



13 December 2019

Contact for Apologies: General Manager

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File Ref: GOV9.14.041

Dear Board Member

NOTICE OF MEETING

Notice is hereby given pursuant to the Victor Harbor Horse Tram Authority Charter and Section 87(4) of the Local Government Act, 1999, as amended that a meeting for the **Victor Harbor Horse Tram Authority** has been called for:-

DATE: Tuesday, 17 December 2019

TIME: 3:00pm

PLACE: Encounter Room, Civic Centre, 1 Bay Road, Victor Harbor

Please find enclosed a copy of the Agenda for the meeting.

Yours faithfully

A handwritten signature in black ink that reads "Megan Whibley". The signature is written in a cursive style.

Megan Whibley

General Manager

Victor Harbor Horse Tram Authority

Please be advised that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.



1. Open Meeting/Welcome

2. Attendance

Paul Brown (Chair)
 Cr Carol Schofield AM
 Nigel Catt
 Rachel Kennedy
 Natasha Hunt
 Megan Whibley (General Manager VHHTA)

Karen Rokicinski (Director Corporate and Customer Service CVH)
 Pauline Corcoran (Minute Secretary CVH)

3. Apologies

4. Minutes of Previous meeting

4.1	Minutes from the 12 November 2019 Board Meeting	3
4.2	Minutes from the 5 December 2019 Circular Resolution Meeting.....	7

5. Business Arising

5.1	Adjourned Item(s)	N/A
5.2	Work Program	9
5.3	Resolutions Register	12

6. General Manager Report

6.1	Operations Report	21
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7. Reports for Receiving and Noting only

7.1	Presentation of Revised Business Plan to Council	24
7.2	Achievements For First Six Months of the Authority Under New General Manager	26



8. Reports for Decision or Endorsement

8.1	Draft Sponsorship Packages	29
8.2	Reallocation of Capital Funds to Support Construction of Stable Facilities at Canton Place	49
8.3	First Quarter Financial Report 2019/20 – Profit and Loss Statement.....	59

9. Presentation(s)

Nil

10. Discussion Items – No decision(s)

11. Urgent Business without Notice

12. Confidential Reports

13. Next Meeting

18 February 2020, 3pm – Encounter Room

14. Meeting Close

Please be advised that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Tuesday 12 November 2019
Commencing at 1.00pm**



2. Present

Paul Brown (Chair)
Cr Carol Schofield AM
Nigel Catt
Rachel Kennedy
Natasha Hunt
Megan Whibley (General Manager Victor Harbor Horse Tram Authority)

In attendance
Karen Rokicinski (Director Corporate and Customer Service CVH)
Pauline Corcoran (Minute Secretary CVH)

Commencement

The meeting commenced at 1.03pm

3. Apologies

4. Minutes of the Previous Meeting

Moved: Nigel Catt
Seconded: Natasha Hunt

That the minutes of the previous Victor Harbor Horse Tram Authority meeting held on 15 October 2019, as per copies supplied to members, be adopted as a true and correct record of the meeting.

CARRIED

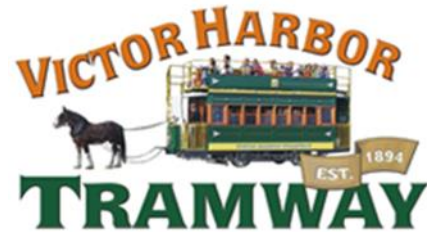
5. Business Arising

5.2 VHHTA122 Moved: Natasha Hunt
Seconded: Nigel Catt

CARRIED

That the Victor Harbor Tram Authority receive and note the Works Program report.

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Tuesday 12 November 2019
Commencing at 1.00pm**



5.3 VHHTA123 Moved: Nigel Catt
Seconded: Carol Schofield

CARRIED

That the Victor Harbor Tram Authority receive and note the Resolution Register report.

6. General Managers Reports

6.1 VHHTA124 Moved: Natasha Hunt
Seconded: Nigel Catt

That the Victor Harbor Horse Tram Authority receive and note the General Manager Operations Report.

CARRIED

7. Reports for Decision or Endorsement

7.1 VHHTA125 Moved: Nigel Catt
Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Annual Report 2018/19.

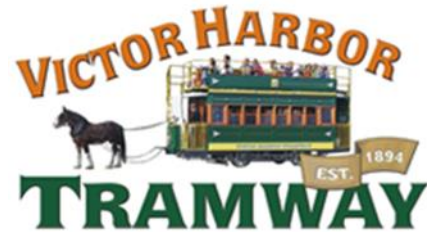
2. CARRIED

VHHTA1126 Moved: Natasha Hunt
Seconded: Nigel Catt

3. That Victor Harbor Horse Tram Authority Board endorse the Draft Annual Report for 2018/19.

CARRIED

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Tuesday 12 November 2019
Commencing at 1.00pm**



7.2 VHHTA127 Moved: Carol Schofield
Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Business Plan 2019-2021.
2. That the Victor Harbor Horse Tram Authority Board endorse the Draft Business Plan 2019-2021 and provide the plan to City of Victor Harbor.

CARRIED

7.3 VHHTA128 Moved: Natasha Hunt
Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority Board endorse the 2020 Board Meeting dates as listed in the report below with Informal Gatherings to occur on the third Tuesday of alternate months, or as otherwise agreed.

CARRIED

7.4 VHHTA129 Moved: Carol Schofield
Seconded: Natasha Hunt

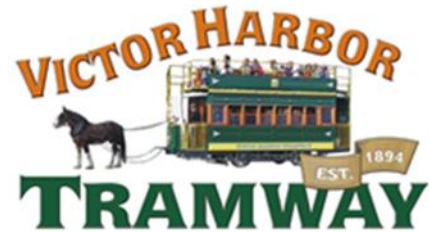
1. That the Victor Harbor Horse Tram Authority Board receive and note the report on Proposed Price Change for Victor Harbor Horse Tram Annual Membership Passes.
2. That the Victor Harbor Horse Tram Authority Board endorse the proposed price change for Victor Harbor Horse Tram Annual Membership passes, as detailed in this report.

CARRIED

8. Presentation(s)

Nil

Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Tuesday 12 November 2019
Commencing at 1.00pm



9. Discussion Items – No Decision(s)

Tuesday 17 December 2019 – at Tram Office 5pm

10. Urgent Business without Notice

Survey update – 80 responses. Overwhelming positive. Three designs. Existing logo favourite. Rachel.

Coin machine. Carol. More research.

Raffle for a Christmas prize.

11. Confidential Reports

Nil

12. Next meeting

17 December 2019, 3pm

13. Meeting Closed

2.02 pm

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Thursday 5 December 2019
Commencing at 10.30am (via circular resolution)**



On behalf of the General Manager, the Corporate and Customer Service Administration Officer of the City of Victor Harbor emailed to the Victor Harbor Horse Tram Authority Board Members on Wednesday 4 December 2019.

The purpose of the Circular Resolution Agenda was to seek (via circular resolution) the Board's decision relating to Proposed Capital Budget Bids to Council for 2020/21.

1. Present

Paul Brown (Chair) (via email)
Cr Carol Schofield AM (via email)
Nigel Catt (via email)
Rachel Kennedy (via email)
Natasha Hunt (via email)

Megan Whibley (General Manager VHHTA)

Karen Rokicinski (Director Corporate and Customer Service CVH)
Pauline Corcoran (Corporate and Customer Service Administration Officer CVH)

Immediately following the sending out of the Agenda by email, all Board Members were then contacted by email. The listing below details the results of those contacts:

Confirmed (5)
Board Members: Rachel Kennedy, Paul Brown, Nigel Catt, Natasha Hunt, Cr Carol Schofield

Therefore a quorum of 3 Board Members was achieved (via circular resolution)

2. Apologies

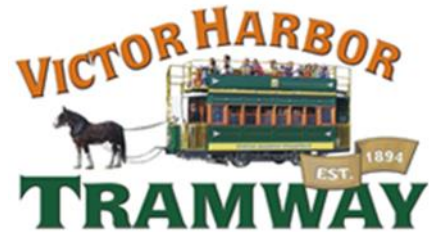
Not applicable (meeting was conducted via circular resolution)

3.1 - Report

Paul Brown, Nigel Catt, Rachel Kennedy, Natasha Hunt and Cr Carol Schofield AM attended the meeting via email, therefore a quorum was achieved (via circular resolution).

Paul Brown– voted in favour of the recommendation (via email)
Nigel Catt – voted in favour of the recommendation (via email)

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Thursday 5 December 2019
Commencing at 10.30am (via circular resolution)**



Rachel Kennedy – voted in favour of the recommendation (via email)
Natasha Hunt – voted in favour of the recommendation (via email)
Cr Carol Schofield AM - voted in favour of the recommendation (via email)

In accordance with the Victor Harbor Horse Tram Authority Code of Practice for Meeting procedures, if the majority of the Board Members vote in favour, the resolution/s will be a resolution of the Board and will be a valid and effective as if it had been passed at a meeting of the Board duly convened and held.

3.2 Circular Resolution

VHHTA130

1. That the Victor Harbor Horse Tram Authority Board receive and note the report on Proposed Capital Budget Bids to Council for 2020/21.
2. That the Victor Harbor Horse Tram Authority Board endorse the Proposed Capital Budget Bids for 2020/21 as detailed in this report, and provide these to Council for their consideration.

CARRIED (via circular resolution)

13. Meeting Closed

Not applicable (meeting was conducted via circular resolution)



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Work Program Update**

Report Number **5.2**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the Work Program Update.**
- 2. That the Board include outstanding items from the Work Program in their review of the VHHTA Business Plan 2019-21 to consolidate the direction of the Authority and streamline reporting so that it is against the current business plan.**

INFORMATION

Purpose

The purpose of this report is to provide the Board with an update on progress against the Work Program for the Victor Harbor Horse Tram and consolidate the remaining items into a review of the VHHTA Business Plan 2019-21.

Background

In late 2018, the Victor Harbor Horse Tram Authority Board established a work program to help progress operations of the new Authority in a planned and considered manner. The work program spans the period November 2018 – October 2020. The actions listed have been determined largely from the Charter and in consideration of the work required in the first six (6) months to establish the Authority and operations at the Victor Harbor Horse Tram.

Workshops, out-of-session feedback to the General Manager from Board members, and special meetings are utilised to progress action in relation to the work plan in a timely manner and meet key deadlines.

This work program is subject to review, additions, deletions and amendments, and remains a live document. For this reason, a regular report is provided to the Board to highlight progress against the actions. The work program is maintained by the General Manager and timelines adjusted according to need and circumstances, providing Board members with an accurate and up-to-date report on progress and future expectations.

Commentary

Progress against the work program is tracking well, with most items completed to end of November 2019.

In order to streamline reporting of Authority direction, it is recommended that this be the final works program update report, and that future reporting to the Board be in relation to progress against the current business plan.

Month	Action	Status
21 Dec 2018	Work Program and Resolution register Public Relation Tram No. 4 – Budget Bid – 2021/22 Media Services	Ongoing Ongoing November 2020 – has already been provided to Council administration October 2019 – to be discussed by Board at December 2019 Board meeting
17 September 2019	Risk Management Policy Asset Management Policy and Maintenance Program (includes Tram No. 4) Policy Adopt First Business Plan Environmental Protection Policy	Ongoing Complete - Adopted by Board Nov 2019. Taken to Council Nov 2019 and currently being reviewed with suggested changes by Council. To be developed

RISK ASSESSMENT

Governance – A number of items on the work program relate to the development of policies for the Authority. Until such time as the Authority endorses its own, City of Victor Harbor policies continue to be applied. The risk is assessed as **low**.

Socio Political, Community Issues / Reputation – There may be concern from within the Victor Harbor community if works determined to be important and included on the work program are not progressed. The majority of items have been completed on the work program to this point in the schedule. The risk is assessed as **low**.

Service Delivery – Completion of items as scheduled in the work program ensures that the Victor Harbor Horse Tram Authority is positioned well to improve patronage and the quality

of the horse tram service. The majority of items have been completed on the work program to this point in the schedule. The risk is assessed as **low**.

REFERENCES

Nil

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting this report.

The majority of tasks on the program will be undertaken by the General Manager Horse Tram Authority as scheduled and without requirement for additional funds. Where additional budget is required to achieve items on the work program, endorsement by the Horse Tram Authority Board or where applicable budget bids to Council, will be applied to individual items as required.

