

Maurice Rollins



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QUEBEC — Scenes like this, in front of the Chateau Frontenac, typify signs of Old France in Quebec.

QUÉBEC — Des scènes comme celles-ci, devant le Château Frontenac, illustrent bien l'empreinte de la vieille France au Québec.

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Rollins: Humble beginning as laborer foundation for construction empire

By CHRIS MALETTE
Staff Reporter

The story of Maurice H. Rollins Construction Co.

Ltd. is not exactly a rags-to-riches saga, but the firm did have a humble beginning.

Rollins, Thursday, an-



Started out small

Maurice H. Rollins, who first worked as a laborer with a consulting engineer and a construction firm rose to build a development firm of his own. Sale of most of his interests was announced Thursday.

announced the sale of most of his holdings to Standard Trustco Development Corp. of Toronto.

In 1948, Maurice Rollins began as a laborer with Gore and Storrie Consulting Engineers and H.J. McFarland Construction and held various construction jobs with those firms.

During this period he recalls "working on the homes during the week and remaining on the site on weekends discussing homes with prospective customers." In 1955 he teamed up with his brother, John, and the pair have been together in the industry since.

Home building remained strong through the 1960s and the company concentrated on this area in Picton, Belleville, Trenton, Peterborough, Lindsay and Kingston. As the pace quickened in the industry, it became essential to acquire the proper supplies at the right time and for the best prices. Rollins Lumber was the answer and it ensured supplies and offered lower prices to home buyers.

A pre-fabrication factory was built at the lumber operation for the wooden components of the houses built by Rollins. The business went so well another factory was built in Dover, England, with pre-fabricated components shipped to Great Britain, France and Switzerland.

To date, Rollins has acquired its own sales staff, accountant, engineer and

architectural staff, whose latest accomplishment includes an award-winning design for a passive heated solar home.

During the last decade the company has expanded operations throughout South-eastern Ontario, with new building starts in Napawan, Cobourg, Port Hope, Brockville, Brighton, Campbellford, Smith Falls and Cornwall.

Rollicare Inc. was founded in the 1970s to meet the growing demand for apartment and condominium accommodation.

By the end of the decade, Rollins had built more than 10,000 homes and apartments and has recently become involved in a combination retail-office-luxury condominium in Alberta and has taken on a project in the Northwest Territories.

Two of the larger projects the company has undertaken are Bay Terrace apartments, on Dundas Street east, and the luxury condominium complex,

The Anchorage, on the bayshore. Commercial development departments were formed to co-ordinate the marketing and construction of commercial space.

To mark the 25th anniversary of the company, Medallion Homes has been formed, which will be dedicated to single family dwellings designed for energy efficiency and will emphasize quality workmanship.

Looking Backwards

GLEANINGS FROM OUR FILES OF BYGONE YEARS

20 YEARS AGO
May 20, 1966

A new, fast Canadian timber-frame building system has made an impact on the British construction industry after a demonstration of its speedy technique in the Scottish community of Cumbernauld, near Glasgow. One firm in Southern England run by Maurice Rollins, of Belleville, Ont., will start production at the rate of 25 houses a day, aiming to reach 60,000 annually in five years.

Prominent city building contractor Maurice Rollins, in England for the exhibition of industrialized building Systems and Components was introduced to Princess Margaret and her husband, Lord Snowdon.

Intelligencer

BELLEVILLE, ONTARIO, FRIDAY, JULY 18, 1980

Rollins sells home-building, lumber firm interests

By CHRIS MALETTE
Staff Reporter

Rollins - See City Page

After 25 years in the construction industry, Maurice H. Rollins, president and founder of Maurice H. Rollins Construction Co. Ltd., Rollins Lumber Ltd., and associated companies, has sold his firms and a number of other real estate interests.

Standard Trustco Development Corp., of Toronto, which is owned by Standard Trust Co. and Quintco Development Inc., purchased the companies for a price "between \$5 million and \$10 million" said Rollins in an interview, Thursday.

"We are very pleased with the transaction and Standard Trustco has assured us they will be carrying through with the plans we have had for future development in this area, as well as other regions of the country," he said. "They (Standard Trustco) are taking over on a very strong footing."

Rollins said he will remain active in the management of the companies in a consultant role. He said he will also be involved with the management of the companies' interests in Alberta and the Arctic.

Rollins said he will retain interests in three parcels of land in Belleville for "future commercial development." Rollins also did not sell his three motels, which are located in Kingston, Belleville and the third is opening in Peterborough.

"I will keep the Journey's End motels and stay working with them," he said. "All other projects in the area will be taken over by Standard Trustco."

He said the name of the companies will remain the same, but he will no longer be president. Also the new company will continue with the recently awarded solar home project for the ministry of energy.

"The solar home will be included in our new single family home development division, called Medallion Homes," said Rollins. "This division and the ongoing projects in Calgary and the Arctic illustrate the new areas into which the company is moving."

Standard Trust Co. wasn't the first firm interested in acquiring the Rollins holdings. Rollins said Sterling Trust Co. had made offers to him as recently as a year ago. Standard, which has an office in Picton, is concentrated mainly in the Toronto area, he said.

Three people will be added to the Rollins staff from Standard when the transaction becomes official, July 25, and none of the existing staff will be replaced.

"The three from Standard will come in and handle management end of things," said Rollins. "There is really very little change in the functioning of the company, other than a broader scope of development in the other areas of the country."

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New development

Mayor George Zegouras, right, emphasized city hall's willingness to encourage new development in Belleville, as he posed with developer Maurice Rollins, at site of Bay Terrace apartment project. The apartment block, Rollins' latest building scheme in the city, is now at the rental stage.

**Journey's End Motels
'No frills' comfort**

A new motel, one of a chain of 10 in Ontario, opened last month in Ottawa's east end. The Journey's End Motels, located at 1252 Michael Street is the fifth in the series to be opened and the rest will be open by the end of 1982.

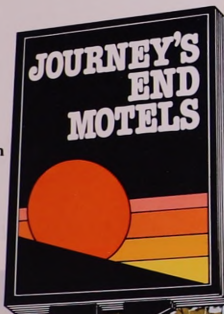
The main philosophy is to provide the customer with comfortable rooms and friendly service at reasonable rates. "You only pay for what you need," states president Maurice H.

Rollins. The "no-frills" approach, meaning no bar, dining room, pool, etc., doesn't mean that the customer won't be able to find these services. Ottawa manager Margaret Dunn says that the motel is located in an area where these facilities are easily accessible. The motel does offer free morning coffee and free local phone calls.

Margaret Dunn says that the motel has 69 well-appointed rooms that can accommodate both the budget-conscious business traveller and also vacationing families. The price is right (less than \$40 double) and the atmosphere warm and friendly. ■

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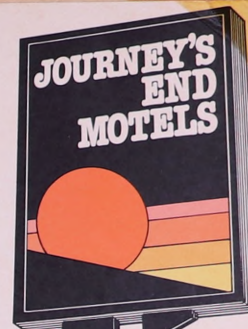


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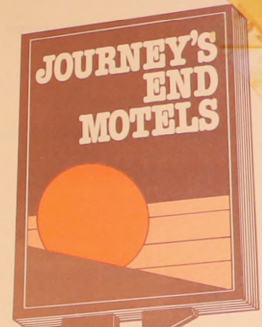
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**ARE PLEASED TO ANNOUNCE
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People are still enjoying
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11 Victoria Avenue
Belleville, Ontario K8N 1Z6

966-4410

The Anchorage is just the beginning.

The Anchorage is just the beginning of good things for the bay. And what a beginning! From every standpoint, it's brought a new level of living to Belleville.



The crescent architecture and lush landscaping bring to mind opulent resorts on sandy beaches of tropical playgrounds.

And with its own facilities, The Anchorage can be both an extraordinary playground and a private retreat.

It's hard to imagine that there's nearly a third of a mile of lighted walkways throughout the private park. It's an interesting walk through landscaped hills and valleys, past a tennis court and putting green, a shuffleboard court and swimming pool. And viewing from the eastern seawall or the southern observation point, the graceful silhouettes of lakecraft in a yachting paradise, etch into a sun that sets magnificently.



Inside for the night, one could begin with a workout and a sauna before slipping into casuals and visiting the waterfront bar and games room. There's a plush carpet, oak panelling, cosy conversation nooks, a pool table, a bar and a wall-to-wall view of twinkling lights across the bay. It has the feeling and appointments of a private club, and after all, that's what it is.

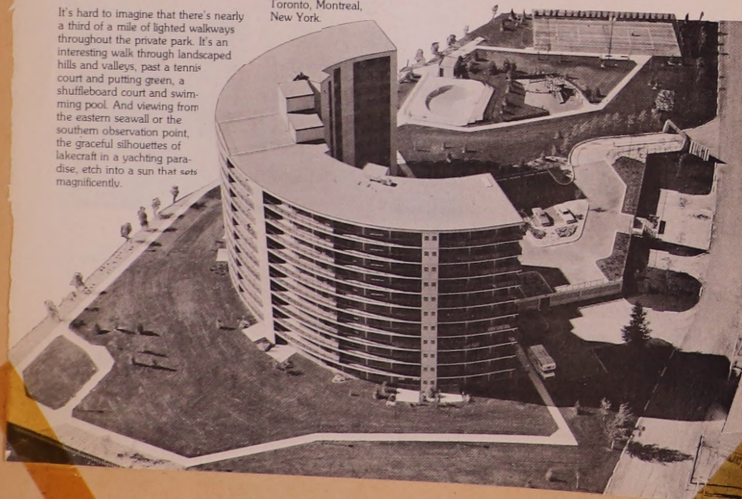
You wonder if it's Belleville, or have you been magically transported to Toronto, Montreal, New York.

Upstairs, because the halls follow the crescent, there's a feeling of intimacy. And inside every home there's that hypnotic, wall-to-wall and ceiling-to-floor view that's yours exclusively.



There are five styles of homes, each appealing to different tastes and needs, and each with its own unique view.

At The Anchorage, you live in the city, yet away from it. And that perhaps, is the best of all possible worlds.



What's Happening

Magazine

Volume 9, Issue No.

1

Sponsored by
The Belleville & District
Chamber of Commerce



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Of Living

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Move Belleville
Forward

Canadians: Among
The Best Housed
People

Al Elliot
Paints Our Past

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277
190

May 1st
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March

regulatory & calls
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Another Project by Rollins

Bay Terrace



The lifestyle apartment

laundry
with stairs
near
water



Bay Terrace II



The lifestyle apartment



**Designed with
enjoyment
in mind**

R Built by
Rollins

Bay Terrace II is a nine storey apartment building situated on the north side of Dundas Street and east of MacDonald Avenue in Belleville, Ontario.

Within walking distance of shopping plazas, schools, churches and a 500 bed hospital, Bay Terrace II is situated in the heart of Belleville's residential district. A newly formed "Participark" along the shores of the Bay of Quinte (a few minutes walk from the building) provides an ideal site for cross country skiing, skating, and jogging enthusiasts. Public transportation is convenient from a bus stop at the front of the building. The active yacht and sailboat traffic in the summer and ice-boats in the winter will offer a pleasant view from most of the units within the building.

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Bay Terrace

Designed with
enjoyment
in mind

Bay Terrace . . . The Living is Easy. You'll see it all and do it all at Bay Terrace. Each living room and private balcony offers an unobstructed view of the Bay of Quinte! Enjoy a swimming pool . . . lush roof garden . . . exercise room . . . sauna . . . bicycle storage . . . **plus** a recreation room that includes a kitchen and card room for get togethers with family and friends. **You've Come Home Alright — At Bay Terrace!**

Spacious living is all part of our plan. Each unit has en-suite storage with master bedrooms that feature walk in closets and an entrance to the bath. Some two bedroom units offer a cozy den . . . or a plan to convert for a private dining area.

Bay Terrace is fully broadloomed with air conditioning sleeves — it's Easy to cool off in the heat of summer.

We've got a furniture holding room allowing furniture moving saving.

9 stories overlooking the Bay of Quinte! Parking for one hundred and forty three cars — ~~underground~~ for an including sixty one underground.

We're offering the good life . . . and getting into the spirit is as easy as saying, "I live at Bay Terrace". Beautiful.



Bay Terrace II



The lifestyle apartment



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enjoyment
in mind**

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Award winner

Ontario's Lt.-Gov. John Black Aird (right) shares a moment with Maurice Rollins, co-owner of the Journey's End Motels Inc. chain in Toronto Tuesday night. The occasion was a presentation of an Ontario Chamber of Commerce Outstanding Business Achievement Award.

Provincial recognition City-born motel chain honored by Chamber

By CHRIS MALETTE
Staff Reporter

A Belleville-based business success story has been given provincial recognition in the form of the Ontario Chamber of Commerce Outstanding Business Achievement Award.

Journey's End Motels Inc., owned by Belleville developer Maurice Rollins and Joe Basch, was presented the award Tuesday night in a ceremony at the Royal York Hotel, Toronto. Lt.-Gov. John Black Aird made the presentation to Rollins at the awards dinner.

The Journey's End saga is a true hometown success story—one that's still being written. It began with one motel in Belleville a little more than four years ago and so far has become a chain of 23, 14 of which have been built across Ontario, Quebec and the Maritimes since January 1983.

The motel chain, says Rollins, is planning to develop in western Canada and the United States in the "very near future."

The chain has become popular among travellers for its comfortable accommodation at an affordable price. The philosophy of the company eschews such frills as fancy lobbies, restaurants and swimming pools with the end result a saving in rate paid by the guest.

Rollins says letters of praise for the efficiency and comfort of the motels operating in Ontario and Quebec "come into our office regularly."

A recent letter from a motel guest, "a minister on a limited budget," told Rollins the guest was "dismayed to find the guest comment card was not sufficient" to praise the motel chain for its "attractive and affordable accommodation."

