



BUSINESS VIEW magazine

MAY/JUNE 2017

Making the skies **FRIENDLY**

again AIRLINE SHAKEUP WILL MAKE
TRAVEL MUCH MORE COMFORTABLE

HI-KALIBRE
EQUIPMENT

1-800-PACKOUTS

PORT OF OLYMPIA,
WASHINGTON



Improving

Continuously improving is at the core of BrandPoint Services' DNA.

Every job is surveyed and reviewed as part of our quality-control process, ensuring that we delivered on our promise. But we don't stop there. We find opportunities to deliver an even better experience from location to location, project to project. When you choose BrandPoint, you won't need to manage multiple suppliers. From painting and flooring to repairs and remodeling, BrandPoint is the solution for expert project management and quality work across North America.

Learn how BrandPoint Services can help you improve your next multi-site program.

BrandPointServices.com

800.905.4342

PAINTING • GRAPHICS • FLOORING • SURVEYING • GENERAL REPAIRS

© 2016 BrandPoint Services, Inc.

BUSINESS VIEW magazine

Editor-in-Chief
Al Krulick

Associate Editor
Lorie Steiner

Vice President of Business Development
Erin O'Donoghue

Director of Advertising
Lauren Blackwell

Research Directors
Paul Payne
Rohan Stewart
Brendan McElroy

Creative Director
Dana Long

Vice President of Production
Aimy McGrew

Vice President of Publishing
Andre Barefield

CGO
Alexander Wynne-Jones

COO
Brian Andersen

Executive Publisher / CEO
Marcus VandenBrink

CONTACT US

12559 New Brittany Blvd
Fort Myers, 33907
239.220.5554

Email for all inquiries:
info@businessviewmagazine.com

USA
Canada
Caribbean
Oceania

WWW.BUSINESSVIEWMAGAZINE.COM

From the Editor

Regular readers of Business View Magazine have no doubt noticed that in almost every issue, we highlight cities and towns across the U.S. and Canada. One of the standard questions we pose to representatives of the municipalities we profile concerns the main economic drivers of their communities: "What industries or companies employ a good share of your population or contribute a significant amount of taxes to your government coffers?"

Lately, more and more American cities are telling us that their economies are being underwritten not by manufacturing, agriculture, retail, finance, transportation or any number of other traditional sectors, but rather by the healthcare industry. And as surprising as this seemed to us, at first, the numbers bear out the assertions.

Since the Great Recession hit America in late 2007, a whopping 35 percent of the nation's job growth has come in healthcare. Today the industry employs one in nine U.S. workers – up from one in twelve in 2000. In cities such as Pittsburgh, Cleveland, and St. Louis, as well as many other smaller municipalities across the county, healthcare has replaced dying industries like coal and heavy manufacturing as a primary source of new jobs.

Mike O'Dell, the Assistant Planning, Zoning, and Building Director of Wellington, Florida, which is profiled in this issue, said the following, when asked about the Village's major employers: "We have three hospitals within our region. One is the Wellington Regional Medical Center, which is within our boundaries. The Bethesda Hospital is the latest addition to our south, and Palms West Hospital is just to our north. What we're seeing with those three hospitals within our region is a bit of a medical hub developing around us. Wellington has office space and we're seeing it converted to medical space and we're seeing specialists and other medical related practices moving into this area, filling that gap between the three hospitals. So, although we lack a major employer in our area, the medical industry is one of those areas that is growing in the Village."

And while cities are wont to welcome the jobs and the income, the phenomenal growth of the sector is a double-edged sword, because all of

these new workers need to be remunerated – a major reason why healthcare costs in America continue to skyrocket.

Today, labor accounts for more than half of the \$3.4 trillion spent on U.S. healthcare, and not all of those dollars go into the pockets of doctors and nurses. In fact, for every practicing physician in America, there are 16 other workers, half of whom are in administrative and other nonclinical roles – data entry clerks, revenue cycle analysts, medical billing coders, and other back-office laborers.

It's no wonder, then, that administrative costs in the U.S. healthcare industry are the highest in the developed world. More than eight percent of U.S. health spending is tied up in administration while the global average is three percent. America spends approximately \$630 for every man, woman, and child on health insurance administration compared to just over \$50 in Japan.

And because so many more Americans are now being employed by healthcare entities – membership in the American Academy of Professional Coders, alone, has increased by 10,000 this past year – hospitals keep raising their rates to pay for all of their labor costs - which, of course, concomitantly pushes up insurance premiums.

The huge growth of the sector is presenting some interesting political conundrums for the Trump White House and those members of Congress who have vowed to repeal Obamacare, which, since 2014, has helped propel healthcare hiring even more, when new federal dollars flowed into the system, giving hospitals, universities, and companies even more reason to invest in new facilities and staff.

Because as more and more municipalities grow increasingly dependent on the health care sector to power their economies, there will be more and more countervailing pressure against reining in the very healthcare costs that are breathing new life into their communities, even while they are simultaneously saddling their citizens with bloated hospital bills and higher insurance premiums.

As President Trump recently opined, "Who knew that healthcare was so complicated?"

Al Krulick
Editor-in-Chief



Deliver your peak performance



Find your footing



Commute with other trailblazers



For business in Hinton the sky's the limit!

Venture Hinton

780 865 6004

www.venturehinton.ca

venture@hinton.ca

Contents

MAY/JUNE 2017



38



72



122

- 3 **EDITOR'S NOTE**
- 6 **OPENING LINES**
- 16 **EXECUTIVE VIEW**

GUEST ARTICLE

- 24 **TRAINING THE NEXT GENERATION OF IRON AND STEEL WORKERS**

FRANCHISING

- 38 **1-800-PACKOUTS**
Presenting a unified front

RETAIL

- 52 **THE GOOD TOY GROUP**
Marketing specialty toys
- 62 **AURORA WORLD**
A global leader in plush toys

ENERGY & MINING

- 72 **ANACONDA MINING**
Going for the gold
- 80 **HI-KALIBRE EQUIPMENT**
A leading innovator in the oil and gas industry
- 88 **TERVITA CORPORATION**
Earth matters

CITY VIEW

- 100 **STONY PLAIN, ALBERTA**
Intrepid small town with big-time plans

- 112 **BATAVIA, ILL.**
Where tradition and vision meet
- 122 **CANTON, MASS.**
Home of the Paul Revere Heritage Site
- 134 **NORFOLK, VA.**
Projects coming to fruition
- 142 **HAMTRAMCK, MICH.**
The city within a city
- 152 **MENOMONEE FALLS, WIS.**
Already good, going for great!
- 160 **MUNDELEIN, ILL.**
Reinventing and renewing itself
- 172 **PORT OF OLYMPIA, WASH.**
Life at the center
- 182 **WATERTOWN, WIS.**
Opportunity runs through it
- 194 **WELLINGTON, FL.**
Retaining that hometown feeling



62

Opening Lines

MAY / JUNE 2017

UNITED AIRLINES ANNOUNCES 10 SUBSTANTIAL CHANGES TO IMPROVE CUSTOMER EXPERIENCE

United Airlines recently announced 10 substantial changes to how it flies, serves, and respects its customers. The changes are the result of United's thorough examination of its policies and procedures, and commitment to take action, in the wake of the forced removal of a customer aboard United Express Flight 3411 on April 9.

United commits to:

- Limit use of law enforcement to safety and security issues only.

- Not require customers seated on the plane to give up their seat involuntarily unless safety or security is at risk.
- Increase customer compensation incentives for voluntary denied boarding up to \$10,000.
- Establish a customer solutions team to provide agents with creative solutions such as using nearby airports, other airlines or ground transportations to get customers to their final destination.
- Ensure crews are booked onto a flight at



“Our review shows that many things went wrong that day, but the headline is clear: our policies got in the way of our values and procedures interfered in doing what’s right. This is a turning point for all of us at United and it signals a culture shift toward becoming a better, more customer-focused airline. Our customers should be at the center of everything we do and these changes are just the beginning of how we will earn back their trust.”

OSCAR MUNOZ
CEO



east 60 minutes prior to departure.

- Provide employees with additional annual training.
- Create an automated system for soliciting volunteers to change travel plans.
- Reduce the amount of overbooking.

- Empower employees to resolve customer service issues in the moment.
- Eliminate the red tape on permanently lost bags by adopting a “no questions asked” policy on lost luggage.

While several of these policies are effective



immediately, others will be rolled out through the remainder of the year. Oscar Munoz, Chief Executive Officer of United Airlines, said, "Every customer deserves to be treated with the highest levels of service and the deepest sense of dignity and respect. Two weeks ago, we failed to meet that standard and we profoundly apologize. However, actions speak louder than words. Today, we are taking concrete, meaningful action to make things right and ensure nothing like this ever hap-

pens again."

"Our review shows that many things went wrong that day, but the headline is clear: our policies got in the way of our values and procedures interfered in doing what's right. This is a turning point for all of us at United and it signals a culture shift toward becoming a better, more customer-focused airline. Our customers should be at the center of everything we do and these changes are just the beginning of how we will earn back their trust," he added.

AMERICANS BESIEGED BY DEBT: 4 IN 10 SPEND UP TO 50% OF MONTHLY INCOME ON DEBT PAYMENTS

Nearly three quarters of Americans are struggling with debt and the burden is significant in terms of both size and duration, according to new findings from Northwestern Mutual's 2017 Planning & Progress Study. Specifically:

- Of those Americans with debt, 4 in 10 (45%) spend up to half of their monthly income on debt repayment.
- Nearly half of Americans (47%) are carrying at least \$25,000 in debt, with average debt of \$37,000, excluding mortgage pay-

ments. Notably, more than 1 in 10 say their debt exceeds a staggering \$100,000.

- More than one third (36%) said they will be in debt between 6 and 20 years while 14% expect to be in debt for the rest of their lives.
 - When looking at the sources of debt, similar to 2016, mortgages (29%), credit card bills (19%), and personal educational loans (7% gen. pop. and 23% for Millennials) topped the list.
- “Building financial security while saddled



with high debt is like running a race with a weight around your ankle,” said Rebekah Barsch, Vice President of Planning for Northwestern Mutual. “Reducing debt accumulation and being proactive about strategically managing the debt you already have is integral to a sound financial plan.”

The research released is part of the 2017 Northwestern Mutual's Planning & Progress Study annual research project exploring Americans' attitudes and behaviors toward finances and planning. The Study launched earlier this month with a look at the current state of financial optimism.

THE TRUE COST OF DEBT

Not surprisingly, debt emerged as a significant source of stress and pressure:

- 4 in 10 Americans said debt has a “substantial” or “moderate” impact on financial security and the same number consider it a “high” or “moderate” source of anxiety.
- Eliminating all debt (26%) and earning significantly more income (29%) had the most mentions when asked what changes would most positively affect people's financial situations.
- When asked how they would use a \$2000 windfall, 40% said they'd pay down debt. Despite recognizing the downsides of debt, the lure of spending remains strong. After covering off on necessities, Americans said 40%

of their monthly income goes toward discretionary spending on entertainment, leisure travel, hobbies, and more. In fact, when asked what financial pitfalls they are prone to, one quarter of Americans flagged “excessive/frivolous” spending.

“One of the hardest challenges is resisting the urge to splurge on items that are beyond our budget,” said Barsch. “While giving into temptation can feel good in the short-term, it often contributes to an ongoing cycle of buy and borrow that can become hard to escape.”

TO PAY OR NOT TO PAY... A QUESTION FOR SOME

The findings revealed that, among those managing debt, there is no clear consensus on the best strategy for repayment:

- “I pay as much as I can on each of my debts each month” (35%).
- “I pay off debts with the highest interest first and make minimum payments to others” (19%).
- “I pay what I can when I can” (18% gen pop - 25% Millennials).
- “I make minimum monthly payments to each creditor” (17%).

“A thoughtful approach to debt repayment that minimizes interest and safeguards credit is essential,” noted Barsch. “Otherwise, you risk building your financial foundation on a house of cards - literally.”

ENERGY SAVING TIPS FROM PETRI PLUMBING & HEATING, INC.

Petri Plumbing & Heating, Inc., a leading plumbing and heating company serving Brooklyn and Manhattan since 1906, provides homeowners tips to improve the energy efficiency of their homes.

The 115 million households in the U.S. today collectively account for nearly a quarter of the country's energy usage, according to Energy.gov, with the average family spending upwards of \$2,300 per person a year on their utility bills. In New York, electricity costs are some of the highest in the nation, meaning higher than average utility bills for area homeowners.

“There are dozens of ways homeowners can make their homes more energy efficient,” said Michael Petri, owner of Petri Plumbing & Heating. “From retrofitting an old hot water heating system with a tankless system to simply swapping out a water guzzling toilet, even a few small changes can have a significant impact on energy consumption. You’re helping the Earth and helping to lower energy bills at the same time.”

The experts at Petri Plumbing & Heating offer Brooklyn homeowners these five home upgrades to make their homes more energy efficient:

- On-demand hot water heater – On-demand or “tankless” hot water systems heat water as needed, which saves energy and money. New ENERGY STAR® tankless water heaters can



reduce your annual water costs by up to 30 percent and last nearly 20 years, double the lifespan of an average, traditional hot water heater.

- Low flow toilets – An excellent way to save money and water is to install new toilets. Many of the toilets in NYC use up to 5 gallons of water per flush. A low flow toilet is required to flush at 1.28 gallons per flush.

- Smart thermostat – An easy and inexpensive way to instantly make your heating and cooling system more efficient is with a programmable thermostat. New programmable thermostats allow you to set your home at different temperatures for different times of day, so you aren’t paying to heat or cool your home when no one is there. An added benefit of smart thermostats is you can control them remotely using a simple application on your smartphone.

- LED lights – Swap out your old incandescent lights for ENERGY STAR qualified LED lighting and you’ll consume 75 percent less energy. In addition to being more energy efficient, LED lights last up to 50 times longer than incandescent lights and up to five times longer than fluorescent ones, saving you time replacing burnt out bulbs.

- Ceiling fans – Adding ceiling fans to your home is a low-cost way to reduce energy consumption. During hot summer days, ceiling fans can reduce cooling costs by up to 40 percent. Even in the winter, a ceiling fan helps circulate air and can save you up to ten percent on your heating bill.

TAKE ME OUT TO THE BALL GAME

Creditsafe, the world's leading provider of global business intelligence, released a report recently tracking each of the 30 Major League Baseball teams. The study looked at the overall creditworthiness of each of the teams, as well as how quickly each paid their bills in the first quarter of 2017.

According to the results of the study, The Baltimore Orioles rank as the most financially stable MLB team, as well as the only team with a perfect credit score. At the other end of the spectrum, The Chicago Cubs and The Los Angeles Dodgers both receive the lowest rating due in part to prior bankruptcies. The Los Angeles Angels of Anaheim are the slowest to pay their suppliers with an average payment being 52 days beyond agreed terms and a credit score that rates their Creditworthiness as very high risk.

“Days beyond terms (DBT) is a commonly used business credit term that indicates how long a business has taken to pay its suppliers beyond the agreed payment terms. It is often cited as the most predictive data item when assessing a company’s ability to stay in business. We have reviewed the DBT value for each of the MLB teams for the period of January through March of 2017. Our analysis revealed most of the MLB teams pay their suppliers within terms,” explained

Matthew Debbage, CEO of Creditsafe USA and Asia. “We also discovered stragglers including: The Pittsburgh Pirates, The Detroit Tigers, The New York Mets, and The Los Angeles Angels of Anaheim. The Angels were the slowest in the



league taking on average 52 days beyond terms to pay their suppliers.”

Specifically, the MLB teams paying their suppliers within terms are the Baltimore Orioles, Cincinnati Reds, Cleveland Indians, Colorado Rockies, Miami Marlins, New York Yankees, Oakland Athletics, San Diego Padres, Seattle Mariners, Tampa Bay Rays, Texas Rangers and Washington Nationals.

And, the MLB teams taking the longest to pay suppliers are The Los

Angeles Angels of Anaheim, 52 days beyond terms; The Pittsburgh Pirates, 31 days beyond terms; The New York Mets, 12 days beyond terms; The Detroit Tigers, 10 days beyond terms; The Kansas City Royals, 8 days beyond terms; The Boston Red Sox, 7 days beyond terms; The Chicago Cubs, 6 days beyond terms; The St. Louis Cardinals, 6 days beyond terms; The San Francisco Giants, 6 days beyond terms; and the Philadelphia Phillies, 4 days beyond terms.



Executive View

MAY/JUNE 2017



Peter Tschernitz, left, when he was named golf club director of Brocket Hall and its two championship golf courses, clubhouse and golf academy in the UK. Also pictured are Dieter Klostermann, chairman (center) and Kenneth Creighton, managing director.

“At my company, CCM Golf Management, we focus on the consulting and management of high-end, private golf clubs, and city clubs; an industry which probably contains less than 0.5 percent of the population worldwide. We have a very small niche position in the market, and our business is done through word of mouth rather than through a website. The people we get referrals from are the Who’s Who of the CEO world or the ownership world, and we only have so much capacity.”

PETER TSCHERNITZ



AT A GLANCE CCM GOLF MANAGEMENT, LLC

WHAT: Consultancy and management of integrated resorts, boutique hotels, private golf, city and country clubs. Leisure industry focus on Golf Residential and Golf Resort/Hotel Developments

WHERE: Based in Fort Myers, Florida

WEBSITE: Exclusive private business, personal referrals only. No online presence.

In Conversation with CEO Peter Tschernitz

MANAGING THE WORLD’S MOST EXCLUSIVE GOLF AND CITY CLUBS

BY LORIE STEINER

A search for the basics to write a one-page Corporate Executive profile normally unearths more than enough relevant info about the subject - website, business articles, images. In the case of CEO Peter Tschernitz, however, the results were surprising, to say the least: A personal LinkedIn profile; an out-of-date Crown Colony Golf Management (CCM) Facebook page; a handful of hazy photos; one brief article from Golf Business News - Jan

2011; something about Horse Performance – and a recent hockey-related piece, from Florida of all places. No company website.

Which begged the questions... just who is this guy? And why should we be interested?

Two minutes into the interview, I had my answer. And a single-page, CEO profile grew into a full-on feature story. It could be a book. Enjoy the highlights...

LS: Peter, these days it’s highly unusual for a company to be successful without a substantial web presence.

Yet my research turned up very little about you or CCM. Why is that?



PT: At my company, CCM Golf Management, we focus on the consulting and management of high-end, private golf clubs, and city clubs; an industry which probably contains less than 0.5 percent of the population worldwide. We have a very small niche position in the market, and our business is done through word of mouth rather than through a website. The people we get referrals from are the Who's Who of the CEO world or the ownership world, and we only have so much capacity.

For example, in Europe, we operate four exclusive facilities, stretched through four different countries. Four different cultures, four different kinds of restrictions, four different languages, which obviously makes management a bit more complicated. We also manage three high-end facilities here in the States that are

the crème de la crème of private clubs.

In a nutshell, CCM management solutions include financial and HR management, administration services, association management, agronomy for the golf course, golf course management, food and beverage. We operate all the restaurants, all the retail shops, the golf pro shops. We also help improve retail sales, and provide all the development services.

LS: How would you define a city club?

PT: The city club, by definition, is a dining club. For reference: the London Capital Club – a 155-year-old, private member club in the heart of the London business district. We cater to all the bankers and anyone who can spend a lot of corporate money. In fact, I just gave a speech at the National Golf Foundation a few weeks ago and my opening line was “I’m not in the Golf

Club industry” which caused a little bit of an uproar. I added, “I’m in the entertainment industry, I entertain wealthy people.”

It’s an interesting industry, 50 percent of members are retired or semi-retired business owners who know the finer things in life. They want the best food possible, the nicest \$100 shirt, the best golf course, the best golf instruction, the fantastic tennis program, and amazing pool area. They want that service delivered daily, and are willing to pay for it.

LS: What is the most unusual or unique situation you’ve worked in?

PT: The most unique thing we’ve ever done is got involved in a private club in Florida, which only had 18 members; hand selected by the family who owned the club. The property had

a golf course, a hunting lodge, lakes for fishing, and a private airstrip. Besides those 18 people and 50 staff members, nobody knew it was even there. The staff was employed year-round, yet the owners only came down during spring for a month, and maybe two weeks in fall.

It was at the level where friendship is more important than money. Where connections are way more important than your bank account. We observed those 18 members and their families come in for weekends, or weeks at a time, and there must have been multi-billion dollar deals done, but the interesting thing is that they were all respectful to staff. During our time at that unbelievable facility, we never overheard one conversation about business. It’s amazing nowadays to see any club that’s driven by money and ego,





where you don't hear about corporations, or the stock market, or POTUS.

LS: What brought you into the folds of such an exclusive industry?

PT: I grew up in Austria where my parents owned hotels, and a Michelin Star restaurant which was unique 40 years ago. So, I was always exposed to the hospitality industry in one way or the other. After getting an MBA, I worked for a few years in Hong Kong, in the early 1990s when it was still a British colony. This was my first exposure to the private club industry. Back then, when Hong Kong was booming, money was no object. And the company I served on the board for provided unbelievable services to the wealthy Chinese and Hong Kong-Chinese people. It was an eye-opening experience.

One of the greatest things I learned there came from my mentor, who told me, "If you want to be successful in Asia, you need to be like an egg. You can be white on the outside, but if you want to do proper business here, you have to be yellow on the inside." Meaning you need to respect the business life and traditions of whatever culture you're living in. I tried to apply that in my time in

the U.S. and Europe, and it worked well. Because, born in Austria, I've always been a foreigner wherever I worked – in Asia, America, and the UK where I spent four years working out of London.

Between 1995 and the early 2000s, I founded and ran a company that developed many high-end golf facilities. In 2003, I sold it to a publicly traded company called Centex Homes, which was the largest American-based home builder. It was a good move because a few years later the whole housing market fell, and I was glad to be out of it.

Subsequently, I went back to Austria, and didn't do much – except manage one of the most prominent hockey clubs in Central Europe.

The next really big thing happened when I became a board member of Palmerston Resorts & Hotels, based out of London, England. It's the leading resort management company in Europe. I was invited by the main shareholder, a German citizen, and became the Chief Operating Officer for almost five years. We operated the top six private club facilities in Europe, and I was so fortunate to help guide that great company in the directions where we were able, in one year, to show a fantastic increase in value that they

paid out to our shareholders. In 2011, the HSBC Bank out of London recognized me as the turn-around specialist in the hospitality industry for all of Europe.

LS: Brilliant! And you're so humble when you speak of these things...

PT: It was pretty cool, because it's very difficult to get the banks to do anything, especially Hong Kong and Shanghai Bank because they are so large. To work with high-end bankers who see the big picture, and receive that award from them as Restructuring Manager of the Year in the hospitality industry was just a phenomenal accomplishment, which I was happy to accept. But it wasn't only my fault, there were many people involved.

In 2015, I decided it's time to move back to my good old U.S.A. and start from scratch. To get a couple core management contracts, which I've done, and begin catering to the very wealthy

members and individuals in that niche market. That's basically what we're doing today.

LS: And you're running a hockey club, I hear?

PT: Yes. In my ventures, everything involves hospitality; providing experiences to people. So, I ended up buying a hockey franchise, which sounds glorious, but... it's a junior hockey team franchise, Florida Jr. Blades, in the USPHL (United States Premier Hockey League). I feel strongly that there is a big need in southwest Florida to add a second team into this US-wide league, because there is already one. Your publisher, Marcus, is very helpful with this whole process.

It is a new venture, but I have experience from playing professional hockey before and, also, I managed the largest club in central Europe, with an unbelievably high budget. So, I understand the numbers. This is really close to my heart, because it has to do with the develop-





“ Breakfast is at eight o’clock every day at the same place. My senior managers are always invited to come and talk about issues in a very casual format. I learned it from my Dad, who used to do the same thing at his hotels. Sometimes there is one person, sometimes eight people and we just chit-chat about things. ”

PETER TSCHERNITZ

ment of junior players and making them ready either for college level or professional, but more importantly to get them up and running for real life. Hockey is a good school for a lot of things.

And there is one other aspect of CCM, our horse performance company, CCMH. We own and breed equestrian jumping horses. It’s probably the most expensive hobby of the wealthiest people in the world. I spend a big part of my day with the stable manager, and time with the breeder. We have a few clients which we cater to, and it all goes back to the same thing, providing high-end services – mainly in the golf and club industries, but also as it relates to any sports activities.

LS: Tell us about your typical day, are you an

‘office’ person?

PT: It’s an interesting question. Breakfast is at eight o’clock every day at the same place. My senior managers are always invited to come and talk about issues in a very casual format. I learned it from my Dad, who used to do the same thing at his hotels. Sometimes there is one person, sometimes eight people and we just chit-chat about things. Mornings are spent in my office talking to my assistant, or in organizational meetings. Lunch is always around a business meeting – with potential clients, senior managers, my bank – it’s a culture in the U.S. which is very trendy for whatever reason. Afternoons are spent discussing how to acquire new customers, preparing board documents for clubs we

represent, and talking to my CFO and controllers about different issues.

I’m at the office two or three full days a week, making sure we manage it properly, that we follow rules and regulations, and stay in constant contact with our customers. The other days I travel between different clubs, or the stable, or with hockey, and I try to take weekends off. However, if a client comes in and wants to talk, or if I have an opportunity – like when I’m watching my daughter ride or some of our professional riders – I always end up meeting with horse owners or companies.

LS: Your business is all about catering to other people’s whims. How do you chill?

PT: I get my downtime by playing Peer League

Hockey; it’s what I look forward to – my Tuesday, Thursday, and Sunday line up. We’re all excited, middle-aged, a little overweight (except Marcus) guys, and it’s a highlight of the week. You go to the rink, see your friends, have a beer, do some exercise... having been attached to that sport, and playing professionally for so long, it’s difficult to get away. You can play and enjoy hockey until you almost die. It’s fun, but more importantly it opens up your mind-set. On my team, we have a great mix – from the neurosurgeon, to the business owner, the electrician, the plumber, the baker, the administrator – everybody brings something to the table. And everybody is the same in hockey gear. It’s a unique camaraderie that helps us all relax and unwind.

A large tower crane is silhouetted against a clear blue sky. The crane's lattice structure is intricate, and its long jib extends towards the top left of the frame. The background is a uniform light blue, suggesting a clear day.

Training the NEXT GENERATION of Iron and Steel Workers

BY TRACY BENNETT

According to 2016 data from Construction Labor Market Analyzer, more than 5.7 million workers will be needed through 2020 in non-residential construction, yet the expected available construction workforce during this period will only be 4.7 million, resulting in a deficit of at least 1 million workers. Recognizing the need to attract and train a new generation of ironworkers, three years ago, the Steel Erectors Association of America embarked on a journey to establish ironworker training and apprenticeship programs across the country. Together with the NCCER, the National Center for Construction Education and Research, SEAA created materials and assessments that provide accredited, industry-recognized skills qualification.

Standardized training, however, doesn't mean that steel erectors are limited to a cookie-cutter program. Each of the SEAA member companies participating is taking a different approach, molding the program

to their individual needs. Some are targeting high school seniors or military veterans, while others are providing skills development to their existing workforce. Most participating companies are erectors, but not all. Others are engaged in fabrication, labor recruitment and employment placement, risk management services, and one is a technical college system that provides assessments only. More than a dozen companies with programs in 12 states are participating.

