

ITEM 9 WOLLONGONG CITY TOURIST PARKS MASTER PLANS

A detailed review of the operation of the tourist parks was conducted in September 2013 to examine ways to improve the overall performance of the parks. Improvements implemented following this review have resulted in improved financial performance over the last three and a half years.

Despite this improved performance, it has been identified that a number of impediments are still in place that prevent the tourist parks from further enhancing their performance. One of these is the need to ensure each park offers product that is attractive to the clientele being marketed to.

A recommendation of the 2013 review was to develop master plans to provide an insight into the issues faced by each park and to provide guidance on staged improvements that will assist the parks in providing even greater returns to Council.

The business unit is now seeking support to endorse the master plans and commence implementation to ensure continued improvements in financial performance.

RECOMMENDATION

- 1 The Tourist Parks Improvement Strategy and Master Plans be adopted.
- 2 Council approach the Department of Industries for allocation of funding to support the implementation of the Master Plans through the Crown Lands Trust.
- 3 A Holiday Van Strategy be developed to dictate the future management of holiday vans on site.

REPORT AUTHORISATIONS

Report of: Peter Coyte, Manager Property and Recreation

Authorised by: Kerry Hunt, Director Corporate and Community Services - Creative, Engaged and Innovative City (Acting)

ATTACHMENTS

- 1 Wollongong Tourist Parks Improvement Strategy and Master Plans (*Under Separate Cover*)
- 2 Wollongong Tourist Parks Master Plans Financial Analysis (*Under Separate Cover*)

BACKGROUND

Business History

Wollongong City Council (WCC) has operated and managed tourist parks at Bulli, Corrimal and Windang for over 50 years. Originally operating these as caravan and camping parks, Council began adding cabins to each of the parks in the 1980s to provide alternatives to camping and to respond to consumer demands. This was consistent with changes to the caravan and camping industry at that time - a new change in perception and a new name – from 'camping' to 'tourist' parks. Many operators today use "holiday parks".

In 1984, WCC began an investment program to introduce improvements to tourist park roads, amenities and playgrounds. This program waned until 2006 when a further investment program commenced to replace aging and deteriorating cabins, as well as increase cabin stock at Corrimal Tourist Park. This investment in additional cabins was required to meet the Crown Lands Division direction that the ratio of annual sites to casual sites (cabins and powered sites) should not exceed 1:1. Many Crown Parks are already operating well below this.

Business Improvement

In September 2013, Council undertook a detailed examination of the current delivery models and investigations into opportunities to enhance commercial business opportunities for the parks. The review

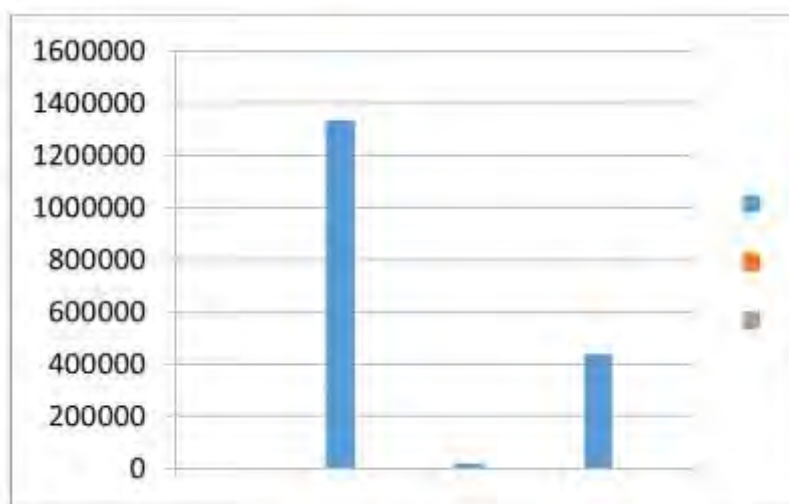
provided a range of recommendations to improve the financial performance of the parks and is summarised in the following table:

IMPEDIMENTS	RECOMMENDATION	PROGRESS
Lack of contemporary industry expertise and business acumen	Engage specialist industry advice	Operations Manager engaged to bring industry expertise
	Review marketing techniques to increase demand	Marketing Analyst engaged to bring marketing to strategic levels
		Marketing strategy developed and adopted by Executive
		End to end booking system with third party booking agents established
Contemporary website developed and implemented including end to end bookings. Mobile ready website implemented		
Lack of competitive facilities with which to compete	Review opportunities to add overall value to the parks	Master plans developed Diversification of product being achieved. Camp kitchen and Wi-Fi installed at Corrimal. Camp kitchen due in 2017 at Windang. En-suite sites due in 2017 at Bulli and 2018 at Windang.
	Examination of utility and security costs to identify savings	All costs are being examined and operational costs contained below CPI
Structured and inflexible administrative procedures indicative of bureaucracies		A review of operating procedures has been undertaken. A number of significant changes have been made to areas such as booking and cancellation procedures. End to end booking system with third party booking agents established
Employment conditions which are not conducive to a 24/7 tourism operation	Examination of park supervision structure [manager, assistant manager] to more efficiently provide for managers' absences and ensure WHS matters are addressed	Business structure currently being explored. This was put on hold due to the merger announcement. Review of utilisation of housekeeping staff completed with centralised roster system implemented. A review of reception rosters completed with reception closing at 6pm during the quieter months and open to 8pm on weekends and over the high periods. This was a significant change from the 8pm close all year round. Off site manager explored (rather than full time live in) with a risk assessment completed and roster trialled with manager staying on site over the busier weekend periods only.
	Examination of current in-house cabin and amenity cleaning and laundry services to identify efficiencies	Contracting of amenity cleaning over the busy Christmas period has been implemented across all sites. A contract for linen cleaning services has been awarded and commenced in December 2016.
	High labour costs relative to industry average	Casual and seasonal costs being managed to bring overall employee costs down

Customer service was also seen as integral to achieving increased returns. Therefore a customer service training program has been developed by the Operations Manager based on her experience in the tourist accommodation industry. This program was developed in partnership with the Human Resource Division and is a tourism specific course. Ongoing training has been implemented with all staff in attendance, with three modules now being completed in the past 12 months. A Customer Service Charter endorsed by the Executive Management Committee in November 2016, has also been rolled out and sets clear guidelines and expectations required of our frontline customer service staff.

Since the review was undertaken, improvements have been seen across all three parks, both in income generation and expenditure control. Income over the past four years has increased by 31.3%, whilst expenditure has been contained to just 13.1%. This reduces to 11.6% when depreciation is excluded.

Net Return (Inclusive depreciation) 2012 – 2016



	Income	Expenditure	Net Profit (inc depreciation)	Net Margin
2012/13	\$4,898,000	\$4,795,000	\$103,000	2.1%
2013/14	\$5,679,000	\$4,993,000	\$686,000	12.7%
2014/15	\$5,820,000	\$5,277,000	\$543,000	9.3%
2015/16	\$6,432,000	\$5,425,000	\$1,007,000	15.6%

The margin of return (net profit versus income) in 2015/16 was the highest ever recorded for the parks at 15.6%. It was also the first time the parks have achieved a result higher than the industry average which in 2015/16 was 15.1%

These improvements have been gained with changes to the way the business operates, however, would be further enhanced through the ability to offer better product and facilities across all three parks.

Identification of Key Issues

In 2017 caravan parks are recognised as an integral component of the broader tourist accommodation market. As a consequence, the Wollongong City Tourist Parks are in direct competition with hotels and motels as well as other caravan parks in the Local Government Area and in the region. This results in higher benchmarks and expectations in relation to the quality of infrastructure and delivery of services.

Master plans for the parks were developed to address the following key issues:

- Development of the parks as an integrated business enterprise;
- Establishing a long term program to facilitate the continuing consistent improvement of the parks;

- Development of strategies to grow occupancy across all cabin products;
- Upgrading the presentation and function of park entries and reception areas;
- Consolidating and expanding the level of well-presented and functional ancillary recreational facilities for guests so as each park becomes a holiday destination that takes full advantage of its prime coastal location;
- Exploring products that meet the specific needs of people with a disability as well as mobility restrictions;
- Creating more opportunities for clients to engage in environmentally aware tourism through the provision of accommodation and facilities that embrace ecologically sustainable design principles;
- Considering whether there should be further reductions in the numbers of holiday vans;
- Developing consistent occupancy for the additional tourist sites that may become available because of the reduction in the numbers of holiday vans;
- Renovating some existing buildings and cabins; and
- Upgrading the servicing and presentation of existing sites.

The items listed above relate primarily to the physical development of the parks. While this is a key factor in the commercial performance of the businesses, appropriate development must be supported by a strategic approach to marketing and promotion along with a comprehensive customer service focus. This has now been achieved with the development of a marketing strategy for the parks as well as the Customer Service Charter and scheduled training that has been implemented over the past twelve months.

Improvement Strategy

Inspection and analysis of the Wollongong City Tourist Parks has resulted in the identification of a number of required improvements to facilities and accommodation products. As well as consolidating the existing financial performance of the parks, these improvements have the potential to generate growth in revenue and profit through increased occupancies.

All three parks have an adequate supply of cabin accommodation although, at Bulli and Windang, there are a number of older units that should be replaced, with scope for the introduction of some products to expressly target the 'couples' market.

All three parks also offer a variety of sites in terms of size and configuration, although neither Bulli nor Windang have en-suite facilities; however these have been identified in the forward capital program for installation in the coming two years. In addition, the parks' ablution and laundry facilities are of a reasonable quality, although there are a couple of amenity blocks that are due for renovation, which are being targeted for upgrading in the coming year. In other words, the fundamental infrastructure of the parks is generally more than adequate and, broadly, market appropriate.

However, it is considered that in all three parks there are significant shortfalls with respect to:

- Provision of ancillary recreational facilities;
- Design and presentation of entry and arrival forecourts;
- Quality of reception areas; and
- Landscaping and vegetation management.

The absence, or poor quality, of these features results in a group of parks that do not take full advantage of the superb beachfront locations and the quality of the cabins. This, then, limits the capacity for the parks to be actively promoted as holiday destinations.

Furthermore, the parks are in a position where it is difficult to compete effectively with other properties in the region that do offer a comprehensive range of ancillary facilities. Parks such as Wollongong Surf Leisure Resort, Surf Beach and Easts Beach at Kiama and Seven Mile Beach and Gerroa Shores, all

offer a similar range of accommodation at competitive price points. These parks are also close to beaches and local attractions and draw their guests from the same source markets as the Wollongong City Tourist Parks. But, in addition, these parks offer swimming pools, games rooms, internet access, cable TV and other contemporary leisure facilities.

Why Invest Further

The increased returns that have been seen over the past few years have been attributed to the implementation of a variety of business improvement strategies. These have included the appointment of an Operations Manager, development of a marketing strategy and a focus on customer service. Further investment enhancing the physical structure of the parks, will also provide the necessary means to:

- 1 Continue in business through ensuring compliance to the local government regulation and the provision of open and easily accessible parks.
- 2 Retain and grow the business by renewing existing facilities such as cabins and making the park more attractive to existing and future customers.
- 3 Attract new customers and grow the business through the provision of recreational facilities that will assist the parks compete with other local providers.

All improvements will also ensure the current user base is maintained by providing quality accommodation, with superior infrastructure at parks that are easily accessible.

Opportunity through Investment

Currently across all three parks there is substantial opportunity to increase growth due to current occupancy rates. Continued and strategic investment will allow the parks to increase these returns through attracting more customers, whilst maintaining current customers. This will be achieved through increases in occupancy and increases in pricing levels, once facilities are able to match those of our local competitors.

Current yield rates have grown over the past two years. These increases represent an increase in income of \$120,000 above CPI. Despite this growth, yield rates, especially in cabins are still well below those of like tourist parks in the region which in 2013/14 were \$36,000 per site.

Yield per site	Number	2013/14	2015/16
Cabins	98	\$29,262	\$31,064
En-suite Sites	8	\$7,764	\$9,818
Tourist Sites	343	\$3,439	\$3,945
Holiday Vans	319	\$5,055	\$5,685

Ancillary and recreation facilities at our parks are also still well behind the leaders in the area such as Easts Kiama. Though ground has been made over the past few years with camp kitchen, en-suite and Wi-Fi installation, key facilities are still lacking across all three parks.

Comparison of ancillary facilities at other accommodation service providers:

	Wi-Fi	Pool	Water Play	Camp Kitchen	Playground	En-suites	Guest Lounge	Kiosk
Bulli Tourist Park				X	X			X
Corrimal Tourist Park	X			X	X	X		X
Windang Tourist Park					X			
Surf Beach Kiama	X	X		X	X	X	X	
Easts Kiama	X	X	X	X	X	X	X	X
Surf Leisure Resort	X	X		X	X			X
Shellharbour Beachside					X			
Kiama Harbour	X	X						
Kendall's Kiama	X			X	X	X		
Gerroa Shores	X	X		X	X			

The pricing of the Wollongong City Tourist Parks' cabin accommodation also places the parks in direct competition with hotels, resorts and serviced apartments which provide a range of added value facilities. In this context, the development of similar features will be essential to the longer term competitive capacity and commercial success of the Wollongong City Tourist Parks. Our current pricing structures however, which are mid-range compared to our competitors, do allow for flexibility in increasing fees once the parks are able to match the facilities of their competitors.

Tourist Park pricing versus local competitors (high season):

High Season Rates

Comparable accommodation to listed room types.

3.5 Star	1 Bed Standard - Max 4 pax	2 Bed Family - Max 6 pax	3 Bed Mid - Max 6 pax
Lakeview Hotel Motel	\$115.00	\$115.00	NA
Comfort Inn Fairways	\$122.00	NA	NA
Sovereign Inn	\$127.00	\$149.00	NA
Elsinor Motor Lodge	\$150.00	\$280.00	NA
Boat Harbour Motel	\$150.00	NA	NA
Comfort Inn Towradgi Beach	\$159.00	NA	NA
The Belmore All-Suite Hotel	\$199.00	\$299.00	NA
Wollongong Tourist Parks	\$201.00	\$ 279.00	\$312.00
Kiama Shores Motel	\$219.00	\$ 289.00	NA
Wollongong Surf Leisure Resort	\$220.00	\$316.00	\$387.00
Discovery Holiday Parks Gerroa	-	\$348.00	\$379.00
Werri Beach Holiday Park Gerringong	\$280.00	\$340.00	\$440.00
Kendalls on the Beach Holiday Park Kiama	-	\$320.00	\$345.00
Easts Holiday Park Kiama	\$268.00	\$328.00	\$583.00

In formulating an achievable development and improvement program, a number of factors have been considered including:

- The principles and parameters established in relevant legislation and policies;
- Potential to generate income and profit;
- Potential to address market place expectations and improve visitor amenity;
- Potential to improve the day-to-day management of the Park and the Reserve;
- Potential to achieve environmental objectives;
- Cost; and
- Contribution to the local economy.

The structure of the program for each park has been designed to bring improvements on stream in a way that will progressively enhance the income earning capacity and profitability of the business. Even though the number of sites in the parks will be reduced, the balance of site types and cabins at the completion of the improvement program will enable the parks to maintain existing levels of revenue. At the same time, the revitalisation of infrastructure and addition of facilities will create a platform from which to increase occupancy, revenue and profit.

Master Plan Improvement Priorities

Priorities for investment are categorised into five primary areas. Each area supports a specific part of the business that is critical in ensuring the long term future of the parks. This includes the need to ensure compliance to the Local Government Regulation to stay in business, improvements to facilities already at the park to maintain the current customer base, and then the addition of new facilities to ensure the parks are able to continue to grow and attract new business in the future.

Each area will ensure that the experience for users of the parks is enhanced and, therefore, provide opportunity for increased occupancy and profitability.

The improvement program will require a total investment in the order of \$9.2M over five years. The areas include:

Business Area	Area	Priority	Cost \$
Stay in business	Regulatory Compliance	Provision of compliant sites including roadways, access, parking	\$465,000
Stay in business	Entry Forecourts	Access and presentation	\$610,000
Retain and grow	Landscaping		\$435,000
Retain and grow	Sites and Accommodation	Accessible cabins to meet DDA requirements, en-suites, studio cabins, replacement of current stock, reconfiguration	\$3,660,000
Attract new and grow	Recreational Facilities Area	Water play/pools, playgrounds, climbing nets, jumping pillows, camp kitchen, meeting areas	\$4,050,000
TOTAL			\$9,220,000

* Over 5 years - *Includes 15% contingency

Regulatory Compliance

There are a number of areas in the tourist parks where the location of sites, installation of moveable dwellings and other matters do not comply with the requirements of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005. A comprehensive assessment of the parks has been undertaken by Council and the current Section 68 Approvals require programs to be established to achieve an acceptable level of compliance. In the first instance, there is a requirement for park management to undertake a thorough review of issues that have been raised to establish an appropriate program to systematically address and resolve issues to achieve an acceptable level of compliance. Priority must be given to resolving matters that involve the safety of guests and staff. The main focus in this area revolves around entrance ways, parking and access to sites to ensure compliance with the regulation and provide a better experience for the user.

Entry Forecourts

Changes to the entry and reception areas are proposed for all three parks. The entry to any holiday destination should provide a sense of arrival and create a positive first impression. The elements that contribute to this outcome for a tourist park include the road and parking arrangements (ie road widths suitable for towed vehicles, large motor-homes and 5th wheelers), signage, landscaping, parking, the quality of the reception area and the check-in process. The road configurations at Corrimal Beach and Windang Beach do not meet current regulatory standards and the reception areas in all three parks could be significantly improved. The updated reception areas will include the following features:

- Light, bright airy spaces with contemporary and relaxing decor;
- Backdrops and imagery that present the parks, the locality and the region in a positive light;
- Rules, warnings and prohibitions should not be the first messages people receive;
- The check-in process must be straightforward with uncluttered countertops, minimal paperwork and efficient technology;
- Retail sales and check-in functions should be separated; and
- Guests should be able to sit when a lengthy wait is unavoidable.

Landscaping

A commitment to establishing and maintaining quality landscaping is an essential component of the presentation of all aspects of the parks. An overarching landscaping and vegetation management strategy should be designed and implemented in conjunction with the development of facilities. There is some existing vegetation in each park that can provide a structural framework for an ongoing landscaping program that maintains and improves the overall presentation of the parks and the sites, accommodation and facilities.

Key issues to be addressed include:

- Progressive removal of unwanted exotic species to achieve environmental objectives;
- Treatment of spaces around cabins and existing and proposed facilities to reduce the impact of structures and create colour and interest;
- Ensuring asset protection zones are protected with appropriate plantings;
- Reconfiguration of garden beds to deter termite activity next to assets;
- Privacy and security in terms of the interface with public spaces and between sites and cabins; and
- Planting to provide separation and transition between functional areas within the parks and the adjoining public domain.

Cabins

The current Memorandum of Understanding with Wollongong TAFE has been an excellent means of achieving a steady improvement in the quality of the cabin accommodation provided in the parks. The aim of moving to a position where no cabin is older than 15 years has also been a good strategy with the average age of the existing cabins standing at around nine years.

The proposed Improvement Program involves some fundamental changes to the parks which will impact on the existing locations of a number of cabins at Bulli and Windang. In each case, these cabins will be replaced in preference to relocation. The proposed Improvement Program includes the replacement of a total of 22 cabins and the relocation of five cabins from Corrimal to Bulli [two] and Windang [three]. This represents around 25% of the proposed total cost of the program. In a majority of cases, these cabins will replace existing cabins. This component of the Improvement Program is primarily a fundamental asset management issue. Where the replacement of existing cabins is proposed, the affected cabins should be thoroughly assessed prior to proceeding to confirm replacement is required at that time. The program also includes the installation of a new two bedroom accessible cabin in each park. This initiative will mean the parks will supply accessible accommodation at the ratio envisaged by Federal Legislation which commenced in 2011.

Also, while there are some limitations associated with the existing cabins, until existing occupancy rates are increased, there is no justification for any significant increase in the total supply of cabin accommodation in any of the three parks.

Recreational Facilities

A central recreational facilities area will need to be developed at each park to provide an improved range of recreational facilities for park guests. The main areas of change are included in the following:

Bulli

The centre pieces will be a contemporary children's water play area (options for a swimming pool have not been included in funding scenarios) with shade and shelter, a camp kitchen and a children's playground which will cater for a range of ages. The area is to be an integrated design with pedestrian links to other parts of the park. The developments will require the removal of some sites including powered and holiday vans as well as some roadway. The existing playground and camp kitchen will be retained and upgraded to be brought into line with the presentation of other facilities in the park. The covered area associated with the camp kitchen will be expanded and improved seating installed. Shade

and seating for carers will be added to the playground. These improvements will extend the life and usefulness of existing facilities at a moderate cost and offer more options for guests.

Corrimal

The concept requires the removal of a section of road and 17 sites (six tourist sites and 11 holiday vans) in the Central Precinct. The area that is made available will enable the creation of a comprehensive range of ancillary facilities including a water play area (options for a swimming pool have not been included in funding scenarios) with, a camp kitchen and guest lounge, all age playground facilities and landscaped outdoor seating area. This position is close to a majority of the existing cabin accommodation, the high occupancy tourist sites in the Entry Precinct and the recently established en-suite sites. There is also potential to remove additional holiday vans to increase the supply of tourist sites close to the facilities. If tourist occupancy in the Northern Precinct was to expand significantly in the mid to longer term, a secondary facility could eventually be developed in that part of the park.

Furthermore opportunity exists for the development of this precinct close to the entrance of the tourist park, to provide access for a fee, to the facilities for the wider community. Further enhancing the possible returns provided for by such an investment.

Windang

The recreational facilities area will occupy a space in the centre of the park. Given the compact dimensions of the park, the area will be readily accessible from all sites and cabins. Development of the facilities will involve removal of two substantial sections of existing road and thirteen existing sites. The principal components will be a contemporary children’s water play area (options for a swimming pool have not been included in funding scenarios) with shade and shelter, an improved camp kitchen and a playground which will include climbing nets and climbing walls to cater for a range of ages. Where possible, and appropriate, useable equipment will be relocated from the existing playground to form the basis of the new facility. The area will be linked to other parts of the park with pedestrian pathways. The design approach will aim to create a village green that will function as a communal hub for the park’s guests.

Impact on Sites

The addition of recreation areas as well as changes to site configurations/entrance etc. will see a reduction in the number of sites across the parks. Significant reductions will also be seen in camp sites with campers today more inclined to book powered sites over camping sites. Occupancy of these site types continues to decline, therefore these sites will be converted to the higher utilised short term tourist sites.

These changes have all been factored into the financial forecasting for the implementation of the program.

Existing Sites		Proposed Sites	
Site Type	Number	Site Type	Number
Campsites	65	Campsites	25
Short term tourist	278	Short term tourist	253
En-suite Sites	8	En-suite Sites	26
Cabins	98	Cabins	98
Holiday Vans	319	Holiday Vans	306
TOTAL	768	TOTAL	708

Holiday Vans

Most critical above is the decrease in holiday vans as an immediate budget impact will be seen. Holiday vans provide a yearly income to the parks that allows the van owner the ability to leave their van on site. Fees are payable whether the van is utilised or not. To implement the capital program the number of holiday vans will be reduced to 306. More however may be required to leave due to compliance issues or be required to relocate to another location within the park due to occupation of a site that is required for development purposes. In these circumstances, many of these vans that will be required to move will be unable to meet the current regulation requirements and therefore will be required to leave.

In the longer term, further reductions in the number of holiday vans will be informed by the demand for short term sites that emerges as a consequence of the changes and improvements to the parks. A growing number of caravan parks on reserved Crown land along the New South Wales coast have removed or are removing all holiday vans to make more sites available for casual tourist occupancy. The growth in sales of caravans and camping equipment is resulting in growth in demand for powered sites in caravan parks.

In the case of the Wollongong City Tourist Parks, it is anticipated the renewed focus on the commercial performance of the businesses will also see the demand for short term powered sites increase with associated growth in the average annual yield for those sites. In these circumstances, when the yield for a short term tourist site approaches the yield for a holiday van site, it will be an appropriate business decision to further reduce the number of holiday vans to increase the supply of tourist sites. On this basis, it is expected the proportion of holiday vans will continue to reduce, and at a more rapid rate, as the commercial performance of the parks improves.

To ensure continued and effective communication with holiday van owners, it is proposed a Holiday Van Strategy be developed which clearly outlines Council's intent for the tourist parks into the future.

PROPOSAL

Council adopt the Tourist Parks Improvement Strategy and Master Plans.

Council make application for the allocation of the appropriate capital funding through the Department of Industries to support the implementation of the master plans through the Crown Lands Trust.

Where funding is unable to be gained, business proposals supporting the implementation of the Improvement Strategy be submitted for inclusion in Council's forward Capital Program.

A staged Improvement Strategy is implemented to support continued growth in occupancy and revenue for Council.

A Holiday Van Strategy is developed to provide a strategic direction for holiday van holders.

CONSULTATION AND COMMUNICATION

Property and Recreation Division

Tourist Park Staff

Department of Industry – Crown Lands Division

Destination Wollongong

Infrastructure Strategy and Planning Division

Finance Division

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 goal ““We have an innovative and sustainable economy” and “We are a healthy community in a liveable city”. It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2012-2017	Annual Plan 2017-18
Strategy	5 Year Action	Annual Deliverables
2.3.2 Wollongong is promoted as a preferred conference and events destination. And the place to live, learn, work and visit	2.3.2.3 Pursue initiatives that promote the region as a place to holiday to both the domestic and international markets	Contribute to the promotion of tourism in Wollongong through the management of Council’s three tourist parks
5.1.5 The long term needs of the community, including our people and our places, are effectively planned for	5.1.5.2 Carry out commercial business management of Council’s operational lands	Manage council’s commercial businesses to maximise return

RISK ASSESSMENT

The tourism market is very competitive with many providers able to supply similar facilities to that of tourist parks throughout Wollongong and the neighbouring areas. Currently, many of these providers are competitive in price to the tourist parks but also provide additional facilities. Without these facilities, the tourist parks will be unable to grow or possibly sustain its market share and therefore, be unable to provide continued and sustainable growth in returns.

FINANCIAL IMPLICATIONS

The additional capital proposed in the strategy will allow the tourist parks to ensure compliance to the regulation as well as maintain its current customer base through improved accommodation. Additional investment will allow for the improvements to the business to ensure it continues to grow into the future.

Capital Investment

The proposed capital investment each year is:

Park	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
TOTAL NEW INVESTMENT* PROGRAM	\$1,713,000	\$1,261,000	\$761,000	\$629,000	\$1,002,000	\$5,366,000
Current capital allocation	\$750,000	\$750,000	\$750,000	\$800,000	\$800,000	\$3,850,000
TOTAL investment over 5 years	\$2,463,000	\$2,011,000	\$1,511,000	\$1,379,000	\$1,752,000	\$9,216,000

* Includes 15% contingency. These figures are capital costs only and do not include increased operational costs in depreciation and maintenance.

This investment falls into three main categories:

- Replacement of existing cabins with some stock improvement in en-suite units and substitution of some existing stock for studio cabins;
- Requirements to comply with Local Government Regulation and our Approval to Operate; and
- Improvements to the parks’ infrastructure (recreation, entry and forecourts and landscaping).

The first two investments are essentially to maintain the current income levels through asset renewal and meeting legislative requirements. It is not expected that there would necessarily be an increased margin

but these investments will continue to maintain current margin. The investment in en-suites could see an increase in site yields where those facilities are added to the current sites.

The third investment is to provide the infrastructure competitors are providing and lacking in our parks to encourage future growth. This will not only provide assurance of maintenance of current patronage, but will provide the opportunity to increase occupancy across our three parks.

The parks currently source a major part of their visitation from Western Sydney and, with the strong population growth in those areas; opportunity exists to grow the business from there.

Potential Income Growth

A review of tariffs for sites and accommodation in other caravan parks in the south coast tourist region indicates the tariffs for sites and accommodation in the Wollongong City Tourist Parks are in the order of 5% to 10% lower than tariffs for similar accommodation products in parks where a comprehensive range of ancillary facilities is provided. Therefore, as facilities and features are added, tariffs can be increased at rates that are substantially greater than inflation. An increase of 7% has been factored in in year 5 of the program once all initiatives have been implemented.

The occupancy rates across the three parks are generally lower than for similar properties on the south coast. In conjunction with the improvements to the parks, the promotion and marketing strategies will be aiming to draw in new business to grow occupancies based on the introduction of new facilities. A 5% growth in occupancy should be a readily achievable initial target and has been factored in across all three parks with a 1% increase from year 5 onwards.

Anticipated revenue following the implementation of the improvement program in year six following:

- 1% growth in tourist accommodation each year (through improvements to park infrastructure and changes to business processes);
- 7% increase in fees after improvement program implemented (year six);
- Commencing improvement program in 2017/18; and
- Reduction in revenue predictions to account for removal of a number of holiday van and tourist sites to accommodate improvement program

Current Budget Revenue 2022/23	Anticipated Budgeted Revenue 2022/23	Additional Revenue
\$7,595,000	\$7,998,000	\$403,000

In reality, this is a very conservative estimate of what could be achieved. For example, the occupancy rate for cabins at Corrimal Beach in 2015/16 was 46% with over 7,000 nights available. With the proposed changes to the park, it is reasonable to anticipate the Corrimal cabins could achieve a similar occupancy rate to Bulli which in 2015/16 represented 60%. This would represent growth in occupancy in the order of 14% which is double the increase reflected above. In fact in 2016/17 the parks are anticipated to return an additional \$300,000 above current budgeted levels. These improvements alone will see the return on investment being in a much shorter time frame.

The Wollongong City Tourist Parks generate income from two primary sources: annual sites (29% of income) and rental of tourist accommodation (71% of income). This percentage has altered dramatically over the past four years (2012/13 annuals represented 37% and tourists 63%) as more annuals leave the parks and occupancy rates of tourist accommodation increase.

Over the long term, the parks have a history as commercially viable businesses with a sound financial management framework. The projections presented demonstrate the implementation of the proposed program which will see consistent growth in revenue and profits in coming years. At the same time, the management and operational approach for the parks will have a focus on controlling expenditure and introducing management efficiencies to ensure the growth in revenue results in increased profitability.

Impact on Long Term Financial Model

The tourist parks have performed increasingly well over the past five years with the net cash after capital increasing to a budgeted return in 2016/17 of \$1.36M, following reaching a high of \$1.17M the previous year. These gains and improvements that have come primarily about due to operational changes provide a good base in which to implement the improvement program.

Year	11/12	12/13	13/14	14/15	15/16	16/17 Bud
Net Result	(355,000)	(85,000)	(693,000)	(559,000)	(1,037,000)	(1,425,000)
Depreciation	819,000	876,000	877,000	1,021,000	980,000	903,000
Net Result (ex dep)	(1,174,000)	(961,000)	(1,570,000)	(1,580,000)	(2,017,000)	(2,328,000)
Capital Investment	892,000	1,343,000	735,000	997,000	847,000	967,000
Net Cash (ex dep)	(282,000)	382,000	(835,000)	(583,000)	(1,170,000)	(1,361,000)

The long term financial position (operational) will be impacted by the improvements of the park primarily through increases in depreciation and a reduction in the total number of sites. This impact will see a reduction in the net surplus of between \$168K and \$290K over the first four years, with increases being seen from year five. Increases in operational costs as well as depreciation and loss of sites have been factored into the adjusted long term model scenario. Overall, the net return in 2025/26 will increase from 17.9% to 19.9%.

Year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Current LTFM (Jan 17)	(1,236)	(1,373)	(1,469)	(1,428)	(1,449)	(1,472)	(1,500)	(1,462)	(1,486)
Proposed LTFM	(958)	(1,205)	(1,257)	(1,138)	(1,673)	(1,693)	(1,721)	(1,684)	(1,709)
LTFM Impact	278	168	212	290	(224)	(221)	(221)	(222)	(223)

Despite these changes the parks will still produce an overall surplus (ex-depreciation), with the exception of the first year of implementation of the program.

	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Net Result	(958)	(1,205)	(1,257)	(1,138)	(1,673)	(1,693)	(1,721)	(1,684)	(1,709)
Depreciation	948	944	975	1,001	1,030	1,060	1,082	1,171	1,195
Net Result (ex dep)	(1,906)	(2,149)	(2,232)	(2,139)	(2,703)	(2,753)	(2,800)	(2,855)	(2,904)
Capital Investment*	2,463	2,011	1,511	1,429	1,802	800	800	800	800
Net Cash (ex dep)	557	(138)	(721)	(710)	(901)	(1,953)	(2,003)	(2,055)	(2,104)

Return on Investment

Despite a negative cash flow in the first year of implementation of the program, the return on investment (excluding depreciation) will be realised in less than nine years. The figures utilised for growth are however very conservative with a modest increase in occupancy of just 5% included along with increases in fees in year six of the program. Therefore, it is anticipated that this return will be realised much sooner.

	5 years	9 years
Accumulated Net Result	\$6,231,000	\$13,037,000
Accumulated Capital Investment	\$9,216,000	\$12,416,000
Return on Investment	67.6%	105%

Funding

Funding for new initiatives can be made from three sources - net profit; cash reserves set aside to fund the replacement of capital assets; and borrowing or through external sources. As the caravan parks are located on Crown Reserves, the Council, as the appointed Reserve Trust Manager, has access to loans from the Public Reserves Management Fund at concessional rates of interest. Based on the projected future revenues the businesses should be in a position to support the required borrowings and, therefore, this option could be pursued to source the required additional funds for these projects.

If however this option is not viable or unsuccessful, business proposals will be submitted for each component of the program for inclusion in council's four year capital program. As discussed above, the parks are in a position to be able to provide a return on this investment in less than nine years, therefore providing a positive outcome for Council.

CONCLUSION

In 2015/16, there were 16,000 vacant nights in cabin accommodation across the three parks. The aim therefore, for this Improvement Strategy and Master Planning process, was to further optimise the development and management of the three existing tourist parks that already generate substantial revenue but still have significant capability to grow.

The objective was to create improved financial returns in the context of an appropriate, environmentally responsible improvement program. While the program of expenditure will result in a modest upgrade of the parks' cabin accommodation, investment will focus on providing ancillary recreational facilities that will provide guests with value for money and add to their holiday experience.

Funds will also be committed to the resolution of issues where the existing development does not address current regulatory requirements. While facilities need to be added, the existing character of the parks and their locations must be preserved. Measures with respect to sustainability and the prudent use of resources, particularly energy and water, will be fundamental to all aspects of the detailed design of improvements, with a view to consolidating the environment credentials of the parks and supporting the future promotion of the properties.

The proposed improvement program requires Council to undertake an investment in the order of \$9.2M over a period of at least five years which will:

- Rejuvenate the parks' cabin accommodation and create a more balanced supply of accommodation across the three parks;
- Provide market leading cabin accommodation for people with restricted mobility;

- Introduce ensuite sites to Bulli and Windang;
- Establish a central recreational area in each park that will provide a comprehensive range of contemporary facilities for the enjoyment of guests;
- Improve the entrances, offices and reception areas in all three parks ;
- Reduce the number of sites occupied by holiday vans to preserve the existing number of sites that is available for tourist use; and
- Begin to address regulatory compliance issues in all three parks.

As such, the Wollongong City Tourist Parks will offer holiday opportunities to a wide cross section of the tourist accommodation market. The program will not only enhance the capacity of the parks to satisfy the requirements of the holiday makers who already come to Wollongong, but also allow the parks to target new and emerging markets with the potential to grow occupancy and revenue far beyond the current projected returns.

IMPROVEMENT STRATEGY & MASTER PLANS

for

WOLLONGONG CITY TOURIST PARKS

for

WOLLONGONG CITY COUNCIL

JUNE 2015



wollongong city tourist parks

IMPROVEMENT STRATEGY & MASTER PLANS

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WOLLONGONG CITY TOURIST PARKS

for

WOLLONGONG CITY COUNCIL

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Appendix A **Crown Lands Concurrence**

Appendix B **Section 68 Approvals to Operate**

Appendix C **Community Maps**

1 INTRODUCTION

1.1 Wollongong City Tourist Parks

Wollongong City Council operates and manages three caravan parks – Bulli Beach Tourist Park, Corrimal Beach Tourist Park and Windang Beach Tourist Park. Wollongong City Tourist Parks is the trading name for the collective promotion of the Parks.

The Parks are located principally on reserved Crown land. Council is the appointed corporate manager of the respective Reserve Trusts pursuant to the provisions of the Crown Lands Act 1989. Bulli Beach Tourist Park includes a component which is Council freehold land.

While a key focus for the operation of the Parks relates to commercial viability there is a range of wider land management responsibilities to be addressed. In this context the operational and administrative framework established by Council in its role as the appointed Reserve Trust manager must be structured to ensure;

- the Crown and community assets are used in accordance with legislative provisions, policy goals and best practice commercial management;
- accurate information is available to the Council on the performance of the Tourist Parks;
- financial and human resources are used efficiently;
- probity is achieved in the operation of each Tourist Park;
- employees comply with established policies and procedures including legal requirements with respect to workplace health and safety, industrial relations, etc;
- the value of the assets of the community, Council and the Crown are safeguarded and enhanced; and
- the administration and management of the Tourist Parks delivers identifiable public benefits.

1.2 Business Planning and Development

The current status and business outcomes being achieved by the Wollongong City Tourist Parks are the result of a structured approach to day to day business operations. The Parks have received the benefit of modest but consistent capital investment over a number of years. This has resulted in a cabin stock that generally has a substantial remaining economic life and fundamental infrastructure that is well maintained.

In recent years the management strategy for the Parks has focused primarily on maintenance and marketing. Initiatives that have been achieved over the period include;

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- Implementation of environmental initiatives such as rain water harvesting, improvements to energy efficiency and provision of recycling facilities;
- Interior and exterior maintenance of the cabin stock to bring as many cabins as possible to a 4 star rating and installation of a number of new cabins, some of which have replaced older cabins; and
- Development of an online reservation platform.

Since Council introduced a moratorium on the sale of holiday vans on-site the number of holiday vans has been significantly reduced and now complies with Crown Lands policy requirements.

1.3 Purpose of this Report

This report examines issues associated with the continuing improvement and management of the Wollongong City Tourist Parks. The objective is to develop a commercially sustainable strategy that builds on the actions of previous years and provides Master Plans with capacity to guide the future operation and improvement of the Parks. Crown Lands has required an assessment of the number and proportion of holiday vans in the light of the government's current policy position and the commercial performance of the Parks. Therefore recommendations will be made in relation to the number and proportion of holiday vans that will be appropriate to the continuing successful operation of the Parks.

Council requires the Master Plans to provide a forward ten year implementation and investment plan that gives consideration to cost, benefit, risk and timeframes to ensure the Parks, which operate in a highly competitive tourist accommodation market, maintain current patronage and improve overall occupancies by attracting 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 Master Plans.

The plan should also reflect the objectives of the tourist parks which include:

1. To provide an attractive, accessible and family-friendly Tourist Park that capitalises on each of the parks stunning location
2. To attain a minimum AAA Tourism 4 star rating
3. To attract a broader range of tourists to the Park and increase occupancy rates
4. To enhance the commercial capacity of the Tourist Park and ensure the Park remains financially sustainable in the long-term
5. To create a more environmentally sustainable Tourist Park facility, conserving the natural environment for future generations
6. To develop the park sensitive to the Aboriginal cultural significance of the site (Windang)

Wollongong City Tourist Parks

Therefore this Strategy will identify the actions required for the next phase in the development of the businesses with the aim of continuing to enhance each Park's market presence and commercial outcomes by consolidating growth in revenue and profit. The requirement is for a practical and financially sustainable approach to the improvement of the Parks where each investment generates appropriate growth in occupancy and income. In addressing these issues it is essential the improvement strategy is based on a realistic view of the potential of the Parks especially given the already sound and improving business performance. At a fundamental level the Master Plans will address the following key issues in relation to all aspects of the proposed initiatives and actions;

Social equity – decision making that leads to greater access to and delivery of services and facilities;

Environmental sustainability – using only the resources that are required to deliver facilities and services and improving overall physical amenity while reducing detrimental impacts on natural assets;

Economic prosperity - promoting the development of jobs, business improvement and market growth in a sustainable manner; and

Corporate governance – managing assets and resources in a way that is accountable, transparent, responsive, efficient, and equitable and addresses all applicable legislative requirements.

1.4 Structure of this Report

The initial focus of this report is to outline the existing situation, the strategic qualities offered by the Wollongong City Tourist Parks and the broad thrust of the proposed strategy. Specific target markets will be identified to establish a focus for the proposed capital improvement program. The likely financial outcomes as a result of the recommended investment will also be estimated.

2 PLANNING FRAMEWORK

2.1 Introduction

The management and administration of the land holdings which support the Wollongong City Tourist Parks is impacted by a range of legislative provisions as well as the characteristics and dynamics of the business environment.

There are a number of Acts of both the Federal and New South Wales legislature that effect the management and operation of caravan parks in Crown reserves. This is particularly the case where there are commercial opportunities involving the development of built improvements.

2.2 Crown Lands Act 1989

As the Parks are located on crown land a principal Act to be considered is the Crown Lands Act, 1989. The objects and principles of Crown land management are listed in Sections 10 and 11 of the Crown Lands Act and form the starting point for the care, control and management of reserved Crown land. The principles of Crown land management are that:

- Environmental protection principles be observed in relation to the management and administration of Crown land;
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- Public use and enjoyment of appropriate Crown land be encouraged;
- Where appropriate, multiple use of Crown land be encouraged;
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity; and
- Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

The Crown Lands Act 1989 and existing policy for the management of Crown land has always encouraged the appropriate commercial use of reserved Crown land. Commercial activity can meet the needs of public users of a reserve as well as generate the financial means to manage and improve the Crown Reserve system generally. A specific requirement of the Act is that the proceeds of commercial activities on reserved Crown land are to be spent on the management of reserved Crown land. Thus the revenue generated from a commercial undertaking on any reserve is a potential source of funds for the on-going management of physical improvements as well as the natural components of reserved land.

2.2.1 Crown Lands Caravan Park Policy

Holiday vans are those owned by individuals and families which, under agreement, are able to be located at the Park permanently for the payment of an annual fee. Owners of the vans are entitled to a maximum of 180 days use in any 12 month period, with the Park

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managers able to provide 3 months notice at any time for the vans to be removed. The tenure arrangements for holiday vans are subject to the provisions of the *Tourist Parks (Long Term Casual Occupation) Act 2002*.

The intent of the 1990 Crown Land Caravan Parks Policy is that there is to be a commercial orientation in the management of Crown caravan parks. However, this objective is one of a set of objectives of equal weight and matters of environmental and community interest must be addressed alongside financial considerations

In response to the regime of regulatory changes introduced in 1986, the Crown Lands Policy requires as a general rule that no more than 50% of the approved short term and long-term sites in “tourist parks” be used to accommodate a mix of long-term residents and holiday vans. A copy of the current concurrence issued by Crown Lands with respect to the numbers of approved sites in each park is included at Appendix A. The details are as follows;

Park	Short Term Sites	Campsites	Total	Holiday Vans	% of Short Term
Bulli Beach (Crown land)	166*	5	171	82	49%
Corrimal Beach	300	47	347	148	49%
Windang Beach	183**	10	193	91	49%
AGGREGATE	649	62	711	321	49%

* The concurrence for Bulli Beach deals only with the Crown reserve section of the Park.

**The Section 68 Approval issued by Council for Windang Beach shows a total of 237 approved sites but identifies the number of operational sites as 193 which is in accord with the Crown Lands concurrence.

The proportion of holiday vans is a matter that must be considered as part of this Master Planning process. Over the last 20 years it has been found there are generally sound business arguments for reducing the proportion of holiday vans over time. This increases the supply of prime tourist sites for casual tourists and holiday makers. There may be instances where this would be a desirable initiative for the Wollongong City Tourist Parks.

2.3 Environmental Planning and Assessment Act 1979

This Act contains a wide range of provisions dealing with environmental assessment and development control. Understanding how the Act applies to particular development proposals can be a complex task. At the outset it is important to determine if development consent is required for the proposed works and if so, which agency (the Council, the Joint Regional Planning Panel or the Government) is the correct consent/approval authority. It is also important to determine the specific applicable planning controls.

Of a number of State Environmental Planning Policies (SEPPs) prepared under this Act a few have particular relevance to improvements in the Wollongong City Tourist Parks. Similarly, Councils’ local planning controls also have relevance as do provisions in the Act dealing with activities undertaken by public authorities such as Council.

2.3.1 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 Movable Dwellings" into the Local Government Act, 1919 (this Ordinance has since become a Regulation under the Local Government Act 1993 – see below). 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 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 when assessing development proposals. 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 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.

2.3.2 State Environmental Planning Policy (Infrastructure) 2007

State Environmental Planning Policy (Infrastructure) 2007 provides that certain types of works do not require development consent under Part 4 of the EP&A Act. However, the SEPP does not prevail over SEPP 14 – Coastal Wetlands, SEPP 26 – Littoral Rainforests or SEPP State and Regional Development where there are inconsistencies. Further, the Infrastructure SEPP does not remove the requirement to obtain consent from the Minister in relation to matters that come under the provisions of the State Environmental Planning Policy State and Regional Development (SRD) 2011.

Clause 20 of SEPP (Infrastructure) provides that a range of works are "exempt development" when carried out on behalf of a public authority. These works are itemised in Schedule 1 of the SEPP and include paths and ramps for disabled access, fencing, small decks, prefabricated sheds of up to 30 m² in area, retaining walls up to 2m in height, landscaping including paving and access tracks, minor external and internal alterations to buildings, open car parks (size is not specified) and demolition of buildings covering an area of up to 100m².

Clause 65 (2)(d) of the Policy provides that in respect of land reserved within the meaning of the Crown Lands Act 1989, development can be carried out without consent by or on behalf of the Director-General of the Land and Property Management Authority, a trustee of the reserve or the Ministerial Land Corporation, or an administrator of the reserve if the development is for purposes of implementing a plan of management adopted for the land. It should be noted that where this occurs, a review of environmental factors (REF) under Part 5 of the Act is usually undertaken.

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Clause 65 (3) of the Policy provides that development for any of the following purposes may be carried out by or on behalf of a council without consent on a public reserve under the care and control or vested in Council;

- (a) roads, cycleways, single storey car parks, ticketing facilities and viewing platforms;*
- (b) outdoor recreational facilities, including playing fields, but not including grandstands;*
- (c) information facilities such as visitors' centres and information boards;*
- (d) lighting, if light spill and artificial sky glow is minimized in accordance with AS/NZS 1158: 2007 Lighting for Roads and Public Spaces;*
- (e) landscaping, including irrigation schemes (whether they use recycled or other water);*
- (f) amenity facilities;*
- (g) maintenance depots;*
- (h) environmental management works.*

Pursuant to the provisions of Clause 66 (2) a number of additional works may be able to be undertaken as exempt development on a Crown reserve where a plan of management has been adopted.

2.3.3 State Environmental Planning Policy (State and Regional Development) 2011

This SEPP classifies development types that may be of State significance. These are generally of a larger scale and have a significant capital costs. The proposed improvements to the Tourist Parks (discussed later in this Report) do not constitute State Significant Development. The Policy also applies to Regional development which is defined in conjunction with provisions (Schedule 4A) in the EP&A Act. Joint Regional Planning Panels (JRPPs) generally determine regional development proposals. An analysis of the Schedule indicates the scale and scope of any planned Master Plan improvements that may be proposed for the Wollongong City Tourist Parks will fall below the thresholds that define Regional development.

2.4 Local Planning Context

Wollongong City Council's planning framework applies to the development, improvement and management of the Wollongong City Tourist Parks. Under the provisions of the Wollongong Local Environment Plan 2009 the Parks are all within Zone SP3 - Tourist. The development of a caravan park within that zone is permitted with consent. The LEP and related maps contain other provisions which may require consideration with respect to the future development of the Tourist Parks.

