



SPORT MART PLACE
BUSINESS PLAN

2001

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	2
THE BUILDING IN 2010 - THE VISION	3
CURRENT OPERATIONS REVIEW	4
Our Mission	4
Our Business	4
Marketing	4
Facility Resources	5
OPERATIONAL HISTORY - EXPENSE/REVENUE	7
NEW OPPORTUNITIES	7
RECOMMENDATIONS	17

EXECUTIVE SUMMARY

In 2001, City Council undertook to develop a Corporate Strategic Plan. This plan identified four Council objectives.

In response to strategy #2, Parks and Recreation Services undertook to complete a Business Plan for the future operation of Sport Mart Plan. The Business Plan reviews current operating structure and past expense/revenue performance of the building.

The Plan undertakes to detail a number of opportunities available to the building to attain the result advocated in City Council's strategy. These include pay parking, beer, food and beverage changes and building expansion.

The results of undertaking these opportunities would result in an immediate reduction in the overall tax subsidy required by the building by a projected \$465,000 and a further projected reduction if building expansion was considered to complete elimination of the required annual tax subsidy, and conceivably, a profit production situation.

The Plan details seven recommendations which, if acted on, would verify the potential of the projections and detail the cost of implementation and all cost associated with expansion plans proposed.

INTRODUCTION

In response to City Council's Corporate Strategic Plan Objective #2, "Manage Expenditures and Control Tax Increases Through Business Planning", the Parks and Recreation Services Department has undertaken to review its past and present operation. This review has resulted in a number of opportunities which, if undertaken, could substantially reduce the building's annual tax subsidy requirement and to meet its vision.

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THE BUILDING IN 2010 - THE VISION

In 2010, much will have changed with the operation of Sport Mart Place. It will have truly become recognized in our community and region as the "BC Interior Event Centre". Since opening its doors in the fall of 1992, the building has continued to improve its operation and played host to over 200 concerts and features headline artists such as Kenny Rogers, Shania Twain, Sarah MacLachlan, Bill Cosby, Our Lady Peace, The Guess Who, Barenaked Ladies and Alabama, to name just a few. It has also become recognized as the premiere sports venue home of the Kamloops Blazers and host to many major sporting events such as the Memorial Cup, the World Curling Championship, World Tumbling and National Judo Championships, as well as Skate Canada.

An aggressive operating strategy has been utilized to seek out new opportunities and events and has resulted in the building becoming host to the: Canada Cup of Curling, World Universiade Games 2007, Canada and BC Summer Games, Vancouver Canucks Training Camp, and the building has become the permanent home of the AA Provincial Basketball Championships, as well as many others.

City Council and Parks and Recreation Services undertook to complete a building expansion plan. This plan has resulted in the development of increased spectator seating "Club Seats" and added 15 luxury suites with a commanding view from the north side of the building. This variety of seating options and service opportunities has allowed the building to offer fans that little extra and an opportunity to entertain clients in style and comfort. The services offered are of the highest quality and compliments are frequently received. Both the club seats and the luxury boxes have full bar and food services provided.

Through a well planned and thoughtfully executed expansion plan, the building has increased its convention and meeting space. This expansion has created a National Level Conference and Convention Centre.

The building has also increased its convention and meeting space, creating a full service convention centre in the downtown core. The Parkside Lounge can now accommodate groups of 100 to 1,000 in banquet or meeting room formats. This venue has provided opportunities to produce top calibre cabarets featuring headline Canadian and international acts. The convention space provides maximum flexibility and several breakout rooms which accommodate up to 160 each, all with spectacular views of the South Thompson River and Riverside Park.

Sport Mart Place has become known for its versatility and accommodating venue space, but has also developed a great reputation for its food and beverage services as well. The fans attending events have become fans of the food, always commenting on the quality as well as the variety. New operating methods have allowed for more control, more creative marketing and enhanced services to be offered such as food service coupons, event ticket and food packages, as well as other service and event combinations. Sport Mart Place has become well known for its value added service. Our guests can take advantage of everything from pre-purchased reserved parking, coat check services, food and beverage packages and "Express Lane Concession Service".

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Sport Mart Place has become recognized as the "jewel" of the Tournament Capital of Canada. It is a place where operating methods, service delivery and venue capabilities are the standard by which all others are measured.

CURRENT OPERATIONS REVIEW

Our Mission

To provide a first class performance venue with top quality service, positive working relationships and an "easy to do business" attitude for the Kamloops Blazers, event producers and community groups and to provide a fun, hassle free experience to all fans and guests who attend our events.

