



FIVE YEAR INFRASTRUCTURE PLAN
Industry Consultation Paper

FEBRUARY 2021



tasracing

Five year infrastructure plan – we want your feedback.

During late 2020, Tasracing committed to delivering a Infrastructure Review for industry consultation and feedback.

The opportunity delivered by the POCT and the sustainable position following the stakes reset and the Race Field Fee growth has delivered a strong platform for Tasracing to deliver two key outcomes.

1. Stakes growth
2. Infrastructure upgrade

Since the stakes reset in 2016 Tasracing has delivered a 27% stakes increase. Including the recently announced 6 % increase we have delivered an annualised stakes increase of 35%.

Since the 2018 election promise Tasracing has grown stakes by 12.3%. Including the recently announced 6 % increase we have delivered an annualised stakes increase of 19%. This far exceeds the promised 16%.

The initial 5 year plan culminated in the Elwick track redevelopment and it is appropriate that we reset the plan and turn our mind to the future 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 the growth of racing into the future.

Based on our own analysis of asset and infrastructure needs, we have developed a list of priority infrastructure investments at each racing venue. Now, we ask you to review these proposed priorities and provide your opinions and feedback.



Five year infrastructure plan – we want your 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.

The key outcomes needed to drive the Industry forward are

- Significant increase in quantity and quality of trainer facilities
- Significant improvement in owner experience at racing and training venues

These outcomes will provide opportunity for growth, participation, employment and economic contribution which will benefit the Industry and Tasmania.

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.

Paul Eriksson
Chief Executive Officer



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

Since the stakes reset Tasracing has been in a position to start to address the infrastructure investment gap. The fully internally funded Elwick Track renovation is an example of this.

One of Tasracing's financial objectives is based on the definition of sustainability used for the Sustainability Report to the Minister dated 25th October 2013.

"Sustainability is achieving at least an accounting break even result and generating sufficient cash flows to service debts and fund an appropriate maintenance and development capital expenditure program"

Tasracing has been focussed on achieving sustainability and through this has been able to set new and ambitious infrastructure goals 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.

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.

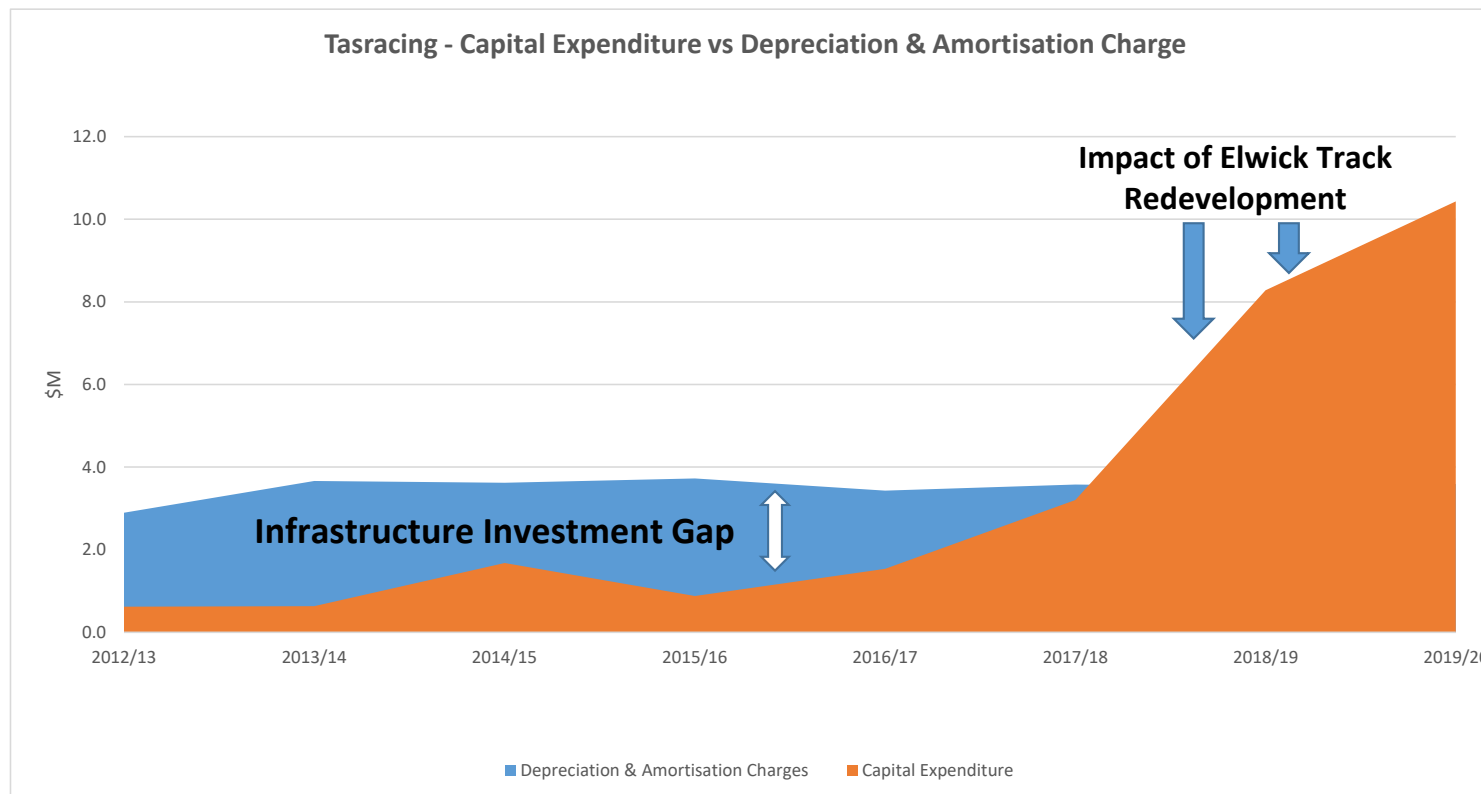
Best practice procurement processes:

