

# FARES PLEASE!

August 2014

*News from the Ballarat Tramway Museum*

## Winter in Ballarat



Taken on Saturday 26 July, Roger Gosney titled this photo "18 Coming Home". The maximum temperature was 10.9°C for the day and no doubt Greg Fitzgerald was looking forward to a warm 'cuppa'. A respectable number of tourists still travelled to vindicate our aim of maintaining every weekend and holiday an experience first enjoyed in Ballarat over one hundred years ago.

No 18 is our 'winter car' until warmer weather will allow the Museum to begin the task of restoring the tram which is to be primarily funded by the Federal Government's *Community Heritage Icons* program.

*Ballarat Trams are Ballarat History*

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### Around the Museum

When the passenger numbers drop into single figures you know that winter has arrived! And after a very mild start to the season, the cold weather struck in late June with snow falling on more than one occasion. In July fifteen days saw maximum temperatures of under 10°C. On August 1<sup>st</sup>, one of the days when snow fell, the maximum was only 4.9°C! The cold weather then continued through much of the month.

A number of grants are currently in place or pending to advance the development of the museum. The *Grants to Voluntary Environment Sustainability and Heritage Organisations* program yielded \$2000 for general improvements, the fourth and, unfortunately, the last year that this will be forthcoming, while the Federal Government's *Community Heritage and Icons* program is providing \$10,000 towards a much needed overhaul and repaint for centenarian No. 18.

From the museum's own resources the money from the bequest by the late Keith Atkinson is going towards the installation of solar panels on the depot roof, which will assist in reining in the ever increasing cost of electricity, a commodity much in demand in an electric tramway museum! Part of this project, the redesign of the substation, is nearly finished. When complete this vital electrical equipment will be housed in a properly sealed room which will reduce the negative effects of dust. Glass doors will enable our visitors to view the equipment.

Funding of \$5000, received from the City of Ballarat and matched by the Museum enabled the recommencement of reconstruction work on ESCo car No. 12 as announced in the June edition. Warren Doubleday tells the story later in the issue.

Another project that is being undertaken by Peter Waugh and Alan Bradley is researching Ballarat 'Trammies' and their involvement with the First World War. This includes those who worked on the trams in Ballarat, either prior, during or after the war. We have found a few great stories. It took quite some time to track down one man who worked as a

Motorman, joined up during 1916 and sadly was killed in action. We knew his name we thought, but the one we had wasn't his real name. With the assistance of the Ballarat RSL we tracked him down. Alan's comprehensive article remembering the 100<sup>th</sup> anniversary of the War will appear in the next edition of *Fares Please!*

### Annual General Meeting

The Annual General Meeting of the Ballarat Tramway Museum Inc. (Association No. A0031819K) will be held at the Ballarat Tram Depot, South Gardens Reserve, on Sunday 9 November 2014, commencing at 2.00pm.

Nominations are called for the following positions on the Museum's Board of Management which fall vacant on that date:

President

Vice President

Honorary Secretary

Honorary Treasurer

Ordinary Board Members (six positions)

Any financial member aged 18 or over and who is entitled to vote at a general meeting may nominate himself or herself or, with the member's written consent, be nominated by another financial member.

Any nomination must be in accordance with the Rules of Association and must be received in writing by the Secretary not later than 5:00pm on Sunday 26 October 2014.

They may be sent to: The Secretary, Ballarat Tramway Museum Inc., P.O. Box 632, Ballarat Victoria 3353.

Alternatively, they may be placed in the Ballot Box at the tram depot. Envelopes should be endorsed *Ballot Material* on the back of the envelope.

Nominations may be accompanied by a statement (of not more than 500 words) setting out the candidate's policies and record of service.

A member may be nominated as a candidate for more than one position on the Board, provided that upon election to any position on the Board, the member's nomination for any other position shall not apply.



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Friday 1<sup>st</sup> August 2014 was not the first time there had been heavy snow in Sturt Street as this wonderful photo from 5<sup>th</sup> August 1941 shows. From the Wal Jack collection, it is looking east from near Dawson Street. Tram No 27 is in the far distance. On the right hand side are Harry Davies Co and Scott Chemist buildings. *Photo: BTM collection*



A major milestone in progress towards running our trams occurred forty years ago last month when power was activated for the first time. *Photo: The late Bill Kingsley*

Bill Kingsley dated his photo 13/7/74. *Fares Please!* for July 1974 reported the event as occurring on 21/7/74 and the current editor made an entry in his diary on 14/7/74!

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### Business Plan

*The final draft of the Museum's new Business Plan was the sole item of business at the July meeting of the Board of management. The Plan was examined in detail and a few suggestions were relayed to our consultants. At the August meeting the Plan was adopted by the Board. Below are extracts from the Executive Summary of the Plan.*

This Business Plan has been developed to assist the BTM to achieve its objectives over the next five-to-seven years. It is recommended that the BTM focus on the following objectives for the period 2014-2021:

- Double the number of visitors
- Significantly increase the number of BTM members; and
- Double the number of active BTM volunteers.