The LEP is supported by Development Control Plan 2009 (DCP 2009) which incorporates a range of more detailed matters for guidance and consideration in the design and development of caravan parks.

2.5 Local Government Act 1993

This Act has relevance because of the general operations of Council. However in addition the Act contains provisions with respect to Community and Operational land which is owned or managed by Council. The Council freehold section of Bulli Beach Tourist Park occupies Operational Land. Furthermore Section 68 of the Act provides that caravan parks and camping grounds are to have an Approval to Operate that details the numbers of dwelling sites and campsites, provision of communal amenities and other matters related to the technical standards that have been prescribed by Regulation (see below). Details from the current Section 68 Approvals for the Wollongong City Tourist Parks which will expire on 25th August 2015 are as follows (copies of the Approvals are included at Appendix B);

Park	Approved Sites			Operational Sites		
	Short Term Sites	Campsites	Total	Short Term Sites	Campsites	Total
Bulli Beach	247	5	252	214	5	219
Corrimal Beach	328	19	347	328	19	347
Windang Beach	227	10	237	183	10	193
TOTALS	774	62	836	725	34	759

The Section 68 Approvals are accompanied by a comprehensive letter from Council which outlines the result of detailed inspections of each Park. The Conclusion in each case includes the following advice;

“While Council has issued the renewal, Council is not satisfied the park is being operated in accordance with the Regulation and the conditions associated with the approval. Additional information is required to demonstrate compliance.

Given the above assessment results, this licence has been limited to 6 months.

During this period, an adequately prepared written response addressing each of the issues raised and includes(sic) a programme and scope of works, inclusive of completion timeframes, must be submitted for consideration. This submission should be received at least 2 months prior to the expiration of the park licence.”*

* Special Condition 8 of the S68 Approval requires submission 1 month prior.

For each Park the letter itemises over 50 matters that require some level of attention including;

- Details that are not accurately shown on the Community Maps;
- Shortcomings in administrative processes that can be changed, e.g. recording the registration numbers of caravans;
- Provision of detailed information with respect to the use of particular sites;

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- Cases where significant physical works are required. A large proportion of these issues are related to the installation of existing holiday vans and annexes, most of which have been in the parks and on the same site for twenty years or more;
- Matters where there may be an exemption for “existing parks” provided by reference to the provisions of Clause 108 of Ordinance 71. All three Parks existed before the commencement of Ordinance 71 in 1986;
- Requests for details and information that in some cases may go beyond what is required under the applicable provisions of the Local Government(Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005;
- Matters where the intent of a particular definition or clause may be open to more than one interpretation; and
- Items that could be addressed by recourse to Section 82 of the Local Government Act 1993 because it can be argued that rectification would be *“unreasonable or unnecessary in the circumstances of the case”*, eg setbacks of site boundaries and cabins from small barbecue shelters at Windang.

In the first instance it is essential that a detailed objective analysis of the assessment and findings is undertaken with respect to each Park as there will be a variety of reasonable responses. An achievable program, in terms of both cost and timing, can then be formulated. The program should take account of the improvements that will be implemented in the Parks over the next five to ten years and the relative impact of alternative approaches to achieving an acceptable level of compliance on the commerciality of the businesses. For example non-compliance involving holiday vans could be resolved by issuing notices to terminate agreements pursuant to the provisions of the Holiday Parks (Long Term Casual Occupation) Act 2002. Obviously if this was done across all non-compliant holiday van sites there would be an unacceptable impact on revenue and profit. At Bulli over 90% of the existing holiday vans are identified as requiring work of some description to achieve full compliance with the applicable Regulations. In many instances the cost of the compliance measures may result in the holiday van owner leaving the Park of their own accord. In some cases termination of the Occupancy Agreement by Park management may be an appropriate approach.

Fortunately there are instances where the actions proposed as part of the ongoing improvement and development of the Parks will resolve or eliminate an issue. These matters are identified in Section 7 of this report. Having said this there will be significant commercial implications for the Parks with respect to the process of achieving an acceptable level of compliance. Importantly good commercial outcomes will enable funds to be applied to the process.

The approach to achieving an acceptable level of compliance should recognise the factors that have lead to the current situation. When Ordinance 71 was introduced in 1986 it was intended that compliance with the new regulatory regime would be achieved on the basis of a co-operative approach between regulators and park managers and owners. In the event, across NSW, that was not entirely successful due to failings by all parties. In the case of the Wollongong City Council Parks the current assessments of the Parks indicate the day to

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day administration and management regime has been less than rigorous in undertaking its responsibilities at various times over the past 29 years. At the same time those responsible for the application of the Regulations, over the same period, have issued licenses and approvals without identifying or drawing attention to the matters that should have been addressed.

It is noted that the Approvals have been issued to Wollongong City Council - in reality the Parks are managed and operated by the respective reserve trusts for which Wollongong City Council is the appointed trust manager.

2.6 Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds & Movable Dwelling) Regulation, 2005

In 1986 Ordinance 71 was introduced under the then Local Government Act. Under the Ordinance each caravan park required an annual license 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 1st 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) contained 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. Where a pre 1986 Park is substantially altered, those alterations need to comply with the current Regulations and the exemptions are not applicable.

2.7 The Holiday Park (Long Term Casual Occupation) Act 2002

The *Holiday Parks (Long-term Casual Occupation) Act 2002* and the associated Regulations set out the rights and obligations of long-term occupants of moveable dwellings in caravan parks in New South Wales. The Act recognises that while the occupant has a right to occupy a site there is no interest in the land. In essence, the Act provides for an occupation

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agreement, which runs for at least 12 months, between the manager of a caravan park and the owner of a moveable dwelling for the use of a site for tourist purposes. Some of the principal issues addressed by the Act include:

- Information that a park owner must provide prospective occupants;
- The form and content of agreements;
- What happens at the end of an agreement;
- Occupation fees and charges;
- The formation and amendment of Park Rules;
- Dispute resolution mechanisms and the role of the Consumer, Trader and Tenancy Tribunal constituted by the Consumer, Trade and Tenancy Tribunal Act 2001.
- The fate of abandoned goods (i.e. moveable dwelling) and sites.

The former Department of Lands introduced an Information Sheet on the creation of occupation agreements and which provides policy guidance on the principles to be followed. The State Government Policy states that agreements for sites on reserved Crown land must be limited to no more than 12 months.

2.8 Water Management Act 2000

Among other things the management of works and activities along 'waterfront land' adjacent to rivers and creeks emerges from the requirements of the Rivers and Foreshores Act, 1948 which was repealed in 2008 and replaced with relevant provisions in the Water Management Act. Section 91 of the Water Management Act requires controlled activity approvals from the NSW Office of Water for works in a zone which is up to 40m from the top of the bank of a creek or estuary.

Clause 6.5 of LEP 2011 also makes provision for a consideration of development near watercourses and riparian lands. This is a matter that could have an impact on proposed works in all three parks.

2.9 The Native Vegetation Act 2003 and Regulation 2005

The Act deals with the management of native vegetation. It aims to ensure that key safeguards are in place with respect to water quality, biodiversity and the prevention of salinity or land degradation when native vegetation is to be removed. To do this the Act provides for certain assessment procedures to be followed which may include the preparation of property vegetation plans. At the same time the Act provides exemptions and exclusions for certain lands and vegetation types as well as the possibility of providing off-sets to balance the loss of significant vegetation. Applications to clear native vegetation under the provisions of the Act are usually assessed by Catchment Management Authorities (CMAs) and can take the form of development consent from the CMA or an approved property vegetation plan (PVP).

2.10 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 (e.g. 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 4 to 10 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.

There have been more than four new cabins installed at both Bulli and Windang since this legislation commenced. Accessible cabins were not installed at either park as part of those programs. As a consequence this is a matter that must be addressed in the proposed programs for Bulli and Windang. Although new cabins have not been installed at Corrimal since the commencement of the legislation an additional accessible cabin should be installed to bring the supply of accessible cabins into line with the intent of the ratios contained in the legislation.

2.11 Climate Change

Consideration of long term issues associated with climate change is also relevant to planning matters. It is evident that potential changes that would most likely impact the Parks range from storm events to sea level rise and clearly each Park could be affected differently.

With respect to storm events the following represent strengths as well as potential difficulties for the Parks:

- An increasing proportion of accommodation is provided in cabins which are designed, built and installed to standards which are in fact more stringent than most residential dwellings;
- A number of structures are relocatable in short time frames (caravans, RVs, camper trailers) which can assist when sufficient warning is available;
- Holiday vans and annexes as well as tents and camping structures can readily be damaged in high winds and storm events;
- Mature, old and diseased trees in Parks can prove treacherous for light weight accommodation structures in storm events – vegetation in the Parks is limited; and
- Low lying land can prove problematic in high rain events. By contrast, sandy coastal soils are often very good at absorbing excessive rainfall.

Caravan parks can be an appropriate land-use for these locations. Many accommodation sites are grassed areas that are used by guests who come and go. Other sites may be occupied permanently by caravans and annexes or cabins, however, these too can be relocated if necessary.

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Given that sea level rise predictions are relatively long term, the use of the land can continue for the time being. In turn the income derived from this use can be applied, if necessary, to issues associated with sea level rise around the margins of the wider reserve system. Coupled with this, the use of strong, light weight relocatable structures is now commonplace in caravan parks. Increasingly this has become the method of construction for facilities such as camp kitchens, amenities, communal spaces, manager's residences, offices and the like. These can all be constructed elsewhere and brought to the Park and installed. Similarly these are structures that can be removed and relocated if and when required by a significant change in local constraints and conditions.

2.12 Other Statutory and Policy Documents

There are a number of other documents that are relevant to the ongoing management of the reserve or that have been considered in the preparation of this Plan including;

- *Environmental Conservation and Biodiversity Protection Act 1999; and*
- *Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales.*

2.13 Summary

The management, operation and development of the Wollongong City Tourist Parks is subject to a number of statutory controls. It is a fundamental requirement that the Reserve Trust Manager complies with the requirements of applicable legislation and regulations and seek to implement approvals and consents.

Government Departments and agencies also maintain policy and guideline material that may be relevant.

3 BUSINESS CONTEXT

3.1 Introduction

NSW 2021 is the Government's 10-year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability and strengthen our local environment and communities. Among the priorities for action in NSW 2021 tourism is identified as having a high potential for growth, with a key goal being **'to increase tourism in NSW with double the overnight visitor expenditure by 2020'**.

In December 2012 the government released the Visitor Economy Action Plan¹ outlining a number of key priority actions required to enable the achievement of the goal. A number of immediate actions outlined in the plan are pertinent to the supply of tourist accommodation and other visitor economy related facilities on Crown land. These include improving planning processes to encourage quality and appropriate accommodation on Crown land in locations of high natural amenity (Action 35D) and identifying and releasing land for visitor economy purposes (Action 6C).

The Plan also advocates implementation of Destination Management Planning to enable a coordinated approach to addressing demand and supply, policy and planning issues including infrastructure requirements and the role of Crown land within the identified zones (Action 18A).

A Destination Management Plan & Destination Development Plan have been prepared for the Wollongong Region. The main objective of the Destination Management Plan is to "Position Wollongong as a highly desirable destination to visit by leveraging Wollongong's appealing, authentic & high quality experiences, attractions and events to increase visitation and spend from Intrastate, Interstate and International markets".² Priority 7 of the Destination Development Plan is to identify key infrastructure and investment required for destination enhancements. Bulli Beach & Corrimal Beach Tourist Parks are identified as assets having the potential to attract recreational visitors through the provision of Surf Camp opportunities.³

In this context the Council has a responsibility to respond to tourism demand and to be aware of the dynamic character of the tourist marketplace in the State and in the region.

3.2 NSW Tourism

Nationally, Tourism's contribution to Australia's Gross Domestic Product (GDP) has reached 6.0% of total GDP with average annual growth in the order of 4.3%. In the twelve months to June 2014 total travel expenditure in NSW reached \$28.1 billion dollars. Domestic overnight tourism experienced strong growth compared to YE June 2013 with total expenditure

¹ Visitor Economy Industry Action Plan, NSW Trade & Investment, December 2012

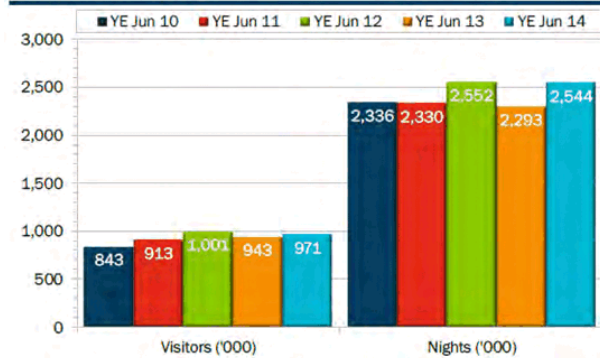
² Destination Management Plan 2013/14, DestinationNSW, June 2013

³ Destination Development Plan, Cardno, October 2014

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a significant proportion of visitors travel to the Illawarra region with the purpose of visiting friends and relatives.

Visitors and nights



Source: DestinationNSW, Travel to the Illawarra Sub-region Year Ended June 2014

Some key facts about visitors to Wollongong⁷ are:

- The City attracts on average 585,000 domestic overnight visitors, 42,000 international visitors and 2.39 million domestic day visitors each year;
- Domestic overnight visitors directly contribute \$172 million to the Wollongong local economy spending on average \$294 per visitor;
- Caravan parks and camping grounds are a popular choice of commercial accommodation being used by 12% of visitors to Wollongong;
- The vast majority of visitors to the area travel by private car;
- 23% of domestic overnight visitors travelling to Wollongong are aged between 25-34 years and 19% are aged between 15-24 years; and
- Those travelling to the region travel in 3 main travel parties – Travelling alone (27%), travelling with children (27%) and adult couples (26%).

3.4 Caravan Park Industry Snapshot

There are approximately 900 caravan parks in New South Wales. This is a decline of 10% compared to the early 1990's. In coastal areas there is development pressure on existing caravan parks on freehold land and in many instances the strategic value of the land has increased significantly. This has often resulted in re-zoning and re-development for residential or other forms of commercial or tourist land-use. The numbers of sites in the remaining caravan parks is also decreasing. The design parameters from the 1960's and earlier are no longer appropriate for large self contained caravans, 5th wheelers, motor-homes, large tents and cabins. As a consequence redesign and improvements to existing properties to meet consumer expectation and regulatory requirements usually results in a reduction in the total number of sites available in any given park.

The caravan and camping industry is contributing almost \$2 billion to the state's economy each year with this contribution currently increasing at an annual rate of more than 17%.

⁷ LGA Profile, Four year annual average to the year ending September 2013, DestinationNSW

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At 38% New South Wales takes the largest share of visitor nights in caravan parks in Australia accounting for 2.4 million nights in the past year. Caravanning and camping supplies 28% of the visitor holiday nights in Regional NSW which makes caravan parks a vital component of the State's tourist infrastructure.⁸

Recent years have seen significant growth in the caravan, camper trailer and campervan marketplace with around 20,000 new units being registered each year. Recreational vehicles represent an increasing market segment with over 330,000 such vehicles now registered Australia wide. At any one time there are in the order of 90,000 caravans on Australian roads. Senior traveler site nights in caravan parks have increased by 254% since 2004. As a consequence the industry has continued to experience consistent growth in the face of variable economic circumstances.

3.5 Caravan Parks on Crown Land

About one third of the caravan parks, camping grounds and primitive camping grounds in New South Wales are on Crown land administered by the Department of Trade and Investment, Crown Lands. Caravan parks on Crown land supply a disproportionately large component of the available sites for tourists in New South Wales and occupy some of the State's premium tourist accommodation locations. This resource has immense value and is a critical part of the State's tourism infrastructure which supplies active and passive leisure and recreational opportunities for residents and visitors.

The provisions of the *Crown Lands Act 1989* establish objects and principles which require Crown land to be managed for the benefit of the entire community. Reserved land is specifically set aside for the ongoing benefit of the people of New South Wales. As a consequence the development operation and management of caravan parks on Crown reserves must recognise that imperative. In this context there is a responsibility on the part of Reserve Trust Managers such as Wollongong City Council to optimise the supply of sites and accommodation for tourists.

3.6 Forecast Trends in Tourism

Over the last 10 years the overnight domestic tourism market has been steadily evolving in response to a variety of economic and employment factors as well as a significant shift in the accessibility and take-up of information systems such as the internet and mobile technologies. A snapshot of the impact of these changes on the domestic tourism market can be set out as follows:

- A desire to enjoy more breaks per year of shorter duration (less domestic visitor nights per trip) and in different locations. The time when families spent 4 weeks a year at their annual regular holiday destination is quickly becoming a thing of the past;

⁸ Key Issues NSW Election 2015, The Caravan, Camping and Touring Industry Association and Manufactured Housing Industry Association of NSW Ltd

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- An increasing share of domestic and international visitors is using the internet including social media channels as a source of information for trip planning. The use of the internet for travel bookings by the domestic market is increasing at a rate of 6.4% a year. 65% of domestic online travel bookings are for accommodation;
- Improved road transport infrastructure, on a national level, is a major factor in the resurgence of the caravan and the use of other registered recreational vehicles. Improved accessibility has opened new markets but increasing fuel prices may act as a brake on the rate of future growth;
- Growth in the seniors market;
- Emergence of new consumer markets and their particular needs such as environmental and technological considerations;
- The nature of the business/conference markets is also fragmenting creating new opportunities in some caravan parks; and
- A willingness to spend more money to achieve a higher 'quality' holiday experience with some of the comforts of home.

In the mid to longer term, the National Forecasting Committee predicts Domestic visitor nights will grow at an average annual rate of 0.3% to 2020.

Growth is expected to be strongest in the over 55's market, continuing the trend of the last 10 years which saw growth in the order of 20% to 70 million nights to the year ended September 2009. This market now represents around 27% of total visitor nights compared with 20% in 2000, at an economic value of \$9.3 billion (September 2009).

It is anticipated that for the period to 2018 tourism by the active seniors market segment (ages 55 – 69 years) will remain solid. There are three main reasons. Firstly, recovery in the stock markets will build business and consumer confidence leading to increased opportunities in the labour market to boost income. Secondly, Australia's population is ageing and the active seniors' market segment is projected to reach 28% of total population by 2018. Thirdly, studies indicate the average post-retirement income is likely to increase given that individuals in this market segment have benefited from longer periods of compulsory superannuation contributions.

Source: Tourism Research Australia, "Tourism Forecasting Committee: Forecast, 2011, Issue 2", October 2011.

3.7 Caravan Park Industry Trends and Visitor Expectations.

In recent years the Caravan, RV and Accommodation Industry of Australia (CRVA and now CIA) and the Caravan and Camping Industry Association (CCIA) have commissioned research and studies to provide an understanding of the way the sector is likely to change and

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develop in coming years. The following provides a summary of findings and some extracts from research projects undertaken in 2011⁹ and 2013^{10 11}.

In terms of consumer demographics it is suggested that *“Over the coming decade the Australian consumer market is likely to be influenced by a rising pool of Generation Y (children of the Baby Boomers) moving from their 20s into their 30s. Issues like affordable housing and value for money holidays are likely to come to the fore. This is an opportunity for the caravan, camping and manufactured housing industry.”* As a consequence *“The Young family life segment (persons aged 30 to 39 years) may present one of the most significant opportunities for the industry over the coming decade. The size of the market is projected to increase from 3.1 million in 2011 to 3.7 million in 2021”* In this context family friendly holiday options and manufactured housing aimed at families and the elderly may all be part of the evolving narrative for the industry over the next ten years. Interestingly the statistical data suggests, despite the anecdotal evidence that it is the 65 years and over ‘grey nomads’ travelling with campervans, it is actually the 45 to 64 year age group who comprise a majority of the people undertaking campervan trips (44%).

While strong growth in the size of the Active Seniors life segment has generated favourable demographic conditions for the industry over the last decade (along with the established families), both segments are projected to experience slower rates of growth over the next decade compared to the last. Therefore the key to industry success over the next decade will be tapping into new life segments, particularly young families. The Young Family life segment is projected to experience significant population growth over the next ten years with affordable family-friendly holiday options becoming more important. In addition the size of this family market is likely to be much larger due to the number of Kids and Teens who travel and live with their 30 to 39 year old parents. This factor adds further to the issue of affordability.

“Given rates of participation in camping and caravanning tend to drop among persons aged 65 plus, promoting inter-generational camping that like three generations (grandparents, children and grandchildren) may be one way to maintain this market into older age, as well as foster a camping / caravanning holiday culture among the younger generations.”

“Close to one-third (32%) of the population aged 65 to 69 years have some form of core activity limitation. This rate increases to close to half (49%) among 75 to 79 years old. Identifying ways to allow people with core activity limitations to maintain participation in camping and caravanning may be a focus for the industry over the next decade, particularly as Australia’s population continues to age.” In other words the provision of accessible facilities will be essential if caravan parks are to continue to satisfy the requirements of the market segment.

⁹ CRVA, Consumer Research Report 2011

¹⁰ KPMG, Impact of Demographic Change on the Future of the Caravan, Camping and Manufactured Housing / Manufactured Home Village Industry, July 2013

¹¹ BDO, CRVA – Economic Benefit Report – Spending Patterns of Commercial Campers & Non-Commercial Campers, May 2013

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The composition of Australia's population base is undergoing a period of transition from European to Asian influences as levels of Asian migrants to Australia increases. Identifying strategies to tap into these non-traditional markets may become increasingly important if industry growth is to be maintained. Therefore increasing the levels of exposure and highlighting the changing character of camping and caravanning to Asian-based ethnicities will be a significant challenge in relation to both domestic and international visitors.

In a survey of existing visitors to caravan parks in 2013 it was found that people generally regard cleanliness, facilities and location as the most important attributes in any given commercial caravan park. Further to this 40% of respondents regarded the location of the park they were staying in on the day of their interview as their favourite feature. On the flip side people surveyed regarded the standard of and provision of facilities as the least favourite feature of the park they were staying in at the time of the interview. In other words it is not uncommon for the provision and quality of ancillary facilities to fall short of customer expectations.

The CRVA published a Consumer Research Report in 2011 as a follow up to similar research undertaken in 2008. This approach provided an understanding of changes that were occurring in the industry. With respect to accommodation it was found that the greatest growth in demand was for self contained cabins followed by sites for tents with demand for sites for caravans, campervans and motor-homes showing some decline. The report also shows that while the increased demand for cabins and sites for tents was across all age sectors the growth was predominantly led by the 25-34 years age sector.

Respondents were asked to rate the importance of park features when making decisions in relation to choosing to stay in a caravan park. Location, outdoor space, BBQ facilities, availability of en-suites, site size, swimming pools, access to linen hire, TV rooms and jumping pillows were features surveyed in both 2008 and 2011. Security, cost and playgrounds added to the list in 2011. Of the features surveyed in both 2008 and 2011, swimming pools were the only feature identified as being of greater importance in 2011 than in 2008. The importance of other Park features either stayed the same or declined over the period. Half of all survey respondents indicated that a swimming pool was an important feature when choosing a caravan park and was identified as the third most important facility when making a choice where to stay or whether or not to make a booking at a caravan holiday park. The proximity of tourist accommodation to a beach or the ocean does not negate the advantages people associate with a pool. These considerations include safety, supervision, convenience, protection from solar exposure and exclusivity. BBQ facilities and en-suites were rated as the two most important facilities.

The report also concludes that swimming pools are of most importance to families, particularly those with teenage children (77%) with outdoor space (94%), playgrounds (88%) and linen hire (47%) also very important to families with young or teenage children.

3.8 Accessible Tourism

Recent changes to the Disability Discrimination Act 1992 as well as Australia's ageing population have given momentum to the growth of accessible tourism as a market sector with significant growth potential.

Accessible Tourism is defined by Tourism Australia as "a process of enabling people with disabilities and seniors to function independently and with equity and dignity through the delivery of universal tourism products, services and environments (adapted from Olympic Co-ordination Authority 1999). The definition is inclusive of the mobility, vision, hearing and cognitive dimensions of access". DestinationNSW (formerly Tourism NSW) takes a broader view of the accessible tourist market and refers to it as the Easy Access Market and includes travelers with physical and sensory disabilities, seniors and those who "prefer accessing tourism experiences with ease."

Recent research into the travel preferences of people with disabilities concludes that historic latent demand for accessible tourism has largely been perpetuated by a lack of accessible tourism product supply and inadequate destination information for both products and services. This has led to the accessible tourism market being constrained by limitations of choice and supply. This research highlighted the core travel desires of individuals with Vision Impairment (Packer, Small, Darcy, 2008) as being the same as those of their peers in that they have the same "travel motivations, pleasures, benefits and anxieties". While a "sense of place" is just as important to the accessible tourist market as it is to others comments provided by the research participants highlighted that the experience of a visitor can be quite different for the accessible tourist market.

In an analysis of operators of successful tourism businesses specifically targeting the accessible tourism market, it was commonly reported that a range of markets, other than the accessible tourism market, were attracted to their business because of their accessible tourism products. As a consequence the business "benefited substantially in activity and occupancy from the provision of an accessible tourism experience". Further a key to success was an innovative approach to the development of initiatives to cater for a "new and dynamic business environment which necessitated them to rethink how and why they do business... such initiatives pivot intrinsically on motivated individuals, within a supportive culture, informed by a broad sense of the future". (Developing Business Case Studies for Accessible Tourism, 2008, Darcy, Cameron, Pegg and Packer). In terms of destination design and management the key accessible tourism enablers are identified as;

- accessible transport to and at the tourism destination region;
- parking;
- accommodation;
- toilets; and
- way-finding information.

The National Visitor Survey estimates that 88% of people with a disability take a holiday and account for some 8.2 million overnight trips. (National Visitor Survey 2003 as analysed by

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Darcy and Dwyer, 2008). Further, it is estimated tourists with a disability spend approximately \$5bn to \$8bn on overnight trips each year. This spending contributes approximately 11% of overall tourism expenditure and largely dispels the myth that the accessible market is a low yield market. The main areas of expenditure by the accessible tourism market are accommodation (16.5%), shopping (14.8%), eating out (13.9%) and fuel (12.3%). The provision of market leading accessible accommodation represents a business opportunity as well as a social equity initiative for the Wollongong City Tourist Parks.

3.9 Caravan Park Closures

As with many other local government areas in the coastal zone there is development pressure on existing caravan parks. The location of parks on freehold land has often meant strategic planning has resulted in re-zoning of land for residential or other forms of commercial and tourist development. For example over the past 25 years some 20 parks in the Wyong Shire have been closed and redeveloped for other commercial purposes or for residential subdivision. The future closure of caravan parks along the New South Wales coast will put pressure on the supply of caravan park sites and accommodation in the region and increase the likely demand for product offered at the Wollongong City Tourist Parks.

3.10 Wollongong City Tourist Parks – Local Context

The Tourist Parks are important in the context of the local economy with tourism representing a significant component of local business activity. Council provides strong support for local tourism initiatives.

In 2013/14 tourists spent in excess of 148,000 visitor nights in the three Wollongong City Tourist Parks and based on DestinationNSW statistics that visitation represented spending in the order of up to \$21m in the region. Clearly the Parks are significant to the local and regional tourism industry and as a result it is essential high standards are maintained in relation to the quality of accommodation, facilities and management.

As well as generating visitation to and business activity in the local government area the Parks provide local employment and contribute to the local economy through their dealings with local contractors and suppliers.

A key consideration in the improvement and future management of the Parks is the establishment of an integrated business strategy that will make a beneficial contribution to the wider community. The Parks share many common attributes. For example, all three enjoy water frontage and are readily accessible from major urban and regional centres. This means the Parks are well positioned to provide a base for visitors who wish to day-trip and explore the area. The Parks' locations, which are in proximity to the Grand Pacific Drive and Princes Highway, are particularly attractive to mature travelers looking for a short coastal holiday. At the same time each Park has distinctive characteristics which create the

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possibility for development of specific market targets and promotional strategies within an integrated business framework.

At one level the improvement program and accommodation mix for each Park will be designed to spring from the approaches that have already been successful. In addition new opportunities must be investigated to stimulate further business growth. This will consolidate a capacity for the Parks to satisfy the needs of a wider range of clients and thereby increase market penetration and the economic contribution of tourism to Wollongong.

3.11 Stakeholder Consultation

The brief and specification for the preparation of the Master Plans includes a core requirement for engagement and consultation with a number of stakeholders. This requirement has been fulfilled through a workshop, telephone discussions and the exchange of emails and the following provides a summary of the results.

3.11.1 Department of Trade and Investment, Crown Lands

Each of the Wollongong City Tourist Parks is located on reserved Crown land and managed by Council as the appointed corporate manager of the Reserve Trusts. Crown Lands is the agency within government that is responsible for the administration of the provisions of the *Crown Lands Act 1989* that relate to the care, control and management of reserved land. As well as the provisions of the Act the Department has policies and management criteria which provide key parameters for the way the Tourist Parks are developed and managed.

The Manager of the South Coast Area advised that the Parks had been inspected earlier in 2014 in company with Council staff. More recently Crown Lands has provided concurrence to Council in relation to the numbers and types of sites and the percentages of holiday vans that are to be detailed in Section 68 Approvals to Operate the Parks.

Crown Lands has advised there are no special concerns or issues that it requires Integrated Site Design to address as part of this planning process, however, there is an expectation that the process will address the planning, management and policy matters that are fundamental to the ongoing development and improvement of the Parks and the reserves. The Manager South Coast Area will be involved in a joint inspection of the Parks when final draft plans have been prepared and will provide further input at that stage.

3.11.2 South Coast Regional Tourism

The South Coast Region incorporates six Local Government Areas – Wollongong City, Shellharbour City, Kiama Municipality, Shoalhaven City, Eurobodalla Shire and Bega Valley Shire (marketed as the Sapphire Coast) and the Jervis Bay Territory. The South Coast

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Region Destination Management Plan has been prepared by the South Coast Regional Tourism Organisation to set the framework and strategic direction for the development and management of tourism and the broader visitor economy on the South Coast for the period 2013 to 2020. The primary goal of the Destination Management Plan is to increase visitor expenditure within the South Coast Region. The Objectives of the Plan are to:

- Encourage and facilitate development that will take the Visitor Economy forward, be sustainable and deliver quality year-round visitor products and experiences.
- Ensure that the infrastructure and services needed to meet the needs and expectation of visitors and facilitate and support the growth of the Visitor Economy are in place.
- Provide a diversity of quality attractions, activities and visitor experiences.
- Protect and preserve the natural, historic, cultural and lifestyle assets of the South Region which form the basis for visitation (i.e. the appeal of the destination) and influence with how visitors react to and bond with the area.
- Provide directions for market development and diversification.
- Build effective partnerships between all levels of government, the tourism sector, regional businesses and the South Coast community.

Importantly the Organisation will soon be embarking on a strong marketing and promotional campaign with new branding that will have a 5 year lifecycle. Wollongong City Council is already involved in this project. Discussion with the Regional Tourist Organisation with respect to the Wollongong City Tourist Parks has provided the following insights.

How should the Tourist Parks be positioned in relation to the South Coast Tourism Destination Management Plan?

The Tourist Parks are placed within the Drive and Touring sector as a cheap and affordable option for travelers wishing to 'bring their own home'. The recreational vehicle, motor-home and 5th wheelers market segment is a growth opportunity for the region. There appears to be a large and growing segment of these types of tourists who are finding it difficult to source good quality accommodation and facilities in the region. There seems to be a shortage of supply of accommodation in the caravan park sector that effectively meets consumer needs and expectations particularly with respect to pricing and customer service.

What are some of the obstacles to Wollongong City Holiday Park taking full advantage of increased tourism to the region?

Based on feedback received by the Regional Tourism Organisation there are four key issues;

- Customer service levels are poor – this relates to on-line booking processes as well as services and facilities offered in the Parks;

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- The rigid pricing policy does not sit well with consumers especially when other parks in the region have capacity to offer packages and deals that are responsive to market circumstances and customer requirements;
- While the standard of cabin accommodation is reasonable the provision of value added facilities and services is lacking; and
- Overall the business model is too rigid to function effectively in a dynamic competitive environment.

Where is the best fit in terms of the market segments targeted by the Destination Management Plan and the Tourist Parks?

- Young families – the Parks offer good quality cabin accommodation options at budget friendly prices but visitors are disappointed by the levels of customer service received at the Parks and as a result do not regard them as “must come again” destinations. Most positive feedback is received in relation to Windang Beach.
- Seniors – again the Parks offer good quality cabin accommodation options at competitive prices for this market segment but appropriate support facilities could improve market penetration. This group is also seeking Parks that cater effectively for recreational vehicles and motor-homes. There could be some investigation of low cost options to specifically target this segment within the overall strategy for the Parks with Wollongong positioned as an “RV friendly” destination.

3.11.3 Destination Wollongong

Contact was made with Mark Sleigh, Destination Wollongong by telephone and email. No specific comments were provided apart from drawing attention to the content of the **Destination Management Plan** for Wollongong to the extent that document applies to the Parks. The Strategic Priorities of the Destination Management Plan are to:

1. Grow Asian inbound visitation to Wollongong – particularly China
2. Focused marketing of the Grand Pacific Drive in key markets
3. Expand scope of Visitor information Services to increase length of stay across the South Coast region
4. Target growth in high yield business event markets
5. Drive visitation through a vibrant event program
6. Establish the foundations for a destination relaunch
7. Identify key infrastructure and investment required for destination enhancement

The tourist parks are identified in the list of Tourism Assets which forms Appendix B of the Plan. The Parks are listed under the “Stay” category.

Priority 7 of the Destination Management is likely to have the greatest synergy between the Plan and the accommodation assets provided by the Wollongong City Tourist Parks. The

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Plan aims to establish future supply side priorities to form the basis of consultation and the engagement of a number of key stakeholders.

As a provider of a significant number of units of accommodation in the local government area the Wollongong City Tourist Parks are well placed to support increased tourism to the region and to encourage visitors to stay longer by providing quality accommodation, service and facilities.

At a more detailed level the **Destination Development Plan** for Wollongong suggests there may be some merit in considering the development of facilities suitable for “surf camps” at Corrimal Beach. Certainly the land is available and the beach is suitable. Integrated Site Design has been involved in the development of “surf camp” facilities in other holiday parks. In each case there has been an operator willing to enter a contract to use the facilities before purpose designed development was undertaken. This opportunity can be taken into account in the design of facilities such that a range of potential user groups, including “surf camps” can be accommodated.

3.11.4 Consultation with Park Management

A workshop was held with Tourist Park Managers at Bulli Beach Tourist Park on Monday 9th February 2015. Those in attendance were Ron Lindsay and Darren Turner (Bulli Beach), David Daghita (Corrimal Beach), Shaun Reason (Windang Beach), Peter Coyte, Jenny Towers, and Alaine Corrigan (Wollongong City Council), Stewart Moar and Alison Cornish (Integrated Site Design).

By way of introduction Stewart Moar provided a brief overview of the Industry and factors which will impact on the operation and viability of the Wollongong Tourist Parks Business over the short to medium term. The group then undertook a review of the SWOT Analysis included in the Wollongong City Tourist Parks Business Plan 2014-2015.

There was general consensus the **Strengths** as outlined in the Business Plan still applied, but with the following qualifying comments;

- The current TAFE agreement could be at risk under a new user pays system;
- Demand for accommodation for contract workers is falling;
- While there may be a perception there is a lack of competition for the Tourist Parks, the Parks are in direct competition with other accommodation in Wollongong and surrounds including motels, serviced apartments, hotels and B and B's. In addition there are successful Holiday Parks in Kiama, Shellharbour and the Shoalhaven that draw from the same market. A large number of these establishments have pricing structures which are dynamic and enjoy exposure on web-based portals such as wotif.com.au, lastminute.com.au, bookings.com, etc;

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- The emergence and investigation of free camping opportunities in Wollongong and the South Coast Region may impact on the competitiveness of the tourist parks in attracting and retaining customers who would otherwise pay for accommodation.

Other Strengths highlighted by the group were;

- Proximity to Sydney as a source market and the fact the Parks are currently enjoying a busy February which has typically been a shoulder or off-season month. There are indications the Parks are attracting the Sydney market for weekend breaks;
- The Parks are well stocked with cabin accommodation which is generally of good quality; and
- The Parks benefit from the support of Council services and infrastructure.

There was general consensus the **Weaknesses** as outlined in the Business Plan are still applicable, but with the following qualifying comments;

- Reliance on Sydney as a source market can be difficult during economic downturns;
- The 'open locations' together with a lack of facilities and landscaping means the Parks lack appeal and an overall holiday ambience;
- Lack of wi-fi – both for Park operations and as a customer service/product – the inability of the Parks to offer either free or pay for use wi-fi results in some visitors choosing to go elsewhere or leads to disappointment upon arrival at the Park. There is an increasing expectation that access to wi-fi is a standard service provided by any form of commercial accommodation;
- An end-to-end online booking system is essential to providing access for a consumer base that is searching and booking holiday accommodation online 24 hours a day. The existing online booking system only provides a consumer with part of the booking service. This is confusing for customers whose expectation is that a booking is made and paid for online. Use of a third party, such as paypal, to receive payment may be an option available to the Parks;
- Lack of a combined booking portal where a search by date function can show availability at all three Parks. This impedes the ability to cross-sell and cross-promote availability via web-based bookings;
- It was emphasised that a centralisation of the administrative staff could provide efficiencies whereby staff move across the Parks to provide support;
- Lack of appeal and functionality of the entry areas does not contribute to a good first impression for customers. This can lead to an initial disappointment; and
- The current stock of cabin accommodation does not offer much for adult couples and singles who represent a significant portion of the visitor market.

There was general consensus that the **Opportunities** as outlined in the Business Plan are still applicable and the addition of new facilities such as water-play areas, shaded playgrounds, seating for carers, large functional camp kitchens and guest lounge areas will support the

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appeal of the Tourist Parks as destinations. Other Opportunities that were discussed included;

- With 18,000 available nights across the year the Parks have a substantial supply of available accommodation;
- There is an opportunity to market the parks as destinations, rather than locations;
- Improve the online booking system to provide an end-to-end booking and payment experience for customers and the ability to search by date and view available sites and accommodation at all three Parks;
- Provision of more accommodation suitable for singles and couples;
- Introduction of complying Disabled Access accommodation;
- Using the current arrangements with TAFE to provide other forms of facilities such as en-suites, camp kitchens and guest lounges;
- Resolve the functional and aesthetic appeal of the entry precincts and reception areas to improve customer satisfaction; and
- Release more sites for tourist use by continuing to remove Holiday Vans.

There was general consensus that the **Threats** as outlined in the Business Plan are still applicable, with the exception of the high Australian Dollar and Interest rates which are no longer applicable. The following additional comments were made;

- Wavering consumer sentiment does have an impact on visitors due to higher debt to income ratios. This affects the decisions of holiday makers in relation to discretionary spending; and
- If no action is taken, any current and future investment in new and existing accommodation establishments in Wollongong has the potential to take market share from the Wollongong City Tourist Parks.

The second part of the workshop examined occupancy rates and yields in comparison to other caravan parks on Crown reserves. The primary purpose was to highlight the areas where growth could be achieved over the coming 5 years.

3.12 Summary

Over the past few years overnight domestic visitation has experienced a level of recovery from the events surrounding the Global Financial Crisis which had a negative impact on consumer confidence and contributed to a contracting tourism market. The recovery has been aided by Australia's relatively low rates of unemployment. The detrimental impact as a consequence of the high value of the Australian currency (until recently) does not appear to have had a substantial impact on the caravan park industry. In part this has been due to continuing growth in the over 55's tourism market and the rise of the 'grey nomads'. This has given support to domestic overnight tourism particularly for products located in warmer

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climates and notably during the low and shoulder seasons. This market segment looks for value for money, comfort and choice.

Meanwhile the average annual growth in revenue for a large proportion of caravan parks has been consistently in the order of 10% to 15% over the past five years. These results are an indication of the strength of the caravan park sector of the accommodation market. In circumstances where domestic overnight tourism may have begun to stabilise it can be anticipated that well structured commercially focused caravan park businesses will continue to show consistent growth.

The accessible tourism market is a growth area and there is a requirement pursuant to Federal legislation to install complying accessible accommodation when new product is introduced. Within the caravan park industry there is not a high level of supply of quality accommodation for people with disabilities and the character and location of the Wollongong City Tourist Parks is suited to a strategy that aims to address the requirements of this market sector.

The growth in the number of overnight visitors to the Illawarra Tourist Sub Region in the year ended June 2014 is an encouraging statistic, however, it is important that some level of year on year growth is maintained. In terms of the character of the regional tourism marketplace there are specific opportunities for the Wollongong City Tourist Parks in relation to;

- Accessing new source markets with a view to expanding the existing customer base;
- Supply of site and accommodation products for senior travellers including accessible cabins and accessible en-suite facilities;
- Flexible accommodation products that cater for couples, families and groups; and
- Development of facilities and services within the Parks to assist in attracting new business and to consolidate the loyalty of existing guests.

4.3.1 Bulli Beach Tourist Park – refer to Drawing B - 01

Bulli Beach Tourist Park is located 11km north of the Wollongong CBD and less than an hour’s drive from the southern suburbs of Sydney. The Park entrance is off Farrell Road and around one kilometre east from Memorial Drive. The Park benefits from a beachfront location with Bulli being a well recognised, patrolled surf beach. The Park is set within other publicly owned and managed land which forms part of the coastal open space system.

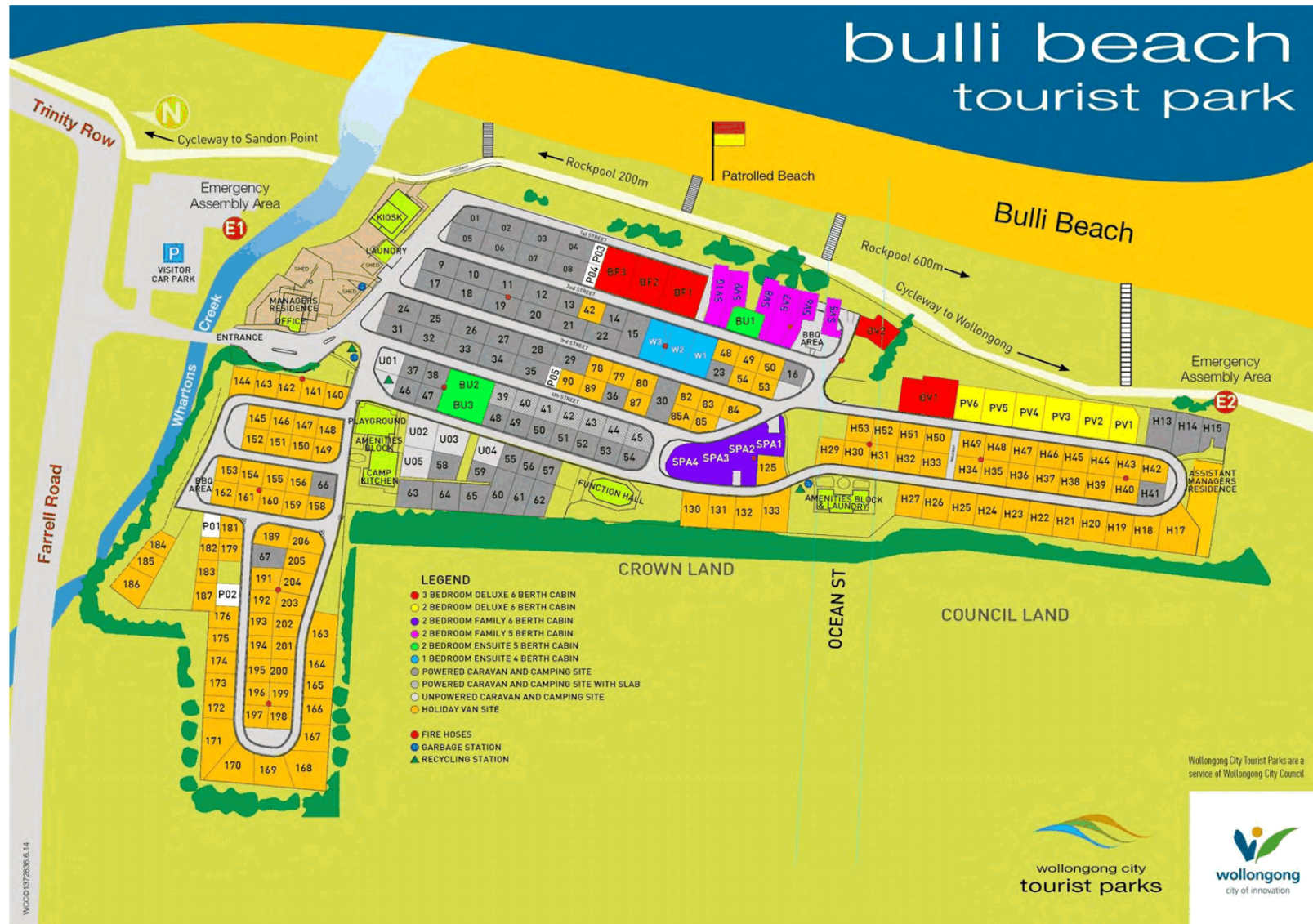
There are ocean pools within walking distance to both the north and the south of the Park. A pedestrian path and cycle-way, which provides a link to other coastal settlements and the CBD, runs along the Park’s eastern boundary which is defined by a log rail fence. There is direct pedestrian access from the Park onto the pathway system as well as to four conveniently located beach access points. A large proportion of the Park’s western boundary adjoins Bulli Cemetery with some residential development adjacent to the Northern Precinct. Portions of the Entry and Northern Precincts are on flood liable land. Details of the land status and Section 68 Approval to Operate a Caravan Park are as follows;

Land Status	Part Reserve 81722 for Public Recreation and Lot B DP 341923 (Council operational land) and a section of road reserve	
Total Land Area	Approximately 5.4 hectares	
	Short Term Sites:	247
	Campsites:	5
	Total Sites:	252

The Approval includes conditions, some of which require action to address matters where the Park does not fully comply with the requirements of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwelling) Regulation 2005. The Approval is subject to five Special Conditions which include a requirement to submit a program to address items identified in Council’s letter of 25th February 2015 and another limiting the use of a number of sites to “camping”. The Section 68 Approval also identifies the number of sites that are in use on a day to day operational basis. These sites are allocated and used as shown in the following table.

Site Type	Current Use	Number
Short term	3 bedroom cabin	5
	2 bedroom cabin	22
	1 bedroom cabin	3
	Holiday Van	117
	Powered Tourist Site	67
Camp Site	Unpowered tourist site	5
Total		219

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Entry area and boom-gates



Central Precinct – powered sites

BELOW
3 Bedroom Deluxe 6 Berth cabin and main barbecue shelter in the Central Precinct



ABOVE
Communal amenity and children's playground



View from cabin deck

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Ancillary facilities in the Precinct comprise a small barbecue shelter, a camp kitchen attached to the northern amenity block, a children's playground and a function hall. The playground could benefit with the addition of shade sails and sheltered seating for carers. The function hall is available for use by guests for communal activities and can be booked for parties and celebrations as well as for use in conjunction with group bookings.

Southern Precinct

This area could be regarded as the Park's "dress circle" and supports 11 cabins, 34 holiday van sites and the assistant manager's residence. A majority of the Precinct is elevated and as a consequence the cabins enjoy excellent views of the beach, headlands and ocean. Again there is very little attention to landscaping and the presentation of the cabins suffers as a result. All cabins in the Precinct are less than 10 years old with the installation of three units currently being finalised in time for the Christmas holiday period. A substantial proportion of the holiday van sites could be regarded as being in prime locations for tourist use. The sites are serviced by an amenities block on the western edge of the Precinct with the only other ancillary facility being a car wash bay.

Northern Precinct

This area is relatively separate from the balance of the Park. There are 63 short term sites, with all except 2, occupied by holiday vans. The sites are serviced by the amenity block and other facilities provided in the Central Precinct with a small barbecue shelter located within the Northern Precinct.