- 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.



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

- Prior to FY17 and despite significant growth in commercial revenue over the preceding years, an appropriate level of asset investment had not been possible due to sustainability challenges.
- This led to an “Infrastructure Investment Gap” (illustrated in the graph below), defined as the difference between depreciation and amortisation charges and capital expenditure.
- Due to prudent cash management, since FY18 Tasracing has been able to commence a sustained period of capital investment to counter this “investment gap” by initiating significant projects like the Elwick Track Redevelopment and the GAP Rehoming Facility.



More on Asset Management Systems

- Tasracing’s core business system TechnologyOne has deeply functional capability in the area of asset management & strategic planning and 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.
- TechnologyOne asset management provides Tasracing with a clear understanding of both the value and condition of all Tasracing-owned racing infrastructure – numbering approximately 2,600 asset items state-wide.
- For all assets, Tasracing undertakes regular condition audits 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.



Asset Management as the starting point

- Combining the use of TechnologyOne asset management capability 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 TechnologyOne asset management 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 Ricky Aitken, our Projects and Facilities Manager during business hours (Monday to Friday 9am to 5pm) on telephone 0447212970.



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? _____

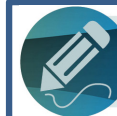
		Thoroughbred	Greyhound	Harness
Please tell us what your <i>main</i> involvement with racing is, and which racing code are you involved in?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	Other – Please specify			
Do you have a secondary involvement?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	Other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

Thank you.

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



<h2>Brighton</h2>	<p>Use summary:</p> <p>Greyhound trial days: 104</p> <p>Thoroughbred training days: 365</p> <p>Harness training days: 365</p> <p>Greyhound training days: 365</p> <p>Stables: Thoroughbred and harness</p> <p>Equine Pool: 365 use days</p>
<p>Issues:</p>	<ul style="list-style-type: none"> • Thoroughbred training track - inferior drainage causing lost training days. • Harness track inferior drainage causing lost training days • Harness track requires resurfacing • Stables in need of upgrade and expansion • Internal roads and carpark – both require upgrade and drainage in need of upgrade • Stripping stalls area requires resurfacing • Thoroughbred Irrigation system in need of upgrade • Restricted Bullring use • Expansion of security camera footage coverage • Greyhound road in need of upgrade (sealed/drainage) • Lure and control system dated • Lack of split timing on greyhound track
<p>Priority remedies:</p>	<ol style="list-style-type: none"> 1. Upgrade road, carpark & drainage adjacent to stable blocks c\$0.3m 2. Horse manure pits c\$0.2m 3. Install drainage in Thoroughbred sand training track c\$0.4m 4. Upgrade stripping stalls area c\$0.2m 5. Install additional CCTV c\$0.02m



