

# **TOP PRIZE EVENTS**

## **BUSINESS PLAN**

### **RE: COBOURG MEMORIAL ARENA FACILITY MANAGEMENT AGREEMENT**

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## **SECTION 1 – BUSINESS OVERVIEW**

### **What is Top Prize Events?**

Top Prize Events is a new and emerging company in the events planning industry. Before COVID, we operated many contest-type events, all over Ontario; including Top Prize Karaoke Series and Top Prize Comedy Series. We also are the parent company for Northumberland Pro Wrestling, and by 2023 we are aiming to expand into a broader spectrum of events, including festivals, A-list concerts, and more.

### **Top Prize Events Management Team**

Lionel Poizner is the President of Top Prize Events. Lionel is an engineer by trade, and has an extensive background in property management, as well as sales and marketing. A Toronto resident, Lionel sees big potential for Cobourg and Northumberland as a tourist destination with the right facility in place.

Derek Sharp is Vice-President of Operations for Top Prize Events, as well as the President of Northumberland Pro Wrestling. Derek has event management experience dating back to the early 1990's, as well as marketing experience and a certificate

in public relations. Derek worked as a volunteer for 16 years in the Ontario Junior Hockey League for six different teams, often in a marketing role. Derek has been a Northumberland resident for 8 years.

Rob MacArthur is the Vice-President of Administration for Top Prize Events. Rob has more than 30 years experience in marketing, public relations, human resources management, and IT, including many years working municipally for the Town of Ajax. Rob is a freelance business consultant and a Northumberland resident.

## **Events**

Top Prize Events offers talent-type contests with qualifying events all over Ontario and one grand finale event to determine a winner. Cobourg would be an excellent backdrop for those grand finale events.

However, Top Prize Events aims to expand our roster of events beyond our Top Prize Karaoke Series and Top Prize Comedy Series contests and professional wrestling offerings.

The following events are areas Top Prize Events can see room for growth:

Concerts  
Live Comedy Acts  
Combat Sports (examples: MMA, boxing)  
Large Charity Events  
Fringe Sports (examples: X games, indoor football, Roller Derby)  
Events such as Riverdance, Cirque du Soleil, etc  
Festivals such as music festivals, Elvis festivals, classic car shows, etc  
Comicons  
Political Rallies

...and many more. There is no limit to the events we could bring to Cobourg and Northumberland.

## **Competition**

Most event management companies stick to the big cities. Smaller towns are populated by independent promoters, band managers, etc. Cobourg really has no competition from an events management standpoint.

Belleville and Peterborough bring in large events, but usually through outside promoters.

Top Prize Events will be unique to Cobourg and Northumberland in that our events will be operated and promoted by us. We will also look to work with outside promoters and managers to bring in top name acts, as part of our facility rental marketing strategy.

## **SECTION 2 – EXECUTIVE SUMMARY**

### **Top Prize Events Growth**

Top Prize Events is looking to expand into a number of key opportunities for growth. There is no limit on the type of events we can run. We have a strong strategy for reinvesting profits into bigger and better events. Our long-term business model is to eventually be providing some form of entertainment 300+ dates per year.

### **Cobourg Memorial Arena Plan – Where Does It Fit?**

Our plan for the Cobourg Memorial Arena revitalization is key to our growth, but also provides an incredible opportunity for tourism growth for the Town of Cobourg. Entertainment is the number one driver of tourism growth worldwide, and the events Top Prize Events can provide can drive and sustain that growth for Cobourg and Northumberland's economic plan for decades to come.

### **Community**

With just a little bit of word-of-mouth talk about our idea for the arena, the community has been incredibly responsive. We've had an overwhelming number of ideas for community uses for the arena, and intend to implement many of them.

We also intend to enter into discussions to allow the police to continue to use the facility annually for their training purposes, as we believe fully in the importance of the police to the community.

We would also, as part of our strategy to open the facility 365 days a year, work with the Town of Cobourg and local churches and organizations to open the facility on Christmas Day to offer a turkey dinner for those who won't otherwise get a turkey dinner; homeless persons, underprivileged families, seniors, etc.

## **SECTION 3 – ARENA OPERATING PLAN**

### **Vision**

The vision of Top Prize Events for the Cobourg Memorial Arena is to operate it as a full-service multi-purpose events facility. This means turning it into a premier venue for watching concerts, sporting events, comedy acts, plays, or any other event.

