

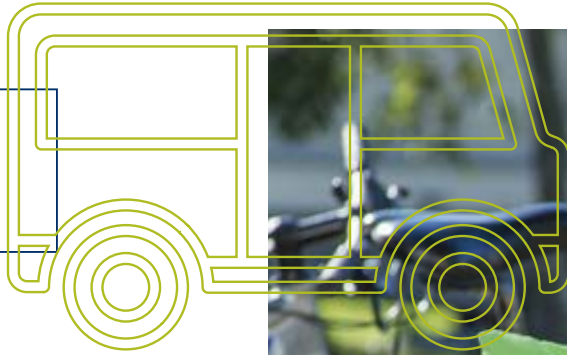


CORPORATE PROFILE

2021



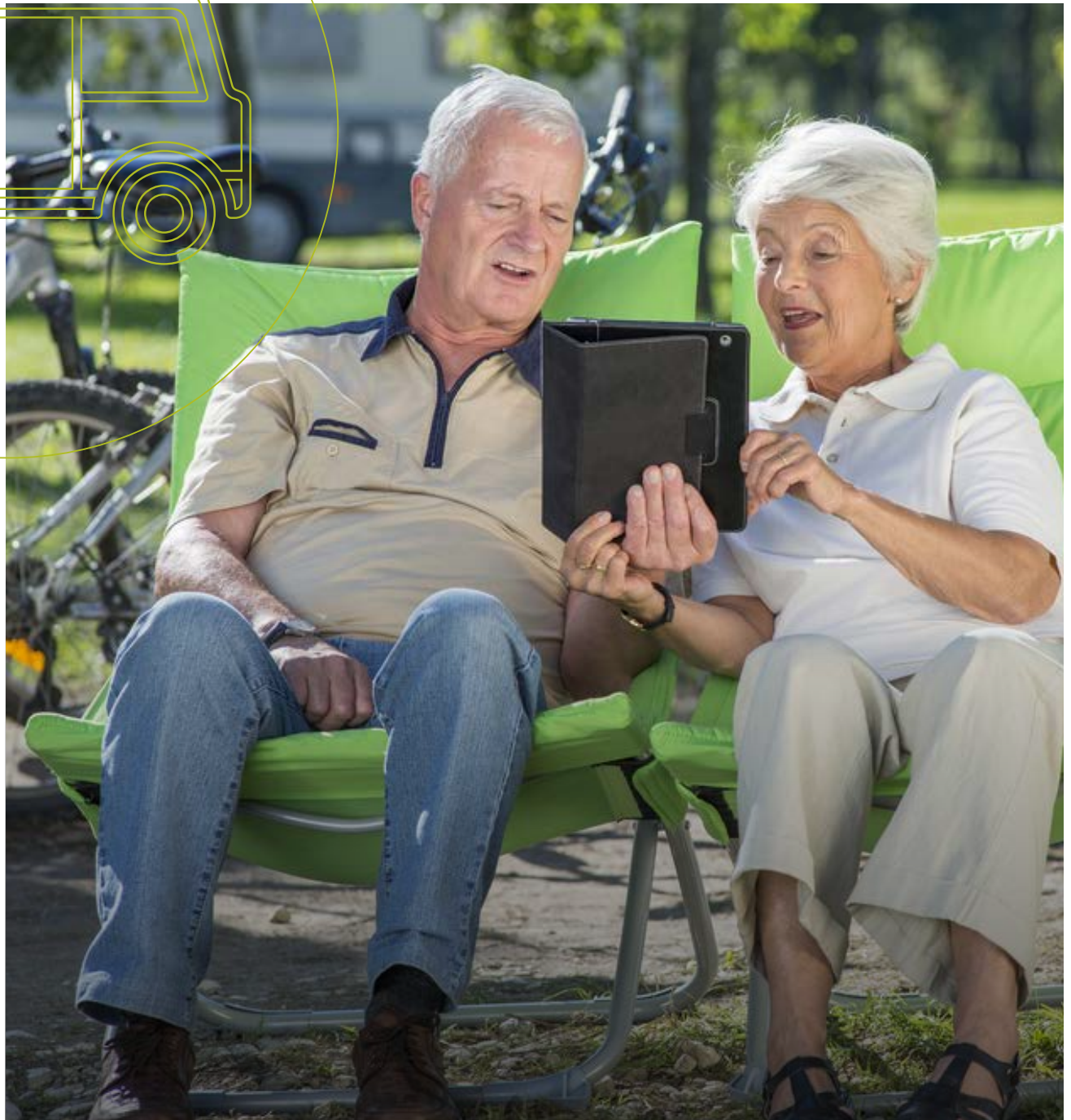
ABOUT



Sustainable Park Solutions is a boutique caravan park management company who specialise in providing caravan park feasibility, management, redevelopment and marketing services to local government, corporate and private sector park operators.

Sustainable Park Solutions has extensive experience in the delivery of innovative park management and operations solutions and is able to offer a full turnkey solution from park feasibility, management, marketing, graphic design and redevelopment.

Based in Brisbane, Queensland Australia, Sustainable Park Solutions offers a range of ground-breaking solutions tailored to its clients' needs. With a passion for regional Australia Sustainable Park Solutions is focused on making good businesses great.



