

11.7 TUMBARUMBA CARAVAN PARK - BUSINESS PLAN AND MASTER PLAN - ATTACHMENTS

Attachment Titles:

1. Business Plan for Tumbarumba Caravan Park prepared by Innoviv Park Services – January 2025
2. Full set of Master Plan Documents Innoviv Park Services – January 2025
3. Powerpoint presentation given to Councillors on Thursday 1 May 2025 - Innoviv Park Services – January 2025

**Attachment 1 - Attachment No 1 - Tumbarumba Business and Master Plan- Draft Updated
Submitted 19_03**



**BUSINESS AND
MASTER PLAN**



**TUMBARUMBA
CARAVAN
PARK**

JANUARY 2025

Prepared for
Snowy Valleys Council



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EXECUTIVE SUMMARY

The Tumbarumba Business and Master Plan provides a comprehensive strategic vision for the Tumbarumba Caravan Park, addressing current challenges and identifying opportunities to secure its long-term financial sustainability and success. Positioned as a key regional asset, the park serves as both a hub for local tourism and an economic driver for the Snowy Valleys region. This report outlines actionable strategies to transform the park into a modern, resilient, and highly competitive tourist destination while maintaining its role as workforce accommodation.

The Unique Appeal of Tumbarumba

Tumbarumba is a hidden gem in the Snowy Valleys, offering a blend of nature, adventure, history, and premium food and wine experiences. It is increasingly attracting visitors who are drawn to:

- **Stunning natural landscapes** – Situated at the foothills of the Snowy Mountains, Tumbarumba offers breathtaking scenery, rolling vineyards, and picturesque mountain views.
- **Adventure tourism** – The Tumbarumba Mountain Bike Trails and Mount Tumbarumba Adventure Park are positioning the area as a major outdoor activity hub, appealing to thrill-seekers and families alike.
- **Rail trail experiences** – The Tumbarumba to Rosewood Rail Trail is one of NSW's premier cycling and walking trails, drawing thousands of visitors looking for an active yet scenic escape.
- **Premium food and wine tourism** – Tumbarumba is renowned for its cool-climate wines, with local wineries offering wine tastings, cellar door experiences, and gourmet dining.
- **Major events and festivals** – The Tumbarumba Music Festival and Tumbarumba Rodeo attract large crowds, boosting seasonal visitation and increasing accommodation demand.
- **Regional heritage and charm** – The town's history, local markets, and cultural sites provide a unique and authentic country town experience.

Key Challenges

Despite its prime location and strong visitor appeal, the Tumbarumba Caravan Park faces several operational and financial challenges:

- **Revenue Reliance on Workforce Accommodation** – Currently, over 60% of revenue is derived from contractors, particularly from the Snowy Hydro 2.0 project. With the project set to conclude in 2028 and local agricultural employment declining, the park must diversify its revenue streams to remain viable.
- **Aging Infrastructure** – Many facilities, including accommodation and amenities, require modernisation to meet guest expectations.
- **Environmental Vulnerability** – Flooding in the northern section of the park presents an ongoing operational risk, necessitating infrastructure upgrades to improve resilience.
- **Limited Marketing and Tourism Focus** – The park has historically not been positioned as a prime tourism destination, resulting in missed opportunities to attract leisure travellers and adventure tourists.

Strategic Objectives

To ensure long-term viability, this plan repositions the park as a tourism-first destination while retaining workforce accommodation as a core revenue stream. The key objectives include:

- **Transition to a Tourism-Focused Model** – Increase marketing efforts to attract families, adventure travellers, and leisure tourists, reducing reliance on contractor accommodation.
- **Upgrade Infrastructure** – Invest in new accommodations, modernized amenities, and flood-resilient designs, ensuring the park meets industry and guest expectations.
- **Seasonal and Dynamic Pricing Strategies** – Move away from flat-rate pricing to a three-season model (high, shoulder, and low season) to optimize revenue, with dynamic pricing introduced for peak periods.
- **Enhance Marketing & Digital Presence** – Rebrand the park, leverage digital marketing, improve SEO strategies, and list accommodations on key travel platforms to increase visibility.
- **Strengthen Community & Tourism Partnerships** – Collaborate with local wineries, adventure operators, and event organizers to create package deals and cross-promotions that drive more visitors to the park.

Projected Outcomes

By implementing these strategies, the Tumbarumba Caravan Park will:

- **Diversify revenue streams**, reducing financial dependence on workforce accommodation.
- **Boost regional economic impact**, increasing visitor spending at local businesses.
- **Enhance visitor experience**, ensuring modern facilities, better amenities, and expanded services attract repeat visitors.
- **Improve financial sustainability**, with EBITDA projected to increase from \$301,476 in Year 1 to \$741,321 when all works are completed.

Conclusion

The Tumbarumba Caravan Park holds significant potential to become a cornerstone of regional tourism in the Snowy Valleys. By shifting towards a tourism-focused strategy, investing in modern amenities, and enhancing its market positioning, the park will attract a broader range of visitors, ensuring its long-term success. While workforce accommodation remains an important component, the future of the park lies in leveraging Tumbarumba's growing adventure tourism market, food and wine scene, and natural beauty to create a thriving tourism destination.

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1. INTRODUCTION AND CONTEXT

1.1 Introduction

The Tumbarumba Caravan Park is a vital asset for the Snowy Valleys region, serving both the local community and regional tourism. Spanning a site of 29,527m² (2.9727Ha), the park is situated on Crown Land within Reserve R61616, encompassing multiple lots, including Lots 453/DP755892, Lot 433/DP755892, and Lot 247/DP755892. Since 1968, the Snowy Valleys Council has acted as the Crown Land Manager for this site and the adjoining Show Grounds.

Located at the corner of Lauder and Mate Streets in Tumbarumba, the park features predominantly level terrain divided by Tumbarumba Creek. While the creek adds to the park's natural beauty and tranquil ambience, it also creates a division between the northern and southern sections. This division poses operational challenges, particularly during flood events, when the large portions of the northern section, including unpowered sites, are often rendered unusable due to water inundation.

The park's natural assets, such as its canopy of deciduous trees and the calming presence of Tumbarumba Creek, offer unique opportunities to enhance the visitor experience. Future upgrades and strategically sited new accommodation styles will aim to capitalize on these features, creating an even more peaceful and attractive environment for guests.

Positioned within the picturesque Snowy Mountains town of Tumbarumba, the park benefits from proximity to major regional attractions, including Kosciuszko National Park, the Tumbarumba Mountain Bike Trails, and the Tumbarumba to Rosewood Rail Trail. The area is becoming increasingly popular among adventurers, nature enthusiasts, and wine lovers. Moreover, the growing mountain biking market and the upcoming Mount Tumbarumba Adventure Park will further solidify Tumbarumba as a hub for adventure tourism.

In recent years, the Snowy Valleys Council has adopted a proactive approach to managing its caravan parks. Following an Expression of Interest (EOI) process in November 2023 for the operation of its parks in Batlow, Adelong, Tumut, and Tumbarumba, the Council chose to continue in-house management due to the lack of compelling external submissions. Since 2023, the Tumbarumba Caravan Park has been directly managed by the Snowy Valleys Council, ensuring its ongoing contribution to community well-being and regional tourism.

Meanwhile, other parks in the region have seen different outcomes. For example, the Riverglade Caravan Park in Tumut transitioned back to Crown ownership in late 2024 and is now operated by Reflections Holiday Parks. The Council retains an interest in the site through ownership of a 1.529ha freehold portion of land within the site. These developments reflect the Council's strategic efforts to balance operational responsibilities with the preservation of community and economic benefits.

Tumbarumba is also home to major events that draw significant visitor numbers. The Tumbarumba Music Festival, held each February, attracts 2,000–3,000 visitors, while the Tumbarumba Rodeo, hosted on New Year's Day, draws 5,000–6,000 attendees. These events provide substantial economic boosts for the town but also highlight the need for expanded, modern accommodation to meet peak demand.

Conveniently located within walking distance of Tumbarumba's main street, the park offers easy access to a supermarket, hotel, and other retail services. Its proximity to family-friendly amenities, including a pool, waterplay area, playground, and skate track, enhances its appeal, particularly to families.

Since 2017, the Tumbarumba Caravan Park has played a crucial role in accommodating contractors working on major infrastructure projects, such as the Snowy Hydro 2.0 System and UGL, which collectively account for over 60% of the park's annual income. However, with the expected completion of the Snowy Hydro 2.0 project in 2028 and the decline of local blueberry farming, the park must transition from its reliance on contractor accommodation to a tourism-focused model. This shift is essential to drive regional growth and sustain year-round visitation.

This report builds upon a separate report provided by Opteon, commissioned by Council in August 2024, which focused on the valuation and condition assessment of the park's assets, providing insights into infrastructure quality and replacement costs. While this Business and Master Plan incorporates relevant data from that report, its primary focus is on strategic planning and long-term sustainability. It presents a comprehensive roadmap for the Tumbarumba Caravan Park, evaluating its potential to meet visitor and community needs while ensuring compliance with Crown Land obligations. The plan is designed to maximize economic, social, and environmental benefits by leveraging Tumbarumba's unique natural features and its growing reputation as a tourism destination.

1.2 Methodology

The Tumbarumba Caravan Park business and master plan is informed by a comprehensive methodology designed to ensure a robust, data-driven approach to decision-making and development. The methodology includes:

- **Site Inspection:**

A detailed inspection of the Tumbarumba Caravan Park was conducted on December 4, 2025, to assess existing facilities, natural assets, and challenges such as flooding in the northern section of the park.

- **Stakeholder Consultations:**

Engaged with key stakeholders, including the park manager, Sarah Neal, David Owen of Greenhill Design, and representatives from the Snowy Valleys Council, to identify operational challenges, opportunities, and community expectations.

Consulted with local tourism operators, winery owners, and event organizers to align the park's plans with regional tourism strategies.

- **Data Collection and Analysis:**

Gathered data from reputable sources, including the Australian Bureau of Statistics, Tourism Research Australia, and the Caravan Industry Association of Australia, to evaluate market trends and visitor demographics.

Reviewed tourism and accommodation data from competing parks and nearby attractions, including mountain bike trails and wineries, to identify opportunities for differentiation.

- **Regulatory Compliance Assessment:**

Conducted a thorough review of the Crown Land Management Act 2016, Crown Land 2031 State Strategic Plan, and other relevant legislative frameworks to ensure compliance with Crown Land obligations.

- **Flood Risk Analysis:**

The flood risk analysis highlighted the northern section of the park as particularly vulnerable, with historical flood levels indicating the need for mitigation strategies. While new accommodation and facilities have been largely proposed for the southern section of the park, which is on higher ground, this area is still subject to some inundation. However, the specific sites identified for the accommodation are among the higher areas, and with the use of raised modular buildings, the risk of inundation is significantly mitigated. Improvements such as enhanced drainage, relocation of critical infrastructure, and the construction of a second bridge over the creek to improve access and cohesion between the park's sections further reduce risks and enhance resilience, ensuring the park remains safe during and after flooding.

- **Market Research and Trends Analysis:**

Investigated emerging trends in the caravan and camping industry, including the growing demand for adventure tourism, eco-tourism, and premium camping experiences (e.g., ensuite-powered sites).

Examined the potential impact of adventure tourism attractions, such as the Tumbarumba Mountain Bike Trails and Mount Tumbarumba bike trail, on visitor numbers.

- **Economic Feasibility and Financial Modelling:**

Developed financial models to evaluate the feasibility of proposed infrastructure upgrades, new accommodation options, and marketing initiatives.

- **Community and Economic Impact Assessment:**

Assessed the potential benefits of increased visitation on Tumbarumba's local economy, including retail, hospitality, and tourism services.

- **Sustainability and Environmental Considerations:**

Incorporated sustainable practices into the planning process, such as leveraging natural assets (shaded tree canopy and creekside views) and minimizing the park's environmental footprint through eco-friendly infrastructure.

- **Integration with Regional Plans:**

Aligned the Tumbarumba Caravan Park's development with broader regional tourism initiatives, including partnerships with local wineries, event organizers, and adventure tourism operators.

This systematic methodology ensures that the business and master plan for the Tumbarumba Caravan Park is comprehensive, practical, and aligned with stakeholder goals, regulatory requirements, and market opportunities.

1.3 Compliance

Councils managing caravan parks on Crown Land in New South Wales must comply with a range of legislative, regulatory, and policy standards to ensure responsible land management and effective park operations. These considerations have been integral to the preparation of this Business and Master Plan for the Tumbarumba Caravan Park.

1.3.1 Alignment with the Crown Land 2031 State Strategic Plan

The Crown Land 2031 State Strategic Plan, published in June 2021, provides a 10-year vision for managing Crown Land in New South Wales. The plan's priorities have been carefully incorporated into the development of this Business and Master Plan, ensuring alignment with the following key objectives:

- **Strengthening Community Connections with Crown Land:**

Enhancing public engagement and ensuring Crown Land serves as a hub for community activities, cohesion, and well-being.

- **Accelerating Economic Progress in Regional and Rural NSW:**

Stimulating investment, supporting regional economies, and creating job opportunities by utilizing Crown Land effectively.

- **Advancing Aboriginal Land Rights and Native Title:**

Recognizing and upholding Aboriginal land rights and native title interests, fostering collaboration with Aboriginal communities to co-manage land, and unlocking cultural, social, and economic benefits.

- **Protecting Cultural Heritage:**

Safeguarding Aboriginal and non-Aboriginal cultural heritage sites to preserve the state's rich history and cultural diversity.

- **Protecting Environmental Assets and Building Climate Resilience:**

Conserving environmental assets, expanding green spaces, and enhancing resilience to climate change through sustainable practices.

1.3.2 Legislative and Regulatory Frameworks

This Business and Master Plan ensures compliance with the following legislative and regulatory frameworks, which govern the management of Crown Land and caravan park operations in New South Wales:

- **Crown Land Management Act 2016 No 58:**

Provides the overarching framework for the sustainable use and management of Crown Land in NSW.

- **Crown Land Management Regulation 2018:**

Details operational requirements for Crown Land management, ensuring alignment with environmental, cultural, and community objectives.

- **Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021:**

Sets specific requirements for caravan park operations, including site occupancy, amenities, and safety standards.

- **State Environmental Planning Policy (Housing) 2021:**

Guides planning and development on Crown Land, particularly for housing and tourism infrastructure.

- **Crown Land 2031 – State Strategic Plan:**

Aligns with the strategic goals of community engagement, economic development, cultural heritage protection, environmental sustainability, and climate resilience.

1.4 Key Strategies of Business and Masterplan

- **Ensure Compliance and Safety:**

Maintain a safe, accessible, and compliant park in accordance with the Crown Land Management Act 2016 No 58 and its accompanying regulation, the Crown Land Management Regulation 2018, Crown Land 2031 State Strategic Plan, Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021, and the State Environmental Planning Policy (Housing) 2021.

- **Future-Proof for Emerging Trends:**

Adapt the park to meet evolving trends in tourism and the caravan park industry, offering facilities and experiences consistent with expectations for a modern, 3.5-star or higher-rated destination.

- **Achieve Industry Best Practices:**

Implement leading standards in park design, operational procedures, and environmental sustainability, ensuring excellence across all aspects of the business.

- **Enhance Guest Experience:**

Provide high-quality, consistent, and diverse offerings to meet the needs of key market segments, including holidaymakers, corporate travellers, adventure tourists, and seasonal workers. Leverage natural assets such as Tumbarumba Creek and the shaded tree canopy to deliver a tranquil and memorable experience.

- **Increase Occupancy and Returns:**

Boost occupancy rates during peak, shoulder, and off-seasons through strategic initiatives that drive year-round visitation and sustainable revenue streams.

- **Expand Market Responsiveness:**

Develop infrastructure and services that cater to changing consumer preferences, including tailored facilities for families, adventure tourists, and digital nomads. Introduce modern accommodations like ensuite-powered sites, studio apartments, and additional two-bedroom cabins.

- **Maximize Financial Performance:**

Enhance turnover and profitability through data-driven pricing strategies, targeted marketing campaigns, and effective expenditure management.

- **Promote the Park:**

Execute marketing initiatives that emphasize the park's natural beauty, proximity to local attractions, and connection to regional events like the Tumbarumba Music Festival and Rodeo. Highlight nearby mountain biking trails, wineries, and family-friendly amenities.

- **Boost Local Economic Impact:**

Contribute to Tumbarumba's economy by attracting and accommodating higher visitor numbers, encouraging longer stays, and fostering partnerships with local businesses and tourism operators.

- **Integrate Environmental Sustainability:**

Implement eco-friendly initiatives to reduce the park's environmental footprint, such as native landscaping, low-impact designs, and energy-efficient facilities, aligning with consumer demand for sustainable travel options.

- **Plan for Infrastructure Expansion:**

Identify opportunities for new accommodations, improved amenities, and facilities.

- **Set and Monitor KPIs:**

Establish measurable performance indicators to evaluate financial outcomes, customer satisfaction, and operational efficiency, ensuring continuous improvement.

- **Foster Community Engagement:**

Strengthen ties with the Tumbarumba community by supporting local events, partnerships, and tourism initiatives that align with the park's goals and values.

These objectives aim to position the Tumbarumba Caravan Park as a premier destination in the Snowy Valleys, balancing natural beauty, modern infrastructure, and community integration to ensure its long-term success.

2. INDUSTRY AND MARKET OVERVIEW

2.1 Industry Snapshot

Highlights include:

Over the past three years, the caravan and camping industry in New South Wales (NSW) has experienced significant growth, reflecting broader national trends. This surge is attributed to increased domestic travel, evolving consumer preferences, and strategic industry developments.

The caravan and camping industry in Australia has experienced remarkable growth, with 2023 being a record year. Key highlights include:

- **National Performance:**

Domestic overnight trips reached 15.3 million, marking a 9% increase compared to 2019.

Total visitor nights increased by 8.9% to 60.1 million, reflecting the growing popularity of caravanning and camping as a preferred holiday option.

The number of registered caravans and campervans rose to nearly 859,000, a 21% increase since 2019, representing an all-time record.

- **New South Wales (NSW) Achievements:**

NSW recorded 4.96 million caravan and camping trips in 2023, a 6% increase from 2022.

Visitors spent 19.7 million nights in the state, up 14% year-on-year, highlighting NSW's position as a premier destination for caravan and camping holidays.

Intrastate travel accounted for 74% of trips and 68% of visitor nights, underscoring the strength of local tourism within the state.

- **Demographic Insights:**

The industry appeals to a broad demographic, with strong engagement from travellers aged 30–54 and over 55, demonstrating its cross-generational popularity.

Regional and rural areas benefit significantly, with caravanning and camping contributing to job creation and economic activity in these communities.

- **Trends and Preferences:**

Demand for caravan and camping holidays continues to grow due to their affordability, flexibility, and connection with nature.

Modern amenities and well-maintained facilities remain key drivers for attracting visitors, particularly families and older travellers.

- **Economic Contribution:**

The industry plays a vital role in boosting regional economies, supporting jobs, and generating economic activity in rural areas.

NSW continues to lead as a destination for caravanning and camping, leveraging its diverse landscapes, robust infrastructure, and a strong domestic travel base. These trends reflect the resilience and growth potential of the caravan and camping sector, making it a critical component of Australia's tourism industry.

2.2 Regional Tourism Demand

Tumbarumba is situated within the Snowy Valleys region of New South Wales, which is part of the broader Riverina tourism region. It is also closely associated with the Snowy Mountains tourism area, given its location at the foothills of the Snowy Mountains. These connections make Tumbarumba a key destination for visitors exploring the natural beauty, wineries, and outdoor activities of the Snowy Valleys and the wider Snowy Mountains region.

As of November 2024, the most recent tourism statistics for the Snowy Valleys and Snowy Mountains regions in New South Wales are as follows:

Snowy Mountains Region:

Summary of Tourism Statistics for the Snowy Mountains Region (Year Ended December 2023)

The report outlines key tourism statistics for the Snowy Mountains Region, with data highlighting visitor numbers, travel patterns, and expenditures.

Visitor Numbers

- Domestic Overnight Visitors: 982,800 visitors, a decline of 9.8% compared to the previous year.
- Domestic Day Trip Visitors: 548,800 visitors, also a 9.8% decline year-on-year.
- International Visitors: 19,500 visitors, with New Zealand being the largest individual source market.
- Visitor Recovery: Recovery levels were at 71% for visitors and 81% for nights compared to pre-pandemic levels in December 2019.

Visitor Nights

- **Total Nights:** 3.3 million, a decrease of 11.7% year-on-year.
- **Average Length of Stay:**
 - Domestic overnight visitors: 3.4 nights.
 - International visitors: 18.6 nights.

Expenditure

- **Total Expenditure:** \$878.1 million, a sharp decline of 32.5% from the previous year.
- **Average Spend:**
 - \$264 per night.
 - \$893 per visitor.

Visitor Demographics

- Domestic Visitors:
 - Origin:** 73% of domestic visitors came from within New South Wales.
 - Purpose:**
 - 67% visited for holidays.
 - 33% travelled with friends or relatives.
 - Age Group:** The 35-54 age group accounted for the largest share of visitors.
 - Travel Party:** Adult couples were a significant segment of travellers.
- International Visitors:
 - Majority were returning visitors to Australia.
 - Key markets: New Zealand, United Kingdom, and the United States.

