



1) Croisse Renaissance Marketing Plan

Overview and Context of the Mission

The Federation of Canadian Municipalities (FCM) is dedicated to improving the quality of life and sustainability of local communities by promoting strong, effective and accountable municipal government. Since 1987, FCM has delivered international programs to support exchanges between municipal governments in Canada and developing countries that increase their capacity to deliver relevant services to their communities.

The Federation of Canadian Municipalities (FCM), the Caribbean Forum of Local Government Ministers (CFLGM), the Caribbean Association of Local Government Authorities (CALGA) and the Commonwealth Local Government Forum (CLGF) are implementing a joint \$23 million local economic development program named the Caribbean Local Economic Development Program (CARILED). CARILED will occur over six years (2012-2017) with financial support from the Canadian International Development Agency (CIDA) and with in-kind contributions from Canadian, Caribbean, and Commonwealth partners.

The goal of CARILED is to increase sustainable economic growth benefiting men, women and youth in the Caribbean. The purpose of CARILED is to stimulate sustainable local economic development (LED) through the strengthening of effective competencies and governance capacities at the local level.

Given that local government authorities are key actors in ensuring that the local environment for LED is supportive, CARILED will work with Ministries of Local Government and relevant ministries towards supporting the partner countries' priorities for improving local level business environments through the transfer of new knowledge and tools related to LED planning, investment attraction, business retention and expansion, revenue generation, service delivery and policy change.

Mission Objectives:

Now more than ever communities must have a realistic and well-structured marketing strategy anchored in a strong local brand if they are to compete in a highly globalized environment. Place branding and marketing have become an important and necessary part of local economic development. Effective economic development marketing requires more than just having a website and brochures. It requires a thoughtfully crafted message and information that directly addresses the "needs" of a specific target audience.

The Consultant:

- Identified gaps in previous Trinidad Marketing Mission to determine approach and variances.
- Worked collaboratively with the EPC, LEDO and Regional Corporation to develop plan.
- Engage relevant stakeholders; MSMEs providing services in the facilities, business support organizations and corporation staff in order to conduct analysis.
- Prepared a comprehensive marketing plan for the selected sites; Croisse Renaissance Project including recommendations for revenue generation and possible future expansions.

Mission Format and Approach:

Through a series of one-on-one meetings with relevant stakeholders, consultations with private sector, local government corporations, the MSMEs, The Ministry of Local Government, the consultant developed messaging and a marketing strategy for the San Juan Laventille Renaissance of the Croisse Market project.

2) Croisse Renaissance Marketing Plan Situation Analysis

The Renaissance Project is a series of Urban Regeneration and Restoration Projects designed to enhance local economic development in the San Juan Laventille region¹. The projects outlined in the Renaissance embody the Regional Corporation's mission: Preserving our heritage. Regenerating our future.

Strategically located at the junction between the East/West Corridor and North/South exchange, the revitalization of the Croisee Market is a key strategic investment for the San Jan Laventille Regional Corporation (SJL RC) Municipal Investment Plan. The SJL RC strategic framework is set up to facilitate a more financially autonomous local authority and to enhance the city's local economic development and competitiveness.² The Croisee Market is a \$52 million dollar investment in the restoration of an existing building and the construction of two new buildings to form a multi-purpose market complex. Between the three buildings approximately 400 vendor stalls will be available across the ground floors, while general retail, services, and business incubation space, along with a food court will be made available on the second floors of the buildings. Revitalization of the Croisee Market is the catalyst for their strategic economic development. Noted as a transformational project the **project mission** is to:

"Enhance the experience of the public in the city centre by developing strategic aspects of the Croisee and its environs."³

The Croisee Market regeneration is physically linked to many projects in the area (the Aranguuez Savannah, and pedestrianization of Col Da Tinda Avenue) that, when considered together, create a spatial, social, cultural, and economic region teaming with activity and opportunity.

Nearing completion, the Croisee Market received over 700 vendor applications for 400 spots. There is much demand for the market and the recent pedestrian park at Col Da Tinda Avenue has increased foot traffic while encouraging pedestrians to linger and take advantage of the market offerings. With a brand articulated by a local agency, Ross Communications, the Croisee Market is now ready for a marketing and communications plan.

