



tasracing **Infrastructure Plan**

**2020**  
& BEYOND

*Invest – Innovate – Differentiate*

CONSULTATION DOCUMENT JULY 2016



## *From the Chairman Dean Cooper*



## Five year infrastructure plan – we want your feedback.

Earlier this year, Tasracing consulted with industry on the new five year corporate plan, and in March released a summary of the feedback and high level priorities.

The feedback overwhelmingly indicated two issues of crucial importance to industry participants:

1. Stakes growth
2. Infrastructure.

For the record, an annual stakes increase of up to four per cent per annum has already been flagged over the five year forecast period, subject to business performance.

So it is appropriate that we now turn our mind to the racing infrastructure needs of the state.

Through this consultation document, we are giving industry participants a chance to have their say on the development of a new infrastructure plan – one which will provide the foundation for our shared love of racing for generations to come.

Based on our own analysis of asset and infrastructure needs using our Strategic Asset Management Information System (SAMIS), we have developed a list of priority infrastructure investments at each racing venue. Now, we are asking you to review these proposed priorities and provide your opinions and feedback.

### **Our vision for the infrastructure plan is to deliver:**

- Infrastructure that meets participants' expectations.
- A systematic approach to allocation of infrastructure investment.
- Facilities that meet Tasmania's tri-code needs across the state.
- Facilities that meet customer needs.

This is an exciting opportunity to share in the creation of a plan for the future of racing infrastructure in our state. I would therefore encourage everyone involved in racing in Tasmania to review this consultation document, and provide feedback using the instructions contained within. I look forward to your responses.

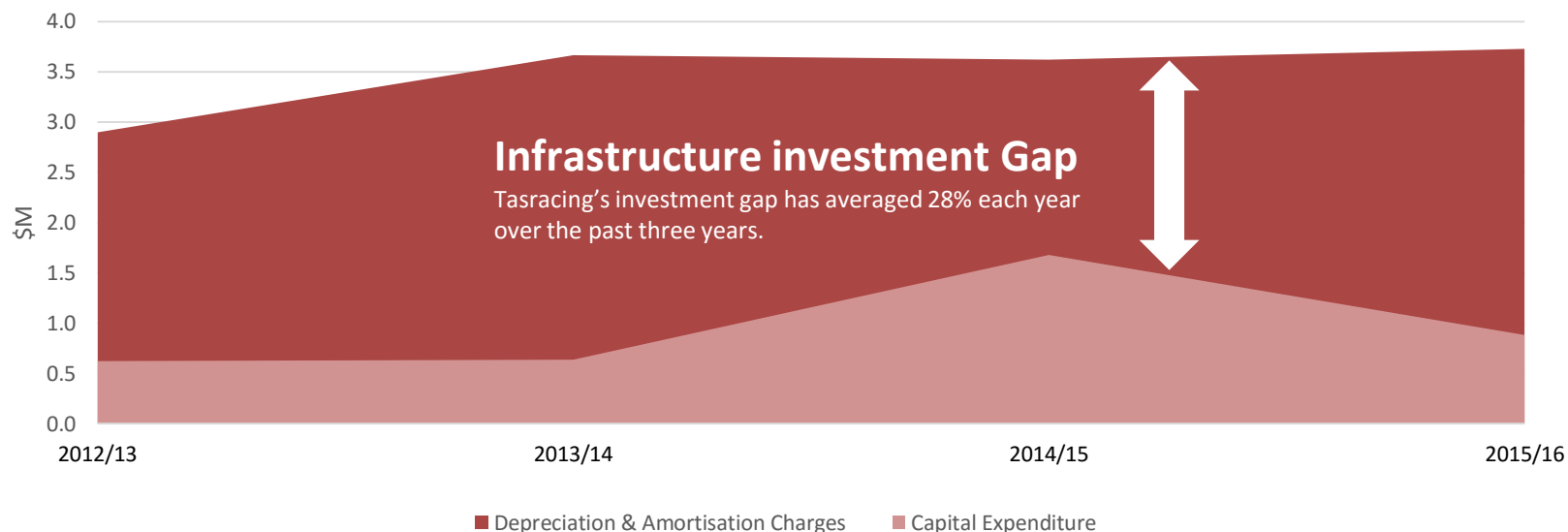
A handwritten signature in black ink that reads "Dean Cooper". The signature is fluid and cursive, written in a professional style.