"(The motel) was a bargain and a delight to stay at," said the letter and went on to urge Rollins to continue building Journey's End motels, as the guest said he will "surely look for them in the future."

"We're quite honored at this award and have to thank the Belleville Chamber of Commerce for nominating us for the award," said Rollins in an interview.

He recalled he had the idea for the low-budget motel chain "some 15 to 20 years ago" but waited for the time in his previously busy building career to allow him to devote full time and energy to the project.

Rollins said there "has been a niche for this type of accommodation" in the motel market for some time and he was "fairly confident" it would be a success, if carried out properly.

Judging, he says, from the letters and popularity of the motels, in terms of near capacity occupancy rates, the Journey's End Motels have filled that niche in the market quite nicely.

Attending the awards dinner from the Belleville and District Chamber of Commerce—which nominated Journey's End—were Randy Kerr, president, Robert Lee, director and manager Ron Broadbridge.

Journey's End: Newest expansion Motel chain for Quebec

Belleville investors are being given an opportunity to share in the profits of a local success story—Journey's End Motels.

The successful Belleville-originated motel chain, recently honored by the Ontario Chamber of Commerce for its innovative approach to the accommodation market, is offering partnerships in five motels to be built within the year in Quebec.

An information meeting was held Thursday night for potential investors, those who may wish to put \$20,000 into interest in the motels in that province.

Wayne Cooper, of Midland Deberly Ltd., says the owners of the chain, Maurice Rollins and Joe Basch, of Belleville, "feel that many people in the area are familiar with them and the success of the Journey's End Motels, and would be confident in an investment with the company."

For \$20,000, the investor get a limited partnership in the Quebec motels—two to be built in Montreal and one each in Quebec City, Sherbrooke and Drummondville.

"You would be, in theory, the owner-operator of the motel," said Cooper, adding that Rollins and Basch would build, furnish and hire management and staff for the motels.

"The investor would be paid out of the proceeds from the motel—once the motels begin to make a profit, the investors get 60 per cent of the profit and (Rollins and Basch) get 40 per cent."

Cooper noted the "more the motels in ake and the better they are managed, the more return for the investor."

The motel chain is offering 380 limited partnerships at \$20,000 each—the total amount being the cost estimated to start the five motels in Quebec.

"Journey's End felt that \$20,000 was a common investment for this type of proposition and it is common with many investors in the province," said Cooper. "This type of investment has met with success by a number of investors in Journey's End Motels in Ontario."

Cooper said there has been "considerable interest" in the motel chain since it blossomed from one motel in Belleville to a chain of more than a dozen across Ontario and now in the Atlantic provinces. There are plans for the chain to expand into the United States, as well.

"It's a very attractive investment with a company which has proven itself," adds Cooper.

Canadian Business

No vacancy: by being a bargain operator, Journey's End Motels came up a winner

Tom Landers, Maurice Rollins and Joe Basch started the recession with three motels. Soon they'll have 23

By Warren Gerard

The KISS philosophy—Keep It Straight and Simple (or as some would have it, Keep It Simple, Stupid!)—has guaranteed Tom Landers, Maurice Rollins and Joe Basch a good night's sleep. That's important in the motel business. Any other philosophy almost certainly would have put them on a financial bed of nails and created an entrepreneurial nightmare.

Going into the recession three years ago, when construction financing was tighter than a bug's ear and interest rates topped 22%, Rollins and Basch had three small motels in three small Ontario centres—Belleville, Kingston and Peterborough. But they had more: brains, a combined business savvy and a concept that fitted like a glove for recessionary rigors.

With no frills in mind—no pools, saunas, meeting rooms, bars, restaurants or fancy lobbies—Journey's End Motels Inc. hit the road.

Expansion has been explosive. From the first venture, a 60-unit motel built in Belleville at a cost of \$750,000, Journey's End now has real estate valued at \$65 million and annual sales of \$15 million—\$18 million. In four years, the company has added 11 motels, all in Ontario, to its original three. Nine more are under construction, four of which will be in the Maritimes. Future plans include motels in Quebec and Western Canada, with a big move planned into the northeastern US market (Boston, New York City, Buffalo and Syracuse).

Businesses have caught on fast. Why should

With no frills in mind—no saunas, pools, meeting rooms or fancy lobbies—Journey's End Motels hit the road



Landers, Rollins and Basch: their guests feel more at home at Journey's End

July 1984 Canadian Business 15

July 1984 Canadian Business 17

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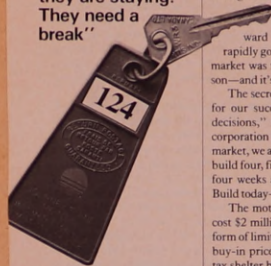
With no frills in mind—no saunas, pools, meeting rooms or fancy lobbies—Journey's End Motels hit the road



Landers, Rollins and Basch: their guests feel more at home at Journey's End

July 1984 Canadian Business 15

Says Landers: "Most travelers don't like to eat at the place in which they are staying. They need a break"



they put their people into full-service hotels at twice the price? Instead, the expense-account traveler at Journey's End pays between \$25.88 and \$38.88, depending on location, for a large comfortable room, queen-sized bed, love seat, worktable, telephone, TV and radio—and a free cup of coffee.

"At night," says Landers, 41, "you can see most of our guests at work with papers spread out on the table. If they had dinner, they went somewhere else. Most travelers don't like to eat at the place in which they are staying. They need a break."

About 65% of the rooms of the two-floor motels are designed for the budget business person, the core clientele of Journey's End. The remaining rooms contain two double beds and rent well through the summer and during weekends. "We felt that anybody in Canada who relied on the tourist could look forward to a three-month market and very rapidly go broke," says Landers. "So we felt the market was the commercial traveler, the salesperson—and it's worked."

The secret is KISS. "One of the major reasons for our success is the speed at which we make decisions," says Landers. "By the time a large corporation has made a decision to expand in the market, we are opening the doors. We will decide to build four, five or 10 motels in the space of three or four weeks after we have researched the market. Build today—that's our philosophy."

The motels, which have from 60 to 146 units, cost \$2 million-\$5 million to build. Financing is a form of limited partnership, which has a minimum buy-in price of \$25,000, providing investors with tax shelter benefits of up to 20%, an annual return on investment of between 12% and 28% and a piece of the bottom-line profits.

"It's a good deal for the investors," says Landers, "and a good tool for us. It provides the capital to expand rapidly, something we couldn't have done without this type of investment. We turn the motels over to a limited partnership, then take them back on a management contract."

All of which is the brain child of Maurice Rollins, 57, a native of Belleville, who started his own construction business in 1955 after building a home on speculation. From that simple beginning, his company grew to include residential, commercial, industrial and high-rise office complexes—and three motels. In 1980, with sales exceeding \$20 million, he decided that the motel business was where he wanted to be. His partner in the streamlined venture was Joe Basch, who owned a department store in Belleville. The third man in was Landers, who, after six years in real estate, had entered the hotel industry as a management trainee, becoming manager of Howard Johnson's hotels in Montreal and Toronto.

Sitting at his desk in the Mississauga, Ont., edition of Journey's End, Landers talks confidently of low maintenance costs, a central computer system for the chain and occupancy rates hovering around 75%, which, he says, is 10%-15% above his budget-style competitors. The future sounds rosy and secure.

Except for the footprints. In its two years in operation, competitor Toronto-based Venture Inns of Canada Ltd. has opened five hostleries, four in Ontario—Timmins, North Bay, Barrie and Sudbury—and one in Edmonton. Singles rent for \$35, including continental breakfast and morning newspaper. This year Venture plans to open two luxury-budget motels in Toronto, with motels to follow in the Ontario cities of Burlington, Scarborough and Thunder Bay next year. The rates for these will be higher, \$35-\$50, with the top-dollar going to Toronto.

Relax Inns of Lethbridge, Alta., is another hot competitor. The company has been in the hotel business for more than 40 years, but it moved into the luxury-budget concept only in 1973. At each of the seven Relax hotels, with rooms ranging in price from \$26.95 to \$36.95, the frills are included. All have indoor heated pools, whirlpools, 24-hour gift shops and, in newer properties, meeting rooms.

"We're competing for the same market as Jour-



Journey's End started with three motels. In four years, the chain has added 11 in Ontario, and nine more are under construction

July 1984 Canadian Business 17

Journey's End motels keep going places A chain is not a fetter

By CHRIS MALETTE
Staff Reporter

Belleville has produced some great hockey teams over the years, some great hockey players, and some politicians of prominence. Now it can boast it's home to Canada's fastest growing hospitality chain.

Journey's End Motels chain is growing by leaps and bounds and partner Maurice Rollins, who began the operation with Joe Basch in 1978, says by 1988 there will be 100 Journey's End hotels and motels coast-to-coast and in the United States.

There are currently 35 Journey's End Motels open and 15 now under construction. By July, there will be 50 in operation from Halifax to Regina and in the United States.

"We're as far west now as Regina, Saskatoon and Winnipeg," said Rollins. "Syracuse and Utica, New York, are now open, and Buffalo is ready to open soon."

There are five motels in Quebec, four on the East Coast and five more planned for the Maritimes in the coming two years.

"It's gone better than we've expected, but we've had excellent occupancy everywhere we've built," said Rollins.

The average occupancy for motels in Canada is 70 per cent per night. Rollins says the Journey's End chain motels have been averaging 85 per cent.

"We have the best occupancy average in Canada, right now. That's encouraging. It tells us we're doing it right."

The company is becoming more ambitious with its increasing success.

In May, 1987, Journey's End hopes to open its first high-rise hotel in a major city.

The first-ever downtown Journey's End will be located on prime real estate in Toronto at the corner of Adelaide and Jarvis streets.

"It's going to be a 15-storey, 206-room hotel," says Rollins. "It'll have a little higher rate - a



The inspiration of two Belleville businessmen, the Journey's End motel chain keeps on adding signs

in new territory. (Staff Photo)

downtown rate - but it will certainly be lower than anything else in downtown Toronto.

Rollins says the company will build only a few such high-rises - another will be in downtown Halifax - and will concentrate on entering new markets with its motels.

The simple comfort of a clean room at a reasonable rate has been the philosophy of the Journey's End success story.

Since the first motel opened in Belleville in 1979, Journey's End has eschewed such expensive extras as restaurants, room service and bars. Those features drive up the price of a room. Journey's End makes its trade on the traveller who wants a good night's rest in a clean, comfortable environment, says Rollins.

The chain began with only 10 employees at its first motel here, now it employs about 1,000.

Rollins says the company finds new challenges in each city and town it builds in.

"Each site is different. Each city has its own little differences in regulations and the site ground contours are different. There's always something new each time we build."

Business has been "fantastic," says Rollins, but Journey's End remains a private company.

"We've had people tell us how it's done, but we want to remain a private company for now," he says when asked if the company could issue shares and go public.

"And it all started with little Belleville," he smiles.

Journey's End Motels: no-frill accommodation at its best

A very successful, budget motel chain has taken Ontario and Canada by storm for one specific reason: it provides quality, homey accommodation at an affordable price. That chain is Journey's End Motels, a flourishing operation that is Belleville based.

Journey's End Motels are the leaders of Canada's budget motel business with 24 motels (nearly 2,000 rooms) designed to meet the needs of commercial travellers and vacationers alike.

According to Maurice Rollins and Joseph Basch, co-founders of Journey's End, there was a gap in the motel market especially since the hospitality/lodging industry was not meeting the needs of the majority - those wanting budget motel accommodation. Tom Landers, vice-president of operations with Journey's End says, "We found that people were looking for a good quality room that was clean, but they were seldom used all the facilities of a full-service hotel." Clean rooms and a friendly front-desk staff are commonplace with this chain. In fact, Rollins says these features are part of the quality control that won't be compromised.

While the first Journey's End Motel has been operating in Belleville since 1978, Rollins says both the Ontario and Canadian motel markets as a whole were strategically examined before entering the no-frills accommodation business.

For two years, Rollins (former owner of several Belleville-based construction

development & management companies) and his partner, Basch, (former retail store owner) investigated the established American no-frills motel business, with the help of consultants Laventhol and Horwath.

Initially, they considered becoming a Canadian link to an American chain of motels, but neither regret the decision to go it alone. Today, Journey's End Motels operate in 24 locations from Dartmouth, Nova Scotia to Windsor, Ontario.

Twelve motels are currently under construction including two in Ontario and five in Quebec. Rollins says five are being built south of the border in several locations including New York state and Connecticut.

Although many new hotels will open this fall, properties for future Journey's End Motels in Manitoba, Saskatchewan, Sudbury and Thunder Bay in Ontario have also been secured for the future.

"We have 15 motels on the drawing board that will be constructed in 1985, so by 1986, over 50 motels will be in operation," says Rollins.

With the young chain expanding at such a rapid rate, Rollins gave up his construction business in 1980. Tom Landers, (former manager of two Howard Johnson Hotels) also became a partner in the business that same year, giving them the expertise they required to compete in the motel/hotel business.



Journey's End Motels president Maurice Rollins, right, accepts congratulations from Ontario Lieutenant Governor John Black Aird on winning the Ontario Chamber of Commerce outstanding business achievement award for 1984.

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Rollins says there's a place in today's economy for budget motels. "We started this chain before the recession, did well during the recession and are continuing to expand and flourish after the recession." As a result, six new motels were at 20 to 24 per cent - a gamble most business entrepreneurs wouldn't take.

Journey's End Motels are strategically planned to attract travellers.

Seventy per cent of this motel's principle business is with the commercial traveller. For this reason, its rooms are designed to meet the needs of the business person. Each 12-by-24 ft. suite includes a large table and chairs for paperwork or meetings, as well as the traditional motel from furnishings. Vacationers and other travellers will be pleased to note the motel has similar sized family suites and all rooms are equipped with essentials needed while away from home. Pools, saunas and restaurants are non-existent to keep room rates low.

