cleared area along the eastern side of the current entry road. A new park reception and management precinct and elevated cabin accommodation will occupy this area.
Develop a compliant and functional park layout that optimises site usage.	The proposed layout makes best use of the available land for accommodation purposes. It provides an efficient and connected road layout, and there are no dead-end roads. All proposed sites are easily accessed and above standard industry size, to cater for current and future demands. Site access is controlled at the single entry point.
Provide clear delineation between the caravan park and adjacent public reserve areas.	Single point of entry beneath the old bridge with improved signage and perimeter landscaping will clearly define the extent of the caravan park.
Provide high quality facilities and tourist accommodation in high value areas of the park.	Quality tourist accommodation is proposed in the high value areas of the park overlooking the forest and the river. Amenity buildings will be renovated and all other buildings will be new. Two hubs for social activity will be established around the amenity buildings and recreation facilities.
Provide recreational facilities to attract families to the park.	The new recreation precinct will include a splash pad and playground for families.
Provide improved caravan park entry facilities including reception, visitor parking and check-in bay.	Formalised visitor car parking and check-in bay is proposed. The caravan park entrance beneath the old bridge will provide clarity and opportunity for identity signage.
Provide a new park management and operations precinct near the park entry.	A new park reception and management/operations precinct is proposed at the park entry.
Provide a variety of caravan and camping sites that are large with durable surfacing.	Large, flat sites, over half with concrete slabs or synthetic grass pads are proposed. Ensuite sites and drive-through sites are also provided. Camp sites are also large, flat and easy to access.

Opportunities	Design Response
Integrate the caravan park with Town Beach Reserve, adjacent Crown lands and the town centre.	The proposal provides for numerous access points from the park onto adjacent riverfront reserves and Town Beach, and for the establishment of a new connection over the bridge into town.
Improve recreational amenity for Town Beach Reserve.	The proposal provides for a significant upgrade to Town Beach and the adjacent reserve. Vehicle access to Town Beach will be moved away from the riverbank to provide a riverside recreation area, with car parking provided further back along the roadway. New park furniture will also enhance recreational use of the space.
Retain river red gums and other established trees, where possible.	The strong natural character of the riverside location will be maintained and enhanced. Existing vegetation that is in good condition will be retained wherever possible, and additional landscaping with locally occurring native species will further enhance the overall landscape amenity.

Threats	Design Response
Impact of flood events.	Existing amenity buildings to be upgraded are slab on ground masonry construction and designed to withstand periodic inundation. The new camp kitchen and barbecue shelter will be of similar construction. The new manager's residence and cabins will be relocatable buildings and will be installed at levels to minimise the incidence of flood inundation. Floor levels for all new structures will be determined by more detailed flood information. A flood warning and management protocol should be developed for the park.
Potential impacts from bushfire hazard assessment.	A review of bushfire threat may impact the type and placement of new accommodation or establishment of new sites. A Bushfire Report will be required to assess the proposed development.
Ability to remove river red gums, if required.	Removal of existing river red gums has been minimised in the proposed layout. Approvals for tree removal will be gained where required. There is opportunity to plant replacement or additional trees, if required, away from potential future conflicts.
Ability to fund the redevelopment.	A detailed financial model has been developed, identifying all capital expenditure and loan funding required. Detailed conservative estimates of income and expenditure have been included with forecast profits funding future loan repayments.
Operating the business within a local government administrative framework.	The operation of the park needs to be on sound business principles. The benefits it provides to the community and the local economy need to be communicated.

7.4 Design Response to Environmental Issues

The key environmental considerations of the Proposed Master Plan are addressed below.

Environmental Issues	Design Response
Flood inundation	The entire caravan park is affected by flood inundation. The floor level of existing amenity buildings is below the flood planning level and provides convenient access. These buildings are constructed of flood compatible materials and designed to withstand periodic inundation. The new camp kitchen and barbecue shelter will be of similar construction. New cabins and the manager's residence will be relocatable buildings and will be installed at levels to minimise the incidence of flood inundation. Floor levels for all new structures will be determined by more detailed flood information.
Bushfire hazard	Bushfire hazard may impact the type and placement of new accommodation or establishment of new sites. A Bushfire Report specific to the proposal will be required to assess the proposed development.
Energy efficiency	Energy use will be minimised wherever possible. Use of solar energy wherever feasible, high efficiency hot water systems and solar lighting and LED light fittings will be utilised where possible.
Vegetation management	The existing river red gums throughout the park will be retained wherever possible. A landscape master plan will be informed by existing vegetation assessments to use locally occurring native species that will enhance existing biodiversity values. Native plant species will be used in landscaping throughout all areas of the park to improve amenity. Weed control programs will be implemented to manage invasive species.

8 PRELIMINARY MASTER PLAN

8.1 Design Features

The Proposed Master Plan for Darlington Point Riverside Caravan Park and Town Beach Reserve contains the following design features:

Darlington Point Riverside Caravan Park

- Expanded caravan park footprint providing a total of 104 sites.
- A new park entry precinct comprising signage, visitor car parking, check-in bay and boom gates.
- New park management/operations precinct with new reception building, manager's residence and maintenance shed and yard.
- New recreation and communal precinct including a splash pad, playground and camp kitchen.
- Landscaped boundaries between the caravan park and the adjacent public reserve lands.
- Fifteen (15) new tourist cabin sites overlooking the forest and river.
- Four (4) new studio units along the northern boundary of the park.
- Sixty-six (66) powered caravan sites – 46 with concrete slabs or synthetic grass pads.
- Four (4) large ensuite sites.
- Fifteen (15) powered camp sites at the southern end of the park.
- Upgrade of both existing amenity buildings.
- New barbecue shelter and river viewing deck.
- Retention of existing trees to maintain visual amenity, shade and natural character.
- Access paths to Town Beach, the boat ramp and town centre.

Town Beach Reserve

- Upgraded road access, relocated turning head and additional car parking for Town Beach Reserve.
- Expanded and upgraded public recreation area behind Town Beach.
- Provision of new park furniture to improve recreational amenity.
- Provision of new public toilet and pad for food vans.
- Provision of constructed pathways along the riverbank.
- Retention of river red gum trees within the public open space areas.

8.1.1 Recreation Facilities

One of the key objectives of Council is to achieve a holiday park with a wide range of recreation facilities to attract a wider range of guests, in particular families. The master plan includes a splash pad and playground in a central facility. A camp kitchen is in close proximity to provide a central gathering space and a place for parents to supervise their children.

Other facilities were considered, however the minimal available land area limits further opportunities and would result in a reduction of sites and/or accommodation, placing further pressure on the revenue generating capacity of the park.

Below is a list of other activities that were considered and the land area required to provide the facility:

Facility	Land area required
Swimming pool	15 x 15 min (225 m ²)
Jumping pillow	13 x 15 min (195 m ²)
Mini golf	20 x 15 min (300 m ²)
Water park	20 x 15 min (300 m ²)
Tennis court	34 x 17 min (578 m ²)
Basketball court	34 x 17 min (578 m ²)
Indoor games room	12 x 10 min (120 m ²)



CARAVAN PARK PRECINCT:

- 1 PARK ENTRY & LAY-BY
- 2 VISITOR CAR PARKING
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED & COMPOUND
- 5 CAMP KITCHEN
- 6 AMENITY BUILDINGS
- 7 BBQ SHELTER
- 8 RIVER VIEWING DECK
- 9 ELEVATED CABIN / TENT SITES
- 10 SPLASH PAD
- 11 PLAYGROUND
- 12 ENSUITE/CONCRETE SLAB SITES
- 13 SYNTHETIC GRASS/CONCRETE SLAB SITES
- 14 STUDIO UNITS

TOWN BEACH RESERVE PRECINCT:

- 15 BOAT RAMP
- 16 LIONS SHELTER
- 17 NEW PUBLIC TOILET
- 18 PROVISION FOR FOOD VAN
- 19 FORESHORE WALKING TRACKS
- 20 NEW VEHICLE TURNAROUND
- 21 UPGRADED ACCESS ROAD & CAR PARKING
- 22 UPGRADED TOWN BEACH RESERVE - PICNIC SHELTERS, BBQ'S & LANDSCAPING
- 23 LANDSCAPING TO CARAVAN PARK BOUNDARY
- 24 RIPARIAN VEGETATION, WEED REMOVAL & BUSH REGENERATION

KEY:

- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

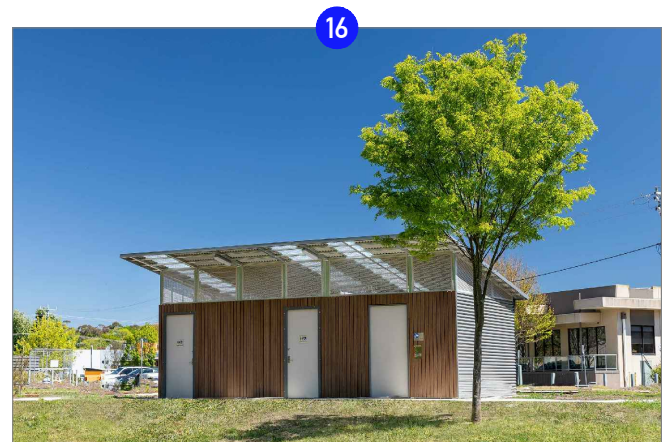
PROPOSED SITE ALLOCATION:

- 15 ELEVATED TOURIST CABINS
 - 4 STUDIO UNITS
 - 66 SHORT-TERM SITES
 - 6 DRIVE-THRU SITES
 - 4 ENSUITE SITES
 - 15 CAMP SITES
-
- 104 T O T A L
-
- 7 VISITOR PARKING



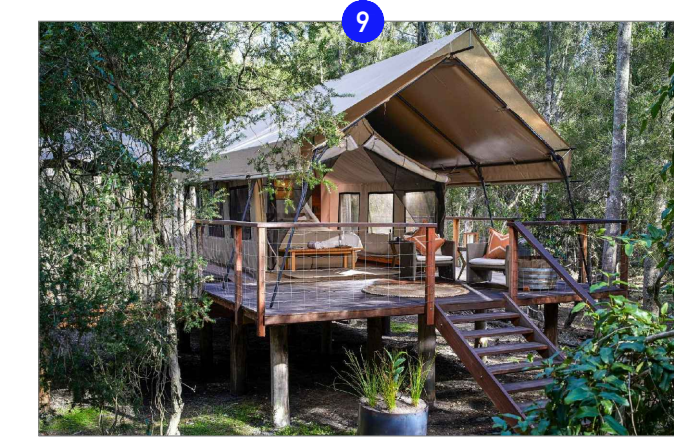
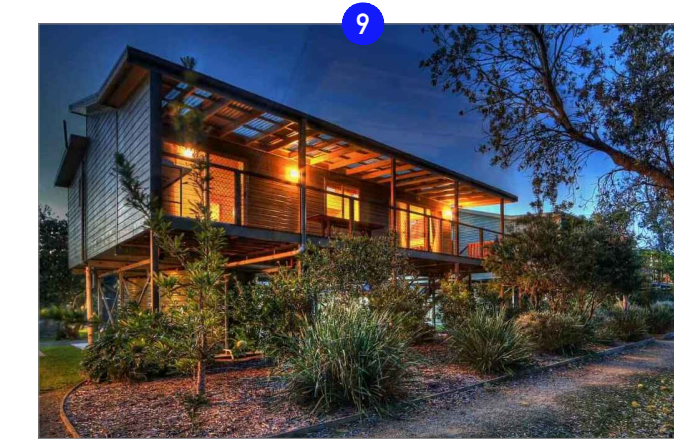
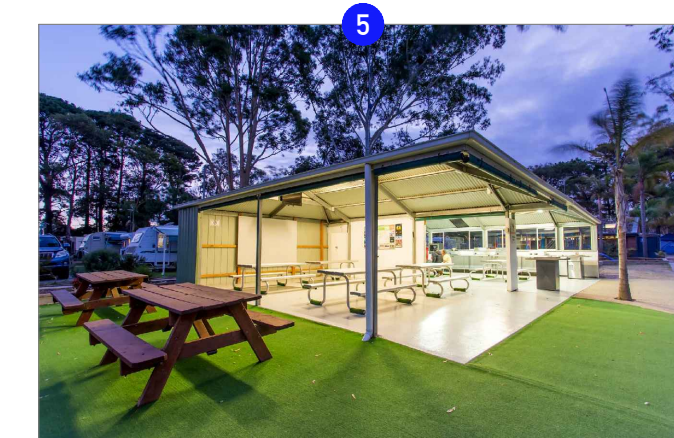
TOWN BEACH RESERVE PRECINCT:

- 15 BOAT RAMP
- 16 LIONS SHELTER
- 17 NEW PUBLIC TOILET
- 18 PROVISION FOR FOOD VAN
- 19 FORESHORE WALKING TRACKS
- 20 NEW VEHICLE TURNAROUND
- 21 UPGRADED ACCESS ROAD & CAR PARKING
- 22 UPGRADED TOWN BEACH RESERVE - PICNIC SHELTERS, BBQ'S & LANDSCAPING
- 23 LANDSCAPING TO CARAVAN PARK BOUNDARY
- 24 RIPARIAN VEGETATION, WEED REMOVAL & BUSH REGENERATION



CARAVAN PARK PRECINCT:

- 1 PARK ENTRY & LAY-BY
- 2 VISITOR CAR PARKING
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED & COMPOUND
- 5 CAMP KITCHEN
- 6 AMENITY BUILDINGS
- 7 BBQ SHELTER
- 8 RIVER VIEWING DECK
- 9 ELEVATED CABIN / TENT SITES
- 10 SPLASH PAD
- 11 PLAYGROUND
- 12 ENSUITE/CONCRETE SLAB SITES
- 13 SYNTHETIC GRASS/CONCRETE SLAB SITES
- 14 STUDIO UNITS



8.2 Detailed Cost Estimates and Staging

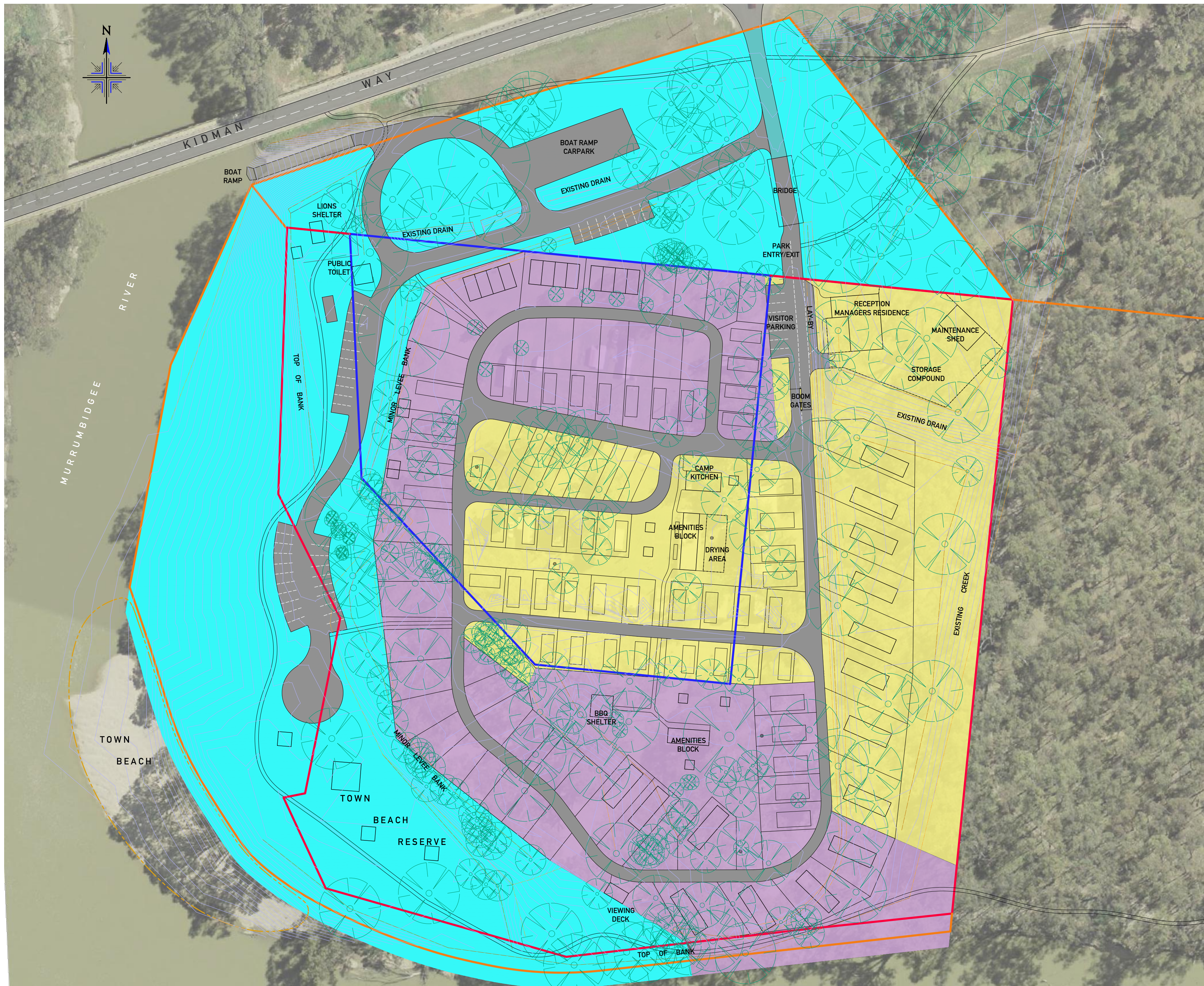
Table 7 provides estimates of cost for the upgrade of the park and recommended staging for implementation.

Table 7: Darlington Point Riverside Caravan Park capital works program

Project	Unit	Rate	Qty	Total
DETAILED DESIGN & PRELIMINARIES				
Detailed civil design – services, roads and drainage				\$50,000
Detailed electrical design				\$30,000
Detailed plans for upgrade of two amenity buildings				\$20,000
Detailed plans and elevations for a new camp kitchen building				\$15,000
Plans and elevations for three new tourist cabin buildings/eco tent structures				\$30,000
Plans and elevations for new ensuite buildings				\$5,000
Landscape master plan for park				\$10,000
Preparation of documentation for Part 4 or Part 5 assessment				\$15,000
Tender preparation and procurement				\$20,000
Sub-total for Detailed Design				\$195,000
Contingency allowance @ 10%				\$19,500
TOTAL FOR DETAILED DESIGN				\$214,500
STAGE 1 – TOWN BEACH RESERVE PRECINCT				
Widen roads to 6 metres, reconstruct turning head and construct new car parking areas	m ²	\$100	2,500	\$250,000
Clear, level and turf Town Beach Reserve area	m ²	\$40	8,000	\$320,000
Install new park furniture and landscaping	ea	\$150,000	1	\$150,000
Install new public toilet and serviced pad for food vans	ea	\$150,000	1	\$150,000
Sub-total Town Beach Reserve				\$870,000
Project management @ 5%				\$43,500
Contingency allowance @ 10%				\$87,000
TOTAL TOWN BEACH RESERVE				\$1,000,500

Project	Unit	Rate	Qty	Total
STAGE 1 – CARAVAN PARK				
Upgrade internal road network, widen to 6 metres where shown, and construct new roads and visitor parking at entrance	m ²	\$100	3,000	\$300,000
Install boom gates at entrance/exit	ea	\$40,000	1	\$40,000
Install services to new short-term sites for cabins/eco tents	ea	\$8,000	8	\$64,000
Demolish existing office/manager's residence building and shed	ea	\$40,000	1	\$40,000
Remove existing cabins	ea	\$5,000	17	\$85,000
Install new reception/manager's residence building and shed	ea	\$500,000	1	\$500,000
Install new elevated cabins/eco structures on short-term sites	ea	\$190,000	8	\$1,520,000
Install new camp kitchen building	ea	\$200,000	1	\$200,000
Upgrade services to existing serviced sites	ea	\$4,000	18	\$72,000
Install services to new short-term sites and camp sites	ea	\$8,000	10	\$80,000
Upgrade main amenities building and extend to include accessible bathroom	ea	\$450,000	1	\$450,000
Install new splash pad in central recreation precinct	ea	\$400,000	1	\$400,000
Install new playground in central recreation precinct	ea	\$120,000	1	\$120,000
Install concrete slab/synthetic grass pads on 26 caravan sites	ea	\$6,000	26	\$156,000
Sub-total for Stage 1 Caravan Park				\$4,027,000
Project management @ 5%				\$201,350
Contingency allowance @ 10%				\$402,700
TOTAL STAGE 1 CARAVAN PARK				\$4,631,050
TOTAL STAGE 1 CARAVAN PARK AND DETAILED DESIGN				\$5,846,050

Project	Unit	Rate	Qty	Total
STAGE 2 – CARAVAN PARK				
Upgrade internal road network, widen to 6 metres where shown and construct new roads	m ²	\$100	1,500	\$150,000
Upgrade southern amenity buildings	ea	\$200,000	1	\$200,000
Install new elevated cabins/eco structures on short-term sites	ea	\$190,000	7	\$1,330,000
Install services to new short-term sites for cabins/eco tents	ea	\$8,000	7	\$56,000
Install services to new short-term sites for studios	ea	\$8,000	2	\$16,000
Install new elevated studio blocks (has 4 studios)	ea	\$270,000	1	\$270,000
Upgrade services to existing serviced sites	ea	\$4,000	27	\$108,000
Install services to new short-term sites and camp sites	ea	\$8,000	25	\$200,000
Install power and water to camp sites	ea	\$4,000	15	\$60,000
Install concrete slab/synthetic grass pads on 29 caravan sites	ea	\$6,000	29	\$174,000
Re-turf new short-term drive-through and camp sites	ea	\$1,500	35	\$52,500
Install 2 ensuite buildings on 4 short-term sites	ea	\$40,000	2	\$80,000
Install new barbecue shelter for camping area	ea	\$80,000	1	\$80,000
Install new river viewing deck	ea	\$30,000	1	\$30,000
Upgrade landscaping, furniture and pathways throughout the entire park	ea	\$80,000	1	\$80,000
Sub-total for Stage 2 Caravan Park				\$2,886,500
Project management @ 5%				\$144,325
Contingency allowance @ 10%				\$288,650
TOTAL STAGE 2 CARAVAN PARK				\$3,319,475
TOTAL CARAVAN PARK REDEVELOPMENT AND DETAILED DESIGN				\$8,165,025
TOTAL TOWN BEACH RESERVE				\$1,000,500
TOTAL CARAVAN PARK AND TOWN BEACH RESERVE				\$9,165,525



KEY:

- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

SATGING ZONES:

- STAGE 1 (A) TOWN BEACH RESERVE
- STAGE 1 (B) CARAVAN PARK
- STAGE 2 CARAVAN PARK



9 FINANCIAL PERFORMANCE AND FORECASTS

9.1 Introduction

A forecast profit and loss for Darlington Point Riverside Caravan Park following redevelopment is provided at Annexure C. The presentation of the information is formatted to allow a clear view of the income and expenditure components, cash flows, and the performance of the park as a business. The forecasts use the 2020 financial data as a basis, with varying indexation of revenue and expenditure to determine future forecasts.

The line items of the profit and loss have been tailored to represent industry standards and enable informative management of park finances. It is recommended that Council reflects these line items within its chart of accounts to allow greater control of the future financial management of the caravan park. Assumptions informing revenue forecasts are detailed within this section of the report. Individual expenditure items are calculated using various cost drivers within the financial model.

Financial forecasting has been extended for thirty years to reflect the expected life of the new accommodation, amenities and communal facilities. Annexure C includes up to year 20. The budget model, including forecast to year 30, is available to Council management as a resource for the future management of the park. The graphs and analysis provided in this section include years 1 to 10, which provides sufficient time to demonstrate the outcomes of the redevelopment and the impact on financial trends.

Capital cost estimates are taken from section 8 of this report. Following completion of the park redevelopment, an annual allocation of \$20,000 (indexed with CPI) is included for minor asset replacements or upgrades.

For modelling, it is assumed that the caravan park development is fully funded by loans. This enables the performance of the park to be measured as a standalone business.

Estimates of revenue growth are conservative to minimise the impacts of any unforeseen downturns in the economy. Typically, following redevelopment, professionally operated parks would experience double digit revenue growth for a period of five to ten years, with other periods growing above CPI.

In accordance with Council instructions, no allowance has been included for the use of accommodation by contract workers who would typically seek out this type of accommodation as an affordable option when working away from home. Workers' accommodation is a major mid-week revenue source for many caravan parks, particularly in regional areas.

9.1.1 Cash Flow

For cash flow, it has been assumed that the opening cash balance is nil. While Annexure C provides a detailed profit and loss by line item, Table 8 illustrates the forecast cash flows for years 1 to 10.