**Dean Cooper**  
Chairman

## Tasracing's infrastructure journey - *where have we come from?*

- Despite significant growth in commercial revenue over the past four years, an appropriate level of asset investment has not been possible due to sustainability challenges.
- This has led to an “Infrastructure Investment Gap” (illustrated in the graph below), defined as the difference between depreciation and amortisation charges and capital expenditure.
- In his 2016 report on State Owned Companies, the Tasmanian Auditor General observed that: *“Over the past three years Tasracing’s capital expenditure was at very low levels”*.

**Tasracing - Capital Expenditure vs Depreciation & Amortisation Charge**

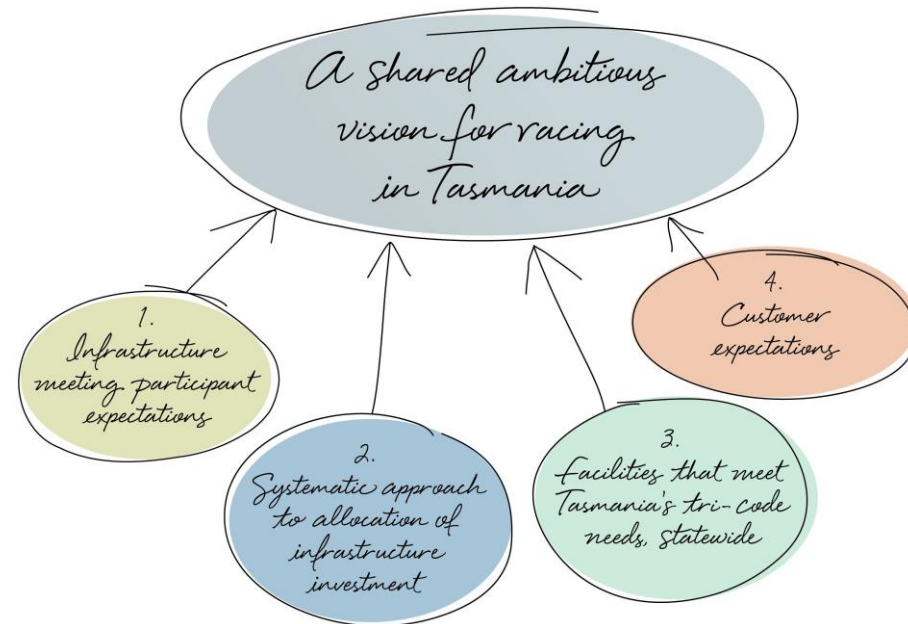


## Tasracing's infrastructure journey – where do we need to be?

Tasracing is now in a position to address the infrastructure investment gap.

This allows us to set a new and ambitious infrastructure vision, encompassing:

- Participant satisfaction in the state's tri-code racing venues and infrastructure.
- Infrastructure that is fit for purpose, and simultaneously meets participant needs while meeting the needs of the end consumer.
- Facilities that are built and maintained to a standard which allows us to compete in a global market.
- A systematically managed maintenance program that ensures assets remain viable for the long-term.



Tasracing will at all times strive to balance participant needs against budget along with the factors outlined above.

# Tasracing's infrastructure journey – *how are we going to get there?*

## *1. Development of a new five-year infrastructure plan.*

## *2. The plan will be driven by industry feedback, and Tasracing's existing asset management systems and processes.*

### Industry feedback:

- Tasracing is giving industry participants the opportunity to contribute their opinions on the future of Tasmania's racing venues and infrastructure via this consultation document.
- Tasracing places great importance on meeting the needs of today's participants, and the next generation of racing participants.
- It is important to encourage as many people involved in racing as possible to review and provide feedback on this consultation document.

