

TOWN OF ST. STEPHEN
REGULAR COUNCIL
73 MILLTOWN BLVD., SUITE 112
MONDAY, JANUARY 26, 2015 @ 7:00 P.M.

1. PRAYER

2. RECORDING OF ATTENDANCE

PRESENT: Deputy Mayor Allan MacEachern (Acting Mayor); Councillors Marg Harding, Mike Booth, Debbie MacDonald, Jim Maxwell and Abby Pond; Chief Administrative Officer Derek O'Brien; and Town Clerk Joan Flewelling.

ABSENT: Mayor John Quartermain.

3. APPROVAL OF AGENDA

AGENDA

Moved by Councillor Harding

Seconded by Councillor Maxwell

05/15 **THAT** the Agenda be approved as circulated. **CARRIED**

4. CONFLICT OF INTEREST

There were no conflicts of interest declared.

5. READING OF PETITIONS/PRESENTATIONS/PROCLAMATIONS

(a) Heart Month – February - Proclamation

Acting Mayor MacEachern proclaimed the month of February 2015 as Heart Month:

Whereas the effects of heart disease and stroke are responsible for widespread suffering and create serious hardship in our community; and

Whereas the Heart and Stroke Foundation of New Brunswick is taking positive action to reduce disability and death from heart disease and stroke through:

- (1) a planned, priority research program to save lives
- (2) a public and professional heart health promotion program to prevent disease
- (3) supporting people living with heart disease and stroke to promote recovery, and

**MINUTES
REGULAR COUNCIL
JANUARY 26, 2015**

2

Whereas the Heart and Stroke Foundation of New Brunswick's Annual Person-to-Person Campaign is being conducted during the Month of February.

Now Therefore, I, Allan MacEachern, Acting Mayor of the Town of St. Stephen, hereby proclaim the month of February 2015 as Heart Month in the Town of St. Stephen and urge all citizens to cooperate in the Heart Month Drive and all civic, social and fraternal organizations and business establishments to give this campaign the greatest possible support.

(b) Heritage Week – Proclamation

Acting Mayor MacEachern proclaimed the week of February 9 – 16, 2015 as Heritage Week and February 16, 2015 as Heritage Day:

WHEREAS the second week in February is provincially recognized as the time to celebrate our heritage; and

WHEREAS the third Monday in February is National Heritage Day in Canada; and

WHEREAS the significant heritage which we have inherited from our ancestors plays a vital role in providing a unique identity to our Town; and

WHEREAS 2015 marks the 50th anniversary of the adoption of both the Canadian and New Brunswick flags; and

WHEREAS these two historic moments represent important milestones in a long tradition of openness in New Brunswick, St. Stephen wishes to celebrate the multitude of stories that make our identity so unique;

NOW THEREFORE, I, Allan MacEachern, Acting Mayor of the Town of St. Stephen, do hereby proclaim the week of February 9 – 16, 2015 as **HERITAGE WEEK** in the Town of St. Stephen and Monday, February 16, 2015 as **HERITAGE DAY** in the Town of St. Stephen and urge all citizens to support and participate in heritage activities occurring throughout the Town.

6. NOTICES OF MOTIONS

No notices of motions.

7. APPROVAL OF COUNCIL MINUTES

REGULAR COUNCIL MEETING

Moved by Councillor Booth

Seconded by Councillor MacDonald

06/15 THAT the Minutes of the Regular Council meeting held on December 22, 2014 be approved as circulated. CARRIED

SPECIAL COUNCIL MEETING

Moved by Councillor Harding
Seconded by Councillor Maxwell

07/15 THAT the Minutes of the Special Council meeting held on January 22, 2015 be approved as circulated. **CARRIED**

8. ACCOUNTS

PAID BILLS

Moved by Councillor Maxwell
Seconded by Councillor Harding

08/15 THAT the paid bills in the amount of \$2,097,090.33 (two million, ninety-seven thousand, ninety dollars and thirty-three cents) be received. **CARRIED**

9. COMMUNICATIONS

COMMUNICATION FOR INFORMATION FILE

Moved by Councillor Booth
Seconded by Councillor Pond

09/15 THAT Communication for Information, note and file, be adopted. **CARRIED**

Acting Mayor MacEachern thanked John B. Ames, MLA for District 36, Charlotte-Campobello, for his letter of best wishes to Council on the recent hiring of the new Chief Administrative Officer, Derek O'Brien, as well as congratulations to Mr. O'Brien.

COMMUNICATION FOR ACTION

No communication for action.

10. APPROVAL OF COMMITTEE MINUTES

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Harding
Seconded by Councillor Booth

10/15 THAT the Minutes of the Committee of Council meeting held on December 22, 2014 be approved as circulated. **CARRIED**

COMMITTEES MEETING

Moved by Councillor Maxwell
Seconded by Councillor Harding

- 11/15 **THAT** the Minutes of the Committees meeting – Public Works; Police and Fire; Property, By-Laws and Environment; Parks and Recreation; Finance and Administration; and Planning, Promotion and Tourism held on January 14, 2015 be approved as circulated. **CARRIED**

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Booth
Seconded by Councillor Maxwell

- 12/15 **THAT** the Minutes of the Committee of Council meeting held on January 19, 2015 be approved as circulated. **CARRIED**

11. **STAFF REPORTS**

STAFF REPORTS

Moved by Councillor Harding
Seconded by Councillor MacDonald

- 13/15 **THAT** the following staff reports for the month of December 2014 be adopted: Finance Department; Public Works Department; Parks and Recreation Department; Fire Department; By-Laws and Building Inspection Services; Property Management Services; Development Office; and Office of the Garcelon Civic Center Manager. **CARRIED**

12. **UNFINISHED BUSINESS**

No unfinished business.

13. **CONSIDERATION OF BY-LAWS**

BY-LAW NO. A-10.1 - "A BY-LAW TO AMEND A BY-LAW RESPECTING THE DUTIES AND POWERS OF THE CHIEF ADMINISTRATIVE OFFICER" – FIRST READING – SHORT TITLE ONLY

Moved by Councillor Booth
Seconded by Councillor MacDonald

- 14/15 **THAT** leave now be given to introduce a by-law entitled By-law No. A-10.1 – "A By-law to Amend a By-law Respecting the Duties and Powers of the Chief Administrative Officer" – for First Reading – Short Title Only. **CARRIED**

14. NEW BUSINESS

ROYAL CANADIAN MOUNTED POLICE – MONTHLY REPORT

Moved by Councillor Harding
Seconded by Councillor Maxwell

- 15/15 **THAT** the Royal Canadian Mounted Police (RCMP) December 2014 report for the St. Stephen Municipal Post, District # 1, be received for information and filed.
CARRIED

RESCINDING OF RESOLUTION (APPOINTMENT - ACTING TOWN CLERK)

Moved by Councillor MacDonald
Seconded by Councillor Pond

- 16/15 **THAT** Resolution # 196/13 as stated in the Council Minutes of July 22, 2013, which reads

THAT the Council of the Town of St. Stephen appoints the Human Resource and Office Manager to act as the Town Clerk in the absence of the Town Clerk. **CARRIED**

be rescinded effective immediately. **CARRIED**

APPOINTMENT - ACTING TOWN CLERK

Moved by Councillor Booth
Seconded by Councillor Harding

- 17/15 **THAT** the Council of the Town of St. Stephen appoints the Chief Administrative Officer (CAO) to act as the Town Clerk (Clerk), in the absence of the Clerk, and the CAO is authorized to direct a member of staff to act from time to time if he so desires. **CARRIED**

REQUEST FOR PROPOSALS - BUILDING INSPECTION SERVICES

Moved by Councillor Pond
Seconded by Councillor Booth

- 18/15 **THAT** the Council of the Town of St. Stephen directs the Chief Administrative Officer to issue, through public tender, a Request For Proposals requesting submission of proposals for the provision of Building Inspection Services and provide, through resolution, a recommendation for Council consideration at the regular monthly Council meeting in February 2015. **CARRIED**

GARCELON CIVIC CENTER – TASK FORCE REPORT

Moved by Councillor MacDonald

Seconded by Councillor Pond

19/15 **THAT** the Council of the Town of St. Stephen accepts, in principle, the Garcelon Civic Center *Task Force Report* prepared by a group of local business people, copy attached, which includes the Garcelon Civic Center *Business & Marketing Plan* prepared by Vaughn McIntyre Consulting.

AND THAT the Council of the Town of St. Stephen directs the Chief Administrative Officer, Derek O'Brien, to work with the above-noted two reports, along with the *St. Stephen BIA Urban Design Plan (2014)* prepared by Glenn Group Landscape Architects & Park Planners, in association with Dillon Consulting, for the St. Stephen Business Improvement Area, and the *St. Stephen Marketing Strategy (2013)* prepared by Volution Marketing for the St. Stephen Development Board, both reports previously accepted in principle, as well as with community stakeholders, and the public to create an integrated action plan for the economic development of the Town of St. Stephen. **CARRIED**

GARCELON CIVIC CENTER – ELECTRICAL EXPENDITURES

Moved by Councillor Maxwell

Seconded by Councillor Booth

20/15 **THAT** the Council of the Town of St. Stephen approves unbudgeted expenditures in the amount of \$22,265.81 (twenty-two thousand, two hundred and sixty- five dollars and eighty-one cents), including HST, as presented to Council in its closed session on January 14, 2015 as per Section 10.2(4)(c) of the NB *Municipalities Act*, in addition to the previous three (3) resolutions passed as noted below, for electrical services supplied by Security Electrical Ltd. of Quispamsis, NB; Orr Electric & Alarm Ltd. of St. Stephen, NB; and Controls & Equipment Ltd. of Saint John, NB for the completion of electrical services related to the telephone data installation, pool wiring, and equipment installation as follows:

<u>Supplier</u>	<u>Invoice Number</u>	<u>Amount</u>
Security Electrical Ltd.	2449	\$12,606.08
Security Electrical Ltd.	2458	\$16,099.53
Orr Electric & Alarm Ltd.	1562	\$10,504.25
Orr Electric & Alarm Ltd.	1673	\$ 1,654.35
Orr Electric & Alarm Ltd.	1672	\$ 926.60
Controls & Equipment Ltd.	30287	\$ 8,475.00
		<u>\$50,265.81</u>

<u>Council Meeting</u>	<u>Company</u>	<u>Amount</u>
September 15, 2014	Security Electrical Ltd.	\$10,000.00
October 27, 2014	Security Electrical Ltd.	\$ 2,000.00
October 27, 2014	Security Electrical Ltd., Orr Electrical & Alarm Ltd., and Controls & Equipment Ltd.	\$16,000.00

AND THAT Council authorizes the payment from the General Capital Fund.
CARRIED

GARCELON CIVIC CENTER – STUDENT LIFEGUARDS - JOB RECOMMENDATIONS

Moved by Councillor MacDonald

Seconded by Councillor Booth

- 21/15** **THAT** Jasper Soucoup, Kelly Johnston, Sam Backman and Eliza Casey be offered the position of Student Lifeguards for The Town of St. Stephen's Garcelon Civic Center effective January 27, 2015, and as outlined in the individual letters of offer in the form presented to Council at its closed session on January 14, 2015 as per Section 10.2(4)(j) of the NB *Municipalities Act*.