Table 8: Forecast cash flows

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		145,400	240,100	230,800	221,300	211,400	201,200	190,800	180,000	168,900
Cash result before capital movements		(199,000)	(34,600)	(9,400)	42,700	77,800	118,100	149,700	173,200	197,600
Capital movements										
Less loan principal repayments		180,300	310,000	319,300	328,900	338,800	348,900	359,400	370,200	381,300
Less caravan park capital works	4,845,600	3,339,505	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding		0	0	0	0	0	0	0	0	0
Add loan funding	4,845,600	3,339,500	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(379,300)	(365,100)	(349,700)	(307,700)	(283,000)	(253,300)	(232,700)	(220,600)	(207,900)
Accumulated cash result – Caravan Park		(379,300)	(744,400)	(1,094,100)	(1,401,800)	(1,684,800)	(1,938,100)	(2,170,800)	(2,391,400)	(2,599,300)
Less capital works for Town Beach Reserve	1,000,500									
Accumulated cash result for Caravan Park and Town Beach Reserve	(1,000,500)	(1,379,800)	(1,744,900)	(2,094,600)	(2,402,300)	(2,685,300)	(2,938,600)	(3,171,300)	(3,391,900)	(3,599,800)

The accumulated cash result represents the cash balance at the end of each financial year. The budget model assumes that the cash inflows from loans will be in the same year as the corresponding capital expenditure.

The capital works for Town Beach Reserve have been separated from the caravan park to enable the performance of the caravan park as a business to be assessed.

Table 8 indicates that Council will need to secure alternative funding sources to undertake the redevelopment of Darlington Point Riverside Caravan Park and Town Beach Reserve, with options including grants and internal reserves. Tables 9, 10, 11 and 12 provide revised forecasts of the bottom line of the cash flow statement with the injection \$2 million, \$3 million, \$4 million and \$5 million grants, respectively. It has been assumed that the grants will be used to reduce the loan borrowings for the caravan park.

Table 9: Forecast cash flows including \$2 million grant

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		85,400	182,400	175,400	168,200	160,700	153,100	145,200	137,100	128,700
Cash result before capital movements		(139,000)	23,100	46,000	95,800	128,500	166,200	195,300	216,100	237,800
Capital movements										
Less loan principal repayments		105,900	233,400	240,400	247,600	255,000	262,600	270,500	278,600	287,000
Less caravan park capital works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding	2,000,000	0	0	0	0	0	0	0	0	0
Add loan funding	2,845,600	3,339,500	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(244,900)	(230,800)	(215,400)	(173,300)	(148,500)	(118,900)	(98,200)	(86,100)	(73,400)
Accumulated cash result – Caravan Park		(244,900)	(475,700)	(691,100)	(864,400)	(1,012,900)	(1,131,800)	(1,230,000)	(1,316,100)	(1,389,500)
Less capital works for Town Beach Reserve	1,000,500									
Accumulated cash result for Caravan Park and Town Beach Reserve	(1,000,500)	(1,245,400)	(1,476,200)	(1,691,600)	(1,864,900)	(2,013,400)	(2,132,300)	(2,230,500)	(2,316,600)	(2,390,000)

Table 10: Forecast cash flows including \$3 million grant

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		55,400	153,500	147,600	141,600	135,400	129,000	122,400	115,600	108,700
Cash result before capital movements		(109,000)	52,000	73,800	122,400	153,800	190,300	218,100	237,600	257,800
Capital movements										
Less loan principal repayments		68,700	195,000	200,900	206,900	213,100	219,500	226,100	232,900	239,900
Less caravan park capital works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding	3,000,000	0	0	0	0	0	0	0	0	0
Add loan funding	1,845,600	3,339,500	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(177,700)	(163,500)	(148,100)	(106,000)	(81,300)	(51,700)	(31,000)	(18,900)	(6,300)
Accumulated cash result – Caravan Park		(177,700)	(341,200)	(489,300)	(595,300)	(676,600)	(728,300)	(759,300)	(778,200)	(784,500)
Less capital works for Town Beach Reserve	1,000,500									
Accumulated cash result for Caravan Park and Town Beach Reserve	(1,000,500)	(1,178,200)	(1,341,700)	(1,489,800)	(1,595,800)	(1,677,100)	(1,728,800)	(1,759,800)	(1,778,700)	(1,785,000)

Table 11: Forecast cash flows including \$4 million grant

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		25,400	124,600	119,900	115,100	110,100	104,900	99,600	94,200	88,600
Cash result before capital movements		(79,000)	80,900	101,500	148,900	179,100	214,400	240,900	259,000	277,900
Capital movements										
Less loan principal repayments		31,500	156,700	161,400	166,200	171,200	176,400	181,600	187,100	192,700
Less caravan park capital works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding	4,000,000	0	0	0	0	0	0	0	0	0
Add loan funding	845,600	3,339,500	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(110,500)	(96,300)	(80,900)	(38,800)	(14,100)	15,500	36,300	48,300	61,000
Accumulated cash result – Caravan Park		(110,500)	(206,800)	(287,700)	(326,500)	(340,600)	(325,100)	(288,800)	(240,500)	(179,500)
Less capital works for Town Beach Reserve	1,000,500									
Accumulated cash result for Caravan Park and Town Beach Reserve	(1,000,500)	(1,111,000)	(1,207,300)	(1,288,200)	(1,327,000)	(1,341,100)	(1,325,600)	(1,289,300)	(1,241,000)	(1,180,000)

Table 12: Forecast cash flows including \$5 million grant

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		0	95,600	92,000	88,300	84,600	80,700	76,700	72,500	68,300
Cash result before capital movements		(53,600)	109,900	129,400	175,700	204,600	238,600	263,800	280,700	298,200
Capital movements										
Less loan principal repayments		0	118,500	122,100	125,800	129,500	133,400	137,400	141,500	145,800
Less caravan park capital works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding	4,845,600	154,400	0	0	0	0	0	0	0	0
Add loan funding	0	3,185,100	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(53,600)	(29,100)	(13,700)	28,400	53,100	82,700	103,400	115,600	128,200
Accumulated cash result – Caravan Park		(53,600)	(82,700)	(96,400)	(68,000)	(14,900)	67,800	171,200	286,800	415,000
Less capital works for Town Beach Reserve	1,000,500									
Accumulated cash result for Caravan Park and Town Beach Reserve	(1,000,600)	(1,054,200)	(1,083,300)	(1,097,000)	(1,068,600)	(1,015,500)	(932,800)	(829,400)	(713,800)	(585,600)

While the allocation of grants to the caravan park reduces the loan borrowings, Council will still be required to fund a cash flow deficit for the redevelopment in the short term, with cash balances replenishing and growing in future years. Should part of the grant be allocated against the cost of Town Beach Reserve and loans for the caravan park be higher, the short-term cash deficit for Council would be less. Table 13 illustrates the impact of the \$5 million grant with Town Beach Reserve fully grant funded and the remainder allocated to the caravan park.

Table 13: Forecast cash flows including \$5 million grant with Town Beach Reserve funded by grants

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
OPERATING REVENUES		329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100
OPERATING EXPENSES		382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600
Operating Result EBITDA–Surplus/(Deficit)		(53,600)	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500
Other operational cash movements										
Less interest on loans		25,400	124,600	119,900	115,100	110,100	104,900	99,600	94,200	88,600
Cash result before capital movements		(79,000)	80,900	101,500	148,900	179,100	214,400	240,900	259,000	277,900
Capital movements										
Less loan principal repayments		31,500	156,700	161,400	166,200	171,200	176,400	181,600	187,100	192,700
Less caravan park capital works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200
Capital grant funding	4,000,000	0	0	0	0	0	0	0	0	0
Add loan funding	845,600	3,339,500	0	0	0	0	0	0	0	0
Cash result after capital movements – Caravan Park	0	(110,500)	(96,300)	(80,900)	(38,800)	(14,100)	15,500	36,300	48,300	61,000
Accumulated cash result – Caravan Park		(110,500)	(206,800)	(287,700)	(326,500)	(340,600)	(325,100)	(288,800)	(240,500)	(179,500)
Less capital works for Town Beach Reserve	1,000,500									
Capital grant funding	1,000,000									
Accumulated cash result for Caravan Park and Town Beach Reserve	(500)	(111,000)	(207,300)	(288,200)	(327,000)	(341,100)	(325,600)	(289,300)	(241,000)	(180,000)

The financial data in Tables 8 to 13 indicate that substantial external funding is needed prior to considering the level of investment required to develop the caravan park. The redevelopment of caravan parks to meet regulatory design obligations and deliver a product to attract strong visitor numbers is extremely high due to the cost of infrastructure, which is why very few greenfield developments have been undertaken over the last 10 years. The capital costs need to be spread over a larger number of sites to take advantage of economies of scale. This is unable to be achieved at Darlington Point Riverside Caravan Park.

9.2 Occupancy and Tariff Increases

Tables 14 to 17 provide a summary of the assumed changes in tariffs and occupancy for both cabins and sites resulting from the redevelopment. The information in the tables reflects anticipated occupancies for the premier accommodation on the riverfront of the Murrumbidgee, with occupancies increasing at a slow rate and tariffs increasing marginally above CPI to reflect the improved offering of the park.

The current deluxe cabin of the park had an annual occupancy of 60% in the calendar year 2020 (see section 5 of this report), with an average daily rate of \$150. The operator of Darlington Point Accommodation Village has advised that the occupancy rate since opening in July 2020 to end of February 2021 is 44.17%, with the period 1 November 2020 to end of February 2021 at 64%. The accommodation occupancy of the current caravan park and Darlington Point Accommodation Village is substantially influenced by contract workers. This period included the impact of COVID-19. Darlington Point Riverside Caravan Park is in a stronger location adjacent to the river and Town Beach, which will attract higher tourist numbers; however, without the impact of contract workers, the occupancy will be lower.

In relation to average daily rates, online enquiries for Darlington Point Accommodation Village, for two people, resulted in daily tariffs of \$210 to \$264 per night. The rates used for modelling are lower than this to ensure conservative estimates. Rates for the studios and sites were driven by comparison to similar offerings in the region.

Following redevelopment of the park, tariffs should be managed using dynamic pricing rather than the typical peak, shoulder, off-peak practices of many parks. Dynamic pricing includes a fees structure which changes in line with the demand (occupancy) curve. This is the same methodology used by airlines and many hotel establishments.

Table 14: Accommodation occupancy assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cabins/eco tents	40%	41%	42%	43%	44%	45%	45%	45%	45%	45%
Riverfront cabins/ eco tents		50%	51%	52%	53%	54%	55%	55%	55%	55%
Studios	0%	40%	41%	42%	43%	45%	45%	45%	45%	45%

Table 15: Accommodation average daily rate assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cabins/eco tents	150	154	159	163	168	172	177	182	187	192
Riverfront cabins/ eco tents	180	185	190	196	201	207	212	218	225	231
Studios	–	100	103	106	109	112	115	118	121	125

Table 16: Site occupancy assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Ensuite sites	0%	35%	37%	39%	41%	43%	45%	47%	49%	50%
Powered sites – Southern precinct, grass	25%	26%	27%	28%	29%	30%	30%	30%	30%	30%
Powered sites – Southern precinct, slabs	35%	36%	37%	38%	39%	40%	40%	40%	40%	40%
Powered sites – Northern precinct, grass	0%	20%	21%	22%	23%	24%	25%	25%	25%	25%
Powered sites – Northern precinct, slabs	0%	30%	31%	32%	33%	34%	35%	35%	35%	35%
Powered sites – Central precinct, slabs	35%	36%	37%	38%	39%	40%	40%	40%	40%	40%
Camp sites	10%	12%	14%	16%	18%	20%	20%	20%	20%	20%