APPROACH

MARKET RESEARCH AND INDUSTRY CONTACTS

All Sustainable Park Solutions work is grounded in market research. Sustainable Park Solutions has access to a range of up to date market information including reports produced by the Caravan Industry Association of Australia, BDO Accommodation Pricing Tool and bespoke reports/data produced for Sustainable Park Solutions by Tourism Research Australia. Sustainable Park Solutions also has a range of contacts at both a national and international level that it can use for additional information and/or resources.

CONSULTATION AND PROJECT MANAGEMENT

Sustainable Park Solutions has extensive experience working in and with regional communities. Sustainable Park Solutions understands the importance of proactively engaging with community and stakeholders at all levels of project management. Sustainable Park Solutions also has extensive project management skills.

PLANNING, DESIGN AND MASTER PLANNING

Sustainable Park Solutions has extensive planning, design and master planning skills and partners with Guymer Bailey Landscape Architects and Dunn Moran Landscape Architects on caravan park related projects.

BUSINESS PLAN

Sustainable Park Solutions prepares a business plan to support the Vision and Master Plan for all its park redevelopment projects. Sustainable Park Solutions argues that a Master Plan must be based on a business plan and financial returns if it is to be achievable, realistic and most importantly delivered.

FOCUS ON THE DELIVERY OF CONSISTENT AND QUALITY GUEST EXPERIENCES

Whilst recognising the needs of the various stakeholders in all its projects, Sustainable Park Solutions also argues that it is imperative to focus on the needs of current and future guests at the caravan park. Further it argues that is essential that the park delivers consistent and quality guest experiences if the vision is to be realised.

PRAGMATIC AND ACHIEVABLE

Sustainable Park Solutions brings a pragmatic approach to any project based on years of experience in planning, operating, redeveloping and marketing caravan parks in regional destinations.

ECOLOGICALLY SUSTAINABLE

Sustainable Park Solutions is committed to ecological, economic and social/cultural responsibility and as such seeks to ensure current and planned infrastructure minimise the impact on the environment and helps preserve and enhance the environment for the future.

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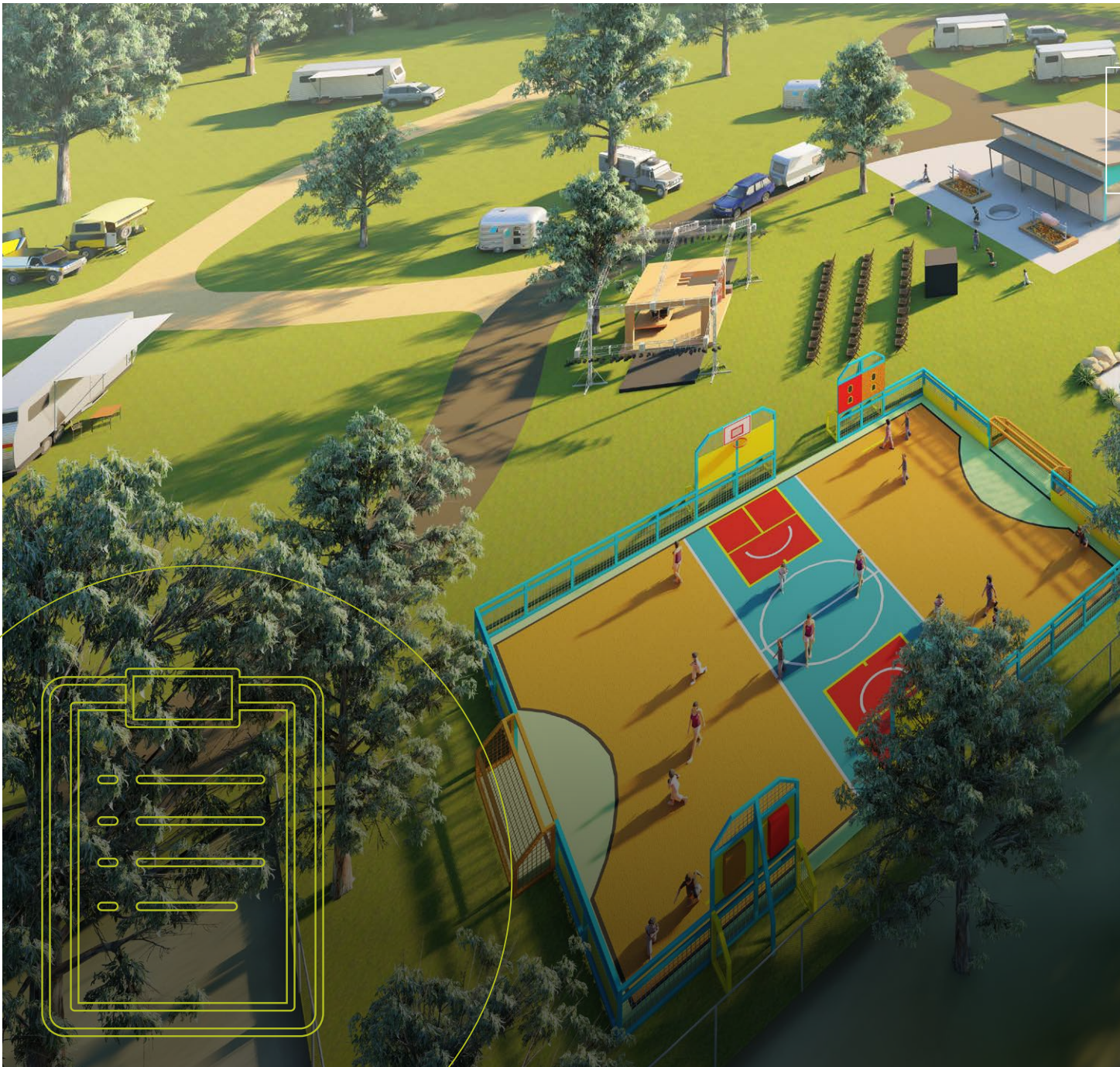
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SERVICES

Sustainable Park Solutions is able to offer clients a range of individual or grouped services covering the full breadth of caravan park management and operations. Combining both theoretical and practical experience Sustainable Park Solutions is able to offer potential and existing park operators a cost effective and sustainable service.

