

ITEM NUMBER: 18.5

CONFIDENTIAL REPORT

**UNSOLICITED PROPOSAL – PROPOSED
ACTIVATION (Report No: 293/20)**

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- k. tenders for the supply of goods, the provision of services or the carrying out of works.

CONFIDENTIAL

Recommendation – Exclusion of the Public – Section 90(3)(k) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Council hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 293/20 Unsolicited Proposal – Proposed Activation in confidence.
 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Council is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 293/20 Unsolicited Proposal – Proposed Activation on the following grounds:
 - k. pursuant to Section 90(3)(k) of the Act, the information to be received, discussed or considered in relation to this Agenda Item are tenders for the provision of café services.
 3. The Council is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.
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CONFIDENTIAL

Item No: **18.5**

Subject: **UNSOLICITED PROPOSAL – PROPOSED ACTIVATION**

Date: 22 September 2020

Written By: Business Development Partner

General Manager: Community Development, Ms M Lock

SUMMARY

At present, the old tram in Wigley Reserve (the tram) is a historic site for viewing. While Council did not have an active plan for the tram to be anything other than a point of historic interest, unsolicited proposals received by Council indicated there could be market interest to use the tram as an interim amenity during the considerations of options, and later construction, at the old Buffalo site.

At the Council meeting 28 July 2020 Council unanimously carried a motion to seek expressions of interest for the provision of a café service in the tram.

Two Expressions of Interest (EOI) were received, however, one was received after the Expression of Interest closing date and stated that the length of lease was not viable for their proposed operation.

The complying expression of interest has been worked through with Administration, an acceptable proposal has been negotiated and is herewith presented for Council's approval.

RECOMMENDATION

That Council:

1. **agrees to appoint Unique Hospitality Group 'The Tram Stop' as the café service provider for the tram site;**
2. **agrees to grant a lease to the chosen café service provider for a term of 1 year with a right of renewal for 1 year in respect of a designated portion of Wigley Reserve, comprising the tram and an area as indicated in the attached map (Attachment 1) for associated removable café infrastructure for the purposes of carrying on a café business, subject to safety and other relevant lease obligations being met;**

3. 

4. gives approval for the Mayor and Chief Executive Officer to sign and execute any documentation necessary to give effect to the Lease Agreement, on successful completion of negotiations; and

RETAIN IN CONFIDENCE - Section 91(7) Order

5. That having considered Agenda Item 18.5 Unsolicited Proposal – Proposed Activation in confidence under Section 90(2) and (3)(k) of the *Local Government Act 1999*, the Council, pursuant to Section 91(7) of that Act orders that the report and attachments be retained in confidence and the Chief Executive Officer is authorised to release the documents when the lease has ended, and that this order be reviewed every 12 months.

This order is subject to Section 91(8)(b) of the Act which provides that details of the identity of the successful tenderer must be released once Council has made a selection. In addition, Section 91(8)(b&a) of the Act requires details of the amount(s) payable by the Council under a contract for the provision of café services must be released once the contract has been entered into by all concerned parties.

COMMUNITY PLAN

Community: Providing welcoming and accessible facilities

Culture: Being financially accountable

Economy: Supporting and growing local business

COUNCIL POLICY

Unsolicited Proposals Policy

Procurement Policy

Mobile Trading Policy

STATUTORY PROVISIONS

Local Government Act 1999 and Regulations

Disability Discrimination Act 1992 (Cth)

BACKGROUND

At present, the old tram in Wigley Reserve (the tram) is a historic site for viewing. While Council did not have an active plan for the tram to be anything other than a point of historic interest, proposals indicated there could be market interest to use the tram as an interim amenity during the considerations of options, and later construction, at the old Buffalo site.

Two unsolicited proposals were received in July 2020 by Council in relation to opening a café service in the tram. Differing levels of detail were provided by the two proposed proponents. A meeting was held on site with each of the proponents and a subsequent Report was prepared for Council's consideration.

At the Council meeting 28 July 2020 a motion to seek expressions of interest for the provision of a café service in the tram was carried unanimously:

Motion C280720/1985

That Council:

- 1. agrees to the possible use of the tram in Wigley Reserve as a café, subject to safety and other relevant technical obligations being met;*
- 2. notes the use of a select tender process, under the Council's Procurement Policy, will be applied to determine the vendor;*
- 3. notes the final proposal will be subject to Council approval; and*
- 4. RETAIN IN CONFIDENCE - Section 91(7) Order*

REPORT

A select expression of interest (EOI) process was conducted with the proponents of the two unsolicited proposals, from 11-18 August 2020. The EOI sought the supply of café services within the tram site to provide for an accessible, high-quality café that offers takeaway and outdoor dining for the enjoyment of residents and visitors to the area.