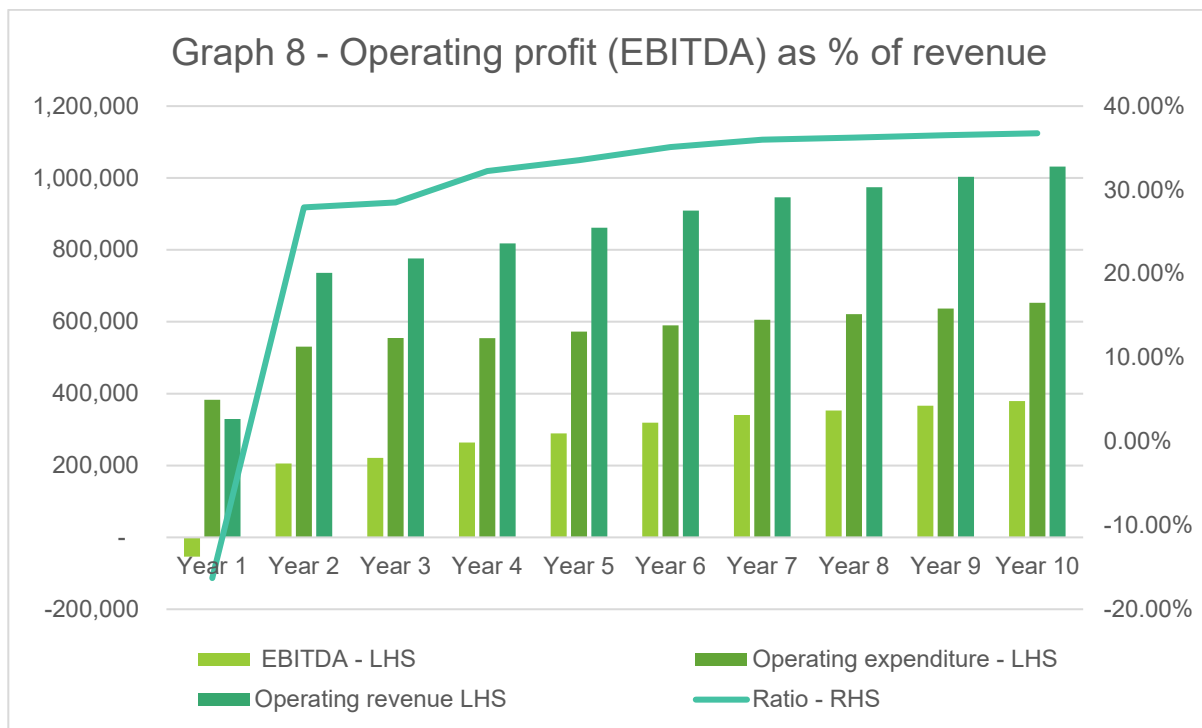
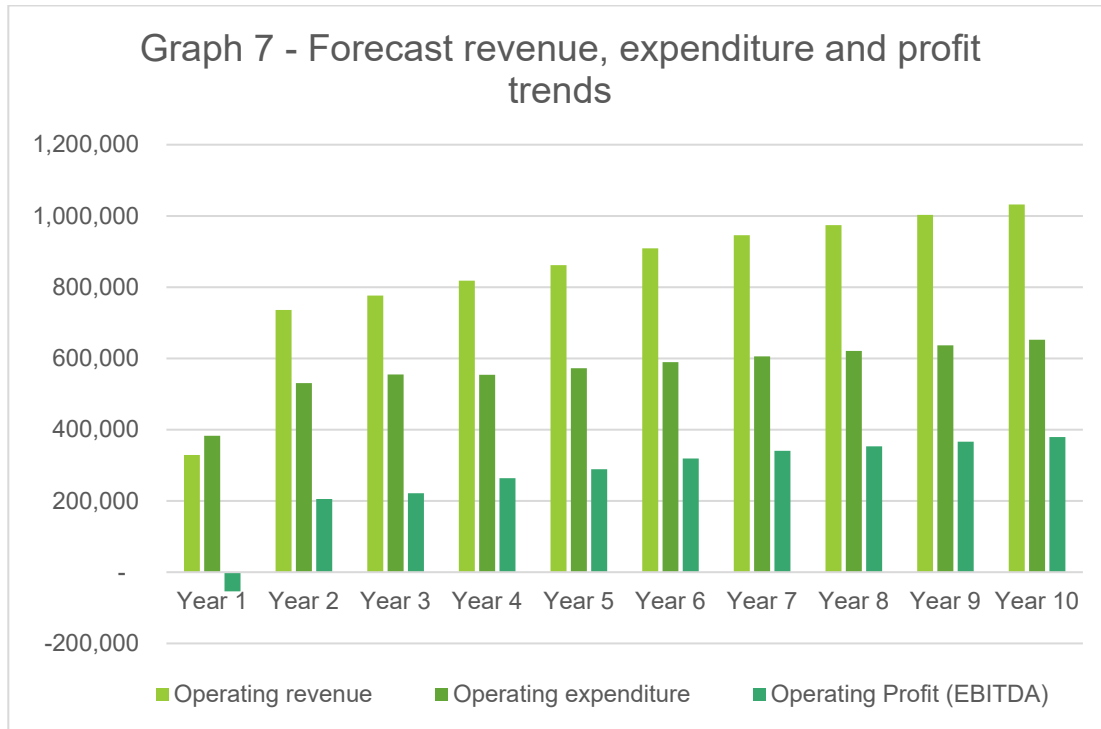
Table 17: Site average daily rate assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Ensuite sites	–	50	51	53	54	56	57	59	61	62
Powered sites – Southern precinct, grass	30	30	31	32	33	34	34	35	36	37
Powered sites – Southern precinct, slabs	40	40	41	42	43	45	46	47	49	50
Powered sites – Northern precinct, grass	25	32	33	34	35	36	37	38	39	40
Powered sites – Northern precinct, slabs	35	36	37	38	39	40	41	42	44	45
Powered sites – Central precinct, slabs	38	38	39	40	41	42	44	45	46	47
Camp sites	25	30	31	32	33	34	34	35	36	37

9.3 Financial Trend Analysis

The following graphs provide trend analyses for previous and future years for various financial indicators. Commentary is provided below each graph.

9.3.1 Profit and Loss

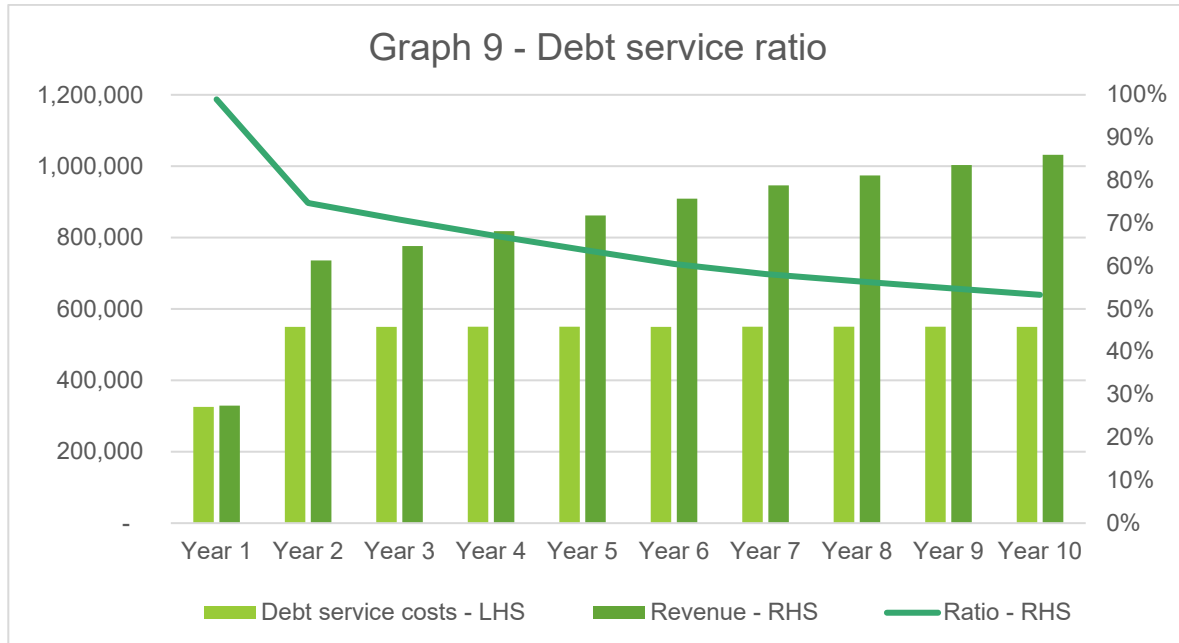


Commentary: Graphs 7 and 8 illustrate forecast revenue, expenditure and EBITDA growth over future years. The model allows for the staged implementation over two years (year 0 and year 1) after which, the

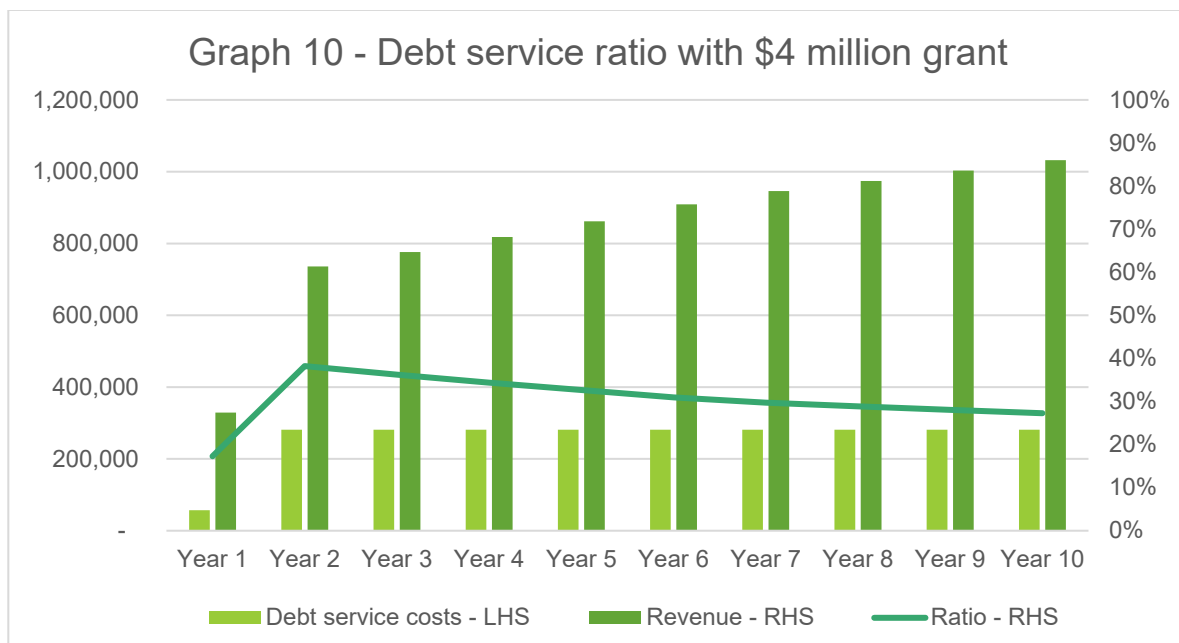
park will be fully operational offering a superior level of caravan and camping accommodation, complemented by the completion of the Town Beach Reserve.

The EBITDA as a percentage of revenue in year 1 reflects the high cost of management as a proportion of revenue, which decreases as revenue grows. The trending of EBITDA as a percentage of revenue reflects benchmark performance measures for parks generating revenue in the range of \$1 million.

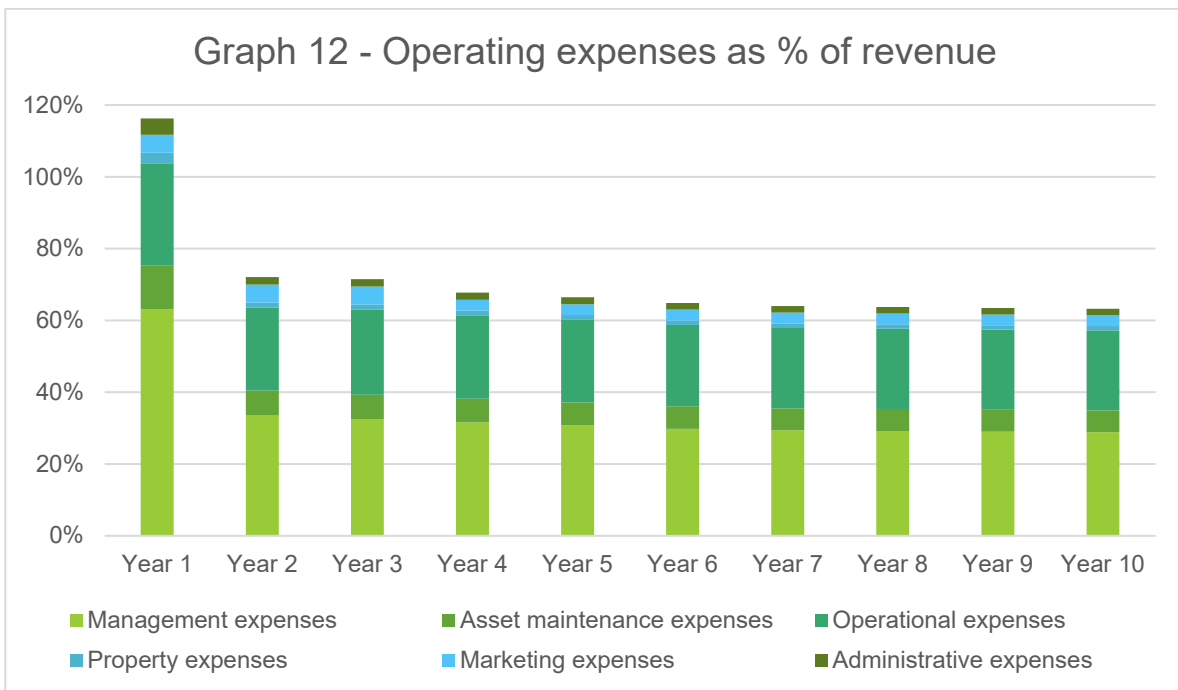
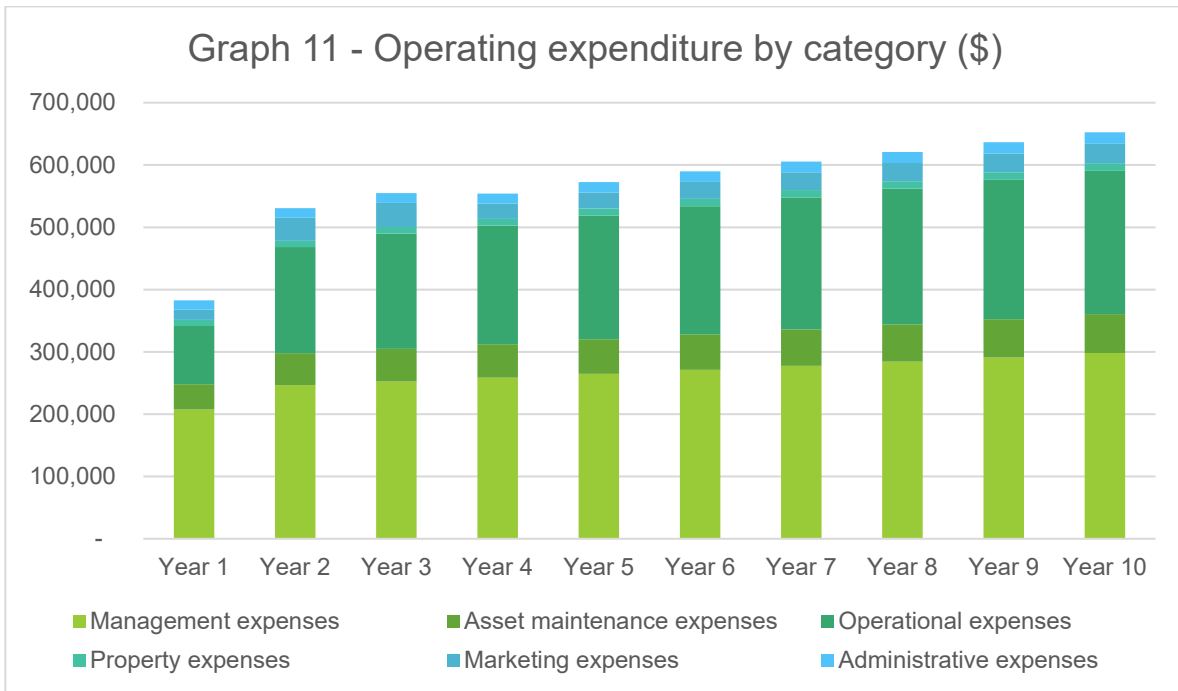
9.3.2 Debt Servicing