Summary

Bulli Beach Tourist Park provides a range of site and cabin accommodation options for tourists. The key feature of the Park is its proximity and outlook to the beach and ocean but unfortunately the sites and cabins are not supported by an appropriate range of ancillary recreation facilities. General infrastructure and a majority of the cabins have a substantial remaining economic life although there are requirements and opportunities for renovations and refurbishment.

The presentation of the Park and its tourist products could be significantly improved with the implementation of a comprehensive approach to landscaping. While the number of holiday vans is in compliance with Crown Lands Policy further reductions and rationalisation of the location of holiday vans will be desirable in coming years.

4.3.2 Corrimal Beach Tourist Park – refer to Drawing C - 01

Corrimal Beach Tourist Park is located 9.5 km north of the Wollongong CBD and around an hour's drive from the southern suburbs of Sydney. It is the largest of the three Parks in area with the greatest number of approved sites and the largest self contained accommodation stock. The Park benefits from a beachfront location with the Corrimal Surf Life Saving Club situated to the south of, but close to the Park entry. The land is generally level and

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situated behind the dune system with a site layout based on a curvilinear road system. There are a number of access pathways from the Park, across the dunes to the beach.

As with Bulli, the Park is set within other publicly owned and managed land which forms part of the coastal open space system. Local shops are nearby and within walking distance. The shared coastal pathway runs along the western boundary of the park. The Park is within the catchment of Towradgi Creek and sections of the Entry, Central and Western Precincts are flood liable land. Details of the land status and Section 68 Approval to Operate a Caravan Park are as follows;

Crown Land	Reserve 95911 for Public Recreation	
Land Area	Approximately 9.3 hectares	
	Short Term Sites:	300
	Campsites:	47
	Total Sites:	347

The Approval includes conditions, some of which require action to address matters where the Park does not fully comply with the requirements of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwelling) Regulation 2005. The Approval is subject to seven Special Conditions which include a requirement to submit a program to address items identified in Council’s letter of 25th February 2015 and another limiting the use of a number of sites to “camping”. The Section 68 Approval also identifies the number of sites that are in use on a day to day operational basis. These sites are allocated and used as shown in the following table.

Site Type	Current Use	Number
Short term	3 bedroom cabin	15
	2 bedroom cabin	17
	1 bedroom cabin	6
	Holiday Van	148
	En-suite tourist Site	8
	Powered tourist Site	134
Camp Site	Unpowered tourist site	19
Total		347*

**The current Park Map shows only 345 sites*

Corrimal Beach Tourist Park has an overall AAA tourism rating of 3½ stars and the cabins are rated from 3 to 4 stars.

Entry Precinct

The Park entry road is off Lake Parade East Corrimal which is to the east of the Grand Pacific Drive. The approach is from the south via approximately 80 metres of road which traverses public open space before arriving at the entry forecourt. Parallel parking bays for arriving

vehicles are marked on the carriageway. This produces a remaining road width that is neither safe nor adequate for two-way traffic. The overall arrangement falls well short of the technical requirements of the Regulation and produces traffic management issues in and around the entry. This is a matter that has been recognised and the development of an appropriate solution is a high priority issue. Visitor parking is provided in an area further to the east of the Park entry road within a large parking area that also provides for public day visitor parking.



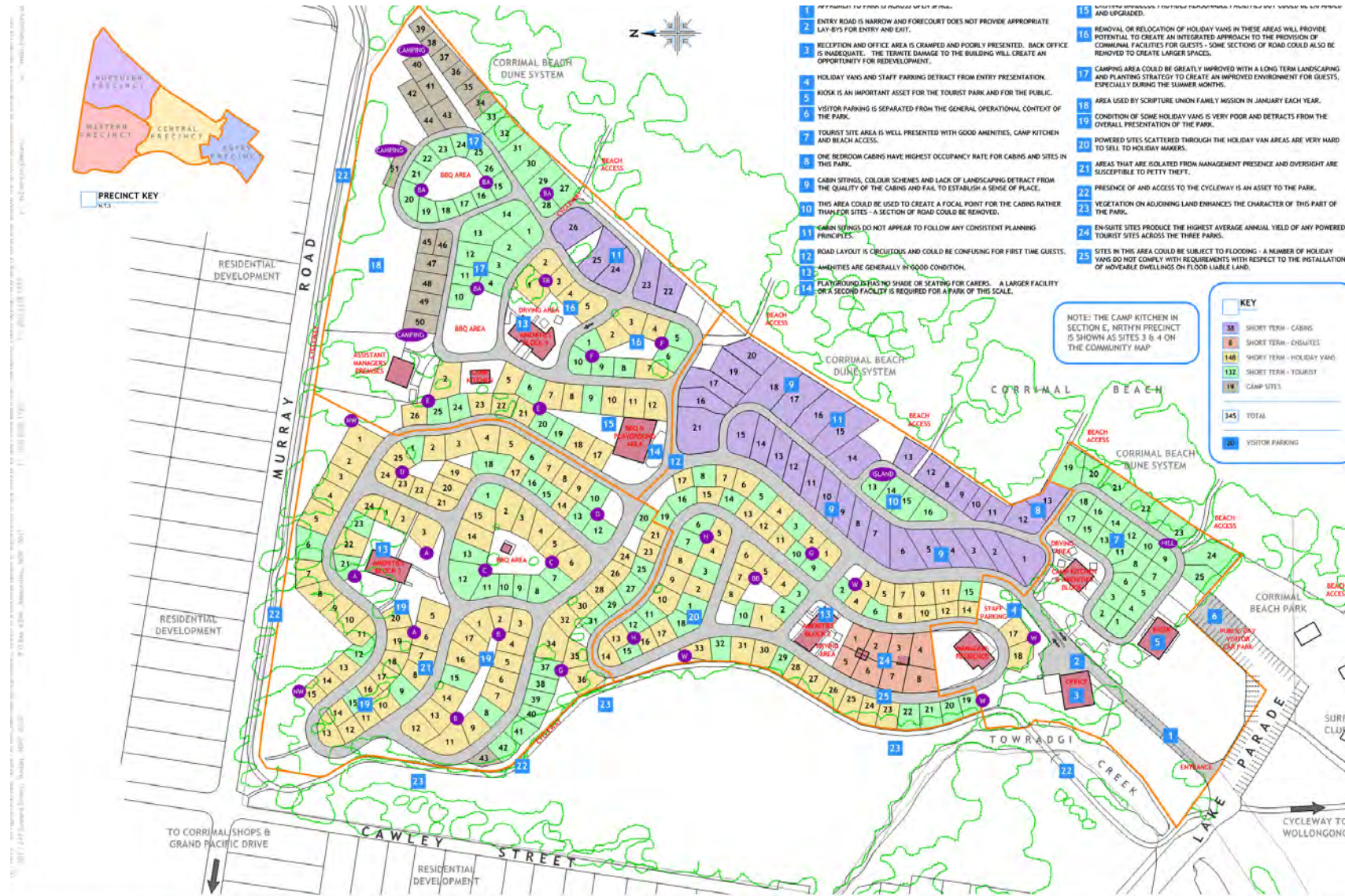
Entry and boom-gates – insufficient width for two vehicles to pass.



ABOVE Barbecue/camp kitchen and children's playground

BELOW En-suite facilities and sites





1. OFF-PARKWAY ENTRY FROM MURRAY STREET AREA.
2. ENTRY ROAD IS NARROW AND FORECOURT DOES NOT PROVIDE APPROPRIATE LAY-BYS FOR ENTRY AND EXIT.
3. RECEPTION AND OFFICE AREA IS CRAMPED AND POORLY PRESENTED. BACK OFFICE IS INADEQUATE - THE TERRACE DAMAGE TO THE BUILDING WILL CREATE AN OPPORTUNITY FOR REDEVELOPMENT.
4. HOLIDAY VANS AND STAFF PARKING DETRACT FROM ENTRY PRESENTATION.
5. KIOSK IS AN IMPORTANT ASSET FOR THE TOURIST PARK AND FOR THE PUBLIC.
6. VISITOR PARKING IS SEPARATED FROM THE GENERAL OPERATIONAL CONTEXT OF THE PARK.
7. TOURIST SITE AREA IS WELL PRESENTED WITH GOOD AMENITIES, CAMP KITCHEN AND BEACH ACCESS.
8. ONE BEDROOM CABINS HAVE HIGHEST OCCUPANCY RATE. FOR CABINS AND SITES IN THIS PARK.
9. CABIN SITINGS, COLOUR SCHEMES AND LACK OF LANDSCAPING DETRACT FROM THE QUALITY OF THE CABINS AND FAIL TO ESTABLISH A SENSE OF PLACE.
10. THIS AREA COULD BE USED TO CREATE A FOCAL POINT FOR THE CABINS RATHER THAN SEPARATE SITES - A SECTION OF ROAD COULD BE REMOVED.
11. CABIN SITINGS DO NOT APPEAR TO FOLLOW ANY CONSISTENT PLANNING PRINCIPLES.
12. ROAD LAYOUT IS CIRCUITOUS AND COULD BE CONFUSING FOR FIRST TIME GUESTS.
13. AMENITIES ARE GENERALLY IN GOOD CONDITION.
14. PLAYGROUND HAS NO SHADE OR SEATING FOR CARERS. A LARGER FACILITY OR A SECOND FACILITY IS REQUIRED FOR A PARK OF THIS SCALE.
15. VISITOR PARKING IS NOT WELL PRESENTED AND COULD BE IMPROVED AND UPGRADED.
16. REMOVAL OR RELOCATION OF HOLIDAY VANS IN THESE AREAS WILL PROVIDE POTENTIAL TO CREATE AN INTEGRATED APPROACH TO THE PROVISION OF COMMUNAL FACILITIES FOR GUESTS - SOME SECTIONS OF ROAD COULD ALSO BE REMOVED TO CREATE LARGER SPACES.
17. CAMPING AREA COULD BE GREATLY IMPROVED WITH A LONG TERM LANDSCAPING AND PLANTING STRATEGY TO CREATE AN IMPROVED ENVIRONMENT FOR GUESTS, ESPECIALLY DURING THE SUMMER MONTHS.
18. AREA USED BY SCRIPTURE UNION FAMILY MISSION IN JANUARY EACH YEAR.
19. CONDITION OF SOME HOLIDAY VANS IS VERY POOR AND DETRACTS FROM THE OVERALL PRESENTATION OF THE PARK.
20. POWERED SITES SCATTERED THROUGH THE HOLIDAY VAN AREAS ARE VERY HARD TO SEE TO HOLIDAY MAKERS.
21. AREAS THAT ARE ISOLATED FROM MANAGEMENT PRESENCE AND OVERSIGHT ARE SUSCEPTIBLE TO PETTY THEFT.
22. PRESENCE OF AND ACCESS TO THE CYCLEWAY IS AN ASSET TO THE PARK.
23. VEGETATION ON ADJOINING LAND ENHANCES THE CHARACTER OF THIS PART OF THE PARK.
24. EN-SITE SITES PROVIDE THE HIGHEST AVERAGE ANNUAL YIELD OF ANY POWERED TOURIST SITES ACROSS THE THREE PARKS.
25. SITES IN THIS AREA COULD BE SUBJECT TO FLOODING - A NUMBER OF HOLIDAY VANS DO NOT COMPLY WITH REQUIREMENTS WITH RESPECT TO THE INSTALLATION OF MOVABLE DWELLINGS ON FLOOD LIABLE LAND.

KEY

- 38 SHORT TERM - CABINS
- 8 SHORT TERM - CHALETES
- 148 SHORT TERM - HOLIDAY VANS
- 132 SHORT TERM - TOURIST
- 19 CAMP SITES
- 245 TOTAL
- 200 VISITOR PARKING

NOTE: THE CAMP KITCHEN IN SECTION E, NORTH PRECINCT IS SHOWN AS SITES 3 & 4 ON THE COMMUNITY MAP

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The reception area and office could also be improved, however, because the building has been compromised by a severe termite infestation there will be an unavoidable requirement for a substantial overhaul of this aspect of the Park's guest management framework in the near future. The manager's accommodation which formed the major part of the building has already been replaced with a new residence located to the north of the reception area. The Park laundry and staff parking are located close to the new residence. Two holiday vans occupy sites opposite the residence.

The eastern part of the Precinct supports 25 powered tourist sites which are serviced by a small amenity block and a modest camp kitchen. The sites along the edge of the dune are particularly popular because the dune vegetation provides some shade and shelter. The Ebb and Tide Cafe and Kiosk was completed earlier in 2014 and can be accessed from within the Park and from the adjoining public open space.

Central Precinct

A two way road running in a generally north south alignment divides the Central Precinct into two discrete site and accommodation areas. 33 cabins, which is a majority of the Park's self contained accommodation is on the eastern side of this road in an area extending through to the Park boundary and the rear of the dune system. Unfortunately the siting of the cabins is regimented and has a high level of uniformity in terms of colour and finishes. There is virtually no landscaping of any substance associated with the presentation of the cabins and the end result does not produce an attractive coastal holiday environment. An island of land in the centre of the cabin area supports 4 short term sites but a better use would be a communal space or a recreational facility that provided amenity for cabin occupants.

The land to the west of the road supports 8 en-suite sites, 28 powered sites for tourists and 45 holiday vans. A majority of the powered tourist sites are scattered among the holiday vans and are therefore not particularly attractive for casual holiday bookings. Three sites have been nominated as "pet friendly" and receive good occupancy. The Precinct is serviced by a single central amenity but there are no other facilities such as barbecues in this area.

Northern Precinct

The north eastern corner of the park contains 5 three bedroom deluxe cabins, 40 powered sites for tourists, 22 holiday vans, 18 campsites and the Manager's residence. An area along the boundary with Murray Street is used by the Scripture Union Family Mission for around two weeks each January. As with other parts of the Park the sites are open and flat with minimal shade or shelter. The sites are serviced by an amenities block of the same design as buildings in the Central and Western Precincts. A number of sites in the northern corner of the Precinct do not have formal road access. There is a large barbecue shelter and a children's playground in a location that is close to sites in the adjoining Precincts. There are also two smaller barbecue shelters and a centrally located accessway to the beach.

Western Precinct

This Precinct provides a total of 115 sites and is dominated by holiday vans which occupy 79 sites. A proportion of the vans are in poor condition and this detracts from the potential use of the 35 powered sites and a single campsite that are available for tourist use. The sites are serviced by a central amenity building and a small barbecue shelter. The Precinct is one of the few areas within the Park where some mature vegetation has been retained. It is also a part of the Park that is quite isolated from the park office and there are some security issues. There is a pedestrian access from the Precinct onto the coastal bike way and pedestrian path.

Summary

Corrimal Beach is a large caravan park that presents a range of management and operational challenges. While it is a welcome change to not have a standard grid road pattern the layout of the Park would not be straightforward for first time visitors and there are sections of road that do not serve any essential purpose. The presentation of a majority of the cabins, sites and facilities is relatively uninviting due to a lack of landscaping and vegetation. For a park of this size the facilities available for the enjoyments of guests are clearly inadequate and there are some basic infrastructure issues that will need to be addressed in the near future.

4.3.3 Windang Beach Tourist Park – refer to Drawing W - 01

Windang Beach Tourist Park is located 16 km south of the Wollongong CBD at the southern end of the local government area. It is a little over an hour's drive from the southern suburbs of Sydney. The Park can also be accessed from the south via Shellharbour and is on a peninsula on the northern side of the ocean inlet to Lake Illawarra. This position provides direct access to both the beach and the lake. The land has, in part, been filled to create a generally level area for the establishment of the Park. During the course of work in the Park in 2011 it was recognised that the land could potentially contain items of Aboriginal cultural heritage. As a precautionary measure a series of geo-technical investigations were undertaken to establish the depth of fill material in key area within the Park. This work demonstrated that in the areas where drilling was undertaken the fill layer ranges from 450mm to 920mm in depth.

As with the other parks Windang Beach is set within other publicly owned and managed land which forms part of the coastal open space system. The eastern boundary runs along the landward edge of the dune system. The western boundary of the park is separated from the lake edge by a narrow strip of open space that is part of Windang Foreshore Park. This area provides public access and parking along with public toilets and picnic shelters. Three rows of mature Norfolk Island pines are situated along two thirds of the western boundary and are found primarily within the public open space. These trees are a significant feature of the Park and the locality and are identified in Wollongong LEP 2009 as a landscape heritage

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item. Windang Beach Surf Life Saving Club is situated close to the southern end of the Tourist Park.

There are a number of pedestrian access points from the Park to the beach and to the lake's edge. A public boat ramp and jetty is situated adjacent to the entry and makes the Park a popular destination for fishers. The Park is also well positioned in relation to clubs, restaurants and retail services. Local shops are located on Windang Road within easy walking distance and the Warilla Grove Shopping Centre is a few minute's drive to the south. Details of the land status and Section 68 Approval to Operate a Caravan Park are as follows;

Crown Land	Reserve 53977 for Public Recreation	
Land Area	3.9 hectares	
	Long Term Sites:	0
	Short Term Sites:	227
	Campsites	10
	Total Sites:	237

The Approval includes conditions, some of which require action to address matters where the Park does not fully comply with the requirements of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwelling) Regulation 2005. The Approval is subject to three Special Conditions which include a requirement to submit a program to address items identified in Council's letter of 25th February 2015 and another limiting the use of a number of sites to "camping". The Section 68 Approval also identifies the number of sites that are in use on a day to day operational basis. These sites are allocated and used as shown in the following table.

Site Type	Current Use	Number
Short term	3 bedroom cabin	9
	2 bedroom cabin	13
	1 bedroom cabin	7
	Holiday Van	98
	Powered Tourist Site	56
Camp Site	Unpowered Tourist Site	10
Total		193

Entry Precinct

The entrance to the Park is off Fern Street Windang and across a section of the Foreshore Park. The exit from Fern Street and the approach to the forecourt is not particularly well sign posted and can be confusing for a first time arrival. The entry road and lay-bys for arrivals and departures are by no means spacious or well defined but are workable for a majority of the year.

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The arrangement at the entry places the manager’s residence, reception, back office, an amenities block and playground adjacent to the arrivals forecourt. In terms of a functional park layout this is less than ideal as it places key facilities in a part of the Park that is not particularly attractive and contributes to further congestion in an already busy area. As well the playground lacks shade and is at some distance from a majority of the guests who will use it. The presentation of the entry is further compromised by the position of 5 holiday vans, clothes lines and informal parking. The Precinct also contains 2 two bedroom cabins and 2 powered tourist sites. While this is the busiest part of the Park the cabins do have excellent proximity to the lake edge and generate good rates of occupancy. However, as occupancy increases the amenity of these sites and cabins will be steadily eroded.

Lake Precinct

This area is dedicated to the provision of sites and accommodation for tourists. There are 23 powered sites of which 9 are positioned along the western boundary. The remainder is drive through sites with dimensions to cater for larger vans and recreational vehicles. The Precinct contains 21 cabins which are comprised of a mix of three bedroom and two bedroom designs along with a single one bedroom unit. The two bedroom cabins at the southern end of the Precinct represent one of the few situations within the tourist parks where some attention has been given to landscaping. The nine three bedroom cabins achieve high occupancy rates on the basis of use by construction contractors for worker accommodation.

A majority of the short term powered sites are used in tandem to facilitate drive through convenience for larger caravans, 5th wheelers and other recreational vehicles. The sites and cabins are serviced by a centrally located communal amenity and a small barbecue area.



Cabins adjacent to Park entry



Foreshore reserve and heritage listed Norfolk Island pines along the western boundary of the Park.



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Cabins 20 to 26



Cabins 31 to 26 and tourist sites



Cabins in Lake Precinct



Garbage area and edge of large barbecue shelter

Eastern Precinct

Apart from one holiday van every site in this Precinct is available for tourist use. The sites along the eastern boundary adjoin the back of the dune system. The number of sites in this area has recently been reduced to create larger sites to accommodate larger caravans and recreational vehicles. As with the Lake Precinct a number of sites are being used in tandem to create drive through sites. The sites are primarily serviced by the amenity block in the

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Lake Precinct with a barbecue shelter provided in a position that is central to the entire Park.

Northern Precinct

This part of the Park contains a total of 97 sites with 84 occupied by holiday vans. The remaining sites comprise 6 older style one bedroom cabins and 7 powered tourist sites. Ablution facilities are supplied by the main amenity block which is located in the Entry Precinct. Six powered sites are in the northernmost corner of the Park and are grouped around a small communal barbecue area. A portion of this area is beyond the boundary of Lot 133.

Summary

Windang Beach Tourist Park occupies a relatively constrained parcel of land. Communal recreation space within the park is very limited and barely satisfies the minimum area required by the Regulations. Therefore the adjoining foreshore public open space makes a very significant contribution to the character and ambience of the Park and also provides the lay-by areas required for arriving guests.

The entry forecourt, reception area and office require improvement along with establishment of ancillary recreational facilities. It is likely that changes to the Park will result in a reduction in the number of sites, however, given the quality and natural attributes of the location it can be anticipated that the financial performance of the business can nonetheless be significantly improved.

While the cabin stock at Windang is achieving very good rates of occupancy it is the oldest cabin stock of the three Parks. There are eleven cabins that should have been replaced before June 2015 on the basis of the existing 15 year replacement policy with a further six due for replacement in 2017. The two cabins adjacent to the Park entry will be twenty three years old in June! A number of these cabins have structural failures and are not worth renovating.

4.4 Accommodation Products

The Memorandum of Understanding with Wollongong TAFE has been an excellent means of achieving a steady improvement in the quality of the cabin accommodation provided in the Parks. The objective of moving to a position where no cabin is older than 15 years has also been a good strategy with the average age of the existing cabins standing at only 7.3 years. As a result the Parks (apart from Windang Beach) have an accommodation stock that is much newer than what is found in a majority of coastal caravan parks. Contemporary construction techniques for cabins would suggest that 15 years may now be an appropriate time to refurbish rather than replace existing products. Having said this, the relationship with Wollongong TAFE should continue as there are a range of other relocatable structures that could be developed for the Parks including camp kitchens, barbecue shelters, community buildings, en-suites and amenities.

4.5 Strategic Assessment

The Tourist Parks and their operational framework has been investigated and analysed to establish an understanding of the key considerations that will impact on forward planning. Input to this assessment has also been derived from discussions with Park Managers and the existing Business Plan.

Strengths

- locations of all Parks - particularly proximity to the water and the coastline;
- proximity to source markets especially Sydney means the Parks are well placed to harness short stay as well as long stay visitors;
- the Tourist Park locations in relation to established tourist attractions and destinations on the south coast and the region;
- Wollongong and the Illawarra are recognised destinations with a growth profile and a range of events and natural features to attract visitors;
- the Parks are well located to attract visitors travelling to the region to visit friends and relatives as well as for holiday makers;
- proximity to a wide range of services and facilities and recreational opportunities;
- very attractive outlooks and views especially from the three northern Parks;
- existing cabins provide some variety in design, location and price point and can therefore match a variety of client requirements;
- overall age and condition of cabins – most have a very substantial remaining economic life;
- the Parks offer a range of sites for caravans, tents and camper vehicles;
- limited competition for the supply of powered sites for tourists;
- strong established cash flow and return clientele;
- substantial growth in occupancy and turnover in the last two financial years;
- a well structured and informative website with capacity to accept and confirm bookings;
- MOU with Wollongong TAFE for supply of cabins;
- stable, experienced workforce; and
- access to Wollongong City Council's corporate resources and knowledge base.

Weaknesses

- key issues are primarily managed as if the Parks are three separate businesses rather than as an integrated commercial enterprise;
- the existing on-line booking system does not actually facilitate real-time ability to make payments – the system does produce a confirmed booking but the transaction can only be completed after a phone call from the Park;
- there is no central phone booking facility and the Parks make no use of booking websites such as *Wotif* and *lastminute*;
- the tariff structure for sites and accommodation is rigid with identical tariffs applied across the three parks even though the Parks are quite different in terms of their locations, character, accommodation mix and marketable features;

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- planning and budgets are primarily focussed on the next financial year as opposed to a longer term program of improvement – therefore there is limited consideration of where the parks should be in 5 or 10 years time;
- presentation and management standards are not consistent across the three Parks;
- age of over half the cabin stock at Windang Beach which is also the Park with the highest overall occupancy rates;
- presentation of the entry areas is compromised by issues including poor landscaping, inadequate signage and poorly designed and dimensioned forecourts;
- the design and presentation of the reception areas is dated and does not match the expectations generated by the tariffs for the Parks' premium accommodation products;
- some roads and buildings that were part of the original development of the Parks are not compatible with current industry standards, vehicle sizes and configurations and client expectations;
- the approach to landscaping and vegetation management is very poor and as a consequence the Parks and the accommodation products are not presented in a way that will optimise guest enjoyment and commercial returns;
- annual investment in infrastructure, facilities and maintenance is low compared to other parks with similar products and turnover;
- provision of ancillary and recreation facilities falls well below industry standards and consumer expectations – barbecues, camp kitchens, swimming pools, water play areas, communal spaces, etc;
- the Parks do not offer wireless internet for guests;
- the existing playgrounds do not have shade or adequate provision for comfortable supervision by carers;
- the location of facilities that are provided is often not related to the location of the guests who will use those facilities – for example the playgrounds at Windang and Bulli;
- there are no cabins specifically designed for couples even though couples and singles represent 50% of overnight visitors to the Illawarra Region;
- disabled parking is generally not provided in accordance with the current Regulations and standards in any of the Parks;
- while communal amenities do supply facilities for disabled access the facilities may not always be in full compliance with current Regulatory provisions;
- cabin decor is dated;
- MOU with Wollongong TAFE for the supply of cabins has tended to focus the improvement of the Parks and annual capital expenditure around the supply of cabins to the detriment of other issues; and
- localised anti-social behavioural issues can impact on the Parks' operational environments and diminish appeal for prospective clientele particularly when reported on social networking sites such as Tripadvisor, Facebook or Twitter.

Opportunities

- establish a commitment to a long term vision and investment strategy for the Parks;
- operate the Parks as a single integrated tourist accommodation business;

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- establish a central booking facility in order to optimise occupancies across the three Parks;
- provide guests with access to wi-fi;
- improve entry forecourts, reception and back office areas;
- expand and improve recreational facilities to match the quality of the locations and to address more specific market targets and guest requirements – facilities may include swimming pools, water play areas, camp kitchens, communal spaces, improved playgrounds, etc;
- develop accommodation products that specifically target singles and couples;
- consider re-negotiating the terms of the MOU with TAFE to encompass other built forms such as camp kitchens and renovation of existing cabins;
- provide facilities and develop specific marketing strategies to support and encourage the use of existing accommodation by groups;
- develop and implement a landscaping and vegetation management strategy;
- improve resolution of visitor parking to assist guests;
- renovate and refurbish existing cabin accommodation with more contemporary decor;
- replace and/or renovate accommodation that is no longer appropriate to the quality of the locations and the potential tariff levels;
- there is financial capacity for ongoing improvement of the Parks;
- increase the profile of the Parks in relation to environmental and sustainability initiatives;
- continue to consolidate the location of short term tourist sites in all Parks through reduction and or relocation of holiday vans;
- grow occupancy rates for cabin accommodation in all Parks;
- implement targeted marketing strategies to grow occupancy with a greater emphasis on the unique characteristics of each Park; and
- partner with local businesses and attractions to create accommodation packages.

Constraints

- planning and environmental considerations;
- susceptibility of some market segments to economic circumstances;
- escalating client expectations and development costs;
- requirements of the Windang Catchment Management Authority;
- the business must be operated in a Local and State government administrative environment; and
- there are increasing demands for the funds generated by the Tourist Parks to be allocated to priorities related to the management and operation of adjoining reserved land – these demands have potential to restrict investment in the Tourist Parks which may in turn have an adverse impact on financial outcomes.

4.6 Key issues

Over recent years the Council as corporate trust manager of Wollongong City Tourist Parks has taken affirmative action on a range of issues which have led to improvements to the

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presentation, management, regulatory compliance and financial performance of the Parks. The Parks have been improved to a point where there is a strong platform for the next phase of investment which can consolidate and enhance the quality of the Parks and further improve financial outcomes. This is required to keep pace with evolving market trends, changing consumer expectations and contemporary land management imperatives. The commercial performance of the Parks and the quality of some existing infrastructure and management together with the locations and environmental attributes of the Parks provide a sound basis for continuing improvement.

In 2015 caravan parks are recognized as an integral component of the broader tourist accommodation market. As a consequence the Wollongong City Tourist Parks are in direct competition with hotels and motels as well as other caravan parks in the local government area and in the region. This results in higher benchmarks and expectations in relation to the quality of infrastructure and delivery of services.

Therefore the Master Plans for the Parks will address the following key issues;

- Development of the Parks as an integrated business enterprise;
- Establishing a long term program to facilitate the continuing consistent improvement of the Parks;
- Development of strategies to grow occupancy across all cabin products;
- Upgrading the presentation and function of Park entries and reception areas;
- Consolidating and expanding the level of well-presented and functional ancillary recreational facilities for guests so as each Park becomes a holiday destination that takes full advantage of its prime coastal location;
- Exploring products that meet the specific needs of people with a disability as well as mobility restrictions;
- Creating more opportunities for clients to engage in environmentally aware tourism through the provision of accommodation and facilities that embrace ecologically sustainable design principles;
- Considering whether there should be further reductions in the numbers of holiday vans.
- Developing consistent occupancy for the additional tourist sites that may become available because of the reduction in the numbers of holiday vans;
- Renovating some existing buildings and cabins; and
- Upgrading the servicing and presentation of existing sites.

The items listed above relate primarily to the physical development of the Parks. While this is a key factor in the commercial performance of the businesses appropriate development must be supported by a strategic approach to marketing and promotion along with a comprehensive customer service focus. In the twenty first century customer service extends well beyond the traditional personal interface with guests. Access to information, electronic communication and availability of wi-fi are all integral components of the contemporary customer service landscape.

5 THE PARKS - BUSINESS PERFORMANCE

NOTE: The numbers of sites in the tables in this Section vary from those cited in the previous Section. The financial and occupancy data was supplied by Council and covers the 2013/14 financial year. Since June 2014 the numbers and allocations of operational sites in the Parks have changed.

5.1 Financial Performance

In the 2013/14 financial year the Wollongong City Tourist Parks reported income of \$5.679 million with net profit in the order of \$694,000, 12% of revenue. The table below indicates the revenue base of the Tourist Parks has fluctuated over the past four financial years. Income in 2010/11 reached \$5,416,857 but fell significantly across all parks in 2011/12 and 2012/13. In 2011/12 revenue was down by 9% with a further fall of 0.5% in 2012/13. The result for 2011/12 was unusual because domestic visitor nights in the Illawarra Tourist sub-region increased by 9.5% during that period. In addition this result was against the trend for the industry in New South Wales with steady growth recorded in most coastal regions.

By 2013/14, the revenue for all three parks had increased significantly with overall growth in the order of 18% when compared to 2011/12. This recovery brought revenue back to a level that compares favourably with the result for 2010/11 financial year. The strongest recovery was at Windang, where, when compared to 2011/12 the Park revenue base for 2013/14 showed an overall increase of 22.5%.

Tourist Park	2010/11	2011/12	2012/13	2013/14
Bulli Beach	\$1,879,089	\$1,762,476	\$1,692,483	\$1,853,665
Corrimal Beach	\$2,094,998	\$1,780,991	\$1,857,595	\$2,135,443
Windang	\$1,442,770	\$1,379,396	\$1,347,710	\$1,689,873
Total Revenue	\$5,416,857	\$4,922,863	\$4,897,788	\$5,678,981

Source: PR - Reporting

Table 5.2 provides a summary of operating expenses for the Parks in 2013/14 which for the three Parks amounted to \$3,981,403 or 70% of revenue. Although operating expenditure increased over the period from 2011/12 to 2013/14, expenditure as a proportion of revenue was reduced. Increases in operating expenditure can be expected where revenue growth is driven by increased occupancy as was the case for the Wollongong City Tourist Parks, however, economies and efficiencies were achieved which contributed to limiting that growth. The largest single area of expenditure for the Parks is Salaries and Wages which accounted for 49% of total expenditure in 2013/14. This is at the high end for this cost area for caravan parks on Crown land and should be able to be reduced with a review of operational processes and a move to a fully integrated business model. The cost of utilities represented 7% of total expenditure. The allocation of funds set aside with respect to the depreciation of capital assets accounted for 18% of total expenditure or \$876,679.

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Expense Item	Bulli Beach	Corrimal	Windang	All Parks	%
Office & Administration	\$33,450	\$36,465	\$33,574	\$103,489	2%
Materials & Contracts	\$76,604	\$132,425	\$70,417	\$279,446	6%
Crown Lands Levy	\$62,609	\$107,535	\$84,954	\$255,089	5%
Management (Salaries & Wages)	\$765,625	\$914,855	\$769,512	\$2,447,992	49%
Maintenance, Supplies, Equipment	\$74,921	\$65,114	\$56,226	\$196,261	4%
Utilities	\$117,938	\$143,963	\$106,729	\$368,630	7%
Security & Waste Contracts	\$87,506	\$110,560	\$101,429	\$299,495	6%
Insurance	\$6,270	\$8,164	\$5,322	\$19,756	0%
Other	\$2,949	\$2,946	\$3,341	\$9,236	0%
Operating Expenses	\$1,227,872	\$1,522,027	\$1,231,504	\$3,981,403	
Park Maintenance	\$51,989	\$25,330	\$49,758	\$127,077	3%
Depreciation	\$285,622	\$379,274	\$211,783	\$876,679	18%
Total Expenditure	\$1,565,483	\$1,926,631	\$1,493,045	\$4,985,159	

Source: PR Reporting

The following table provides a summary of the Profit and Loss outcomes for the Wollongong City Tourist Parks in 2013/14.

Item	Bulli	Corrimal	Windang	All Parks
Revenue				
Cabins	896,761	847,105	908,785	2,652,651
Tourist Sites	253,638	440,741	263,979	958,358
Holiday Vans	582,491	746,852	475,302	1,804,645
Other Income	120,775	100,745	41,807	263,327
Total Revenue	1,853,665	2,135,443	1,689,873	5,678,981
Operating Expenses	1,227,872	1,522,027	1,231,504	3,981,403
Operating Profit/Loss	625,793	613,416	458,369	1,697,578
Operating Expenses as % Revenue	66%	71%	73%	70%
Less: Project Park Maintenance	51,989	25,330	49,758	127,077
Less: Depreciation	285,622	379,274	211,783	876,679
Gross Expenses	1,565,483	1,926,631	1,493,045	4,985,159
Net Profit / (Loss)	288,182	208,812	196,828	693,822
Operating Profit Margin	34%	29%	27%	30%
Net Profit Margin	16%	10%	12%	12%

Source: PR - Reporting

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Overall the operating profit margin for the Parks has remained steady over the past 3 years at between 25%-30% which is a further indication fluctuations in operating costs have been controlled. Analysis of the profit and loss statements indicates the Parks set aside approximately 18% of total revenue each year to account for asset depreciation. In 2013/14 the amount for depreciation was \$876,679. \$127,077 was spent on specific Project Park Maintenance which when combined with the general cost for Maintenance Supplies and Equipment is quite low for three parks of this scale. Taking these items into account, gross expenditure for the Parks was \$4,985,159 in 2013/14 with a net profit of \$693,822.

5.2 Average Annual Yield

Wollongong City Tourist Parks revenue is derived from a total of 787 approved sites which supply a range of accommodation products including cabins, sites for caravans, tents and camper vehicles and holiday vans. The table below indicates that:

- 47% of total revenue is derived from cabin accommodation although cabins occupy just 12% of total sites;
- En-suite sites achieve a significantly higher average annual yield per site than the average yield for a standard short term tourist site or a holiday van site. At present en-suite sites are available only at Corrimal but this performance is one indicator that en-suites could be a valuable addition to the other parks;
- The average annual yield for a short term tourist site is lower than the yield for a holiday van site; and
- Holiday vans contribute a third of total income across the Parks and account for 45% of the available sites.

Accommodation Type	Sites	% total sites	Revenue 13/14	% Revenue	Avg Ann. Site Yield
Cabins	97	12%	\$2,615,285	47%	\$29,962
En-suite Sites	8	1%	\$62,112	1%	\$7,764
Short term Powered Sites	265	34%	\$911,302	17%	\$3,439
Short term Unpowered Sites	34	4%	\$65,263	1%	\$1,920
Out of Service Sites	124	3%	\$47,558	1%	\$1,829
Total Tourist Sites	430	55%	\$3,701,520	67%	\$8,608
Holiday Vans	357	45%	\$1,804,645	33%	\$5,055
Total Sites	787		\$5,506,165		\$6,996

Source: Occupancy and Average Rate Report for Wollongong City Tourist Parks (exc GST)

Table 5.5 below illustrates the changes that have occurred in average annual yield per site in each of the Parks from 2011/12 to 2013/14. This includes the sites occupied by holiday vans. Windang currently has the highest average annual site yield at \$8,767 and has also achieved the highest rate of growth over the three years. Corrimal has the largest total

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number of sites and lowest average annual yield at \$6,104 but has achieved a better rate of growth than Bulli. At Windang a larger proportion of sites are occupied by cabins and holiday vans which minimises the impact of the lower yielding sites on the overall outcome.

Between 2011/12 and 2013/14 financial year the overall site yield for the consolidated business grew by 18.7% from \$5,890 to \$6,996. The average annual yield for tourist sites has increased by 35% whereas the yield for holiday vans has declined by 5%.

Park	2011/12	2012/13	2013/14	Growth over the period
Bulli Beach	6,191	6,417	6,853	11%
Corrimal Beach	5,186	5,507	6,104	18%
Windang Beach	6,757	7,092	8,767	30%
All Parks	5,890	6,184	6,996	19%
Tourist Sites	6,361	7,129	8,608	35%
Holiday Vans	5,324	5,046	5,055	-5%

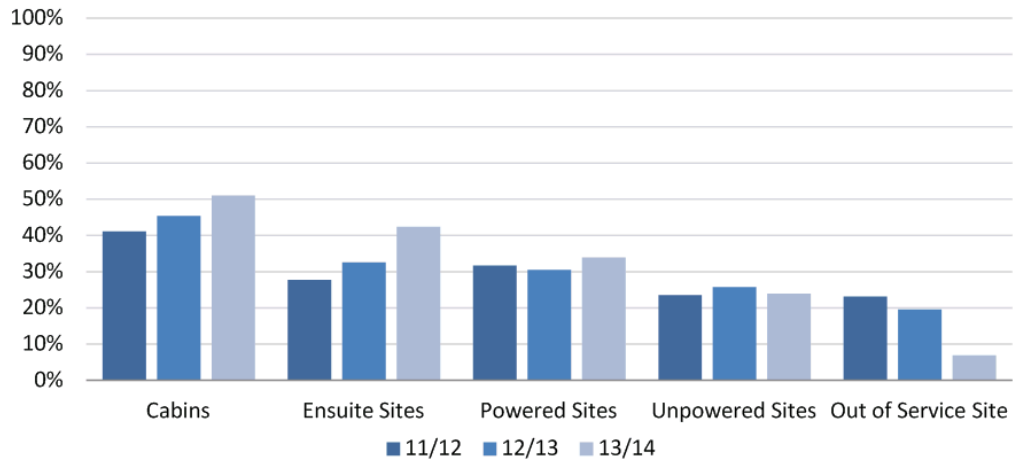
The table below is included for comparison purposes and provides a summary of the income generated in 2011/12 by a group of four caravan parks on Crown land in another coastal local government area. The parks are similar in many key respects to the Wollongong parks and have experienced further income growth over the past two years. As can be seen the average annual yields for the cabins and sites in 2011/12 were substantially greater than the results for the Wollongong parks in 2013/14.

Accommodation Type	Sites	% total sites	Revenue 11/12	% Revenue	Avg Ann. Site Yield
Cabins	98	32%	3,555,229	55%	36,278
En-suite Sites	6	2%	63,140	1%	10,523
Short term Tourist Site	205	66%	972,023	15%	4,742
Total Tourist Sites	309	43%	4,590,392	71%	14,856
Holiday Vans	417		1,832,165	29%	4,394
Total Sites	726		6,422,557		8,846

5.3 Occupancy

The graph below shows that the occupancy rates for cabins and en-suite sites have experienced strong growth over the past three years. Occupancy for powered site across the three Parks has been relatively stable over the same period whereas occupancy for the unpowered sites has declined. Even with the growth achieved in occupancy and income for cabins, en-suite sites and powered sites there is still ample opportunity for further increases in commercial performance through growth in occupancy.

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5.4 Park by Park Review

5.4.1 Bulli Beach Tourist Park

In 2013/14 Bulli Beach Tourist Park supplied 27 units of cabin accommodation which occupy 11% of the available sites and generated 46% of total income for the Park (\$1,050,216). The 3 Bedroom Deluxe Cabins have the strongest average annual yield at \$35,313 with an average occupancy of 55%. Peak occupancy of 88% occurs in January. February, March and December are also high yield months with average occupancy rates around 65%. The 2 Bedroom En-suite 5 cabins achieved the highest annual average occupancy rate of 57% and produced an average annual yield of \$28,209 per unit. The 2 Bedroom Family 6 cabins which are the oldest product in the Park recorded the lowest average occupancy of 45%.

Accommodation Type	Sites	% total sites	Revenue	% revenue	Average Yield	Average Occupancy
Bulli Beach Tourist Park						
3 Bedroom Deluxe 6 Cabin	5	2%	177,566	10%	35,513	55%
2 Bedroom Deluxe 6 Cabin	6	2%	195,941	12%	32,657	53%
2 Bedroom Family 6 Cabin	4	2%	100,286	6%	25,072	45%
2 Bedroom En-suite 5 Cabin	6	2%	169,255	10%	28,209	57%
1 Bedroom Deluxe 4 Cabin	6	2%	146,358	9%	24,393	51%
Powered Site	69	28%	260,810	15%	3,780	35%
Unpowered Site	5	2%	19,366	1%	3,873	38%
Out of Service Sites	26	11%	47,558	3%	1,829	7%
Holiday Vans	118	48%	582,491	34%	4,936	n/a
Accommodation Revenue	245		\$1,699,632		6,853	
Other Revenue (approx)			\$154,033			
Operational Expenditure			\$1,227,872			
Operating Profit/(Loss)			\$625,793	34%		

Source: Revenue (except Holiday Vans) – RMS Occupancy and Average Rate Report
Expenditure, Holiday Van Income – PR - Reporting

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Table 5.8 – Bulli Beach Tourist Park – Occupancy by Month for 2013/2014													
Product	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Avg
3 Bedroom Deluxe 6 Cabin	36%	29%	53%	54%	59%	67%	88%	61%	63%	51%	55%	41%	55%
2 Bedroom Deluxe 6 Cabin	27%	34%	45%	57%	45%	76%	85%	55%	62%	58%	48%	40%	53%
2 Bedroom Family 6 Cabin	30%	25%	38%	55%	49%	50%	90%	39%	40%	43%	32%	45%	45%
2 Bedroom En-suite 5 Cabin	39%	41%	45%	46%	67%	61%	88%	61%	60%	59%	56%	61%	57%
1 Bedroom Deluxe 4 Cabin	39%	39%	44%	58%	51%	59%	69%	57%	46%	52%	51%	50%	51%
Powered Site	15%	20%	25%	30%	32%	45%	73%	52%	49%	39%	19%	20%	35%
Unpowered Site	8%	17%	33%	43%	37%	59%	70%	57%	54%	31%	26%	18%	38%
Out of Service Sites	12%	13%	0%	11%	13%	9%	10%	10%	2%	2%	1%	0%	7%
Average	26%	27%	35%	44%	44%	53%	72%	49%	47%	42%	36%	34%	42%

Key: 0-30% 60-79% 80-100%

This above provides occupancy rate data for the 2013/14 financial year for sites and accommodation products in the Bulli Beach Tourist Park.

The following are some of the key issues that highlight matters for consideration;

- The highest average annual occupancy across all products of 72% occurred in January with lowest average monthly occupancies occurring in July and August at 26% and 27% respectively;
- The only months of the year where better than 50% occupancy is achieved across all products are December and January;
- The products that have recorded the highest occupancy rates are the 2 Bedroom En-suite 5 Cabins and 3 Bedroom Deluxe 6 Cabins; and
- There are no sites or accommodation products that achieve 60% or greater average annual occupancy.

These occupancy levels left in the order of 4,600 nights of availability across the year in the Park’s cabin accommodation products.

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The business reported operating expenditure in 2013/14 of \$1,227,872 and an operating profit of \$625,793 or 34% of total earnings which is the highest operating profit for the three Parks. The largest area of expenditure was in relation to the cost of employment for the day to day operation of the business at a total of \$765,625.

5.4.2 Corrimal Beach Tourist Park

Corrimal Beach Tourist Park generates \$2,105,793 per annum in revenue from sites and accommodation. The Park has 345 operational sites in 2013/14 of which 197 are tourist sites and 148 are Holiday Vans. The average annual site yield was \$6,104 with average occupancy rates in the order of 35%.

This Park has the largest number of sites and the largest cabin stock at 38 units. This is also the newest cabin stock with all units less than 8 years old. The peak month is January with overall occupancy at 62% falling to around 37% during the cooler months. The 1 Bedroom En-suite 4 Cabins (6 off) achieve the highest average occupancy and have relatively consistent year round occupancy with a smaller than usual variation between high and low seasons. The 3 Bedroom and 2 Bedroom cabin accommodation experiences a much greater range of seasonality with peak occupancy at about 55% dipping to only 23% during the low season. Unfortunately there are no cabins that achieve even 50% annual average occupancy with a majority of the cabins achieving only 35% which means that on average the cabins area occupied for less than 2.5 nights a week. Based on these occupancy rates the Park has an over-supply of cabin accommodation, however, this also means there is an opportunity for significant growth in the coming years.

Table 5.9 - Summary P&L Corrimal Beach Tourist Park for 2013/14						
Accommodation Type	Sites	% total sites	Revenue	% revenue	Average Yield	Average Occupancy
Corrimal Beach Tourist Park						
3 Bedroom Deluxe 6 Cabin	15	4%	370,424	18%	24,695	35%
2 Bedroom Deluxe 6 Cabin	17	5%	360,413	17%	21,201	35%
1 Bedroom En-suite 4 Cabin	6	2%	140,717	7%	23,453	48%
Powered En-suite Site	8	2%	62,112	3%	7,764	42%
Powered Site	132	38%	379,770	18%	2,877	28%
Unpowered Site	19	6%	45,504	2%	2,395	20%
Holiday Vans	148	43%	746,852	35%	5,046	n/a
Accommodation Revenue	345		\$2,105,793		6,104	
Other Revenue			\$29,650			
Operational Expenditure			\$1,522,027			
Operating Profit/(Loss)			\$613,416	29%		

Source: Revenue (except Holiday Vans) – RMS Occupancy and Average Rate Report
Expenditure, Holiday Van Income – PR - Reporting

While the 3 Bedroom Deluxe Cabins record an average annual occupancy of only 35% they do produce the highest average annual site yield for the Park at \$24,695 per unit.

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The popularity of the Powered En-suite Sites has seen significant growth over the last 3 financial years with average annual occupancy reaching 42% from 28% in 2011/12. The average site yield also increased over the period from \$5,582 in 2011/12 to \$7,764 in 2013/14. The yield of \$7,764 is two and a half times the yield for a powered site at Corrimal and is more than double the yield for a powered site in the other Parks. The powered en-suite sites have a higher occupancy rate in the low season months than the powered sites as well as some of the Park's cabin accommodation products. Many of the available powered sites are currently scattered throughout the areas that are dominated by Holiday Vans and are not conducive to use by holiday travelers. Some consolidation of the Holiday Van sites could lead to improved occupancy and revenue from the Powered Sites.