### Strategic Asset Management Information System (SAMIS) data:

- The new infrastructure plan will be guided by SAMIS – Tasracing's systematic and process-based approach to identifying and prioritising investment in venues for racing, trials and training to meet the needs of owners and on-course customers.

### Customer needs:

- Driven by the company's customer focus model, all infrastructure planning decisions will be made with consideration for the demands of the end customers of our racing – both on-course patrons and off-course wagering customers.

### Best practice procurement processes:

- Tasracing has in place a best practice procurement strategy in line with a review of Tasracing procurement operations by Deloitte.
- Tasracing will also adhere to the Tasmanian state government's 'Buy Local' policy.

### Cost and timing considerations:

- Tasracing believes these works can be carried out over a five year period and financed without further borrowing, dependent on business performance.
- It should be noted that projects have to be completed in line with current cash flow predictions and any change will mean the priority projects would need to be reviewed.
- We ask that you note that the proposed priority projects outlined in this document are major capital expenditure projects and Tasracing will also maintain operational expenditure to ensure facilities meet expectations.

## More on SAMIS

- Tasracing’s Strategic Asset Management Information System (SAMIS) allows for the development of an evidence based approach to infrastructure needs. As a planning tool it helps develop budgets and to develop and plan for future expenditure profiles.
- SAMIS provides Tasracing with a clear understanding of both the value and condition of all Tasracing-owned racing infrastructure – numbering approximately 2,260 asset items state-wide.
- At least once each year Tasracing undertakes a condition audit to assess each asset against five condition ratings, outlined in the table below:

Condition rating	Description	Actions
1	Unserviceable - requires immediate attention/investigation.	Requires investigation in current budget period. Retirement or replacement deemed imminent.
2	Requires attention/investigation in the short term.	Review in current budget period. Major maintenance or replacement likely.
3	Serviceable condition – requires maintenance program to hold this condition.	Performance of intended function for this asset deemed serviceable. To be reviewed during ongoing annual asset inspection/audit.
4	In good condition – maintenance program to reflect.	In very serviceable condition with no need to replace in the foreseeable future.
5	New or near new condition – maintenance program to reflect.	Likely to be at the beginning of service life with no need to replace in the foreseeable future.

## SAMIS as the starting point

- Combining the use of SAMIS along with management expertise and industry feedback obtained to date, Tasracing is able to propose priority projects that will allow us to address the most urgent issues facing our racing infrastructure.
- Combined with industry feedback we receive on this document, the data from SAMIS will shape the development of a new infrastructure plan that will form the foundation of a new and exciting chapter of growth for the Tasmanian racing industry.

*And now for your feedback!*

## How to use this document:

On the following pages we have outlined our assessment of the priorities for infrastructure investment at each of the state's racing venues.

We have arrived at these priorities using the approach outlined on the previous pages.

### **For each venue, we are asking the following questions:**

- 1) Are you a current user of this venue for racing, training, trials or any combination of these activities?
- 2) Do you agree with the priorities we have listed for this venue?
- 3) If you don't agree with the priorities we have listed – why don't you agree?
- 4) Do you have any other suggestions in relation to this venue?

### **Instructions for providing feedback to us:**

There are a number of ways you can provide feedback to us:

- 1) Print out this document and write your responses on each page, then mail it to us.
- 2) Print out this document and write your responses on each page, then scan and email it to us.
- 3) Send us an email with your responses in the body of the email.

### **What if you want to discuss your input on the phone?**

You can call Kellie Dean, our Corporate Services Manager during business hours (Monday to Friday 9am to 5pm) on telephone 6212 9311.



## Before we get started



We would like to know about your involvement in racing.