CONSULTATION

Nil



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Resolutions Register**

Report Number **5.3**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the Resolutions Register report.**
- 2. That with reference to minute VHHTA59 as detailed in this report, a review of the VHHTA the Code of Practice for Meeting Procedures be undertaken by the Board in the first quarter of 2020.**
- 3. That with reference to minute VHHTA39 as detailed in this report:**

the Victor Harbor Horse Tram Authority forms a working party as authorised under section 9 of the Charter consisting of the current Victor Harbor Horse Tram Authority Board, with the objective and terms of reference to;

-) Investigate and consider all alternative means of vehicle to pull the Horse Tram carriages, including electrical, tractor or vehicle (eg as held by the Port Elliot Museum), overseas options (France, European models).**
-) Investigate the costs and timing of introducing such a service.**

And that the working party report to the Board in due course with its results.

OR

this resolution be put on hold in light of the new causeway construction to ensure that investigations are suited to the design of the new causeway.

- 4. That with reference to minute VHHTA40 as detailed in this report regarding improvements to the Causeway Horse Tram Station, the matter be discontinued in light of the new causeway alignment and that the Authority work with DPTI and/or Council to ensure that the future design of any new facilities and infrastructure are suitable to the ongoing needs of the VHHTA.**
- 5. That with reference to minute VHHTA2018a as detailed in this report:**

this resolution regarding the purchase of a window monitor be put on hold until the future location of the Horse Tram office is determined in light of the new causeway alignment to ensure that equipment is suited to the future office location.

OR

that purchase of a window monitor/equipment is considered by the Board in the development of the 2020/21 VHHTA operating budget.

INFORMATION

Purpose

The purpose of this report is to review the resolutions register and determine the course of action for a number of outstanding items.

Background

The General Manager is to maintain a resolution register and to implement resolutions of the Board in a timely and efficient manner.

The resolutions report lists all the outstanding resolutions from previous meetings, with a progress note. Completed items are removed from the register for the following Board meeting to ensure that the list remains a current working document of resolutions that require action.

Commentary

The current Resolutions Register is provided at Attachment A.

RISK ASSESSMENT

Corporate Governance –The board must manage its governance risk of implementing decisions of the Board and associated actions as well as work as required by the Local Government Act 1999 Section 99(1)(a) and the Charter within approved budgets and required time frames. This report provides a mechanism for the Board to monitor progress of resolutions, work and actions and to manage the associated governance risk. The risk is assessed as *low*.

Socio Political, Community Issues / Reputation – There may be some concern from previous Horse Drawn Tram Committee members, Board members and the broader community if resolutions are not actioned in a timely manner or if the current Board determines to resolve contrary to an earlier resolution. The risk is assessed as *medium*.

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting this report.

The majority of tasks on the Resolutions Register will be undertaken by the General Manager Horse Tram Authority as scheduled and without requirement for additional funds. Where additional budget is required to achieve items on the resolutions register,

endorsement by the Horse Tram Authority Board, or where applicable, budget bids to Council, will be applied to individual items as required.



VHHTA – Resolutions Register – updated 13-Dec-19

*newest at top

Date	Minute Number	Resolution	Status/Update
		No actions from November meeting	
17 Sept 2019	VHHTA116	That the General Manager write to City of Victor Harbor on behalf of the Victor Harbor Horse Tram Authority seeking for financial information relevant to the Authority to be finalised into the Authority's accounting software to facilitate effective Board governance prior to the next Board meeting.	Complete
20 Aug 2019	VHHTA96	That the Victor Harbor Horse Tram Authority examine the policy associated with sales and Merchandise.	Ongoing
20 Aug 2019	VHHTA97	That the Victor Harbor Horse Tram Authority review the volunteer policy.	Ongoing
20 Aug 2019	VHHTA101	That the General Manager and Board Chair work with Suzi Prza on the draft Strategic Plan.	Completed
20 Aug 2019	VHHTA102	That the Victor Harbor Horse Tram Authority receive and note the Office Refurbishment and Stables Report and further discussion take place, including plans.	Ongoing - Refurbishment of the office not advancing as first reported (due to Causeway rebuild) and now one window replacement (endorsed by Board) has occurred so as to offer a customer service



Date	Minute Number	Resolution	Status/Update
			point on the tram office front. A report is provided in the December 2019 Board agenda to seek endorsement of the Board and then Council for reallocation of capital funds to develop the stable facility.
20 Aug 2019	VHHTA103	That the Victor Harbor Horse Tram Authority seek endorsement from the City of Victor Harbor to reallocate capital funds in their 19/20 capital budget to support an upgrade to the stables at Canton Place, facilitated by a scope reduction for the merchandise area redevelopment.	Ongoing - Capital funds reallocation endorsement is still being requested from the CVH to upgrade the stables at Canton place but with no other use of the funds for the merchandise area redevelopment now due to the uncertainty of the Tram office use going forward with the new causeway positioning.
18 June 2019	VHHTA82	<p>Grazing Land</p> <p>1. That the Victor Harbor Horse Tram Authority (VHHTA) write to the Chief Executive Officer of the City of Victor Harbor to seek approval to access the Council owned land outlined in Option 1 (known as Gillespie Land) as a short term grazing solution.</p>	Complete.



Date	Minute Number	Resolution	Status/Update
		2. The VHHTA request that the General Manager commence negotiations with SA Water to access land identified as Options 2 & 3 and report back to the Board.	In progress - Negotiations with SA Water are being undertaken by Council, as the party with current tenure arrangements with the property owner, to secure tenure/ownership.
4 April 2019	VHHTA59	Code of Practice for Meeting That the Victor Harbor Horse Tram Authority Board review the Code of Practice for Meeting Procedures	Workshop item, date to be scheduled.
12 Feb 2019	VHHTA39	Back up mechanical Tram That a "Committee" be formed in due course under the auspices of the Authority, as authorised under section 9 of the Charter, with the objective and terms of reference to; <ul style="list-style-type: none"> • Investigate and consider all alternative means of vehicle to pull the Horse Tram carriages, including electrical, tractor or vehicle (eg as held by the Port Elliot Museum), overseas options (France, European models). • Investigate the costs and timing of introducing such a service. The working Party is to report to the Board in due course with its results 	A proposal has been received through the Office of David Basham MP to reinstate the previous tractor train, operating services across the Causeway in lieu of Horse Tram. A mechanical audit of the vehicle has been undertaken and advice sought from the Vehicle Standards division of the Department Planning, Transport & Infrastructure, with regard to registration. A number of issues have been highlighted through this work,



Date	Minute Number	Resolution	Status/Update
			<p>advice has been provided back to the Office of David Basham.</p> <p>A recommendation to form this committee has been provided to the Board with this report (Dec 2019) with an alternative option to put the item on hold until the design of the new causeway is determined.</p>
12 Feb 2019	VHHTA40	<p>That a "Committee" be formed in due course under the auspices of the Authority, as authorised under section. 9 of the Charter, with the objective and terms of reference to;</p> <ul style="list-style-type: none"> • Consider the options available to improve the state and design of the Causeway Horse Tram Station, to; <p>) Improve its suitability as a station, both in regard to safety, loading and unloading procedures, and</p> <p>) Improve signage and ticketing facilities, and</p> <p>) Improve protection provided to passengers from bad weather, including rain, wind and sun.</p>	<p>A recommendation has been provided to the Board with this report (Dec 2019), to discontinue this project in light of new causeway alignment and construction and instead recommend involvement and influence in the design of new facilities/infrastructure for the Horse Tram.</p>
21 Dec 2018	VHHTA2018a	<p>Window Display at the Tram Office</p> <p>Action: Ms Victoria MacKirdy – Interim General Manager to organise implementation of a monitor utilising the three current videos of the Horse Drawn Tram to be displayed on the windows facing south of the causeway.</p>	<p>Quotation has been obtained.</p> <p>A recommendation to formally place this resolution on hold until the future of the Horse Tram Office is determined in light of</p>



Date	Minute Number	Resolution	Status/Update
			the realignment of the new causeway or to include in 2020/21 operating budget.
21 Dec 2018	VHHTA2018b	<p>Marketing</p> <p>Board Member Peter Lewis, marketing activity of Buy one Get one Free</p> <p>Chinese Incentive Group Proposal to be considered by the Board at the January 2019 Communications & Marketing Workshop.</p>	<p>Complete-The Board endorsed a new pricing structure which includes this concept in that 'kids ride free'.</p> <p>Complete - Per resolution at the April 2019 meeting additional information has been sought from Oceanic Victor to inform negotiations and the design of a profit and loss statement for the transportation of two large Chinese delegations in 2020.</p> <p>The Chinese Delegation has been booked for April and June 2020.</p>
21 Dec 18	VHHTA20	<p>Media Services</p> <p>1. That the Board receive and note the report on Media Services.</p>	



Date	Minute Number	Resolution	Status/Update
		2. That the Board include the preparation of a Marketing Plan for inclusion in the work program for February 2019	Complete – the finalisation of a marketing plan has been included in the VHHTA Business Plan 2019-21



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Meg Whibley**

Subject **Operations Report**

Report Number **6.1**

RECOMMENDATION

That the Victor Harbor Horse Tram Authority receive and note the Operations Report.

INFORMATION

Purpose

The purpose of this report is to provide an update from the General Manager to the Board, regarding Horse Tram operations.

Background

Whilst the following matters are operational and do not require endorsement by the Board, they are important in the early stages of establishing the Victor Harbor Horse Tram as an Authority and for this reason, an update is provided for Board information.

Commentary

Ticket Sales: Period 1 Nov 19 – 30 Nov 19

Year	2019	2018	2017	2016
Tickets sold	2125	3103	2400	2688
Revenue \$	\$25,581	\$29187	\$23208	\$24500
Days closed	11 full days 2 - ½ days	2	0	1
Rev Growth %	-14% on 2018	20% on 2017	-6% on 2016	

Ticket Sales: Period 1 Dec 19 – 10 Dec 19

Year	2019	2018	2017	2016
Tickets sold	881	809	781	883
Revenue \$	\$9974	\$7630	\$7990	\$8218
Days closed	2	1	0	0
Rev Growth %	23% on 2018	-15% on 2017	-16% on 2016	

December is starting out OK but still we have encountered 2 high wind day, which hopefully is the end of it.

Staff

- J The Enterprise Bargaining Agreement is out and going to the vote. The vote will be counted on 16.12.2019
- J Akubra hats for Staff look great, The owner of Mr Menswear approached me regarding a story by Akubra on the tram that might be featured in their advertising.
- J Staff / Board / Volunteers Xmas party on the 17 Dec 19 at the tram office for a BBQ and Drinks from 5pm with partners.
- J Discussions have been had with– one of our tram drivers in regards to helping with some Admin and therefore picking up a few more hours.

Trams

- J Tram no. 2 Needs new bearings – scheduled for 11 Dec 2019 -Verseng onto this.
- J Tram no. 3 –Safework SA have lifted the notice, so the tram has been back in work. All going well but it does seem to need some running in to get the tram wheels to centre.
- J Brakes on Tram no. 3 is halfway through having rod and nut replaced by Victor steel
- J Tram no. 1 to have all of the above done once we have 2 & 3 back in full operation.

Volunteers

- J Volunteer registrar is being developed.
- J Volunteer policy and Job descriptions being developed with Board member, Natasha Hunt's help.
- J Three new volunteers are being started, this will see help with maintenance and tram operations as they are trained.
- J Police checks will be introduced for all Volunteers and Staff over the next 2 months.

Horses:

- J Scotty will keep getting trained up until Christmas and then take a break.
- J All horses will be getting their shoes done before the busy Christmas period.
- J All training and fitness going well with the horses – The busy period after Christmas Day will test them and this will determine the number of trams and trips that occur.

SA Water Land

- J Awaiting SMT to update on their outcomes

Window has been put in at the tram office so setup of the merchandise area will occur and then practice with the window open and see how it works, from there a procedure will be developed.

Preliminary drawings have been done by Barefoot design of the platform on the Island so as to present with the budget bid. The drawings have been shared with the Board for their feedback.

A Meeting was held with the organisers of the Chinese group and the General Manager on Sunday 8 December 2019. This group will be visiting us in April 2020 where we are likely to see approx. 240 one way passengers for four days in a row.

What's coming up:

Information sessions have occurred for the public/stakeholders on the 9 Dec 2019 between 12-2pm and 5-7pm at the bowling club.

Arranged for the VHHTA Board and GM to present our revised Business Plan to the Elected members on the 18Feb 20 at 4.30pm.

Board Member Natasha Hunt and the GM have met and discussed how she can assist with the Facebook page and volunteer job descriptions etc.

Budget

Operational budget – Is being worked on.

Capital Budget

Budget Bid endorsed by the Board by Circular Resolution on the 5 Dec 2019 and it can now proceed to Council for consideration.

RISK ASSESSMENT

A risk assessment has not been undertaken as this operations report is provided to the Board for receiving and noting only.