¹ For a full overview of the San Juan Laventille region please refer to ">>" prepared by CARILED

² The Renaissance Project Policy Document SJL RC, 2013

³ Ibid.

3) Croisee Renaissance Marketing Plan Vision, Mission, Goals, Business Plan & SWOT Analysis

3.1) Vision: Preserving our heritage. Regenerating our future

3.2) Mission: Enhance the experience of the public in the city centre by developing strategic aspects of the Croisee and its environs.

3.3) Goals:

- 1) Provide a catalyst for local economic development through the expansion of a local market that supports MSME start-up and growth, and the local supply chain;
- 2) Transition “cottage” industries into a more formal business operations;
- 3) Provide goods and services, thereby enhancing the quality of life, to local citizens as well as transients using the Croisee transit junction;
- 4) Support the financial autonomy of the regional corporation through revenue generation.

3.4) Business Plan and SWOT Analysis

A formal business plan for the Croisee Market has not been generated. However, a revenue model is currently under review as well as a process to formalize the vendor agreements and rentals. Sample vendor agreements are attached to this marketing plan.

A valuation has been drafted by Raymond & Pierre Ltd, and is based on the vendor spaces available across all three market buildings.

Building	Ground Floor	First Floor
Building 1	60 stalls	9 food outlets
Building 2	83 stalls	51 commercial/retail
Building 3	41 meat stalls	

It is proposed that the pricing of vendor stalls vary by location and type of food, products, and services. Proposed pricing model:

Building	Floor	Stall Type	Size (sq ft.)	Weekly	Monthly
1	Ground	Concrete	21.5	\$500	\$1950
		Dry goods	106	\$575	\$2250
		Dry goods	94	\$510	\$1995
		Dry goods	84	\$455	\$1780
1	First	Food outlet	400	NA	\$4000
		Food outlet	280	NA	\$2800
		Food outlet	287	NA	\$2870
		Food outlet	800	NA	\$7200
2	Ground	Concrete stall	24.5	\$425	\$1660
	First	Retail shop	99.5	NA	\$2120
3	Ground	Meat/Fish Stall	97	\$925	\$3605

3.5) SWOT Analysis

This SWOT is related to the marketing and branding of the Croisee Market, not the entire Renaissance Project.

Basic scan of the region indicates that the Croisee Market has potential for significant growth. Located a short distance from the main junction of the East/West Corridor and North/South exchange, the market will not only serve local residents, but also passers-by. The Croisee junction is one of Trinidad’s main public transit transfer zones. As such, transit users provide an exceptional captive market.

The San Juan Laventille Regional Corporation covers a largely undeveloped area of the Northern Range. It is the region’s population is largely concentrated along and around the East/West Corridor, and it is functional and physically linked to its neighboring communities of Port of Spain and Diego Martin.

Strengths <ul style="list-style-type: none">- Convenience: Location at Croisee Junction- Reputation of existing market vendors- Amenities of new building (air conditioning, sanitation, wifi)- Largest market among the 20 communities that make up the SJL region.	Weaknesses <ul style="list-style-type: none">- Vehicular congestion around market (delivery trucks etc.)- No pedestrian linkage between major public transit transfer spots and market
Opportunities <ul style="list-style-type: none">- Promote heritage and cultural significance of the Croisee- Enhance access to- Support MSMEs and formalize “cottage” industries- Provide additional community gathering space and amenities	Threats <ul style="list-style-type: none">- Insufficient transit and transportation planning at the Croisee- Concentration of markets in neighboring Chaguanas’

4) Croisee Market Marketing Plan SJLRC Brand, Message Matrix & Campaign Outline

With the Renaissance Project and the urban regeneration projects outlined by SJLRC, a comprehensive place brand and marketing strategy should be outlined to support LED and MSMEs for the Croisee Market. The branding and marketing plan outlined below does not represent a comprehensive strategy. In order to compete a comprehensive strategy with identified tactics, business plans for Croisee Market will have to be articulated. The branding and marketing plan outlined below does, however, outline recommendations for key messaging to support SJLRC strategic vision and planning, as well as marketing activities that can be implemented almost immediately to begin the place branding and marketing process of the Croisee Market. In addition to complete business plans for the Croisee Market, two main questions need to be answered to support the place branding and marketing plan:

- 1) Person in charge of place branding and marketing implementation;
- 2) Place branding and marketing implementation budget.