Seasonality

- Seasonal Preferences:
 - Most domestic visitors travelled in summer (36%), followed by autumn (26%) and spring (22%).

Winter accounted for 15%, showing reduced interest compared to warmer months.

Ranking in NSW

- Rank Among NSW Tourism Regions:
 - #11 for visitor numbers.
 - #9 for nights stayed.
 - #7 for total expenditure.

Key Insights

- The Snowy Mountains Region remains a popular destination for domestic tourists, with a strong connection to regional NSW markets.
- A significant decline in expenditure indicates challenges in capturing visitor spending.
- Extended stays by international visitors reflect the appeal of the region for longer holidays.
- Recovery post-COVID-19 has been steady but incomplete, particularly in international markets.

Overall, the Snowy Mountains region remains a key destination for caravanners, benefiting from its natural assets, accessibility, and caravan-friendly infrastructure. With strategic enhancements and promotions, its popularity can grow even further among this traveller demographic.

The Snowy Mountains region is highly popular among caravanners and campers due to its natural beauty, diverse attractions, and range of caravan-friendly facilities. The following is an analysis of its popularity based on recent data.

Popularity Among Caravanners

- Natural Attractions:

The region's appeal lies in its proximity to iconic natural destinations, such as the Kosciuszko National Park, Tumut River, and Lake Jindabyne, which are ideal for outdoor activities like hiking, fishing, and sightseeing.

Caravanners are particularly drawn to areas with scenic drives and well-maintained camping spots.
- Seasonality:

Summer and autumn are peak seasons for caravanners, offering mild weather, outdoor events, and activities like cycling and walking trails.

Winter also attracts caravanners interested in visiting the snowfields, but to a lesser extent compared to warmer months.
- Facilities for Caravanners:

The region has a variety of caravan parks, including powered and unpowered sites, as well as facilities catering to caravanners' needs, such as dump points, water access, and well-maintained amenities.
- Recovery Post-COVID-19:

As domestic travel surged during the pandemic, caravanners contributed significantly to the region's tourism recovery. The flexibility and affordability of caravan travel made it an attractive option.
- Visitation Statistics:

The region recorded over 3.3 million visitor nights in 2023, with caravanners likely contributing a significant portion of this due to the popularity of road trips and camping experiences in the Snowy Mountains.
- Key Routes:

The Snowy Mountains Highway and other caravan-friendly routes offer accessibility to towns like Tumbarumba, Jindabyne, and Cooma, enhancing the region's appeal to caravanners.

Challenges and Opportunities

- Challenges:
 - Seasonal weather variability (e.g., snow in winter) can limit caravanning during colder months.
 - Infrastructure improvements, such as more powered sites and year-round facilities, could further boost the appeal.
- Opportunities:
 - Promoting the region as a "must-visit" caravanning destination through targeted campaigns.
 - Enhancing the range of facilities and experiences tailored for caravanners, such as adventure packages or family-friendly offerings.

2.3 Consumer Demand

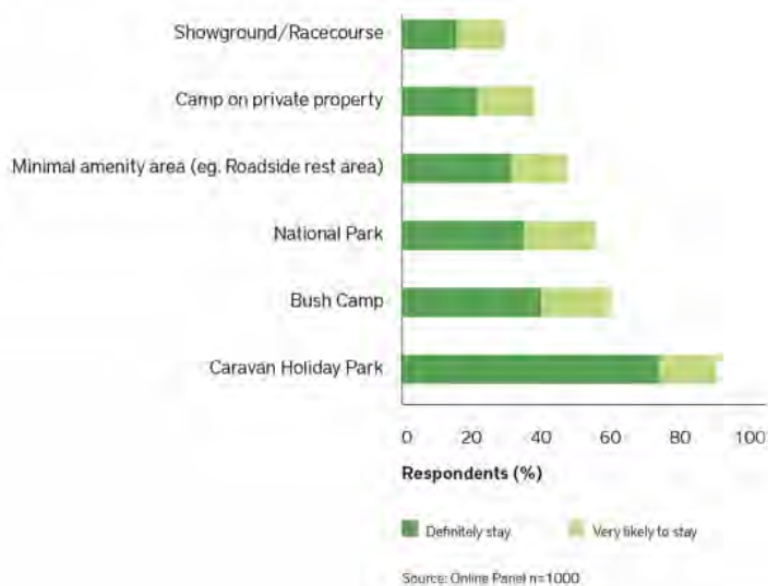
The Tumbarumba Caravan Park and its associated facilities are well-positioned to capitalize on requirements for costs effective worker accommodation and a growing demand for regional tourism, driven by an increased consumer preference for nature-based experiences, affordability, and modern conveniences. Insights into consumer behaviour reveal a strong inclination toward accommodation types that balance comfort with accessibility to natural and cultural attractions, as well as an emphasis on key amenities like security, cleanliness, and outdoor spaces.

At the same time, trends indicate a shift toward experiential travel, with visitors prioritizing activities such as sightseeing, outdoor cooking, and stargazing, alongside opportunities for community engagement. These preferences highlight the importance of developing infrastructure and services that not only meet fundamental requirements but also enrich the overall visitor experience.

By aligning with these demand patterns and consumer expectations, the Tumbarumba Caravan Park can claim to be a preferred destination for families, couples, and solo travellers seeking authentic and memorable holiday experiences. This report provides a comprehensive roadmap for achieving this vision through strategic upgrades, operational improvements, and enhanced marketing efforts.

The following information was obtained from the Caravanning and Camping Association of Australia, and although it is now 5 years old, it is our opinion it still remains very relevant.

Figure 1
Accommodation Type for Future Holiday Intention

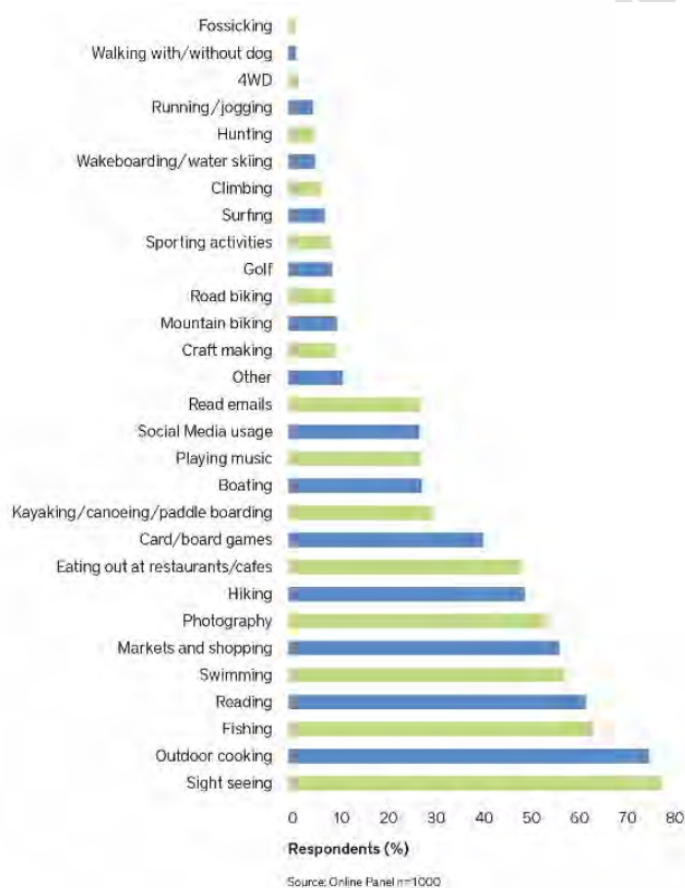


Caravan parks are the most popular choice, with bush camps and national parks also attracting significant interest. This highlights the dual desire for comfort and immersion in natural environments.

Tumbarumba can strengthen its position by:

- Improving powered caravan sites to attract more visitors, ensuring modern hookups for electricity, water and sullage.
- Offering an expanded range of self-contained cabins and studios for visitors seeking more comfort, and appealing to couples in the area to hike, ride or visit local cellar doors.
- Incorporating natural bush elements into the park's design, blending landscaping with Tumbarumba's natural beauty to evoke the appeal of bush camps, and enhancing the existing cabin landscaping so guests don't feel so exposed on the side of the road.

Figure 2
Activities Respondents Enjoy When Caravanning and Camping



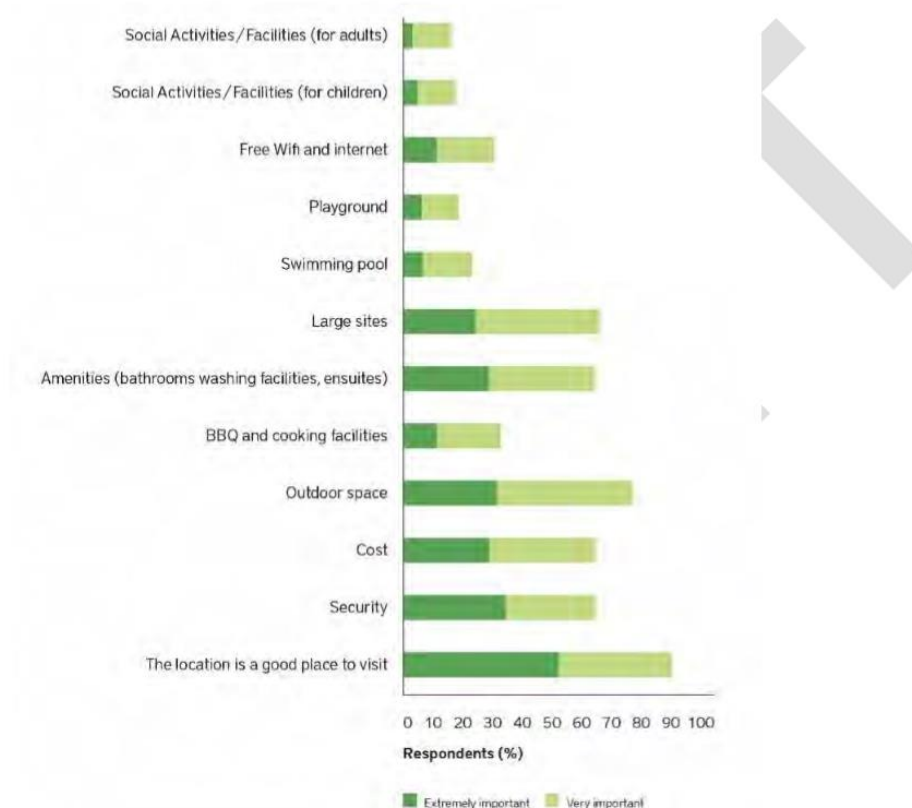
Sightseeing, outdoor cooking, and fishing rank as the most popular activities, with significant interest in hiking, photography, and markets. These trends highlight the importance of local attractions and experiential opportunities.

Given Tumbarumba's scenic beauty and proximity to local attractions:

- Promote walking trails within or near the park, highlighting Tumbarumba Creek and other natural features.
- Enhance and upgrade outdoor cooking spaces.
- Partner with local businesses to promote Tumbarumba wineries, offering shuttle services or special packages.

Figure 3

Caravan Holiday Park Features Important to Consumers When Booking



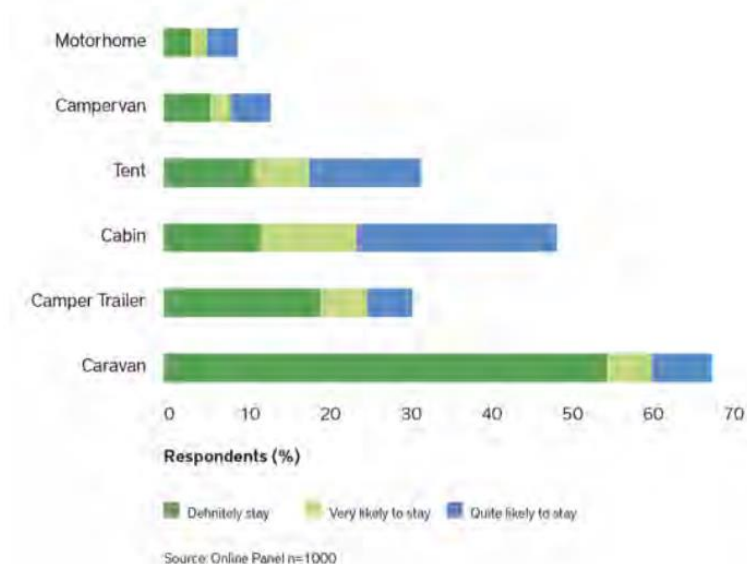
The most important features are location, cost, and security, followed by amenities like bathrooms and outdoor spaces. Social activities and swimming pools are secondary considerations.

To align with consumer priorities, Tumbarumba should focus on:

- Upgrading bathroom and shower facilities, ensuring they are modern and accessible.
- Ensuring boom gates are operational to enhance guest safety.
- Highlighting Tumbarumba's proximity to the Snowy Valleys Rail Trail, wineries, and natural attractions in marketing materials.
- Promoting and expanding sites for caravans and motorhomes to improve comfort, including addition of ensuite sites and installation of artificial matting.

Figure 4

Accommodation Type for Future Holiday Intention

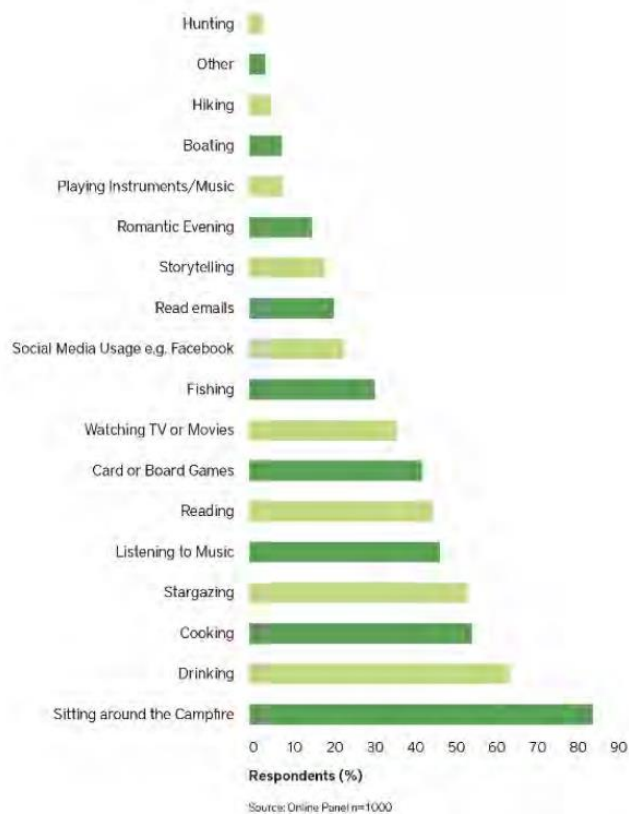


Caravans, cabins, and camper trailers dominate, with tents and motorhomes also having moderate appeal. The current preference leans toward comfortable and well-facilitated accommodations.

- Invest in additional modern cabins with quality fit-out to cater to families and couples.
- Offer dedicated, larger, motorhome sites with easy access to dump points and water refills.
- Maintain and improve tent camping areas, ensuring level, flood-resistant ground and nearby/centrally-located facilities for a complete camping experience.

Figure 5

Nighttime Activities Respondents Participate in When Caravanning and Camping



Sitting around the campfire, cooking, and drinking are the top nighttime activities, reflecting the importance of communal and relaxed environments. Activities like storytelling and stargazing also highlight the appeal of nature and traditional camping experiences.

Tumbarumba Caravan Park can capitalize on these preferences by:

- Installing designated campfire pits with seating areas, ensuring fire safety compliance.
- Enhancing outdoor cooking facilities, such as communal BBQ areas with lighting for nighttime use.
- Promoting Tumbarumba's dark-sky potential for stargazing, perhaps by including informational boards about constellations, or organizing stargazing nights.

2.4 COMPETITORS

2.4.1 Parks within approx. 100km Radius

The following is a detailed list of parks found within a range of approximately 100km from the Tumbarumba Caravan Park and their features.

Figure 6
Competitor Locations

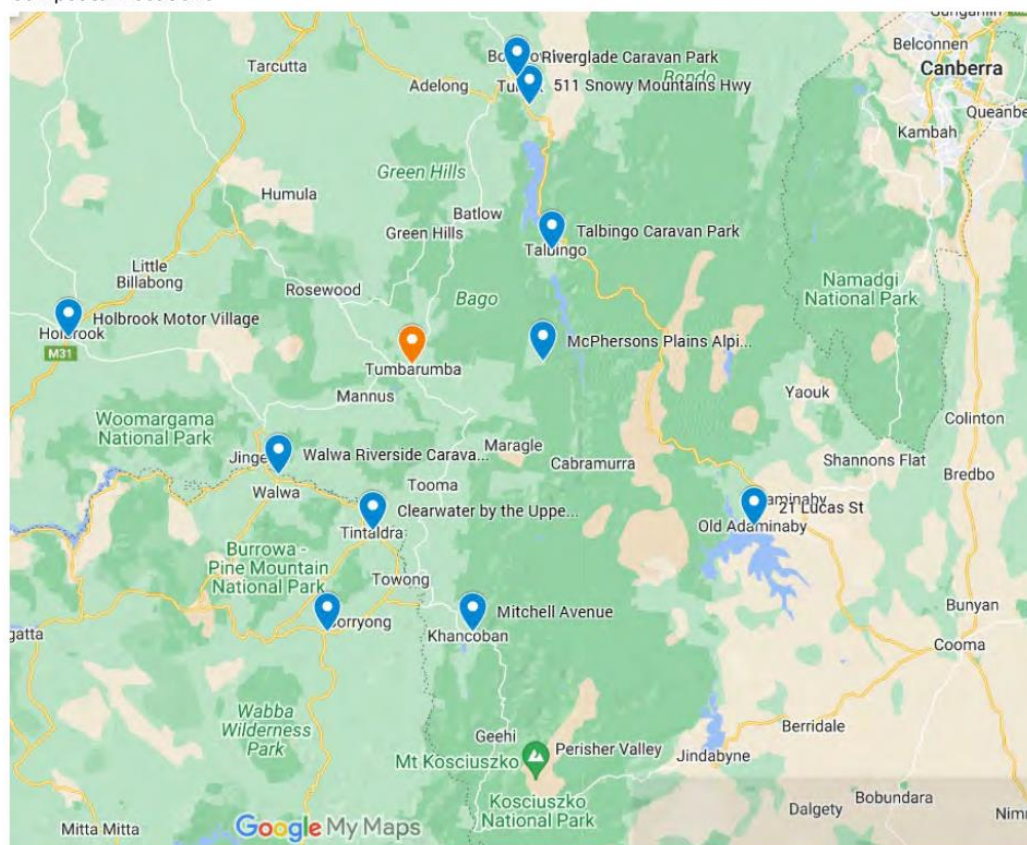


Table 1
Competitor Summary

Name	Distance (km)	Location	Features
McPhersons Plains Alpine Retreat	35	Alpine Way, NSW	Remote alpine retreat, suitable for hikers.
Batlow Caravan Park (Council Owned and Operated)	38	Batlow NSW 2730	Cabins, studios/lodges, powered/unpowered sites, modern amenities, close to town centre.
Walwa Riverside Caravan Park	51	Walwa VIC 3709	Powered sites, cabins, access to Murray River activities.
Clearwater by the Upper Murray Caravan Park	55	Upper Murray Rd, NSW	Riverside setting, powered/unpowered sites.
Adelong Golden Gully Caravan Park (Council Owned- Leased)	60	Adelong NSW 2729	Self-contained cabins, powered/unpowered sites, creek-side setting, walking distance to main street and heritage sites.
Riverglade Caravan Park	64	Tumut NSW 2720	Cabins and sites along the Tumut River.
Tumut Valley Holiday Park Formerly Blowering Holiday Park	70	Tumut NSW 2720	Near Blowering Dam, ideal for water sports and fishing.
Khancoban Lakeside Caravan Park	78	Khancoban NSW 2642	Lakeside accommodation, access to outdoor activities.
Khancoban Rose Holiday Units	78	Khancoban NSW 2642	Self-contained units near Kosciuszko National Park.
Colac Colac Caravan Park	78	Colac Colac VIC 3707	Riverside camping, family-friendly facilities.

Name	Distance (km)	Location	Features
Holbrook Motor Village	82	Holbrook NSW 2644	Cabins and sites close to Hume Highway.
Providence Holiday Park	102	Adaminaby NSW 2629	Accommodation near Lake Eucumbene, great for fishing.
Talbingo Tourist Caravan Park	108	Talbingo NSW 2720	Cabins, powered/unpowered sites, near Tumut River.

2.4.2 Comparative Rates/Price Benchmarking

The following table has been prepared using advertised rates found online at the time of preparing this report. The intent of the table is to compare powered site, unpowered site and cabin rates.

When comparing cabins, there are a number of offerings that make a like-for-like comparison difficult at times. Therefore, for the purposes of the report, parks with 2-bedroom cabins have been benchmarked between one another, comparing their lowest and the highest advertised rate in each season. Where only 2 seasons were advertised, the rate for low has been duplicated in the shoulder portion of the table. If they have no 2-bedroom cabins, 'n/a' has been the input. They may still have had other cabin styles.