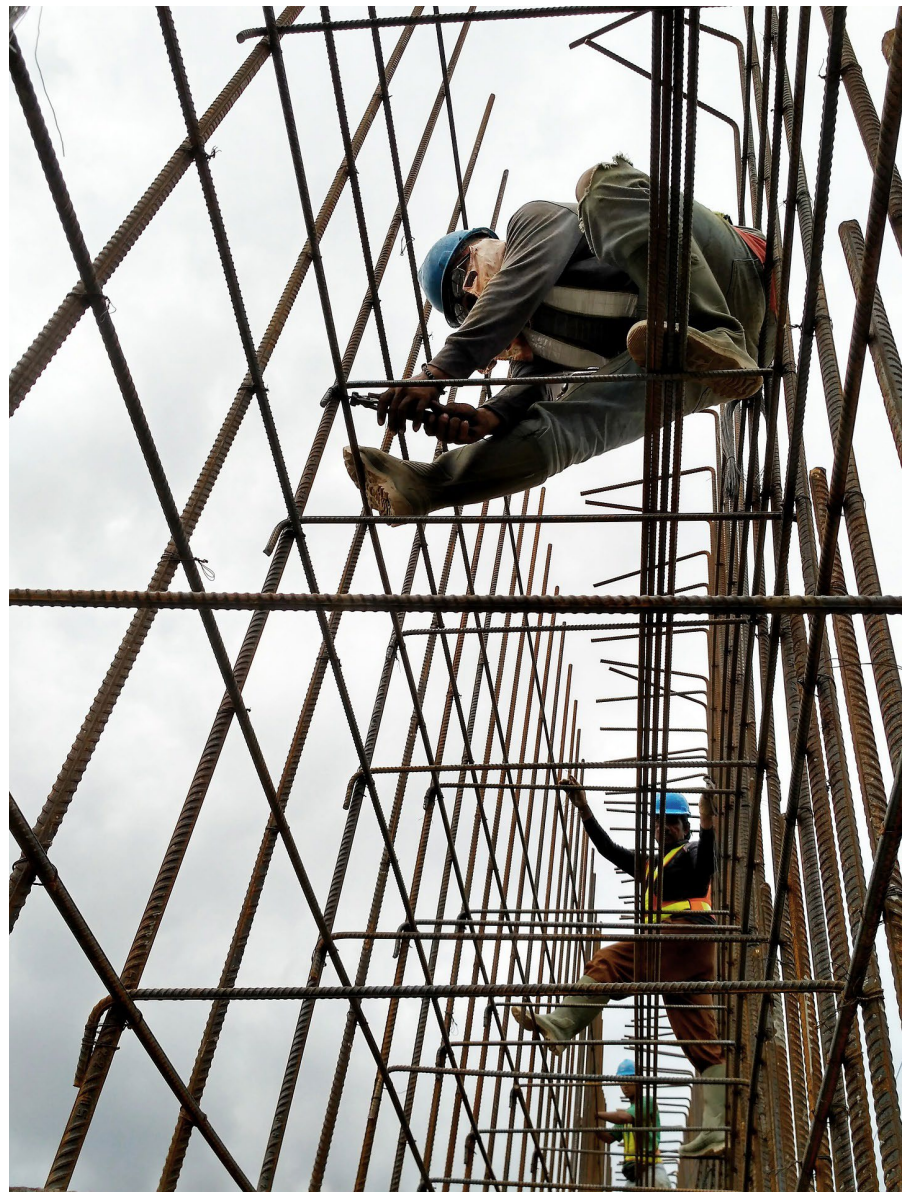
Meanwhile, SEAA's accreditations are evolving. In January, SEAA announced that it has completed NCCER endorsement of rigger, signal person, and mobile crane operator certifications and credentials. "These certifications complement SEAA/NCCER Ironworker Craft Training, as many ironworkers must also be qualified to perform rigging, signaling, or crane operation tasks," said Tim Eldridge, SEAA Craft Training and Assessment Coordinator and President of Education Services Unlimited. The benefit of partnering with NCCER is that SEAA members can tap any of the 70+ craft curricula it offers.

Eldridge admits that traditional apprenticeship is a proven method, but given the skilled

“Our current fight to build a skilled workforce must also embrace technology. The built environment becomes more challenging every day. The new craft professional must be just as savvy with technology as with his or her hands. Knowledge-based learning will continue to become more and more convenient as eLearning technology advances.”

TIM ELDRIDGE

SEAA CRAFT TRAINING AND ASSESSMENT COORDINATOR
AND PRESIDENT OF EDUCATION SERVICES UNLIMITED



labor deficit and shifts in learning styles, we believe craft training must be fast paced, providing independent learning opportunities so that individuals can excel to become productive employees early in their career. “Boot camp style apprenticeship is a popular trend, providing up to a year of classroom training and adequate hours performing critical hands-on activities before stepping on a job site,” he said.

The key to success, however, is providing structured hands-on activities and on the job experience. “Taking time for mastery is an even bigger challenge for a generation that wants to move so fast,” Eldridge adds. “Our current fight to build a skilled workforce must also embrace technology. The built environment becomes more challenging every day. The new craft professional must be just as savvy with technology as with his or her hands. Knowledge-based learning will continue to become more and more convenient as eLearning technology advances.”

SEAA members understand that training is not an overnight solution, but one with long-term benefits for their companies. “We are now able to hire new employees with less experience. In



the past, these are people we might not have considered,” said Gerald Bickerstaff, MA, QA/QC Director for Eastern Constructors Inc., Geismar, La. “Utilizing the SEAA/NCCER ironworker training program, we can hire employees who need additional training and teach them the correct way to perform steel erection, allowing them to become more efficient ironworkers, while still creating a safe culture,” he said.

S&R Enterprises, a national structural steel and precast erector based in Pennsylvania, took a similar approach on a recent prevailing wage project in Florida. “We identified as many as

eight workers, who were hired as laborers, but had the skill and desire to become ironworkers,” said Josh Collins, PMP, senior project manager for S&R Enterprises. These were workers who saw beyond a temporary setback in hourly rates as an apprentice to the long-term opportunity to become journeyman ironworkers. Those that were interested underwent a skills assessment, then were placed in S&R’s ironworker apprenticeship program, where they received classroom and on-the-job skills based training. S&R used SEAA’s Ironworker Apprenticeship program, which meets U.S. Department of Labor, Employ-



ment and Training Administration, guidelines for apprenticeship standards. At the conclusion of the three-year project 50 percent of the apprentices chose to stay on with S&R, many of them working toward Level 2 Ironworker. “SEAA’s training and apprenticeship programs create a pool of documented, qualified ironworkers who can work anywhere. Before that only existed in the union realm,” said Collins.

“Return on investment should be evident in higher productivity, reduction in safety related incidents, and less re-work,” said Eldridge. “I think return on investment is an understatement,” said Jeremy Macliver, Chief Operations Officer, All Things Metal, Phoenix, Ariz. “Without a qualified workforce, your marketing, sales, reputation, and assets cannot do anything.” While the company’s efforts are attracting both novic-

es and journeymen, the single biggest impact on the company’s investment has been the ability to conduct NCCER Knowledge Verification of their current workforce. Giving employees the tools to identify strengths and weaknesses has “encouraged them to attend courses in the areas that they showed opportunity for growth. The results are showing up in improved field performance and in the crew’s confidence,” said Macliver.

Training also has positive returns for the individual worker. “We started the training program in 2014. Since then nine employees have reached the highest level of certification, Industrial Ironworker Certified Plus,” said Josh Bobo, Assistant Operations and QA Manager, CWI, for Cooper Steel, Shelbyville, Tenn. Six other individuals have achieved Industrial Ironworker. “These individuals have excelled within our

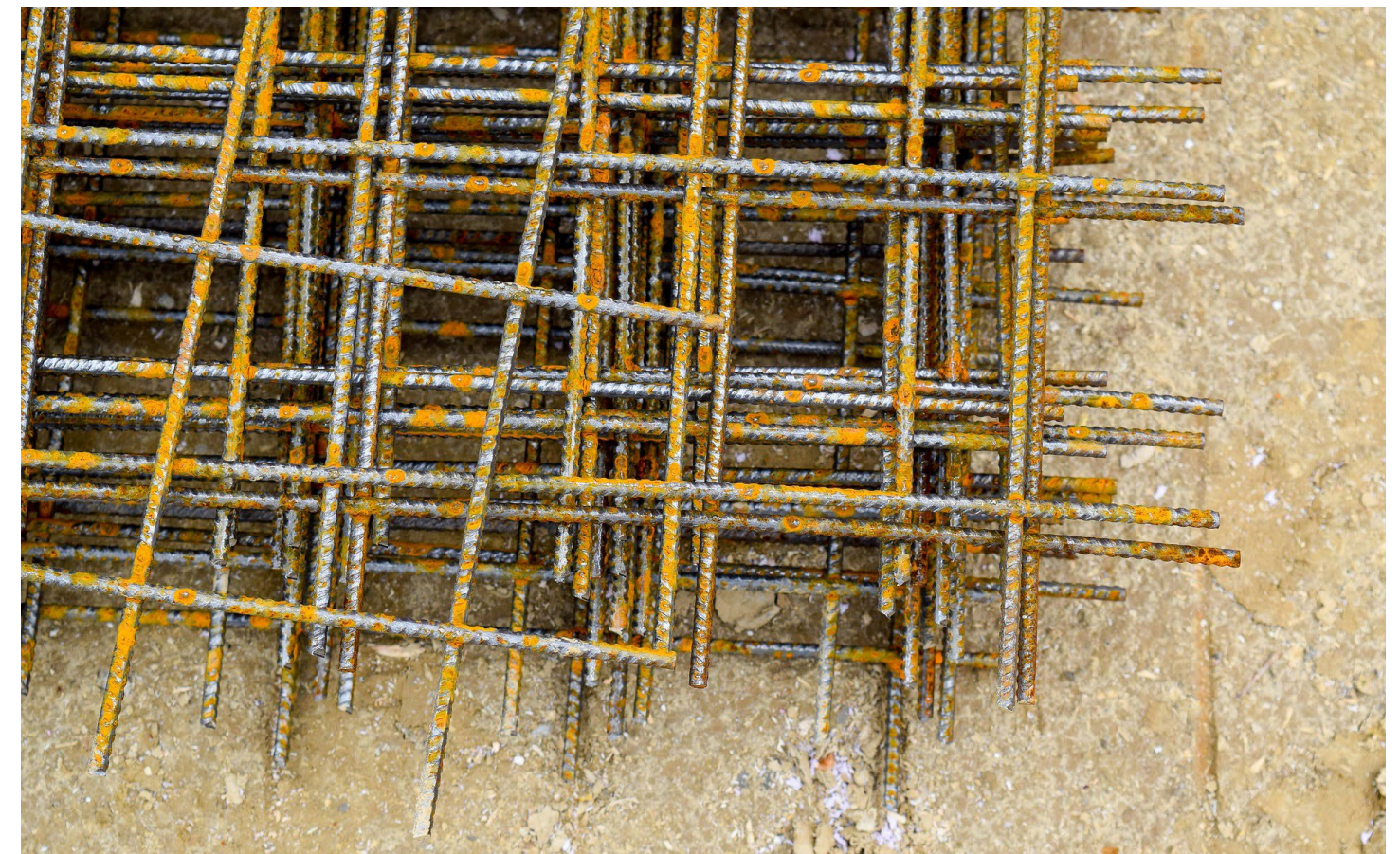
company and have been promoted accordingly. The SEAA/NCCER Ironworker Training Program continues to deliver quality results with each successful examination,” he said.

“SEAA has worked hard to put a great program together, but now we need to focus on filling the classroom with students,” said Josh Cilley, who is president of both American Steel & Precast Erectors, Greenfield, N.H., and Buckner Steel Erectors, Graham, N.C. Cilley is the current president of SEAA’s board of directors.

“A grass roots effort by individual members is necessary to partner with local high schools, technical and junior colleges, and military bases,” he said. Among the challenges the industry faces are misperceptions regarding risk and reward. “Although this is a high-risk occupation, the perception that it is dangerous is misguided. Many erectors today have built strong safety

cultures. The equipment and methods used today have come a long way in making our industry safer. On the financial side, skilled craft workers make a very good living—as much if not more than recent four-year college graduates,” he added.

In Texas, Adaptive Construction Solutions (ACS) is leading the charge to recruit, train, and employ military veterans. ACS leverages workforce development funding to offset most or all expenses associated with their programs. They have a successful recruiting program that pulls veterans transitioning from active duty as well as those who have not found a career since separating from the Armed Forces. To date ACS’s customers have experienced 87% retention rate at 90 days of employment, and more than 100,000 man hours worked without a recordable injury.



ACS front loads training in an intensive hands-on program that includes the use of a training tower, and pays the apprentice ironworkers as they are learning by tapping military transition funds, grants, and workforce development money. The company is founded and managed by veterans. It partners with employers to develop skilled ironworkers from qualified U.S. military veterans at no cost to the veteran. Veterans are employed, trained, and join companies and crews with other veterans. "We understand that one of the most important factors in successfully re-integrating to civilian life is a steady paycheck," explains Nick Morgan, founder and president. "In addition, we understand that veterans can fill a critical labor shortage in the steel erection industry."

The company, which opened its doors in April 2016, had already successfully trained and placed more than 100 veterans on jobs performing steel erection activities by the end of the year. Within six months, the company had achieved U.S. Department of Labor approval of its ironworker apprenticeship program, using the SEAA Ironworker Apprenticeship template. According to Morgan, ACS is the largest merit shop ironworker apprenticeship program in the United States. In 2017, it is looking to hire 400 ironworker apprentices, and expand training locations near military bases in Oklahoma and Colorado in the central region, in the east in Georgia, North Carolina, and Pennsylvania, and at western locations in Oregon and California.

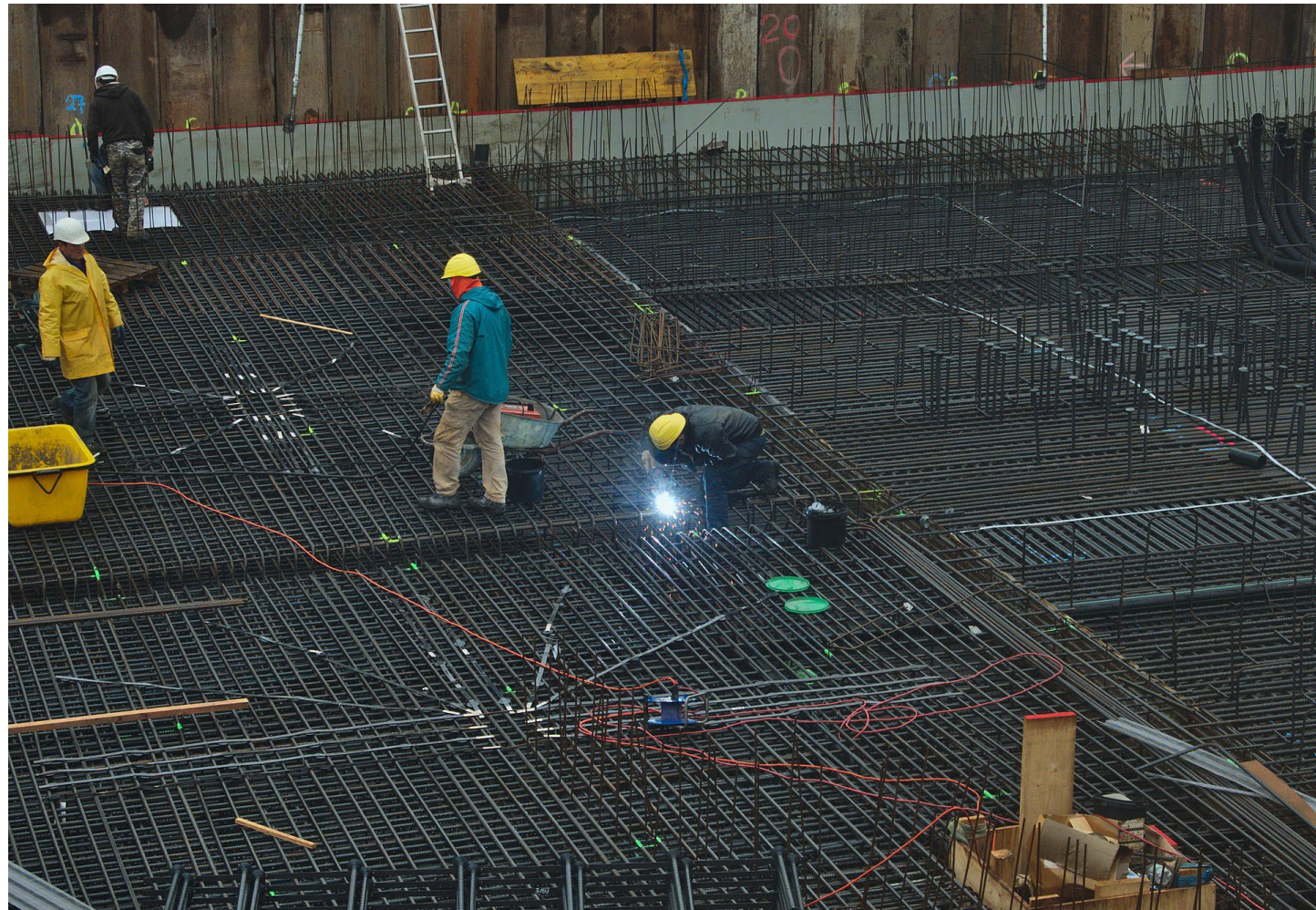
Garrison Steel Erectors, Inc. in Pell City, Ala., recently offered its first hands-on ironworker training class for high school students, with 22 students from local schools. The class, currently being led by Garrison Owner and CEO John Garrison, is many years in the making.

In Alabama, construction owner and contractor groups

began supporting a marketing program called GoBuild Alabama (gobuildalabama.com) in 2009, which has helped to change the image of construction in the minds of young people, and their teachers and parents. Then in 2015, after nearly 20 years of lobbying, the state legislature passed the Alabama Craft Training Act, which collects \$1 for every \$1000 of construction value on building permits throughout the state. For instance a \$60,000,000 project would generate \$60,000 for construction workforce development.

Funds will be managed by the Alabama Craft Training Board, which will award grants to qualified training programs. "It is anticipated that as much as \$3-5 million per year will be available for distribution to junior colleges and other public and private training programs," said Garrison. Collections began in October 2016; funding will be used for craft training, which is for non-working students; apprenticeship training, which is for incumbent workers wanting to upgrade skills; and task training, which includes one-time short term training for special purposes.





Garrison says five things are needed to make construction craft training a success in Alabama: 1) curriculum, 2) venue, 3) teachers and trainers, 4) money, and 5) students. Garrison said: “The missing pieces are passionate, qualified teachers with the right experience.” He’s hopeful funding will attract good, competent craft instructors. “Many of these students are disengaged. If we don’t get the right trainers, we’re going to lose them,” said Garrison.

While the state’s mandate is for any construction craft, Garrison is focusing on ironworkers using the SEAA/NCCER program. (Garrison is not using any of the Alabama funds yet; rather he is tapping Federal Perkins Career and Technical Education Improvement Act funds.) Upon completion of the Introduction to Ironworking

course, the 22 high school seniors in his class will have achieved Level 1 Ironworker credentials. So what’s the next step? “We are willing to take as many as we can on as apprentice employees, and take over their training for Level 2 and Level 3 ironworker. For the ones we can’t hire, we hope to find them jobs at other area erectors,” said Garrison. His attitude on investing in these young people is this: “A rising tide raises all boats.”

The first eight weeks of the program is theoretical, taking place in the classroom. The remainder is practical. Portions of that take place in a hands-on workshop Garrison recently opened as well as on job sites. Practical learning includes welding, oxy fuel cutting, rigging, and crane familiarity.

In their own words, several of these students commented on the experience.

“When I first started I didn’t think steel erection had that many procedures and rules to follow,” said Skyler West of Pell City High School, who added that he learned more about rigging than he expected to know. Meanwhile, Logan Castleberry, also of Pell City H.S., was surprised how many different aspects there are to being an ironworker.

“Honestly, I had no clue what steel erection was. I thought it was like blacksmith work,” said Jacob Acton, Pell City H.S. “Now I know that it is [everything from] making steel to fabricating it, and hanging, bolting, and welding.”

Asked what he would tell other students considering a career in construction, Daniel Crane of Pell City H.S., said: “They are going to have to

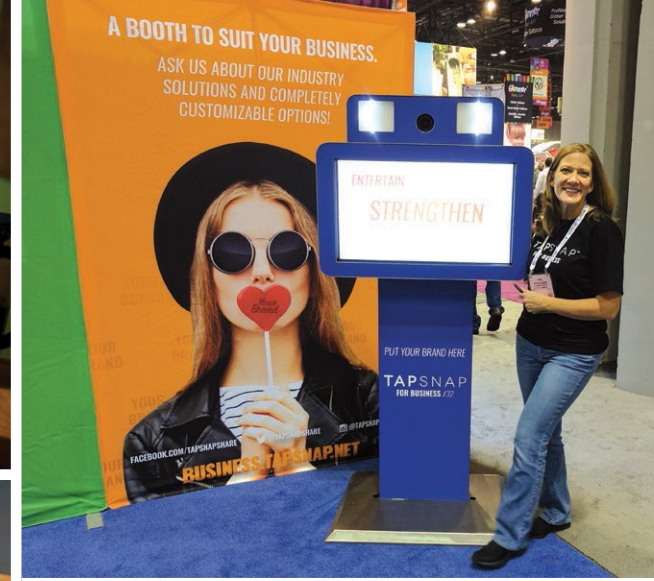
work hard but if they are willing to put in the hours, they could have a secure and well-paying career to last a lifetime.”

“This is a wonderful trade to get into. They need many, many workers and it’s still growing. You can travel and build new things,” said Alh-jandre Smith, Talladega High School.

“This high school program is a first step in introducing a new generation about the rewarding and financially viable careers to be found in construction,” said Garrison. “Next is creating distance learning to reach incumbent workers seeking to upgrade their skills,” he added.

Tracy Bennett is owner of Mighty Mo Media Partners, a content marketing firm specializing in the construction industry. She has more than 25 years of experience covering the construction market, first as a journalist and later as a marketing consultant. A version of this article originally appeared in Connector, a quarterly publication of the Steel Erectors Association of America, and is reprinted with permission.





Franchise view



IN THIS ISSUE

1-800-PACKOUTS

PRESENTING A
UNIFIED FRONT
38

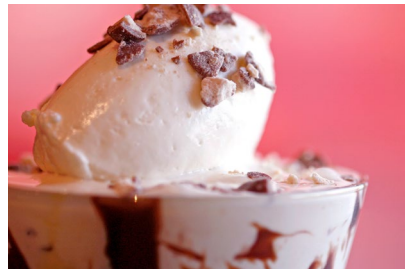


FRANCHISE VIEW ONLINE



HAND & STONE MASSAGE AND FACIAL SPA

Health, wellness, and beauty



THE GOOD STUFF EATERY

Great food, great profits



TACO RICO TEX-MEX CAFE

highest quality
in Tex-Mex cuisine



ALAMO DRAFTHOUSE CINEMAS

Movies and more



UNITED FRANCHISE GROUP

The global leader for entrepreneurs



IRON TRIBE FITNESS

Fun, fast and fit



1-800-PACKOUTS

PRESENTING
A UNIFIED
FRONT

After a flood, fire, or any other natural or manmade disaster devastates a home or business, the process of cleaning up generally is orchestrated by the policy owner's home and property insurance companies who then contract the services of an extensive army of restoration professionals, all playing their own particular part in the claims process. "You have a mitigation side that sets up dehumidifiers for drying out a structure after a water claim or a fire," explains Kevin Loner, CEO of 1-800-Packouts. "Then you have a textile company that will come in and remove all the clothes and drapes."

"We handle all the personal property for a claim," he continues, "which is any furniture, any artwork, any brick-a-brac, any keepsakes, basically any furnishings. This handling of personal property is called a 'packout' - an industry term that the insurance restoration field uses. When you have a loss in a house or a business, they look at it and say, 'Will there be a packout?' They don't ask about personal property; they don't ask about moving it out; they simply call it a 'packout.' That's where we come in. We inventory, pack, and move the items in our own branded boxes and trucks back to private facilities that are not open to the general public. The items are stored in private-room, climate-controlled units that





each franchise owns. If we need to clean the items, like after a fire when they are covered in soot, our franchises have high-tech ultra-sonic cleaning rooms that are used. After cleaning, the items would go back into long-term storage until the home is ready to be moved back in after all restoration work is completed. We bring all the items back, and we will set them back in place.”

Loner comes from a family that has been doing personal property claims for almost thirty years. His new company, 1-800-Packouts, however, was recently started in 2013, after the fortuitous attainment of the 1-800-Packouts moniker. “We’re blessed to have the 1-800-Packouts name and number. We were initially looking to put it to market for ourselves to go along with the company that we also own that provides service on the structural restoration side of the insurance restoration field; however, we began to get approached regularly by many [insurance] carriers in the industry that were asking us what we were planning to do with it.”



Loner realized they had a potential tiger by the tail. Having an 800 number like this is a tailor-made marketing phenomenon in an industry, especially the insurance restoration industry, where everyone still does business over the phone. “Of course, that’s when the light bulb went off and we said, ‘We might have something here that can help the industry.’ That’s when we started looking at 1-800-Packouts as a national franchise group.”

Loner explains, “There’s a need for a unified front in the contents industry because when we

AT A GLANCE 1-800-PACKOUTS

WHAT: A franchisor in the contents mitigation industry

WHERE: Simi Valley, California

WEBSITE: www.1800packouts.com

deal with insurance carriers, they prefer segmenting out the main services, now. They love to have a one-stop, singular place to go and to call for that service in that segmented market. With 1-800-Packouts, adjusters, inside handlers, and

agents know what a packout is. When they hear ‘1-800-Packouts’ they know immediately what we do, and what we handle, and we’re instantly branding ourselves. Having been in the industry a number of years, we knew that this name and number were special. Then, when we saw

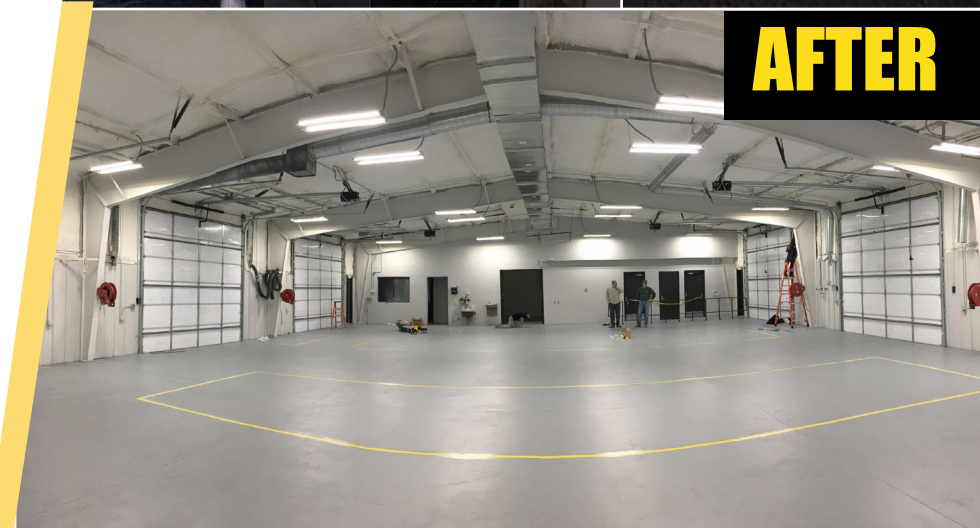
THE PREMIER DISASTER RESTORATION COMPANY

We're a full service, turn key operation (residential and commercial), specializing in insurance claims with over 50 years of combined insurance industry experience. We are independently owned and operated and proudly serve the state of Oklahoma and Northwest Arkansas but are on request anywhere in the nation.



BEFORE

We have **24-HOUR** response teams and disaster recovery plans that will help you 'rise up' after a disaster!



AFTER

www.phoenixrestoration.com

Phoenix Restoration offers an extended list of services including:

- Fire and Smoke Restoration
- Emergency Water Removal
- Structural Drying
- Mold Remediation
- Infrared Moisture Detection
- Sewage & Sludge Removal
- Clean & Deodorize Personal Possessions (Contents)
- Commercial & Residential Rebuild
- Climate Controlled/Secure Storage
- Board Up & Secure Property
- Odor Removal
- Air Duct Cleaning



OUR OFFICE LOCATIONS:

- | | |
|----------------|--------------|
| Edmond, OK | 405-844-7700 |
| Tulsa, OK | 918-321-2100 |
| Durant, OK | 405-761-1000 |
| Springdale, AR | 479-717-2500 |

1-800-PACKOUTS

the quick response from carriers in the industry with just our use of it, we knew we had something that we could take to the rest of the country and potentially abroad.”