PREPARATION OF FEASIBILITIES

Sustainable Park Solutions principle Matt Williams has prepared a range of park feasibilities for clients in Tasmania, Victoria, New South Wales and Queensland. These feasibilities have covered Greenfield caravan park sites as well as existing crown, private lease and owner operated parks.

PREPARATION OF BUSINESS PLANS

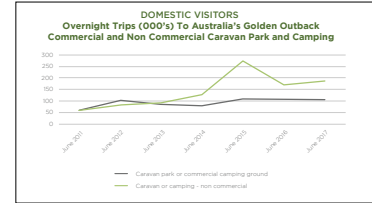
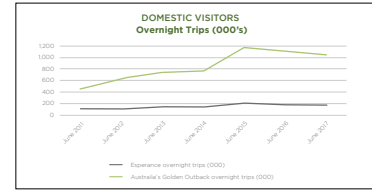
Sustainable Park Solutions Principal, Matt Williams has prepared a range of business plans including market, park & competitor analysis, park masterplan, infrastructure requirements, financial modelling, funding and management options. The plans are based on his own experiences in running and managing caravan parks, industry averages/benchmarking data and independent market research.

ESPERANCE SEAFRONT CARAVAN PARK, Redevelopment Strategy



2.3 Caravan and Camping in the Esperance Region

Esperance is part of the Australia's Golden Outback Tourism region of Western Australia and domestic visitor number to this region have been growing steadily since 2011. The numbers of commercial and non-commercial caravan and camping visitors are also trending up which highlights an opportunity for the Esperance Seafront Caravan Park to attract more visitors. There has been marked growth in the last 3 years particularly and it is expected that this growth will continue.



4. COMPETITOR ANALYSIS

4.1 Competitor Analysis

The Esperance region currently has (7) commercial caravan parks

Competitor	Location	Size (ha)	Site type	Facilities	Services	Notes
Esperance Caravan Park	Esperance	2.2m	No	No	No	Top Parks
... (other competitors)

Esperance Seafront Caravan Park 30 YEAR FINANCIAL PLAN - SUMMARY ANALYSIS

	2021/22	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Revenue	860,277	958,845	1,067,874	1,180,322	1,295,761	1,420,913	1,555,662	1,701,223	1,859,216	2,030,721	2,215,845	2,415,647	2,631,223	2,863,566	3,113,677	3,382,566
Expenses
Net Profit After Tax

5.4 Esperance Seafront Caravan Park Capital Works Program

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Infrastructure (Headworks)	\$100,000				
Park Entry, Reception and Residence	\$50,000				
Site & Accommodation	\$35,000				
Services	\$10,000				
Other	\$5,000				
Total	\$200,000				

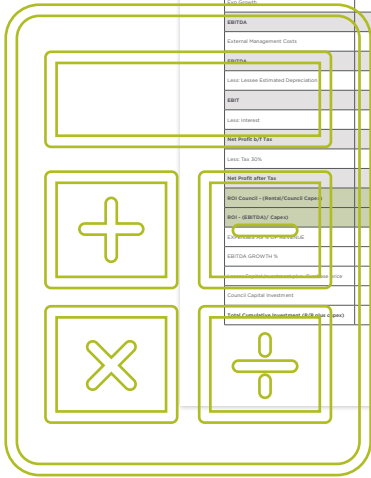
Forecast New Accommodation

- The following tables provide forecasts for each accommodation category in its own right.
- Returns are based on net income as a percentage of the relevant capital cost (excluding project management and contingencies). These cost percentages are based on industry benchmarking in context of Esperance Seafront Caravan Park's cost structure.
- These simple calculations make the following considerations:
 - Gross income for the accommodation category.
 - Less direct expenses % (for cleaning, consumables, repairs & maintenance etc.).
 - Less any net site income "lost" or replaced in this process (e.g. if a new cabin replaces an old cabin then the NET income previously derived from this cabin has been deducted).

Safari Tents (\$50,000)	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$20,419.58	\$33,768.57	\$37,053.33	\$16,593.73	\$122,433.17
Less Costs 25%	\$5,104.85	\$8,442.14	\$9,263.33	\$2,648.43	\$30,608.29
Net Income Safari Tent	\$15,314.73	\$25,326.43	\$27,790.00	\$13,945.30	\$91,824.88
Capital Investment	\$110,000.00	\$ -	\$ -	\$ -	\$ -
ROI	14%	23%	25%	26%	28%

Essute Sites - Services (e x \$5000)	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$67,720.00	\$81,448.69	\$89,797.78	\$96,466.87	\$103,949.54
Less Costs 75%	\$16,930.00	\$20,362.17	\$22,449.44	\$24,116.72	\$25,987.39
Net Income	\$50,790.00	\$61,086.52	\$67,348.34	\$72,350.15	\$77,962.15
Capital Investment	\$140,000.00	\$ -	\$ -	\$ -	\$ -
ROI	40%	48%	53%	57%	67%