The proposals were assessed by a tender panel using an appropriate and equitable process.

Two expressions of interest were received, however, one was received after the EOI closing date, and stated that the length of lease offered was not viable for their operation. Consequently, the late submission was not considered by the panel.

The tender panel considered one compliant application submitted by Unique Hospitality Group Pty Ltd, proposing a café service called 'The Tram Stop'.

Refer Attachments 2 and 3

Proposal

Additional information was sought from the applicant in relation to detailed design of the site, accessibility compliance in relation to the proposed tram use, and clarifications regarding the proposed use of a mobile van to operate a café service area, rather than the internal tram space.

The applicant, on revising their submission, is proposing a standalone structure to the west of the tram representing a ticketing box as the café service access point rather than the tram due to the following factors:

- On advice from their architect, there is insufficient space for disability access within the tram, particularly for wheel chair access, with necessary modifications being impractical
- The short-term lease precludes access modifications from being financially viable

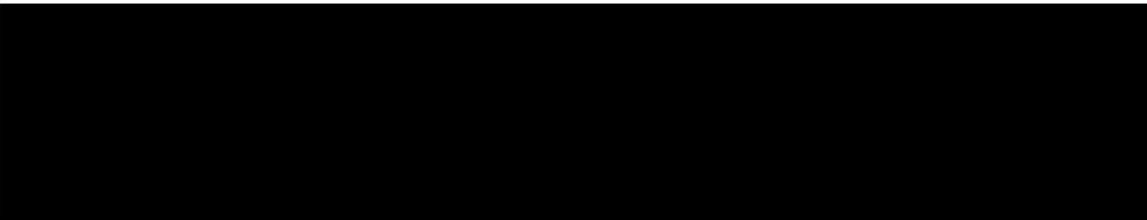
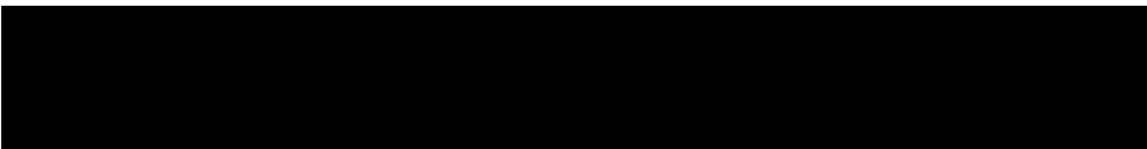
- A purpose-built, removable structure with a low service bench, mobile eftpos machines and surrounding outdoor dining will enable the site to be inclusive for all patrons
- The tram can still be utilised as an eatery and for viewing by the community and visitors

Refer Attachments 4 and 5

The proposed design of the standalone structure is acceptable.

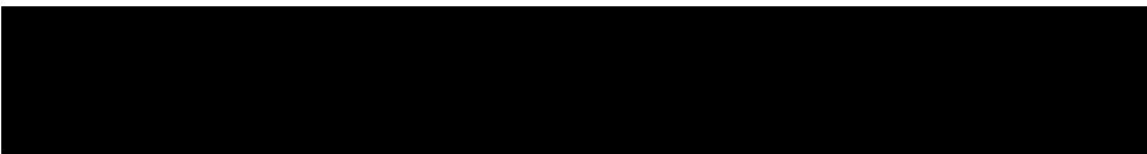
It is proposed that a lease agreement be entered into with Unique Hospitality Group for an area of 377m². The area would include the land housing the tram, as well an area to allow for the standalone structure and adequate outdoor seating.

Refer Attachment 1



It is proposed that a rental of [redacted] be applied for the first year.

Below are the rentals paid to Council annually for comparable activities:



Benefits of Proposal

While Council did not have an active plan for the tram to be anything other than a point of historic interest, there are a number of benefits to this proposal, which include:

- activation of a currently under-utilised area,
- creating a point of interest while the old Buffalo site is vacant,
- an opportunity to test market appetite for amenities/service in the area with relatively little investment from Council,
- supporting the growth of local businesses,
- enabling an opportunity to utilise a local icon and draw more people to it.

There are no obvious disadvantages to this proposal and the foreseeable risks to Council are marginal. The main risk is the possibility of criticism of the process/site use decision, as the concept has not been through community consultation or a market-wide procurement process. It is hoped that the benefit of the amenity being activated ahead of the area's peak season offsets this risk.