Our Business

Sport Mart Place is a 5,500 fixed seat multi-purpose venue. It is the home of the Kamloops Blazers Hockey Club of the WHL. It hosts 20 concerts and a number of special events each year and provides a venue for conventions, conferences, religious events, sporting tournaments, weddings and small meetings. In addition, on non-event days Sport Mart Place is used as a community arena with users such as Kamloops Minor Hockey, adult recreation leagues and public skating.

Statistics for Sport Mart Place for the year 2000 were as follows:

Event Days	83
Total Attendance	384,851
Ice Hours Booked by Community Groups	2,409
Parkside Lounge Hours	1,122 (not including Blazers Games)

The market area that Sport Mart Place serves is the Thompson-Nicola Regional District. In 1999, the population of the TNRD was estimated at 128,624. This area includes Ashcroft, Cache Creek, Chase, Clinton, Logan Lake, Lytton, Merritt and Kamloops.¹

Marketing

Sport Mart Place's main client base consists of concert promoters, event producers, the Kamloops Blazers Hockey Club, community groups and community ice users. The building generally is not promoted to the general public except if we are the event producer or, if we have been contracted by outside producers to place their advertising programs.

We are successfully marketing Sport Mart Place in several ways:

¹Source: Venture Kamloops, Kamloops Community Profile

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1. Publications/Trade Magazines - There are several trade magazines such as *Amusement Business*, *Canadian Facilities* and *Pollstar* which have proven to provide good visibility.
2. Networking - We attend conferences such as the Canadian Facility Managers Conference, the Arena Managers Conference and the Arena Marketing Conference for networking opportunities.
3. Direct Contact - Regular contact is made with concert promoters, event producers and talent agents to determine what shows are available to our market and what other opportunities may be available.
4. Local Opportunities - In past years, local business and community groups have taken advantage of Sport Mart Place with events such as the Rotary, Shrine, mining and religious conventions and the Arts Council shows. Because of the success of these local events, repeat business happens often.

Facility Resources

Sport Mart Place has always been a leader in offering resources that many of our closest competitors have not been able to provide. This allows events to come in without incurring extra shipping or rental costs:

1. Equipment:
 - stage - 60' x 40'
 - concert barricade - 56'
 - crowd control fencing - 400'
 - tables - 125 round tables, 80 rectangular banquet tables
 - three spotlights
 - 1,600 chairs
 - 2,300 amps of event power
 - vari-theatre to reduce size of venue for smaller shows
 - seven house phone lines for production purposes
2. Facility Specifications:
 - five dressing rooms
 - four meeting rooms
 - two loading bays
 - one "green" room (to be completed in 2002)
 - production area (to be completed in 2002)

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3. Staff:

- Steve Schaffrick - Recreation Superintendent - Arenas
 - Oversees all operations of Sport Mart Place and four community arenas.
- Tony Carlucci - Recreation Subforeman
 - Day-to-day operations of Sport Mart Place and four community arenas. This includes mechanical breakdowns, capital projects and staff scheduling.
- Laurie Kurylowich - Recreation Clerk
 - Books all ice and meeting room space at Sport Mart Place and four community arenas. Works with clients who have booked meeting space to ensure room requirements are met and handles general accounting procedures for the office.
- Mike Fauteux - Facility Supervisor
 - Working supervisor who is responsible for installing and maintaining ice, directs maintenance staff and ensures operation of a clean and safe building.
- Recreation Attendants
 - Six full-time Recreation Attendants work a variety of shifts to ensure the building is clean and safe, all room set ups are completed and ice is maintained.

4. Contractors:

- Jelly Events Inc. - Talent Buyer/Marketing - Bill Jaswal
 - This is a contract position with Jelly Events responsible for purchasing events for Sport Mart Place, offering marketing assistance and recommendations to outside promoters, and working on event days as the building liaison to the event producer.
- Captive Media Network Inc. - Brent Gropp
 - This is a contract position with Captive Media to market and sell all signage and advertising opportunities in the building.

