The contributions and cooperation of Cairns Regional Council and the users of Griffiths Park throughout the strategic planning process are gratefully acknowledged. Particular thanks are extended to Matt Smith, Tim Dendle and Councillor Max O’Halloran from Cairns Regional Council for their commitment to transforming Griffiths Park. Valuable contributions were also made by Peter Huey, Terry Burns and Kevin Maher of Cairns Cricket Association, Bob Allen, Kevin Crump, Terry Mawer, Bob, Steve Jennison and the members of West Cairns Bowls Club, Mike Scott, Mark Beecroft, Chris Van Dorssen and the members of Cairns Basketball Inc., Gary Young of AFL Cairns, Donagh Freestun, Steve McIntosh, John Riordan, Matt Hansen, Craig Tannon and the members of Cairns Saints AFL Club, Gary Bradley of Sports World, Sandy Rigby, Marc and the members of Cairns Squash Rackets Association, the members of United Cricket Club and Norths Cricket Club, and the residents of Clarke and Warner Streets.
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1. Executive Summary

Griffiths Park, just four kilometres from the Cairns CBD, has the capacity to be improved to better meet the sporting needs of the region. The park has been developed in an ad hoc manner over more than 60 years, leading to a current lack of coordination between the different areas of the park, congestion, limited car parking space and inconsistent building materials and designs. This strategic plan was commissioned by Cairns Regional Council to engage with user groups and the community to explore how the rich history of Griffiths Park could be retained and celebrated, at the same time as improving its sporting facilities and functionality. Council acknowledges that a well-planned approach to the improvement of Griffiths Park will enable it to become a more valuable facility in Council’s network of sporting infrastructure and encourage increased usage.

Griffiths Park covers an area of approximately 8.64 hectares and is the home of West Cairns Bowls Club, Cairns Cricket Association, Cairns Saints AFL Club (as tenants of the cricket association), Cairns Basketball Incorporated, and Sports World gym. One of the main challenges facing the coordinated development of the park has been the unusual combination of tenure over the land. While it is common for sport and recreation reserves in the region to be mostly or wholly owned or managed by Council, either as freehold Council land or sport and recreation reserves held in trust by Council, most of Griffiths Park is outside the control of Council. Sports World is on freehold land which is leased to the gym, the bowls club owns its land freehold and the cricket association owns the land on which the cricket and AFL buildings and southern oval are situated, and is trustee for the reserve land on which the northern oval has been developed. Council is trustee only for the land on which the basketball stadium has been developed.

Much of the focus of the consultation program conducted in compiling this strategic plan therefore focused on overcoming the challenges of tenure, to accommodate new and upgraded infrastructure to better meet the aspirations of user groups in a more coordinated manner.

This plan proposes a design and the staged implementation of works to address the uncoordinated development that has occurred to date. In addition to addressing the site’s tenure, the plan proposes sporting field and building upgrades, car parking, landscaping, field lighting, signage, and player and spectator amenities.

This strategic plan provides an opportunity for user groups, Council and external funding agencies to invest in appropriate sport and recreation infrastructure at Griffiths Park to better provide for the organised sport and leisure needs of the Cairns community.

The plan identifies potential developments and upgrades at Griffiths Park over the short, medium and longer term. Diligent maintenance and a quality management and governance regime will ensure that the park can become a more integrated sport, recreation and open space precinct to 2026 and beyond.
2. Recommendations

It is recommended that Cairns Regional Council:

1. Endorse the Griffiths Park Strategic Plan as a planning document to guide further detailed planning for the staged redevelopment of Griffiths Park, subject to budget considerations, external funding opportunities and user group investments.

2. Transfer trusteeship of the northern cricket oval (Reserve for Recreation, Lot 148 on SP101805) from Cairns Cricket Association to Cairns Regional Council:
   a. Council is unable to invest in infrastructure projects on land which it does not own or control. Transferring trusteeship of the Reserve for Recreation to Council would enable Council to financially contribute to the recommended enhancement of the cricket facilities on the reserve, subject to suitable terms of agreement.

3. Transfer ownership of Lot 10 on SP106986 from Cairns Cricket Association to Cairns Regional Council or the Queensland Government via the Department of Natural Resources and Mines subject to suitable terms of agreement.

4. Support the user groups at Griffiths Park through the implementation of the facility developments and upgrades recommended in this strategic plan as resources and funding permit, including:
   a. Basketball stadium extensions
   b. Development of a premier cricket oval on Lot 148 on SP101805
   c. Onsite car park extensions and improvements
   d. Storage facility upgrades
   e. Upgrades to the shared cricket and AFL facilities on Lot 10 on SP106986
   f. Landscape enhancements, vegetation management and buffer planting
   g. Bowls club upgrades
   h. Playground upgrades
   i. Feature signage and entry statement
   j. AFL and cricket building upgrades

5. Investigate further land acquisition (e.g. part of the bowls club land, Lot 361 on NR7497, and/or freehold residential land at Lot 4 on C198144), to provide the ability for cricket and basketball to expand at Griffiths Park and to improve access and circulation to the sporting areas of the park.

6. Improve connectivity between activity nodes through improved traffic and pedestrian movement between the different usage areas of Griffiths Park by removing unnecessary internal fencing, conducting regular maintenance of shared and common areas, installing suitable way-finding signage and improving cross-promotional opportunities between all users.

7. Implement an appropriate management regime for Griffiths Park, with a focus on collaboration and improved connectivity between spaces and organisations, to ensure the achievability and sustainability of the recommendations of this strategic plan:
   a. Maintain regular communication between Council and user groups, among user groups, and with external stakeholders (e.g. AFL Cairns, potential funding agencies)
   b. Support users to increase their club membership through engagement in Council’s GoClubs program and the ongoing development of best practice operational processes and governance systems, sound club planning, and appropriate marketing efforts.

8. Actively pursue external funding for the staged implementation of the strategic plan.
3. Introduction

Diversification of usage of community infrastructure for sport and recreation is necessary to cater for increasing populations in Australia's cities and regions and a widening array of popular sport and recreation pursuits.

This Griffiths Park Strategic Plan was developed for Cairns Regional Council to identify the opportunities and constraints of Griffiths Park to improve the function and sustainability of the entire precinct. The plan is intended to guide the use of the precinct and leverage the benefits of a coordinated approach to facility management, development and activation.

3.1. Locality

Griffiths Park is located on Gatton Street, Manunda, approximately four kilometres from the Cairns CBD and seven kilometres from Cairns Airport. The park comprises five large, discrete activity nodes, with a total area of approximately 8.64 hectares. The park is bordered to the south by Birch Street, to the southeast by Gatton Street, to the north and northeast by Hoare Street and to the west by Monk Street and residential properties on Clarke Street and Warner Street.

The five activity nodes have different types of tenure, ranging from commercial freehold, to community organisation freehold and trust land.

Griffiths Park Locality Map

Image Credit: Google Maps 2016
3.2. Strategic Plan Objectives

The strategic plan for Griffiths Park is a preliminary blueprint, designed to inform future detailed planning, design, budgeting and staging.