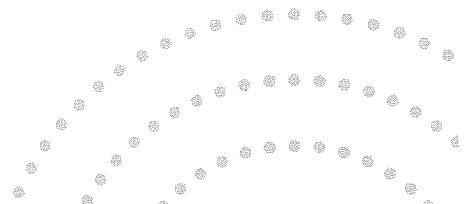
BUDGET

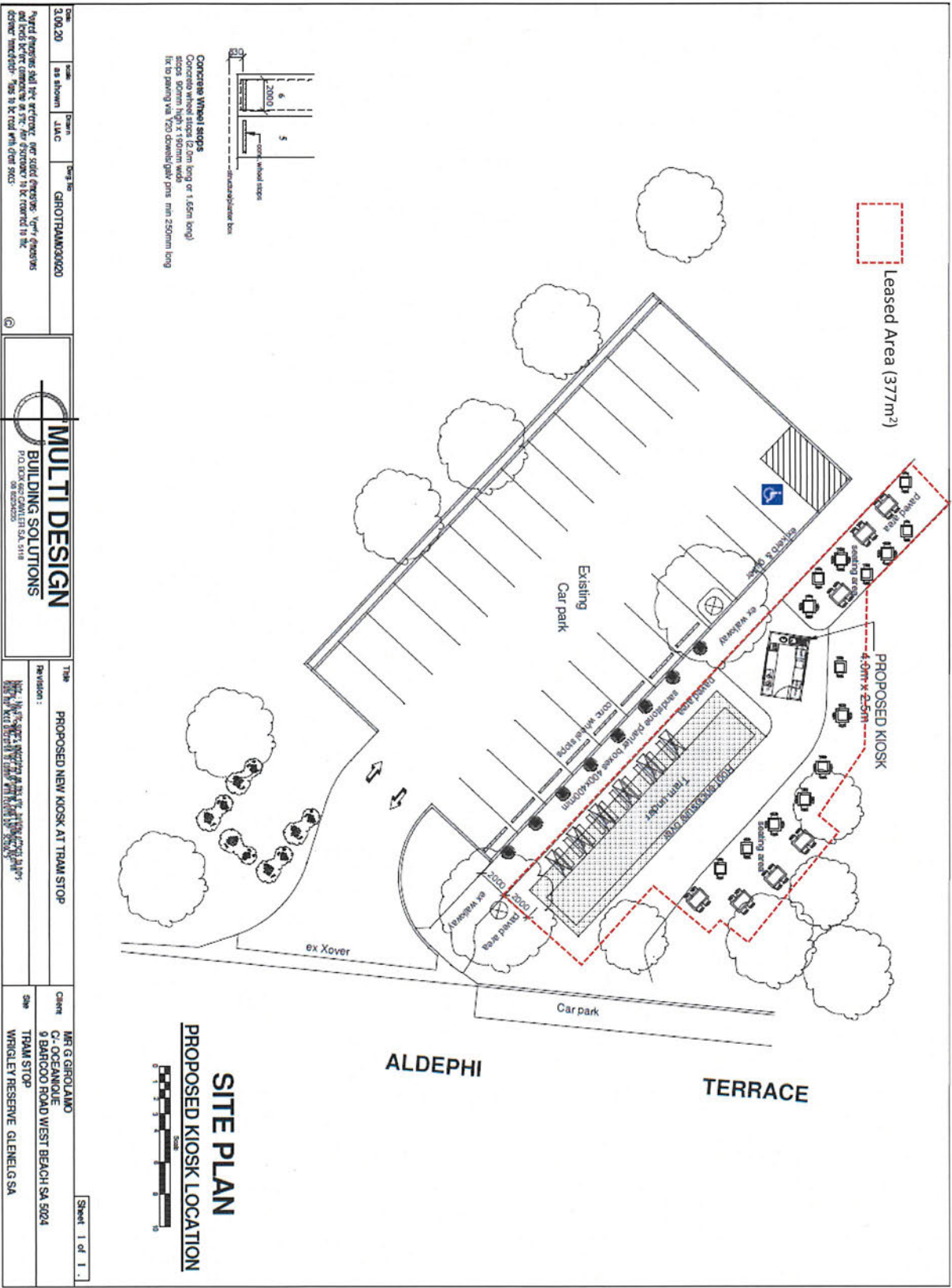


LIFE CYCLE COSTS

At the expiration of the lease or earlier determination if required, Unique Hospitality Group will be required to remove any structures, furniture and fixtures and return the tram and surrounds to its original state. Any damage to the tram, irrigation, lawn and vegetation will be required to be repaired to Council's satisfaction.