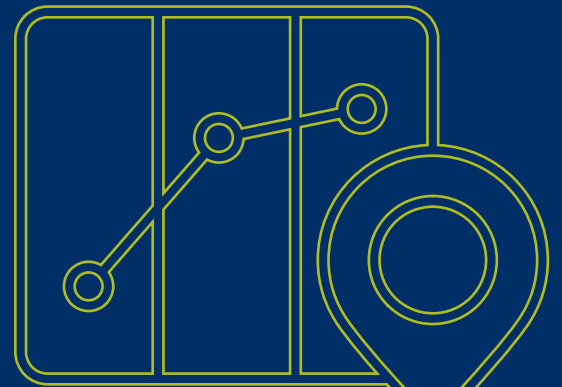
2BR Villa (\$103,000 in situ)	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$19,845.45	\$174,431.54	\$191,228.36	\$277,612.60	\$293,635.76
Less Costs 30%	\$5,953.64	\$52,329.46	\$57,368.51	\$83,283.78	\$88,090.73
Net Income New 2 Bedroom Villa	\$13,891.81	\$122,102.08	\$133,859.85	\$194,328.82	\$205,545.03
Capital Investment	\$678,000.00	\$ -	\$ -	\$ -	\$ -
ROI	14%	18%	20%	27%	23%



PREPARATION OF MASTER PLANS

Sustainable Park Solutions has extensive experience in developing master plans for existing and Greenfield sites. Sustainable Park Solutions has master planned a number of parks for its client Sustainable Park Holdings, as well as Council and corporate tourist and lifestyle village clients. Sustainable Park Solutions works closely with Guymer Bailey Landscape and Dunn Moran Landscape Architects.

- ▶ **PROPOSED NEW ENTRANCE, Port Sorell Caravan Park**
- ▶ **MASTER PLAN, Port Sorell Caravan Park**





PREPARATION OF MANAGEMENT PLANS

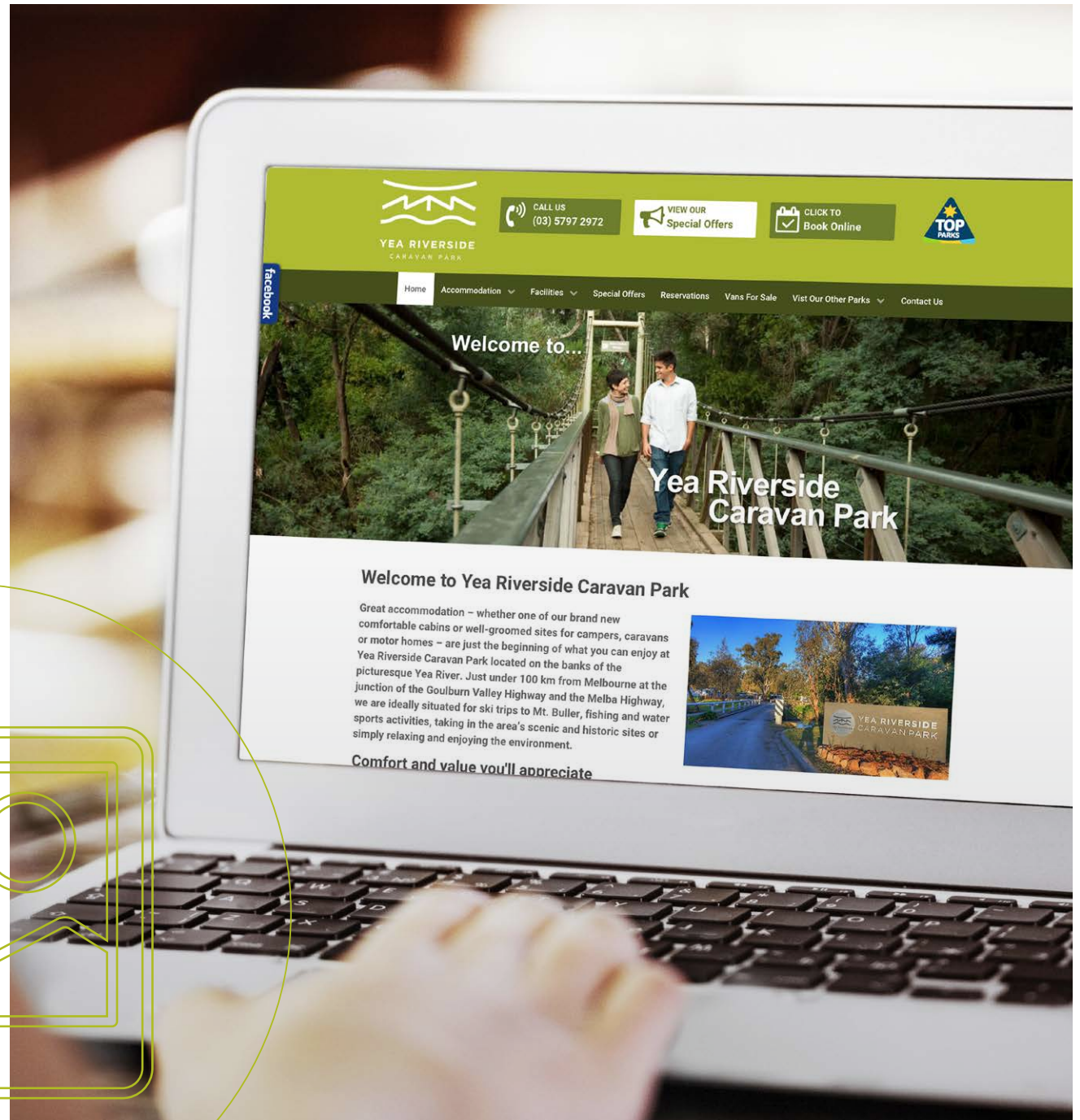
Sustainable Park Solutions has prepared a range of management plans for its various clients as well as specific environmental plans covering water, waste and vegetation management.