Commentary: Graph 9 illustrates the debt service ratio over the first 10 years. The loans are based on 20-year terms at an interest rate of 3.0%. The term of the loans reflects the long-life assets being acquired as part of the redevelopment. The debt servicing ratio without grant funding highlights the risks associated with the development and future operation of the park. The inclusion of grant funding will make a significant difference to this ratio (see Graph 10) and the associated operational business risks.

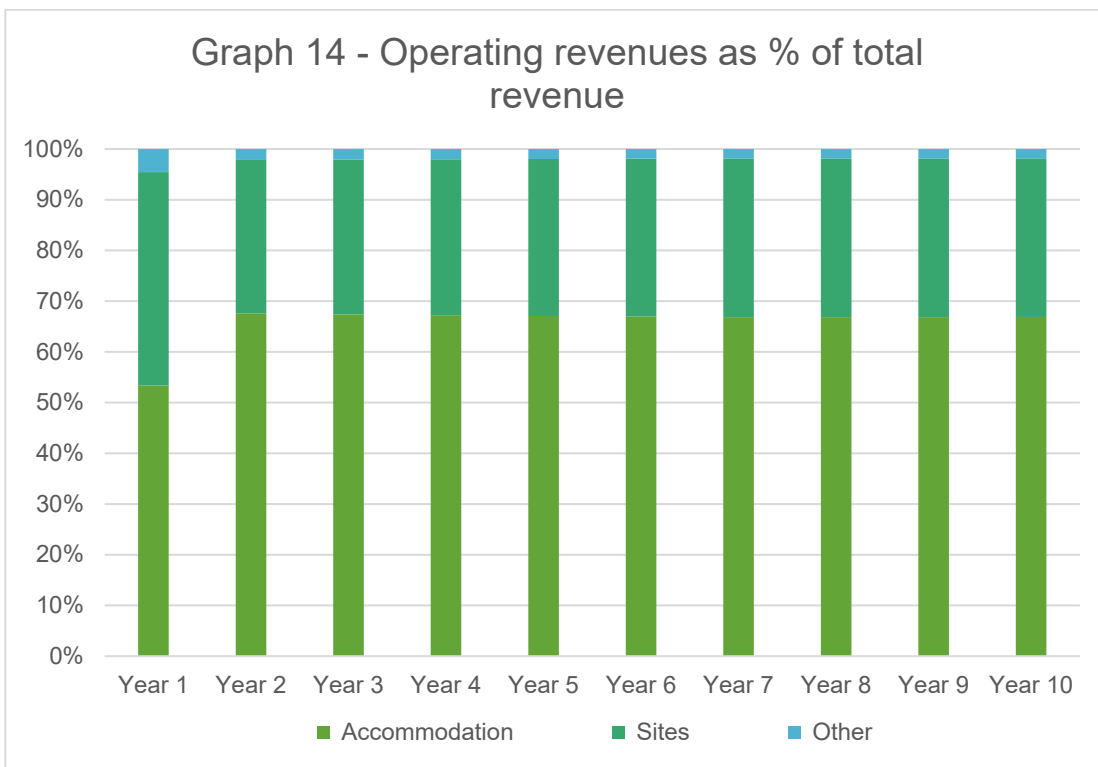
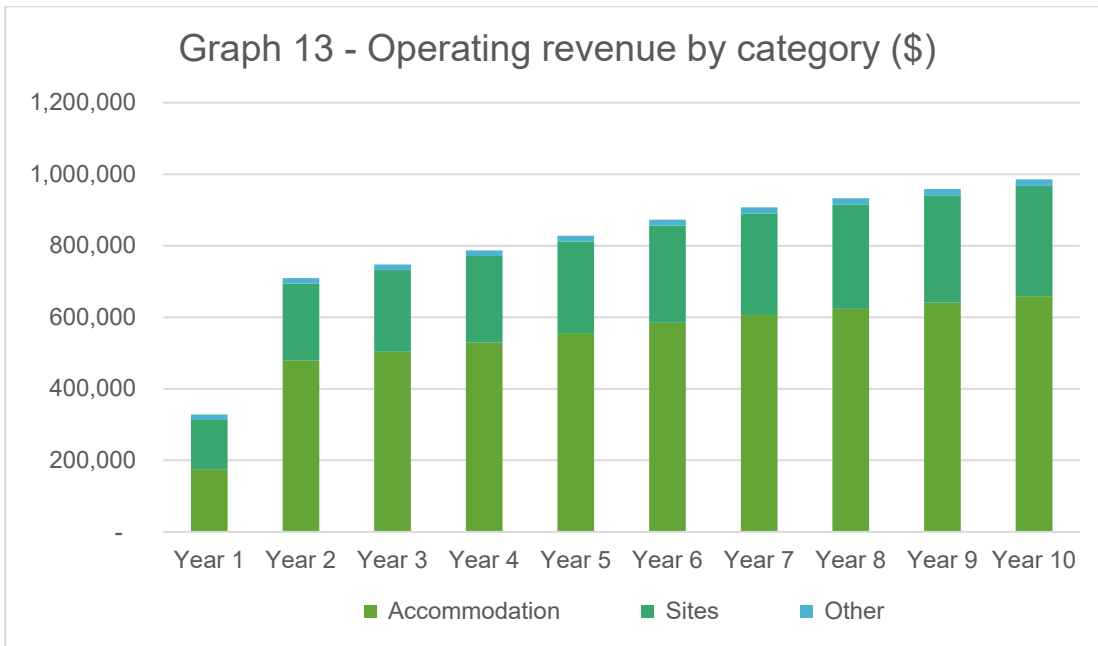


9.3.3 Operating Expenditure



Commentary: Graphs 11 and 12 illustrate growth in the various expenditure categories over future years, both as a value and as a percentage of revenue. The graphs highlight management and operational costs as the largest expenditure components. Graph 12 illustrates that expenditure grows at a slower pace as revenue increases, reflecting the distribution of fixed costs across an increasing revenue base.

9.3.4 Operating Revenue



Commentary: Graphs 13 and 14 illustrate growth in accommodation and site revenue over future years, both as a value and as a percentage of total revenue. The graphs illustrate the need for accommodation to drive revenue to fund the operating expenditure of the park and debt servicing of capital expenditure.

9.4 Projected Returns for Darlington Point Riverside Caravan Park

Table 18 provides a summary of the projected returns based on estimated capital investment and park performance. Note that the value of the capital investment used for calculating the projected financial returns includes the caravan park only, and not the adjacent reserve.

Table 18 demonstrates that without external funding, the redevelopment of the park represents a high risk venture which, purely on a business case, would not be undertaken. Table 19 provides the projected financial returns on the basis that a \$4 million grant is received towards the redevelopment of the caravan park. The projected returns demonstrate that even with a \$4 million grant, there is significant risk associated with the project.

Table 18: Projected financial returns

	10 years	15 years	20 years	30 years
NPV	(\$2,121,047)	(\$2,540,351)	(\$2,759,226)	(\$1,284,750)
IRR	(16.32%)	(3.24%)	1.94%	4.11%

Table 19: Projected financial returns with \$4 million grant

	10 years	15 years	20 years	30 years
NPV	(\$143,868)	\$117,357	\$431,735	\$1,906,211
IRR	(8.24%)	5.14%	7.34%	8.39%

10 ECONOMIC BENEFIT

10.1 Economic Benefit of a Commercial Caravan Park

The Caravan Industry Association has developed a model calculator to determine the local economic benefit of a commercial caravan/holiday park. The modelling is based on detailed economic research commissioned by the Caravan, RV and Accommodation Industry Association of Australia Ltd (CRVA), now the Caravan Industry Association of Australia, into the spending patterns of commercial and non-commercial campers.

In calculating the benefit, the following information is entered into the model:

- State
- Local government area
- Total site nights (tourist)
- Park's income (GST exclusive)

Information was entered for the 2020 calendar year (prior to cancellations attributable to COVID-19) and the modelled forecast for year 5, two years following completion of the redevelopment. Total site nights for 2020 was taken from the reservation management system reports for the park. Table 20 provides a comparison of the data included in the modelling.

Table 20: Total site nights

	2020	Year 5
Standard cabin ensuite	1,398	
Workers' cabin	698	
Deluxe cabin	419	
Standard cabin – no ensuite	153	
New cabins/eco tents		1,285
New riverfront cabins/eco tents riverfront		1,354
New studios		628
Ensuite sites		599
Powered sites	4,382	7,928
Powered camp sites		986
Unpowered camp sites	289	
	7,339	12,780

Total income (excluding GST) for 2020 was \$385,000 with year 5 forecast at \$861,800.

The outcome of the economic benefit calculations is presented at Annexure D and Annexure E. The calculator includes the benefit for those number of nights stayed in a commercial caravan park and those number of nights stayed in a non-commercial park (free camping, showgrounds, etc).

For Darlington Point Riverside Caravan Park, we are interested in the calculation for a commercial caravan park only. This data is critical in demonstrating the benefit of a contemporary park to the local and economy and attracting grant funding to assist with implementation.

The economic benefit is illustrated below:

2020	\$1,466,423
Year 5 following redevelopment	\$2,817,561
Annual increase	\$1,351,138

10.2 Economic Benefit of Construction

The economic benefit of a \$9 million construction project at Darlington Point has been measured using a model prepared by the National Institute of Economic and Industry Research (NIEIR). Table 21 provides a summary of the economic benefits to the Murrumbidgee region and to state and national economies, including additional jobs.