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting the General Manager Operations Report.



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Presentation of Revised Business Plan to Council**

Report Number **7.1**

RECOMMENDATION

That the Board receive and note the Presentation of Revised Business Plan to Council report.

INFORMATION

Purpose

The purpose of this report is to provide an update to the Board regarding an upcoming presentation of the revised VHHTA business plan to Council.

Background

At the Council meeting of 25 November 2019, the Council were provided with the endorsed Victor Harbor Horse Tram Authority Business Plan 2019-21 (the Business Plan) for receiving and noting. In addition to receiving and noting the Business Plan, Council also resolved to provide feedback to the VHHTA requesting a revision of the business plan to include:

- J Identify strategies to increase the own source revenue
- J Increase public consultation on the Business Plan
- J Include a timeline for the delivery of the proposed strategies.

Commentary

Having circulated this feedback from Council to VHHTA Board members, further Board discussions to address this feedback have occurred at an informal gathering held on 2 December 2019. A revision (currently unendorsed) has been prepared in response to this feedback from Council.

Arrangement has been made for the VHHTA Board and General Manager to present to the Council on 18 February 2020 at 4.30pm on the endorsed business plan and draft revisions. The Board would then need to endorse any changes for them to be formally included in the VHHTA business plan, noting that this can occur at any time outside of the required annual review of the Plan, in accordance with the VHHTA Charter.

RISK ASSESSMENT

Information only – No risks have been assessed in relation to this report as it being provided for the information of Board members only.

REFERENCES

City of Victor Harbor, minutes of Council meeting held 25 November 2019

BUDGET IMPLICATIONS

There are no budget implications from receiving and noting this report. No additional funds are required.

CONSULTATION

City of Victor Harbor CEO, Victoria MacKirdy



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Achievements For First Six Months of the Authority Under New General Manager**

Report Number **7.2**

RECOMMENDATION

That the Victor Harbor Horse Tram Authority Board receive and note the Achievements For First Six Months of the Authority Under New General Manager report.

INFORMATION

Purpose

To provide a consolidated list of achievements made during the first six months of the Authority under the new General Manager.

Commentary

The following are a list of achievements of the Victor Harbor Horse Tram Authority for the six month period since the commencement of the new General Manager.

Staff

- J General Manager spent time with staff members on the ground learning their roles from the ground up. This includes working in the paddocks, with the horses and staff.
- J This knowledge has also provided the GM with opportunities for improvements in processes and savings on staff wages.
- J Horse Husbandry position filled with a shared position of two part-time staff members.
- J New Tram operator started in August 2019 ready for the busy summer months.
- J Roster changes which engage volunteers with the paddock clean up to save wages and trial the junior role.
- J Trialing the second staff member / volunteer travelling on the tram as a safety measure.
- J Timetable adjustments to reflect service demand and save wages
- J Enterprise Bargaining Agreement written, negotiated, and currently out to staff for their vote.
- J Junior Role being developed to encourage younger staff to get involved with the tram and start their journey as a potential Tram operator in the future. This also acts as a wage cost reduction going forward.
- J Monthly staff meetings are in place.
- J Open communication with Staff so as to understand their needs, operational requirements and taking on board their expertise in the industry

- J Giving the Coordinator some well-deserved leave.

Volunteers

- J Volunteer registrar is being developed.
- J Volunteer policy and Job descriptions being developed with Board member, Natasha Hunt's help.
- J Three new volunteers are being started, this will see help with maintenance and tram operations as they are trained.
- J Police checks will be introduced for all Volunteers and Staff over the next 2 months.

Marketing

- J *Back on Track event* – Advertising in The Times, Coast Lines, The Advertiser.
- J Horses Birthday in August – Celebrated with a horse birthday cake, trialed the Kids Ride Free promotion. Story was covered by the Advertiser and The times.
- J Ticket price change – Kids ride free, Adult price increase and the introduction of concession/student pricing, providing a great promotional opportunity with signage and customer word of mouth.
- J Meeting held with SATC and the Chair, Paul Brown, Board Member Rachel Kennedy and General Manager to work towards promotional opportunities that the VHHTA can be involved with.
- J Numerous radio interviews and local TV interviews, as well as a presentation to a local community group
- J Featured on *South Aussie with Cosi* with our Learner trainee Clydesdale, "Scotty"

Horses

- J Purchase of a new horse – Chester, 8 year old – Brother to Izzabella
- J Training schedule developed with the new Horse Husbandry position in place. Including cross-training and strengthening.
- J Grazing Land access at Gillespie – tidy up and spray schedule for fence lines put in place.
- J Fencing of Gillespie land to keep horses away from the exterior fence line that is along the side of the walking trail.
- J Liaison with Council staff in relation to the potential land purchase around Canton place for extra grazing land options.
- J Scotty's training is now well underway, including successful tram training.
- J Change of Farrier to keep costs from escalating – old farrier's price went up \$50 per horse.
- J Management of ongoing horse health issues requiring vet visits and procedures.

Trams

- J Brakes on all trams are set up now so they can be accessed easily when repairs are needed.
- J Brakes of all trams are in the process of having nuts and rods replaced.
- J Tram no. 3 has had new wheels which has then led to new bearings and alignment.
- J Tram no. 2 is getting new bearings at the moment.
- J Tram no. 1 is scheduled to have its bearings replaced.

- J Maintenance schedules are being developed for the trams going forward so as to maintain tram operational functionality as well as their outer appearance.

Tram office

- J Window replaced with one that opens to the public as a point of sale.
- J Spinning feed turn-style in the middle of the tram store room has been removed allowing significantly more room for equipment and storage cupboards.
- J Water delivery from Neverfail spring water has been cancelled and replaced with at Pura Tap water supply for the staff as a more cost-effective means of supplying staff with drinking water.
- J New fire extinguisher supplier for tram office, trams, ute and stabling areas.
- J Sign replacement at the front of the office to indicate the ticket sales area and pricing.
- J New clocks purchased and installed for the tram times.
- J Design and installation of sign with pictures of the horses that are working that day. (This also acts as an area to indicate closures due to high winds or heat.)
- J Board and staff meetings are being held at the tram office to save funds on room hire costs.
- J In-house catering for different events for staff and Board to save funds.
- J The financials and payroll have transitioned over from Council to the Authority, with responsibilities undertaken by the GM with support from accountant SMPCA.

Stable improvements

- J Plans drawn up for the potential new Stabling facilities at Canton place.
- J Plans drawn up for the new platform over on Granite Island (current one very rusty).

RISK ASSESSMENT

A risk assessment has not been undertaken as this achievements report is provided to the Board for receiving and noting only.

REFERENCES

VHHTA Work Program

VHHTA Resolutions Register

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting the achievements report.

CONSULTATION

VHHTA Board

VHHTA staff

City of Victor Harbor staff (various)



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Draft Sponsorship Packages**

Report Number **8.1**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Sponsorship Packages report.**

- 2. That the Victor Harbor Horse Tram Authority Board endorse the draft sponsorship package as presented at attachments a, b, c, and d, with this report, with the following changes to be incorporated by the General Manager:**
 -) *(to be added at the meeting as required)***
 -) *(to be added at the meeting as required)***
 -) *(to be added at the meeting as required)***

to facilitate the commencement of sponsorship discussions with potential sponsors, without delay.

- 3. That the General Manager be authorised to make changes to the endorsed sponsorship package, to ensure that packages are flexible, current and meet the changing needs of the Authority and potential sponsors, providing it continues to meet the requirements of the VHHTA Sponsorship Policy.**

INFORMATION

Purpose

The purpose of this report is to present the draft sponsorship packages of the Victor Harbor Horse Tram Authority (VHHTA) to the Board for endorsement.

Background

The Board identified a need to develop a sponsorship package for the VHHTA and included it within their work plan. A need was also identified by the previous Horse Drawn Tram Committee, who recognized in their report of September 2017, the need to attract sponsorship dollars to reduce the financial impact of the Horse Tram operation on Council ratepayers. The Board already has an endorsed Sponsorship Policy and this sits above the draft sponsorship package as the guiding policy document.

Nigel Catt was assigned leadership of this task and has prepared a suite of sponsorship package documents for endorsement by the Board.

Commentary

The Board have had several discussions to guide the development of the sponsorship package.

The packages are attached to this report, and are summarised below.

Attachment	Package name	Summary
Attachment A	Platinum Premium Package	\$15,000 per 13-months
Attachment B	Premium Package	\$10,000 per 13-months
Attachment C	Key Sponsors Package	\$ 5,000 per 13-months
Attachment D	Horse Sponsors Package	\$ 1,000 per 13-months
Attachment E	Preamble (to be sent with each potential sponsorship enquiry)	

The General Manager of the Victor Harbor Horse Tram Authority is provided with the delegated authority to implement the Sponsorship Policy already endorsed by the Board and utilise the sponsorship packages to support this work. It should be recognised that there is a need for the General Manager to have some flexibility to be able to tailor sponsorship packages to individual circumstances, and it is recommended that the Board give some ability for this to occur without the need for a further Board resolution, providing that changes are in line with the endorsed Sponsorship Policy.

Discussions are ongoing in relation to increasing the VHHTA's own-source revenue. Endorsement of these packages is vital to enable the Authority to seek sponsors in a timely manner over what is the busiest period of the year for Horse Tram service.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Financial Management - The sponsorship packages are currently not included in the 2019/20 budget. There has been no target set for this current financial year, but any sponsorship will improve the own source revenue of the Authority. This risk is assessed as **low**.

If a sponsorship package is taken up by a company and the Authority fails to deliver the package inclusions there would be an effect on the bottom line. This risk is assessed as **medium**.

Socio Political, Community issues/Reputation – The development of a sponsorship package facilitates the ability of the Authority to enter into sponsorship arrangements which will go some way to increasing own-source revenue and reducing reliance on Council rates revenue. This is likely to be supported by the community and develop mutually beneficial arrangements between the Horse Tram and local businesses. This risk is assessed as **low**.

Corporate Governance - The Authority under its Sponsorship Policy can enter into sponsorship arrangements to increase own source funding. This sponsorship package facilitates this process. This has been assessed as *low*.

REFERENCES

Victor Harbor Horse Tram Authority Sponsorship Policy.

Victor Harbor Horse Drawn Tram Committee report for City of Victor Harbor, Sept 2017

Victor Harbor Horse Tram Authority Business Plan 2019-21

BUDGET IMPLICATIONS

There are no budget implications from endorsing the draft sponsorship packages, and their endorsement will support in increase in own-source revenue for the authority. No additional funds are required.

CONSULTATION

VHHTA Board

Nigel Catt, Board Member

Logo inserted here

Platinum Premium Sponsorship Package Horse Drawn Tram Victor Harbor

Proposal to:

From: Victor Harbor Horse Tram Authority

The Victor Harbor Horse Tram is an iconic South Australia attraction and an important part of South Australia's history going back to 1867. As one of the very few public transit tram services remaining anywhere in the world, it is vital to protect and nurture for future generations. This document offers you a premium sponsorship package which will benefit your business, the Victor Harbor Horse tram, current and future South Australians and visitors to our wonderful state.

Currently over 900,000 people travel on and transverse the causeway each year (SA Tourism). While the Island has had issues in the past, it is clearly now "open for business" with a new vibrancy with art instalments, Oceanic Victors tuna swims and tours and new cafes on both ends of the causeway. In 2020, enhanced exposure is expected due to the community focus and media interest around the building of the new causeway, with this activity comes an opportunity for further visibility for your business.

Typical costs for a TV exposure in South Australia is ~2-4 cents per person. By sponsoring the Horse Tram you get high value exposure as well as the opportunity to link your brand to a true South Australian icon.

The specific sponsorship offer includes the following benefits:

- Tram #1 named after [your brand / business as agreed] as the 'main sponsors' tram for the period of the sponsorship with scope for you to promote this in your own communications to customers, staff and advertising;
- Signage as major sponsor on all other trams
- Your major sponsorship will be acknowledged in relevant Horse Tram advertising and media packages;
- Your major sponsorship will be acknowledged online on the Horse Tram website;
- A quality 'proudly sponsored by' panel will be added to:
 - the tram admin. building;
 - the horse stables Welsh Rd / Canton Place;
 - on horse tram as major sponsor,
- 12 gold VIP passes for tram trips – which can be used in anyway you require during 2020 or 13mo. From start of the sponsorship.
- Catering for 12 people at Island Café (to the value of \$1000)
- Merchandise up to 12 items
- 'The Horses Day' Invitation for key staff to visit horse facilities from paddock to tram to Island

- Invitation to all sponsors annual event

Value of package \$ 40,000 + (priceless)

Total required for sponsorship \$15,000 covering 13months.