While the motel's room rates vary depending on location, Rollins says occupancy rates are high and have been since day one. "We look for visible, accessible locations next to major highways but we also like to be close to other amenities like restaurants," he says.

As a result, occupancy rates have surpassed market research predictions by at least 15 per cent.

The financial track record of the motel chain has also improved with age. Attracting business partners has not been difficult but Journey's End Motels retain full management of their properties even though limited partnerships have been established.

In summation, Journey's End Motels is a smart marketing concept that has sold itself. The public wants an economic stop-over with service that isn't low-frill.

That same successful concept will soon be tested in another market. Rollins says the chain will have a 200-room 16-storey high-rise motel operational on Adelaide St. East in Toronto by 1986. "We prefer to skirt the cities but demand necessitated our expansion into this market and we're tapping it," he says.

The Journey's End Concept

The significant success enjoyed by Journey's End rests solidly on its concept of providing "budget-luxury" or "no frills" accommodation at a very reasonable price.

Some travellers want lavish, "full-service" motels. Others are interested only in paying the lowest price possible, regardless of quality. But for a large market segment, quality and price go hand-in-hand and these are what Journey's End provides.

When travellers stop at any Journey's End Motel, they can be sure of consistent, high-quality, comfortable accommodation at lower-than-average room rates.

The reason why Journey's End

designed for commercial travellers who account for approximately 75 percent of the overnight accommodation business and whose steady year-round travel patterns contribute to high occupancy rates even away from the peak summer vacation months. These commercial travellers appreciate the complimentary morning newspaper and coffee, the comfortable working table, the free local telephone calls and the fourteen-foot extension cord that frees the telephone from the bedside table. But none of these features detract from the appeal of Journey's End Motels to families, group vacationers and people living on fixed incomes. Consequently, all of the most important market segments are attracted to the accommodation



can provide such large, well-furnished rooms at relatively low rates is due to the elimination of superfluous amenities — swimming pools, saunas, gyms, dining rooms, meeting rooms, grandiose lobbies, taverns and night clubs — which increase overhead and, hence, room rates. Journey's End research studies showed that for many travellers these luxurious frills were of negligible importance.

Before Journey's End, very few Canadian motels operated on the "budget-luxury, no frills" basis. The market was wide open — and, as the Journey's End experience proves, it is a very strong market.

Journey's End Motels are

standards presented by Journey's End Motels.

This mix of target markets requires careful site selection. All Journey's End Motels are located near restaurant facilities, industrial parks and major transportation corridors. Potential sites are subjected to a preliminary investigation and to a full-scale feasibility study conducted by independent management consultants — including detailed analyses of the area's economic development, the advantages and disadvantages of the site, the marketing strategy of competitors and the competitive fit in the market area. Only when all the factors are positive does development begin.



For toll free reservations call
1-800-268-0405

Good news...

Century Place plans expansion

By CHRIS MALETTE
Staff Reporter

The profile of downtown Belleville will undergo another transformation over the next few months as Century Place expands into a second phase.

Journey's End hotel-motel chain founder and president Maurice Rollins confirmed reports Tuesday he has purchased, with partner Joe Basch, one third interest in Century

Place and plans to expand the downtown office-commercial complex.

Plans have not been drawn up, said Rollins, nor has a contractor been signed to carry out the project. However, the project is planned to expand Century Place over the existing south deck parking lot area.

The expansion could begin as early as next month, said Rollins, but may not get under way for another "two to

three months if we have to call for tenders and sign a contractor."

The reason for expansion is simple. Journey's End head offices need more space.

"The burgeoning motel chain now numbers 92 hotels and motels and counting."

"We're growing at a rate of two (hotel or motel) openings per week," said Rollins, who outlined a recent opening on Fifth Avenue, in New York City, at which a 28-storey hotel was introduced to the Big Apple by Journey's End.

"We're bulging at the seams," said Rollins of their current office needs. "We'll be taking up about three quarters of the new building."

The Journey's End chain now stretches across Canada and includes 12 hotels and motels in the United States. Rollins said that while operations staff are based in Mississauga, "our head office people are all here in Belleville."

Those head office people are growing in numbers, he said, and Century Place's second phase will house the new corporate headquarters.

He confirmed that in order to acquire a one-third interest in Century Place, he and Basch "had to buy out Brian Holmes."

Rollins said original plans called for the retention of the parking lot area at the rear of Century Place. However, plans have changed and the outdoor deck parking area will have to serve as a foundation for the new two-storey expansion.

No estimate of the cost of the expansion was released.



Expansion of Century Place over its parking area is expected to begin later this year.

Healthy Journey's End travelling into hotel and Australian markets

By BARBARA AARSTEINSEN
The Globe and Mail

Looking forward to another year of record revenue and profit in 1989, no-frills motel developer Journey's End plans to further diversify into the hotel segment of the hospitality business and take on the Australian market.

The Belleville, Ont.-based company, which is changing its name to Journey's End Corp. from Journey's End Motel Corp. to reflect its broadening franchise, expects to open its first two all-suite hotels in Quebec City and Toronto within four months. By the end of the year, it plans to have launched its first motel Down Under, marking the beginning of what it anticipates will be a 50-unit chain.

With 30 new properties established last year, the company currently has 98 properties in Canada and the United States, representing an aggregate of 8,000 rooms. It is in the process of developing another 27 properties, is looking to pur-

chase a further 21 and is inspecting 40 more. By July 31, the end of its fiscal year, it anticipates having 114 properties under its umbrella, for a total of 9,600 rooms.

Revenue, meanwhile, is forecast to jump 35 per cent this year to more than \$100-million, with profit rising to an estimated 95 cents a share from 77 cents.

For the three months ended Oct. 31, 1988, profit was \$1.5-million or 15 cents a share, up from \$1.1-million or 11 cents a year ago. Revenue climbed to \$9-million from \$7.1-million. For the year ended July 31, 1988, profit was \$6.3-million or 77 cents a share on revenue of \$80-million, compared with 1987 profit of \$6.3-million or 63 cents on revenue of \$55-million.

"Nineteen eighty-eight was an

other year of outstanding accomplishments for us and 1989 will again see substantial growth," chairman and chief executive Maurice Rollins told the annual meeting in Toronto. "We have carved out an enviable niche."

He said Journey's End had chosen Australia in which to expand because the hospitality sector there is untapped. Moreover, he added, the Australian market is more similar to the Canadian market than is the European one, making diversification simpler.

"We have investigated the European market and we will be going there eventually," he told shareholders. "But, to make things easier at first, we have selected Australia, where we won't have to change our style too much."

More expansion in the works for Journey's End motel chain

By Pat Brennan Toronto Star

Experienced travellers, usually carrying a briefcase in one hand and a travel bag in the other, know enough to call ahead or arrive early.

That's because there's usually another sign at Journey's End Motels that night is near besides the setting sun — the "no vacancy" lights go on.

Not only does Journey's End operate the largest chain of motels across Canada, it also has the highest occupancy rate, averaging 85 per cent year round and sold out most nights this summer.

That makes these motels as popular with investors as they are with budget-minded travellers. "We opened 20 new motels in 20 weeks this year and we'll open another 30 in the next 15 months," said Journey's End vice-president Tom Landers.

Limited partnerships

That'll make 100 motels with 8,000 rooms across Canada and in New York State, most of them financed by limited partnerships.

Landers and his partners, chairman Maurice Rollins and president Joseph Basch pick the sites, erect the buildings, find the limited partners and manage the motels.

Landers said Journey's End Motel Corp. has enjoyed such phenomenal growth because the partners spotted a vacancy in the accommodations market — the budget motel — and quickly filled it.

"We knew there were many travellers out there who wanted a spacious, clean, safe room without paying for all the amenities of a full-service hotel with a swimming pool, restaurant, lounge and banquet rooms," said Landers.

"So that's what we offered and now we are just three small-town boys working hard, having fun and making a ton of money."

"There is a saying in the hotel industry that 85 per cent of the profit comes from the bedrooms and 85 per cent of the headaches come from food and beverage. We simply got rid of the head-



PAT BRENNAN/TORONTO STAR

Thriving: Tom Landers, right, vice-president of Journey's End Motels, talks to national sales manager Stella Lowcock and Neil Carruthers, assistant manager at the chain's Mississauga inn. In business only since 1978, the Belleville-based firm already has 68 motels.

aches and kept the profits," said Landers.

That success and growth is the reason Journey's End Motel Corp. is one of the five finalists in the entrepreneurship category of the Canada Awards for Business Excellence.

Rollins and Basch run the construction and financing aspects of the business from the Journey's End head office in Belleville, while Landers looks after site selection and motel operations from another office at Dixie Rd. and Matheson Blvd. in Mississauga, directly across the street from one of its busiest motels.

"At least 75 per cent of our customers are business travellers," said Stella Lowcock, national sales manager.

"They don't have time to be relaxing around the hotel pool or killing time in the bar. They want a comfortable room with a good size table, 24-hour telephone serv-

ice, color TV and reasonable rates.

"Our rates are half what they will often pay down the street for a pool they'll never use," said Lowcock.

The highest single rate in the chain is \$46.88 and gets as low as \$33.38. The highest rate will jump to \$59.88 when Landers opens his first downtown Toronto location at Jarvis and Lombard St. next month.

Although the business has grown from one motel in Belleville in 1978 to 68 today from Saskatchewan to the Atlantic Ocean, Landers said they have tried to maintain a big, happy family atmosphere in the company.

Lowcock said most managers are promoted from within the company "and more than 90 per cent of them are women. It's not planned that way. We just hire and promote on the ability to do the job," she said.

Lowcock said the chain has a turnover rate of almost zero in motel managers, an occupation with a traditionally high turnover rate.

Landers said a warm, natural smile is one of the most important assets he looks for in an employee. "We can teach them everything about this business, but you can't teach anybody to have a natural interest and friendliness towards people. They have to bring that in with them."

Trying to find management material within the company to keep up with the booming expansion of the motel chain is requiring Landers and Lowcock to create their own motel management school.

Five of the 30 new motels to be opened before the end of next year are in New York State, including a 162-room highrise in Manhattan.



Where it started

Glen Nicholson, director of marketing for Journey's End, stands in front of one of the most recognizable motel signs in Canada, welcoming travellers to stay with them. Journey's End, which started

with a motel in Belleville in 1978 now has 48 locations in Canada and the United States and that will grow to 100 locations by the end of 1988, making it the largest lodging chain in Canada in terms of locations. Motel

revenue this year alone is expected to reach \$43 million. The company has 1,100 employees in Canada and the United States, with 50 workers at its Belleville head office.

Journey's End motel chain From Belleville to all over

By HENRY BURY
Staff Reporter

From its humble beginning in Belleville in 1978, Journey's End has grown to become the largest lodging chain in Canada in terms of the number of locations available to travellers.

Journey's End motels can now be found in 48 Canadian and American cities. Another 20 motels are being developed this year and by the end of 1988, Journey's End motels will be found in 100 Canadian and American locations.

Motel revenue this year is expected to reach \$43 million. There's a "very simple" reason for the success of Journey's End motels says Glen Nicholson, director of marketing at its Belleville head office.

"First of all, we offer a great value, large clean comfortable rooms at very reasonable prices. Our guests can count on the same consistent standards from room to room and from location to location. They know what to expect when they pull up to one of our motels."

Nicholson said the company's success is also the result of "establishing a market niche in a growth industry."

"We've developed and maintained a reputation to construct high quality

accommodation. The company has had a strategic and aggressive expansion plan and we've utilized conservative financing. The senior management style is entrepreneurial in nature and that has allowed them to react quickly to opportunities and avoid complacency," Nicholson said.

Journey's End currently employs 1,100 people in Canada and the United States. Its head office in Belleville, alone, has 50 employees. It also has an operations office in Toronto.

The origin of Journey's End dates back to early 1978 when two Belleville residents, Maurice Rollins, former president of Rollins Construction, and Joseph Basch, a realtor, joined forces to form the company.

They opened their first motel in June of 1978 on North Front Street in Belleville. The motel, originally a 58-room facility, has been expanded to contain 84 rooms now. There are 20 full and part-time employees working there.

Rollins and Basch haven't looked back since, opening up new locations to accommodate travellers who "only really needed a large clean comfortable room without all the frills."

In 1979, a second motel was added to the fledgling chain. In Kingston. A year later, one opened in Peterborough. From 1980 to 1986, the "expansion really kicked into gear", with

new locations being added throughout Ontario, Quebec, the Maritimes, Manitoba, Saskatchewan and the northeastern United States.

By the end of 1986, 48 motels were in existence, containing more than 3,800 rooms.

Nicholson said all the motels were developed "from the ground up" existing motel into a Journey's End motel and we don't plan on doing it ever.

In the summer of 1986, Journey's End motels became a public company, with shares offered for public sale. The company is now listed on the Toronto and Montreal Stock Exchanges.

In fact, \$29 million in shares was offered for sale, and all \$29 million was sold.

"The company went public to give it access to lower-cost funds in the future, which is only available to a public company. It's also given us a higher profile in the financial community," he said.

Rollins, Basch, and a third partner, Tom Landers, still maintain voting control in the company. Rollins is chairman and chief executive officer; Basch is president and chief financial officer; Landers is vice-president of operations.

The future continues to remain bright for Journey's End, Nicholson said.

Twenty additional locations are being developed this year, with half of those in Ontario. By the end of 1988, there will be 100 locations.

"Down the road, we can comfortably absorb 20 to 30 new motels

Maurice Rollins makes a journey's end easy on the wallet

When Maurice Rollins and partner Joe Basch opened the first Journey's End Motel on North Front Street 10 years ago, they had "no idea" they would be heading a chain of motels spanning the country and numbering 160 by this summer.

"I know we didn't envision that we would be the ones who would open up the market to the extent we have," said Rollins, the former Quinte-area construction executive whose sole business interest now centres on the Journey's End chain.

"The market (for discount motel accommodation) has been there for 20 years, but we didn't anticipate how lucrative it could be."