Table 2
Competitor Pricing Comparisons

Provider	Low Season Unpowered Site Price	Shoulder Season Unpowered Price	Peak/High Season Unpowered Price	Low Season Powered Site Price	Shoulder Season Powered Price	Peak/High Season Powered Price	Low Season Basic Cabins	Shoulder Season Basic Cabin	High Season Basic Cabin	Low Season 2 Bedroom Cabin	Shoulder Season 2 Bedroom Cabin	High Season 2 Bedroom Cabin
Tumbarumba Caravan Park	\$27	\$27	\$27	\$37	\$37	\$37	\$90	\$90	\$90	\$150	\$150	\$150
Adelong Golden Gully Caravan Park	\$25	\$30	\$35	\$40	\$40	\$40	\$145	\$145	\$145	\$145	\$145	\$145
Batlow Caravan Park	\$27	\$27	\$35	\$37	\$37	\$40	\$95	\$95	\$130	\$115	\$115	\$150
Talbingo Tourist Caravan Park	\$25	\$25	\$35	\$35	\$35	\$45	\$95	\$95	\$110	\$150	\$150	\$155
Walwa Riverside Caravan Park	\$30	\$35	\$45	\$40	\$45	\$55	\$120	\$120	\$130	\$150	\$150	\$160
Tumut Valley Holiday Park (formerly Blowering Holiday Park)	\$27	\$27	\$35	\$37	\$37	\$40	\$95	\$95	\$130	\$115	\$115	\$150
Khancoban Lakeside Caravan Park	\$28	\$35	\$40	\$33	\$37	\$45	\$95	\$115	\$130	\$120	\$140	\$160
Khancoban Rose Holiday Units	N/A	N/A	N/A	N/A	N/A	N/A	\$110	\$120	\$130	\$120	\$130	\$140
Riverglade Caravan Park	\$30	\$35	\$40	\$40	\$45	\$52	\$90	\$100	\$120	\$190	\$210	\$230
Colac Colac Caravan Park	\$35	\$37	\$45	\$40	\$42	\$55	\$90	\$110	\$120	\$150	\$160	\$180
Providence Holiday Park	\$25	\$25	\$30	N/A	N/A	N/A	\$205	\$215	\$275	\$265	\$285	\$292
Holbrook Motor Village	\$30	\$30	\$30	\$37	\$37	\$38	\$130	\$130	\$145	\$145	\$145	\$170
Rainbow Pines Tourist Park	\$39	\$39	\$39	\$50	\$50	\$50	\$145	\$145	\$145	\$230	\$230	\$230

2.4.3 Competitors Facilities

The following table outlines key features and facilities of parks deemed to compete with Tumbarumba Caravan Park.

Table 3

Competitor Facilities

Facilities	Cabins	Powered Sites	Unpowered Sites	Camp Kitchen	Laundry	Playground	BBQ	Pool	Dump Point	Waterfront	Other
Tumbarumba Caravan Park	4	55	39	✓	✓	✗	✓	✗	✓	✓	Cabins, powered/unpowered sites, creek setting
Adelong Golden Gully Caravan Park	6	12	10	✓	✓	✓	✓	✗	✓	✓	Self-contained cabins, powered/unpowered sites, creek-side setting, walking distance to main street and heritage sites.
Batlow Caravan Park	36	9	40	✓	✓	✓	✓	✗	✓	✓	Cabins, powered/unpowered sites, modern amenities, close to town centre.
Talbingo Tourist Caravan Park	25	30	10	✓	✓	✓	✓	✓	✓	✓	Cabins, powered/unpowered sites, near Tumut River.
Walwa Riverside Caravan Park	4	50	6	✓	✓	✓	✓	✗	✓	✓	Powered sites, cabins, access to Murray River activities.
Tumut Valley Holiday Park	21	54	29	✓	✓	✓	✓	✓	✓	✓	Near Blowering Dam, ideal for water sports and fishing.
Khancoban Lakeside Caravan Park	8	20	10	✓	✓	✓	✓	✗	✓	✓	Lakeside accommodation, access to outdoor activities.
Khancoban Rose Holiday Units	5	0	0	✗	✓	✓	✓	✗	✗	✓	Self-contained units near Kosciuszko National Park.
Riverglade Caravan Park	36	109	25	✓	✓	✓	✓	✗	✓	✓	Cabins and sites along the Tumut River.
Colac Colac Caravan Park	13	125	89	✓	✓	✓	✓	✗	✓	✓	Riverside camping, family-friendly facilities.
Providence Holiday Park	13	0	50	✗	✓	✗	✓	✗	✗	✓	Accommodation near Lake Eucumbene, great for fishing.
Holbrook Motor Village	11	25	15	✓	✓	✓	✓	✓	✓	✗	Cabins and sites close to Hume Highway.
Rainbow Pines Tourist Park	18	18	4	✓	✓	✓	✓	✗	✓	✓	Scenic lakeside setting near Lake Eucumbene.

3. Business Analysis

3.1 Overview

The Tumbarumba Caravan Park, owned and operated by the Snowy Valleys Council, is a peaceful retreat located on Crown Land along Lauder Street in Tumbarumba, New South Wales. Nestled along the picturesque Tumbarumba Creek and adjacent to the Tumbarumba Showgrounds, the park is conveniently located just 700 meters from the town centre, providing easy access to local amenities and attractions.

Tumbarumba, situated in the Snowy Valleys region, is perfectly positioned within driving distance of major cities, making it an accessible and attractive destination. The town is approximately:

- 493 km (5 hours 45 minutes) from Sydney
- 435 km (5 hours 15 minutes) from Melbourne
- 220 km (2 hours 45 minutes) from Canberra.

For regional travellers, Tumbarumba is only 112 km (1 hour 20 minutes) from Albury and 98 km (1 hour 15 minutes) from Wagga Wagga.

This central location, combined with Tumbarumba's scenic beauty and rich cultural heritage, makes it a sought-after destination for tourists, nature lovers, and seasonal workers traveling through the Snowy Mountains region. Positioned as a midway point between Sydney and Melbourne, with proximity to regional hubs and attractions such as Kosciuszko National Park, the Tumbarumba Mountain Bike Trails, and Mt. Selwyn Ski Fields, Tumbarumba's accessibility enhances its appeal and supports local tourism and economic growth.

Since February 27, 2017, the Tumbarumba Caravan Park has been managed by the Snowy Valleys Council, after previously being under private lease. During this time, the Council has overseen the park through short-term management arrangements, ensuring its continued operation and contribution to regional tourism.

Set against the stunning backdrop of the Snowy Valleys, the park is surrounded by lush greenery, with a shaded canopy of deciduous trees and the calming presence of Tumbarumba Creek creating a serene and tranquil environment. However, its location along the creek also presents periodic flood risks, particularly in lower-lying areas of the park. Recognizing this challenge, future planning will prioritize flood mitigation strategies, including improved drainage systems, strategic siting of facilities in elevated areas, and consideration of raised modular buildings to minimize flood impact.

Accommodations cater to a variety of visitors, including:

- Powered and unpowered caravan and motorhome sites
- Cabins and basic entry-level lodge rooms.

Amenities at the park include a fully-equipped camp kitchen, communal spaces, and laundry facilities, ensuring a comfortable and convenient stay for guests. Planned upgrades, combined with the park's proximity to family-friendly facilities across the road (local pool, waterplay area, playground, and skate track), and its central location near wineries and adventure attractions, should position the Tumbarumba Caravan Park as a leading regional destination for both tourists and seasonal workers.

Flood management initiatives will further enhance the park's resilience, ensuring its continued appeal and functionality in the face of environmental challenges.

Figure 7
Location

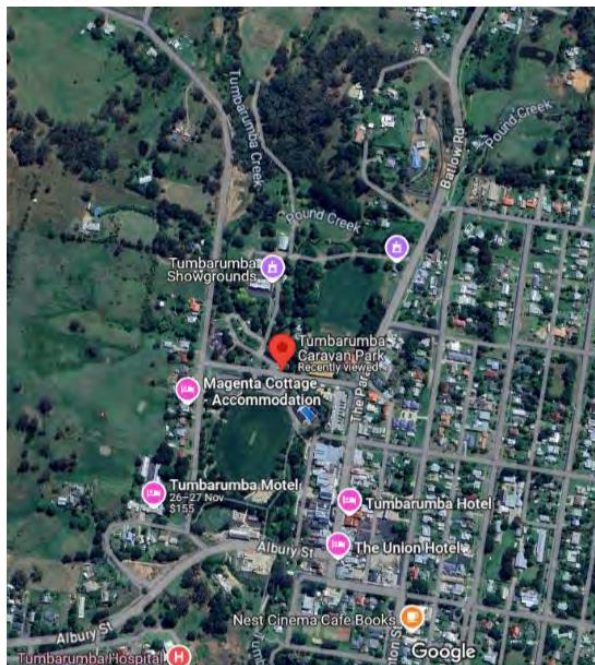
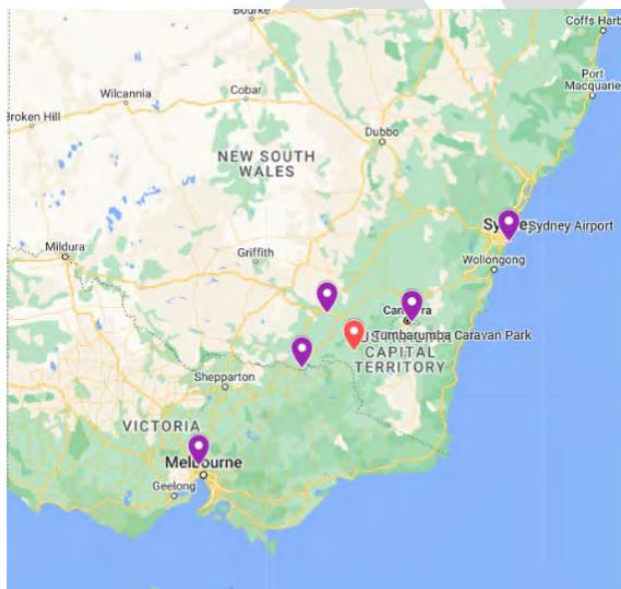


Figure 8
Proximity to major centres



3.2 Site Numbers

The park is configured into 79 powered and unpowered sites. These are broken down as follows:

- 54 Powered Sites

- 17 Unpowered Sites
- 8 Camping Sites.

In addition to the powered and unpowered sites there are the following accommodation options:

- 4 x 2-Bedroom Cabins
- 59 Ensuite Lodgings.

3.3 Site Photos



Manager's Residence and Office



Park Entry



Boom gates



Amenities



Amenities and Camp Kitchen



Camp Kitchen (main amenities)



Main amenities



Main amenities



Area behind main amenities



2-Bedroom Cabins



2-Bedroom Cabins, including 1 DDA Cabin



Bridge between north and south of park



Lodge Building



Lodge Camp Kitchen



Internal Lodge Camp Kitchen



Lodge External



Lodge Building



Lodge Internal



Bathroom Lodge



Dump Point



BBQ Shelter



Powered Sites



Maintenance Shed



Powered Sites



Powered Sites



Unpowered Sites



Powered Sites (South)

3.4 Asset Conditions and Facilities

The Tumbarumba Caravan Park features a diverse range of existing facilities, designed to provide a comfortable and functional experience for visitors. These facilities include:

Accommodation (Sited new in 2018)

- Four (4) accommodation cabins catering to various guest needs.

"The Lodge" Buildings: (Sited in 2017- second-hand)

- Two (2) detached modular buildings, known as "The Lodge South" and "The Lodge North."

The buildings comprise 59 rooms, constructed over two (2) levels, providing ample accommodation for larger groups or workforce. 19 rooms with double beds and 40 with double bunks.

Shared Facilities:

- A shipping container camp kitchen, fitted to specifically serve the Lodge buildings, ensuring convenient cooking and dining options (2018)
- A recreation/mess hall housed in a converted shipping container, offering a communal space for dining, relaxation, and social activities, that also serves the lodge (2018)
- A camp kitchen, housed within the main amenities building (Circa 1982)
- Several BBQ areas and covered shelters with seating, strategically placed around the park to enhance outdoor dining and social interaction.

Amenities Block: Circa 1982

- An aged amenities block, incorporating:
 - Male Facilities: Two (2) cubicles, one (1) urinal, and three (3) showers
 - Female Facilities: Three (3) cubicles and three (3) showers
 - Unisex Facilities: Two (2) separate unisex toilets and three (3) separate unisex showers, providing flexibility and inclusivity for all guests
 - A dump point for camper and caravan waste management
 - A disabled toilet and shower, not currently in use, and unlikely to meet current DDA standards.

Manager's Residence and Office: Sited new in 2020

- 3-bedroom manager's residence and office, serving as the operational hub of the park, and offering modern and functional facilities for both management and guest services.

Grounds and Supporting Infrastructure:

- A maintenance/work shed to support day-to-day operational and upkeep needs for the park.

Powered and Unpowered Sites

- 54 formalised powered sites, 17 unpowered sites and 8 unpowered camp sites.

3.5 Number of Facilities and Compliance with Regulations

In New South Wales (NSW), the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021 outlines the minimum requirements for shower and toilet facilities in caravan parks and camping grounds.

Based on a combination of 79 powered and unpowered sites, the following minimum number of facilities would be required to service those sites:

Table 4
Amenities Requirements

Facility Type	Minimum Number Required (76-100 Sites)
Female Toilets	7 cubicles
Male Toilets	4 cubicles + 2 urinals
Female Showers	5 showers
Male Showers	5 showers
Accessible Toilets	As per DDA
Accessible Showers	As per DDA

Disability Access:

A minimum of one (1) accessible toilet and shower must be included, complying with the standards for accessible facilities. There is a disabled toilet and shower onsite that is not currently in use and is unlikely to meet DDA requirements.

Table 5
Facilities Deficiencies

Facility Type	Existing Facilities	Required Facilities (76-100 Sites)	Gap/Notes
Female Toilets	3 cubicles	7 cubicles	Additional 4 cubicles needed.
Male Toilets	3 cubicles	4 cubicles	Additional 1 cubicle needed.
Urinals	1 urinal	2 urinals	Additional 1 urinal needed.

Facility Type	Existing Facilities	Required Facilities (76–100 Sites)	Gap/Notes
Female Showers	3 showers	5 showers	Additional 2 showers needed.
Male Showers	3 showers	5 showers	Additional 2 showers needed.
Unisex Showers	3 unisex showers	Additional as needed (optional)	Meets minimum, no gaps.
Accessible Toilets	1 toilet	1 minimum	Meets requirement, although existing not in use.
Accessible Showers	1 shower	1 minimum	Meets requirement, although existing not in use.
Dump Point	1 dump point	Optional**	No gap; meets typical requirements.

In accordance with the NSW Caravan Park Regulations, it is a requirement that all sites must be located within a 100-meter radius of an amenities building to ensure accessibility and convenience for guests. Upon review of the current site layout, it has been identified that a number of sites fall outside the prescribed 100-meter radius from the existing amenities building.

To address this regulatory requirement, this issue has been incorporated into the new concept masterplan, Asset Conditions.

Table 6

Existing Assets- All asset below are owned by Snowy Rivers Council.

Asset Type	Description	Construction Year	Internal Condition	External Condition	Notes
Accommodation Cabins	Four (4) modular tourist cabins, including one (1) accessible cabin.	Circa 2020	Excellent	Excellent	Accessible cabin includes a larger bathroom, modified kitchen, and ramp access.
The Lodge South	Modular building with 27 ensuite rooms (18 bunk rooms and 9 double bedrooms), communal laundry, and storage areas.	Circa 2017	Good	Good	Includes external walkways and steel balcony platforms.
The Lodge North	Modular building with 31 ensuite rooms (22 bunk rooms and 9 double bedrooms), communal laundry, and storage areas.	Circa 2017	Good	Good	Features steel-fabricated mesh privacy screens.
Camp Kitchen	Two (2) shipping containers combined to form a communal kitchen with 14 cooking stations.	Circa 2018	Good	Good	Includes modwood decking and tubular steel balustrade fencing.
Amenities Block	Male, female, and unisex amenities	Circa late 1980s	Fair	Fair	Features solar-powered hot water, guest

Asset Type	Description	Construction Year	Internal Condition	External Condition	Notes
	with an integrated camp kitchen.				laundry, and a cleaner's storage room.
Recreation/Mess Hall	Shipping container converted into a communal recreation and dining area.	Circa 2018	Good	Good	Provides social and relaxation spaces.
Manager's Residence	Modern modular home with reception/office, three bedrooms, and two bathrooms.	Circa 2020	Excellent	Excellent	Features front porch, rear veranda, and integrated security systems.
Maintenance/Work Shed	Shed equipped for operational storage and park maintenance.	Unknown	NA	Fair	Supports daily operations.
Powerheads	K-Mac Powerheads	Unknown	NA	Good	All appear to have RCD protection.
Boomgates	Entry and Exit Boomgates	Unknown	NA	Good	Gates not currently operating as flooding has left them inoperable.
BBQ and Seating Shelters	Free standing covered BBQ and Tables	Unknown	NA	Fair	Various structures housing BBQ and/or seating.

3.6 Organisational and Management Structures

The Tumbarumba Caravan Park operates under a multi-tiered management system. Oversight is provided by Council's Manager of Technical Services in collaboration with the Executive, ensuring strategic alignment and adherence to council objectives. Day-to-day operations and budget implementation fall under the purview of a single contracted manager, who also manages the Batlow Caravan Park on behalf of Council.

Council employees and contractors are engaged to maintain the park's grounds and ensure the cleanliness of its cabins.

Based on the financial information provided, the level of income spent on wages and management is considered quite high compared to industry levels, and a more efficient management structure could be considered. Traditionally, the wages for a full-time management couple under the HIGA award, with allowance, would be in the region of \$145,000, plus superannuation. This would pay for 2 full-time employees, who would also take on all the grounds and cleaning.

Other management structures for investigation include:

Management Contract

A Management Contract involves engaging a private operator or contractor to manage the park on behalf of the Council. The agreement clearly outlines roles, responsibilities, and terms for both parties, typically including fixed retainers and incentives based on performance. The contractor is responsible for staffing, equipment, and some of the operational costs.

Management License

A Management License operates similarly to a lease but differs in key aspects that allow Council to retain greater oversight and control while enabling an operator to manage the park's daily functions. Under this model, Council remains responsible for all major capital expenditures and has some input into the park's operations, ensuring long-term investment in the asset. The licensee oversees daily management, marketing, operations, and minor capital improvements while collecting all income and covering most operational costs. Instead of a fixed rent, Council receives a share of the revenue, maintaining ownership of the site and benefiting from the park's financial performance. Unlike a traditional lease, a Management License typically has a shorter term, often structured as a five-year agreement with an optional five-year extension, providing greater flexibility. Additionally, the agreement cannot be on-sold, preventing third-party transfer of operational control without Council's approval. This model strikes a balance between private sector efficiency and public sector oversight, allowing Council to maintain strategic influence while leveraging professional park management expertise.

3.7 Historical Capital Investment

Over the last 10 years, capital investment into the site has been significant, at just under \$4,000,000. Significant projects include:

Project	Value
4 New Cabins	\$400,000
59 Lodging Units	\$2,200,000
Managers Residence	\$241,000
Washing Machines and Driers	\$10,000
Camp Kitchen	\$480,000
Boomgates/Fencing/Pathways etc	\$270,000
Other infrastructure and drainage	\$225,000
TOTAL	\$3,826,000

4. Operational and Marketing Review

4.1 Information Systems

The park uses the Newbook reservation system for the management of reservations and links with the same system to facilitate live bookings from the park's websites. The system has many unique features that are not being used and should be leveraged where possible.

Such initiatives include:

- Automatic text messaging to guests when cabins are ready to check in, allowing guests to check in early if they want to
- Ability to send messages to guests offering free upgrades prior to check-in
- Option to SMS guests after arrival with an offer to extend their stay at a discounted rate where occupancy is low and/or the cabin is not rebooked for their scheduled day of departure
- Text messaging guests on the evening prior to their departure with an offer of a complimentary late checkout or discounted extension to their stay
- Sending weather updates and warnings to the phones of all guests on site
- Giving guests the ability to pay off their holiday in instalments utilising an inbuilt instalment payment option that credits payments automatically to the guest's account
- Ability for guests to select add-ons when booking online—e.g., they can add an extra set of linen to their booking if only the main bed is made up with linen and they wish to purchase and pay at the time of booking
- Offering guests the ability to pay direct to their account via BPay. This saves on administration costs for

park management, as the process is completely automated, unlike direct credits, which both Council and park management need to reconcile and receipt.

While some of these initiatives have no direct measurability, they all go towards ensuring “passive” customers become “promoters” by making sure guest expectations are not only met but exceeded. These features need to be leveraged.

Other value-adds include initiatives such as providing cabin guests with free DVDs and board games, and organised activities during holiday periods.

4.2 Online sales (OTAs) and Website

The Tumbarumba Caravan Park's current approach to online bookings reveals significant missed opportunities in reaching broader markets, particularly the international segment. The absence of cabin listings on key third-party platforms such as Expedia and Booking.com is a critical gap in the park's distribution strategy. Booking.com, in particular, has a strong foothold in the international market and consistently outperforms Expedia in terms of driving global bookings. By not leveraging these platforms, the park is likely underperforming in attracting both local and international visitors and competing effectively with other accommodations in the region.