1. Where in Tasmania are you based? \_\_\_\_\_
2. Which venue do you use most as part of your racing activities? \_\_\_\_\_

		Thoroughbred	Greyhound	Harness
Please tell us what your <b>main</b> involvement with racing is, and which racing code are you involved in?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	Other – Please specify			
Do you have a secondary involvement?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	Other – Please specify			

Thank you.

***On the following pages we have outlined what we consider the infrastructure priorities are for each venue for your feedback.***

<b>Brighton</b>	<p><b>Use summary:</b></p> <p>Greyhound trial days: <b>104</b></p> <p>Thoroughbred training days: <b>365</b></p> <p>Harness training days: <b>365</b></p> <p>Greyhound training days: <b>365</b></p> <p>Stables: <b>Thoroughbred and harness</b></p> <p>Equine Pool: <b>365 use days</b></p>
<b>Issues:</b>	<ul style="list-style-type: none"> <li>• Thoroughbred training track - inferior drainage causing lost training days.</li> <li>• Thoroughbred sand surface is at the end of its useful life.</li> <li>• Up to 8 lost thoroughbred training days per month during winter.</li> <li>• Harness track inferior drainage causing lost training days – up to 4 per month during wet weather.</li> <li>• Stables in poor condition.</li> <li>• Internal roads and carpark – both require upgrade and drainage in poor condition.</li> <li>• Track maintenance equipment needs expansion and upgrade.</li> <li>• Lack of owner facilities.</li> <li>• Lack of day yards and other training infrastructure.</li> </ul>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Redevelopment of thoroughbred training track. c\$1m</li> <li>2. Install drainage in harness training track. c\$0.3m</li> <li>3. Increased maintenance schedule for stables. Year 1: \$0.25m, then c\$0.03m per year.</li> <li>4. Repair roads and carpark. c\$0.3m</li> <li>5. New track equipment. C\$0.25k</li> <li>6. Improved owners facilities c\$0.07m</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• Unless drainage issues with the two tracks are rectified, lost training days will increase at a growing rate.</li> </ul>
<b>Considerations:</b>	<ul style="list-style-type: none"> <li>• Track works could take up to six months and there are no alternative training venues in the south.</li> </ul>



**Are you a user of Brighton for thoroughbred training?** Y/N

**Are you a user of Brighton for harness training** Y/N

**Are you a user of Brighton for greyhound training** Y/N

**Are you a user of Brighton for stables** Y/N

**Are you a user of Brighton for the equine pool** Y/N

**Do you agree with the priority remedies outlined here?** Y/N

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

<b>Elwick</b>	<p><b>Use summary:</b></p> <p>Thoroughbred race days: <b>23</b></p> <p>Harness race days: <b>34</b></p> <p>Greyhound race days: <b>52</b></p> <p>Thoroughbred trial days: <b>25</b></p> <p>Harness trial days: <b>28-30</b></p> <p>Greyhound trial days: <b>78</b></p> <p>Thoroughbred training days: <b>52</b></p> <p>Harness training days: <b>77</b></p> <p>Greyhound training days: <b>52</b></p>
<b>Issues:</b>	<ul style="list-style-type: none"> <li>• Both turf tracks are at the end of their useful life – primary issues are insufficient drainage and poor profile.</li> <li>• Derwent track running rail is at the end of its useful life.</li> <li>• Configuration of race day stalls does not align with participant needs or encourage public viewing of horses on race day.</li> <li>• Harness track lighting needs upgrading.</li> <li>• Greyhound irrigation system needs upgrading.</li> <li>• Dedicated owners facilities could be improved.</li> <li>• No thoroughbred night racing capability.</li> <li>• Telecommunications infrastructure not HD compliant.</li> </ul>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Redevelopment of thoroughbred tracks. c\$15m+</li> <li>2. Derwent running rails. C\$0.27m</li> <li>3. Reconfiguration of race day stalls. c\$0.35m</li> <li>4. Harness lighting upgrade. c\$0.17m</li> <li>5. Greyhound irrigation upgrade \$0.08m</li> <li>6. Upgrade telecommunications infrastructure to be HD complaint. c\$0.065m</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• The thoroughbred turf tracks are at the end of their useful life and there is increased risk of lost race meetings into the future.</li> </ul>
<b>Considerations:</b>	<ul style="list-style-type: none"> <li>• Redeveloping the tracks will require a shut down of the venue for a period of 9-12 months.</li> <li>• Consideration could be afforded to the installation of a synthetic surface for the Derwent c\$7m which would provide continuity of racing and training as Brighton surface and Elwick are constructed.</li> </ul>



