

# Project Stamina: Terms of Reference

## Project Stamina: Unified infrastructure, funding and efficiencies Masterplan for New Zealand Racing

**Date:** December 2025

**Status:** Release to Clubs and Recognised Industry Organisations

### Introduction

Project Stamina aims to consolidate consultancy outputs, venue assessments, and strategic reviews into a unified, future-focused Masterplan for New Zealand's equine racing infrastructure. The plan will serve as the single source of truth to guide long-term investment, development, and rationalisation across both Harness and Thoroughbred racing codes. This is a pivotal opportunity to shift from reactive maintenance to strategic modernisation.

### Why This Matters

The Power of Shared Vision: New Zealand's racing industry must act decisively at this critical crossroads.

Infrastructure decisions have historically been fragmented and reactive. A collaborative approach provides National efficiency, smarter capital allocation, improved funding outcomes, futureproofing and sustainability.

### Purpose

The purpose of Project Stamina is to work with the appointed **independent Consultant** to deliver a unified, future-focused infrastructure masterplan for New Zealand's Harness and Thoroughbred racing industries.

The independent Consultant, with assistance from strategic industry representatives, will consolidate previous consultancy outputs, venue assessments, and strategic reviews into a **single, authoritative roadmap** that guides long-term investment, development, and rationalisation of racing infrastructure.

This project represents a pivotal opportunity to shift from reactive maintenance to strategic modernisation and create a *One Equine Vision*.

### Background

New Zealand's racing industry is at a crossroads. Infrastructure decision-making has historically been fragmented and reactive. This project aims to deliver:

- **National Efficiency** – Shared-use hubs and regional centres of excellence to reduce duplication and improve geographic access.
- **Smarter Capital Allocation** – A coordinated, long-term investment strategy.
- **Improved Funding Outcomes** – A compelling case for public and co-investment.
- **Futureproofing** – Integrating climate resilience, biosecurity, and digital readiness.
- **Sustainability** – Environmentally responsible construction methodologies.

## Key Objectives

Establish a Tiered Infrastructure Hierarchy of racing venues against an agreed matrix of performance and funding to deliver a calendar that maximises the commercial opportunities within the racing calendar thus ensuring the financial sustainability of the racing codes:

- Tier 1: Metropolitan
- Tier 2: Regional
- Tier 3: Community

As part of the evaluation and discovery of options it is expected that reports utilise evidence to support recommendations. The following sequencing is proposed:

- **Consolidate Industry Intelligence** – Integrate previous reports (e.g., Messara Review, Directions Paper, Venue Plan).
- **Develop a Phased Infrastructure Roadmap** – Align with racing demand, community needs, and growth potential.
- **Define Timelines & Transition Pathways** – For redevelopment, consolidation, or repurposing.
- **Design Funding Pathways** – Including industry levies, government grants, and joint ventures.
- **Model Return on Investment (ROI) & Risk** – At regional and project levels.
- **Embed the “One Equine Vision”** – Foster unity between Thoroughbred and Harness racing codes.

## Scope of Work

The scope will include, but is not limited to:

- **Data Aggregation & Review** – Integration of all past consultant reports and venue usage data. TAB NZ and the codes commit to providing suitable base information to minimise the costs in this discovery phase.
- **Site Validation & Field Assessments** – Targeted audits of key venues.
- **Usage Mapping & Demand Forecasting** – Racing, trials, training, and community utilisation. See data aggregation and review point.
- **Costing Framework** – Capex/Opex modelling for closures, redevelopments, and new builds.
- **Scenario Modelling & Network Design** – three viable infrastructure network scenarios.
- **Stakeholder Engagement** – Workshops, feedback loops, and change navigation. Prompt engagement plan delivery as a vital foundation to the project to foster collaboration and efficiency of stakeholder support networks.
- **Funding Strategy & Tranche Model** – Prioritised by ROI and readiness.
- **Shared Services Opportunities** – Identify synergies in technology, processes, and people.
- **Engagement with Local Authorities** regarding planning, zoning, climate resilience, regional development funding etc. which could influence recommendations

## Deliverables

The final outputs are expected to be **visually engaging, digitally interactive, and user-friendly**, including:

- Interactive Venue Map
- Venue Intelligence Dossiers
- Regional Infrastructure Snapshots

- Prioritisation Matrix
- Funding Tranche Model
- Phased Implementation Roadmap
- Monitoring & Performance Dashboard
- Stakeholder Communications Toolkit

## Timeline

- **Phase 1:** Consultant Appointment – Month 1
- **Phase 2:** Discovery & Audit – Months 1–2
- **Phase 3:** Scenario Modelling – Months 2–3
- **Phase 4:** Stakeholder Testing – Month 3
- **Phase 5:** Final Masterplan Delivery – Months 4–6

## Budget Guidance

Additional consultants could be invited to participate and their fees for doing so negotiated. Harness Racing NZ (HRNZ), NZ Thoroughbred Racing (NZTR) and TAB NZ preference is for this engagement to be on an open-book pass on basis.

The project is about organising current thinking and providing insights and suggestions. Project Stamina is expected to leverage existing materials and data so should not require extensive primary research.

## Resources

The independent consultant will have access to all reports that have been done over the past decade. Consultants already engaged by NZTR are briefed and ready to cooperate

## Governance & Decision-Making

A **cross-code group** comprising representatives from HRNZ, NZTR, and TAB NZ will oversee Project Stamina.

Recommendations are to be jointly signed off by HRNZ, NZTR and TAB NZ on behalf of the NZ racing industry. Through these recommendations, the industry will unite around a shared objective: building a cohesive framework of principle-based priorities that will shape a sustainable future.

## Ownership

All intellectual property developed during this project will vest jointly in HRNZ, NZTR and TAB NZ.