Table 21: Impact summary of economic benefits

Murrumbidgee Council – Modelling the effect of adding \$9 million sales in Building Construction – Inflation adjusted				
Summary	Output (\$million)	Value-added (\$million)	Local jobs	Residents' jobs
Starting position Murrumbidgee Council (year ended June 2019)				
Building Construction	7.82	1.81	2	6
All industries	538.49	222.73	2,113	2,018
Impacts on Murrumbidgee Council economy				
Direct impact on Building Construction sector	9.00	2.08	3	
Industrial impact	5.79	2.12	22	
Consumption impact	0.87	0.38	5	
Total impact on Murrumbidgee Council economy	15.66	4.58	30	27
Type 1 multiplier (direct & industrial)	1.64	2.02	9	
Type 2 multiplier (direct, industrial & consumption)	1.74	2.20	11	
Impact on New South Wales economy				
Total impact – New South Wales outside Murrumbidgee Council	1.92	0.86	7	10
Total impact on New South Wales economy	17.57	5.45	37	37
Impact on Australian economy				
Total impact outside New South Wales economy	2.88	1.32	12	12
Total impact on Australian economy	20.46	6.77	49	48



Order number: 66461254
 Your Reference: Darlington Point
 10/02/21 11:48



NSW LRS - Title Search

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 62/751688

SEARCH DATE	TIME	EDITION NO	DATE
-----	---	-----	----
10/2/2021	11:48 AM	4	27/4/2006

LAND

LOT 62 IN DEPOSITED PLAN 751688
 LOCAL GOVERNMENT AREA MURRUMBIDGEE
 PARISH OF COLARAGANG COUNTY OF COOPER
 (FORMERLY KNOWN AS PORTION 62)
 TITLE DIAGRAM CROWN PLAN 1533.1804

FIRST SCHEDULE

THE COUNCIL OF THE SHIRE OF MURRUMBIDGEE (R K956927)

SECOND SCHEDULE (2 NOTIFICATIONS)

1 K956927 LAND EXCLUDES MINERALS (S.536AA LOCAL GOVERNMENT
 ACT, 1919)
 2 AC176918 LEASE TO PETER GREGORY FROST & CHRISTINE FROST
 EXPIRES: 31/12/2010.
 AC262745 TRANSFER OF LEASE AC176918 LESSEE NOW DOMENICO
 BRIGHENTI & SHERREE MILVANY MAGGS

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

PRINTED ON 10/2/2021

SAI Global Property Division an approved NSW Information Broker hereby certifies that the information contained in this document has been provided electronically by the Registrar General in accordance with section 96B(2) of the Real Property Act 1900.

NSW LRS - Title Search

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7008/1027096

SEARCH DATE	TIME	EDITION NO	DATE
-----	----	-----	----
10/2/2021	11:49 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7008 IN DEPOSITED PLAN 1027096
AT DARLINGTON POINT
LOCAL GOVERNMENT AREA MURRUMBIDGEE
PARISH OF COLARAGANG COUNTY OF COOPER
TITLE DIAGRAM DP1027096

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA115577)

SECOND SCHEDULE (4 NOTIFICATIONS)

- * 1 AG381872 RESERVE TRUST: MURRUMBIDGEE SHIRE COUNCIL CROWN RESERVES RESERVE TRUST SEE GOVERNMENT GAZETTE 16/12/1994 FOLIO 7438
- * 2 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 4 THE PLAN DEFINING THE LAND IN THIS FOLIO WHICH WAS PREPARED FOR IDENTIFICATION PURPOSES IS NOW SUITABLE FOR TITLE ISSUE. IT IS NOT A CURRENT PLAN IN TERMS OF SECTION 7A OF THE CONVEYANCING ACT 1919.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

PRINTED ON 10/2/2021

NSW LRS - Title Search

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7305/1155816

SEARCH DATE	TIME	EDITION NO	DATE
-----	----	-----	----
10/2/2021	11:48 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7305 IN DEPOSITED PLAN 1155816
AT DARLINGTON POINT
LOCAL GOVERNMENT AREA MURRUMBIDGEE
PARISH OF COLARAGANG COUNTY OF COOPER
TITLE DIAGRAM DP1155816

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA155572)

SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 LAND EXCLUDES THE ROAD(S) SHOWN IN THE TITLE DIAGRAM

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

PRINTED ON 10/2/2021

January 1969



November 1958



FORECAST PROFIT AND LOSS FOR DARLINGTON POINT RIVERSIDE CARAVAN PARK

BUDGET ITEMS	Year 0	ESTIMATED																			
		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
OPERATING REVENUES																					
Cabins	-	175,200	479,400	503,800	529,200	555,600	584,800	606,600	623,600	641,000	659,000	677,400	696,400	715,900	735,900	756,500	777,700	799,500	821,900	844,900	868,500
Ensuites	-	-	25,600	27,800	30,100	32,500	35,100	37,700	40,500	43,400	45,500	46,800	48,100	49,500	50,800	52,300	53,700	55,200	56,800	58,400	60,000
Tourist sites	-	138,000	214,800	228,100	242,000	256,400	271,500	283,700	291,600	299,800	308,200	316,800	325,700	334,800	344,200	353,800	363,700	373,900	384,400	395,200	406,200
Annual holiday vans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Storage rental	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Residence rental	-	10,000	10,200	10,400	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000	13,300	13,600	13,900	14,200	14,500	14,800	15,200	15,600
Laundry income	-	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,500	6,700	6,900	7,100	7,300	7,500
Sundry income	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Operating Revenues	-	329,200	736,100	776,300	818,200	861,800	909,100	946,100	974,200	1,003,100	1,032,000	1,060,700	1,090,300	1,120,700	1,151,800	1,184,000	1,217,000	1,251,000	1,286,000	1,322,000	1,358,800
OPERATING EXPENSES																					
Management Contract																					
All management, staff and equipment costs	-	207,600	246,600	252,500	258,600	264,800	271,100	277,600	284,300	291,100	298,100	305,300	312,600	320,100	327,800	335,700	343,700	352,000	360,400	369,100	377,900
Asset maintenance																					
Accommodation maintenance	-	8,000	15,400	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,600	19,000	19,500	19,900	20,400	20,900	21,400	21,900	22,400	23,000	23,500
Ensuite maintenance	-	-	1,000	1,000	1,100	1,100	1,100	1,200	1,200	1,200	1,200	1,300	1,300	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600
Ancillary buildings	-	3,000	3,100	3,100	3,200	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000	5,200	5,300
Amenities maintenance	-	10,000	12,000	12,300	12,600	12,900	13,200	13,500	13,800	14,200	14,500	14,900	15,200	15,600	16,000	16,300	16,700	17,100	17,500	18,000	18,400
Roads maintenance	-	1,000	1,000	1,000	1,100	1,100	1,100	1,200	1,200	1,200	1,200	1,300	1,300	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600
Recreation facilities	-	2,000	2,000	2,100	2,100	2,200	2,300	2,300	2,400	2,400	2,500	2,500	2,600	2,700	2,700	2,800	2,900	2,900	3,000	3,100	3,100
Grounds maintenance	-	10,000	10,200	10,500	10,700	11,000	11,300	11,500	11,800	12,100	12,400	12,700	13,000	13,300	13,600	13,900	14,300	14,600	15,000	15,300	15,700
Tree maintenance	-	6,000	6,100	6,300	6,400	6,600	6,800	6,900	7,100	7,300	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400
Office Equipment maintenance	-	500	500	500	500	500	600	600	600	600	600	600	600	700	700	700	700	700	700	800	800
Operational expenses																					
Waste management	-	12,000	12,500	13,000	13,500	14,000	14,600	15,200	15,800	16,400	17,100	17,800	18,500	19,200	20,000	20,800	21,600	22,500	23,400	24,300	25,300
Electricity	-	40,000	60,000	70,000	73,500	77,200	79,500	81,900	84,400	86,900	89,500	92,200	95,000	97,900	100,800	103,800	106,900	110,100	113,400	116,800	120,300
Gas	-	5,000	8,000	8,400	8,800	9,200	9,500	9,800	10,100	10,400	10,700	11,000	11,300	11,600	11,900	12,300	12,700	13,100	13,500	13,900	14,300
Cleaning chemicals and consumables	-	5,000	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,900	11,200	11,500	11,800	12,100
Linen	-	16,500	37,500	39,200	38,600	40,300	42,300	43,600	44,700	45,700	46,800	47,900	49,100	50,300	51,500	52,700	54,000	55,300	56,600	58,000	59,400
Cabin consumables	-	-	7,000	7,400	7,700	8,100	8,500	8,800	9,000	9,200	9,400	9,700	9,900	10,100	10,400	10,600	10,900	11,100	11,400	11,700	12,000
Cabin replacements	-	-	15,100	15,800	16,500	17,200	18,200	18,800	19,300	19,800	20,200	20,700	21,200	21,700	22,200	22,800	23,300	23,900	24,500	25,000	25,600
Telephone / internet	-	6,000	6,100	6,200	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900	9,100	9,300	9,500
Pay TV	-	4,000	9,700	10,000	10,200	10,400	10,700	11,000	11,200	11,500	11,800	12,000	12,300	12,600	12,900	13,200	13,600	13,900	14,200	14,600	14,900
Pest control	-	2,000	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,200	5,300
Fire equipment	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Sundry expenses	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Property																					
Rates	-	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Water / sewer	-	7,900	8,300	8,700	9,100	9,600	9,800	10,000	10,200	10,400	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000	13,300	13,600
Council licence	-	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500
Marketing																					
Advertising	-	16,500	36,800	38,800	24,500	25,900	27,300	28,400	29,200	30,100	31,000	31,800	32,700	33,600	34,600	35,500	36,500	37,500	38,600	39,700	40,800
Administration																					
Stationary / postage / printing / office supplies	-	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
Bank charges	-	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,500	6,700	6,900	7,100	7,300	7,500
Computer services / licences	-	7,000	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,900
Total Operating Expenses	-	382,800	530,600	554,900	554,200	572,600	589,800	605,600	621,000	636,600	652,600	669,200	686,100	703,400	721,300	739,400	758,300	777,600	797,300	817,800	838,500
Operating Result EBITDA - Surplus / (Deficit)	-	53,600	205,500	221,400	264,000	289,200	319,300	340,500	353,200	366,500	379,400	391,500	404,200	417,300	430,500	444,600	458,700	473,400	488,700	504,200	520,300
Interest, Depreciation and Amortisation																					
Less interest on loans	-	145,400	240,100	230,800	221,300	211,400	201,200	190,800	180,000	168,900	157,400	145,700	133,500	121,000	112,900	102,700	88,700	74,300	59,500	44,300	28,500
Less depreciation	-	158,100	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	255,200	217,300	179,300	197,500	197,500	197,500	197,500	197,500	197,500
Gross Profit / (Loss) from trading Operations	-	357,100	311,300	286,100	234,000	198,900	158,600	127,000	103,500	79,100	54,700	30,900	15,500	79,000	138,300	144,400	172,500	201,600	231,700	262,400	294,300
Other items																					
Capital grant funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Profit / (Loss) on disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net profit	-	357,100	311,300	286,100	234,000	198,900	158,600	127,000	103,500	79,100	54,700	30,900	15,500	79,000	138,300	144,400	172,500	201,600	231,700	262,400	294,300
Add Back Depreciation	-	158,100	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	276,700	255,200	217,300	179,300	197,500	197,500	197,500	197,500	197,500	197,500
Cash Result before Capital Movements	-	199,000	34,600	9,400	42,700	77,800	118,100	149,700	173,200	197,600	222,000	245,800	270,700	296,300	317,600	341,900	370,000	399,100	429,200	459,900	491,800

BUDGET ITEMS	ESTIMATED																				
	Year 0	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
Capital Movements																					
Less Loan Principal Repayments	-	180,300	310,000	319,300	328,900	338,800	348,900	359,400	370,200	381,300	392,700	404,500	416,600	429,100	448,000	465,300	479,300	493,700	508,500	523,700	539,400
Less Capital Works	4,845,600	3,339,500	20,500	21,000	21,500	22,000	22,500	23,000	23,600	24,200	24,800	25,400	26,000	186,600	132,200	27,900	28,600	29,300	30,000	30,700	431,400
Add loan funding	4,845,600	3,339,500	-	-	-	-	-	-	-	-	-	-	-	160,000	105,000	-	-	-	-	-	400,000
Cash Result after Capital Movements	-	-379,300	-365,100	-349,700	-307,700	-283,000	-253,300	-232,700	-220,600	-207,900	-195,500	-184,100	-171,900	-159,400	-157,600	-151,300	-137,900	-123,900	-109,300	-94,500	-79,000
Accumulated cash result for Caravan Park	-	-379,300	-744,400	-1,094,100	-1,401,800	-1,684,800	-1,938,100	-2,170,800	-2,391,400	-2,599,300	-2,794,800	-2,978,900	-3,150,800	-3,310,200	-3,467,800	-3,619,100	-3,757,000	-3,880,900	-3,990,200	-4,084,700	-4,163,700
Town Beach Reserve Capital Works	1,000,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated cash result for Caravan Park and Town Beach Reserve	-1,000,500	-1,379,800	-2,124,200	-3,218,300	-4,620,100	-6,304,900	-8,243,000	-10,413,800	-12,805,200	-15,404,500	-18,199,300	-21,178,200	-24,329,000	-27,639,200	-31,107,000	-34,726,100	-38,483,100	-42,364,000	-46,354,200	-50,438,900	-54,602,600



Economic Benefit Report

Name of Park: Darlington Point Riverside Caravan Park

Local Government Area: Murrumbidgee

Date: Wednesday 3rd of March 2021

Economic Benefit Report for: Darlington Point Riverside Caravan Park

Page 2

Expenditure Category	Darlington Point Riverside Caravan Park				Non-Commercial Area			
	Local Spend	Park Income	Multiplier	Ratio ¹	Economic Activity	Local Spend	Multiplier	Economic Activity
Caravan Park Benefit		\$385,000		1.38	\$531,300	N/A	N/A	
Tourist Daily Spend *	\$487,043		1.92		\$935,123	\$353,607	1.92	\$678,925
Total Income to Region					\$1,466,423			\$678,925
Additional economic income generated in region						\$787,498		

*TRA, 2012, Tourism's Contribution to the Australian Economy, 1997-98 to 2010-11

¹BDO, 2013, Economic Benefit Report – Spending Patterns of Commercial Campers & Non-Commercial Campers

The above calculation compares the economic benefit generated under two scenarios :

1. The value of economic activity generated by tourists staying in a Commercial Caravan Holiday Park in an annual period
2. The value of economic activity generated by tourists staying the same number of nights in a non-commercial camping area (eg a fee-free rest area)

The key data reference for the above calculations is as follows:

Daily spend rate : Commercial Caravan Holiday Park ¹	\$73 per day incl GST
Daily spend rate : non-commercial ²	\$52 per day incl GST
Tourism Multiplier per TRA research 2012 ³	1.92 Multiplier
Commercial Caravan Holiday Park Benefit ⁴	1.38 Ratio

These calculations are based on two research reports commissioned by the Caravan, RV & Accommodation Industry of Australia Ltd (CRVA) now the Caravan Industry Association of Australia. The first report required BDO to consider the economic impact that commercial caravan holiday parks have on their region from the spending undertaken by the park and park operators. Based on the work conducted, a number of economic 'multipliers' were calculated to quantify the value of the flow-on effect of spending in the local government area.

