



Australian Tourist Park Management

ABN: 85 061 270 513

Postal Address: PO Box 862, Tweed Heads, NSW, 2485

Phone: 07 5581 7428

Email: info@austpm.com.au

Fax: 07 5576 2030

john@austpm.com.au

Mobile: 0414 180 383

Web: www.austpm.com.au

Bongaree Caravan Park

Future Management and Development Options



Prepared for:



Caboolture Shire Council
February 2004

Table of Contents

EXECUTIVE SUMMARY	4
ACKNOWLEDGEMENTS	5
1.0 INTRODUCTION & BACKGROUND	6
1.1 INTRODUCTION	6
1.2 PREPARATION OF THE MANAGEMENT AND DEVELOPMENT PLAN	6
1.3 HOW TO USE THIS MANAGEMENT AND DEVELOPMENT PLAN	7
2.0 OVERVIEW OF BRIBIE ISLAND	8
3.0 OVERVIEW OF BONGAREE CARAVAN PARK	10
3.1 LOCATION	10
3.2 PHYSICAL CHARACTERISTICS / FACILITIES	10
3.3 STRENGTHS	11
3.4 WEAKNESSES	12
3.5 OPPORTUNITIES	12
3.6 THREATS	12
4.0 OVERVIEW OF THE CARAVAN INDUSTRY	13
4.1 INDUSTRY GROWTH – FACTS AND FIGURES	13
5.0 ISSUES AFFECTING BONGAREE CARAVAN PARK	19
5.1 THOUGHTS AND POLICIES OF THE DNRM	19
5.2 CURRENT MANAGEMENT AGREEMENT	20
5.3 LEGISLATION RELATING TO PERMANENT RESIDENTS	20
5.4 ENVIRONMENTAL ISSUES	20
6.0 CONSULTATION PROCESS	21
6.1 DAVID DUNN – MANAGER, FACILITIES	21
6.2 CABOOLTURE SHIRE COUNCILLORS	21
6.3 BRIBIE ISLAND CHAMBER OF COMMERCE	22
6.4 RICHARD AND JANET ASHFORD – MANAGERS, BONGAREE CARAVAN PARK	22
6.5 DEPARTMENT OF NATURAL RESOURCES AND MINES	23
7.0 OPTIONS FOR MANAGEMENT STRUCTURE	24
7.1 CURRENT MANAGEMENT ARRANGEMENT	24
7.2 LEASING THE PARK TO PRIVATE ENTERPRISE	25
7.3 EMPLOYEE MANAGEMENT	27
7.4 CONTRACT MANAGEMENT	28
7.5 COMPANY/BUSINESS UNIT MANAGEMENT	30
8.0 OPTIONS FOR DEVELOPMENT	36
8.1 ACCOMMODATION	36
8.2 AMENITIES	38
8.3 RECREATIONAL FACILITIES	39
8.4 SUGGESTED DEVELOPMENT PLAN	40
8.5 FINANCIAL ANALYSIS OF DEVELOPMENT PLAN	41
9.0 MARKETING BONGAREE CARAVAN PARK	48
10.0 PRICING AT BONGAREE CARAVAN PARK	53
11.0 CONCLUSION	54
12.0 REFERENCES	55

Executive Summary

Local Government involvement in the management of caravan parks and camping grounds has evolved over the years from rustic camping grounds on coastal crown reserves to more elaborate facilities catering for the changing needs of customers.

The camping grounds on Bribie Island are a perfect example of this evolution. In earlier times camping on Bribie Island was very unstructured, with visitors just erecting their tents wherever they could find a vacant spot on the foreshore. Over time, both Caboolture Shire Council and private operators developed actual camping grounds, which in turn developed into caravan parks and more recently Tourist Parks with expanded facilities.

The Caboolture Shire Council caravan park on the island is called Bongaree Caravan Park. This report deals primarily with the development and management options that are available to the Caboolture Shire Council to best meet the needs of the changing environment and the industry in general.