AND FURTHER THAT the Council of the Town of St. Stephen authorizes the Mayor and Town Clerk to execute the letters of offer between The Town of St. Stephen and Jasper Soucoup, Kelly Johnston, Sam Backman and Eliza Casey. **CARRIED**

APPOINTMENT – MUNICIPAL PLANNING OFFICER

Moved by Councillor Maxwell

Seconded by Councillor Harding

- 22/15** **THAT** the Council of the Town of St. Stephen appoints the Chief Administrative Officer to act as the Town's Municipal Planning Officer as outlined in Section 16(1)(a)(ii) of the *Community Planning Act*, and who shall also be the Town's Development Officer as outlined in Section 16(2) of the *Community Planning Act* effective February 14, 2015. **CARRIED**

AMENDMENT TO TERM AGREEMENT – THE TOWN AND KINGSLEY BAILEY

Moved by Councillor Harding

Seconded by Councillor Booth

- 23/15** **WHEREAS** the Council of the Town of St. Stephen and Kingsley Bailey have negotiated an amendment to the Term Agreement which commences on March 17, 2015 and expires on March 16, 2016;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of St. Stephen authorizes the Mayor and Town Clerk to execute an Amendment to Term Agreement between The Town of St. Stephen and Kingsley Bailey of Saint John, NB which deletes the role of Municipal Planning Officer in the form of agreement presented to Council at its closed session on January 14, 2015 as outlined in Section 10.2(4)(j) of the NB *Municipalities Act*. **CARRIED**

UNUSED VACATION – NON-UNION EMPLOYEES (CARRYOVER)

Moved by Councillor Harding
Seconded by Councillor Maxwell

24/15 THAT the Council of the Town of St. Stephen approves the carryover of unused vacation as at December 31, 2014 for non-union employees as follows:

Employee # E63	-	12 days
Employee # E97	-	16.25 days
Employee # E15	-	1 day
Employee # E26	-	20 days
Employee # E37	-	3 days
Employee # E45	-	5 days
Employee # E54	-	6 days
Employee # E61	-	5 days
Employee # E95	-	14 days

CARRIED

UNUSED VACATION – UNION EMPLOYEES (CARRYOVER)

Moved by Councillor Booth
Seconded by Councillor Harding

25/15 THAT the Council of the Town of St. Stephen approves the carryover of unused vacation as at December 31, 2014 for union employees as follows:

Employee # E03	-	10 days
Employee # E04	-	15 days
Employee # E110	-	2.5 day

CARRIED

ACTUARIAL SERVICES – CHARTERED PROFESSIONAL ACCOUNTANTS OF CANADA PUBLIC SECTOR ACCOUNTING STANDARDS

Moved by Councillor Pond
Seconded by Councillor Harding

26/15 THAT the Council of the Town of St. Stephen approves the amount of \$9,500.00 (nine thousand, five hundred dollars), plus HST, to Morneau Shepell Ltd. of Fredericton, NB for the provision of actuarial services as required to determine actuarial valuations for post employment benefits, related to calculation and disclosure of the accrued benefit obligation and annual benefit cost of the retirement allowance benefit and sick leave benefit, for the year ended December 31, 2014, and in accordance with Canadian generally accepted accounting principles for local government, as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

AND FURTHER THAT the Town of St. Stephen authorizes the Mayor and Town Clerk to execute the agreement(s) with Morneau Shepell Ltd. to provide the above-noted services. **CARRIED**

**TEMPORARY REPLACEMENT – CROSSWALK GUARD – MILLTOWN
ELEMENTARY SCHOOL**

Moved by Councillor Maxwell

Seconded by Councillor MacDonald

- 27/15 **THAT** the Council of the Town of St. Stephen authorizes Theresa Fawkes to act as a temporary replacement crosswalk guard at the Milltown Elementary School retroactive to January 7, 2015, and until such time as the former employee returns to the position. **CARRIED**

**AGREEMENT AMENDING LEASE – THE TOWN AND THE PROVINCE OF NEW
BRUNSWICK**

Moved by Councillor Booth

Seconded by Councillor Pond

- 28/15 **WHEREAS** the Council of the Town of St. Stephen authorized the Mayor and Town Clerk, by resolution at its meeting on September 23, 2013, to execute an Agreement Amending Lease between the Town and the Province of New Brunswick for one (1) year commencing April 1, 2014 and expiring March 31, 2015 for the lease of the Visitor Information Center at 5 King Street.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of St. Stephen authorizes the Mayor and Town Clerk to execute an Agreement Amending Lease between the Town and the Province of New Brunswick for a six (6) months extension commencing April 1, 2015 and expiring September 30, 2015 for the lease of the Visitor Information Center at 5 King Street, in the form of agreement presented to Council. **CARRIED**

15. **REPORTS OF MAYOR AND COUNCILLORS**

Councillor Harding

- Attended all Town meetings.
- Continues to enjoy meeting with Acting Sergeant Scott MacKenzie every Monday morning with the Mayor, and recently with the Chief Administrative Officer as well.
- Stated that Council should collectively “pat themselves on the back” for balanced 2015 budgets without tax increases.
- Thanked the Town Treasurer for his dedicated work, especially during the budget process.

Councillor Pond

- Met with various organizations that fall under the Planning, Promotion and Tourism Committee.
- Researching information on the potential one-time purchase of equipment that attaches to poles and would permit the Town staff to raise and lower banners.
- Looking forward to working with the Chief Administrative Officer in striking a Tourism Action Committee in order to create an integrated action plan for the economic development of the Town.

Councillor Booth

- Attended all Town meetings.
- Pleased with the balanced 2015 budgets with no tax increases.

Councillor MacDonald

- Attended Garcelon Civic Center Advising Commission meetings.
- Attended several meetings during the 2015 budget process.

Councillor Maxwell

- Attended all Town meetings.
- A lot of activity at the Garcelon Civic Center over the Christmas holidays.
- Attended the Mayor's Levee at the Garcelon Civic Center.
- Attended a Chocolate Museum Operating Committee meeting.
- Very pleased that the Town has a new Chief Administrative Officer after a long period of time without one.

Acting Mayor MacEachern

- Attended the Mayor's Levee at the Garcelon Civic Center.
- Attended several meetings during the 2015 budget process.
- Attended all Town meetings.
- Glad that Derek O'Brien is the new Chief Administrative Officer and stated that whenever he forwards a concern to him, that it is acted on quickly.

16. QUESTION PERIOD

Kathy Bockus, reporter with *The Saint Croix Courier*, questioned whether or not the Town will adopt the Garcelon Civic Center *Task Force Report* and hire an Events Coordinator?

**MINUTES
REGULAR COUNCIL
JANUARY 26, 2015**

11

The Chief Administrative Officer advised that a Tourism Action Committee will be struck first to promote the Town as a whole, and not just the Garcelon Civic Center.

Derwin Gowan, reporter with the *Telegraph-Journal*, questioned the role of the Events Coordinator with that of the Business Improvement Area Coordinator, and the Chief Administrative Officer advised that the two positions would be separate.

Kathy Bockus further questioned when the security system donated by Orr Electrical & Alarm Ltd. will be installed at the Garcelon Civic Center as she stated that the RCMP has expressed concern over the lack of one.

The donation of the security system was announced prior to the new Chief Administrative Officer's appointment and he, therefore, stated that he would look into the matter.


17. ADJOURNMENT

ADJOURNMENT


Moved by Councillor MacDonald

Seconded by Councillor Booth

29/15 **THAT** the meeting adjourn at 7:40 p.m. CARRIED



Acting Mayor



Town Clerk

Task Force Report Garcelon Civic Center

On Sept. 3rd a task force of local business people made a presentation/proposal to St Stephen Town Council.

The task force was made up of the following participants;

- Richard Fulton – President of Fulton Auto Recyclers - Chairman of Task Force
- David Ganong - Former President – Currently Executive Vice Chairman Ganong Bros. Limited
- Peter Heelis – Local business person/volunteer - former owner of Mayfield Gardens
- Natalie Reid – GM Garcelon Civic Center
- Frank Godsoe – Town of St Stephen
- Vaughn McIntyre – Marketing and Business Plan Consultant

The presentation/proposal was to augment the draft Garcelon Civic Center Business & Marketing Plan presented by Vaughn McIntyre, specifically the benefits of adding what we believed to be a vital fourth business unit – Events. It is important to review that report to put this fourth business unit in context.

The recommendations and action plan are those of Richard Fulton, David Ganong, Peter Heelis, and Vaughn McIntyre. Natalie Reid and Frank Godsoe contributed significant information, insight and participated in many interviews but because of their employment by the Town were not asked to endorse the specific recommendations or action plans.

EXECUTIVE SUMMARY

This executive summary lists specific recommendations and action steps necessary. The body of the report will detail the recommendations and action plans providing some justification based upon the experiences of others. Appendix A summarizes the long term marketing thoughts of various other organizations in the community. Appendix B offers a summary of the visits made to other similar civic centers and other individuals who we interviewed to gather information about events management. Appendix C is the draft GCC Business & Marketing Plan by Vaughn McIntyre. Members of the task force would be happy to discuss the details. The next phase of work to follow-up on the recommendations is likely to include members of town council, members of the advisory commission, employees of the town of St Stephen and perhaps new committees. The work of this specific task force is considered complete with the submission of this report and the clarification of its information.

Recommendations

1. In addition to the GCC Business and Marketing Plan provided, that a fourth business unit that includes events be included because it can offer significant bottom line benefit to the GCC and as importantly, offer multiple times that benefit to local businesses. It will also be justification for other businesses to move to the area hence greater employment, greater property taxes, and housing increases.
2. That the promotion of the GCC be one element in the broader promotion of the Town.

Action Steps

1. Recruitment and hire of a qualified and experienced Events Coordinator for the Town, reporting to the CAO. After the Fredericton model, that person facilitates events by being the liason between the sponsoring group and the local businesses. The position should be evaluated on direct and indirect benefit from events.