This summer, Journey's End will cut the ribbon on its 100th property. It will be a hotel highrise in downtown Montreal and with the opening, the firm will mark a milestone.

"By the end of July we will have 10,000 (hotel and motel) rooms open for the public," said Rollins.

Since expanding throughout Ontario and the Maritimes—and recently venturing into Saskatchewan, Alberta and British Columbia—Rollins said Journey's End is moving "cautiously into the United States."

Rollins said the American market is heavily covered by such chains as Motel Six and Days Inn—pioneers in the discount accommodation field.

"But, Days Inn has started to go the way of Holiday Inn. That is, they're upgrading their hotels and motels constantly and moving out of the affordable market."

Strategy for the discount chains that Rollins and market analysts believe will only become increasingly popular with travellers is simple, he said.

"We offer clean, comfortable accommodations with no amenities that would drive prices up. The accommodations are for the price sensitive market."

Rollins said 65 per cent of the chain's customers are business people "looking for a reasonably priced place to stay while they're on the road."

"You'll see a lot of Cadillacs and Mercedes in our parking lots these days. People are just finding it harder to justify putting up \$100 or \$120 a night to lay their head on a pillow."

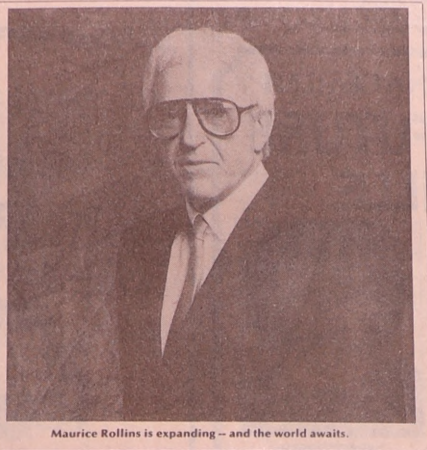
The chain's reputation for "well-appointed rooms and friendly staff" is part of a credo Rollins said his management team insists upon.

The North American market has spawned a confidence and ability in the Journey's End chain to move overseas.

Rollins said the firm is currently choosing one partner from four prospective individuals and firms for market investment in the Australian motel market.

"Australia, right now, has no consistency in its motel and hotel accommodations."

"You can go from from one end of the mom-and-pop operations to the clean,



Maurice Rollins is expanding—and the world awaits.

efficient hotels but you can never be sure what you're going to get when you check into a place.

"We plan to begin building the same style motel that's been a success here and soon you'll know, in Australia, that you can expect consistency at least with our motels."

As well, Basch and Rollins have travelled to Europe and Rollins has sent corporate vice-presidents Tom Landers and Mark Rollins to Spain and France to examine the potential market there.

"It looks good for Spain," said Rollins. "There is support from the government there and incentive to open up in that country."

The Spanish market won't be tapped by Journey's End until 1991, he said, but Europe is a definite new frontier for Journey's End.

"We looked into France—near the area where Disney Land is looking to open up its theme park (about 40 kilometres from Paris), but we decided against getting anything going there."

"It looks as though Disney will be building its own motels in the area and we just don't want to come into a new country and have to contend with that kind of competition at the same time."

Rollins said Belleville will continue to remain the centre of the Journey's End organization. Headquarters will be moving to the spacious quarters in an expanded Century Place this summer and Rollins said operations headquarters function well out of Mississauga offices.

"We have a large staff here in Belleville and they're all local people who have been good for us."

In Mississauga, Rollins said the chain's infrastructure is building at such a pace that soon there will be 80 operators alone working the reservation system for the national motel network.

There are currently about 2,000 employees in the Journey's End chain and Rollins predicts that within two years "we'll have well over 3,000."

He said he and Basch feel they are operating a well-oiled machine now, building an average of 25 motels and hotels each year.

"When we began, we started out conservatively. When we saw what kind of market there was we made sure we had the staff in place to take advantage of it."

"We now have a hell of an infrastructure of capable management people on our team and it's because of those people that we've been a success."

Rollins began in local construction in 1958. Over the next 24 years, Rollins' construction operations had built 18,000 buildings, ranging from seniors' apartments to houses and offices. At one point, Rollins noted he built "well over 1,000 homes in one year."

Like other successful local industrialists, Rollins is a Belleville booster. "It's my home town," he smiles, when asked if he'd remain here.

Motels offering value

The Canadian Press

Once upon a time, motels were often perceived as depressing roadside joints with dripping taps, lumpy beds and suspicious odors.

But that kind of ma-and-pa operation may disappear with the proliferation of well-equipped, chain-operated motels offering unbeatable value for the buck.

Take, for instance, Sleep Inns, a new subsidiary of the huge U.S. Quality International hotel group. The world's first Sleep Inn is scheduled to open in April in New Minas, N.S.

Each room at the inn, though smaller than a standard hotel room, will have a queen-size bed, desk, bay window, mini-bar and remote-control color TV with a built-in VCR (videos will be available in the lobby).

Room keys are eliminated; instead, a guest's credit card will be programmed at check-in to operate the door lock, and guests who don't have credit cards will receive special cards.

In the morning, guests will receive free coffee and croissants.

The price for all this? Donald Curtis, managing director of Quality International Canada, says a room at Sleep Inn will cost \$29 or \$30 a night. That's per room, not per person.

There will be an additional charge of \$5-\$10 for a third occupant who would get a cot, but cribs for infants will be provided at no extra charge.

In the United States, where dozens of Sleep Inns are also under construction or planned, the basic room charge will be \$20 to \$29 U.S.

(Sleep Inns was originally named McSleep Inns, but the McDonald's hamburger chain sued for infringement of trademark and a U.S. judge ruled Quality couldn't use the Mc prefix.)

Sleep Inn executives like to talk about filling a void for economically priced hotels that offer modern, comfortable amenities, but actually, with some variations on features and prices, Journey's End Motels and a few other Canadian chains offer the same type of accommodation.

As for the United States, a 1987 study identified some 50 country-wide chains in what is called the "economy limited-service lodging industry." The granddaddy of them all is Motel 6, which charged as little as \$6 a night when it opened its first motel back in 1962, and now charges \$20-\$30.

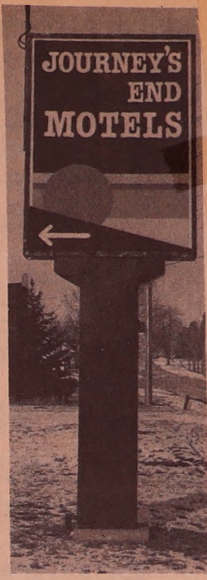
As with fast-food chains, customers can expect the same efficient service and lean, clean environment at chain motels.

Journey's End charges more than Sleep Inns plans to, but it is aimed at money-minded business travellers rather than the broad range of "jet travellers" — seniors, families of women travelling alone — targeted by Sleep Inns.

The standard Journey's End rooms feature two large double beds and a local phone calls are free and a newspaper comes with the morning paper.

Rates range from \$37 to \$47 a night for a single at the 82 Journey's End motels in Canada — there are 12 in the United States. A second adult is an additional \$7, while third and fourth occupants pay \$4 extra apiece. There is no charge for children under 18 sharing the room with at least one

Statistics Canada says the average



JOURNEY'S END IN BELLEVILLE

hotel room rate in major Canadian cities in 1987 was \$75 for a single.

The motel chains keep prices to roughly half that by locating in suburbs and smaller communities and by providing a limited number of amenities. Thus, the "no-frills" buzzword — meaning no big lobbies, no meeting rooms, no restaurants, no room service.

All of which adds up to good news for economy-minded travellers. In fact, syndicated travel columnist Arthur Frommer calls the budget motel "the single greatest achievement of the American travel industry."

Expect more and more of them to open across Canada as both Canadian and American chains look to expand.

Journey's End, whose success since 1980 has helped trigger the current interest in economy lodging in Canada, continues to expand steadily, while Sleep Inns is scheduled to build 36 motels in Quebec and Ontario and another dozen in the Maritimes over the next four years.

Country Inns, a franchise operation of the American hotel group Carlson, plans to build 120 Inns in Canada and in three U.S. states over the next 10 years. The first Canadian units are slated to open in the Maritimes and Manitoba in late 1989. Room rates are expected to average \$45.

Charles Suddaby, of the Toronto office of management firm Laventhol and Horvath, says several other American chains are also eyeing the thriving Canadian market.

Journey's End plans major expansion

By JACK EVANS
Staff Reporter

After a well-documented track record as one of Canada's major business success stories, the Belleville-based Journey's End hotel-motel chain, is now planning intercontinental expansion says president Maurice Rollins.

That expansion will probably start with Australia with other negotiations going on in Spain and England.

Rollins was reflecting Wednesday on his company's career which has seen it grow from a motel on North Front Street in 1978 to a widely recognized chain of hotels and motels now boasting 97 locations in Canada and the United States. There are 25 others under construction and "40 in the planning stages" and his company is now making serious efforts to expand both into Australia and Europe.

Australia is the hottest prospect at this point, said Rollins. Journey's End is into serious negotiations for a joint venture partner which should see construc-

tion of the first project in Australia by 1990.

"I was there myself in November," he said, "and I feel there is a definite need for our type of hotel in our price category. I'm sending a team of five people there at the first of next month to confirm my findings, locate future possible sites and explore further the labor conditions and construction costs."

Rollins said he is looking at "the same basic format in size and price," but possibly some "modified" form of architecture to suit Australia's climate and styles. Surprisingly, he said, labor, land and building costs in Australia are generally higher than in Canada.

He said he already plans five new complexes: at Melbourne, Adelaide, Brisbane, Canberra and Sidney.

The joint-venture deal would be with a developer as, concerning management of the units themselves, "We'll operate them," he said.

Expanding on the concerns of a takeover, Rollins said he and his principal partner have full control of the company, even though the stock is publicly listed and available. Neither is interested in selling out, having already refused some generous offers in recent months.

Even while the Australian deal is firming up, he said negotiations with joint-venture partners in both Spain and England are shaping up. There had also been some discussions with businessmen in France but they are not likely to go ahead.

While the staff in Belleville itself is 50 to 60, including the head office staff, Journey's End now employs more than 2,000.

Labor, he said, remains the biggest problem in the hotel industry, particularly qualified people for maids and desk staff. But the problem affects the entire industry and, because of its scaled-down, economy operation, it tends to affect Journey's End less.

And even while it continues to expand, he said, his company also reacts to market trends, the latest being suite units, soon to be available in at least two of the new Canadian projects under construction.

Takeover not in cards

Whatever else happens to the Belleville-based Journey's End hotel-motel chain in its continuing success story, a takeover is not in the cards, says president Maurice Rollins.

Rollins agreed Wednesday that a takeover seems to be an everyday occurrence in business these days especially for successful companies.

But, he explained, even though the company went public about five years ago, he and his key partner still control the vast majority of shares, and an even larger number of votes, based on a five-votes-per-share clause for the principals.

Rollins said he has already turned down one "very generous" offer by a large United States concern and neither he nor his partner are interested in selling.

Real Estate

Shaw G. Kennedy

A No-Frills Hotel Rises In Manhattan

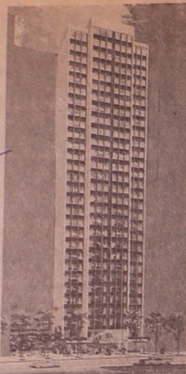
FOR more than two years, Journey's End Motels, a fast-growing chain based in Belleville, Ontario, has been trying to bring its no-frills concept to Manhattan. Until recently the company's efforts to build in New York City have been thwarted by the high cost of land in acceptable locations.

But construction of the first Journey's End hotel in New York is now under way on 40th Street just east of Fifth Avenue. The company is squeezing into the Manhattan market with a 188-room, 29-story hotel on a compact, 52-by-93-foot site next to an office building that is nearing completion at the Fifth Avenue corner. The main branch of the New York Public Library is across the avenue.

For Journey's End, the key to the city came in the form of a long-term land lease that has allowed it and its joint-venture partner, the Carlisle Construction Corporation, to build in Manhattan without the up-front cost of acquiring land.

"The company has always looked for the most economic way to go into everything, from land costs to operating expenses," said Robert K. Cole, director of marketing for Journey's End. "But in Manhattan an outright purchase of the property in a location like the one we would not have allowed as to keep room rates down."

Journey's End and Carlisle last year signed a 99-year lease with Verlen Reproductions Inc., which owns the property. Until demolition started last year, there were two low-rise office buildings on the site, one of which at one time had the highest bid in the market for \$8 million. Journey's End will benefit from leasing rather than selling the property.



Rendering of Journey's End hotel, under construction at 3 East 40th Street.

"The deal was a good fit for both sides," said Mara Spiegel, a broker with Helmsley-Spear Inc. who represented Journey's End in the transaction. "Verlen can avoid the capital-gains tax that would have come with a sale. The company will have the income from the lease, and the property will remain in its name. Another benefit of the lease is that the owners will be able to borrow on the value of the lease."

The hotel's room rates have not been set, but Mr. Cole said the chain expects to offer a regular rate of about \$125 a night.

Stephen W. Brenner, a hotel consultant in New York, said that if that goal was met, Journey's End would offer the lowest rate of a new hotel in Manhattan.

"But the opening rate is not that important," Mr. Brenner said. "The real test of their ability to compete with the older, moderately priced hotels that do offer services like parking and room service will be the hotel's stabilized rate after a few years in business."

"But even if Journey's End rates go to, say, \$150 a night after two years, they will still be low for a new hotel."

Journey's End is largely unknown to travelers in the United States. But since Maurice H. Rollins and Joseph D. Basch, the company's founders, opened their first in Belleville in 1978, they and another partner, Thomas M. Landers, have built 97 projects. Most have been motels in eastern Canada.