◀ **EYE VIEW**, Murramarang Beachfront Resort

PREPARATION OF MARKETING PLANS

Sustainable Park Solutions has wide spread skills in the preparation and implementation of marketing plans. The Principle of Sustainable Park Solutions has an extensive background in destination marketing and these skills are applied in the development of its marketing plans which are park specific and include local, domestic and if required international marketing. Marketing plans cover a range of areas including branding, digital, events and media and publicity.

► **WEBSITE**, Sustainable Park Holdings – Yea Riverside Caravan Park



PARK OPERATIONS

Sustainable Park Solutions offers a full suite of management services and is able to offer these as a full turn- key package or individually as required. Services provided include:

- Park benchmarking
- Park inspections and report
- OH&S audits
- Operations manuals and procedures
- Human resources
- Finance systems and procedures and auditing of RMS
- Full Park management – Sustainable Park Solutions owns and operates the Yea Riverside Caravan Park, Eden Gateway Holiday Park, Myrtleford Holiday Park and the Cobar Caravan Park. It also manages the Crystal Brook Tourist Park, Airport Tourist Village and Yarrowonga Riverlands Tourist Park.

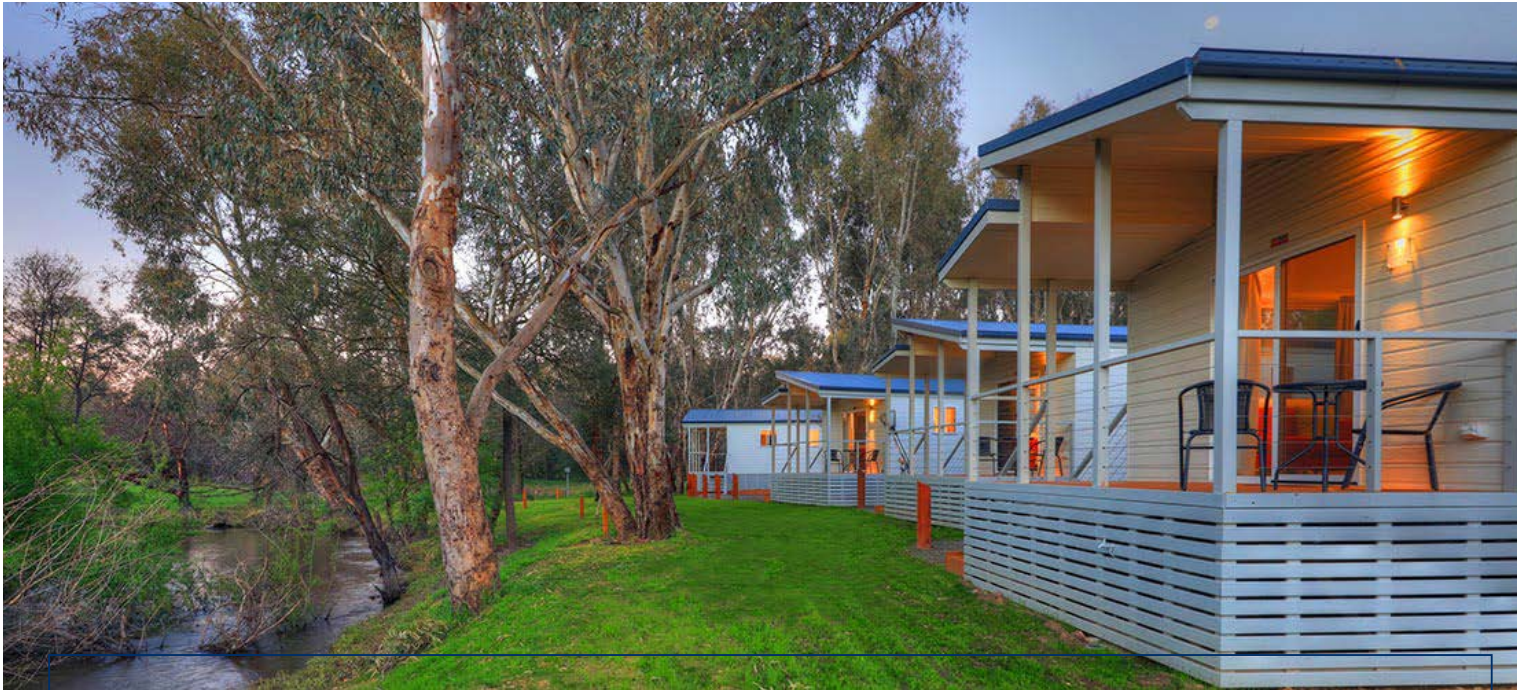
▼ **RELIEF MANAGEMENT SERVICES**, Sustainable Park Solutions



