



## GRIFFITH SHOWGROUND PLAN OF MANAGEMENT



## NSW DEPARTMENT OF PRIMARY INDUSTRIES CATCHMENT & LANDS DIVISION



Department of  
Primary Industries  
Catchments & Lands



Adopted 30 December 2011

**Griffith Showground Plan of Management**

**NSW DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENT & LANDS)**

**ADOPTED UNDER DELEGATION BY GRAHAM HARDING, GENERAL MANAGER CROWN LANDS ON 30 DECEMBER 2011.**

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# 1. INTRODUCTION

## 1.1 Background

The Griffith Showground is managed by the Griffith Showground Trust, established by the NSW Department of Primary Industries (Catchments & Lands). In order to prepare a long term vision for the Griffith Showground site, the Griffith Showground Trust and Department of Primary Industries (Catchments & Lands) have prepared both a Concept Plan and a supporting Plan of Management (PoM).







Consultations undertaken to inform the development of the Concept Plan and PoM identified current values (what is important about the place), opportunities to improve the public's future use and enjoyment of the area as well as identifying the sites different land use planning precincts.

The existing layout of the showground is within clearly defined precincts meaning that the aim of the Concept Plan has been to consolidate the existing layout (buildings/structures, open space), rather than recommend wholesale changes. Strategies for each of the showground's identified precincts have been listed which provide the basis of future development and management decisions. Also, given the history of the showground, proximity to the CBD and orientation to the canal, there are a number of opportunities which can be capitalised upon.

It is believed that the identified directions for the future development of the Griffith Showground are practical, achievable, and sustainable if viable commercial opportunities are explored and permitted on the Showground site. Commercial opportunities are needed to provide the required income for maintenance and future capital works. Furthermore, there are a number of key partnerships which should be explored to assist link the development of the showground with other strategies that are being undertaken in the city (eg open space development along the canal) as well as making the showground the preferred location for a range of events and festivals.

## 1.2 Purpose of the Plan of Management

A Plan of Management (PoM) is a document that provides the framework for the future management of public land (Crown land). A PoM has a statutory basis under the *Crown Lands Act 1989 (for Crown Land)*. The *Crown Lands Act 1989* provides for the administration and management of Crown Land in NSW. The objectives of this Act are to ensure that Crown land is managed for the benefit of the people of New South Wales and in particular to provide for:

-  *A proper assessment of Crown land,*
-  *The management of Crown land having regard to the principles of Crown land management,*
-  *The proper development and conservation of Crown land having regard to those principles,*
-  *The regulation of the conditions under which Crown land is permitted to be occupied, used, sold, leased, licensed or otherwise dealt with,*
-  *The reservation or dedication of Crown land for public purposes and the management and use of the reserved or dedicated land, and*
-  *The collection, recording and dissemination of information in relation to Crown land.*



The *Crown Lands Act 1989* sets out specific requirements in relation to the preparation, referral, display and adoption of plans of management. The Act requires that plans of management be placed on public exhibition for a minimum period of 28 days and notified in the Government Gazette and a newspaper with Local or State circulation. The public are able to make comment on plans of management for a period of time before the plan is adopted. However, the Minister may adopt a plan of management without alteration or with such alteration as the Minister thinks fit.

The purpose of developing the PoM is to provide framework for the future use and management of lands within a designated study area. Accordingly, a PoM defines the values, use, management practices and intent relating to the purpose for which the land has been reserved or dedicated. It not only guides the future management and development of the land concerned but provides the 'how and why' an area should be developed, used and managed

This Plan of Management has been prepared in accordance with the aims and purpose of the *Crown Lands Act 1989*.

### 1.3 Vision

The Showground was included in Burley Griffin's design of Griffith and the location of the Showground to the CBD and residential areas is of key importance to the community as an area of open space and for recreation and sporting activities. In support of Burley Griffin's vision, the Showground Trust's Mission Statement is:

-  To realise the foresight of Walter Burley Griffin's community open space in the heart of Griffith.
-  To maintain Griffith Showground Reserve for the enjoyment and benefit of the Griffith community and future generations.

### 1.4 Land to Which This Plan of Management Applies

The land to which this Plan of Management applies is shown in Table 1.

Table 1. Land in which the Plan of Management applies.

Reserve	Lot	DP	Parish	County	Area
Reserve 559029	Lot 1042	DP 751709	Jondaryan	County of Cooper	12.108ha
Reserve 1000158	Lots 1239-1240	DP 751709	Jondaryan	County of Cooper	9,402m <sup>2</sup>
Reserve 1000159	Lot 7009	DP 1023984	Jondaryan	County of Cooper	9,308m <sup>2</sup>

The Griffith Showground is bounded by Walla Avenue, Merrigal Street, Murrumbidgee Avenue and the Main Canal. The showground site is located within one (1) kilometer from the Council Chambers and is a large parcel of open space (13.979 ha). Overall the site has visual appeal which is highlighted by the trees, pavilions, and canal. A locality plan of the Showground is shown below.





**Figure 1: Aerial of the Griffith Showground site. The aerial plan also highlights the distinct features of Walter Burley Griffin’s design of the city.**

Across the site are numerous buildings which include a residence, toilets, sheds, open bars/canteens. In total there are some 34 buildings/structures throughout the showground site. Detracting from its visual appeal is the condition of some buildings and structures, internal fencing of the main arena, power poles etc.

## 2.PRECINCT ANALYSIS

### **2.1 Precincts**

For the purpose of this PoM, the site is divided into six (6) distinct precincts. Each of the precincts, listed below, are easily identified / defined. Figure 2 illustrates the layout of each of the precincts.

1. Entry and canal precinct
2. Caravan and camping precinct
3. Pavilion precinct
4. Showground arena precinct
5. Livestock precinct
6. Future community and possible commercial uses precinct

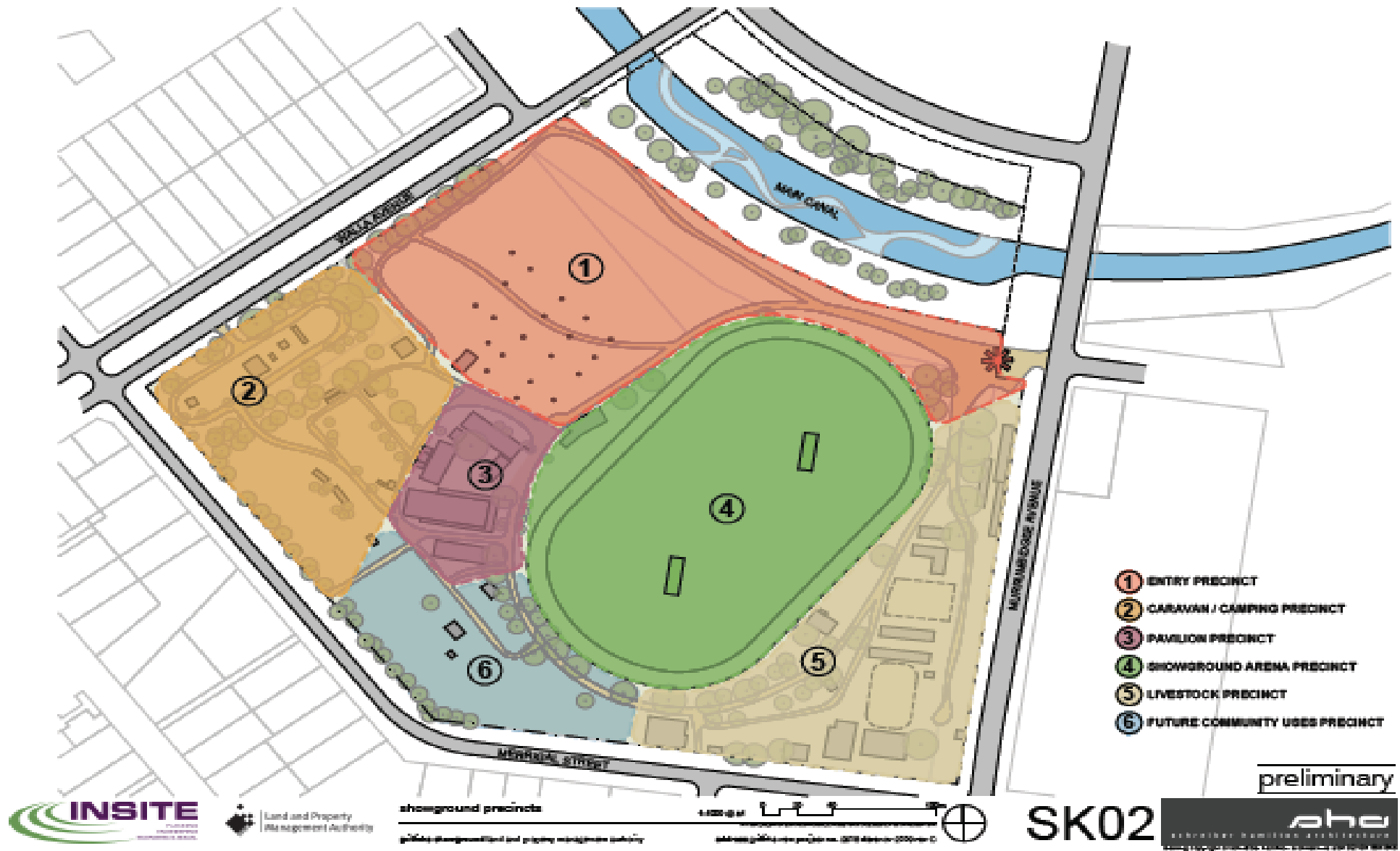


Figure 2: Precinct Plan of the Griffith Showground.



