



**WORLD ASSOCIATION OF TOURIST TRAMS
AND TRAINS
STRATEGY AND BUSINESS PLAN**



September 2010

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1. Introduction

At the Railway Heritage Conference: Opportunities and Challenges held in Brisbane in October 2009, the following motion was passed unanimously:

‘This meeting endorses decisions made at the previous two World Congresses to form a world-wide organisation to promote the interests of the owners and operators of heritage and tourist trains and trams, and that the three proposers ie. Quique Diaz (Latin America), Chris Le Marshall (Australia) and David Morgan (Europe) be invited to establish an organisation along the principles set out in their paper. Furthermore, they should report back to all potential and interested candidates for membership at least three months before the next plenary session in 2012”.

The principles set out in the paper referred to were as follows:-

The Statement of Objectives should include:

- to facilitate the exchange of information amongst member organisations for their betterment;
- to promote, represent and act as an advocate for the Heritage and Tourist sector to ensure optimal outcomes in the international arena;
- to develop an internet-based information source to provide members with a full range of information relevant to their needs (Alexandria library);
- to assist development of the sector to facilitate exchange of individuals between members so they improve their understanding of the Heritage and Tourist operations especially;
- at the request of members, to provide specific advice and information as a respected consultancy;
- to facilitate twinning arrangements between Heritage and Tourist operations to improve understanding;

- to create and develop a database of specialist suppliers of goods and services utilised by the Heritage and Tourist sector with a facility to access feedback;
- to gather and, where necessary, commission research into financial / economic benefits of operations, environmental and other important issues relevant to the sector;
- to negotiate on behalf of the sector arrangements for insurance and other key services or products to secure favourable terms as a result of bulk purchasing;
- at the request of members, to assist in formulation of policy positions and to assist where requested in the presentation of those positions to government and others; and
- to promote conservation on the basis of Riga Charter.

The strategic elements considered when WATTRAIN was formed are detailed at Attachment 1.

Objective 1.1 - Three months prior to the next international plenary session, report to attendees on WATTRAIN's progress and achievements.

Resources required – nil.

Personnel requirements -- action undertaken by the Board.

2. Membership and Voting

Membership will be open to all Tourist and Heritage operators in the sector, their state, regional, national and international regional representative bodies, individuals and the corporate sector.

WATTRAIN subscriptions are to be fixed at an affordable rate. Subscriptions will be weighted to reflect the size of the organisation and the nature of the operation.

Membership category and charges are:

- **Organisation Membership** - open to all tourist train and tram organisations at a cost of 50 USD annually.
- **State and Regional Representative Bodies** - open to all tourist train and tram state and regional representative organisations at a cost of 80 USD annually.
- **National Representative Bodies** - open to all tourist train and tram national representative organisations at a cost of 100 USD annually.
- **International Regional Representative Bodies** - open to all tourist train and tram international regional representative organisations at a cost of 100 USD annually.
- **Affiliate membership** will be open to commercial suppliers and interested bodies (no vote) at a cost of 120 USD annually.
- **Associate membership** should be open to individuals interested in the Association (no vote) at a cost of 25 USD annually.

Membership matters will be progressed by the Membership Secretariat working at the direction of the Membership Secretary.

Objective 2.1 Appoint a Membership Secretary by August 2010.

Resources required -- nil.

Personnel requirements -- a part-time Membership Secretary supported by a part-time Secretariat.

Objective 2.2 By September 2010, incorporate in the web-site membership joining arrangements.

Resources required -- included in web-site development.

Personnel requirements -- Membership Secretary supported by the Secretariat.

3. Initial Set Up and Corporate Structure

A Working Group (directorate of 3 people) has been established to progress the formation of a company limited by guarantee. The group will be increased as agreed by the Working Group when required.

The company has been established and will have been in operation for two years prior to the next international conference scheduled for 2012.

The Working Group will be WATTRAIN Directors for the first three years. After the first three years, one Director in rotation will resign annually with an election to be held to elect a new Director.

The WATTRAIN Board will meet as required by the Directors to progress the development of the organisation. Those meetings will utilise technology such as Skype to enable electronic conferencing.

Directors will physically meet, at their own cost, at least once a year.

There will be a representative Board with a minimum of three directors and a maximum of seven.