Additionally, while the park offers a "Book Now" feature on its website, the fact that only 14% of bookings come from this channel is well below industry benchmarks, where typically 30% or more of bookings are expected to be made online. This indicates that the website may lack the visibility, functionality, or user experience required to convert visitors into bookings effectively. Factors such as SEO, website design, pricing transparency, and promotion might be areas to investigate and improve.

4.3 Website/SEO and Google Business

The Tumbarumba Caravan Park's website serves as a digital gateway for potential visitors, offering essential information about accommodations and the surrounding area. However, to enhance user engagement and align with industry best practices, several areas could be improved.

Tumbarumba Caravan Park—SEO Audit Report

This brief audit highlights key observations, strengths, and areas for improvement in Tumbarumba Caravan Park's website, SEO strategy, and Google Business Profile (GBP). By addressing the outlined opportunities, the park can significantly enhance its online presence and attract more visitors.

Web Design / User Experience

- **Strengths:**
 - Simple website structure with easy-to-use navigation.
 - Mobile layout is effective in some areas, with a clear logo on mobile devices.
- **Areas for Improvement:**
 - Desktop Design:** The top-left logo is hard to see, due to the header image. Image and section alignment also need attention.
 - Mobile Responsiveness:** The home page and accommodation pages require better optimisation; text and images do not flow seamlessly.
 - Accommodation Page:** Add higher-quality photos and more images to showcase accommodation options effectively.
 - Call-to-Action Buttons:** Make buttons more prominent with brighter colours and larger fonts.
 - Google Maps Embed:** Update the Google Maps embed code to display park contact information on the map marker.

SEO Insights

- **Strengths:**
The website ranks well for Tumbarumba-specific location keywords, ensuring visibility for guests searching for accommodation in the local area.
- **Opportunities:**
Expand keyword targeting to cover broader regional terms such as:
 - *snowy mountains camping*
 - *caravan park snowy mountains*
 - *accommodation snowy mountains***Content Creation:** Add a blog section to drive traffic by publishing articles about:
 - Local attractions and *activities*.
 - Scenic road trips (e.g., Melbourne to Sydney routes).
 - Nearby townships *and* regional highlights.

Google Business Profile (GBP)

- **Current Challenges:**
Incorrect 'Highlights' section – this needs to be corrected per [Google's guidelines](#).
Limited photo updates – the last owner-added photos are over five years old.
Reviews are inconsistent and often left unanswered.
- **Recommendations:**
Regularly upload fresh photos of accommodations, grounds, and local attractions.
Develop a review management strategy to encourage consistent reviews, and promptly respond to them.

4.4 Paid Search

There is an opportunity to implement paid search campaigns with Google AdWords and initiate display ad re-marketing. Paid search, which will range from between \$2-\$4 per click, will ensure that Tumbarumba Caravan Park has the best chance of appearing on Page One of the search results, based on a number of predetermined keyword searches. The monthly spend can be limited to ensure it fits within a predetermined budget. However, it would be recommended that funds from the marketing budget are allocated toward this activity in the future. In addition to paid search, display ad remarketing should also be undertaken. Remarketing allows the park to stay connected with its target audience, even after they leave the site, by delivering ads to people who have visited the website. When people leave the site without buying anything, remarketing helps to reconnect with them by showing relevant ads across their different devices when online.

4.5 Social Media/Review Sites

Social media is now one of the most cost-effective and simple ways to engage with our customers. The Tumbarumba Caravan Park has a Facebook Page with a reasonable amount of information on it. Weekly posts to a dedicated business Facebook page are encouraged; these posts should also be used to feature local events in the region, park activities and park news. Video footage is also encouraged since Google ranks video content highly. Regular videos and posts to all blogging sites should also be considered as this also assists with Google rankings. A well-maintained Facebook page with a large following is an extremely cost-effective means of advertising that can achieve instant results.

4.6 Consumer Sentiment

The park's Trip Advisor rating currently sits at 4.5 out of 5, which had been accumulated from a total of 77 reviews at the time this plan was prepared. Innoviv would suggest a benchmark of 4 out of 5 as an acceptable target, with the percentage of poor and terrible reviews below 5%. Management should continue

to push those with positive comments to the site to increase the number of reviews and their credibility, as the last review was in August of 2017.

Table 7

Trip Advisor Ratings

Rating	Review	Percentage
Excellent	11	37%
Very Good	10	33%
Average	4	13%
Poor	3	10%
Terrible	2	7%
TOTAL	30	

As of November 2024, Tumbarumba Caravan Park has received a variety of reviews on TripAdvisor, highlighting both strengths and areas for improvement.

Positive Aspects:

- **Scenic Location:** Guests frequently praise the park's picturesque setting along Tumbarumba Creek, offering a tranquil environment close to nature.
- **Proximity to Town:** Reviewers appreciate the park's convenient location, just a short walk from Tumbarumba's town centre, providing easy access to local shops and attractions.
- **Friendly Staff:** The park's management and staff receive commendations for their welcoming and helpful demeanour, enhancing the overall guest experience.
- **Clean Facilities:** Visitors often highlight the cleanliness of the amenities, including restrooms and communal areas, contributing to a comfortable stay.

Areas for Improvement:

- **Aging Infrastructure:** Some guests note that certain facilities and accommodations appear dated and could benefit from modernization to meet contemporary standards.
- **Limited Amenities:** A few reviews mention a desire for additional amenities, such as enhanced recreational facilities or improved Wi-Fi connectivity, to cater to diverse guest needs.
- **Noise Levels:** Occasional comments point to noise disturbances, particularly during peak seasons, suggesting a need for better noise management policies.

Overall, Tumbarumba Caravan Park is praised for its serene location, friendly staff, and cleanliness. Addressing feedback related to infrastructure updates and expanded amenities could further enhance guest satisfaction and attract a broader clientele.

The park also holds a 4.1-star rating with Google. This result has been amassed from a total of 140 reviews.

As of November 2024, Tumbarumba Caravan Park has garnered a range of reviews on Google, reflecting both positive experiences and areas for improvement. Most were very similar to those found on Trip Advisor.

Positive Aspects:

- **Scenic Location:** Many guests appreciate the park's picturesque setting along Tumbarumba Creek, offering a tranquil environment close to nature.
- **Proximity to Town:** Reviewers frequently mention the park's convenient location, just a short walk from Tumbarumba's town centre, providing easy access to local shops and attractions.
- **Friendly Staff:** The park's management and staff receive commendations for their welcoming and helpful demeanour, enhancing the overall guest experience.
- **Clean Facilities:** Visitors often highlight the cleanliness of the amenities, including restrooms and communal areas, contributing to a comfortable stay.

Areas for Improvement:

- **Aging Infrastructure:** Some guests note that certain facilities and accommodations appear dated and could benefit from modernization to meet contemporary standards.
- **Limited Amenities:** A few reviews mention a desire for additional amenities, such as enhanced recreational facilities or improved Wi-Fi connectivity, to cater to diverse guest needs.
- **Noise Levels:** Occasional comments point to noise disturbances, particularly during peak seasons, suggesting a need for better noise management policies.

Overall, Tumbarumba Caravan Park is praised for its serene location, friendly staff, and cleanliness. Addressing feedback related to infrastructure updates and expanded amenities could further enhance guest satisfaction and attract a broader clientele.

The absence of responses to reviews on platforms like TripAdvisor and Google My Business sends a concerning message to both current and potential guests. In the highly competitive tourism and hospitality industry, these platforms are critical tools for building trust and engagement with customers. Reviews—whether positive or negative—offer a public forum for guests to share their experiences and provide management with an opportunity to demonstrate attentiveness and a commitment to improvement.

When reviews, especially complaints, go unanswered, it can create the impression that management is indifferent to guest feedback. This perception can significantly impact consumer confidence, as prospective guests often rely on these platforms to assess a business's quality and service standards.

Responding to reviews shows that management values guests' opinions, actively seeks to resolve issues, and is invested in delivering positive experiences. It also provides an opportunity to highlight improvements and share insights into the business's efforts to meet consumer expectations.

In the context of Tumbarumba, this lack of engagement can deter potential visitors and diminish the park's reputation, particularly as consumers increasingly prioritize businesses that demonstrate transparency and responsiveness. By adopting a proactive approach to online review management, Tumbarumba Caravan Park could enhance its public image, rebuild trust, and reinforce its commitment to providing exceptional service.

4.7 Guest Feedback / Net Promoter

Having a loyal customer base to ensure a high level of repeat and word-of-mouth custom is essential. This is achieved by offering guests a 5-star customer service and quality on-site facilities.

Newbook offers this service every time. Before they leave, all guests are emailed a departure survey. A net promoter score (NPS) is calculated using the answer to one key question, using a 0-10 scale. The key question is: "How likely on a scale of 0-10 is it that you would recommend the Tumbarumba Caravan Park to a friend or colleague?"

Respondents are grouped as follows:

- Promoters (those who score 9-10) are loyal customers who will keep coming back and refer others, thereby building custom.
- Passives (those who score 7-8) are customers who are satisfied, but unenthusiastic, and who are therefore more open to competitive offerings.
- Detractors (those who score 0-6) are unhappy customers who can damage the park's reputation and impede growth through negative word of mouth.

A target net promoter score of 60-65 would be considered appropriate for the park and is consistent with the benchmark set by a number of others in the industry, including BIG4.

Newbook surveys can be tailored with unprompted questions such as:

- "What was the single thing you most enjoyed about your stay?"
- "What was the single thing we could have done better to improve your stay?" and
- "What additional facilities or services would have enhanced your overall experience?"

These questions are invaluable when looking at redevelopment as they allow us to see what it is that our customers want and what could have assisted with this process.

From a marketing perspective, it could also be useful to ascertain guests' ages by range, type of user (couple, family, etc.), and source information about auto-club and park chain members to assist with future marketing initiatives.

4.8 Newsletters

If the park is not already doing so, a bimonthly electronic newsletter with soft retail messages should be implemented. Focus on building a database of past and present guests to market/encourage more frequent and longer stays. It is far cheaper—and easier—to retain an existing client than to attract a new one.

4.9 Affiliations / Joint Ventures / Chain Membership

Relationship marketing continues to be highly relevant. There is a need to continue to build relationships with trade and consumer groups, local tourism bodies and business associations. Tumburumba Park is currently not a member of either the State or National Caravan Park Association and should consider membership in both.

Simple tasks like ensuring park manager/s regularly engage and visit with the local Visitor Information Centres and offer volunteers familiarisations of the park can also be highly beneficial. Being involved in joint promotions with other local attractions or tourist operators will assist in making the most effective use of advertising and promotional expenditure.

Consideration could also be levied toward inclusion of the park into a chain such as G'day Parks to increase its national exposure and online presence. This will also assist in positioning the park as a tourist asset.

4.10 Print Media

While print media is becoming less of a means to communicate with guests, it is often still advantageous to assess the top 5 postcodes of previous park patrons and target print media advertising in these locations.

4.11 Pricing Strategy/Seasons

Park operators who do not rely solely on competitive pricing can achieve success by focusing on exceptional service, high-quality facilities, and value-added offerings. While price is not always the deciding factor, it remains a key element in how consumers evaluate accommodation options and make booking decisions.

Unlike privately owned parks, council-operated parks face unique pricing challenges due to the inflexibility of annual fee structures. Park fees are set and advertised in advance as part of the council's fees and charges register, limiting the ability to adjust tariffs in response to demand fluctuations. This rigidity can also impact the ability to implement rolling work programs, which are crucial for ongoing park improvements.

To ensure pricing aligns with consumer demand and remains competitive, several factors must be considered:

- Park amenities and service quality
- Competitor rates, locations, and offerings
- Seasonality and regional demand trends

A detailed demand analysis should be conducted, assessing average daily rates across high, medium, and low seasons from the previous year. This helps create a pricing strategy that maximizes revenue while maintaining market competitiveness.

Currently, the park charges a flat rate year-round, which does not reflect occupancy levels or market demand variations. Based on an assessment of occupancy trends, demand patterns, and competitor pricing, it may be beneficial to implement a three-season pricing model for both sites and accommodation. This would allow for more precise pricing adjustments, ensuring the park remains attractive to guests while optimizing revenue.

Many operators are taking pricing optimization further by adopting dynamic pricing models, which adjust rates in real time based on demand. This strategy enables parks to:

- Attract guests during quieter periods with lower initial rates
- Increase rates as demand rises to maximize revenue

While dynamic pricing is challenging in a local government setting, it can be achieved if councils adopt price ranges instead of fixed rates in their fees and charges register. This approach provides the flexibility needed to respond to demand fluctuations while still aligning with council policies.

4.12 Name/Rebrand

A rebranding or renaming of the park should be considered, to better align with its offerings and appeal to a broader audience. The term "Caravan Park" often evokes images of very basic facilities, primarily for caravans and camping, and can carry associations with parks predominantly occupied by permanent residents. In contrast, incorporating the term "Tourist Park" into the name would help position the park as a destination that caters to a wider range of travellers, including families, tourists, and short-term visitors.

The new name should reflect both the park's location and its regional identity. For example, Tumbarumba Creekside Tourist Park as the park was previously known, ties the name to the picturesque Tumbarumba Creek and reinforces its connection to the local area, creating a strong sense of place.

By rebranding under the "Tourist" or "Holiday Park" banner, the park not only markets the destination, but also elevates the overall experience it offers. This creates an opportunity to exceed guest expectations traditionally associated with caravan parks, positioning the park as a comprehensive, one-stop destination for relaxation and adventure. This strategic shift can further enhance the park's appeal, attract diverse visitor segments, and support its growth and development.

4.13 Policy and Procedure

Policy and procedure were not reviewed as part of this plan.

5. FINANCIAL ANALYSIS

The following income and expenditure data has been graphed based on information supplied by the Council. It should be noted that it does vary slightly from that recorded in the reservation system.

For consistency, the revenue used is only that accounted for in the park-related receipts and insurance recoveries, and other sundry income not directly related to the park has been omitted.

On the expense side, internal council recharges and depreciation have been removed, to show a profit that could be expected to an external operator. Note that there are still some inconsistencies in expenses, with things like insurance only been shown in the last 2 of the 5 years, and significant Council plant hire charges still included.

5.1 Income

The income and expenditure data for Tumbarumba Caravan Park, as provided by the Council, has been graphed to illustrate financial performance. The data has been refined to ensure clarity and relevance for operational analysis. However, certain adjustments and inconsistencies warrant further attention:

- **Revenue Adjustments:**

The revenue figures presented exclude non-park-related receipts such as insurance recoveries and sundry income. This ensures the analysis focuses solely on income generated directly from park operations, providing a clearer representation of financial performance as it pertains to the park itself.

This approach allows for a more accurate evaluation of operational efficiency and profitability from an external operator's perspective.

- **Expense Adjustments:**

Depreciation and internal Council recharges have been excluded to align with the expenses an external operator might incur, offering a practical perspective on potential profitability.

Despite these adjustments, there are notable inconsistencies in expense reporting. For example, insurance costs are recorded only in the last two years of the five-year period, which could distort year-to-year expense comparisons.

Significant Council plant hire charges remain included in the expense data, which may not reflect the actual costs an external operator would face.

These irregularities highlight the need for further refinement and standardization of expense categorization to improve financial transparency.

- **Implications for Analysis:**

The exclusion of non-operational income and Council-specific expenses provides a more realistic view of the park's financial performance, as it would appear under private management.

However, the inconsistencies in expense reporting, such as the irregular treatment of insurance and plant hire, could impact the accuracy of profitability assessments. Future analyses should aim to address these discrepancies to present a more reliable financial overview.

Figure 9

Total Revenue (Excluding GST)



Figure 10

Profit (Excludes Interest, Council Recharges and Depreciation)

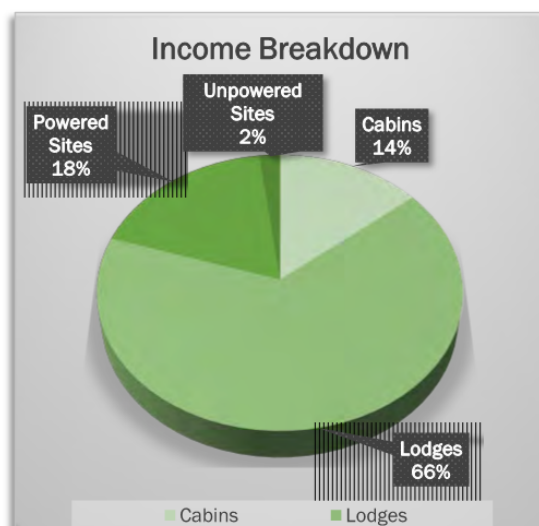


Figure 11

Income and Profit (includes non-capital equipment, excludes interest, council recharges and depreciation)



Figure 12
Breakdown of Income



This table shows the heavy reliance on Lodges for revenue and the need to diversify to ensure the ongoing sustainability of the park.

Table 8
Detailed Expenditure Breakdown FY 23/24

Expenses	Costs	%age turnover	%age of all expenses
Wage and contract payments	\$296,068.97	38.7%	59.5%
Materials	\$20,991.00	2.7%	4.2%
Bank Fees and Charges	\$9,334.52	1.2%	1.9%
Electricity and Gas	\$63,927.12	8.4%	12.8%
Insurances	\$13,320.00	1.7%	2.7%
Plant Hire	\$14,408.00	1.9%	2.9%
Professional Services	\$24,090.91	3.1%	4.8%
Advertising and Marketing	\$1,315.95	0.2%	0.3%
Legal Fees	\$3,530.00	0.5%	0.7%
Printing/Postage and Stationery	\$592.00	0.1%	0.1%
Subscriptions	\$12,827.88	1.7%	2.6%
WHS	\$442.00	0.1%	0.1%
Internet	\$548.00	0.1%	0.1%
Rates	\$30,674.76	4.0%	6.2%
Internal Usage Charges	\$5,893.00	0.8%	1.2%
Totals	\$ 497,964.11	65.1%	100.0%

The expenses have been grouped based on Council's provided profit and loss statements. Unfortunately, the supplied data aggregates many costs under single general ledger (GL) accounts, which limits the ability to provide meaningful commentary or detailed breakdown of expenses using a traditional expense model.

Expenses do not include interest, depreciation or internal Council recharges. These were just under \$300,000 for the 12 months ending June 30, 2024.

The following key observations have been made:

- **Wages:** Currently accounting for 38% of turnover, which is significantly higher than the expected range of 25-30% for a park of this size. This suggests potential inefficiencies or overstaffing that should be reviewed.
- **Marketing:** Expenditure on marketing is less than 0.5% of turnover in the past 12 months, far below the typical 1-2% expected for a park of this nature. Increasing investment in marketing could improve occupancy and revenue.
- **Insurance:** Insurance costs, including public liability, appear understated. For a park of this size, these costs would typically range between \$20,000 and \$25,000 annually. A detailed review of the insurance coverage is recommended to ensure adequate protection.
- **Overall Expenses:** A typical freehold park under management should see total expenses at 40-50% of turnover. Current expenses exceed this benchmark, highlighting areas where cost efficiencies could be achieved.

A detailed breakdown and reclassification of expenses are needed to provide actionable insights and align costs with industry benchmarks.

5.2 Occupancy

For the purposes of this report, occupancy has been recalculated to provide like-for-like comparisons across each year. The assumed numbers of available sites are as follows: **54 powered sites, 25 unpowered camp sites, 4 cabins, and 59 lodgings.**

Over the years, the number of sites recorded in the reservation system has varied, which has impacted occupancy calculations. By using the actual number of sites utilized, this recalculated approach provides a more accurate and consistent comparison of occupancy trends. Reports generated directly from the reservation system can be skewed due to the fluctuation in recorded site numbers, and this adjustment corrects for those inconsistencies.

Figure 13

All Sites Occupancy

(Figures based on- 54 powered sites, 25 unpowered/camp sites, 4 cabins, and 59 lodgings)



Figure 14
2 Bedroom Cabin Occupancy



Figure 15
Lodges Occupancy



Figure 16
Powered Sites Occupancy



Figure 17
Unpowered Sites Occupancy



The following tables analyse the occupancy of each type of accommodation or site—powered sites, unpowered camp sites, cabins, and lodges. Occupancy is examined by range, month, and day of the week to identify periods of high demand. This detailed analysis provides insights into:

Day of the Week: Understanding how demand fluctuates between weekdays and weekends, enabling tailored pricing strategies (e.g., higher weekend rates).

Month of the Year: Identifying seasonal peaks and troughs in demand to optimize pricing and marketing efforts.

Days of High Demand: Highlighting how many days across the year experience high occupancy levels, which can guide resource allocation and operational planning.

This information is invaluable for setting pricing structures based on seasonality and, in some cases, the day of the week, ensuring competitive and strategic pricing to maximize revenue while meeting customer expectations.