The Bongaree Caravan Park attracts large numbers of visitors from within the Shire, South East Queensland and interstate and a growing number of international visitors. This makes the park an icon for the Shire, and as owners and operators their appearance and operation reflect on the Council itself.

The park is already performing very well, but it still has substantial growth potential. It is situated in a prime location and offers natural attractions for a family holiday. With the right mix of environmentally sustainable development and the introduction of improved facilities and accommodation, this park has the potential to become the premier tourist destination on Bribie Island.

This Paper sets out the considerations that Caboolture Shire Council need to address if they wish to redevelop the park. Following consideration of the options detailed within this report the Council will then be better informed to select an appropriate business strategy.

Acknowledgements

The preparation of this report involved substantial input from many individuals and organisations. Their first-hand experience, opinions and viewpoints were taken into account in the development of the report.

The following is a list of these contributors:

- Councillor Chris Minetti - Division 5
- Councillor Lynette Devereaux - Division 4
- Councillor Greg Chippendale - Division 3 (Deputy Mayor)
- Councillor John McNaught - Division 2
- Councillor Gary Parsons - Division 1 (Bribie Island)
- David Dunn - Manager, Facilities
- Richard and Janet Ashford - Managers, Bongaree Caravan Park
- Department of Natural Resources and Mines
- Environmental Protection Agency (QLD Parks and Wildlife Service)
- Barry Smith - Vice President, Bribie Island Chamber of Commerce
- Tourism Queensland
- Brisbane Marketing
- Sunshine Coast Tourism
- Caravan Parks Association of Queensland
- AAA Tourism
- Byron Shire Council Holiday Parks
- Gold Coast City Council Tourist Park

1.0 Introduction & Background

1.1 Introduction

This paper has been prepared by Australian Tourist Park Management Pty. Ltd. (hereafter referred to as ausTPM) for the Caboolture Shire Council.

As a detailed Management and Development plan it outlines the strengths, weaknesses, opportunities and threats of the current operations of the caravan park. It also provides details of options available to Caboolture Shire Council for the future management and development of the caravan park.

It will examine the unique nature of Bribie Island as a Tourist destination, the history of the camping ground development, identify stakeholders and research their views on the future of the park. Being a development options plan it will not provide recommendations. It will however be providing the necessary information for staff to report to Council on the possible future development of the Park

1.2 Preparation of the Management and Development Plan

Preparation of the Operating Options Paper has involved three main phases:

1. Initial consultation, research and analysis.
2. Preparation of a draft paper with further consultation.
3. Detailed development of the final plan.

This process has included the following key tasks:

1. Consultation with the management, staff and councillors of CSC.
2. Consultation with the Bongaree Caravan Park managers.
3. Interviews with the Department of Natural Resources.
4. Interviews with Bribie Island Chamber of Commerce.
5. Consultation with other Local Government Caravan Parks.
6. Research into the demand for caravan and camping grounds in SEQ
7. Review of the current strengths and weaknesses of the Caravan Park
8. Research into alternative management options and their financial feasibility.
9. Financial analysis of development options.

1.3 How to Use This Management and Development Plan

This paper has been structured to provide Caboolture Shire Council with a range of options for the future operations and development of the Bongaree Caravan Park. In addition to the options themselves ausTPM has included the positive and negative aspects of each option. A brief guide to the main chapters of this report is outlined below.

Chapter 2

This chapter provides an overview of Bribie Island including history, facilities and location.

Chapter 3

This chapter provides an overview of the Bongaree Caravan Park including location, facilities and a SWOT analysis.

Chapter 4

This chapter provides an overview of the caravan industry in general including some facts and figures relating to industry growth.

Chapter 5

This chapter outlines the major external issues affecting the Bongaree Caravan Park.

Chapter 6

This chapter discusses the consultation process undertaken by ausTPM.

Chapter 7

This chapter discusses the options available to CSC for managing the park.

Chapter 8

This chapter outlines development options including a suggested development plan.

Chapter 9

This chapter outlines the aspects of a successful marketing plan for a caravan park.

Chapter 10

This chapter discusses current and future pricing policy at Bongaree Caravan Park.