Attachment 1





DATE	REVISED	BY	DESCRIPTION
3/06/20	AS SHOWN	J.M.C.	GINOTRAM030920
<p>Payment schedule shall take reference to the contract documents. Payment of fees shall be made in accordance with the contract documents and not before completion of the work. Payment of fees shall be made in accordance with the contract documents and not before completion of the work.</p>			
TYPE	PROPOSED NEW KIOSK AT TRAM STOP		
REVISION	NONE		
CLIENT	MR G GIROLANO C/O OCEANICULE 9 BARROOD ROAD WEST BEACH SA 5024		
DATE	TRAM STOP WHOLEY RESERVE GLENELG SA		
Sheet 1 of 1.			

SITE PLAN
PROPOSED KIOSK LOCATION

Attachment 2





Tender / Proposal
Café services – Historic Tram Glenelg

OBJECTIVES

Service and Council Objectives

- Our family have been in the hospitality industry for generations and are currently operating a very successful business 'Oceanique' @ The Adelaide Sailing Club. Up until 12 months ago we also owned and operated the very popular brunch spot 'The Store' in North Adelaide.
- We pride ourselves of delivering high-quality food drinks and service. We absolutely love what we do and believe an offering such as what we are proposing would increase traffic to the area and in fact become a unique destination. The art of good old hospitality is getting lost in our society and we would like to make sure we bring it back.
- We believe we could create a unique offering from this site and all guests would have a positive experience from what we offer, whether it be dine in or take away
- As we have been in this industry for such a long time, we have no doubt we could run a profitable business from the Tram site
- The Tram Café would enhance Glenelg's reputation as a fantastic area for locals as well as tourists and the wider community visiting the area. By setting up such a unique offering, incorporating the history of The Tram and in such a fabulous location, the venue would be utilised by so many different visitors and locals.

KEY TASKS AND DELIVERABLES / SCOPE

Customer Liaison

- As we have so many years of experience between our family members, in all different aspects of hospitality we are extremely confident in managing key relationships with council representatives, customers, locals and others utilising the beautiful surroundings.
- We would collaborate with council to make sure the venue received great exposure while maintaining and developing our relationships to secure other business for the precinct.
- We pride ourselves on the level of service we provide and have built a very loyal customer base who support us where ever we go, we have no doubt due to our relationships we have built with our customers over the years we would be heavily supported by them, bringing new people to the Glenelg area on regular occasions.
- Please visit our restaurant Oceanique @ The Adelaide Sailing Club to see the style of operation and level of service we pride ourselves on.

RESOURCES

Staff

- Obviously depending on the seasons we would staff accordingly, however, we would envisage having three staff on site would be necessary to maintain our level of service, while keeping on top of cleaning/sanitising and keeping the venue inside and out neat and tidy at all times. As we would be preparing and cooking the majority of the food at Oceanique, other staff would be employed who would not be on site.
- All our key staff are trained professionals and we conduct regular in-house training for all staff including Senior First Aid. We have a very strong and loyal team of core staff and are ever growing our team. This is one of our key strengths and it is evident by the high number of long-term employees as well as a wait list for new staff hoping to join our team.

Equipment

- All equipment required will be purchased and if not new tested prior to installation. All our equipment is well maintained and looked after.

Security

- CCTV cameras will be installed as well as monitored alarm systems.

Infrastructure

- Initially as the proposed lease term is quite short, minimal infrastructure would be put in place.
- We have been working with Alex Kay, Senior Manager at Maven / Scope Global and after much research it has been determined that there is not the space required for a wheel chair to turn inside the tram which voids the need to provide access inside the tram for those in wheel chairs (unless the tram was gutted in sections).
- To ensure both customers with and without a disability can receive the full service we would be offering we are proposing a detached servery counter from the tram which would house all equipment, be powered, connected to water and sewer. In keeping with the feel of the tram a purpose-built trailer/servery, which can be permanently set up in front of the tram on the western end. This then allows all guests to order and be served from the same space with no restrictions. The Tram its self would become a different seating option to that of outside but guests would receive the same level of service and experience in both areas.
- This would mean ensuring the following for the outside part of the tram:
 - Walkways / pathways, e.g. to access the service counter / tables should have an unobstructed width of 1000mm and an unobstructed vertical clearance of 2000mm.
 - It is recommended there is 1.5m circulation space between benches / tables
 - As walkways with gradients of up to 1 in 20 may be used by people with disability including people in a wheelchair the natural slope on the footpath and paved areas surrounding the tram are no issue
 - Undercover / weather proofing – could be umbrellas, heaters etc. to ensure someone in a wheelchair who cannot get inside the tram, can be comfortable, warm, and dry in the outside section
 - Low service bench / counter and / or mobile Eftpos machines for people to order and pay would also be an advantage
- All of the above will also make the venue more family (e.g. people with prams) and 'age' friendly (people with mobility difficulties).