The objectives of the Griffiths Park Strategic Plan were to:

- Provide sustainable solutions to cater for increasing demand from user groups
  - Cairns Basketball Incorporated has apparently had to turn away new applicants for membership given the strain placed on the facilities by the existing high levels of participation. The association currently runs senior and junior basketball programs and has an ambition to form a local WNBL team
  - Both AFL and cricket have apparently experienced recent growth in player numbers and the general popularity of AFL in the region is growing
- Provide opportunities for expansion of user groups, capitalising where possible on appropriate shared and multi-use facilities
- Ensure Crime Prevention Through Environmental Design (CPTED) principles are incorporated and adhered to
- Facilitate use of the park for unstructured active recreation in addition to organised sport
- Formalise the current and potential future commercial activities at the park in the context of the provision of desirable services to reserve users and the local community
- Improve the connectivity of the discrete parts of the park
- Improve car parking and vehicle and pedestrian access and circulation
- Improve trunk infrastructure where required
- Identify and capitalise on opportunities from surrounding land uses

3.3. Purpose of the Strategic Plan

Composite factors are impeding Griffiths Park’s capacity to fulfil its function as a regionally-significant sport and recreation venue near the Cairns CBD. These factors include:

- Complicated tenure arrangements, with Council being trustee for only one of the five land parcels that comprise the park (the land on which the basketball stadium sits)
- To date, Council has been unable to invest in infrastructure developments at the park due to a lack of formal tenure
- Architectural idiosyncrasies owing to the uncoordinated and ad hoc development of built infrastructure by different stakeholder groups over an extended time, with limited resources and often in stages, leading to an inefficient construction program
- Accommodation of varied sporting activities that are experiencing growth
- Reactive facility management and maintenance programming

The purpose of this strategic plan is therefore to provide direction for future upgrades and developments that can address the above factors, guide investment and improve sport and recreation participation opportunities for the Cairns community over the next 20 years.
3.4. Stakeholder Consultation

Consultation with user groups and key stakeholders informed the recommendations of the strategic plan and this consultative approach should continue as the implementation of the plan progresses. A comprehensive consultation program was conducted between April and August 2016. Stakeholders consulted included:

- Cairns Regional Councillor Max O’Halloran
- Cairns Regional Council officers
- User groups:
  - AFL Cairns
  - Cairns Basketball Inc.
  - Cairns Cricket Association
  - Cairns Saints AFL Club
  - Cairns Squash Rackets Association
  - Norths Cricket Club
  - Sports World Gym
  - United Cricket Club
  - West Cairns Bowls Club
- Adjacent residents and landowners
- Broader community

Details of the results of consultation are included at section 5.

3.5. Griffiths Park Vision

This plan presents an ambitious vision for Griffiths Park. This vision includes changing the nature of tenure arrangements at Griffiths Park and upgrading facilities in line with the proposed strategic plan to optimise community utilisation of the facilities while simultaneously providing opportunities for user groups to maximise membership, participation and revenue earning potential.

As demonstrated by the Griffiths Park Strategic Plan map and prioritised implementation plan, Griffiths Park has the potential to accommodate improved sporting facilities, including a premier cricket facility, a nationally-significant basketball stadium, high-quality, covered synthetic bowling green, full-size multi-purpose cricket and AFL oval, a destination playground for Manunda, sufficient off-street car parking for most activities at the park, and the centrally-located licensed bowls club, providing a social hub in the middle of the precinct.
4. Site and Situation

4.1. Griffiths Park

Griffiths Park comprises five large, discrete activity nodes, with a total area of approximately 8.64 hectares. The park is bordered to the south by Birch Street, to the southeast by Gatton Street, to the north and northeast by Hoare Street and to the west by Monk Street and residential properties on Clarke Street and Warner Street.

Development at the park appears to have been largely uncoordinated, leading to a range of building types on the precinct and poor connectivity between the different activity nodes. Recent growth in participation in basketball, AFL and cricket at the park cannot be adequately accommodated by the existing facilities.

The five distinct activity nodes that comprise the park each have different types of tenure, which has apparently led to a high level of complexity in trying to plan for a coordinated future. Details of the activity nodes and their respective tenure are provided below:

- **West Cairns Bowls Club Limited (ACN 009 656 553)**
  - 216-230 Gatton Street Manunda QLD 4870
  - Freehold lot properly described as Lot 361 on NR7497
  - 1.01 ha
  - Owned by West Cairns Bowls Club
  - Used for lawn bowls and social activities (licensed entertainment venue)

- **The Cairns Cricket Association Inc. (IA41071)**
  - 232-262 Gatton Street Manunda QLD 4870
  - Freehold lot properly described as Lot 10 on SP106986
  - 3.19 ha
  - Owned by Griffith Park Cricket Holdings Limited (ACN 009 656 295, established in 1940)
  - Leased to Cairns Saints Australian Football Club Inc. (IA 11503)
  - Shared use for senior and junior AFL and cricket
  - 23-33 Hoare Street Manunda QLD 4870
  - Trust land lot properly described as Lot 148 on SP101805
  - Reserve for Recreation, held in trust by Cairns Cricket Association
  - 2.51 ha
  - Used for junior and senior cricket training and games

- **Cairns Basketball Incorporated (IA01541)**
  - 17-21 Hoare Street Manunda QLD 4870
  - Trust land properly described as Lot 272 on SP101805
  - Reserve for Sport and Recreation, held in trust by Cairns Regional Council
  - 6,921m²
  - Leased to Cairns Basketball Incorporated until 2025
  - Used for junior and senior basketball training and games and state league team games. Includes small-scale commercial activities in support of basketball (e.g. kiosk and bar)

- **Sports World**
  - Freehold/Community Title lot properly described as Lots 1-3 on BUP70120
  - 1.24 ha
  - Owned by Body Corporate for Cairns Sports World Community Titles Scheme 1495
  - Used as a commercial sports centre with a gym, eight air conditioned squash courts, five-lane outdoor 25m swimming pool and physiotherapist (Cairns Total Physiotherapy)
The tenure of each land parcel within Griffiths Park is illustrated on the following aerial photograph.

4.2. Griffiths Park History

The development of the Griffiths Park Strategic Plan did not seek to accurately document the complete history of the park. However, during consultation and research, several interesting points raised regarding the site’s history helped to highlight why the park has been developed in such an ad hoc manner. These points are summarised below.

- The park is so named in honour of the Griffiths family, who apparently donated or bequeathed a large portion of the park to Cairns Cricket Association around 1940.
- There were apparently three cricket ovals when the site was initially developed, being the existing shared cricket and AFL oval on the cricket association’s freehold land, the northern oval on the trust land and a third oval in the northwest. The site of the third oval was apparently sold by the cricket association for residential development around the 1970s.
- The Sports World gym was originally owned by the cricket association as part of the land donated by the Griffiths family. The gym buildings formerly acted as a licensed cricket association clubhouse, indoor cricket facility and squash centre. There is a commercial kitchen and bar upstairs in the main building which is hoarded off from the area now used as a ladies-only gym. The Sports World buildings were in use as a licensed clubhouse until their sale by the cricket association around 1979.
- The bowls club apparently bought its land from the cricket association.
- The multi-unit dwellings between 22 and 40 Clarke Street, to the west of the shared cricket and AFL field were developed on land sold by the cricket association in the 1990s.
- The roof structure covering West Cairns Bowls Club’s synthetic bowling green was originally planned to cover two greens. Construction was underway on the larger steel roof structure in June 2006 when the roof collapsed, leading to what was apparently a lengthy legal dispute between the club and the building contractor. The existing roof was completed in 2010.
- Basketball has been located at the park since the early 1960s. The association was inaugurated in 1958 and moved to Griffiths Park shortly thereafter. The association operated with mostly outdoor courts until the late 1990s, when three indoor courts were added to the building between 1998 and 2006.