Jarod Trammell, 1-800-Packouts' Franchise Executive elaborates: “We had the name and the number and we used it just for ourselves on a regional basis because we handle a lot of large loss claims in the eastern U.S.,” he says. “Once we started getting these phone calls from these carriers, adjusters, and different people, asking us about this name and number that we were using, we started looking at: ‘Do we branch this thing across the U.S., or franchise it?’ Of course, with business being done in different markets of the U.S. in many different ways, it's much

easier for people who are already in those markets and accustomed to how business operates there, to operate a franchise there. That's why we went the franchising route. Now, we have successfully taken a company and our proven methods that we used solely for ourselves, and the same model is now being used across the United States. We have locations from California to Maine and we continue to fill in locations in between.”

“We're happy to see where we're at now,” says Loner. “This is our first endeavor into franchising, so we've taught ourselves virtually everything, as we have gone along. We are now over 40 locations nationwide, and we have eight or nine more locations in our immediate pipeline

The mythological Phoenix is a long-lived bird with restorative powers; able to regenerate from the ashes, it serves as the perfect symbol for what is needed after a disaster strikes commercial or residential property.

Founded in 2005 in Edmond, Oklahoma, Phoenix Restoration has played an integral part in the recovery efforts of natural disasters, fires, water damages, and hazardous upsets across the Midwest and the South in both commercial and residential arenas. While specializing in insurance claims, with over 50 years of combined experience, Phoenix is a full turn-key operation, able to handle any sized job.

Our services include: Fire and Smoke Restoration, Emergency Water Removal, Structural Drying, Mold Remediation, Infrared

Moisture Detection, Sewage and Sludge Removal, Cleaning and Deodorizing of Personal Possessions (contents), Commercial and Residential Re-construction Services, Climate Controlled/Secure Storage, Board Up and Secure Property, Odor Removal, and Air Duct Cleaning.



Over the last few years, the company has grown through partnerships with family and trusted friends to be a corporation with multiple locations over three states, owned and operated by a single partnership, not a franchised corporation. Each team of highly trained responders is on call 24/7 to provide continuity or operations, therefore reducing

interruptions and property loss. The company's goal is simple and based on the metaphor of the ancient Phoenix: restore businesses and homes as quickly as possible and things will be better than they were before.

www.phoenixrestoration.com



as of today. We have just hit our one year anniversary date for launching our franchise sales. The majority of our franchise group are what we consider ‘conversions;’ meaning they were already doing some form of personal property or packout service before joining our franchise group. What we are able to provide is the efficiency, national platform, and the template pieces that carriers and TPAs are now looking for from this segmented market of the restoration industry.”

Loner believes that a national franchise mod-

el for content packouts is the way forward for this part of the restoration industry, and that it will naturally follow the same course as did the fire/water cleanup and the textile franchise segments. “Once the territories are purchased, the local companies have little to no leverage because that national unified front has already solidified handling the business,” explains Loner.

What gives these franchise companies, and now 1-800-Packouts, so much more leverage is that they are listed on a lot of insurance company vendor programs. It is just easier for the

carriers, and now for their TPAs – Third Party Administrators, which more and more insurance companies are subcontracting to handle their vendor management programs – to deal with a national operation than with a host of independent contractors. “What is happening now in our industry is that if you are an independent packout company in a particular area, and maybe you have even been doing it for many years in that market, the insurance carriers are stopping them from handling the packout, and they are bringing 1-800-Packouts in to

take care of it. Why? Because we are a national vendor for them and they know what to expect when they are dealing with our company,” Loner states. “Being an Independent will become even tougher trying to keep the claim volume up, because carriers and TPAs are looking for a unified front so that it is an easy-in and easy-out process for them.”

Loner further explains, “For example, your house may be insured for a half a million dollars on the structural side because that is what they feel it will cost to rebuild in the event of



a total loss, but you might have an additional personal property coverage of \$750,000 or more for all of the furnishings. This is a wide-open gap that the insurance carrier needs to be able to close up and control, and thanks to our methods of handling and cleaning the contents in an effective and efficient manner, they are using us as the vehicle to control that.”

1-800-Packouts is growing. “We already have a good core group and we are looking to continue to grow that group,” says Loner. “We are probably looking at a total of 350 to 500 franchises. We won’t have to have a thousand or two thousand dots on the map for our model. We just want a solid group of people throughout the U.S., that are good stewards of the mon-

ey for the insurance carriers and TPAs. You must have high ethical and morals practices in this business because you’re dealing with people’s personal property. When you really think about the fact that people sell their houses and move, but many of the same items will go with them to each new place, you begin to understand the responsibility that we have in our field of work. Many people have an emotional attachment to items that makes an item virtually invaluable. So, they’re holding us to an even higher standard when we come to handling those items and our franchises throughout the U.S. have to be prepared and they have to hold themselves to that same high standard.”

“What is important to us is that we have

given our franchises the tools for efficiency and effectiveness to be able to handle these jobs,” adds Trammell. “It is also important to us that the client and the carrier are both looked after in the proper manner during the process, and that the experience is good for both of them when one of our franchises handles a claim.”

Loner sums up the company’s most immediate goals: “In the next 18 months or so, we are planning to go international. We already have the approvals in place in Canada. Then we’ll turn our sights to overseas. The overall goal for us is to be the number one resource to handle personal property claims, and that when people think of personal property claims, they think of us, 1-800-Packouts.”



PREFERRED VENDORS

■ **Phoenix Restoration Services**
www.phoenixrestoration.com

Founded in 1997, and headquartered in Garden City Kansas, Phoenix Restoration’s services include: Fire and Smoke Restoration, Emergency Water Removal, Structural Drying, Mold Remediation, Infrared Moisture Detection, Sewage & Sludge Removal, Clean & Deodorize Personal Possessions (Contents), Commercial & Residential Rebuild, Climate Controlled/Secure Storage, Board Up & Secure Property, Odor Removal, and Air Duct Cleaning. The company has locations in Kansas, Oklahoma, and Arkansas.

■ **NBD International**
www.nbdint.com

Founded in 1993, NBD International is based in North East Ohio but has provided services throughout the U.S., Canada, Mexico and in other continent countries providing equipment and specialized content services. As a content specialist, our services for residential properties include full content inventory, replacement pricing, content pack-out, clean and restoration. For commercial and industrial properties our Business Personal Property services provided by our commercial team include, equipment, electronics, finished goods, work-in-process and raw manufacturing supplies.



NBD International

Restoration

AFFILIATED WITH 1-800-PACKOUTS INC.

BEFORE



AFTER



BEFORE



AFTER



Residential ■ Commercial

OUR TRAINED AND CERTIFIED STAFF ARE ABLE TO PERFORM:
 Residential Content & Commercial Business Personal Property (BPP) for Wind, Water, Fire, Mold Mitigation and Restoration \\\ Emergency Board Ups \\\ Structural Cleaning and Repair \\\ Technical Assessments \\\ Commercial Equipment Restoration and Repair \\\ Content Inventory and Replacement Pricing \\\ Restoration services for Fine Arts, Antiques, and Textiles \\\ Photographs, Film, Media, Data, Document Recovery \\\ And More ...

1-800-929-3398






Dior



★ macy's



LV



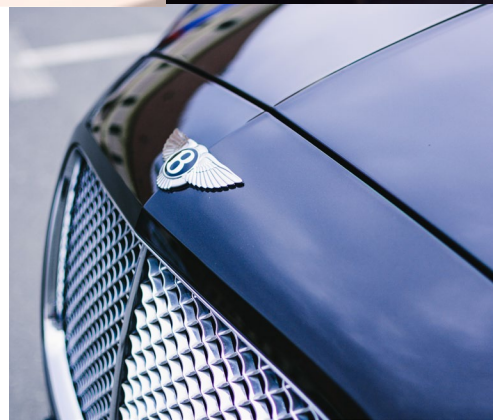
Borsalino



retail view



Ray-Ban®



ROLEX



IN THIS ISSUE

THE GOOD TOY GROUP

MARKETING
SPECIALTY TOYS
52



AURORA WORLD

A GLOBAL LEADER
IN PLUSH TOYS

62



RETAIL VIEW ONLINE



**THE TOY INDUSTRY
ASSOCIATION**
100 years of service



**THE PGA MERCHANDISE
SHOW**
Growing the business of golf



CARILoha BAMBOO
Softer than cotton,
stronger than steel





The GOOD TOY Group



MARKETING SPECIALTY TOYS

The Good Toy Group is a member-owned company that creates catalogs for its members' independently owned toy stores, across the country. Recently, Business View Magazine spoke with Idanna Smith, the company President to learn about its operations. The following is an edited transcript of that conversation.

BVM: Can you talk about the founding of the Good Toy Group; why and how it came to be?

Smith: In the late 1990s, the specialty toy industry was all brick and mortar, small, independently-owned toy stores. Many of us had begun to get to know each other through a group called ASTRA – the American Specialty Toy Retailing





Association. Within that structure, we had been working with a couple of different companies that did direct mail catalogues. One had gone bankrupt and another that tried to do it decided that it didn't want to proceed. So, they came to a few of us who they knew and said, 'If you want to take this on, we will give you all the information which is in all our systems for making catalogues for toy stores.

A group of about twenty or so of us met and decided if all these other people could do it, we could certainly do it, ourselves. We formed a company, which is an LLC, so that all the members are owners, and elected a temporary Board of Directors, of whom I was one, and started to see if this was, indeed, a possibility. We started out with about 45 members who all put in

a very small capital contribution to fund the beginning of the company; we hired one of our members, who had just sold her store to her daughter, to be our Executive Director, and the rest of us were volunteers.

Our first catalogue was published in 2000, and we have been in business ever since. We now have a staff and I am still the President and Chairperson, and still running the company. We have about 75 members across the country with about 130 store locations – specialty toy stores, not only in small towns, but in big cities, as well. We're basically a brick and mortar company, owned by our members, and we do marketing – print and digital.

BVM: Your catalogue is your major product. How does it get put together?



AT A GLANCE THE GOOD TOY GROUP

WHAT: A member-owned, specialty toy marketing company

WHERE: South Kingstown, Rhode Island

WEBSITE: www.goodtoygroup.com



Smith: We have a product director and a design team. The members suggest products and get us all the information for a particular piece and then we take over. We vet the products, take care of the design and printing; then the store owners have it direct-mailed to their own customers. Each catalogue is personalized for that store. For instance, if you lived, say in San Diego, you'd probably get a catalogue from Geppetto's, which is a large toy store with nine different locations in San Diego. It wouldn't say it was from the Good Toy Group; it would look like it was directly from Geppetto's. The product and the design inside is all the same; it's the

personalization on the front and back covers that is different for each store – what they want to say, what coupons they might want to give to their customers.

BVM: How do you stay in touch with your members and how do you reach out to prospective new members?

Smith: We communicate through email, through Facebook, through Drop Box, through Google Drive. We also have a meeting at Toy Fair, which is in New York City every February; we have a meeting in June at the ASTRA convention. As far as getting new members, we look at every possible avenue to find them. We



do online research, we do research through our trade association, we ask our members. We go to two trade shows a year as a vendor, so we're set up to interact with anybody who would come to a trade show.

BVM: How many specialty toy stores are there in the country?

Smith: The number changes and the definition of 'specialty toy' is different depending on who you are. Toys "R" Us is considered a specialty toy store by the media analysts because it's only a toy store, but it's not one that we would work with. So, the number ranges from 900 to 1,500 depending on the economy and

who's counting. But, that's the general number. ASTRA is the trade organization for our part of the market and they have excellent research on their website, but they also don't have a solid number.

BVM: So, there is a trade association for toy stores, but your company's membership is specifically targeted toward catalogue production and dissemination. Is that right?

Smith: Yes. Our goal is marketing. We are a marketing company. Now marketing changes as the world changes, so it's digital and every other conceivable kind of marketing that you can think of, but it started out as direct mail.



BVM: Speaking of changes, what changes have you seen in the toy industry of late?

Smith: Twenty years ago, in our kind of stores, we didn't sell licensed products – you'd have to go to Toys "R" Us because they carried all the mass market toys. But, the world has changed for children and many of these licensed products, the Disney products, the Star Wars products, are good products that have good value, and people don't have any prejudice against buying them. They don't think that if they buy a troll doll, their child will never go to Harvard.

Consumers now feel that most good toys are widely available.

Also, the Toy Industry of America (TIA), a big trade association for the toy industry, watches the demographics very carefully – how many children are being born, what age the parents are, how the parents interact with online media, what the parents do, what the kids are doing, what they're doing in preschool, what they're doing in grade school, how they're learning to read – all of that impacts what eventually ends up on a shelf. We're not in a time when you



could put something on your shelf and say 'You need to have this set of blocks,' and they'd buy them. Now the customer will say, 'My child doesn't like to play with blocks; he'd rather play with something else, so why should I buy them?' Now, we're trying to fulfill the 'Why' rather than saying 'You need this.' The market and the consumer have changed.

BVM: Are there any changes planned for your company that will impact the way you do business?

Smith: We're in the midst of a five-year strategy rollout that started last year. The major change is to become a full-fledged buying group, not just a marketing group. Also, to look for all the different ways that you, as a consumer, need to be touched - which is not just receiving a catalogue in the mail so your kids can pour through it, but every way that you need to be reached.

BVM: Can you explain how a buyer's group would work?

Smith: Well, we might go to different people who bring in product directly from China and have a container brought into a distribution facility and sell it only to our members, or we could have exclusive product or product at a different price than what we're able to get in the marketplace.

BVM: So, that would be a rather big change from your original business model.

Smith: Yes. But now, of course, it's more doable than it was in 1999. There are more





options, more opportunities, more people looking to go direct to the manufacturer; China is easier to work with. There are many more options than there were 17 years ago.

BVM: Will your members have to make any additional investments to make the strategy work?

Smith: They won't have to make more of an investment. Outside of the very first capital investment that any new member had to make, which was only \$500, we have not required any new capital investment. We've been profitable, we stay profitable, and all these new initiatives are being funded by our own internal growth.

BVM: What does the landscape look like for

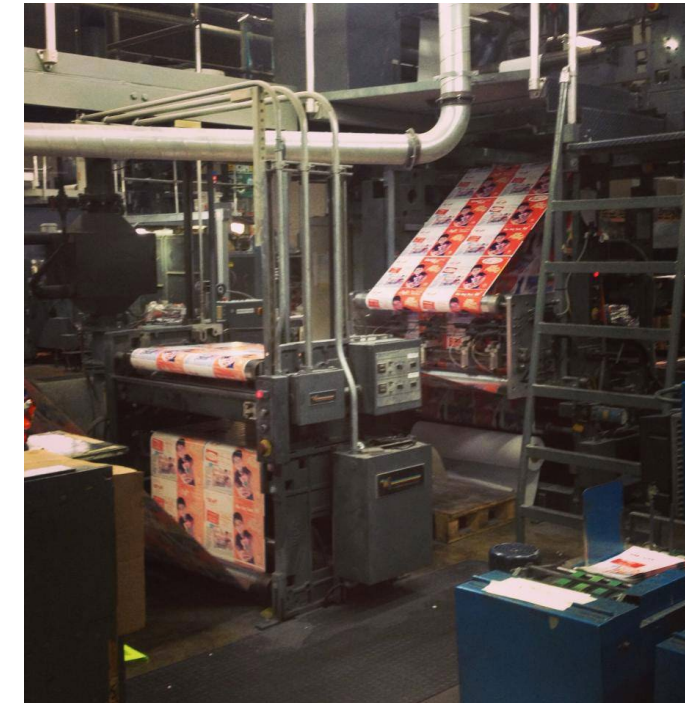
the specialty toy industry over the next several years, and what challenges will you face?

Smith: What will be different for our stores is that many Main Streets, where many of our stores are located, are struggling to find their way in a world where people don't want to shop – they want an Amazon robot to drop things on their doorstep within an hour of being ordered; they're on their phones and they're much less attached to their communities. And Amazon has convinced everybody that its policy of not collecting sales tax is good for their business and not detrimental to the consumer. Our challenge is to find ways to make our

stores more financially viable and more successful. Whether it's trends, whether it's bringing in new products, whether it's digitally reaching out to customers on Facebook and Instagram, and whatever the next iteration might be, to find ways to speak to consumers and let them know the service that we offer, the knowledge that we offer, the exceptional, curated selection that we offer. Our challenge is how we will get that customer to interact with us, whether it's online or in the store. That's our challenge – that's everybody's challenge.

BVM: What are some important points that you would like our readers to know about your company and its members?

Smith: First of all, our people are independent retailers because they're independent. But the good thing about being very independent is that all of our owners are right where they want to be, interacting with children. They usually have an educational background or some kind of background that has children as part of it. And they are relentless at finding the best toys for kids and making the best suggestions. In our stores, you'll find that somebody will greet you; there'll be a play table or a place to play; they'll be somebody who knows, if your child is seven, what they'd really like to do – whether they're into games, or puzzles, or construction, or art, or craft, and they'll ask you questions about your child. And one of the best things about all of our stores is the passion everybody brings to making sure that your child gets the very best tools and toys for them to play with, spend time with, and use. They care about children... and what else is more important?





AURORA WORLD, INC.



A GLOBAL LEADER IN PLUSH TOYS

Aurora World, established in Korea, in 1981, by its current chairman, H.Y. Noh, is a global leader in plush toys and high-quality gift products. The company offers an extensive range of branded and licensed products which are sold through a wide variety of vendors, including big box retailers, souvenir and gift stores, airports, florists, hospital gift shops, candy stores, and gift/stationery stores. In fact, from its design and development center in Seoul, its manufacturing facilities in Indonesia and China, and its sales networks in Hong Kong, the U.S., the United Kingdom, and Germany, Aurora World supplies over 25,000 retail outlets, worldwide.

"We tailor our business to the needs of our customers," says Marketing Supervisor, Jessica Chitrabhiboolya, who works out of the company's Pico Rivera, California office, where it houses designers, product developers,





“What sets us apart from our competitors is the quality of our products. Everything is hand stitched and hand sewn. A lot of our competitors skip the steps we take pride in.”

JESSICA CHITRABHIBOOLYA
MARKETING SUPERVISOR

and marketers. “And because we own our own factories, we have control over the quality, the materials, and the whole process from start to finish. So, what sets us apart from our competitors is the quality of our products. Everything is hand stitched and hand sewn. A lot of our competitors skip the steps we take pride in.”

All of Aurora’s products are designed for safety and durability, and made with safe, non-toxic materials that conform to ASTM 963 and EN 71 standards. Most Aurora products are cotton filled; if beans are used, they are double bagged for additional safety and security. All plastic eyes and noses are double lock washer secured. The company’s toys have been honored with several



awards, including the Creative Child Award, the iParenting Media Award, and the National Parenting Publications Award. Accolades have also come from Parents Magazine and Family Fun Magazine.

The company markets its products both to businesses and direct to consumers via a variety of channels, including: industry trade shows, licensing shows, retailer magazines, social media platforms, and company blogs and press releases. Aurora World is also a proud member of the Toy Industry Association. This year, the company is celebrating one of its most well-known brands, YooHoo and Friends, which is particularly popular in Ko-



AT A GLANCE | AURORA WORLD, INC.

WHAT: A global leader in plush toys and high-quality gift products

WHERE: Pico Rivera, California

WEBSITE: www.auroragift.com



rea and South America. The adventurous Bush Baby and its animal companions even have their own TV series, which recently debuted on Netflix.

In addition to its many celebrated brands, Aurora World also supplies a lot of custom-made products for many different clients, including theme parks, studios, companies, colleges, zoos, aquariums, etc. Aurora is also a company that is socially conscious, and actively participates in many charity programs, including MyStuffBags.org, CASA of Los Angeles, In Defense of Animals, William Shatner's "Ahead With Horses" and Hollywood Charity Horse Show. They



DESIGN group exhibits



Design • Build • I&D • Storage
Online Inventory Management
Nationwide Service

888-817-9881
tradeshowatlanta.com

have also released a new line of eco-friendly plush toys - the first of its kind - that is made of renewable soy and kapok fibers.

Already one of the most well-regarded and recognized toy manufacturers around, Chitrabhiboolya says that Aurora World still has one important objective to attain: "Our goal is to continue to grow and become the number one plush company in the world," she declares.

PREFERRED VENDOR

■ Design Group Exhibits
www.tbdg.com

energy view



mining view

IN THIS ISSUE

ANACONDA MINING

GOING FOR THE GOLD

72



HI-KALIBRE EQUIPMENT

A LEADING INNOVATOR IN THE OIL AND GAS INDUSTRY

80



TERVITA CORPORATION

EARTH MATTERS

88

ENERGY VIEW / MINING VIEW ONLINE



THE PROSPECTORS & DEVELOPERS ASSOCIATION OF CANADA

The exploration community's leading voice



DUMAS CONTRACTING

Providing underground mining project expertise



EURASIAN MINERALS

Turning mineral rights into cash



ANACONDA MINING INC.

GOING FOR THE GOLD

Anaconda Mining Inc. is a junior gold mining and exploration company, headquartered in Toronto, Canada, with several ongoing mining projects in Atlantic Canada – most notably the Pine Cove Mine & Mill, part of the Point Rouse Project on the Baie Verte peninsula in Newfoundland; the Viking Project in White Bay, Newfoundland; and, most recently the Goldboro Project, located approximately 180 kilometers northeast of Halifax, Nova Scotia.

The Pine Cove gold deposit was discovered in June 1987, by South Coast Resources Ltd. In 2003, Anaconda acquired an option from then-owner New Island Resources Ltd. to earn up to a 60 percent interest in the Pine Cove Project. A successful bulk sample and a positive NI 43-101-compliant Technical Report led to production in 2008. (The NI 43-101 is a national instrument for the Standards of Disclosure for Mineral Projects within Canada. The Instrument is a codified set of rules and guidelines for reporting and displaying information related to mineral properties owned by, or explored by, companies which report these results on stock exchanges within Canada.)

“We bought out the rest of the interest in the project from New Island back in 2011,” says President and CEO of Anaconda Mining, Dustin Angelo, who came on board just the year before.



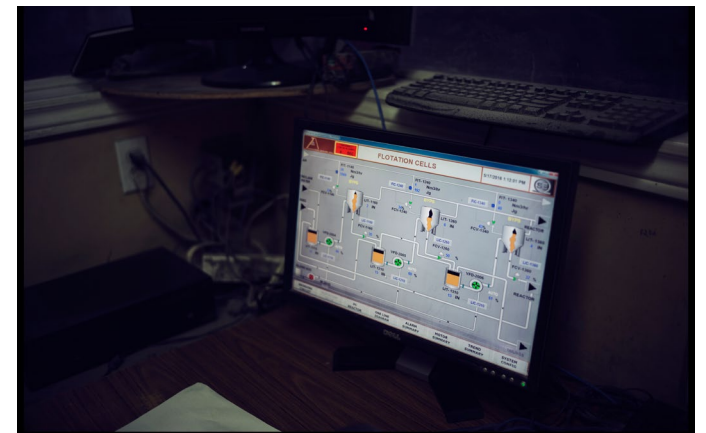


AT A GLANCE ANACONDA MINING INC.

WHAT: A gold mining and exploration company

WHERE: Toronto, Canada

WEBSITE: www.anacondamining.com



“So, we’ve owned a hundred percent of the project since then. In the last seven years, we’ve been mining primarily from the open Pine Cove pit. We are a full-scale gold producer. We have a contract miner and contract blaster and we supervise all mining and engineering, and we own and operate the processing mill that’s onsite. We mine it from an open pit; we bring up the ore that’s historically been anywhere from 1.3 to 2 grams per tonne; and we process it in our mill, onsite.

We refine it at the Canadian mint in Ottawa, we sell it to our gold trader in New Jersey, and it goes into the world market.” The Point Rouse Project currently produces approximately 16,000 ounces of gold per year from the Pine Cove Pit.

“In February 2016, we did our first step-out from that project and acquired what we call the Viking Project, where we optioned a couple of properties from Spruce Ridge Resources. And we also did some of our own staking,” Angelo continues. “It’s

about 70 kilometers, as the crow flies, from our Pine Cove mill, and the property is roughly the same size – over 6000 hectares. It has a known deposit, called the Thor Deposit, which has got 43-101 resources of over 100,000 ounces.

“In November 2016, we did a deal with Metals Creek and acquired two of its properties - one called the Jacksons Arm Property, about 20 kilometers north of Viking, and then we staked a bunch of ground around that, as well. That property

is about the same size as both Viking and Point Rouse. And then, we also acquired the Tilt Cove Property which is about 60 kilometers east of the Pine Cove mill on the Baie Verte peninsula. That area is near the old Nugget Pond mine, which was a high grade mine that produced about 166,000 ounces at 11 grams per ton, back in the early 2000s.”

Finally, this past March, Anaconda announced that it had entered into an agreement with Orex Exploration Inc., allowing it to control the



Goldboro Project in Guysborough County, Nova Scotia, which contains 457,400 Measured and Indicated ounces of gold and 372,900 Inferred ounces. “It’s a significant acquisition for us,” says Angelo. “It’s going to change the way we do business. If the potential is there to develop the mine, we’re looking at mining it and bringing that ore back to our processing facility at the Point Rousse project, because we think that we can reduce the amount of capital that we have to put into infrastructure at that site and instead leverage what we’ve already got in existence at Point Rousse, and get that project into production sooner at a lower cost. So, we’re pretty excited at what the future has in store for us with this acquisition. It will potentially extend the longevity of the company and increase production significantly.”

Operating a profitable mine, while also acquiring and developing other potentially profitable assets, has helped make Anaconda Mining a major player in the eastern part of the country. “We’re the only gold producer, right now, in the Atlantic Canada region,” says Angelo. “We’re a small company in the gold mining industry, but we’ve bucked the trend. Typically, when you see production companies in the gold mining in-



dustry, they’re much larger and they’ve got a much larger resource base and they’re producing a lot more gold. But for the last seven years, we’ve been able to operate on a small scale and be profitable. The Point Rousse project, when it initially came on, back in 2010, was essentially a turn-around project. And we were able to do that - to turn it around and make it into a profitable venture. That’s something that we’re pretty proud of.”

Regarding the acquisition of other mine assets, Angelo explains that it’s an essential part of the company’s business model. “We’ve always had a two-pronged approach to growth – organic and acquisition. For a number of years, we pursued the organic side, optioned properties

and did our own exploration to build mineral resources. As with most organic growth, it has been slow, particularly for us, because of the limited amount of capital we have had. Alternatively, the acquisition approach can help you grow quickly but we were unable to find the right first deal until Orex came along. With this transaction, we are able to acquire a significant amount of mineral resources at an attractive value using our shares.”

Over the next several years, Angelo says that Anaconda will continue to focus on its assets in Atlantic Canada. “We have a beachhead there where we have a lot of operating infrastructure. We have a high performing mill that’s doing

about 1,300 tonnes a day; we have a lot of managerial talent there; we've built a port for the export of waste rock and we want to use that port, as well, to import ore. We want to stay in the Atlantic Canada region, hence the Orex deal, which is in Nova Scotia. If we're going to expand any more in terms of acquisition, I think it will probably be within the Atlantic Canada region." Angelo adds that he also hopes to have an even larger production profile, going forward: "about a hundred thousand ounces per year," he states.

While remaining profitable, Angelo says that he also wants to see all of the company's stakeholders benefitting from its efforts. "We want to be a significant employer in the area and a very good member of the community," he declares. "We got a lot of support from the local vendors, from the government, and from the employees to stick with the [Point Rousse] project. And once it became profitable we've tried to give back to all of our stakeholders. We've donated to certain causes on a regional basis because our employees come from various areas around the Baie Verte peninsula. We've donated to repair and refurbish the local hockey arena; we made a five-year commitment to fund swimming lessons for all the youth in the area; and we've done other types of charitable donations to show that we're a responsible member of the community."

"So, we take a holistic approach and we think that we serve them all well," Angelo asserts. "We're a local company. Even though our headquarters



Sky Scraping. Ground Shaking.

SANCTON

ACCESS / EQUIPMENT

Providing a full range
 of scaffolding and access systems
 as well as aggregate processing
 equipment in Atlantic Canada.
 Since 1910.