The WATTRAIN world conference will be held every 3 years with the next to be in the UK in 2012, and thereafter in the Asia or Pacific Region in 2015.

Objective 3.1 In 2012 and then every 3 years, WATTRAIN will hold an international conference.

Resources required -- included in web-site development.

Personnel requirements – Conference Convener supported by a Secretariat.

4. Location of the Corporate Office

Initially administration of the operation of the organisation is to be based in the United Kingdom at 5 Great College Street, Westminster, London SW1P 3SJ.

Within six months of establishment of the company, arrangements will be made to auspice the WATTRAIN web-site at a suitable venue.

Objective 4.1 By September 2010, establish a relationship with an organisation in order to facilitate auspicing of the WATTRAIN web-site.

Resources required -- nil.

Personnel requirements -- Chairman and Directors.

5. Facilitating the Exchange of Information

WATTRAIN will facilitate the exchange of information among member organisations for their benefit and betterment through development of the following initiatives.

5.1 Internet Information Source

WATTRAIN will develop an internet-based information source to provide members with a full range of information relevant to their needs including:

- Technical data, including specifications, codes of practice and guidelines, related to the operations of tourist and heritage steam, diesel, electric and other rolling stock.
- Historical data related to the operations of tourist and heritage steam, diesel, electric locomotives, other rolling stock and trams.
- Information related to the establishment of tram and railway museums to the maintenance of heritage steam, diesel, electric locomotives and rolling stock, trams and related items of historical significance.
- Training data to assist in training personnel.
- Information related to the economic benefits of tourist and heritage rail and trams.
- Marketing data and information related to the heritage and tourist railway and tramway sector.
- Details of suppliers of heritage railway and tram equipment and services.
- Provision of testimonials / references with respect to specified suppliers.

Objective 5.1 By March 2011, establish a Technical Committee to oversee the collection and collation of material for the Internet site.

Resources required -- 7,000 USD plus 1,000 USD annually.

Personnel requirements -- Webmaster, Internet Service Provider and Technical Committee.

5.2 Internet-Based Sector Performance Indicators

WATTRAIN will develop an internet-based source of performance indicator information to assist those in the sector to assess their performance in areas related to operations, finance and marketing relative to other organisations in the region, country and internationally.

The information required is at Attachment 2.

All information provided will be confidential. No member organisation will have access to another member's performance data.

The information provided will be aggregated by WATTRAIN and the averages for the region, country and an international average will be calculated for each indicator.

The information will be forwarded to member organisations.

Member organisations will thus receive:

- Their own results back.
- The international average for each indicator.
- Where there is an umbrella organisation or trade federation for the sector in the country and that organisation is a member, the national average for each performance indicator.
- Where there is an umbrella organisation or trade federation sector in the region of the country and that organisation is a member, the regional average for each performance indicator.

Objective 5.2 By March 2011, establish a Business Support Cell that will manage the Performance Indicator data gathering and dissemination through the Internet site.

Resources required -- Included in Internet site 7,000 USD plus 1,000 USD annually.

Personnel requirements -- Business Support Co-ordinator and Business Support Cell.

5.3 Capital Equipment, Spare Parts and Services Assistance

Members seeking information regarding the procurement of capital equipment, spare parts or the provision of specialised services may contact WATTRAIN for assistance.

WATTRAIN will circulate to all members a monthly, or as required, WATTRAIN Spare Parts Bulletin (WASP), that will briefly and anonymously specify the details of member requests for information regarding purchases or services.

Members will be asked to respond to WATTRAIN who will then forward the information to the member concerned.

All information provided will be confidential. No member organisation will have access to another member's request.

Objective 5.3 By March 2011, establish a Capital Equipment, Spare Parts and Services Assistance Cell that will manage the WASP.

Resources required -- Nil.

Personnel requirements -- Technical Committee.

5.4 Alerts

The Board, as required, may circulate an International Alert, a WATTRAIN Alert to Members (WAM) to notify members of issues or occurrences that may require immediate action on the part of members. Alerts could relate to:

- Stolen goods that may be sold to members;
- Technical issues related to safety;

- Policy issues related to safety;
- Environmental issues; and
- Other issues.

Objective 5.4 By March 2011, establish the WAM system to inform members of occurrences that may require immediate action on their part.

Resources required -- Nil.

Personnel requirements -- Board.