## ***Precinct 1: Entry and Canal Foreshore***

The main entry into the Griffith Showground is via Murrumbidgee Avenue. Entry is via distinct gates and is located adjacent to the Main Canal. On entry into the site, the main arena, and view across to the pavilions are a major feature however power poles and canteen / bar area detract from the view.





## ***Precinct 2: Caravan and Camping***

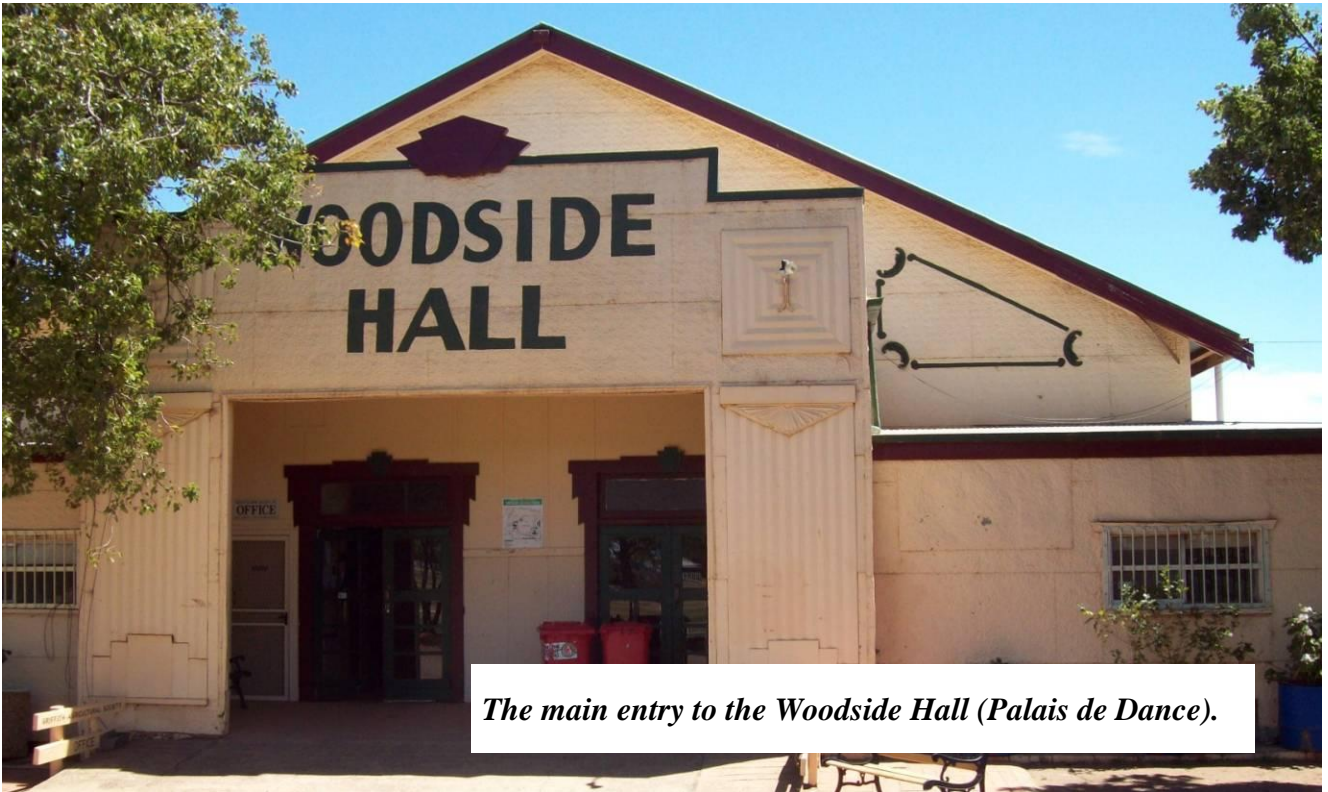
The Caravan Park is currently managed by a licence agreement between the Trust and the Coro Club. The site caters for 26 caravan sites, which are predominantly utilised by permanent residents. There is a 60 site camping area which is predominantly used by campers (particularly focused on itinerant workers). The caravan park has undergone a range of improvements which include new fencing around the site and new access gates. As part of the current DA conditions the roadway in the caravan park is to be sealed. The current license agreement (with the Coro Club) and is valid until 1st March, 2012.



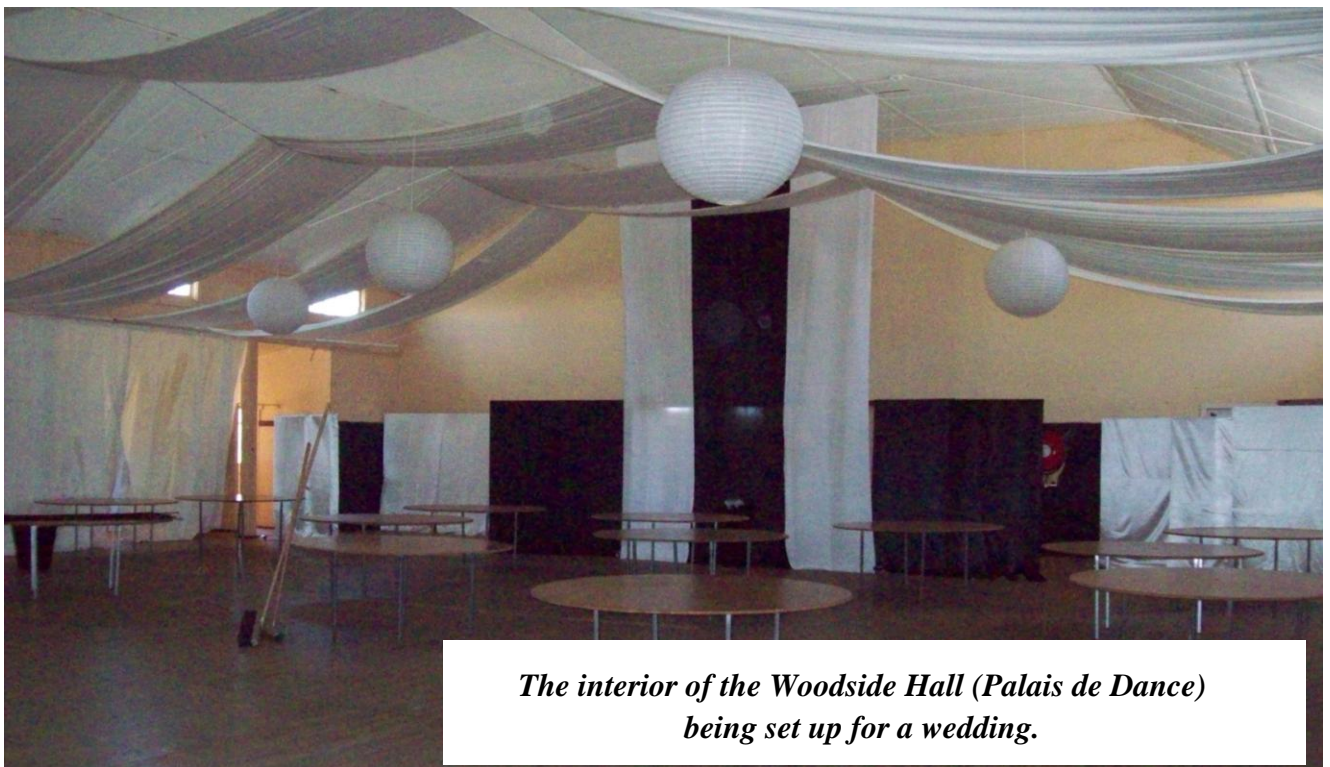


### ***Precinct 3: Pavilions***

These comprise mainly three buildings being the Davidge Pavilion, Woodside Hall (Palais de Dance) and the McWilliams (Horticultural) Pavilion. The pavilion area is used for weddings and convention events (Woodside Hall) and also the Rotary Club host a weekly market at the site and utilise the Woodside Hall. Also within this precinct is a machinery shed/workshop, field day office (demountable building) and small residence which is now tenanted by the Showground caretaker. The McWilliams (Horticultural) and Davidge Pavilions are used during the Griffith Show for exhibition purposes. The Woodside Hall (Palais de Dance) is listed under Griffith Council's LEP as an item of heritage significance. This is discussed in Section 3 of the PoM.