SEEPEX.
 ALL THINGS FLOW

MAGNETEX[®]
Pumps & Systems


 Authorized Distributor
GORE Sealant Technologies

Progressive Cavity Pumps for Mining
 Dosing Pumps & Systems
 Transfer & Dewatering pumps for ingress
 water & mineral sludge
 - Discharge heads of 1500' and more
 SCT (adjustable split stator) pumps for
 durability & ease of maintenance

Sealless Magnetic Drive Pumps
 - ANSI Process - Metal or PFA Lined
 - Sub-ANSI Process - Metal, PFA, PVDF
 or ETFE lined
 - Regenerative Turbine
 Mechanical Seal ANSI Process Pumps

GORE® Gasket Tape
 GORE® Sheet Gasketing
 GORE® Joint Sealant
 GORE® Series 500 Gasket Tape
 GORE® Universal Pipe Gasket (Style 800)
 GORE® GFO® Packing
 GORE® Valve Stem Packing DP

Flowstar Industrial Incorporated
 332 Industrial Ave, Truro, NS B2N 6V7
 902 896-0041 - sales@flowstarind.ca
 www.flowstarind.ca
 Serving clients throughout Atlantic Canada!

are in Toronto, most of our employees live near and work at our site at the Point Rousse Project. This is not a fly-in, fly-out situation. It's all people who, for the most part, have grown up in the area and have an interest in seeing us succeed. We were named, last year, one of the top thirty best places to work in Atlantic Canada. That was a pretty good indication of the culture that we've built and the morale that we have."

When Anaconda Mining, Inc. goes for the gold, it likes to spread the wealth around.

PREFERRED VENDORS

■ **Flowstar Industrial Inc.**
www.flowstarind.ca

■ **Sancton Equipment**
www.sancton.com



HI-KALIBRE Equipment Ltd.

A LEADING INNOVATOR IN THE OIL AND GAS INDUSTRY

Hi-Kalibre Equipment Ltd., headquartered in Edmonton, Alberta, designs and manufactures blow-out prevention equipment for the global oil and gas industry, and is a leading innovator in product design and development. “It was started about 30 years ago by my uncle Glen Rabby and three partners,” says current company President, Patrick Rabby. “When the company first started, it was mainly a service company. We did anything for anybody, but our main client was the drilling industry in Alberta. The founders quickly saw a need for quality safety devices for drilling and service rigs, so they developed their own product lines and those products did fairly well. The firm got a reputation for good quality and service. And then, when top drives started to take off, that’s when the company really found its mark. We got involved with some of the early top drive developers in Canada and the U.S., and we developed patented technology for them.”

AT A GLANCE HI-KALIBRE EQUIPMENT LTD.

WHAT: Designs and manufactures blowout prevention equipment for the global oil and gas industry

WHERE: Edmonton, Alberta

WEBSITE: www.hikalibre.com



Rabby explains the difference between top drive drilling for oil and gas versus conventional, rotary table drilling: “Top drives have revolutionized the drilling industry,” he says. “Today, we put the drive at the top of the rig, as opposed to rotary table rigs where the drive was located at the base of the rig. We can drill faster and more efficiently with vastly improved safety. Combined with sensors and automation, downhole motors, telemetry, automated pipe handling, walking systems, improved fluids, drill bit advancements, completions tools – the technology and skill in this area has exploded in the past 20 years, and much of it has been developed in North America. In these tough

times, our knowledge and technology allows North American companies to be competitive in a global market. And many countries around the world are looking at North American technology and skill to help them stay competitive.”

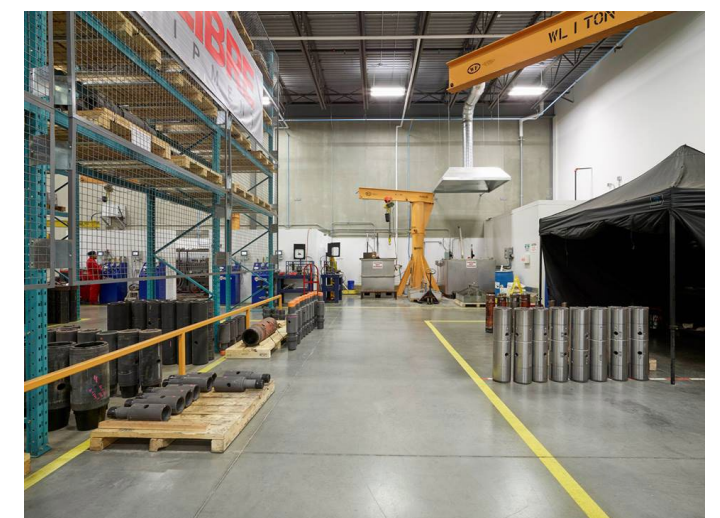
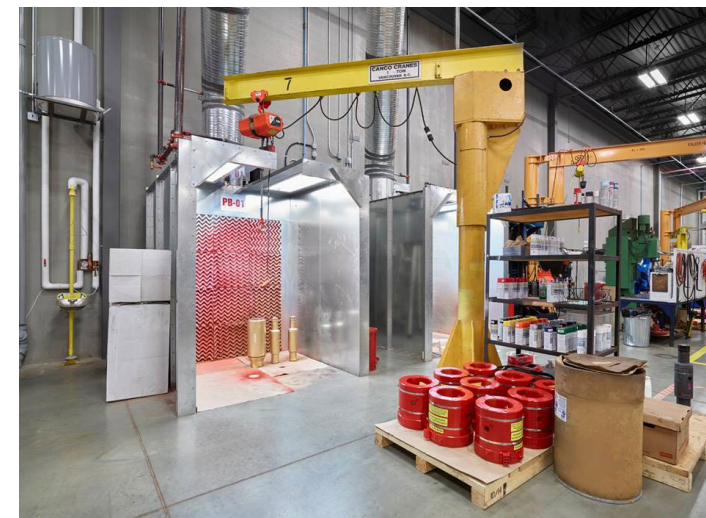
Rabby admits that his company was very fortunate to have been at the forefront of top drive development in the industry. “That’s where our company really started to take off,” he states. “We developed some patented technology for top drives; we did a lot of work with early top drive manufacturers to get our equipment on their top drives when they were being made. And through that, we were exposed to the global drilling industry, because of the demand



for top drive technology worldwide. So, our equipment was getting international attention. From there, it continued to grow. Larger top drive manufacturers started to use our equipment offshore; we did a lot more work overseas, and we spent the last few years developing our service and support in all the countries where our equipment is working.”

Hi-Kalibre’s main products are the different kinds of high-pressure valves that are used

in various parts of drilling operations. For example: top drive drill stem safety valves are widely used for both blow out prevention and mud control during drilling; inside blow out prevention valves are used to control back flow or blow out when the drill stem safety valve is disconnected from the drill pipe; and ball valves are used in manifolds, choke, and kill assemblies. In addition, the company also makes actuators that can turn its valves on and off,





remotely. Currently, Hi-Kalibre has 13 patents and patent pending technologies for drill stem equipment and hydraulic actuation, specializing in the top drive space. “Our mandate is to improve operational uptime for drilling contractors by providing reliable, high quality equipment,” Rabby states. “Because we focus on drill stem technology, we are constantly designing or adapting our fluid control technology to use the latest drill string connections or meet drilling contractors’ job specific requirements.”

Rabby believes that since the worldwide oil and gas sector is extremely price-competitive, those countries and companies that invest in the latest technologies will always tend to have an edge. “Look at the work that is going on in Canada and the U.S. today. Despite the low contract prices and the prolonged weakness in the price of oil, we still have fields in North America where the costs to bring them online are economical,” he asserts. “And everybody is



looking at what we’re doing in North America with our expertise and equipment, especially the advances in drilling and completion. And that technology and skill is going around the world as other countries try to improve their competitiveness.”

While Hi-Kalibre’s products are helping drilling contractors compete more effectively, the industry, as a whole, is facing difficult challenges, particularly in Canada, which is a net oil and gas producer. Not only is the sector trying to re-



cover from the recent economic downturn and continued depressed prices for fossil fuels, but political instability and environmental concerns around pipe lines and oil and gas projects, as well as a withdrawal of investment in Alberta’s fields, has convinced Rabby of the need to get the message out of how important the sector is to the country.

“This industry is vital to Canada,” he declares. “Despite the drop in investment, oil prices and activity, oil and gas is still the third largest direct contributor to our GDP. It drives manufacturing jobs, research and development, and in-

vestment in our country. But further than that, it helps drive commercial real estate, travel, vehicle sales, housing starts and many other parts of our economy. For every dollar that gets spent on an oil and gas project in Alberta, three to four dollars gets spent in our economy. Oil and gas contributes directly to roughly 30 percent of Alberta’s GDP, and closer to 42 percent, including indirect dollars spent. For many Albertans, if they don’t work directly in oil and gas, they’re doing something in support of it.”

He goes on to express his desire for a more reasoned approach and a national energy strat-

egy for one of Canada’s major industries: “As a business owner, pipelines and infrastructure within Canada do nothing for our company unless it is drilling related. Almost everything our company makes is exported internationally. However as a friend, neighbor, and a citizen of Canada, I am deeply concerned that we have not done enough to promote all the benefits of our industry, and the many positive aspects of Canadian oil and gas. If we work to improve support for internal and external pipe lines, and get our Canadian oil and gas to multiple markets, we could offer energy produced in a clean, efficient, and safe environment that is made ethically. Canadian produced oil and natural gas, when transported in a cost effective and

green manner via pipeline, has probably the best environmental footprint we can hope for from fossil fuels, especially when transport is considered.”

“To encourage export of our ethical oil and gas, and to promote Canadian skill and expertise, we need a stable political climate, which encourages business to invest in jobs, technology, and growth,” he continues. “We need to get the word out on just how clean our oil and gas is, and we need to showcase that investment in Canadian resources is invested back into emission reductions. Naturally we need to continue to ensure we are producing energy in a responsible manner. And we need to have an investment environment where the regulatory approval



process is centralized, fair for Canadians and the environment, but also allows international companies to plan projects in a timely manner.”

Rabby also exhorts his fellow citizens to express themselves, as well. “We are already seeing Canadians who understand the importance of speaking up in support of the great amount of skill, expertise, and value we can provide,” he states, unequivocally. “The oil

and gas industry will continue to be a responsible member of the world energy supply chain as we look for alternative energy solutions and emission reductions. However energy is still a major contributor to quality of life, which is why the world is dependent on oil and gas. As Canadians we have the opportunity to help the world bridge the gap in a responsible and ethical manner.”

Your Success is Our Business

Choosing the right accountant is one of the most important decisions you will make for your business. In order to compete effectively in today’s challenging business world, you need an accounting firm that is dedicated to becoming an integral part of your organization.

Yaremchuk & Annicchiarico LLP is that firm.

Our team of highly trained professionals is dedicated to helping our clients grow their business, increase their financial net worth and achieve their business goals. We deliver our exceptional service in a competent, responsible, and innovative manner.

We will help you make sound decisions for your organization, your family and yourself.



ASA
ALLOYS

Opening in
Salmon Arm,
BC
June 1

Proudly Serving our Customers from Coast to Coast! 🇨🇦

**Aluminum. Stainless.
Nickel Alloys. Beryllium Copper.**
Now stocking Beryllium Copper Round Bar

We are ISO 9001: 2008 Certified

20 Challenger Cres, Sherwood Park, AB, T8A-3G7
780-416-6422 ■ www.asaalloys.com

Hi-Tech Seals

Custom Seal Kits & Labels
Making Reordering Easier

Need an easy to use system to reorder groups of products? Hi-Tech Seals can make it easy as **1-2-3!**

1. We identify products in the kits.
2. We create one part number in our system for the kit.
3. You place an order for the kit using ONE part number.

PREFERRED VENDORS

- **ASA Alloys**
www.asaalloys.com
- **Yaremchuk & Annicchiarico LLP**
www.ya.ca
- **Hi-Tech Seals Inc.**
www.hitechseals.com



TERVITA Corporation

EARTH MATTERS

Tervita Corporation provides environmental solutions to natural resource and industrial customers across Canada. The company offers services in the areas of waste processing and disposal, oil recovery and marketing, civil and environmental construction, demolition and decommissioning, and remediation and reclamation. It serves oil and gas, mining, industrial, and government clients.

The company was originally founded in 1979, by David Werklund and Gordon Vivian, as Concord Well Servicing with a single service rig for

AT A GLANCE TERVITA CORPORATION

WHAT: An environmental solutions provider to natural resource and industrial clients

WHERE: Calgary, Alberta

WEBSITE: www.tervita.com



servicing oil and gas wells in northern Alberta. In 1984, Canadian Crude Separators (CCS) was developed in order to provide custom emulsion treating services for the company’s oil producing clients. “Most of the time, oil production is in the form of emulsion and needs to be further processed to be refining/pipeline quality,” explains Duane Burkard, Tervita’s Vice President of Energy Services. “It contains saline water and potentially other particulates and contaminants. So, it needs to be treated to meet the refiners’ specifications. Producers didn’t always have their own facilities in place to treat their emulsion. So there was a need for a third party, such as CCS, to provide that service.”

Over the next several years, the company



grew both organically and by acquisition, developing new technologies, offering more services, and expanding its geographic footprint. “Up until 2012, through acquisition and building other businesses, we had 12 branded companies,”

says Burkard. “Sometimes our customers didn’t know that the people they were working with and the services they were receiving were part of the same company because we were branded differently. So, Tervita was the result of taking those 12 smaller, independent divisions of CCS and renaming and rebranding as Tervita – one new company but with all the same people, the same services, and the same offerings.”

The name Tervita comes from the Latin words terra, meaning earth, and vita, meaning life. Together they signify a dynamic brand, committed to safety, efficiency, and regulatory stewardship while minimizing impact and maximizing

returns for clients and partners. Today, Tervita has over 1,000 employees and does most of its business in the WCSB – the Western Canadian Sedimentary Basin. The WCSB underlies 540,000 square miles of Western Canada including southwestern Manitoba, southern Saskatchewan, Alberta, northeastern British Columbia, and the southwest corner of the Northwest Territories. It consists of a massive wedge of sedimentary rock extending from the Rocky Mountains in the west to the Canadian Shield in the east. The WCSB contains one of the world’s largest reserves of petroleum and natural gas and supplies much of the North





American market. It also has huge reserves of coal. Of the provinces and territories within the WCSB, Alberta has most of the oil and gas reserves and almost all of the oil sands.

“We’re structured into two divisions,” says Burkard, explaining Tervita’s current makeup. “We have an Energy Services division and that mainly targets the oil and gas generators on their upstream operations – their drilling and completion activities, their production activities,

right up to the refinery door. That is our largest division and the core of the company. Within Energy Services we have the Waste Processing group, which includes industrial landfills, and cavern facilities, as well as treatment recovery disposal facilities that process emulsion and oil field waste. We also have an Energy Marketing arm that markets oil to refiners on behalf of customers. “Our other division is the Industrial Services division. It’s typically a downstream

service provider and the business units within that division provide reclamation and restoration work. There is a Metals Recycling group that handles scrap iron and metal recycling, a Waste Services group, and an Environmental Services team, all of which offer services to both upstream and downstream producers in the WCSB area.”

In a competitive industry, Burkard believes that Tervita has several advantages. “Number

one is our geographic location,” he states. “We position our facilities and our service offerings in the same core areas in the WCSB as our customers/producers do. So, we’re close to their operations. Transportation is a big component in their cost of dealing with their oilfield by-products; being close to the core of their operations is a competitive advantage.

“The second advantage is that we were one of the first ones in the business. We have a lot

of technical expertise and long-term operations staff out in the field that run a very efficient operation, which means a higher level of customer service and value. Our customers' product is processed efficiently, safely, and within regulatory compliance. Also, we typically invest our capital in the same areas our customers are investing in. That means we are business partners with our customers – not just a service provider. For example, a lot of our customers are investing heavily in the Montney and Duverney production area in western Canada and, therefore, our expansion plans are to be there as well; to expand either current facilities or look at new development opportunities to meet their needs and demands.”



PREFERRED VENDORS

- **Corsair Design**
www.corsairdesign.com
- **Hollow River Transport**
www.hollowrivertransport.com

Burkard highlights Tervita's focus for the next several years: “We will continue to manage our costs to remain competitive and provide the best overall value to our customers. It's not always about low cost; it's about providing the best value in return for our clients' investment. Moving forward, we will remain focused on going beyond simply being a service provider to our clients to building mutually beneficial long-term partnerships.



**Electrical, Instrumentation & Controls Engineering
Integrated Measurement Solutions**



We are a mid-sized EPCM offering personalized, professional solutions to complex engineering problems. We believe that a strong team begins with the right people focused on a common vision.

We have partnered with Tervita for over 15 years, helping to engineer and program many of its facilities.

CDL is committed to delivering quality, cost effective engineering solutions for the oil & gas industry. Using our talented experienced team, and working with our network of partners, we believe in designing safe and efficient facilities on time and on budget. We endeavor to be the premiere mid-sized engineering firm available to our clients.



www.corsairdesign.com



Hollow River Transport is in the business of oilfield-related fluid and solid hauling. We're flexible, but as a sampling of some of our hauling capabilities, we can take care of:

- Oils and Water
- Caustic and Contaminated Fluids
- Hot Shot Service
- Flat Deck Hauling
- Sealed End Dump and Aggregate Hauling
- Heavy Equipment Hauling

At Hollow River, not only do we literally drive from site to site as oilfield fluid haulers, we more importantly drive your success forward through out personalized service and adaptability to suit any need.

**P.O. Box 669, Elk Point, AB, T0A 1A0, Canada
1-780-724-2998**



www.hollowrivertransport.com

city view

A nighttime photograph of a city skyline with a multi-lane highway in the foreground. The highway shows long-exposure light trails from cars, with white and yellow trails on the left side and orange and red trails on the right side. The city buildings are illuminated with various lights, including blue, white, and yellow. The sky is dark. The text 'city view' is overlaid in a large, white, sans-serif font across the top half of the image.

COMMUNITIES ON THE GROW

IN THIS ISSUE

STONY PLAIN, ALBERTA

INTREPID SMALL TOWN WITH BIG-TIME PLANS

100



BATAVIA, ILL.

Where tradition and vision meet 112



CANTON, MASS.

Home of the Paul Revere Heritage Site 122



HAMTRAMCK, MICH.

The city within a city 142

MENOMONEE FALLS, WIS.

Already good, going for great! 152

MUNDELEIN, ILL.

Reinventing and renewing itself 160

NORFOLK, VA.

Projects coming to fruition 134

PORT OF OLYMPIA, WASH.

Life at the center 172

WATERTOWN, WIS.

Opportunity runs through it 182

WELLINGTON, FL.

Retaining that hometown feeling 194

CITY VIEW ONLINE



BEDFORD, TEXAS

Life at the center

NATIONAL COMMUNITY DEVELOPMENT ASSOCIATION

Representing those who administer federal programs

GREEN COMMUNITIES CANADA

Positive action for the environment



GRIFFIN, GEORGIA

growing together





Town of **STONY PLAIN** **ALBERTA**

INTREPID SMALL TOWN WITH BIG-TIME PLANS

Stony Plain, Alberta is a strong, vibrant community that respects its heritage, embraces its present, and is excited about its future. While rubbing elbows, geographically, with neighboring Edmonton (capital city of Alberta, Canada) means a wealth of local opportunities from 1.3 million residents in the capital region, Stony Plain keeps just enough distance to retain the quintessential, small-town atmosphere that draws people to live and work there.

What's in a name? Plenty...

In 1881, carpenter John Leod McDonald was the first pioneer to stake a claim in a region of Alberta then known as Dog Rump Creek. When McDonald became postmaster, he successfully lobbied to have the settlement renamed Stony Plain, which he found more becoming. Agreed!

In 1907, the Edmonton, Yukon & Pacific Railway completed a line 19 miles west of

AT A GLANCE STONY PLAIN, ALBERTA

WHAT: A town of 17,000

WHERE: Central Alberta, just west of Edmonton

WEBSITE: www.stonyplain.com



Edmonton which was supposed to cut through Stony Plain. But the track totally missed its mark. Not willing to lose out on the economic benefits the railroad represented, intrepid town elders literally moved their small community to the railway. Using 20 teams of horses, the buildings were rolled to the present site of Stony Plain. As predicted, the move drew more settlers. When Stony Plain was incorporated as a town in 1908, the population was over 1,000.

Today, that colorful history is kept alive through a public art program, consisting of magnificent outdoor paintings and sculptures created by artists across Canada. From early Postal Service, to the first Town Sheriff, to its



unique aboriginal heritage, Stony Plain's murals are a popular tourist draw for the region.

Brenda Otto, Stony Plain's Economic Development Officer, speaks to the recent growth and future direction of this dynamic little community. "In the past four years, Town Council

has been proactive about creating growth and development that's a good fit for Stony Plain, with a focus on community development, governance and partnerships, economic opportunity, supportive infrastructure, and environmental responsibility."

A key project is the redevelopment of Heritage Park, which includes the Pioneer Museum. The initial phase exhibition pavilion was completed in 2012, and this year has seen construction of an adjacent 500-seat venue for events, conferences, and gatherings – cultural and artistic. The town has also partnered with private developers in the north business park. Over 100 acres of industrial/commercial employment

lands are now serviced, and the whole community is excited to see new business and employment opportunities coming into those spaces.

Stony Plain Sustainability Planner, Miles Dibble, says there is a lot going on with infrastructure improvements. "Boundary Road runs north-south through the town and is one of our major arterial roads. It's currently being improved from a two-lane (one in each direction, part of which is gravelled) to make it four lanes in some areas, particularly the northern half, and give it a paved cross-section between highways 628 and 16A. We're also working with the province of Alberta on a multi-year endeavor to upgrade highway 779. The first phase between the





**TIMELESS STRENGTH.
LEGENDARY BEAUTY.**

 **MIRA**
TIMBER FRAME
www.miratimberframe.com



TOWN OF STONY PLAIN, ALBERTA

railway tracks and 16A was completed several years ago; the remaining portion to the south is still in the works.”

Lack of public transportation is a real concern for this growing community. In the past year, Stony Plain has partnered with neighbouring municipalities – Parkland County and the City of Spruce Grove – to discuss public transit services and devise a framework for a single-service delivery model.

Dibble adds, “We just finished a Parks Open Space Master Plan, and The Rotary Park Master Plan has started. It’s a major entry park with a stunning fountain, skating - a regional park in many ways and we’re investing a lot of money in that. Residents are also asking for a municipi-

pal cemetery, we don’t currently have one, but we’re working on it. Along with an urban forestry strategy.

Other recent developments include: Railway Plaza just completed with a local developer; Genesis of the Lakes commercial complex completed on the town’s south side, with Sorrentino’s restaurant as a highlight; two large apartment buildings finished in the south business park. On tap: a proposed seniors’ mixed-use facility, and potential for a Tim Hortons site.

A target sector study done in 2015, identified key strengths and opportunities for business development growth. First identified was support services to the energy and extraction sector. Otto says, “We are adjacent to major

Mira Timber Frame was established as a family business in 1998. We design traditional timber frame structures using old-world craftsmanship with new-world technology.

We are committed to quality detailed workmanship and responsible resources management in every project. We have the experience and expertise to bring your timber frame dreams to reality.

In addition to owners Trudy and Julian’s years of expertise we have a design department that includes an engineer, architect and architectural technicians, a shop crew comprised of journeyperson & apprentice carpenters and in-house trained timber framers all managed by some amazing admin staff. Together we take your plans and physically turn them into the beautiful structures you see.

Timber framing is a method of building, which has been used for centuries. It involves the use of large

structural timbers held together with elaborate wooden joinery without the use of nails. The timber frame is then enclosed with energy efficient custom manufactured SIP panels leaving the beauty of the exposed timbers on the interior.

Today, Mira Timber Frame is housed in a 16,000 sq ft facility located in Stony Plain, Alberta, Canada where we design, manufacture and install timber frames that are sent to all areas of Western Canada, Northwest USA and Hawaii.

Our clients appreciate the traditional craftsmanship of natural timbers, high vaulted ceilings, large windows, open loft spaces and unique timber stair structures.

Mira Timber Frame has the experience and experts to make your timber frame dreams a reality.

We are the Mira Timber Frame team dedicated to bringing you the best.

 **MIRA**
TIMBER FRAME

www.miratimberframe.com



industrial hubs – Leduc, Nisku, Acheson – with TransAlta’s major coal mine and plant to the west of us, and Alberta’s industrial heartland in the northeast section of Edmonton. A lot of support services tie into those three regional energy hubs. The energy sector is in transition, looking at different forms of technology that are less impactful on the environment. Reducing the carbon footprint, renewable energies - with that we see an opportunity to provide services for those sectors.”

Another huge growth opportunity is in healthcare and wellness. “One of our major employers is our hospital, West View Health Center. They provide public services positions, and a great deal of spin-off in the private sector with health and wellness support services providers



and alternative healthcare providers that feed from or into West View. With the population of Stony Plain growing at two to three percent per year, the need for health services continues to grow, as well.”

Agriculture is also on the radar. Historically, the town existed to support the neighboring agricultural sector within Parkland County. That

role is still strong today, but shifting. Many businesses that started as farm operations are looking at value-added opportunities that require commercial or industrial lands to develop new products and services. Stony Plain is a natural fit as an anchor point for development and marketing into the Edmonton capital region, with its target market of over 1.3 million people.



C3
Camp'n Class
RV PARK
4107 50St, Stony Plain, Ab



“Your 5 stay begins here”*

Fully serviced sites available YEAR ROUND in the heart of Stony Plain.

Services include WI FI and Cable TV at every site.

NEW *Hall Rental now available..*

Email: info@campinclass.com

Check out our website @ www.campinclass.com

BOOK NOW ... 1 855 455 2299



Art, culture, shopping, and dining all figure into the growth plans. Otto shares, “Our niche downtown is a draw for tourists and small businesses. Particularly ‘makers’ of crafts; artisans who want to morph into retail operations. We are focused on keeping our downtown vibrant and relevant for tourism, but also from an entrepreneurial standpoint.”

Stony Plain is a great option for entrepreneurs who want to manage their business from home, or in a smaller setting, but still want to tap into the larger audience in the nearby capital region. “One of the attractions of Stony Plain,” says Dibble, “is the calming, small town atmosphere for residents. When we did our municipal development plan, we asked people what they wanted to keep as the ‘essence’ of Stony Plain. We coined the document ‘Uniquely Stony Plain’



after we determined people came here because of the town’s uniqueness; it has proximity to larger centers but still has the hominess they want.”

Main Street is such a popular attraction that the town is reinvesting in the core old area with a four-phase redevelopment plan. Dibble ex-



plains, “Main Street forms the commercial district, but a lot of the existing zoning is intended to intensify that area. Regulations are already in place that promote enhancement and redevelopment of our downtown core. Adjacent to that area, we’ve allowed development to start on a major residential section, the Brickyard at Old Town. We’re supportive of it as it gets more people downtown to support businesses there. We are fortunate to still have a large hardware store, and a North Central Co-op grocery store in the





core; many other small centers have lost those downtown anchors.”

An arena, curling rink, and spray park are all located just southwest of downtown. When the high school moved from there to a campus south of the core, the town began working with the school board to redevelop that large site – one of the reasons why an overall redevelopment plan for the area is so important.

Stony Plain’s population is currently just over 17,000. Combined with the two other municipalities of the Tri-Region, it ends up being between 70,000 and 80,000. The Alberta government supports regional partnerships, and Dibble believes Stony Plain is a showcase for what other areas of

the province should be doing. “We partnered with Spruce Grove to develop a Royal Canadian Mounted Police facility, and with Parkland County on an ambulance facility. Even the pavilion is a joint venture. And our Family & Community Support Services (FCSS) are quite involved with the County.

Stony Plain, Spruce Grove and Parkland County have independent solid waste services, but they are working to standardize and harmonize them. In the works: a green project – an organic waste processing facility. Dibble notes, “We’ve done studies to determine from an economic standpoint, a government standpoint, what technologies are mature enough to be utilized by a region of our size. Some of that work has been done in partner-



ship with the province through Alberta Innovates. Stony Plain has one of the highest rates in the area for diverting solid waste from landfills - generally, 50 to 55 percent diversion. We have an educational campaign called ‘Don’t Just Trash It’ to, hopefully, push to the 60 percent mark in 2017.