- Infrastructure would include:
 - New purpose build trailer/servery (this would be plumbed and powered but also made so it is easy to disconnect and moved at the end of the lease)
 - Fold up wooden tables and chairs
 - Umbrellas
 - Heaters
 - Planter boxes (to define an area and act as a barrier between the car parks and dining area)
 - Bins
 - Wind break screens
 - Signage
- Arranging power supply and connection
 - ATK Electrical have already assessed the site and have recommended there is sufficient power for what we would require (72amp single phase) and can easily connect power to the site
- Arranging water / sewage supply and connection
 - Re-contract Australia Pty Ltd have already accessed the site and have proposed tapping into the existing outlets in place for the old buffalo site. We have been advised that this will involve minimal interruption and be completed in a matter of days.
- We are currently speaking to Guru Leather in regards to maintaining and restoring all timber and leather and the internal and external parts of the Tram.
- By having a purpose-built trailer / servery built there would be no major changes needed to be made to the tram. All improvements to the site could be easily removed and at completion of the lease the site would be the same as it is now, only the Tram would have been restored to its former glory.



MENU

- We pride ourselves on using local produce wherever possible, now more than ever we believe it is so important to support local and keep all the money we spend in South Australia. As we have been in the industry for such a long time we have built great relationships with local suppliers and producers. We also believe in value for money and fresh produce.
- Prestwood Coffee Roasters are a locally owned family run business who roast nearby and we have been working with them for over 10 years. Their range of products is varied and includes but not limited to specialty roasted coffee, decaffeinated coffee, drinking chocolate, ranges of herbal and regular teas, and recycled packaging which is biodegradable and environmentally friendly.
- We would offer a range of freshly squeezed juices, smoothies, and milkshakes.

The Tram Stop by Oceanique Menu (*example only*)

Seasonal Fruit Salad , passionfruit pulp, yoghurt	\$14 (v/gf/dfa)
Bagel , smoked salmon, cream cheese, chives	\$14
Bircher Muesli , yoghurt, poached fruit, berry compote	\$16 (v)
Toasted Crosiant , smoked leg ham, cheese	\$9 (va)
Banana Loaf	\$7 (v)
House made natural Muesli	\$12 (v)
Duo of Dips , pitta bread	\$14 (v)
Baguettes	\$10 (va)
Ham, cheese, salad	
Turkey, cranberry, brie	
Mediterranean (v)	
Frittata, 18 (v, gf) Caramelised onion & potato frittata, asparagus, pecorino	\$16 (v)
Quiona Salad , chickpeas, feta, roasted capsicum, shallots, rocket, honey and smoked paprika dressing	\$16(gf/v)
Beetroot & Pumpkin Salad , lentils, rocket, rocket, baby spinach, ricotta, house dressing	\$16(gf/v)
Cubin Sandwich , ham, pork, cheese, pickles, mustard	\$18
A daily selection of house made treats will be available daily	POA
cakes, pastries, danishes, cookies will be available daily	POA

Drinks

Prestwood locally roasted coffee

Selection of teas

Bottled Juice

Fruit boxes

Freshly squeezed juice

Smoothie range

Milkshakes

Iced Coffee / Chocolate

Milk Range:

Tweedvale Skim and Full Cream

Milk Lab Almond, Lactose Free, Coconut Milk,

Bonsoy Soy

TRADING HOURS

- Initially trading hours would be Wednesday – Sunday 8:00am – 4:00pm (we would like the approval for seven-day trade from 7:00am – 6:00pm) depending on future success.
- Winter months would have shorter trading hours and we would hope that in Summer and the warmer months we could offer a seven day trade.

SET UP/PACK DOWN

- All furniture would be stored neatly in the tram and or trailer. Each day the furniture would be set up an packed down by staff.
- The level of service we like to provide ensures that there is no litter left out to be blown away anywhere. Appearance is everything in our industry and to be a successful venue you must be presented at the highest possible standards.
- Cleanliness and hygiene are of upper most importance; we would also have a relevant COVID safe plan in place

- All waste would be removed at the completion of each day and disposed of in our waste bins at Oceanique @ The Adelaide Sailing Club.
- Both the Tram and Trailer would be secured at the end of the day and armed.

LIQUOR LICENCE

- At this stage we would not be applying for a liquor licence.
- We would be very interested in applying for the old Buffalo site when EOI goes out and at this stage we would be interested in applying for a liquor licence that would cover the whole area.

COSTS

- Once again as we have owned and operated multiple sites in the past we fully understand the expense and costs involved in operating a venue of this nature.
- Our other business Oceanique currently turns over in excess of \$130,000.00 a month and has a steady cash flow. We have no need to believe that we are not in a financial position to operate this business out of the Tram.
- We are self-funded and do not require a bank loan to set up and operate the business.