4.3. Regional Context

The following diagram provides an overview of the demographics of the Cairns State Electoral Division as per 2011 electoral boundaries. This data proved valuable in setting the context for the consultation and research conducted in the development of this strategic plan.

4.3.1. Cairns Demographic Snapshot, Cairns State Electoral Division, 2011
### 4.4. Existing Infrastructure

The table below lists the main facilities at Griffiths Park, together with a snapshot of each facility’s current condition.

<table>
<thead>
<tr>
<th>Activity Node</th>
<th>Facility</th>
<th>Construction Type</th>
<th>Structural Appearance</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket Trust Land</td>
<td>Northern cricket oval</td>
<td>Playing field</td>
<td>Good (Surface and irrigation recently upgraded)</td>
<td><img src="image1.png" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td>Shade structure</td>
<td>Steel and Colorbond</td>
<td>Good</td>
<td><img src="image2.png" alt="Image" /></td>
</tr>
<tr>
<td>Small covered</td>
<td>Small covered grandstands</td>
<td>Steel and Colorbond; Aluminium</td>
<td>Sound</td>
<td><img src="image3.png" alt="Image" /></td>
</tr>
<tr>
<td>Cricket practice nets – United</td>
<td>Cricket practice nets – United</td>
<td>Synthetic wickets, chain wire fencing</td>
<td>Sound</td>
<td><img src="image4.png" alt="Image" /></td>
</tr>
<tr>
<td>United Cricket Club storage building</td>
<td>United Cricket Club storage building</td>
<td>Concrete block, steel roof</td>
<td>Fair</td>
<td><img src="image5.png" alt="Image" /></td>
</tr>
<tr>
<td>Cricket Freehold</td>
<td>Shared cricket and AFL oval</td>
<td>Playing field, training lighting on timber poles</td>
<td>Field – good</td>
<td><img src="image6.png" alt="Image" /></td>
</tr>
<tr>
<td>(Cricket and AFL)</td>
<td></td>
<td></td>
<td>Lighting – poor</td>
<td><img src="image7.png" alt="Image" /></td>
</tr>
<tr>
<td>Activity Node</td>
<td>Facility</td>
<td>Construction Type</td>
<td>Structural Appearance</td>
<td>Image</td>
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<td>-------</td>
</tr>
<tr>
<td>Cricket Freehold (Cricket and AFL) cont…</td>
<td>Canteen and amenities building</td>
<td>Concrete block, Colorbond roof</td>
<td>Good</td>
<td><img src="image1.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Cairns Saints AFL Club clubhouse</td>
<td>Concrete block, steel roof</td>
<td></td>
<td><img src="image2.jpg" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>Playground</td>
<td>Fixed playground, sand, shade cloth cover</td>
<td>Good</td>
<td><img src="image3.jpg" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>Cricket storage sheds</td>
<td>Steel, Colorbond</td>
<td>Sound</td>
<td><img src="image4.jpg" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>Cricket practice nets – Norths</td>
<td>Synthetic wickets, chain wire fencing</td>
<td>Sound</td>
<td><img src="image5.jpg" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>AFL scoreboard</td>
<td>Concrete block</td>
<td>Sound</td>
<td><img src="image6.jpg" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>Bowls</td>
<td>Caretaker’s residence</td>
<td>Concrete block, timber, steel roof</td>
<td>Fair</td>
<td><img src="image7.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Activity Node</td>
<td>Facility</td>
<td>Construction Type</td>
<td>Structural Appearance</td>
<td>Image</td>
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<td>---------------</td>
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<td>-----------------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Bowls cont...</td>
<td>Clubhouse</td>
<td>Concrete block, weatherboard, steel roof</td>
<td>Sound</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Covered bowling green</td>
<td>Synthetic bowling green, steel and underslung Aramax roof structure</td>
<td>Good</td>
<td></td>
</tr>
<tr>
<td>Basketball</td>
<td>Basketball stadium</td>
<td>Concrete block and Colorbond – four indoor, air-conditioned, parquetry basketball courts</td>
<td>Good</td>
<td></td>
</tr>
<tr>
<td>Outdoor</td>
<td>Concrete</td>
<td>Poor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>basketball</td>
<td>court</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity Node</td>
<td>Facility</td>
<td>Construction Type</td>
<td>Structural Appearance</td>
<td>Image</td>
</tr>
<tr>
<td>---------------</td>
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<td>-----------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Sports World</td>
<td>Sports World gym buildings</td>
<td>Concrete block, Colorbond</td>
<td>Sound</td>
<td><img src="image1.jpg" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><img src="image2.jpg" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><img src="image3.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Swimming pool</td>
<td>Five-lane concrete swimming pool</td>
<td>Sound</td>
<td></td>
<td><img src="image4.jpg" alt="Image" /></td>
</tr>
</tbody>
</table>