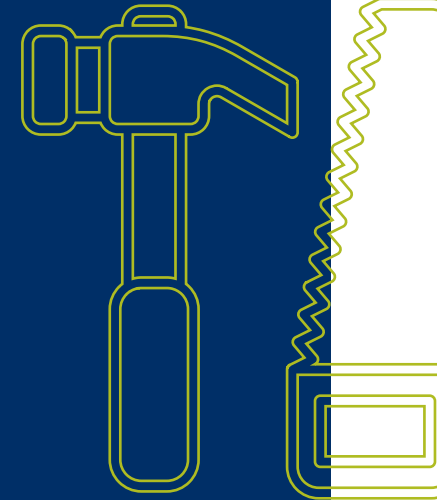
WEBSITE & GRAPHIC DESIGN

Sustainable Park Solutions has solid digital marketing talents and through its relationship with Bold New Media is able to offer search engine optimisation, pay per click advertising and digital consulting services.

Further Sustainable Park Solutions has its own freelance graphic designer Jen Holmes who has extensive experience in the design of logos, brochures, billboards, signage, tourist publications, graphics, web and everything in between.



NEW CABINS,
Yea Riverside Caravan Park



PARK REDEVELOPMENT

Sustainable Park Solutions has significant experience in the redevelopment of caravan parks. Projects that Sustainable Park Solutions principle Matt Williams have been involved include:

- Refurbishment of amenity blocks
- Replacement of power heads
- Electrical upgrades
- Water supply upgrades
- Demolition and removal of buildings containing asbestos
- Design and installation of new office/managers residences
- Installation of cabins, villas and bunkhouses
- Design and refurbishment of camp kitchens
- Installation of new drive through sites
- Development of lifestyle villages

Sustainable Park Solutions principle Matt Williams works with an extensive network of planners, quantity surveyors, environmental, civil and electrical engineers in the preconstruction and budgeting stages of any redevelopment project. In the construction stage Sustainable Park Solutions works with a range of preferred suppliers as well as local trades to ensure the project is delivered on time and on budget.



NEW OFFICE/RESIDENCE,
Yea Riverside Caravan Park



NEW CAMP KITCHEN,
Yea Riverside Caravan Park

NEW DISABLED BATHROOM,
Yea Riverside Caravan Park



RECENT PROJECTS

▶ QUEENSCLIFF TOURIST PARKS, BOROUGH OF QUEENSCLIFFE - NOVEMBER 2021

Undertook a review of the operations of 2 tourist parks and 2 campgrounds operated by the Borough of Queenscliffe. Included community consultation, identification of management options, compliance matters and preparation of master plans and business plans for the 4 parks. Worked closely with Councillors and staff to ensure the project meets community needs and provides a sustainable return to the Borough of Queenscliffe.



◀ BATLOW CARAVAN PARK, SNOWY VALLEYS COUNCIL - OCTOBER 2021

Prepared an updated master plan for the Batlow Caravan Park to support a DA application. Master Plan includes Landscape Schematic Design, Character and Materials Palette, Facilities including backpacker/worker accommodation, landscape treatment and planting and visualisations.

▶ COONAMBLE ARTESIAN BATH EXPERIENCE, BELGRAVIA PRO AND COONAMBLE SHIRE COUNCIL - AUGUST 2021

Prepared a market analysis and master plan for a greenfield campground to sit alongside a proposed artesian bath house.



▶ **WOODBINE TOURIST PARK, LAKES ENTRANCE BOWLS CLUB - MAY 2021**

Undertook a review of operations, arranged independent market valuation, management options + financial modeling. Also prepared contract park management documentation and a high level master plan for the Lakes Entrance Bowls Club who own and operate the park.



▶ **VICTORY CARAVAN PARK + WHITE CLIFFS CARAVAN PARK, CENTRAL DARLING SHIRE - JANUARY 2021**

Prepared Asset Management Plans + Business Plans for the 2 council owned caravan parks in Outback NSW. Additional work included prepared of contract park management documentation to assist the Central Darling Shire tender out the management of the parks.



▶ **PIKES LANE TOURISM HUB STAGE 2 RFP PROCESS, WESTERN SYDNEY PARKLANDS TRUST - ONGOING**

Providing ongoing advisory services to WSPT in relation to short listed proponents for this greenfield holiday park site. This follows successful completion by Sustainable Park Solutions of marketing and advisory services for Stage 1.



▶ **NAVY CANTEENS - MAY 2020**

Prepared Asset Management Plans for 2 Navy Canteen Holiday Parks and high-level masterplans and associated financial models.



► **COLAC COLAC CARAVAN PARK, TOWONG SHIRE COUNCIL – FEBRUARY 2020**

Developed a master plan and business plan for the Colac Colac Caravan Park.



◄ **WESTERN SYDNEY PARKLANDS TRUST – SEPTEMBER 2019**

Developed a master plan for a potential greenfield site in Western Sydney. Master plan included a range of environmentally friendly accommodation and recreational options designed to complement the Trusts existing reserves.

► **ECHUCA HOLIDAY PARK, VIC – FEBRUARY 2019**

Prepared a master plan and business plan for the NRMA Echuca Holiday Park. Plan included a range of recommendations including new front entrance, new amenities, addition of ensuite and upgraded powered sites. The plan also included investment in accommodation including pet friendly cabins, bunkhouses and safari tents as well as new recreational facilities including a putt putt golf course and jumping pillow.