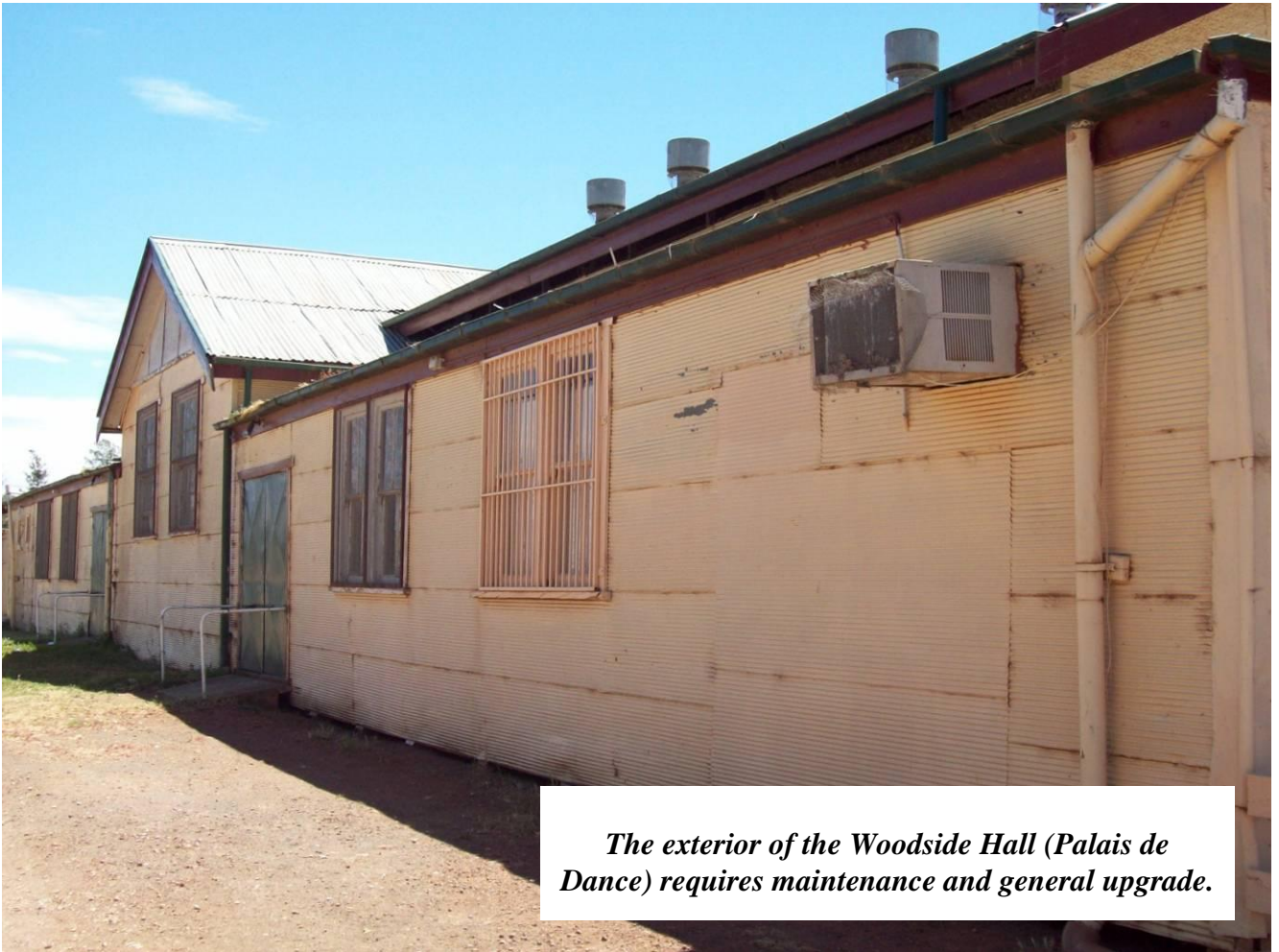


*The main entry to the Woodside Hall (Palais de Dance).*



*The interior of the Woodside Hall (Palais de Dance) being set up for a wedding.*





*The exterior of the Woodside Hall (Palais de Dance) requires maintenance and general upgrade.*



*The McWilliams (Horticultural) Pavilion.*





*Internal layout of the McWilliams (Horticultural) Pavilion.*



*External struts supporting the Davidge Pavilion.  
Some of the struts have rusted through (refer condition report).*



***Precinct 4: General Showground Arena.***

The Showground arena is the focal point of the area when entering the site. The area is currently used by the Cricket Club during summer only. There is no designated winter sporting activity. The arena (and surrounding grounds) is used for events such as the annual show, field day events and conventions (motor home convention). Other one-off users include monster trucks and circuses.



*The grandstand overlooking the main arena.*



*The perimeter of the main arena is characterised by mature trees which provide strong visual appeal.*





*There is a good link between the pavillions and main arena.*



*Fencing around the main arena should be improved.*

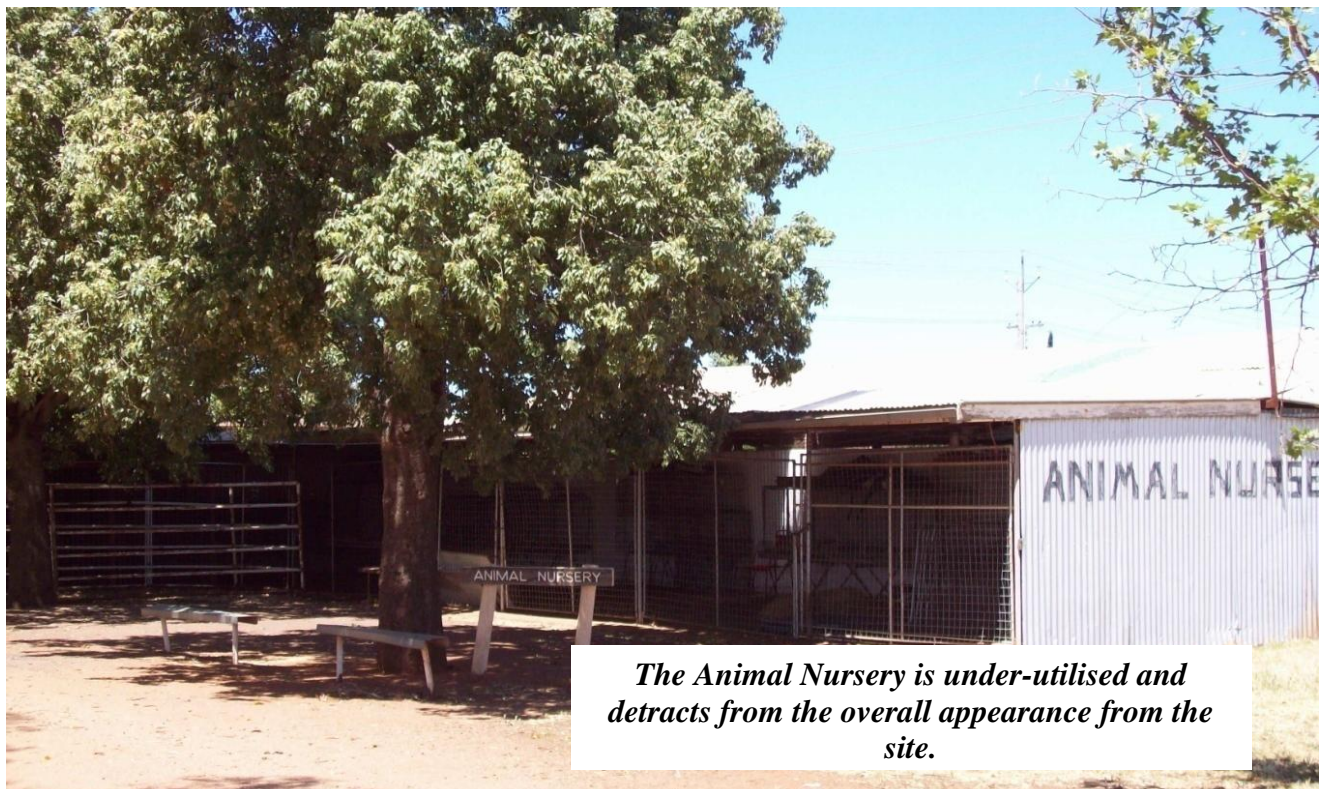


### ***Precinct 5: Livestock Pavilions***

These consist of sheep pens, general livestock yard, horse stables, animal nursery and amenity block. The area is predominantly used during the Griffith Show and other livestock events such as ram sales and team penning events. The stables have in the past been utilised on a permanent basis however there is now no longer permanent stabling due to insurance requirements.