In February, Stony Plain launched a new economic development website portal www.ChooseStonyPlain.com to tell the world about Stony Plains through the eyes of its entrepreneurs and business people. The message that comes through is a real commitment to being part of the community. Otto says, “People have incredible passion for the culture and feel of Stony Plain, and it’s our role, as Town representatives to ensure that message is supported with every new development opportunity. To hold true to our residents and the people who want to raise the next generation in Stony Plain.”



PREFERRED VENDORS

■ Mira Timber Frame www.miratimberframe.com

Timber framing is a building method that uses large timbers held together by elaborate wooden joinery without the use of nails. Julian Gauthier founded Mira Timber Frame in 1998, with the intent to offer his customers a viable, alternative building choice that melded old-world craftsmanship with new-world technology. The company, and its team of in-house designers, CAD technicians, timber frame designers, timber farmers, carpenters, and apprentices are housed in a 16,000 sq. ft. design and manufacturing facility in Stony Plain, Alberta.

■ Camp ‘n Class RV Park - www.campinclass.com

Newly developed, efficiently run and fully serviced. Camp ‘n Class RV Park is located in the heart of the Town of Stony Plain. The RV Park has 77 full service RV stalls, including WIFI and Cable TV to every site, walking paths into Stony Plain, and main street shopping.



*Batavia,
Illinois*

WHERE TRADITION AND VISION MEET

Batavia, Illinois, a suburb of Chicago, was founded in 1833 and is the oldest city in Kane County. Originally called “Big Woods” for the wild growth throughout the settlement, the town was renamed by a local judge and former Congressman, Isaac Wilson, in 1840, after his former home of Batavia, New York. The city was officially incorporated in 1872.

During the latter part of the 19th century, Batavia was home to six American-style windmill manufacturing companies, and became known as “The Windmill City.” Many of the original limestone buildings that were part of these factories are still in use today as government facilities and private commercial offices and storefronts. Batavia was also a major manufacturer of the Conestoga wagons used in the country’s westward expansion. In 1936, the Campana Company built the historic Campana Factory to manufacture cosmetics, most notably Italian Balm, the nation’s best-selling hand lotion at the time.

In 1966, the United States Department of Energy established the Fermi National Laboratory, known as Fermilab, just outside Batavia. Since



2007, Fermilab has been operated by the Fermi Research Alliance, a joint venture of the University of Chicago and the Universities Research Association. Fermilab specializes in high-energy particle physics and its landmark particle accelerator, the Tevatron, at 3.9 miles in circumference, is the world's fourth largest. In the public realm, Fermilab hosts many cultural events: not only public science lectures and symposia, but also classical and contemporary music concerts, folk dancing, and arts galleries.

According to Laura Newman, Batavia's City Manager, Fermilab is currently embarking on a new project known as DUNE. "That's Deep Un-

derground Neutrino Experiment," she explains. "And it's going to bring one billion dollars in investments to the local economy and create 2,000 jobs. It's supposed to be online by 2020." "That's obviously a huge source of employment," adds Economic Development Consultant, Christopher Aiston. "It will double their workforce. Not only does this project offer significant employment opportunities, both short term during construction and long term once the new facilities are up and running, but it will serve as an economic engine, driving increases in the purchase of local goods and services."

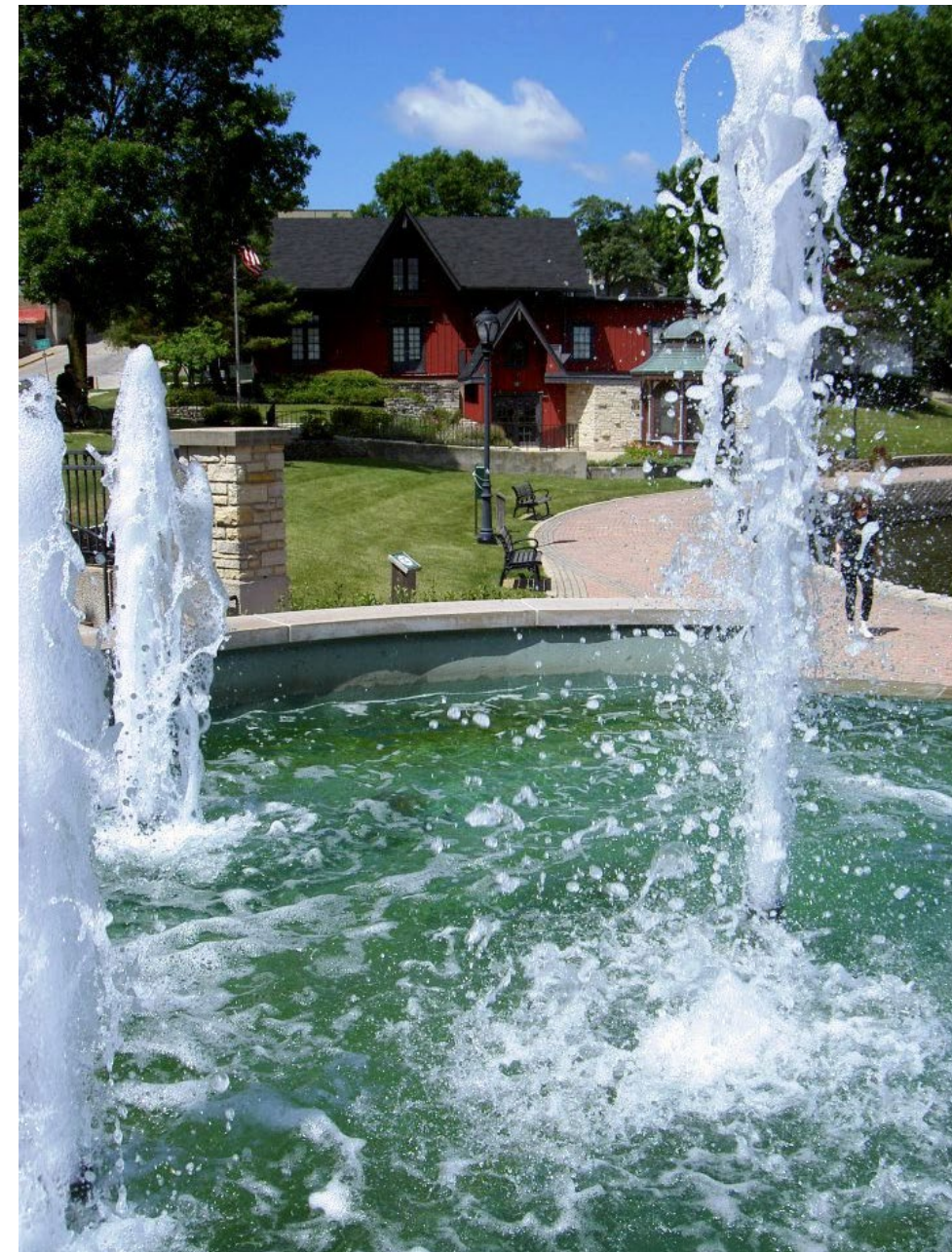
"Our next greatest level of employment is in

AT A GLANCE | BATAVIA, ILLINOIS

WHAT: A city of 26,500

WHERE: In DuPage and Kane Counties, approximately 40 miles west of Chicago

WEBSITE: www.cityofbatavia.net



the manufacturing and logistics industries," Aiston continues. "There are quite a few firms in the plastics injection and extrusion business. The city of Batavia owns its own electric utility and that's kind of a rarity in the state. So, we manage, own, and distribute our own electric power. And that's a reason why many of the plastics companies, particularly those that are on three shifts and need constant power with very few interruptions, or a quick turnaround if there is some kind of a shut-down, are here." The Suncoast Corporation, a maker of plastic lawn and garden products, has its national headquarters in Batavia, and is the City's largest private employer.

Another big deal for Batavia is the One Washington Place project, slated for two and a quarter acres in the city's historic downtown, less than one block from the Fox River. "This project will be built under terms set forth in a tax increment financing redevelopment agreement between a private develop-



MAKING COMMUNITIES MORE LIVABLE, SAFE, AND COMFORTABLE

There is a difference in outdoor environment public health providers.

In both mosquito control and aquatic site management, Clarke takes an integrated approach to achieve a **more effective, longer term solution**. And because Clarke takes the comfort and safety of your citizens as seriously as you do, our product and service offerings utilize more **natural ingredients** and application optimization technologies than any other public health provider. The result? Solutions that meet **budget needs** and acknowledge **public sentiment**.

How can Clarke help your community?

Aquatic Services

- Algae & weed control
- Fountain & aeration services
- Water quality testing
- Bathymetric surveys/mapping
- Exclusive Conserve™ precision aquatic application technology

Mosquito Control Products & Services

- Mosquito control for community, residential, or special events
- EarthRight community mosquito using only OMRI Listed products
- Natular® larvicide, OMRI Listed formulations for use in and around organic farms and gardens
- SITE Guard™ services for control of container breeding mosquitoes such as those that spread Zika



BATAVIA, ILLINOIS

er and the city,” says Aiston. “It will have about 14,500 square feet of street-level commercial space, 186 one- and two-bedroom luxury apartments across four above-street-level floors, and a 350-space parking deck. Ultimately, the city will own the public parking asset. The project groundbreaking will occur in mid-summer, as the City is presently clearing the site in advance of its transferring the property to the developer.”

Aiston says the One Washington Place project is designed, to a large extent, to attract “the Millennial demographic that wants to be in a walkable downtown. They want to be in ‘apartment mode,’” he claims. “Generally, this demographic hasn’t started a family, are fairly fluid when it comes to where they’re going to work, and they

don’t want to be tied down to a mortgage. And we know, and the developer knows, that besides the Millennials, the target market is the empty nesters that want to downsize their homes. So, it’s probably going to be a 50/50 mix.”

Making its downtown more walkable is not an entirely brand new concept in Batavia. In fact, about six years ago, the city made a significant investment in its downtown streetscape by building what the Dutch call a “woonerf,” roughly translated as a “living street.” The block-and-a-half stretch of River Street has no curbs, no traffic stripes, and no crosswalks. Instead, a continuous carpet of red and brown bricks unfurls from buildings on one side of the street to the other. Pedestrians and cyclists share the

It is an honor to support the City of Batavia in making their community a sought-after place that families and businesses can call home. Making communities more livable, safe and comfortable is the core of Clarke.

From its beginning in 1946, Clarke, a family owned company, has been focused on serving communities. Beginning in public health mosquito control, Clarke expanded into product and application equipment development and then into the management of lakes, ponds and waterways.

We press persistently to develop new products



and services to reduce our environmental footprint. In 2010 Clarke was awarded the Presidential Green Chemistry Challenge Award for the development of a line of Natular® larval control formulations for mosquitoes that utilize a naturally occurring soil bacterium, allowing use in and around organic farms and gardens.

Our approach to public water amenities seeks to bring water bodies back to their natural state while ensuring the desired balance of aesthetic, recreational and habitat objectives is met, using methods help prevent over or under application weed or algae control products.

Clarke is headquartered in nearby Saint Charles, IL with 15 offices around the world. We employ 160 full time professionals, serving over 50 countries.

www.clarke.com www.clarkecares.org



street with slow-moving cars. The people on foot can cross anywhere they want. On Saturday mornings, when the cars are kicked out entirely, tents appear, and the street is transformed into a vibrant farmers market.

“Since we built that streetscape, it’s been incredible in the number of people who are drawn to events in our downtown,” Newman declares. “Every weekend, our downtown is spilling over with people from our community and surrounding communities who want to attend these events in this atmosphere. So, allowing 186 rental units to be built adjacent to all of this makes a lot of sense.”

Aiston says that in addition to the One Washington Place project, there are an additional five

or six acres close by that are potential redevelopment sites. “The City has planned these sites to be redeveloped with mixed-use buildings, where you have ground floor office/retail, and then residential going vertically. To sustain a downtown environment, you really need to bring rooftops in the form of denser, mid-rise buildings.”

Regarding other redevelopment projects in Batavia, Aiston says, “We’ve got a couple of large industrial buildings under construction, right now. There’s been kind of a resurrection of land development in the last twelve to eighteen months. We’re seeing large industrial buildings being built on spec, knowing that there are small companies that want to go mid-size, or mid-size that want to go bigger and need



more space.”

On the southwest border of Batavia is Mooseheart, owned by the Loyal Order of the Moose International. “They’ve got several hundred acres that they own and have farmed,” Aiston says. “And they recently annexed to the city some property that could include a development that will increase both our commercial area, as well as our residential. That property is, as yet, undeveloped, and there’s probably another 60 or 70 acres on the periphery that hasn’t been annexed. Ultimately, there will be redevelopment but the City’s current focus is primarily developing and redeveloping its downtown central business district.”

Batavia has also “redeveloped” some of its local regulations with the intent to make the city more sustainable. “We’ve recently changed our ordinances

P Power Packaging
A DHL Company

Premier provider of manufacturing and packaging services

With 5 production facilities:

DRY FOODS & BEVERAGE PRODUCTS

- St. Charles IL
- Geneva IL
- Batavia IL
- Grand Prairie TX

ASEPTIC BEVERAGES

- Rosendale WI



Power Packaging is North America's leading contract manufacturer of food & aseptic beverage products. Power Packaging is often approached as a potential solution provider by major CPGs based on our consistent success in production results, food safety & value added solutions. We have built the strongest reputation in the industry. We continue to differentiate ourselves in the marketplace based on the following six strategic areas: Continuous Improvement, Trust, Safety, Innovation, Financial Strength & Field Proven Value.

Power Packaging is part of DHL, the world's leading logistics group, & can offer innovative integrated supply chain solutions.



To learn more about this Food Institute Member, please visit www.powerpackaging.com or www.dpdhl.com



to make it more beneficial for our customers who have solar arrays – the amounts that we are paying them for sending energy back into our grid. We increased that amount to encourage more people to make that investment.”

“It’s a sign of the political will to be green in that for an entity that sells electricity, which is what we do, for us to make it possible for our residents to reduce their dependence on our system through self-generated power. One could say this policy kind of flies in the face of a real profitable business plan,” says Aiston. “But, we think it’s more important that we make that incentive available because over the long term, everybody benefits and it’s the right thing to do.”

Batavia is also a bike-friendly city. “We have four regional bike paths that go through our

town,” Aiston says. “The City, Park District, and County Forest Preserve spend a lot of attention on planning, property acquisition, and expense to maintain and expand the bike paths, because we think it’s the right thing to do.” A nearby metro line that comes through Batavia is also accessible by bike trail from downtown.

In addition to its many amenities, and its highly-regarded school system, Newman believes that what impresses outsiders about Batavia is the sense of connectedness that its 26,000 residents have to their city. “It has a beautiful, old downtown with many limestone buildings from quarries located near the city. But you also have this real artistic drive and creativity – the new juxtaposed with history.”

Batavia, Illinois: “Where Tradition and Vision Meet.”

PREFERRED VENDORS

■ Clarke Environmental www.clarke.com

Headquartered in St. Charles Illinois, Clarke Environmental is a global environmental products and services company, whose mission is to make communities around the world more livable, safe, and comfortable. It does this by pioneering, developing, and delivering environmentally responsible mosquito control and aquatic services to help prevent disease, control nuisances, and create healthy waterways. Clarke has customized and delivered effective solutions for thousands of communities, businesses, and organizations around the world for over 60 years.

■ Power Packaging Inc. www.powerpackaging.com

A subsidiary of DHL, Power Packaging is the premier provider of manufacturing and packaging services to the world’s largest consumer packaged goods (CPG) companies.



With more than 1,000 associates, Power Packaging operates five manufacturing facilities in the U.S. with the capacity to manage large, integrated, manufacturing projects. In Batavia, Illinois, the company manufactures flexible packaging, rigid containers and bowls, stick packs, and secondary packaging.

■ ABC Bank Mortgage Division www.abcbankhomeloans.com

■ G & W Electric Company www.gwelec.com



I have proudly provided home loan financing to residents and families in the Batavia community and surrounding areas for 20 years.

Let me help you
GET PRE-QUALIFIED TODAY!



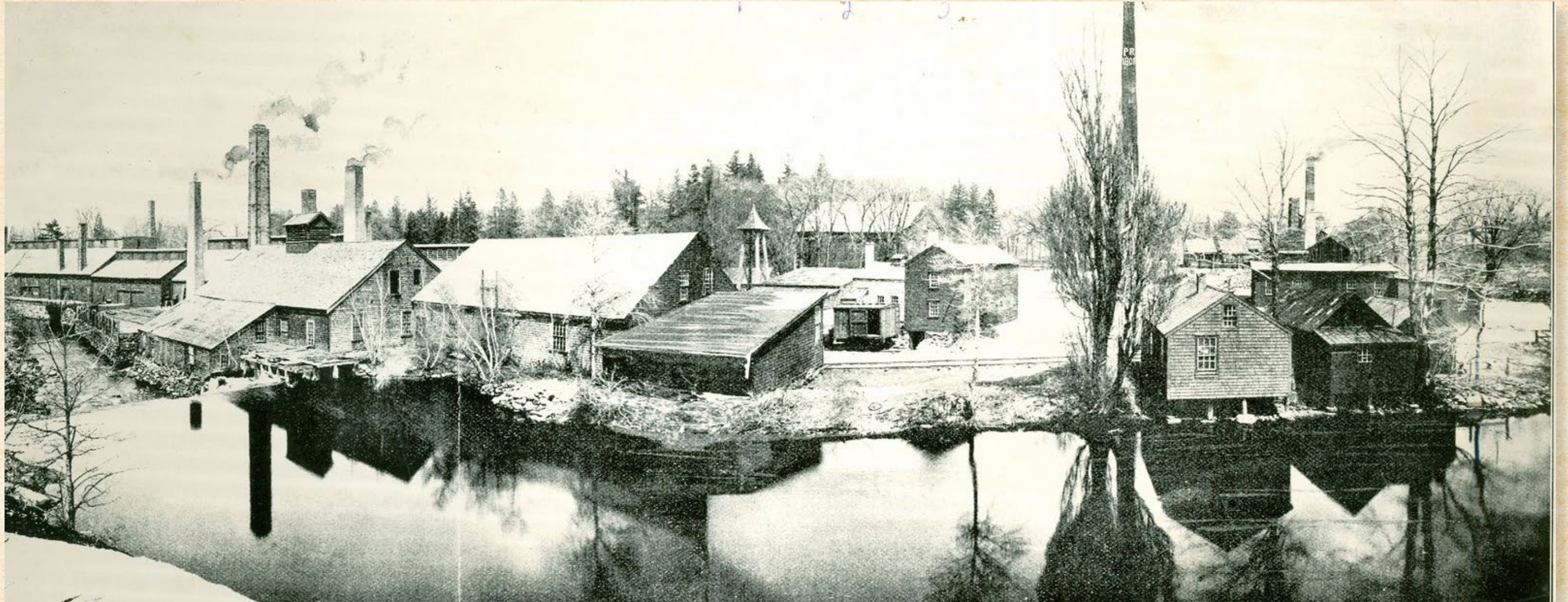
Michael Russotto
President | Mortgage Division
630.986.1401
mrussotto@abcbank.net
NMLS#218160



Equal Housing Lender FDIC NMLS#193697

For more information visit: gwelec.com





CANTON, Massachusetts

HOME OF THE PAUL REVERE HERITAGE SITE

For most Americans, the name Paul Revere conjures up images of the Boston silversmith's famous "midnight ride" of April 18th, 1775, when he galloped through the towns of Middlesex County, Massachusetts to warn the colonists of the British troops who were crossing the Charles River from Boston on their way to Lexington and Concord to seize a rebel arms cache, and perhaps, arrest a few of the nascent revolution's leaders.

But for the residents of Canton, Massachusetts, a town of 21,500, some 15 miles southwest of downtown Boston, the story of Paul Revere begins much later in the life of the famous patriot - in fact a good quarter century after his famous ride. In 1801, at age 65, Revere decided to move from Boston to Canton to set up a mill to roll copper sheets, presumably to replace corrosive iron fixtures and plate bottoms on ships with rustproof copper. The process of plating



ship bottoms, referred to as “sheathing” or “coppering”, helped increase the speed and lifespan of ships. Copper, specifically, was desired for this process due to the fact that it reacts with seawater to create an oxide coating that prevents the build-up of barnacles, weeds, and other detritus, in addition to physically stopping worms from burrowing into and degrading the wood.

But even though Revere had earned a comfortable living as a silver and goldsmith, and later as the owner and operator of an iron and brass foundry, this new copper venture involved considerable financial risk, as his copper rolling process was still in the development stage and he hadn’t yet secured the rights to use the waters of the nearby Neponset River to power his factory. Luckily, in addition to his own investment of \$25,000, the U.S. government loaned Revere another \$10,000 as well as 19,000 tons of copper to start his new Canton firm, and with the water power issue resolved, within a few years, the Boston artist, industrialist, and patriot became the first American to successfully roll copper into sheets in a commercially viable manner.

Revere landed his first major contract in 1802 - an order for 6,000 feet of copper sheathing to cover the dome of the relatively new State House in Boston. A year later, the company was commissioned to provide copper sheathing to protect the

hull of the U.S.S. Constitution or “Old Ironsides.” In subsequent years, Revere’s company manufactured copper boilers for Robert Fulton’s early experimental steamships, turned out muskets and brass cannons for the War of 1812, and manufactured the copper dome of the New York City Hall.

In 1804, son, Joseph Warren Revere, moved the family’s bell-making foundry to Canton from Boston, after a great gale blew its roof off, there. In addition to copper rolling, the Reveres continued to manufacture hundreds of their famous, cast-iron church bells in Canton until the middle of the 19th century. Revere also established a second home on the factory site, spending the summers in Canton, where he and his descendants played an important role in the town’s political, social, and economic life.

In 1909, the Revere foundry was bought by the Plymouth Rubber Company, which owned it until 2006. “When they left, it was a very large parcel of contami-



AT A GLANCE CANTON, MASSACHUSETTS

WHAT: A town of 21,000

WHERE: 15 miles southwest of Boston

WEBSITE: www.town.canton.ma.us



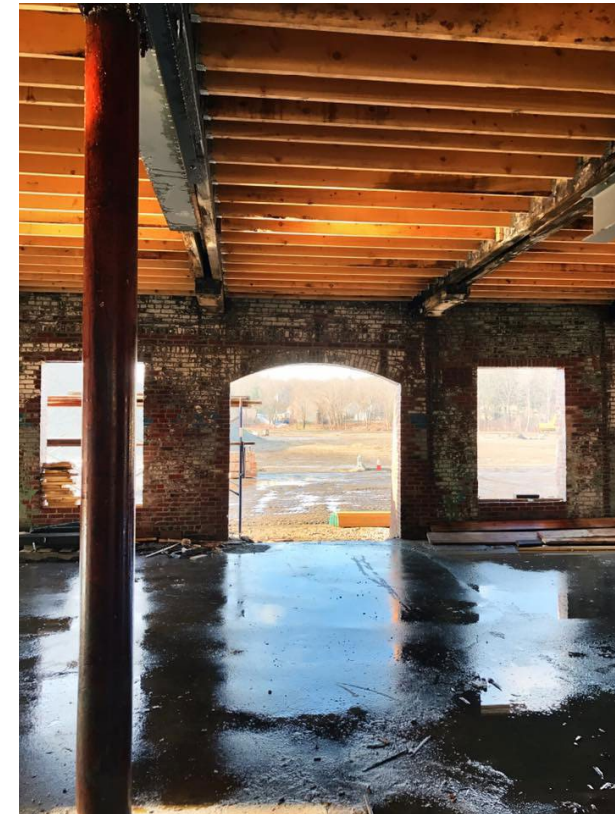
“We have a revitalized downtown,” agrees Del Vecchio. “It’s a quite attractive core of our community, but this complements that; it’s walking distance to it and it provides nine acres of open space with these two historic buildings, which we think will be a magnet for additional folks coming to town, to spend time in Canton, see what Canton’s history is about with respect to Paul Revere, have lunch or dinner, and go home.”

VICTOR DEL VECCHIO
MEMBER OF THE PAUL REVERE HERITAGE COMMISSION

nated industrial land,” says Laura Smead, Canton’s Town Planner, “but it still had this historic rolling mill on the site, and a barn that was used by Paul Revere. Including all of the land, and water, and wetlands, it’s about 40 acres of which maybe 27-30 are actually buildable. It’s right near the center of town, close to our main street.”

For the last ten years, the Town of Canton has been negotiating with the property’s current owner in order to remediate and redevelop the

Paul Revere Mill/Plymouth Rubber Company property. “Over those ten years, there were a number of town meetings, and a number of other meetings before the Board of Selectmen and the Planning Board, to rezone the property and get some sort of development to clean it up,” says Jeremy Comeau, a member of the town’s Paul Revere Heritage Commission and former Planning Board member of 15 years. “Finally, in 2015, the Board of Selectmen, the Planning Board, and some other town officials, got



together with the developer, and got a project approved by town meeting.”

Victor Del Vecchio, a member of the Paul Revere Heritage Commission, and former Board of Selectmen member of 15 years elaborates: “It was a great collaborative effort. The negotiations started in 2014 and lasted for nearly a year and resulted in a very comprehensive agreement,” he reports. “Now, understand that this site was largely a contaminated wasteland. It had been used, over the years, for a variety of industrial purposes and, in fact, as part of the development agreement, over 6.3 million dollars will be dedicated to the special demolition and environmental cleanup of the site. So, the effort, which took many, many hours, included the support of the Board

WE PROTECT THEM LIKE FAMILY.

As a member of the Canton business community for over 40 years, Boston Mutual Life Insurance Company is behind you, just like family supports each other. We offer a number of insurance solutions that can help meet your family’s needs.

OUR PRODUCT PORTFOLIO INCLUDES:

- Term Life and AD&D
- Permanent Life Insurance
- Group Accident Coverage
- Critical Illness Coverage
- Short & Long Term Disability
- Individual Whole Life Insurance

For more information and to find a sales representative in your region, visit our website: www.bostonmutual.com.

BOSTON MUTUAL
LIFE INSURANCE COMPANY
- 1891 -

FAMILY MATTERS. NO MATTER WHAT.®

120 Royall Street | Canton, MA 02021 | www.bostonmutual.com

Find us on Facebook



of Selectmen, the Planning Board, the Conservation Commission, the Board of Health, the Board of Assessors, the Historical Commission, the Parks and Recreation Department, the Police and Fire Chiefs, the School Committee, and other groups – which is why it passed nearly unanimously at the special town meeting.”

The final agreement between the town and the developer splits the property into two pieces: a public parcel and a private one. Plans for the nine-acre, public parcel include open space and the rebuilding of the rolling copper mill

to become a Paul Revere Museum and Cultural Center, and his son’s old barn to be transformed into a historic-themed restaurant/tavern. “The town already has a very nice Main Street/town center that you can walk to from the site, but what it’s lacking is open space,” says Smead.

The availability of both open space and the funding mechanism to buy it, was fortuitous, as Comeau explains: “A number of years ago, the town voted in favor of the Community Preservation Act and we set aside a certain percentage each year, and the state gives the town funds for that. And so, part of this project probably wouldn’t have happened if not for using Community Preservation funds to purchase a large portion of land to be set aside just for open space. And so, this is probably the first time in quite some time, if ever, that the town will have a town green or town common.”

“We have a revitalized downtown,” agrees Del Vecchio. “It’s a quite attractive core of our community, but this complements that; it’s walking distance to it and it provides nine acres of open space with these two historic buildings, which we think will be a magnet for additional folks coming to town, to spend time in Canton, see what Canton’s history is about with respect to Paul Revere, have lunch or dinner, and go home. The whole effort



LAURA SMEAD
CANTON TOWN PLANNER



JEREMY COMEAU
MEMBER OF THE TOWN’S PAUL REVERE HERITAGE COMMISSION





regarding the repurposing of the Paul Revere buildings contemplates dedicating the life story of Paul Revere - his family, his company, the birth of the copper industry - Paul Revere's life and times in Canton." "We are in the middle of completing a market feasibility analysis and business plan related to those historic buildings to make sure all the numbers work, and so far it looks very promising," Smead adds.