Table 9

Unpowered Sites Occupancy by Range

Months	Days < 40%	Days 41% - 60%	Days 61% - 85%	Days 86% - 100%	Total Days
Jul 2023	31				31
Aug 2023	31				31
Sep 2023	30				30
Oct 2023	31				31
Nov 2023	30				30
Dec 2023	31				31
Jan 2024	30	1			31
Feb 2024	26			3	29
Mar 2024	31				31
Apr 2024	30				30
May 2024	31				31
Jun 2024	30				30
Grand Total	362	1	0	3	366

Table 10

Unpowered Sites Occupancy by Month

Months	Overall Occupancy
Jul 2023	0%
Aug 2023	1%
Sep 2023	3%
Oct 2023	5%
Nov 2023	6%
Dec 2023	7%
Jan 2024	8%
Feb 2024	18%
Mar 2024	17%
Apr 2024	6%
May 2024	3%
Jun 2024	1%
Grand Total	6%

Table 11

Unpowered Sites Occupancy by Day

Day	Overall Occupancy
Monday	5%
Tuesday	5%
Wednesday	4%
Thursday	5%
Friday	8%
Saturday	10%
Sunday	8%
Grand Total	6%

Table 12

Powered Sites Occupancy by Range

Months	Days < 40%	Days 41% - 60%	Days 61% - 85%	Days 86% - 100%	Total Days
Jul 2023	31				31
Aug 2023	31				31
Sep 2023	30				30
Oct 2023	28	2	1		31
Nov 2023	30				30
Dec 2023	27	3	1		31
Jan 2024	26	4		1	31
Feb 2024	22	3	1	3	29
Mar 2024	17	8	3	3	31
Apr 2024	13	16	1		30
May 2024	31				31
Jun 2024	30				30
Grand Total	316	36	7	7	366

Table 13
Powered Sites Occupancy by Month

Months	Overall Occupancy
Jul 2023	9%
Aug 2023	8%
Sep 2023	14%
Oct 2023	23%
Nov 2023	16%
Dec 2023	22%
Jan 2024	31%
Feb 2024	38%
Mar 2024	47%
Apr 2024	41%
May 2024	23%
Jun 2024	9%
Grand Total	23%

Table 14
Powered Sites Occupancy by Day

Day	Overall Occupancy
Monday	22%
Tuesday	20%
Wednesday	21%
Thursday	22%
Friday	27%
Saturday	27%
Sunday	25%
Grand Total	23%

Table 15

Cabins Occupancy by Range

Months	Days < 40%	Days 41% - 60%	Days 61% - 85%	Days 86% - 100%	Total Days
Jul 2023		11	9	11	31
Aug 2023	21	7	2	1	31
Sep 2023	7	10	9	4	30
Oct 2023	2	6	8	15	31
Nov 2023	6	13	2	9	30
Dec 2023	25	3		3	31
Jan 2024	9	5	1	16	31
Feb 2024	8	10	4	7	29
Mar 2024	9	12	6	4	31
Apr 2024	6	15	6	3	30
May 2024	9	8	7	7	31
Jun 2024	9	12	8	1	30
Grand Total	111	112	62	81	366

Table 16

Cabins Occupancy by Month

Months	Overall Occupancy
Jul 2023	75%
Aug 2023	29%
Sep 2023	58%
Oct 2023	79%
Nov 2023	61%
Dec 2023	27%
Jan 2024	67%
Feb 2024	56%
Mar 2024	52%
Apr 2024	55%
May 2024	57%
Jun 2024	50%
Grand Total	56%

Table 17

Cabins Occupancy by Day

Day	Overall Occupancy
Monday	55%
Tuesday	58%
Wednesday	54%
Thursday	53%
Friday	62%
Saturday	59%
Sunday	49%
Grand Total	56%

Table 18

Lodges Occupancy by Range

Months	Days < 40%	Days 41% - 60%	Days 61% - 85%	Days 86% - 100%	Total Days
Jul 2023		12		19	31
Aug 2023	6	18		7	31
Sep 2023	6	17		7	30
Oct 2023	22	7		2	31
Nov 2023	16	14			30
Dec 2023	29	2			31
Jan 2024	29	2			31
Feb 2024	23	3		3	29
Mar 2024	28			3	31
Apr 2024	13	14		3	30
May 2024	23	8			31
Jun 2024	27	3			30
Grand Total	222	100	0	44	366

Table 19

Lodges Occupancy by Month

Months	Overall Occupancy
Jul 2023	63%
Aug 2023	46%
Sep 2023	54%
Oct 2023	39%
Nov 2023	39%
Dec 2023	19%
Jan 2024	24%
Feb 2024	32%
Mar 2024	33%
Apr 2024	43%
May 2024	32%
Jun 2024	29%
Grand Total	38%

Table 20

Lodges Occupancy by Day

Day	Overall Occupancy
Monday	40%
Tuesday	40%
Wednesday	39%
Thursday	37%
Friday	36%
Saturday	36%
Sunday	37%
Grand Total	38%

5.3 Yields

The following yields have been determined based on site numbers advised as of June 30th, 2024.

Table 21

Per Site Yields 2023/24 (ex GST)

Accommodation Type	Current Annual Yield
Cabins (4)	\$26,959
Lodges (59)	\$8,872
Powered Sites (54)	\$2,708
Unpowered and Camping Sites (25)	\$660

5.4 Performance Analysis of Yields with Occupancy Context

- Cabins (\$26,959 at 52% Occupancy)**

Industry Benchmark: \$30,000–\$35,000 annually at ~65% occupancy.

Current cabin occupancy at 52% is below the industry target of 65%, which directly impacts the annual yield. Despite this, the yield of \$26,959 is relatively close to the lower end of the benchmark, indicating that pricing may be appropriate, but room exists to increase bookings. Strategies such as dynamic pricing, seasonal pricing, off-peak promotions, or targeted marketing could help bring occupancy and yield closer to industry expectations.

- Lodges (\$8,872 at 32% Occupancy)**

Industry Benchmark: ~\$20,000 annually at ~55% occupancy.

Lodge performance is significantly under industry benchmarks in both yield and occupancy. With only 32% occupancy, there's a clear opportunity to increase usage through improved marketing, differentiation of offerings, or adding value (e.g., unique experiences, better amenities). Current yields indicate underutilization or pricing too low for the market potential.

- Powered Sites (\$2,708 at 24% Occupancy)**

Industry Benchmark: \$4,500–\$6,500 annually at ~50% occupancy.

The powered site occupancy rate of 24% is far below the benchmark of 45–50%. This explains the low yield compared to the industry standard. Improved marketing to caravan and campervan travellers, along with enhancements to site quality and amenities, could help attract more visitors. Pricing adjustments or flexible packages might also encourage higher occupancy rates.

- Unpowered Sites (\$660 at 3% Occupancy)**

Industry Benchmark: \$1,500–\$2,500 annually at ~15–20% occupancy.

Unpowered sites are significantly underperforming, with just 3% occupancy against a market benchmark of 15–20%. This results in yields far below the expected range. Low demand could be due to lack of visibility, limited appeal, or pricing strategies. Introducing eco-friendly marketing, adding basic amenities, or bundling unpowered site bookings with park activities could help improve both occupancy and revenue.

Market Position and Recommendations

- Cabins:** Occupancy and yield are slightly below market expectations, but indicate a strong foundation. By targeting off-peak periods, leveraging rates in peak periods, and utilising online travel agents, cabins could approach the 65% occupancy benchmark, boosting yields to \$30K+.
- Lodges:** The 32% occupancy rate is well below market potential, which significantly impacts yields. Addressing this through marketing, premium positioning, or upgrades could bring lodges closer to the ~\$20K benchmark.
- Powered Sites:** At 24% occupancy, powered sites lag behind the market standard of 50%. Enhancing amenities, improving visibility through chain membership, or renaming as a tourist park, could help bridge this gap.

- **Unpowered Sites:** With just 3% occupancy, unpowered sites are underperforming drastically. The yield of \$660 falls far short of the \$1,500–\$2,500 benchmark. As with the powered sites, chain membership and re-branding could certainly assist with improving these utilization rates.

6. Strategic Insights and SWOT Analysis

6.1 SWOT

Table 22

SWOT analysis

Strengths	Weaknesses
<p>Good consumer ratings on social media</p> <p>Good Review Scores</p> <p>Proximity to iconic natural destinations, such as the Kosciuszko National Park, Tumut River, and Lake Jindabyne</p> <p>Walking distance to town</p> <p>Creekside location</p>	<p>Seasonal nature of region provides challenges during cooler months.</p> <p>No presence on any OTAs</p> <p>Ageing amenities</p> <p>Heavily reliant on casual worker income</p> <p>Flood Risk</p> <p>Not on a route to popular, mainstream ski fields</p>
Threats	Opportunities
<p>Other parks in the region provide a new range of facilities and recreational activities.</p> <p>“Reflections” Holiday Parks continuing to take back and operate crown leases inhouse</p> <p>Changes in legislation</p> <p>Pricing the park out of the market</p> <p>Return popularity of overseas travel</p> <p>Competition from growing cruise ship holiday market</p> <p>Redevelopment doesn't proceed.</p> <p>Free Camping</p>	<p>Implement a pricing hierarchy with additional seasons.</p> <p>Implement a true dynamic pricing system.</p> <p>Infrastructure improvements could further boost the appeal.</p> <p>Enhancing the range of facilities and experiences tailored for caravanners</p> <p>Build all year-round occupancy.</p> <p>Introduce additional onsite accommodation options.</p> <p>Capitalise on location attractions—wineries, mountain biking, etc.</p> <p>Review management contract structure.</p> <p>Join one of the park chains.</p> <p>Invest in digital marketing.</p> <p>Implement guest surveys.</p>

6.2 Key strategies for the future

This section outlines the strategic issues critical to achieving the objectives of the Tumbarumba Caravan Park business and development plans, with recommendations for implementation. These objectives aim to align the park's operations with industry standards, meet evolving consumer expectations, and maximize its economic and community impact.

Recap of Objectives

The key objectives of the Tumbarumba Caravan Park business and development plan are:

- **Compliance and Safety:** Ensure a safe and compliant park aligned with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds, and Moveable Dwellings), Regulation 2021 and related frameworks.
- **Futureproofing:** Adapt the park to emerging trends, delivering facilities and experiences consistent with a modern 3.5-star park or higher.
- **Best Practices:** Achieve alignment with industry best practices in park design, operational procedures, and environmental sustainability.
- **Occupancy Growth:** Increase occupancy and optimize returns through effective marketing, pricing strategies, and customer service excellence.
- **Market Responsiveness:** Meet changing market demands and consumer expectations with adaptable capacity and services.
- **Financial Optimization:** Maximize turnover and profitability by increasing revenue and effectively managing expenditure.
- **Marketing and Development:** Establish the park as a premier destination through targeted marketing and branding strategies.
- **Economic Contribution:** Increase local economic activity by attracting more visitors and encouraging longer stays.
- **Sustainability:** Set measurable KPIs (Key Performance Indicators) to ensure operational, financial, and environmental sustainability over time.

Indicative Timeframes

- **Immediate:** Actions to be undertaken without delay.
- **Short-Term:** Completion by the end of the 2024/2025 financial year.
- **Medium-Term:** Completion by the end of the 2025/2026 financial year.
- **Long-Term:** Completion by the end of the 2027/2028 financial year.
- **Ongoing:** Actions requiring continuous attention throughout the plan's lifecycle.

Annual reviews will assess the plan's progress and allow for reprioritization based on changing business needs.

Table 23

Strategies and KPIs

Key Strategy	Action/KPI	Timeframe
Information Technology	Maintain IT infrastructure to support growth and ensure cybersecurity compliance.	Ongoing
	Leverage the onboard value add tools in Newbook.	Ongoing
Marketing and Web	Rebrand the park as "Tumbarumba Creekside" or "Tumbarumba Tourist Park" to reflect its location and tourist status.	Immediate
	Launch targeted campaigns, highlighting regional attractions and seasonal pricing.	Short-Term
	Identify new and emerging market opportunities to increase cabin occupancy to 60%+.	Ongoing
	Prepare and implement an annual marketing and promotional strategy.	Ongoing

Key Strategy	Action/KPI	Timeframe
	Respond to all guest reviews on platforms like TripAdvisor and Google My Business.	Ongoing
	List accommodation on 3 rd party sites such as Booking.com and Expedia.	Short-Term
	Consider joining G'Day Parks Chain to increase park's exposure as a tourist park.	Short-Term
	Add blog to website and expand key word targeting.	Short-Term
	Update Highlights section and imagery on Google Business Profile.	Short-Term
	Consider unique offerings such as pet-friendly accommodations.	Short-Term
Best Practices	Benchmark the park against industry leaders in design, amenities, and customer service.	Ongoing
	Track Net Promoter Scores (NPS) to measure guest satisfaction.	Short-Term
	Develop and update operational policies to align with industry standards and guest needs.	Ongoing
	Join the State and National Caravan Association to receive information and benchmarking data to better monitor the performance of the park against its peers, and stay abreast of new and emerging trends and opportunities	Ongoing
Park Development and Design	Improve the park and develop facilities as described in this document.	Medium-Term
Asset Maintenance	Develop and implement an annual maintenance schedule for aging infrastructure.	Short-Term
	Allocate resources annually to maintain high-quality facilities.	Ongoing
	Monitor and assess operational expenditure to identify cost-saving opportunities.	Short-Term/ Ongoing
	Repair damaged sillage points	Ongoing
Management Contract	Investigate alternative management contract model for improved operational efficiency and cost savings	Short-Term
	Refine the management contract to align with updated goals and performance measures.	Medium-Term
Policy and Procedure	Update operational policies to reflect compliance with current regulations and sustainability goals.	Immediate
	Develop and implement sustainability-focused policies (e.g., recycling, energy use).	Medium-Term
Customer Service	Maintain a Google and TripAdvisor rating of 4 or above.	Ongoing
	Implement departure surveys using NewBook to gather guest feedback.	Short-Term

Key Strategy	Action/KPI	Timeframe
Dynamic Pricing Strategy	Implement a three-tier seasonal pricing model for powered sites and accommodations.	Immediate
	Explore dynamic pricing models tied to real-time demand trends.	Medium-Term
Economic Contribution	Partner with local businesses and tourism bodies to create value-added packages that extend guest stays.	Ongoing
	Develop collaborative promotions with local wineries, markets, and tourist attractions.	Ongoing
Sustainability Goals	Introduce recycling programs, energy-efficient infrastructure, and water-saving initiatives.	Medium-Term/ Ongoing
	Reduce waste and improve environmental practices across daily park operations.	Ongoing
Financial	Review cost structures and management contract to align with industry averages	Ongoing
	Target average site occupancy of >30%	Ongoing
	Target average cabin occupancy of >60%	
	Target average lodge occupancy of >40%	Ongoing

These strategic issues and recommendations provide a clear pathway to achieving the objectives of the Tumbarumba Caravan Park business and development plans. By focusing on compliance, sustainability, market responsiveness, and guest satisfaction, the park can position itself as a leading destination in the Snowy Valleys region. Regular reviews and adaptive strategies will ensure the park's continued growth and success.

7. Design and Development Strategy

The Tumbarumba Caravan Park redevelopment focuses on creating a premier tourism destination by aligning design principles, development objectives, and actionable strategies to enhance the park's appeal, functionality, and sustainability. This strategy outlines the vision, core principles, and key actions to guide the redevelopment process.

7.1 Vision and Objectives

- **Economic Growth:** Transition from contractor-focused income to a tourism-driven model, boosting year-round visitation and profitability.
- **Enhanced Visitor Experience:** Leverage natural assets, such as Tumbarumba Creek and the tree canopy, to provide a tranquil, inviting environment.
- **Compliance and Sustainability:** Align with the Crown Land Management Act 2016 and associated regulations and acts, and incorporate eco-friendly practices, including native landscaping and energy-efficient infrastructure.
- **Community Engagement:** Collaborate with local businesses and tourism operators to foster regional economic growth.
- **Modernization and Inclusivity:** Upgrade park facilities to meet diverse visitor needs, including accessibility enhancements.

7.2 Core Design Principles

- **Safety and Accessibility:**

Ensure all facilities comply with Disability Discrimination Act (DDA) standards.

Enhance wayfinding through improved signage and lighting.

- **Community and Social Integration:**
Create communal spaces for dining, recreation, and social interaction.
Incorporate family-friendly features such as BBQ areas, fire pits, and stargazing zones.
- **Sustainability and Natural Integration:**
Preserve Tumbarumba Creek's natural beauty, while enhancing flood resilience.
Utilize native vegetation and sustainable materials to minimize adverse environmental impact.
- **Connectivity and Flow:**
Improve access and cohesion with a second bridge connecting the park's north and south sections.
Optimize site layouts to balance privacy and community engagement.
- **Flood Mitigation**
To address the challenges posed by periodic flooding, it is essential to ensure that all buildings within the park are designed with finished floor levels positioned higher than historical flood levels. This approach will minimize the risk of damage from flood events and enhance the resilience of park infrastructure. Incorporating raised modular construction for new facilities and accommodations can further mitigate potential impacts, providing greater protection while maintaining functionality during and after flood events. Strategic placement of critical infrastructure in elevated areas, and ongoing improvements to drainage systems, will complement these efforts, ensuring long-term flood resilience for the park.

7.3 Development Strategies

- **Accommodation Enhancements:**
Introduce additional modern cabins, including 1-bedroom, fully self-contained studios.
Add ensuite-powered sites, and upgrade existing powered site sullage.
Consider unique offerings such as pet-friendly accommodations.
- **Facility Upgrades:**
Construct a new, well-equipped, centrally-located camp kitchen and modern amenities block.
Develop additional communal spaces like fire pits and outdoor dining areas.
Upgrade drainage systems and flood-resilient infrastructure, and formalise northern end sites.
- **Eco-Friendly Initiatives:**
Implement energy-efficient lighting and solar-powered systems to all new buildings.
Establish native landscaping and water conservation measures.
- **Visitor-Centric Features:**
Create packages promoting local attractions, such as wineries and adventure tourism.
Introduce communal fire pits, and consider options like pet-washing facilities.
Highlight the park's proximity to regional highlights like the Tumbarumba to Rosewood Rail Trail.
- **Marketing and Branding:**
Rebrand the park to emphasize its appeal to adventure tourists, families, and wine enthusiasts.
Strengthen online presence with a targeted digital marketing strategy, and leverage other online platforms.
Collaborate with local tourism bodies to promote the park and its regional attractions.

7.4 Design and Development Outcomes

- **Improved Guest Satisfaction:** Deliver a modern, family-friendly environment that exceeds visitor expectations through upgraded facilities and thoughtful design.

- **Sustainable Operations:** Reduce environmental impact while enhancing operational efficiency through eco-friendly practices and energy-efficient infrastructure.
- **Economic Impact:** Increase visitation and revenue by attracting more guests, thereby supporting local businesses and fostering regional tourism growth.
- **Community Integration:** Establish the park as a key hub for regional events and activities, fostering stronger community connections and engagement.
- **Increased Flood Mitigation:** Implement strategic flood management measures, including elevated building designs, improved drainage systems, and careful siting of facilities to reduce the impact of flooding and ensure long-term resilience.

By integrating these principles and strategies, the Tumbarumba Caravan Park will transform into a leading regional destination, balancing natural beauty, modern facilities, and community-focused development.

7.5 Master Plan Works and Actions

Table 24

Master Plan Actions (Detailed costings can be found at 9.3)

Objective	Actions
Modernize Amenities and Facilities (Circa \$850K)	<p>Install new amenities block with additional, high-quality showers and toilets, located within 100m of all sites. Integrate camp kitchen, DDA facilities and laundry into the new amenities design.</p> <p>Amenities blocks need to include modern fittings, colour schemes, and high levels of cleanliness, as these are important to guests. The proposed site for the new block (sites 18-20) is centrally located and, with the addition of a pedestrian bridge, offers a more accessible solution.</p>
Enhance Site and Accommodation Options and leverage creek and natural beauty of the site. (Circa \$2.0m)	<p>Provide a mix of accommodation and site types to meet diverse customer needs.</p> <p>Develop ensuite-powered sites on existing powered sites 31-38 (farthest from amenities), and introduce additional cabins in the area currently occupied by amenities to take advantage of the higher-level, premium section of the park, whilst leveraging the creek and natural beauty of the site.</p> <p>Upgrade sullage to existing powered sites, and look to introduce all-weather, artificial turf sites.</p> <p>Formalise northern powered sites in area adjacent to creek. Level and provide appropriate infrastructure and drainage upgrades to focus on mitigating the impacts of flooding.</p> <p>Provide additional drive-through sites to cater for those "passing through", or for larger rigs.</p>
Improve Accessibility and Safety.	<p>Ensure compliance with Disability Discrimination Act (DDA) standards across all facilities. Include a DDA-compliant studio unit and required facilities in the new amenities building, including a family bathroom for guests with small children. Add improved lighting, wayfinding signage, and accessible pathways.</p> <p>Ensure boom gates are operational at all times.</p>
Enhance Landscaping and Aesthetics. (Circa \$60K)	<p>Landscape around the 4 existing cabins. Formalize pathways and parking and provide buffer between cabins and fencing to increase privacy and improve street appeal.</p>

Objective	Actions
	<p>Improve street presence with enhanced fencing and additional planting and landscaping along boundary.</p> <p>Paint privacy screens on lodge buildings to help them blend more with surroundings.</p>
Improve Park Layout and Connectivity. (Circa \$65k)	Build a second pedestrian-only bridge adjacent to the proposed new amenities building to connect northern and southern park sections. Reconfigure site layouts to optimize privacy and communal spaces.
Develop Communal and Social Spaces. (Circa \$50K)	Create vibrant communal hubs, including BBQ areas and communal fire pits.
Promote Sustainability.	<p>Incorporate energy-efficient lighting, solar-powered systems, and water conservation measures into all designs.</p> <p>Preserve Tumbarumba Creek's natural beauty while enhancing flood resilience.</p>

Table 25

Master Plan Works



Demolish existing amenities



Potential access point to new cabins and studios



Proposed area for new studios and cabins



Proposed Creekside location of new raised cabins and studios



Screening and painting lodges to blend in



Landscape and beautify existing cabins



Screening and painting lodges



Proposed location of ensuite sites

Proposed location of new amenities
and camp kitchenProposed location of new amenities
and camp kitchen

8. Improvement Examples

8.1 2-Bedroom Cabins

In a typical tourist park setting, a 2-bedroom cabin is expected to yield between \$30,000 and \$35,000 per annum under normal trading conditions, with an average occupancy of 60% to 65%. This level of yield reflects the strong demand for self-contained accommodation and the higher nightly rates that cabins can command compared to other park offerings.