LEASE AND INVOICING



MANAGEMENT PRACTICES

- Unique Hospitality Group has management practices in place to ensure all OHS&W issues and addressed and adhered to. Please see attached our employee manual, policies and procedures
- All official communications will be made in writing via email to the Team Leader and other Council officers and naturally we have very open communication in person if and when any matters need attending or attention.
- Currently we hold insurance through Newmarket Grandwest Pty Ltd and would need to update to include the new site if we were the successful applicant, a copy of cover would be provided once in place. We currently hold

LEASE MANAGEMENT

- We are aware of the proposed two-year lease, three years would be preferable as it takes two years to build a business and a third year would be more profitable.
- As previously mentioned, we would be very interested in submitting an EOI in the old Buffalo site and would see the two entities becoming one. The site has the potential to offer a casual café/takeaway outlet and lends itself to a more upmarket waterfront offering as well.



Our Place – Our Family – Our Pleasure

Attachment 3





Business Plan

The Tram Stop, Patisserie & Coffee Glenelg, SA

The Business

The Historic Tram located in wriggly reserve adjacent to the marina is the perfect location for a good but simple coffee shop and patisserie. With a high volume of foot and bike traffic not to mention the huge number of families that will frequent the newly renovated playground the community would benefit from having such an offering in this location.

The benefit we see for us is that we have another restaurant in close proximity which would enable us to prepare food in a commercial kitchen environment and transport on a daily basis, thus not needing to install a commercial kitchen in the Tram its self and only require the basics, power, water and sewer..

By initially only installing a coffee machine, two sinks (one exclusively for hand washing) a dish washer, service counter, fridge, and heating equipment. We are confident we could install and set up with minimal interruption to the tram itself.

About Us

“Family affair”

Hospitality is the art of making people feel like they are at home.

Hospitality runs through our veins; we live and breathe it. Our family is now one but until a few years ago we were three different families.

With over 150 years' experience between us in the hospitality industry we have a wealth of knowledge and a passion and drive to achieve great things. We need to start nearly 50 years ago when Giuseppe (Joe) opened his first hospitality business, Joe has a lifetime of experience and many different venues and business with many different business partners. If the tram comes to fruition it would be the 64th venue Joe has owned and operated. To avoid going into too much detail now, please see attached some of Joes past achievements. What is of relevance to the tram would be bakery's, ice-cream stores, coffee shops and take away food stores. Joe has started many businesses that were eventually bought out by larger competitors as they saw Joe as a threat. Joe brings years of experience to our team and the sound business knowledge, which is of much benefit to our younger team members.

Sam and Lucy Dunning, (siblings) both started in their teens in the hospitality industry fast being industry leaders in their chosen field. Sam having 5-star hotel training and working in multiple departments to re-opening upmarket hotels such as The Stag and Maid and Magpie to most recently owning and operating the well-known and Adelaide institution The Store in North Adelaide with Joe. We sold The Store in 2019 and has unfortunately recently closed its doors.

Lucy also lured to the industry with the flexible work conditions and love for travel, has worked on ski slopes all over the world, spending time in the UK working for brands such as the Ritz in London. More recently Lucy was Food and Beverage manager for the Majestic Hotel chain and the several years prior running the Events team at The National Wine Centre.

Leticia Dunning (married to Sam) has a successful career in Sales and Marketing and brings huge strength to our team, with a vast network of contacts and years of sales experience under her belt in the hospitality game. Completing a traineeship at the 5-star international hotel chain 'Hilton', Leticia found her passion for client events at a young age and completed many years of service. More recently Leticia was Sales and Marketing Manager and at The National Wine Centre where she completed 13 years of service and build a great name for herself in the local and domestic industry.

Tina (Leticia's mother, Sam's mother in law and Joe's partner) is an amazing "people's person" and loves getting to know our guests and their stories. The art of Hospitality is making people feel as though they are at home and Tina is amazing at this. Tina is also a successful businesswoman in her own right founding 'Tidy Tina, personal concierge' and employees a team of staff.

Nearly two years ago we took over the food and beverage operation at The Adelaide Sailing Club now branded Oceanique and have built a very successful business. We have tapped into the members, guests of the local caravan park and resort, residents and more recently the wider community.

The business has been built by our family through hard work, dedication, old school hospitality and word of mouth. We truly believe in what we do and are confident that we are some of the best at it. Having built a recognisable brand in Oceanique we are looking to expand our offering with a casual coffee shop and have been eyeing off the Tram by the old buffalo site. With minimal coffee offerings in the local area and such a huge amount of foot, bike and car traffic we see the site having huge potential.