2. Partner with other Civic Centers to maximize opportunities and minimize costs for events – most notably in dealing with promoters.
3. Establish an area marketing team consisting of representatives from the GCC, BIA, DSS, Chamber of Commerce, and area businesses. This team should develop an integrated Sports, Culture and Tourism Strategic Plan for the area to set directions on the GCC activities and event proposals. Preliminary discussions with the CCRTA indicate a strong mutual interest and opportunity for partnership.
4. Set up an event evaluation process for both direct and indirect benefits
5. Set up complete inventories of GCC and other area resources (eg hotel rooms, restaurants)
6. Establish a central calendar of events for each resource so that gaps and overlaps are easily identified.
7. Maximize all revenue opportunities associated with events ie do not give away revenue.

FULL REPORT

BACKGROUND

Reports supporting the initiative had been written by several sources between 2006 and 2014. The objective of the task force was to review these reports and to perform more detailed research especially as it pertained to event opportunities now made possible by the opening of the Garcelon Civic Center.

The objective and methodology of the task force was to meet with several other operators of multi-purpose complexes as well as people/organizations with event marketing and business development experience. The task force objectives were to summarize the information and to make recommendations toward a more comprehensive Business and Marketing Plan for the Garcelon Civic Center.

Where possible, the task force wanted to make comments/recommendations that would;

1. Reflect more closely the original intent and purpose for which funding was obtained,
2. Provide a framework for both short and long term operating budgets,
3. Dovetail with other local initiatives/organizations working toward increased economic development.

The task force understood that the principle objectives were to;

1. Determine if there were ways to minimize the projected annual operating deficit.
2. Describe spin-off and multiplier impacts that would maximize returns to the community.
3. Fulfill as much as possible the financial obligations/expectations to taxpayers/contributors/sponsors/donors to the project.

METHODOLOGY

Six reports had been written (Appendix A contains the names and a summary of these reports) with various mentions of justification for a multi-purpose facility to be built. The reports contained a great deal of valuable historical background and some initial comparisons to other such facilities.

In late August, that information had been used to create a Business and Marketing Plan (See Appendix C for the full report). The plan segmented the Garcelon Civic Center into three business units: The Quartermain Arena and Sun Life walking track, The Aquatic and Fitness Center, and The Culture, Community and Conference Center. While mention was made of the need for events as a “fourth business unit” staffing and start-up limitations overrode the development of this section. The more one looked at the business plan, the more one had to conclude that the “fourth business unit” was the driving force toward success of the overall project.

The task force has held discussions with the following organizations;

- Qplex Quispamsis – Dana Purton Dickson Director of Community Services
- Moncton – Jacques Dube CAO, Maurice Belliveau GM Economic Development and Events, Shane Porter Manager Economic Development and Events.
- Summerside - PEI Credit Union Place – GM JP Desrosier and Director of Events Jeff Sheculski.
- Fredericton – Tourism and Event personnel (specific thanks to Bobby Despres from Economic Development, Tourism and Culture and Connie Community Services and Facilities)
- Woodstock
- Truro Nova Scotia – Events Coordinator and Marketing
- Province of NB Heritage, Culture and Tourism Branch – Caroline Walker
- St Stephen - executives of BIA, Chamber of Commerce and DSS
- Lisa Blair – NS Children’s Wish Foundation and daughter of Garcelon Family
- Mario Della Silva – Canadian Hockey Hall of Fame and Son-in-law Garcelon Family
- Tom McFarlane – Principle proponent of building of Best Western in St Stephen
- GCC Advisory Commission
- CCRTA

WHAT EVENTS ?

Regional sporting events – hockey, speed skating, swimming, soccer, baseball, horseshoes, darts, football, cheer, etc. These events will be most successful with a strong local organization who search for and manage the event. They assume much of the risk and get the financial benefit. All recreational activities in the Town should be under the authority of one person – both inside the GCC and outside. This simplifies coordination and should offer staffing cost reduction. In regional sports events the GCC gets space or field rental and concessions.

Marque sporting events. Major events such as national sports tournaments can be a terrific boost to the profile of the GCC and the community however they often come with a large cost (including up front guarantees) and a well organized team of people. They often are decided years in advance of the actual event. It is highly recommended that these kinds of marquee events be approached with caution and only after a certain degree of comfort with the facilities and the ability for the local volunteer organization has been “tested” on smaller events. The target should be 3 - 4 major events per year. A perfect example of what is possible is the National Horseshoe tournament scheduled for 2015 at the GCC. There is a strong local organization who are familiar with the requirements and who are well known in their sport. They have successfully hosted smaller events and are ready for this marquee event. This is a weeklong event bringing hundreds of people to the area for an extended period of time.

Entertainment events – music, theater, magic, dance, etc. The GCC should initially target 3 – 4 major events per year. Experience of others suggests they will not all be successful but could net \$20 –

30,000 each as long as the event is run by promoters and not GCC. The Promotion team will need connections with 5-6 industry promoters, and the cooperation of other multi-purpose complexes who might help market and schedule events in St Stephen "on the way" to their facility. Relationships and how you treated people during the last show are key to the next success. It is a small community and one poor experience gets known by all players. The GCC should also create awareness/relationships with Imperial Theatre (Saint John), Capital Theatre (Moncton) and Playhouse (Fredericton) as these venues are closer to GCC in size and could become partners for some shows. We can accommodate 1600 on the floor of the rink and 1100 in fixed seating. The GCC should get space rental, concessions and a portion of ticket sales.

Conferences and Trade shows. There are a number of facilities that attempt to host trade shows and conferences. The secret to success is to again make sure the shows and conferences are the right size and correct fit for the GCC. Things like the Two Nation Vacation programs of the tourism departments of the Province of NB and the State of Maine seem to be in the GCC sweet spot. The strategic plan recommended in other parts of this report would assist with generating the most likely targets for this area of the GCC business plan. Capacity ~400 in conference rooms or up to 3000 if all facilities including rink are used. The GCC should initially target 2 – 3 major events per year such as car shows, flea markets, business promotion, etc. GCC gets space rental and concessions.

Government Meetings. Municipal, Provincial and Federal governments hold regular meetings all the time. There is no question that we should be able to get our fair share of these meetings particularly as a successful new facility that has been financially supported by all three levels. GCC gets space rental and concession.

Weddings, reunions. The other multi-purpose complexes commented on a mixed bag of experience for hosting weddings. Weddings take planning and expertise however the GCC has many of the components (location, competitive market and picture opportunities) that could make this lucrative in this situation. It is suggested that the GCC seriously look at this as an opportunity in our region. GCC gets space rental and concession.

Local business and service group meetings. Local businesses could hold their sales and marketing meetings, employee recognition events, Christmas parties, etc. In many cases the GCC is the only appropriately sized facility in the area with snack to dinner capability. Service groups such as Rotary, Kiwanis, lions, Knights of Columbus, etc. hold regional, Provincial, national, and international meetings and events. Why not here?

ACTION STEPS

1. Recruitment and hire of a qualified and experienced promotion manager for the Town, reporting to the CAO. After the Fredericton model, that person facilitates events by being the liason between the sponsoring group and the local businesses. The position should be evaluated on direct and indirect benefit from events. Most events should not be managed by GCC or other Town staff. The promotion manager would support the local organizing group by offering expertise in what is required to be successful, by integrating service needs with local hotels and restaurants, by offering a package of other local attractions, by knowledge of local advertising and promotion media. That person also helps coordinate the timing of events by knowledge of facility availability and other demands on local services. It is our opinion that this position should reach well beyond the GCC and coordinate all local events.
2. Partner with other Civic Centers to maximize opportunities and minimize costs for events – most notably in dealing with promoters. In our visits with other Civic Centers and communities there was clearly a spirit of cooperation. They not only shared a wealth of

information and experience but believed that by working together we can be more successful. By having a circuit of civic centers (perhaps 10) we could work strongly with promoters to attract entertainment packages. Not every CC would participate in all events but rather pick and choose what fits their strategic plan and demographics. It also means we are not competing in the eyes of promoters, whose job it is to make the most money, but offering a broader package to them.

3. Establish an area marketing team consisting of representatives from the GCC, BIA, DSS, Chamber of Commerce, and area businesses (CCRTA). This team should develop an integrated Sports, Culture and Tourism Strategic Plan for the area to set directions on the GCC activities and event proposals. There is no question that we need to promote the area rather than just the GCC. The other organizations noted will have different mandates and perhaps different abilities but by working together we get the greatest advantage. For example, it has been suggested in one of our meetings that there is room for at least another major hotel chain at a different price point in the area. It might be the job of DSS to go get that hotel by creating and selling the package to hotel managers. Established festivals such as Chocolate Fest and International Days need to be integrated to make sure rooms are available, that the GCC is available, etc. That group might then recognize that there is an opportunity for another festival or two. The region has many talented people who could be recruited to assist with making events happen.
4. Set up an event evaluation process for both direct and indirect benefits. It is important that the GCC directly benefit from events in the community and it is relatively easy to identify those benefits. It is more difficult but just as important to quantify benefits to local businesses. That helps gain support of local businesses in advertising support and in making sure that future events are strategically selected. Models are available and should be evaluated for our particular application.
5. Set up complete inventories of GCC and other area resources (eg hotel rooms, restaurants). To successfully host events, it is essential that a list of all GCC assets are quantified – number of seats, size of ice surface, size of meeting rooms, length of pool, number of tables and chairs, etc. Some of this is already in brochures. There needs to be a similar inventory of all non-GCC sports assets – fields, gyms, bleachers. Supporting infrastructure must be quantified and by distance from the event – hotel rooms, beds in rooms, cost of rooms, restaurant types and number of seats, bars. An inventory of other entertainment opportunities will help make visitors' stay here complete – Chocolate Museum, Ganong Nature Park, hiking trails, Charlotte County Museum, river activities, St. Andrews shopping.
6. Establish a central calendar of events for each resource so that gaps and overlaps are easily identified. This is commonly called a "white board" but is really just a comprehensive summary of every asset available in the community. When an event is scheduled, it should note exactly what is needed – from ice time to hotel rooms. In this way it is easy to identify gaps and overlaps. Obviously the goal is to minimize the gaps ie to have something going all the time.
7. Maximize all revenue opportunities associated with events ie do not give away revenue. For the GCC, the two greatest revenue opportunities from events are space rental and concessions. Each type of event has different needs and contributes differently. In any municipally owned facility there is a mix of revenue opportunities and things which simply benefit the community. That is a delicate balance but it is important to not give away revenue sources. Revenue success means obtaining a percentage of all liquor and concession stand sales. The most successful Civic Centers separate those decisions from the political decisions.