◄ **IMBIL CAMPGROUND RETREAT, QLD – SEPTEMBER 2018**

Completed a masterplan and business model for a privately-owned campground in the Sunshine Coast Hinterland. A range of communal, recreational and income producing assets recommended as well as a 21 year business model.



▶ **PORT SORELL LIONS CARAVAN PARK LATROBE SHIRE COUNCIL, TAS – JUNE 2018**

Completed a redevelopment strategy and master plan and business plan for Council managed and operated park on behalf of the Latrobe Council. Final strategy recommended a range of new infrastructure in a staged capital works program.

▶ **ESPERANCE SEAFRONT CARAVAN PARK – APRIL 2018**

Completed a park review, master plan, business plan and preferred operating options for Council owned caravan park on behalf of the Esperance Shire Council. Final report completed and recommends a range of new infrastructure and a suggested operating model.



▶ **COONAMBLE RIVERSIDE CARAVAN PARK – AUGUST 2017**

Undertook a review, master plan and business plan for Council owned park. Range of recommendations including new office/residence, hot springs pool and outback camp kitchen.



▶ **WIRADJURI HOLIDAY PARK – JANUARY 2017**

Sustainable Park Solutions have completed a feasibility and masterplan for a greenfield caravan park site on behalf of the Wagga City Council. The work included a pre-feasibility, assessment of potential sites and recommendation. The report also included a business plan, master plan as well as commentary in relation to park operation, funding and marketing.





▶ MOAMA RIVERSIDE HOLIDAY & TOURIST PARK – SEPTEMBER 2016

Matt Williams and his team have completed a Masterplan for the Moama Riverside Holiday & Tourist Park on behalf of the Murray Shire Council. The masterplan also included a business plan and marketing suggestions and was aimed at assisting council and the current lessee develop joint priorities for future capital works and suitable lease terms.

▶ YEA RIVERSIDE CARAVAN PARK – AUGUST 2016

Matt Williams and his team have recently completed stage 1 of the redevelopment of the Yea Riverside Caravan Park. Works included new car park, office/residence, refurbishment of main amenities block and new villas and studio units. The work was completed ahead of time and budget despite an unseasonal wet winter in Victoria. Sustainable Park Solutions also manages the park on behalf of its owner Sustainable Park Holdings.



▶ SOUTHERN CROSS PARKS – 2011 - 2016

For 5 years Sustainable Park Solutions provided a suite of management services including acquisition & due diligence, administration, financial performance, guest feedback, HR, marketing, OH/S and park operations to Southern Cross Parks who operate a number of leasehold caravan parks in Qld, NSW and Vic. This successful arrangement ended in November 2016 as Matt Williams was keen to pursue nonexclusive management opportunities in the caravan park industry.



▶ TUMBARUMBA CREEK CARAVAN PARK – MARCH 2016

Sustainable Park Solutions prepared a Redevelopment Strategy for the Tumbarumba Creek Caravan Park on behalf of the Tumbarumba Shire Council. The strategy included a vision, business plan, master plan and marketing plan for this creek side caravan park. The Tumbarumba Shire Council are hoping to use the strategy to develop the park as a key tourism and economic development driver and also seek funding for the parks redevelopment.



OUR PARKS

Sustainable Park Solutions owns and operates parks in Victoria and New South Wales.

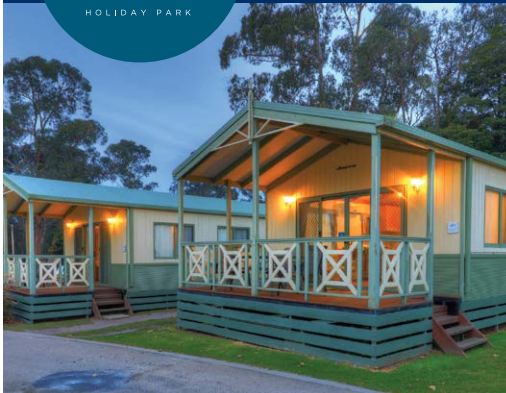
Eden Gateway Holiday Park, Myrtleford Holiday Park and Yea Riverside Caravan Park are all Travellers' Choice Winners. Based on reviews, ratings and saves we are in the top 10% of hotels worldwide.



EDEN GATEWAY HOLIDAY PARK

edengateway.com.au

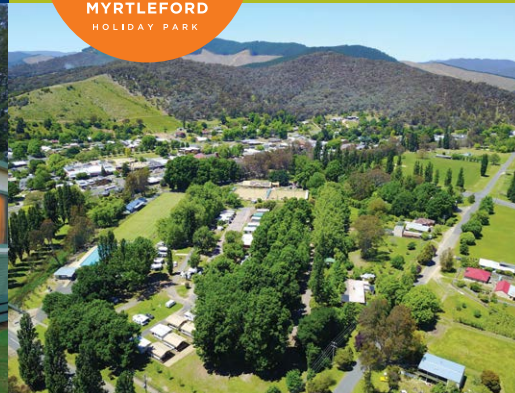
Eden Gateway Holiday Park offers you all the facilities you need for an amazing holiday without even leaving the park, relax in the swimming pool or let the kids burn off energy on the jumping pillow or hire carts. Choose from a range of powered/unpowered sites, ensuite sites or villas and cabins.



MYRTLEFORD HOLIDAY PARK

myrtlefordholidaypark.com.au

Located just a short 2 minute walk from the centre of town, Myrtleford Holiday Park offers a range of family friendly and affordable cabins, caravan, motorhome and camping sites. Relax around the fire pit after a day exploring the Alpine Shire or catch up with fellow travellers while using the undercover BBQ's.