The Market

Our market consists of residents, tourists, and extended public / Glenelg visitors. Building regular clientele is paramount while at the same time being accessible and available for all passing traffic, on foot or vehicle.

The Future

The Tram Stop will become a tourism / local destination with a unique setting under the beautiful palm trees with a vista over the marina, wriggly reserve, the upgraded playground and close to the beach front.

The main appeal is that of showcasing the history of the Tram and the uniqueness of operating a business out of it. There is no doubt The Tram Stop would be become another reason to drive traffic to Glenelg.

The Finances

Opening a new business always costs money and we are willing to fund the set up of the tram its self and as mentioned would initially be a minimal set up but would like to spend time brining back the interior of the tram to its former glory. We have contacts in leather and timber restoration and would be very happy to cover the cost of this.

Due to already having an existing business close by there is no need to purchase new crockery/glassware/furniture/equipment. Over time equipment will need maintenance and updated as will the furniture but there will be no initial out of pocket expense other than installation.

Upfront fees will include plumbing, electrical, OH&S requirements, council fees, and designs for future upgrades.

Ideally, once establish we would like to allow patrons access to the interior of The Tram and understand we would need to make available access to those with disabilities or wheelchairs. The most obvious improvements now would be for a raised deck with a ramp to allow access to all.

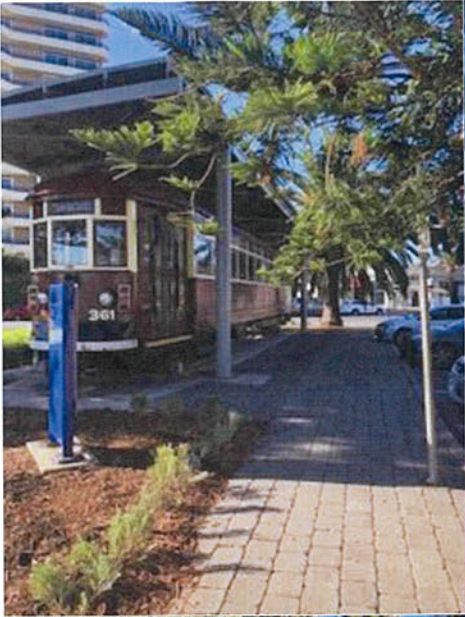
Over time we would be willing in invest significant funds into the site to create a beautiful setting with access to all to use the space and enjoy the uniqueness and beauty of the Tram itself.

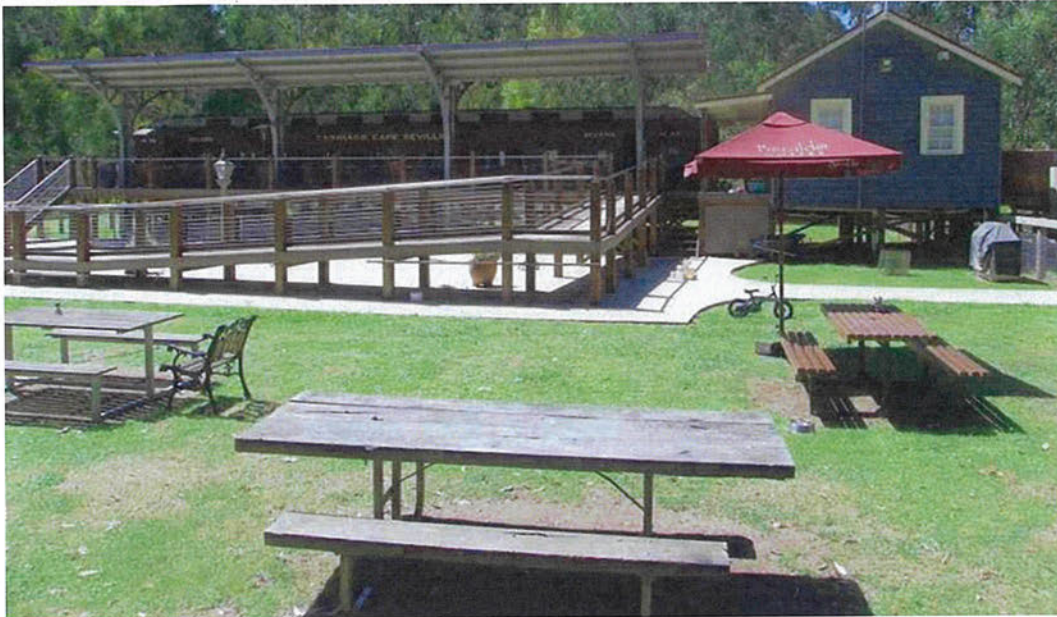
We would ask that the rent reflect us footing the bill for the set up and maintenance of the Tram.