### **Contract**

Top Prize Events does not seek to own the Cobourg Memorial Arena or the property. We seek to enter into a long-term contract to independently manage and operate the facility on a profit-sharing agreement. The contract should be a facility management contract that allows Top Prize Events full control of the facility and its operations (though certain parameters can certainly be negotiated).

### **Negotiations**

It is preferable to Top Prize Events to enter into negotiations for a contract as soon as possible should council decide in our favour.

### **Responsibilities**

It shall be the responsibility of Top Prize Events to maintain the building in a clean and safe operating condition on an ongoing basis. All operations of the building, including marketing, managing rentals, staffing and utilities, shall be the responsibility of Top Prize Events.

Liability insurance on a day-to-day basis shall be the responsibility of Top Prize Events, while individual event liability insurance shall be the responsibility of the promoter of the event or the renter of the facility on a case-by-case basis.

General building insurance shall be the responsibility of the Town of Cobourg, as owners of the property.

On any major repairs, Top Prize Events will consult with the Town of Cobourg as owners of the property, on a case-by-case basis, before undertaking the repair.

### **Profit Share Structure**

On all outside rentals, the Town of Cobourg will receive 40% of the value of the rental.

The Town of Cobourg will retain 52 dates a year (one day per week) for their use. This can be for any purpose, including youth sports, carpet bowling, or anything else the venue would be suited for. They can also rent these days out at their discretion without a profit share.

Top Prize Events will also have 52 dates a year rent-free for their own use for events.

In addition, Top Prize Events will have up to 52 more dates per year rent-free, and on these additional 52 dates the Town of Cobourg will be paid 20% of the gate revenues for the event.

Top Prize Events will have 100% ownership of the canteen and all revenues.

Other than the sponsorship opportunities specifically outlined under “Section 7 – Fundraising” as being vital to generating revenue to renovate the facility, all sponsorship and advertising revenues will be a 50-50 split between the Town of Cobourg and Top Prize Events.

All other profit shares on revenue generation opportunities presented by or to the arena will be negotiated on a case-by-case basis.

### **Short-term Planning (3-5 years)**

Top Prize Events intends to use the first 12-18 months after securing a contract in consultation with structural engineers, architects, etc., to maximize the opportunities provided by the existing structure, as well as in our fundraising efforts. We believe that parts of the facility can be used during the interim, and that we can safely and adequately operate events at the facility while we are working on getting the renovations done.

Our goal would be to have the renovations 100% complete and a grand reopening planned by no later than July 1, 2026.

### **Long-term Planning (5+ years)**

Our long-term plan for the facility would see it become an entertainment destination, a jewel that Cobourg and Northumberland can be proud of. We foresee the top names in entertainment looking to add the facility to their tours, and we foresee the arena being in use 7 days a week, 52 weeks a year.

## **SECTION 4 – SALES AND MARKETING**

The primary focus of marketing efforts for the arena will be on outside rentals, as that is where most of the revenue opportunities will be. Other revenue opportunities such as sponsorship opportunities will be marketed through an aggressive ongoing business-to-business campaign.

### **Paid Advertising**

A majority of our paid advertising will be focused on online advertising, radio advertising on local stations, and alternative media such as podcasts.

### **Media Partners and Public Relations Strategy**

Both Vice-Presidents of Top Prize Events, Derek Sharp and Rob MacArthur, have extensive experience in public relations strategies. Sharp has built relationships with local media while MacArthur has an extensive contact list with media outlets throughout Ontario and across Canada.

If Top Prize Events is successful in negotiating a contract with the Town of Cobourg to manage the arena, our media campaign would begin immediately, with a press conference to announce news of the partnership.

### **Community Partners**

Top Prize Events would seek to build solid community partnerships with local organizations to help generate rental revenues and market the facility. Groups such as service clubs, non-profit organizations, etc., will be contacted about holding large fundraising events at the facility.

In addition to not-for-profit organizations of all kinds, we will also be aggressively seeking partnerships within the local business community, including all forms of sponsorship partnerships, marketing partnerships, and more.

Finally, Cobourg and Northumberland residents will be encouraged to use the facility for their needs.

### **Qube Marketing**

Top Prize Events have fully integrated Qube Cards technology into its event marketing platform.

Conceived and designed by Lionel Poizner, Qubes provide a uniquely easy-to-use set of tools to build our brand in exciting and engaging ways. Using the Qube's extraordinarily flexible and simple to update features, it is possible to manage all aspects of our events from pre-launch advertising and ticket sales, to day-of-the-event coordination, to post-event highlights, followup, and advertising for our next event.