Journey's End entered the American market in 1983 with five motels in upstate New York and Connecticut. Last year the company built its first high-rise hotels in Toronto and London, Ontario. It plans to open 30 hotels and motels during 1989, including two all-suite hotels.

Since the beginning, Journey's End has filled its rooms mostly with budget-minded business travelers looking for something between the full-service luxury hotels and the clean-but-plain roadside inns.

The company's formula for success has been to keep construction and operating costs to a minimum by forgoing features like spas, lobbies, health clubs, lounges and meeting rooms, room service and complimentary toiletries.

"Our rooms vary little from site to site," Mr. Cole said. "The only difference between the motels and hotels is that the hotels are high-rises."

Mr. Cole said that Journey's End does not sell franchises, but builds and manages each project on its own or through joint-venture partnerships. Capital for ventures is raised through limited partnerships; there are currently more than 2,400 limited partners. Journey's End became a

publicly held company in 1986, and its stock is traded on the Toronto and Montreal stock exchanges.

The Journey's End hotel in Manhattan, which is being designed by the firm, Vilkas Group, an architectural firm, will have a facade of glass and pre-cast material that will be cut to resemble stone. The entrance will feature a pyramid-shaped canopy of aluminum and glass.

All of the hotel's public space will be on the first two levels, said Craig

Journey's End to celebrate 100th

The Belleville-based Journey's End corporation is little more than 10 years old, but it will still be celebrating a centennial event next week.

It may not be 100 years, or anything close to that, but June 15 is the official opening of the company's 100th property in the hospitality industry.

That will be at the new Journey's End Hotel at 3440 Park Avenue, Mon-

tréal, north of Sherbrooke.

The new hotel opening as the 100th property in the rapidly-expanding chain, marks an acclaimed track record for a locally-based Canadian business firm which started with the present Journey's End Motel on Belleville's North Front Street which opened in 1976, and which was expanded in 1980.

The company became publicly-held with trading of stocks on both Toronto

and Montreal stock exchanges in 1986.

While the Montreal hotel marks the 100th property, the company expects the number to be 115 by the end of this year, including two all-suite hotels. Plans are also under way to expand the company in Australia.

Maurice H. Rollins of Belleville remains chairman and chief executive officer.

COVER



Journey's End motel: a strong market for rooms with quality at an economical price

SLEEPING CHEAP

BUDGET-PRICED HOTELS ARE BOOMING

FOR the Canadian hotel industry, 1978 was a year in which two trend-setting events occurred. Isadore Sharp consolidated his position as the country's leading luxury hotelier by opening the upscale Four Seasons Hotel in Toronto's posh Yorkville shopping district. And chairman Maurice Rollins, with president Joseph Basch, founded Rollins Construction, more commonly referred to as "the biggest construction company between Toronto and Ottawa." The company built its first no-frills Journey's End motel in Rollins's home town of Belleville, Ont., 185 km east of Toronto. Eleven years later, Rollins owns a small Canadian empire of 107 motels and hotels. As well, he is indisputably the leading figure in Canada's burgeoning economy-priced accommodation industry.

Pools: Economy hotels generally do without swimming pools, bars, room service and many other traditional amenities. All they try to offer are clean, comfortable rooms at rates well below those charged by full-service hotels—as little as \$37.88 a night. As a result, they are now the fastest-growing segment of Canada's \$3-billion annual motel and hotel business. They are led by the country's three largest budget chain operators—Journey's End Corp.; Calgary-based Relax Hotels and Resorts Ltd.; and Venture Inns Inc. of Toronto. Typically, Relax, a company

that now operates 20 properties across Canada, will build seven more over the next year. Said Charles Suddaby, a leisure-industry expert at Laventhol & Horwath in Toronto, an international accounting and management consulting firm: "Prior to the 1980s, only individual 'mom and pop' motels offered low-priced accommodation. Today, there are about half a dozen chains that specialize in the field."

The budget hotels, a product of the recession of the early 1980s, were an immediate hit with low- to middle-management business travellers and with vacationing families. Now, corporate travellers are increasingly turning to budget hotels, a trend that has increased their

ery—the 107-hotel company now boasts annual revenues of \$65 million, compared with \$45.7 million in 1987. Rollins boldly predicts that revenues will soar to \$100 million within 12 months. Journey's End plans to open another eight properties in Canada and the north-eastern United States before year's end. The company also plans to open two new highrise hotels in midtown Manhattan. As well, said Thomas Landers, executive vice-president of Journey's End: "We could be operating 10 hotels in Australia by 1990."

Journey's End executives share that view. Said Rollins: "Affordability is the cornerstone of our business. That's what brought people to us in the first place. And that is what is going to keep customers coming back."

While his two major competitors, Relax and Venture Inns, have been adding frills including pools, saunas and meeting rooms, Rollins is sticking with his lean and modest approach: standard rooms at less-than-standard prices, a cheerful front desk clerk but no expansive lobbies or health spas. In the process, the cheaper hotels are thriving precisely because they are leaving the high flyers to Sharp's Four Seasons and his competitors.



Landers (left), Basch and Rollins: a winning no-frills formula

SHONA MCKAY

I am pleased to report that 1988 was another year of outstanding accomplishments for Journey's End Motel Corporation. During the year we achieved our development objectives by opening an additional 30 properties, of which 27 were low-rise motels and 3 were high-rise hotels. The first hotel opened in downtown Toronto in February. It is gratifying that the occupancies experienced at this hotel have well exceeded our expectations. In June, we opened our second hotel, in downtown London, and our third, in Etobicoke, in July. Journey's End continues to enjoy high chain wide occupancies. The chief reason for this continuing success is that we offer the best maintained room for the lowest price. From a financial perspective, 1988 was an exceptionally successful year. Pre-tax income from property development activity increased from \$8,414,000 to \$8,887,000. Pre-tax income from management operations and residual equity interests increased from \$2,608,000 to \$3,747,000. Net income per share increased from \$0.63 to \$0.77. ▲ Based on the solid increase in earnings from management activities and residual equity interests, which areas represent stable and predictable sources of income to the Corporation, the Directors have increased the annual dividend from \$0.16 to \$0.20 per share. ▲ We have now opened 93 properties, and the results of our long term strategic objective of developing properties to produce solid management revenues have materialized. Management and residual equity interest income represented 30% of the Corporation's operating earnings for 1988. The impact of the opening of 23 properties late in the fourth quarter of 1988 will become apparent in the immediate future as these properties start to contribute fees to the Corporation. ▲ In addition to our traditional markets, we continue to look for new, price-sensitive markets into which we might expand. At the annual meeting in January 1988, I was pleased to announce that Journey's End was committed to the development of limited service all-suite hotels. Each unit in an all-suite hotel consists of a living room and a separate bedroom. Having undertaken extensive market research, we are convinced that limited service all-suite hotels represent an extremely viable market for Journey's End. ▲ Our first all-suite hotel is under development on Carlingview Avenue near Toronto Airport. It will have 258 suites and is expected to open in the fall of 1989. A second all-suite site is under development in Quebec City and will also be completed in 1989. Additional sites are being pursued in Ontario and Quebec and New York State. ▲ Our Corporation has been carefully managed. With a low debt level, a solid base of management fee income, a firm grip on our target market, the commercial traveller – and with a large group of properties strategically located with respect to our target market, we are confident of continuing consistent growth in earnings. We will continue to adhere to our policy of disciplined financial management, aggressive development of new properties in strategic locations and markets and the maintenance of high housekeeping standards at each of our properties. This will ensure our continued success. ▲ I would like to thank Mr. Gunnar J. Helgason, who resigned from the Board in 1988, for his valued counsel during the past two years. Finally, I would like to thank our Shareholders who have shown faith in our management, our guests whose loyalty is overwhelming and our employees whose hard work and dedication cannot be overstated. Thank you all.



Maurice H. Rollins

Maurice H. Rollins, Chairman and Chief Executive Officer

Journey's End filled a niche

By Kym Wark



Journey's End chairman Maurice Rollins

The Journey's End Corporation has come a long way since it opened its first motel in Belleville a decade ago. At present, 100 have been established and plans are currently underway to expand into Australia.

Maurice Rollins, chairman and chief executive officer, attributes much of its success to keeping the rooms at an economical cost, well trained and friendly staff and organized, dedicated management.

"We went along very painstakingly while the first 50 were developed. Once we worked out all the quirks, we increased our rate of growth." However, he adds, "we'll never move along at a pace faster than we can manage."

Having followed the Holiday Inn story since 1956, the former owner of Rollins Lumber and Construction and various development and management companies says opening a chain of motels was "a natural evolution" in the development industry. "Over time I noticed there was a niche missing in the industry that needed to be filled and it was just a matter of time before someone did."

The corporation's theory that travellers are looking for "brand name" low cost accommodation has definitely

rung true. "We feel people don't need bars, swimming pools and bellhops to have a good night's sleep," he says.

The corporation now operates and manages the largest limited service accommodation chain in Canada. In 1988 alone 27 motels were opened in North America containing 2,207 rooms and three hotels containing 538 rooms. As well, a commitment was established to develop all-suite hotel properties under its umbrella.

The Journey's End first all-suite hotel, which is currently under development near the Toronto International Airport, is scheduled to open this fall offering 258 suites. The second is under development in Quebec City.

In the corporation's annual report, Rollins says "July 31, 1988, our latest year end, was an extremely successful year. Net after tax income increased from \$6 million to \$8 million and by July 31, 1989, our gross revenue from our motels, hotels and all-suites will exceed \$100 million." About 65 percent of Journey's End guests are repeat commercial travellers. On average, the reservations system handles over 60,000 calls per month with the exception of June, July and August when this number doubles. One of the main reasons for this, Rollins says, is the management's high housekeeping standards. "We carry out very strict inspections on a regular basis. We are the only company in the industry with a consistent product." □

TODAY MAGAZINE/MAY 1989

"We will continue to adhere to a policy of disciplined financial management, aggressive development and the maintenance of high quality standards"

Maurice H. Rollins, Chairman and Chief Executive Officer





Belleville businessman Maurice Rollins will soon have a place to stay when he visits New York City, with the scheduled opening in June of the Journey's End Hotel (Manhattan). The entry into the tough New York City hotel market marks the operation of 120 properties in Canada and the northeastern U.S. notes the chairman and chief executive of the company.

CORPORATE PROFILE

THE INCREDIBLE JOURNEY

by Kathy Frenes

The recession was fertile ground for a budding segment of the industry — no-frills accommodation. Budget motels in Canada sprung up in the latter part of the 1970s and are growing rapidly in the 1980s.

The leading chain in Canada's booming budget business is Journey's End. In six short years it has built 13 motels (1,100 rooms in total) with another 10

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properties under construction (850 rooms). Tom Landers, vice president of operations and a partner in Journey's End Motels attributes the success of the business to a gap in the marketplace that is being successfully filled by budget accommodation.

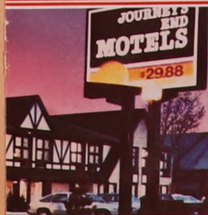
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Left: Four of the 13 Journey's End Motels in Ontario (top to bottom) — London, Mississauga, Toronto, Samia.

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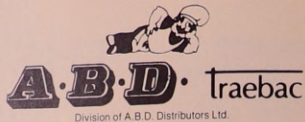
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My view the tough New York City hotel market marks the operation of 120 properties in Canada and the northeastern U.S. notes the chairman and chief executive of the company.

JOURNEY'S END MOTELS



"We were building six motels when interest rates were at 20 to 24 per cent," recalls Landers. "We certainly were gambling that they (rates) were going to go down. Fortunately, we were right, but we also felt that we had a product that was in demand even more so during hard times. In retrospect, we did the right thing, but there were a lot of people who were second-guessing us."

The competition

There were also a lot of companies that were jumping on the budget motel bandwagon. Journey's End Motels kept building at a frantic pace and didn't look back. Behind them was Relax Inns, a western-based chain that had seven motels, including one in Mississauga. Another Ontario motel is on the boards for Scarborough and Denver, Colorado. Relax Inns is also building a non-budget resort in Banff. Venture Inns is the latest competitor for the no-frill dollar. Just last year, the company opened a motel in North Bay and another in Timmins with four new properties under construction in Barrie, Sudbury and two in Toronto. Days Inns of America,

Left: Journey's End Motels (top to bottom) in Brockville, Kitchener, Burlington.



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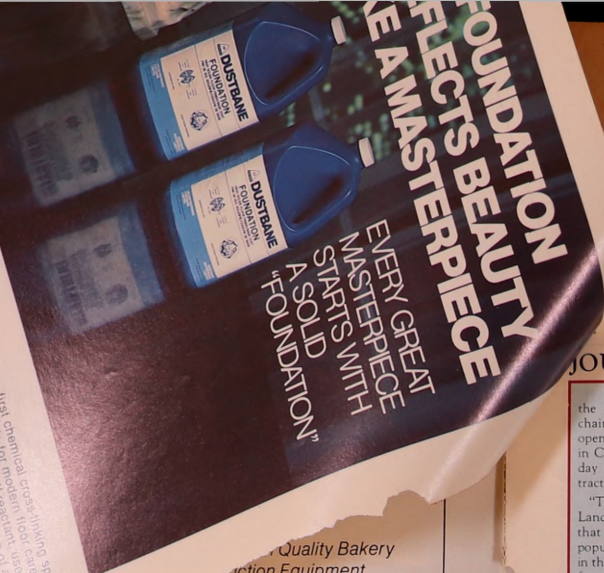
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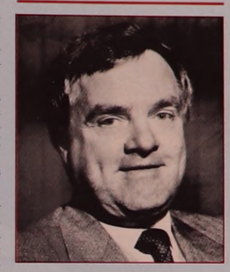
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JOURNEY'S END MOTELS

the largest budget accommodation chain in the United States has just opened its first motel in this country in Cambridge, Ontario. Finally Holiday Inn has started a division to attract the economic traveller.