6. Learning Exchanges and Twinning

6.1 Learning Exchanges

WATTRAIN will establish a mechanism to facilitate the exchange of personnel between member organisations with an aim of improving understanding of the heritage and tourist tram and train sector.

WATTRAIN will only act as a facilitator, and the final decision related to any exchange of personnel will be the responsibility of the individuals and organisations concerned.

WATTRAIN will insist that as part of the exchange, a report is provided to WATTRAIN and the hosting organisation on the effectiveness of the exchange and the outcomes achieved.

Individuals and member organisations may submit names they wish to have considered for exchange. It will be undertaken using an extract from the Excel Spreadsheet detailed at Attachment 3.

WATTRAIN will broker any proposed exchange by initiating contact with possible host organisations and arranging for subsequent exchange of details, so that individuals and organisations may assess the suitability of the exchange and if agreed by all, then progress the exchange.

Objective 6.1 By November 2010, establish the Learning Exchange Secretariat and Learning Exchange Co-ordinator to progress development of the Internet site with the elements required for Learning Exchanges so that exchanges can commence in June 2011.

Resources required -- Included in Internet site 7,000 USD plus 1,000 USD annually.

Personnel requirements -- Learning Exchange and Twinning Co-ordinator and Secretariat.

6.2 Twinning

WATTRAIN will facilitate twinning arrangements between member organisations with the aim of improving understanding of the heritage and tourist tram and train sector.

Organisations wishing to progress twinning arrangements are to apply to WATTRAIN providing details of their organisation and the contribution they could provide to the twinning arrangement. Those contributions may include:

- Exchange of technical data;
- Exchange of training material;
- Reciprocal promotion and marketing;
- Standing arrangements for the exchange of personnel using the WATTRAIN Learning Exchange process; and
- Other mutually beneficial exchanges.

Organisations seeking to twin may include the names of those organisations they believe would be a suitable twin.

Objective 6.2 By November 2010, as part of the Learning Exchange process, establish the WATTRAIN twinning arrangements through the Internet site with the elements required so that twinning can commence in June 2011.

Resources required -- Included in Internet site 7,000 USD plus 1,000 USD annually.

Personnel requirements -- Learning Exchange and Twinning Co-ordinator and Secretariat.

7. Government Regulation

WATTRAIN will establish a Government Regulation Advice Panel to provide specialised advice to member organisations and individuals in areas related to government regulation, and the best mechanism for handling proposed changes to legislation and regulation, especially with respect to safety and accreditation.

Advice will be provided on a “without prejudice“ and no liability basis.

Objective 7.1 By November 2010, establish the WATTRAIN Government Regulation Advice Panel.

Resources required -- Nil.

Personnel requirements -- Government Regulation Advice Panel Co-ordinator and Panel.

8. Liaison with International Bodies

The WATTRAIN Board will develop and implement a Strategic Marketing Action Plan that identifies key international organisations that should be influenced so that members are provided with international policy outcomes that are optimal for the sector.

Initiatives undertaken in this area will be detailed on the WATTRAIN web-site.

Objective 8.1 By November 2010, develop and implement the WATTRAIN Strategic Marketing Action Plan that identifies key international organisations that should be influenced so that members are provided with international policy outcomes that are optimal for the sector.

Resources required -- Nil.

Personnel requirements -- WATTRAIN Board.

9. Preservation of Railway and Tramway Icons in Areas Where There is No Effective Representation

The WATTRAIN Board, assisted by the Museum Committee, will act to effectively promote the preservation of railway and tramway icons that may otherwise be lost where there is no tourist and heritage peak body to assist.

Initiatives undertaken in this area will be detailed on the WATTRAIN web-site.

Objective 9.1 As required, having identified railway and tramway icons that may otherwise be lost where there is no

in-country tourist and heritage organisation to assist, act to influence key decision makers to ensure the preservation of those icons.

Resources required -- Nil.

Personnel requirements -- WATTRAIN Board.

10. Insurance

WATTRAIN will seek to develop a cost effective insurance scheme for the sector combining traditional insurance with a form of self-insurance through a mutual fund. That mechanism for securing coverage and managing risks should see premiums lowered.

The initiative will be accompanied by the provision of advice for member organisations with respect to insurance and possible claims.

Advice will be provided on a “without prejudice“ and no liability basis.