The cost to site, furnish, and connect a mid-range 2-bedroom cabin typically ranges between \$130,000 and \$160,000. While this represents a significant upfront investment, the strong annual yield and consistent demand for cabin accommodation make it a profitable addition to most parks. This combination of predictable revenue and guest appeal ensures cabins remain a cornerstone of successful park operations.



8.2 Ensuite Sites

Ensuite sites continue to be a highly popular feature in holiday parks, offering a unique point of difference that appeals to guests seeking privacy and convenience. These sites are particularly valuable for families, older travellers, and those who prefer a more premium camping experience. Strategically placing ensuite facilities in less popular or remote sections of the park can transform underutilized areas into high-demand zones. This not only increases the yield of these sites, but also balances guest distribution across the park, addressing concerns about walking distances to communal amenities.

The cost of a 4-way ensuite building, including siting and connection, is estimated at \$60,000–\$70,000. While the upfront investment is significant, the higher yields these sites achieve make them a worthwhile addition. For many guests, the availability of a private ensuite is a deciding factor in choosing a park,

ensuring steady demand. By converting lower-demand areas into premium ensuite sites, the park can optimize revenue, while enhancing the guest experience. Additionally, promoting ensuite sites as a key feature strengthens the park's competitive advantage and broadens its appeal to premium travellers.



8.3 Powered Sites

A range of surface options should be considered to enhance the durability, aesthetics, and functionality of powered sites. Shade cloth mats, at approximately \$350 each, are a cost-effective option that allows water to pass through, reducing environmental impact and protecting the ground surface. Artificial turf stands, costing around \$2,500 for an 8m x 5m area (including base preparation and installation), are increasingly popular for their durability, low maintenance, and water permeability. They offer a visually appealing and comfortable solution for harsh environmental conditions. Concrete pads remain a traditional and long-lasting option, but are less permeable and can impact tree health, while decorative granite or limestone surfaces provide a natural finish, but may require higher maintenance and pose drainage challenges. Artificial turf and shade cloth mats are ideal recommendations due to their balance of durability, environmental benefits, and ability to prevent mud transfer during inclement weather.

Powerhead upgrades are another essential improvement to consider. Modern 4-way modular powerheads cost approximately \$1,200 each, and with installation, sinks, and concrete surrounds, the total cost per powerhead is about \$2,000, equating to \$500 per site in a 4-site configuration. While most existing powerheads are compliant, damaged sillage and water points were noted, indicating the need for ongoing maintenance and possible upgrades to improve functionality and guest satisfaction. Future upgrades should prioritize environmentally-friendly options like artificial turf and permeable mats, aligning with sustainability goals, while ensuring site preservation and enhanced guest experiences.



8.4 Studio Units

Self-contained studios offer a premium accommodation option that goes beyond the typical lodge or motel room, by providing guests with the convenience of a fully-equipped space. These studios feature self-catering facilities, including a cooktop, microwave, toaster, kettle, and a full-sized fridge, along with an ensuite bathroom for added comfort and privacy. Cost-effective to install at approximately \$350,000–\$400,000 per block of four (fully-furnished and sited), they represent a high-return investment. With nightly tariffs ranging from \$129 to \$169 and an average occupancy of 60%, each studio is expected to yield \$25,000–\$30,000 annually. This combination of affordability for guests and profitability for operators makes self-contained studios an attractive addition to any holiday park, catering to travellers seeking privacy and convenience while delivering excellent returns.





8.5 Amenities, Camp Kitchen and Communal Facilities

Modern amenities and camp kitchens are essential features in holiday parks, adding significant value to the guest experience. Well-maintained amenities provide comfort and convenience, ensuring guests have access to clean and functional facilities such as showers, toilets, and laundry areas. Camp kitchens, equipped with cooking appliances, seating, and communal spaces, foster a sense of community among travellers, while offering a practical solution for meal preparation. These facilities not only enhance the overall guest satisfaction, but also serve as key differentiators in attracting repeat visitors and positive reviews. Investing in modern, clean, and thoughtfully-designed amenities and camp kitchens elevates the park's reputation, improves occupancy rates, and contributes to increased revenue.





9. Projected Returns

Based on the park's position in the marketplace and how it has performed to date, an approach which does not involve upgrading and improvement is not considered a justifiable or sustainable option. A lack of required investment will likely cap the park's performance and reduce its long-term competitiveness.

Based on the recommended master plan, Innoviv Park Services have completed a set of financial forecasts that include the following information:

- Profit and loss forecasts
- Estimate of capital expenditure based on the proposed master plan designs
- Incremental Internal Rate of Return (IRR) modelling and Net Present Value (NPV) and Return on Investment calculations.

Using an Internal Rate of Return calculation provides the following benefits:

- Cash flows of the entire project are considered in the calculation (i.e., it measures the success of the project over its entire course, rather than at just one point in time).
- Since it is based on cash flows, it overcomes the subjectivity of using assessments that include variable depreciation allocations.
- It makes allowances for the time value of money.
- It provides a measurable yield on investment.

9.1 Revenue Model Assumptions

Our forecasts are based on the following key changes:

Table 26
Site Number Assumptions

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Unpowered Sites	17	17	17	17	17	17
Unpowered Camping Sites	8	8	8	8	8	8
Powered Sites	54	43	43	43	43	43
Drive-Through Sites	0	3	3	3	3	3
Ensuite Sites	0	8	8	8	8	8
Lodges	59	59	59	59	59	59
Existing 2-Bedroom Cabins	4	4	4	4	4	4
New Studios	0	0	4	4	8	8
New 2-Bedroom Cabins	0	0	0	3	3	6
Total Sites	142	142	146	149	153	156

9.2 Site Movements and Key Development Stages

The planned site movements are linked to the following key stages of development. While financial modelling assumes a simple phased rollout over five years, it is important to note that these stages below may not occur consecutively, as they are subject to demand and market conditions at the time.

Year 1: Current Financial Year

This phase represents the starting point of the development plan and establishes the baseline for subsequent works.

Stage 1: Conversion of Powered Sites

- 11 powered sites will be converted into ensuite sites and/or drive-through sites.
- This adjustment is anticipated to have no revenue impact, as the current low occupancy levels suggest the loss of these powered sites will not adversely affect income.

Stage 2: Introduction of Studio Rooms

- Development will include the addition of 4 new studio rooms, enhancing accommodation offerings and catering to a broader market.

Stage 3: Addition of Two-Bedroom Cabins

- This phase involves the siting of 3 new two-bedroom cabins, further diversifying the available accommodations.

Stage 4: Expansion with Additional Studio Rooms

- Another 4 studio rooms will be introduced, responding to market demand and reinforcing mid-tier accommodation options.

Stage 5: Further Development of Two-Bedroom Cabins

- The final stage of the plan identifies the placement of 3 additional two-bedroom cabins, strengthening the park's capacity for family and group bookings.

While the outlined development plan is divided into 5 stages, actual implementation will depend on demand and operational feasibility. Adjustments to the timeline may be made to align with market conditions, ensuring resources are utilized efficiently and guest needs are met effectively.

9.3 Indicative Master Plan Costings and Staging

The costs provided are based on current values and have been divided into five stages for clarity; however, these stages do not necessarily correspond to specific years. The timing and implementation of works will ultimately be determined by factors such as occupancy levels, consumer demand, and the availability of capital. The scheduling outlined provides a logical breakdown, balancing revenue-generating projects with those that may not directly impact revenue. Priorities have been identified to minimize disruption to existing users and maintain revenue during construction. It is also important to note that delaying these works could result in increased costs overtime due to inflationary pressures.

The cost estimates have been prepared using current average square meter rates and draw on Innoviv's extensive building and development experience with its own parks and those of its clients. In the absence of detailed surveys or service drawings, these figures are indicative only. However, if all proposed works were completed, the total cost is anticipated to range between \$3.5 million and \$3.7 million in today's dollars.

Table 31

Master Plan Actions

Description	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Stage 1	2026-2030				
Amenities Building (200m2 @\$3500 a m2)	\$700,000				
Allowance for provision of services	\$75,000				
Allowance for demolition and re-instatement old amenities site and re-instate site	\$60,000				
Allowance for Landscaping and pathways	\$25,000				
Pedestrian bridge	\$65,000				
2 x Ensuite Buildings	\$150,000				
Connection, drainage, road formalisation and landscaping	\$100,000				
Formalise 3 drive through sites	\$15,000				
Allow for 1 new BBQ area, BBQ and Seating and Fire-Pit	\$50,000				
Stage 2		2031-2035			
Landscaping and beautification of existing cabins including parking		\$28,000			
Improve Aesthetics of lodge buildings with painting, planting and screening		\$30,000			
Site1 block of self-contained studio accommodation		\$345,000			
Allowance for connection of services		\$15,000			
Landscaping and Parking		\$20,000			
Fit out of studios		\$32,000			
Upgrade 15 existing powered sites- Add artificial turf pads and upgrade sullage points		\$60,000			
Stage 3			2036-2040		
Site 3 x 2-bedroom cabins			\$420,000		
Allowance for connection of services			\$30,000		
Landscaping/Parking			\$20,000		
Fit out new cabins			\$45,000		
Stage 4				2041-2045	
Site1 block of self-contained studio accommodation				\$345,000	
Allowance for connection of services				\$15,000	
Landscaping and Parking				\$20,000	
Fitout of studios				\$32,000	
Site 3 x 2-bedroom cabins					\$420,000
Allowance for connection of services					\$30,000
Landscaping/Parking					\$20,000
Fit out new cabins					\$45,000
Stage 5					2046-2050
Formalise un-powered areas and address drainage issues					\$150,000
Sub-total Capex	\$1,240,000	\$530,000	\$515,000	\$412,000	\$665,000
Planning and Design	\$20,000	\$15,000	\$15,000	\$15,000	\$15,000
Contingency (5%)	\$52,000	\$26,500	\$25,750	\$20,600	\$33,250
Project Management (3%)	\$31,200	\$26,500	\$25,750	\$20,600	\$33,250
TOTAL CAPITAL WORKS	\$1,343,200	\$598,000	\$581,500	\$468,200	\$746,500
CUMULATIVE CAPEX	\$1,343,200	\$1,941,200	\$2,522,700	\$2,990,900	\$3,737,400

The preliminary construction cost estimates for the redevelopment of Tumbarumba Caravan Park have been prepared based on the Concept Master Plans. These plans were developed in alignment with the market analysis, infrastructure assessment, and a staged development strategy. It is important to note that detailed design and engineering drawings will be required to produce a more accurate and reliable schedule of rates.

Unless specifically stated in the descriptions, these estimates do not include allocations for the renewal of existing assets. The figures are intended as an indicative guide to support planning and decision-making at this stage of the project.

9.4 Assumptions and Projections

This table assumes modest growth in occupancy, driven by the implementation of new marketing initiatives and an increased focus on promoting the park. These efforts are further supported by the flow-on benefits of enhanced facilities, improved product offerings, and more effective marketing strategies.

It is important to highlight that, while the projected growth is positive, the target occupancy range remains significantly below industry averages, reflecting a conservative approach to forecasting. This cautious projection takes into account current market conditions, historical performance, and the anticipated pace of demand growth.

In each case, Year 1 represents the current reported occupancy rates and yield figures, as retrieved from Council records and property data. These figures provide the baseline for analyzing current performance and form the foundation for projections, comparisons, and strategic planning aimed at improving occupancy and financial returns in subsequent years.

Table 27
Forecast Occupancy Assumptions

Annual Occupancy	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Unpowered Sites	6.0%	6.5%	6.9%	7.2%	7.2%	7.2%
Unpowered Camping Sites	6.0%	6.5%	7.0%	7.4%	7.5%	7.5%
Powered Sites	24.3%	29.1%	30.6%	31.2%	31.8%	31.8%
Drive Through Sites		39.5%	40.4%	41.3%	41.3%	41.3%
Ensuite Sites		41.1%	42.0%	43.0%	43.0%	43.0%
Lodges	32.4%	33.2%	34.0%	34.8%	34.8%	34.8%
Existing 2-Bedroom Cabins	55.6%	56.8%	58.1%	59.5%	59.5%	59.5%
New Studios			53.2%	54.4%	55.8%	57.2%
New 2-Bedroom Cabins				55.0%	56.2%	57.5%

Table 28
Yield Forecasts

Per-site Yields	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Unpowered Sites	\$630	\$727	\$841	\$898	\$920	\$943
Unpowered Camping Sites	\$597	\$695	\$811	\$873	\$902	\$925
Powered Sites	\$2,707	\$3,377	\$3,752	\$3,921	\$4,099	\$4,202
Drive Through Sites	\$4,844	\$5,007	\$5,410	\$5,676	\$5,818	\$5,964
Ensuite Sites	\$6,908	\$7,140	\$7,702	\$8,068	\$8,269	\$8,476
Lodges	\$8,878	\$9,394	\$10,166	\$10,682	\$10,949	\$11,223
Existing 2-Bedroom Cabins	\$27,246	\$28,541	\$29,796	\$31,266	\$32,047	\$32,849
New Studios	\$23,195	\$23,775	\$24,664	\$25,923	\$27,264	\$28,690
New 2-Bedroom Cabins	\$31,080	\$31,857	\$33,084	\$33,911	\$35,547	\$37,284

The per-site annual income assumptions outlined in this document have been utilized in the preparation of the financial model. These figures are based on actual data provided by the Council and retrieved through the reservation system. They reflect realistic and evidence-based projections to ensure the model's accuracy and reliability.

Forecast Expenses

Expense forecasts are based on historical rates of use, plus the use of industry benchmarks, where appropriate. Figures are provided on a like-for-like basis and do not include government levies, internal admin recharges, depreciation or interest costs.

Table 29

Forecast Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
ALL EXPENSES	\$497,970	\$476,609	\$528,074	\$597,182	\$663,821	\$733,090
Merchant/POS Fees	\$9,593	\$10,220	\$12,255	\$14,088	\$15,852	\$17,693
Cleaning Supplies	\$7,994	\$8,517	\$10,213	\$11,740	\$13,210	\$14,744
Cabin Consumables	\$9,492	\$10,026	\$12,265	\$14,411	\$16,484	\$18,701
3rd Party Online Booking Commissions paid		\$8,907	\$9,918	\$10,394	\$10,830	\$11,100
Insurances (Property & Liability)	\$14,000	\$14,420	\$14,853	\$15,298	\$15,757	\$16,230
IT Software Licenses	\$2,400	\$2,460	\$2,522	\$2,585	\$2,649	\$2,715
Licenses/Permits and Subscriptions	\$14,000	\$14,350	\$14,709	\$15,076	\$15,453	\$15,840
Marketing	\$1,315	\$12,775	\$15,319	\$17,610	\$19,815	\$22,116
Minor Equipment Purchases	\$2,500	\$2,563	\$2,627	\$2,692	\$2,760	\$2,829
Rates	\$31,000	\$31,775	\$32,569	\$33,384	\$34,218	\$35,074
Repairs & Maintenance Accommodation	\$12,655	\$13,368	\$16,353	\$19,214	\$21,978	\$24,935
Repairs & Maintenance Grounds	\$6,467	\$7,125	\$7,935	\$8,315	\$8,664	\$8,880
Repairs & Maintenance – Other	\$15,000	\$8,517	\$10,213	\$11,740	\$13,210	\$14,744
Telephone and Internet	\$3,600	\$3,690	\$3,782	\$3,877	\$3,974	\$4,073
Gas and Electricity	\$67,953	\$72,393	\$86,806	\$99,788	\$112,288	\$125,325
Salaries (including on-costs-super and Workcover)	\$300,000	\$255,503	\$275,738	\$316,973	\$356,678	\$398,091
TOTAL EXPENSES	\$497,970	\$476,609	\$528,074	\$597,182	\$663,821	\$733,090
EBITDA	\$301,476	\$375,069	\$493,178	\$576,790	\$657,210	\$741,321

Year 1 reflects the status quo, using the current general ledger (GL) structure and reported financials.

Year 2 transitions to a more traditional GL structure, enabling clearer categorization and analysis of expenses.

For the sake of like-for-like comparisons:

Insurance Costs: These have been adjusted annually by CPI to reflect anticipated cost increases.

Other Expenses: Most expenses, excluding wages, have been tied to turnover and are based on Year 1 figures, ensuring consistency in comparisons.

Wages and Salaries: Adjustments have been made to align with what would be expected, such as a fair and reasonable remuneration package for a park of this size. This reflects industry benchmarks and addresses the currently high wage costs observed in the status quo.

This approach ensures a more accurate and transparent comparison, highlighting the potential efficiencies and improvements achievable under a revised operating model.

Table 30

Forecast Profit & Loss

	End Stage 1	End Stage 2	End Stage 3	End Stage 4	End Stage 5	End Stage 6
Tourist Site Revenue	\$161,675	\$178,130	\$198,363	\$207,874	\$216,593	\$222,008
Accommodation Revenue	\$632,770	\$668,422	\$817,636	\$960,714	\$1,098,918	\$1,246,746
Other Revenue	\$5,000	\$5,125	\$5,253	\$5,384	\$5,519	\$5,657
Total Revenue	\$799,445	\$851,678	\$1,021,252	\$1,173,972	\$1,321,030	\$1,474,411
Revenue Growth %		6.5%	19.9%	15.0%	12.5%	11.6%

Less: Expenses*	\$497,970	\$476,609	\$528,074	\$597,182	\$663,821	\$733,090
Expense Growth		-4.3%	10.8%	13.1%	11.2%	10.4%
EBITDA	\$301,476	\$375,069	\$493,178	\$576,790	\$657,210	\$741,321
EBITDA Growth		24.4%	31.5%	17.0%	13.9%	12.8%
EXPENSES AS % OF REVENUE	62.3%	56.0%	51.7%	50.9%	50.3%	49.7%
Cumulative Investment	\$1,343,200	\$1,941,200	\$2,522,700	\$2,990,900	\$3,737,400	\$3,737,400

- *Depreciation, Internal Council Admin Charges and interest has been excluded from profit and loss calculations.

Revenue Growth:

- Total revenue grows steadily from \$799,445 in Year 1 to \$1,474,411 at the end of the works program.
- Revenue growth rates peak in Years 2 and 3 at 6.5% and 19.9%, respectively, and remain robust throughout the period, reflecting the impact of strategic improvements.

Expense Management:

- Total expenses decrease as a percentage of revenue from 62.3% in Year 1 to 49.7% in Year 6, demonstrating improved cost efficiency.
- Expense growth is well-managed, with negative growth (-4.3%) in Year 2 and moderate increases aligned with revenue growth thereafter.

EBITDA (Earnings Before Interest, Tax, Depreciation and Amortization) Performance:

- EBITDA increases significantly from \$301,476 in Year 1 to \$741,321 in Year 6, reflecting a compound annual growth rate (CAGR) of approximately 18%.
- EBITDA as a percentage of revenue grows from 37.7% in Year 1 to 50.3% in Year 6, highlighting improved operational profitability.

Cumulative Investments:

- Cumulative investments increase from \$1,243,200 in Year 1 to \$3,737,400 by Year 6, supporting infrastructure upgrades and strategic initiatives.

Exclusions:

- Depreciation, internal council administrative charges, and interest have been excluded from profit-and-loss calculations to focus on operational performance.

Conclusion:

- This forecast demonstrates the transformative impact of the proposed investments and cost-management strategies, with strong revenue growth, reduced expense ratios, and significant improvements in EBITDA. The projections reflect a sustainable path toward higher profitability and operational efficiency.

9.5 Projected Returns Over Five Years

To assess project viability, we have performed the following calculations:

- Comparison of returns on a Net Present Value basis
- Comparison of incremental returns using an Internal Rate of Review Calculation
- Comparison of projects using an incremental Return on Investment.

Net Present Value and Internal Rate of Return (IRR) calculations were prepared with net cash flows, including:

- EBITDA;
- LESS: Capital investment (two-stage investment over three years); and
- A comparative “base year”, plus CPI.

9.6 Return on Investment (ROI)

The incremental rate of return has been calculated using the following logic:

- EBITDA if master plan IS implemented LESS;
- EBITDA if no changes are implemented;
- This differential has then been divided annually by cumulative capital investment to provide an annual one-off measurement of the success of the master plan investment.

9.7 Estimated Internal Rates of Return

The internal rate of return calculations have been tested over a period of up to 20 years.