Shape Your Future

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:



Brighton (Continued)

Priority remedies:	<ol style="list-style-type: none"> 6. Install drainage in harness track c\$0.3m 7. Plastic running rail required for thoroughbred track c\$0.02m 8. Water truck for harness tracks required c\$0.05m 9. Greyhound road upgrade (sealed/drainage)c\$0.07m 10. New lure and system required c\$0.01m
Rationale/risks:	<ul style="list-style-type: none"> • Unless drainage issues with the two tracks are rectified, lost training days will continue • Racing infrastructure & maintenance requires upgrading to ensure a training facility is delivered to industry standards
Considerations:	<ul style="list-style-type: none"> • Track drainage works could take up to six months and there are no alternative training venues in the south • Drainage work to tracks can be carried out in incremental stages to minimise training disruptions • Reintroduction of valid stable leases will ensure tenants are more accountable



Shape Your future



Elwick	<p>Use summary:</p> <p>Thoroughbred race days: 23</p> <p>Harness race days: 34</p> <p>Greyhound race days: 52</p> <p>Thoroughbred trial days: 25</p> <p>Harness trial days: 28-30</p> <p>Greyhound trial days: 104</p>
Issues:	<ul style="list-style-type: none"> • Configuration of race day stalls does not align with participant needs or encourage public viewing of horses on race day • Harness track lighting requires upgrade • Greyhound track lighting requires upgrade • Greyhound irrigation system needs upgrading • Dedicated owners facilities could be improved • Telecommunications infrastructure not High Definition compliant. • Day stalls due for resurfacing (sealed) • Day stalls need rubber matting installed • Harness track due for renovation • Greyhound lure system becoming difficult to maintain • Lack of live hosting infrastructure for greyhounds



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

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:



Elwick (Continued)


Priority remedies:	<ol style="list-style-type: none"> 1. Reconfiguration of race day stalls. c\$0.35m 2. Change greyhound lure system c\$0.25m 3. Harness lighting upgrade. c\$0.17m 4. Greyhound light upgrade c\$0.15m 5. Greyhound irrigation upgrade c\$0.08m 6. Upgrade telecommunications infrastructure to be HD complaint. c\$0.065m 7. Install underground infrastructure for live hosting for greyhound racing for towers to greyhound building c\$0.020
Rationale/risks:	<ul style="list-style-type: none"> • Race day stripping stalls requires updating and reconfiguration to meet the requirements of owners & trainers • Upgrade of lure system required to stay abreast of industry requirements • Upgrade of other infrastructure to meet the requirements of the business while maintaining a proactive approach to infrastructure maintenance
Considerations:	<ul style="list-style-type: none"> • Timing of upgrading race day stalls while meeting the demands for racing. Work can be done in stages • Upgrade to greyhound lure system will present challenges relating to timing



Shape Your Future



<h2>Spreyton</h2>	<p>Use summary:</p> <p>Thoroughbred race days: 18 Thoroughbred trial days: 14 Thoroughbred training days: 364 Stables: Thoroughbred</p>
<p>Issues:</p>	<ul style="list-style-type: none"> • Race day operations building requires expansion and upgrade • Owner/trainer race day facilities require upgrade and expansion • On-course stables require upgrade • Female jockey facilities are insufficient • Supply of on-course stabling does not meet demand • Installation of additional CCTV for security • Lack of ancillary training infrastructure eg no proper pool/walkers/treadmills • Internal roads need upgrading • Public facilities need modernisation • Race day stalls areas undercover • Manual irrigation to lawns is labour intensive • Upgrade of toilet block on back lawn • Members carpark requires upgrade • Lack of carparking space available • Renovation of Tapeta surface



Shape Your Future

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

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

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

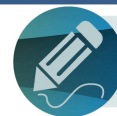
If not, why not? (You might also wish to provide an alternative order of the priority remedies listed).