The largest area of expenditure for the Park related to Salaries and Wages accounting for 60% of operational expenditure which is a substantially higher than Bulli and Windang.

Table 5.10 – Corrimal Beach Tourist Park – Occupancy by Month for 2013/2014													
Product	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Avg
1 Bedroom En-suite 4 Cabin	49%	42%	48%	44%	52%	48%	62%	53%	53%	43%	39%	37%	48%
2 Bedroom Deluxe 6 Cabin	21%	12%	33%	40%	51%	43%	51%	35%	36%	34%	39%	28%	35%
3 Bedroom Deluxe 6 Cabin	25%	20%	28%	30%	43%	48%	59%	38%	34%	36%	34%	26%	35%
Powered En-suite Site	25%	37%	38%	46%	38%	48%	81%	46%	29%	44%	31%	46%	42%
Powered Site	15%	18%	21%	26%	30%	40%	61%	35%	27%	29%	17%	15%	28%
Unpowered Site	2%	5%	10%	24%	22%	39%	62%	25%	14%	22%	10%	10%	20%
Average	23%	22%	30%	35%	39%	44%	63%	39%	32%	35%	28%	27%	35%

Key: 0-30% ■ 60-79% ■ 80-100% ■

As can be seen from the table above the Park only achieves higher level occupancies in January and has high levels of availability across all sites and accommodation for a majority of the year. These occupancy levels resulted in some 8,700 nights of availability across the year in the Park's cabin accommodation products. As a consequence there will be no requirement to increase the stock of cabin accommodation at Corrimal in the short to mid-term. Consideration could be given to relocating some cabins from Corrimal to Bulli and Windang to replace some of the oldest cabins in those Parks.

Wollongong City Tourist Parks

5.4.3 Windang Beach Tourist Park

Windang Beach Tourist Park generates \$1,700,741 per annum in revenue from sites and accommodation. In 2013/14 the Park had 194 sites with 29 units of cabin accommodation. The Park reported operating expenditure in 2013/14 of \$1,231,504 and operational profit of \$458,369 or 27% of total earnings.

Table 5.11 - Summary P&L Windang Beach Tourist Park for 2013/14						
Accommodation Type	Sites	% total sites	Revenue	% revenue	Average Yield	Average Occupancy
Windang						
3 Bedroom Deluxe 6 Cabin	9	5%	310,007	18%	34,445	47%
2 Bedroom Deluxe 6 Cabin	3	2%	116,481	7%	38,827	60%
2 Bedroom Family 6 Cabin	2	1%	64,715	15%	31,412	53%
2 Bedroom Family 5 Cabin	8	4%	251,296	15%	31,412	58%
1/ 2 Bedroom En-suite 5 Cabin	7	4%	211,824	12%	30,261	67%
Powered Site	64	33	270,723	16%	4,230	39%
Unpowered Site	10	5%	393	0%	39	14%
Holiday Vans	91	47%	475,302	28%	5,223	n/a
Accommodation Revenue	194		\$1,700,741		8,767	
Other Revenue			\$-10,868			
Operational Expenditure			\$1,231,504			
Operating Profit/(Loss)			\$458,369	27%		

Source: Revenue (except Holiday Vans) – RMS Occupancy and Average Rate Report
Expenditure, Holiday Van Income – PR - Reporting

The Park currently has 103 operational short term sites and campsites for tourists with an average annual yield per site of \$11,897 at an occupancy rate of 48% across all forms of accommodation. This average annual yield for tourist sites is the highest for the three parks with average occupancy for the Cabin accommodation at 57%. Average occupancy for the Park’s powered sites is 39%. This is based primarily on the popularity of the drive through sites which achieve an average occupancy of 51.9% with sites 41-51 having an average occupancy of 62%.

The 29 units of cabin accommodation account for 15% of the sites and contribute over 50% of the Park’s revenue. The 2 Bedroom Deluxe 6 Cabin achieve an average annual yield of \$38,827 which is the highest yield for any cabin product in the three Parks. The 1 and 2 Bedroom En-suite Cabins are also popular with the highest occupancy rate for any product in the three Parks of 67%. It is noted that the average number of people per booking for these cabins is 2.58.

The largest area of expenditure for the Park was Salaries and Wages comprising 52% of total expenses. The Park reported net operational profit of \$458,369 representing an operating profit margin of 27%.

Wollongong City Tourist Parks

Table 5.12 – Windang Beach Tourist Park – Occupancy by Month for 2013/2014

Product	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Avg
3 Bedroom Deluxe 6 Cabin	40%	6%	44%	17%	36%	48%	84%	67%	54%	63%	62%	44%	47%
2 Bedroom Deluxe 6 Cabin	71%	24%	66%	51%	50%	55%	92%	80%	56%	69%	51%	57%	60%
2 Bedroom Family 6 Cabin	32%	29%	100%	63%	55%	40%	95%	35%	45%	52%	45%	50%	53%
2 Bedroom Family 5 Cabin	39%	24%	79%	66%	74%	59%	87%	68%	41%	66%	46%	45%	58%
1/2 Bedroom En-suite 5 Cabin	56%	65%	63%	81%	76%	70%	75%	66%	57%	82%	59%	60%	67%
Powered Site	17%	15%	34%	21%	42%	46%	64%	61%	52%	44%	37%	35%	39%
Unpowered Site	10%	30%	10%	30%	10%	10%	10%	10%	10%	13%	11%	10%	14%
Average	38%	27%	56%	47%	49%	47%	72%	55%	45%	55%	44%	43%	57%

Key: 0-30% ■ 60-79% ■ 80-100% ■

This above provides occupancy rate data for the 2013/14 financial year for sites and accommodation products in the Windang Beach Tourist Park. The following are some of the key issues that highlight matters for consideration;

- Windang has the highest annual average occupancy of the three Parks at 57% and has the most months where occupancies for a range of products are 60% or greater;
- The highest average monthly occupancy across all products of 72% occurred in January with the lowest average monthly occupancies occurring in August and July and August at 27% and 38% respectively;
- Four months achieved an average occupancy of over 50% across all products (September, January, February and April);
- The products that have recorded the highest occupancy rates are the 1/2 Bedroom En-suite 5 Cabins and the 2 Bedroom Deluxe 6 Cabins; and
- The 2 Bedroom Deluxe 6 and the 1 / 2 Bedroom En-suite 5 Cabins are the only cabins in the three Parks with an average annual occupancy of 60% or greater.

These occupancy levels left in the order of 4,500 nights of availability across the year in the Park’s cabin accommodation products.

5.5 Summary

The 2013/14 saw strong growth in revenue and occupancy across all three Parks. This followed two years in which the income had fallen by a total of 9%. The growth in 2013/14 has seen the Parks' revenue base recover to similar levels to the result for 2010/11 financial year. This growth has been driven primarily by increased occupancy in the cabin accommodation and powered en-suite sites in combination with modest tariff increases. From 2011/12 to 2013/14 income from cabin accommodation and powered en-suite sites grew by 41% and 39% respectively.

The Wollongong City Tourist Parks offer campers and caravanners a mix of site types capable of accommodating traditional tents and caravans as well as 5th wheelers and motor homes. The supply of short term sites, campsites and cabin accommodation for tourists has grown significantly from 2006 to 2012 as a result of the reduction in the numbers of holiday vans.

The cabin stock of 97 units of accommodation across the three Parks provides a range of styles and price points but is primarily aimed at the holiday accommodation needs of families. There is a substantial range in the average annual yield for cabin products from \$21,201 for a 2 bedroom Deluxe 6 berth cabin at Corrimal Beach through to \$38,827 for the same type of cabin at Windang Beach. With average annual occupancies for cabins ranging from 35% to 67% there is capacity for growth in occupancy, particularly at Corrimal Beach.

In 2013/14 there were more than 17,000 vacant nights in the cabin accommodation across the three Parks!

While there are some limitations associated with the existing cabins, until existing occupancy rates are increased there is no justification for any significant increase in the total supply of cabin accommodation in any of the three Parks. Having said this there are a number of older cabins that need to be replaced.

The overall business performance of the Wollongong City Tourist Parks is at a level where there is substantial scope for improvement across all three Parks. The current occupancy rates are at the lower end of what could be anticipated for sites and accommodation of this quality in these locations especially when compared to other caravan parks in similar locations on the NSW coast. In this context there is a requirement to develop strategies and undertake investment that is formulated to add value and ensure consistent growth in occupancy rates and average annual yields.

In addition there is an opportunity to review the overall structure of the business with a view to achieving efficiencies with respect to operational costs. At present the Parks function primarily as stand-alone businesses with limited connections across the Parks in terms of shared resources. The absence of an integrated booking platform inevitably leads to a loss of business, although the occupancy reports suggest there are not many occasions when any of the Parks is fully booked. Consideration must also be given to changes to the tariff structures to provide a more appropriate match with the character of the individual Parks and the existing patterns of use.

6 MISSION AND OBJECTIVES

6.1 Introduction

This Business Plan for Wollongong City Council's Tourist Parks for 2014-2015 includes the following description of the **Core Business** activities which are to;

- *Provide holiday accommodation to tourists to the Wollongong Local Government Area through the provision of accommodation such as cabins, powered sites, unpowered sites and annual sites.*
- *Operate as an efficient, well managed business providing a return to Council.*
- *Contribute to the promotion of tourism in Wollongong through the provision of industry leading facilities.*
- *Provide a quality service to all customers of the facility*

6.2 Vision

The above outcomes will be best achieved through the implementation of a specific Vision supported by targetted management objectives and strategies. The structure of the Master Plans will focus on an approach that will allow the business to be responsive to economic factors, new information and social and technological change.

The Vision Statement proposed for the future development, improvement and management of the Parks is;

Wollongong City Tourist Parks will be holiday destinations that satisfy the expectations of guests by providing quality sites and accommodation, outstanding facilities and professional customer service.

6.3 Objectives

The Vision for the operation and management of the Wollongong City Tourist Parks will be implemented in conformity with the following principal Objectives;

- To ensure the environmental context of the Tourist Parks is protected and managed in accordance with sound ecological principles that recognise the value and importance of the environmental characteristics of the land;
- To provide guests with contemporary Tourist Park facilities which cater for the travelling needs of the general public by offering a variety of accommodation forms;
- To provide sufficient funds to maintain and develop the Parks to a level that reflects the requirements and expectations of guests and the community;
- To comply with the requirements of the policies of Wollongong City Council and the Crown Lands Caravan Parks Policy;

- To significantly enhance the financial contribution of the Tourist Parks to the local economy, the community and to the management of reserved Crown lands; and
- To assist in the promotion of the Wollongong local government area and the Illawarra region as an enjoyable, pleasant and well serviced business and tourist location that has been established for the enjoyment and benefit of the entire community.

6.4 Key Result Areas

The Vision and Objectives for the Wollongong City Tourist Parks will be achieved through the implementation of concepts, plans and strategies that address the following Key Result Areas.

Regulatory Compliance - ensure the Tourist Parks comply with all applicable statutory standards.

Environmental Management - ensure the environment of the Tourist Parks is managed and protected in accordance with sound ecological principles and for the enjoyment of the community.

Sustainability - ensure principles of ecological and environmental sustainability are incorporated into the design and management of the accommodation, facilities and infrastructure within the Parks with the ultimate goal that resources are used efficiently throughout their lifecycle and to meet the needs of the community.

Tourist Sites and Accommodation - optimise income to the Tourist Parks by providing a range of quality tourist accommodation and contemporary camping opportunities that are appropriate to the visitors who stay in the Illawarra.

Facilities for Management and Guests - optimise the recreational and tourist potential of the Tourist Parks consistent with the principles of ecological sustainability while improving park presentation and providing a range of recreation and communal facilities for guests and their visitors.

Health Safety and Risk Management - provide and maintain facilities in a manner which minimises risk to Tourist Park guests and Park management and promotes appropriate use and enjoyment of facilities provided on reserved Crown land.

Business Management - maintain a management and operational structure which ensures business growth and commercial viability, promotes timely and appropriate decision-making, and is responsive to environmental, legal, social and technological imperatives. Generate financial outcomes that also enable the funding of

substantial improvements to facilities and management for adjoining and nearby public domain reserved Crown land.

Integrated Land Management - promote and assist integrated land management associated with the use of Wollongong City Tourist Parks.

7 IMPROVEMENT PROGRAM

7.1 Introduction

Inspection and analysis of the Wollongong City Tourist Parks has resulted in the identification of a number of improvements to facilities and accommodation products. As well as consolidating the existing financial performance of the Parks these improvements have the potential to generate growth in revenue and profit through increased occupancies.

As discussed earlier all three Parks have an adequate supply of cabin accommodation although at Bulli and Windang there are older units that should be replaced with scope for the introduction of some products to expressly target the couples market. All three Parks also offer a variety of sites in terms of size and configuration although neither Bulli nor Windang have en-suite facilities. In addition the Parks' ablution and laundry facilities are of a reasonable quality although there are a couple of amenity blocks that are due for renovation. In other words the fundamental infrastructure of the Parks is generally more than adequate and broadly market appropriate. However, it is considered that in all three Parks there are significant shortfalls with respect to;

- provision of ancillary recreational facilities,
- design and presentation of entry and arrival forecourts;
- quality of reception areas; and
- landscaping and vegetation management.

The absence or poor quality of these features results in a group of Parks that do not take full advantage of the superb beachfront locations and the quality of the cabins. This then limits the capacity for the Parks to be actively promoted as holiday destinations. Furthermore the Parks are in a position where it is difficult to compete effectively with other properties in the region that do offer a comprehensive range of ancillary facilities. Parks such as Wollongong Surf Leisure Resort, Surf Beach and Easts Beach at Kiama and Seven Mile Beach and Gerroa Shores all offer a similar range of accommodation at competitive price points. These parks are also close to beaches and local attractions and draw their guests from the same source markets as the Wollongong City Tourist Parks. But in addition these parks offer swimming pools, games rooms, internet access, cable TV and other contemporary leisure facilities. The pricing of the Wollongong Parks' cabin accommodation also places the Parks in direct competition with hotels, resorts and serviced apartments which provide a range of added value facilities. In this context the development of similar features will be essential to the longer term competitive capacity and commercial success of the Wollongong City Tourist Parks.

Proposed improvements need to be assessed against the impacts they will have on the Parks and the business as well as in relation to the contribution the Parks make to the community

and to the management of reserved Crown land. In formulating an achievable development and improvement program, a number of factors have been considered including;

- The principles and parameters established in relevant legislation and policies;
- Potential to generate income and profit;
- Potential to address marketplace expectations and improve visitor amenity;
- Potential to improve the day-to-day management of the Park and the Reserve;
- Potential to achieve environmental objectives;
- Cost; and
- Contribution to the local economy.

In terms of the future financial performance of the Wollongong City Tourist Parks the proposed improvement program has been formulated to address the issues discussed above and in previous sections of this report. Having said this, investment in physical improvements will not alone provide the required uplift in occupancies and income. Complementary strategies and actions with respect to management, business structure and promotion will be required to achieve the desired outcomes.

7.2 Proposed Improvement Program

The locations of the Parks relative to beaches, public open space, local facilities, tourist attractions and the City centre result in every site in each of the three Parks having a high commercial value. This value should be reflected in the arrangement of all essential elements – roads, cabins, sites, recreation facilities, support facilities, landscape features etc, and in the quality of what is offered. Currently a range of matters in the Parks fall short of this approach. The planned improvements seek to target these matters to ensure guests are offered an accommodation and holiday experience of a high quality representing value for money.

The Program outlined below should be seen as the first phase in a continuing process of improvement. Initially investment in the Parks will need to be focused on the features that will allow the Parks to be promoted as holiday destinations. As has already been discussed the Parks have a generally good stock of accommodation but this accommodation is not supported by the features that people expect to be an integral part of a contemporary holiday. The features that are lacking range from the arrival experience through to the provision of swimming pools, playgrounds and camp kitchens. While a similar range of facilities will be introduced to each Park the detailed design must address the characteristics and market opportunities that are specific to each Park. The priority for expenditure has been determined having regard to existing financial performance and consequently Corrimal will receive the largest injection of funds in the early part of the program. The largest overall investment will be at Windang where the age of the cabin stock has moved well beyond the 15 years of the current policy position.

The number of sites in all three Parks will be reduced to make way for the development of facilities and to improve the amenity of existing sites and cabins. Experience within the industry has consistently demonstrated that, within reason, it is the quality of sites and cabins rather than the quantity that ultimately determines the success of the business.

The structure of the program for each Park has been designed to bring improvements on-stream in a way that will progressively enhance the income earning capacity and profitability of the business. Even though the number of sites in the Parks will be reduced the balance of site types and cabins at the completion of the improvement program should enable the Parks to maintain existing levels of revenue. At the same time the revitalisation of infrastructure and addition of facilities will create a platform from which to increase occupancy, revenue and profit. The improvement program will require a total investment in the order of \$9.6 million over five years. The differing levels of investment between the Parks relates primarily to the number of older cabins that require replacement.

Table 7.1 – Wollongong City Tourist Parks Consolidated Improvement Program						
PARK	Year 1	Year 2	Year 3	Year 4	Year 5	TOTALS
Bulli Beach	\$736,000	\$425,500	\$989,000	\$299,000	\$586,500	\$3,036,000
Corrimal Beach	\$782,000	\$1,161,500	\$212,750	\$224,250	\$293,250	\$2,673,750
Windang Beach	\$489,900	\$833,750	\$799,250	\$925,750	\$822,250	\$3,870,900
TOTAL PROGRAM	\$2,007,900	\$2,420,750	\$2,001,000	\$1,449,000	\$1,702,000	\$9,580,650

The proposed improvements are described in the following sections, however, there are a number of areas of investment and expenditure that will apply across all three Parks.

7.2.1 Regulatory Compliance

As discussed in Section 2 of this report there are a number of areas in the caravan parks where the location of sites, installation of moveable dwellings and other matters do not comply with the requirements of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005. A comprehensive assessment of the Parks has been undertaken by Council and the current Section 68 Approvals require programs to be established to achieve an acceptable level of compliance.

In the first instance there is a requirement for Park management to undertake a thorough review of issues that have been raised to establish an appropriate program to systematically address and resolve issues to achieve an acceptable level of compliance. Priority must be given to resolving matters that involve the safety of guests and staff. As part of this process a register of Section 68 approvals with respect to installation of moveable dwellings and associated structures should be established for each Park. Clear policies and guidelines must be developed at an early date with respect to the future approach to be taken by Park

Managers to the approval of the installation or alteration of structures on sites. A budget has been provided in the proposed Improvement Program for each Park to enable a systematic approach to resolving these issues, however, those budgets will need to be reviewed once an agreed program has been developed accepted.

7.2.2 Entry Forecourts

Changes to the entry and reception areas are proposed for all three Parks. The entry to any holiday destination should provide a sense of arrival and create a positive first impression. The elements that contribute to this outcome for a caravan park include the road and parking arrangements (i.e. road widths suitable for towed vehicles, large motor-homes and 5th wheelers), signage, landscaping, parking, the quality of the reception area and the check-in process. The road configurations at Corrimal Beach and Windang Beach do not meet current regulatory standards and the reception areas in all three parks could be significantly improved. The updated reception areas must include the following features;

- Light, bright airy spaces with contemporary and relaxing decor;
- Backdrops and imagery that present the Parks, the locality and the region in a positive light;
- Rules, warnings and prohibitions should not be the first messages people receive;
- The check in process must be straightforward with uncluttered countertops, minimal paperwork and efficient technology;
- Retail sales and check-in functions should be separated; and
- Guests should be able to sit when a lengthy wait is unavoidable;

7.2.3 Landscaping

A commitment to establishing and maintaining quality landscaping is an essential component of the presentation of all aspects of the Parks. An overarching landscaping and vegetation management strategy should be designed and implemented in conjunction with the development of facilities. There is some existing vegetation in each Park that can provide a structural framework for an ongoing landscaping program that maintains and improves the overall presentation of the Parks and the sites, accommodation and facilities. Key issues to be addressed include;

- Progressive removal of unwanted exotic species to achieve environmental objectives;
- Treatment of spaces around cabins and existing and proposed facilities to reduce the impact of structures and create colour and interest;
- Privacy and security in terms of the interface with public spaces and between sites and cabins; and
- Planting to provide separation and transition between functional areas within the Parks and the adjoining public domain.

7.2.4 Cabins

As discussed in Section 4, the Memorandum of Understanding with Wollongong TAFE has been an excellent means of achieving a steady improvement in the quality of the cabin accommodation provided in the Parks. The aim of moving to a position where no cabin is older than 15 years has also been a good strategy with the average age of the existing cabins standing at only 7.3 years. However, the current situation at Windang and Bulli does not reflect the overall position with three cabins at Bulli and eleven cabins at Windang having been installed between 1992 and 2000. At Corrimal the oldest cabin was installed in 2007

The proposed Improvement Program involves some fundamental changes to the Parks which will impact on the existing locations of a number of cabins at Bulli and Windang. In each case these cabins will be replaced in preference to relocation. At Bulli this will result in the replacement of three cabins that were installed in 2003. Three cabins (SV5, SV6 and SV7) which were installed in 1997 will be replaced because the under-floor chassis members have failed and the cost of renovation cannot be justified. At Windang two cabins that were installed in 1992 and six cabins that were installed in 2002 will be replaced in preference to relocation. The latter six cabins at Windang are also affected by site compliance issues. At Windang there are an additional nine cabins (L11 to L19) that were installed between 1998 and 2000. Recent inspection of these units has revealed a majority exhibit structural failure affecting the chassis and as a consequence should be replaced in the near future.

The proposed Improvement Program includes the installation of a total of twenty two(22) new cabins and the relocation of five(5) cabins from Corimal to Bulli(2) and Windang (3). This represents around 25% of the proposed total cost of the Program. In a majority of cases these cabins will replace existing cabins. This component of the Improvement Program is primarily a fundamental asset management issue. Where the replacement of existing cabins is proposed the affected cabins should be thoroughly assessed prior to proceeding to confirm replacement is required at that time.

The Program also includes the installation of a new two bedroom accessible cabin in each Park. This initiative will mean the Parks will supply accessible accommodation at the ratio envisaged by Federal legislation which commenced in 2011.

In terms of a future policy position the construction standards and materials used in cabins over the past ten years suggest that 15 years is more likely to be an appropriate time to refurbish rather than replace existing products.

On this basis it is recommended that the existing policy be revised with replacement of cabins being scheduled for 20 years but with the condition of each cabin being reviewed at that time to determine whether replacement or renovation is the most cost effective option. If cabins are to be maintained in a market appropriate condition a level of redecoration or renovation will generally be required at least every 10 years.

7.3 Park Masterplans and Improvement Programs

7.3.1 Bulli Beach Tourist Park – refer to Drawings B – 02 and B - 03

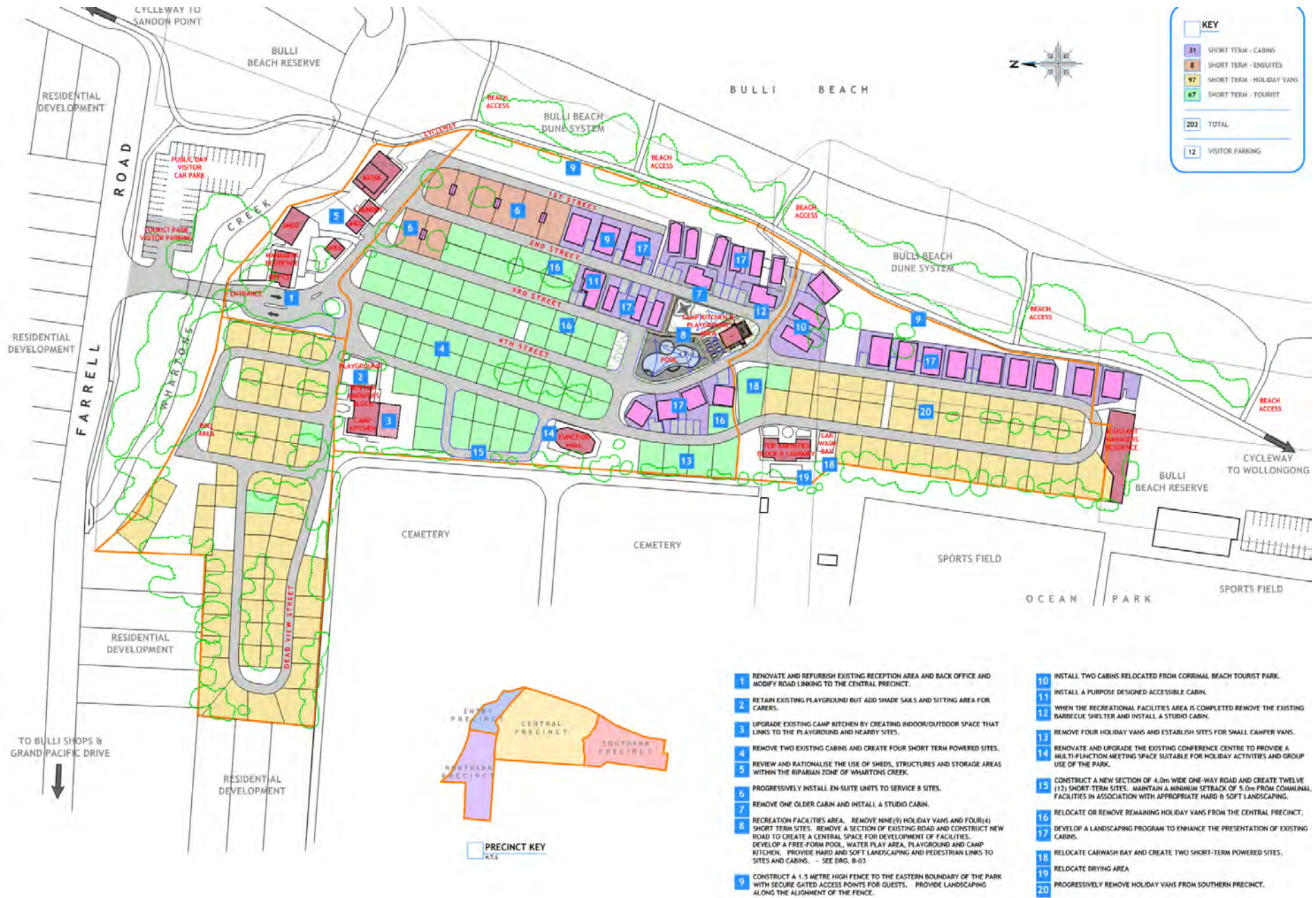
The program for Bulli Beach will focus on producing continuing growth in the Park’s financial performance for both cabins and sites. To this end the improvements to presentation, security and facilities will need to be accompanied by affirmative action to consolidate the location of sites for tourist use and release land in strategic positions for the development of ancillary facilities. The fundamental structure and layout of the Park will remain with minor changes to site layout and road alignments alongside the introduction of new facilities for guests. This will result in a small reduction in the total number of approved sites and removal of some holiday vans. The table on the following page provides indicative costs and timing for the proposed improvements.

The entry forecourt to Bulli Beach is reasonably well configured compared to the other two Parks with the reception area well positioned. However, the actual reception presentation, inside and out, is dated and uninviting. While the building could be replaced in the longer term a modest renovation has the capacity to achieve an acceptable result for the coming five years to ten years. It is proposed to change the entry doors, external and internal colours, lighting and internal fittings and furniture.

Security is a key consideration for people who are on holiday. The open eastern boundary at Bulli Beach allows free access to sites and accommodation from the public walkway with petty theft being an ongoing issue for guests and Park management. It is proposed to fence the boundary with an open pool style fence to a height of 1.5 metres with key or PIN pad operated access gates for guests.

A central recreational facilities area will be developed to provide an improved range of recreational facilities for Park guests. The proposed location is slightly elevated and has good proximity to existing cabin accommodation and powered tourist sites. Some existing road will be removed and a small section of new road constructed with associated minor alterations to traffic patterns in this part of the Park. The centerpieces will be a swimming pool with a contemporary children’s water play area with shade and shelter, a camp kitchen and a children’s playground which will cater for a range of ages. The area is to be an integrated design with pedestrian links to other parts of the Park. The development will require the removal of thirteen sites, nine of which are occupied by holiday vans.

The existing playground and camp kitchen will be retained and upgraded to be brought into line with the presentation of other facilities in the Park. The covered area associated with the camp kitchen will be expanded and improved seating installed. Shade and seating for carers will be added to the playground. These improvements will extend the life and usefulness of existing facilities at a moderate cost and offer more options for guests.



- 1 RENOVATE AND REFURBISH EXISTING RECEPTION AREA AND BACK OFFICE AND MODIFY ROAD LINKING TO THE CENTRAL PRECINCT.
- 2 RETAIN EXISTING PLAYGROUND BUT ADD SHADE SAILS AND SITTING AREA FOR CARERS.
- 3 UPGRADE EXISTING CAMP KITCHEN BY CREATING INDOOR/OUTDOOR SPACE THAT LINKS TO THE PLAYGROUND AND NEARBY SITES.
- 4 REMOVE TWO EXISTING CABINS AND CREATE FOUR SHORT TERM POWERED SITES.
- 5 REVIEW AND RATIONALISE THE USE OF SHEDS, STRUCTURES AND STORAGE AREAS WITHIN THE RIPARIAN ZONE OF WHARTONS CREEK.
- 6 PROGRESSIVELY INSTALL EN-SUITE UNITS TO SERVICE 8 SITES.
- 7 REMOVE ONE OLDER CABIN AND INSTALL A STUDIO CABIN.
- 8 RECREATION FACILITIES AREA. REMOVE NINE(9) HOLIDAY VANS AND FOUR(4) SHORT TERM SITES. REMOVE A SECTION OF EXISTING ROAD AND CONSTRUCT NEW ROAD TO CREATE A CENTRAL SPACE FOR DEVELOPMENT OF FACILITIES. DEVELOP A FREE-FORM POOL, WATER PLAY AREA, PLAYGROUND AND CAMP KITCHEN. PROVIDE HARD AND SOFT LANDSCAPING AND PEDESTRIAN LINKS TO SITES AND CABINS. - SEE DRG. B-03
- 9 CONSTRUCT A 1.5 METRE HIGH FENCE TO THE EASTERN BOUNDARY OF THE PARK WITH SECURE GATED ACCESS POINTS FOR GUESTS. PROVIDE LANDSCAPING ALONG THE ALIGNMENT OF THE FENCE.
- 10 INSTALL TWO CABINS RELOCATED FROM CORRIMAL BEACH TOURIST PARK.
- 11 INSTALL A PURPOSE DESIGNED ACCESSIBLE CABIN.
- 12 WHEN THE RECREATIONAL FACILITIES AREA IS COMPLETED REMOVE THE EXISTING BARBECUE SHELTER AND INSTALL A STUDIO CABIN.
- 13 REMOVE FOUR HOLIDAY VANS AND ESTABLISH SITES FOR SMALL CAMPER VANS.
- 14 RENOVATE AND UPGRADE THE EXISTING CONFERENCE CENTRE TO PROVIDE A MULTI-FUNCTION MEETING SPACE SUITABLE FOR HOLIDAY ACTIVITIES AND GROUP USE OF THE PARK.
- 15 CONSTRUCT A NEW SECTION OF 4.0m WIDE ONE-WAY ROAD AND CREATE TWELVE (12) SHORT-TERM SITES. MAINTAIN A MINIMUM SETBACK OF 5.0m FROM COMMUNAL FACILITIES IN ASSOCIATION WITH APPROPRIATE HARD & SOFT LANDSCAPING.
- 16 RELOCATE OR REMOVE REMAINING HOLIDAY VANS FROM THE CENTRAL PRECINCT.
- 17 DEVELOP A LANDSCAPING PROGRAM TO ENHANCE THE PRESENTATION OF EXISTING CABINS.
- 18 RELOCATE CARWASH BAY AND CREATE TWO SHORT-TERM POWERED SITES.
- 19 RELOCATE DRYING AREA.
- 20 PROGRESSIVELY REMOVE HOLIDAY VANS FROM SOUTHERN PRECINCT.

The existing Conference Room on the western edge of the Central Precinct will be altered and renovated to create a multi function space that can serve a range of purposes. During holiday periods the building will operate as a guest lounge but remain suitable for use as a meeting and conferencing space at other times.

Sites and Accommodation. In view of the success of the introduction of en-suite facility units to Corrimal Beach it is proposed to progressively install similar units in the other Parks. At Bulli it is proposed to provide en-suite facilities to a total of eight drive-through sites in the eastern part of the Central Precinct. The selected sites are at some distance from the communal amenities and have ocean views and can therefore be expected to achieve very good occupancy rates and annual yields.

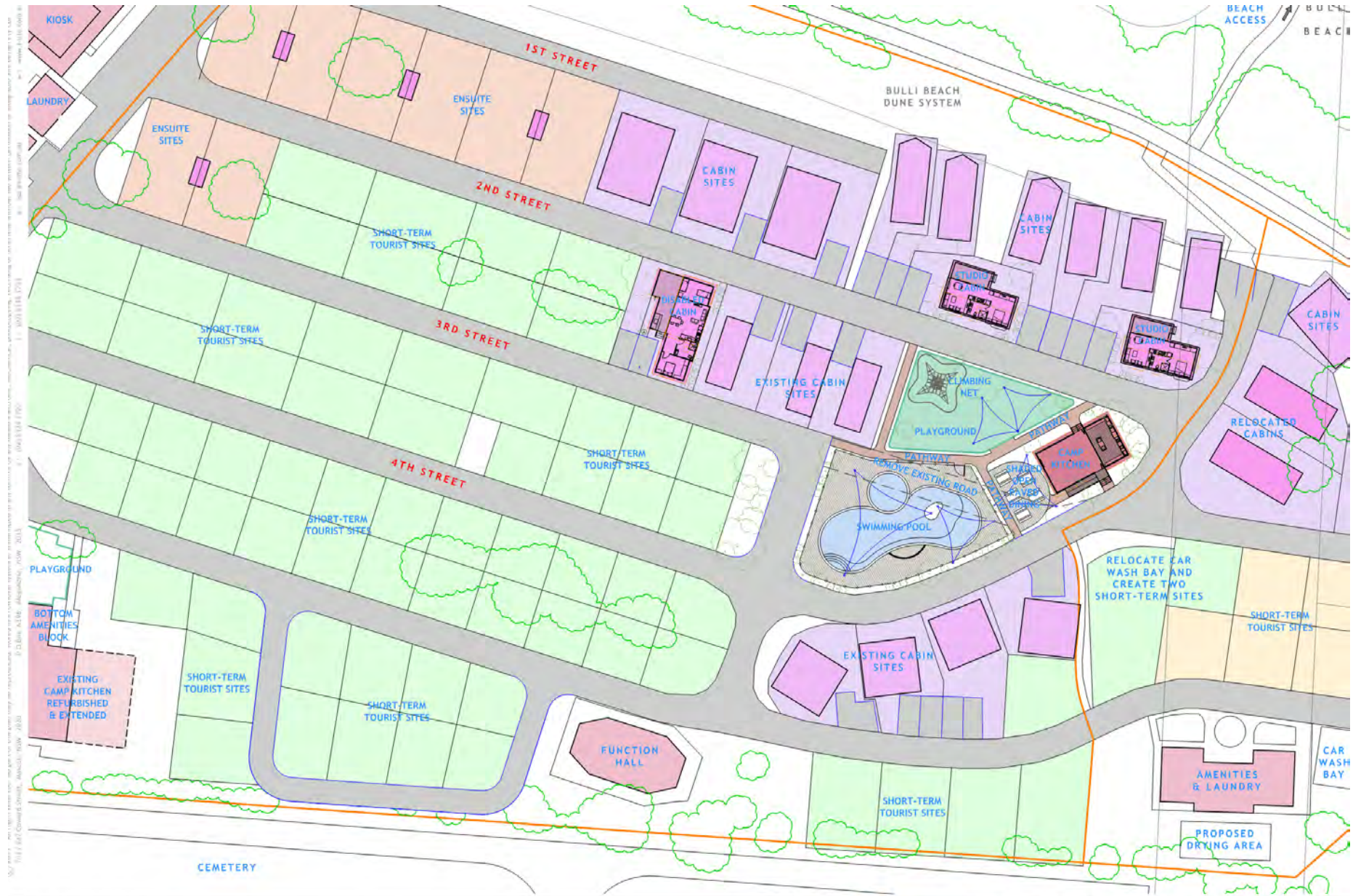
Four sites on the western edge of the Central Precinct will be developed to cater specifically for small campervans. These vans are economical to hire and run but not as well equipped as Maui and Brits vans. This form of hired transport and accommodation is very popular with backpackers and younger couples and represents a market opportunity. Each site will have a concrete slab and a small shelter incorporating a bench and seat and power outlets for small electrical appliances. This initiative will require removal of four holiday vans.

There are a number of short term sites and campsites in the north western corner of the Central Precinct that do not comply with the requirements of the regulations with respect to road access and parking. A new 4 metre wide one way sealed loop road will be constructed to provide access and electricity, sullage and water will be extended to each site. While one site will be lost in the process the new sites will be fully serviced, close to amenities and adjacent to an improved camp kitchen and playground. These sites will become short-term sites and can be expected to generate greater income than the basic campsites they replace.

The space currently used as a car wash area formerly accommodated three older en-suite cabins. The car wash bay will be relocated to the southern side of the Top Amenities Block. This will require the existing clothes lines to be relocated to the western side of the amenities. These actions will facilitate the creation of two additional short term tourist sites.

While the Park has a substantial supply of quality cabin accommodation a number of initiatives are proposed;

- In the first year of the program a two bedroom accessible cabin will be installed to address the requirements of the amendments to the Federal Disability Discrimination Act 1992 which took effect in May 2011;
- There are three cabins, BU1, BU2 and BU3, which were installed in 2003 that will be replaced. It is proposed to relocate two 2 bedroom deluxe 6 berth cabins from Corrimal Beach to sites in the vicinity of the proposed central facilities area to replace BU2 and BU3. The area vacated by the removal of BU2 and BU3 will provide



four powered short term sites for tourists. BU1 will be replaced with a studio style one bedroom cabin;

- Three Seaview Cabins that were installed in 1997 will be replaced; and
- After the proposed recreational facilities area is completed the existing barbecue shelter in the Central Precinct will be removed, a short term site created, and a second studio style one bedroom cabin installed. These cabins will add to the stock of accommodation that is suitable for the couples who represent a very significant proportion of overnight visitors to Wollongong.

Table 7.3.1 – Bulli Beach Tourist Park Improvement Program.

ITEM	Year 1	Year 2	Year 3	Year 4	Year 5	TOTALS
Regulatory Compliance	\$40,000	\$20,000				\$60,000
Renovate Office	\$60,000					\$60,000
Relocate and install 2 Cabins from Corrimal	\$30,000					\$30,000
Install accessible cabin	\$130,000					\$130,000
Install studio cabins				\$80,000	\$80,000	\$160,000
Replace 3 cabins(SV5 - SV7)					\$330,000	\$330,000
Fence eastern boundary		\$200,000				\$200,000
Renovate Conference Facility to create a guest lounge	\$150,000					\$150,000
Construct road and extend services to 12 sites in the Central Precinct	\$100,000					\$100,000
Create Small Camper Van Sites		\$40,000				\$40,000
Move car wash bay and create 2 sites		\$30,000				\$30,000
Road alterations			\$30,000			\$30,000
Install en-suites (4+4)	\$80,000				\$80,000	\$160,000
Swimming Pool			\$650,000			\$650,000
New Camp kitchen			\$160,000			\$160,000
Renovate Existing Camp Kitchen		\$60,000				\$60,000
Playgrounds	\$30,000			\$160,000		\$190,000
Landscaping	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Contingency (15%)	\$96,000	\$55,500	\$129,000	\$39,000	\$76,500	\$396,000
SUB-TOTAL	\$736,000	\$425,500	\$989,000	\$299,000	\$586,500	\$3,036,000

Notes:

1. The above figures are estimates of cost expressed in terms of 2015 \$A;
2. The estimates are made on the basis of experience in the caravan park industry over the past 5 years and represent costs incurred for the development of similar improvements in other caravan parks in NSW;
3. The estimates have been made without access to accurate survey data;
4. Final costs may vary by plus or minus 15%;

5. The costs have been estimated without access to detailed information with respect to the exact condition, location and capacity of existing utility services - such issues may have further impacts on final actual costs; and
6. The above estimated costs do not include expenses that will be incurred for professional fees and consultancies associated with detailed documentation of the proposed improvements and obtaining the statutory consents and approvals.

At completion of the proposed program Bulli Beach Tourist Park will supply the following mix of sites and accommodation.

Powered Sites	En-suites	Camper vans	Holiday Vans	Cabins	TOTAL
67	8	4	97	31	203

The following proposals will address or resolve issues that have been raised in relation to Special Condition 7 of the current Section 68 Approval to Operate a Caravan Park and Camping Ground;

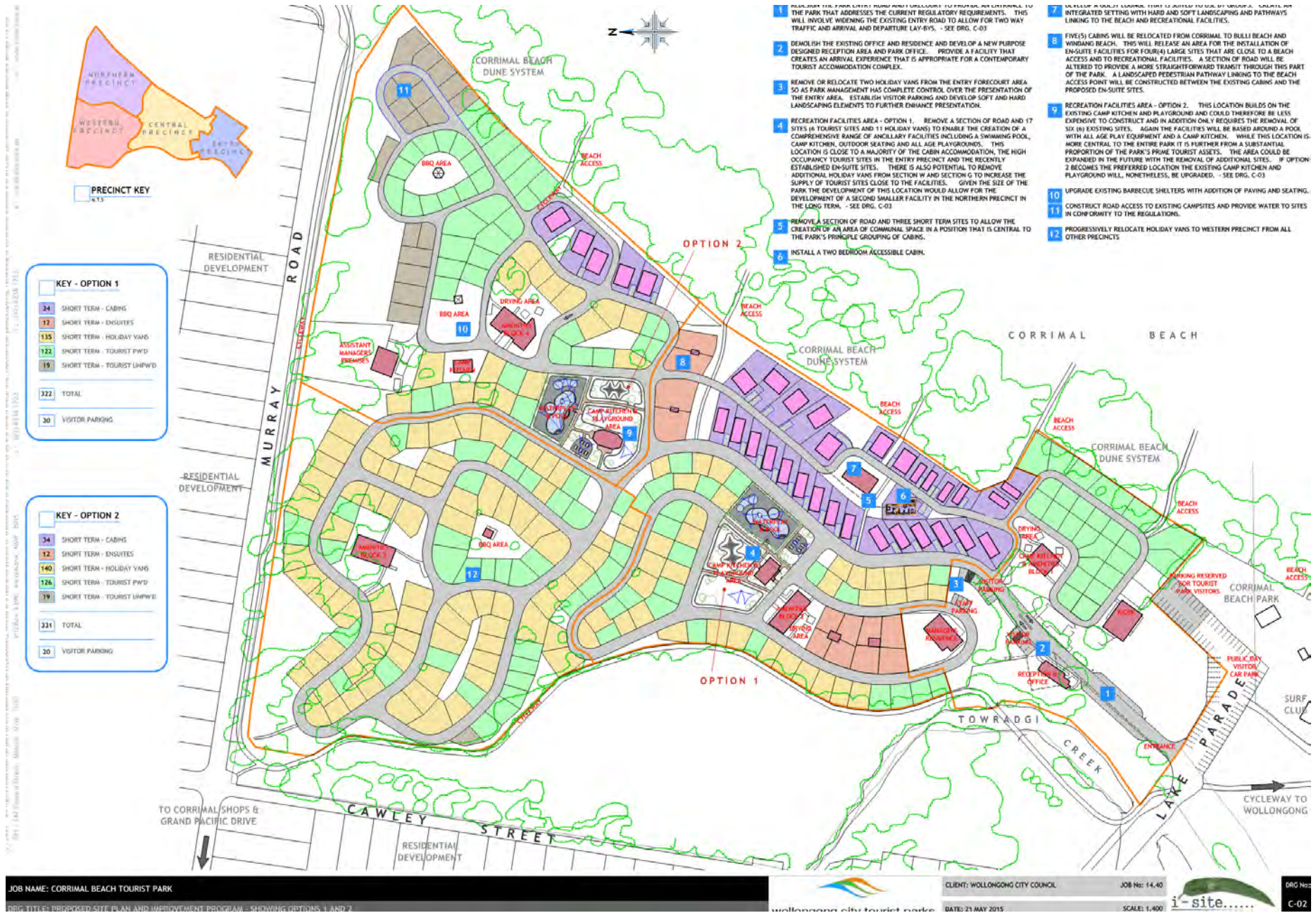
- Construction of road to existing campsites in the Central Precinct; and
- Removal of holiday vans from the Central Precinct – 17 of these have one or more compliance issues.

7.3.2 Corrimal Beach Tourist Park – refer to Drawings C – 02 and C - 03

The Improvements for Corrimal Beach will aim to bring occupancy rates and yields to levels that are more consistent with and reflective of the quality of the location. Due to past circumstances the Park has an over-supply of cabin accommodation. Consequently five units will be relocated to Bulli Beach(2) and Windang Beach(3) to replace the oldest cabins in those Parks. This will result in a balanced supply of cabin accommodation across the three Parks. Based on occupancy data for 2013-14 the removal of these cabins will not have a significant impact on the capacity of the Park to fulfill demand as there will still be sufficient vacant nights to accommodate existing guests and grow occupancy rates.

The objective for the coming five years is to establish a family friendly focus for the Park while maintaining and improving capacity to cater for older travelers and couples. Corrimal will receive priority with respect to the early introduction of major ancillary improvements with attention to landscaping also very important. Changes to site layout, road alignments and introduction of new facilities for guests will result in a small reduction in the total number of approved sites and removal or relocation of some holiday vans. The table on the following page provides indicative costs and timing for the proposed improvements.

The entry forecourt to Corrimal Beach is very poorly configured especially for larger vans, motor-homes and 5th wheelers with key widths falling well below the standards established in the Regulations. The existing arrangement does not address key regulatory provisions, is impractical and also raises issues with respect to workplace and public health and safety. In addition the reception and office have been severely damaged by termite infestation.



Therefore the existing office building will be demolished and two holiday vans on the western side of the existing entry road removed or relocated. This will enable a complete redevelopment of the entry area. The key elements will be a dual carriageway with arrival and exit lay-bys serviced by a new purpose designed reception area and back office. Some visitor parking will be established close to the office. The redevelopment will simplify traffic movements in and around the entry and office particularly at times of peak visitation.

A central recreational facilities area will be developed to provide a comprehensive range of recreational facilities for Park guests. Given the size of the Park and the number of approved sites there are a number of locations that could be considered for this facility. At this stage two options have been considered.

Option 1. This concept requires the removal of a section of road and 17 sites (6 tourist sites and 11 holiday vans) in the Central Precinct. The area that is made available will enable the creation of a comprehensive range of ancillary facilities including a swimming pool and water play area, a camp kitchen and guest lounge, all age playground facilities and landscaped outdoor seating area. This position is close to a majority of the existing cabin accommodation, the high occupancy tourist sites in the Entry Precinct and the recently established en-suite sites. There is also potential to remove additional holiday vans from Section W and Section G to increase the supply of tourist sites close to the facilities. If tourist occupancy in the Northern Precinct was to expand significantly in the mid to longer term a secondary facility could eventually be developed in that part of the Park.

Option 2. This location builds on the existing camp kitchen and playground and may therefore be less expensive to construct. It requires the removal of only six (6) existing sites. Again the facilities will be based around a pool with all age play equipment and a camp kitchen. While this location is more central to the entire Park it is further from a substantial proportion of the Park's prime tourist assets and park management. The area could also be expanded in the future with the removal of additional sites. The existing playground would be provided with shade sails, a climbing net, climbing walls and a mini golf course to give appeal to a wider age range.