Table 32

Cashflows and incremental growth

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
EBITDA - proposed m/plan	\$301,476	\$375,069	\$493,178	\$576,790	\$657,210	\$741,321
EBITDA - Baseline no change	\$301,476	\$309,013	\$316,738	\$324,657	\$332,773	\$341,092
Incremental EBITDA >>>>	\$0	\$66,056	\$176,440	\$252,133	\$324,437	\$400,229
Cumulative Investment	\$1,343,200	\$1,941,200	\$2,522,700	\$2,990,900	\$3,737,400	\$3,737,400
Incremental ROI		3.4%	7.0%	8.4%	8.7%	10.7%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Capital	\$1,343,200	-\$598,000	-\$581,500	-\$468,200	-\$746,500	\$0
Incremental EBITDA	\$0	\$66,056	\$176,440	\$252,133	\$324,437	\$400,229
Net Incremental Cashflow	\$1,343,200	-\$531,944	-\$405,060	-\$216,067	-\$422,063	\$400,229
Net cumulative incremental Cashflow	\$0	-\$1,875,144	-\$2,037,709	-\$2,001,642	-\$2,099,268	-\$1,298,811

The above analysis highlights the incremental cash flow growth achieved through the proposed works and assesses the return on the investment required to execute those improvements. By undertaking the proposed works, the projected EBITDA position rises significantly to \$741,321 by Year 6 (Stage 6) under a traditional management model. This represents a notable improvement over the projected EBITDA of \$341,092, which assumes a no-change scenario with the current position extrapolated to Year 6, using a 2.5% annual increase for CPI adjustments. The 2.5% figure, while higher than the average growth observed over the past three years, is considered a reasonable estimate for these projections.

Key considerations include:

- **No-Change Scenario:** The no-change EBITDA projection assumes Year 1 budgeted EBITDA increases by 2.5% annually, reflecting CPI growth.
- **Cash-Flow Positive Timeline:** The project is expected to become cash-flow positive by Year 6, assuming that all profits are reinvested into funding the development.
- **Revenue vs. Capital Spend:** Between Years 7 and 8, the incremental revenue growth aligns with the capital expenditure required, underscoring the project's viability and eventual self-sustainability.

The park's current financial performance is heavily reliant on contractor income, particularly from workers associated with projects such as Snowy River 2.0. This reliance poses a significant risk to long-term sustainability, as evidenced by the recent reduction in income due to fewer contractors, such as berry pickers. With the Snowy River 2.0 project nearing its conclusion, further contraction of this income source is

likely, creating an urgent need to diversify revenue streams. Proactive investment in infrastructure, enhanced amenities, and targeted marketing to attract a broader range of visitors is essential to establish a sustainable future for the park. By reducing dependency on transient contractor income and focusing on building a more diverse and consistent customer base, the park can ensure resilience and long-term profitability.

Table 33

IRR Calculations (based on incremental increases in profit v investment)

Term	IRR
10 Years	-5.5%
15 Years	5.3%
20 Years	9.0%

The table provides the Internal Rate of Return (IRR) over different terms, reflecting the projected return on investment for the proposed works. The key insights are:

- Over a 10-year term, the IRR is negative at -5.5%, indicating that the investment would not generate positive returns within this shorter timeframe.
- Over a 15-year term, the IRR improves significantly to 5.3%, suggesting that the investment becomes viable with moderate returns over this period.
- Over a 20-year term, the IRR reaches 9.0%, reflecting strong long-term financial benefits from the proposed works.

This analysis underscores that while the investment may not yield immediate returns, it delivers substantial value over the medium-to-long term, supporting the case for a strategic approach to development.

9.8 Net Present Value

A third method of project evaluation is to calculate the Net Present Value of the proposed master plan and compare it to the alternative of “doing nothing”.

An incremental Net Present Value has thus been completed over 10, 15 and 20 years using a subjective 10% discount rate for both options, as per below:

Table 34

Cash flows for Net Present Value

	Year 1	Year 2	Year 3	Year 4	Year 5
EBITDA- NEW PLAN	\$301,476	\$375,069	\$493,178	\$576,790	\$657,210
Less: Capex	-\$1,343,200	-\$598,000	-\$581,500	-\$468,200	-\$746,500
Net Cashflow for IRR and NPV Purposes	-\$1,041,724	-\$222,931	-\$88,322	\$108,590	-\$89,290
NPV 10% 10 Years >>>>>>>	\$646,510				
NPV 10% 15 Years >>>>>>>	\$1,928,188				
NPV 10% 20 Years >>>>>>>	\$2,831,194				

The above table assumes capital works are undertaken

The table below assumes no works are undertaken, but \$500,000 is invested back into the park on upgrades to existing facilities over the new 6 years.

	Year 1	Year 2	Year 3	Year 4	Year 5
EBITDA- NO CHANGE	\$301,476	\$309,013	\$316,738	\$324,657	\$332,773
Less: Capex	-\$350,000				-\$150,000
Terminal Value					
Net Cashflow for IRR and NPV Purposes	-\$48,524	\$309,013	\$316,738	\$324,657	\$182,773
NPV 10% 10 Years >>>>>>>	\$1,528,148				
NPV 10% 15 Years >>>>>>>	\$2,058,457				
NPV 10% 20 Years >>>>>>>	\$2,473,051				

The table presents a comparative analysis of the Net Present Value (NPV) and cash flows over 10, 15, and 20 years, assuming two scenarios: capital works are undertaken (New Plan) versus no capital works with minimal reinvestment.

Key Insights:

New Plan (Capital Works Undertaken):

- Year 6 EBITDA: \$741,321, reflecting significant growth due to the proposed works.
- Cumulative Cash Flows: Shows fluctuations during the initial years due to significant capital expenditure but becomes strongly positive by Year 6.

NPV:

- 10 Years: \$646,510
- 15 Years: \$1,928,188
- 20 Years: \$2,831,194

This demonstrates that investing in capital works results in stronger long-term financial returns, with substantial value realized over 15 to 20 years.

No Change (Minimal Reinvestment):

- Year 6 EBITDA: \$341,092, significantly lower than the New Plan scenario.
- Cumulative Cash Flows: Moderate growth due to limited expenditure, but revenue remains constrained without substantial improvements.

NPV:

- 10 Years: \$1,528,148
- 15 Years: \$2,058,457
- 20 Years: \$2,473,051

While this scenario achieves some positive returns, the growth is limited, and it reflects the risks of stagnation and dependency on current income sources.

Conclusion:

The analysis clearly illustrates that undertaking the proposed capital works (New Plan) offers a more sustainable and profitable future for the park. Although initial investments result in negative cash flow in the short term, the long-term benefits are substantial. In contrast, the "no change" scenario shows limited growth and increasing vulnerability to external factors, such as reliance on contractor income and aging infrastructure. This reinforces the importance of reinvestment to secure a sustainable and resilient future.

9.9 Risk Commentary

Financial Risks

- **Heavy Reliance on Contractor Income:** With over 60% of revenue currently derived from contractors, such as those working on Snowy Hydro 2.0, the park faces a significant revenue shortfall as these projects conclude. Diversification into tourism-focused income streams is critical to mitigate this risk.
- **Underinvestment:** Failing to invest in infrastructure upgrades and flood mitigation measures could lead to declining guest satisfaction, reduced occupancy, and loss of competitiveness in the market.
- **Expense Management:** Current wages and operating costs exceed industry benchmarks, leaving a limited margin for unexpected expenses or market downturns. Addressing inefficiencies and aligning costs with industry standards is essential.

Market Risks

- **Seasonal Demand Fluctuations:** The park's revenue is highly seasonal, with peaks during holidays and events. This leaves the park vulnerable to extended periods of low occupancy, particularly in off-peak seasons.
- **Competitive Pressure:** Nearby caravan parks and accommodation providers offer similar services, which may attract potential guests if Tumbarumba does not modernize or differentiate its offerings.

Operational Risks

- **Aging Infrastructure:** Delayed investment in upgrades to amenities, accommodations, and other facilities could result in guest dissatisfaction and reputational damage.
- **Staffing and Management Efficiency:** High wage costs relative to turnover indicate inefficiencies in staffing. Failure to optimize management structures and operational practices may impact profitability.

Environmental Risks

- **Flooding:** The park's location near Tumbarumba Creek exposes it to periodic flooding, particularly in the northern section. Without effective flood mitigation measures, such as raised modular buildings and improved drainage, the park remains at risk of operational disruptions and asset damage.
- **Climate Variability:** Changes in weather patterns, such as prolonged wet seasons or extreme heat, may impact visitor numbers and park operations.

Strategic Risks

- **Reputation Management:** Negative guest reviews regarding outdated facilities or insufficient amenities could impact future bookings. Failing to actively manage online reviews and address guest feedback could erode the park's reputation.
- **Regulatory Compliance:** The park must comply with Crown Land regulations and other legislative frameworks. Non-compliance may lead to operational restrictions or penalties.

Mitigation Strategies

To address these risks, the following measures are recommended:

- **Revenue Diversification:** Transition from contractor reliance to a tourism-driven model by enhancing marketing efforts and investing in modern facilities tailored to families, adventure tourists, and eco-conscious travelers.
- **Operational Improvements:** Optimize staffing structures and implement cost controls to align with industry benchmarks while maintaining quality service.
- **Infrastructure Investment:** Prioritize upgrades to accommodations, amenities, and flood mitigation measures to safeguard against environmental risks and improve guest satisfaction.
- **Proactive Marketing:** Strengthen the park's online presence, rebrand to target a wider audience, and leverage partnerships with local attractions to drive year-round visitation.
- **Flood Mitigation:** Implement raised modular construction, improve drainage, and enhance access between the park's sections to reduce vulnerability to flooding.

10. Conclusion

The Tumbarumba Business and Master Plan outlines a clear path forward to address the park's current challenges, while leveraging its natural and locational advantages. The analysis reveals the park's heavy reliance on contractor income, particularly from projects like Snowy Hydro 2.0, which represents over 60% of its revenue. This reliance poses a significant risk, as the conclusion of Snowy Hydro 2.0 and the decline in local agricultural employment threaten long-term sustainability.

The proposed shift toward a tourism-focused model is both timely and necessary to secure a stable future for the park. This involves diversifying revenue streams, modernizing infrastructure, and enhancing marketing efforts to attract a broader demographic, including adventure tourists, families, and eco-conscious travellers. Strategic investments in flood mitigation, raised modular construction, and expanded amenities will not only reduce operational vulnerabilities but also improve guest satisfaction and profitability.

The financial modelling indicates a strong return on investment over 15-20 years, with EBITDA projected to grow significantly under the proposed plan. However, without reinvestment, the park risks stagnation and declining revenue as contractor income diminishes. By proactively addressing these challenges and adopting the strategies outlined in this plan, the Tumbarumba Caravan Park can transform into a cornerstone of regional tourism, contributing to the economic vitality of the Snowy Valleys and ensuring its long-term success.

This plan provides a practical and actionable roadmap for the Snowy Valleys Council, balancing economic, environmental, and community priorities to position the park as a premier destination in the region.

11. Acknowledgements and References

- Tourism Research Australia International Visitor Survey (IVS)
- Tourism Research Australia Surveys
- Tourism Research Australia State of the Industry 2023
- CIAA State of the Industry Report 2023
- CIAA Autumn 2023 Industry Sentiment Survey
- BDO Caravan and Campervan data report
- IBIS Caravan Parks and Camping Grounds in Australia
- CCIA Caravan and Camping Industry Profile March 2022
- NSW Crown Land Management Act 2016
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021
- Crown Land 2031 State Strategic Plan
- Tourism NSW

12. Disclaimer

Report prepared by Andrew Chapman

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Assumptions, Disclaimers, Limitations, and Qualifications Summary

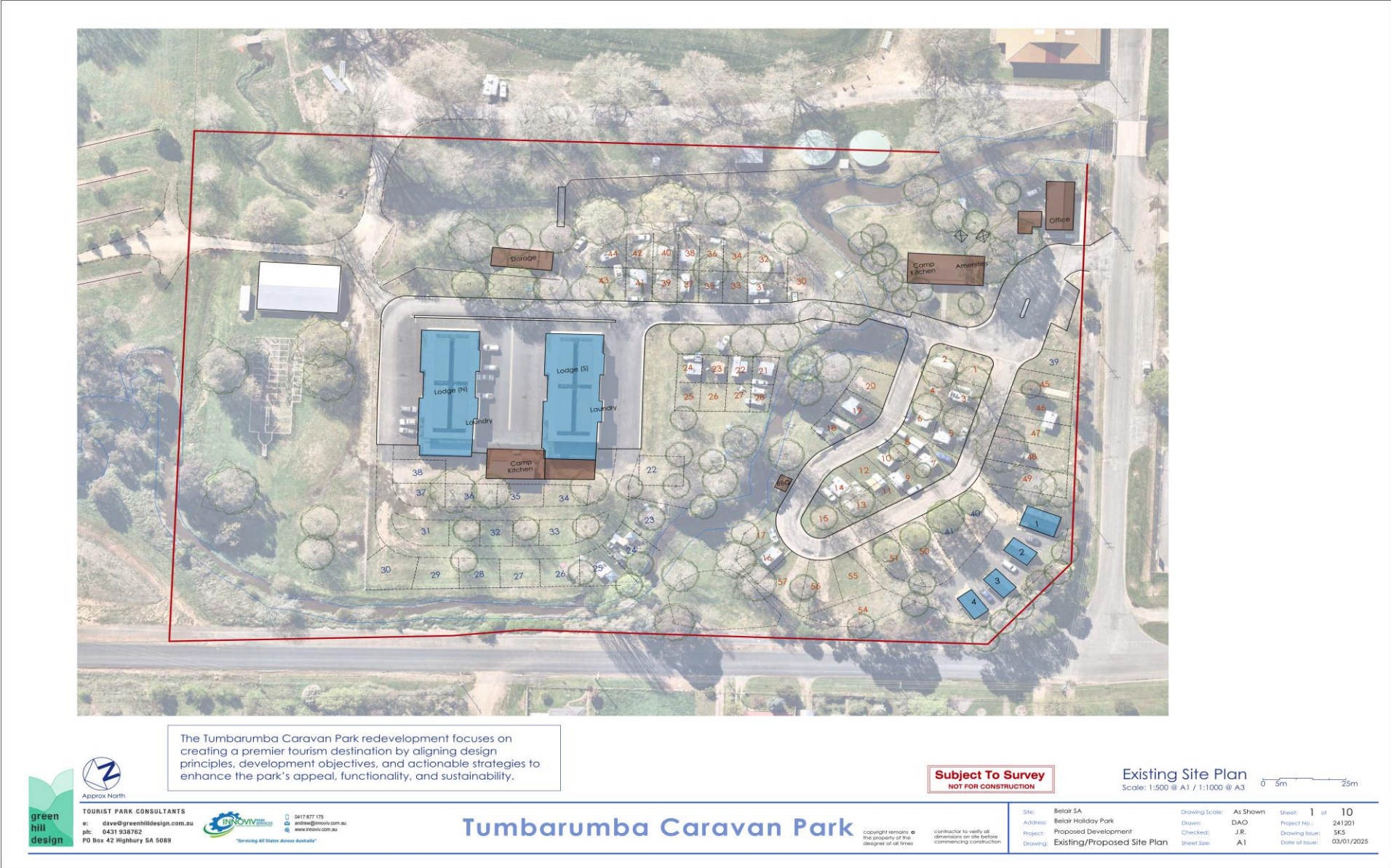
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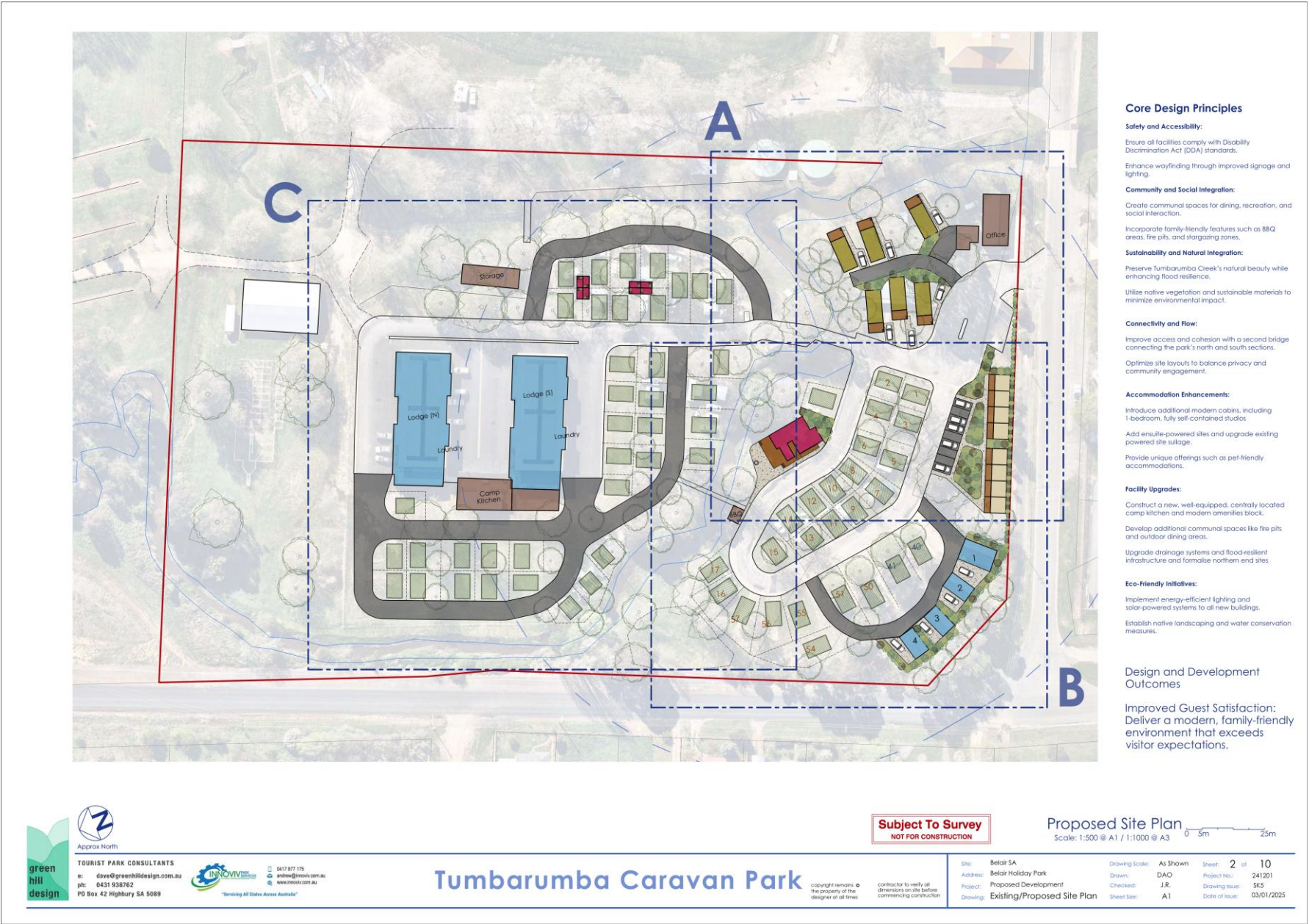
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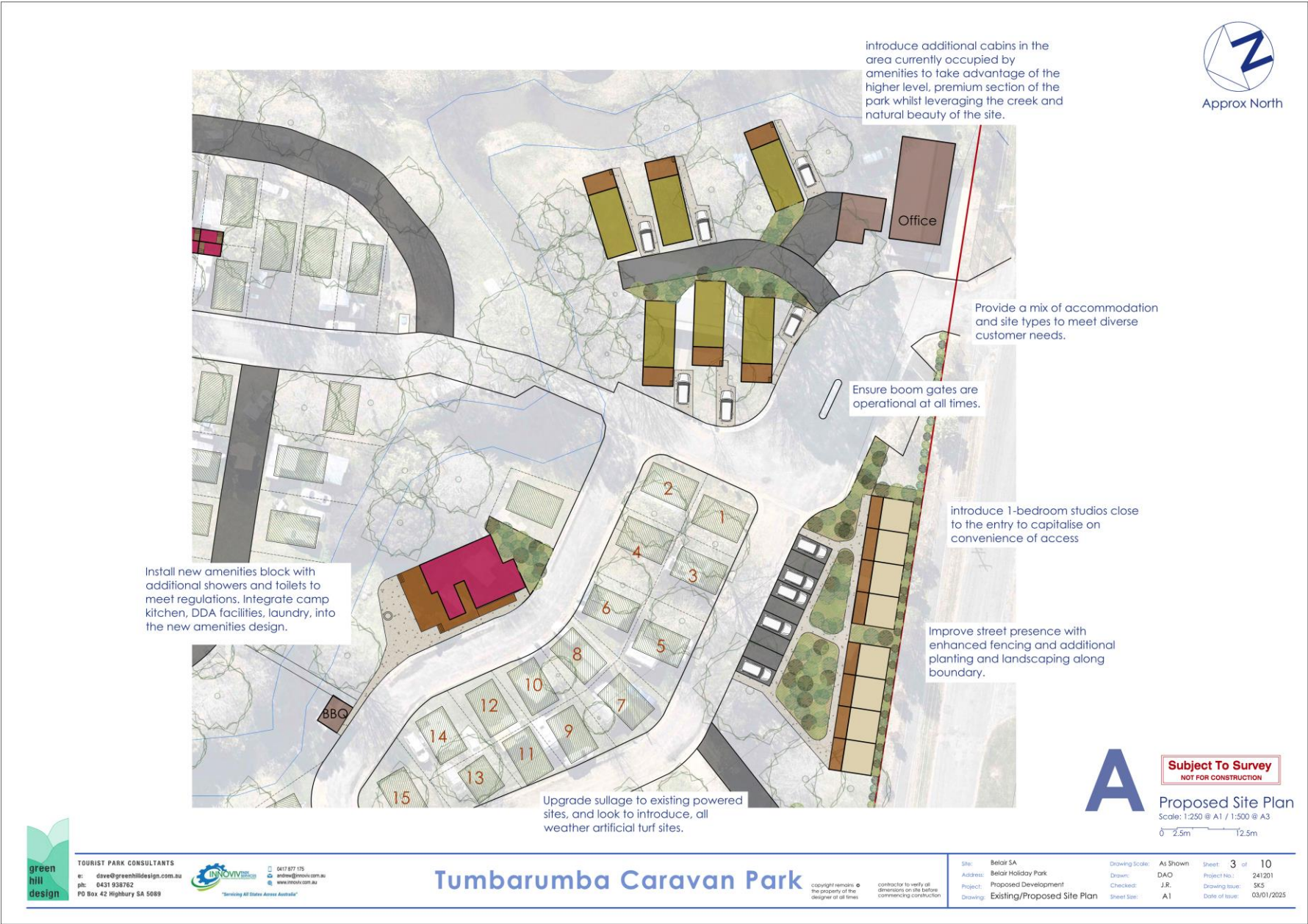
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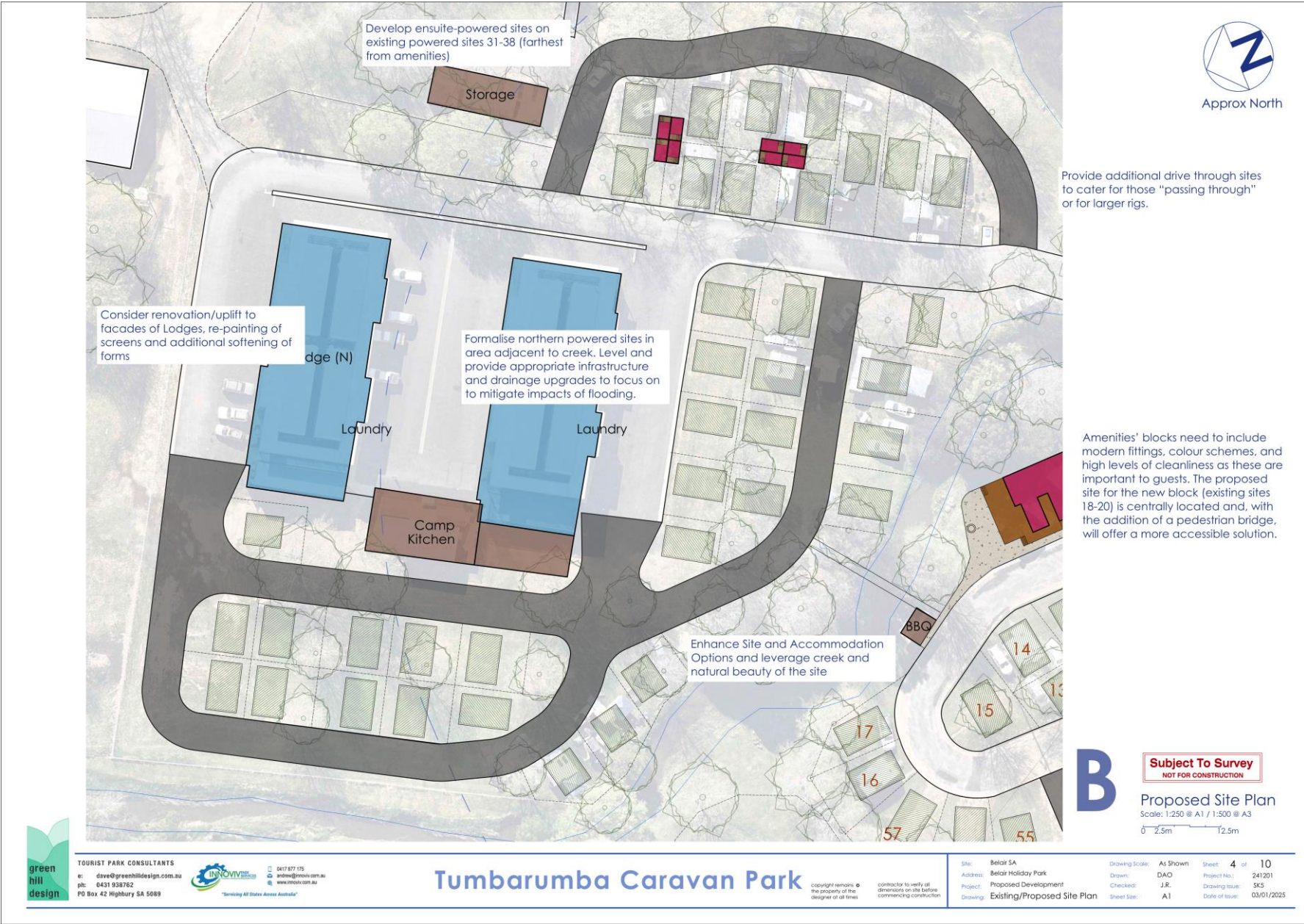
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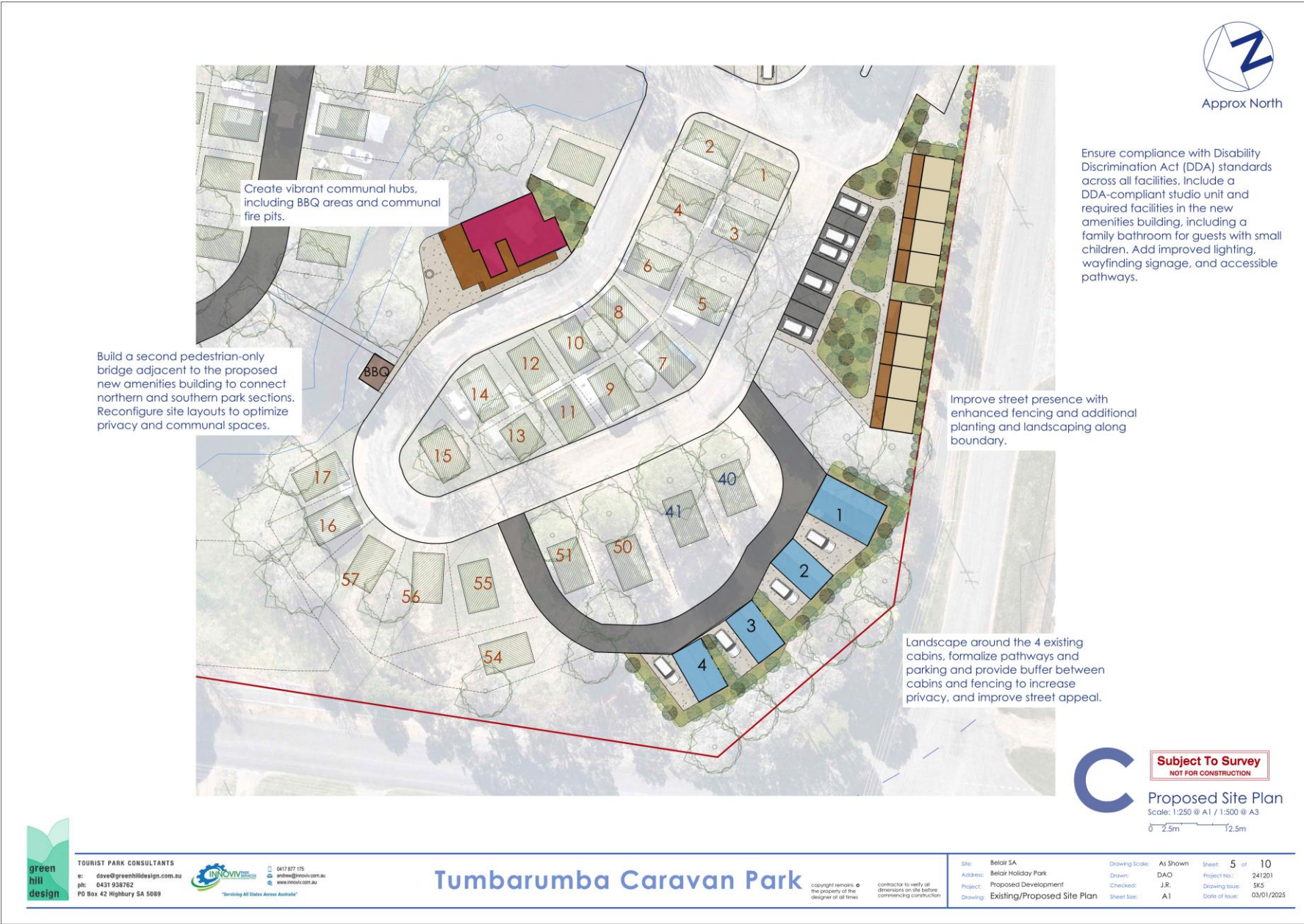
Attachment 2 - Attachment No 2 - Tumbarumba Caravan Park_SK5- Master Plan Drawings