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OPERATIONAL HISTORY - EXPENSE/REVENUE

Cost Recoveries of Past Years ²

Year	Operating Cost	Administrative Overhead	Total	Revenue	% Recovery
1993	\$ 1,281,825.00	\$ 76,560.00	\$ 1,358,385.00	\$ 611,000.00	44.98%
1994	\$ 1,428,869.00	\$ 113,559.00	\$ 1,542,428.00	\$ 904,000.00	58.61%
1995	\$ 1,544,735.00	\$ 99,904.00	\$ 1,644,639.00	\$ 1,014,232.00	61.67%
1996	\$ 1,471,630.00	\$ 93,197.00	\$ 1,564,827.00	\$ 950,331.00	60.73%
1997	\$ 1,328,720.00	\$ 94,376.00	\$ 1,423,096.00	\$ 831,870.00	58.45%
1998	\$ 1,424,808.00	\$ 89,700.00	\$ 1,514,508.00	\$ 1,017,950.00	67.21%
1999	\$ 1,401,426.00	\$ 101,596.00	\$ 1,503,022.00	\$ 942,873.00	62.73%
2000	\$ 1,437,824.00	\$ 105,087.00	\$ 1,542,911.00	\$ 810,066.00	52.50%
2001	\$ 1,456,995.00	\$ 110,278.00	\$ 1,567,273.00	\$ 918,845.00	58.63%

There is an obvious desire to continue to reduce the tax requirement needed to operate Sport Mart Place. City Council has made this reduction a very clear objective in the current Corporate Strategic Plan.

Corporate Strategic Plan

Council Objective #2 - Manage Expenditures and Control Tax Increases Through Business Planning.³

The following will list current revenue sources and viable ways of producing new revenues:

CURRENT REVENUE SOURCES:

Kamloops Blazers	\$276,000
Concessions	52,000
Private Suites	28,000
Advertising	122,000
Room Rentals	15,000
Ice Rentals	82,000
Catering Commissions	10,000
Professional Shows	150,000
Souvenir Sales	9,000
Liquor Sales	28,000

NEW OPPORTUNITIES:

²Source: City of Kamloops Five Year Financial Plan (2001-2005)

³Source: City of Kamloops Corporate Strategic Place (Revised 2001 March 7)

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Paid Parking

CURRENT OPERATION	NEW INITIATIVES	PROJECTED REVENUE ⁴
<ul style="list-style-type: none"> • No paid parking. • Little to no control over traffic flow in parking lots. • Little control over how and where cars park. 	<ul style="list-style-type: none"> • Institute paid parking. • Parking attendants will ensure proper parking of cars. • Offer priority parking purchase to Kamloops Blazers season ticket holders. • \$5 per car event parking. 	<ul style="list-style-type: none"> • Event Revenue - \$111,500 • Non-event meter revenue - \$12,635 • Pass Sales - \$34,400 • \$158,535 (Gross) • Net Revenue \$82,122

Food and Beverage Operations

Concessions:

CURRENT OPERATION	NEW INITIATIVES	PROJECTED INCREASE
<ul style="list-style-type: none"> • Concessions are currently contracted to five operators with the City receiving 15% of gross revenues. • Gross sales are approximately \$400,000. • Current concession revenue is approximately \$60,000. 	<p>Option #1</p> <ul style="list-style-type: none"> • Remain status quo. Review current percentage and operations to increase share. <hr/> <p>Option #2</p> <ul style="list-style-type: none"> • Operate under a management contract with one contractor. • Contractor is paid 5% of gross sales, plus labour/expenses. • Sport Mart Place purchases equipment and products. <hr/> <p>Option #3</p> <ul style="list-style-type: none"> • Research the concept of operating concessions in-house. • Agreement with CUPE would have to be reached on staffing. • This arrangement is successful in Lethbridge, AB. • Kelowna's Skyreach Place operates concessions in-house (non union house). 	<ul style="list-style-type: none"> • 40% of gross. • Based on 30% staff costs and 30% food costs. • Our typical per cap at Blazer Games for concessions is \$1.80. This works out to \$324,000 gross (approximately). Using the 40% net figure, Sport Mart Place would realize \$129,600* net. (Increase of \$69,000 over current budget.) • Lethbridge Per cap for concessions is \$2.50. The facility had a net revenue of \$196,000 in 2000 for all food and beverage. • Cranbrook 3,600 average attendance. Per cap for concessions is \$1.11.

Note: These calculations only account for the Kamloops Blazers Hockey Games not other events such as concerts and conventions.

Liquor Sales:

⁴Parking Proposal prepared by Imperial Parking Corporation, June 2001.