Other suggestions:



Spreyton (Continued)

Priority remedies:	<ol style="list-style-type: none"> 1. Upgrade main amenities building (Stewards room/DRC offices & committee room, jockeys rooms, to incorporate owner/trainer facility c\$1m 2. Upgrade the equine pool c\$0.5m 3. Resurface members carpark c\$0.15m 4. Resurface internal roads c\$0.1m 5. Stable upgrade/build c\$0.35m per block of 14. 6. Install additional CCTV c\$0.05m 7. Replace birdcage speakers c\$0.01m 8. Cover over walk way in stall areas c\$0.15m 9. Increase carparking space c\$0.2m 10. Irrigation installed to lawn areas c\$0.01m 11. Renovation of tapeta surface
Rationale/risks:	<ul style="list-style-type: none"> • Upgrade of other infrastructure to meet the requirements of the industry while maintaining a proactive approach to infrastructure maintenance • Expanded training opportunities • Improved owner experience • Delivery of enhanced , safe and unbiased racing surface
Considerations:	<ul style="list-style-type: none"> • Requirement for correct master planning with potential relocation of harness & greyhound racing to Spreyton



Shape Your Future



<h2>Mowbray</h2>	<p>Use summary:</p> <p>Thoroughbred race days: 25 Harness race days: 28 Greyhound race days: 54 Greyhound trial days: 104 Greyhound training days: 104</p>
<p>Issues:</p>	<ul style="list-style-type: none"> • Security concerns • Harness track draining poorly • Harness track renovation • Owner/trainer facilities in need of upgrade • Aging lights tower (all three codes) • Greyhound kennels air conditioning needs repair • Refurbishment of Thoroughbred track • Mounting yard and surrounds in need of upgrade • Outdated track rating system • Internal roads in need of upgrade • Boundary fencing in need of upgrade • Presentation of external areas (landscape) can be improved • Kitchen equipment potentially needing upgrade • Lack of fibre optic cable inlets to control room
<p>Priority remedies:</p>	<ol style="list-style-type: none"> 1. Installation of securing fencing & gates c\$0.05m 2. Upgrade harness track c\$0.4m 3. Upgrade of internal roads c\$0.1m 4. Float carpark upgrade c\$0.15m 5. Greyhound kennels air conditioning repair c\$0.018m 6. Refurbishment of Thoroughbred track c\$2.5m 7. Mounting Yard upgrade c\$0.4m 8. Light upgrades – all three codes c\$0.3m 9. Landscape upgrades c\$0.1m



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 thoroughbred trials? Y/N**
- Are you a user of Mowbray for harness trials? Y/N**
- Are you a user of Mowbray for greyhound trials? 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:



Mowbray (Continued)

Rationale/risks:

- Facilities at Mowbray are aging and at risk of not meeting customer expectations
- Site security is a major concern with ongoing vandalism and break ins

Considerations:


- Resurfacing of the Thoroughbred track in the future. This will depend on how the track develops & reacts to increased maintenance over the next 12 months
- Timing relating to upgrading the harness track. Work to the surface will likely result in some loss of race meetings



Shape Your Future



Longford	<p>Use summary:</p> <p>Thoroughbred races: 1 Thoroughbred Trials: 18 Thoroughbred training days: 364 Stables: Thoroughbred</p>
Issues:	<ul style="list-style-type: none"> • Turf track drainage in need of expansion and upgrade • Equine Pool in need of upgrade • Lack of 800m trial start • On-course stabling in need of upgrade – structural, electrical, drainage • On-course training facilities require expansion • Race day infrastructure (for x1 race day) requires upgrade (including steward’s towers, photo finish tower, jockey and officials facilities, car parking) • Sand track drainage in need of upgrade
Priority remedies:	<ol style="list-style-type: none"> 1. Track drainage upgrades c\$0.4m 2. Upgrade equine pool c\$0.2m 3. Construct new 800m chute c\$0.4m 4. On-course stabling repairs c\$0.2m 5. On-course training facility expansion c\$1.0m
Rationale/risks:	<ul style="list-style-type: none"> • Turf and sand surface performance is not aligned to expectations and presents risk of lost training days.
Considerations:	<ul style="list-style-type: none"> • Timing of upgrade to Thoroughbred track drainage • What portion of the Thoroughbred track drainage will be installed