## Shape Your future

**Are you a user of Elwick for thoroughbred racing?** Y/N

**Are you a user of Elwick for harness racing?** Y/N

**Are you a user of Elwick for greyhound racing?** Y/N

**Are you a user of Elwick for thoroughbred trials?** Y/N

**Are you a user of Elwick for harness trials?** Y/N

**Are you a user of Elwick for greyhound trials?** Y/N

**Are you a user of Elwick for harness training?** Y/N

**Are you a user of Elwick for greyhound training?** Y/N

**Do you agree with the priorities outlined here?** Y/N

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

<b>Spreyton</b>	<b>Use summary:</b> Thoroughbred race days: <b>18</b> Thoroughbred trial days: <b>14</b> Thoroughbred training days: <b>365</b> Stables: <b>Thoroughbred</b>
<b>Issues:</b>	<ol style="list-style-type: none"> <li>1. On-course stables in poor condition</li> <li>2. Supply of on-course stabling does not meet demand</li> <li>3. Scheduled re-waxing of surface due during FY17</li> <li>4. Synthetic surface has a useful life of 8-12 years. Track was opening in 2011, currently in year 5.</li> <li>5. Require upgrade to track maintenance equipment.</li> <li>6. Lack of ancillary training infrastructure eg no proper pool/walkers/treadmills</li> <li>7. Photo finish tower needs urgent replacement</li> <li>8. Insufficient facilities for female jockeys</li> <li>9. Lack of owners/trainers facilities</li> <li>10. Internal roads need upgrading</li> <li>11. Public facilities need modernisation</li> </ol>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Re-wax surface c\$0.25k</li> <li>2. Stable upgrade/build c\$0.35m per block of 14.</li> <li>3. Photo finish tower replacement c\$0.24m</li> <li>4. Upgrade track maintenance equipment c\$0.15m</li> <li>5. Female jockey facilities to be addressed. C\$0.12m.</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• Photo finish tower urgent.</li> <li>• Re-wax required to maintain the surface's performance.</li> <li>• Planning for the a complete re-surface will need to be considered within the 5 year forecast period.</li> </ul>



*Shape Your future*

**Are you a user of Spreyton for racing? Y/N**

**Are you a user of Spreyton for trials? Y/N**

**Are you a user of Spreyton for training? Y/N**

**Are you a user of Spreyton for stables? Y/N**

**Do you agree with the priorities outlined here? Y/N**

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

<h2>Mowbray</h2>	<p><b>Use summary:</b></p> <p>Thoroughbred race days:           <b>27</b>          Harness race days:               <b>28</b>          Greyhound race days:           <b>51</b>          Greyhound trial days:           <b>104</b>          Greyhound training days:       <b>104</b></p>
<p><b>Issues:</b></p>	<ol style="list-style-type: none"> <li>1. Grandstand facilities need modernisation (air-conditioning at the end of useful life, painting, carpets, general fit-out)</li> <li>2. Security concerns</li> <li>3. Float carpark requires remedial works required</li> <li>4. Upgrade to track maintenance equipment required</li> <li>5. Greyhound kennels air conditioning needs repair</li> </ol>
<p><b>Priority remedies:</b></p>	<ol style="list-style-type: none"> <li>1. Grandstand air-conditioning upgrade c\$0.35m</li> <li>2. Modernisation of grandstand c\$0.65m</li> <li>3. Track maintenance equipment c\$0.2m</li> <li>4. Float carpark repair c\$0.08m</li> <li>5. Greyhound kennels air conditioning repair c\$0.018m</li> </ol>
<p><b>Rationale/risks:</b></p>	<ul style="list-style-type: none"> <li>• Grandstand facilities are at risk of not meeting customer expectations.</li> </ul>