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CURRENT OPERATION	NEW INITIATIVES	PROJECTED REVENUE
<ul style="list-style-type: none"> • Liquor service is currently provided by Compass Foods Ltd. City of Kamloops receives 25% of gross revenues. • Gross sales are approximately \$160,000. • Currently, bar revenue is approximately \$40,000 net to the City. • Liquor is not served in stands during Blazers Hockey Games, but is served at other events. 	<p>Option #1</p> <ul style="list-style-type: none"> • Remain status quo. Review current percentage and operations to increase share. • Serve liquor in seating area for Blazers games. <hr/> <p>Option #2</p> <ul style="list-style-type: none"> • Operate under a management contract with contractor. • Contractor is paid 5% of gross sales plus labour/ expenses. • Sport Mart Place purchases equipment and products. • Serve liquor in seating area for Blazers games. <hr/> <p>Option #3</p> <ul style="list-style-type: none"> • Research the concept of operating bar service in-house. • Arrangement with CUPE would have to be reached on staffing. • This arrangement is successful in Lethbridge, AB. • Kelowna's Skyreach Place operates in-house. • Serve liquor in seating area for Blazers Games. 	<ul style="list-style-type: none"> • 40% of gross. • Based on 25% staff costs and 35% product cost. • Using an average per person sale (per cap) of \$1.72 (average of Lethbridge and Cranbrook), Sport Mart Place should realize a gross revenue of \$309,000. • Lethbridge per cap is \$1.07 for liquor for WHL games. • Cranbrook per cap is \$2.37 for liquor service. Gross liquor service during WHL games is approximately \$307,152. • $\\$309,600 \times 40\% =$ \$128,840 net to City.
<p><i>Note: These calculations only account for the Kamloops Blazers Hockey games.</i></p>		

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In-house Catering:

CURRENT OPERATION	NEW INITIATIVES	PROJECTED INCREASE
<ul style="list-style-type: none"> • Catering services are provided through a list of approved caterers. • Under current contract, venue receives 20% of gross catering sales. • Gross revenue from catering operation is \$100,000. • Typical revenues from catering have been \$10,000/per year. • There is concern about the high percentage pricing us out of market. • Currently, it is very difficult to put together food and beverage packages for clients as each caterer should have an opportunity to be involved. Who do we choose to be involved? 	<p>Option #1</p> <ul style="list-style-type: none"> • Remain status quo. Review current percentage and operations to increase share. <hr/> <p>Option #2</p> <ul style="list-style-type: none"> • Undertake Request for Proposal for lease and operation of meeting and banquet facility space. • A higher percentage can be taken from one exclusive caterer as the exclusive caterer has no pricing competition with other caterers. • Exclusive caterer would be responsible to have an Event Coordinator on site for functions. <hr/> <p>Option #3</p> <ul style="list-style-type: none"> • Review the possibility of an exclusive caterer. • With one caterer, marketing flexibility and creativity will be increased. • A higher percentage can be taken from one exclusive caterer as the exclusive caterer has no pricing competition with other caterers. • Exclusive caterer would be responsible to have an Event Coordinator on site for functions. 	<ul style="list-style-type: none"> • New revenue will be realized due to increased booking space. • Investment into kitchen space by caterer will result in better service. • With one company marketing our space and paying us 20% we would expect to double our commissions to \$20,000. (\$10,000 over our current revenue.) • More flexibility between the venue and the caterer to market to a potential client.

Sport Mart Place Business Plan - 2001

Professional Shows:

Our current professional show revenue is derived from concert, convention, conference, circus and other special events. In addition, if Sport Mart Place produces the show and there is a promoter profit realized that also forms part of professional show revenue.

CURRENT OPERATION	NEW INITIATIVES	PROJECTED INCREASE
<ul style="list-style-type: none"> • \$150,000 revenue generated. • Shows and events offered as: <ul style="list-style-type: none"> - venue rental; - co-production; - self-promoted. 	<p>Option #1</p> <ul style="list-style-type: none"> • Increase self-promoted small events using concert bowl and Parkside Lounge. <hr/> <p>Option #2</p> <ul style="list-style-type: none"> • Increase self-promoted large scale events. • Increase potential risk tolerance to allow more aggressive talent buying. <hr/> <p>Option #3</p> <ul style="list-style-type: none"> • In conjunction with food and beverage initiatives, examine food and beverage sharing opportunities with concert promoters to make the venue more attractive. 	<ul style="list-style-type: none"> • Additional large concerts. • Projected \$30,000 potential net revenue. • If Kamloops shows an increase in ticket buying, the venue will be able to attract more shows from other concert promoters. • In addition to rent dollars, more food and beverage dollars will be generated. • Sponsorship opportunities will also increase with larger events.