*Livestock area includes good quality stables and areas for horse exercise yards etc.*



*The Animal Nursery is under-utilised and detracts from the overall appearance from the site.*



***Precinct 6: Future Community and Possible Commercial Uses***

The area along Merrigal Street is used during the annual show and Field Day. The area is generally under-utilized. Given its size, accessibility and that it is situated away from other precincts mean it could be developed as a community or possibly a commercial uses precinct. Future uses would need to be consistent with the future direction of the showground.



***Proposed Precinct for Community or Commercial Uses.***



## 3. LAND USE ASSESSMENT

### 3.1 Location Context and Surrounding Land Uses

The Griffith Showground is located on Crown land and is bounded by Walla Avenue, Merrigal Street, Murrumbidgee Avenue and the Main Canal. The showground site is located within one (1) kilometer from the Council Chambers and is a large parcel of open space (approx 13.979 ha). Surrounding land use is:

**Table 2: Description of the Surrounding Land Uses – Griffith Showground.**

Direction	Boundary Description	Characteristic
North.	The Murrumbidgee Irrigation Canal.	The Canal acts as a boundary for the site. Further to the north is Kookora Street and residential precinct.
South.	Merrigal Street.	Residential precinct
East.	Murrumbidgee Ave	School / Education precinct
West.	Walla Avenue	Residential Precinct

### 3.2 Current Uses

The site is currently utilised for a range of activities. Table 3 lists the current use types.

**Table 3: Utilisation of the Griffith Showground.**

Permanent	Regular (weekly / Monthly)	Annual	Seasonal	Ad Hoc	Other
Caravan Park	Rotary Markets	Team Penning Ram Sales and auctions (approx 3 days per year) Wine Show Muso's ball	Cricket	One off liquidation sales, weddings, community group hire / usage.  Travelling Circuses / church groups / performances utilise the ground for approx 3 – 4 days at a time.  Moto cross	Stables

### 3.3 Condition of the buildings and structures.

A condition report (Griffith Showground Building Maintenance Assessment) was undertaken in 2001. The report identified the recurrent, minor and major works that are required for each facility (refer Table 4 for the net annual expenditure identified at the time of the report). Given that there has been limited financial capacity to complete all works, and that the condition of some buildings will have deteriorated, it is envisaged that the costs will be substantially higher. The condition of each building / structure will need to be reassessed and costing for the works will need to be updated. It is considered that this be undertaken as a priority, in particular to the Davidge Pavilion, due to the deterioration of the supportive struts.

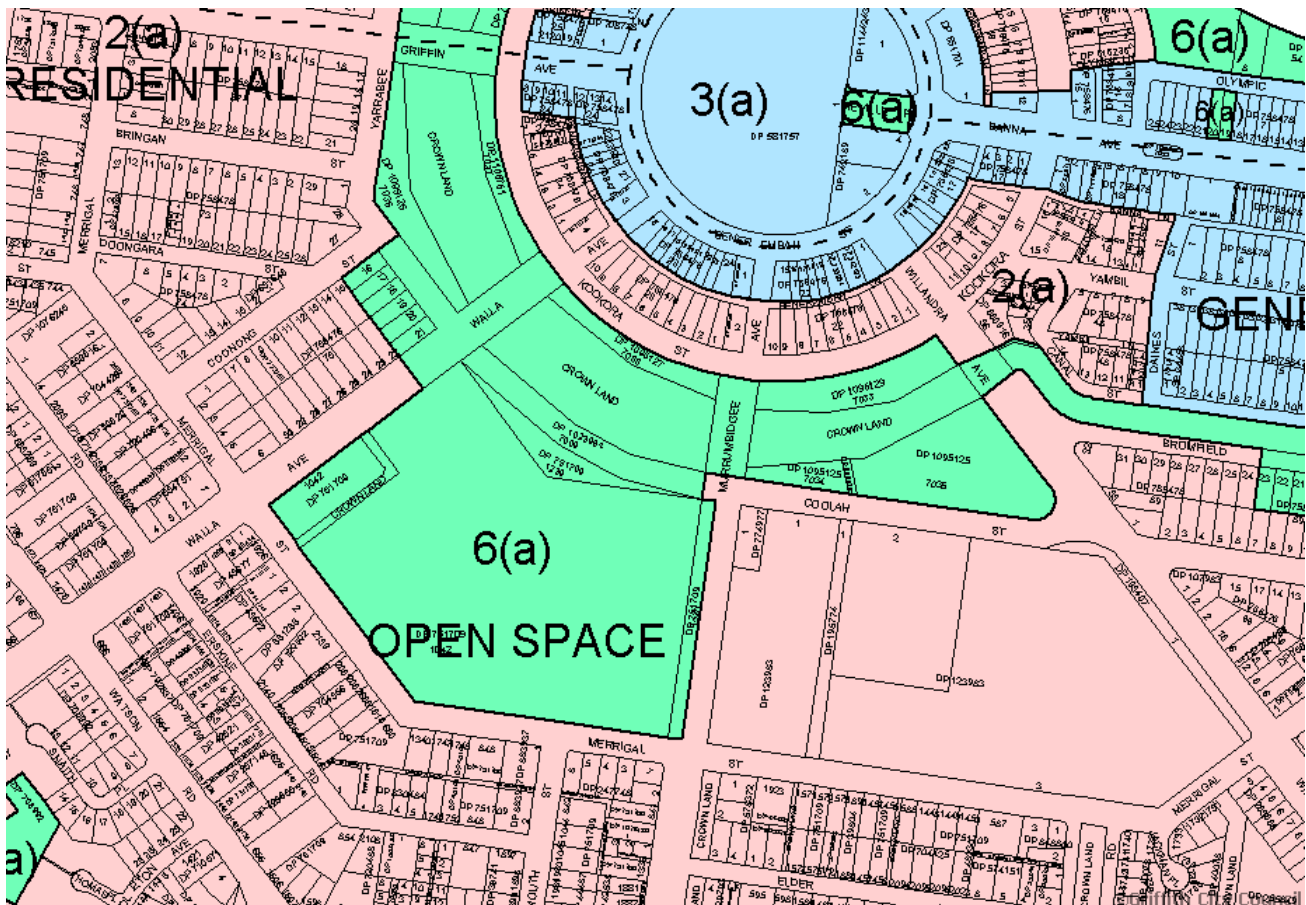
**Table 4: Annual Maintenance Costs – All Buildings Griffith Showground (prepared 2001).**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
TOTAL	\$73,300	\$16,400	\$61,400	\$5,800	\$90,100	\$21,500	\$9,300	\$11,900	\$4,600	\$14,000

Source: Fisher Stewart; Griffith Showground Building Maintenance Assessment: 2001).





### 3.4 Planning Context

The Showground is zoned 6(a) Open Space and the surrounding residential area is zoned 2 (a) residential.