(Image credit www.sportsworldcairns.com)
4.5. Opportunities and Constraints

Opportunities and constraints for Griffiths Park identified during the strategic planning process are presented in the table below.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>The site has been progressively developed as an important sport and recreation precinct since the 1940s</td>
<td>Various tenure arrangements over the five land parcels</td>
</tr>
<tr>
<td>Griffiths Park comprises a significant land area (8.64 ha) in an otherwise densely developed part of Cairns</td>
<td>Cairns Regional Council is trustee for only the land on which the basketball stadium sits. Council has therefore been unable to invest in infrastructure developments at Griffiths Park. Council and the state government have invested almost $40 million on sport and recreation infrastructure in the region over four years ($35 million from Council and $5 million from the state). None of this money has been invested in Griffiths Park</td>
</tr>
<tr>
<td>There is good visibility into the site from Gatton Street, Hoare Street and Monk Street</td>
<td>Ad hoc and uncoordinated development of the buildings on the site has led to architectural idiosyncrasies</td>
</tr>
<tr>
<td>The proximity of Griffiths Park to the Cairns CBD (&lt;4 km), enables the park to capitalise on accessibility from schools, other sport, recreation and community venues and retail precincts, and adjacent, high-density residential areas</td>
<td>Limited space to accommodate the growth being experienced by user groups, particularly basketball and AFL</td>
</tr>
<tr>
<td>The site is proximate to the Bruce Highway and is accessible from all areas of the Cairns region</td>
<td>Limited space for expansion of the basketball stadium due to the land-locked nature of the trust land</td>
</tr>
<tr>
<td>Existing driveway access to the site is available on Gatton Street (Sports World, cricket, AFL and bowls), Hoare Street (basketball) and Warner Street (cricket and AFL)</td>
<td>Limited onsite car parking creates congestion around the park, particularly during busy sports training times and events</td>
</tr>
<tr>
<td>Sewerage, potable water, electricity, and telecommunications services are available at the site</td>
<td>Field lighting on the shared cricket and AFL oval is insufficient for night games and the light poles appear to be in poor condition</td>
</tr>
<tr>
<td>The site’s flat topography is suitable for its use for field and court sports</td>
<td>Signage around the park is inconsistent and there is limited directional and way finding signage</td>
</tr>
<tr>
<td>No remnant vegetation is identified on the site</td>
<td>There is no logical, single entry statement to the park, making access to the sporting facilities difficult (particularly the shared cricket and AFL facilities)</td>
</tr>
<tr>
<td>The concept of a shared social hub clubhouse in the centre of the precinct was well supported and could be achieved through upgrades to the existing bowls club</td>
<td>There are two separate sets of cricket practice nets at the park. While Cairns Cricket Association and the two clubs that use these nets articulated a preference to retain separate net facilities for each club, all of the nets would be rarely used concurrently and the nets on the cricket freehold land are located in a way which restricts safe access to the cricket and AFL buildings from Warner Street</td>
</tr>
<tr>
<td>The not-for-profit sporting users of the park may be eligible for government grants to contribute to the costs of upgrading the facilities at the park</td>
<td>The limited current financial capacity of the cricket association, bowls club and basketball association limits their ability to invest in facility upgrades</td>
</tr>
<tr>
<td></td>
<td>Similar to most shared sports venues, the crossover of summer and winter sporting seasons is an ongoing challenge for cricket and AFL at Griffiths Park</td>
</tr>
</tbody>
</table>
5. Stakeholder Engagement

Given the complexity of the site, the various forms of tenure and the history of relationships between user groups, consultation formed the most significant element of the Griffiths Park strategic planning project. The consultation program was designed to solicit the best possible input from user groups and to encourage genuine collaboration between stakeholders.

The purpose of the stakeholder engagement program was to:

- Engage with each of the existing user groups on the site to identify their facility needs, and current and potential future capacity. Consultation included details relating to each user group’s:
  - Historical, current and forecasted membership and participation numbers
  - Current infrastructure
  - Strategic direction
  - Opportunities and challenges
  - Aspirations for the park
  - Current and potential future financial position and commercial viability in the competitive local sport market
- Seek information, data and supporting evidence of the need for new or expanded facilities
- Determine realistic timeframes for recommended development
- Resolve issues around the multiple forms of tenure at Griffiths Park
- Engage with the local community, including nearby residents

The stakeholder engagement program involved:

- Inception meeting and project team workshop 1, Thursday 21 June 2016
- Initial meetings with user groups, Thursday 21 and Friday 22 June 2016
- Telephone engagement with external project stakeholders (e.g. peak sporting bodies, Queensland Government Department of National Parks, Sport and Racing), April and May 2016
- Letter boxer to adjacent residences, May 2016
- Project team workshop 2, Wednesday 8 June 2016
- Follow-up meetings with user groups, Wednesday 8 and Thursday 9 June 2016
- Griffiths Park user group workshop 1, Wednesday 8 June 2016
- Community open day, Thursday 9 June 2016
- Follow-up meetings with user groups, Tuesday 23 and Wednesday 24 August 2016
- Griffiths Park user group workshop 2, Wednesday 24 August 2016
- Project team workshop 3, Thursday 25 August 2016

The sections below provide a summary of the outcomes of consultation with each key stakeholder group.

5.1. Cairns Regional Council

Apart from being trustee for Lot 272 on SP101805 (basketball), Council owns no land at Griffiths Park. Council’s investment in the development of sport and recreation facilities at the park has therefore been limited. The following list includes the significant points raised in consultation with the divisional Councillor for Manunda and Council officers during the strategic planning project.

- Griffiths Park is an *unintentional precinct*, having been developed in an ad hoc fashion for decades
While user groups are working well together now, there have been times when they have ‘butted heads’
Griffiths Park is the traditional home of cricket in the region. The retention of two cricket ovals here will therefore be an important aspect of the strategic plan
Council would prefer for trusteeship of the cricket trust land to be transferred from the cricket association to Council so that Council can invest in its development as a ‘mini Alan Border Field’
Basketball has experienced significant growth and is looking to expand the building. The long-term future of basketball in the region is yet to be finalised. Basketball may remain centralised as a single-venue operation, or growth may require the use of satellite basketball facilities in the north and south of the region
Griffiths Park is lacking a main entrance
It would be good to have a central licensed club facility in the middle of the park with ancillary sports facilities
Car parking is a significant challenge at the park
If trusteeship for the cricket trust land and ownership of the cricket freehold land were to be transferred to Cairns Regional Council, the terms of agreement between the cricket association and Council would be very important
Council could investigate acquiring additional land to the west of the training nets used by Norths Cricket Club to improve access to the cricket and AFL facilities

5.2. Cairns Cricket Association

Throughout the project, representatives of Cairns Cricket Association were actively engaged. This engagement was very important to the project given cricket’s long history at Griffiths Park and original link to the Griffiths family.

Cricket association representative were supportive of the following strategic plan elements:

- The bowls club serving as a central hub for the park
- An entry statement for the park to properly celebrate the park’s name and commemorate the Griffiths family
- Transferring trusteeship of the trust land and ownership of the freehold land to Council. The association is not resourced sufficiently to invest its own funds to upgrade the facilities to meet demand for higher-level cricket in Cairns, so Council and/or government funding would be required
- Development of a premier cricket oval on the trust land in the north of the park
- Removal of the mango trees near the cricket and AFL buildings
- Field lighting to facilitate night games
- Expanding the playground
- Cricket and AFL club building upgrades
- Continued collaboration with AFL and sharing of the southern oval
- Retention of separate cricket nets for Norths and United Cricket Clubs. It would be good to move the Norths Cricket Club nets to a better location, but not too far away from the buildings and car parking areas

As a result of collaborative engagement between Council and Cairns Cricket Association, the two entities agreed to explore opportunities to transfer trusteeship of the northern oval to Council and to negotiate on the transfer of ownership of the cricket association’s freehold land to Council or the Queensland Government, on the understanding that in return for the transfer, Council would invest in facilities at both ovals for cricket, with significant improvements to be made to the northern oval to bring it up to a premier cricket standard.
5.3. Cairns Basketball Inc.

Growth in basketball in Cairns has led to court access being the association’s greatest challenge. The courts at Griffiths Park are apparently the only ones in the region that meet FIBA standards. There are currently four courts in the basketball stadium, but association representatives felt that at least six are needed to accommodate local growth.

The association would like to be able to host national basketball championships. To do this, a show court with seating for 1,500 spectators would be required, as well as a second show court with seating for 500. Having courts of this standard would also enable the association to further pursue its aspiration to develop a Cairns Women’s National Basketball League (WNBL) team.