In terms of both the current and future needs of the Park it is considered Option 1 would be the better way forward primarily because it will service the areas of the Park where a substantial investment has already been made with the installation of cabins and en-suites. While a larger number of sites are removed the supply of sites and occupancy rates at Corrimal are such that vacant sites are virtually always available. Therefore the removal of sites should not have any significant impact on financial outcomes for the Park. The provision of a comprehensive facility in proximity to key accommodation assets could be expected to have an immediate impact on occupancy rates. Should Option 1 be implemented the existing camp kitchen and playground in the Northern Precinct would



nonetheless be upgraded along with existing barbecue shelters in the Northern Precinct also improved. This will create a balanced supply of facilities for guests throughout the Park.

Sites and Accommodation. The occupancy rates for existing cabins at Corrimal Beach indicate there is an over-supply of product in the Park. At present there are vacancies in every month of the year amounting to a total of 8,700 vacant cabin nights in 2013/14. It is therefore proposed to relocate a number of cabins to replace the oldest units in the other two Parks. Three 3 bedroom deluxe 6 berth cabins will be taken to Windang Beach and two 2 bedroom deluxe 6 berth cabins will be moved to Bulli Beach. The remaining stock at Corrimal will have ample capacity to satisfy existing demand and will still have more available nights for sale than either Bulli or Windang. This strategy will create a more balanced supply of cabin accommodation across the three Parks.

The removal of the cabins will vacate an area that is suitable for the installation of additional en-suite facility units to service four large sites. This will build on the earlier successful introduction of en-suites to Corrimal Beach. The location is adjacent to a beach access point and close to the camp kitchen and playground in the Northern Precinct.

A section of road and three of four short term sites will be removed from the area known as the island. A two bedroom accessible cabin will be installed on the remaining site and a communal facility developed for use in conjunction with group bookings. The provision of a meeting and gathering space will facilitate a more targeted approach for marketing to groups such as schools and clubs with this part of the Park being focused entirely on delivering cabin accommodation. Landscaping and pedestrian links will be established to integrate this area with the existing cabin accommodation and other parts of the Park.

There are a number of campsites in the Northern Precinct that do not comply with the requirements of the Regulations with respect to road access. A 4 metre wide one way loop road will be constructed to provide appropriate road access and frontages with adequate setbacks from Murray Road. Water will be supplied to all sites in line with regulatory requirements.

ITEM	Year 1	Year 2	Year 3	Year 4	Year 5	TOTALS
Regulatory Compliance	\$40,000	\$20,000				\$60,000
Re-configure Entry Forecourt	\$100,000					\$100,000
New Office and Reception	\$200,000					\$200,000
Upgrade Camp Kitchen and Playground		\$250,000				\$250,000
Water Play Area	\$300,000					\$300,000
Road access to campsites in the Northern Precinct			\$40,000			\$40,000
Internal road alterations			\$20,000			\$20,000
Install en-suites (2+2)			\$40,000		\$40,000	\$80,000

Install accessible cabin				\$130,000		\$130,000
Guest lounge for groups					\$150,000	\$150,000
Swimming Pool		\$700,000				\$700,000
Barbecue Shelters				\$40,000	\$40,000	\$80,000
Mini golf			\$60,000			\$60,000
Landscaping	\$40,000	\$40,000	\$25,000	\$25,000	\$25,000	\$155,000
Contingency (15%)	\$102,000	\$151,500	\$27,750	\$29,250	\$38,250	\$348,750
TOTAL	\$782,000	\$1,161,500	\$212,750	\$224,250	\$293,250	\$2,673,750

Notes:

1. The above figures are estimates of cost expressed in terms of 2015 \$A;
2. The estimates are made on the basis of experience in the caravan park industry over the past 5 years and represent costs incurred for the development of similar improvements in other caravan parks in NSW;
3. The estimates have been made without access to accurate survey data;
4. Final costs may vary by plus or minus 15%;
5. The costs have been estimated without access to detailed information with respect to the exact condition, location and capacity of existing utility services - such issues may have further impacts on final actual costs; and
6. The above estimated costs do not include expenses that will be incurred for professional fees and consultancies associated with detailed documentation of the proposed improvements and obtaining the statutory consents and approvals.

At completion of the proposed program (Option 1 Recreational Facilities), Corrimal Beach Tourist Park will supply the following mix of sites and accommodation.

Campsites	Powered Sites	En-suites	Holiday Vans	Cabins	TOTAL
19	122	12	135	34	322

The following proposals will address or resolve issues that have been raised in relation to Special Condition 7 of the current Section 68 Approval to Operate a Caravan Park and Camping Ground;

- Redevelopment of the Park entry, reception and office;
- Construction of a road to existing campsites in the Northern Precinct; and
- A majority of holiday vans that will be removed have one or more compliance issue.

7.3.3 Windang Beach Tourist Park – refer to Drawings W – 02, W – 03 and W - 04

The focus at Windang Beach will be to bring the cabin accommodation to an overall standard that is comparable to Bulli and Corrimal to enable continuing growth in occupancy rates and yields. At the same time en-suite sites will be introduced to expand the appeal of the Park for older travelers with caravans. As with Corrimal the entry forecourt and reception facilities at Windang require a substantial overhaul to address presentation as well as customer expectations and regulatory requirements.

A recreational facilities area will be developed to support the Park's sites and accommodation. The preferred location is in a central position flanked by cabins and tourist sites. Changes to site layouts, road alignments and the introduction of new facilities for guests will result in a reduction in the total number of approved sites, however, a number of initiatives will be taken to preserve the Park's supply of powered sites for tourists. The table on the following page provides indicative costs and timing for the proposed improvements.

The entry forecourt to Windang Beach is poorly configured and makes access to the Park for larger vans, motor-homes and 5th wheelers a challenge. The size of lay-bys and widths of carriageways do not comply with the current regulatory requirements. The reception and office is cramped and does not address the entry forecourt.

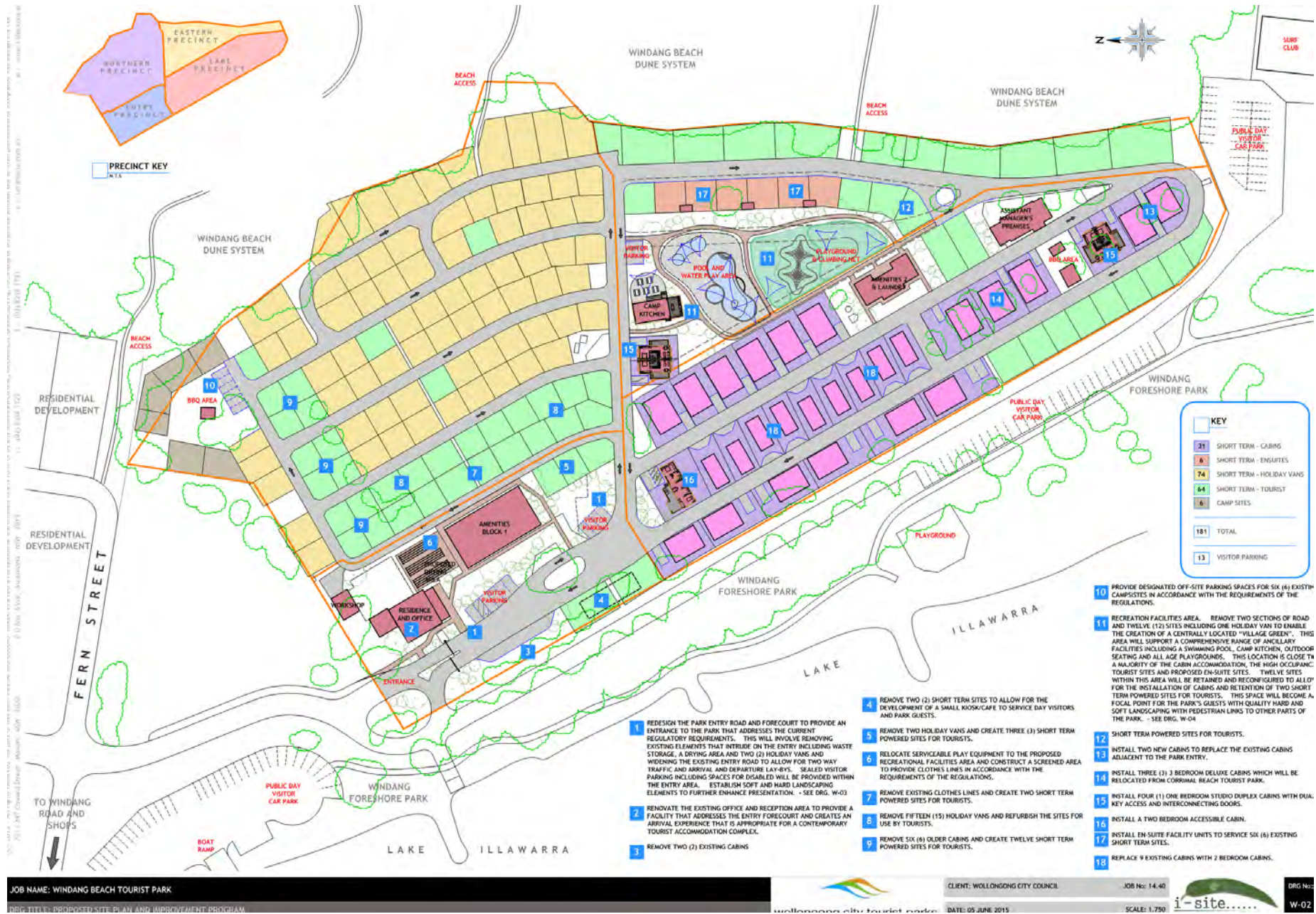
The character of the entry is dominated by the rear wall of an amenity block, a dump point, water tanks, bulk garbage bins and recycling stations, an informal unsealed parking area and a couple of holiday vans. These elements contribute to a sub standard first impression with the entire area having the appearance of "back of house" rather than "front of house". The generally congested character of the space is further exacerbated by two 2 bedroom cabins which are sited parallel to the road which is used by every vehicle that enters or leaves the Park. The cabins have minimal setbacks from the road and the Park boundary and no landscaping. Apart from the impact on the entry forecourt as occupancy within the Park increases the amenity and value of these cabins will be progressively eroded.

The proposed redevelopment of the entry will address these issues by;

- Providing roads, lay-bys and visitor parking spaces that comply with the relevant regulatory standards.
- Extending and renovating the existing reception area and office;
- Removing or relocating inappropriately sited waste facilities, holiday vans, cabins and sites; and
- Providing hard and soft landscape elements to present the Park as a quality tourist facility.

The proposed changes will create the opportunity for development of a modest kiosk/cafe close to the Park entry that could service Park guests and visitors to the foreshore reserve.

The recreational facilities area at Windang will occupy a space in the centre of the Park. Given the compact dimensions of the Park the area will be readily accessible from all sites and cabins. Development of the facilities will involve removal of two substantial sections of existing road and thirteen existing sites. The principal components will be a swimming pool with a contemporary children's water play area with shade and shelter, an improved camp kitchen and a playground which will include climbing nets and climbing walls to cater for a range of ages. Where possible and appropriate, useable equipment will be relocated from the existing playground to form the basis of the new facility. The area will be linked to



other parts of the Park with pedestrian pathways. The design approach will aim to create a village green that will function as a communal hub for the Park's guests.

Sites and Accommodation. The size of the cabin stock at Windang is adequate and at present the Park is achieving significant growth in occupancy and revenue. While this may represent an opportunity to increase supply Windang also has the oldest cabin stock of the three Parks. There are eleven cabins that should be replaced before June 2015 on the basis of the existing 15 year replacement policy> A further six cabins will be due for replacement in 2017. While the program for Windang includes the installation of nineteen new cabins, seventeen of these will essentially replace and update existing units. The following actions are proposed;

- Installation of a two bedroom accessible cabin in the first stage of the program to address the requirements of the amendments to the Federal Disability Discrimination Act 1992 which took effect in May 2011.
- Relocation of three 3 bedroom deluxe 6 berth cabins from Corrimal Beach;
- Installation of new cabins which will replace existing two bedroom cabins. These units will be designed to expand the range of cabins offered to clients. As discussed in Section 3 couples represent a very significant proportion (25%) of visitors to Wollongong and therefore it is proposed to install four one bedroom cabins constructed in the form of two duplexes with interconnecting living areas;
- Removal of the 2 bedroom cabins currently sited at the Park entry and installation of replacements; and
- Replacement of nine 2 bedroom family five berth cabins (L11 to L19).

The combination of these initiatives will result the Park's cabin accommodation being consolidated into the on area and create an opportunity for an integrated approach to design elements, colour schemes and landscaping.

The sites that are vacated by the removal of the two bedroom cabins (N1 to N6) will be converted to create 12 powered short-term sites for tourist. The drying area associated with the amenities in the Northern Precinct will be relocated to the space occupied by the existing playground to allow the creation of another two powered tourist sites. These initiatives along with progressive reduction in the number of holiday vans will limit the loss of sites associated with development of recreational facilities and enable the Park to address demand for powered tourist sites. As with the other Parks en-suite facility units will be installed to increase the appeal of the Park for older travelers with caravans.

There are five campsites in the northern corner of the Northern Precinct that do not comply with the requirements of the regulations with respect to road access and parking. Designated off-site parking spaces will be provided to address the requirements of Clause 96 of the Regulations.





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Table 7.4 – Windang Beach Tourist Park Improvement Program						
ITEM	Year 1	Year 2	Year 3	Year 4	Year 5	TOTALS
Regulatory Compliance	\$40,000	\$20,000				\$60,000
Re-configure Entry Forecourt	\$80,000					\$80,000
Renovate Office and Reception	\$60,000					\$60,000
Construct new drying area			\$30,000			\$30,000
Relocate 3 bedroom cabins from Corrimal (3)	\$45,000					\$45,000
Install two bedroom cabins (2)			\$220,000			\$220,000
Install two bedroom cabins (3+3+3)		\$220,000		\$330,000	\$440,000	\$990,000
Install studio cabins (2+2)			\$170,000		\$170,000	\$340,000
Install accessible cabin (1)	\$130,000					\$130,000
Install en-suites (2+4)	\$40,000				\$80,000	\$120,000
Upgrade sites vacated by Holiday Vans			\$50,000			\$50,000
Camp Kitchen		\$180,000				\$180,000
Water Play Area		\$250,000				\$250,000
Road alterations		\$30,000				\$30,000
Car-parking for existing campsites	\$6,000					\$6,000
Swimming Pool				\$450,000		\$450,000
Playground			\$200,000			\$200,000
Landscaping	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Contingency (15%)	\$63,900	\$108,750	\$104,250	\$120,750	\$107,250	\$504,900
TOTAL	\$489,900	\$833,750	\$799,250	\$925,750	\$822,250	\$3,870,900

Notes:

1. The above figures are estimates of cost expressed in terms of 2015 \$A;
2. The estimates are made on the basis of experience in the caravan park industry over the past 5 years and represent costs incurred for the development of similar improvements in other caravan parks in NSW;
3. The estimates have been made without access to accurate survey data;
4. Final costs may vary by plus or minus 15%;
5. The costs have been estimated without access to detailed information with respect to the exact condition, location and capacity of existing utility services - such issues may have further impacts on final actual costs; and
6. The above estimated costs do not include expenses that will be incurred for professional fees and consultancies associated with detailed documentation of the proposed improvements and obtaining the statutory consents and approvals.

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At completion of the proposed program Windang Beach Tourist Park will supply the following mix of sites and accommodation.

Campsites	Powered Sites	En-suites	Holiday Vans	Cabins	TOTAL
6	64	6	74	31	181

The following proposals will address or resolve issues that have been raised in relation to Special Condition 7 of the current Section 68 Approval to Operate a Caravan Park and Camping Ground;

- Redevelopment of the Park entry forecourt;
- Construction of parking spaces for existing campsites in the Northern Precinct;
- Development of the recreational facilities will remove sites where issues have been identified;
- Removal of Cabins 1, 2 and 5 and relocation of Cabin 10 will remove problems with respect to setbacks; and
- Removal of holiday vans – all 18 of the vans that will be removed have one or more compliance issues.

7.4 Assessing Proposed Improvements

The proposed Improvement Program involves a comprehensive range of very significant capital projects which will be undertaken in a period of 5 to 10 years. The changes to the layouts of the Parks proposed in the Master Plans will change the capacity of the businesses to meet the expectations of existing and potential guests. There has been wide ranging analysis and consideration of these proposals during the preparation of this Strategy, however, caravan parks operate in a dynamic commercial environment. Therefore a number of questions should be considered when deciding whether a particular land use or development is to proceed at any particular time;

- The need for the proposal – is it still required and will it promote and support the use and enjoyment of the Tourist Park?
- Benefit – will the improvement bring direct benefits to the users of the Reserve and the Tourist Park?
- Impact – will the proposal have any adverse impact on any existing or emerging legitimate use of the Reserve or the Tourist Park?
- Are there any new or emerging environmental or land management constraints that should be considered and assessed in relation to the proposed improvement?
- Do Council and the Reserve Trust have the resources to effectively manage and maintain the proposed facility for the ongoing benefit of Tourist Park guests? and
- Does the improvement represent a commercial benefit in relation to the actual operating environment of the Tourist Park?

7.5 Holiday Vans

The proposed development and improvement program will result in changes to the total numbers of sites in the Parks and have an impact on the number and proportion of holiday vans on reserved Crown land. The following table outlines the situation at the conclusion of implementation of the proposed works.

Park	Long Term Sites	Short Term Sites	Campsites	Total	Holiday Vans	% Short Term & Long Term
Bulli Beach*	0	155	0	155	61	39%
Corrimal Beach	0	303	19	322	135	44%
Windang Beach	0	175	6	181	74	43%
AGGREGATE	0	634	25	659	271	43%

* Crown land portion only

The above numbers represent the situation where the holiday vans that are removed are only those required to facilitate the proposed improvements to the Parks and to achieve a modest increase in the supply of tourist sites at Bulli and Windang. Some additional holiday vans are likely to be removed by their owners as a response to requirements to address regulatory issues which in some instances will involve substantial expense to bring holiday vans into compliance. In the longer term further reductions in the number of holiday vans will be informed by the demand for short term sites that emerges as a consequence of the changes and improvements to the Parks.

A growing number of caravan parks on reserved Crown land along the New South Wales coast have removed or are removing all Holiday Vans to make more sites available for casual tourist occupancy. The growth in sales of caravans and camping equipment is resulting in growth in demand for powered sites in caravan parks.

In the case of the Wollongong City Tourist Parks It is anticipated the renewed focus on the commercial performance of the businesses will see the demand for short term powered sites increase with associated growth in the average annual yield for those sites. In these circumstances, when the yield for a short term tourist site approaches the yield for a holiday van site, it will be an appropriate business decision to further reduce the number of holiday vans to increase the supply of tourist sites. On this basis it is expected the proportion of Holiday Vans will continue to reduce and at a more rapid rate as the commercial performance of the Parks improves.

At Bulli an average occupancy in the order of 45% would bring the yield for a powered site to a level that is in line with the current yield for a Holiday Van site. At Corrimal and Windang an average occupancy that is closer to 50% will be required. At Bulli and Windang it is conceivable that growth to these levels could be achieved by the conclusion of the

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proposed improvement program. At Corrimal the supply of short term powered sites is much greater and the current occupancy lower. As a consequence growth to 50% annual average occupancy for powered tourist sites is likely to occur over a longer timeframe. In these circumstances the Parks need to establish strategic policy settings that will;

- lead to a progressive reduction in the number of Holiday Vans; and
- place remaining Holiday Vans in locations that are less attractive for tourist occupation.

At Bulli this will result in the progressive removal of Holiday Vans from the Southern Precinct. At Corrimal the only sites that should be available for Holiday Vans in the longer term will be in the Western Precinct. At Windang the number of Holiday Vans at the completion of the proposed Improvement Program will be reduced to 74 which will be the lowest of the three Parks. Recent growth in occupancy at Windang suggests that in the medium term the business may not require any sites to be allocated for Holiday Vans.

The following is an outline of recommended policy and management parameters that should be adopted by Council with respect to the continuing placement of Holiday Vans in the Parks.

- All Holiday Van owners will be notified of the sites impacted by the proposed Improvement Program for the Park. Holiday Vans directly affected by the implementation of the Improvement Program will be given a minimum of 6 months notice to remove their van and return the site to its original condition;
- A moratorium on sales will remain in place until such time as implementation of the proposed improvement program is completed;
- Vacant sites located in Precincts in the Parks which are determined as suitable for Holiday Vans may be made available to those Holiday Van owners affected by the implementation of the proposed Improvement Program;
- All Holiday Vans located in any section of the Park identified as able to continue to allocate sites for Holiday Vans will be subject to an inspection to ensure compliance with the relevant requirements of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005* and any Park rules.
- Those Holiday Vans that do not comply with the applicable requirements will be given 3 months notice to make the van compliant at their cost or vacate the site. It is noted that parts of the Parks have been designated to be "flood liable land" and as a result holiday vans may be required to comply with the relevant provisions of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005*;
- When any Holiday Van, annex or associated structure is installed on any site the installation must comply with the requirements of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005* and any Park rules. The required application for prior

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approval by Wollongong City Council pursuant to Section 68 of the *Local Government Act 1993* must be completed, lodged and approval received before any work is undertaken;

- No compensation will be payable to any Holiday Van owner for any costs associated with any work required to achieve compliance with the Regulations or Park Rules or for any costs incurred in the removal or relocation of their Holiday Van;
- Holiday Van owners who have outstanding fees owing or who do not have required insurance may be issued a termination notice; and
- The Council as the manager of the Reserve Trust maintains the right, at its discretion, to issue a termination notice in accordance with Part 4, Division 3, Section 40 of the *Holiday Parks (Long Term Casual Occupation) Act 2002* No 88, Notice of termination by park owner without any reason.

7.6 Summary

The proposed improvements and changes to the Parks will create a situation where each property has a renewed capacity to provide an enhanced holiday experience for existing guests alongside a capacity to attract new business. The Parks will offer holiday opportunities to a wide cross section of the tourist accommodation market. While a majority of the program will be focused on the development of new facilities and improvements to infrastructure one quarter of the proposed expenditure will address the replacement of the oldest cabins in the Parks and the introduction of new accommodation options.

While the implementation of the Improvement Program will see the total number of sites reduced the following table shows the supply of sites for tourists will be preserved as a consequence of the removal of a total of 53 holiday vans.

Existing Sites		Proposed Sites	
Site Type	Number	Site Type	Number
Campsites	62	Campsites	25
Short term tourist sites	234	Short term tourist sites	253
En-suite sites	8	En-suite sites	26
Cabin Accommodation	96	Cabin Accommodation	96
Holiday Vans	359	Holiday Vans	306
Total	759	Total	706

As indicated in Section 7.5 above improvements in the performance of short term sites for tourist will in due course require further reductions in the numbers of holiday vans, particularly at Bulli Beach and Windang.

8 BUSINESS STRUCTURE, MARKETING AND PROMOTION

8.1 Introduction

It is apparent that the general presentation and marketing of the Tourist Parks is lacking in a number of fundamental respects. Some of these issues can be remedied easily and for a relatively modest financial outlay. Others will require longer lead times and planning as well as a commitment to a substantial and consistent marketing and promotional budget.

8.2 Business Structure

At present the Parks operate as essentially separate business enterprises with very limited sharing of resources between the Parks and few opportunities to share ideas and experience. Key issues that are constraining the growth and development of the businesses include;

- Staff members are assigned to a particular Park and in most instances have worked in that Park for a substantial period;
- The booking systems for each Park are independent and it is difficult to transfer customer enquiries to another Park when a booking request cannot be fulfilled;
- Although the Parks operate independently the pricing structures for the sites and accommodation are identical; and
- Council is the appointed corporate trust manager for the reserves but there are three separate reserve trusts and this restricts capacity to allocate funds from one Park to undertake work in another.

The following initiatives should be considered with a view to establishing an integrated business enterprise;

- Discuss the creation of a single overarching Reserve Trust with Crown Lands, e.g. Illawarra Coast Holiday Parks Trust;
- Establish a consistent standard for customer service and the quality of accommodation and facilities across the Parks while developing points of difference between the Parks;
- Establish a central booking system that allows for real time booking, confirmation and payment. The system needs to be capable of being accessed via the internet as well as via a "freecall" telephone service;
- Offer accommodation on an internet booking website such as *Wotif* or *lastminute* – as well as being a customer service initiative this will expose the Parks to people who would not usually consider cabin accommodation in a caravan park;
- Introduce an approach to pricing that recognises the differences between the Parks in relation to features, popularity and seasonality;

Wollongong City Tourist Parks

- Allow flexibility for Park Managers to offer upgrades and on the spot variations to price; and
- Utilise staff across the three Parks so as the management team is familiar with the complete range of features and opportunities that are being offered to prospective guests.

8.3 Promotion and Marketing

The proposed improvements and projected outcomes will not be achieved without the support of an effective, targeted marketing and promotion program. The promotion of the Parks could be factored into Council's existing marketing framework, however, a much more substantial change is required to capture the marketing opportunities that will be created. The location of the Parks is a key component in the capture of new clients and this fact must not be underestimated or overlooked.

It is proposed that the following be key components of the new marketing strategy;

- A name change to Illawarra Coast Holiday Parks. The business name, "Wollongong City Tourist Parks", does not have an immediate association with the most important attributes of the Parks – the ocean, the beach, the coast! It would be preferable for the business name to incorporate the word coast as each Park occupies a prime waterfront coastal location. In addition it would be better to use the word "holiday" in place of "tourist" in order to take advantage of the general industry –wide associations that now come with that description.
- A communication strategy that keeps existing and potential guests up to date with what is happening in the Parks and informed on the progress of the improvement program. This will require use of facebook, twitter, email and other forms of contemporary media as well as use of traditional printed matter. A quarterly newsletter should be generated for each park and posted on the website. Hard copies can be made available at reception and pdf versions can be attached to emails;
- Achieving a AAA Tourism rating of at least 4 stars for the Parks and 4 1/2 stars for at least 50% of the cabin stocks;
- Presentation of the Parks as quality locations with quality accommodation that offer value for money;
- Emphasis on the natural surroundings, beach and water access, tranquility, family friendly management - a safe environment but close to essential services;
- Establishment of a clear customer service focus for the management teams at each Park and commit to the funding of staff training in hospitality management;
- Investigate the possibility of joining a marketing chain such as Top Tourist Parks, Big 4 or Family Parks Australia – this may be an effective means of increasing exposure and taking advantage of loyalty schemes, however, need not involve all three Parks.
- Direct and regular involvement of park management personnel in marketing and promotional initiatives including attendance at industry shows and expos, conferences, local and regional promotions, etc;

Wollongong City Tourist Parks

- Off-season packaging – the Illawarra offers a range of attractions, sporting facilities, restaurants and clubs that can be linked to accommodation sales; and.

It will take some time for people to become aware of the changes that have occurred and in this regard it will be essential that the product matches “the hype” so as return visitation and a good “word of mouth” reputation is quickly established.

9 PROJECTED BUSINESS PERFORMANCE

9.1 Introduction

The staging and implementation of the proposed improvement program is designed such that the improvements will contribute to improving the performance of existing sites and accommodation as well as providing new site and accommodation options. The intent is to provide the business with the capacity through growth of revenues and retained profits to support the borrowing required for to implement the program.

The investment proposed in this Strategy is aimed at consolidating the gains achieved over the past two years with a view to establishing a long term sustainable growth profile for the Wollongong City Tourist Parks.

9.2 Potential Income Growth

The following tables provide estimates of projected revenues for sites and accommodation (i.e. excluding sundry income) at the completion of the proposed program. The numbers of sites and accommodation units have been adjusted on the basis of works completed at the conclusion of the improvement program taking into account the impact of the loss of existing products and the introduction of new products.

The annual average yields are based on the results for the 2013/14 financial year with projected increases in occupancy and income that will flow from the initiatives that are implemented in relation to development, promotion and management. The estimates of projected revenue assume trading conditions similar to those in the caravan park industry over the past three years. It has been assumed that in each case it will take a minimum of five years to complete implementation of the proposed program of investment. Therefore an estimate of the impact of inflation on the projected income in five years is also provided.

The tables show that at the completion of the proposed development and improvement program there will be potential for substantial growth in revenue based on the fundamental changes to the structure of the Parks and the focus of the businesses. These changes are aimed at achieving gains that will only be fully realised over a longer time frame.

Table 9.1 below shows the situation at the completion of the Improvement Program based on the occupancy rates, tariffs and yields that were recorded in the Parks in the 2013/14 financial year when total revenue from sites and accommodation was \$5,506,156. The table shows that although the total number of sites in the Parks will be reduced from 759 operational sites to 706 the revenue from the new mix of sites and accommodation will not be reduced because of the loss of sites. At Bulli and Windang there will be an increase in revenue while at Corrimal there will be an initial slight fall with the overall result for the three Parks being an increase. This is the base line position and does not take account of the impact the improvements to facilities, management, marketing and promotion will have on the performance of the Parks.

Wollongong City Tourist Parks

Table 9.1 - Revenue Based on 2013/14 Trading Conditions – A\$2015

BULLI BEACH TOURIST PARK

Site type	Number of sites	Revenue/Site	Revenue
Powered Short Term	63	\$4,500	\$283,500
En-suite Short Term	8	\$9,000	\$72,000
Campervan	4	\$5,500	\$22,000
3 Bedroom Deluxe 6	5	\$36,000	\$180,000
2 Bedroom Deluxe 6	13	\$33,000	\$429,000
2 Bedroom Family 6	4	\$26,000	\$104,000
2 Bedroom Family 5	3	\$28,000	\$84,000
2 Bedroom En-suite 5	3	\$25,000	\$75,000
2 Bedroom Accessible	1	\$33,000	\$33,000
Studio Cabin	2	\$29,000	\$58,000
Holiday Van	97	\$5,000	\$485,000
Total/Average	203	\$8,993	\$1,825,500

CORRIMAL BEACH TOURIST PARK

Site type	Number of sites	Revenue/Site	Revenue
Campsite	19	\$2,500	\$47,500
Powered Short Term	122	\$3,300	\$402,600
En-suite Short Term	12	\$8,000	\$96,000
2 Bedroom Accessible	1	\$25,000	\$25,000
3 Bedroom Deluxe 6	12	\$31,000	\$372,000
2 Bedroom Deluxe 6	15	\$24,000	\$360,000
1 Bedroom En-suite 4	6	\$23,500	\$141,000
Holiday Van	135	\$5,100	\$688,500
Total/Average	322	\$6,475	\$2,085,100

WINDANG BEACH TOURIST PARK

Site type	Number of sites	Revenue/Site	Revenue
Campsite	6	\$2,400	\$14,400
Powered Short Term	64	\$4,500	\$288,000
En-suite Short Term	6	\$9,000	\$54,000
2 Bedroom Accessible	1	\$33,000	\$33,000
3 Bedroom Deluxe 6	12	\$34,500	\$414,000
2 Bedroom Deluxe 6	3	\$38,500	\$115,500
2 Bedroom Family 6	2	\$32,000	\$64,000
2 Bedroom Family 5	9	\$32,000	\$288,000
Studio Duplex Cabin	4	\$32,000	\$128,000
Holiday Van	74	\$5,300	\$392,200
Total/Average	181	\$9,896	\$1,791,100
TOTAL (3 parks)	706	\$8,076	\$5,701,700

Wollongong City Tourist Parks

A review of tariffs for sites and accommodation in other caravan parks in the South Coast Tourist Region indicates the tariffs for sites and accommodation in the Wollongong City Tourist Parks are in the order of 5% to 10% lower than tariffs for similar accommodation products in parks where a comprehensive range of ancillary facilities is provided. Therefore as facilities and features are added tariffs can be increased at rates that are substantially greater than inflation. Table 9.2 below shows the revenue for the Parks if tariffs are increased across all sites and accommodation by 7.5% with no changes to 2013/14 occupancy rates.

Table 9.2 - Revenue Based on 7.5% Tariff Increase – A\$2015

Park	Number of Sites	Revenue/Site	Revenue
Bulli Beach	203	\$9,667	\$1,962,412
Corrimal Beach	322	\$6,961	\$2,241,482
Windang Beach	181	\$10,638	\$1,925,432
TOTAL	706	\$8,682	\$6,129,326

Obviously the key objective for the investment in the Parks is to grow the occupancy rates for sites and accommodation. As discussed earlier in this document the occupancy rates across the three Parks are generally lower than for similar properties on the South Coast with the performance at Corrimal Beach being of particular concern. In conjunction with the improvements to the Parks the promotion and marketing strategies will be aiming to draw in new business to grow occupancies based on the introduction of new facilities. A 5% growth in occupancy should be a readily achievable initial target and would produce the result shown in Table 9.3 below.

Table 9.3 - Revenue with 7.5% Tariff Increase and 5% Occupancy Growth – A\$2015

Park	Number of Sites	Revenue/Site	Revenue
Bulli Beach	203	\$10,150	\$2,060,533
Corrimal Beach	322	\$7,309	\$2,353,557
Windang Beach	181	\$11,170	\$2,021,704
TOTAL	706	\$9,115	\$6,435,794

Given the minimum timeframe for the completion of the program is likely to be five years there will also be an inflationary impact on these figures. If the program is commenced in the 2015/16 financial year the first year of trading with all improvements in place would be 2021/22. Table 9.4 shows the result if inflation at an annual rate of 2.5% is factored in.

Table 9.4 - Revenue in 2020/21 including inflation @ 2.5% p.a.

Park	Number of Sites	Revenue/Site	Revenue
Bulli Beach	203	\$11,771	\$2,389,587
Corrimal Beach	322	\$8,476	\$2,729,404
Windang Beach	181	\$12,953	\$2,344,557
TOTAL	706	\$10,572	\$7,463,548

Wollongong City Tourist Parks

The figures in Table 9.4 represent total growth in revenue in the order of 35% at the completion of the proposed improvement program. In reality this is a very conservative estimate of what could be achieved. For example, at Corrimal Beach the current average occupancy rate for cabins is only 37%. With the proposed changes to the Park it is reasonable to anticipate the Corrimal cabins could achieve a similar occupancy rate to Bulli. This would represent growth in occupancy in the order of 15% which is three times the increase reflected in Tables 9.3 and 9.4 above.

The purpose of the above tables is to demonstrate that justifiable increases in tariffs and modest improvements in occupancy will result in significant growth in revenue. It will be up to those responsible for the management of the Parks to establish realistic targets for growth in occupancy. To achieve those targets it will be essential to put in place the structural changes suggested in Section 8 of this report supported by a targeted marketing strategy.

9.3 Financing Improvements

The Wollongong City Tourist Parks generate income from two primary sources: rental of tourist sites for campers and caravanners and rental of cabin accommodation. Over the long term the Parks have a history as commercially viable businesses with a sound financial management framework. The projections presented above demonstrate the implementation of the proposed program should see consistent growth in revenue and profits in coming years. At the same time the management and operational approach for the Parks will have a focus on controlling expenditure and introducing management efficiencies to insure the growth in revenue results in increased profitability. The Council has also made consistent allowance for the depreciation of the Park's capital assets.

Funding for new initiatives can therefore be made from three sources: net profit, cash reserves set aside to fund the replacement of capital assets and borrowing. As the caravan parks are located on Crown Reserves the Council as the appointed Reserve Trust Manager has access to loans from the Public Reserves Management Fund at concessional rates of interest. Based on the projected future revenues the businesses should be in a position to support the required borrowings. Having said this we are aware the financial arrangements with respect to the Tourist Parks fall within the larger financial framework of Wollongong City Council and as a consequence it is not possible to reach more specific conclusions with respect to this issue in this report.

10 SUMMARY AND RECOMMENDATION

The aim for this Improvement Strategy and Master Planning process is to further optimise the development and management of three existing Tourist Parks that already generate substantial revenue. The objective is to create improved financial returns in the context of an appropriate, environmentally responsible improvement program. While the program of expenditure will result in a modest upgrade of the Parks' cabin accommodation investment will focus on providing ancillary recreational facilities that will provide guests with value for money and add to their holiday experience. Funds will also be committed to the resolution of issues where the existing development does not address current regulatory requirements.

While facilities need to be added the existing character of the Parks and their locations must be preserved. Measures with respect to sustainability and the prudent use of resources, particularly energy and water will be fundamental to all aspects of the detailed design of improvements with a view to consolidating the environment credentials of the Parks and supporting the future promotion of the properties.

The proposed Improvement Program requires the Council and the Reserve Trusts to undertake an investment in the order of \$9.6m over a period of at least 5 years which will;

- Rejuvenate the Parks' cabin accommodation and create a more balanced supply of accommodation across the three Parks;
- Provide market leading cabin accommodation for people with restricted mobility;
- Introduce en-suite sites to Bulli and Windang;
- Establish a central recreational area in each Park that will provide a comprehensive range of contemporary facilities for the enjoyment of guests;
- Improve the entrances, offices and reception areas in all three parks;
- Reduce the number of sites occupied by Holiday Vans to preserve the existing number of sites that is available for tourist use; and
- Begin to address Regulatory compliance issues in all three Parks.

At the completion of the program the Parks will supply the following mix of sites and accommodation;

Site Type	Number
Campsites	25
Short term tourist sites	253
En-suite sites	26
Cabin Accommodation	96
Holiday Vans	306
Total	706

As such the Wollongong City Tourist Parks will offer holiday opportunities to a wide cross section of the tourist accommodation market. The program will not only enhance the capacity of the Parks to satisfy the requirements of the holidaymakers who already come to

Wollongong City Tourist Parks

Wollongong but also allow the Parks to target new and emerging market opportunities with the potential to grow occupancy and revenue.

Importantly it is also proposed that the capital investment program be accompanied by changes to the management framework for the Parks with a view to establishing an integrated business enterprise rather than three relatively independent trading entities.

The key outcomes that will be achieved as a result of the implementation of this Improvement Strategy are;

Social Equity – the improvements will provide an increased variety of types of sites and accommodation at a range of price-points. This will add to choice for people who visit Wollongong and add to the provision of facilities in the area. New cabins installed in the Parks will include three units specifically designed to accommodate people with restricted mobility or a disability. This initiative will mean the Parks will supply accommodation for people with a disability in accordance with the ratios envisaged in the Federal Disability Discrimination Act 1992.

Environmental Quality – The Improvement Plan provides for the preservation of existing natural vegetation. Importantly the design of facilities and cabins will address principles of ecological sustainability and responsibility to minimise use of water, energy and non-renewable resources as well as encourage recycling

Economic Prosperity – The improvements will guarantee the preservation of existing jobs and potentially create new employment opportunities to manage the improved properties particularly as occupancy rates continue to increase.

Employment and work for local businesses and contractors will be generated during the construction phase of the improvement program. Importantly increased visitation to the Parks will generate spending that will bring “new” money to the local economy.

Corporate Governance – The Wollongong City Council has a range of policy and procedural measures in place to ensure the management of the Tourist Parks is in the public interest and consistently addresses the associated issues of procedural fairness, probity and security of the value of the Council and the Reserve Trusts’ assets and income.

It is therefore recommended that the Wollongong City Council adopt this Improvement Strategy and the Master Plans for each Park to facilitate the ongoing improvement of the Parks consistent Business Plan for the Parks.



**Integrated Site Design Pty Ltd
15th May 2015**

**Appendix A
Crown Lands Concurrence**



The General Manager
Wollongong City Council
Locked Bag 8821
WOLLONGONG DC NSW 2500

Contact: Linda Barr
Phone: 02 44289108
FAX: 02 44212172
Email: Linda.Barr@lands.nsw.gov.au

Doc No:
Our Ref: NA81R16, NA81R30, NA81R31
Your Ref: IW-245.50.1.022

23 October 2014

Attention: Alaine Corrigan

Dear Sir

**MINISTER'S CONCURRENCE TO THE APPROVALS TO OPERATE THE
BULLI BEACH, CORRIMAL BEACH AND WINDANG BEACH TOURIST PARKS**

I refer to your recent emails providing information for consideration of consent to the Approvals to Operate the subject tourist parks.

Minister's concurrence has been given for the parks for the period 12 September 2014 to 11 September 2015 as follows:

Bulli Beach Tourist Park (Crown Section)

A total of 171 sites, made up of 18 park van sites, 82 holiday van sites (49%), 66 tourist van sites (166 short term sites), 0 long term sites and 5 camp sites, subject to the following special condition:

1. No on-site selling is to be permitted within the park.

Corrimal Beach Tourist Park

A total of 347 sites, made up of 38 park van sites, 150 holiday van sites (50%), 112 tourist van sites (300 short term sites), 0 long term sites and 47 camp sites, subject to the following special conditions:

1. In the event of any holiday vans located on designated "prime" sites being vacated by the present occupants, such sites must revert to park van, tourist van or camp sites.
2. No on-site selling is permitted within the park.

The Nowra office counter hours are 9.00am to 12 pm weekdays.
Appointments outside of counter hours can be arranged by phoning 1300 886 235

Crown Lands Division
5 O'Keefe Avenue
Nowra NSW 2541

**Please Note: All Mail to PO Box 2185
DANGAR NSW 2309**
Lands T: 1300 886 235
ABN 42 860 678 701 | www.lands.nsw.gov.au

Windang Beach Tourist Park

A total of 193 sites, made up of 29 park van sites, 91 holiday van sites (49%), 63 tourist van sites (183 short term sites), 0 long term sites and 10 camp sites, subject to the following special condition:

1. No on-site selling is permitted within the park.

Please arrange for copies of the Approvals to Operate the three parks, in accordance with the Minister's concurrence as outlined above, to be forwarded to this Office once issued.

Yours sincerely



L Barr for
Manager South Coast Area
Crown Lands Nowra

Appendix B
Section 68 Approvals to Operate



WOLLONGONG CITY COUNCIL

Address 41 Burelli Street Wollongong **Post** Locked Bag 8821 Wollongong DC NSW 2500
Phone (02) 4227 7111 • **Fax** (02) 4227 7277 **Email** council@wollongong.nsw.gov.au
Web www.wollongong.nsw.gov.au **ABN** 63 139 525 939 • GST Registered



013

Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/44
REGISTRATION	CP-2003/3
Date	25 February 2015

REGISTRATION OF CARAVAN PARKS/MANUFACTURED HOME EST

Approval to operate a Caravan Park/Camping Ground Caravan Park/Camping Ground is granted by Wollongong City Council under Section 68 Part F2 of the Local Government Act 1993.

The following details apply to the determination:

Applicant's Name	Wollongong City Council
Applicant's Address	LOCKED BAG 8821 WOLLONGONG DC NSW 2500
Telephone	02 4227 7111
Email	council@wollongong.nsw.gov.au
Renewal Application No.	LG -2014/44
Registration No	CP-2003/3
Number of Park/Estate	Bulli Beach Caravan Park Lot B DP 341923 1 Farrell Road, BULLI NSW 2516

This registration does not constitute development consent or preclude the need for development consent under the Environmental Planning & Assessment Act 1979.

This approval to operate shall remain in force from 1 September 2014 to 31 August 2015.

This approval relates to a total number of 252 sites with total sites in actually operation being 219. The approved maximum and actual site designation being:

Site Designation	Maximum Approved Capacity	Actual Operational Sites
Long Term Sites	0	0
Short Term Sites	247	214
Camp Sites	5	5

Provided Amenities:

Toilet and Shower Facilities				
Building Description	Toilets	Urinals	Showers¹	Handbasins¹
Bottom Block (north)				
Females	6	NA ²	5	5
Males	4	Trough 1.8 m	5	3
Accessible Unisex Facilities	1	Nil	1	1
Top Block (south)				
Females	6	NA	5	5
Males	4	Trough 1.8 m	5	4
Accessible Facilities	1	Nil	1	1

Note 1: each shower and handbasin required to be supplied with hot and cold water

Note 2: NA – Not applicable

Laundry Facilities		
Facility Type	Building Description	
	Bottom Laundry (north)	Top Laundry (south)
Washing Machines ¹	4	3
Clothes Dryers	1	2
Washing Tubs ¹	2	2
Line Spaces (metres)	86	50
Iron ²	5	
Ironing Boards ²	5	

Note 1: each washing machine and wash tub supplied with hot and cold water

Note 2: iron and ironing boards available on request from park office

This approval shall be implemented in accordance with the details and specifications set out on the Community Plan – last updated 29/8/14, and as amended by the conditions specified and imposed hereunder.

The following conditions apply to this application:

Conditions

1. It is a condition of this approval that the operation of the caravan park/camping ground and any building or work associated with the operation of the caravan park must comply with any applicable standards established by the Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005.
2. It is a condition of this approval that the land is not to be used for any commercial purpose other than a caravan park or camping ground or an associated purpose.
3. It is a condition of this approval that the land not be used for the manufacture, construction or re-construction of moveable dwellings (this condition does not prevent the on-site repair of moveable dwellings).
4. It is a condition of this approval that an annual inspection of the premises may be conducted by Council, to ensure continued compliance with the Act and the relevant regulations.
5. It is a condition of this approval, because the land has been identified as flood liable land, an application for the installation of moveable homes and/or an associated structures (as defined under the provisions of the Local Government Act 1993 as per the attachment Annexure 1) be submitted to Council under the provisions of Section 68 of the Local Government Act 1993.

Plans and specifications supporting the application must comply with the provisions of Clause 79 of the Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005

6. It is a condition of this approval that any modifications to Long Term, Short term and Dwelling Sites located in the park will require the prior written consent of Council for modifications to the existing development consent.

Special Conditions

7. Programme of proposed remedial works, inclusive of completion time frames for stage of work, addressing each item identified in Council's correspondence dated 25 February 2015, is to be submitted 1 month prior to the expiration of this licence.
8. The use of dwelling sites 55, 56, 57, 59, 60, 61, 62, 63, 64, 65 and 67 limited to camping¹. The Community Map is to be amended to reflect these sites as designated camp sites.
9. Pursuant to requirements of NSW Department of Trade & Investment Crowns detailed in correspondence dated 23 October 2014, the Community Plan is show the designation of sites existing on Crown Land is limited to 166 short-term sites and 5 camp sites.
10. Use of unpowered sites U01, U02, U03, U04 and U05 is to be limited to camping¹. The Community Map is to be amended to reflect these sites as designated camp sites.
11. No on-site selling is permitted within the park.

Notes

1. In accordance with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005, a camp site must only be used for the installation of tents or campervan.

This letter is authorised by

Conny Gissel
Senior Development Project Officer
Wollongong City Council
Telephone: (02) 4227 7111

Attachments: Council's letter dated 25 February 2015
Annexure 1
Annexure 2
Invoice

Annexure 1

Classification of Flood Risk

Flood Level Information

You are advised that the property subject to this license is located on flood liable land identified as Uncategorised Flood Risk Precinct. Surveyed ground levels of the property and buildings to AHD (Australian Height Datum) should also be obtained.

It should also be noted that flood level increases due to climate change and ocean level rise may be applicable to any development on the subject property.

Flood Policies

For information on Council's requirements for development on flood affected lands, you are advised that this information is contained in Council's Wollongong Development Control Plan 2009 and the NSW Government's Floodplain Development Manual 2005. These documents are available in Council's Reference Library on Level 1 of the Council Administration Building in Burelli Street, Wollongong and Wollongong DCP 2009 is also available on Council's web site. Alternatively you may wish to engage the services of a Consulting Civil Engineer who will advise you of your development opportunities.

Disclaimer

Council does not warrant the accuracy of the information provided by Council. A suitably qualified professional engineer should be engaged to assist in the interpretation of the information provided by Council.

Prior Approval Required

As per notice given above, **prior** approval of Council for the installation of a relocatable home or associated structure on a dwelling site is required in accordance with Clause 74 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005.

Access to Approval and Community Map

The holder of an approval to operate a caravan park or camping ground must ensure that copies of the following documents are readily available for inspection without cost in a location in the caravan park or camping ground specified in the approval for the caravan park or camping ground:

- a) The approval for the operation of a caravan park or camping ground,
- b) The current community map,
- c) A copy of the current Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005

A copy of the current community map must also be displayed in a prominent position in the caravan park or camping ground.