Lessons learned from others

- The GCC should play to our regional strengths. Our location on the international border offers many unique advantages and we must market those – from cross border shopping to attracting visitors from both countries to co-hosting international events.
- The GCC has several options to cross promote its own facilities and with tourism and other restaurant/accommodations. We have been approached by other organizations who are prepared to help in that job (Best Western) (CCRTA) and to offer funding assistance.
- An event will be successful if there is a strong regional representative organization eg horseshoes or minor hockey.
- Music events are most successful with local genre and local leadership eg Chris Cummings concert.
- Future capital purchase such as an ice surface cover and pool starting blocks and timing clock may be necessary but not essential initially. Sell out what we have, then expand by adding whatever capital is deemed most beneficial. If the ice can be fully utilized in the winter, don't buy or rent an ice cover.

Interesting observations on the way by

- Many municipalities struggle with cost sharing with surrounding LSD's. Some have been successful in co-owning facilities (Truro); others have been successful in getting LSD contributions in lieu of higher usage rates for non-residents (Fredericton). This task force understands the sensitivity of this issue and does not have any specific recommendations on whether to proceed or how, or what the chances of success might be. We only acknowledge that it is a significant potential source of operating revenue.
- Within the GCC there does not appear to be a clear organizational structure. It is important that all aspects are clearly someone's responsibility and there is a clear line of authority outside of the political (Council) daily involvement.

APPENDIX A: Reports recommending/supporting a multi-purpose Facility:

1. 2014 BIA Report Great Ideas need a Champion
2. 2014 St Stephen Chamber of Commerce
3. 2014 Community Health needs Assessment of New Brunswick
4. 2006 Charlotte County Civic Centre – Needs Assessment
5. 2013 Hi Tech Hi Touch Tourism Plan by Charlotte Coastal Region Tourism Assoc (CCRTA)
6. 2009 Charlotte County Business Plan – Make it Happen!

Brief summary of several strategic plans/reports

At least 5 reports have addressed the development of St Stephen and/or the importance of the Garcelon Center as an element in the growth of St Stephen/Charlotte/Washington County.

A brief summary of each report follows;

Report 1 - BIA report 2014

Propose that the area is on the cusp of an urban renaissance and point to the Garcelon Civic Center and the Best Western hotel as two catalysts.

Report suggests that the wharf, waterfront trails/parks, Ganong Bldg, sports field, Parks and Milltown streetscapes etc could all be developed/improved as success takes root.

Suggest that tournaments, seasonal events and culture plans will revitalize Station Square.

Propose the encouragement of micro-brewery, eco-museums, basketball legacy, sports tourism and 2 nation vacations.

“Great ideas need a Champion” – made the case for a business development officer for the town/region. The BIA and the University are also named as at least two organizations that could be expected to participate in marketing.

Report 2 - Chamber of Commerce - Urban Plan 2014

Unique border location, riverfront/waterfront and affordability could encourage new residents and businesses with emphasis on immigrants and multicultural opportunities.

Target data centres, senior citizen services and culture plan.

Try to use or mitigate the impact of the new Highway 1 border crossing.

“Escape the city but stay connected” – Civic Center will be an asset or a liability based on how well it is marketed and operated. Town need a marketing plan and a “Welcome Pack”.

Report 3 - Community Health Needs Assessment 2014

At every stage of life, health is determined by the complex interactions between social and economic factors. This especially impacts both children and seniors and the “economically challenged”.

The impact of a lack of services has a direct impact on Provincial health care costs.

The Province is searching for a collaborative delivery model for comprehensive integrated primary health care. This is an opportunity for “Centres of Excellence” especially for aging population.

Report 4 - Feasibility Study – Charlotte County Civic Center 2006

The need to address health and fitness of our youth, seniors and low income families is a priority.

Obesity issues and the challenges of the Boys and Girls Clubs to address the problem require a “hub” for the delivery of services, and a shared user friendly community development of a multipurpose complex.

The Answer is Community Partnerships delivering inclusive, accessible multi season products. 83% of the people polled in 2006 supported the building of a civic centre to address these needs. As almost an aside, it was also felt that economic development, health practitioners and the tourism sector would also benefit.

Report 5 - Hi Tech Hi Touch Tourism visitor Centre report commissioned by CCRTA – 2013

Disclosure – This report was written by Vaughn McIntyre - a member of the current task force

As a border entry to the Province and as an exit to the USA St Stephen is a “base camp” to the region and perhaps to the Maritimes for travellers going on to the rest of Eastern Canada. Visitor Information Centres need to be near a highway exit and more and more need to be both an information centre AND an attraction. Traveller may be planning their trips using technology however when they arrive at a visitor centre, the local “hi-touch” factor is a big influencer in their decision to stay or keep going.

Visitor Information Centres are being forced to become “destinations” and kicking off points to further visits/stays. Provincial tourism work on 2 Nation vacations and the year round accessibility of things like the Algonquin and the Garcelon Civic Center can play a role in keeping people in the area.

Report 6 - Charlotte County Civic Centre Project Inc Business Plan 2009

A multipurpose complex would assist in retaining youth, attracting new resident and businesses and be something for both Charlotte and Washington Counties. Engaging Calais in particular and the 2 Nation vacation concept, (even before the Provincial Tourism Department named it that!) was considered good for tourism and culture. It was suggested that the area become familiar with groups such as Meeting Planners International (MPI) and look to the centre as a regional development cornerstone.

Growth Strategies – Make it Happen! It was suggest in the plan that 12 business events a year and 27 sporting events (\$30 spin-off for local people attending these events and \$100 for out of town residents) a year plus the business multipliers and employment impacts (local salaries) could be worth over \$6m annually and far outweigh the costs of operating the new complex.

Appendix B: Trip reports from various visits..

Moncton Subject: Notes on meeting Sept 15 with Moncton city officials - Lessons learned:

Met with Jacques Dube, City Manager. Maurice Belliveau, General Manager, Economic Development and Events. Shane Porter, Manager Venues, Economic Development and events. The most important observation was that the Department of the city is called "Economic Development and Events". It is all about economic development by filling hotels and restaurants plus shopping.

1. The sweet spot for concerts is 3,500-6,000 people.
2. Building relationships with promoters is key. The big ones may not be interested but others including the son of Old Town Canoe owner in Bangor.
3. We should connect with other venues of our size ie Capital Theatre, Wesleyan church, Casino Moncton who all have about 1400 capacity.
4. Concerts can be challenging but can make money if well handled. There is risk however as up front commitments need to be made.
5. They make a lot of money on trade shows and Auto shows.
6. Minor sports are one of the best drivers of success. Their goal is to have a minor sports tourney of some sort in the city every weekend.
7. Theatre acts are good.
8. Moncton does not have a sound system good enough for concerts so they rent every time. There are local companies that do this.
9. Concerts like 40 foot height and stages can be 40 feet deep and 60 wide.
10. For concerts they like to back a semi up to a door and unload.
11. The layout of the GCC is very good for entertainment events as we will not lose many seating spaces due to staging.
12. Feeling was we could do a 1500 seat concert every 2 months. (seating on the floor increases our capacity by 1600)
13. Touring theatres are a good bet. ie Bangor, St. Stephen, Saint John, Moncton schedule.
14. One event leads to another. First success is important.
15. Need a leader with a good business head and selling skills who can interface with boards and also help unload equipment.
15. It is a competitive world so great customer service is important.
16. Moncton departments assist with volunteer events.
17. It is all about Economic Development.
18. They program even the High School gyms to maximize the benefit.
19. Major focus on Trade Shows. Relationships and connections are key here. Global Connections is one organizer we should get to know.
20. Canadian sports tourism is important to know well. Rick Trader is a contact.
21. They do not calculate by formulae community benefit except for major events but have tried to get the Chamber to do this.
22. It is important to have hotel rooms.
23. The FIFA commitment created 5,000,000 of sports infrastructure for Moncton. Far more than their costs.
24. Major sports planning can be as far as 5 years out.
25. Convention planning can be 2-3 years out.
26. Reputation is important to future events.
26. Tap into Eastern Seaboard tours.
27. Keep the revenue from concessions. Very important.
28. They will come to see us if we wish more discussion. Also will give us contacts when we want them.
28. We need to develop an association with both the new hotel and the Algonquin.

29. Moncton is VERY organized for events of all kinds. Think it is the largest budget item for the city!

Fredericton

Subject: Notes from Fredericton September 2014

Met with Ken Forrest Director, Growth & Community Services, Bobbie responsible for Economic Development and Sports Tourism, Connie Facilities Coordination and Booking and Michelle. A key takeaway was the major focus on Economic Development by filling Hotels, Restaurants and shopping. This is now becoming a theme!

Key points:

1. We need to encourage the new hotel project in any reasonable way. A close association with the Algonquin is also important.
2. Engineering and operations are separate from marketing.
3. Kinsmen and other like groups operate the canteens with a fee back to the city.
4. They intended to close an old rink but kept it open for a year only to find that every group could book prime time. When they then tried to close it pressure was brought on Council and they reversed their decision with a further \$150,000 deficit than planned. This is a good lesson re the Border Arena!
5. They program the gyms/parks -same as Moncton. They have formal agreements with the school districts and pay \$5.00 for each hour of use. They support the fields by mowing etc as part of the deal. They provide a staff person during events and charge \$15.00 per hour to the users. Events are usually after 7 pm.
6. They have a very cooperative relationship with UNB on facility use except the Aitken Center.
7. We should join the CDN Sports Tourism alliance.
8. Key beginnings
 - a. Build on our strengths ie strong teams
 - b. What are our Venue assets ie clock,ice cover, space etc.
 - c. What is the community goal?
 - d. They only started focussing on Economic two years ago.
9. Niche markets can be good. Build a brand.
10. Hockey tourney's take weekend ice time.
11. Work toward Junior A tourney's to draw a crowd.
12. Event marketing is "cut throat".
13. For events we need volunteers to support.
14. Bidding for events takes \$\$\$\$. \$1,000-\$35,000.
15. Events have a line item in the city budget. It covers the risk as there is upfront\$\$ and the revenue comes later. Ensure that beer can be served for profit at events both inside and for outside events.
16. Council needs to be onsite. Photo opps!
17. Form an "events council".
18. Need sponsors for events.
19. Revenue comes from facilities rental. Do not give this away.
20. The event is the economic driver.
21. CSCA for \$750 per year is the formulae to calculate Economic benefit to the community (STEAM). Natalie has info on this.
22. Have an annual event that goes on for more than one day.
23. Work with St. Andrews and Calais.
24. Build up your local sports teams including swimming.