During 2016, the basketball association submitted a development application to Council to extend the stadium towards Gatton Street to create a fifth indoor court, as well as new indoor administration, training, meeting and support areas. This application has been conditionally approved by Council. In the lead up to the 2016 Commonwealth Government elections, the local federal member of parliament committed $1.5 million to the basketball association for the development of new facilities and basketball programs. Together with a recent funding commitment from Cairns Regional Council, the basketball association intends to invest the funding in the approved building extension.

Representatives of Cairns Basketball were supportive of the proposed concept plan, particularly the basketball stadium extensions and the establishment of the bowls club as a central hub facility at Griffiths Park.

The association’s use of the basketball courts at Smithfield YMCA and Edmonton PCYC to accommodate growth in basketball is apparently restricted by a lack of air conditioning and an inappropriate floor type at Edmonton. Having these spaces upgraded appropriately would certainly assist the sport locally.

The high overheads to run basketball, particularly air conditioning electricity and maintenance, mean that the association has not been able to accumulate funds for cosmetic upgrades to the outside of the stadium.

5.4. West Cairns Bowls Club

Representatives of West Cairns Bowls Club participated constructively in meetings and workshops throughout the project. The current committee has been working hard to increase trade at the club by rejuvenating facilities and improving the club’s food and beverage offer to patrons. This effort has led to increased activity at the club, both in the licensed clubhouse and on the bowling green.

The bowls club representatives were enthusiastic about exploring opportunities for the club to serve as the central hub facility at Griffiths Park. A model like Harrop Park in Mackay was discussed. During this planning project, the working relationship between the bowls club and Cairns Cricket Association was strengthened.

Club members were realistic in their assessment about the future of bowls in the region, and agreed that the one existing covered green would continue to meet the club’s bowling needs. The disused second green would not be needed for bowls in the future.

The bowls club owns its land freehold. Discussions around a potential transfer of ownership of part of this land to Council focused on the fact that internal consultation conducted by the club with its members indicated that most members would be less concerned about who owns the land, so long as they can continue to play bowls and enjoy the club’s social facilities. However, club representatives were keen to ensure that any transfer of ownership would see the bowls club appropriately financially compensated, to provide funds to the club to invest in facility upgrades.
The club agreed that car parking needs to be resolved at Griffiths Park. Other bowls club-specific projects identified during the project included air conditioning in the dining room, a kitchen and dining room upgrade and a new viewing veranda overlooking the northern cricket oval.

5.5. AFL Cairns and Cairns Saints AFL Club

Representatives of both AFL Cairns and Cairns Saints AFL Club took part in meetings and workshops throughout the strategic planning process and contributed ideas and thoughts to enhance the precinct. AFL Cairns invested approximately $100,000 around five years ago as a contribution towards the irrigation and upgrading of the shared cricket and AFL oval. In return for this investment, Cairns Saints AFL Club has enjoyed access to the buildings and grounds for the AFL season. Further AFL investments at Griffiths Park include the AFL clubhouse building to the north of the oval.

The complexity of tenure arrangements at Griffiths Park was a focus of consultation with AFL Cairns and the Saints. The lack of formal tenure for AFL has limited investment in facility upgrades, leading to some of the infrastructure looking tired and even reaching the end of its useful life.

Better coordination of the sports at the precinct may help increase investment in facility upgrades, as well as capitalise on opportunities for more sporting opportunities, such as summer 9s AFL and winter cricket.

Car parking was identified as a current weakness of the site that needs to be addressed in any future development.

Cairns Saints AFL Club has an emotional attachment to Griffiths Park. The club’s junior numbers are growing and both ovals at Griffiths Park are now used for training. Club representatives expressed their support for upgraded facilities at Griffiths Park for the benefit of both AFL and cricket players.

5.6. Sports World and Cairns Squash Rackets Association

Given the proximity of Sports World to the other sporting facilities at Griffiths Park, and the historical links between the Sports World site and Cairns Cricket Association, Sports World management accepted the invitation to be involved in the consultation program for this strategic plan.

The Sports World site is privately owned and is leased (via three separate, strata title leases) to Sports World management. The gym operations started quite small and have grown to become the core business of the site.

The Sports World site is an example of how all of Griffiths Park has been developed. The buildings have been extended numerous times based on facility demand at the time of development, with little long-term planning for the overall functionality of the site. There are currently five separate groups on the site, representing the discrete interests of their members. Sports World management agreed that the rationalisation of spaces would help make better use of Griffiths Park.

Consistent with other stakeholders at Griffiths Park, Sports World management reported that car parking is a constraint of the site. Multi-use car parks should be explored in any future facility upgrades at the park. A central social hub at the precinct was also supported, particularly given that many of the busy times for Sports World are outside the typically busy times for the other sports at the park. This could increase cross promotional opportunities for all park stakeholders.

The pool at Sports World is very well used for learn-to-swim programs, group fitness and after school swimming lessons and squad training. The four tennis courts that were developed on the site are no longer used.
Sports World is the only remaining squash centre in Cairns. Squash is therefore popular at the centre, which is run by a paid squash coach and development officer. There are eight squash courts at the centre, down from 10, with the end two courts now used by a physiotherapist (Cairns Total Physiotherapy). Cairns Squash Rackets Association representatives feel that there are not enough squash courts in Cairns to meet demand for the growth of the sport.

The association believes that Cairns could host major squash events, potentially with temporary glass courts set up outdoors at the Cairns Esplanade.

5.7. Stakeholder Workshops

Two stakeholder workshops were conducted during the strategic planning project. The first workshop was held on Wednesday 8 June and the second workshop was held on Wednesday 24 August 2016. The points below provide a summary of the key themes agreed to by stakeholders during the workshops.

- Individually, each of the sports at Griffiths Park are going nowhere. The stakeholders need to share their ideas and get involved for anything to happen
- Planning should focus on what the park could look like in 20 or 30 years, not just the next two or three years
- The strategic planning process has facilitated collaboration between user groups that has been missing
- A major renovation of the bowls club as a central social hub in the precinct would be beneficial
- The use of all the assets at the park should be maximised for 12 months each year

5.8. Open Day

A community open day was held on Thursday 9 June 2016 to engage with nearby residents about the Griffiths Park Strategic Plan. Visitors to the open day included members of the sporting clubs operating at the site, as well as residents of Warner Street.

Sporting club members who visited the open day were positive about the concept and happy to keep working together. They also agreed that it would be good to see things happen at the park because it is looking tired.

Comments from Warner Street residents included:

- Landscaping along the basketball stadium would be valuable, to make it ‘prettier’
- Native planting along residential fence lines to encourage bird life
- Lots of bats go to the mango trees near the cricket and AFL buildings
- Avoid placing grandstands along residential fence lines, to avoid people being able to look over fences into nearby back yards
7. Implementation

The implementation of the Griffiths Park Strategic Plan is realistically planned over a 10-year project lifecycle. Some of the potential developments will require significant investments from user groups, Council and external funding agencies. Staging the implementation of the plan allows capital expenditure to be distributed across multiple budget years, enhances opportunities to access external funding and facilitates the amortisation of costs over a longer period.