Aboriginal Heritage

Council's records indicate the site as affected by Aboriginal Heritage. Under Section 90 of the NSW National Parks and Wildlife Act 1974, a person must not disturb or excavate any land in NSW knowing or having reasonable cause to suspect that the disturbance or excavation is likely to result in an Aboriginal object being discovered, exposed, moved, damaged or destroyed unless the damage or excavation is carried out in accordance with an Aboriginal Heritage Impact Permit.

Acid Sulphate Soils

Council's records indicate that the site is affected by Acid Sulphate Soils and further investigations are necessary in the event of any work involving the disturbance of natural ground

Coastal Zone

The site is identified as being located in a coastal zone and may be affected by future tidal inundation. Further investigations should be carried out on the probable impact of tidal inundation when considering a proposal to install a moveable dwelling on an existing site located within the caravan park

Disability (Access to Premises – Buildings) Standards 2010

The above standard came into force on the 1st May 2011 and makes reference 4 or more single dwellings located on the same allotment and are used for short term holiday accommodation.

The standard should be examined in detail to avoid unnecessary circumstances for the potential for litigation being taken against the holder of the approval to operate a caravan park

Annexure 2

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 & Local Government Act 1993

Definitions:

"associated structure" means:

- a) a carport, garage, shed, pergola, verandah or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as, the dwelling concerned, or
- b) a separating wall between 2 moveable dwellings.

"installation" means:

- a) in relation to a manufactured home or a relocatable home--the process of connecting together the major sections of the manufactured home or relocatable home, and any associated structures forming part of the manufactured home or relocatable home, and attaching them to footings, or
- b) in relation to an associated structure--the process of constructing or assembling the components of the associated structure, and (if appropriate) attaching them to footings, and includes the connection of gas, electricity, telephone, water, sewerage and drainage services

"moveable dwelling" means:

- a) any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- b) a manufactured home, or
- c) any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

"relocatable home" means:

- a) a manufactured home, or
- b) any other moveable dwelling (whether or not self-contained) that comprises one or more major sections, including any associated structure that forms part of the dwelling,
- c) but does not include a tent, caravan or campervan or any moveable dwelling that is capable of being registered under the Road Transport (Vehicle Registration) Act 1997

"manufactured home" means a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- a) that comprises one or more major sections, and
- b) that is not a registrable vehicle within the meaning of the Road Transport (Vehicle Registration) Act 1997, and includes any associated structures that form part of the dwelling.

"holiday van" means a moveable dwelling (other than a tent) that is or usually is continuously located on a short-term site and used primarily by its owner for occasional occupancy for holiday purposes

"park van" means a moveable dwelling (other than a tent), whether or not capable of being registered under the Road Transport (Vehicle Registration) Act 1997, that:

- a) is or usually is continuously located on a short-term site, and
- b) is provided for hire, and
- c) is used by a site occupier other than the owner of the moveable dwelling primarily for holiday purposes.

"short-term site" means a dwelling site on which a moveable dwelling that is ordinarily used for holiday purposes may be installed and that is specified in the approval for a caravan park as being a short-term site.

"long-term site" means a dwelling site that is specified in the approval for a caravan park as being a long-term site.



WOLLONGONG CITY COUNCIL

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Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/44
LICENCE	CP-2003/3
Licence Type	Caravan Parks/Manufactured Home Est
Date	25 February 2015

Dear Sir/Madam

I refer to your application for a Caravan Parks/Manufactured Home Est licence at the property described below.

Proposal	Application to Renew existing Approval to Operate a Caravan and Camping Ground
Location	Bulli Tourist Park, Lot B DP 341923,1 Farrell Road, BULLI NSW 2516

An assessment has been completed and the results are reported below. The clauses referenced below refer to requirements under the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005* (the Regulation) and the *Local Government Act, 1993* (the Act). The dwelling site numbering identified below, relates to the numbering referenced on drawing entitled Bulli Tourist Park Community Plan (see attached copy).

Assessment Results

1. Site Identification (Clause 86) and Size (Clause 85)

Clause 86 of the Regulation requires that a dwelling site (being either a short or long term site) or camp site is to be numbered or identified, and its site boundaries clearly delineated. Clause 85 of the Regulation requires:

- long-term sites to have a minimum area of at least 80 square metres
- short-term sites to have a minimum area of at least 65 square metres
- campsite provided with onsite parking to have a minimum area of 50 square metres, and
- in the case of a camp site with separate parking 40 square metres. Note: car space must be within 30 metres of the site

• Findings

1. The maximum permitted operational capacity of this park is limited to a total of 252 sites consisting of 247 short-term sites and 5 camp sites. This application describes the park as actually operating a total of 219 park sites and consisting of nil long-term, 214 short-term and 5 camping sites.
2. The community plan describes Sites P01 to P07 as parking areas; however these areas are yet to be developed for this purpose (see clause 99 of Regulation). This use is a change of use from the previous Local Approval. A review of Council records indicates that no prior development consent has been obtained for the use. The community plan must reflect established operating conditions.
3. An inspection of the park found:

- a. dwelling site boundaries are not clearly delineated
- b. an area adjacent to site 37 described on the community map as “staff” is operating as a camp site
- c. some dwelling sites have installations (inclusive of driveways) which appear not to be contained wholly within the site boundaries. While not necessarily limited to, these dwelling sites include 125, 172, 173, BF1 to BF3 (inclusive), H13 to H15 (inclusive), H37 to H40 (inclusive), H50 to H52 (inclusive) 182 to 187 (inclusive), P07 and OV2.
- d. various dwelling sites are not numbered or identified clearly. While not necessarily limited to, these dwelling sites include 55, 56, 57, 60, 61, 62, 59, 63, 64, 65, 130, 131, 132, 163, 183, 206, H17, H18, H19, H20, H21, H22, H23, P02, U01, U02, U03, U04 and U05.
- e. various dwelling sites while provided with unique numbering, this numbering is not consistent with the site identification recorded on the community plan. Whilst not necessarily limited to, these sites include BF1 to BF3 (inclusive) marked on-site as 1 to 3 (inclusive); SV5 marked on-site as 17, SV6 marked on-site as 18, SV7 marked on-site as 19, SV8 marked on-site as 20, SV9 marked on-site as 22, SV10 marked on-site as 23, BU1 marked on-site as 21, OV1 marked on-site as 11 and various dwelling sites have on-site numbering which includes a letter prefixed (such as “A” or “H”) which is not reflected on the community plan.

Remedial action is required. Action required:

- a. mark clearly site boundaries. It is preferable the site delineation be provided for the full length of each boundary, but as a minimum the corners and any change of boundary direction is marked. The marking should include site number details side of the boundary division.
- b. ensure site number is readily apparent and visible from the road frontages. Additionally, it is recommended that sites with double street frontages have numbering visible from both frontages.
- c. clearly identify sites with unique numbering. Numbering provided on site to correspond with that identified on the community plan.
- d. submit amended drawings which accurately show:
 - i. the footprint and type of installations present on each site with all installations associated with the use of a dwelling site (inclusive of car space and driveway) being wholly contained within the boundaries of a single dwelling site
 - ii. boundary dimensions and total site area
 - iii. identification of the designated use of each dwelling site as either long-term, short-term or camp site
 - iv. ensure each site is provided with unique identification number.

Refer other sections of this report, requiring other information to be included on the same drawing.

2. Occupation of Short-Term Site (Clause 73(1))

Clause 73(1) of the Regulation specifies the maximum period of occupation of a short-term or camp site

• Findings

With regard to occupation of short-term dwelling sites or camp sites, an inspection of the parks registration details found documentation was not readily available demonstrating compliance with Clause 73(1) of the Regulation.

It appears registration records of the arrival and departure dates of visitors occupying “holiday van sites” is not being recorded or monitored. Recording of this information is required to ensure the maximum period of stay in any 12 month period does not exceed the timeframe specified under Clause 73(1) of the Regulation.

Remedial action is required.

3. Site Coverage (Clause 139/162)

Clause 139 of the Regulation specifies maximum site coverage in relation to relocatable homes and associated structures installed on a dwelling site. Clause 162 of the Regulation specifies the maximum site coverage of a tent or caravan (including any associated structure or annexe).

• Findings

- a. Site coverage details have not been reported. This information is required for all dwelling sites with permanent installations. In a tabulated format the following information is to be reported:
 - i. site identification number
 - ii. designation of site, that is, if it is a short-term site, long-term site or a camp site
 - iii. total site area
 - iv. identification of each installation existing on each dwelling site (eg relocatable home, carport, permanent van, ridged annexe, covered deck, uncovered deck, garage, awning etc)
 - v. the area occupied by installations
 - vi. identification of any installation no included in the calculation of site coverage
 - vii. calculated percentage of site coverage

The tabulated site numbering is to be sorted in sequence of site designation (that is, short-term, long-term or camping) and site number. Also ensure site areas recorded in this table reflect those recorded on the community map.

- b. In addition to site coverage, this table is also to verify whether each site is provided with its own:
 - i. power connection point
 - ii. sullage connection point
 - iii. water supply point
 - iv. toilet and hand basin
 - v. shower
 - vi. laundry facilities
 - vii. clothes line being at least 2 lineal metres in length
 - viii. onsite parking (space measuring 6 metres long by 3 metres wide)

Note: in the case of camp sites, which may share a common water supply point, the table is to indicate which sites are sharing the same supply point. No more than 4 sites can share the same tap and access to the tap is not to be through another camp site.

4. Setbacks of Community Buildings (Clause 88)

Clause 88 of the Regulation prescribes minimum separation requirements for community buildings. Community building is a building used or intended to be used in connection with a community amenity and includes a building used as a manager's or caretaker's office or residence. The Regulation requires a community building to be setback a minimum of 3 metres from the park boundary and 5 metres from the boundary of a dwelling site.

• Findings

- a. The drawing submitted does not clearly identify the perimeter boundaries for the operation of the park. A revised drawing is required clearly identifying the park boundary dimensions and location of boundaries in relation to adjacent allotment boundaries.
- b. The drawings submitted does not indicate the separation distance between the:
 - i. assistance managers residence and the boundary of dwelling sites H14 and H15
 - ii. bottom amenities block/camp kitchen and the boundaries of dwelling site U05 and 63.

Where achievable, site boundaries are to be adjusted to achieve the minimum separation distance of 5 metres. This separation achieved is to be reflected on the community plan.

5. Setbacks from Park Access Roads and Park Boundary (Clause 138 and 161)

Clause 138 and Clause 161 of the Regulation prescribes minimum setback requirements for relocatable homes, associated structures, tents, campervans and caravans. These installations are required to be located no closer than one metre to an access road or 2 metres to the park boundary. The access road

includes the back of road kerbing. Ordinance 71, which preceded the current Regulation, also required a one metre setback from the access road previously.

- **Findings**

- a. The drawings accompanying this application do not:
 - i. clearly denote the location and dimension of park boundaries
 - ii. the setback distance of permanent installations from park boundaries
 - iii. the setback distance of installations from the access road

Revised drawing is required.

- b. Dwelling sites that appear or may have installations closer than 2 metres from the likely park boundaries include, but necessarily limited to dwelling sites 132, 164, 165, 166, 169, 170, 171, 172, 173, 174, 175, 176, H22 and H25.

It appears that in relation to dwelling site 132, 164, 165, 172, 173, 174 and H25 the works have been undertaken at a time that the current Regulation applied and undertaken without prior approval from Council.

Council is not supportive of the encroachments within 2 metres of the park boundary which adjoins residential properties. Therefore, a programme of remedial action and works is to be submitted for consideration.

In relation to dwelling sites 132, 164, 165, 166 and H25, Council may give further consideration, but only were an appropriately prepared report lodged under Section 82 of the Local Government Act, 1993 is received.

- c. Dwelling sites that appear to have installations closer than 1 metre to the park access road include, but not necessarily limited to dwelling sites 53, 78, 79, 83, 84, 87, 89, 90, 130, 147, 149, 150, 151, 152, 156, 160, 164, 163, 165, 166, 167, 169, 170, 171, 172, 173, 175, 176, 182, 183, 186, 187, 189, 191, 192, 193, 196, 197, 200, 202, 204, 206, H18, H19, H21, H22, H26, H27, H31, H35, H37, H40, H49, H51, H52 and H53.

It appears that in relation to dwelling site 149, 151, 160, 163, 165, 182, 183, 185, 186, 187, 192 and 202 the works have been undertaken at a time that the current Regulation applied and appear to be undertaken without prior approval from Council. The encroachment should be removed unless appropriate justification can be provided.

- 6. Setbacks of dwelling sites and campsites from a public road (Clause 89)**

Clause 89 of the Regulation prescribes minimum separation requirements for dwelling sites and camp sites from a public road or park boundary, being 10 metres and 3 metres, respectively. A lesser distance can be considered where properly screened, fenced, enclosed or otherwise treated.

- **Findings**

- a. Dwelling sites are presently located greater than 10 metres of public roads.
- b. There are various dwelling sites which have site boundaries within 3 metres of the likely perimeter boundary of the park. Fencing separates these subject sites from adjoining land.

- 7. Setback Requirements (Clause 91 & 140)**

Unless otherwise permitted under clause 91(2) (note: concession limited to semi-detached relocatable homes on adjoining dwelling sites) and Clause 140 of the Regulation (note: concession limited to garages), a moveable dwelling and including an associated structure that forms a part of manufactured home or relocatable home is required to be setback from any other home and its associated structures, at least 2.5 metres in the case of a short term site or camp site; and 3.0 metres in the case of a long-term site.

An associated structure includes a carport, garage, shed, pergola, deck or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as the dwelling concerned.

- **Findings**

- a. The drawings submitted do not identify the separation distances of structures on adjoining dwelling sites. Revised drawings required.
- b. Various dwelling sites appear to have separation distances less than that specified by the Regulation. While not necessarily limited to, these sites appear to include 53, 54, 78, 79, 82, 83, 87, 145, 146, 150, 151, 152, 153, 156, 162, 163, 164, 169, 172, 173, 174, 175, 176, 179, 181, 182, 183, 187, 189, 191, 192, 193, 194, 196, 197, 198, 199, 201, 202, 203, 204, 205, 206, A85, H18, H19, H33, H32, H34, H35, H36, H38, H45, H48, H49, H50, H51, H53, P06, SV6 and SV7.

While some departures appear to be historical, the following works appear to have been undertaken at time the current Regulation applied and without prior approval from Council:

- i. Carport and awning installed on site 151
- ii. Permanent installation of a caravan, annexe and awning on site 162
- iii. Rear awning addition on site 164
- iv. Permanent installation of a caravan, annexe and awning on site 179
- v. Permanent installation of a caravan, annexe and partial enclosed carport on site 181
- vi. Permanent installation of a caravan, annexe and awning on site 182
- vii. Permanent installation of a caravan, annexe and awning on site 183
- viii. Permanent installation of a caravan, annexe, awning and shed on site 187
- ix. Permanent installation of a caravan, awning and partial enclosed carport on site 192
- x. Carport installed on site 196
- xi. Significant alteration to existing ground level for installation of a slab with unretained exposed embankment on site 197
- xii. Covered deck on site 198
- xiii. Carport additional and slated privacy screening on site 201
- xiv. Permanent installation of caravan, annex and awnings on site 202
- xv. Awning installed on site 203
- xvi. Front awning alterations on site 204
- xvii. Carport and front decking on site 205
- xviii. Permanent installation of a caravan, annexe and awning on site H19
- xix. Annexe alterations and additions, rear decking and awning modification on site H34
- xx. Carport installation on site H35
- xxi. Caravan, annexe and covered deck installation on site H38
- xxii. Carport installation on site 79

Submit for consideration supporting documentation addressing the non-compliance. The submission should be prepared by a suitably qualified person and must specifically address the impacts of fire spread and amenity issues (such as, noise transfer and light and ventilation to rooms within a moveable dwelling) and include details of a proposed programme of remedial action and works.

8. Carports (Clause 141)

Clause 141 of the Regulation provides a definition of a carport. A carport meeting the described criteria and that forms part of either a manufactured home or relocatable home is required to be setback from another moveable structure (inclusive of any attached or detached associated structures) in accordance with Clause 91(1) of the Regulation.

Note: where a carport does not meet this definition, it is considered to be a garage. Separation requirements for garages are specified under Clause 140 (2) of the Regulation.

- **Findings**

Dwelling sites with a covered car parking area appearing to satisfy the definition of a carport, but being located closer than the separation distances prescribed by Clause 91(1) of the Regulation, include but not necessarily limited to dwelling sites 79, 151, 196 and 205. Prior installation approval appears not to have been obtained when required.

Submit for consideration supporting documentation addressing the non-compliance. The submission should be prepared by a suitably qualified person and must specifically address the impacts of fire spread

and amenity issues (such as, noise transfer and light and ventilation to rooms within a moveable dwelling) and include details of a proposed programme of remedial action and works.

9. Fire Protection/Separation (Clause 140)

A concession from the setback requirements of Clause 91 of the Regulation applies to garages, if installed in accordance with Clause 140(2) of the Regulation.

- **Findings**

The covered car space installed on dwelling site 201 is considered to be a garage and not a carport. This structure does not satisfy fire separation requirements. The proximity of this structure to habitable installations on site 202 is also likely to unduly affect solar access and noise transmission.

In light of this, details of a proposed programme of remedial action and works are to be submitted for consideration.

10. Wind Load Resistance/Tie Downs (Clause 143, 167, 171)

Clause 144, 167 and 171 of the Regulation specifies wind load resistance and tie down requirements for permanent installations placed on a short-term or long-term site.

- **Findings**

The presence of tie downs could not be determined or appeared not to be adequate for various installations. This included, but not necessarily limited to, the installations on dwelling sites 14, 42, 53, 78, 79, 80, 82, 83, 84, 85, 87, 90, 125, 130, 131, 132, 140, 143, 145, 147, 148, 151, 152, 153, 154, 155, 156, 158, 160, 161, 162, 184, 185, 186, 187, 183, 182, 176, 175, 174, 173, 169, 168, 167, 166, 165, 164, 163, 189, 191, 192, 193, 198, 199, 200, 201, 202, 203, 204, 205, 206, H17, H18, H19, H20, H21, H22, H23, H25, H26, H27, H30, H31, H32, H33, H34, H35, H36, H37, H38, H42, H43, H44, H45, H46, H49, H50, H51, H52, H53, P06 and PV3.

Certification is required verifying the tie down of installations is adequate for the wind loading of the area. The wind load design resistance must not be less than 41 m/s.

11. Cross ventilation (Clause 157)

Clause 157 of the Regulation requires the subfloor area of a relocatable home or associated structure to be provided with adequate underfloor cross-flow ventilation.

- **Findings**

The inspection of the park identified various permanent installations with subfloor areas appearing not to have sufficient ventilation. Whilst not necessarily limited to, these dwelling sites included 53, 79, 80, 84, 85, 87, 90, 125, 131, 132, 145, 147, 148, 152, 153, 154, 155, 156, 158, 161, 162, 184, 186, 187, 183, 182, 176, 175, 174, 173, 169, 168, 167, 166, 165, 164, 163, 189, 191, 192, 198, 199, 200, 201, 202, 203, 204, 205, 206, H17, H18, H20, H21, H22, H23, H25, H26, H27, H30, H31, H32, H33, H34, H35, H36, H37, H42, H43, H44, H45, H46, H49, H52, H53 and P06. Remedial work required.

12. Compliance Plates (Clause 159 and/Clause 172)

Clause 159 and Clause 172 of the Regulation specifies requirements for fixing of compliance plates upon installation of certain structures. The Regulation specifies details required to be specified on the compliance plate. The requirement for fixing of a compliance plate also existed under Ordinance 71.

- **Findings**

- a. Various installations have not been fitted with compliance plates or in some cases the details are not legible or the details are not in accordance with legislative requirements. Remedial action required. Note, the display of compliance plates must be in an accessible location.

13. Water Supply, Sewer and Sullage Disposal and Electricity Supply (Clause 101, 102 & 104)

Clause 101, 102 and 104 of the Regulation specifies minimum utilities (that is, water, electricity, sewer and sullage disposal) required to service camping site, short-term sites and long-term sites.

- **Findings**

- a. This application indicates 5 camp sites and 214 short-term sites presently being operated. The community plan supplied does not clearly identify which dwelling sites are designated as a camp-site or short-term site. Therefore, the community plan “legend” is to be amended to reflect the designated use of each site.
- b. The plans submitted with this application indicates sites U01, U02, U03, U04 and U05 being available for caravans and camping. Installation of a caravan is not permitted on a camp site. The Regulation limits the use of camp sites to tents and campervans. A caravan is only permitted on a short-time site, with the site required to be provided with power, water and sullage connection. Note: a tent or campervan is permitted on a short-term site. In relation to unpowered sites identified on the community plan, the legend is to be amended to remove the reference to caravans.
- c. Camping sites U01, U02, U03, U04, U05 and short-term dwelling site 59 did not appear to have suitable access to water. Continuing use of these sites is not supported unless appropriately serviced. Submitted additional information responding to this matter.
- d. Short term dwelling sites 55, 56, 57, 59, 60, 61, 62, 63, 64, 65 and 67 did not appear to have access to a suitably located sullage connection point. The continuing use of these sites for the installation of caravans is not supported unless serviced in accordance with the Regulation. Until appropriately serviced, these sites are only to operate as a camp site and available power restricted from site usage. Submit a revised community map reflecting this restriction use. Note, details recorded on the park map must be consistent with the revised community plan.
- e. The location of power for dwelling sites 37 and 46 is not ideal as access to the connection point involves passing through dwelling sites 38 and 47. It is recommended that the power connection is relocated to the corner junction shared between dwelling sites 37, 38, 46 and 47.
- f. It is recommended each power supply point is labelled with dwelling site numbering to indicate the allocation of power supplied for a dwelling site.
- g. The park inspection revealed a caravan installed on dwelling site 64 was draining their sullage waste into a stormwater drain. This issue was reported to the park manager. Correct disposal of waste water is required to comply with environmental and public health legislation.

14. Community Amenities (Clause 84)

Space for recreational or other community amenities is required to be provided in accordance with Clause 84 of the Regulation.

- **Findings**

The drawings submitted do not clearly:

- a. identify the park boundaries
- b. state the total area contained within the park boundaries
- c. denote and identify different areas reserved for recreational or community purposes
- d. state the area of different parts of the park reserved for recreational or community purposes

The level of compliance achieved therefore has not been demonstrated and revised drawings are required.

The site inspection also identified that the BBQ area adjacent to dwelling site 152 and 162 no longer exists. The community plan must be accordingly adjusted.

15. Proximity of sites to shower/toilet block (Clause 111)

Short-term and camp sites must not be situated more than 100 metres from a shower or toilet block whilst long-term site must not be more than 75 metres away.

- **Findings**

This park currently operates both short-term sites and camp sites, and no long-term sites.

All camp sites appear to be within 100 metres of the existing amenity block. It appears some short term sites are not within 100 metres of the amenities block and it is unclear whether such sites have installed their own private amenities. See Section 3(b) of this report which requires verification of such facilities.

16. Sanitary facilities (Part 3, Division 3, Subdivision 5 of the Regulation)

Part 3, Division 3, Subdivision 5 of the Regulation specifies requirements for showers, toilets, urinals, hand basins and mirrors. The minimum rate of sanitary facilities is based on the number and designation of a dwelling site.

- **Findings**

- a. The shared sanitary facilities appear adequate based on the current operating conditions of dwelling sites. See Section 3(b) of this report which requires verification of private amenities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. Revised park drawing is to be submitted which includes a legend listing for each amenity block type and total number of sanitary facilities installed.

17. Laundry Facilities (Part 3, Division 3 of Subdivision 6 of the Regulation)

Part 3, Division 3 of Subdivision 6 of the Regulation specifies minimum laundry facilities, including number of washing machines and laundry tubs (each required to be supplied with hot and cold water) clothes dryers, drying areas and ironing facilities.

- **Findings**

- a. The park inspection identified that a total of 7 washing machines, 4 laundry tubs, 3 clothes dryers, 5 irons and iron boards and 136 metres of clothes line is available for communal use. This is probably sufficient given it appears some sites have their own private facilities. See Section 3 (b) of this report which requires verification of private laundry facilities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. It is noted that irons are stored at reception. Signage is to be displayed and maintained within each laundry reflecting these arrangements. Printed information given to prospective occupiers should also reflect these arrangements.
- d. Submit a revised community plan which includes a legend listing for each communal amenity block the type and total number of laundry facilities installed.

18. Vehicular Wash Bay (Clause 130)

Vehicular wash bay is required in accordance with Clause 130 of the Regulation.

- **Findings**

A vehicle wash bay is indicated on plan, but its design does not appear to conform to a relevant Australia Standard. Presently, saving provisions under the Regulation means this premise is not required to provide a wash bay area. The reference to a wash bay area on the Community Plan is to be removed. The establishment of any future wash bay area will require prior development approval.

19. Entrance and Exit Road (Clause 92)

Clause 92 of the Regulation requires the entrance to/exit from the premises to be at least 7 metres wide and if divided by a median strip then either side of the sealed portion of the road must be at least 5 metres wide.

- **Findings**

The park inspection found the entry/exit road at the property boundary is not divided by a medium strip and achieves a minimum width of 7 metres.

20. Forecourt (Clause 93)

Clause 93 of the Regulation requires provision of a forecourt area for incoming vehicles. The forecourt area needs to be at least 4 metres by 20 metres.

- **Findings**

A compliant forecourt area is available near to the check-in office.

21. Residential, Disabled and Visitor Parking (Clause 96 to 99, 139)

The requirement for residential, disabled and visitor car parking is specified under Clause 96 to 99 of the Regulation, including minimum dimensions for parking where not located on a dwelling site. Clause 139 of the Regulation indicates that on-site car space should have dimensions of 6 metres (long) by 3 metres (wide) and be accessible from an access road. To be considered accessible, the vehicular driveway/entrance to the dwelling site should be 3.0 metres wide per AS2890.1.

• Findings

- a. The drawings and documentation submitted does not clearly demonstrate
 - i. the arrangement for parking for each dwelling site
 - ii. the location of any off-site parking serving a dwelling sites
 - iii. the location of visitor carparking
 - iv. dimensions of each car space
 - v. the location and dimension of disabled car parking space

Revised drawings and documentation is required.

- b. Each dwelling site is required to be provided with a car space located within the park boundaries. The space may be located either on the dwelling site or in an alternate designated parking area. Most sites appear to have with on-site parking, however the arrangements for dwelling site 143, 153, 163, 173, 179, 181, 184, 197, 198 and 206 requires clarification.

Details of resident parking contained within the parks boundaries is to be reflected on the community plan.

- c. In addition to any required residential off-site car parking and based on the maximum operational capacity of the park, 14 visitor car spaces within the park's boundaries is required. Three of these spaces are required to be accessible car spaces. The community plan is to indicate the location and dimensions of these spaces and contained within the parks boundaries.
- d. Note, documentation required under Section 3(b) of this report.

22. Dwelling Site Access (Clause 87)

Clause 87 of the Regulation requires a dwelling site to have vehicular access to an access road.

• Findings

The arrangements for access in relation to dwelling sites U05, U01, 63, 64, 65, 60, 61 and 62 requires clarification. . Where these sites include on-site parking, the access must be via an appropriately designed access road. Therefore, additional information demonstrating compliance with Clauses 87, 94, 99 and 100 of the Regulation is required.

23. Road Design and Condition (Clause 94, 99, 100)

Clause 94 of the Regulation prescribes standards for road widths and limitations regarding direction of travel. The total width of the road is taken to also include the back of any street guttering.

Two-way access roads must be at least 6 metres wide while one way access roads must be at least 4 metres wide. Clause 99 of the Regulation describes surface conditions for access roads (including passing and parking bays). Clause 100 of the Regulation requires all access roads to be adequately lit between sunset and sunrise.

• Findings

- a. The community plan indicates two-way access along roads which do not achieve a minimum width of 6 metres. The site inspection also revealed, the end closure of 1st Street has compromised traffic arrangements for dwelling site 02, 03 and 04 and potentially BF1, BF2 and BF3. Therefore, revised drawings are required demonstrating compliance with Clause 94 of the Regulation.
- b. Clarification is required of the access arrangements for dwelling sites U05, U01, 63, 64, 65, 60, 61 and 62. See comments under section 22 of this report.

- c. The site inspection identified that there is not sufficient signage or road marking to indicate the direction of vehicular travel throughout the park. Remedial work is required, subject to acceptance of revised traffic flow design details.
- d. It is recommended the different access roads are installed with street name signage and that these details are noted on the drawings supplied for the park. Signage is recommended to assist patrons, emergency vehicles and other visitors identify their position within the park.
- e. Lighting is present near sealed access roads.

24. Speed Limits (Clause 95)

Clause 95 of the Regulation requires conspicuous signage indicating vehicle speeds not exceeding a maximum limit of 15 kilometres per hour.

- **Findings**

The park inspection revealed there is not sufficient signage or road marking warning of the maximum speed limit. Remedial work is required.

25. Road Surfaces including Parking Bays (CI 99)

Road surface conditions, including passing and parking bays are required to be maintained in accordance with Clause 99 of the Regulation.

- **Findings**

Park operator to monitor conditions and undertake maintenance as required.

26. Hydrants and Hose Reels (Clause 128 and Clause 129)

The location and installation of hydrants and hoses reels are required to comply with Clause 128 and 129 of the Regulation. Clause 128(a) of the Regulation requires the hydrant to be of a double headed pillar type.

- **Findings**

- a. At the time of inspection hose reels were tagged and within service date. Coverage from hose reels appears sufficient. Ensure hose reels are maintained in work order.
- b. The community plan indicates a hose reel west of dwelling site OV2. However, the park inspection identified that this is a hydrant. Additional information is required to confirm the operating pressure of this hydrant complies with AS2419.1. The location of this hydrant is to be notated on the community plan.
- c. Hydrant coverage does not appear to be available to all areas of the park. Additionally, the hydrant present within the park grounds is not a double headed pillar type. While concessional provisions apply and the park presently is not required to comply with Clause 128(a) of the Regulation, it is recommended that a hydrant system providing coverage to all area of the park is considered for inclusion in an improvement works program for the park.

27. Registration and another Documentation Requirements (Clause 122, 123 and 126)

Clause 122 and Clause 123 of the Regulation specifies minimum requirements for registration of site occupiers and minimum information to be provided. Clause 126 of the Regulation requires availability of certain information including a copy of the current operational approval, community map and the Regulation. The community map must be displayed in a prominent location within the park grounds.

- **Findings**

- a) A register of park occupiers are kept, but information recorded is not fully compliant with Clause 122(4) of the Regulation. Matters needing attention include:
 - i. the arrival and departure dates and details must be recorded for each occupied dwelling sites. Inspection of the occupant register indicates that visitor usage of "holiday van" is not sufficiently documented. Occupational use of all sites must be documented and usage must be monitored to verify the maximum period of stay prescribed under Clause 73(1) of the Regulation is not exceeded.

- ii. the register does not document the particulars of the relevant compliance plate in the case of relocatable homes (including installation of an associated structure) and registration numbers in the case of a caravan.
- b) Information given to prospective occupiers is generally in accordance with Clause 123 of the Regulation. Ensure advice provided satisfies requirements under 123(3)(i) of the Regulation.
- c) A community map is displayed. Note, the community map displayed shall be the endorsed map issued with the latest approval to operate. Additionally, the park map supplied to guests on arrival is to be consistent with details reflected on the endorsed community map.
- d) The park inspection revealed a copy of the current Regulation is available for inspection.

28. Notice of Installation (Clause 160 and Clause 173)

Clause 160 and Clause 173 prescribes minimum requirements regarding written notification to be provided to council within 7 days of completion of the installation of a relocatable home, associated structure or rigid annex. This requirement has been in place since adoption of the Regulation, 1995.

• Findings

1. The park inspection identified the following installations have been completed since the adoption of the 2005 Regulation:
 - i. Carport installation on site 79
 - ii. Permanent caravan, annexe, covered deck and awning installed on site 132
 - iii. Permanent caravan, annexe and awning installed on site 149
 - iv. Carport and awning installed on site 151
 - v. Carport and shade screen installed on site 160
 - vi. Permanent installation of a caravan, annexe and awning on site 162
 - vii. Rear awning addition on site 164
 - viii. Permanent installation of a caravan, annexe and awning on site 179
 - ix. Permanent installation of a caravan, annexe and partial enclosed carport on site 181
 - x. Permanent installation of a caravan, annexe and awning on site 182
 - xi. Permanent installation of a caravan, annexe and awning on site 183
 - xii. Permanent installation of a caravan, annexe, awning and shed on site 187
 - xiii. Permanent installation of a caravan, awning and partial enclosed carport on site 192
 - xiv. Carport installed on site 196
 - xv. Significant alteration to existing ground level for installation of a slab with unretained exposed embankment on site 197
 - xvi. Covered deck on site 198
 - xvii. Carport additional and slated privacy screening on site 201
 - xviii. Permanent installation of caravan, annex and awnings on site 202
 - xix. Awning installed on site 203
 - xx. Front awning alterations on site 204
 - xxi. Carport and front decking on site 205
 - xxii. Permanent installation of a caravan, annexe and awning on site H19
 - xxiii. Annexe alterations and additions, rear decking and awning modification on site H34
 - xxiv. Carport installation on site H35
 - xxv. Caravan, annexe and covered deck installation on site H38

Council records indicate that notification has not been supplied for the completion of these installations.

In light of the above, the following documentation is to be submitted:

- a. Community map showing the footprint of all existing installations
- b. Site plan (drawn to scale) showing
 - i. footprint of structures on the dwelling site in relation to site boundaries
 - ii. separation of installations on the dwelling site in relation to structures on adjoining dwelling sites or buildings on communal land
 - iii. designation of site (eg short-term site)

- iv. dimensions of site boundaries
 - v. existing ground level (measured to Australian Height Datum)
 - vi. finished floor levels of all installations (measured to Australia Height Datum)
 - vii. total site area
 - viii. calculation of site coverage
- c. Elevation plans (drawn to scale).
 - d. Verification if the caravan will continue to be maintained in a condition capable of registration.
 - e. A practising structural engineer is to verify the structural soundness of the installation, including adequacy of wind resistance loading.
 - f. Copy of particulars contained on compliance plate required to be fitted to the installation.

Please note that the submission of the requested information requires further assessment and additional information or remedial works may be required.

- 2. Park operations to ensure record is kept on the premises and accessible for inspection recording installations existing on each site, type and date of installed structures and copy of completion notification. It is also recommended installations are photographed.
- 3. The park inspection identified various permanent caravans fitted with cyclone roofing. Park operations must ensure this roofing is installed in accordance with structural engineering specifications and documentary evidence of this kept on the premises and accessible from inspection. Note: notice of completion is required for this work.

29. Public Utility Constraints

The information supplied with the application indicates the premise is not present burden by any public utilities for supply of water, sewer or electricity.

30. Flood Affection

The park is located on flood liable. To verify extent of flooding, revised park drawings are required which indicate:

- a. existing contour ground levels (or spot levels where there is minimal ground level variation) measured at regular intervals and to Australian Height Datum
- b. the footprint of all existing installations and keyed to distinguish type of installations installed (eg PC = Permanent Caravan, RH = Relocatable Home, RA = Ridged Annexe, CP = Carport, G = Garage, CD = covered deck, UD = uncovered deck, Aw = Awning)
- c. finished floor height of all permanent caravans, annexes and relocatable homes

CONCLUSION

Enclosed is the renewed operational approval issued for the park.

While Council has issued the renewal, Council is not satisfied the park is being operated in accordance with the Regulation and the conditions associated with the approval. Additional information is required to demonstrate compliance.

Given the above assessment results, this licence has been limited to 6 months.

During this period, an adequately prepared written response addressing each of the issues raised and includes a programme and scope of works, inclusive of completion timeframes, must be submitted for consideration. This submission should be received at least 2 months prior to the expiration of the park licence.

Please note that the submission of the requested information requires further assessment and additional information may be required. The submission does not guarantee renewal of the licence.

For further information please contact the officer whose name and telephone numbers appear below.

This letter is authorised by:

Conny Gissel

Senior Development Project Officer – Fire Safety

Wollongong City Council

Telephone (02) 4227 7111

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WOLLONGONG CITY COUNCIL

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013

Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/43
REGISTRATION	CP-2003/2
Date	25 February 2015

APPROVAL

REGISTRATION OF CARAVAN PARKS/MANUFACTURED HOME EST

Approval to operate a Caravan Park and Camping Ground is granted by Wollongong City Council under Section 68 Part F2 of the Local Government Act 1993.

The following details apply to the determination:

Applicant's Name	Wollongong City Council
Applicant's Address	LOCKED BAG 8821 WOLLONGONG DC NSW 2500
Telephone	02 4227 7111
Email	council@wollongong.nsw.gov.au
Renewal Application No.	LG-2014/43
Registration No	CP-2003/2
Number of Park/Estate	Corrimal Beach Tourist Park Lot 253 DP 9943 Corrimal Beach Park, 2-6 Lake Parade, EAST CORRIMAL NSW 2518

This registration does not constitute development consent or preclude the need for development consent under the Environmental Planning & Assessment Act 1979.

This approval to operate shall remain in force from 1 September 2014 to 31 August 2015.

This approval relates to a total number of 347 sites with total sites in actually operation being 347. The approved maximum and actual site designation being:

Site Designation	Maximum Approved Capacity	Actual Operational Sites
Long Term Sites	0	0
Short Term Sites	328	328
Camp Sites	19	19

Provided Amenities:

Toilet and Shower Facilities				
Building Description	Toilets	Urinals	Showers¹	Handbasins¹
Block 1				
Females	3	NA ²	3	3
Males	2	Trough 1.2 m	3	3
Accessible Unisex Facilities	1	Nil	1	1
Block 2				
Females	6	NA	5	5
Males	4	Trough 1.2 m	5	4
Accessible Facilities	1	Nil	1	1
Block 3				
Females		NA	5	5
Males	4	Trough 1.2 m	5	4
Accessible Unisex Facilities	1	Nil	1	1
Block 4				
Females	4	NA	5	5
Males		Trough 1.2 m	5	5
Accessible Unisex Facilities	1	Nil	1	1

Note 1: each shower and handbasin required to be supplied with hot and cold water

Note 2: NA – Not applicable

Laundry Facilities				
Facility Type	Building Description			
	Block 1	Block 2	Block 3	Block 4
Washing Machines ¹	2	3	3	3
Clothes Dryers	1	2	1	1
Washing Tubs ¹	2	2	2	2
Line Spaces (metres)	40	72	104	72
Iron ²	Minimum available supply of 6 irons			
Ironing Boards	2	3	3	3

Note 1: each washing machine and wash tub supplied with hot and cold water

Note 2: iron available on request from park office

This approval shall be implemented in accordance with the details and specifications set out on the Community Plan/Map – drawing no. 4199 – issue F, and as amended by the conditions specified and imposed hereunder.

The following conditions apply to this application:

STANDARD CONDITIONS

1. The operations of the caravan park/camping ground and any building or work associated with the operation of the caravan park must comply with any applicable standards established by the Local Government Caravan Parks, Camping Grounds and Moveable Dwellings Regulation 2005.
2. It is a condition of this approval that the land is not to be used for any commercial purpose other than a caravan park or camping ground or an associated purpose.

3. It is a condition of this approval that the land not be used for the manufacture, construction or re-construction of moveable dwellings (this condition does not prevent the on-site repair of moveable dwellings).
4. It is a condition of this approval that an annual inspection of the premises may be conducted by Council, to ensure continued compliance with the Act and the relevant regulations.
5. It is a condition of this approval that an application for the installation of moveable homes and/or associated structures (as defined under the provisions of the Local Government Act 1993 as per the attachment Annexure 1) on flood liable land be submitted to Council under the provisions of Section 68 of the Local Government Act 1993.
6. Plans and specifications supporting the application must comply with the provisions of Clause 79 of the Local Government (manufactured home estates, caravan parks, camping grounds & moveable dwellings) Regulation 2005
7. Any modifications to Long Term, Short term and Dwelling Sites located in the park will require the *prior* written consent of Council for modifications to the existing development consent.

Special Conditions

8. Programme of proposed remedial works, inclusive of completion time frames for staging of work, addressing each item identified in Council's correspondence dated 25 February 2015 is to be submitted 1 month prior to the expiration of this licence.
9. Use of dwelling site G34 must be for use as a camp site until such time this site is upgraded and provided with a sullage connection point in addition to power and water.
10. The operation of "Camping" sites 47, 48, 49 and 50 is to be limited to camping¹. The community map is to be amended to reflect these sites are designated camp sites.
11. Sites provided with power and designated as camping is to have the power supply locked out.
12. Pursuant NSW Department of Trade & Investment Crown Lands correspondence dated 23 October 2014, the Community Map is to be amended to show the designation of sites operated on Crown Land is limited to 300 short term sites and 47 camp sites.
13. In the event of any holiday vans on designated "Prime" sites being vacated by the present occupants, such sites must revert to either park van, tourist or camp site.
14. No on-site selling is permitted within the park

Notes

1. In accordance with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005, a camp site must only be used for the installation of tents or campervan.

This letter is authorised by:

Conny Gissel

Senior Development Project Officer
Wollongong City Council
Telephone: (02) 4227 7111

Attachment: Annexure 1
Annexure 2
Council's letter dated 25 February 2015
Invoice

Annexure 1

Classification of Flood Risk

Flood Level Information

You are advised that the property subject to this license is located on flood liable land identified as being in a **Medium/High Flood Risk Precinct**. Surveyed ground levels of the property and buildings to AHD (Australian Height Datum) should also be obtained. This information along with the 1% AEP (Annual Exceedance Probability) and PMF (Possible Maximum Flood) flood levels extracted from the Lake Illawarra Floodplain Risk Management Plan dated January 2012 will enable you to determine the effect/depth of flooding, if any, on this property.

It should also be noted that flood level increases due to climate change and ocean level rise may be applicable to any development on the subject property.

Flood Policies

For information on Council's requirements for development on flood affected lands, you are advised that this information is contained in Council's Wollongong Development Control Plan 2009 and the NSW Government's Floodplain Development Manual 2005. These documents are available in Council's Reference Library on Level 1 of the Council Administration Building in Burelli Street, Wollongong and Wollongong DCP 2009 is also available on Council's web site. Alternatively you may wish to engage the services of a Consulting Civil Engineer who will advise you of your development opportunities.

Disclaimer

Council does not warrant the accuracy of the information provided by Council. A suitably qualified professional engineer should be engaged to assist in the interpretation of the information provided by Council.

Prior Approval Required

As per notice given above, **prior** approval of Council for the installation of a relocatable home or associated structure on a dwelling site is required in accordance with Clause 74 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005.

Classification of Bush Fire Risk

The land is recorded in Council's records as bushfire prone land. Consideration should be given to the requirements of the New South Wales Rural Fire Services guidelines for developments within bushfire prone areas

Access to Approval and Community Map

The holder of an approval to operate a caravan park or camping ground must ensure that copies of the following documents are readily available for inspection without cost in a location in the caravan park or camping ground specified in the approval for the caravan park or camping ground:

- a) The approval for the operation of a caravan park or camping ground,
- b) The current community map,
- c) A copy of the current Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005

A copy of the current community map must also be displayed in a prominent position in the caravan park or camping ground.

Acid Sulphate Soils

Council's records indicate that the site is affected by Acid Sulphate Soils and further investigations are necessary in the event of any work involving the disturbance of natural ground

Coastal Zone

The site is identified as being located in a coastal zone and may be affected by future tidal inundation. Further investigations should be carried out on the probable impact of tidal inundation when considering a proposal to install a moveable dwelling on an existing site located within the caravan park

Disability (Access to Premises – Buildings) Standards 2010

The above standard came into force on the 1st May 2011 and makes reference 4 or more single dwellings located on the same allotment and are used for short term holiday accommodation.

The standard should be examined in detail to avoid unnecessary circumstances for the potential for litigation being taken against the holder of the approval to operate a caravan park

Annexure 2

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 & Local Government Act 1993

Definitions:

"associated structure" means:

- a) a carport, garage, shed, pergola, verandah or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as, the dwelling concerned, or
- b) a separating wall between 2 moveable dwellings.

"installation" means:

- a) in relation to a manufactured home or a relocatable home--the process of connecting together the major sections of the manufactured home or relocatable home, and any associated structures forming part of the manufactured home or relocatable home, and attaching them to footings, or
- b) in relation to an associated structure--the process of constructing or assembling the components of the associated structure, and (if appropriate) attaching them to footings, and includes the connection of gas, electricity, telephone, water, sewerage and drainage services

"moveable dwelling" means:

- a) any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- b) a manufactured home, or
- c) any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

"relocatable home" means:

- a) a manufactured home, or
- b) any other moveable dwelling (whether or not self-contained) that comprises one or more major sections, including any associated structure that forms part of the dwelling,
- c) but does not include a tent, caravan or campervan or any moveable dwelling that is capable of being registered under the Road Transport (Vehicle Registration) Act 1997

"manufactured home" means a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- a) that comprises one or more major sections, and
- b) that is not a registrable vehicle within the meaning of the Road Transport (Vehicle Registration) Act 1997, and includes any associated structures that form part of the dwelling.

"holiday van" means a moveable dwelling (other than a tent) that is or usually is continuously located on a short-term site and used primarily by its owner for occasional occupancy for holiday purposes

"park van" means a moveable dwelling (other than a tent), whether or not capable of being registered under the Road Transport (Vehicle Registration) Act 1997, that:

- a) is or usually is continuously located on a short-term site, and
- b) is provided for hire, and
- c) is used by a site occupier other than the owner of the moveable dwelling primarily for holiday purposes.

"short-term site" means a dwelling site on which a moveable dwelling that is ordinarily used for holiday purposes may be installed and that is specified in the approval for a caravan park as being a short-term site.

"long-term site" means a dwelling site that is specified in the approval for a caravan park as being a long-term site.



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013

Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/43
LICENCE	CP-2003/2
Licence Type	Caravan Parks/Manufactured Home Est
Date	25 February 2015

Dear Sir/Madam

I refer to your application for a Caravan Parks/Manufactured Home Est licence at the property described below.

Proposal	Application to Renew existing Approval to Operate a Caravan and Camping Ground
Location	Corrimal Beach Park, Lot 253 DP 9943, 2-6 Lake Parade, EAST CORRIMAL NSW 2518

An assessment and inspection of the premises has been completed. The results are reported below. The clauses referenced below refer to requirements under the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005* (the Regulation) and the *Local Government Act, 1993* (the Act). The dwelling site numbering identified below, relates to the numbering referenced on drawing entitled Corrimal Tourist Park Community Plan (see attached copy).

Assessment Results

1. Site Identification (Clause 86) and Size (Clause 85)

Clause 86 of the Regulation requires that a dwelling site (being either a short or long term site) or camp site is to be numbered or identified, and its site boundaries clearly delineated. Clause 85 of the Regulation requires:

- long-term sites to have a minimum area of at least 80 square metres
- short-term sites to have a minimum area of at least 65 square metres
- campsite provided with onsite parking to have a minimum area of 50 square metres, and
- in the case of a camp site with separate parking 40 square metres. Note: car space must be within 30 metres of the site

• Findings

1. The maximum permitted operational capacity of this park is limited to a total of 347 sites consisting of 328 short-term sites and 19 camp sites. This application describes the park as actually operating a total of 334 park sites and consisting of nil long-term, 328 short-term and 19 camping sites.
2. An inspection of the park found:
 - a. dwelling site boundaries are not clearly delineated
 - b. some dwelling sites have installations (inclusive of driveways) which appear not to be contained wholly within the site boundaries. While not necessarily limited to, these dwelling sites include A2, G17, G27, 9 (that is DS9), 10 (that is DS10), 12 (that is DS12), 13 (that is SPA13), 15 (that is

SPA 15), 16 (that is SPA 16), 19 to 25 (that is SPA 19 to 25), 2 and 17 (that is CF 2 -17), NW 4 and NW9, W5 and W17.

