



FIVE YEAR STRATEGIC PLAN
Industry Consultation Paper

MARCH 2021

Five year strategic plan – we want your feedback.

During late 2020, Tasracing committed to delivering a Infrastructure Review for industry consultation and feedback. We believe that it is also timely to seek consultation and feedback on the strategic plan as it has been 5 years since the release of 2020 and Beyond.

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%.

2020 and Beyond helped shape the current Tasracing strategic plan, a copy of the updated 2020 version of this plan is available on our website. The key pillars of this plan were Invest, Innovate and Differentiate and identified a number of objectives and initiatives that were to build industry confidence, expand and leverage our digital assets and reach to grow revenue.

It also addressed infrastructure with the development of an initial 5 year plan Infrastructure plan which has culminated in the Elwick track redevelopment.

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”



Five year strategic plan – we want your feedback.

Tasracing has been focussed on achieving sustainability and stability and through this create an environment that sets a solid platform for growth.

As such it is now appropriate that we reset both plans and turn our mind to the future racing 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 strategic and infrastructure plan – one which will provide the foundation for the growth of racing into the future.

This document is divided into two sections. The first covers key questions and objectives regarding Tasracing and the Industry's strategic direction and long term vision. The second covers key infrastructure issues by venue.

The outcomes of the responses and submissions we receive 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 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



Consultation Process

This industry consultation paper provides industry stakeholders with the opportunity to shape the future of racing in Tasmania.

Tasracing's consultation process is described as:

- The sharing of relevant information about matters affecting stakeholders.
- Stakeholders being given reasonable opportunity to express their views and raise issues.
- The views of stakeholders being taken into account during the decision process.
- Stakeholder being advised of decisions in a timely manner.

The timetable for the consultation process is:

- Release of Consultation paper: **9th March 2021**
- Written Submissions close: **9th April 2021**
- Aggregation of Feedback Round 1
- Stakeholder Consultations and Forums: **April / May 2021**
- Aggregation of Feedback Round 2
- Stakeholder Forums Round 2: **May / June 2021**
- Finalisation of Feedback
- Release of Final document: **1 July 2021**



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 main involvement with racing is, and which racing code are you involved in?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	4. Breeder			
	Other – Please specify			
Do you have a secondary involvement?	1. Trainer			
	2. Owner			
	3. Jockey/Driver			
	4. Breeder			
	Other – Please specify			

Thank you.



How to use the Strategic Objectives and Vision section of this document:

On the following pages we have outlined key areas where we would appreciate Industry comment.

For each area we have highlighted issues and key questions to encourage comments. We have provided space on each page for your comments however feel free to add additional pages if required.

At the end of the section we encourage you to consider what other key areas should be addressed and what comments you have on these.

Instructions for providing feedback to us:

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- 3) Send us an email with your responses in the body of the email.



Strategic Objectives and Vision

Vision - The direction we take in order to achieve our long term goals for the Industry.

Issues:

- What do you see as the top 4 key strategic issues that need to be addressed?
- Why do you see these as the top 4 strategic issues?
- How should we define success for the Industry?
- How do we measure success for the industry?
- What do you see as Tasracing and the Industry's top three long term goals?



Strategic Objectives and Vision - Stakes

With the recent stakes increases, Tasmanian stakes now compare reasonably with Interstate benchmarks.

Issues:

- What is the appropriate base stakes level for Tasmania to be competitive and sustainable?
- What level should we be comparing ourselves to on the mainland. (Country, Provincial or Metro or a combination in which states)?
- Should prizemoney be reallocated to allow payment of all runners?
- Should base stakes be reallocated to develop a feature race program that has prizemoney sufficient to attract high quality runners from the mainland?
- Should we cap stakes and subsidise participant operational costs instead (e.g. insurance, free nominations, reduced license fees etc)?



Strategic Objectives and Vision - Stakes

With the recent stakes increases, Tasmanian stakes now compare reasonably with Interstate benchmarks.

Issues:

- How do we use stakes to incentivise ownership?
- How effective do you think this would be in attracting new owners?
- Should Tasracing now focus less on stakes growth and more on improving infrastructure?



Strategic Objectives and Vision – Code Funding

Currently each code receives the same percentage increase when code funding is increased.

Issues:

- Should the current Code funding model be significantly changed and why should it be changed?
- If so, what should the change be based upon?
- Should funding for any one code be increased at the cost of reducing funding for other codes?
- What should be included in determining a Code's Funding? (For example travel subsidies, insurance amounts, maintenance costs)



Shape Your Future



Strategic Objectives and Vision - Marketing

Marketing resources are used to promote Tasmanian wagering product to wagering customers across Australia for race field fee revenue and to promote local racing events to potential patrons.

Issues:

- Should Tasracing allocate potential stakes money to increase Club support (this is over and above the current funding of \$1.3m)?
- Do you think there should be more marketing for Club events? What form should this take? (At present \$490k is spent annually on marketing Club events.)
- Should all three codes be marketed together or are the codes aimed at different audiences and target demographics?
- What type and level of services should be provided by Tasracing to the Clubs?