Qubes offer an instantaneous and highly interactive way to let our customers know what events are coming up, what our current promos are, and how to buy tickets and swag. The Qube gives us the ability to reach new customers 24 hours a day, and provide them with the easiest way to stay in touch with us.

Our Qube provides us with a uniquely easy way promote all of our events, attract more sales, increase the attendance at our events, and encourage better customer retention.

Qubes are designed to be extraordinarily flexible and simple to update, so that their content can change over time to fit current needs. We use it for a complete range of promotional purposes, such as:

- Pre-launch advertising and ticket sales
- Day-of-the-event management, logistics, and coordination
- Post launch highlights, and advertising for our next event

We will design a unique Qube specifically for the facility as well as for our events, and can offer Qubes as part of packages to sponsors, renters, outside promoters, and more.

### **Social Media**

Top Prize Events will utilize all of its social media to build following for the arena and drive traffic to the facility rental website.

### **Independent Promoters**

Independent promoters across North America and from around the world will be contacted about adding Cobourg to their acts' Canadian tours.

### **Section 5 – Human Resources**

## **Staffing the Arena**

Top Prize Events will be solely responsible for staffing the arena. This will include all ongoing maintenance, cleaning, administrative, and marketing duties.

## **Human Resources Overview**

As Top Prize Events has always operated as a small company, we have never had need for a formal human resources manual. If we get the contract, we will develop a comprehensive human resources manual, which will borrow heavily from the Town of Cobourg's human resources plan, with an emphasis on respect in the workplace, equality and diversity, and protections from all forms of harrasment.

## **SECTION 6 – RENOVATIONS**

Top Prize Events will consult with a structural engineer and an architect when planning renovations, and will inform the Town of Cobourg of renovating decisions. As Top Prize Events is assuming all responsibility for fundraising for the renovations, they also will be given free reign on sourcing contractors to do the work. Most of the aesthetic renovations will be arranged by Top Prize Events management.

### **Planned Design**

Structurally, the facility will remain virtually the same. The hockey boards will be removed, and replaced with protective safety railings for improved visibility during events. Long-term design plans would include VIP boxes for viewing events.

Stages for events such as concerts will be designed to be removable, easily stored, and offer two floor plans, one with a stage in the middle of the floor, and one with a stage at the north end of the facility.

### **Accessibility**

Top Prize Events will consult with an Ontario Persons with Disabilities Act expert on all renovations being undertaken to bring the facility within the parameters of the Act. Early ideas include either a hydraulic lift or elevator for wheelchair access from the arena floor level to the mezzanine and canteen levels, a substantial increase in accessible washrooms, and substantial improvements to accessibility for entrances and exits to the facility, at a minimum. There will also be extensive thought put into designing designated accessible seating areas throughout the facility.

### **Exit Capacity**

Top Prize Events will consult with the fire department to determine if the current emergency exits are sufficient for the events we will be presenting and the designs we are planning. Removing the hockey boards will increase access to the emergency exits on the east and west sides of the building from the arena floor.

### **Washrooms**

The current public washrooms are entirely inadequate for an entertainment facility. Top Prize Events will include in its designs a plan to not only increase the capacity of the existing upstairs public restrooms, but also to convert the old hockey dressing rooms at the south end of the building (in the entrance hallway) into public restrooms.

### **Dressing Rooms**

Top Prize Events will consult with a mold removal expert on removing the mold from the dressing rooms at the north end of the building by the Zamboni door, and those dressing rooms will be restored for use by any performers at the facility.

### **Canteen**

Most of the renovations for the canteen will be aesthetic in nature, updating and modernizing the look of the canteen to something cleaner and brighter.

### **Seating Areas**

The old wooden bench bleachers will be replaced with more modern individual seats. Floor seats will be either folding chairs or removable bleachers that can be folded and moved for easy storage, for events that want a more intimate bleachers setting, such as pro wrestling, MMA and boxing, or more intimate live music events.

### **Parking**

Top Prize Events acknowledges that parking will be an issue. Consideration will be given to many options, which include but are not limited to:

- Utilizing the grassy space behind the Jack Heenan Arena
- Working with nearby businesses to gain permission for after-hours use of their parking lots
- Municipal Parking lots in Downtown Cobourg with Cobourg Transit shuttle buses
- Partnership with local taxi company to provide discounts for events at the facility for Cobourg residents

Cobourg residents will be encouraged to use public transit when attending our events. In all cases, all promotion for events (posters, tickets, signage, social media, press releases, etc) will make clear that patrons attending events at the facility are under no circumstances allowed to park on the residential streets neighbouring the facility.