Objective 10.1 Form an Insurance Committee to negotiate a cost effective insurance scheme for the sector, and to provide advice to members on insurance related matters.

Resources required -- Nil.

Personnel requirements -- WATTRAIN Insurance Committee.

11. Marketing

WATTRAIN will form a Marketing Committee with the initial task of developing a web-based guide for tourist and heritage organisations, with member organisations being asked to fill in a pro forma to provide information for visitors related to:

- An overview of the organisation.
- An overview of the timetabling.
- A current web-site that prospective visitors can access to source up-to-date information. It would be provided with a link from the main web-site to that organisation.
- Area where the operation is located.
- The historical significance of the area and rolling stock.
- Contact details.

- Any other details that may be relevant to prospective visitors such as parking or access by public transport.

Objective 11.1 Form a Marketing Committee to progress a Member Organisation Guide with the Guide to be on the Internet site by June 2011.

Resources required -- Included in web-site development.

Personnel requirements -- WATTRAIN Marketing Co-ordinator and Committee.

12. Finance

WATTRAIN will fund its operations initially with loans from Directors and then from subscriptions. Funds will be expended in accordance with a budget that will be adopted each year by the Directors. The budget will be monitored and amended as necessary.

Subscriptions paid by member organisations and individuals will be kept to a minimum.

WATTRAIN will not finance Board members' travel and accommodation except in exceptional circumstances when such costs will be approved by the Board in advance.

Objective 12.1 Annually, the WATTAIN Board will develop and adopt a budget.

Resources required -- Nil.

Personnel requirements -- WATTRAIN Board and Finance Director.

13. Patrons

The WATTRAIN Board will appoint suitable patrons to facilitate the operation of the organisation.

Objective 13.1 By 2012, the WATTAIN Board will appoint a minimum of two patrons.

Resources required -- Nil.

Personnel requirements -- WATTRAIN Board.

14. Museum Committee

A Museum Committee will be formed to advise the Board on matters relating to museums and to assist members where there is a requirement for specialist museum input. The Museum Committee will also provide advice to the Board on matters related to iconic tramways or railways.

Objective 14.1 By 2012, establish a Museum Committee.

Resources required -- Nil.

Personnel requirements -- Museum Committee.

15. Tram Committee

A Tram Committee will be formed to advise the Board on matters relating to trams and to assist members where there is a requirement for specialist tram input.

Objective 15.1 By 2012, establish a Tram Committee.

Resources required -- Nil.

Personnel requirements -- Tram Committee.

16. Awards Committee

An Awards Committee will be formed to advise the Board on matters relating to international achievement awards.

Objective 16.1 By 2012, establish an Awards Committee.

Resources required -- Nil.

Personnel requirements -- Awards Committee.

Attachment 1 - WATTRAIN - STRATEGIC ELEMENTS

The strategic elements considered when WATTRAIN was formed are detailed below.

1. KEY STRATEGIC ISSUES INVOLVED

The following key strategic issues were considered by those interested in the formation of an international body for tourist and heritage trains and trams:

- **Availability of Data.** Data related to the operations of heritage steam, diesel and electric locomotives and rolling stock and trams is becoming increasingly difficult to find, as individuals previously involved in the maintenance of those items can no longer provide guidance on technical matters.
- **International Representation.** In international forums, there is no one body able to represent tourist and heritage rail organisations on issues with respect to tourism, emissions trading and other issues of relevance to the tourism and heritage rail sector.
- **Insurance.** It is becoming increasingly difficult for tourist and heritage rail operations to secure cost effective insurance.
- **Marketing.** The tourist and heritage rail sector is competing against a number of tourist attractions internationally, and there is a need to market the sector internationally so that the sector's market share is retained and indeed expanded.
- **Procurement of Capital Equipment, Spare Parts and Services.** The tourist and heritage rail sector is finding it increasingly difficult to procure specialised parts essential for continued operation.

- **Economic Benefits of Tourist and Heritage Rail.** There is a lack of understanding, especially in international forums, of the economic development benefits associated with tourist and heritage rail operations.
- **Training.** There is an increasing need for tourist and heritage rail operations worldwide to train their people so that the skills required to operate their systems are available in perpetuity.

2. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The strengths, weaknesses, opportunities and threats related to formation of an international tourist and heritage rail organisation were assessed. They are detailed below.