Plans for the private parcel include 272 units of housing, including 186 owner-occupied condominiums and 60 age-restricted rental apartments. "The initial proposal was about 500 or 600 apartments and the town absolutely could not handle that," Comeau avers. "So, over the years, the town was able to negotiate down to this 272, with 60 units that are over-fifty-five

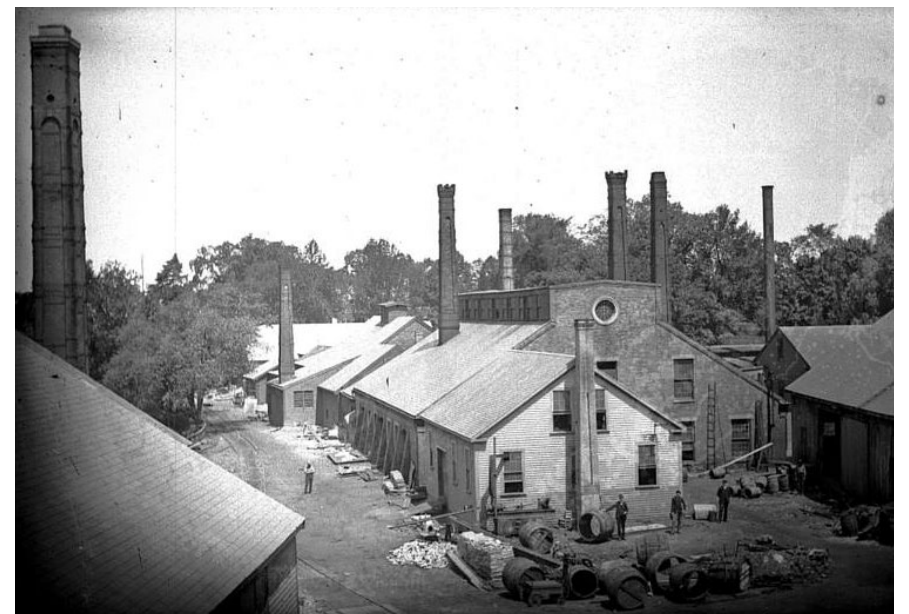
rentals, which is really important to the community because a lot of people are getting a bit older in the community and want to utilize the option at a place where their backyard is going to be this gorgeous field, the town commons, plus these two historic buildings. So, this will be a prime location for those who want to move there."

"As the Town Planner, what I like about it from a 'best practice and sustainability' perspective is having this relatively denser development, but it's done in conjunction with trails and open space. It's also within walking distance to a couple of commuter stations. So, you have this transit-oriented development which reduces some of the burden on the local roads."

"This is a perfect example of smart growth," echoes Del Vecchio. "It's literally next to the

commuter station called Canton Junction. So, people can walk to and from the train station to go into Boston or Attleboro, or wherever they want, and then come home and walk to their residence. It's a great location. It's also bordered by bodies of water, so it's a pretty location."

It's expected that housing construction will take several years. "The last two years, they've been cleaning up the site," Del Vecchio says. "There's a significant amount of environmental damage to the land, which is being remediated - that's under way. It was spotted with a number of industrial buildings - it was the ugliest thing you'd ever want to look at - and that had to all be demolished in a safe and reasonable fashion. So that's been completed. In addition, there was a variety of permitting steps that have to be taken, including the Conservation Commission and the ZBA (Zoning Board of Appeals), and the Board of Health and the Department of Environmental Protection, so that process is taking some time, and in fact, is continuing. So, they haven't yet broken ground in terms of actually constructing their first unit. The first housing units prob-



ably will be available beginning in 2018 and then, thereafter, it will occur more rapidly, but I would guess it will take three to five years.”

Even so, after years of negotiating, the folks in Canton are beginning to see and appreciate the early fruits of their labors. “This is a home run,” says Del Vecchio. “It had the support of so many boards and commissions, because there’s a little bit of something for everyone, including the schools. As part of the development agreement that was negotiated with the developer to allow it to rezone the remaining portion of about 30 acres, they agreed to an arrangement under state law, called a District Improvement Financing Plan. It allows the use of tax revenues specific to the project that would not otherwise have existed, to

be funneled back into the site for various infrastructure improvements, such as repurposing the two buildings, which is going to be a significant undertaking. And it also allows us to provide some capital to the schools so that they can use that for various capital improvements. There are two million dollars set aside in the development agreement, funded from this District Improvement Financing arrangement, again, coming from the taxes of the developer, to permit the schools to use it as best they see fit.”

“This was an amazing exercise in the town’s boards and citizens and interested parties coming together for an important project,” says Comeau. “The negotiations were long, but if it weren’t for all of these groups coming together, I don’t

think it would have passed town meeting. It failed about three other times previous to this. It was an exercise in the way a town should work together and I think it shows that our community is committed to right development but also to the historic nature of our town.”

Del Vecchio says, “In Canton, we don’t participate in government in a partisan fashion at all. In my fifteen years of being on the Board of Selectmen and seven years prior to that on the Planning Board, I have never been involved in a project of this magnitude with this much cohesion and unity. This is a wonderful example of where governance works. And that’s what I’m most proud of. Yes, I’m equally pleased that we finally attracted the attention and the interest to clean up a hazardous waste site, but I’m more impressed by the fact that this was done by so many different people and groups.”

Town Planner Smead sums up: “The redevelopment of this site checks all the boxes in terms of smart growth, in terms of historic preservation, in terms of affordable housing, and in terms of creating a healthy, vibrant, place-making opportunity.”

For the town of Canton, Massachusetts, Paul Revere is not just a character in the Longfellow poem that every school child in America has heard or memorized. He is a living, breathing presence, and soon to be further memorialized with the establishment of the long-awaited, Paul Revere Heritage Site.

PREFERRED VENDORS

■ Boston Mutual Life Insurance

www.bostonmutual.com

Founded in 1891, and headquartered in Canton, MA, Boston Mutual Life Insurance offers a wide range of worksite, group, and individual insurance programs nationwide, including life insurance, disability insurance, accident insurance, and critical illness insurance.

■ Stephens Associates Consulting Engineers, LLC

www.stephensengineers.com

Established in 1999, Stephens Associates Consulting Engineers, LLC provides insightful, cost-saving engineering solutions for bridges, buildings, dams, and other infrastructure from its locations in Brentwood, New Hampshire and Wilmington, Massachusetts. The company’s experience includes projects for national and local public agencies, municipalities, and private sector clients, including seismic, structural, and geotechnical engineering and geological evaluations of existing/historic structures.



SA Stephens Associates Consulting Engineers

Insightful, cost-saving solutions for buildings, dams, bridges and other infrastructure

Structural | Geotechnical Hydrology & Hydraulics

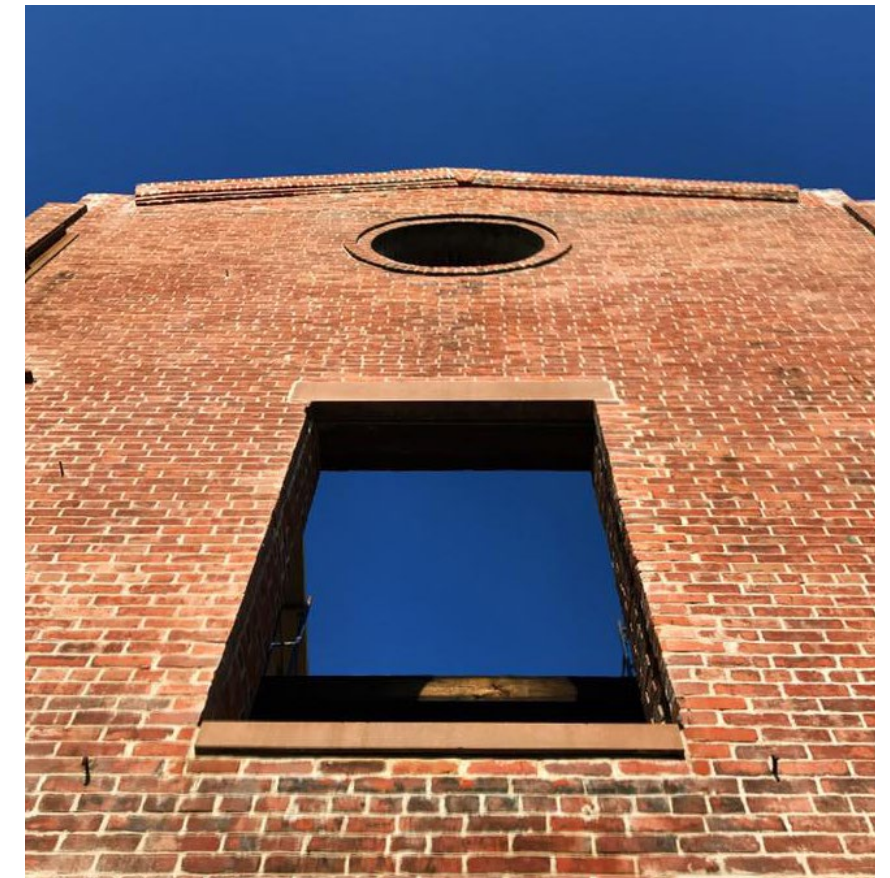
Specializing in structural, seismic and geotechnical engineering, hydrology, hydraulics and geology of public and private sector facilities, our personnel have experience on medium to large-scale projects. Our staff’s experience is broad-based, involving buildings and infrastructure, with projects including buildings, dams, roads and highways, railroads, transit facilities, bridges, tunnels, airports, pavements, pipelines, industrial, natural gas and petrochemical facilities.

We proudly serve the Town of Canton, as a strategic partner and preferred vendor of choice, with dam engineering and related services on many projects, including the Paul Revere Heritage site.

Brentwood, NH: 603-772-1417
Wilmington, MA: 978-988-2115

Certified in W/DBE in MA, ME, NH and VT

www.stephensengineers.com



NORFOLK, VIRGINIA



PROJECTS COMING TO FRUITION

Norfolk, Virginia, founded in 1682, is located in the center of the Hampton Roads region at the mouth of the Chesapeake Bay. The city of 240,000 has a long history as a strategic military and transportation hub; it is home to the world's largest naval base, Naval Station Norfolk, and its deep-water channels serve as a major trade artery for the import and export of both domestic and international goods. Today, the 66-square-mile city also serves as the commercial and cultural center of the Hampton Roads communities whose combined population approaches two million.

Recently, the City of Norfolk has played host to many development and redevelopment projects, with over \$1 billion in new private/pub-



lic investments and the addition of close to 6,000 new jobs. Chuck Rigney is the Director of the Economic Development Department for the City of Norfolk, as well as the Executive Director of the Economic Development Authority, a quasi-independent entity that helps market the city, has the ability to issue bonds for economic development purposes, and awards project grants for worthy initiatives. He describes some of the city's most recent economic goings-on:

“There’s a tremendous amount of activity in the City of Norfolk,” he begins. “Especially in the last three or four years, we’ve seen a tremendous surge in activity, and a lot of it is the culmination of planning over the years and good work on the part of past and present city councils and city managers.

“Norfolk made national headlines, last year, for the establishment by Automatic Data Processing



(ADP) of 1,800 jobs in our downtown, in their first urban setting. Traditionally, they had been in suburban office park developments and, as good fortune would have it, we had a 278,000 square foot, vacant office building in our downtown that was available to be shown. And as they came in and began to study what that might look like and all the other things that we had going on in downtown Norfolk that would appeal to their cal-

iber of workforce, in particular, Millennials and those younger folks just coming out of school, we had the kind of environment that they felt would be very attractive.

“We have a very livable, walkable downtown, we have a light rail system, we’re bike-friendly, we have a number of apartment projects in our downtown to house employees, we have shopping, dining, and entertainment. And we were fortunate that they selected downtown Norfolk. They’ve currently hired about 500 people of the 1,800 or so, maximum workforce that they intend to bring on board within the next year.

“The developer that purchased that empty building, Marathon Development Group, also

AT A GLANCE NORFOLK, VIRGINIA

WHAT: A city of 240,000

WHERE: The Hampton Roads region at the mouth of the Chesapeake Bay

WEBSITE: www.norfolk.gov

purchased the adjacent, former Bank of America office tower, which was 80 percent vacant. They decided to convert it to residential and they’re renovating that building with about 350 market rate and luxury apartments. So now, downtown Norfolk, with these two

buildings adjacent to one another, has been fortunate to have them both completely rehabilitated. And with ADP’s 1,800 workers, and some 500 people who will be living in the building next door, that complex will now have about 2,300 people a day coming in and out of these two buildings – a tremendous surge in population and in growth that we were fortunate to benefit from.”

Rigney explains that getting the ADP project





was part of the City's overall strategy to promote vertical development in a metropolis that is 98 percent built out, and has almost half its property off the tax roles as a result of being home to both the Virginia Port Authority, with the second busiest port on the east coast, and the United States Navy, which has the largest naval installation in the world.

"Those are tax exempt entities," says Rigney, "so we have to go up in Norfolk, not out. So, we are looking for vertical type office developments, and as we redevelop Norfolk, it's always in mind that something would either have to be rehabilitated, or torn down in order to make way for the new. That's our strategy for urban revitalization and that's what we kind of specialize in.

"In order to broaden and diversify our economy, however, we also go after retail. Last year, we land-

ed both Simon Premium Outlets, with a 332,000 square-foot, 85-store, Phase One, Premium Outlet development, and the region's first IKEA, which alone, in one store, will have 331,000 square feet. Simon Premium Outlets is scheduled to open up in June of this year, and IKEA projects that they will open in the fall of 2018. So, those are two significant retail developments.

Then, there's an area called the Military Highway corridor and the Military Circle which is a mall dating from the 1970s that has seen better days; the anchors, Sears, Macy's, and JCPenney, all closed in the last few years. When the JCPenney property became available – a 200,000 square foot store, with about a 1,500-space parking lot, spread over about 15 acres - we, the Norfolk Economic Development Authority, made an offer of \$2.5 million

on what is assessed at \$9 million, and bought the old JCPenney building.

"Further, the City of Norfolk, buying into our vision of a long-range, 50-year plan to revitalize the Military Highway corridor, loaned us \$18 million to completely renovate the 200,000 square-foot JCPenney building into two floors of office space. And we've been able to attract Movement Mortgage, which is a huge, nationwide mortgage business based out of Charlotte, North Carolina, and they are taking the entire first floor of the property – some 90,000 square feet. They'll occupy it June 1st of this year with over 750 employees to begin with, with an additional 200 to be hired over the next 3 months.

"And Sentara Health Systems, which is the

dominant healthcare provider in our area, is going to lease 45,000 square feet of the available 90,000 square feet on the second level, and they too, will occupy on June 1st, with over 200 new employees. So, as of June, the former JCPenney building will have been converted from a dead space of 200,000 square feet into an operations facility with jobs approaching 1,000, with growth to approach 1,300 new jobs. And we still have about 45,000 square feet available to lease. And that's Phase One of a multi-year plan, called Norfolk 2100, where we intend to revitalize that entire corridor over the next 50 years to include high-density residential, office development, limited amounts of retail, and the extension of our light rail system.



A first-class getaway.

A newly revitalized Waterside District. A world of arts, dining, entertainment and waterfront recreation. And over 5,000 hotel rooms from which to explore and enjoy it all.

Plan your Norfolk adventure today for business or pleasure.



The heart of the Virginia Waterfront.™

1-800-368-3097

visitnorfolktoday.com



“Going back downtown, we also have two new developments that are game changers for the City. One is a new \$164 million public/private partnership with Gold Key International for a 300-room, luxury Hilton Hotel that will be atop the City of Norfolk’s new conference center called The Exchange, which is a 55,000 square-foot, technologically-best in the country conference facility. With a luxury Hilton Hotel and a state-of-the-art conference facility, we will be able to attract new dollars into downtown Norfolk that we had not been able to attract before, both because of the age of our existing hotels downtown, and the space limitations of their ballrooms and conference meeting facilities.

“Both the Hilton project, called The Main Hotel, and our Exchange conference facility, sit on top of a City of Norfolk-owned parking garage. The investment in the Hilton Hotel, the private portion, was about \$64 million, and the component of public money was almost \$100 million. And that money had been set aside for many years in a public amenities fund, specifically devoted to the



development of a new hotel and conference facility. We had been putting money into a lockbox, so to speak, specific to that need and we were very fortunate to get Gold Key to come in with their new luxury hotel, which opened on March 31st.

“On our riverfront, across the street from the Hilton, is the Baltimore-based Cordish Companies. They’re pretty well-known internationally for the development of entertainment type districts, and they have taken an old, 1983-era development that sits on the Elizabeth River in our downtown and completely rehabilitated it with a \$40 million investment to be known as The Waterside District.”

The Waterside District is already 100 percent leased; its tenants include national restaurants like Guy Fieri’s Smokehouse and PBR, local favorites, such as Cogan’s Pizza and the Rappahannock Oyster Company, as well as the Starr Hill Brewery and the Blue Moon Taphouse. It’s scheduled to open the beginning of May.

“The way that we believe that it will pay off for our city,” Rigney continues, “is that our riverfront has many amenities and features: we have Harbor Park, which is the home of the minor league farm club for the Baltimore Orioles; we have the Navy Museum; and the Nauticus, a maritime-themed science center and museum, which is adjacent to the Half Moon Cruise and Celebration Center, where cruise vessels tie up. And all of this is along a walkable riverfront with esplanades and amenities to enjoy. So, re-opening The Waterside was a goal of the City, and through surveys that we did with the public, was something they wanted to see. And looking at our options, we realized that if we could re-open a similar type concept, we would achieve great success.

“All of these venues will open within the next 18 to 24 months. That’s one heck of a great amount of investment in our city, and it really does burnish our credentials as the ‘Capital City of the Hampton Roads Region,’” says Rigney in summation. “We are doing great things in Norfolk in order to be able to bring in new tourism dollars, bring in new conference center business, provide amenities for our Norfolk residents, and generate a lot of new tax revenue. And all of those things are now coming to fruition.”



PREFERRED VENDOR

■ **VisitNorfolk**
www.visitnorfolk.com

The Norfolk Convention and Visitors Bureau, doing business as VisitNorfolk, is a non-profit destination marketing organization dedicated to helping both business and leisure travelers make the most of their visit to Norfolk, Virginia. VisitNorfolk’s objective is to generate economic growth for Norfolk by producing high volumes of visitors, tax revenues, and travel-related jobs.

HAMTRAMCK, MICHIGAN

THE CITY WITHIN A CITY

Surrounded on all sides by the City of Detroit, Hamtramck, Michigan, a city in Wayne County, was named after a French Revolutionary War hero, Colonel Jean Francois Hamtramck, and originally settled by French émigrés from Quebec. By the early 1900s, it was a German-American farming village of about 500 people. Then, with the opening of the Dodge Brothers automobile plant in 1914, Hamtramck attracted large numbers of Polish laborers and its population swelled from about 3,600 in 1910 to over 46,000 by 1920.

Hamtramck became a city in 1922, to protect itself from being annexed by Detroit. However, legal separation from its bigger, sister city could not prevent its economic fate from being intertwined with it, as well as with that of the American automobile industry. The decline of that industry, which had kept Hamtramck's economy healthy through much of the 20th century, coupled with the Great Recession of the early 21st, has had a tremendous impact on the entire southeast Michigan region – Detroit and Hamtramck, included. In fact, both metropolises are considered to be “distressed com-





munities,” with Detroit the most distressed city in America.

But, unlike some other nearby locales, whose populations were decreasing along with the region’s slumping economy, Hamtramck’s actually began an uptick in 1990s. Today, it is still growing, while becoming one of the most ethnically diverse and international cities in the American Midwest. Its population of 22,000 is made up of its older Polish community as well as newer immigrants from Bangladesh, Pakistan, Somalia, Yemen, Iraq, Bosnia, Ukraine, Albania, and elsewhere. This latest wave of

AT A GLANCE HAMTRAMCK, MICHIGAN

WHAT: A city of 22,000

WHERE: In Wayne County, surrounded by the City of Detroit

WEBSITE: www.hamtramck.us

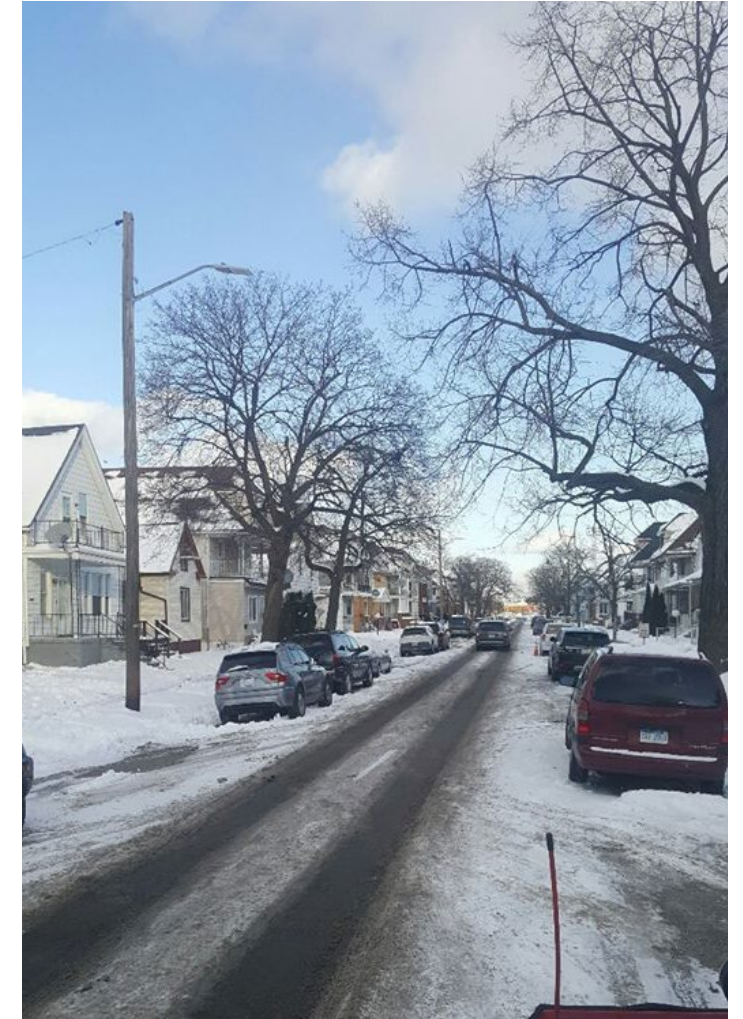
new residents has changed the nature of Hamtramck – in 2015, it became the first city in the country with a Muslim majority on its City Council, and its economy has moved from reliance on its General Motors plant to many small commercial and entrepreneurial businesses.

Katrina Powell is Hamtramck’s City Manager. She was appointed in November 2104, by an Emergency Manager on behalf of Michigan’s Department of Treasury, to oversee the financial re-building of the city. “We started at ground zero,” she says. “The community has been in a



distressed state for a very long time. We’re just now getting our finances somewhat stabilized to be able to take on some additional things. We have an amazing Master Plan; just not a lot of it has ever been implemented. So we’re starting to implement those things. I’m in the process of hiring an Economic Development Director; I just hired a City Planner. Hopefully, I’ll be able to have my Economic Development person, as well as my City Planner, work together to get things moving – addressing some of our Master Plan.”

Meanwhile, Powell outlines some of the recent infrastructure projects that the City has



embarked upon: “Two years ago, our streets were in complete disarray; we had potholes everywhere,” she begins. “So, we set about doing a study on all of our roads to really understand exactly what we were working with. We know they’re bad, but let’s get a ranking on the worst streets and make sure that when we come up with a plan of what we want to do, we know where we’re going to start. We were able to get every street ranked. Then, we sat down with our city engineers and came up with a plan of attack on how we would address the needs.”

“We did several road projects last year,” she continues. “We also started doing spray patch-

Unlike some other nearby locales, whose populations were decreasing along with the region's slumping economy, Hamtramck's actually began an uptick in 1990s. Today, it is still growing, while becoming one of the most ethnically diverse and international cities in the American Midwest.



ing, which tends to last five to seven years, versus cold patching which will last, maybe, a season. And, if you're having to plow the roads, they're not really going to last. You're just wasting money. We felt that is was a better plan for us to do spray patching, which would allow us to build up some money in our road fund to attack a lot of the streets that still need complete makeovers. So, we spray patched most every street, and those streets that we didn't patch, we completely re-did.

"Here in Hamtramck, many of our streets are one-way and there's parking on both sides, because our homes do not have driveways; they have alleyways with garages. And so, those people who use their garages for storage tend to park on the street. So, we typically will only do the center lane of a street, when we're doing a road project. And if the parking lanes on either side of the street are in pretty good condition, we just leave those and just do the center land that people drive down."

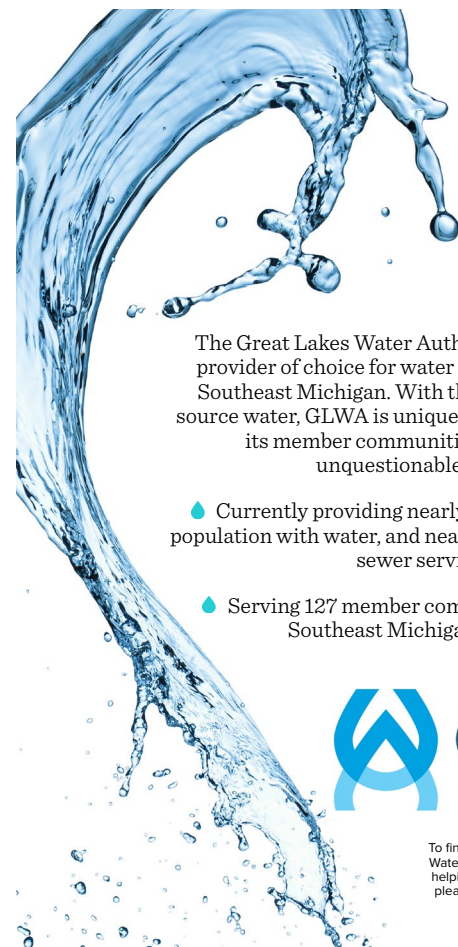
"This year, we're also doing numerous road projects - complete reconstruction of roads. We did another study, last month, to get an idea of how the roads changed since last year. There are some that are still holding up from the spray patching; there are others that just fell apart completely. We did that just recently and so we're going to be attacking our roads, first thing."

Work has also progressed on the City's gas and sewer lines. "We had a gas main replacement project that we were partnering with DCE Energy," Powell reports. "They replaced various gas mains around the community. They've been doing that every year, for the last couple of years, and that was a huge undertaking. Our community was literally torn up, last year. We also had a sewer relief project that we did, last year. It took the entire summer. Our sewers, in most cases, have not been touched for a hundred years. So, we're replacing the crock with PVC piping. We're lining those pipes in our alleyways. Our alleys are crumbling, so we have a plan, this year, to start working on our alleys."

Powell explains the funding mechanisms that are paying for


these various projects: “The cities in Michigan are allotted money from the state – it’s called the Act 51 Fund. Every year, the state divvies out money to every community based on a formula that was set in place back in 1951. There are two different accounts – you have major roads and local roads. So, you receive funding for each of those types. So, if we have to go in and replace sewers then we’re going to get that money from our water and sewer fund. If we have to replace the road that’s attached to the water and sewer fund, then we’ll use either a local road or a major road funding for the road. This year, we’re going to do a road resurfacing program for three of our streets; one will be the full width, the other two will be just the travel

lane. We were able to come under budget, last year, for a lot of our construction costs, so we’re able to add more streets this year, than last year. “The alleys haven’t been touched in more than 30 years, and a lot of them are so bad that they’re pretty much gravel, at this point. At one point, they were maybe asphalt or concrete, but now you really can’t tell what they were. With the alleys, we’re not allowed to use any kind of additional funding from the state. So, that local road and major road money that we get, we can’t use for the alleys. So, we’re going to be dipping into our fund balance that we were able to accumulate over the last couple of years. If I wanted to do all of the alleys it would be about \$12 million.

The Great Lakes Water Authority strives to be the provider of choice for water and sewer services in Southeast Michigan. With the Great Lakes as our source water, GLWA is uniquely positioned to provide its member communities with water of unquestionable quality!

- Currently providing nearly 40% of Michigan’s population with water, and nearly 30% of the state with sewer services.
- Serving 127 member communities in seven Southeast Michigan counties.



To find out more about The Great Lakes Water Authority or discover how we are helping to create healthy communities, please read our first Year in Review at www.glwater.org.

For all your insurance and financial services needs.

We would like to congratulate the City of Hamtramck for their recognition of having the best practices of cities and city management.