The prioritised implementation plan identifies each strategy, the rationale for including the strategy in the plan, whether the strategy is to be implemented during Stage 1, Stage 2 or Stage 3, and the stakeholder group responsible for leading the implementation of the strategy. High-level estimates of the costs to implement the strategies identified in this plan have been included to help guide Council and user groups as they begin the more detailed planning required for each facility development. Given the early stage of planning for the facility upgrades recommended in this plan, these cost estimates are indicative only. They have not been reviewed by a quantity surveyor or other qualified professional, but are instead based on the costs associated with other similar projects in the Cairns region.

The staging program prioritises the reallocation of tenure over different parts of Griffiths Park to facilitate investment by Council and external funding agencies.

Strategic plan elements have been prioritised to be delivered as part of Stage 1, Stage 2 or Stage 3, as per the legend below:

- Stage 1 projects - 1 to 3 years, subject to user group and Council budget allocations
- Stage 2 projects - 3 to 6 years, subject to user group and Council budget allocations and external funding
- Stage 3 projects - 6 to 10 years, subject to user group and Council budget allocations and external funding

Stages and timeframes deliberately overlap and are indicative only, as projects may be brought forward if funding opportunities arise.

The implementation of construction projects recommended in this plan will be subject to relevant approvals, including Council development and building approvals.

The recommended staging of the strategic plan is not measured against the relative priority of other facility development projects throughout the Cairns region.
## 7.1. Prioritised Implementation Plan

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy</th>
<th>Notes and Rationale</th>
<th>Stage</th>
<th>Lead Role</th>
<th>Indicative Cost</th>
</tr>
</thead>
</table>
| 1 | Transfer trusteeship of Lot 148 on SP101805 from Cairns Cricket Association to Cairns Regional Council | - Lot 148 on SP101805, measuring 2.51 ha, is trust land (Reserve for Recreation) held in trust by Cairns Cricket Association. The site is used for junior and senior cricket training and games  
- Council is unable to invest in the development of the site as it is not owned or held in trust by Council  
- The cricket association and Council should therefore work together to request a transfer of trusteeship over the site from DNRM | Stage 1 | CCA and CRC | $1,500 (legal fees and registration costs) |
| 2 | Formalise tenure of Lot 10 on SP106986 | - Lot 10 on SP106986, measuring 3.19 ha, is freehold land, owned by Griffith Park Cricket Holdings Limited (ACN 009 656 295), a company limited by guarantee that was established in 1940. The site accommodates shared use for cricket and senior and junior AFL  
- The site is leased to Cairns Saints Australian Football Club Inc.  
- Council is unable to invest in the development of the site as it is not owned or held in trust by Council  
- Rather than the cricket association selling the site to Council, the two parties should work together to transfer ownership of the land to either Council or the Queensland Government (through DNRM). If ownership is transferred to the Queensland Government, the site could become part of the existing Reserve for Sport and Recreation, to be held in trust by Cairns Regional Council  
- Cairns Regional Council could then budget to invest an agreed amount in the development of premier cricket facilities on Lot 148 on SP101805 in accordance with this implementation plan and appropriate terms of agreement, as suggested in section 8 | Stage 1 | CCA and CRC | $1,500 (legal fees and registration costs) |
| 3 | Extend the basketball stadium as per Cairns Basketball’s approved development application | - In 2016, Cairns Basketball was allocated funding for the development of additional basketball facilities and to conduct basketball participation programs  
- This plan recommends that the association implement the project as per its approved Material Change of Use application for an *Extension to Existing Indoor Sport & Recreation* (reference number 6939/2016) subject to conditions of approval and the availability of funds  
- Planned short-term facility extensions include the addition of a new indoor basketball court to the southeast of the existing stadium and off-court facilities to the northeast of the stadium, parallel to Hoare Street | Stage 1 | CBI | $3 million |