*Shape Your Future*

**Are you a user of Mowbray for thoroughbred racing?** Y/N

**Are you a user of Mowbray for harness racing?** Y/N

**Are you a user of Mowbray for greyhound racing?** Y/N

**Are you a user of Mowbray for greyhound trails?** Y/N


**Are you a user of Mowbray for greyhound training?** Y/N

**Do you agree with the priorities outlined here?** Y/N

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

<b>Longford</b>	<p><b>Use summary:</b></p> <p>Thoroughbred races: <b>1</b></p> <p>Thoroughbred Trials: <b>11</b></p> <p>Thoroughbred training days: <b>365</b></p> <p>Stables: <b>Thoroughbred</b></p>
<b>Issues:</b>	<ul style="list-style-type: none"> <li>• On-course stabling in need of repair – structural, electrical, drainage.</li> <li>• Supply of on-course stabling does not match demand.</li> <li>• Running rail needs upgrade.</li> <li>• Turf track profiles compromises performance.</li> <li>• Sand track drainage inferior.</li> <li>• Upgrade track maintenance equipment.</li> <li>• Race day infrastructure (for x1 race day) requires upgrade (including steward’s towers, photo finish tower, jockey and officials facilities, car parking).</li> </ul>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Stable upgrade/build c\$0.35m per block of 14.</li> <li>2. Running rail upgrade c\$0.22m</li> <li>3. Track upgrades c\$0.55m</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• Turf and sand surface performance is not aligned to expectations and presents risk of lost training days.</li> </ul>



Shape Your Future

**Are you a user of Longford for racing?**

**Are you a user of Longford for trials?**

**Are you a user of Longford for training?**

**Are you a user of Longford for stables?**

**Do you agree with the priorities outlined here? Y/N**

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

Y/N

Y/N

Y/N

Y/N

<b>Carrick</b>	<p><b>Use summary:</b></p> <p>Harness race days: <b>3</b>          Harness training: <b>365</b>          Harness trial days: <b>28</b></p>
<b>Issues:</b>	<ul style="list-style-type: none"> <li>• Racing infrastructure in need of upgrade (eg. steward's towers, drivers facilities, stewards facilities, public safety fencing adjacent to the track)</li> <li>• Stripping stalls in poor condition and need to be upgraded.</li> <li>• Public facilities (grandstand can't be used, public amenities in poor condition)</li> <li>• Boundary fencing in need or upgrade and/or repair</li> <li>• No on-course stabling</li> </ul>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Public amenities c\$0.05m</li> <li>2. Stripping stalls upgrade (not priced)</li> <li>3. Boundary fencing c\$0.22m</li> <li>4. Racing infrastructure c\$0.4m+</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• Need to ensure all facilities are compliant and meet racing/customer expectations.</li> </ul>
<b>Considerations:</b>	<ul style="list-style-type: none"> <li>• There will be a difference between delivering compliance and appropriate facilities for training/trials vs maintaining a racing venue.</li> </ul>