We welcome your involvement with the Horse Tram and invite you to discuss this proposal further. Any questions or input most welcome.

Regards

Nigel Catt

Board Member VHHDT

1 The Esplanade Victor Harbor 5211

+61 418 832967

Insert Logo Here

Premium Sponsorship Package Horse Drawn Tram Victor Harbor

Proposal to:

From: **Victor Harbor Horse Tram Authority**

The Victor Harbor Horse Tram is an iconic South Australia attraction and an important part of South Australia's history going back to 1867. As one of the very few public transit tram services remaining anywhere in the world, it is vital to protect and nurture for future generations. This document offers you a premium sponsorship package which will benefit your business, the Victor Harbor Horse tram, current and future South Australians and visitors to our wonderful state.

Currently over 900,000 people travel on and transverse the causeway each year (SA Tourism). While the Island has had issues in the past, it is clearly now "open for business" with a new vibrancy with art instalments, Oceanic Victors tuna swims and tours and new cafes on both ends of the causeway. In 2020, enhanced exposure is expected due to the community focus and media interest around the building of the new causeway, with this activity comes an opportunity for further visibility for your business.

Typical costs for a TV exposure in South Australia is ~2-4 cents per person. By sponsoring the Horse Tram you get high value exposure as well as the opportunity to link your brand to a true South Australian icon.

The specific sponsorship offer includes the following benefits:

- Tram #2 named after [your brand / business as agreed] as the 'main sponsors' tram for the period of the sponsorship with scope for you to promote this in your own communications to customers, staff and advertising;
- Signage as sponsor on all other trams
- Your premium sponsorship will be acknowledged in relevant Horse Tram advertising and media packages;
- Your premium sponsorship will be acknowledged online on the Horse Tram website;
- A quality 'proudly sponsored by' panel will be added to:
 - the tram admin. building;
 - the horse stables Welsh Rd / Canton Place;
 - on horse tram as major sponsor,
- 8 gold VIP passes for tram trips – which can be used in anyway you require during 2020 or 13mo. From start of the sponsorship.
- Catering for 8 people at Island Café (to the value of \$1000)
- Merchandise up to 8 items

- ‘The Horses Day” Invitation for key staff to visit horse facilities from paddock to tram to Island
- Invitation to all sponsors annual event

Value of package \$ 30,000 + (priceless)

Total required for sponsorship \$10,000 covering 13 months.

We welcome your involvement with the Horse Tram and invite you to discuss this proposal further. Any questions or input most welcome.

Regards

Nigel Catt

Board Member VHHDT

1 The Esplanade Victor Harbor 5211

+61 418 832967

Insert Logo Here

Key Sponsorship Package Horse Drawn Tram Victor Harbor

Proposal to:

From: Victor Harbor Horse Tram Authority

The Victor Harbor Horse Tram is an iconic South Australia attraction and an important part of South Australia's history going back to 1867. As one of the very few public transit tram services remaining anywhere in the world, it is vital to protect and nurture for future generations. This document offers you a premium sponsorship package which will benefit your business, the Victor Harbor Horse tram, current and future South Australians and visitors to our wonderful state.

Currently over 900,000 people travel on and transverse the causeway each year (SA Tourism). While the Island has had issues in the past, it is clearly now "open for business" with a new vibrancy with art instalments, Oceanic Victors tuna swims and tours and new cafes on both ends of the causeway. In 2020, enhanced exposure is expected due to the community focus and media interest around the building of the new causeway, with this activity comes an opportunity for further visibility for your business.

Typical costs for a TV exposure in South Australia is ~2-4 cents per person. By sponsoring the Horse Tram you get high value exposure as well as the opportunity to link your brand to a true South Australian icon.

The specific sponsorship offer includes the following benefits:

- Sponsors name recognised on all trams
- Your key sponsorship will be acknowledged in relevant Horse Tram advertising and media packages;
- Your key sponsorship will be acknowledged online on the Horse Tram website;
- A quality 'Key Sponsor' panel will be added to:
 - the tram admin. building;
 - the horse stables Welsh Rd / Canton Place;
 - on horse tram key sponsor,
- 4 gold VIP passes for tram trips – which can be used in anyway you require during 2020 or 13mo. From start of the sponsorship.
- Catering for 4 people at Island Café (to the value of \$300)
- Merchandise up to 4 items
- 'The Horses Day' Invitation for key staff to visit horse facilities from paddock to tram to Island
- Invitation to all sponsors annual event

Value of package \$ 20,000 + (priceless)

Total required for sponsorship \$5,000 covering 13 months.

We welcome your involvement with the Horse Tram and invite you to discuss this proposal further. Any questions or input most welcome.

Regards,

Nigel Catt

Board Member VHHDT

1 The Esplanade Victor Harbor 5211

+61 418 832967

Insert Logo Here

Horse Supporters Sponsorship Package

Horse Drawn Tram Victor Harbor

Proposal to:

From: **Victor Harbor Horse Tram Authority**

The Victor Harbor Horse Tram is an iconic South Australia attraction and an important part of South Australia's history going back to 1867. As one of the very few public transit tram services remaining anywhere in the world, it is vital to protect and nurture for future generations. This document offers you a premium sponsorship package which will benefit your business, the Victor Harbor Horse tram, current and future South Australians and visitors to our wonderful state.

Currently over 900,000 people travel on and transverse the causeway each year (SA Tourism). While the Island has had issues in the past, it is clearly now "open for business" with a new vibrancy with art instalments, Oceanic Victors tuna swims and tours and new cafes on both ends of the causeway. In 2020, enhanced exposure is expected due to the community focus and media interest around the building of the new causeway, with this activity comes an opportunity for further visibility for your business.

Typical costs for a TV exposure in South Australia is ~2-4 cents per person. By sponsoring the Horse Tram you get high value exposure as well as the opportunity to link your brand to a true South Australian icon.

The horse supporters sponsorship package allows for sponsorship to be directed specifically with an individual horse with the sponsors name being displayed on the harness e.g. "Murray's best friend is(name) this means the sponsorship is directed to the individual horse of first in first choice.

The specific sponsorship offer includes the following benefits:

- Sponsors name recognised on the railing at the horse barn
- Your horse sponsorship will be acknowledged online on the Horse Tram website;
- A quality horse sponsor panel will be added to:
 - the tram admin. building;
 - the horse stables Welsh Rd / Canton Place;
- 2 gold VIP passes for tram trips – which can be used in any way you require during 2020 or 13mo. From start of the sponsorship.
- Catering for 4 people at Island Café (to the value of \$300)
- 25% off all merchandise
- 'The Horses Day' Invitation to visit horse facilities from paddock to tram to Island
- Invitation to all sponsors annual event.

Value of package \$ 8,000 + (priceless)

Total required for sponsorship \$1,000 covering 13 months.

We welcome your involvement with the Horse Tram and invite you to discuss this proposal further. Any questions or input most welcome.

Regards,

Nigel Catt

Board Member VHHDT

1 The Esplanade Victor Harbor 5211

+61 418 832967

Sponsorship preamble:

Dearname

Re: Horse Drawn Tram Sponsorship Proposal

Please find below and attached our sponsorship details as discussed:

I have attached a brief history, below, outlining an abridged account of South Australia's long lived 'working' historical jewel that transports passengers to Granite Island. The purity and tactile interaction with the beautiful and majestic Clydesdales take's our visitors on a time warp, back to the days of horse drawn vehicles. In times when they were used to take grain, wine and other produce from the length of the Murray River by Paddle Steamer to Goolwa then by Steam train to Victor Harbor to be off loaded to the now horse transport to load the ships in the Port of Victor Harbor, sending our produce to the world. The longest serving steam to horse connection still in operation in the world. The Fleurieu Peninsular is the only place in the *world* where you can relive the steam era by riding a Paddle Steamer up and down the Murray River then a Steam Locomotive from Goolwa to Victor Harbor then the Horse Tram at Victor Harbor to complete the historical trifecta all in one day.

The Horse drawn Tram experience has a 95% approval rating and 98% recognition by visitors to Victor Harbor and to South Australia offering an experience servicing Granite Island welcoming over 900,000 visitors every year.

The South Australian Government recognise the significance of the horse tram and the Island to tourism and our state and in doing so have committed \$20million to install another causeway upgrading it to allow for ingress of Cruise Ships and enhance the experience into the next century.

We, the inaugural board members, of this national treasure have been bestowed the undertaking of securing its future, ensuring its longevity while further developing the business model and improving this icon as a 'standalone' and 'second to none' cultural experience unavailable anywhere else in the world, all of this requires a pecuniary injection to complete developmental projects and commercialise the business.

Our charter is threefold:

-) To continue the legacy that is "The Horse Drawn Tram"
-) To ensure its relevance while updating standards to apply to present day criteria
-) To improve all facilities for horse & rolling stock plus safety from the paddock to Granite Island for staff & patrons.

To attain the standards of the specifications we aspire to we are offering only a few sponsors to join us in accomplishing these goals and knowing that your input is integral in protecting and preserving the Horse Drawn Tram. We intend to make, with sponsors input, The Horse Drawn Tram the embodiment of the creation wonderful memories, an unbridled historical experience and to cater for the burgeoning tourism requirements for the area while maintaining the unique participation.

Our sponsorship package allows us to maximise the exposure for our partner while exposure of your business on mass on and in conjunction with one of the most widely known and recognised star of South Australia's sight-seeing 'bucket list'

Please find attached a sponsorship package of which we intend to have just 1 grand sponsor and 3 petite sponsors.

Kindest regards,

Nigel Catt

Per: Board VHHDTA

Ph: +61 418 832967

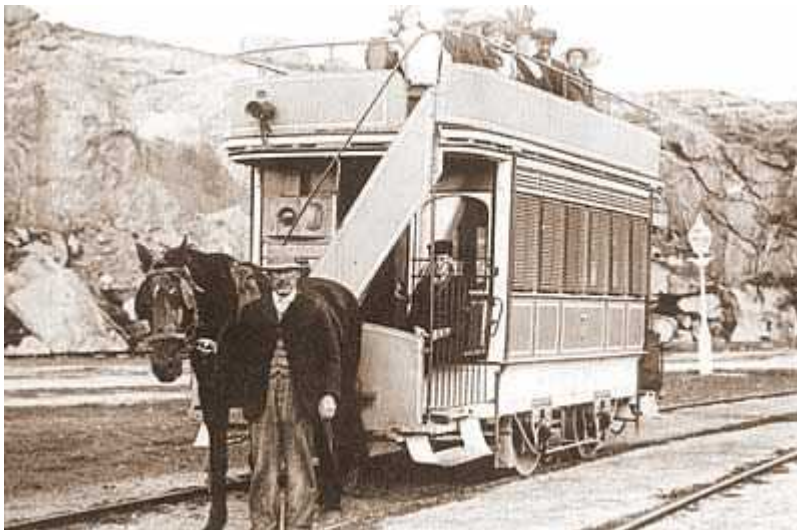
E: nigel@ocloc.com.au

1894: The First Horse Drawn Tram Passenger Service

For many year's goods were conveyed between the mainland and the island on railway trucks drawn by horses. Many visitors to Victor Harbor delighted in the walk across the Causeway to the island. As it had become a local attraction, and the rail line already existed, the South Australian Railways (SAR) decided to utilise one of the their unused horse-drawn passenger trams to offer a service to the island. On 27 December 1894 the passenger horse tramway was established.

The First Island Tram – No. 7

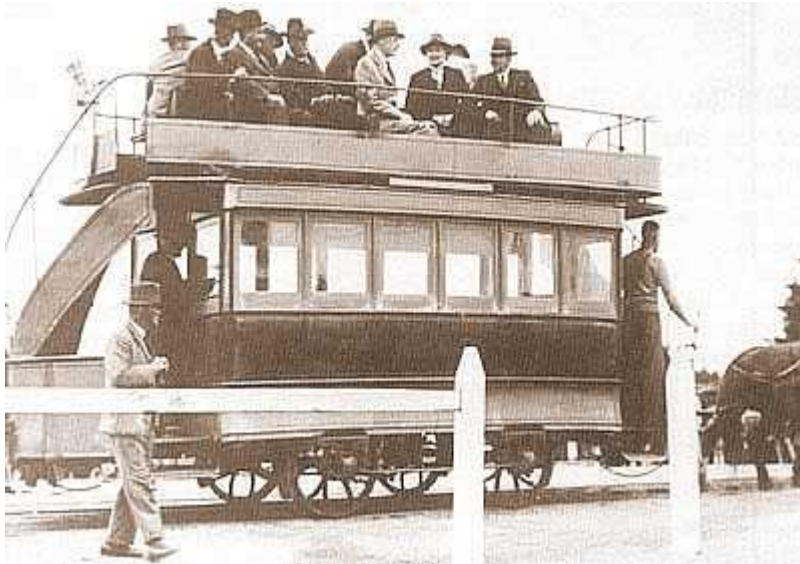
The first tram to be used on the Causeway was a six-windowed double ended, double deck car built in England by "Brown Marshall" of Birmingham. It had originally been delivered to the Goolwa Railway in 1879, then transferred to the Moonta Horse Railway in 1887, then stored at the SAR's Islington workshop from 1891 until it was sent to Victor Harbor in 1894. Car No. 7 continued in service until 1931.