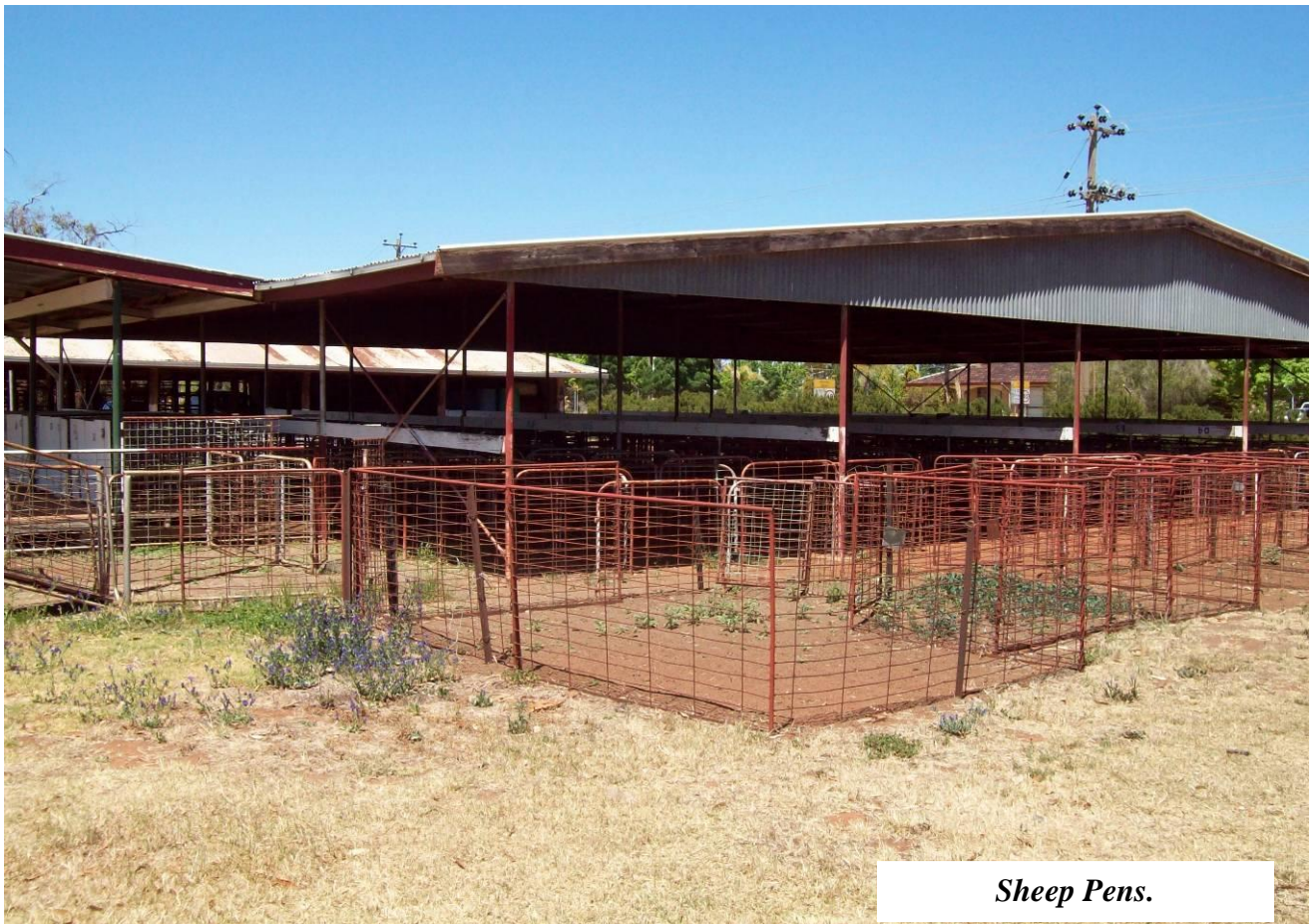
**Figure 3: Zoning Map of the Griffith Showground and Surrounding Land Uses.**

The strategic aims of the 6(a) Open Space zoning are to:

-  *Enable the land to be used for public open space and recreational purposes;*
-  *Provide a range of recreational settings and activities and compatible land uses;*
-  *Protect and enhance the natural environment for recreational purposes;*
-  *Protect and enhance the natural environment and to assist in ensuring that areas of high ecological, scientific, cultural or aesthetic values are maintained and improved.*

Permissible in the zoning with consent are:

*Childcare centres; community facilities; earthworks; flood mitigation works; horticulture; information and education facilities; kiosks; markets; recreation areas; recreation facilities (indoor); recreation facilities (major); recreation facilities (outdoor); water recreation structures.*



*Sheep Pens.*



## 4. VALUES OF GRIFFITH SHOWGROUND

### 4.1 Heritage

Griffith was designed by the renowned architect Walter Burley Griffin, who designed Canberra. Like Canberra, Walter Burley Griffin's design for Griffith featured a distinctive radial pattern with wide tree lined streets, ring roads and parks (refer Figure 1). The focal point of the Walter Burley Griffin design was the grand circle, the centre for government administration, with the business sector in close proximity. The link of the commercial centre to public open space was an important vision for Walter Burley Griffin.

Further to the above is the significance of the buildings on the site. While no building or structure is listed in the State Heritage Inventory (SHI), the Woodside Hall (formally known as the Palais de Dance) is identified as having local heritage significance within the Griffith LEP. The SHI states that the Woodside Hall is the only surviving example of an Art Deco Ballroom in Griffith and is associated with twentieth century social life for the area. "The Palais was moved to the Showground early in 1959 and renamed in recognition of the services of long time Show Society President, John Woodside. It was officially opened with the Show Ball in July that year".

### 4.2 Statement of Significance

The SHI makes reference to the Palais de Dance with the following Statement of Significance -:

*This building, of considerable aesthetic value, is the only surviving Art Deco ballroom in Griffith. It is historically associated with early twentieth century social life in Griffith, and though its interior has been altered, the exterior is highly intact. The nearby Pavilion building is a contributing item. The other showground structures, such as the viewer's stands, are considered to be too low in integrity to be considered as locally significant in their own right.*




























### 4.3 Current Values

The development of the Griffith Showground Concept Plan and PoM has included broad consultation and literature review which has included (but not limited to):

- ☞ Random face to face surveys (undertaken by the Department at the Rotary Markets).
- ☞ Stakeholder focus groups. This has included the Showground Trust and Showground User Groups.
- ☞ Griffith City Council.
- ☞ Southwest Progress Association.
- ☞ Department of Primary Industries (Catchments & Lands).
- ☞ Others (Tourist and Information Centre, business representatives).
- ☞ Review of newspaper articles and editorials.
- ☞ Previous reports and studies for Griffith Showground.





**Table 5: Identified Strengths, Challenges and Opportunities for Griffith Showground.**

Strengths	Challenges	Opportunities
<ul style="list-style-type: none"> <li> Proximity to CBD</li> <li> Links to nearby schools</li> <li> Large parcel of open space</li> <li> Capacity to hold large events</li> <li> Utilisation of some pavilions</li> <li> Regular events (rotary markets)</li> <li> Opportunity to develop clear precincts</li> <li> Trees throughout the site</li> <li> Main Canal</li> <li> Relationship with the Coro Club</li> <li> Heritage value of the site.</li> </ul>	<ul style="list-style-type: none"> <li> General under-utilisation</li> <li> Under-utilisation of the main arena (single use)</li> <li> Single use buildings and ad hoc development</li> <li> Capacity of services (sewer, electricity) to cater for large events</li> <li> Quality/appearance of buildings</li> <li> Power poles on site</li> <li> Lack of maintenance</li> <li> New residential development occurring away from the showground site</li> </ul>	<ul style="list-style-type: none"> <li> Clear precincts can be identified for future development and management</li> <li> Specific features can be capitalised upon – in particular canal, trees throughout the site</li> <li> Connectivity between site and CBD – this is particularly the case with the development of the facilities along the canal</li> <li> Link to nearby open space</li> <li> Winter use of the arena</li> <li> Commercial relationship with the Coro Club</li> <li> Potential venues for conventions in the City</li> <li> Showground to play a role in the vision for the city as outlined by Burley Griffin</li> </ul>



The strengths, challenges and opportunities have provided a basis for identifying the community's expectations for the site. These are listed below.

1. Retain the site for community use, including events such as the show.
2. Improve the condition and general appearance of the showground.
3. Increase its utilisation.
4. Improve revenue (for upkeep, implementation of the concept plan).
5. Link with the Griffith CBD and other open space currently being developed.

An undated report titled The Development of Griffith Showground - Discussion Paper highlights the Trust's mission Statement as being;

-  To realise the Foresight of Walter Burley Griffin's community open space in the heart of Griffith; and
-  To maintain the Griffith Showground Reserve for the Enjoyment and benefit of the Griffith Community and future generations.

Given the community's expectations and the vision of the Trust the values of the Griffith Showground are identified as being:

-  A significant parcel of open space to be used for the enjoyment of the people of Griffith;
-  An area (including buildings) of local historical significance which is to be preserved as a reminder of 20<sup>th</sup> century social life in Griffith;





## 5. CONCEPT PLAN

### 5.1 Introduction

Considering the general trends in showground's, an exercise to explore the opportunities and constraints has been undertaken in relation to Griffith Showground. The outcome of this process and the subsequent Concept Plan is detailed below.

### 5.2 Trends in Showgrounds

On review of the history of many showground's it is evident that their use, functionality and identity have changed. Showground's were once the principle venue for events and activities in the majority of cities, regional centres and towns across Australia, however in recent times their use has decreased due to:









-  Competition with other venues;
-  Suitability to meet user needs;
-  The age of facilities and limited functionality;
-  Ad hoc design and development.

Despite this, communities generally demonstrate a strong connection (identity) with the showground concept. This however does not necessarily mean that there is increased use.

Historically, showground's have generally been in the care and control of a trust with a partnership approach with the local Council increasing. The development of the showground was generally for livestock, hence the inclusion of a ring, stables and other associated facilities. Some showground's were also used to host major sporting events.

Recent history has shown that showground's which have not adopted a multi-purpose focus have generally found it difficult to maintain viability. This is due to limited events, lack of (or poor quality) infrastructure, and competing facilities throughout the area.