- c. various dwelling sites are not numbered or identified clearly. While not necessarily limited to, these dwelling sites include D14, E4; W4, NW9, CAMPING 34 to 42 (inclusive), BA 15 to 26 (inclusive), BA 1-4 (inclusive), BA 10 – 14 (inclusive).
- d. various dwelling sites while provided with unique numbering, this numbering is not consistent with the site identification recorded on the community plan. Whilst not necessarily limited to, these sites include Mountain View Cabins 12 to 26 (inclusive) marked on-site as SPA 12 to SPA 26; Family Deluxe Cabins 1 and 17 marked on sites as CF1 and CF17; 8 to 13 inclusive marked on-site as Standard Cabins DS 8 to DS 13; HILL 1 – 25 (inclusive) marked on-site as HL 1 to HL 25; Ensuite Sites 1 to 8 (inclusive) marked on-site as EN 1 to EN8.
- e. The park inspection revealed the occupation of a caravan west of dwelling site “Hill” 25, and placed on land not designated for use as a dwelling site.

Remedial work is required. Action required:

- a. mark clearly site boundaries. It is preferable the site delineation be provided for the full length of each boundary, but as a minimum the corners and any change of boundary direction is marked. The marking should include site number details side of the boundary division.
- b. ensure site number is readily apparent and visible from the road frontages. Additionally, it is recommended that sites with double street frontages have numbering visible from both frontages.
- c. clearly identify sites with unique numbering. Numbering provided on site to correspond with that identified on the community plan.
- d. ensure the placement of caravans, tents, campervans or mobile homes are not located on areas reserved for communal use.
- e. submit amended drawings which accurately show:
 - i. the footprint and type of installations present on each site with all installations associated with the use of a dwelling site (inclusive of car space and driveway) being wholly contained within the boundaries of a single dwelling site
 - ii. boundary dimensions and total site area
 - iii. identification of the designated use of each dwelling site as either long-term, short-term or camp site
 - iv. ensure each site is provided with unique identification number.

Refer other sections of this report, requiring other information to be included on the drawing.

2. Occupation of Short-Term Site (Clause 73(1))

Clause 73(1) of the Regulation specifies the maximum period of occupation of a short-term or camp site

• Findings

With regard to occupation of short-term dwelling sites or camp sites, an inspection of the parks registration details found documentation was not readily available demonstrating compliance with Clause 73(1) of the Regulation.

It appears registration records of the arrival and departure dates of visitors occupying “holiday van sites” is not being recorded or monitored. Recording of this information is required to ensure the maximum period of stay in any 12 month period does not exceed the timeframe specified under Clause 73(1) of the Regulation.

Remedial action is required.

Site Coverage (Clause 139/162)

Clause 139 of the Regulation specifies maximum site coverage in relation to relocatable homes and associated structures installed on a dwelling site. Clause 162 of the Regulation specifies the maximum site coverage of a tent or caravan (including any associated structure or annexe).

• Findings

- a. Site coverage details have not been reported. This information is required for all dwelling sites with permanent installations. In a tabulated format the following information is to be reported:
 - i. site identification number
 - ii. designation of site, that is, if it is a short-term site, long-term site or a camp site
 - iii. total site area
 - iv. identification of each installation existing on each dwelling site (eg relocatable home, carport, permanent van, ridged annexe, covered deck, uncovered deck, garage, awning etc)
 - v. the area occupied by installations
 - vi. identification of any installation not included in the calculation of site coverage
 - vii. calculated percentage of site coverage

The tabulated site numbering is to be sorted in sequence of site designation (that is, short-term, long-term or camping) and site number. Also ensure site areas recorded in this table reflect those recorded on the community map. Note, the preliminary tabulated site areas reported for dwelling sites C4, D6, F1, F4, G7 and G17 appear to be entered in error. Further, details for site G43 appear to have been omitted.

- b. In addition to site coverage, this table is also to verify whether each site is provided with its own:
 - i. power connection point
 - ii. sullage connection point
 - iii. water supply point
 - iv. toilet and hand basin
 - v. shower
 - vi. laundry facilities
 - vii. clothes line being at least 2 lineal metres in length
 - viii. onsite parking (space measuring 6 metres long by 3 metres wide)

Note: in the case of camp sites, which may share a common water supply point, the table is to indicate which sites are sharing the same supply point. No more than 4 sites can share the same tap and access to the tap is not to be through another camp site.

3. Setbacks of Community Buildings (Clause 88)

Clause 88 of the Regulation prescribes minimum separation requirements for community buildings. Community building is a building used or intended to be used in connection with a community amenity and includes a building used as a manager's or caretaker's office or residence. The Regulation requires a community building to be setback a minimum of 3 metres from the park boundary and 5 metres from the boundary of a dwelling site.

• Findings

- a. The drawing submitted does not clearly identify the perimeter boundaries for the operation of the park. A revised drawing is required clearly identifying the park boundary dimensions and location of boundaries in relation to adjacent allotment boundaries.
- b. It appears the boundaries of some dwelling sites are within 5 metres of community buildings. Whilst not necessarily limited to, sites with boundaries less than 5 metres of a community building appear to include site W18, W19, ENS 4, ENS 8 and E17.

It appears these departures are historical. However, where possible or as sites become vacant it is recommended the community plan is amended to achieve a 5 metre buffer.

4. Setbacks from Park Access Roads and Park Boundary (Clause 138 and 161)

Clause 138 and Clause 161 of the Regulation prescribes minimum setback requirements for relocatable homes, associated structures, tents, campervans and caravans. These installations are required to be located no closer than one metre to an access road or 2 metres to the park boundary. The access road includes the back of road kerbing. Ordinance 71, which preceded the current Regulation, also required a one metre setback from the access road previously.

• Findings

- a. The drawings accompanying this application do not:
 - i. clearly denote the location and dimension of park boundaries
 - ii. the setback distance of permanent installations from park boundaries
 - iii. the setback distance of installations from the access road

Revised drawing is required.

- b. Dwelling sites that appear or may have installations closer than 2 metres from the likely park boundaries include, but not necessarily limited to sites DS 11, SPA 22, W24, W28 and W33. It is further observed that a rear deck installed on dwelling site W24 has been built over park of a landscaped bed. There is not consent for these works and the encroachment is to be removed.
- c. Dwelling sites that appear to have installations closer than 1 metre to the park access road include, but not necessarily limited to sites A13, B3, B14, BB8, C3, C5, D17, D23, D24, DS8, DS9, DS10, E8, E21, G7, G13, G21, G23, G26, H5, H14, W4, W10, W12, W14, W17, W18, W23 and W25.

It appears that in relation to dwelling site BB8, D17, D23, D24, W23 and W25 the works have been undertaken at a time that the current Regulation applied and undertaken without prior approval from Council. Additional documentation is required to justify variation from the Regulation.

5. Setbacks of dwelling sites and campsites from a public road (Clause 89)

Clause 89 of the Regulation prescribes minimum separation requirements for dwelling sites and camp sites from a public road or park boundary, being 10 metres and 3 metres, respectively. A lesser distance can be considered where properly screened, fenced, enclosed or otherwise treated.

• Findings

- a. Dwelling sites NW5, NW6 and NW7 appear to be located within 10 metres of a public road, known as Murray Road. Presently, fencing separates these sites from the road.
- b. Various dwelling sites appear to have site boundaries within 3 metres of the south-eastern, south-western and western perimeter fence. Fencing separates these subject sites from adjoining land.

6. Setback Requirements (Clause 91 & 140)

Unless otherwise permitted under clause 91(2) (note: concession limited to semi-detached relocatable homes on adjoining dwelling sites) and Clause 140 of the Regulation (note: concession limited to garages), a moveable dwelling and including an associated structure that forms a part of manufactured home or relocatable home is required to be setback from any other home and its associated structures, at least 2.5 metres in the case of a short term site or camp site; and 3.0 metres in the case of a long-term site.

An associated structure includes a carport, garage, shed, pergola, deck or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as the dwelling concerned.

• Findings

- a. The drawings submitted do not identify the separation distances of structures on adjoining dwelling sites. Revised drawings required.
- b. Various dwelling sites appear to have separation distances less than that specified by the Regulation. While not limited to, these sites appear to include: A1, A2, A11, A12, A14, A16, A17, A18, A19, A20, A24, C4, C5, D20, D21, D23, D24, E11, E12, E22, E23, G10, G11, G32, G34, H8, H9, TB1, TB2, BB5, BB6, NW3, NW4, NW8, NW9, W3, W4, W5, W7, W24, W25, W26 and W27.

The following works appear to have been undertaken at time the current Regulation applied and without prior approval from Council:

- i. Carport installed on site A1
- ii. Conversion of uncovered pergola to a carport on site A2
- iii. Covered deck installed on site A12
- iv. Covered part enclosed decked area (work in progress at time of inspection) on site A17
- v. Unroofed pergola converted to carport on site A18
- vi. Shade cloth awning on site A19
- vii. Carport installed on site A20
- viii. Conversion of an unroofed pergola to a carport on site BB5
- ix. Carport installed on site C5
- x. Conversion of an unroofed pergola to a carport on site C11
- xi. Permanent caravan installation, annexe, awning and carport on site D20
- xii. Conversion of unroofed pergola to carport and storage shed on site D21
- xiii. Front decking and alterations to front facing awning and addition of part enclosed covered patio area on site D24
- xiv. Front awning addition, carport and annexe addition on site E23
- xv. Conversion of an unroofed pergola to a carport on site G11
- xvi. Conversion of an unroofed pergola to a carport on site H8
- xvii. Annexe and awning addition on site TB2
- xviii. Timber deck and balustrade on site W24
- xix. Permanent caravan installation, annexe and carport on site W25
- xx. Carport addition on site W26
- xxi. Awning addition on site NW4
- xxii. Part enclosed entertainment addition on site NW8
- xxiii. Carport addition on NW9
- xxiv. Covered deck addition on site W5
- xxv. Unroofed pergola converted to carport on site W7
- xxvi. Permanent installation of a caravan, annexe and carport on site W25

Submit for consideration supporting documentation addressing the non-compliance. The submission should be prepared by a suitably qualified person and must specifically address the impacts of fire spread and amenity issues (such as, noise transfer and light and ventilation to rooms within a moveable dwelling) and include details of a proposed programme of remedial action and works.

7. Carports (Clause 141)

Clause 141 of the Regulation provides a definition of a carport. A carport meeting the described criteria and that forms part of either a manufactured home or relocatable home is required to be setback from another moveable structure (inclusive of any attached or detached associated structures) in accordance with Clause 91(1) of the Regulation.

Note: where a carport does not meet this definition, it is considered to be a garage. Separation requirements for garages are specified under Clause 140 (2) of the Regulation.

• Findings

Dwelling sites with a covered car parking area appearing to satisfy the definition of a carport, but being located closer than the separation distances prescribed by Clause 91(1) of the Regulation, include but not necessarily limited to dwelling sites A1, A14, A16, A18, A19, A20, C5, E23, G11, G32, H8, NW4, NW9, W7, W25 and W26.

Submit for consideration supporting documentation addressing the non-compliance. The submission should be prepared by a suitably qualified person and must specifically address the impacts of fire spread and amenity issues (such as, noise transfer and light and ventilation to rooms within a moveable dwelling) and include details of a proposed programme of remedial action and works.

8. Fire Protection/Separation (Clause 140)

A concession from the setback requirements of Clause 91 of the Regulation applies to garages, if installed in accordance with Clause 140(2) of the Regulation.

- **Findings**

Garages are installed on dwelling site G10 and G30. Installations appear to have a separation distance of 1.8 metre or more and would therefore comply with the Regulation.

9. Wind Load Resistance/Tie Downs (Clause 143, 167, 171)

Clause 144, 167 and 171 of the Regulation specifies wind load resistance and tie down requirements for permanent installations placed on a short-term or long-term site.

The presence of tie downs could not be determined or appeared not to be adequate for various installations. This included, but not necessarily limited to, the installations on dwelling sites A2, A5, A6, A7, A8, A10, A11, A13, A14, A16, A17, A18, A19, A20, B3, B4, B5, B11, B13, B14, B16, B17, BB1, BB4, BB6, BB7, BB8, C2, C3, C4, C5, C6, D18, D20, D22, D23, D24, D25, E11, E8, E12, E21, E22, E23, G1, G4, G6, G11, G12, G13, G17, G21, G24, G26, G28, G30, G32, H9, H10, H13, H14, TB1, TB2, TB3, TB4, TB5, F2, F3, F4, W3, W4, W7, W8, W9, W12, W14, W17, W18, W23, W24, W25, W27, W28, W30, W31, W33, NW1, NW2, NW3, NW4, NW5, NW6, NW7, NW8, NW9, NW10, NW13, NW14 and NW15.

Certification is required verifying the tie down of installations on the above dwelling sites is adequate for the wind loading for the area. The wind loading design resistance must not be less than 41 m/s.

10. Cross ventilation (Clause 157)

Clause 157 of the Regulation requires the subfloor area of a relocatable home or associated structure to be provided with adequate underfloor cross-flow ventilation.

- **Findings**

The inspection of the park identified various permanent installations with subfloor areas appearing not to have sufficient ventilation. Whilst not necessarily limited to, these dwelling sites included A2, A5, A6, A7, A8, A10, A11, A13, A14, A16, A17, A18, A19, A20, B3, B4, B5, B11, B13, B14, B17, BB1, BB4, BB7, BB8, C2, C4, C5, C6, D18, D20, D22, D23, D24, D25, E8, E11, E12, E21, E22, G1, G4, G6, G11, G12, G13, G17, G21, G24, G26, G28, G30, G32, H9, H10, H13, H14, TB1, TB2, TB3, TB4, TB5, F2, F3, F4, W3, W4, W7, W8, W9, W12, W14, W17, W18, W24, W28, W30, W31, W33, NW1, NW2, NW3, NW4, NW5, NW7, NW8, NW9, NW10, NW13, NW14 and NW15. Remedial work required.

11. Compliance Plates (Clause 159 and/Clause 172)

Clause 159 and Clause 172 of the Regulation specifies requirements for fixing of compliance plates upon installation of certain structures. The Regulation specifies details required to be specified on the compliance plate. The requirement for fixing of a compliance plate also existed under Ordinance 71.

- **Findings**

Various installations have not been fitted with compliance plates or in some cases the details are not legible or the details are not in accordance with legislative requirements. Remedial action required. Note, the display of compliance plates must be in an accessible location.

12. Water Supply, Sewer and Sullage Disposal and Electricity Supply (Clause 101, 102 & 104)

Clause 101, 102 and 104 of the Regulation specifies minimum utilities (that is, water, electricity, sewer and sullage disposal) required to service a camping site, short-term sites and long-term sites.

- **Findings**

- a. This application indicates 19 camp sites and 315 short-term sites presently being operated. The community plan supplied does not clearly identify which dwelling sites are designated as a camp-site or short-term site. Therefore, the community plan "legend" is to be amended to reflect the designated use of each site.
- b. The park map given to visitors suggests that sites G34 and "Camping" 34 – 51 (inclusive) are available for caravan use and camping. Installation of a caravan is not permitted on a designated camp site. The Regulation limits the use of camp sites to tents and campervans. A caravan is only permitted on a short-time site, with the site required to be provided with power, water and sullage connection.

- c. The park inspection revealed that dwelling sites “Camping” 45, 47, 49 and 50 appear to be provided with power, water and sullage and capable of operating as short-term sites, while dwelling site G34 has access to a water connection point and therefore only sufficiently serviced to operate as a camping site.
- d. Review Council’s records indicate the conversion of “Camping” 45, 47, 49 and 50, as short-term sites may not have had development consent. Until this is obtained, access to power is to be restricted and caravans are not to be installed on these sites.
- e. In light of these findings dwelling sites G34 and “Camping” 45, 47, 49 and 50 sites are not permitted for use by caravans and the available power restricted from use. Submit a revised community plan reflecting this restriction use. Note, details recorded on the park map must be consistent with the revised community plan.
- f. Both the park map and community plan must also reflect the designation of each site, as short-term or camp site.
- g. “Camping” sites 34 – 48 (inclusive) and 51 did not appear to have suitable access to water. Additional information addressing this compliance matter is to be submitted for consideration and prior to undertaking any upgrade work.
- h. Short term sites E19, E20, F1, F7, F8, H1, G37 to G 42 (inclusive), Hill 24 and Hill 25 did not appear to have access to a suitably located sullage connection point. The use of these sites for the installation of caravans is not supported unless serviced in accordance with the Regulation. Additional information verifying the location of sullage connection point is required.
- i. It is recommended power point specify site number to indicate allocated connection point.
- j. The park inspection revealed caravan’s installed west of dwelling site Hill 25, E20 and G38 had not connected their sullage to a waste disposal point. This issue was reported to the park manager. Correct disposal is required to comply with environmental and public health legislation.

It is recommended that the park conditions of entry/rules reflect waste water disposal requirements.

13. Community Amenities (Clause 84)

Space for recreational or other community amenities is required to be provided in accordance with Clause 84 of the Regulation.

- **Findings**

The drawings submitted do not clearly:

- a. identify the park boundaries
- b. state the total area contained within the park boundaries
- c. denote and identify different areas reserved for recreational or community purposes
- d. state the area of different parts of the park reserved for recreational or community purposes

The level of compliance achieved therefore has not been demonstrated and revised drawings are required.

14. Proximity of sites to shower/toilet block (Clause 111)

Short-term and camp sites must not be situated more than 100 metres from a shower or toilet block whilst long-term site must not be more than 75 metres away.

- **Findings**

This park currently operates both short-term sites and camp sites, and no long-term sites.

There are a number of camp sites located at the north- east corner of the park which appear not to be within 100 metres from the existing amenity block. While not limited to, sites appearing to be more 100 metres from existing facilities are sites “Camping” 34 to 44 (inclusive). After reviewing Council’s records it appears the establishment of these sites may not have had development consent or is not consistent with the approval. Therefore, a justified response is to be submitted for consideration.

15. Sanitary facilities (Part 3, Division 3, Subdivision 5 of the Regulation)

Part 3, Division 3, Subdivision 5 of the Regulation specifies requirements for showers, toilets, urinals, hand basins and mirrors. The minimum rate of sanitary facilities is based on the number and designation of a dwelling site.

• Findings

- a. The shared sanitary facilities appear adequate based on the current operating conditions of dwelling sites. See Section 3(b) of this report which requires verification of private amenities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. Revised park drawing is to be submitted which includes a legend listing for each amenity block type and total number of sanitary facilities installed.

16. Laundry Facilities (Part 3, Division 3 of Subdivision 6 of the Regulation)

Part 3, Division 3 of Subdivision 6 of the Regulation specifies minimum laundry facilities, including number of washing machines and laundry tubs (each required to be supplied with hot and cold water) clothes dryers, drying areas and ironing facilities.

• Findings

- a. The washing machines (each supplied with hot and cold water), laundry tubs (each supplied with hot and cold water), clothes dryers, clothes line, irons and ironing boards supplied are probably sufficient for the parks current operations. Some sites appear to have their own private facilities. See Section 3 (b) of this report requires verification of private laundry facilities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. It is noted that irons are stored at reception. Signage is to be displayed and maintained within each laundry reflecting these arrangements. Printed information given to prospective occupiers should also reflect these arrangements.
- d. Submit a revised community plan which includes a legend listing for each communal amenity block the type and total number of laundry facilities installed.

17. Vehicular Wash Bay (Clause 130)

Vehicular wash bay is required in accordance with Clause 130 of the Regulation.

• Findings

A vehicle wash bay is not provided. Concessional provisions apply and this park is not presently required to comply with this requirement.

18. Entrance and Exit Road (Clause 92)

Clause 92 of the Regulation requires the entrance to/exit from the premises to be at least 7 metres wide and if divided by a median strip then either side of the sealed portion of the road must be at least 5 metres wide.

• Findings

The park inspection found the entry/exit road at the property boundary is not divided by a medium strip and is tapered to achieve a minimum width of 7 metres.

19. Forecourt (Clause 93)

Clause 93 of the Regulation requires provision of a forecourt area for incoming vehicles. The forecourt area needs to be at least 4 metres by 20 metres.

- **Findings**

A compliant forecourt area is not installed. Concessional provisions apply and this park is not presently required to comply with this requirement.

20. Residential, Disabled and Visitor Parking (Clause 96 to 99, 139)

The requirement for residential, disabled and visitor car parking is specified under Clause 96 to 99 of the Regulation, including minimum dimensions for parking where not located on a dwelling site. Clause 139 of the Regulation indicates that on-site car space should have dimensions of 6 metres (long) by 3 metres (wide) and be accessible from an access road. To be considered accessible, the vehicular driveway/entrance to the dwelling site should be 3.0 metres wide per AS2890.1.

- **Findings**

- a. The drawings and documentation submitted does not clearly demonstrate
 - i. the arrangement for parking for each dwelling site
 - ii. the location of any off-site parking serving a dwelling sites
 - iii. the location of visitor carparking
 - iv. dimensions of each car space
 - v. the location and dimension of disabled car parking space

Revised drawings and documentation is required.

- b. Each dwelling site is required to be provided with a car space located within the park boundaries. The space may be located either on the dwelling site or in an alternate designated parking area. Most sites appear to have on-site parking, however the arrangements for dwelling site B3, BB5, BB8, D24 and NW8 requires clarification.

Details of resident parking contained within the parks boundaries is to be reflected on the community plan.

- c. In addition to any required residential off-site car parking and based on the maximum operational capacity of the park, at least 18 visitor car spaces within the park's boundaries is required. Three of these spaces are required to be accessible car spaces. The community plan is to indicate the location and dimensions of these and contained within the parks boundaries.
- d. The site inspection revealed the dimension of car spaces adjacent to the entry boom gates are installed contrary to the Regulation. Rectification work required.
- e. Note, documentation required under Section 3(b) of this report.

21. Dwelling Site Access (Clause 87)

Clause 87 of the Regulation requires a dwelling site to have vehicular access to an access road.

- **Findings**

The arrangements for access in relation to the sites "Camping" 33 to 42 (inclusive) is unclear. Where these sites include on-site parking, the access must be via an appropriately designed access road. Therefore, additional information demonstrating compliance with Clauses 87, 94, 99 and 100 of the Regulation is required.

22. Road Design and Condition (Clause 94, 99, 100)

Clause 94 of the Regulation prescribes standards for road widths and limitations regarding direction of travel. The total width of the road is taken to also include the back of any street guttering.

Two-way access roads must be at least 6 metres wide while one way access roads must be at least 4 metres wide. Clause 99 of the Regulation describes surface conditions for access roads (including passing and parking bays). Clause 100 of the Regulation requires all access roads to be adequately lit between sunset and sunrise.

- **Findings**

- a. The park drawing indicates two-way access along roads which do not achieve a minimum width of less than 6 metres. Therefore, revised drawings are required demonstrating compliance with Clause 94 of the Regulation.
- b. Clarification is required of the access arrangement dwelling sites identified as “Camping” 33 to 42 (inclusive). See comments under section 22 of this report.
- c. The site inspection identified that there is not sufficient signage or road marking to indicate the direction of vehicular travel throughout the park. Remedial work is required, subject to acceptance of revised traffic flow design details.
- d. It is recommended the different access roads are installed with street name signage and that these details are noted on the drawings supplied for the park. Signage is recommended to assist patrons, emergency vehicles and other visitors identify their position within the park.
- e. Lighting is present near sealed access roads.

23. Speed Limits (Clause 95)

Clause 95 of the Regulation requires conspicuous signage indicating vehicle speeds not exceeding a maximum limit of 15 kilometres per hour.

- **Findings**

The park inspection revealed there is not sufficient signage or road marking warning of the maximum speed limit. Remedial work is required.

24. Road Surfaces including Parking Bays (Cl 99)

Road surface conditions, including passing and parking bays are required to be maintained in accordance with Clause 99 of the Regulation.

- **Findings**

Park operator to monitor conditions and undertake maintenance as required.

25. Hydrants and Hose Reels (Clause 128 and Clause 129)

The location and installation of hydrants and hoses reels are required to comply with Clause 128 and 129 of the Regulation. Clause 128(a) of the Regulation requires the hydrant to be of a double headed pillar type.

- **Findings**

- a. At the time of inspection hose reels were tagged and within service date. Coverage from hose reels appears sufficient. Ensure hose reels are maintained in work order.
- b. No hydrants appear to be installed within the park. Existing street hydrants do not appear to provide sufficient coverage to all areas of the park. While concessional provisions apply and the park presently is not required to comply with Clause 128(a) of the Regulation, it is recommended that a hydrant system providing coverage to all area of the park is considered for inclusion in an improvement works program for the park.

26. Registration and another Documentation Requirements (Clause 122, 123 and 126)

Clause 122 and Clause 123 of the Regulation specifies minimum requirements for registration of site occupiers and minimum information to be provided. Clause 126 of the Regulation requires availability of certain information including a copy of the current operational approval, community map and the Regulation. The community map must be displayed in a prominent location within the park grounds.

- **Findings**

- a. A register of park occupiers is kept, but information recorded is not fully compliant with Clause 122(4) of the Regulation. Matters needing attention include:
 - i. the arrival and departure dates and details must be recorded for each occupied dwelling sites. Inspection of the occupant register indicates that visitor usage of “holiday van” is not

sufficiently documented. Occupational use of all sites must be documented and usage must be monitored to verify the maximum period of stay prescribed under Clause 73(1) of the Regulation is not exceeded.

- ii. the register does not document the particulars of the relevant compliance plate in the case of relocatable homes (including installation of an associated structure) and registration numbers in the case of a caravan.
- b. Information given to prospective occupiers is generally in accordance with Clause 123 of the Regulation. Ensure advice provided satisfies requirements under 123(3)(i) of the Regulation.
- c. A community map is displayed. Note, the community map displayed shall be the endorsed map issued with the latest approval to operate. Additionally, the park map supplied to guests on arrival is to be consistent with details reflected on the endorsed community map.
- d. The park inspection revealed a copy of the current Regulation is available for inspection.

27. Notice of Installation (Clause 160 and Clause 173)

Clause 160 and Clause 173 prescribes minimum requirements regarding written notification to be provided to council within 7 days of completion of the installation of a relocatable home, associated structure or rigid annex. This requirement has been in place since adoption of the Regulation, 1995.

• Findings

1. The park inspection identified the following installations have been completed since the adoption of the 2005 Regulation:
 - i. Site A1 - carport
 - ii. Site A2 – unroofed pergola converted to carport
 - iii. Site A3 – relocatable home, annex and awning
 - iv. Site A7 – permanent caravan installation, annexe and side awning
 - v. Site A12 – covered deck
 - vi. Site A14 - carport
 - vii. Site A16 – carport
 - viii. Site A18 – unroofed pergola converted to carport
 - ix. Site A20 – carport
 - x. Site B3 – awning addition
 - xi. Site B11 – annexe and deck extension and storage shed
 - xii. Site B13 – rear annexe addition
 - xiii. Site BB8 – installation of permanent caravan, annexe and covered deck
 - xiv. Site C3 – permanent caravan installation, annexe, and rear awning
 - xv. Site C5 – carport
 - xvi. Site D5 – permanent caravan installation, annexe, shade sail and fencing
 - xvii. Site D7 – annexe extension/alteration and carport
 - xviii. Site D9 - carport
 - xix. Site D17 – annexe extensions, front awning addition and carport
 - xx. Site D20 – permanent caravan installation, annexe, awning and carport
 - xxi. Site D21 - conversion of unroofed pergola to carport and storage shed
 - xxii. Site D23 – front covered deck addition
 - xxiii. Site D24 - front decking and alterations to front facing awning and addition of part enclosed covered patio area
 - xxiv. Site E2 – side awning extension
 - xxv. Site E10 – carport
 - xxvi. Site E17 – alterations and extension to side and rear deck
 - xxvii. Site E23 - front awning addition, carport and annexe addition
 - xxviii. Site F4 – permanent caravan installation, annexe and carport
 - xxix. Site G7 – carport & front awning
 - xxx. Site G11 – unroofed pergola converted to carport
 - xxxi. Site G26 – front awning extension and side awning addition
 - xxxii. Site G28 – front awning alteration/addition and carport
 - xxxiii. Site G34 – carport addition

- xxxiv. Site H8 – unroofed pergola converted to carport
- xxxv. Site H9 – unroofed pergola converted to carport
- xxxvi. Site NW4 – awning addition
- xxxvii. Site NW8 – addition of part enclosed entertainment area
- xxxviii. Site NW9 – carport
- xxxix. Site NW15 – carport
- xl. Site TB2 – annexe and awning addition
- xli. Site W3 – covered deck addition
- xlii. Site W5 – covered deck addition
- xliii. Site W7 – unroofed pergola converted to carport
- xliv. Site W23 – permanent caravan installation, annexe and covered rear deck
- xlv. Site W24 – timber deck and balustrade
- xlvi. Site W25 – permanent caravan installation, annexe and carport
- xlvii. Site W26 – carport addition
- xlviii. Site W30 – awning extension

Council records indicate that notification has not been supplied for the completion of these installations.

In light of the above, the following documentation is to be submitted:

- a. Community map showing the footprint of all existing installations
- b. Site plan (drawn to scale) showing
 - i. footprint of structures on the dwelling site in relation to site boundaries
 - ii. separation of installations on the dwelling site in relation to structures on adjoining dwelling sites or buildings on communal land
 - iii. designation of site (eg short-term site)
 - iv. dimensions of site boundaries
 - v. existing ground level (measured to Australian Height Datum)
 - vi. finished floor levels of all installations (measured to Australia Height Datum)
 - vii. total site area
 - viii. calculation of site coverage
- c. Elevation plans (drawn to scale).
- d. Verification if the caravan will continue to be maintained in a condition capable of registration.
- e. A practising structural engineer is to verify the structural soundness of the installation, including adequacy of wind resistance loading.
- f. Copy of particulars contained on compliance plate required to be fitted to the installation.

Please note that the submission of the requested information requires further assessment and additional information or remedial works may be required.

2. Park operations to ensure record is kept on the premises and accessible for inspection recording installations existing on each site, type and date of installed structures and copy of completion notification. It is also recommended installations are photographed.
3. The park inspection identified various permanent caravans fitted with cyclone roofing. Park operations must ensure this roofing is installed in accordance with structural engineering specifications and documentary evidence of this kept on the premises and accessible for inspection. Note: notice of completion is required for this work.

28. Public Utility Constraints

The premise is burden by a variety of constraints including, but not necessarily limited to, sewer easement. It appears there are various installations encroaching onto a sewer main that passes through the park. Note, the issue of an approval to operate, does not negate the maintenance authority of the easement from taking action to have the encroachment removed.

29. Flood Affection

The park is located on flood liable. To verify extent of flooding, revised park drawings are required which indicate:

- a. existing contour ground levels (or spot levels where there is minimal ground level variation) measured at regular intervals and to Australian Height Datum
- b. the footprint of all existing installations and keyed to distinguish type of installations installed (eg PC = Permanent Caravan, RH = Relocatable Home, RA = Ridged Annexe, CP = Carport, G = Garage, CD = covered deck, UD = uncovered deck, Aw = Awning)
- c. finished floor height of all permanent caravans, annexes and relocatable homes

CONCLUSION

Enclosed is the renewed operational approval issued for the park.

While Council has issued the renewal, Council is not satisfied the park is being operated in accordance with the Regulation and the conditions associated with the approval. Additional information is required to demonstrate compliance.

Given the above assessment results, this licence has been limited to 6 months.

During this period, an adequately prepared written response addressing each of the issues raised and includes a programme and scope of works, inclusive of completion timeframes, must be submitted for consideration. This submission should be received at least 2 months prior to the expiration of the park licence.

Please note that the submission of the requested information requires further assessment and additional information may be required. The submission does not guarantee renewal of the licence.

For further information please contact the officer whose name and telephone numbers appear below.

This letter is authorised by:

Conny Gissel
Senior Development Project Officer
Wollongong City Council
Telephone (02) 4227 7111

Attachment: Community Plan



WOLLONGONG CITY COUNCIL

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013

Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/45
REGISTRATION	CP-2003/1
Date	25 February 2015

REGISTRATION OF CARAVAN PARKS/MANUFACTURED HOME EST

Approval to operate a Caravan Park & Camping Ground is granted by Wollongong City Council under Section 68 Part F2 of the Local Government Act 1993.

The following details apply to the determination:

Applicant's Name	Wollongong City Council
Applicant's Address	LOCKED BAG 8821 WOLLONGONG DC NSW 2500
Telephone	02 4227 7111
Email	council@wollongong.nsw.gov.au
Renewal Application N.	LG-2014/45
Registration No	CP-2003/1
Number of Park/Estate	Windang Beach Caravan Park Lot 133 DP 728047, Reserve 53977 Windang Tourist Park, Fern Street, WINDANG NSW 2528

This registration does not constitute development consent or preclude the need for development consent under the Environmental Planning & Assessment Act 1979.

This approval to operate shall remain in force from 1 September 2014 to 31 August 2015.

This approval relates to a total number of 237 sites with total sites in actually operation being 193. The approved maximum and actual site designation being:

Site Designation	Maximum Approved Capacity	Actual Operational Sites
Long Term Sites	0	0
Short Term Sites	227	183
Camp Sites	10	10

Provided Amenities:

Toilet and Shower Facilities				
Building Description	Toilets	Urinals	Showers¹	Handbasins¹
Block 1 (north)				
Females	12	NA ²	8	4
Males	10	Trough 2.6 m	8	3
Accessible Unisex Facilities	1	Nil	1	1
Block 2 (south)				
Females	6	NA	5	5
Males	4	Trough 1.2 m	5	4
Accessible Facilities	1	Nil	1	1

Note 1: each shower and handbasin required to be supplied with hot and cold water

Note 2: NA – Not applicable

Laundry Facilities		
Facility Type	Building Description	
	Block 1 (north)	Block 2 (south)
Washing Machines ¹	5	3
Clothes Dryers	2	2
Washing Tubs ¹	3	2
Line Spaces (metres)	314	78
Iron ²	4	
Ironing Boards ²	4	

Note 1: each washing machine and wash tub supplied with hot and cold water

Note 2: iron and ironing boards available on request from park office

This approval shall be implemented in accordance with the details and specifications set out on the Community Plan – drawing no. 4200, Sheet no. SV1, Issue F, and as amended by the conditions specified and imposed hereunder.

The following conditions apply to this application:

Conditions

1. It is a condition of this approval that the operation of the caravan park/camping ground and any building or work associated with the operation of the caravan park must comply with any applicable standards established by the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005.
2. It is a condition of this approval that the land is not to be used for any commercial purpose other than a caravan park or camping ground or an associated purpose.
3. It is a condition of this approval that the land not be used for the manufacture, construction or re-construction of moveable dwellings (this condition does not prevent the on-site repair of moveable dwellings).
4. It is a condition of this approval that an annual inspection of the premises may be conducted by Council, to ensure continued compliance with the Act and the relevant regulations.
5. It is a condition of this approval, because the land has been identified as flood liable land, an application for the installation of moveable homes and/or an associated structures (as defined under the provisions of the Local Government Act 1993 as per the attachment Annexure-1) be submitted to Council under the provisions of Section 68 of the Local Government Act 1993.

Plans and specifications supporting the application must comply with the provisions of Clause 79 of the Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005

6. It is a condition of this approval that any modifications to Long Term, Short term and Dwelling Sites located in the park will require the prior written consent of Council for modifications to the existing development consent.

Special Conditions

7. Programme of proposed remedial works, inclusive of completion time frames for staging of work, addressing each item identified in Council's correspondence dated 25 February 2015 is to be submitted 1 month prior to the expiration of this licence.
8. The use of sites 122, 123, 307, 309, 310, 311 and 312 and 3 other vacant sites is to be limited to camping¹. The Community Map must be amended to reflect the designation of these sites as camp sites.
9. "No on-site selling is permitted within the park.

Notes

1. In accordance with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005, a camp site must only be used for the installation of tents or campervan.

This letter is authorised by

Conny Gissel
Senior Development Project Officer
Wollongong City Council
Telephone: (02) 4227 7111

Attachment: Annexure 1
Annexure 2
Council's letter dated 25 February 2015
Invoice

Annexure 1

Classification of Flood Risk

Flood Level Information

You are advised that the property subject to this license is located on flood liable land. The Lake Illawarra Floodplain Risk Management Study dated January 2012 identifies this property as being in a Low/Medium Flood Risk Precinct. It should also be noted that flood level increases due to climate change and ocean level rise may be applicable to any development on the subject property. For further information see Lake Illawarra Floodplain Risk Management Study dated January 2012 available on Council's web site.

Flood Policies

For information on Council's requirements for development on flood affected lands, you are advised that this information is contained in Council's Wollongong Development Control Plan 2009 and the NSW Government's Floodplain Development Manual 2005. These documents are available in Council's Reference Library on Level 1 of the Council Administration Building in Burelli Street, Wollongong and Wollongong DCP 2009 is also available on Council's web site. Alternatively you may wish to engage the services of a Consulting Civil Engineer who will advise you of your development opportunities.

Disclaimer

Council does not warrant the accuracy of the information provided by Council. A suitably qualified professional engineer should be engaged to assist in the interpretation of the information provided by Council.

Prior Approval Required

As per notice given above, **prior** approval of Council for the installation of a relocatable home or associated structure on a dwelling site is required in accordance with Clause 74 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005.

Classification of Bush Fire Risk

The land is recorded in Council's records as bushfire prone land. Consideration should be given to the requirements of the New South Wales Rural Fire Services guidelines for developments within bushfire prone areas

Access to Approval and Community Map

The holder of an approval to operate a caravan park or camping ground must ensure that copies of the following documents are readily available for inspection without cost in a location in the caravan park or camping ground specified in the approval for the caravan park or camping ground:

- a. The approval for the operation of a caravan park or camping ground,
- b. The current community map,
- c. A copy of the current Local Government (manufactured home estates, caravan parks, camping grounds and moveable dwellings) Regulation 2005

A copy of the current community map must also be displayed in a prominent position in the caravan park or camping ground.

Aboriginal Heritage

Council's records indicate the site as affected by Aboriginal Heritage. Under Section 90 of the NSW National Parks and Wildlife Act 1974, a person must not disturb or excavate any land in NSW knowing or having reasonable cause to suspect that the disturbance or excavation is likely to result in

an Aboriginal object being discovered, exposed, moved, damaged or destroyed unless the damage or excavation is carried out in accordance with an Aboriginal Heritage Impact Permit.

Acid Sulphate Soils

Council's records indicate that the site is affected by Acid Sulphate Soils and further investigations are necessary in the event of any work involving the disturbance of natural ground

Coastal Zone

The site is identified as being located in a coastal zone and may be affected by future tidal inundation. Further investigations should be carried out on the probable impact of tidal inundation when considering a proposal to install a moveable dwelling on an existing site located within the caravan park

Disability (Access to Premises – Buildings) Standards 2010

The above standard came into force on the 1st May 2011 and makes reference 4 or more single dwellings located on the same allotment and are used for short term holiday accommodation.

The standard should be examined in detail to avoid un necessary circumstances for the potential for litigation being taken against the holder of the approval to operate a caravan park

Annexure 2

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 & Local Government Act 1993

Definitions:

"associated structure" means:

- a. a carport, garage, shed, pergola, verandah or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as, the dwelling concerned, or
- b. a separating wall between 2 moveable dwellings.

"installation" means:

- a. in relation to a manufactured home or a relocatable home--the process of connecting together the major sections of the manufactured home or relocatable home, and any associated structures forming part of the manufactured home or relocatable home, and attaching them to footings, or
- b. in relation to an associated structure--the process of constructing or assembling the components of the associated structure, and (if appropriate) attaching them to footings, and includes the connection of gas, electricity, telephone, water, sewerage and drainage services

"moveable dwelling" means:

- a. any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- b. a manufactured home, or
- c. any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

"relocatable home" means:

- a. a manufactured home, or
- b. any other moveable dwelling (whether or not self-contained) that comprises one or more major sections, including any associated structure that forms part of the dwelling,
- c. but does not include a tent, caravan or campervan or any moveable dwelling that is capable of being registered under the Road Transport (Vehicle Registration) Act 1997

"manufactured home" means a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- a. that comprises one or more major sections, and
- b. that is not a registrable vehicle within the meaning of the Road Transport (Vehicle Registration) Act 1997, and includes any associated structures that form part of the dwelling.

"holiday van" means a moveable dwelling (other than a tent) that is or usually is continuously located on a short-term site and used primarily by its owner for occasional occupancy for holiday purposes

"park van" means a moveable dwelling (other than a tent), whether or not capable of being registered under the Road Transport (Vehicle Registration) Act 1997, that:

- a. is or usually is continuously located on a short-term site, and
- b. is provided for hire, and
- c. is used by a site occupier other than the owner of the moveable dwelling primarily for holiday purposes.

"short-term site" means a dwelling site on which a moveable dwelling that is ordinarily used for holiday purposes may be installed and that is specified in the approval for a caravan park as being a short-term site.

"long-term site" means a dwelling site that is specified in the approval for a caravan park as being a long-term site.



WOLLONGONG CITY COUNCIL

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013

Wollongong City Council
 LOCKED BAG 8821
 WOLLONGONG DC NSW 2500

APPLICATION	LG-2014/45
LICENCE	CP-2003/1
Licence Type	Caravan Parks/Manufactured Home Est
Date	25 February 2015

Dear Sir/Madam

I refer to your application for a Caravan Parks/Manufactured Home Est licence at the property described below.

Proposal	Application to Renew existing Approval to Operate a Caravan and Camping Ground
Location	Windang Tourist Park, Lot 133 DP 728047, Reserve 53977, Fern Street, WINDANG NSW 2528

An assessment has been completed and the results are reported below. The clauses referenced below refer to requirements under the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005* (the Regulation) and the *Local Government Act, 1993* (the Act). The dwelling site numbering identified below, relates to the numbering referenced on drawing entitled Windang Tourist Park Community Plan (see attached copy).

Assessment Results

1. Site Identification (Clause 86) and Size (Clause 85)

Clause 86 of the Regulation requires that a dwelling site (being either a short or long term site) or camp site is to be numbered or identified, and its site boundaries clearly delineated. Clause 85 of the Regulation requires:

- long-term sites to have a minimum area of at least 80 square metres
- short-term sites to have a minimum area of at least 65 square metres
- camp site provided with onsite parking to have a minimum area of 50 square metres, and
- in the case of a camp site with separate parking 40 square metres. Note: car space must be within 30 metres of the site

• Findings

1. The maximum permitted operational capacity of this park is limited to a total of 237 sites consisting of 227 short-term sites, 10 camp sites and nil long-term sites. This application describes the park as actually operating a total of 193 park sites and consisting of nil long-term, 183 short-term and 10 camping sites.
2. An inspection of the park found dwelling site boundaries are not clearly delineated and the marking provided is confusing and appears not to be consistent with details reflected on the community map or the park map given to visitors. Whilst not necessarily limited to, these inconsistencies appear to include:
 - a. additional sites

- i. between 74, 76, 105, 150, 152, 154, 155, 157, 159 and 161 being identified as sites 77, 106, 104, 151, 153, 156, 158 and 160; and
 - ii. site 135 divided into two sites and marked 135 and 136
 - b. dwelling site 337 appears to be consolidated into site 338
3. some dwelling sites have installations which appear not to be contained wholly within the site boundaries. Whilst not necessarily limited to, dwelling sites appearing to have boundary encroachments include 248, 301, 302, 304, 305, 306, 338 and 348.
4. various dwelling sites are not numbered or identified clearly. While not necessarily limited to, these dwelling sites include 7, 8, 74, 76, 105, 150, 152, 154, 155, 157, 159 and 161.
5. various dwelling sites while provided with unique numbering, this numbering is not consistent with the site identification recorded on the community plan. Whilst not necessarily limited to, these sites include 302 marked on site as 128.

Remedial action is required. Action required:

- a. mark clearly site boundaries. It is preferable the site delineation be provided for the full length of each boundary, but as a minimum the corners and any change of boundary direction is marked. The marking should include site number each side of the boundary line division.
- b. clearly identify sites with unique numbering. Numbering provided on site to correspond with that identified on the community plan
- c. it is recommended that sites with double street frontages have numbering visible from both frontages.
- d. submit amended drawings which accurately show:
 - i. the footprint and type of installations present on each site with all installations associated with the use of a dwelling site (inclusive of car space and driveway) being wholly contained within the boundaries of a single dwelling site
 - ii. boundary dimensions and total site area (note, the tabulated results for dwelling site 41 to 52 inclusive and 145 may have been reported in error)
 - iii. identification of the designated use of each dwelling site as either long-term, short-term or camp site
 - iv. ensure each site is provided with unique identification number. Current plan has duplicate numbering for dwelling sites 25 to 28 inclusive
 - v. boundaries of dwelling site 117 are to be adjusted to achieve a minimum site area of 65 m²

Refer other sections of this report, requiring other information to be included on the same drawing.

2. Occupation of Short-Term Site (Clause 73(1))

Clause 73(1) of the Regulation specifies the maximum period of occupation of a short-term or camp site

• Findings

With regard to occupation of short-term dwelling sites or camp sites, an inspection of the parks registration details found documentation was not readily available demonstrating compliance with Clause 73(1) of the Regulation.

It appears registration records of the arrival and departure dates of visitors occupying “holiday van sites” is not being recorded or monitored. Recording of this information is required to ensure the maximum period of stay in any 12 month period does not exceed the timeframe specified under Clause 73(1) of the Regulation.

Remedial action is required.

3. Site Coverage (Clause 139/162)

Clause 139 of the Regulation specifies maximum site coverage in relation to relocatable homes and associated structures installed on a dwelling site. Clause 162 of the Regulation specifies the maximum site coverage of a tent or caravan (including any associated structure or annexe).

• Findings

- a. Site coverage details have not been reported. This information is required for all dwelling sites with permanent installations. In a tabulated format the following information is to be reported:
 - i. site identification number
 - ii. designation of site, that is, if it is a short-term site, long-term site or a camp site
 - iii. total site area
 - iv. identification of each installation existing on each dwelling site (eg relocatable home, carport, permanent van, ridged annexe, covered deck, uncovered deck, garage, awning etc)
 - v. the area occupied by installations
 - vi. identification of any installation no included in the calculation of site coverage
 - vii. calculated percentage of site coverage

The tabulated site numbering is to be sorted in sequence of site designation (that is, short-term, long-term or camping) and site number. Also ensure site areas recorded in this table reflect those recorded on the community map.

- b. In addition to site coverage, this table is also to verify whether each site is provided with its own:
 - i. power connection point
 - ii. sullage connection point
 - iii. water supply point
 - iv. toilet and hand basin
 - v. shower
 - vi. laundry facilities
 - vii. clothes line being at least 2 lineal metres in length
 - viii. onsite parking (space measuring 6 metres long by 3 metres wide)

Note: in the case of camp sites, which may share a common water supply point, the table is to indicate which sites are sharing the same supply point. No more than 4 sites can share the same tap and access to the tap is not to be through another camp site.

4. Setbacks of Community Buildings (Clause 88)

Clause 88 of the Regulation prescribes minimum separation requirements for community buildings. Community building is a building used or intended to be used in connection with a community amenity and includes a building used as a manager's or caretaker's office or residence. The Regulation requires a community building to be setback a minimum of 3 metres from the park boundary and 5 metres from the boundary of a dwelling site.