2.1 STRENGTHS AND SUPPORTS

The following strengths and supports were identified:

- **Need for an International Approach**

There is increasing recognition among tourist and heritage rail operators of the need for an international approach in key areas, especially in relation to the environment and tourism.

- **Sharing of Data**

Many in the tourist and heritage rail sector have appreciated the benefits of sharing information, especially technical information, so that they can glean data required to continue successfully operating their organisations.

- **Economic Benefits**

Increasingly entities that provide funding for tourist and heritage rail operations are requiring strong definition of the economic benefits of tourist and heritage rail operations in order to confirm the suitability of investing in the sector.

- **Success of National and Regional Heritage Rail Peak Bodies**

The success of organisations such as the Heritage Rail Association in the UK and Fedecrail in Europe, which is the

European peak body for tourist and heritage rail operations, has indicated to many the probable success of an international tourist and heritage rail organisation.

2.2 WEAKNESSES AND IMPEDIMENTS

The following weaknesses and impediments were identified:

- **Lack of Enthusiasm in Some Countries**

In investigating the possibility of establishing an international tourist and heritage rail organisation, it was obvious that some countries did not readily see the benefits of such an organisation, and indeed, were sceptical about the success of an international tourist and heritage rail operation if it was in fact formed.

- **Limited Resources**

The limited resources available in the sector will restrict the activities of an international tourist and heritage rail organisation.

- **Existing Workloads**

The existing workloads of many involved in the tourist and heritage rail sector are such that the ability to provide support to an international organisation is limited.

- **Cost of Travel**

The cost of travel associated with operation of an international organisation was identified as a major impediment.

2.3 OPPORTUNITIES

The opportunities to be realised from establishment of an international tourist and heritage rail organisation were identified as:

- **Internet-Based Information Exchange**

Technology will provide an international tourist and heritage rail organisation with the ability to cost effectively and efficiently provide access to significant banks of information.

- **Gathering, Collating and Presentation of Technical and Heritage Data**

An international tourist and heritage rail organisation will be able to call on member organisations to provide, in electronic format, information suitable for inclusion in the web-accessed database. It will mean that the information held by a few will be available to many.

- **Learning Exchanges and Twinning**

An international tourist and heritage rail organisation will be able to facilitate engagement across country borders that will lead to sharing of knowledge through exchanges of personnel between member organisations and the twinning of organisations.

- **Preservation of Railway and Tramway Icons**

An international tourist and heritage rail organisation will be able to assist in preservation of railway and tramway icons that otherwise may be lost, as they are located in countries without an existing tourist and heritage rail infrastructure or organisation.

- **Business Development**

An international tourist and heritage rail organisation will be able to provide a mechanism to enable organisations to confidentially submit data for generation of performance indicators, which will enable organisations to assess their performance against an industry average for the region, country and internationally.

2.4 THREATS

The following threats could impact on the successful establishment of an international tourist and heritage rail organisation:

- **Lack of Resourcing**

The lack of resources will significantly inhibit the set up and running of an international tourist and heritage rail organisation.

- **Staffing**

The establishment of an international tourist and heritage rail organisation will require significant input from a few key individuals in order to be successful.

- **Inability to Perform**

Those organisations sceptical of the benefits that will flow from establishment of an international tourist and heritage rail organisation may seek to undermine the organisation during the set up period when the organisation will be most vulnerable.

3. WATTRAIN - CONCEPT OF OPERATIONS

WATTRAIN will provide information and services related to:

- Marketing the sector worldwide.
- Developing a cost effective insurance scheme for the sector.
- Procurement of tourist and heritage railway related spare parts.
- Developing an internet-based information source to provide members with a full range of information relevant to their needs including:
 - Technical data related to the operations of heritage steam, diesel, electric and other rolling stock.
 - Information related to the economic benefits of tourist and heritage rail.
 - Marketing data and information related to the tourist and heritage railway sector.
 - Training data to assist in training personnel.
- Providing a focus in areas where there is no tourist and heritage rail peak body to assist in preservation of railway and tramway icons that may otherwise be lost.
- Advice related to government regulation and the best mechanism for handling proposed changes to regulation.
- Advice in areas related to insurance.
- Representation at the international level, the United Nations, and other appropriate organisations, to ensure that the benefits of the tourist and heritage railway sector are understood, and that key projects can be funded under those organisations' programmes.
- A mechanism to facilitate the exchange of personnel between member organisations with the aim of improving understanding of the tourist and heritage tram and train sector.