YEA RIVERSIDE CARAVAN PARK

yeariverside.com.au

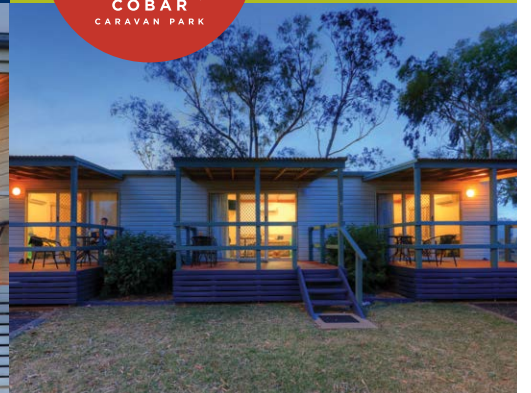
Great accommodation - comfortable cabins to well-groomed sites for campers, caravans or motor homes - is just the beginning of what you can enjoy at Yea Riverside Caravan Park located on the banks of the picturesque Yea River. Enjoy a refreshing swim, a spot of fishing, a friendly chat around the campfire or wood fired pizza oven.



COBAR CARAVAN PARK

cobarcaravanpark.com.au

Close to several National Parks the Cobar Caravan Park is the perfect place to stop and rest on your outback adventure while also exploring Cobar's mining history. Choose from one of the cabins, motel suites, powered or unpowered sites, each surrounded by green grass, with plenty of space for you and your canine travelling companion.

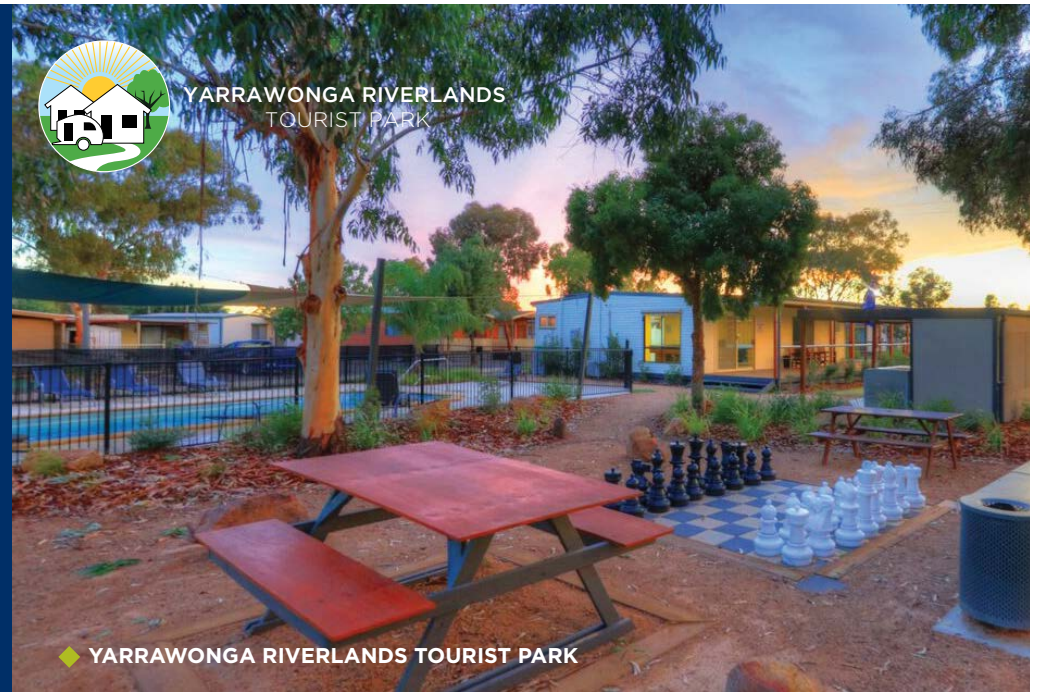


OUR MANAGED PARKS

Sustainable Park Solutions also manages and operates parks in Victoria.



YARRAWONGA RIVERLANDS
TOURIST PARK



◆ YARRAWONGA RIVERLANDS TOURIST PARK



AIRPORT TOURIST VILLAGE
MELBOURNE



◆ AIRPORT TOURIST VILLAGE MELBOURNE



CRYSTAL BROOK
TOURIST PARK



◆ CRYSTAL BROOK TOURIST PARK



OUR PEOPLE

MATT WILLIAMS PRINCIPAL

Matt Williams is the principal of Sustainable Park Solutions. Matt is a marketing and business development professional, with an extensive background in corporate strategy, project management and consumer and business to business marketing. Matt was previously General Manager Business Support of Australian Tourist Park Management and holds a Graduate Diploma of Tourism and a Bachelor of Arts in environmental Studies. Matt is a member of the G'Day Parks Advisory Board. G'day parks is Australia's largest leading community of independent caravan and holiday parks.

NATASHA TOVEY

Natasha is a Director of Sustainable Park Holdings and the CFO of Sustainable Park Solutions. Natasha is a Chartered Accountant and has worked with financial modelling with a focus to maximise returns on caravan park redevelopment in the short to medium term.

Further, extensive exposure to the day to day back of house transactions of many and varied caravan parks have resulted in a wealth of knowledge on expected costings in this industry. Operational support of the management staff has also led to a strong understanding of the booking systems which in turn provides support for the managers at the park.





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