The Business

Business details

The Tram Stop, Patisserie & Coffee





Example of another Tram used as a coffee shop with large ramp for access.



Example of another Tram Café as seen on popular television series, Neighbours.

Business premises
Wriggly Reserve, Glenelg, SA

Management & ownership

Unique Hospitality Group is owned by multiply shareholders and has two directors. Two of the owners are General Managers and other owners are also employed by the business.

Key personnel

The Tram Stop Patisserie & Coffee Shop would employ multiple staff and other key roles such as sales, accounts/admin and multiple casual staff

Products/services

The Tram Stop Patisserie & Coffee will provide a relaxed but professional food and beverage offering. Always exceeding customer expectations.

A snapshot of what will be offered:

- Coffee
- Milkshakes / smoothies
- Fresh Juices
- Cakes & Danishes
- Croissants
- Slices

Largely, the business would be for takeaway, but our point of difference is our passion for hospitality and leaving a lasting impression on our patrons. There would be outside seating with umbrellas where we would look after our guests and encourage repeat business to create a real buzz in the precinct. As mentioned above we would love to eventually welcome patrons into the tram to enjoy a coffee and nibble, particularly in the cooler months.

Innovation

We strive to provide the highest level of service. We grow and evolve with market trends and would work closely with council to deliver an overall guest experience above expectation and one that really gives homage to the tram.

Insurance

Business Pack Insurance
Public and Products Liability Insurance

Legal considerations

Legal requirements to be met	Where to apply
Business name registration	Office of consumer and business affairs
Food Standards Code/food business notification	Department of food and Health ageing/local council
Trade waste permit	Contact local council
Health & food Permits/food preparation	Notify the local council or relevant industry association

Operations

The Tram Stop Patisserie and coffee trading hours would be seven days a week from 7:00am – 4:00pm.

As we get an understanding of the business trading hours may be varied.

The Market

Market research

The industry has seen significant downturn in business due to consumer confidence surrounding the economic environment, whilst showing signs of economic recovery this still may be a challenge due to the recent corona virus.

Social trends have been changing and have driven revenue growth for coffee shops in the last five years. People have become busier; their leisure time, diminishing. This has led to an increase of customers who turn to coffee shops for a quick luxury before returning to work or exercise.

Revenue growth was fuelled by demand for quality food and dining experiences but changing consumer behaviour may also force owners to restructure their restaurants/cafes. Important success factors in the restaurant industry are effective cost controls and access to multiskilled staff and niche markets which we will do at The Tram Stop.

S.W.O.T. analysis

Strengths	Weaknesses
Food Quality Service Quality Unique Venue Location – Beach, marina, playground, park Size Flexibility Parking	Location vicinity to CBD Size, Limited capacity Brand awareness Undercover dining
Opportunities	Threats
Growth through procurement Offsite Catering Business development opportunities Website development	New competitors Growth of existing competitors Ability to grow Labour costs COVID19

Your competitors

Our competitors are varied and numerous. Regarding the takeaway offering all local restaurants, bars and coffee shops are competitors as well as tourism destinations in the area. Take away coffee is such a part of our culture now there are numerous local competitors.

Advertising & sales

Our marketing plan is simple, tailored to capture the attention of our target customers, with the intention of forming a reputable brand and strong identity in our community.

We rely heavily on word of mouth and repeat business but would target local residents via way of a letter drop and will repeat this each season to keep us fresh in the minds of residents.

Mainly we use social media for advertising (facebook and Instagram). Over time the number of customers who follow our social media will grow and create a large number of customers who will receive special offers and help build our online presence.

Creating a data base for ease of direct email contact is important to ensure we can send out event information, new menus, updates on our offerings and keep us in touch with our customers.

Occasional paid advertising in industry publications for feature articles on special events and out of the ordinary operations we will be offering.

Be proactive with industry associations such as The Restaurant and Catering Association.

The Future

Vision statement

To be competitive in delivering a great overall experience and product using the finest South Australian produce and supporting only South Australian Businesses.

To deliver guests an unforgettable experience that leaves a lasting impression.

To bring hospitality back to basics – make sure all guests have a great experience in our venue.

Mission statement

The Tram Stop is a venue that will cater to a wide variety of patrons. We pride ourselves on top level service, good simple food sourced locally, great coffee a relaxed but contemporary environment and good old-fashioned hospitality.

Our Place – Our Family – Our Pleasure

Goals/objectives

To provide all guests a great all-round experience. We aim to leave a lasting impression on all guests that experience our hospitality and venue to ensure repeat business and continued growth.



“Our family would love the opportunity to discuss options for leasing the site and look forward to discussing in more detail over the coming weeks.”

Attachment 4





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