### Lead Role Definitions:
- CAFL – Cairns AFL
- CBI – Cairns Basketball Inc.
- CCA – Cairns Cricket Association
- CRC – Cairns Regional Council
- CSAFL – Cairns Saints AFL Club
- WCBC – West Cairns Bowls Club
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<tr>
<td>4</td>
<td>Establish the cricket oval on Lot 148 on SP101805 as a premier cricket facility for the Cairns region</td>
<td>Following transfer of trusteeship of Lot 148 on SP101805 to Council, Council, the cricket association and external funding agencies (in particular the Queensland Government through the Department of National Parks, Sport and Racing) can invest in establishing the northern cricket oval at Griffiths Park as a premier cricket facility, similar to Allan Border Field in Albion. Facility developments may include: ○ Retention of a high-quality cricket oval surface with fixed, sub-surface irrigation and a turf wicket block of at least four wickets ○ Sight screens (if necessary) ○ Picket fence surrounding the oval ○ Energy-efficient field lighting suitable for night cricket</td>
<td>Stage 1</td>
<td>CRC and CCA</td>
<td>$2 million</td>
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<td>5</td>
<td>Improve onsite car parking at Griffiths Park</td>
<td>Insufficient and disorganised car parking was consistently raised as a concern during consultation conducted for this strategic plan. The ongoing upgrade and widening of Gatton Street will continue to reduce the availability of car parking space on the road reserve. The onsite car parking capacity of Griffiths Park therefore needs to be increased to accommodate as many users' vehicles as possible. This should be achieved by both increasing the available car parking space and better controlling informal car parking around the park. Car parking should be formalised: ○ To the north of the northern cricket oval, with a left-in only entrance on Hoare Street and entry and exit onto Monk Street ○ Between Gatton Street and the southern cricket and AFL oval, and between the oval and the covered bowling green, including an upgraded entrance onto Gatton Street ○ Retention of informal game day parking on grass areas around the southern cricket and AFL oval ○ Under agreement with West Cairns Bowls Club, on Lot 361 on NR7497, with a new sealed car park and informal spill out parking area to the northeast of the covered bowling green, including an upgraded entrance onto Gatton Street and retained service vehicle access to the bowls clubhouse</td>
<td>Stage 1</td>
<td>CRC</td>
<td>$1 million</td>
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<td>6</td>
<td>Remove mango trees from near the cricket and AFL clubhouse and canteen buildings</td>
<td>Cricket association representatives indicated a desire to remove the mango trees in this area, as they pose difficulties to the ongoing cleaning and maintenance of the grounds and limit development opportunities around the buildings.</td>
<td>Stage 1</td>
<td>CCA and CRC</td>
<td>$7,500</td>
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<td>7</td>
<td>Boundary buffer planting</td>
<td>New native species buffer planting along the park’s boundaries with residential properties on Clarke and Warner Streets will help improve boundary aesthetics, provide shade around the park’s perimeter and may encourage local birdlife.</td>
<td>Stage 1</td>
<td>CRC</td>
<td>$10,000</td>
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| 8  | Relocate or replace cricket storage sheds on Lot 10 on SP106986 and develop a permanent sand, soil and clay stockpile area | To improve access to and traffic flow around the cricket and AFL clubhouse and canteen buildings, and to provide additional car parking in these areas on training and game days, the storage sheds and shipping containers located along the site’s northern boundary and near the bowls club caretaker’s residence should be relocated to or reconstructed near the north-western corner of the site.  
Formalised sand, soil and clay stockpile areas could be developed adjacent to the storage buildings, similar to the storage bins used at landscape suppliers. | Stage 2 | CCA                          | $60,000          |
| 9  | Upgrade the cricket and AFL oval on Lot 10 on SP106986 to support higher levels of use and competition | Following transfer of ownership of Lot 10 on SP106986 to Council or the Queensland Government, the site can be leased to the cricket association and to Cairns Saints AFL Club or AFL Cairns to provide authority for Council, the cricket association, the AFL club or AFL Cairns, and external funding agencies (in particular the Queensland Government through the Department of National Parks, Sport and Racing) to invest in upgrading the training and playing facilities on the site.  
Facility developments may include:  
○ Retention of a high-quality cricket and AFL oval surface with fixed, sub-surface irrigation and a turf wicket block of five wickets  
○ Energy-efficient field lighting suitable for night AFL matches  
○ Sight screens (if necessary)  
○ Protective netting (if necessary) | Stage 2 | CRC, CCA and CSAFL/CAFL      | $2 million       |
| 10 | Investigate opportunities for acquiring a portion of bowls club land for additional sporting infrastructure | Lot 361 on NR7497, measuring 1.01 ha, is freehold land owned by West Cairns Bowls Club Limited. The site is used for lawn bowls and social activities (licensed entertainment venue).  
Council and the bowls club may work together to transfer ownership of a portion of Lot 361 to either Council or the Queensland Government (through DNRMR). If ownership is transferred to the Queensland Government, the site could be incorporated into the existing Reserve for Recreation, Lot 148 on SP101805, to be held in trust by Cairns Regional Council.  
Cairns Regional Council could then budget to invest an agreed amount in the development of improved bowls club facilities on Lot 361 in accordance with this implementation plan and appropriate terms of agreement, to be developed in collaboration between Council and the bowls club.  
With additional land incorporated into the existing Reserve for Recreation, space would be made available for the development of new or upgraded sporting facilities, including an extension to the basketball stadium and new cricket practice nets. | Stage 2 | CRC and WCBC                | $500,000         |
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| 11 | Upgrade bowls club clubhouse to create a central social hub at Griffiths Park | Consultation with user groups highlighted a desire for improved collaboration between users of Griffiths Park, particularly regarding the use of social facilities to avoid unnecessary duplication and to provide a centralised social hub at Griffiths Park. In addition to increasing bowls club trade, users of the park could access the bowls club for functions, meetings and post-training and post-match events. Upgrading the bowls club social facilities could include:  
  - Upgraded kitchen and dining room  
  - Viewing veranda  
  - Paved outdoor dining, seating and viewing areas  
  Further consideration is to be given to the long-term use of the existing caretaker's residence  
  The fig trees to the north of the bowls club are to be lift pruned or removed to enhance sightlines to the northern cricket oval. | Stage 2 | WCBC and CRC | $3 million |
| 12 | Relocate and upgrade existing playground                                  | Consultation revealed that the existing playground near the Cairns Saints AFL clubhouse was intended to be constructed between the AFL clubhouse and the canteen building, but that the location of the mango trees meant that the playground had to be sited elsewhere. Relocating and upgrading the playground closer to the bowls clubhouse would:  
  - Provide a larger, more attractive playground for park users  
  - Potentially encourage increased trade at the bowls club  
  - Provide additional game viewing space near the AFL clubhouse  
 Council should consider Griffiths Park for the development of a destination playground to service the demand of the surrounding residential areas. | Stage 2 | CRC            | $200,000 - $400,000 subject to project scope (i.e. local or destination playground) |
<p>| 13 | Investigate opportunities for acquiring the property at 1-3 Warner Street, adjacent to the existing cricket practice nets for additional sporting infrastructure and improved, safe vehicle access to the park | Lot 4 on C198144 is a residential property measuring 2,461m² with a single unit dwelling. The site is privately owned freehold. Council has an opportunity to explore the acquisition of this property to provide additional space at Griffiths Park to accommodate cricket practice nets, a safer, improved vehicle entry to the site from Monk and Warner Streets and formal car parking space. | Stage 2 | CRC            | $1 million |
| 14 | Landscape enhancements, feature signage and feature entry statement       | The ad hoc development of infrastructure at Griffiths Park has led to the poor overall aesthetics of the park. Landscape enhancements along Gatton and Hoare Streets would help to soften the visual impact of built infrastructure and provide additional areas of natural shade. New feature signage on the intersection of Gatton and Hoare Streets, and the addition of a feature entry statement between the bowls club and southern cricket and AFL oval would help improve navigation to and around the park and provide opportunities to better promote user group activities. A whole-of-site signage strategy and signage theming should be developed for all feature signs, way-finding and instruction signs. Signage should be consistent, with consistent naming conventions. | Stage 2 | CRC            | $50,000 |</p>
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| 15 | Extended basketball stadium            | - Cairns Basketball is currently unable to actively increase membership and participation due to constraints imposed by the lack of sufficient court space  
- Subject to further detailed design, a significant extension to the basketball stadium may provide space for a further two indoor, air-conditioned courts, with the ability for these courts to be converted into a show court with retractable seating for up to 2,000 spectators  
- Additional court space, including a show court, would enable Cairns Basketball to expand its operations to include a Women’s National Basketball League (WNBL) team and to host state and national basketball tournaments at Griffiths Park  
- Amenities constructed as part of a basketball stadium extension could be accessible from both inside the stadium and from outside, to provide for users and spectators of the northern cricket oval  
- Given the substantial cost of a major basketball stadium extension, significant external funding would be required, ideally including investments from both state and Commonwealth governments | Stage 3 | CBI       | $5 - $6 million |
| 16 | Upgraded AFL clubhouse                 | - Upgrading the existing AFL clubhouse would provide additional space for club administrative functions and the sale of food, beverages and merchandise  
- The clubhouse extension could include an extension or addition of an upper level viewing area | Stage 3 | CSAFL     | $2 million     |
| 17 | Extend the roof of the cricket and AFL canteen building | - An extension to the roof of the canteen building would provide additional covered viewing areas over the southern oval and would provide users an opportunity to expand canteen operations | Stage 3 | CRC, CCA and CSAFL/CAFL | $500,000 |

Other considerations:
- Improved connectivity between activity nodes
  - While maintaining the safety of park users, improved pedestrian movement between the cricket, AFL, bowls and basketball areas of the park should be supported by the removal of unnecessary internal fencing and regular maintenance of shared and common areas. Improved site navigability and circulation may contribute to improved cross-promotional opportunities between all users, particularly including between Sports World and sporting user groups
8. Proposed Cricket Terms of Agreement

During the strategic planning project, discussions between Cairns Cricket Association and Cairns Regional Council focused largely on issues of tenure. Given Council’s limited stake in Griffiths Park, being trustee only for the land occupied by basketball, the development of cricket, AFL and bowls infrastructure has been entirely in the hands of these user groups. Representatives of both the cricket association and Council expressed a willingness to explore changes in tenure arrangements that would see the trust land currently held in trust by the cricket association (Lot 148 on SP101805) transfer to Council’s trusteeship, and ownership of cricket’s freehold land (Lot 10 on SP106986) transfer to either Council, as freehold land, or to the state government, to become a Reserve for Sport and Recreation.