The development of this Business Plan is also intended to support the application for funding of key infrastructure projects. These specific projects include:

1. Replacing approximately 550m of deteriorated tram track in Wendouree Parade
2. Progressing work to extend car parking facilities (e.g. in Gillies St.)
3. Developing the BTM Interpretive Centre
4. Exploring options to extend the current tram track/route.

The growth in visitor numbers may be achieved by focusing on the delivery of improved experiences to following visitor segments:

- Families
- Seniors
- School and Children's Groups

These segments are considered to make up ~90% of visitors to the BTM. The Business Plan articulates the experiences that the BTM chooses to deliver to each of these segments, and articulates the activities, capabilities and costs required to provide and communicate these experiences to prospective visitors. These have been developed from the

analysis of a number of visitor interviews and workshops with BTM volunteers. It is anticipated that a large proportion of the capital required for the implementation will be funded from grants.

Importantly, the proposed Interpretive Centre is the final initiative in a series of initiatives to improve visitor experiences and grow visitor numbers. These initiatives include re-designing the space within the existing museum facilities to provide well-marked "pathways", trialling / testing a number of interactive stations, as well as landscaping the external environment and establishing a Tram Café.

The work outlined in the Business Plan to be completed during 2014-2016 is expected to serve as a "proving ground" for displays which may then be transferred to the proposed Interpretive Centre, and is expected to assist to build the case for funding for the Interpretive Centre.

There are significant opportunities to better communicate the museum experience to prospective visitors. These are outlined in the Business Plan and include improved signage as well as marketing and promotion activities.

With increased visitor numbers there is the need to increase the number of BTM active volunteers. The volunteer experiences chosen to be delivered by the BTM are articulated in the Business Plan, as well as the activities, capabilities and costs required to deliver these experiences. These activities include providing improved information and training to volunteers as well as improved facilities, rostering systems and holding regular recognition events.

Increasing membership is considered to be an important way for the BTM to strengthen its engagement with the community within the Ballarat region and more broadly, and to obtain community support for its work to preserve and display the history of the tramways in Ballarat, its restoration work and its display of archival historical records of Ballarat life.

The profile of the BTM within the community and the engagement of the BTM with the

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community (as well as encouraging people to support the BTM by becoming BTM members) may be significantly enhanced by the BTM organising family events on several occasions throughout the year, with the intention that these events not only serve fundraising purposes for the BTM but also become iconic events for Ballarat.

While there is strong support from key stakeholders of the Lake Wendouree Gardens precinct (e.g. the City of Ballarat, Friends of the Gardens, the Committee for Ballarat) for the building of the proposed Interpretive Centre, it is apparent that collaborating with these stakeholders would significantly increase the likelihood of an application for funding for the Interpretive Centre being successful. The case for the proposed Interpretive Centre may be considerably strengthened if the Centre is a shared facility with e.g. the ex-Prisoners of War Memorial Board of Trustees, with the BTM being the major user.

The BTM currently is under-represented in the planning and decision-making processes related to the future development of the Lake Wendouree Gardens precinct. It is recommended that the BTM seeks to address this by establishing and maintaining strategic partnerships with key stakeholders, including those of the Lake Wendouree Gardens precinct.

As a number of current BTM Board members do not reside in Ballarat, it is recommended that the BTM establishes a Business Development Sub-committee of the Board, to represent the BTM in local strategic partnerships and to provide local oversight of the developments recommended in this Business Plan.

To successfully execute activities outlined in this Business Plan, it is recommended that a number of working groups are established by the Business Development Sub-committee, each with specific implementation responsibilities, including e.g.:

- Improved visitor experiences

- Recruitment and management of volunteers
- Maintenance and restoration

The financial model developed as part of the Business Plan demonstrates that the BTM can achieve sufficient cash flow (~\$30,000 in 2018 and increasing in later years) to sustain its operations. Included in the financial model are significant increases in marketing and promotion expenses and significant contributions to the running costs of the proposed Interpretive Centre. It is assumed that the BTM will continue to maintain a volunteer-based operating model and hire additional expertise on a contract basis as required.

The contribution of the BTM to the Ballarat economy has been estimated to range between \$2.7M to \$3.5M over the years 2014-2021, calculated from the consumption of visitors from outside the Ballarat economic region whose visit to Ballarat may be attributed to the BTM. This may be compared with the incremental capital investment (Lake Wendouree Gardens precinct assets) required for the implementation of the BTM Business Plan of ~\$4.32M, primarily for the construction of the proposed Interpretive Centre.

*The Museum thanks Virginia Fenelon, Joel Epstein and Lynne Gleeson for their work in developing the Plan. It is now up to our members to ensure that it is implemented and to do this many more will need to step up and offer their assistance.*

### Membership News

The Museum welcomes the following new members and trusts that their stay with us will be long and rewarding:

- 858 Neville Britton of Mount Clear
- 859 Liam Davies of North Fitzroy
- 860 Ahmed Doost of St. Albans

A large number of members have already renewed their membership for the coming year. If you are yet to renew, we are keen to hear from you in the near future.