"That would make five of us," says Landers. "I guess the only concern is that the industry may become overpopulated with budget motels as it did in the States. They are coming on very fast — Venture Inns, in particular, is very aggressive."

Even in the face of mounting competition, Journey's End Motels has not changed course. The company is moving systematically toward its goal: "We would like to be in a position to offer accommodation in every major city in Ontario and the Maritimes, and eventually be coast to coast," says Landers. Their strategy is to saturate the market in a geographical area before extending beyond its boundaries. Journey's End Motels are built in clusters so that they are easy to manage



Tom Landers, vice president and a partner in Journey's End Motels is also known as OH&MA's vice president of Motels.

and their customers get in the habit of staying in chain motels for their entire trip. These circuit travellers are also in a position to recommend Journey's End Motels to other people on the road.

Journey's End Motels principle business comes from the commercial traveller. Their rooms are designed to meet the needs of the business person. Each 12-by-24 foot suite includes a large table and chairs for paperwork or meetings; a comfortable couch; and a queen-sized bed and 23 inch colour TV. The motels also offer two beds in the same size of room for families. Rates range according to location and are advertised on large, colourful roadside signs.

Landers would not divulge current occupancy rates but said he was "very pleased" with the figures, and most of the motels have experienced healthy, steady growth according to occupancy charts from the early 1980s.

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CORPORATE PROFILE

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JOURNEY'S END MOTELS



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Maurice H. Rollins
Chief Executive Officer
Journey's End

During the 1991 recessionary economy, the Journey's End segment of the marketplace will hold firm. Business travellers, because of general corporate cash cutting, are staying at a limited-services facility without sacrificing room size, quality, cleanliness or friendly front desk service.

These tourists worried about international terrorism will opt for domestic vacations, filling any void from those business travellers who will be unable to travel.

Journey's End is east to west to do business

The Belleville-based Journey's End Corporation this week officially became a coast-to-coast operation in Canada.

The opening Wednesday of a new motel at Chilliwack, B.C., coupled in recent weeks with the opening of a hotel in St. Johns, Newfoundland, makes the nation-wide status complete, the company notes.

The achievement also marks one of the most successful Canadian business ventures in modern times, growing from a one-motel operation at Belleville to a company of major international recognition.

Journey's End began in the late 1970s when city businessman Maurice Rollins and partner Joseph D. Basch perceived a need in the Canadian lodging industry for clean, affordable accommodation located near satellite business centres. They set out to pioneer budget lodging in Canada, to establish a chain of motels offering travellers both comfort and economy.

The first was the Belleville Journey's End Motel opened in June of 1978, with a second opening in Kingston a year later.

By late 1984, Journey's End had established a strong presence along the Windsor to Cornwall corridor with 16 motels operating and expansion plans under way for Quebec, Nova Scotia and New Brunswick.

A new product line, Journey's End Hotels, started in 1988 and an additional 27 motels were opened, with the company marking its 100th property in 1989.

In 1990, another new product came on stream — all-suite hotels. Eight of these are now in operation. The opening of a new Journey's End Hotel just off fashionable Fifth Avenue in New York City last year also marked the company's first entry into a major U.S. hotel market.

Share prices begin to rise for Journey's End

By JACK EVANS
Staff Reporter

Share prices for Belleville-based Journey's End Corp. started to climb sharply on the Toronto Stock Exchange Thursday in the wake of announcement that the company is up for sale.

Some 10.7 million shares are involved in the deal, with the vast majority of them concentrated in three principles, Maurice Rollins (chairman), Joseph D. Basch (president) and Thomas M. Landers (executive vice-president) and related family members.

At the close of trading yesterday, the stock value had climbed from \$16.62 to \$18.25. Some business experts expect the values will go even higher before any potential deal is resolved.

Rollins said Thursday that the move to sell the company, taken to refinance and strengthen the company so it can continue to grow, in no way affects any of the "limited investors" who bought stakes in the company during its early days after it was formed about 12 years ago.

Rollins said "a large number" of Quinte area people invested in the company at that time. Rollins explained a limited investor owns parts of specific projects such as a real estate holding, as opposed to owning stock in the company.

Journey's End, he says, has used limited investor or "syndicate" financing for some years, but in all developments, the company has maintained a minimum of 40 per cent ownership.

More limited investment will continue to be offered, he said, with past experience showing some projects were actually "oversubscribed" by an active response.

He also expects the sale should not affect the "approximately 100" jobs involved with Journey's End Belleville and headquarters operations. Taking in all present operating units, the company has about 2,500 employees, said Rollins.

He said the sale deal is being handled through a major investment firm, Wood Gundy, and they, he said, will prepare information to mail out to selected potential buyers, including, probably, several off-shore investors.

It will probably be November before anyone knows if an acceptable offer has been made, or who it might be from, he said.

Every journey has its price

Every journey has its price and so does the Journey's End, a North American motel and hotel chain based out of Belleville.

Maurice Rollins, founder of the chain, confirmed last week that Journey's End was being put up for sale.

"The main thing is the expansion we want to do," said Rollins, referring to planned expansions into Australia and Europe he mentioned in an exclusive interview with Quinte Weekly News on July 25. Without the sale, the expansion plans would have to take place on a "lower scale," he said.

Although Rollins hasn't set a price for the chain, he says its worth has been estimated at \$200 million.

"The chain is doing fantastic," Rollins emphasized. In fact, he said the company "may not be sold" unless the right buyer comes along. Rollins described the right buyer as having "enough resources to do the expansion in Europe and

Australia and enlarge properties in the U.S."

Although four or five people have expressed an interest in the chain over the past three years, Rollins says the offers were made before the chain's aggressive expansion campaign.

Journey's End motels and hotels are competing with other "lower-priced" accommodations with a philosophy of providing consistency in quality, Rollins said in the July 25 interview.



Maurice Rollins (file photo)

Management Training School, the only one of its kind in Canada. At a time when the industry is facing a human resource squeeze, the results-oriented CEO created his own incubator, a typically simple, but effective solution. The first class of management graduated in 1988.

"None of our competition has a school so I guess we could get by without it," says Rollins, hesitating for a moment to ponder the implications, "but we ask a lot of our managers and if we want them to be better than anyone else's, then we need to prepare them better."

Rollins is a big believer in delegating important responsibilities to others, including front-line staff, and expecting unusually high levels of performance in return. At the same time he is quick to place the credit for his company's success squarely with his employees, particularly Tom Landers, the EVP who wrote Journey's End's unique operations policies.



THE MAN BEHIND THE CONCEPT, MAURICE H. ROLLINS (RIGHT) WITH JOSEPH D. BASCH, PRESIDENT, CHIEF FINANCIAL OFFICER (CENTRE) AND THOMAS M. LANDERS, EXECUTIVE VICE-PRESIDENT.

Since Journey's End shows no signs of slowing down, the school couldn't have come onstream at a better time. The Corporation opened its 100th property this summer and by the end of 1989 will manage over 120 properties in eight provinces and five states. An additional 25 projects are planned for 1990 and Rollins says the organization is close to entry into the Australian market, once an appropriate joint-venture partner can be found

Journey's End for sale to help fund expansion

By JACK EVANS
Staff Reporter

Journey's End Corporation has engaged the investment firm of Wood Gundy Inc. to solicit offers to purchase all of the issued and outstanding multiple and subordinate voting shares of the company.

The move, in essence, means the entire corporation is up for sale to the highest bidder, but apparently with some reserve conditions. The main purpose is to refinance the company in a stronger way as it begins "its second decade of development."

Trading was temporarily halted on the sale of shares on the Toronto Stock Exchange until the announcement was made Wednesday, but will resume today, said Rollins.

The last-quoted price was \$16.62 with a total of 10.7 million shares at stake. Based on the last-quoted price before the announcement was made, the company has a market value of about \$178 million.

The company has already announced plans to expand its operations to Australia and Europe and to develop further high-rise properties, particularly in the United States.

Says a company news release: "It (the company) recognizes the need for significant financing to assist in this process and has determined that

it is appropriate to explore the possibilities of financing this expansion through new ownership."

The company is controlled by Maurice H. Rollins (its chairman), Joseph D. Basch (its president) and Thomas M. Landers (executive vice-president). The three and certain related people hold all of the multiple voting shares and approximately 52 per cent of the votes and 70 per cent of the equity of the company.

The controlling partners state they have not established a minimum price nor any terms for the sale of their shares, but they intend to sell only if an offer is made that is "satisfactory to them" and that includes an offer, at the same price, to all other shareholders.

Prospective purchasers who sign appropriate confidentiality agreements will receive selected corporate information and will be invited to submit preliminary offers. A small group will proceed to the next stage, which will involve disclosure of more information, access to management and negotiation and submission of binding offers to make a takeover bid for all of the company's shares.

The company states the process should be completed by Dec. 31.

Journey's End, with its head office in Belleville, develops, syndicates and manages motels, hotels and all-suite hotels in the "budget-luxury" sector. The company currently manages 109 operating properties across Canada and in the northeastern United States, and has a further 25 properties under active development.

Rollins said today that he sees the move as being in the "best interests" of the company and its shareholders so it can continue to expand with strong financial backing.

He said he does not expect that he and his partners will be active in the bidding.

He added the present administration and facilities Journey's End has in Belleville is efficient and there need not be any major changes.

To maintain the present company structure, as well as the local headquarters, will be one of the assessments made of any firm offers, he said.

on that continent.

Over the past 36 months the Belleville-based company has been fast-tracking its success formula, doubling its portfolio to more than 8,000 rooms and branching into both budget hotels and all-suite hotels. Though different in appearance, not one of these facilities strays from the cornerstones of the Journey's End philosophy — all strive to achieve the lowest price in the market and all are limited service.

Of course, there will always be a demand for full-service facilities which coddle travellers with pools, spa treatments and attentive concierges, but often a place to lay one's weary head is all that travellers really need or want to pay for — enter Journey's End Motels.

When the chain diversified into hotels last year and opened its first one in downtown Toronto, two blocks off Yonge Street, industry eyebrows were raised over the exceptionally low



Journey's End will open all-suite hotels aplenty as the decade unfolds.

Journey's End has suite dreams

A dozen years might not seem like an auspicious anniversary occasion. But as the first 12 years for the Belleville-based Journey's End corporation, they have been years of astounding growth.

From the first budget motel complex on North Front Street, the company has spread to 116 motels, hotels

and all-suite hotel complexes throughout Canada and the northeastern United States.

An additional 25 properties are scheduled to open this year, including one at nearby Trenton. Future expansion is being considered for both Europe and the South Pacific area.

Always responding to market

demands, Journey's End, with Belleville native Maurice Rollins at the helm, started into large-city hotels a few years ago, and, in still more recent months is making an impact with its "all-suite" hotel complexes.

The latest of those was opened just a few weeks ago at Toronto with a gala reception and ceremony.

"All-suite hotels are the fastest-growing segment of the tourism industry," says chairman and chief executive officer Rollins. "Over the next two years, one-third of all new hotel rooms built will be all-suite rooms," he predicts.

The flagship property, immediately adjacent to Toronto's Pearson International Airport, is the second such facility to open in recent months. Also in recent months, the corporation occupied extensive new space in the enlarged Century Place in Downtown Belleville, where a large head office staff is employed.

Rollins announce last fall that the company is up for sale in a move to raise additional capital for further expansion. But the sale is conditional on several factors, including maintaining the Belleville head office and its staff. Conclusion of a deal from among several interested parties is expected some time this year.

Meanwhile, Journey's End continues to expand, with literally dozens of new properties targeted to open this year or over the next two.



Each spacious suite, at 450-square-feet, features a bright decor that is functional.

Journey's End, Just the Beginning

BY MICHAEL BRADSHAW



JOURNEY'S END MOTEL, ONE OF 80 SUCH PROPERTIES OFFERING A CONSISTENT PRODUCT AT AN ECONOMICAL PRICE.

Thomas Alva Edison once said: "Genius is one per cent inspiration and 99 per cent perspiration." The dean of enlightened inventions Americana would have loved meeting Maurice H. Rollins, President and Chief Executive Officer of Journey's End Corporation.

Rollins is the courteous, no-nonsense gentleman who launched Journey's End Motels 12 years ago with a single property in Belleville, Ontario. This, AFTER two-and-a-half decades spent building a powerful development and real-estate conglomerate and amassing a personal fortune along the way.

Today, little more than a decade after its inauspicious beginning, Journey's End is the largest limited service accommodation chain in Canada, operating more than 8,000 rooms from

coast to coast and in the northeastern United States.

Like Rollins himself, the Journey's End formula for success is remarkably straightforward: give travellers a consistent product, with pleasant service at the lowest price in the market — around \$40 per night at any of the 80 motels, all precisely cast from the same pleasant, but predictable two-storey mold.

Sounds simple enough, right? So why hasn't the competition done it? "Some of them used to," says Rollins. "Holiday Inn began that way, but then ran astray adding extras to their properties like pools and meeting rooms and atria."

"As soon as you add those amenities you start adding overhead. The next thing you know you've lost touch with your original intent and lost your place in the market."

"We keep everything very simple," adds Rollins, "so our guests always know what to expect . . . I think they appreciate that."

His comment on guest loyalty may be the understatement of the decade, not out of character for the hardworking, gentleman motelier, but clearly an understatement.

Guests don't just appreciate the consistency of the Journey's End product, they live by it. Last year Journey's End had the highest, chain-wide occupancy in Canada: an enviable 79 per cent (the national average is generally 10 to 15 points lower).

And again last year the Commercial Travellers Association of Canada — the 30,000 travelling salesmen of our nation — ranked the quality of Journey's End among the top five chains in the country along with Westin, CN, Delta and Sheraton.

How does a budget motel chain end up in champagne circles like this? Consistent facilities, convenient locations, the lowest prices in the market "and good people," adds Rollins quickly.

"You can have the best of everything, but if your people aren't committed to serving your guests in a pleasant manner, then you're finished." Another simple truism. One to which many companies attest, but one which Journey's End backs up with financial commitments.