*Shape Your Future*

**Are you a user of Carrick for harness racing? Y/N**

**Are you a user of Carrick for harness training? Y/N**


**Are you a user of Carrick for harness trials? Y/N**

**Do you agree with the priorities outlined here? Y/N**

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**

<b>DAPS</b>	<p><b>Use summary:</b></p> <p>Harness race days: <b>13</b>          Greyhound race days: <b>51</b>          Harness trials: <b>18</b>          Greyhound trials: <b>156</b>          Harness Training: <b>Up to 365 days</b></p>
<b>Issues:</b>	<ul style="list-style-type: none"> <li>• Landlord maintenance required across whole venue.</li> <li>• Stewards/camera towers need upgrading.</li> <li>• Harness lighting requires upgrade.</li> <li>• Grandstand requires significant maintenance work.</li> </ul>
<b>Priority remedies:</b>	<ol style="list-style-type: none"> <li>1. Tasracing to progress discussions with landlord regarding their maintenance of the site.</li> <li>2. Stewards/camera towers c\$160k</li> <li>3. Lighting upgrade c\$450k</li> </ol>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>• Camera infrastructure risks lack of reliability/quality for broadcast.</li> <li>• Lighting upgrade required for reliability/quality of broadcast.</li> </ul>



Shape Your Future

**Are you a user of DAPS for harness racing? Y/N**

**Are you a user of DAPS for harness trials? Y/N**

**Are you a user of DAPS for greyhound racing? Y/N**

**Are you a user of DAPS for greyhound trials? Y/N**

**Do you agree with the priorities outlined here? Y/N**

**If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).**

**Other suggestions:**



## Development of a new Greyhound Adoption Centre

<b>Issues:</b>	<ul style="list-style-type: none"> <li>The greyhound racing industry nationally must increase the effectiveness of the Greyhound Adoption Program (GAP) – in terms of its ability to re-home retired greyhounds.</li> <li>Tasmania’s GAP program achieves excellent outcomes currently, but capacity must be increased in order to cater to growing supply and demand for retired greyhounds as pets.</li> <li>Tasracing’s GAP program currently relies on facilities that are unable to cater for the quantity of greyhound adoptions projected over the five years of Tasracing’s corporate plan.</li> </ul>
<b>Priorities:</b>	<ul style="list-style-type: none"> <li>Secure a dedicated GAP facility in close proximity to a major population centre, with permanent full time facilities for public inspection and adoption of greyhounds. C\$1.3m</li> </ul>
<b>Rationale/risks:</b>	<ul style="list-style-type: none"> <li>If Tasmania’s GAP facilities are not expanded and improved, the Tasmanian greyhound industry will not be able to meet the minimum expectations of the public on its responsibility to rehome retired greyhounds.</li> </ul>
<b>Considerations:</b>	<ul style="list-style-type: none"> <li>Location</li> <li>Alignment to operational needs of adoption, fostering, training and housing a growing number of greyhounds to meet supply and demand.</li> </ul>



*Shape Your Future*

**Have you got any comments or suggestions regarding this facility?**

Finally, please use this space if you wish to provide any additional feedback.



*thank you*



**We look forward to receiving your feedback on the five year infrastructure plan priorities as outlined in this document.**

You can return your feedback to us in a way that suits you:

- 1) You can hand-write your comments on a print out of this document and return a hard copy to us at the address on the next page.
- 2) You can hand-write your comments on a print out of this document then scan and email it to us at the email address on the next page.
- 3) You can email your comments or feedback directly to us via the email address on the next page.

**Please note,** Tasracing will accept feedback up to 5pm on Thursday 25 August 2016.

***We appreciate your input into our plan for investment in Tasmania's racing tracks, venues and other infrastructure.***



Feedback contact details:

**Mail:**

Tasracing  
PO Box 730  
Glenorchy Tasmania 7010

**Email:**

[shapeyourfuture@tasracing.com.au](mailto:shapeyourfuture@tasracing.com.au)

If you have any questions about this consultation document, please call Kellie Dean on 03 6212 9311



tasracing

The logo for 'tasracing' consists of a stylized white graphic above the text. The graphic is composed of three curved, overlapping lines that suggest a wing or a fast-moving object. The text 'tasracing' is written in a clean, lowercase, sans-serif font.