Brown Marshall tram No. 7 circa 1902.

The Second Island Tram – No. 25

The passenger horse trams in Adelaide were gradually replaced by electric trams from 1909 onwards. Tram No. 25 was purchased from the Municipal Tramways Trust (MTT) and transferred to Victor Harbor to support No. 7 in service to the island. It was built by Adelaide and Suburban Tramway company around 1900/ It was converted from standard tramway gauge (1435mm) to railway broad gauge (1600mm) by mounting axle boxes to a wooden unperformed which protruded from the sides of the body panels. No. 25 joined No. 7 in 1910 until its retirement in 1929.



No. 5 departs the Victor Harbor terminus.

1931: Trams No. 5 & No. 6

When the Moonta Tramways closed in 1931 the two trams of best condition were towed by a railway line inspection car to the Islington Workshop for overhaul. They were standard SAR six-windowed 'American' type double ended, double-deck broad gauge horse trams. The wheel bases were imported from John Stevenson of New York, U.S.A. and they were built by Duncan & Frazer of Adelaide in 1883. Both continued in service until the mid 1950's.

1900-1954: The Honeyman Brothers

George Honeyman operated the service, under a contract with SAR, from the beginning of the 1900s until 1940 when his younger brother Frank took over and operated it until closure in 1955. The horses were kept in stables on Seymour lane and walked to the trams, which were parked on a siding behind the Station Master's house. The cars were parked in the open and exposed to the elements. When an extra long railway train was in town the cars were even parked on the Causeway. So, every two years they were towed to Islington for overhaul during winter.



The biggest steam locomotive built in the UK, Engine 505 dwarfs No. 5.



Early 1950s No. 5 heads back to mainland at speed.

During the early 1950s Frank Honeyman and Mayor William Jenkins had a number of differences about the operation of the tramway. The old Working Jetty and the remnants of the Victoria Per were being demolished by the Harbour's Board. At the time essential repairs to the Causeway were decided upon, but to strengthen the Causeway for continued operation of the tramway required an additional expenditure of 3,000 pounds.

Frank Honeyman stabled the horses for the last time in June 1954 and then retired. The Council offered the service at tender but there was no interest. The Causeway was reconstructed without rails and the Horse Drawn Tramway came to an end.

Tram No. 5 continued to operate on the remaining Granite Island tracks through the summer of 1955-56, under the ownership of the proprietor of the kiosk. It was finally put on static display, at the approach to the Screwpile Jetty, where it remained until the weather and vandals reduced it to a public danger. Sadly, it was disposed of by being pushed off the edge into the sea!

Tram No. 6 was purchased by Raymond Schmidt, an American who had ridden the tramway during the war years. In 1971 he found it on display at a service station in Auburn. It is now restored as a single deck and is featured in his museum in Connecticut, USA.



No. 6 on Granite Island during WWII.



Children photographed on tram c1940s.

Fond Memories

The stories that people tell about their memories of the Horse Drawn Tramway are as interesting as they are varied and touching. Some are from a long time ago, when they came as children to ride upon the tram and were photographed by their parents. Then they returned as courting couples, or on their honeymoon, and have stories and photos of their visit. Then they came for Summer vacations with their own children over many years... and today they return with their grandchildren.

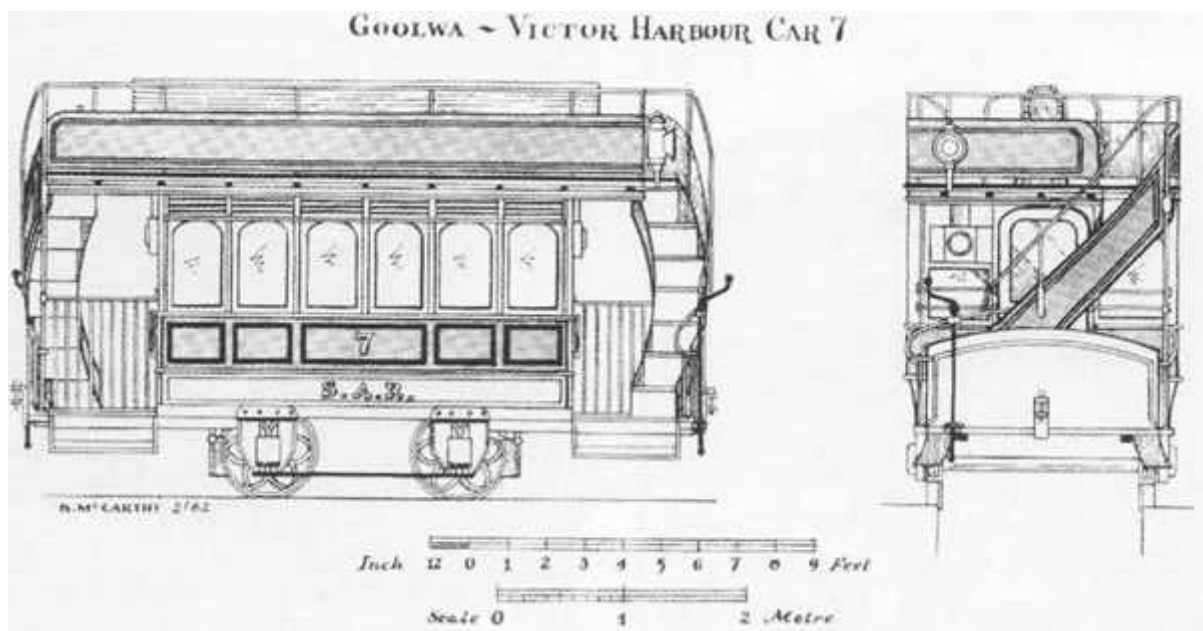
It is no wonder that the Victor Harbor Horse Drawn Tramway has become a significant South Australian icon and a fond memory of many visitors.

1980-1985: Reinstatement of the Horse Drawn Tram

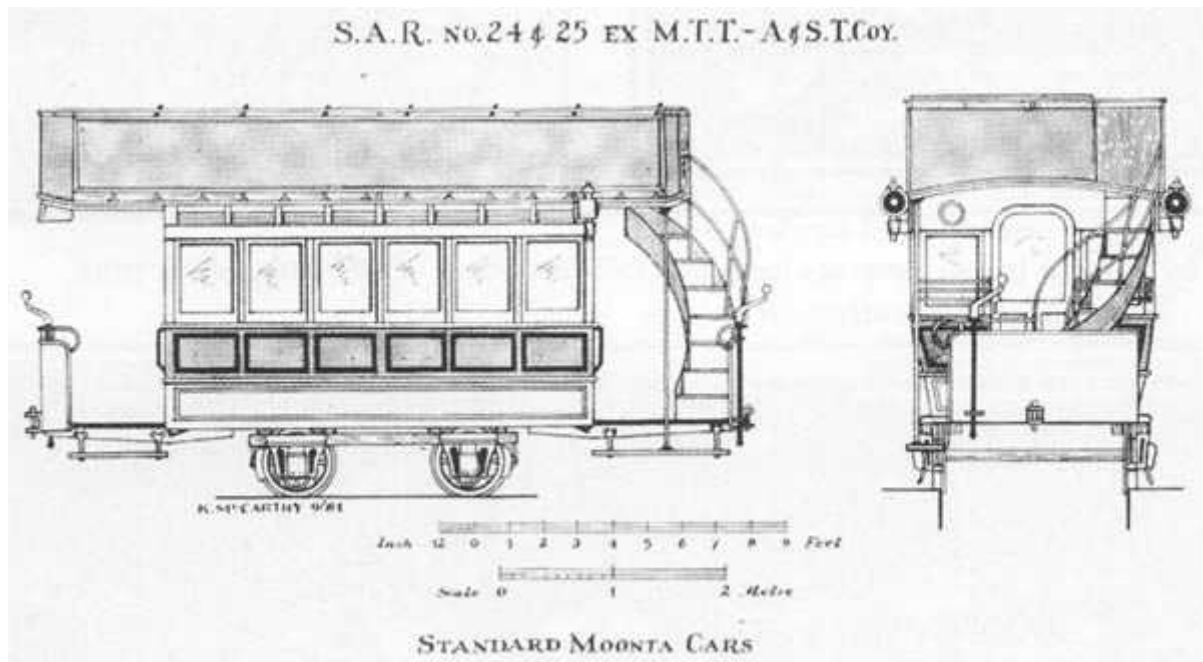
1986 marked the 150th Jubilee of South Australia. Plans for special projects, events and celebrations were being laid in the early 80s through the establishment of a Jubilee 150 Board.

John Drennan, State Transport Authority (STA) Public Relations Officer, was one amongst many who felt that Victor Harbor did not seem the same to holiday-makers without the Horse Drawn Trams of old. He registered the tramway reinstatement as a Jubilee event and gained it official consideration. The Victor Harbor Council were in favour, but not financially able to fund it alone. When Bob Barry succeeded as District Clerk and threw in his support other entities made significant contributions. The Jubilee 150 Board allocated \$50,000, the Commonwealth Employment Program supplied \$150,000 for labour and materials, Australia National (Railways) came forward with secondhand railway lines and spoked wheels for the trams, and the Victor Harbor Council was able to allocate \$200,000. The Department of Marine and Harbours spent \$170,000 upgrading the Causeway to a safe standard.

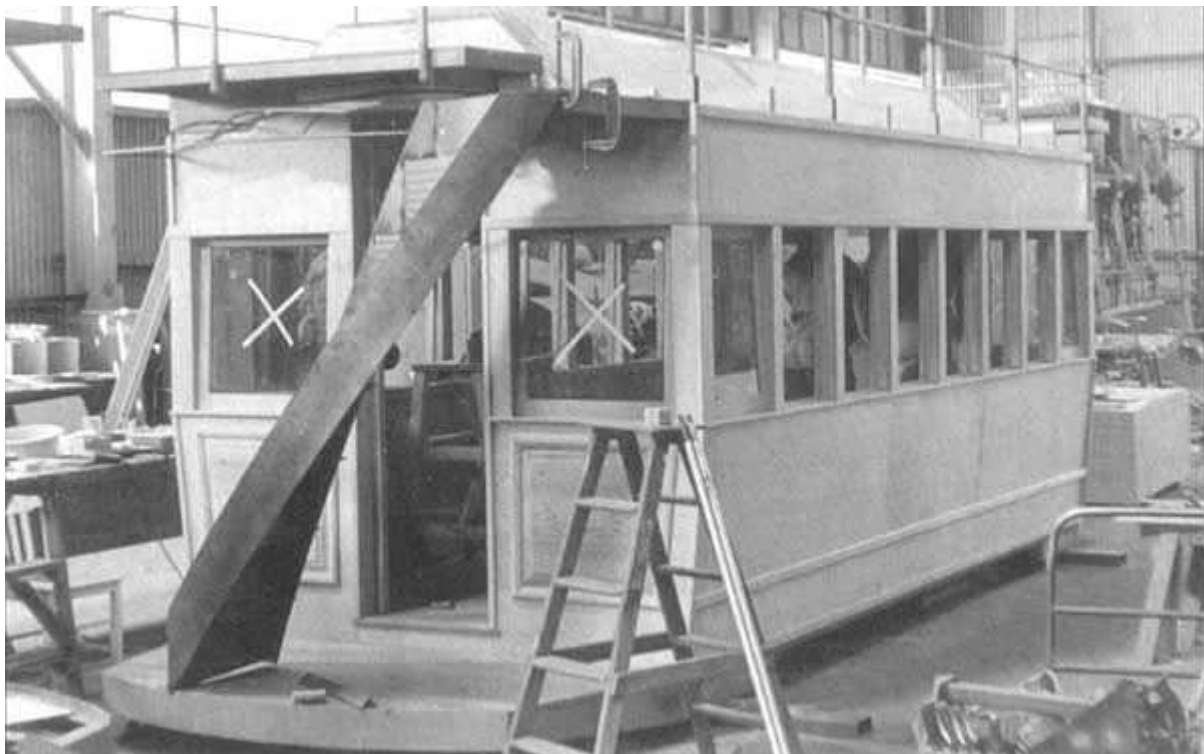
The Trams



Coach builders no longer existed, which posed a dilemma. Basic line illustrations and photographs of trams from the same era as No. 7 and No. 25 formed the basis of a new design. The new trams would be made of tubular steel with timber cladding and use roller bearings in custom axle boxes. They would also accommodate 50 adults as opposed to 32 on the old trams.