Adapted from the Midwestern Regional Council master plan for Mudgee Showground, the following industry trends in relation to Showground developments have been identified from consultation with other Showground managers and exhibition providers:

-  Showground's are increasingly being redeveloped as venues that support a range of community functions.
-  The facilities are often more flexible so that they can adapt to different user requirements as well as events of differing sizes.
-  Asset management is important and designs that are low maintenance make the facility more viable.
-  Councils and facility managers are being proactive in securing events. It is no longer appropriate to sit and wait for a booking. Events are being secured or new events are being created. Tourist authorities, businesses, sport clubs and community organisations are leading the way in this regard.
-  Contemporary expectations of facility quality, as well as legal and code requirements, demand a higher standard of facility than has been provided, or accepted, in the past.
-  Caterers are requiring larger and more sophisticated kitchens to meet legislative requirements controlling food handling and food storage.
-  Storage requirements, car parking and public amenities are a key component of facility design.
-  Exhibitor utility requirements are increasing for services such as communications, lighting, audio and power.



One of the key principles in the redevelopment and master planning of existing showground's is the integration of buildings and activity areas while maintaining precincts for the range and variety of uses in order to minimise user group conflict. These precincts have been found to incorporate the following:

1. Multi use hall/exhibition area
2. Livestock exhibition areas (indoor and outdoor)
3. Food, catering and amenities
4. Car parking, amenities and infrastructure (including internal roadways, foot paths etc).

### 5.3 Specific Design Trends

Factors that are taken into account in the development of the principles of redesign or to guide showground concept planning include:

1. Clear function for the showground. This is usually anchored by one or two major events and numerous 'core' regular users. This is supported by the multipurpose approach in its design.
2. Income generating capacity (consider examples where stables are used to permanently house livestock, commercial activities such as caravan and camping, kiosk/canteen to service events etc).
3. The capacity for the site to cater for unmet needs in order to minimise competition with other venues and promote viability.

The concept plan design would therefore aim to meet the following outcomes:

1. A facility that showcases the region's agriculture, livestock and cultural heritage.
2. Dedicated precincts that define areas and attract associated users.
3. A flexible/ multipurpose design that can accommodate all user groups with minimal outlay.
4. Separated pedestrian thoroughfares and vehicular service access points.
5. A supportive environment to involve the community and foster new associations.

### 5.4 What is a Concept Plan

The use of the term Concept Plan may have a number of differing interpretations. For the purpose of the development of the Concept Plan for Griffith Showground, it was described as an overarching design which:

- ☞ sets out the future development of a particular parcel of land;
- ☞ takes into account information from stakeholders as to how they would like the area to be developed;
- ☞ takes into account the range of input, it explores what can be developed and what is not possible (opportunities and constraints);
- ☞ considers locations of other important infrastructure which may include transport, shops, landscape etc.;
- ☞ investigates the development of passive and active recreational spaces; social/cultural facilities; as well as commercial outlets.



## 5.5 Principles of the Griffith Showground Concept Plan

The Griffith Showground Concept Plan aims to bring together the current thinking about the adaptive reuse and redesign principles guiding showground concept planning as well as incorporating the feedback from the various consultations.

Furthermore, the Griffith Showground Concept Plan has taken into account the sites characteristics and aim to highlight the areas strengths, mitigate identified challenges and capitalise on its opportunities. This has included site specific as well as broader community characteristics.

- ☞ To increase utilisation there needs to be a focus on events and activities that will draw people to the site. This will need to include the increased capacity of existing events as well as catering to potentially new people/groups. To achieve this the following is recommended;
  - ◆ To improve the appearance and functionality of the three main pavilions.
  - ◆ To cater for increased capacity for sporting activities. This will need to include winter sports as well as utilising space in the northern corner of the showground.
  - ◆ To improve opportunities for passive recreation and the creation of picnic areas, walking paths, seating, children's play area etc along the main canal.
  - ◆ To improve the appearance and functionality of the caravan park.
- ☞ To improve the general appearance of the showground site. This will primarily involve the maintenance of the pavilions and other infrastructure such as fencing. The power poles located in western area should be removed with power going underground.
- ☞ There needs to be a rationalisation of buildings across the site and some may be removed or relocated.
- ☞ Design principles for new buildings and structures should be developed to ensure that future development is consistent with, and contributes to, the overall appearance of the Showground.
- ☞ To retain the area's visual appeal and heritage significance of the Griffith Showground.





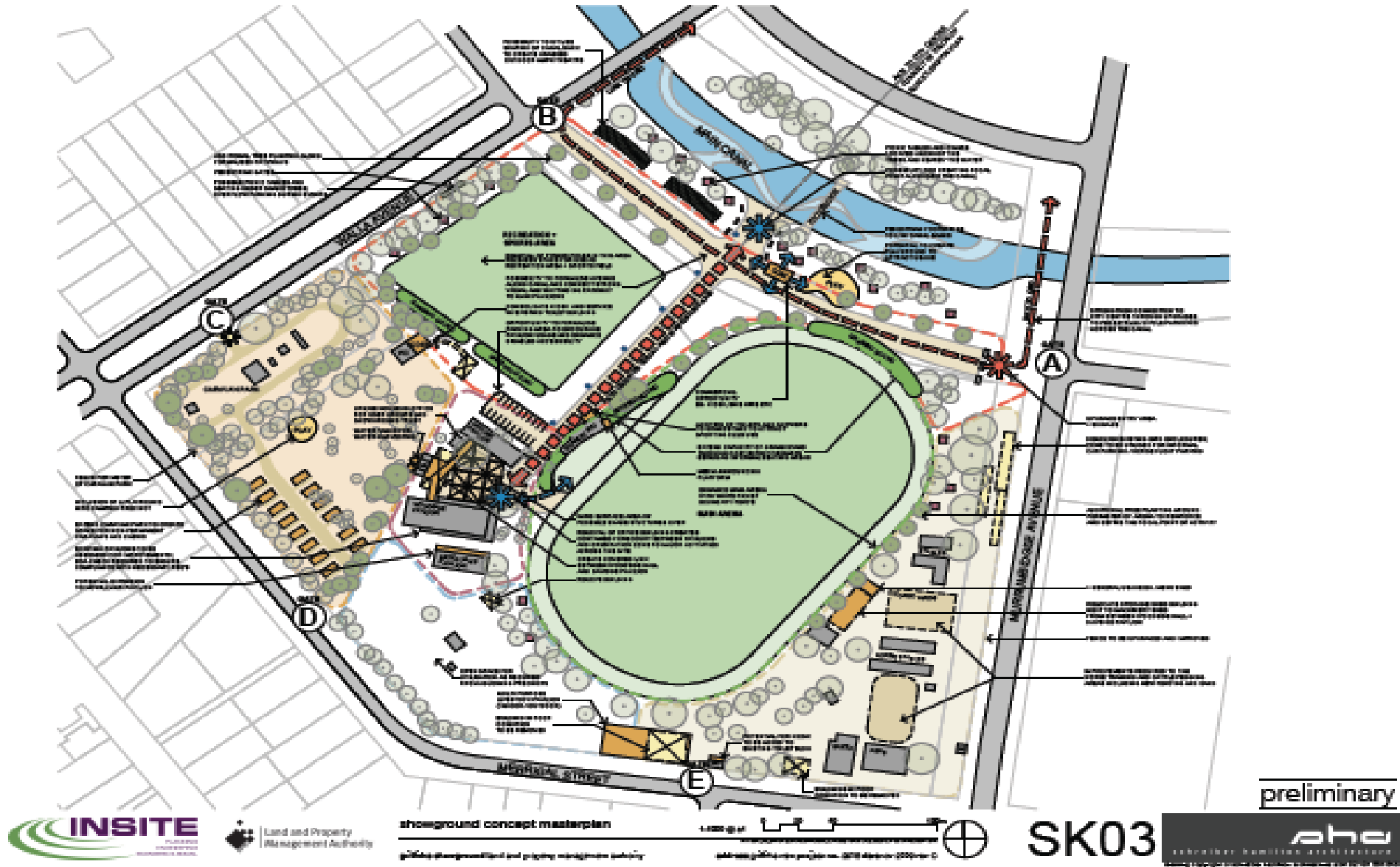






Figure 4: Griffith Showground Concept Plan

## 6. KEY ISSUES

There are a number of key issues that are required to be considered in terms of providing a clear strategic direction:






### 6.1 Licence and / or lease arrangements.

A lease and licence provide different legal use of Crown land. A lease of Crown land enables exclusive use over a particular piece of land for a specified term and purpose, whilst a licence is a contractual agreement that grants the licensee a personal right to occupy the use of Crown land for a particular purpose. A licence does not provide exclusive use of the area of land as other persons may be permitted to use the same area of land. Under the *Crown Lands Act 1989*, a person, organisation or business may enter into a lease or licence for appropriate use on Crown Land provided that:

-  Management of the land is in accordance with this PoM, relevant Crown land policies and guidelines;
-  The use of the land is in the public interest;
-  The lease should be for the shortest term possible and usually not exceed 20 years. In exceptional circumstances terms of greater than 20 years may be considered where significant financial investment is involved, or the lessor is a long term user of the reserve which is specifically set aside for that purpose (for example Show Society of a showground, race club of a race course etc);
-  The granting of the lease, license or estate is in accordance with the relevant provisions of the *Crown Lands Act 1989*.