25. Build a social life around the facility ie support for the Ace's.
 26. ENSURE COUNCIL SEES SPORT AS AN ECONOMIC DRIVER!
 26. Engage local sports committees.
 27. Use things such as officials training to sell meeting room space. This is not just training for our Center but all provincial programs.
 28. They negotiate hotel kickbacks as a revenue source during major events of about \$10 per room.
 29. Best economic benefit is Girls below 16 and old timers events.
 30. New events for summer popular such as women's roller derby and wrestling etc.
 31. Renting parking?
 32. What extra items does GCC need to handle events?
 33. Harvest Jazz and Blues is separate (like Chocolate Festival) with a budget of \$1,500,000. This fills up all hotels - not a suitable time to plan other events.
 34. Are there new home grown events possible in St Stephen - like Grand Falls Pond Hockey?
 35. What is the long range Business Plan.
 36. Non city residents pay an extra \$680 +Hst for hockey registration. No extra fee for LSD's that pay additional 2cents property tax which some do. Ie all non-Fredericton residents pay extra.
 37. Sports fields are rented for \$15 per hour.
 38. Residents have priority on scheduling.
 39. Our pool is suitable for events - but needs starting blocks and a clock.
 40. Red Cross swimming lessons for a fee.
 41. A recreation Master plan needs to be developed.
 42. Build swimming capacity.
 43. Pool temp for competition is different than recreational swimming.
- Natalie has printed info that each of us should read. See her recent memo.

Trip Summary October 9th/14

Summerside PEI

Credit Union Place

St Stephen Vaughn McIntyre Natalie Reid

Summerside JP Desrosier Director Community Services Jeff Sheculski Event and Corporate Services Manager

Summerside has a population of 15,000 and Western tip of PEI catchment is approx.. 45,000

The Credit Union Place (www.cupevents.ca) has a 25m pool and spa area, a major ice arena seating 2000+ (including some box seats – (expands to seating for over 4000 when the rink floor is used)) plus another small arena, an 8 lane bowling alley, fitness centre, a conference centre capable of seating 500 people, 3 small conference rooms, a coffee shop, 2 restaurants, a small casino (extension to one from Charlottetown), and is located adjacent to a horse racing oval. Generally speaking the facility is between 2 and 3 times the size of the GCC.

The walking track is free of charge and attracts over 30,000 walker/joggers per month.

There is a noticeable trend for people to begin by walking, then buy some running shoes and then move up to a fitness/swim memberships. Fitness and swim employees are encourage (by a rebate per member fee structure) to start their own training businesses using the CUP facilities. Employees are incented to get certified and to bring in clients. This keeps the wages down, retains them in the area as employees and gives the trainers an ability to make more money and an incentive to bring people to the facility.

Credit Union Place (CUP) is owned by the town of Summerside and is a part of the overall community services mandate including several other parks and recreation facilities around the community. The concessions are owned by one group and are the only food/beverage service in the building. CUP receives 18% of concession revenues.

CUP recovers approximately 60% of its operating costs through revenues (\$3.9m annually). This is considered one of the most successful multipurpose centres in the country. Of 263 complexes in Canada, only 1 (Halifax/Dartmouth) actually makes a profit).

The average revenue to expenses recovery is 45% and this recovery is normal only after 2-3 years of operation.

Summerside describes its services in 3 "silos" .. 1 Sports Tourism, 2 Concerts and 3 Business.

Summerside has one category of membership.

The CUP holds 9-10 concerts annually netting on average \$28k per concert.

They host over 19 minor hockey/swim tournaments a year.

Concerts are their most profitable ventures with each concert making approximately \$28k.

We were cautioned that the concert circuit is basically a small community of promoters that speak with each other and know which facilities can handle shows and which ones do not. It was suggested we start with smaller shows that fit our community and our experience level and earn the right to move up to bigger shows as we gain a reputation for success. Momentum will build through word of mouth with the promoters as much as through our own marketing efforts.

Events trump any existing customer rentals as the event also brings revenue spin-offs to the town.

Teams/groups displaced by an event are given an opportunity to do "job" that the town would have to pay outsiders to do and often times the revenue gained by individuals/groups more than offsets the disappointment of not having their regular time.

Summerside is a member of Canadian Sport Tourism Association, in direct contact with as many as 6 concert promoters, and well connected with regional and provincial sports associations.

Summerside has not found weddings to be worth the revenue/expense ratio in their facility.

Summerside sells a lot of corporate advertising and sponsorship and encourage GCC to customize the corporate sale to cross promote things like corporate employee and fundraising items into a larger relationship and not just the sale of ice or conference room or swim time.

Summerside suggests that corporate advertising values will improve as the history of what takes place in the GCC goes forward. It therefore encourages short naming and advertising rights in anticipation that they will appreciate in value as time goes on.

Summerside has a hotel levy which funds much of the proposal and larger bid expenses.

Town council does not get involved with negotiating ice and facility rates beyond the setting of pricing.

They are not "allowed" to give away facility rental space. It is suggested that GCC create a strategic vision document and a Sports Tourism Policy in place to show council that the revenue protection of the facilities is paramount and that grants and other source of funding (like ACOA/CCRTA etc in NB) can be accessed if paying for the facility is needed. CUP does not do "percent of take" deals. They rent facilities on a daily rate (no risk) and let the organizers of events take the risk/reward.

Food service concession is the upside to revenue!

Sports tourism is divided into Signature events (regional national or international) which almost always require customize proposals and financial guarantees starting at \$10-15k and sometime significantly more and "mom-n-pop" tournaments from local sports and recreation associations.

All of these create spin-offs to local business economy (especially hotels and restaurants).

It is suggested that GCC could rent ice floors (come in pallets) from other complexes at the outset but that this investment has a great return.

Pool blocks and timers are more sensitive and less movable and probably have less return on the investment.

Suggest we consider a basketball court instead.

Weddings are considered hard work and unprofitable in Summerside.

Truro

REPORT FROM VISIT TO TRURO, N.S. CIVIC CENTER – OCT 10, 2014

- Met with Nick Sharpe who is the Events coordinator and marketer
- Center is 50% owned by Town of Truro, 50% by County
- They are their own not-for-profit business
- Management team reports to a Board of Directors, who report to the two owners. Municipal governments do not get involved with decisions or budget preparation at all – ends, not means
- There is no municipal marketing resource for the Town or the area. The CC Board responsibility ends at the walls of the CC. This is a recognized deficiency. Even other recreational facilities are managed outside the Board.
- Capital cost was \$55 million, about 10% over budget
- First year operating deficit was \$750,000. They want to reduce it but never expect to be balanced budget.
- CC includes an ice surface, large pool, smaller splash pool with slide, walking track, meeting rooms, climbing wall, and quite a bit of common space
- Concert capacity of 3500
- Jr A team pays an ice time fee and get the rink board advertising only
- Concessions are fully operated by the CC, including liquor. No other food services allowed. They have a “healthy choices” food service to encourage nutritious food. Be careful of liquor licensing from a liability perspective ie people getting drunk and getting hurt or damaging property
- No weddings so far
- Use Ticket Pro with a \$1.50 per ticket fee going to the CC
- The hospital rents one room as per the original agreement but there is no real health/wellness partnership

Events info

- “Pools and fitness centers lose money, events make money”
- Recent April Wine concert made \$30,000 profit. That would be typical.
- Income – ticket sales, concessions, 50/50 draws, merchandise with 10-20% kickback, bar
- Some acts have big bar profits, some have none depending upon the audience attraction
- They have no measure of spin-off benefits
- There are hotel cross-promotions but no room fee sharing. Often the hotels pay for advertising or may offer special rates for entertainers and staff
- Currently have two trade shows per year – hunting and business. Both are promoter run
- Two choices for events – promoter or self-managed. They do both. Promoter run means less profit but usually less risk and certainly less work. Buy your own shows initially to establish credibility
- They have their own security team of 10-12 people who are rented out for events
- “Play to your strengths” in events. Run what will work in the area. Location specific ie will be different at each CC location. Border proximity should be a big benefit.

- Make sure the first concert is guaranteed successful. Opportunities will develop as you prove your ability to run events. Treat the entertainers right. They will spread the word.
- Know your capabilities very well – seating capacity, number of liquor outlets, electrical capacity, stage?
- They purchased a used ice surface cover for about \$60,000. If they need a stage, they rent it.
- Events are risky but should be profitable. Not every one will make money.
- They are working on a Christmas market expecting no profit but community support and an opportunity to sell memberships to the 3,000 people who will attend.
- They have also partnered with Music NS and will be hosting the annual event this year. It includes a Blue Rodeo concert which will be managed by Music NS and they will pay CC a rental fee.

Money makers

- Hockey tournaments
- Memberships provide revenue to pay the bills but not profitable
- Trade shows
- Concerts

Biggest Opportunity

Create a partnership with other civic centers to establish a circuit of venues to attract shows. In that way a promoter will see smaller but several guaranteed shows. We cooperate with each other for events rather than compete and bid against each other. Every act may not go to each venue but each will pick what works. Share the promotion cost.

Local- Fredericton presentation

NOTES FROM MEETING in St Stephen WITH FREDERICTON - OCT. 16,2014

Executives from BIA, DSS and Chamber of Commerce attended.

The two folks from Fredericton offered a great insight into their specific dept. activities and responsibilities. The marketing and promotions group are clearly focussed on sporting events that use all the recreational facilities to fill hotels and restaurants as an economic development mandate. They do not run events. They get the appropriate local sports organization to run it and they offer management and contract expertise. They coordinate with non-sports events but are not responsible for them directly.

Sports Tourism is defined as travel specifically as a sports event.

Typically \$108/day spent for domestic travellers, \$141/day for internationals, \$500 per family for a w/e event

Younger female sports are the highest spenders. Old-timers are second – look beyond the events for things/other factors that family/visitors can do while they are at the event.

Successful local programs yield more successful returns i.e. pick your events based upon best local programs – be geography specific to St Stephen, Charlotte County and Calais.

Volunteers are key because they will take ownership

Know the exact details of your facility – sizes, capacities

Know the accommodations profile – rooms needed vs available, distance to the rooms, quality rating, beds per room, etc. Different events will want different room profiles

What can our “WOW” factors be?

Use sports events to fill in gaps from business meetings and regular tourism events

Bob's Dept.

- Links local sporting organizations to Town and national organizations
- Facilitates the bid process
- Coordinates facilities availability
- Facilitates accommodations availability
- Facilitates other facility items – garbage cans, chairs, etc.
- May offer some money
- Does not run the events
- Does not get direct payment from the event

Should have a sports advisory committee – contacts, networks

Have a plan and quantify it. Use STEAM as pre event quantifier for bigger events. Measure Total economic impact, GDP and Direct spending if possible.

The bigger the event the further out it gets booked. Categories 1 – seed (1 year) 2 Development (2 years) 3- Marque(2-5 years).

25% success rate in landing targeted events is very good. Need to be bidding on 12+ events all year round in order to land 3-4 annually.

In Fredericton, LSD's vote to pay a tax rather than individuals paying a levy. 2 cents per resident OR if the LSD does not pay, \$680 per player per sport. LSD lines can be modified for the purposes of levy to match demographic of where kids live.