- A mechanism to facilitate twinning arrangements between member organisations with the aim of improving understanding of the tourist and heritage tram and train sector.

In order to minimise costs, the new organisation will utilise the Internet as the main means of communicating with member organisations with international conferences being held every three years.

Organisationally the structure will be similar to the Heritage Rail Association in the UK and Fedecrail in Europe, with the organisation having a number of specialist sub-committees for technical issues, legislation and regulation, insurance and marketing. Those committees will provide the responses, via the Internet, to queries forwarded through to the international organisation.

Members will be drawn from:

- Peak body organisations.
- Individual organisations.

It was identified that individual organisations should be targeted as the time required for communication through a state peak body and / or a national peak body would preclude timely responses to queries.

Overall, the aim of the organisation is to improve the tourist and heritage sector internationally through the free exchange of relevant information, and representation of the sector in international forums for the benefit of the sector.

3.1 KEY OPERATIONAL ISSUES ON WHICH THE INTERNATIONAL TOURIST AND HERITAGE ORGANISATION MAY BE REQUIRED TO FOCUS

3.1.1 Insurance

Following 9/11 and the significant rises in public liability and other insurance premiums in the tourist and heritage rail sector, substantial pressure is being placed on organisations. Insurance premiums are too high.

Of late, premiums have decreased slightly, however, the industry remains vulnerable to externalities such as those that would impact on premiums following a major terrorist or health related calamity.

Opportunity exists to combine traditional insurance with a form of self-insurance through a mutual fund. Such a mechanism for securing coverage and managing risks should see premiums lowered.

The initiative would also be accompanied by a mechanism for securing professional advice for member organisations in areas related to insurance and possible claims.

It is anticipated that the Insurance Sub-Committee of the new international organisation could provide pro forma letters that organisations may care to consider in responding initially to ambit claims.

The instant related at the tourist and heritage rail conference in Ushuaia is a very good case in point. In that situation a hot cup of coffee was spilt over a young child and the parents of that child sought recompense from

the tourist railway. A prompt response back to the parent saying that it was their right to make such a claim but also noting that the heritage rail organisation would be vigorously defending their position and would be seeking expenses, which would be considerable, in the event that the parents lost the case. The final point passed to the parents was in the event that they failed in their claim they would be liable for significant legal expenses.

There was a general feel among members at Ushuaia that insurance companies generally would take the easy option and settle, instead of applying common sense and presenting a somewhat harder line to prospective litigants.

3.1.2 Marketing

Across the globe, there are significant tourist and heritage railway icons which, while known nationally, are not known internationally. The aim of the new international tourist and heritage rail organisation would be to develop a web-based guide for tourist and heritage organisations, with member organisations being asked to fill in a pro forma to provide information for visitors related to:

- An overview of the organisation.
- An overview of the timetabling.
- A current web-site that prospective visitors can access to source up-to-date information. It would be provided with a link from the main web-site to that organisation.
- Area where the operation is located.
- The historical significance of the area and rolling stock.
- Contact details.

- Any other details that may be relevant to prospective visitors such as parking or access by public transport.

3.1.3 Spare Parts

The conference at Ushuaia highlighted the availability within South America and other areas of spare parts such as boilers, boiler tubes, Westinghouse brake components, injectors, traction motors and castings.

Often organisations undertook extensive research to source the best supplier of those items, and then having procured them, were in a position where they could offer advice with respect to the quality of the parts received.

It was identified that significant benefit would accrue to tourist and heritage operations worldwide, if a listing of recent acquisitions by organisations could be reviewed, and if a contact where information related to the purchase and the subsequent performance of those parts could be obtained.

It was important that information on the web-site related to charges and performance was not available publicly, and that the information should be secured directly from the procurer of the parts, the end user.

The frank exchange of information between individuals and organisations with respect to suppliers would do much to reduce the risk when organisations were expending large amounts of money on critically important components.

3.1.4 Legislation and Regulation

Around the world, government legislation and regulation impacting on the sector is increasing. Often the legislators are responding to the latest issue passed on to them by regulators in other parts of the world.