• Findings

- a. The drawing submitted does not clearly identify the perimeter boundaries for the operation of the park. A revised drawing is required clearly identifying the park boundary dimensions and location of boundaries in relation to adjacent allotment boundaries.
- b. The drawings submitted does not indicate the separation distance between the:
 - i. managers residence and the boundary of dwelling site 301
 - ii. assistant manager's residence and the boundary of site 82
 - iii. amenities block 1 and the boundaries of dwelling site 348
 - iv. amenities block 2 and the boundaries of dwelling sites 31 and 83
 - v. BBQ shelter from the boundaries of dwelling site 121, 122 and 123
 - vi. BBQ shelter from the boundaries of dwelling site 15 and 16

Where achievable, site boundaries are to be adjusted to achieve the minimum separation distance of 5 metres. The separation achieved is to be reflected on the community plan.

5. Setbacks from Park Access Roads and Park Boundary (Clause 138 and 161)

Clause 138 and Clause 161 of the Regulation prescribes minimum setback requirements for relocatable homes, associated structures, tents, campervans and caravans. These installations are required to be located no closer than one metre to an access road or 2 metres to the park boundary. The access road includes the back of road kerbing. Ordinance 71, which preceded the current Regulation, also required a one metre setback from the access road previously.

• Findings

- a. The drawings accompanying this application do not:
 - i. clearly identify the location and dimension of park boundaries
 - ii. the setback distance of permanent installations from park boundaries
 - iii. the setback distance of installations from the access road

Revised drawing is required.

- b. Dwelling sites that appear or may have installations closer than 2 metres from the likely park boundaries include, but necessarily limited to dwelling sites 163, 263, 301, 302, 304, 305, 337-338, 339, 340, 341 and 342. It appears the work may have been undertaken at a time when the Regulation applied and undertaken without prior approval from Council.

Council is not supportive of encroachments where the installations are located in areas of the park identified as “bushfire prone”. Therefore, a programme of remedial action and works is to be submitted for consideration.

- c. Dwelling sites that appear to have installations closer than 1 metre to the park access road include, but not necessarily limited to dwelling sites 1, 2, 5, 10, 20, 145, 163, 164, 165, 166, 167, 168, 170, 171, 172, 175, 176, 178, 181, 183, 186, 188, 198, 199, 200, 201, 202, 203, 204, 205, 206, 208, 209, 211, 218, 219, 220, 221, 222, 223, 224, 225, 227, 228, 229, 230, 232, 233, 234, 235, 240, 241, 242, 243, 244, 245, 247, 254, 256, 260, 305, 337-338 and 339.

It appears that in relation to dwelling site 149, 151, 160, 163, 165, 182, 183, 185, 186, 187, 192, 203, 219, 223, 254, 256, 260, 305, 337-338, 339 the works have been undertaken at a time that the current Regulation applied and appear to be undertaken without prior approval from Council. The encroachment should be removed unless appropriate justification can be provided.

6. Setbacks of dwelling sites and camp sites from a public road (Clause 89)

Clause 89 of the Regulation prescribes minimum separation requirements for dwelling sites and camp sites from a public road or park boundary, being 10 metres and 3 metres, respectively. A lesser distance can be considered where properly screened, fenced, enclosed or otherwise treated.

• Findings

- a. Dwelling sites are presently located greater than 10 metres from a designated public road, although it is noted that there are various sites which are adjacent to an access way leading to public car parking. Presently, perimeter fencing exists between these dwelling sites and this access way.
- b. There are various dwelling sites which have site boundaries within 3 metres of the likely perimeter boundary of the park. Fencing separates these subject sites from adjoining land.

7. Setback Requirements (Clause 91 & 140)

Unless otherwise permitted under clause 91(2) (note: concession limited to semi-detached relocatable homes on adjoining dwelling sites) and Clause 140 of the Regulation (note: concession limited to garages), a moveable dwelling and including an associated structure that forms a part of manufactured home or relocatable home is required to be setback from any other home and its associated structures, at least 2.5 metres in the case of a short term site or camp site; and 3.0 metres in the case of a long-term site.

An associated structure includes a carport, garage, shed, pergola, deck or other structure designed to enhance the amenity of a moveable dwelling and attached to or integrated with, or located on the same site as the dwelling concerned.

- **Findings**

- a. The drawings submitted do not identify existing separation distances between structures located on dwelling sites. Revised drawings required.
- b. The park inspection identified some installations on dwelling sites appearing to have separation distances less than that specified by the Regulation, including but not necessarily limited to dwelling sites 212 and 220.

8. Carports (Clause 141)

Clause 141 of the Regulation provides a definition of a carport. A carport meeting the described criteria and that forms part of either a manufactured home or relocatable home is required to be setback from another moveable structure (inclusive of any attached or detached associated structures) in accordance with Clause 91(1) of the Regulation.

Note: where a carport does not meet this definition, it is considered to be a garage. Separation requirements for garages are specified under Clause 140 (2) of the Regulation.

- **Findings**

At time of inspections there were no carports installed on any dwelling sites.

9. Fire Protection/Separation (Clause 140)

A concession from the setback requirements of Clause 91 of the Regulation applies to garages, if installed in accordance with Clause 140(2) of the Regulation.

- **Findings**

At time of inspection there were no garages installed on any dwelling site.

10. Wind Load Resistance/Tie Downs (Clause 143, 167, 171)

Clause 144, 167 and 171 of the Regulation specifies wind load resistance and tie down requirements for permanent installations placed on a short-term or long-term site.

- **Findings**

The presence of tie downs could not be determined or appeared not to be adequate for various installations, including but not necessarily limited to installations on dwelling sites: 163, 164, 165, 166, 168, 169, 170, 171, 173, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 188, 189, 197, 198, 199, 200, 202, 204, 205, 206, 207, 208, 209, 212, 213, 218, 219, 220, 222, 223, 224, 225, 227, 228, 229, 230, 232, 233, 234, 235, 240, 241, 243, 244, 245, 246, 247, 248, 251, 252, 255, 256, 257, 258, 259, 260, 261, 263, 301, 302, 304, 305, 306, 337-338, 339, 340, 341, 342, and 348.

Certification is therefore required verifying the tie down of installations is adequate for the wind loading of the area. The wind load design resistance must not be less than 41 m/s.

11. Cross ventilation (Clause 157)

Clause 157 of the Regulation requires the subfloor area of a relocatable home or associated structure to be provided with adequate underfloor cross-flow ventilation.

- **Findings**

The inspection of the park identified various permanent installations with subfloor areas appearing not to have sufficient ventilation. Whilst not necessarily limited to, these dwelling sites included 145, 163, 164, 165, 166, 168, 169, 170, 171, 173, 175, 177, 179, 180, 184, 185, 186, 189, 198, 199, 202, 204, 205, 207, 208, 212, 213, 218, 219, 222, 224, 225, 227, 228, 229, 230, 232, 233, 234, 235, 240, 241, 243, 244, 246, 247, 248, 251, 252, 255, 256, 257, 258, 259, 260, 261, 263, 301, 302, 304, 305, 306, 337-338, 339, 340, 341, 342, and 348. Remedial work required.

12. Compliance Plates (Clause 159 and/Clause 172)

Clause 159 and Clause 172 of the Regulation specifies requirements for fixing of compliance plates upon installation of certain structures. The Regulation specifies details to be reported on the compliance plate. The requirement for fixing of a compliance plate also existed under Ordinance 71.

- **Findings**

- a. Various installations have not been fitted with compliance plates or in some cases the details are not legible or the details are not in accordance with legislative requirements. Remedial action required. Note, the display of compliance plates must be in an accessible location.
- b. Compliance plates fitted to structures on dwelling sites 26 to 31 installed during 2012 and 2013 must be replaced with plates satisfying Clause 159 of the Regulation, 2005. This matter has been previously raised. This breach must be addressed prior to the next renewal of the parks licence.

13. Water Supply, Sewer and Sullage Disposal and Electricity Supply (Clause 101, 102 & 104)

Clause 101, 102 and 104 of the Regulation specifies minimum utilities (that is, water, electricity, sewer and sullage disposal) required to service camping site, short-term sites and long-term sites.

- **Findings**

- a. This application indicates 10 camp sites and 184 short-term sites presently being operated. The community plan supplied does not clearly identify which dwelling sites are designated as a camp-site or short-term site. Therefore, the community plan “legend” is to be amended to reflect the designated use of each site.
- b. Installation of a caravan is not permitted on a camp site, as the Regulation restricts the use of camp sites to tents and campervans only. In contrast, a short-term site can be used for the installation of a caravan, tents, campervan or relocatable home.

The community map shows sites shaded grey and numbered 7, 8, 20 to 28 (inclusive), 41 to 52 (inclusive), 74, 76, 82, 83, 105, 150, 152, 154, 155, 157, 159, 161, 162, 110 to 117 (inclusive), 119 to 123 (inclusive), 127- 135 (inclusive), 146, 307, 309, 310, 311, 312 and 313 being available for caravans and camping. Given this usage, these sites appear to be operating as short-term sites and therefore required to be supplied with its own power, water and sullage connection. The park inspection however identified, that dwelling sites 122, 123, 307, 309, 310, 311 and 312 appear not to have a sullage connection point. The continuing use of these sites for the installation of caravans is not supported unless serviced in accordance with the Regulation. Until appropriately serviced, these sites are only to operate as a camp site and available power restricted from site usage. Submit a revised community map reflecting this restriction use. Note, details recorded on the park map must be consistent with the revised community plan.

- c. It is recommended each power supply point is labelled with dwelling site numbering to indicate the allocation of power supplied for a dwelling site.
- d. The park inspection revealed caravans installed on dwelling site 74 and 127 were draining sullage waste onto the ground and not into a sullage point. This issue was reported to the park manager. Correct disposal is required to comply with environmental and public health legislation.

14. Community Amenities (Clause 84)

Space for recreational or other community amenities is required to be provided in accordance with Clause 84 of the Regulation.

- **Findings**

The drawings submitted do not clearly:

- a. identify the park boundaries
- b. state the total area contained within the park boundaries
- c. denote and identify different areas reserved for recreational or community purposes
- d. state the area of different parts of the park reserved for recreational or community purposes

The level of compliance achieved therefore has not been demonstrated and revised drawings are required.

15. Proximity of sites to shower/toilet block (Clause 111)

Short-term and camp sites must not be situated more than 100 metres from a shower or toilet block whilst long-term site must not be more than 75 metres away.

- **Findings**

This park currently operates both short-term sites and camp sites, and no long-term sites.

All camp sites are within 100 metres from the existing amenity block. It appears some short term sites may not be within 100 metres of the amenities block, such as dwelling sites 163, 164, 165 and 166. These sites may contain their own private amenities. See Section 3 of this report which requires verification of such facilities.

16. Common sanitary facilities (Part 3, Division 3, Subdivision 5 of the Regulation)

Part 3, Division 3, Subdivision 5 of the Regulation specifies requirements for showers, toilets, urinals, hand basins and mirrors. The minimum rate of sanitary facilities is based on the number and designation of a dwelling site.

- **Findings**

- a. The shared sanitary facilities contained within amenity blocks 1 and 2 are probably adequate for the parks current operations. See Section 3(b) of this report which requires verification of private amenities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. Revised park drawing is to be submitted which includes a legend listing for each amenity block type and total number of sanitary facilities installed.

17. Laundry Facilities (Part 3, Division 3 of Subdivision 6 of the Regulation)

Part 3, Division 3 of Subdivision 6 of the Regulation specifies minimum laundry facilities, including number of washing machines and laundry tubs (each required to be supplied with hot and cold water) clothes dryers, drying areas and ironing facilities.

- **Findings**

- a. The washing machines (each supplied with hot and cold water), laundry tubs (each supplied with hot and cold water), clothes dryers, clothes line, irons and ironing boards supplied are probably sufficient for the parks current operations. Some sites appear to have their own private facilities. See Section 3 (b) of this report requires verification of private laundry facilities installed on each dwelling site.
- b. At time of inspection these facilities were satisfactorily maintained. Park operator to monitor conditions and undertake maintenance as required.
- c. It is noted that irons are stored at reception. Signage is to be displayed and maintained within each laundry reflecting these arrangements. Printed information given to prospective occupiers should also reflect these arrangements.
- d. Submit a revised community plan which includes a legend listing for each communal amenity block the type and total number of laundry facilities installed.

18. Vehicular Wash Bay (Clause 130)

Vehicular wash bay is required in accordance with Clause 130 of the Regulation.

- **Findings**

A vehicle wash bay is not provided. Concessional provisions apply and this park is not presently required to comply with this requirement.

19. Entrance and Exit Road (Clause 92)

Clause 92 of the Regulation requires the entrance to/exit from the premises to be at least 7 metres wide and if divided by a median strip then either side of the sealed portion of the road must be at least 5 metres wide.

- **Findings**

A divided section of road incorporating a boom gate at the entrance of the park has an entry width of less than 5 metres. This departure from the Regulation appears historical.

20. Forecourt (Clause 93)

Clause 93 of the Regulation requires provision of a forecourt area for incoming vehicles. The forecourt area needs to be at least 4 metres by 20 metres.

• Findings

- a. It appears a forecourt parking is reserved to north of the entry boom gates. Revised drawing is to be submitted showing the location and dimensions of this space and is located within the operational boundaries of the park.
- b. Improved signage/road marking is needed to help identify this area.

21. Residential, Disabled and Visitor Parking (Clause 96 to 99, 139)

The requirement for residential, disabled and visitor car parking is specified under Clause 96 to 99 of the Regulation, including minimum dimensions for parking where not located on a dwelling site. Clause 139 of the Regulation indicates that on-site car space should have dimensions of 6 metres (long) by 3 metres (wide) and be accessible from an access road. To be considered accessible, the vehicular driveway/entrance to the dwelling site should be 3.0 metres wide per AS2890.1.

• Findings

- a. The drawings and documentation submitted does not clearly demonstrate
 - i. the arrangement for parking for each dwelling site
 - ii. the location of any off-site parking serving a dwelling sites
 - iii. the location of visitor carparking
 - iv. dimensions of each car space
 - v. the location and dimension of disabled car parking space

Revised drawings and documentation is required.

- b. Each dwelling site is required to be provided with a car space located within the park boundaries. The space may be located either on the dwelling site or in an alternate designated parking area. Most sites appear to have on-site parking, however the arrangements for dwelling site 178 and 261 requires clarification.

Details of resident parking contained within the parks boundaries is to be reflected on the community plan.

- c. In addition to any required residential off-site car parking and based on the maximum operational capacity of the park, at least 12 visitor car spaces within the park's boundaries is required. Three of these spaces are required to be accessible car spaces. The community plan is to indicate the location and dimensions of these and contained within the parks boundaries.
- d. Note, documentation required under Section 3(b) of this report.

22. Dwelling Site Access (Clause 87)

Clause 87 of the Regulation requires a dwelling site to have vehicular access to an access road.

• Findings

The arrangement for access to dwelling sites 307, 309, 310, 311, 312 and 313 requires clarification. Where these sites include on-site parking, the access must be via an appropriately designed access road. Therefore, additional information demonstrating compliance with Clauses 87, 94, 99 and 100 of the Regulation is required.

23. Road Design and Condition (Clause 94, 99, 100)

Clause 94 of the Regulation prescribes standards for road widths and limitations regarding direction of travel. The total width of the road is taken to also include the back of any street guttering.

Two-way access roads must be at least 6 metres wide while one way access roads must be at least 4 metres wide. Clause 99 of the Regulation describes surface conditions for access roads (including passing and parking bays). Clause 100 of the Regulation requires all access roads to be adequately lit between sunset and sunrise.

- **Findings**

- a. Clarification is required of the access arrangements for dwelling sites 307, 309, 310, 311, 312 and 313. See comments under section 22 of this report.
- b. Drawings submitted have not notated the direction of traffic flow for all access roads. A notation is required for the roads located between site 338 and 260; 179 and 110; and 11 and 41.
- c. The site inspection identified that vehicular directional signage appeared sufficient.
- d. It is recommended the different access roads are installed with street name signage and that these details are noted on the drawings supplied for the park. Signage is recommended to assist patrons, emergency vehicles and other visitors identify their position within the park.
- e. Lighting is present near sealed access roads.

24. Speed Limits (Clause 95)

Clause 95 of the Regulation requires conspicuous signage indicating vehicle speeds not exceeding a maximum limit of 15 kilometres per hour.

- **Findings**

The park inspection revealed adequate signage or road marking warning of the maximum speed limit.

25. Road Surfaces including Parking Bays (Cl 99)

Road surface conditions, including passing and parking bays are required to be maintained in accordance with Clause 99 of the Regulation.

- **Findings**

Park operator to monitor conditions and undertake maintenance as required.

26. Hydrants and Hose Reels (Clause 128 and Clause 129)

The location and installation of hydrants and hoses reels are required to comply with Clause 128 and 129 of the Regulation. Clause 128(a) of the Regulation requires the hydrant to be of a double headed pillar type.

- **Findings**

- a. At the time of inspection hose reels were tagged and within service date. Coverage from hose reels appears sufficient. Ensure hose reels are maintained in work order.
- b. Hydrant coverage does not appear to be available. While concessional provisions apply and the park presently is not required to comply with Clause 128(a) of the Regulation, it is recommended that a hydrant system is considered for inclusion in a works improvement program.

27. Registration and another Documentation Requirements (Clause 122, 123 and 126)

Clause 122 and Clause 123 of the Regulation specifies minimum requirements for registration of site occupiers and minimum information to be provided. Clause 126 of the Regulation requires availability of certain information including a copy of the current operational approval, community map and the Regulation. The community map must be displayed in a prominent location within the park grounds.

- **Findings**

- a. A register of park occupiers is kept, but information recorded is not fully compliant with Clause 122(4) of the Regulation. Matters needing attention include:
 - i. the arrival and departure dates and details must be recorded for each occupied dwelling sites. Inspection of the occupant register indicates that visitor usage of "holiday van" is not sufficiently documented. Occupational use of all sites must be documented and usage must be monitored to verify the maximum period of stay prescribed under Clause 73(1) of the Regulation is not exceeded.
 - ii. the register is required to also document the particulars of the relevant compliance plate in the case of relocatable homes (including installation of an associated structure) and registration

numbers in the case of a caravan. It appears only car vehicle registration is presently being record.

- b. Information given to prospective occupiers is generally in accordance with Clause 123 of the Regulation. Ensure advice satisfies all requirements under 123(3) of the Regulation.
- c. A community map is displayed. Note, the community map displayed shall be the endorsed map issued with the latest approval to operate. Additionally, the park map supplied to guests on arrival is to be consistent with details reflected on the endorsed community map.
- d. The park inspection revealed a copy of the current Regulation is available for inspection.

28. Notice of Installation (Clause 160 and Clause 173)

Clause 160 and Clause 173 prescribes minimum requirements regarding written notification to be provided to Council within 7 days of completion of the installation of a relocatable home, associated structure or rigid annex. This requirement has been in place since adoption of the Regulation, 1995.

• **Findings**

- 1. The park inspection identified the following installations have been completed since the adoption of the 2005 Regulation:
 - i. Site 163 – front and rear covered decks
 - ii. Site 164 – covered deck alteration
 - iii. Site 165 – rear covered deck addition
 - iv. Site 169 – permanent installation of a caravan, annexed and front covered deck
 - v. Site 172 – rear awning extension
 - vi. Site 173 – permanent installation of a caravan, annexe and front covered deck
 - vii. Site 179 – permanent installation of a caravan, annexe and front covered deck
 - viii. Site 182 – permanent installation of a caravan, annexe and front covered deck
 - ix. Site 184 – permanent installation of a caravan, annexe and front covered deck
 - x. Site 189 – side covered deck significantly enclosed with walls
 - xi. Site 194 – rear covered deck
 - xii. Site 195 – permanent installation of a caravan, annexe and front covered deck
 - xiii. Site 203 – side covered deck, replaced annexe
 - xiv. Site 212 – rear awning with partial wall enclosure
 - xv. Site 213 – side covered deck
 - xvi. Site 218 – replacement/modification of annexe and front covered deck
 - xvii. Site 219 – permanent installation of a caravan, annexe and front covered deck
 - xviii. Site 223 – front covered deck
 - xix. Site 235 – side and rear covered decks
 - xx. Site 251 – permanent installation of a caravan, annexe and rear covered deck
 - xxi. Site 252 - permanent installation of a caravan, annexe and front covered deck and rear awning
 - xxii. Site 254 – permanent installation of a caravan, annexed and front and rear covered decks
 - xxiii. Site 255 - permanent installation of a caravan, annexe and front covered deck
 - xxiv. Site 256 - permanent installation of a caravan, annexe and front covered deck
 - xxv. Site 257 – permanent installation of a caravan, annexe and front covered deck
 - xxvi. Site 258 - permanent installation of a caravan, annexe and front covered deck
 - xxvii. Site 259 - permanent installation of a caravan, annexe and front covered deck
 - xxviii. Site 260 – permanent installation of a caravan, annexe and rear covered deck
 - xxix. Site 261 - permanent installation of a caravan, annexe and side covered deck
 - xxx. Site 263 – permanent installation of a caravan, annexe and front covered deck
 - xxxi. Site 301 - permanent installation of a caravan, annexe, and front and rear covered decks
 - xxxii. Site 304 – permanent installation of a caravan, annexe, and front and rear covered decks
 - xxxiii. Site 305 - permanent installation of a caravan, annexe, and front and rear covered decks
 - xxxiv. Site 306 - permanent installation of a caravan, annexe, and front and rear covered decks
 - xxxv. Site 337-338 – permanent installation of a caravan, annexe and front deck
 - xxxvi. Site 339 - permanent installation of a caravan, annexe and rear deck
 - xxxvii. Site 340 – permanent installation of a caravan, annexe and front and rear deck
 - xxxviii. Site 341 – permanent installation of a caravan, annexe and rear deck

- xxxix. Site 342 – permanent installation of a caravan and annexe
- xl. Site 348 – permanent installation of a caravan, annexe and rear covered deck on area previously reserved for communal park use

In light of the above, the following documentation is to be submitted:

- a. Community map showing the footprint of all existing installations
- b. Site plan (drawn to scale) showing
 - i. footprint of structures on the dwelling site in relation to site boundaries
 - ii. separation of installations on the dwelling site in relation to structures on adjoining dwelling sites or buildings on communal land
 - iii. designation of site (eg short-term site)
 - iv. dimensions of site boundaries
 - v. existing ground level (measured to Australian Height Datum)
 - vi. finished floor levels of all installations (measured to Australia Height Datum)
 - vii. total site area
 - viii. calculation of site coverage
- c. Elevation plans (drawn to scale).
- d. Verification if the caravan will continue to be maintained in a condition capable of registration.
- e. A practising structural engineer is to verify the structural soundness of the installation, including adequacy of wind resistance loading.
- f. Copy of particulars contained on compliance plate required to be fitted to the installation.

Please note that the submission of the requested information requires further assessment and additional information may be required.

- 2. Park operations to ensure record is kept on the premises and accessible for inspection recording installations existing on each site, type and date of installed structures and copy of completion notification. It is also recommended installations are photographed.
- 3. The park inspection identified various permanent caravans fitted with cyclone roofing. Park operations must ensure this roofing is installed in accordance with structural engineering specifications and documentary evidence of this kept on the premises and accessible from inspection. Note: notice of completion is required for this work.

29. Public Utility Constraints

It appears from the information supplied the premise is not presently burden by public utilities for water, sewer or electricity.

30. Flood Affectation

The park is located on flood liable. To verify extent of flooding, revised park drawings are required which indicate:

- a. existing contour ground levels (or spot levels where there is minimal ground level variation) measured at regular intervals and to Australian Height Datum
- b. the footprint of all existing installations and keyed to distinguish type of installations installed (eg PC = Permanent Caravan, RH = Relocatable Home, RA = Ridged Annexe, CP = Carport, G = Garage, CD = covered deck, UD = uncovered deck, Aw = Awning)
- c. finished floor height of all permanent caravans, annexes and relocatable homes

CONCLUSION

Enclosed is the renewed operational approval issued for the park.

While Council has issued the renewal, Council is not satisfied the park is being operated in accordance with the Regulation and the conditions associated with the approval. Additional information is required to demonstrate compliance.

Given the above assessment results, this licence has been limited to 6 months.

During this period, an adequately prepared written response addressing each of the issues raised and includes a programme and scope of works, inclusive of completion timeframes, must be submitted for consideration. This submission should be received at least 2 months prior to the expiration of the park licence.

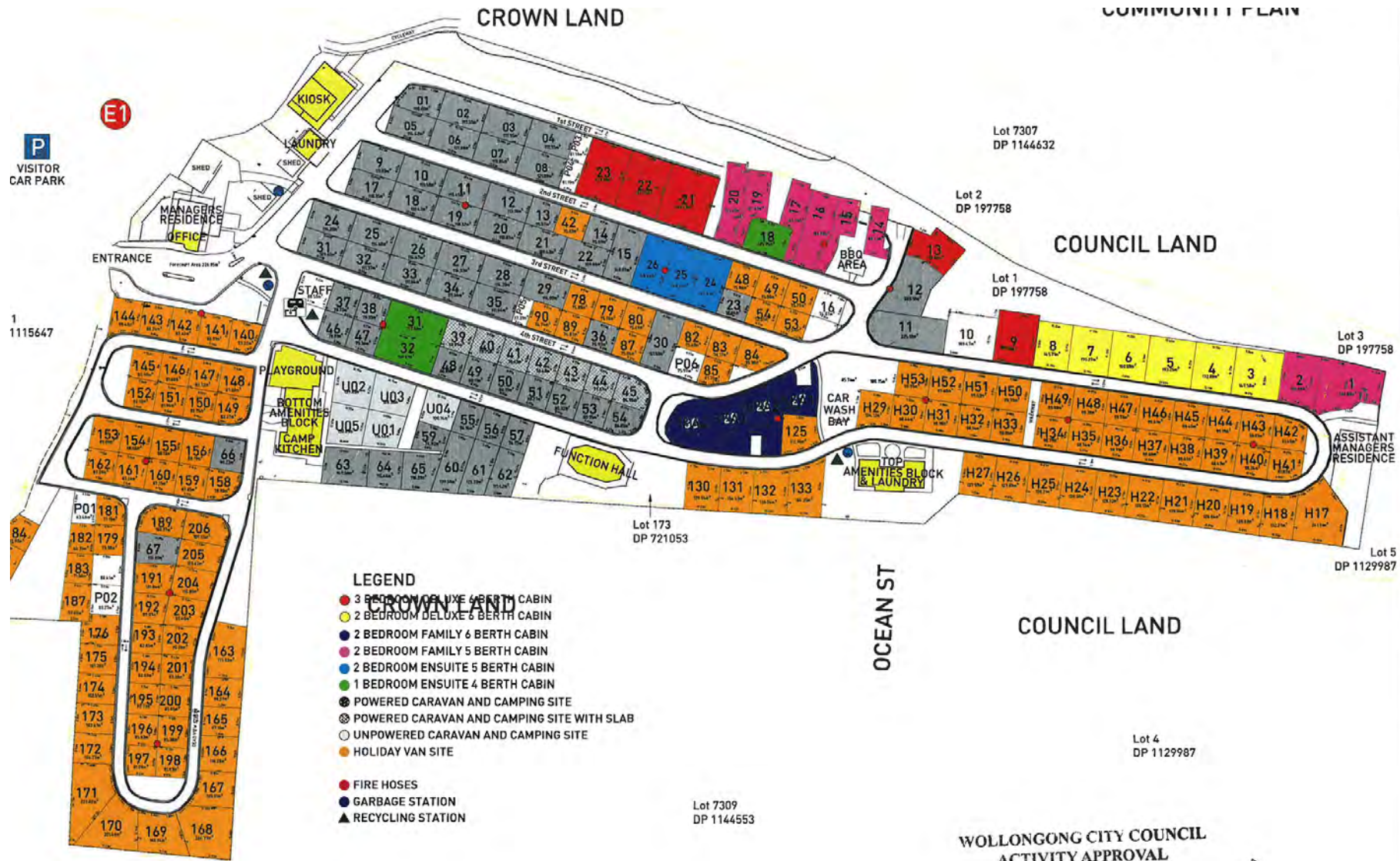
Please note that the submission of the requested information requires further assessment and additional information may be required. The submission does not guarantee renewal of t

For further information please contact the officer whose name and telephone numbers appear below.

This letter is authorised by:

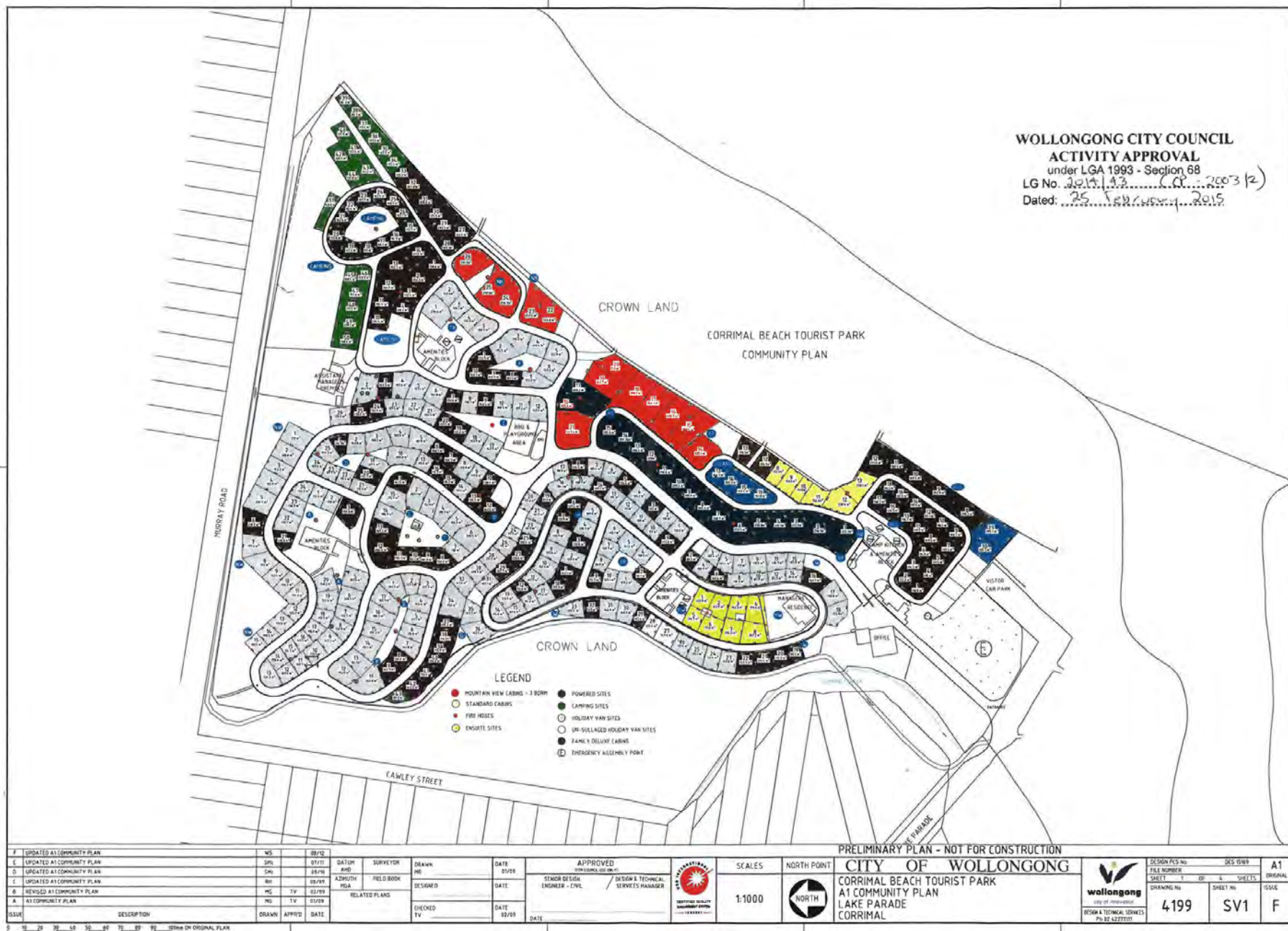
Conny Gissel
Senior Development Project Officer – Fire Safety
Wollongong City Council
Telephone (02) 4227 7111

Appendix C
Community Maps



- LEGEND**
- 3 BEDROOM DELUXE 6 BERTH CABIN
 - 2 BEDROOM DELUXE 6 BERTH CABIN
 - 2 BEDROOM FAMILY 6 BERTH CABIN
 - 2 BEDROOM FAMILY 5 BERTH CABIN
 - 2 BEDROOM ENSUITE 5 BERTH CABIN
 - 1 BEDROOM ENSUITE 4 BERTH CABIN
 - POWERED CARAVAN AND CAMPING SITE
 - POWERED CARAVAN AND CAMPING SITE WITH SLAB
 - UNPOWERED CARAVAN AND CAMPING SITE
 - HOLIDAY VAN SITE
- FIRE HOSES
 - GARBAGE STATION
 - ▲ RECYCLING STATION

WOLLONGONG CITY COUNCIL
ACTIVITY APPROVAL
 under LGA 1993 - Section 68
 LG No. 2017/14 (CP-2003/3)
 Dated: 25/7/2015



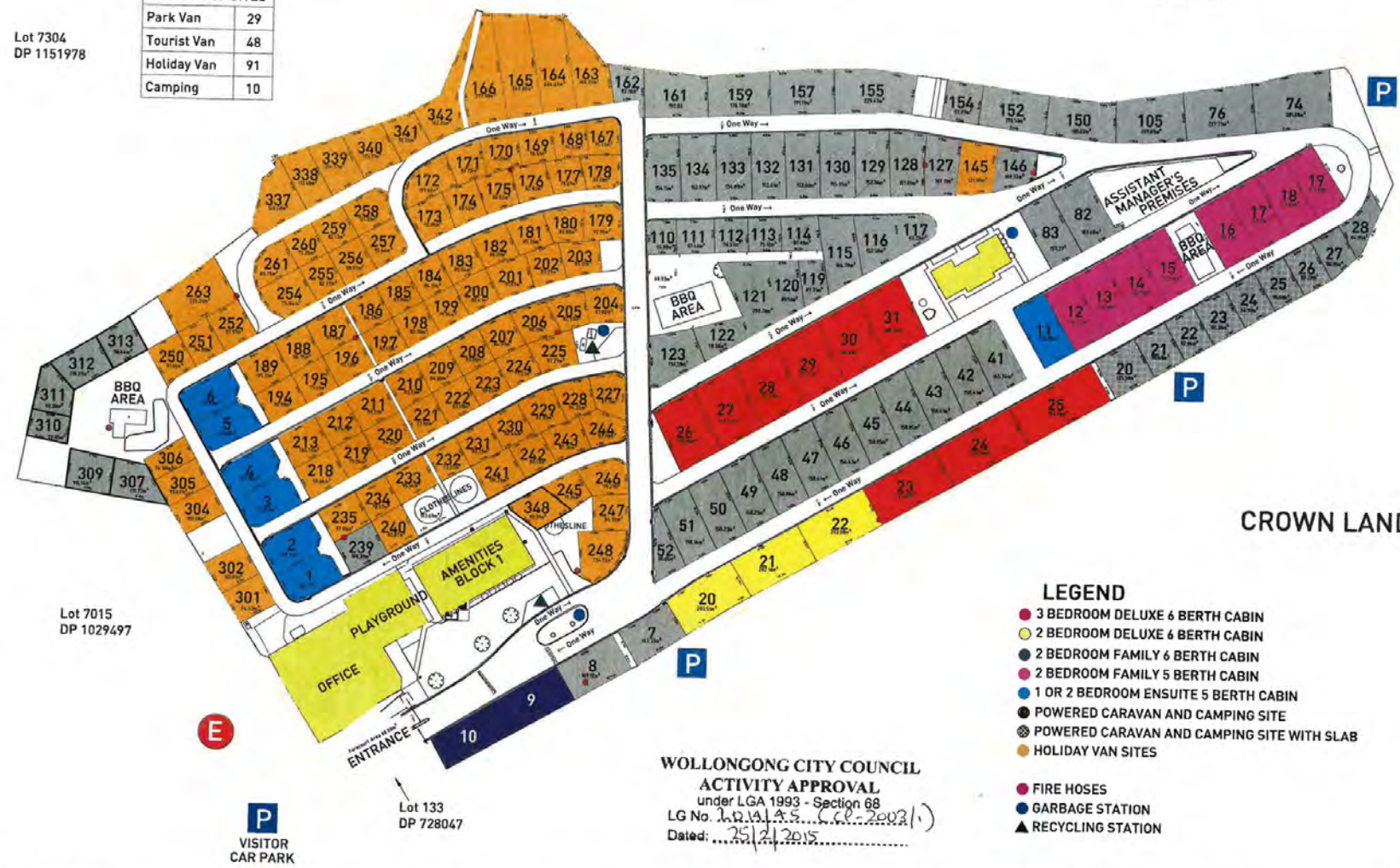
WINDANG TOURIST PARK COMMUNITY PLAN

NUMBER OF SITES	
Park Van	29
Tourist Van	48
Holiday Van	91
Camping	10

Lot 7304
DP 1151978

CROWN LAND

Lot 7015
DP 1029497



- LEGEND**
- 3 BEDROOM DELUXE 6 BERTH CABIN
 - 2 BEDROOM DELUXE 6 BERTH CABIN
 - 2 BEDROOM FAMILY 6 BERTH CABIN
 - 2 BEDROOM FAMILY 5 BERTH CABIN
 - 1 OR 2 BEDROOM ENSUITE 5 BERTH CABIN
 - POWERED CARAVAN AND CAMPING SITE
 - POWERED CARAVAN AND CAMPING SITE WITH SLAB
 - HOLIDAY VAN SITES
-
- FIRE HOSES
 - GARBAGE STATION
 - ▲ RECYCLING STATION

WOLLONGONG CITY COUNCIL
ACTIVITY APPROVAL
under LGA 1993 - Section 68
LG No. 1029497 (C.P. 2002/1)
Dated: 25/2/2015

REV	DESCRIPTION	DATE	DESIGNED	CHECKED	DATE	APPROVED	DATE	SCALE	NORTH POINT	DESIGN PCS No	DESIGN No	GROUP
F	UPDATED NEW FAMILY CABINS	07/15										A1
E	UPDATED FOR NEW LOT CLASSIFICATIONS	07/15										
D	UPDATED PLAN FOR NEW LOT CLASSIFICATIONS	07/15										
C	UPDATED PLAN OF TOURIST PARK LICENCE	04/09										
B	UPDATED PLAN OF TOURIST PARK FOR LICENCE	08/09										
ISSUE	DESCRIPTION	DATE	DESIGNED	CHECKED	DATE	APPROVED	DATE					

PRELIMINARY PLAN - NOT FOR CONSTRUCTION										LAST UPDATED: 17/07/15	
CITY OF WOLLONGONG										DESIGN PCS No	DESIGN No
WINDANG BEACH TOURIST PARK										FILE NUMBER	DESIGN No
COMMUNITY PLAN										SHEET 1	OF 1 SHEETS
FERN ST WINDANG										DRAWING No	SHEET No
										4200	SV1
											F

WOLLONGONG CITY COUNCIL											
10 Year Financials [Tourist Parks Activity Only] Tourist Parks (3270, 3300, 3330)											
	2015/16 Actual \$'000	2016/17 Budget \$'000	2017/18 LTM Budget \$'000	2018/19 LTM Budget \$'000	2019/20 LTM Budget \$'000	2020/21 LTM Budget \$'000	2021/22 LTM Budget \$'000	2022/23 LTM Budget \$'000	2023/24 LTM Budget \$'000	2024/25 LTM Budget \$'000	2025/26 LTM Budget \$'000
Waterplay Only											
INCOME STATEMENT											
Income From Continuing Operations											
Revenue:											
Adjusted User Charges and Fees	6,339	6,664	6,501	6,711	6,838	6,936	7,667	7,854	8,045	8,241	8,443
Other Revenues	114	115	118	121	124	127	130	134	137	140	144
Grants and Contributions - Operating	0	0	0	0	0	0	0	0	0	0	0
Capital Grants & Contributions	0	0	0	0	0	0	0	0	0	0	0
Additional Revenues	0	0	0	0	0	0	0	0	0	0	0
Other Income:											
Profit/Loss on Disposal of Assets	(21)	0	0	0	0	0	0	0	0	0	0
Total Income From Continuing Operations	6,432	6,779	6,619	6,832	6,962	7,063	7,798	7,988	8,182	8,382	8,587
Expenses From Continuing Operations											
Employee Costs	2,576	2,636	2,591	2,583	2,649	2,717	2,795	2,875	2,960	3,046	3,139
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0
Materials, Contracts & Other Expenses	1,525	1,709	1,739	1,780	1,826	1,873	1,922	1,972	2,024	2,077	2,131
<u>Adjustments resulting from proposal:</u>	0	0	0	0	0	0	0	0	0	0	0
Water consumption	0	0	0	0	0	1	1	1	1	1	1
Pool Cleaning, Testing & Supervision	0	0	0	0	0	0	0	0	0	0	0
Additional Cleaning - ensuite facilities	0	0	0	5	5	6	6	10	10	10	10
Chemicals - pools & waterplay	0	0	0	0	0	1	1	1	1	1	1
Electricity incl. gas charges	0	0	0	0	0	1	1	1	1	1	1
Insurance - waterplay & pool	0	0	0	0	0	0	0	0	0	0	0
Relocate cabins between Tourist Parks	0	0	75	0	0	0	0	0	0	0	0
Adjustment to royalties for income	0	0	(9)	(8)	(8)	(12)	8	8	8	8	8
Increase occupancy cost	0	0	0	0	0	0	17	18	18	19	20
Adjusted Materials, Contracts & Other Expenses	1,525	1,709	1,804	1,778	1,824	1,870	1,956	2,010	2,063	2,116	2,172
Adjusted Depreciation, Amortisation + Impairment	980	940	948	944	975	1,001	1,030	1,060	1,082	1,171	1,195
Internal Charges (labour)	39	0	0	0	0	0	0	0	0	0	0
Internal Charges (not labour)	306	310	318	322	257	336	344	350	357	365	372
Efficiency Savings	0	0	0	0	0	0	0	0	0	0	0
Service Adjustments	0	0	0	0	0	0	0	0	0	0	0
Total Expenses From Continuing Operations	5,425	5,596	5,661	5,627	5,705	5,925	6,125	6,295	6,462	6,698	6,878
Operating Result from Continuing Operations	1,007	1,183	958	1,205	1,257	1,138	1,673	1,693	1,721	1,684	1,709
Discontinued Operations											
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year [Profit/(Loss)]	1,007	1,183	958	1,205	1,257	1,138	1,673	1,693	1,721	1,684	1,709
Net Operating Result attributable to Council [Profit/(Loss)]	1,007	1,183	958	1,205	1,257	1,138	1,673	1,693	1,721	1,684	1,709
Net Operating Result attributable to Non-controlling Interests [Profit/(Loss)]	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year Before Grants and Contributions provided for Capital Purposes [Profit/(Loss)]											
	1,007	1,183	958	1,205	1,257	1,138	1,673	1,693	1,721	1,684	1,709
NET SURPLUS (DEFICIT) [Pre capital] %	15.7%	17.5%	14.5%	17.6%	18.1%	16.1%	21.5%	21.2%	21.0%	20.1%	19.9%

FUNDING STATEMENT											
Surplus (Deficit) [Net Operating Result for the Year]	1,007	1,183	958	1,205	1,257	1,138	1,673	1,693	1,721	1,684	1,709
Add back:											
- Non-cash Operating Transactions	1,531	1,425	1,428	1,437	1,480	1,521	1,574	1,627	1,676	1,788	1,843
- Restricted cash used for operations	0	0	0	0	0	0	0	0	0	0	0
- Income transferred to Restricted Cash	0	0	0	0	0	0	0	0	0	0	0
- Income transferred to General Fund	(2,538)	(2,608)	(2,663)	(2,809)	(2,950)	(2,949)	(3,023)	(3,099)	(3,175)	(3,249)	(3,328)
- Payment of Accrued Leave Entitlements	0	0	0	0	0	0	0	0	0	0	0
- Payment of Carbon Contributions	0	0	0	0	0	0	0	0	0	0	0
Funds Available from Operations	(0)	0	(278)	(168)	(212)	(290)	224	221	221	222	223
Advances (made by) / repaid to Council	0	0	0	0	0	0	0	0	0	0	0
Borrowings repaid	0	0	0	0	0	0	0	0	0	0	0
Operational Funds Available for Capital Budget	(0)	0	(278)	(168)	(212)	(290)	224	221	221	222	223
CAPITAL BUDGET											
Adjusted Assets Acquired	0	0	(1,713)	(1,261)	(761)	(629)	(1,002)	0	0	0	0
Contributed Assets	0	0	0	0	0	0	0	0	0	0	0
Transfers to Restricted Cash	0	0	0	0	0	0	0	0	0	0	0
Funded From :-											
- Operational Funds	(0)	0	(278)	(168)	(212)	(290)	224	221	221	222	223
- Sale of Assets	0	0	0	0	0	0	0	0	0	0	0
- Internally Restricted Cash	0	0	0	0	0	0	0	0	0	0	0
- Borrowings	0	0	0	0	0	0	0	0	0	0	0
- Capital Grants	0	0	0	0	0	0	0	0	0	0	0
- Developer Contributions (Section 94)	0	0	0	0	0	0	0	0	0	0	0
- Other Externally Restricted Cash	0	0	0	0	0	0	0	0	0	0	0
- Other Capital Contributions	0	0	0	0	0	0	0	0	0	0	0
TOTAL FUNDS SURPLUS / (DEFICIT)	(0)	0	(1,990)	(1,429)	(973)	(919)	(778)	221	221	222	223

Assumptions

- *Income from new sites (en-suite & accessible) is not received until the financial year following planned construction
- *Annual revenue per site based on 2015/16 average revenue per site for Wollongong City Council Tourist Parks
- *Depreciation is assumed to commence the year after construction
- *Cleaning costs associated with cabins will remain the same as there will be less cabins but an increase in occupancy
- *Cleaning costs associated with new en-suite sites has been estimated at 30 min per reservation with cost based on additional cleaning costs charged through the 2016/17 fees & charges
- *Landscaping maintenance will be continued using the existing resources
- *The existing budget for depreciation is assumed to be correct for the current asset base of the tourist park. Adjustments have been made for additions and removals only. The impact of any projects currently in WIP have not been taken into consideration.
- *Consumables such as toilet paper and soap supplied for the ensuite facilities are not expected to impact the overall cost of these products for the park as they will result in a reduction of the usage of the amenities block.
- *Replacement of existing cabins which have reached the end of their useful life will be funded from the existing capital budget in the Tourist Park Administration cost centre which is not included in the above.
- *The implications on insurance have been assumed to be immaterial.
- *Income transferred to the General Fund represents the amount planned to be transferred to the general fund before the proposed adjustments.
- *Income from en-suite sites and accessible cabins for Bulli & Windang Tourist Parks based on 2015/16 income for the same structures at Corral Tourist Park
- *Income from camper van sites at Bulli Tourist Park is based on powered site income for 2015/16 at Bulli Tourist Park
- *At Corral Tourist Park inclusion of guest lounge and mini golf is dependent on the location. New location is proposed but costs have been reflected the same.
- *Waterplay area is assumed to have 5% of the costs associated with a swimming pool. There is no pool attendant position allowed for in this model. Cleaning is expected to occur through the existing resources.
- *Waterplay electricity, water & chemical costs are based on Helensburgh Pool. As the electricity costs for the Helensburgh facility includes the amenities building an assumption has been made that the pool reflects 80% of the total electricity cost.
- *It is assumed that income will only be lost or gained on cabins and sites which have an occupancy greater than 90% for three consecutive days. This has been adjusted based on the occupancy rates for the 2015/16 financial year.
- *Non-Cash Operating transactions include depreciation and on costs associated with salaries and wages but does not include those transactions for long term sick leave and workers compensation
- *Operating funds available for capital budget are the impacts on the long term financial model that will be seen through the implementation of the capital program
- *Adjusted assets required are the amounts in addition to the current allocation in the capital program for tourist parks that will be required to implement the program