Go hard after what has local appeal/connection. Look for AGMs, officiating clinics and sports associations to assist or round out the event calendar. Know the areas vacancy profile and look for events that complement the peaks and valleys.

TWO kinds of event profiles - Cultural Tourism and Sports Tourism.

Have a list of potential sponsors (hotels, restaurants businesses) and donors and funding agencies.

Successful facilities charge but know where to find money for organizers.

CONCESSION success is very important – make sure we get a share of the proceeds.

Tom McFarlane – Best Western Nov 2014

Meeting with Tom McFarlane Nov. 10th - David Ganong, Peter Heelis, Richard Fulton

The objective was to talk about the new hotel facility, what it might offer to the Civic Center marketing inventory, and how they intend to operate.

Facility

- 60 person conference area
- 86 rooms
- 10 long term rooms
- 3200 sq ft spa
- Small pool by mandate from Best Western
- Cocktail bar
- Hot breakfast facility
- Current schedule is to have rooms available by Autumn 2015
- 60-70 seat restaurant with catering capability to serve the GCC - in the future

Marketing

They will have a sales and marketing staff whose sole purpose will be to fill the hotel. They will have events but focussed on bringing people in to fill the rooms. The staff will work with the GCC/Town marketing resources. Their spa will initially focus on dietary plans, small medical procedures, and massage – easily expandable into the GCC. They see opportunities in government functions, nursing

functions, pharmacist function. There seem to be a lot of groups looking for good facilities to hold their meetings and conferences.

Other notes

- It would be useful to have a whiteboard showing booked events and the facility availability by section. In that way the gaps can be recognized and filled.
- Very important to coordinate each facility so that if the GCC has an event, the hotel is available. Equally important that the hotel knows the availability of the GCC if they are booking an event.
- Important to list the entire area entertainment package eg Chocolate museum, Ganong Nature Park, GCC, etc. People need a list of things to do after the initial visit purpose ie when the hockey game is over, what do we do now ?

GARCELON CIVIC CENTER

Business & Marketing Plan

St. Stephen, NB
August 2014



Contents

EXECUTIVE SUMMARY 19

BACKGROUND 19

OBJECTIVES..... 20

BUSINESS PLAN..... 20

 INDIVIDUAL BUSINESS UNIT PLANS..... 21

 1. QUARTERMAIN ARENA AND SUN LIFE WALKING TRACK 21

 2. AQUATICS AND FITNESS BUSINESS UNIT..... 23

 3. CULTURE, COMMUNITY, AND CONFERENCE BUSINESS UNIT 24

MARKETING PLAN..... 25

 1. MARKETING THE QUARTERMAIN ARENA..... 26

 2. MARKETING THE AQUATIC AND FITNESS CENTER 28

 3. MARKETING THE CULTURE, COMMUNITY AND CONFERENCE CENTER..... 29

COMMUNICATIONS PLAN 31

 BRANDING THE GARCELON CIVIC CENTER 31

SUMMARY 33

APPENDIX “A” The case for a Civic Centre – Documents in support of a Civic Center 34

APPENDIX “B” Key Customers and Prospects by Business Unit..... 35

APPENDIX “C” Grant McDonald presentation on Sports Tourism – “Creating and Event Culture” 36

APPENDIX “D” The TO-DO List..... 36

EXECUTIVE SUMMARY

The Garcelon Civic Center is a multi-purpose community complex. A variation of the Garcelon Civic Center (GCC) has been on the “drafting board” of many organizations from as far back as 2006. (See partial List of reports in Appendix A).

Each organization has articulated the need for, and positive impact of, a facility like the new Garcelon Civic Center (GCC) and while it would have been financially impossible for the final Garcelon Civic Center to fulfill all of the expectations and encompass all of the suggested products from all of the reports over the past ten plus years, the final Garcelon Civic Center does match in spirit and form, much of what was described as the basic multi-purpose complex. ALL of the reports endorsed a civic center as a cornerstone to growth in St. Stephen, as well as the growth in both Charlotte and Washington Counties (The Garcelon Civic Center is located in Canada, but is spelling the word Center, “American style” as a “reach-out” to the communities in Washington County). While the GCC may still have its critics, the majority of businesses and residents of St. Stephen steadfastly support the civic center as a “must have” component of their larger community, culture and business strategies.

A great deal of collaboration has taken place to ensure that the Town of St. Stephen makes informed decisions on how to operate the Garcelon Civic Center as efficiently as possible. A great deal of research has been done to make sure that the town learned from the multi-purpose community complexes that have already been built and that are in operation in New Brunswick and the Maritimes. After consultation with a number of people and organizations, (most notably the Charlotte County Civic Centre Committee (principle fundraisers), The St. Stephen Town Council and the St. Stephen Advisory Commission) this business and marketing plan has been compiled to articulate a “go forward” direction for the staff and marketing people of the GCC.

BACKGROUND

GCC can take pride of ownership of the depth of knowledge and decision making leading up to the adoption of policies and procedures. The GCC will be the largest and most visible component of the regions cultural and recreational activity. As such, this business and marketing plan will need to be an integral part of all larger strategic community plans and branding activities.

While construction delays and lack of access to the GCC have hampered the completion of some decisions, the scheduling and payment software, one of the most critical components for success on opening has recently been purchased. A scheduling and payment software system (Book King) has been chosen and training on the system will start in late July. Final installation of the access control system is dependent on possession of the building.

The GCC has four employees that will be responsible for the day-to-day operation of the complex (The GCC is generally open 16 hours per day -7 days a week). To run the GCC effectively, the core staff will depend heavily on the system scheduling and payment processes mentioned above as well as other administrative technology and the use of volunteers. While these four individuals will have some support staff in the way of paid staff and/or volunteers, the four key positions at the GCC are;

- Natalie - GCC Manager;
- Kingsley - Manager of Operations;
- Clarissa - Admin Clerk, Program and Marketing Coordinator; and
- Sarah – Aquatic Supervisor.

OBJECTIVES

Within the context of the Town of St. Stephens need for responsible government and municipal tax rates the objectives of this business and marketing plan are to fulfill the expectations of the committees that wrote proposals for a multi-purpose complex prior to the Garcelon Civic Center being built.

The expectations can be summarized as follows;

1. The Garcelon Center will be welcoming and ***inclusive to all residents*** in St. Stephen and surrounding area.
2. The Garcelon Center will ***support businesses*** looking to attract and retain employees.
3. The Garcelon Center will act with other organizations as a ***building block in the selling of business and tourism in the region.***
4. The goal of the Garcelon Center is to ***maximize utilization while operating efficiently.***
5. The Garcelon Center will be a gateway to ***health, wellness, recreation and culture in the region.***

BUSINESS PLAN

The Garcelon Civic Center has three business units:

1. The Quartermain Arena and Sun Life Walking Track;
2. The Aquatic and Fitness Center; and
3. The Culture, Community, and Conference Center

Each business unit will generate revenues from both its' direct business drivers (key customers) and through auxiliary activities (programs).

All three business units, through special events, will also generate new business opportunities in areas such as; Sports tourism (principally hockey tournaments and swim meets) and Community and Cultural Events (Conferences, Trade Shows, Weddings and Concerts).

The economic spin-offs from hosting special events are projected to have a positive impact on revenues of local St. Stephen businesses.

EACH OF THE THREE BUSINESS UNITS IS IN A DIFFERENT BUSINESS CYCLE:

- The Quartermain Arena and Sun Life walking track is the CORE business of the GCC. It will provide the earliest opportunities for revenue (hockey arena ice and program rental) and the easiest way to induce residents to come to the GCC (free walking and jogging track).
- The Aquatic and Fitness Center is essentially a START-UP business. A combination of memberships, pool rentals and programs could generate substantial revenue. The GCC unique differentiator to other similar businesses is the pool and spa, offering a more holistic/integrated set of health and wellness options. The general market growth in personal training and exercise classes is an encouraging trend for this business unit. Because the aquatic and fitness business has no history for what works in this area it will have to innovate and experiment with new programs to determine what attracts memberships.
- The Culture, Community, and Conference Center is also a START-UP business. There is a demand in the community for quality meeting space for conferences, weddings and various functions. Selling these rooms offers high margins however the direct revenue potential, even at 100% capacity, would be minimal relative to the cost of operating the GCC. The requirement for a “major event kitchen capability” is a key component of this facility and much of the GCC success depends on how the canteen/catering contract is eventually awarded.

INDIVIDUAL BUSINESS UNIT PLANS

1. QUARTERMAIN ARENA AND SUN LIFE WALKING TRACK

The Quartermain hockey arena is an NHL size ice surface, as well as a public walking/jogging track circling the upper level seating area. The Quartermain Arena will operate “In season” with an ice surface, and “Off season” using the concrete floor.

QUARTERMAIN ARENA – IN SEASON (ICE SERVICE)

“In season” is by far, the most active season in the Quartermain arena and the time to maximize revenues. For approximately 8 months of the year, the Quartermain arena will be a place for ice related events. The prime source of revenue will be to hockey organizations and primarily for rental of ice time 7- 9AM and 4-11PM.

The key customer focus of the “in season” direct core revenue will be:

- County Aces Junior “A” hockey team;
- Minor Hockey league ;
- High School Hockey (St. Stephen and perhaps in the future Calais);
- Men’s League (Rusty Blades); and
- Schools.

A second source of revenue will come from programs aimed at a variety of casual users such as:

- Public Skating;
- Speed Skating;
- Figure Skating;
- Broom Ball;
- Ringette;
- Seniors Skating;
- Moms-n-tots; and
- Shift worker program

Special Events -in-season

Potential special events include:

- Activities around County Aces League games;
- Hockey camps for player development;
- Hockey tournaments; and
- Concerts (might involve investment in floor-covering for ice).

Quartermain Arena - Off Season: (concrete floor):

For approximately 4 months of the year (April through July) the ice surface will be taken out and the floor of the arena will be open for use by non-ice events. The prime source of revenue will be as a meeting space rental, and as an inclement weather alternative venue.

Potential customer focus would be;

- Business shows; and
- Farmers markets.

Another source of revenue will be for programs in conjunction with special interest groups.

Customers could include:

- The Boys and Girls Club relationship;
- "GO-GO Gymnastics";
- Ball hockey;
- Dog agility training; and
- Other local clubs/associations/special interest groups.

Special events could be a major contributor to revenue and economic spin-off during the off-season.

Key targets include:

- Trade shows;
- Conferences;
- Concerts; and
- Not-for-profit fundraising events.

SUN LIFE WALKING/JOGGING TRACK

The Walking/Jogging Track is open to the public 7 days a week except when arena “admission events” are taking place. Similar tracks in other facilities have proven to be major generators of public traffic especially in the winter months when weather often deprives people of safe walking conditions. The walking track is in particular very popular with seniors in the community.