The Next Generation of Trusted Insurance Professionals

Steve Fladger, Vice President
248-706-4842 ■ 248-931-3168
HGWAY.COM




Our courteous and professional sewer cleaning specialists can clean and repair any sewer or drain line. Family-owned and operated with over 25 years of experience.

- Emergency Sewer Cleaning
- Drain Cleaning of All Kinds
- Closed Circuit Televising
- Excavation
- Sewer Hydro-jet Service
- Sewer Repair and Replacement
- Water Line Repair and Replacement
- Sewer and Drain Maintenance
- Grease Trap Cleaning and Maintenance

2850 Stewart, Monroe, MI 48162
734-242-4359 ■ www.swsMichigan.com

“We’re 2.2 square miles, but we’ve got 37 miles of roadway. So, we’re going to use about \$150,000, this budget year to start on the alleys, and then we’re going to use \$250,000 for the next budget year. We’ll start with our business districts. Those are the most important at this point, because everyone is racing with deliveries in their businesses, so we want to start with that group, first. And then, we’ll branch out from there, based on the study that was done to attack those other alleys that are the worst.”

Another issue that Powell and the City have taken on is basement flooding: “These homes are on 30X60 lots, and there are zero lot lines; the setbacks for these homes are about a foot off the lot line. So, there’s a lot of concrete, here; there’s a lot of asphalt; there’s a lot of



impervious surface the water has to run off. We also have a combined sewer system, so your stormwater and your sewer are running in the same pipes. That tends to cause a lot of problems. There is hardly any stormwater management here. When I got here, I asked about our stormwater master plan and no one knew what that was. So, we're going to try and do that in the future to get a plan in place.

"In the meantime, we have planters that are also not conducive to getting the water out. But we are going to be starting a project this summer. We applied for a Transportation Alternative Program Grant. That is through the Michigan

Department of Transportation and also the Southeast Michigan Council of Governments. We've applied for this grant which, hopefully, will allow us to replace our current planters that are not helping us on the stormwater side because the bottoms of them are concrete. We're going to be replacing those, which will allow us to get some of the water out."

Other plans include the redevelopment and/or upkeep of the City's three business corridors. "Joseph Campeau is our original business district," Powell says. "Back in the day, it was completely filled with clothing stores and novelty items. It was very, very successful. In the '60s

and '70s, it was a thriving downtown. But now we've got lots of vacant businesses on that road. Then there's the Conant Business District. On that stretch of road, we've got majority Arab and Bengali businesses, and you can't find a vacant space on that road. We also have another street called Caniff and there are various businesses there, as well – restaurants, the post office, the newspaper. So, we've got the potential for lots of development to happen."

Powell says she is also working on getting a grant to update a major intersection at Joseph Campeau and Caniff Streets, as well as putting in a new bike lane, there. "We're connecting with the Inner City Greenway that Detroit is currently doing. We're going to be partnering with Wayne County, as well, to get that in. So, we're going to have a dedicated bike lane on Joseph Campeau. We're going to get rid of some of the asphalt and concrete and put in medians with grass

and trees to help with runoff. We've also got an aggressive tree program that we're doing; we're in the process of partnering with Wayne County and the Forestry Group to plant about 200 trees, this year."

Finally, Powell reasserts the notion that Hamtramck's future, just like its past, is tied to that of the Motor City. "We happen to be in the middle of Detroit, which is in a huge revitalization mode right now, so we're trying to piggyback on that momentum. We want new businesses coming in; we want people to come here and create business that helps the residents. We want people to move into our community, not just to live here, but to work here and play here, also. Like every other community; we want the same thing."

With a stabilizing economy and new municipal leadership, the future of Hamtramck, Michigan, the city within a city, is looking bright, indeed.



PREFERRED VENDORS

- **The Huttenlocher Group**
www.huttenlochergroup.com
- **Sewer & Water Specialist, Inc.**
www.swsmichigan.com
- **Great Lakes Water Authority**
www.glwater.org



ALREADY GOOD, GOING FOR GREAT!

The Village of Menomonee Falls was founded in the mid 19th century as a mill town, and then grew as a small center for commerce to serve surrounding farmlands. Following World War II, significant residential growth occurred that corresponded closely with the building of the Interstate Highway System. The Village annexed the Town of Menomonee in 1958 and experienced significant industrial and commercial growth in the later decades of the 20th Century. Today, Interstate 41/ US 45 runs through this scenic community, connecting it to the urban offerings of Milwaukee, and the recreational pleasures of Lake Country.

Population of the Village has grown four percent since 2010, to its current figure approaching 37,000. The Wisconsin Department of Administration predicts it will surpass 42,000 by 2035. Menomonee Falls Planner, Tyler Zwagerman, admits, “Those



AT A GLANCE MENOMONEE FALLS, WISCONSIN

WHAT: A suburban village of 37,000

WHERE: Waukesha County, adjacent to Milwaukee, Wisconsin

WEBSITE: www.menomonee-falls.org

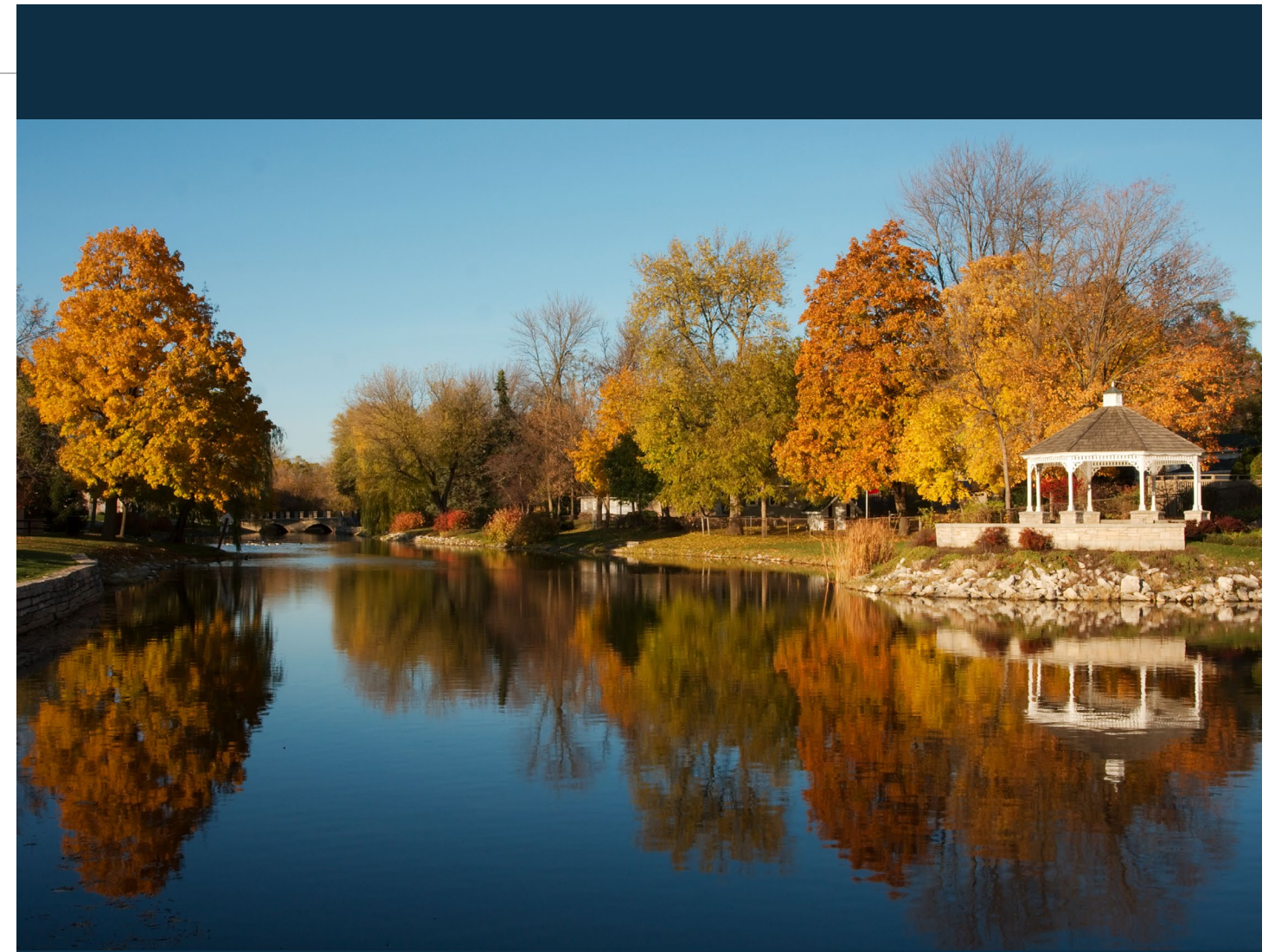
projections depend on how fast the build out occurs, and where we're anticipating future single family and multi-family development to take place. Just with planned subdivisions now, and those on the drawing board, we're expecting a couple thousand new residents."

Educational attainment is high – more than 40 percent of residents over 25 have a bachelor's degree or higher. The median age is just under 45 years. Zwagerman adds, "Apart from a pretty large group of residents in their 50s, our age distribution is fairly even. Our housing mix is about 75 percent single family homes, many constructed during the mid 20th century, and there was also a big boom in the 1990s and early 2000s.

Single family is now just

starting to pick up again. Multi-family accounts for about 25 percent of housing in the Village. Because of its diversity of age and size, our housing stock is relatively affordable for a suburban community near Milwaukee. The average value now is about \$225,000."

More than a bedroom community, Menomonee Falls provides over 30,000 jobs in manufacturing,



trade, education, and healthcare. The local economy has grown stronger in recent years, and unemployment stands at around four percent. Kohl's Corporation, a major North American retailer, is one of the largest employers. Another significant presence – Froedtert & the Medical College of Wisconsin – has a hospital and several clinics in the community. Harley-Davidson Corporation operates a large power train facility in the Village.

Matt Carran, Director of Community Development for Menomonee Falls, explains, "From a manufacturing real estate assessed value, we have the third highest value of any community in Wisconsin. Our industrial base

shows up with a lot of jobs, but we've always had that big framework. Then we added a residential component, roughly 400 single family lots in the last three years. The recession that hit the country also had its effects on Menomonee Falls. Coming out of that now, last year we had the largest number of single family home starts in southeastern Wisconsin; third in the state from a quantity standpoint."

Menomonee Falls still has about 30 percent of its land area undeveloped, but it's cognizant of redevelopment; keeping the existing downtown strong, as well as commercial sectors within the community. In the last two years, 767 dwelling units have been added. From a



redevelopment standpoint, Menomonee Falls has a multi-family mixed-used development in the heart of the downtown that will bring 114 units on line, and a mixed-use, 315-unit apartment complex just outside the downtown is in its final phases.

Gabe Gilbertson, Village of Menomonee Falls Planner, says commercial redevelopment has taken off in the last three years. “We have the mixed-use development on Highway 41/45, which is called White Stone Station. It has Costco Wholesale as an anchor, 300 apartment units, a 90,000-square-foot mid-box, multi-tenant building, and a 10,000-square-foot multi-tenant commercial building being finished now. It also has a Hilton Home2 Suites Hotel, and a few remaining spots for more

commercial and restaurants.”

That ambitious redevelopment project was spurred by the creation of Tax Incremental District (TID) #8. Formerly a brownfield with factory and warehousing soil contamination, the TID paid for remediation of the area, in conjunction with the property owner who is now developing the land after the village cleaned it up.

Gilbertson adds, “TID is the biggest incentive tool we have for redevelopment. We have 12 TIDs altogether; nine are still active. TID #9, which is our downtown, is where we have River Walk on the Falls – a 114-unit apartment building.” Formerly an Associated Bank, that building was torn down and a developer-funded incentive was utilized to assist with the redevelopment of the parcel. Once done, it will be a



downtown star overlooking Mill Pond Park.

Downtown Menomonee Falls is also home to Colonial Plaza – a typical 1960s multi-tenant strip center, built in phases that “didn’t all go together, so it had kind of a funky theme.” Two years ago, Planet Fitness became an anchor bookend tenant on the north side of the building. Then, last year, the southern end was razed to construct a Fresh Time Farmers’ Market grocery store. There will be four tenant spaces between the two anchors. Gilbertson says, “You don’t often see redevelopment of those old strip centers to this extent. Usually they sit there and decay, but this is a very cool reuse of that type of building. And once Fresh Time is done, this place will be packed all the time.”

The historic Village Hall was vacated in the 1960s and repurposed as the Fire Station, which was also recently vacated when two new stations were built. Currently, the Village is working with a prospective restaurant group on a historical preservation, adaptive reuse of the build-

Are Complex HR problems slowing you down and keeping you from real work ?



Let StarGarden help!

StarGarden
Power Your People.

Visit us at : www.stargarden.com



ing as a restaurant with outdoor dining, making it a downtown destination that can work hand in hand with apartment living and the Fresh Times Farmers' Market – somewhere people can enjoy during the day and at night.

In the way of green initiatives, Menomonee Falls has had many LEED certified buildings constructed in the last few years, and the Village utilizes grants to help with brownfield remediation and historic preservation.

Gilbertson notes, "The Village was awarded a Community Development Investment Grant from the WEDC to assist in the historic preservation and adaptive reuse of the Fire Station into a dynamic restaurant use. Although the WEDC does not require the use of green technology or practices, they take historic preserva-

tion into careful consideration when awarding grants. We also remediated another site downtown with the help of the WEDC and their Site Assessment Grant. The Grant allowed the property owner to take down a 1940s-era gas station, and remediate the site where eight underground fuel tanks had leaked out. Final cleanup is now in process on that site."

To anyone outside the region, Menomonee Falls is considered an inner ring suburb of Milwaukee - with a historic downtown, extensive park system, and housing that ranges from 19th century to modern construction and everything in between. Carran extols the virtues of "a location with an Interstate that connects you rapidly to everything in the region. We're in Waukesha County – a suburban area west of Milwaukee,

that's smack dab between the recreational activities of 'Lake Country' and Lake Michigan, both just 15 minutes from Menomonee Falls."

Zwagerman adds, "The Village offers excellent amenities and services; great school districts, and public safety – in low crime rankings."

Menomonee Falls was recently designated as the safest city in Wisconsin with a population over 30,000. "We also have wonderful recreation, parks, cultural activities, and quick access to Milwaukee, less than half an hour away," he adds. "All at a price that's very affordable to live and to locate a business."

With affordable housing, relatively low tax rates, convenient access to transportation, and available land, the Village has a lot going for

PREFERRED VENDOR

■ **StarGarden Corporation**
www.stargarden.com

it and is ideally poised for growth. "The great people and businesses that are already here work hard, every day, to make the community even better," Zwagerman shares. "Even though we're a larger and growing community, there is a tight-knit feel among businesses, among people that work at the Village, among community organizations that is pushing the community from good to great! That's what we strive to do in our office as well."



MUNDELEIN, ILLINOIS

REINVENTING AND RENEWING ITSELF



AT A GLANCE MUNDELEIN

WHAT: A village of 32,000

WHERE: In Lake County, approximately 41 miles northwest of Chicago



Mundelein, a north/northwestern suburb of Chicago, is an incorporated village in Lake County, Illinois. Since its earliest days, one of its characteristics was its propensity to reinvent and renew itself from time to time. It was first settled by the Potawatomi people and later by European settlers and tradesmen from England, who named the place “Mechanics Grove,” where they their built schools, churches, and business-

es. The community changed its name to “Holcomb” some years later, and added a railway station and a post office. In 1909, it incorporated under yet another new name, “Rockefeller,” in honor of the wealthy industrialist and oilman. That name was soon replaced by “Area,” coined by a local educational entrepreneur named Arthur Sheldon, who bought 600 acres near town and built a school on it. The school taught sales techniques, including the philosophy of “AREA,”



which stood for “Ability, Reliability, Endurance, and Action.” At one time, it boasted 10,000 students, many of them women, which was unusual for the times.

The name Mundelein was officially awarded in 1925, in honor of Archbishop George Mundelein (later Cardinal) of Chicago, who had purchased the school property from Shel-

don after the campus closed in 1915, in order to re-establish the Archdiocese’s University of Saint Mary of the Lake, also known as the Mundelein Seminary, which continues to exist today. To express his gratitude, the Cardinal donated to the Village its first new fire truck upon completion of the original Village Hall in 1929. The 1925 Stoughton, known as “Old #

1,” was a fixture in Mundelein for many years. It was first sold in 1946, passed through several other hands, and was ultimately repurchased by the Village in 2008, and restored to its original grandeur in 2009.

Today, Mundelein is thriving community that has continued to change its course, if not its name, to adapt to the times. Just a few years

ago, the Village embarked upon a re-branding campaign in order to reposition itself for its next iteration. “Four years ago, we hired a communications and marketing manager,” says Village Administrator, John A. Lobaito. “Before that, we weren’t doing a very effective job of getting the word out about the great things that were going on in Mundelein. Around that same time,



works well with others :)



Construction Engineering Environmental Consulting Traffic Data Collection Transportation Planning & Engineering Land Surveying Municipal Engineering

Gewalt Hamilton engineers bring a team approach with their a passion for getting the job done right. We view every project as a collaboration between partners. Bring us your toughest challenge. Let's work it out together.

Call us at 847-478-9700
or visit www.gha-engineers.com
to learn more about our services.



PERSONAL APPROACH TO CIVIL ENGINEERING

MUNDELEIN

we decided that we needed to rebrand ourself to help identify who we are, and to set us apart from our competitors – our neighboring communities and other communities in Lake County.

“Through that process, we were able to create a better understanding of who we are and where we want to go. It centered on being a welcoming community and also being a good place to do business. Our brand promise came to be: Mundelein will be Central Lake County’s premier location for entrepreneurs and a welcoming community. That speaks to our diversity, that we see as a strength, it speaks to our own efforts to move the community along economically, and it speaks to how we conduct ourselves with our visitors, residents, and businesses.”

Mundelein had an opportunity to lead the way in entrepreneurship in 2014, when it moved into its brand new Village Hall. “We built the Village Hall with the idea of having a tenant in the building with us,” says Lobaito. “We would own the building, but we would create space for a tenant. We have a 32,000 square-foot building; we occupy 16,000 on the first floor and an engineering firm occupies 16,000 square feet on the second floor. They were our selected partner to assist us with the building and the infrastructure. The total investment was somewhere around \$13 or \$14 million.

“That was a very entrepreneurial endeavor. No government agency that I know of, certainly



PERSONAL APPROACH TO CIVIL ENGINEERING

Gewalt Hamilton is a multi-disciplinary civil engineering and surveying firm. Founded in 1981, the firm has continuously provided an increasing array of professional services to municipalities, educational institutions, recreation districts, transportation agencies, healthcare institutions and commercial developers.

Many of our clients have been with us for years, providing the most authentic assurance that our work consistently meets expectations – their loyalty. Both public and private agencies have come to rely on the personal, professional, and timely service we provide. It truly is our people that distinguish Gewalt Hamilton firm from other firms. We work with our clients, not for them, bringing a team approach to every assignment. Our clients trust us to listen to their needs, provide honest and thoughtful feedback, and deliver exceptional results.

From the roadways you travel and the schools your children attend, to the shopping centers you frequent and the parks where you play, Gewalt Hamilton has helped shape your environment. We believe that truly effective design is virtually indistinguishable from its surroundings.

We invite you to experience the Gewalt Hamilton difference. Please contact us today to find out why dozens of repeat clients choose Gewalt Hamilton for their civil engineering and surveying projects, large and small.



in Lake County, and I doubt anybody in Illinois, has set out to build a village hall with a tenant in mind. That's something the private sector would do to help cover the cost of the building and the long-term maintenance costs."

In that it was exhibiting its own entrepreneurial spirit, the Village decided that it was uniquely positioned to be what Lobaito calls "an enclave for start-up businesses. We could not compete with the regional mall in Vernon Hills,



Photo Credit: MPRD, FGM Architects



Photo Credit: MPRD

right next door; we could not compete with the existing historic fabric of Libertyville that has a quaint downtown with an entertainment area," he admits. "But what we could do better than both of them was provide better customer service to our businesses and be more business friendly.

"And so, that brand promise, three years ago, began to drive all of our strategic planning. One of the offshoots of that was our Village Board adopting a grant program. The first year it committed \$100,000 and we promoted the following: 'If you come here and start a business, we will give you up to \$50,000 in grant money on a 50/50 basis. If you spend a dollar, we'll give you a dollar.' But those dollars had to be spent on

things like the mechanical systems of the building. 'If you need to change the wiring, we'll help pay for that on a 50/50 basis. We'll help you with the HVAC systems; we'll help you with the plumbing systems. And, if you would make the exterior of your building look nicer, redo your façades; we'll throw that in, as well.'

"We had two objectives, strategically: Let's encourage people to make investments in the existing building stock that we have because even if the business fails, that work doesn't go away. It still improves the value of the building and makes it more attractive for the next business. Number two: we want to improve how we look, so let's help them pay for improvements to the exterior of the building. These were very



Lake Ridge Townhomes

MACLEAN-FOGG

MacLean-Fogg Company is a worldwide enterprise providing engineered metal and plastic components to diverse markets including automotive, heavy duty truck and electrical power transmission and distribution.

We have a wide range of capabilities:

- Cold Forming
- Hot Forging
- Warm Forming
- CNC Machining
- Manual & Robotic Welding
- Multi-Spindle Screw Machining
- Hydromat Rotary Transfer Precision Machining
- Fiberglass Pultrusion
- Fiberglass Compression Molding
- Spray-Up Fiberglass Molding
- Injection & Insert Molding
- Polymer Concrete Molding
- Secondary Metal Operations
- Automated Assembly



Learn more at macleanfogg.com



Every time you drive a car or turn on a light, a MacLean-Fogg product is hard at work.



simple strategies.

“In the three of four years that we’ve run the program, we’ve given away a little more than \$200,000 in grant money, and we estimate that the private investment in the community is somewhere around \$1.7 million. If you were in the private sector and you looked at the return on the investment, you would say that was successful. As a government, however, we have other interests – we’re not profit-driven, we’re just trying to be a better community.

“So, if we’re true to our brand promise about being Central Lake County’s premier location for entrepreneurs, then we have to understand what businesses want. The cost doesn’t have to be free, but the fees have to be reasonable. Part of that is we have lower start-up costs for businesses in town. We also implemented a program in the building department to turn minor building permits around in five days or less, and we

“We could not compete with the regional mall in Vernon Hills, right next door; we could not compete with Libertyville that has a quaint downtown with an entertainment area. But what we could do better than both of them, was provide better customer service to our businesses, and to be more business-friendly.”

JOHN A. LOBAITO
VILLAGE ADMINISTRATOR



PHOTO CREDIT: FREMONT LIBRARY

wanted to be successful at that 90 percent of the time. The report we get is that the actual turn-around time is one-and-a-half or two days. There’s an urgency to help people get through these processes and to do it as quickly as we can – not to approve everything that comes our way because we’ve set a very clear vision of what we want - but it has to be a reasonable amount of time, because time is money. We’ve become very focused on the start-up businesses, because we think that we can do it better and faster than the communities around us.

Another way in which Mundelein eclipses its neighbors is its ability to help potential businesses quickly identify buildings or parcels that are available for sale or development. “One of the things that’s been critical for us, and that we discovered early on, is that there wasn’t good data out there on what’s vacant and what’s not vacant; how much of our commercial and in-

dustrial space is vacant and what can we do to help fill it. Major data providers have limited resources out in the field obtaining this information, so we went about quantifying all of the space in town and put it into a database in order to have good information. Now we know better when somebody calls us and says, ‘I’m looking for X,’ we can give them good data the same day. That’s unlike any other community around us.”

Lobaito credits Amanda Orenchuk, Mundelein’s Director of Community Development, with the marketing tool that delves further into opportunity site processes: “She developed maps of different quadrants of the community with all the ‘opportunity sites,’ whether it’s vacant land or vacancies in buildings that are opportunities for development, redevelopment or appropriate for new business operations. Each map includes all of the contact information for every one of those sites. We send those

out based on somebody's inquiry and it's almost instantaneous that we can provide you, based on the parameters of what you're looking for."

Lobaito believes that the Village also needs to play its part in its revitalization by paying careful attention to its image. "Because image matters," he says. "Just as we're asking private people to invest in their properties, we have to send the message that your local government is going to lead by investing more in its infrastructure. We're going to make sure that the sidewalks are clean and don't have trip hazards; that all of the streetscape improvements are well-maintained; that we're repainting our light poles when they're chipped; replacing

rusted signs with new decorative poles in the downtown area; adding more planters and park benches; adding bike racks. All of those things speak to our image."

Orenchuk adds that the Village is also putting its efforts into making Mundelein a more sustainable place to live and work. "We developed our Village Hall to LEED standards, and we're making sure that newer developments are being tasked to implement certain types of sustainable measures. We have one project that's being proposed and we made a very big point to them to keep a very large grove of old oak trees. We said, 'Don't just clear-cut all these trees because they're valuable to the communi-

ty and they've been around from the pre-Civil War era.' We want to have developments work with the land a little better."

The Village also wants to become more bike-friendly. "We have several bike paths that cross through the community," says Orenchuk. "So putting in those facilities and making sure they're nice, and welcoming, and making sure they're easy to ride, and easy to use, is very important for us." Lobaito says that the Village has bought, "lock, stock, and barrel, into the whole idea of making the community more walkable, with good access to public transportation, and multi-use paths for easy access by bicycles." "We're a progressive community, open to new ideas and new business models," says Orenchuk. "We're definitely ahead of the curve."

Reinventing itself and renewing its purpose has been Mundelein's stock in trade for generations. "We're building a community for our children and our children's children," says Lobaito. For a village that once branded the motto: "Ability, Reliability, Endurance, and Action," that seems like the only way to do business.



PREFERRED VENDORS

■ Gewalt Hamilton

www.gha-engineers.com

Gewalt Hamilton was founded in 1981, in a small home office in Lake Bluff, Illinois, by two engineers, Dave Gewalt and Bob Hamilton. Today, the company is a multi-disciplinary organization, providing comprehensive services in the fields of Civil Engineering, Land Surveying, Construction Engineering, Traffic Engineering and Transportation Planning, Traffic Data Collection, and Environmental Consulting.

■ Sysmex America Inc.

www.sysmex.com/us

Sysmex America, Inc. in Lincolnshire, Illinois, is the US headquarters for Sysmex Corporation based in Kobe, Japan. Sysmex America distributes and supports automated, in vitro diagnostic hematology, coagulation and urinalysis analyzers, reagents and information systems for laboratories and health-care facilities throughout the Western Hemisphere.

■ MacLean-Fogg Company

www.macleanfogg.com

Founded in 1925, and headquartered in Mundelein, MacLean-Fogg is a global enterprise with 40 global manufacturing facilities and a worldwide workforce of more than 4,000 people. MacLean-Fogg is comprised of two primary businesses, MacLean-Fogg Component Solutions and MacLean Power Systems. MPS is a manufacturer of products for electric utility, telecommunications and civil markets. MFCS is a manufacturer of fastener components, engineered components, and engineered plastics for automotive, heavy truck, and other diverse industries.



Sysmex Reagents America, Inc. is proud to call Mundelein home.

Shaping the Advancement of Healthcare

Learn more about us at www.sysmex.com/us

PORT OF OLYMPIA, WASHINGTON

SMALL IN SIZE; MIGHTY IN SUSTAINABILITY

Although the Port of Olympia's history extends back to 1922, the maritime heritage of Olympia, Tumwater, and the entire Puget Sound region dates back tens of thousands of years, when the area's first Salish residents used watercraft to transport themselves and their goods to trading and cultural sites throughout the Pacific Northwest.

In the mid-1800s, American pioneers settled at Tumwater and Olympia, and by the turn of the century they were pushing for improved marine trade access. In 1909, a deeper marine navigation channel into Olympia was dredged, and the Port Peninsula was created from the dredged material. Two years later, a public campaign to establish the Port of Olympia was spearheaded by the Chamber of Commerce.





AT A GLANCE PORT OF OLYMPIA, WASHINGTON

WHAT: A municipal corporation overseeing several commercial and transportation assets

WHERE: Thurston County, Washington

WEBSITE: www.portolympia.com

They took it to the people, and the Port was voted in on Nov. 7, 1922.