4.1) SJLRC Brand

San Juan Laventille's current logo is a reflection of its physical, geographic, and cultural heritage. A silver ring envelopes a mosaic like collection of images reflecting the region's roots in pan and agriculture. Known for its many protected lands in the Northern Range, a vignette of native inhabitants along Maracas Beach, one of the Islands great attractions, occupies the top left hemisphere of the logo. Moving to the right, water and fishing boats along with a full moon reflect the region's well-known Caroni Swamp. Finally, moving into the bottom hemisphere, a steel pan is represented highlighting the talent and many innovations in pan and soca that have come from Laventille



4.2) Croisee Market Brand



Ross Adverting has developed a separate brand and logo for the Croisee Market. Ross also suggested renaming the Croisee Market to "The Aricagua". The original San Juan settlement, 1790, was known as Aricagua- the Arawak name for the river flowing through it. The river is presently named "Aranguéz" and is an essential part of the SJLRC Renaissance Project. Renaming the Croisee Market to The Aricagua will reflect the historical origins of the region while promoting its future prosperity along the river. This name can emphasize the core role that the market has played in the lifespan of San Juan to date but more importantly the role it will play in the community moving forward.

The logo is a strong combination of the primary colours red and green. Implying the shape of a tomato (reflective of agriculture), red, white, and green flow naturally convey a river flowing through two distinct areas: red representing the vibrant urban space, while green reflects the greater agricultural and protected natural regions. Much like the river that flows from the rural connecting to the urban, the Aricagua market connects the regionally grown produce to the urban marketplace. Emphasis is put on the word "place" in "marketplace" denoting the Market's aspiration to be much more than a site for market exchange, but also a place for community gathering and relaxing.

4.3) SJLRC and "Aricagua Market" Key Messages

SJLRC has not articulated a clear set of key messages that communicate or support its mission, vision, and strategic direction for the Aricagua Market or the Renaissance Project as a whole. At the time of writing this report the formal name of the market had not been confirmed. I will continue to refer to the Croisee Market as the Arigagua, but note that the final name of the market will not impact the messaging below. The message matrix below begins to highlight some key messaging for the Aricagua Market, which can be applied to the greater messaging of the Renaissance Project. A messaging matrix identifies the main ideas a community is trying to communicate and positions that them appropriately for its various audiences. A strong messaging matrix will provide "proof" of the theme or statement being made.

Two main audiences have been identified for the Aricagua Market: residents and transient population moving through the Croisee Junction; and market vendors. A key element to a place branding strategy is ensuring your citizens understand your community's assets and key messages. More than this, the SJLRC noted that some internal communications was needed with vendors and market stakeholders. The reconstruction and expansion of the original marketplace warrants marketing the Aricagua Market to SJL residents. In addition,

transient populations passing through the Croisee Junction should be aware of added merchants and amenities that differentiate the market.

Based on conversations and research the following themes have been identified as strong positioning statements for the SJLRC Aricagua Market. These are suggestions and can be edited at the corporation’s discretion. Themes:

4.4) Messaging Matrix

Theme	Key Message by target market		“Proof”
	SJL Residents & Transients	Market Vendors	
Proud Heritage	The Croisee has served as the nation’s point of exchange since our beginnings. People stop here on route to their final destination and we welcome them.	San Juan has been a site of exchange since inception. As vendors we are responsive to customers needs and market evolution.	<ul style="list-style-type: none"> - Historical junction and significance - Current junction and transit hub - Historic market significance - Revitalization of market
Revitalized Community	Our region is at the center of the nation and our market is the centre of our urban revitalization. This marketing belongs to the SJL citizens and Trinidadian and Tobagonians alike!	Our market is evolving to meet the needs of our citizens and surrounding communities. We understand the role the market plays in urban revitalization and our proud of our role as vendors in it.	<ul style="list-style-type: none"> - Facility upgrades - Added amenities - Catalyst for future projects
Unity in Diversity	Our diverse cultures, communities, flavours, and landscapes come together in a colourful energetic market that is for everyone to enjoy. We are one community in this place.	We represent the flavours of our region and country and provide a unique opportunity for our customers	<ul style="list-style-type: none"> - Many ethnic, cultural, & spiritual communities - Geography offering many experiences i.e. Maracas, Caroni, etc. - Diversity in product and service offering.

4.5) Place Branding Marketing Campaigns

Place brand campaigns are designed to support business goals and objectives. In the case of the SJLRC the goals are outlined in section 3.3 of this report. A place brand marketing campaign involves identifying and planning the following

- Target demographics, and geography
 - Internal and or external audiences the campaign aims to reach
- Messaging
 - Key themes (as outlined in section 4.4 “Messaging Matrix”) the campaign aims to communicate and/or reinforce.
- Platforms
 - How the campaign will be delivered: print media, online marketing, social media marketing, radio, television, event-based marketing tactics etc.
- Timeline
 - When the campaign will launch
- Budget
 - How much funding can be investing in the campaign
- Management
 - Staff capacity to develop and deliver the campaign including monitoring and reporting.

4.6) Place Branding Sample Marketing Campaign

Place branding campaigns can be designed to communicate something general about the corporation, or designed to promote a specific aspect. As sample marketing plan is attached to this report and outlined below that focuses on the Aricagua Market. It is a hypothetical plan designed to promote the Market. The plan can be edited by SJLRC staff to fit their capacity, budget and timelines. The attached plan outlines same marketing tactics to promote the event.

Target demographic for campaign:

- a. SJL residents, transient Trinidad and Tobagonians passing through the Croisee.

Campaign Key Messaging:

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Campaign Marketing Platforms:

- Print Media (newspaper)
- Radio ads
- Printed flyers and postcards
 - Flyers to be handed out at transit interchange sites
- Online: Website, facebook, and relevant social media
- Email and direct mail

Timeline:

- Set date for official “launch” or opening of Market
- Media relations and outreach to national media to start 2 weeks before official opening (invite relevant media, politicians, etc.).
- Prepare flyers and or postcards to be printed in time for official opening.

Budget:

- TBD by SJLRC
- Ask sponsors to partner on radio and print ads
- Ask radio stations and other media to sponsor the market opening and promote it
- Cross-promote with other amenities in the region

Management:

- TBD by SJLRC

5) SJL Market Observations and Recommendations

The San Juan Laventille Regional Corporation has articulated a network of community facilities and investments, the Renaissance Project, that would enhance and sustain the corporation's sense of place, and community LED. As noted above, The San Juan Croisee Market supports their overall urban regeneration program while supporting MSMEs. SJLRC has requested assistance in capacity building and knowledge transfer regarding marketing. At the time of this mission Market Management is in transition. The previous market manager resigned his position so the corporation is restructuring this management function. Completion of the Market was slated for Oct. 25th, 2013. If the Market has been completed, it is recommended that the marketing plan be implemented. SJLRC noted that they do not have in-house marketing capacity or technical knowledge.

It is recommended that CARILED provide technical assistance in the form of Training SJLRC staff in marketing. Canadian technical support can be brought to SJLRC as volunteers or consultants to teach basic marketing skills, thereby creating jobs in the SJLRC

The SJLRC noted the potential the Market has for revenue generation for the corporation. The CEO has obtained preliminary information (noted in section 3.4 of this report) regarding a revenue model for the Market. As it stands, a business plan with formal revenue models and projections has not articulated. The CEO asked for assistance in this planning. I have attached sample vendor agreements as requested by the CEO.

It is recommended that CARILED provide technical assistance in the form of business plan writing and revenue forecasting. Canadian technical support can be engaged as volunteers or consultants to teach basic business plan writing skills, vendor agreement drafting and management, and overall market management.