Rollins' commitment to employee preparation and guest service is best embodied in the Journey's End

Rollins is far from end of journey

By John G. Smith

Except for the sound of a single voice on a telephone around the corner, the head office of Journey's End seems devoid of people. The staff and a receptionist are gone.

But they haven't gone out of business — they're on the move.

Now that they've outgrown their space in the Moreton Building on South Front Street, Journey's End has moved on to establish new headquarters in Century Place, an expanding mall, an expanding mill in Belleville's downtown core.

The only voice left is that of Maurice Rollins, maintaining his executive office until the move is completed. He likes the privacy, he suggests.

But sitting alone in the office, Rollins isn't trying to shrug off work — he never has.

From 1960 to 1955, Rollins worked for the McFarland Construction Company in the water and sewer department. "I used to tar the foundation and lay the weeping tile," he explained from behind a large and ornate wooden desk.

It was work he began doing in addition to his regular job, however, that ultimately brought him to where he is today.

After hours, Rollins began building his first house in 1954 and found that it sold soon after completion. Working on Sundays and evenings and using as much money as he could scrape together, he managed to build four houses by 1955 and sold them all. Only then did he decide to "go into the house-building business."

Soon after, projects under Rollins' control in-

cluded entire streets and an almost endless supply of houses. It looked like nothing could slow him down.

Unfortunately, he found that lumber companies in the area couldn't keep supplying his demand.

"So I went into the lumber business," said Rollins, explaining his purchase of a mill in Foxboro. And he didn't limit his business ventures there.

As Rollins Construction continued to grow, projects began to include apartments, schools and condominiums. And as these expansions took place, Rollins managed to handle the sales of the properties as well as setting up a property management group known as Rollicare that handled buildings that both he and other investors owned between Port Hope to Cornwall.

In 1965, he even bought a lot with plans to build a motel but with commitments created by his other businesses, his plans soon disappeared.

Despite his ever-expanding business, however, Rollins found another lot and made the time to open the first Journey's End motel on Front Street in 1978. Since then, his philosophy about how to run a motel remains unchanged.

"We've been successful because people know that at Journey's End, everything's the same," he said, explaining that many hotel and motel chains weren't consistent in quality from city to city. But he also opened his "brand" of motel because the needs of the market weren't being addressed.

"I followed the progress of Holiday Inn from the start," he said, describing how he became interested in the business. But, he says, the chain that was

See Journey, page 9



Rollins: owner of Journey's End

Journey's End continues to make mark

ventors of Trivial Pursuit and the chief executive officer of Algen Corporation.

But even as the chain is growing and his five employees have found new challenges, Rollins hasn't stopped looking ahead for new challenges.

"I won't be here (at the helm of the Journey's End unit) at the end," he said. "I won't completely retire — just do something different."

wouldn't take any mental exercise. The business community, however, sees what Rollins has done with Journey's End differently.

Rollins has been awarded the Association of Entrepreneurs presented by the Canadian government last year, he shared the award (the "no frills" market), he said. "We're still way below everything else."

"It's a very simple operation," he added. "I wouldn't take any mental exercise. The business community, however, sees what Rollins has done with Journey's End differently. Rollins has been awarded the Association of Entrepreneurs presented by the Canadian government last year, he shared the award (the "no frills" market), he said. "We're still way below everything else."

Plans also include a 29-story hotel in downtown Manhattan to open in March. When interest rates come under control and, as of last week, negotiations have started with a joint-venture partner in Holland.

"I wondered why people didn't do it (enter to the "no frills" market)," he said. "We're still way below everything else."

ment of schools and other buildings. With the expansion of Journey's End, it looks like he's made his mark in another way.

With two other partners at the helm and after going on his own, Rollins has opened its 100th building (but fourth hotel) in Montreal on June 15. Today, there are 108 Journey's End motels and hotels across North America.

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"I was working night and day for the last 10 years," he said. "That's why I decided to get out of it."

After a quarter of a century in business, Rollins sold out to concentrate his efforts on his newest business venture. By that time, he had sold his other businesses, well-known buildings to his credit, including The Arlington, The Quate Living Centre and the Bay Terrace as well as an assortment as well as an assortment.

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Motel chain offshoot of construction firm

TORONTO (CP)—For Maurice Rollins, creating Journey's End Corp. wasn't a lifelong ambition. His first motel was just one more project for Rollins Construction Ltd. of Belleville, Ont.

"If you're in the development business, you develop offices, commercial, shopping plazas or whatever, so you develop hotels, too," says Rollins, 62, the firm's chairman and founder.

Having developed 111 properties, with another 30 planned or under construction, Rollins is ready to move on.

Rollins, with Joseph Basch, Journey's End president, and Thomas Landers, the executive vice-president, holds 92 per cent of the company's voting shares and 70 per cent of its equity. Rollins last month announced he is seeking a buyer for shares held by the triumvirate, as well as remaining public stock.

The goal is to facilitate additional growth in the United States and to move into Europe and Australia.

While seeking more than \$20 a share, Rollins stresses money is not the sole consideration in selecting a buyer.

"The biggest concern is that they go ahead and expand the company, keep our personnel intact as much as possible and keep up the simple philosophy of Journey's End—cleanliness, friendliness, at an affordable price."

The stakes are high. With more than 10 million shares up for grabs at \$20 each, total cost would exceed \$200 million. Current value, based on a market price of \$18¼ a share, is about \$183 million.

Big-money ventures weren't a major consideration when Rollins began working in his hometown of Belleville in the late 1940s. After high school graduation, he took a pharmacy course at the local hospital, but quickly dismissed that line of work.

"He's aggressive and persevering...always involved and enjoys being busy," says son Mark, vice-president of real estate for Journey's End and one of five Rollins children working for the company.

Leaving pharmacy, Rollins worked as a laborer, then for consulting engineers Gore and Storrie Ltd. After several years, he went on to do a five-year stint with a local construction company.

Success building houses led to the creation of Rollins Construction in 1955.

As the business grew, it diversified into apartment, condominium, school and commercial construction. Rollins also started a lumber company, a real-estate sales organization to sell the houses he built, and a property management firm.

In 1970, Rollins bought land in downtown Belleville with

the idea of some day building a budget motel. But other projects and lack of expertise kept plans from proceeding until the late 1970s, when friend Joe Basch agreed to run it.

In 1978, the first Journey's End—initially named Day's End but changed after the U.S.-based Days Inn conglomerate objected—opened.

Journey's End signs began appearing across Ontario and in 1980, Rollins sold his construction company and related concerns to Standard Trustco Ltd., to concentrate on motels.

In 1986, the company went public and has since put up 25 to 30 new properties a year. Today, the chain is represented in every province and in the U.S.

Rollins stays acutely aware of interpersonal relationships—whether involving employees, management, desk clerks or customers. To create and maintain its friendly but affordable environment, Journey's End opened its own hotel training school in Canada.

"We've got to keep the people real friendly. If not, customers will go somewhere else."

Rollins may be approaching retirement age, but not retirement.

Says Mark Rollins: "He's not the type to take up residence in the Caribbean and sit back and read a book."

\$225,000 will put CNIB on its feet

By JULIA DRAKE
Staff Reporter

Community volunteers are embarking on a major fund-raising campaign — with a target of \$225,000 — to purchase and renovate the local office of the Canadian National Institute for the Blind.

The funds are sought to pay off the mortgage covering 11 Victoria Ave. — home to the Hastings and Prince Edward Counties branch of the CNIB since May — and to convert the structure to provide optimum use for the area's visually impaired.

Since its formation in 1981, the branch has seen its clientele increase from less than 200 to almost 600, says district administrator Robert Stevens. An increasing senior population and a general increased willingness of people to seek help to ease difficulties related to their vision problems account for much clientele growth, suggests Stevens.

The increasing client base has placed greater demands on the spatial needs of the agency, he says. In May, local CNIB offices shifted from Coleman Street to larger premises at 11 Victoria Ave., Belleville — and in the process, a \$200,000 capital loan was arranged with the CNIB's national office. A volunteer committee is currently planning to pay off the mortgage and start renovations, at an estimated cost of \$45,000, to improve the office.

By the end of January, CNIB staff and volunteers aim to make the structure an efficient "service centre"

meeting various needs of the visually impaired in Hastings and Prince Edward counties, says Stevens.

"We want to be able to conduct in-house programs with the visually impaired," says Stevens. Converted office and meeting space will accommodate, for example, group gatherings for vocational and recreational purposes.

A toy-lending library will be added, to provide visually impaired youngsters with a supply of educational toys especially geared to their needs and abilities. There are at least two dozen visually impaired children living in the two counties served by the agency, says Stevens. These children and their parents will benefit from the toy specially-designed toys, being ordered from American distributors, and from resource material that will be displayed in the library.

The first-stage of renovations is scheduled for completion in late January, and other changes, including the addition of a ramp to make the building wheelchair-accessible, will be completed during the spring. New windows were recently added, at a cost of about \$15,000, of which about half was funded by a provincial energy grant program.

Renovations will see the agency-sponsored craft shop phased out by the end of this month. But they will provide a reception centre and reorganize office space, to accommodate existing staff and potential expansion of, for example,



At age 84, Maude Rollins is as active in local events to aid the visually impaired as she was when she first volunteered her services 45 years ago. A tribute to Rollins' ongoing volunteer efforts will be emblazoned in bronze, on the front of the local CNIB office, 11 Victoria Ave., early next year. The plaque — naming the centre The Maude Rollins Building — will be unveiled during a special ceremony Feb. 8, which launches White Cane Week and a fund-raising campaign to buy and renovate the CNIB's recently acquired office building.

technical equipment. Stevens says there are long-range plans to purchase a talking computer and other high-tech equipment to aid clients.

The property's parking area will be upgraded, and improved lighting will be added to the building's interior hallway, to aid people with low-vision, says Stevens. And illuminated signs will be added to the facility.

The campaign to raise funds to cover these renovations and reduce the mortgage will be officially launched Feb. 8, when Lt.-Gov. Lincoln Alexander will participate in a ribbon-cutting ceremony at the property.

The ceremony will be held in conjunction with the start of White Cane Week — an annual event intended to increase public awareness of the needs and the skills of the visually impaired.

Chairman of the capital campaign and a member of the local CNIB advisory board, Fred Evans, says the campaign is aimed mainly at the corporate sector. A three-year pledge program was initiated with some local sponsors, starting in late November. But the campaign's main thrust, to other corporations, small businesses and private contributors, will start in February.

All contributions are tax deductible, says Evans, adding that a brochure outlining all the services provided by the local CNIB office is currently available at 11 Victoria Ave. (Further information can also be obtained by calling the CNIB at 966-8833.)

Founded White Cane Club

She's the 'eyes' for blind

By HENRY BURY
Staff Reporter

Maude Rollins holds a special place in her heart for Belleville's blind community.

For more than 40 years, Rollins has been the "eyes" for blind people, helping arrange outdoor walks for them, providing special types of assistance and organizing monthly activities.

Rollins is the reason why 40 of the registered blind in the community attended an anniversary supper Saturday evening at the Recreation Centre on Pinnacle Street.

Rollins, 82, is the founder of the Belleville White Cane Club. Saturday marked the club's 36th anniversary. She's also been on the board of directors for the local chapter of the Canadian National Institute for the Blind for more than 40 years.

As she candidly says, "I love blind people."

"They're so remarkable. Being on the CNIB board and forming the white cane club is the nicest thing I could have done. I love to do things for the blind. I'd rather do that than anything else."

"Since I've been on the board and involved with the club, I've seen the many things that blind people do that I couldn't do if I was blind, how they live their lives every day despite their handicap," Rollins said.

"I've never regretted going on the board. I love the work and the involvement with the club and its members."

"If they need me, I'm there."

In an interview she recalled how her involvement began with the blind community.

"It was in the mid-1940s when I was approached by George Wishart, chairman of the local CNIB board to come and serve on the board. I finally agreed."

A couple of years later, Preston Timmins, the CNIB's field secretary from Kingston, asked Rollins to start a white cane club.

"I tried it and it was successful. We organized the club in late 1949 out of the old YMCA building on Camybell Street."

The club has moved several times over the years and now meets twice monthly at the Recreation Centre.

"Everybody was just so happy to get something like that going back then," Rollins said.

The club, affiliated with the CNIB, has a membership of 40 blind people, who meet twice a month for business and social activities.

Its members are brought to the meetings by the Belleville Lions Club. The annual anniversary dinner, Rollins said, has been organized by the Belleville Kinettes Club for each of the 36 years.

Rollins considers herself a "special advisor" to the club. But in reality she's more than that. She plans all the meetings and activities and even substitutes at playing the piano.

"In those 36 years, I've always been there. I don't think I've missed more than two meetings in all that

time," she said. She's never been president of the club — and for good reason. Only its blind members can serve on the board.

But she does report the club's activities every month to the CNIB's board of directors. Rollins served as the organization's chairman in 1965.

"I should get out of there but they don't want me to. In fact, I tried to resign once from the board, but the chairman tore up my resignation letter before even reading it. I'm still here."

Rollins said she doesn't want to be like that 80-year-old member who once fell asleep during one of the club's regular meetings.

"If I did that, then I know it's time to get out," said Rollins.



Mention the Belleville White Cane Club and the name of Maude Rollins will come up. Rollins, 82, founded the club 36 years ago. Rollins and the

club's 40 registered blind members and other guests attended the club's 36th anniversary supper Saturday night.



One hundred and twenty nine years of service to the Canadian National Institute for the Blind were provided by these five people. At the annual dinner this week, four of the volunteers received plaques for their dedication from Maude Rollins (third from left), who herself has served the CNIB for 45 years. Being honored were (l-r) Olive and Eud Buchanan, Marion Lennox and Leo Logue.