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### Reconstruction of Tram No. 12

In the December 2014 issue of Fares Please!, we reported on receiving a matching grant from the City of Ballarat's *Preserving Our Heritage Together* program for 2013/14. The City granted us \$5000 on the condition that it be matched by the Museum.

Since the tram was acquired the reconstruction of *Electric Supply Company of Victoria* (ESCo) No. 12 has been one of those projects that started well, but faltered due to the lack of workers able to continue with it; with the possible workers being busy on other projects or lacking the skills to undertake the work. The restoration of this tram has long been seen by the Museum as a priority project and the grant has enabled a kick re-start to the project.

The central section of ESCo No. 12 was built by Benjamin Carne in Sydney in 1892 for the North Sydney cable tram line. After the cable tram line closed the body was sold to ESCo in 1905, and was placed on a longer underframe, and with some modifications to the original body, to create Ballarat tram No. 12. The original body was very similar in style, details and construction to that of a Melbourne cable tram trailer.

Further details of No. 12 and its story can be found on the Museum's website: [btm.org.au/12.htm](http://btm.org.au/12.htm)

The matching funding has been spent on:

- Fabrication of three new pillars
- Fabrication of six new saloon windows including glazing
- Fabrication of four external seats
- Fabrication of panels that support the seats
- Installation of the pillars, installation of new internal ribbing around the saloon of the tram and one of the drivers bulkheads.

During the next 12 months the Museum intends to continue work on the tram to complete the internal ribbing and fitting of the remaining horizontal members to the saloon, aligning the body and fitting the main side panels.

To undertake the work and expedite the spending of the funding, the Museum has used the services of Ludbrook's Joinery of Ballarat. Adam Stephenson, a young carpenter from Ludbrook's, put in two days a week on the rebuilding of the body framing. His normal work is manufacturing kitchen units, and he has risen to the challenges of restoration work, with no diagrams or plans, and everything having to be worked out from a few time expired sample pieces. The progress by someone who knows what he is doing is quite astonishing. Funds from the Bill Kingsley bequest have been allocated to continue this work. We also intend to continue using Ludbrook's.

The next steps are planned to be:

- Fabricate and install the "letter boards" at the top of the tram body
- Set up the body to be square and level
- Fit and install the steel rods that sit inside the tramcar at the top of the side panels
- Install new side panels
- Repair the end saloon bulkhead panels and reinstall
- Install the floor panels – some of the original ones remain in good condition and can be recycled.
- Fabricate and fit new aprons.

After this we are considering lowering the tram body to floor level to undertake the completion of the roof slating and other roof work.

To enable the next steps, we have sorted all the components and parts that were stacked on shelves. They have been arranged into:

- Not able to reused – but some will be kept for museum collection purposes to show the original parts and/or to model new sections on; using them as patterns.
- Parts able to be repaired with new timber or reused back into position.
- Fittings such as brackets, window lifters, metal components for windows etc.

One of the problems we had initially was there were more parts or pieces than necessary. We had forgotten that timber parts we salvaged many years ago from Melbourne cable trailer No. 427 had been mixed up with

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those of No. 12! Another issue is the lack of photographs taken when we acquired the tramcar in 1990 and during the early phase of work involving the dismantling of the body. Today, we have digital cameras and you can take as many photos as you like. Then you tended to take what was considered just enough given the costs.

It is intended that continuation of this work will be undertaken at the depot, using a mix of local suppliers and volunteers over the next few years. At this time, the reconstruction of the body is considered to have priority to that of making up a truck and fitting the electric and mechanical equipment. However, the

allocations and the work necessary to source and install this equipment remain in our thinking.

When guided tours are undertaken, the story of the tramcar, its various historical features and the reconstruction work is told to visitors. They find it quite fascinating how an unwanted cable tram body from Sydney could be recycled to form a “new” tramcar over 100 years ago.

The Museum thanks the City of Ballarat for the funding to match our funding and looks forward to further co-operative work to reconstruct the body of the tram.

*Warren Doubleday*



**Left:**  
The driver's bulkhead showing the new and old materials

**Right:**  
One of the four new external panels for the outside seats shown alongside an original panel

**Below:**  
Some of the sorted materials stacked for identification and reuse

*Photos:*  
*Warren Doubleday*





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### The Manx Electric Railway, Douglas, The Isle of Man

While his staff were shivering in Ballarat, the Operations Manager was enjoying slightly warmer weather. No 7 entered service in 1894 and was completely rebuilt in 2010 after spending many years as a permanent way department “hack”. It is wearing the Prussian Blue livery of the Douglas and Laxey Electric Tramway. Trailer No 48, in matching colours, was built in 1899. The line runs some twenty-eight kilometres along the coast to Ramsay, through spectacular scenery. Operations today are seasonal and carry mainly tourists. Now owned by the Manx Government this is a wonderful example of how our heritage tramways can be retained and operated as they always have been.



*Photos:  
Peter Winspur  
18 July 2014*



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**Fares Please!** is published by the Ballarat Tramway Museum Inc. (A0031819K) six times a year in alternate months commencing in February. It is distributed to members and friends.

For further information regarding the Museum, its activities and publications please contact:

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