Shape Your Future



Strategic Objectives and Vision - Marketing

Marketing resources are used to promote Tasmanian wagering product to wagering customers across Australia for race field fee revenue and to promote local racing events to potential patrons

Issues:

- Race field fees of over \$16m pa are supported by the digital assets including form, commentary and Tasracing TV. What level of digital asset marketing would you think reasonable to promote growth in Race Field Fees? (At present \$200k is expended directly on digital asset marketing.)
- Digital assets are currently provided free to encourage Race Field Fee growth. A 10% increase in Race Field Fees is worth around \$1.5-2.0m per annum. Should some of those assets be charged for?
- What marketing could we do to increase ownership?



Shape Your Future



Strategic Objectives and Vision – Animal Welfare

Racing only exists with the support of the general public. Without this “social license” racing could be banned or lose all government support. Animal welfare issues are critical to this social license.

Issues:

- What responsibility should be held by GAP? Should it be the primary rehoming resource? Should there be many organisations doing rehoming but GAP sets the rehoming standard?
- What responsibility should be held by the Off The Track program? Should it set the equine welfare standard?
- Should Tasracing financially support other rehoming operations (non GAP or OTT entities)?
- What level of responsibility should Tasracing take on for equine rehoming? Should it take ownership of animals, retrain and rehome or fund and support these operations?



Shape Your future



Strategic Objectives and Vision – Animal Welfare

Racing only exists with the support of the general public. Without this “social license” racing could be banned or lose all government support. Animal welfare issues are critical to this social license.

Issues:

- Should rehoming responsibility continue after adoption? Should there be a followup for greyhound and equine to keep track of animals 6 to 12 months after rehoming? Should it continue for the life of the animal?
- Should Tasracing allocate funding to develop a retraining program?
- Should Tasracing allocate funding to develop retirement facilities for equines?
- What level of responsibility, if any, rests with breeders for equine and greyhound welfare?



Shape Your Future



Strategic Objectives and Vision - Breeding

The Tasmanian breeding industry provides an important source of racing animals to support the local industry as well as generating economic contributions to the state.

Issues:

- What do you think is meant by “responsible breeding”?
- Recognising that locally bred animals are an important source of stock for local racing while at the same time oversupply creates significant welfare issues, do you have a view on how many animals should be bred locally for each code? Are current levels acceptable? Would more or less be preferred?
- Do you have any views on the appropriateness or not of the current breeding incentives? What changes, if any, would you recommend and why? Should more or less stakes money be allocated to Breeding incentives?



Shape Your Future



Strategic Objectives and Vision - Breeding

The Tasmanian breeding industry provides an important source of racing animals to support the local industry as well as generating economic contributions to the state.

Issues:

- Most existing incentive schemes are focused on rewarding locally bred winners. Should incentives be aimed at breeding participating animals rather than just winners?
- If we do incentivize breeding should we target owners or breeders?



Shape Your Future



Strategic Objectives and Vision – Other Issues

Are there any other issues relevant to strategic direction and vision that should be addressed.

Issues:

-
-
-
-
-



Shape Your Future



Five year infrastructure plan

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.

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.



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.

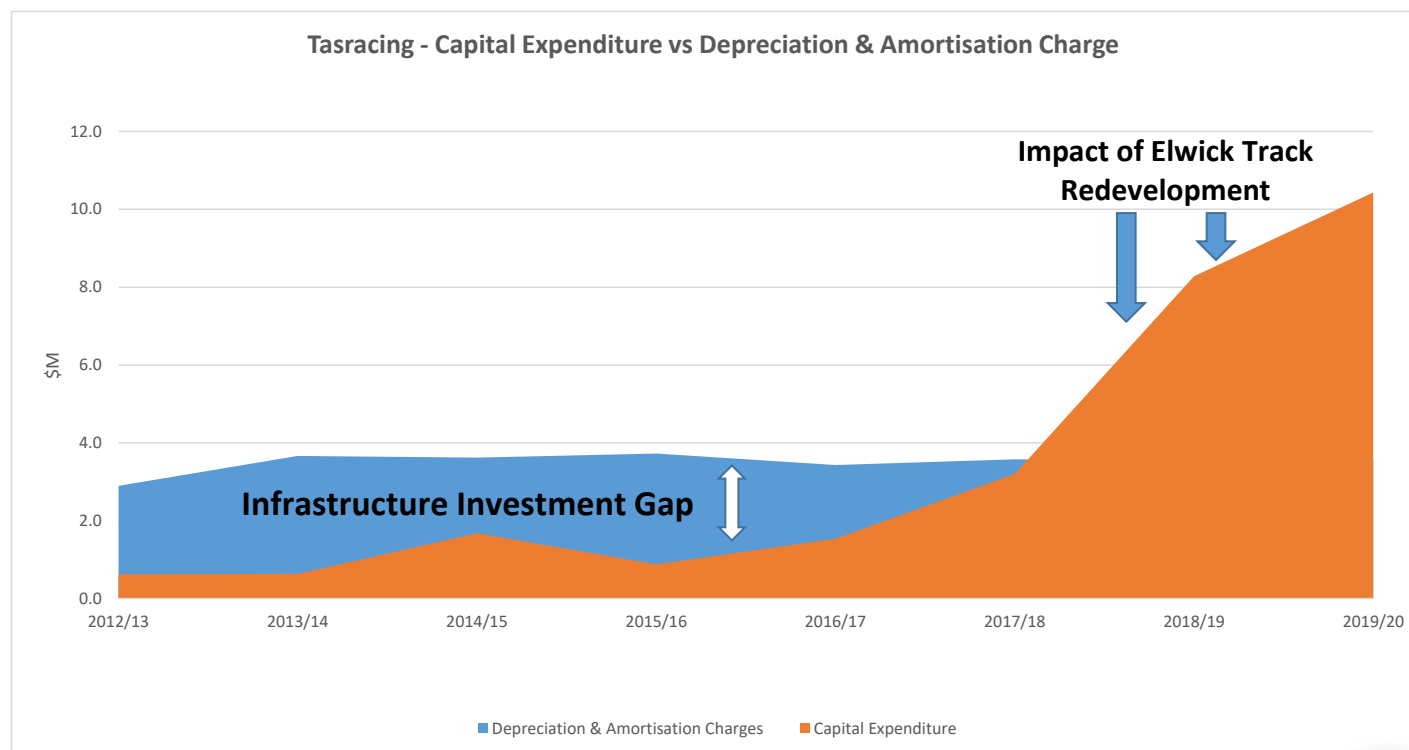
Best practice procurement processes:

- 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.



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.



How to use the Infrastructure section of 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?

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Brighton	Use summary: Greyhound trial days: 104 Thoroughbred training days: 365 Harness training days: 365 Greyhound training days: 365 Stables: Thoroughbred and harness Equine Pool: 365 use days
Issues:	<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
Priority remedies:	<ol style="list-style-type: none"> 1. Upgrade road, carpark & drainage adjacent to stable blocks c\$0.3m 2. Plastic running rail required for thoroughbred track c\$0.02m 3. Rebuild bullring c\$0.1m 4. Horse manure pits c\$0.2m 5. Install drainage in Thoroughbred sand training track c\$0.4m 6. Upgrade stripping stalls area c\$0.2m 7. 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"> 8. Install drainage in harness track c\$0.3m 9. Water truck for harness tracks required c\$0.05m 10. Greyhound road upgrade (sealed/drainage)c\$0.07m 11. 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

Use summary:

Thoroughbred race days:	23
Harness race days:	34
Greyhound race days:	52
Thoroughbred trial days:	25
Harness trial days:	28-30
Greyhound trial days:	104

Issues:

- 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\$0.020m
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



Spreyton

Use summary:

Thoroughbred race days:	18
Thoroughbred trial days:	14
Thoroughbred training days:	364
Stables:	Thoroughbred

Issues:

- 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:

1. Upgrade main amenities building (Stewards room/DRC offices & committee room, jockeys rooms, to incorporate owner/trainer facility c\$1m
2. Install additional CCTV c\$0.05m
3. Upgrade the equine pool c\$0.5m
4. Resurface members carpark c\$0.15m
5. Resurface internal roads c\$0.1m
6. Stable upgrade/build c\$0.35m per block of 14.
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:

- 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:

- Requirement for correct master planning with potential relocation of harness & greyhound racing to Spreyton



Shape Your future



Mowbray	Use summary: Thoroughbred race days: 25 Harness race days: 28 Greyhound race days: 54 Greyhound trial days: 104 Greyhound training days: 104
Issues:	<ul style="list-style-type: none"> • Security concerns • Harness track draining poorly • Harness track renovation • Greyhound track upgrade • 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
Priority remedies:	<ol style="list-style-type: none"> 1. Installation of securing fencing & gates c\$0.05m 2. Mounting Yard upgrade c\$0.4m 3. Upgrade harness track c\$1.0m 4. Upgrade greyhound track c\$1.0m 5. Upgrade of internal roads c\$0.1m 6. Float carpark upgrade c\$0.15m 7. Greyhound kennels air conditioning repair c\$0.018m 8. Refurbishment of Thoroughbred track c\$2.5m 9. Light upgrades – all three codes c\$0.3m 10. 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</p> <p>Thoroughbred Trials: 18</p> <p>Thoroughbred training days: 364</p> <p>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:



Carrick	<p>Use summary:</p> <p>Harness race days: 3</p> <p>Harness training: 365</p> <p>Harness trial days: 28</p>
Issues:	<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\$0.02m 4. Track fencing c\$0.22m 5. Lockable compound near back training tracks c\$0.10m 6. Install CCTV to watch stall/trackwork areas c\$0.02m 7. Relocate workshop c\$0.05m 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\$0.01m 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.





Please note, Tasracing will accept initial Round 1 feedback up to 5.00pm on Friday, 9th April 2021.

Feedback contact details:

Mail:

Tasracing
PO Box 730
Glenorchy Tasmania 7010

Email:

admin@tasracing.com.au

We appreciate your input into our Strategic and Infrastructure plans for the future of racing in Tasmania.