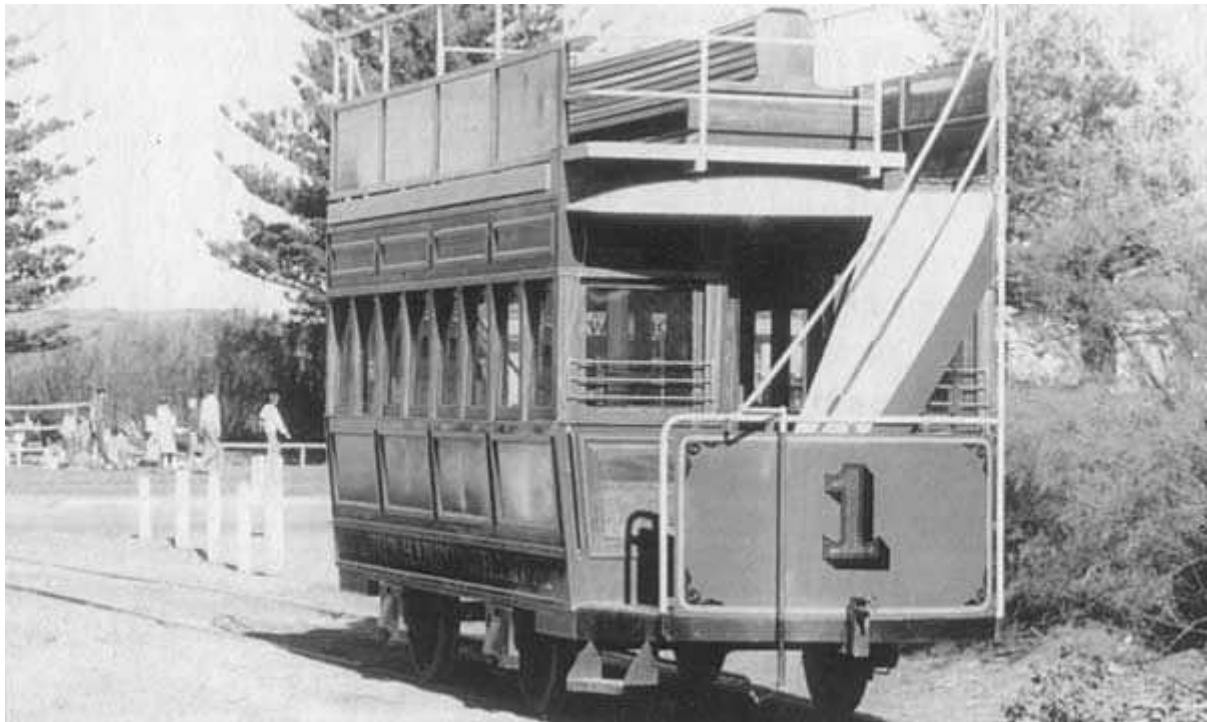


The project began in February 1986 with two teams of ten people. One team built the four new trams at Port Adelaide, while the other team laid the track and constructed the stables, fencing and an enclosure at Victor Harbor.



The bare coachwork of the new tram..

Mirko Crafts were contracted to do the carpentry work and according to Kim Bayly, who did the paintwork on all four trams, praised 'Mirko', the owner of the business, as a true craftsman. Three-pack automotive paints were used to counter the harsh marine environment that the trams would be subject to during service.



The finished replica of Tram No. 1 on the big day.

The paint work on the first tram, No. 1, was completed over 3 weeks in the Goods Shed in Victor Harbor. This is the current location of the SA Whale Centre. Tram No. 2 arrived only a week before the scheduled grand opening. Trams No. 3 and No. 4 arrived later in the year, but No. 1 and No. 2 were fully prepared for the big day, 14 June 1986.

The Grand Opening





Hope moves off and parts the crowd. Kim Bayley at the reins with Hope. A grand opening it was too, with official guests and many of the public in period costume, the sparkling new trams, the horses groomed and in fine form, and many hundreds of spectators cheering them on that fine, sunny winter day.





Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **Reallocation of Capital Funds to Support Construction of Stable Facilities at Canton Place**

Report Number **8.2**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the Reallocation of Capital Funds to Support Construction of Stable Facilities at Canton Place report.**
- 2. That the Victor Harbor Horse Tram Authority seek endorsement from City of Victor Harbor for the reallocation of funds from their capital budget as described in this report, to support the construction of improved stabling facilities based upon the draft design included at Attachment A, subject to Council acquiring a license to purchase the land or another form of legal agreement securing tenure at Canton Place.**

INFORMATION

Purpose

The purpose of this report is to seek endorsement from the Board to recommend to Council a reallocation of capital funds to facilitate an upgrade of the stables at Canton Place, superceding the previous Board resolution, as a result of details now being release by DPTI regarding the realignment of the new causeway.

Background

The Stabling facilities at Canton place are below standard and need upgrading. This has long been recognised, and was highlighted in the September 2017 report of the Horse Drawn Tram Committee and has been discussed in some detail already by the current Board.

At the Board meeting of 20 August 2019, the Board resolved the following, with the understanding that a delay would be necessary before bringing the matter to Council, pending determination by DPTI regarding the alignment of the new Causeway:

VHHTA103 - That the Victor Harbor Horse Tram Authority seek endorsement from the City of Victor Harbor to reallocate capital funds in their 19/20 capital budget to support an upgrade to the stables at Canton Place, facilitated by a scope reduction for the merchandise area redevelopment.

DPTI have now announced that the new causeway will be realigned and this will be likely to impact on the future location of the Horse Tram Office, rendering even a merchandise area scope reduction now redundant. The recent installation of a ticket window at the office, a low budget solution to achieve a similar outcome, will allow for more effective customer servicing until the future location of the Tram Office is determined. For this reason, further consideration and endorsement of a new way forward should be required by the Board as the resolution described above in VHHTA103 is now obsolete.

Council is currently negotiating the purchase of the Canton Place land with SA Water. The ability to develop stables on this land will be subject to their signing of a license to purchase this land or another form of legal agreement securing tenure.

Commentary

A new stable facility would enable the Victor Harbor Horse Tram Authority (VHHTA) to develop opportunities around VIP experiences, educational programs and incorporate new amenities for the staff and public. These were opportunities first identified by the former Horse Drawn Tram Committee and which have been further considered by the current VHHHTA Board. The opportunity to produce these programs from a redeveloped stabling facility to showcase the horses and their training would facilitate the building of own-source revenue by the VHHHTA and go some way towards reducing its reliance on council funded revenue.

With the uncertainty of the location of the Tram Office building in future due to the construction of a new Causeway at a different alignment the current Causeway, it would be an imprudent use of funds to expend capital monies on significant improvements to the Tram Office at this stage.

A revised proposal and recommended reallocation of funds to improve stabling facilities is detailed as follows:

Council's Capital Budget allocation for the redevelopment of the merchandise area was \$50,000.

Council's Capital budget also allocated \$20,600 to relocate a portable office building from Council's Depot to Canton place for use by Horse Tram staff. Reallocating the \$20,600 would enable the Authority to construct the stable building this financial year, a project which would not be impacted by the future alignment of the causeway.

The completion of the fit-out of the stables interior and staff amenities is included in the budget bids for 2020/21 as endorsed by the Board by Circular Resolution for consideration by Council in their budget deliberations.

There are also funds allocated in Council's 2019/20 capital budget for new linoleum flooring in the Tram office which will no longer be required in 2019/20, with current uncertainty around the future office location as a result of the realignment of the new causeway.

The replacement of the roller door at the tram office would also no longer be a current priority for this reason.

The capital funds allocated by Council to the fencing at the Gillespie land has \$5,000 remaining which could also be reallocated towards the stable facility construction.

In consultation with Horse Tram staff, a draft design has been developed for improvements to the stable facilities at Canton Place and is provided at Attachment A. Plans have been drawn up by Barefoot Design with quotes obtained for the shed structure as part one to this project. The proposed design includes positioning the stable in the first fenced area at Canton place, closest to the Ring Road. Part two of the stabling fit out is included as a Board endorsed budget bid to Council for 2020/21. The design facilitates stabling for four horses on the uphill side, with outside yarding attached. It also includes a storage area for the ute and float in the middle drive through section. One end corner is a room for a presentation area /staff use and amenities. A wash down area and tie up area is proposed to be located on the downhill side of the shed.

RISK ASSESSMENT

The risks associated with the recommendation have been assessed as follows:

Financial Management – The capital funds are available in City of Victor Harbor’s capital budget and had been allocated for the purposes of projects relevant to the horse tram. This proposal does not require additional capital funds in this financial year and is simply a reallocation to facilitate modified capital works. The risk is assessed as **low**.

Socio Political, Community Issues / Reputation – This proposal will upgrade the stable facilities which will likely go some way to appease community with concerns about the condition of the current stabling facilities. The risk is assessed as **low**.

There may be some reputational risk from a further delay to improving stabling facilities, which may result from Council not supporting the development or from delays in securing tenure or ownership of the land. The risk is assessed as **medium**.

There may be some concern from Council and the community that planned improvements to the horse tram office are being delayed, however with DPTI recently announcing a realignment of the new causeway, it would be prudent to expend money only on projects where there is future certainty. The risk is assessed as **medium**.

Employee Safety/ Public Safety – The proposal will still address Work Health & Safety requirements for employee amenities at the stabling facility. The risk is assessed as **low**.

Infrastructure and Assets – There is a risk of this project not proceeding if ownership or tenure of the land is not secured by Council. If this is the case, the project would not be able to proceed until this matter is resolved. The risk is assessed as **low**.

REFERENCES

Victor Harbor Horse Drawn Tram Committee report, September 2017

BUDGET IMPLICATIONS

The budget implications associated with the recommendation are relevant to City of Victor Harbor, rather than the Horse Tram Authority as they are Capital budget items held by Council that are proposed to be modified. The proposal does not require additional capital funds this financial year, but rather a reallocation to support upgrade of the stabling facilities. The fit out of the stables will be presented as a budget bid for 2020/21.

As this proposal would change the capital budget allocation which has been endorsed by Council for the merchandise area development, replacement flooring and roller door replacement, toilet / Amenities from Depot and part of fencing funds. Council endorsement would need to be sought to reallocate capital funds to support this proposal.

Council's Capital Budget

32201 Tram Armstrong Rd, Stables Capital \$40,600

Fencing \$20,000 - actual need is \$15,000 for fencing

Toilet / Amenities \$20,600 - propose to use for stable instead

32205 Tram office / Stables Capital \$57,800

Vinyl Flooring \$5,800 - propose to use for stable instead

Merchandise Shop \$50,000

Roller Door replacement \$2,000

City of Victor Harbor capital budget allocation \$98,400

Propose:

Used \$15,000 on fencing

Re allocate \$83,400 to achieve the new stable outer build.

CONSULTATION

VHHTA Board



Barefoot Building Design

Fraser Cooper m. 0439 854 453
e. barefoot@internode.on.net

BARN SHED

The Horse Tram Authority
Canton Place
Victor Harbor

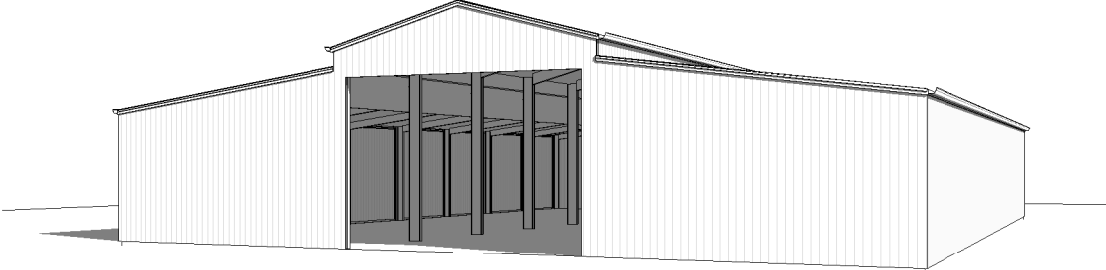
DATE: 06/11/2019
DRAWN: Coops
PAGE: 1 of

AREAS:

PERGOLA	432.00 m ²
	<u>432.00 m²</u>

ALL MEASUREMENTS TO BE CHECKED AND CONFIRMED PRIOR TO ORDER OR CONSTRUCTION.
WRITTEN DIMENSIONS TAKE PREFERENCE OVER SCALE.
NO GUARANTEES ARE GIVEN WITH THIS DOCUMENTATION BEING ACCEPTED BY RELEVANT AUTHORITY OR OTHER APPROVAL SOURCE.
PRIOR TO ANY WORK BEING STARTED ALL PERSONS SHALL VERIFY THIS DOCUMENT FOR COMPLIANCE WITH RELEVANT BUILDING REGS, STDS & CODES AS NO RESPONSIBILITY WILL BE ACCEPTED FOR ANY ERRORS OR OMISSIONS.