Long-term, the plan is to build an on-site multi-tier parking structure.

## **SECTION 7 – FUNDRAISING**

The money to pay for the renovations will be raised through soliciting a combination of corporate sponsorship and private donations. Any surplus will be used towards ongoing operating costs of the facility.

Top Prize Events will not solicit any sponsor that does not fit within the Town of Cobourg's outlined values or standards and practices.

Except where otherwise noted, Top Prize Events will have exclusive rights to negotiate on behalf of the facility all of the revenue opportunities listed herein, and to use 100% of the revenues generated towards the renovation of the facility, with any surplus being retained by Top Prize Events to be used towards ongoing facility operating costs.

All opportunities not listed here will be shared 50-50 between the Town of Cobourg and Top Prize Events and will be considered and/or pursued on a case-by-case basis by both parties.

### **Facility Naming Rights**

The naming rights to the facility as a whole should be considered to be the largest sponsorship property when negotiating. The target price for the naming rights should be 75% or more of the estimated costs of renovations.

### **Canteen Naming Rights**

The naming rights to the canteen should be considered the second largest sponsorship property. The target price for the Canteen naming rights should be 25% or more of the estimated cost of renovations.

### **Seat Dedications**

A plaque on the back of each seat in the arena will carry the seat dedication. Seat dedications will be primarily marketed to both corporate sponsors and those dedicating a seat in memory of a loved one. Seat dedications will be priced at \$1,000 per seat.

### **Other Donations**

Top Prize Events will solicit both public funding (federal and provincial grants) as well as private sector donations. All donors above a set amount will be listed on a special "Donors Wall" of the facility.

### **Sponsorship/Advertising Opportunities**

Ongoing sponsorship and advertising opportunities that may arise, not including those listed above, will be split 50-50 between the Town of Cobourg and Top Prize Events.

## **SECTION 8 – FINANCIALS**

### **Operating Costs**

Upon entering into negotiations, the Town of Cobourg will provide Top Prize Events with a detailed outline of operating costs for the arena.

### **Potential Revenue Sources – Top Prize Events**

Top Prize Events will operate a variety of events to generate income. Each event will present its own unique opportunities for revenue generation; ticket sales, vendor table rentals, sponsorship, merchandise, canteen, and more.

Top Prize Events will get 60% of rental income from the facility.

Top Prize Events will operate the canteen and keep 100% of the revenues from the canteen.

Top Prize Events will receive 50% of all sponsorship and advertising revenue not specifically outlined in Section 7.

### **Potential Revenue Sources – Town of Cobourg**

The Town of Cobourg will receive 40% of all rental income from the facility.

On up to 52 events operated by Top Prize Events each year, the Town of Cobourg will receive 20% of the gate revenue (ticket sales).

The Town of Cobourg will receive 50% of all sponsorship and advertising revenue not specifically outlined in Section 7.

## **SECTION 9 – CONCLUSION**

### **Summary of Plan**

The plan is to turn this historic building into a multi-purpose events facility. There is no limit to the types of events that the building could accommodate.

The renovations will be paid for through an aggressive fundraising strategy that includes corporate sponsorship, federal and provincial grants, and private donations.

All efforts to fundraise and rent the facility on an ongoing basis will be marketed through a very aggressive advertising, public relations, and social media campaign, as well as through strategic partnerships in the community.

Top Prize Events will be doing all of the work to get the facility renovated and subsequently booked 365 days a year, including continuing to allow the police to use the facility for training purposes and an annual Christmas Day community dinner event.

Renovations to the facility will include meeting the standards laid out in the Ontario Persons with Disabilities Act, improvements to washrooms and seating, and removing mold from the dressing room at the north end of the building.

### **Final Thoughts**

Our goal with this business plan is to provide both Top Prize Events and the Town of Cobourg with a consistent source of revenue through use of the Cobourg Memorial Arena. In addition, we would like to be allowed to begin using the arena for limited events while we are fundraising for and planning the renovations, and will sign any waiver of liability required.

Top Prize Events has the unique combination of property management experience, marketing expertise, administrative experience, and the right plan to rejuvenate, restore, and build a future for the Cobourg Memorial Arena that will make it a jewel for Northumberland County for decades to come.

We appreciate your consideration, and await the decision of council.

The contents and ideas contained in this document are those of Top Prize Events and its team. Any use of these ideas without prior written consent is not permitted.

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