Note: It is important to note that concerts are a risk venture that can result in financial loss depending on the event, ticket pricing, the artists guarantee and market conditions. For example, a large show in Kelowna last year lost \$80,000.

Sport Mart Place Business Plan - 2001

Examples of past events and revenue generated:

EVENT	TYPE OF EVENT	NET REVENUE
Shania Twain	Building Rental	\$19,463.20
Guess Who	Co-promote with House of Blues	4,837.28
Colin James	Sport Mart Place promotion	9,997.95
Lipizzaner Stallions	Building Rental	4,971.63
Monster Trucks	Building Rental	8,960.00
Barrage	Sport Mart Place promotion	(-6,489.00)
Matthew Good Band	Co-promote with House of Blues Concerts	(-2,850.46)

Note: Building rental events are also risky, however, the risk is not shared with the venue so loss is to promoters.

Supply Line Agreements

An emerging revenue stream that is successfully done in most private venues, and to a certain extent at Sport Mart Place, are supply line agreements. In this type of arrangement a company pays a fee to the venue for advertising with the facility and its contractors agreeing to use certain products. Four supply agreements are currently in place at Sport Mart Place: Pepsi, Blackwell Dairy and most recently, Red Carpet Coffee Services and Old Dutch.

The following are examples of supply line deals which are in place or that we are currently working on for consideration in the upcoming year:

PRODUCT	ESTIMATED DOLLAR VALUE TO SPORT MART PLACE
Coffee	\$5,000
Food Supply	12,000
• Frozen Foods	
• Bread	
• Poultry	
• Meat	
Chips	2,500
Paper/Cleaning Supplies	10,000
Pepsi	40,000
Pizza	<u>5,000</u>
Total	<u>\$74,500</u>

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Building Expansion Phases

An integral part of Sport Mart Place's continued and increased success will be determining when and where to expand the building. The following section on building expansion is in response to a motion that was made by City Council on 2001 December 12.

Renaming of Riverside Coliseum

Moved by Councillor Frissell, seconded by Councillor Leong, that Council authorize Administration to look into the feasibility of setting aside the funds received from Sport Mart Inc. from the renaming of Riverside Coliseum to Sport Mart Place for the establishment of a Reserve Fund for the future expansion of Riverside Coliseum.

CARRIED.

Phase 1 Parkside Lounge Expansion

Discussion surrounding a new Convention Centre in the City suggested that it may be viable to consider the expansion of the Parkside Lounge and the addition of extra meeting rooms. As we have an ideal Trade Show/Exhibition area with over 19,000 sq. ft. in the main arena, expansion of Parkside Lounge would allow booking of large conventions and meetings.

Phase 2 Addition of Balcony Seating

This expansion would see a balcony level added to the area below the suites and the Lafarge Room. Each suite would have balcony seating, which means a premium charge could be applied to the suites.

Phase 3 Addition of Club Seats where Lafarge Room and Luxury Seats Currently Exist

It is unlikely that additional seating will need to be added to Sport Mart Place for approximately ten years. At that time, seating would need to be added to not only accommodate the Kamloops Blazers' demand, but for concerts as well. The addition of seats to the east side of the building will only accommodate hockey games as the seats would be behind the stage for most concerts. Adding seats in the west end would appear to be more viable as all events would benefit.

Phase 4 Addition of Luxury Suites on North Side and Lounge with Viewing Area on East Side of Building

To meet the current and projected demand for luxury suites, research needs to be done on the feasibility to add suites on the north side of the building and seats at the east end of the building.

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Conclusion:

In order to meet the Corporate Strategic Plan objective of managing expenditures and controlling tax increases, implementation of all or some of the revenue sources must be fully examined and potential cost benefits pursued.

Full implementation of all strategies indicated provides for a potential operating deficit of \$167,145 to be attained.