It was noted at Ushuaia that significant benefit would accrue if a facility existed for organisations to present draft legislation and regulations to a body familiar with such regulations in other jurisdictions, and for the body to make some comparisons and to provide feedback to member organisations. It was noted that in many cases the experts drafting the legislation and regulation worldwide were the same, and often similar trends emerged in different countries.

3.1.5 Technical Information

Participants in Ushuaia were provided with details related to Porta's water treatment.

Participants noted that dissemination of information related to those developments and other technical developments, especially with respect to steel boilers, would do much to improve the efficiency of the tourist and heritage rail sector worldwide.

It was agreed by all that mechanisms to freely exchange such technical information would do much to assist prospective members.

3.1.6 Standards and Codes

With the decreasing industrial capacity in many parts of the world related to the construction, testing and maintenance of items such as:

- boilers,

- cylinders,
- boiler fittings such as injectors and safety valves,

it was identified that a mechanism whereby most of this information could be detailed in standards and codes would do much to assist the sector.

Many of these codes and standards would be national in nature. A forum whereby national codes could be exchanged between organisations would be of great assistance to members.

3.1.7 New Organisation Location

It was identified at the conference in Ushuaia that there were many likely locations where the new organisation could be based. It was anticipated that the new international organisation would really require a site for its Internet presence and a post box with a very small office facility. Following discussions it was agreed that the birthplace of rail, Sheldon in the UK, would be a likely candidate for the home of the new International Tourist and Heritage Rail organisation. Those at the Ushuaia conference agreed that would be appropriate.

3.1.8 How the New Organisation Would Work

It was agreed that the new organisation must have representatives from:

- Europe
- North America
- South America
- India / Asia
- Australasia and Oceania.

The method of selection of representatives initially, in order to get the organisation going, should be through the steering committee.

Once the organisation was established, peak bodies in the various geographical areas that had joined the international body would be asked to either confirm the appointees made by the steering committee or suggest alternative members.

In the event that alternative members were recommended to the international organisation, all member organisations from that area would be asked to vote on the nominees. The voting process would be through e-mail.

3.1.9 Getting the Organisation Established - the Steering Group

Following unanimous agreement at Ushuaia that an international tourist and heritage rail organisation should be formed, a sub-committee consisting of representatives from:

- UK / Europe – two representatives
- South America – one representative
- Australasia / Oceania – one representative.

It was agreed that the sub-committee would formulate their views and present, via e-mail, to all those who attended the conference, proposals with respect to the formation of a new organisation. It was intended that within two years the parameters around which the new organisation would be based would be agreed, and that the new organisation would be formed with the steering committee members forming the initial Board membership.

3.1.10 Legal Structure of the New Organisation

It was agreed that the steering committee would develop proposals to be considered by those who attended the Ushuaia conference with respect to the legal form of the new entity.

Attachment 2 - WATTRAIN Performance Indicators - Version 3 September 2010 - Copyright WATTRAIN

What is your organisation's name ?	In what Country do you operate ?	In what Region of the Country do you operate ?	What length of track do you have in kilometres ?	How much did you spend in total over the year on track maintenance - ballast, new rail, tamping etc ?	Ratio - local currency spent on maintenance per kilometre	How much is a Big Mac in your Country (BME) ?	Ratio - for international comparison BME per kilometre spent on track maintenance ?	What was your revenue from operations - ticket sales, refreshments, souvenirs, leasing and contract work for the year ?	What were your expenses for the year ?	What was your depreciation for the year ?	Ratio - Expenses less depreciation to revenue
					#DIV/0!		#DIV/0!				#DIV/0!
Note - Museums do not fill in yellow shaded areas unless they have an operational line											

Number of operational diesel locomotives ?	Number of non operational diesel locomotives ?	Number of operational trams ?	On average, how long do patrons travel to get to your venue ?	What percentage of your patrons are local ?	What percentage of your patrons are from your country but not local ?	What percentage of your patrons are from another country ?

What is the specialist area of interest that you would like to learn more about ?	What benefit will the learning exchange provide to the tourist and heritage tram and train sector in your Country ?	Which organisations would you like WATTRAIN to approach regarding a possible exchange (name 2) ?	If you have letters of reference, please e-mail them to WATTRAIN along with this filled in spreadsheet - please fill in details of the organisation providing the reference and the position of the person who signed your letter of reference	Are you happy to provide WATTRAIN with a report on your learning exchange when it is completed ?

Attachment 4