Economic Benefit Report for: Darlington Point Riverside Caravan Park

Page 3

Multipliers estimate the flow on effect of tourist park expenditure to the local region, in a round by round approach, taking into account 'leakages' from the area each round. There are several different approaches to determining the multiplier or flow on effect; an algebraic approach was adopted. Although there are limitations to multipliers when using them to make investment decisions, they are quite effective when determining the economic impact on a particular region.

The first report, entitled Economic Benefit Report – Commercial Caravan Holiday Park to a Local Community October 2012 found that the commercial caravan holiday parks studied, contribute in excess of \$1.26m on average to their local region / economy per year, not including the flow on effect of tourists spending with other businesses in the region. The report found that for every \$1 of park income, \$1.38 of local economic activity was generated by the individual park.

That report did not consider the flow on effect of visiting tourists spending direct with other businesses within the local region. Non-financial contributions made by commercial caravan holiday parks also play a key role in developing a socially cohesive community or region. The commercial caravan holiday park industry has had some very strong growth over the past 15 years, however, the pressures of the overall economic climate in recent years have been felt with growth declining and moving more in line with (but still exceeding) CPI.

Tourist parks account for approximately 12% of accommodation industry revenue and 9% of industry employment. The second report, Economic Benefit Report – Commercial & Non-Commercial Camper Spend Patterns considered the spending patterns of commercial campers and non-commercial campers, and the economic effect they may have on the regions they visit. The report found **that commercial campers have a much higher propensity to spend than campers staying in non-commercial camping areas on complementary goods and services offered at their chosen destination.**

Tourists staying in commercial caravan holiday parks spend more per location, more per day, AND stay longer at each location than campers staying at non-commercial locations

Face to face questionnaires were conducted at various commercial caravan holiday parks and non-commercial camping areas across three states and in seven regions. A total of 556 interviews were conducted with 217 interviews conducted with people staying in non-commercial camping areas, and 339 interviews with people staying in a commercial caravan holiday park.

The key findings of this study were commercial campers spend, on average, \$576 per location (excluding accommodation costs) compared to \$213 by non-commercial campers. The average daily spend for commercial campers is \$73, versus \$53 for non-commercial campers.

In addition to spending more in each location commercial campers, on average, also spend longer at each location than non-commercial campers.

Excluding accommodation commercial campers directly spend \$2b in Australia each year, with 90% of this spent in regional areas, and create \$5.4b of economic activity.

The least popular feature of commercial caravan holiday parks according to non-commercial campers is the cost, with the most popular feature being the facilities.

Economic Benefit Report for: Darlington Point Riverside Caravan Park

Page 4

Data taken from the Caravan, RV & Accommodation Industry of Australia now the Caravan Industry Association of Australia

Economic Benefit Report – Commercial Caravan Holiday Park to a Local Community October 2012

and

Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers May 2013

The information above should be used as a guide only.

¹ BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers

² BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers

³ TRA, 2012, Tourism's Contribution to the Australian Economy, 1997-98 to 2010-11

⁴ BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers



Economic Benefit Report

Name of Park: Darlington Point Caravan Park

Local Government Area: Murrumbidgee Council

Date: Monday 7th of June 2021

Economic Benefit Report for: Darlington Point Caravan Park

Page 2

Expenditure Category	Darlington Point Caravan Park				Non-Commercial Area			
	Local Spend	Park Income	Multiplier	Ratio ¹	Economic Activity	Local Spend	Multiplier	Economic Activity
Caravan Park Benefit		\$861,800		1.38	\$1,189,284	N/A	N/A	
Tourist Daily Spend *	\$848,061		1.92		\$1,628,277	\$615,716	1.92	\$1,182,174
Total Income to Region					\$2,817,561			\$1,182,174
Additional economic income generated in region						\$1,635,388		

*TRA, 2012, Tourism's Contribution to the Australian Economy, 1997-98 to 2010-11

¹BDO, 2013, Economic Benefit Report – Spending Patterns of Commercial Campers & Non-Commercial Campers

The above calculation compares the economic benefit generated under two scenarios :

1. The value of economic activity generated by tourists staying in a Commercial Caravan Holiday Park in an annual period
2. The value of economic activity generated by tourists staying the same number of nights in a non-commercial camping area (eg a fee-free rest area)

The key data reference for the above calculations is as follows:

Daily spend rate : Commercial Caravan Holiday Park ¹	\$73 per day incl GST
Daily spend rate : non-commercial ²	\$52 per day incl GST
Tourism Multiplier per TRA research 2012 ³	1.92 Multiplier
Commercial Caravan Holiday Park Benefit ⁴	1.38 Ratio

These calculations are based on two research reports commissioned by the Caravan, RV & Accommodation Industry of Australia Ltd (CRVA) now the Caravan Industry Association of Australia. The first report required BDO to consider the economic impact that commercial caravan holiday parks have on their region from the spending undertaken by the park and park operators. Based on the work conducted, a number of economic 'multipliers' were calculated to quantify the value of the flow-on effect of spending in the local government area.

Economic Benefit Report for: Darlington Point Caravan Park

Page 3

Multipliers estimate the flow on effect of tourist park expenditure to the local region, in a round by round approach, taking into account 'leakages' from the area each round. There are several different approaches to determining the multiplier or flow on effect; an algebraic approach was adopted. Although there are limitations to multipliers when using them to make investment decisions, they are quite effective when determining the economic impact on a particular region.

The first report, entitled Economic Benefit Report – Commercial Caravan Holiday Park to a Local Community October 2012 found that the commercial caravan holiday parks studied, contribute in excess of \$1.26m on average to their local region / economy per year, not including the flow on effect of tourists spending with other businesses in the region. The report found that for every \$1 of park income, \$1.38 of local economic activity was generated by the individual park.

That report did not consider the flow on effect of visiting tourists spending direct with other businesses within the local region. Non-financial contributions made by commercial caravan holiday parks also play a key role in developing a socially cohesive community or region. The commercial caravan holiday park industry has had some very strong growth over the past 15 years, however, the pressures of the overall economic climate in recent years have been felt with growth declining and moving more in line with (but still exceeding) CPI.

Tourist parks account for approximately 12% of accommodation industry revenue and 9% of industry employment. The second report, Economic Benefit Report – Commercial & Non-Commercial Camper Spend Patterns considered the spending patterns of commercial campers and non-commercial campers, and the economic effect they may have on the regions they visit. The report found **that commercial campers have a much higher propensity to spend than campers staying in non-commercial camping areas on complementary goods and services offered at their chosen destination.**

Tourists staying in commercial caravan holiday parks spend more per location, more per day, AND stay longer at each location than campers staying at non-commercial locations

Face to face questionnaires were conducted at various commercial caravan holiday parks and non-commercial camping areas across three states and in seven regions. A total of 556 interviews were conducted with 217 interviews conducted with people staying in non-commercial camping areas, and 339 interviews with people staying in a commercial caravan holiday park.

The key findings of this study were commercial campers spend, on average, \$576 per location (excluding accommodation costs) compared to \$213 by non-commercial campers. The average daily spend for commercial campers is \$73, versus \$53 for non-commercial campers.

In addition to spending more in each location commercial campers, on average, also spend longer at each location than non-commercial campers.

Excluding accommodation commercial campers directly spend \$2b in Australia each year, with 90% of this spent in regional areas, and create \$5.4b of economic activity.

The least popular feature of commercial caravan holiday parks according to non-commercial campers is the cost, with the most popular feature being the facilities.

Economic Benefit Report for: Darlington Point Caravan Park

Page 4

Data taken from the Caravan, RV & Accommodation Industry of Australia now the Caravan Industry Association of Australia

Economic Benefit Report – Commercial Caravan Holiday Park to a Local Community October 2012

and

Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers May 2013

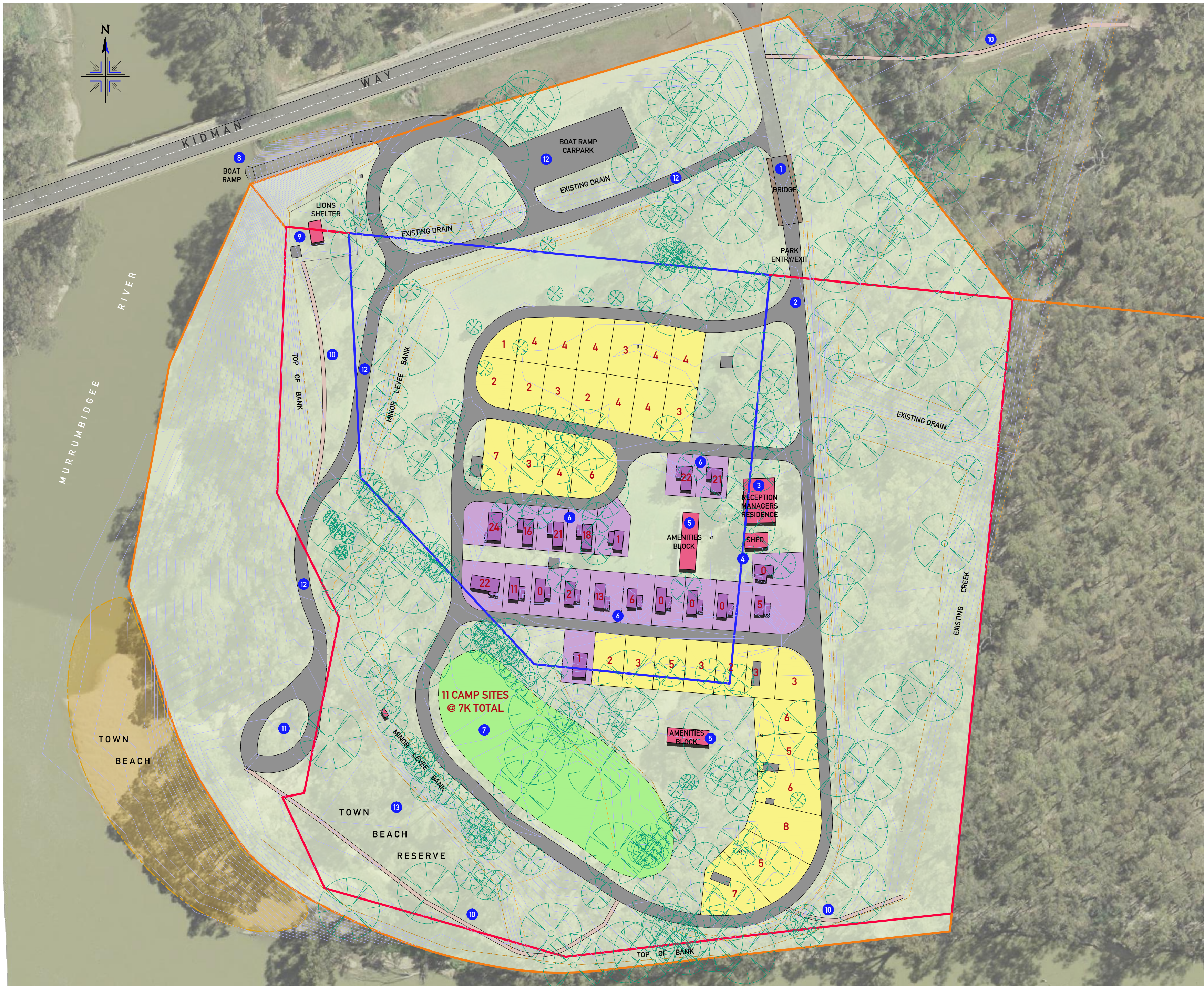
The information above should be used as a guide only.