As senior population increases so does need for CNIB support

By LINDA O'CONNOR
Family Editor

With the growing senior population, there could be a million visually impaired seniors in need of Canadian National Institute for the Blind support by the year 2025.

"The number of seniors is scary. By 2025, there will be seven million people over 65, one in four Canadians."

Jessie Love, a geriatrics services worker with the CNIB in Ottawa, says as the population of seniors continues to grow, so will the number of frail elderly in need of support services.

At the annual meeting of the CNIB

this week, Love cited a 1985 United Senior Citizens of Ontario survey of reviewed, 72 per cent had more than one disability.

"This growing age group, which expands 30 years, will have many different needs, requiring a number of solutions and continual change."

She told the audience that the future will be a challenging time for CNIB workers.

To meet the challenges, the national CNIB is encouraging a better information flow of geriatrics services, as well as recommending all workers increase their education with courses in geriatrics.

People working with visually impaired seniors may have to change their attitudes about the elderly, aging or on attitudes on how to measure success.

Vision loss may well be only part of the problem for the elderly. Love stresses that CNIB workers will have to be willing to look to other support services for assistance.

"Maybe we don't have all the answers for this age group." But the geriatrics services worker, who has been working with the visually impaired elderly for about five years, says although there may be some difficulties ahead, it will be an exciting and challenging time.

80th birthday

Maude Rollins was honored on her 80th birthday at the regular meeting of the White House Club of Belleville. Twenty-six members and guests attended the party.

Several members, who recently had birthdays, were honored by the toast.

Frances Zimmole gave a message of her love as she had lived. Her children after her death had been sent to the land of the living. The land of the living is a beautiful place. The rollins served lunch when the

lights were turned down as Mrs. Rollins played a grace for lunch. The women walked in with a birthday cake to honor her birthday. A special surprise for Mrs. Rollins

BIRTHDAY VERSE

Count your garden by the flowers,
Never by the leaves that fall;
Count your days by golden hours,
Don't remember clouds at all,
Count the night by stars, not shadows;
Count your life by smiles, not tears;
And with joy on every birthday
Count your age by friends, not years.



Happy Birthday to a Special Lady-Life Member Maude Rollins, May 2

Our mistake

Maude Rollins, a long time active member of many organizations, celebrated her 80th birthday Sunday in a special afternoon reception at Bridge Street United Church. The intelligence, incorrectly printed Mrs. Rollins age as 90 in the May 10 edition.

Happy 90th Maude

Sunday afternoon was a grand affair for Maude Rollins as she and members of her family celebrated her 90th birthday in the company of friends from the many organizations she has served with.

In her decades of community involvement, Mrs. Rollins has served with the Kinetite Club, the White Cane Club, where she worked for 30 years, the Progressive Conservative Party, Bridge Street United Church and the Belleville Agricultural Society.

At Bridge Street United Church Sunday she was the guest of honor at a surprise party. Representatives of all of the organizations she has worked with over the years dropped in to wish her well.

Good wishes were also given to her from her two sons, seven grandchildren and four great grandchildren.



Maude Rollins celebrated her 90th birthday at Bridge Street United Church Sunday and son, Maurice, got Mum a spot of tea before she met well-wishers from some of the many community groups she has served with over the years. The surprise party was held in the church hall and people dropped by all afternoon to wish her well. (Staff Photo)



THE CORPORATION OF THE CITY OF BELLEVILLE

NOTICE OF INTENT TO DESIGNATE A CERTAIN PROPERTY WITHIN THE CITY OF BELLEVILLE TO BE OF HISTORIC OR ARCHITECTURAL VALUE OR INTEREST, PURSUANT TO THE ONTARIO HERITAGE ACT.

The Council of the Corporation of the City of Belleville hereby gives Notice of Intent to designate the building on the property described below to be of historic or architectural value or interest in accordance with the Ontario Heritage Act, Chapter 337, R.S.O. 1980.

75 St. Paul Street - City of Belleville "Old Houston Building".
Lots 14 and 15, East of George Street (formerly Maria Street) according to Reg. Plan No. 24 and Part of Lot 36 according to Reg. Plan No. 288 and designated as Part 1 on a covering Reference Plan, (South-East corner of South George Street and St. Paul Street).

REASONS FOR THE PROPOSED DESIGNATION

NO. 75 St. Paul Street "Old Houston Building" is recommended for designation for architectural and historical reasons. The Abbott-Mitchell Iron and Steel Company began building their mill here in 1896, and erected this building as their office. In 1910 it was bought by the Steel Company of Canada Limited. In 1924 the property was sold to John F. Houston of the Houston Lumber Company. They subsequently added a showroom and storage area.

Built on a stone foundation, the red brick building is enhanced by yellow brick corner quoins and the segmental window heads. This polychromatic brick work is very unusual in Belleville, and combined with the concave mansard roof gives a sense of style in keeping with the importance of this large industry.

Noteworthy in the interior are the wood casing and trim, c. 1905.

This building is a good example of a re-adoptive use of a building, and illustrates the evolution of a corporate executive office building to a commercial office and showrooms, in keeping with the changing times in Belleville.

A Notice of Objection to the designation of the above property setting out the reasons for the objection and all relevant facts, may be served on the undersigned within thirty days of the first publication of this Notice of Intent. The last day for the filing of objections is, therefore, the 7th day of August, 1985.

WILLIAM C. MORETON, A.M.C.T.
CITY CLERK

The Rollins' celebrate 135 years as a family

By HENRY BURY
Staff Reporter

TWEED—Almost 100 people attended the annual Rollins family reunion here Sunday and they owe it all to George and Janet Rollins.

The couple emigrated from Ireland and settled in Ivanhoe in 1848. They cleared the land, built a house on the 6th Concession of Huntingdon Township and raised 10 children, six of them boys.

And for every year starting in 1925, the Rollins clan has held a family picnic. Sunday's picnic in Tweed Park, attracted almost 100 family members, some from as far away as Columbus, Ohio.

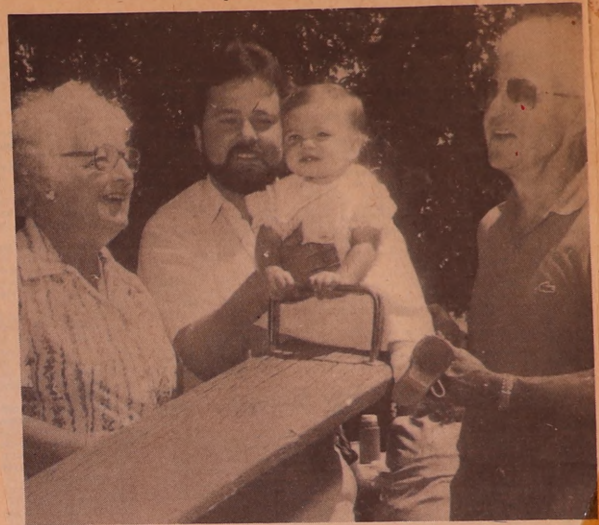
Glady's Rollins, who married into the family, said the picnics "are just to get the family all together again."

Most of the Rollins' family members live in the Quinte area, but others are spread out in places that include western Canada, United States, western Ontario, Ottawa and Montreal.

"Our biggest reunion was in Coe Hill in 1939 when more than 300 members turned up," says Glady's Rollins.

The Rollins clan even has a book illustrating the history of the family and its descendants, Rollins said.

The book has listings from the origin of the Rollins family from 1848 to 1960. A new book, for the years 1960 to 1983, is now being printed. The Rollins family has been noted publicly with the erection of memorial gates to the West Huntingdon Cemetery in Ivanhoe. It's here that George and Janet Rollins are buried.



Four generations of the Rollins family are shown here during the annual family reunion held Sunday in Tweed Park. The youngest is nine-month old Jennifer Rollins, and (from left) are her great grandmother, Maude Rollins, father Mark,

Rollins and grandfather, Maurice Rollins. Almost 100 members of the Rollins family, from as far away as Columbus, Ohio, attended the annual reunion. The first family gathering was held in 1925.



Maurice H. Rollins, President of Journey's End Metals Inc., is pleased to announce the appointment of Mark J. Rollins as Development Supervisor.

A native of Belleville, Ontario, Mark brings with him several years experience in the construction industry, as well as formal education in Architecture.

Having previously been involved with maintenance and quality control, Mark will now be responsible for all aspects of development from site selection through to project completion.

Journey's End Metals Inc., a Canadian company, operates plants in 23 cities in Ontario, New Brunswick, and Nova Scotia, and has a reputation since 1986, to Quebec and the North Eastern United States.

30 YEARS AGO
February 7, 1959

Central Fairs Association officials Gordon McCubbin and W. E. Henderson are pictured conferring with Ontario Fairs Association president Sidney Fitzgerald of Sharnonville and Alex McTaggart, Ontario Fairs fieldman at the Association meeting here. Executive officers of women's division of the CFA in conference include Mrs. W.A. Hume, Campbellford; Mrs. Sidney Fitz-Gerald, Sharnonville; Mrs. W.A. Wilkes, Denbigh; Mrs. J. Fred Wilson, president, and Mrs. Harry Rollins, both of Belleville.



ROLLINS, Mark and Suzanne (nee Chiasson) are happy to announce the birth of their daughter, Michelle Steacy, on Wednesday May 13th, 1982, weighing 8 lbs. 11 1/4 oz. Special thanks to Dr. Clark, Dr. Thomas and Dr. Hayes.



Wedding

Rollins-Chiasson

Photo by Webb Studio
Suzanne Marie Chiasson and Mark Jeffrey Rollins were married on June 16, 1980, at 3 p.m. at the home of Maurice and Marilyn Rollins on the Bay of Quinte. The bride and groom were attended by the groom's daughters, Jennifer and Jessica Rollins.



#73 Matthew Rollins Belleville - April 1982

ROLLINS

Mark and Suzanne (nee Chiasson) are pleased to announce the birth of their son Matthew John on Monday, April 1, 1981 weighing 8 lbs. 9 1/4 oz. Special thanks to Dr. Bechtard and the great nurses of the 5th floor.

Calendar winners 1981

Maude Rollins of Belleville and S. Fraser, L. Felker and L. Polmateer of Trenton won \$50 in the lottery calendar program sponsored by the Canadian National Institute for the Blind.

A Special Lady
By Kinette Fay Quirt

Once upon a time, long, long ago--twenty-five years ago to be exact, there was no such thing as special awards for extra special ladies in the organization known nationwide as "Kinettes".

Now some clubs have an award known as "Kinette of the Year", which was given annually to a member who had particularly outdone herself in one given year.

But what about the member who keeps on giving and giving of herself; who's always willing to lend a hand; who's active not just in our organization but in others as well? Well the Belleville Kinettes had such a member and they took it upon themselves to make a Special Award for a Special Lady--they made her a life member of their club.

We still have that Special Lady in the Belleville Kinette Club now--a Charter Member who will be 80 years young in May, who attends our meetings and bakes for our bazaar and is still active in other organizations as well.

The night she was made a Life Member will be a night to remember in more ways than one. But I'll let her tell you about it herself.....

A Night to Remember

By Kinette Maude Rollins

It was one night in May 1968 at the Sun Valley Motor Inn when Belleville Kinettes held their monthly meeting. It was a very happy occasion for me when much to my surprise I was presented with a framed certificate making me the first Life Member. My picture was also taken and I wondered what I had done to warrant such an honour.

The hour was rather late and when I returned home, I went immediately to my bedroom to prepare for bed. I removed my dress and hung it up and when I turned around, lo and behold I saw a big fat face peering in the window at me. I was so angry that I jumped up on the cedar chest (my windows are high) and banged the glass so hard that the guy fell off the ladder and disappeared. I called the police and within five minutes I greeted him at the door in my slip, too excited to think what I had on. Of course no one was in sight and we found that the peeping tom had used my own step ladder.

I was so slated with the presentation that I had forgotten to draw the drapes.



John R. Bush Flyer captain Steve Miller accepts the championship trophy from Mark Rollins following his team's 2-1 double-overtime win over Burlington Sunday in the Shrine pee-wee tournament.

Mark's 3 yrs old daughter Jennifer played the violin on HV Ch. 4 at 7.30 in a concert at Centennial school May 4/76



Mr. Jack Ireland, Chairman of Property, Stewardship and Finance Division.

(printed)

The art of making crafts

Hundreds of children gathered at Quinte Secondary School Saturday for the annual children's craft day, sponsored by the local branch of the Canadian Federation of University Women's Clubs. Although activities were slated to start at 2 p.m., there were already children lined up in color-coded groups by 1 p.m.

There were many different crafts for the

children to try--macrame, embroidery, kite-making, and seed art, to name a few. Above, Angie Rollins helps Pamela Reid and Felix Thomas learn to create cut paper doves with lacey wings. At left, Suzanne Gregory introduces Jason Keuning, 11, to the world of spinning, giving him a chance to make yarn from the raw wool.

(Photos - Penny Gordon)

SOLO: O Saviour, hear me July 31/78
13 yrs. (Cara Colebourne, soprano)

Maurice H. Rollins Construction Limited and Rollins Lumber Limited Appointments



Robert E. Marcotte John F. Rollins Ronald C. Murray

Maurice H. Rollins, President and founder of Maurice H. Rollins Construction Limited and Rollins Lumber Limited, one of the largest land development and residential building contractors in Southern Ontario, wishes to announce the following appointments. Mr. Robert E. Marcotte to Vice President in charge of all property acquisition and development. Mr. Marcotte has been with the firm for 3 years and brings with him many years prior business and mortgage experience. Mr. John F. Rollins to Vice President, continuing in his capacity as General Superintendent for Belleville and district. While devoting major responsibility to Belleville and immediate area, Mr. Rollins will also be appointing superintendents to other districts as well as for the larger multi-family developments. Mr. Rollins has been with the firm for 17 years. Mr. Ronald C. Murray to Vice President of Rollins Lumber Limited and continuing in his capacity as General Manager, a position he has held since its founding 11 years ago.