PRELIMINARY DRAWINGS

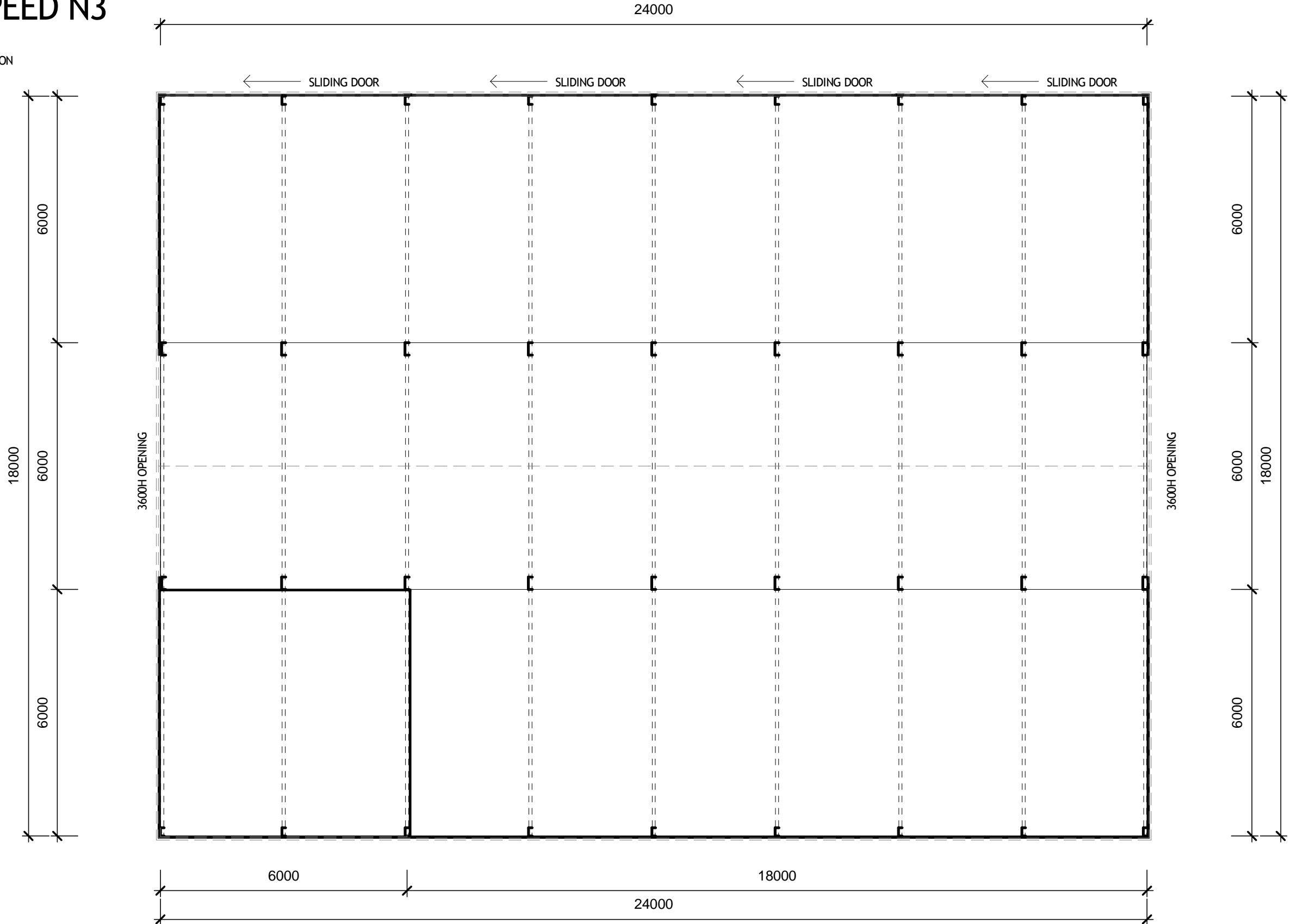


DESIGN WIND SPEED N3

ALL MEASUREMENTS TO BE CHECKED AND CONFIRMED BY BUILDER PRIOR TO CONSTRUCTION

WINDOW SIZES-HEIGHTxWIDTH
ALL WINDOWS TO BE SET TO BRICKWORK

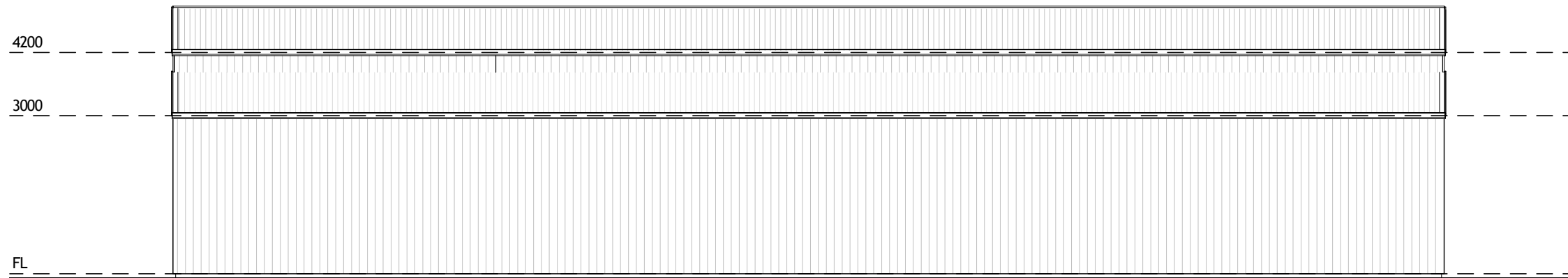
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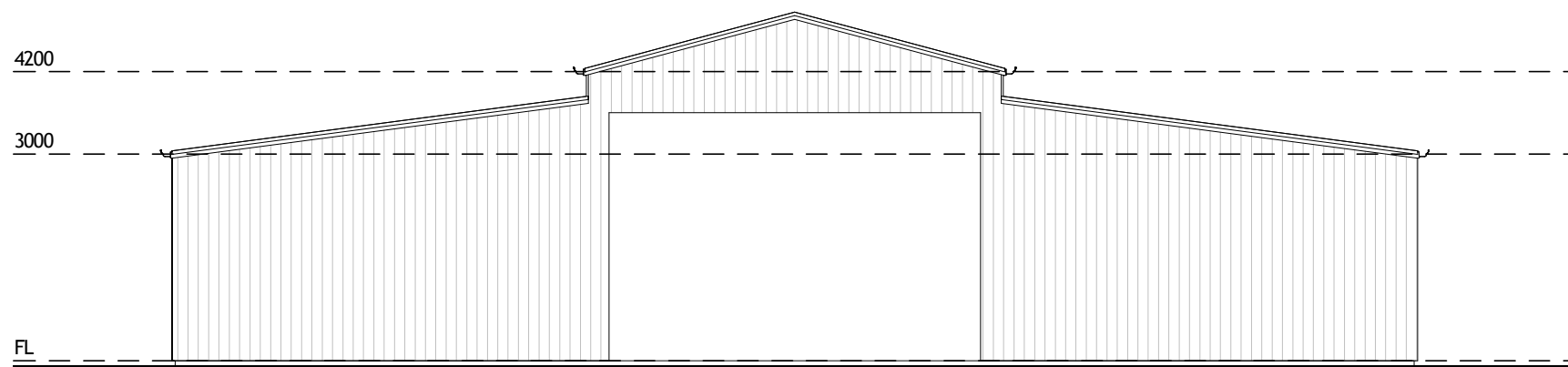
PROPOSED FLOORPLAN 1:100