REVENUE SOURCE	PROJECTED REVENUE
Parking	\$ 82,122
Liquor Service	128,840
Concessions	*69,000
Catering	*10,000
Concert Promotions	30,000
Supply Line Agreements	74,500
Sport Mart Naming Rights Agreement	<u>70,000</u>
Subtotal	464,462
Current Operating Deficit	<u>631,607</u>
Potential Operating Deficit	\$167,145

*Represents the amount over our current revenue

BUILDING EXPANSION

PHASE	CAPITAL INVESTMENT	PROJECTED REVENUE
Meeting space expansion	\$2,000,000	\$744,055
Additional balcony seating (125)	\$300,000	\$83,730
Additional balcony seating (500)	\$1,000,000	\$200,000
Additional luxury suites and east end view area	\$1,500,000	\$225,000

Sport Mart Place Business Plan - 2001

Phase 1 Parkside Lounge Expansion/Meeting Space Expansion

EXPANSION SIZE	PROJECTED USE ⁵ (EXCEPT CABARET REFERENCE)	PROJECTED REVENUE
<p>Approximately 15,000 sq. ft.</p> <ul style="list-style-type: none"> • This space would complement the main arena for Trade Shows and Conventions. • Ability to divide into smaller breakout rooms to accommodate 50 to 500 people. • A 1,000 seat venue would be ideal for cabarets and small shows. • Total venue space available: <ul style="list-style-type: none"> - 15,000 sq. ft. lounge; - 3,000 sq. ft. Rivers Room - 19,000 sq. ft. arena floor; - Total 37,000 sq. ft. 	<ul style="list-style-type: none"> • 15 conventions/conferences • 7 Trade/Consumer Shows • 138 other events • 10 cabarets per year x 800 people per show = 8,000 	<ul style="list-style-type: none"> • Room Rental Revenue \$165,500 based on expansion of 15,000 sq. ft. (about half of Grant Thornton's recommendations). • Additional rental revenue of main arena floor for Trade Show use: 21 days x 19,000 sq. ft. x .17 per sq. ft. = \$67,830 • \$9.25 per delegate day (47,700 delegate days suggested by Grant Thornton) = \$441,225 • Rental Revenue from cabarets: \$3,000 per event x 10 events = \$30,000 • Food and Beverage from Cabarets = 8,000 people x \$5 per cap = \$40,000

⁵Source: Convention Centre Feasibility Study Prepared for: The City of Kamloops, May 22, Grant Thornton.

Sport Mart Place Business Plan - 2001

Phase 2 Addition of Balcony Seating

This expansion phase would see a balcony level added to the area below the suites and the Lafarge Room. Each suite would have balcony seating, which would mean a premium charge could be applied to the suites.

EXPANSION SIZE	APPROXIMATE REVENUE	REVENUE BREAKDOWN
Approximately 125 seats	<ul style="list-style-type: none"> • \$37,500/per year (125 seats x \$300) • Beverage Sales 37 games x \$10 per cap x 125 seats = \$46,250 gross sales 	<ul style="list-style-type: none"> • Club Seat format (\$300 per seat per year for Club Seat purchases). Skyreach Place in Kelowna sells Club Seats for \$450 per seat • In seat liquor sales for all events including hockey games • Total projected revenue: \$83,750

Phase 3 Addition of Club Seats where Lafarge Room and Luxury Seats are Located

Expansion Size	Approximate Revenue	Revenue Breakdown
<ul style="list-style-type: none"> • 500 seats 	<ul style="list-style-type: none"> • \$100,000 to venue • \$216,000 x 14% commission = \$30,240 to venue • \$72,000 gross sales 36 games x \$4 per cap x 500 seats = 	<ul style="list-style-type: none"> • 500 seats x \$200 per seat (Club Seat program) • 500 seats x \$12/Blazers ticket x 36 games • In seat liquor sales for all events including hockey games • Total projected revenue: \$200,000

Phase 4 Addition of Luxury Suites and Lounge with Viewing Area on North Side

To meet the current and projected demand for luxury suites, research should be conducted on the feasibility of adding suites on the north side of the building at the media box level.

Potential Revenue: \$15,000 per suite
\$15,000 X 15 = \$225,000

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The following recommendations, if implemented, would allow the building to examine fully the potential revenue sources and determine all cost considerations surrounding each. The net benefit of undertaking these recommendations would be a more financially viable building operation and better understanding of future growth potential.

RECOMMENDATIONS:

1. To undertake negotiations to implement paid parking.
2. Undertake a review of concession operations examining service expansion opportunities, in-house or single caterer options.
3. Undertake negotiations to facilitate introduction of liquor sales at all events. Negotiations to include Blazers and potential contractors.
4. Undertake a Request for Proposals for operations of meeting and banquet space.
5. Undertake to self-promote a number of large scale events assuming a greater risk tolerance.
6. Undertake to sell all potential supply line opportunities.
7. Undertake a feasibility study reviewing all expansion opportunities for the building.