The Walking/Jogging Track is a “donation only” operation which should attract a wide spectrum of users especially during inclement weather. The traffic will generate indirect revenues for the canteen services. Its value is in attracting people to the GCC and for its ability to create contacts for programs and events revenue generating business units.

QUARTERMAIN ARENA and SUN LIFE WALKING TRACK BUSINESS UNIT SUMMARY

The Quartermain Arena is by far the best defined and the most market ready business. It is also the largest initial revenue generator of all the GCC components. Everything should be done to promote and protect this valuable asset within the GCC.

2. AQUATICS AND FITNESS BUSINESS UNIT

The second largest revenue generating business unit of the Garcelon Civic Center is the Aquatic and Fitness Center. Marketed well, it could achieve equal status to the Quartermain Arena within a few years.

AQUATIC AND FITNESS CENTER

The Aquatic & Fitness Center is the most unique feature of the civic center and also the most costly to operate. The Aquatic & Fitness center is made up of the following components;

- ❖ 25 metre/6 lane swimming pool;
- ❖ Therapy pool;
- ❖ Two dry saunas;
- ❖ Fully equipped fitness room; and
- ❖ Water slide.

The Aquatic & Fitness Center is an opportunity for individuals to take advantage of the most comprehensive health and wellness fitness facilities in the region. With swimming, weight training and aerobics all located within the one building, this facility will appeal to a broad range of interests. It offers more options for both the beginner as well as the serious fitness person. The Aquatic & Fitness center provides a unique opportunity to create new markets for St. Stephen and its residents. People wanting a broad range of fitness options and a facility closer to the heart of the community will choose the Aquatic and Fitness Center.

The prime source of revenue for the Aquatic and Fitness center will be individuals. As such, memberships are the most important short-term element in the long-term goal to achieve operating efficiency. Effort should be made to generate interest in this START-UP business and to maximize memberships as a platform in developing revenue generating programs.

Key customers targets will include:

- Residents of Charlotte and Washington County;
- Members of the hockey teams (especially County Aces);
- Water sports enthusiasts;
- Fitness buffs; and
- Seniors.

A second source of revenue through programs will include:

- Aqua fitness programs;
- Physiotherapists/medical practitioner programs;
- Learn to swim programs;
- Parent-tot programs;
- Life guard training;
- Diver certification;
- Schools; and
- Birthday parties.

Special events at the Aquatic and Fitness Centre hold a great deal of promise.

The most obvious starting point would be as a venue for swim competitions. This will have to be coordinated over the next couple of years with an investment in special equipment such as starting blocks and score clocks but in the meantime, it gives the region time to build club infrastructure.

Special event targets will eventually include:

- Swim teams/organizations
- Sports tourism organizers such as Tri-St. Andrews

AQUATIC AND FITNESS BUSINESS UNIT SUMMARY

The pool, spa and fitness facilities will be the key to generating new revenue opportunities, and bring new people to the GCC. From senior aqua aerobics, to the possible relationships with organizations wanting to use special physiotherapy and sauna techniques, the Aquatic & Fitness Center has the potential to be a game changer. "Cross relationships" with other GCC business units is a real possibility. When major events such as hockey tournaments are booked at the Quartermain Arena, special passes (pool and/or fitness) could be made available to families attending the tournaments with players. When conferences are booked at the Culture, Community, and Conference Center, attendees and spouses could be offered Fitness passes. Few locations are able to offer families an ability to have fun and stay well while the tournaments take place.

3. CULTURE, COMMUNITY, AND CONFERENCE BUSINESS UNIT

The Culture, Community, and Conference facility spans two floors. The main floor has two rooms, The Moosehead Boardroom (capacity 25) equipped with smart board technology, as

well as a small meeting room (capacity 12). The top floor with a balcony that overlooks the St. Croix River and Calais Maine includes the Guy R Day & Sons pool viewing/meeting room equipped with a digital display, the Rotary Club Crush lobby area which is also equipped with digital displays, and a large meeting room that is equipped with state of the art technology (overhead projectors, microphones, built in drop down projection screens). This large room (capacity 250) can be reconfigured into a combination of separate rooms (LK Toombs Room, QM Construction Room, Halstead Family room, each with a capacity of approximately 75).

In the off-season, the concrete surface of the Quartermain arena could be considered another room rental opportunity. With over 10 different room configurations for rent, this facility can be used for everything from small conferences to larger weddings and conferences up to 250 people.

The prime source of revenue will be meeting room rentals.

Key customer targets will include:

- Three levels of government;
- Businesses;
- St. Stephen University /NBCC; and
- Not-for-profits.

A second source of revenue would be from renting meeting rooms for programs.

Examples of programs might include:

- Smoking cessations programs;
- Game rooms for cards, darts etc; and
- Service club meetings.

The most exciting part of this business unit is in its opportunity to hold special events. By renting the GCC for conferences and weddings there is an upside to the bottom line.

Key special event targets include:

- Conference organizers
- Not-for-profit organizations
- Clubs and associations
- Wedding and event Planners

MARKETING PLAN

A marketing plan answers the following questions:

- Are we ready to sell?
- How much do we want to sell (units or dollars)?
- What do we want to sell?
- Who do we want to sell to?
- What do they consider value?

- How do they buy? Who does the selling?

In the case of the GCC, these marketing questions require answers by each individual business unit. As noted in the business plan, each business unit, while in the one complex, actually has a unique customer set.

- 1. The Quartermain Arena** focuses on selling ice rental to organizations like the County Aces.
- 2. The Aquatic and Fitness Center** focuses on selling memberships to individuals.
- 3. The Culture, Community and Conference Center** focuses on selling room rentals to businesses.

All three business units will be able to augment its key customer focus by adding programs to be sold to individuals.

All three businesses will sell special events in order to, not only generate revenue, but also to generate value-add spin-off revenues to the local business community.

In many cases, government grants and not-for-profit programs are available and the costs of operating special programs and events can be offset by applying for grants and by establishing relationships with non-profit organizations. These alternative funding/staffing sources frequently have prerequisites that must be met in order to qualify for the funding.

Because the GCC is expected to run a financial deficit, the revenue versus cost of operation will be watched closely from the day the GCC opens. For that reason the focus of marketing efforts must be clearly visible, efficient and defensible from the outset.

Delays in the opening of the GCC will also garner some potential criticism from a small number of individuals wanting to be critical and also from some businesses that had hoped to leverage the GCC success into success for their businesses. Once the GCC is open for business, accommodations and restaurants expecting more traffic, will question why things aren't happening fast enough.

The best response will be to integrate the marketing and branding into the larger regional cultural and recreation strategies and to prioritize the business unit marketing sales and operation in the areas where there is the most immediate return on investment. This includes concentrating on selling ice time at the Quartermain Arena, selling memberships to the Aquatic and Fitness Centers and renting the Culture, Community and Conference Center meeting rooms.

1. MARKETING THE QUARTERMAIN ARENA

Are we ready to sell?

- Ice rental rates and policies have been set.
- Contracts/rental documents are in place.

- Rink Payment and scheduling software has been purchased! (Software training about to begin)

How much do we want to sell (units or dollars) \$185,000?

- Ice rentals - \$150,000
- 4 Programs - \$25,000
- 2 Special events - \$10,000

Who do we want to sell to? What do they consider value?

PRIORITY ONE: MARKETING THE SALE OF ICE TIME

The CORE business of the GCC is the arena revenue generated by selling both “in-season” ice time and “off-season” concrete floor time.

Key Customers are **ice hockey organizations** as they value premium ice times. Programs sold to **individuals and special interest groups**, the appeal is people looking for fun and teaming opportunities. Special Events like **hockey tournaments** and player development. They value competition and recognition

Key customers buy through personal relationships with account reps. The four key customers loyalty and enthusiasm is critical in order to achieve the direct revenue targets of this business unit. This would not take a great deal of the marketing budget but it would take the time of a staff member who understands the importance of this group of customers. These groups should be communicated with directly and often. At the moment, with limited resources, these key customers will be asked to contact the front desk and/or the GCC manager. Due to current staffing levels, the GCC Manager is likely to be the relationship point of contact for important larger groups while the front desk and an on-line self-serve capability will support the booking on a day to day basis. (Lack of staffing could make this a substantial weak link in the process). Marketing of ice-rental options beyond this group can be done on the website.

Programs are purchased through the organization of group sales. Who does the selling? At the moment, the front desk clerk/program/marketing coordinator, customer service attendants & manager all do the selling. (This could be a substantial weak link in the process). Who designs programs for the arena? The administration clerk/programs/marketing coordinator and GCC manager share the role of program development and marketing. Establishing a calendar of one or two of the less ambitious programs such as public skating would not be a large budget item and it would begin the process of demonstrating the use of the in-season arena beyond organized hockey. It is recommended, due to staffing limitations, that a limited number of programs be attempted in the first year of operation. Efforts could be put toward developing some of the off-season programs. Marketing these programs can be done on the website and through social media; like Facebook and Twitter at very little cost.

Who will reach out to sell Special Events? Events are typically purchased through associations. The GCC manager and Admin Clerk, Program, Marketing Coordinator are asked to fulfill this sales role. (Potential weakness due to lack of staffing).

Who does the follow-up? How do we create repeat and follow-up business? GCC Manager and Admin Clerk, program, Marketing Coordinator will do follow-ups. The Ambassador volunteer program could support this role especially around customer satisfaction surveys.

2. MARKETING THE AQUATIC AND FITNESS CENTER

- Are we ready to sell the Aquatic and Fitness Center?
- Membership and individual rates and policies have been set.
- Membership forms/applications have been designed.
- Program registration forms are completed.
- Membership software/database/Database/Payment process and Software to control swipe card system access has been purchased.

**Aquatic program and rental rates – will be finished by end of July.*

How much do we want to sell (units or dollars)\$150,000?

- 250 memberships - \$100,000
- Programs such as learn to swim etc. -\$25,000
- 2 Special events - \$25,000

What do we want to sell?

PRIORITY TWO: MARKETING MEMBERSHIPS

Individual memberships will play a significant role in the sustainable operation of the GCC. Memberships will generate spin-off revenues as well as traffic and awareness for the center. GCC should pick a few of the most likely programs to produce the most up-take in numbers of people. At least one or two of the professional organizations (physiotherapists/meds) thought to be interested/capable of delivering a program should also be contacted.

Who do we want to sell to?