Shape Your future

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

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

Are you a user of Longford for thoroughbred 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:



<h2>Carrick</h2>	<p>Use summary:</p> <p>Harness race days: 3 Harness training: 365 Harness trial days: 28</p>
<p>Issues:</p>	<ul style="list-style-type: none"> • Racing infrastructure outdated (eg. steward's towers, drivers facilities, stewards facilities, Urine & swab box) • Stripping stalls in need of upgrade • Limited security • Water truck in poor working condition • Public facilities (grandstand can't be used, public amenities in need of upgrade) • Boundary/track fencing in need of upgrade • Lack of security for stored machinery/safe storage on race days • Lack of fibre optic cable to front & back camera towers • Track maintenance workshop in inconvenient location • Overgrown trees around speedway • Stewards towers/camera towers in need of upgrade


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:



Carrick (Continued)

Priority remedies:	<ol style="list-style-type: none"> 1. Stripping stalls upgrade c\$0.2m 2. Purchase new water truck c\$0.2m 3. Install fibre optic cable for cameras c\$0.02 4. Track fencing c\$0.22m 5. Lockable compound near back training tracks c\$0.10 6. Install CCTV to watch stall/trackwork areas c\$0.02 7. Relocate workshop c\$0.05 8. New fence around main track c\$0.03m 9. Admin/driver rooms upgrade c\$0.05m 10. New seating in front of grandstand/ledger area c\$0.01 11. Upgrade toilet facilities (incl disabled) c\$0.2m 12. Replace grand stand access stairs c\$0.1m
Rationale/risks:	<ul style="list-style-type: none"> • Need to ensure all facilities are compliant and meet racing/customer expectations. • Venue infrastructure is mostly outdated whereby the maintenance costs are rising
Considerations:	<ul style="list-style-type: none"> • There will be a difference between delivering compliance and appropriate facilities for training/trials vs maintaining a racing venue.



Shape Your future



Greyhound Adoption Centre

Issues:	<ul style="list-style-type: none"> • Construction of an admin block / visitor centre (including staff room and toilets) • New kennel block • Upgrade entry sign • Car park redevelopment • Upgraded boundary fencing • Repair and upgrade to existing kennels (roof, paint, aircon, etc) • Repair and upgrade to cattery (caretaker cat area and the GAP cat area) • Improved facility drainage • Repairs and upgrade of the Caretaker's house
Priorities:	<ol style="list-style-type: none"> 1. Construction of an admin block / visitor centre (including staff room and toilets) c\$0.2m 2. New kennel block c\$0.1m 3. Upgrade carpark c\$0.05m 4. New (bigger) sign C\$0.02m
Rationale/risks:	<ul style="list-style-type: none"> • Requirement to rehome as many greyhounds as facility capacity permits • To provide a safe & amicable working environment for employees • To provide a positive experience for the general public
Considerations:	<ul style="list-style-type: none"> • Timing of upgrades • Capital budget allocation • Government/Local Council approval process



Shape Your future

Have you got any comments or suggestions regarding this facility?



North West Tracks Project

Issues:	<ul style="list-style-type: none"> • Replacement of Devonport Showgrounds Harness and Greyhound tracks with a new facility • Determining the most cost effective outcome while considering the redevelopment of Spreyton v's a new greenfield site • Operational considerations of all three codes at Spreyton v's a new greenfield site
Priorities:	<ol style="list-style-type: none"> 1. Construction of a facility c\$12m - \$15m 2. To identify a site as soon as possible 3. To settle on track designs acceptable to both racing codes
Rationale/risks:	<ul style="list-style-type: none"> • Continued support of racing on North West Coast • Increase training opportunities on North West Coast • Deliver greyhound night racing opportunity
Considerations:	<ul style="list-style-type: none"> • Location • Government/Local Council planning approval process • Engagement of industry experts throughout the development process • Further industry consultation



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 Wednesday, 3rd March 2021.

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:

admin@tasracing.com.au

If you have any questions about this consultation document, please call Ricky Aitken on 0447212970.