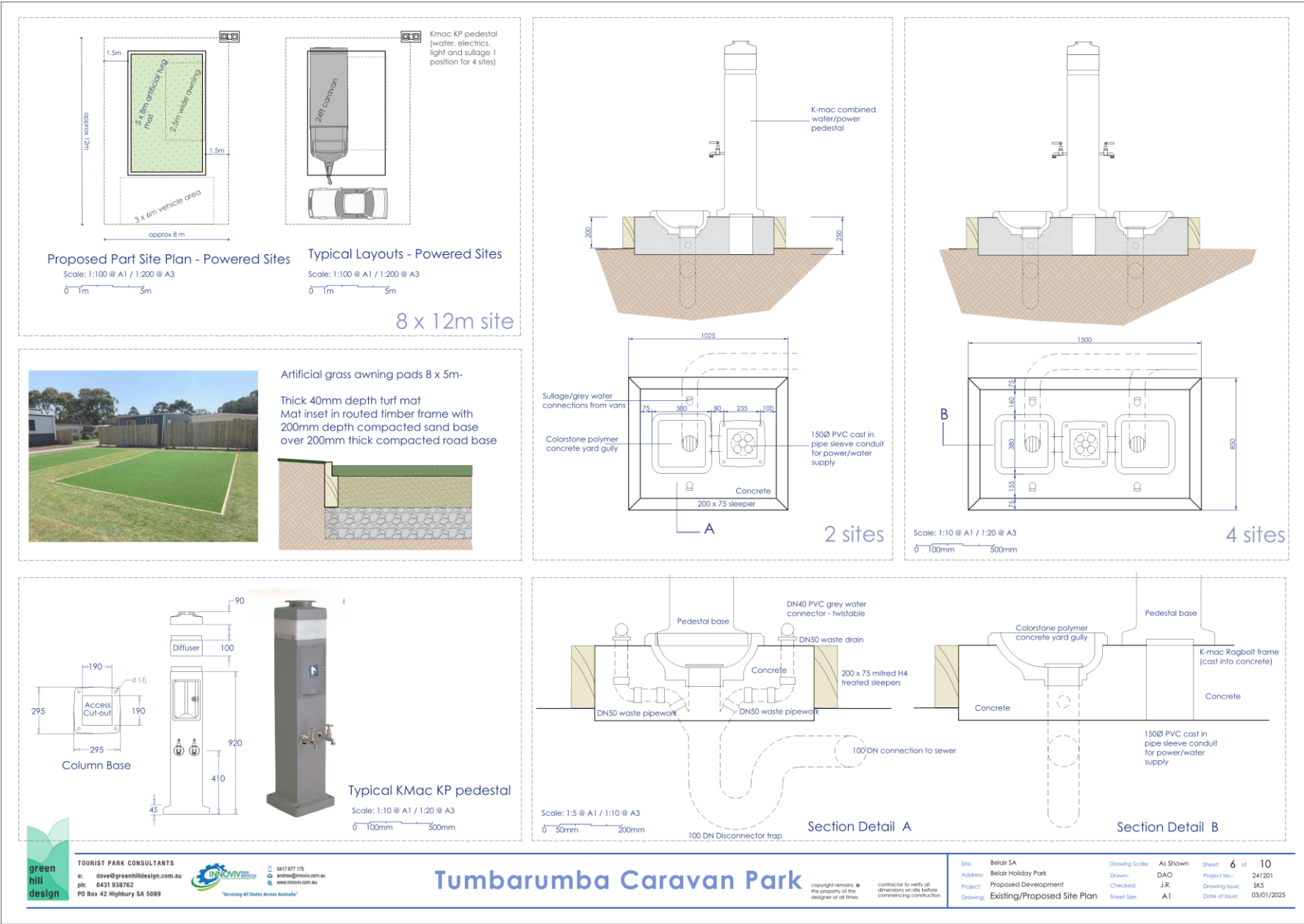














Combined Amenities Building

1 Ground Floor
1:50



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Tumbarumba Caravan Park

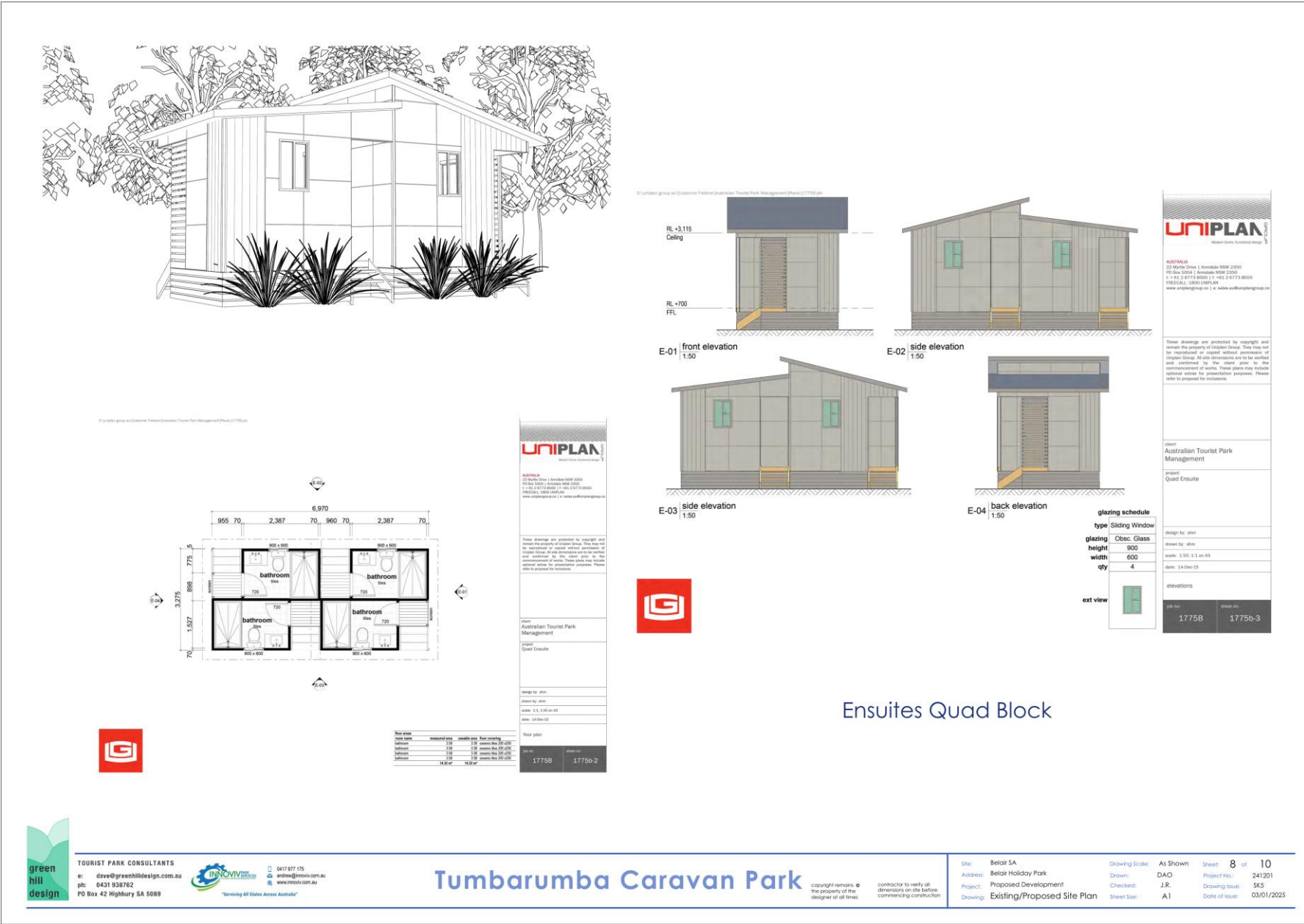
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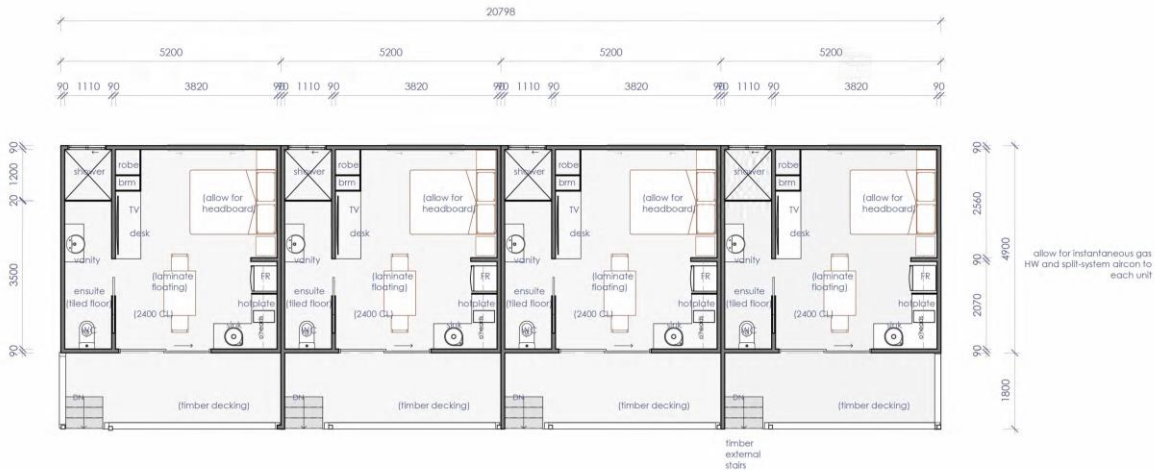
contractor to verify all dimensions on site before commencing construction

Site: Belair SA
Address: Belair Holiday Park
Project: Proposed Development
Drawing: Existing/Proposed Site Plan

Drawing Scale: As Shown
Drawn: DAO
Checked: J.R.
Sheet Size: A1

Sheet: 7 of 10
Project No.: 241201
Drawing Issue: SK5
Date of Issue: 03/01/2025





1 Ground Floor Plan
1 : 50

Studios (4 way block)



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Tumbarumba Caravan Park

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contractor to verify all dimensions on site before commencing construction

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Drawing: Existing/Proposed Site Plan

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③ Ground Floor Plan
1 : 50



2 Bedroom 'Superior' Cabin



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contractor to verify all dimensions on site before commencing construction

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Address:	Belair Holiday Park	Drawn:	DAO	Project No.:	241201
Project:	Proposed Development	Checked:	J.R.	Drawing Issue:	SKS
Drawing:	Existing/Proposed Site Plan	Sheet Size:	A1	Date of Issue:	03/01/2025

Attachment 3 - Attachment No 3- Tumbarumba_Masterplan_Presentation_Summary - Council Workshop 1 May 2025

Tumbarumba Caravan Park Business & Master Plan

Summary Councillor Presentation
Prepared by Innoviv Park Services

Snowy Valleys Councillor Workshop 1 May 2025

Project Background

Tumbarumba Caravan Park is a key tourism asset in the Snowy Valleys.

Managed by Snowy Valleys Council since 2017.

Currently reliant on workforce accommodation revenue.

Strategic repositioning needed as Snowy Hydro 2.0 winds down.

Builds on earlier 2024 Opteon asset assessment report.

Snowy Valleys Councillor Workshop 1 May 2025

Strategic Objectives

Transition

- Transition to a tourism-led business model.

Improve

- Improve park infrastructure and flood resilience.

Introduce

- Introduce modern accommodation and amenities.

Strengthen

- Strengthen digital presence and marketing.

Maximise

- Maximise economic, community and tourism value.

Snowy Valleys Councillor Workshop 1 May 2025

Key Challenges

Over-reliance
on contractor
accommodation.

Dated
infrastructure
and layout.

Northern areas
prone to
flooding.

Limited
marketing and
digital visibility.

Untapped
partnerships
and booking
platforms.

Snowy Valleys Councillor Workshop 1 May 2025

Development Strategy

Flood-resilient
appropriately
sites modular
accommodation.

Addition of
ensuite sites
and new cabins.

Improved guest
amenities,
layout and
functionality.

Better vehicle
and pedestrian
access.

Landscape and
design
enhancements.

Snowy Valleys Councillor Workshop 1 May 2025

Marketing & Booking Strategy



Snowy Valleys Councillor Workshop 1 May 2025

Financial Forecast

EBITDA projected to increase from \$301K to \$741K assuming a straight 5-year program.

Diversified income stream.

Higher occupancy and seasonal stability.

Sustainable growth over 10-year horizon.

Snowy Valleys Councillor Workshop 1 May 2025

Conclusion & Next Steps



Snowy Valleys Councillor Workshop 1 May 2025