¹BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers

²BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers

³TRA, 2012, Tourism's Contribution to the Australian Economy, 1997-98 to 2010-11

⁴BDO, 2013, Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers



CARAVAN PARK PRECINCT:

- 1 OLD DARLINGTON POINT BRIDGE
- 2 PARK ENTRY & LAY-BY
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED
- 5 AMENITY BUILDINGS
- 6 CABIN SITES
- 7 CAMPING AREA
- 8 BOAT RAMP
- 9 LIONS SHELTER
- 10 FORESHORE WALKING TRACKS
- 11 VEHICLE TURNAROUND
- 12 ACCESS ROAD & CAR PARKING
- 13 TOWN BEACH RESERVE

KEY:

- 3 ANNUAL SITE REVENUE FOR 2020 CALENDAR YEAR TO NEAREST THOUSAND DOLLARS
- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

EXISTING SITE ALLOCATION:

- 19 CABIN SITES
- 31 POWERED SITES
- 11 CAMP SITES
- 61 TOTAL**





CARAVAN PARK PRECINCT:

- 1 PARK ENTRY & LAY-BY
- 2 VISITOR CAR PARKING
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED & COMPOUND
- 5 CAMP KITCHEN
- 6 AMENITY BUILDINGS
- 7 BBQ SHELTER
- 8 RIVER VIEWING DECK
- 9 ELEVATED CABIN / TENT SITES
- 10 SPLASH PAD
- 11 PLAYGROUND
- 12 ENSUITE/CONCRETE SLAB SITES
- 13 SYNTHETIC GRASS/CONCRETE SLAB SITES
- 14 STUDIO UNITS

TOWN BEACH RESERVE PRECINCT:

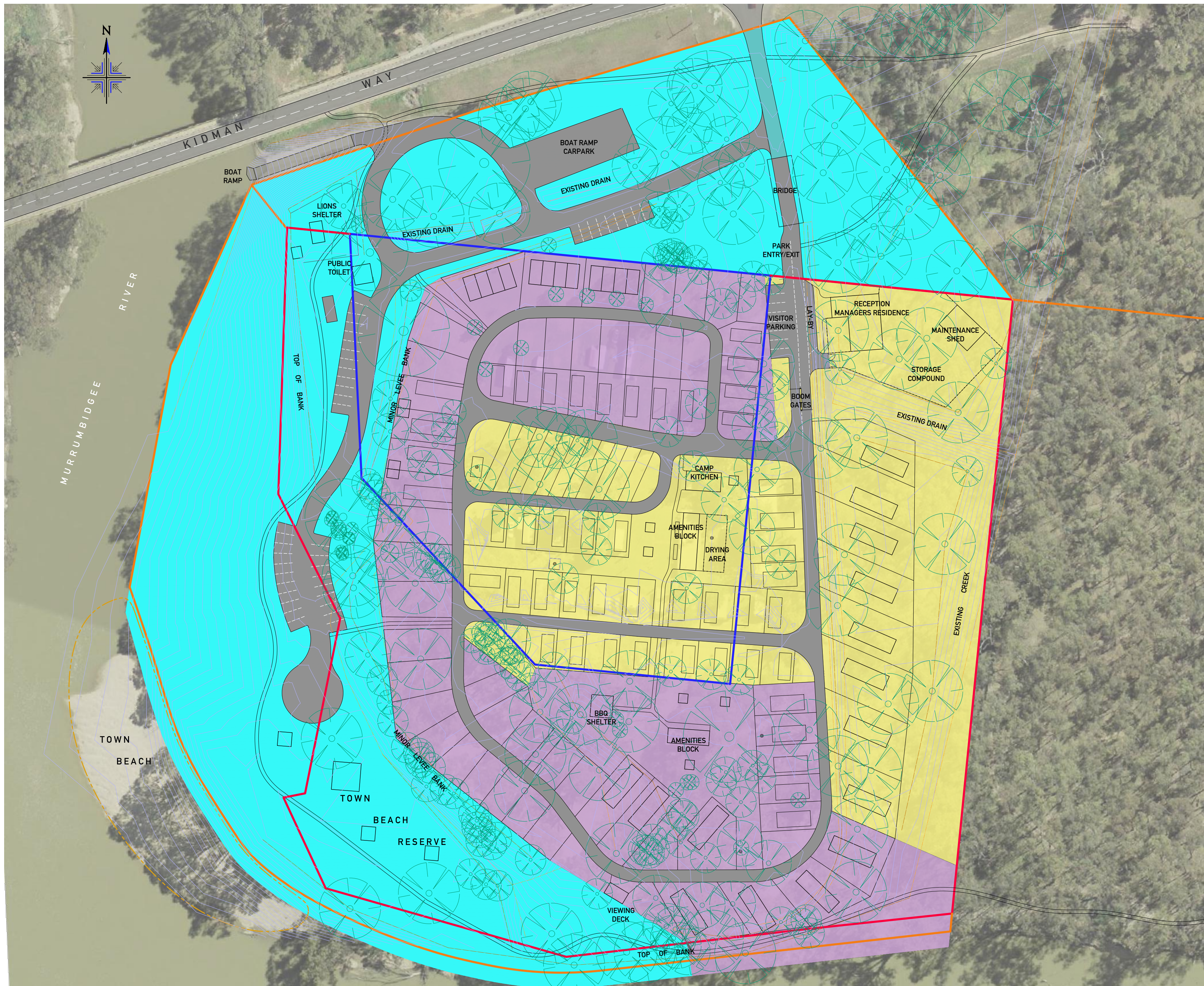
- 15 BOAT RAMP
- 16 LIONS SHELTER
- 17 NEW PUBLIC TOILET
- 18 PROVISION FOR FOOD VAN
- 19 FORESHORE WALKING TRACKS
- 20 NEW VEHICLE TURNAROUND
- 21 UPGRADED ACCESS ROAD & CAR PARKING
- 22 UPGRADED TOWN BEACH RESERVE - PICNIC SHELTERS, BBQ'S & LANDSCAPING
- 23 LANDSCAPING TO CARAVAN PARK BOUNDARY
- 24 RIPARIAN VEGETATION, WEED REMOVAL & BUSH REGENERATION

KEY:

- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

PROPOSED SITE ALLOCATION:

- 15 ELEVATED TOURIST CABINS
 - 4 STUDIO UNITS
 - 66 SHORT-TERM SITES
 - 6 DRIVE-THRU SITES
 - 4 ENSUITE SITES
 - 15 CAMP SITES
-
- 104 T O T A L
-
- 7 VISITOR PARKING



KEY:

- COUNCIL OWNED LAND
- EXTENT OF PROPOSED GENERAL COMMUNITY USE CATEGORISATION

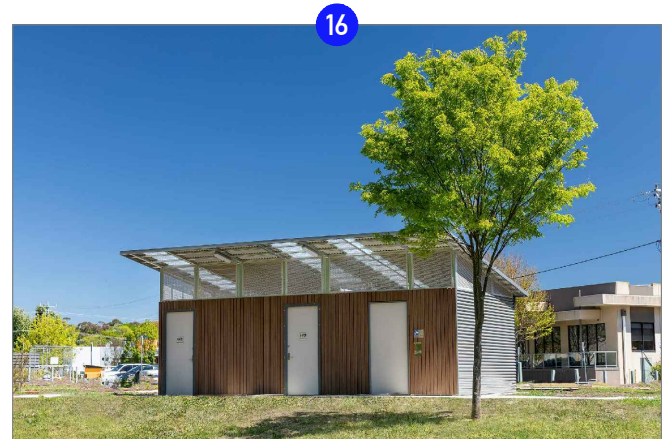
SATGING ZONES:

- STAGE 1 (A)
TOWN BEACH RESERVE
- STAGE 1 (B)
CARAVAN PARK
- STAGE 2
CARAVAN PARK



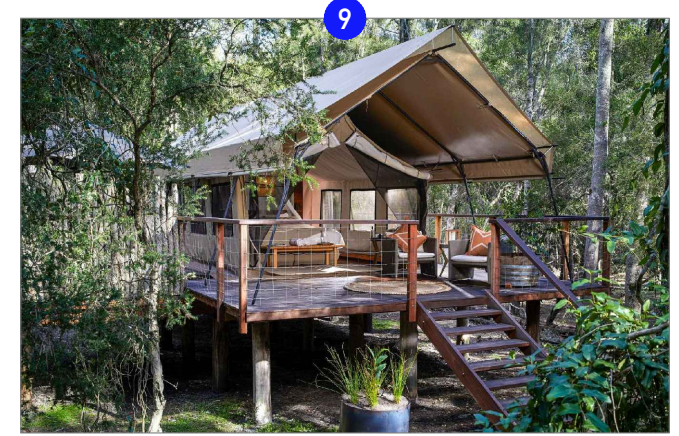
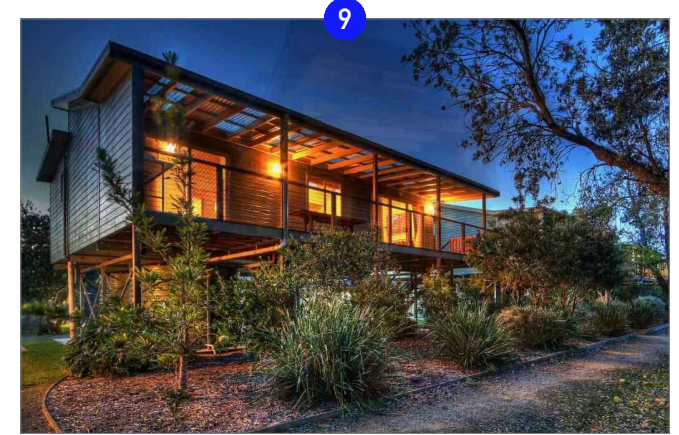
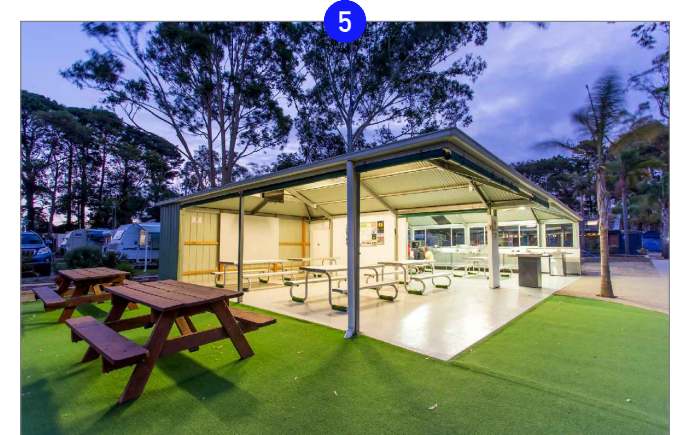
TOWN BEACH RESERVE PRECINCT:

- 15 BOAT RAMP
- 16 LIONS SHELTER
- 17 NEW PUBLIC TOILET
- 18 PROVISION FOR FOOD VAN
- 19 FORESHORE WALKING TRACKS
- 20 NEW VEHICLE TURNAROUND
- 21 UPGRADED ACCESS ROAD & CAR PARKING
- 22 UPGRADED TOWN BEACH RESERVE - PICNIC SHELTERS, BBQ'S & LANDSCAPING
- 23 LANDSCAPING TO CARAVAN PARK BOUNDARY
- 24 RIPARIAN VEGETATION, WEED REMOVAL & BUSH REGENERATION



CARAVAN PARK PRECINCT:

- 1 PARK ENTRY & LAY-BY
- 2 VISITOR CAR PARKING
- 3 RECEPTION / MANAGERS RESIDENCE
- 4 MAINTENANCE SHED & COMPOUND
- 5 CAMP KITCHEN
- 6 AMENITY BUILDINGS
- 7 BBQ SHELTER
- 8 RIVER VIEWING DECK
- 9 ELEVATED CABIN / TENT SITES
- 10 SPLASH PAD
- 11 PLAYGROUND
- 12 ENSUITE/CONCRETE SLAB SITES
- 13 SYNTHETIC GRASS/CONCRETE SLAB SITES
- 14 STUDIO UNITS



CONTACT US

INTEGRATED Site Design

ABN: 96609211716

 02 66865290

 3/181-183 River St, Ballina, NSW 2478

 admin@integratedsitedesign.com.au

 www.integratedsitedesign.com.au

© Integrated Site Design Pty Ltd