Licence and leases may be granted for purposes that are consistent with the permitted purposes of the Griffith Showground. Permitted uses must also be consistent with the land use zone.

There are numerous regular, semi-regular and seasonal (annual) users of the site. The following approach is recommended:

-  Licences may be granted for special occasions and other uses (eg festivals, markets...) provided that the proposed use/ activities is in accordance with all legislative requirements, respects the study area values and heritage and designated use of the management and master plan precincts.
-  Where the purpose of the licence is prescribed in the regulations (Section 108) a temporary licence agreement may be granted and this will not require the consent of the Minister. Any licence for a purpose that is not prescribed will require the consent of the Minister regardless of the term.
-  Licences to community orientated organisations should be for no longer than 5 years with the rents to be reflective of the nature of the activities.
-  For major developments, leases will be permitted up to 30 years and will require detailed assessment by the NSW Department of Primary Industries (Catchments & Lands).
-  All funds obtained from leases or licences are to be directed towards the enhancement and maintenance of Griffith Showground subject to the Crown Lands Act and Crown lands policies.

### 6.2 Commercial Arrangements

The Showground Trust and Department are permitted to allow for commercial activities, and draw from those activities, a rent and / or profit that will be used to benefit the Griffith Showground reserve. Commercial and for profit activities will be required to undergo a public interest test.

These activities will include, but not be limited to the operation of the caravan park and other regular, semi-regular and seasonal (annual) users.



The term of the lease will be such to allow for the commercial viability of the activity, determined at the time of assessing the lease application.

### **6.3 Future Community and Possible Commercial Uses**



The Concept Plan has identified an additional precinct (Precinct 6) that is to be set aside for future community and possible commercial uses. This area is to be developed in accordance with the aims and objectives of the Griffith Showground, uses that are permissible within its zoning and that are of net community benefit to the residents of Griffith. It is recommended that the future use of this area be identified either by needs analysis or by an EOI targeting specific (permissible) uses. Income generated from this area would provide funds for ongoing maintenance and upgrade of the showground.

### **6.4 General Financial Status**

A review of the financial position of the Griffith Showground Trust has been undertaken. While there appears to be available funds (approx \$20,000) these funds are insufficient to maintain the current facilities and upgrade the Showground to meet the objectives of the Concept Plan. There appears to be very little profit generated on a year by year basis.

The purpose of the Concept Plan and PoM is to provide a clear direction for the future of the Griffith Showground. As previously stated the document consolidates a range of available information as well as capturing current thinking, including the community's expectations and values regarding the site. Without generating further interest, the Trust (regardless of membership) will find it difficult to move forward. The direction and focus of the Trust should therefore shift to promoting the vision for the site, rather than only managing day to day maintenance and focusing efforts on events such as the Show and Field Day.

For the Trust to move forward and implement the strategies in the PoM and Concept Plan the focus of the Trust needs to include (but not be limited to):

-  Capitalise on the available commercial opportunities at the site (in particular the caravan park and area identified as Precinct 6 Community and Potential Commercial Uses Precinct) as a means of drawing income.
-  Use the Concept Plan and PoM as a means of promoting the vision for the site to gauge interest from potential partners in order to promote community and commercial interest.

### **6.5 Management**

The Griffith Showground is managed by the Griffith Showground Trust. It is recommended that the Trust structure remain however its membership should reflect the broad nature of the desired partnerships that need to be developed to ensure that the strategic aims of the Showground (to increase utilisation, commercial viability etc) are met.

### **6.6 Caravan Park**

The main income potential for the Griffith Showground is the Caravan Park. Given its current state, the maximum income potential will not be realised unless a substantial upgrade is undertaken. It is recommended that the upgrade be consistent with a recognized tourist rating. The capital cost to achieve this would vary according to current state of the facilities and the final goal to be achieved at the caravan park.

A preliminary review of other small caravan parks with similar characteristics has been undertaken. Following is an indicative scope of works and costs to establish a higher tourist park rating and to broaden the appeal of the site to potential users. The figures have been based on the upgrade of the Colour City Caravan Park, Orange NSW.

**Table 6: Indicative Scope of Works and Costs for Caravan Park Upgrade.**

Six new en-suite cabins and allowance for refurbishment of existing cabins	\$290,000
Construction of second amenities and laundry block	\$90,000
Refurbishment of existing amenities block	\$50,000
Water and sewer upgrade	\$100,000
Internal road upgrade	\$60,000
Construction of camp kitchen	\$25,000
Refurbishment of park cottage	\$25,000
<b>TOTAL</b>	<b>\$704,000</b>

Based on the Orange example, the cost benefit of undertaking such works has resulted in increased utilization and therefore increased income. The net income potential could be anywhere between \$250,000 - \$400,000 per annum, generating a profit / surplus of approximately \$100,000 per annum once capital expenditure has been taken into account and dependent on the management model implemented.

While there are a number of management options available the Trust and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) for the management of the caravan park, with each having both positive and negative aspects, because the DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) is not set up to manage the caravan park, it is highly recommended that DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) maintain an arrangement with an external body.

The current management and operation of the caravan park is the Coro Club. Initial arrangement to enter into Lease with The Coro Club was as direct result of calling for tenders late 2007. The tender was for a short-long term arrangement which resulted in 2x2 year terms being entered into. The current term is to 29 March 2012.

The 3rd 2 year term is pending approval subject to the PoM and it is considered appropriate that discussions would be held with the Coro Club to view its long-term plans and possibly re-negotiate the conditions of the 3rd lease.

Given the commercial nature of the caravan park and the potential income source for the Griffith Showground, it is recommended that negotiations between the Trust, DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) and Coro Club commence prior to the 3<sup>rd</sup> 2 year lease being finalized. The negotiations would need to incorporate:

- ☞ The Trusts and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) desire to develop the site maximize its income potential and to best meet the aims of the Griffith Showground.
- ☞ If agreed to, the Coro Club should develop a Concept Plan for the caravan park which is indicative of this vision.
- ☞ On endorsement of the Concept Plan, the Trust, DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) and Coro Club prepare a financial strategy which will include a renegotiated rental income payable to the trust and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS).
- ☞ The term of the lease is to be reflective of the capital outlay required by the Coro Club to develop the site to the proposed standard.



## 7. STRATEGIC ACTION PLAN

### 7.1 Responsibility

NSW DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) as owner of Crown land and the Griffith Showground Trust, are primarily responsible for management of the site. The proposed strategies do not provide an absolute measure of performance, but rather act as a guide to achieving the objectives and to achieving best practice and public value in the design and implementation of development works, whether they be public infrastructure works and improvements or commercial projects. Budget and other resource availability will impact on subsequent implementation. Similarly commercial projects envisaged in this Plan will invariably be the subject of market (commercial) demand as well as NSW planning legislation and related policies and require a development proposal with supporting environmental assessment as required by the consent authority.

### 7.2 Funding

The actions in this PoM do not imply that the Trust or DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) have sole responsibility for funding and implementation; and neither does it imply that the Trust and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) currently have the funds to achieve all the actions. The feasibility of achieving the Goals and Performance Targets of the Precincts relies on the availability of funding.

While the Trust and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) may contribute funds for achieving some of the actions over the years, funds will also need to be sourced through external grants, club contributions, partnerships, and more importantly lease and licenses holders.

The potential to have commercial development on the study area will not only bring in money to the local economy; it will also provide the Trust and DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) with funds from the leases and/or licenses. The funds obtained through the leases and licenses (conditional to *Crown Lands Act 1989*) can be used to build new facilities and for maintenance of the site. Potential proponents may also be required to contribute to the provision of facilities either through financial payments or the completion of works in kind, as may be requested by conditions of planning approval, or agreements with the Trust and/or DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS).

Other funding may become available from Griffith City Council, Federal and State Government sources in order to implement or assist in the implementation of the PoM. For example; the DEPARTMENT OF PRIMARY INDUSTRIES (CATCHMENTS & LANDS) has several sources of funding to assist Trustees with the management of Crown Land. The funding is available to improve facilities, protect the heritage value of Crown Land, or its component facilities. The Public Reserves Management Fund has been established to specifically provide funding for improvement works to Crown reserves and provide for capital development and maintenance projects.

### 7.3 Further studies

It should be remembered that the concept plan is only a concept design and further studies will need to be conducted to assess the feasibility of actions and the appropriate design/works to achieve the performance targets for the precincts. The actions that require further investigation include (but are not limited to):

- i. Upgrading of the future community and potential commercial precinct and re-development of the area facing the canal.
- ii. Optimal commercial viability for the re-development and operation of the caravan park in terms of maximizing usage, obtaining an enhanced Tourist Park Rating and long-term financial viability.