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Canton Place
Victor Harbor

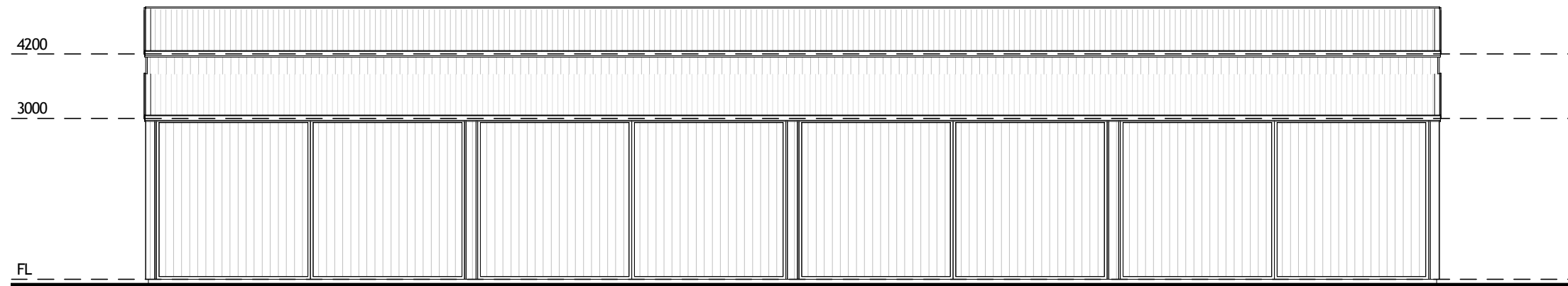




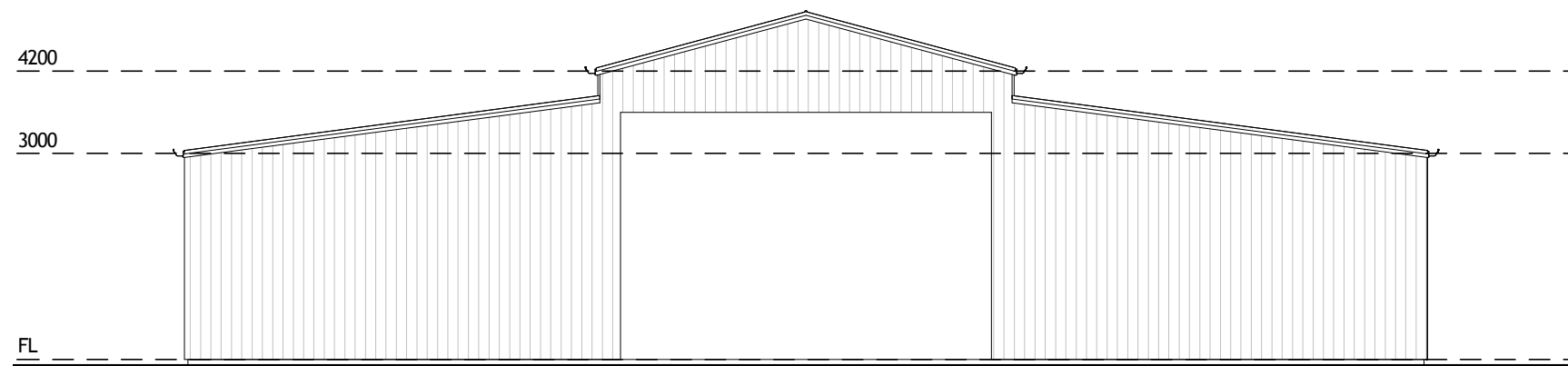
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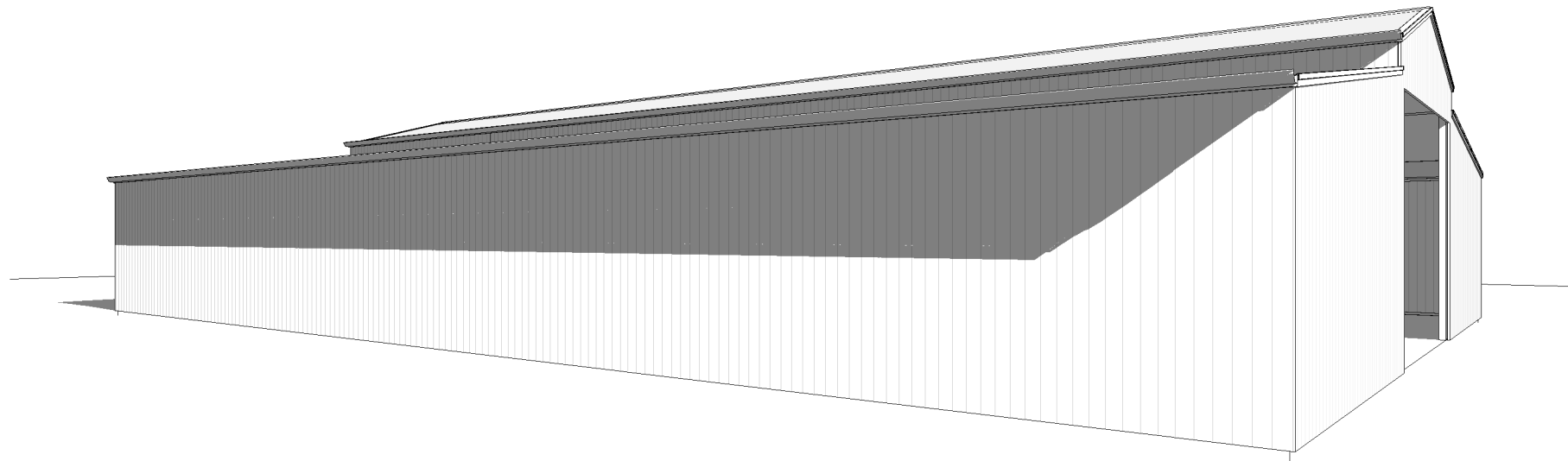
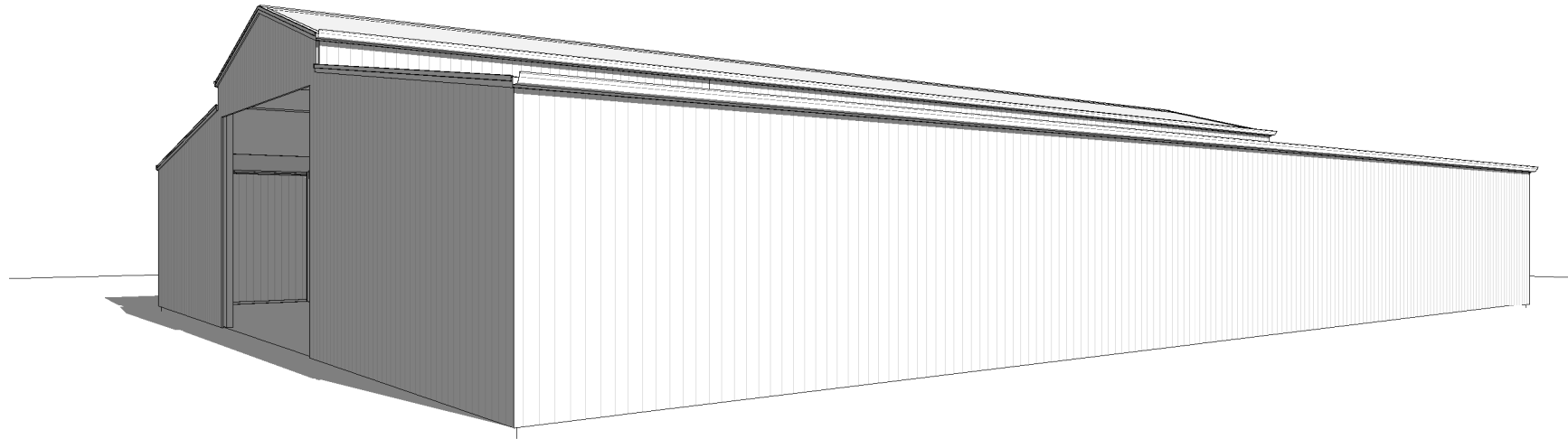
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ELEVATION 3 1:100

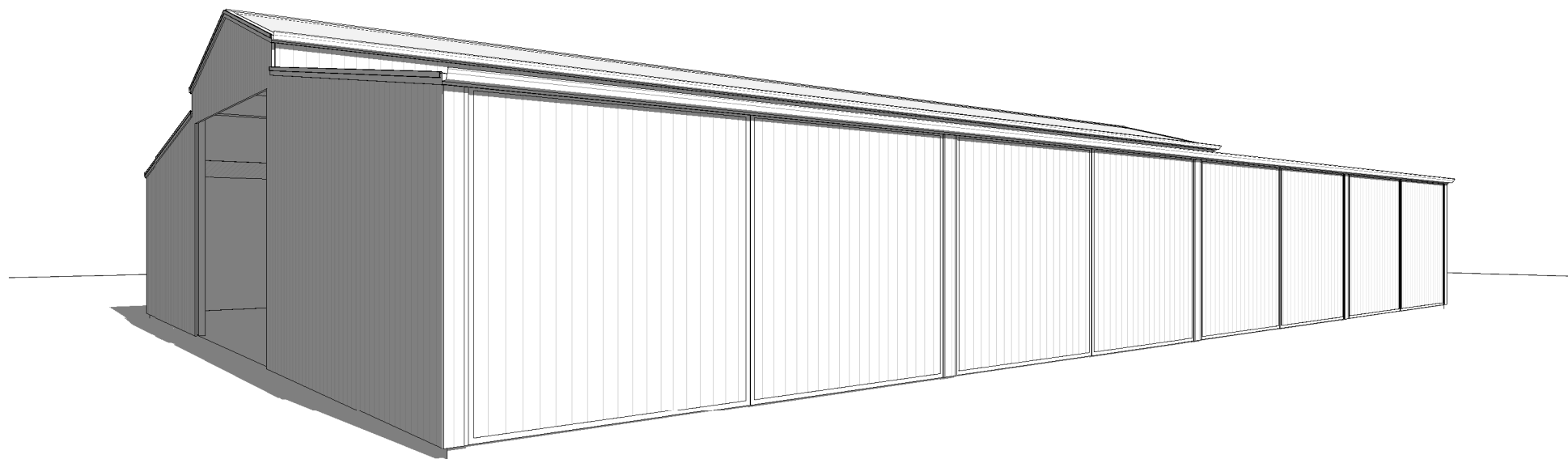
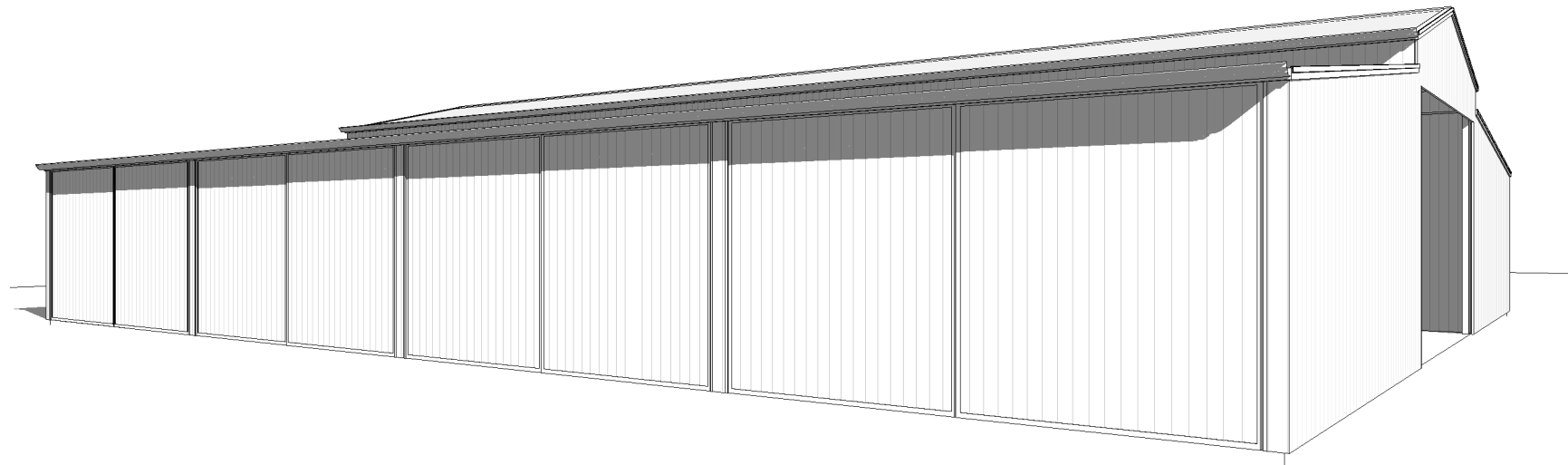


ELEVATION 4 1:100



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The Horse Tram Authority
Canton Place
Victor Harbor

PAGE: 5 of
DATE: 06/11/2019



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The Horse Tram Authority
Canton Place
Victor Harbor

PAGE: 6 of
DATE: 06/11/2019



Meeting **Victor Harbor Horse Tram Authority**

Date **17 December 2019**

From **Megan Whibley**

Subject **First Quarter Financial Report 2019/20 – Profit and Loss Statement**

Report Number **8.3**

RECOMMENDATION

That the Victor Harbor Horse Tram Authority receive and note the First Quarter Financial Report 2019/20 – Profit and Loss Statement report and provide it to Council for their information.

INFORMATION

Purpose

The purpose of this report is to provide the Board with the profit and loss statement for the first quarter of 2019/20.

Background

The General Manager (GM) has appointed the Accounting firm SMPCA to assist with the financials of the VHHTA and is using the XERO accounting software to manage the VHHTA financials in-house. The GM has been working with Council finance staff to transfer over all financials from City of Victor Harbor to the Victor Harbor Horse Tram Authority's control. This has resulted in a delay of presenting the financials for the first quarter of 2019/20 to the Board.

Commentary

Re-opening of the Tram in June 2019, has put us back on track. The first quarter is showing figures above expectations based on previous years, partly due to changes in ticket pricing, which has been well received by the public. The first quarter 2019/20 Profit and Loss Statement is provided at Attachment A.

RISK ASSESSMENT

The risks associated with the recommendation have been assessed as follows:

Financial Management – The VHHTA is on track to achieve an end of financial year position in accordance with the adopted budget, with forecasted income expected to peak over the coming few months during holiday season. The Board are continuing to find ways to generate own-source income outside of ticket sales to improve the bottom line into the future. There is also likely to be a further improvement in future quarters due to a ticket price increase in October 2019. The risk is assessed as **low**.

Socio Political, Community Issues / Reputation – The first quarter of the 2019/20 financial year occurs over months of poor weather that are not traditionally high income yielding quarters for the Horse Tram. This has also been a particularly challenging time of the Horse Tram with frequent closures of the causeway due to inclement weather. Persons reviewing the statements without an understanding that the highest yield service period is yet to come might misunderstand the position of the Authority at this point in the year. This statement was due within 30 days of the end of quarter, however delays resulting from challenges with transferring financial data from the Council to the Authority resulted in a period of delay. The risk is assessed as *medium*.

REFERENCES

Victor Harbor Horse Tram Authority Charter.

BUDGET IMPLICATIONS

As per the Charter, Section 5, item 5.5. Quarterly reports summarising the financial position and performance of the Authority against the Budget must be prepared and presented to the Board within thirty days of the conclusion of each quarter and copies provided to the Council.

CONSULTATION

City of Victor Harbor Finance Team

SMPCA Accounting Firm

Profit and Loss

Victor Harbor Horse Tram Authority For the 3 months ended 30 September 2019

JUL-SEP 2019

Trading Income

Donation Income	388.05
Group Sales	937.82
Interest Income	(1.15)
Other Income	91,283.36
Souvenir Sales	1,025.46
Ticket Sales	88,078.98
Whale Package Sales	23.64
Total Trading Income	181,736.16

Gross Profit

181,736.16

Operating Expenses

Administration Charge - Corporate Support	14,909.00
Administration Charge - Rent on Assets	6,642.00
Advertising Expenses	3,310.00
Authority Board Expenses	1,575.82
Bank Fees	112.60
Building and Paddock Maintenance	1,845.98
Cleaning Expenses	1,222.59
Clothing and Safety Expenses	918.50
Consultants and Professional Services	2,708.00
Horse Care Expenses	13,579.62
Insurance Expenses	10,324.00
Merchant Fees	458.33
On Costs - Superannuation	12,481.00
On Costs - Workcover	3,661.00
Other Expenses	1,093.00
Phone and Data Expenses	252.00
Printing and Stationary Expenses	451.00
Query	81.96
Salaries & Wages - Casual	72,493.00
Salaries and Wages - Permanent	36,386.00
Security Expenses	529.00
Staff Amenity Expenses	29.09
Training and Development Expenses	65.45
Tram and Equipment Maintenance	4,083.62
Utility Expenses	4,274.00
Total Operating Expenses	193,486.56

Net Profit

(11,750.40)