Assuming that Council and the cricket association agree on one or both of these transfers, it will be important that the role that both parties are to play in facility development and maintenance be clear from the outset. This section therefore provides suggestions about potential terms of agreement between Cairns Cricket Association and Cairns Regional Council for Griffiths Park. A decision about whether cricket’s freehold land be transferred to the state as trust land or to Council as freehold land should be based on further investigations into the taxation implications (for example, Queensland Government duties and Commonwealth Goods and Services Tax) and the most efficient manner in which the site could be managed (for example, all as one state reserve, held in trust by Council).

The terms of agreement between Council and the cricket association must be consistent with Council’s policy for managing tenure over Council property (reference #4454518), current from 24 August 2016. The intent of this policy is to establish principles to manage tenure over Council property in accordance with legislative requirements. This includes Council’s freehold land, as well as state reserves held in trust by Council.

In accordance with Council’s policy, in partnering with the cricket association, Council should act in a way that:

- Provides an equitable approach to the use of the land and its community infrastructure
- Maximises the versatility, long term use and sustainability of the land and its improvements
- Assists the long-term sustainability of the not for profit sporting user groups at the park
- Supports shared use of facilities as a means of achieving efficient use of the land

Council’s policy focuses on the issuing of tenure arrangements through an open and transparent process. In this case, where ownership and/or trusteeship of land at Griffiths Park would be passed to Council by the cricket association, it would be reasonable for Council to waive its usual user group selection process in favour of the cricket association enjoying guaranteed tenure for a significant time. For trust land, this would be a maximum of 20 years under the Department of Natural Resources and Mines’ Secondary Use of Trust Land Policy 2013 (PUX/901/209 Version 5.3). Council can negotiate directly with one organisation, as under its policy #3720896, “Council reserves the right to deal exclusively with a specific community group over the assignment of tenure for a Council controlled facility if it is deemed to be in the best interests of the community to do so. This course of action is permissible under the provisions of the Local Government Act 2009.”

Council’s preference for multi-use and sharing of community sport and recreation facilities articulated in its policy would be addressed by the cricket association’s stated intent to continue its long-term relationship with Cairns Saints AFL Club, as well as the improved partnership developed between the association and West Cairns Bowls Club through this planning project. Under a lease or trustee lease arrangement with Council, the cricket association would be able to sublease facilities to Cairns Saints AFL Club or AFL Cairns, in a manner similar to the current arrangement between these organisations.

In recognition of the cricket association’s divestment of its land assets, Council could provide financial assistance towards the development of a premier cricket facility on the northern oval (Lot 148 on SP101805). Any financial
investment by Council should be complemented by state and/or Commonwealth grants wherever possible and may be invested in the development of:

- A high-quality cricket oval surface with fixed, sub-surface irrigation and a turf wicket block of at least four wickets
- Sight screens (if deemed necessary)
- Picket fence surrounding the oval
- Energy-efficient field lighting suitable for night cricket
- Amenities and viewing area upgrades
- Car parking and vehicle access improvements

The responsibilities of Council and the cricket association should be set out in a formal lease or trustee lease after transfer of ownership and/or trusteeship. The likely responsibilities of each party to the lease are articulated in the following table:

<table>
<thead>
<tr>
<th>Cairns Regional Council Responsibilities</th>
<th>Cairns Cricket Association Responsibilities</th>
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</thead>
<tbody>
<tr>
<td>Maintaining trunk and core services infrastructure (e.g. water and sewerage services)</td>
<td>Field management (including mowing, irrigation, fertilisation, weed and pest management, top dressing and aeration)</td>
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<tr>
<td>Maintaining car parking areas</td>
<td>Maintenance of irrigation equipment</td>
</tr>
<tr>
<td>Maintaining public toilets (i.e. if toilets serve as public toilets as well as for the needs of sporting user groups)</td>
<td>Maintenance and preparation of turf and synthetic cricket wickets and practice nets</td>
</tr>
<tr>
<td>Structural building maintenance</td>
<td>Maintenance of improvements (e.g. light towers, grandstands)</td>
</tr>
<tr>
<td>Provision of advice and guidance regarding the maintenance of playing areas and water management</td>
<td>Payment of rates, services charges, outgoings and insurance as per Council’s policy</td>
</tr>
<tr>
<td>Conducting condition audits of the leased area and its improvements (e.g. buildings, fencing, light poles, grandstands), and annual compliance and performance monitoring inspections</td>
<td>Maintenance of toilets and amenities used exclusively by sporting user groups</td>
</tr>
<tr>
<td></td>
<td>Annual reporting to Council as per Council’s policy (including details of office bearers, usage, insurance, financials, asset management plan, club development plan and other relevant GoClubs documents)</td>
</tr>
<tr>
<td></td>
<td>Internal and cosmetic building maintenance</td>
</tr>
<tr>
<td></td>
<td>Implementation of improvements and maintenance work identified in the asset management plan, club development plan and Council’s condition audit report</td>
</tr>
</tbody>
</table>

As indicated above, operationally, it is likely that there would be little change to the ongoing maintenance tasks performed by the cricket association, in that the association’s current maintenance responsibilities as owner and trustee would be similar under a lease or trustee lease arrangement with Council. Probably the most noticeable changes would include Council taking on the responsibility for car parks and community park infrastructure (e.g. public toilets) and the ability for Council to invest in capital upgrades and improvements at Griffiths Park.
9. Conclusion

Growing, dynamic regional Queensland communities such as Cairns require well developed, governed and maintained sport and recreation spaces that support the community’s physical activity needs. The strategic plan for Griffiths Park has carefully considered the demographic characteristics of the people in and around Manunda, and more broadly, Cairns. The plan has been prepared to support community engagement, social inclusion and the long-term sustainability of the facilities and the competitive and recreational programs run from the park’s five activity nodes.

Cairns Regional Council and the not-for-profit user groups at Griffiths Park have an excellent opportunity to streamline tenure arrangements and upgrade the park to improve its functionality. As the Cairns community continues to grow, it is vital that the community can make appropriate use of available open space, sport and recreation infrastructure.

The recommendations in this plan are intended to guide stakeholders in the short, medium and longer term upgrading of the park, to address the ad hoc way development has occurred throughout the precinct’s history of over 60 years. The proposed concept plan includes new and upgraded facilities that will improve the linkages between the different areas of the park and encourage more cooperation among user groups.

The upgrading of the park must be implemented in a way that celebrates the park’s history, while recognising the need for better linkages between activity nodes and a coordinated approach to building development.

By transferring tenure of the land used by cricket and AFL as recommended in this plan, Council and government will be able to invest in infrastructure upgrades and developments to enable Griffiths Park to become a more valuable facility in Council’s network of sport and recreation infrastructure in the region.

Griffiths Park can become a dynamic sport and recreation facility. The implementation of this strategic plan will assist Council and user groups to meet the needs of a range of sport and leisure activities in Cairns to 2026 and beyond.