Selling memberships should not be restricted to individuals in St. Stephen. There is widespread need for pool and gym facilities in St. Andrews, St George in Charlotte County and in Calais Maine Washington County. Because the swimming pool is so unique to the area, programs may well be the best way to capture people's attention and to make them aware of all of the ways the aquatic and fitness programs can be accessed. An organization similar to the GCC developed a monthly theme to highlight programs for Fitness. (January was post holiday fitness; February was Love handles month; etc.).

What do they consider value?

Rates have been set low enough to attract as many members as possible, knowing that getting people into the building is the key to leveraging the core business into new relationships.

Not only does the membership program work for the Garcelon Civic Center, but by giving residents access to the building we also fulfill a key objective of accessibility described in the original justification for the GCC.

How do they buy? Who does the selling?

Due to limited staffing resources, at the moment, the sales team charged with selling memberships is the Front Desk Customer Service Attendants, Admin Clerk, Program, Marketing Coordinator and the GCC Manager. (Having this position as the key point of interface in this process is considered by the consultant to be a strategic and administrative weakness to success).

Selling individual memberships is a challenge. Reaching individuals will take social media, website, and print advertising. Memberships are critically important to the first year of operation that the budget should be set aside to develop the materials and incentives to get people to join. Once decided, the group must be given a budget to create marketing materials. By developing a long term concept, certain outside organizations might be interested in assisting with marketing a program for a month.

3. MARKETING THE CULTURE, COMMUNITY AND CONFERENCE CENTER

- Are we ready to sell?
- We have the room rental rates and policies in place.
- Room rental forms are in place.
- Payment process and room scheduling/payment software has been purchased.

How much do we want to sell (units or dollars)? \$40,000

- 250 Room rentals - \$20,000
- 4 Special programs - \$10,000
- 4 Special events - \$10,000

What do we want to sell?

PRIORITY THREE: MARKETING CONFERENCE FACILITIES

The third revenue stream for the GCC is selling conference facility rentals.

Who do we want to sell to?

Marketing room rentals will generate traffic in the building. Selling to organizations and non-profits is key.

What do they consider value? Clean, bright, technology ready rooms with catering options at the "right" price.

How do they buy? Who does the selling?

Developing programs to fill rooms has the least revenue potential for the effort involved.

It is recommended that the GCC website and membership in organizations like the Chambers of Commerce and Charlotte Coastal Region Tourism Association is sufficient activity to capture the easy sales.

MARKETING THE GCC AS A SPECIAL EVENT VENUE

The Garcelon Civic Center individual room rentals are separate and distinct from the marketing of the GCC as a Conference facility or Special Event Venue. Special Events are packaged to incorporate facilities within the building and perhaps across business units. Frequently they include the need for catering and special access/prices as elements within the building that are customized to suit the event.

Are we ready to sell?

- We have a podium and sound system.
- We have a contract which is expected to be used as the basis for each customized case.

**The GCC currently only has "package" rates in place for weddings. This is not necessarily a weakness as most conferences and Special Events are proposed and priced based on the specific needs of the Event.*

**An RFP for Catering and Canteen services is targeted to be awarded in August.*

**Marketing materials including info on St. Stephen and surrounding area are not currently available but considered easy to collect.*

Do we have the budget and time?

Major events often take 12-24 months to sell and sometimes involve deposits and guarantees.

How much do we want to sell (units or dollars)?\$25,000

- 6-8 events year 1 \$25,000

What do we want to sell?

A multi-purpose complex like the Garcelon Center enables the Town of St. Stephen and the region to enter into special larger scale business development opportunities such as concert venues, small conference venues, and enables the GCC to be a player in the sports tourism market.

Who do we want to sell to?

Business organizations, Associations, and Non profits

What do they consider value?

Low room rates, state of the art facilities with efficient services.

How do they buy? Who does the selling?

A PowerPoint presentation entitles "Creating and Event Culture" written and presented by Grant McDonald at a recent Sports Tourism event can be found in Appendix C. Major events are usually awarded through competitive bids.

Beyond the GCC Manager, we do not have proposal writers and stock marketing materials? It is recommended that the GCC seek out partnerships with individuals and organizations that understand these markets and work with them on these longer term prospects.

COMMUNICATIONS PLAN

A marketing communications plan for the Garcelon Center must be inclusive of the organizations that have written recommendations, solicited donations and supported the concept of a multipurpose facility. Several components need to be coordinated into a single “GCC Brand” encompassing all of St. Stephen, Charlotte County, New Brunswick and Washington County Maine.

The Town of St. Stephen through its Development St. Stephen Board has initiated an overall branding strategy for St. Stephen. The GCC must be an integrated component within this strategy complimenting the results of the overall brand.

The Town of St. Stephen has a current Culture, Community and recreation program. The GCC is a key component of this strategy and efforts should be made to coordinate the programs to maximize success and eliminate overlap competition for resources and/or confusion in the community.

BRANDING THE GARCELON CIVIC CENTER

The Civic Centre Committee used a tag line “Make it Happen”. It is proposed that GCC modify the line slightly to “Making it Happen”. By virtually keeping with a tag line that has been in place for many years, you both compliment the original campaign and at the same time provide continuity with the original plan. Marketing of the GCC should be primarily by website, through a consistent advertising placement in the St Croix Courier, and by using memberships in the Chamber of Commerce and Charlotte Coastal Region Tourism Association (CCRTA).

KEY MESSAGING AND BRANDING

The key message is – **The Garcelon Center will be a gateway to health, wellness, recreation and culture in the region by being welcoming and inclusive to all residents** in St. Stephen and surrounding area. This will be accomplished by supporting businesses looking to attract and retain employees and by acting with other organizations as a building block in the selling of business and tourism in the region.

For press conferences and press releases the following paragraph should be included at the end of each release... **“The Garcelon Civic Center, is comprised of three main components. The Quartermain Arena and Sun Life Walking Track, the Aquatic and Fitness Center, including a 25-meter pool, and the Culture, Community and Conference Center. The Garcelon Civic Center will provide a full range of health, wellness and cultural services to residents and businesses focusing in particular on the Charlotte County, NB, and Washington County, Me., regions”.**

Five groups should be targeted for an integrated communications plan/brand:

1. Buyers - Customers and membership holders in GCC
2. Partners -Business relationships such as the BIA(s), Chamber of Commerce(s), CCRTA and Not-for-Profits
3. Employees of the Garcelon Civic Center and Town employees
4. Town Council St. Stephen and Advisory Commission
5. The media

To meet the expectations of Customer and Membership holders:

- Smart phone/calendar/social media contact
- Newsletter/calendar/reference stories
- Website/calendar/contact

To fulfill the needs of Business relationships such as BIA, Chamber of Commerce and Not-for-Profits:

- Newsletter/calendar
- References and event/program ideas/social media (Facebook)

Empowering employees to deliver quality services:

- GCC objectives need to be communicated
- Knowledge of value propositions
- Training and responsibility to deal with things up front
- Customer training
- Ability to determine rules and boundaries avoid “flashpoints”
- Knowledge of systems/technology and processes
- Social media twitter/Facebook

To be consistent with expressing value to St. Stephen town council and Advisory Council:

- Highlights report
- Heads-ups and media advisories when issues arise

Providing consistent answers to public questions for the Media

- Sound bites/buzz words
- Success stories
- Spin-off stories/partnerships
- Economic and cultural feel good stories

*Communicating with the media requires Clarity, Scan ability, Accuracy and Inventiveness.

SUMMARY

While the Culture Community and Conference Center is a “start-up” business, it has a clear value proposition with a low cost of entry and many products currently unavailable in the area. The most significant upside to the center is in its ability to attract special events.

Not only is the GCC a revenue generator, but it will also change the face of the community by increasing revenue and making St. Stephen a more desirable place to live. The culture will change and people will flock to attend events, meetings, trade shows, host functions, exercise, interact with others and their children through programs etc., but most of all they will connect with their community.

Businesses will reap the benefits also when functions and events are held with hotel and restaurant bookings, local businesses will see an increase in businesses in turn additional staff may be hired. St. Stephen will be a sought after area to live in with the increase in facilities that cater to businesses and the community.

With a strong Business and Marketing Plan the Garcelon Civic Center WILL be a gateway to health, wellness, recreation and culture in the region!

APPENDIX “A” The case for a Civic Centre – Documents in support of a Civic Center

(Documents not attached, but accessible)

- 2006 Charlotte County Civic Center – Facility Feasibility Study - Needs assessment and Business Plan
- 2009 Charlotte County Civic Center – “Make it Happen!” – Business Plan
- 2014 St. Stephen BIA – Great Ideas need a Champion
- 2014 Province of New Brunswick – 2 Nations Destination Tourism Program
- 2014 Community Health Needs Assessment of New Brunswick
- 2014 St. Stephen Development Board – St. Stephen Marketing Strategy

APPENDIX “B” Key Customers and Prospects by Business Unit

BUSINESS UNIT	Quartermain Arena – “In Season”
Jr A Hockey	John Hyslop
Minor Hockey	Peggy Peters
High School Hockey	Bob Coates/Adam Harris/Nick Nozzolillo
Men’s Hockey	Neil Brisley
Ball Hockey	Blair Furlotte

BUSINESS UNIT	Quartermain Arena – “Off Season”
Boys and Girls Club	Heather Estey
BIA	Heather Donahue

BUSINESS UNIT	Aquatics and Fitness Center
Seniors Residences	
Physiotherapists and other health agencies	
Schools	
Businesses (Employee wellness programs)	

BUSINESS UNIT	Culture Community and Conference Center
Province of New Brunswick	
St. Stephen University	
BIA	
Development St. Stephen	
St. Stephen Chamber of Commerce	
St. George council	
St. Andrews Chamber of Commerce	
Calais Council	
Not-for-Profits (Particularly in Health and Wellness areas).	
Tourism organizations like CCRTA and NB Tourism	
Other multi-purpose Sports Complexes	

APPENDIX “C” Grant McDonald presentation on Sports Tourism – “Creating and Event Culture”

(Power Point Presentation)

APPENDIX “D” The TO-DO List

1. Initiate and complete training process of Book King software
2. Purchase special event “economic impact” tracking software
3. Award RFP for running of canteen/catering
4. Award RFP for running a pro-shop
5. Look at “Front Desk Manager” responsibilities and staffing as potential weak link
6. Join Chambers of Commerce (St. Stephen and St Andrews) and CCRTA

7. Create media relationship with St. Croix Courier and the Tides
8. Create Advertising policy and procedures and rates within GCC
9. Develop a Sport Tourism strategy and timeline
10. Develop a Special Events sales and marketing program/relationships
11. Create a Wedding Planner relationship
12. Develop a Concert size "scope and timing" strategy
13. Prioritize the sale of membership and special programs in the Aquatic and Fitness Center
14. Create "crossover" programs for people attending a special event in another business unit
15. Appoint a Special Events proposal system/writer and/or relationship