## 7.4 Implementation

An Action Plan for the site has been prepared. The Action Plan outlines the key strategies, who is responsible for completing the action and manner of assessing if the action has been completed.

The timeframe for the PoM covers a 10 year period. However some actions may take longer to achieve, nevertheless the commencement of such actions should occur within the 10 year period, after which the PoM will be reviewed and new performance targets and actions included into the PoM.

To provide more flexibility and to facilitate future reviews of the Trust's finances, the actions of this PoM are framed around four priority time frames. These time frames have been formatted based on the need to make the study area safer and more functional for users and visitors. The priority time frames are:





Priority	Meaning of Priority	Indicative Timeframe
Low	Action is a long term goal and will increase the overall function, safety and usage of the site	Greater than 10 years
Medium	Action will improve the current function, safety and usage of the site.	5-10 years
High	Action is urgent as it will immediately improve the site.	0-5 years
Immediate	Action is being undertaken or is currently planned or is feasible given current resources.	Current and ongoing

Following is the implementation and action plan for the PoM. It should be noted that not all specific projects are included within the implementation plan however the overall aim is to provide a clear direction for the development, management and operation of the precincts.

## 7.5 Action Plan




The action plan for the Griffith Showground encompasses a range of strategies. Each of these strategies are discussed below.

### 7.5.1 Partnerships

<b>Partnerships.</b>			
<p>The existence of partnerships is essential to the success of the Showground. It is acknowledged that there are a number of partnerships (users and/or supporters) which currently exist and these should continue. It is recommended that the Griffith Showground management structure membership (ie the Trust) reflect the broad nature of the desired partnerships to ensure that the strategic aims of the Showground (to increase utilisation, commercial viability etc) are met.</p>			
Action(s)	Priority	Responsibility	Assessment
<p>The Griffith Showground Trust and Department are to meet with the following stakeholders in order to discuss the strategic aims and objectives of the PoM and incorporated Concept Plan and document the nature of the future partnership arrangement.</p> <ul style="list-style-type: none"> <li> Griffith City Council;</li> <li> Tourist and Information Centre;</li> <li> Griffith Business Chamber;</li> <li> sporting and community groups</li> </ul>	Immediate	Department and Trust	<p>Meetings held and scope of partnerships identified and documented. Potential for Trust management structure to better reflect desired partnerships.</p>



### 7.5.2 Caravan Park

<b>Caravan Park.</b>			
The caravan park represents the most viable commercial opportunity for the Griffith Showground.			
Action(s)	Priority	Responsibility	Assessment
<ul style="list-style-type: none"> <li> The Department continues to lease the caravan park to the Coro Club. However negotiate the terms and conditions of the agreement post 2012.</li> <li> If agreed to, the Coro Club is to develop a Concept Plan for the caravan park which is indicative of this vision.</li> <li> On endorsement of the Concept Plan, the Trust, Department and Coro Club prepare a financial strategy which will include a renegotiated rental income payable to the trust and Department.</li> <li> The term of the lease post 2012 is to be reflective of the capital outlay required by the Coro Club to develop the site to the proposed standard.</li> </ul>	Immediate	Department	Concept Plan for the caravan park prepared and new lease negotiated.

### 7.5.3 Maintenance

<b>Maintenance</b>			
A BCA audit of the pavilions, amenities blocks etc is to be undertake as is an update of the Building maintenance Assessment. Given that the overall aim of the site is to improve utilisation and multi-use focus the above report should take this in mind. The buildings (in particular the Woodside Hall) should become a focal point for seminars, conferences as well as its existing use as a venue for weddings and show related activities. The upgrade should include the review of the building/asset maintenance plan.			
Action(s)	Priority	Responsibility	Assessment
<p>A review of the current Griffith Showground Building Maintenance Assessment be undertaken to identify the current and forecasted maintenance and capital costs for the site.</p> <p>Given the current use of the site, a BCA audit should be undertaken for each of the pavilions on site.</p>	Immediate	Trust	Building Maintenance Assessment and BCA complete

### 7.5.4 Concept Plan

The concept plan is to be undertaken in two stages. Stage 1 implementation is to include precincts 1, 2 and 3 and Stage 2, precincts 4, 5 and 6.

<b>Precinct 1.</b> Defined as incorporating the area from the main entry the Main Canal and including the area of land between the canal and the main oval.			
Action(s)	Priority	Responsibility	Assessment
Obtain a Quantity Surveyor Report on the costing for the works identified in the Concept	High	Department/Trust	QS Obtained

Plan.			
Upgrade the main entry and improve signage.	Low	Trust	Upgrade completed
Develop facilities such as a children's playground, picnic seating and shelters.	High	Trust / Department / GCC	Facilities developed
Improve the bank of the canal and include pathways along the canal bank and link the two bridges.	High	Trust / Department / GCC	Improvements complete
Make use of linkages to other green space and pedestrian access to the north side of the canal as well as to the community garden and schools to the east. le to be part of the vision for Burley Griffin.	High	Trust / Department / GCC	Improvements complete
Power poles to be removed and power to be underground.	Medium	Trust / Department	Power poles removed
Junior sports area to be incorporated.	Medium	Trust	Sports area developed

<b>Precinct 2.</b> Defined as the Caravan Park.			
Action(s)	Priority	Responsibility	Assessment
Develop a long-term plan for the caravan park which will include a tourist rating. This could include motor homes etc.	Immediate	Trust / Department / Coro Club	Long term business, financial and development plan for the caravan park adopted.
Extend the boundary of the caravan park along Merrigal Street to include section for non-permanent caravans as well as cabin section. The realigned boundary is highlighted in the Precinct Plan.	High	Coro Club	Extension made and noted on the lease
Fence and landscape the perimeter of the entire caravan park to improve visual appearance of the site.	Medium	Coro Club / Trust	Fencing and landscaping complete
Improve the appearance of the permanent residents section and include cabin style accommodation.	Medium	Coro Club	Improvements complete
Develop facilities within the caravan park which will support residents living / visiting in the area. Facilities will include children's playground; camp kitchen, toilet and laundry facilities.	Medium	Coro Club	Improvements complete



<b>Precinct 3.</b> Defined as the Pavilions.			
Action(s)	Priority	Responsibility	Assessment
Improve the external appearance of the three main pavilions. This will include guttering, windows, etc. A BCA check will need to be completed as will an updated building maintenance assessment.	Immediate	Trust	Improvements complete. BCA audit complete
Inclusion of water tanks for water harvesting.	High	Trust	Water tanks installed
Relocate the new office (demountable building) as it is not consistent with the building design of the pavilions.	High	Trust	Office relocated
Adaptive reuse of the house as a site office for the various users.	Medium	Trust	House re-used as office
Relocate the workshop to the livestock area.	Low	Trust	Workshop relocated
Cover the area between the Davidge and Woodside Hall.	Low	Trust	Improvements complete
Extend the McWilliams building to cater for activities such as the animal nursery.	Low	Trust	Improvements complete
Improve drop-off and pick-up areas and formalise car parking for people with disabilities.	High	Trust	Improvements complete

<b>Precinct 4.</b> Defined as the main arena.			
Action(s)	Priority	Responsibility	Assessment
Extend the grandstand – this could be done by grassed mound either side, rather than a new structure.	Medium	Trust	Improvements complete
Improved change facilities including toilets and showers, to be incorporated into the grandstand.	Medium	Trust	Improvements complete
Improve the perimeter fence of the arena with a suitable style / type of fencing – such as a white picket fence.	Medium	Trust	Improvements complete
Make good for winter sports	High	Trust	Improvements complete
Develop relationship with a sporting body to facilitate year round events	High	Trust / Department / GCC	Year round sporting events held

<b>Precinct 5.</b> Defined as the livestock area			
Action(s)	Priority	Responsibility	Assessment
Remove the wire stables and utilise this space for car parking/float parking	Medium	Trust	Improvements complete
Improve the horse training areas – new sand, fencing	Medium	Trust	Improvements complete
Remove the livestock areas known as Pig Pen and Animal Nursery due to their poor visual appearance.	Medium	Trust	Improvements complete

<b>Precinct 6.</b> Defined as future community or possible commercial uses site			
Action(s)	Priority	Responsibility	Assessment
Maintain the area as open space for use by current users in the short term.	High	Trust	Area maintained for use
Planning for the future use of precinct 6 would include analysis of the need for community and commercial infrastructure (pre-school, conference facilities and the like) and also whether the Griffith Showground is the appropriate venue for such a venture. Potential future uses to be explored via needs assessment and by EOI once identified potential use/activities are identified. Any future use must be permissible within the zone and consistent with the aims and objectives of the showground.	Immediate	Department	Options paper for future use undertaken to identify priority areas and EOI called.