Today, the Port of Olympia operates four primary business enterprises – the Marine Terminal, the Airport, the Marina, and a real estate land portfolio. Financial support comes from a combination of user fees, wharf fees, and public and quasi-public funding.

Jennie Foglia-Jones, Communications, Marketing & Outreach Manager for the Port of Olympia, relates, “The Marine Terminal operation has been here the longest; international shipping is what originally established the port. In 1963 the Olympia Regional Airport was purchased along with surrounding property from the City of Olympia. We also have a real estate division, mostly for land leases. In total, we own a package of 1500 acres, including downtown Olympia, Lacey,

and around 1275 acres in Tumwater. In the 1980s, we took over the Swantown Marina operation; a decade later, Swantown Boatworks was built and began operation.”

Port of Olympia’s Senior Manager of Business Development, Mike Reid, adds, “We recently went through a strategic planning exercise where we identified three primary focus areas for the Port. One of which is creating economic opportunities. That’s what our business units do: create revenue and associated resources. A second focus area is environmental stewardship. The third is creating and maintaining community assets. The fees we generate from the enterprise side,



we use for general purposes. That could be promoting or doing environmental stewardship work, or providing a community asset, such as a park or trail.”

The Port does levy a nominal property tax





that goes toward environmental stewardship. Rachael Jamison, Port of Olympia Environmental Programs Director, explains the role of the Tumwater Town Center in the Port portfolio: “It’s actually part of the Airport. The FAA manages airports in such a way that the airport is coupled with adjacent land whose sole purpose is to provide income for the airport, itself. Many small airports are not able to support themselves through aeronautical activities, so the non-aeronautical component provides income to keep the airport running.”

Activity at the Tumwater Town Center is based on the Port’s primary real estate model of raising revenue through long-term ground leasing. Some structured facilities provide space leasing, as well.

Len Faucher, Marine Terminal Director at the Port of Olympia, describes how the seaport competes: “Our Marine Terminal is in competition with regional and national ports for

different types of cargo. In fact, we’re very active in various business development initiatives – traveling, meeting with customers, and showing them what differentiates our Port from others. We have a good story and we like to share that.”

Certain regions have advantages based on the kinds of cargo in the vicinity. Faucher explains, “We have a lot of tree farms in this area. That puts us in a good location for exporting logs for our logging tenants, Weyerhaeuser and Pacific Lumber & Shipping. There are quarantine facilities nearby for livestock, which gives us the ability to export cattle. Proximity to rail (BSNF and UP) and I-5, is good for linking into a cross-network of intermodal transportation. And I can’t say enough about the strength of

our fantastic longshore workers, ILWU Local 47. They give us a great advantage in the market when we’re looking for business opportunities, and we consider them a valuable partner.”

One exciting program the Port is involved with is “Green Marine” – a third-party certification group that looks at a Marine Terminal’s environmental resiliency, and advises how it can make gains in the future.

Jamison elaborates: “One thing that really sets the Port of Olympia apart is a deep understanding at all levels of staff that the future of our business is about sustainability. All of our business units are seeking ways to do sound business in a manner that is mindful of the environment. It’s a team sport and our staff is committed.”





Prong one is addressing third-party certification. As Jamison notes, “There is a market case for third-party certification; you see it in forestry, construction, now it’s moving into businesses. We have Green Marine certification for our Marine Terminal; Clean Marina certification for our Marina operations; and Clean Boatyard for the Boatworks. We’re not just saying we’re doing a great job, we’re saying we are confident enough in the sustainability of the job we are doing to have a third party come in and validate that we are doing everything we say we are.”

Prong two: Port of Olympia is taking on climate change – through mitigation and adaptation. Since marine terminals are subject to sea

level rise, the Port has joined forces with the local wastewater treatment facility, LOTT Clean Water Alliance, and the City of Olympia on an innovative project to make the Marine Terminal’s downtown location resilient to sea level rise.

Prong three: An internal climate change and sustainability team was recently convened at the Port, and is in the process of finalizing goals covering several topics ranging from integrated pest management, to increasing the use of renewable energy, to reducing the organization’s carbon footprint. The plan is to have a yearly sustainability report based on metrics. This year will be base line, and coming years will measure success toward meeting the goals. The

team is comprised of staff who are deeply committed to subjects ranging from climate change to energy efficiency, waste reduction, habitat restoration, and conservation, etc.

Habitat is a serious concern, indeed there are endangered species significantly impacted by the Olympia Regional Airport. The Port of Olympia and the City of Tumwater are currently working on a habitat conservation plan, which will allow development contemplated for that area to move forward in a manner compliant with the Endangered Species Act.

The Port of Olympia is public, making it a municipal corporation with a large focus on jobs. An economic benefit study done two years ago shows the number of jobs directly and indirectly

related to Port properties is tremendous for the region. The Port, itself, has 48 direct employees, plus 31 longshore that work on the Marine Terminal but aren’t Port staff. The bigger impact on employment is with the 1500-plus acres under Port ownership. Countless jobs are directly involved with the operations of the Port’s four business units; employees working for Port tenants number in the thousands.

Reid is quick to give credit where it’s due: “Weyerhaeuser and Pacific Lumber and Shipping are long-term customers that do a great job as community and regional partners. On the real estate side, the Thurston County Chamber of Commerce is integral to our success. The Thurston Chamber helped found the Port of

1576 Marine Drive NE
Olympia, WA 98501

P.O. Box 7010
Olympia, WA 98507

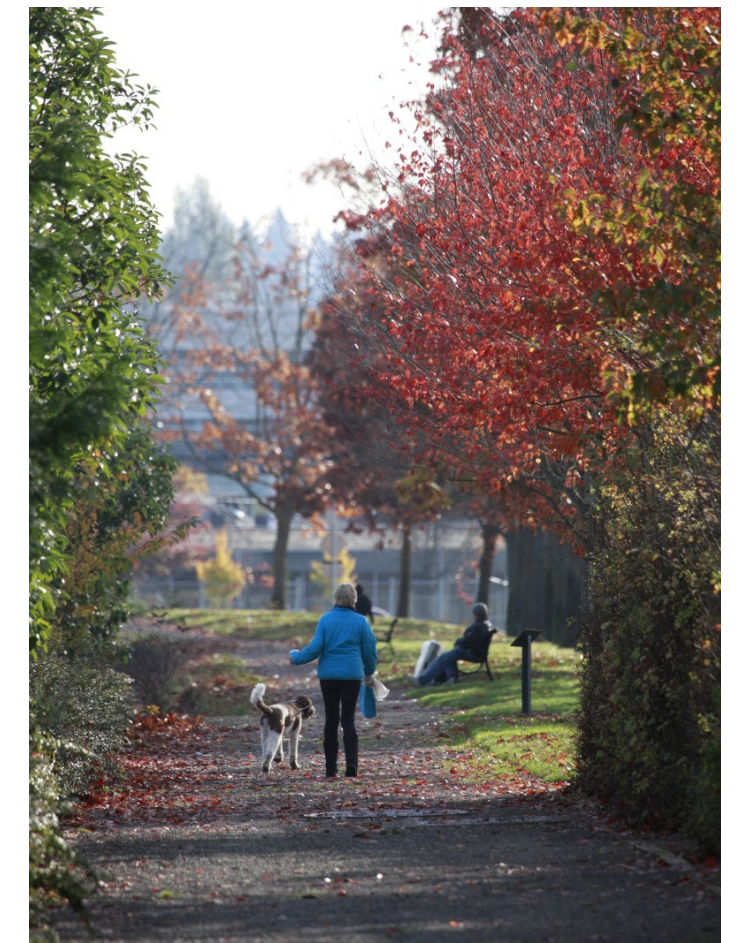
Phone: 360-754-9390
Fax: 360-754-9490

HOLBROOK

Holbrook, Inc. has been in operation at the Port of Olympia since 1988. We are a multifaceted timber company with the ability to manage all of your log handling needs.

- Logging ■ Log Storage
- Log Hauling ■ Log Inventory
- Log Purchasing
- Log Debarking

www.facebook.com/Holbrookinc



Olympia back in 1922, and has been a major player in guiding its direction ever since.”

Other noteworthy entities operating on Port property: The Olympia Farmers’ Market is a popular destination. The Hands On Children’s Museum is the most-visited museum in Washington State, and a key anchor to the East Bay district. Batdorf & Bronson Coffee Roasters are growing in national prominence. In addition, there are aviation businesses at the airport, and a

of Tacoma, but we’re mighty on the idea of being sustainable and connected to the way we’re trying to do business here.

“We have found ways to incentivize sustainable development in our real estate practices. We have found third-party certifications to provide that degree of authentic monitoring of what we’re doing. We are a great location for those working in the corporate world who are looking to find a home and be part of a community.

variety of tenants on the industrial campus.

Reid stresses, “We’re not just branding, we are pushing this port into a place where it will be the most green and sustainable port in the United States. We may be smaller in scale to some of our other peers, like a Port of Seattle or Port

Our future goal is to establish a climate here that sees businesses operating on Port property grow, thrive, and expand. To create a platform to recruit new businesses and retain the ones we have.”

The Port of Olympia has a rich resource of land in Tumwater. “To invite a corporate

presence to that area – one that shares the same values regarding sustainability, economic development, and a green triple bottom line – that would be huge for us,” says Jamison, adding, “I’m confident that our community and the greater Thurston County area are fertile for an organization like that. We have everything to tempt millennials – from recreation, to music, art - coupled with a strong economic development focus.”

This is one ambitious Washington Port, taking on the future with a commendable approach: “How can we do economic development, but be as green and sustainable as possible for strong growth?”

PREFERRED VENDOR

■ **Holbrook, Inc.**
www.facebook.com/Holbrookinc



WATERTOWN, Wisconsin



OPPORTUNITY RUNS THROUGH IT

The Rock River, a tributary of the mighty Mississippi and known by the Sauk and Fox Indians as “Sinnissippi,” meaning “rocky waters,” runs through the city of Watertown, Wisconsin. In the east side of town, the waters flow, somewhat uncharacteristically, from south to north. The river then makes a steep horseshoe turn at the northern apex of the city and continues on its way – now north to south – toward the Illinois border and beyond, picking up several smaller rivers along its way, until it joins the Mississippi at Rock Island.

The area was initially settled to utilize the power of the Rock River, first for sawmills and later for hydroelectricity. In the 1850s, middle-class, German immigrants, fleeing from political turmoil in Germany, immigrated to Watertown and were welcomed by the descendants of its original Yankee population. For most of the 19th century these two groups fostered the city’s commerce, industry, arts, and education. In fact, the first kindergarten in the United States was founded in Watertown in 1856 by Margarethe Schurz, wife of statesman Carl Schurz; the building that housed this kindergarten is now located on the grounds of the city’s Octagon House Museum.

Today, Watertown has a population of approximately 24,000, many of whom work for some

AT A GLANCE WATERTOWN, WISCONSIN

WHAT: A city of 24,000

WHERE: In Dodge and Jefferson counties, midway between Milwaukee and Madison

WEBSITE: www.ci.watertown.wi.us



Potential Redevelopment Overview



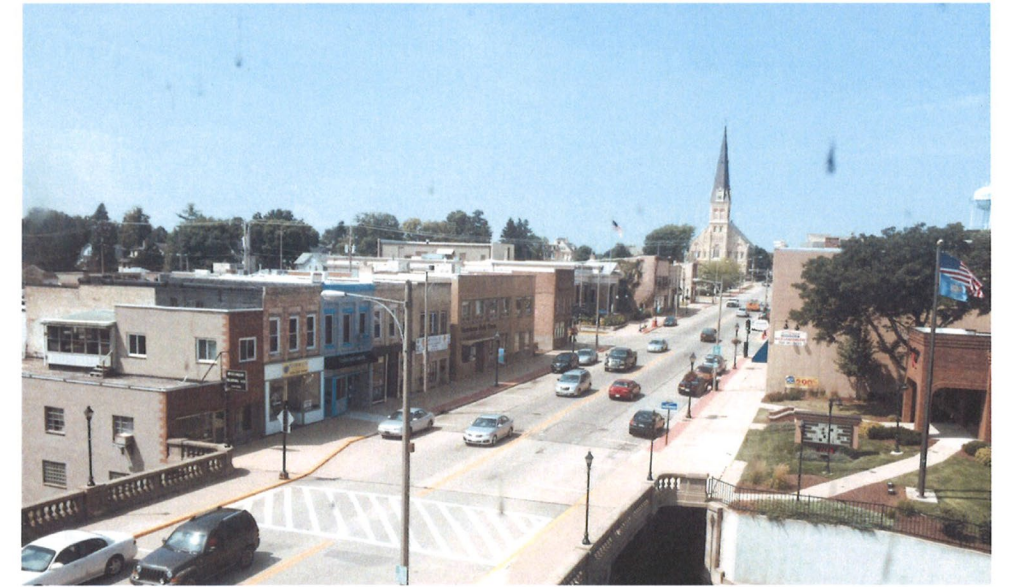
Current Redevelopment Overview



of the city's light manufacturing firms. "This city, very much like the State of Wisconsin, has manufacturing as its backbone," declares Mayor John David, before listing some of the companies that call Watertown home. "We have Eaton Corporation (a global technology leader in power management solutions that make electrical, hydraulic, and mechanical power operate more efficiently, reliably, safely, and sustainably); we have a company called Spuncast (provides centrifugal castings and stainless steel tubing products, such as hydraulic cylinders); we have Wisconsin Invest Cast (provides investment metal casting production for aluminum, steel, iron, and other metal alloys and

metal prototypes molds); we have Baker-Rullman (a leader in the engineering, design, and fabrication of rotary drum dryers, modular steel bins & hoppers, structural steel, feed and seed mill systems and custom metalwork); and we have Fisher Barton (agricultural components and assemblies), that has been a very positive employer in this city. We have another company that is thinking about expanding – Ad Tech Industries (specializes in powder coating, custom assembling and electroless nickel plating services). We have a company who just recently expanded and built a new facility out in our industrial park, BASO Gas Products LLC (provides the highest quality gas valves, pilot burners, thermocouples, igniters, ignition controls, and accessories)."

"We've got a really nice business in town in the food industry," David continues. "Clasen Quality Chocolate (a world-class manufacturer of confectionery coatings, fillings and chocolate.) They have been an excellent employer and have had some expansions in the city. We have another business – Johnsonville Sausage, LLC. They've got a processing plant in town and they make bratwurst, breakfast sausages, and various things like that. They just invested \$37 million into their plant. And they are a large employer in the city with about 140 em-



Current Redevelopment Overview



Potential Redevelopment Overview



“That says a lot about our community. If you were to come to Watertown and live and work in this community, there are many opportunities. And it’s a warm and accepting city.”

JAYNELLEN HOLLOWAY
WATERTOWN’S CITY ENGINEER

ployees, right now.”

While David remains optimistic about Watertown’s manufacturing base, he admits that some jobs have been lost over the last several years. So he reports that, recently, the city government has focused on ways to bring more new residents and businesses to Watertown. It rebranded itself with the tag line “Opportunity Runs Through It,” and it has been organizing initiatives to make the most of its main, natural attraction. “We do have a large asset in the city and that is the Rock River,” he says. “It’s been used for recreational things quite a bit in the past, but we think that, especially in the downtown area, we can do more to develop and capitalize on that river and the land along the river. We want to improve the current River Walkway. We have expanded it in two areas, and we have plans to expand it into a third area. People like to walk along the river; there’s



a lot of kayaking and canoeing and fishing going on. A private organization in town, Rock River Rescue, has been working on stocking quality fish in the river. So, all of a sudden, we’re seeing all kinds of people coming and fishing and enjoying the river.”

In addition, David says that the city has been “very progressive and aggressive in improving the entire city, but we’re especially looking at the downtown. We’ve got a very large down-

town that is historically intact,” he states. “We’ve got some beautiful buildings, down there, and yet they do need some work. So, we are trying to initiate some programs like a low interest loan program to help businesses improve their buildings and help store owners improve their businesses. We do have a TIF (Tax Increment Financing) district and we are going to capitalize on that, also. We have had some development along the river; we have had some proposals





to do some other things along the river, so we're going to seriously look at those."

"Another area we're looking at is on West Main Street," David adds. "We are looking at putting in a town square with some significant green space and along that square, a hotel. That is very big for us. It's on our radar and we have been talking to some hotel developers. There's a lot of interest, so far. So we want to be the initiator of some of these projects as a city, because to put it bluntly, they're not going to happen unless we do some things to help them along. And, we are willing to do that."

David believes that improvements in the city will help attract both the new generation of Millennial workers, as well as their Baby Boomer parents. "We've got a couple of apartments downtown that have attracted retired folks who have sold their homes and moved into these two new apartment buildings that are right along the



river. And we have had interest from some private developers to put in other condos and/or apartments along the river for the Baby Boomer who has said, 'I'm done owning a house; I don't want that responsibility and yet, I want to be downtown.' And one of the things we have done which may be more attractive to the Millennials, or some of the young family people, is we are working very hard to become a bicycle- and pedestrian-friendly community."

Jaynellen Holloway, Watertown's City Engineer, is tasked with making those initiatives manifest. She talks about the city's recent bicycle projects: "About a year ago, we were seeking a grant called the Transportation Alternatives Program

(TAP)," she begins. "It allows for funding and construction for bike paths, walking paths, and street improvements. We have a group in town called 'Share the Road;' it's a bicycle group that came forward and said, 'We're looking for ways that the city can provide routes throughout the city for bicycle and/or pedestrians.' From that we established, through our Public Works Commission, a bicycle and pedestrian task force that is working on a master plan. We're very fortunate in that we have some county paths that go through our city; we have some state trails within reach; and we have an interstate bicycle path that goes through our city, along with some smaller trails. On our bicycle task



force we have about ten members; they come from the school district, the police department, the health department, the engineering department; we have representation from Share the Road; and we have two alderpersons that sit on the committee, one of whom is also a county commissioner. In the short year that we've been around, we've been able to stripe between two and three miles of roadway."

Staff Engineer, Andrew Beyer, elaborates: "We've prioritized our low and high value streets; short-term and long-term goals," he states. "Short-term being a simple striping; long-term being shared use paths or capital outlay projects that we need to budget for. This year, we're going to be soliciting a grant from our hospital foundation, the Greater Wa-

tertown Community Health Foundation, for a shared-use path along Carriage Hill Drive that connects West Main Street to our largest city park, Brandt-Quirk Park. It would serve the high school, Maranatha Baptist University, and several subdivisions, as well."

"And we're going to be looking to go back in for that TAP grant," says Holloway. "That will become available again this coming October with the grant due in January 2018. One entity can submit multiple applications and we're looking at submitting at least three. Two would be to expand some shared-use paths in and around our city hospital and the neighborhoods around there. Part of that project will also connect some of those subdivisions with a new convenience store/gas station, Kwik Trip. That area is



REDEVELOPMENT RESOURCES

One Brick, One Business, One Block at a Time.

We've successfully improved downtown environments at various levels of involvement, from developing a plan to working hand-in-hand with a community to implement the plan. We've recruited developers, developed façade loan programs, eliminated blight (yes – torn down buildings) and created dynamic public spaces. All this with a variety of funding sources and stakeholder involvement.

OUR SPECIALTIES:

- Organizational Structure Analysis
- Bridge Management
- Strategic Planning
- Non-Profit Entity Creation and Development
- Full Grant Writing Services
- Real Estate Development and Redevelopment
- Retail Consulting
- Downtown TIF Development
- Blight Elimination
- Master Planning and Visioning



REDEVELOPMENT RESOURCES
 redevelopment-resources.com
 211 S. Paterson St., Suite 320 • Madison, Wisconsin 53703 • Phone: 608-729-1807

currently underserved by that type of business, so now that it's been built, everyone's clamoring to have ways to safely get there."

"There's another one that we'll be putting in," adds Holloway. "The state came to town, maybe 15 years ago, and redid a highway through town. The old highway was turned over to the city. Just to the south end of that, we had a Wal-Mart that was built and, where there are sidewalks and bicycle lanes to the north of that street, there are no sidewalks or bicycle lanes directly to the Wal-Mart. So, one of our grants would be to put a shared-use path on that missing section, so that the college and preparatory high school students, and residents can use that to safely get to the Wal-Mart."

Watertown is also working to preserve the cleanliness of its river. "We're in the Rock River Watershed," says Holloway, "which is an 'occlud-



PREFERRED VENDOR

■ **Redevelopment Resources**

www.redevelopment-resources.com



ed' water stream that they're trying to clean up. So, they're really cracking down on any of the communities and municipalities that discharge into the Rock River – to make sure that we have our total suspended solids and our phosphorous limits in check. So, we know that we've got to think smarter and try to get as many low-cost and no-cost ways to reduce our total suspended solids and our phosphorous emissions. So, we're working with all of our detention pond owners in our community to clean up and restore their detention ponds, so that we can maximize the removal limits in our existing ponds."

Another city initiative aims to implement sustainable practices in the city's parking lots.

"Whether that's putting some kind of permeable pavers around their perimeters; or putting in a rain garden with underground storage before water releases into the storm sewer system; we're working with a couple of developers that are going to be reworking some of their parking lots," Holloway reports. "And we've said to them, while it's not mandatory right now, we certainly would invite them to come forth in their plans with some type of green technology for those lots and we've not met any resistance. They've all been very gracious to say that they would look into it. So, we've got some initiatives that are happening; we don't have the ordinance rewritten yet, but we are looking to initiate green practices."

"Our erosion control and post construction stormwater ordinances were revised in 2016, and this includes all redevelopments or new developments of land 3,000 square feet or more," adds Beyer. "So, we've been working with developers to put through erosion control plans and stormwater management plans for these smaller sites where it's not required by state statute. We're a little bit more stringent in the city."

As city projects continue to upgrade Watertown's infrastructure and physiognomy, Mayor David stresses the city's many virtues: "I would say that we have a fantastic quality of life, here," he avers. "The cost of living is quite low. We're strategically located halfway between Milwau-

kee and Madison. We've got wonderful amenities here with the river, and our park system is second to none. We have a very low crime rate. We are a full service city – we have solid waste collection, recycling collection, a full-time fire department - all paramedic-trained, and a full-time police department. There is not a service that a municipality can offer that we don't offer."

Holloway focuses on Watertown's new brand – Opportunity Runs Through It – and the offer implicit within it. "That says a lot about our community," she says, confidently. "If you were to come to Watertown and live and work in this community, there are many opportunities. And it's a warm and accepting city," she adds, summing up.

Wellington, Florida

RETAINING THAT
HOMETOWN FEELING



The Village of Wellington is located just west of the city of West Palm Beach, in Palm Beach County, Florida. The community was crafted out of acreage that, in the past, was often flooded and swampy, but was made suitable for agriculture in 1953, when the State of Florida passed the Acme Drainage District to provide for drainage and flood control for a tract of more than 18,000 acres. Once the waterlogged land was transformed to fertile farmland, portions of it were sold off or leased to

farmers for cultivation.

One of those properties became known as the Flying Cow Ranch. They were overseen by Charles Oliver Wellington, a Harvard-educated accountant from Massachusetts, as well as a successful investor, aviator, and sportsman. The “Flying” in the ranch’s name refers to Wellington’s hobby; the “Cow” comes from his initials: C.O.W. At one time, the Flying Cow Ranch was home to the world’s largest strawberry patch. The Village of Wellington began as a planned unit development, approved by Palm Beach

County in 1972. Until the early 1990s, it functioned mainly as a bedroom community, with very little in the way of commercial activity.

On December 31, 1995, Wellington was officially born as an independent municipality. For the last two decades, its population has increased from 22,000 to more than 61,000 people, and it has added approximately 2000 businesses. Last year, the Village was named by Money Magazine as one of the “50 Best Places to Live in 2016.” Today, Wellington continues to be a highly attractive, suburban, residential

community with a very special attribute: it has a large equestrian community and it is widely recognized as a major center for equestrian show events – jumping, hunting, and dressage – as well as for hosting several international polo tournaments, every year.

The Winter Equestrian Festival, held from January to April, is the largest and longest-running circuit in horse competitions, with riders and horses from 50 states and 30 countries. “The equestrian component is a major element here,” says Mike O’Dell, Wellington’s Assistant





AT A GLANCE WELLINGTON, FLORIDA

WHAT: Wellington, Florida

WHERE: A village just west of West Palm Beach, in Palm Beach County, Florida

WEBSITE: www.wellingtonfl.gov

Planning Zoning and Building Director. "It's an industry that is growing; the Festival started more than 20 years ago as a two or three-week event that has now turned into 12 weeks and is expanding beyond that. Right now, there are probably 13,000 or more horses that we're seeing travel into the Village on a regular basis as we go through the season. It's a major component to the Village's identity as well as a major component to our economic life."

Another major component of Wellington's economy is its Medical District. "We have three hospitals within our region," says O'Dell. "One is the Wellington Regional Medical Center, which is within our boundaries. The Bethesda Hospital is the latest addition to our south, and Palms West Hospital is just to our north. What we're seeing with those three hospitals within

our region is a bit of a medical hub developing around us. Wellington has office space and we're seeing it converted to medical space and we're seeing specialists and other medical related practices moving into this area, filling that gap between the three hospitals. So, although we lack a major employer in our area, the medical industry is one of those areas that is growing in the Village."

In 1996, Wellington announced its first Strategic Plan, updated in 2007 and again in 2012. While the Village is intent on expanding its range and number of local businesses, as well as attracting new residents, O'Dell maintains that keeping its hometown character is a key element of the Plan's fundamentals, principles, and initiatives. "We're

a great family community and we're trying to maintain that persona," he states. "We recognize that growth is going to happen around us and, in fact, is happening, and we're going to be competitive in that marketplace. So, when a family looks to relocate, they consider Wellington as one of their top picks in this area. We're going to re-invent ourselves a little bit, but we'll stick with the idea of being a village – not a major city or any kind of major metropolitan area; we want to retain that hometown feeling."

Assistant City Manager, Jim Barnes, agrees. "At the end of the day, we're still a suburban community and we're not going to be a downtown urban center," he says. "One of our biggest economic drivers is the appeal





MAKING COMMUNITIES MORE LIVABLE, SAFE, AND COMFORTABLE

There is a difference in outdoor environment public health providers.

In both mosquito control and aquatic site management, Clarke takes an integrated approach to achieve a **more effective, longer term solution**. And because Clarke takes the comfort and safety of your citizens as seriously as you do, our product and service offerings utilize more **natural ingredients** and application optimization technologies than any other public health provider. The result? Solutions that meet **budget needs** and acknowledge **public sentiment**.

How can Clarke help your community?

Aquatic Services

- Algae & weed control
- Fountain & aeration services
- Water quality testing
- Bathymetric surveys/mapping
- Exclusive Conserve™ precision aquatic application technology

Mosquito Control Products & Services

- Mosquito control for community, residential, or special events
- EarthRight community mosquito using only OMRI Listed products
- Natular® larvicide, OMRI Listed formulations for use in and around organic farms and gardens
- SITE Guard™ services for control of container breeding mosquitoes such as those that spread Zika



WELLINGTON, FLORIDA

the community has for everyone in the county. So, our economic driver is being able to maintain the appeal that brought people out here to begin with, which is great neighborhoods, great schools, great parks, and a high level of service.”

That is not to say that Wellington is averse to change. For example, one of its current initiatives is to become a more bicycle- and pedestrian-friendly community. “Two years ago, we adopted a ped-way plan,” says O’Dell. “The Village has, for the most part, eight-foot-wide pathways adjacent to its road right-of-ways, but we don’t have much associated with bicycle pathways. So, we’re working in concert with our Metropolitan Planning organization for grants to seek dollars to add bicycle path-

ways to our roadways.”

Another one of the initiatives mentioned in the Strategic Plan is the development of the MidTown project. When the Village was first conceived, there was no specific downtown or town center area laid out by its developers. “So, what we have done over the last ten years is created that gathering place, which we call Town Center,” says O’Dell. “It now houses Village Hall, the community center, the Scott’s Place barrier-free playground, an amphitheater, and an aquatics complex, located on the south end of Lake Wellington. We’re going to expand that to look at redevelopment. We’re looking at a project called MidTown, which is probably a twenty-year project. MidTown will build off of

It is an honor to support the city of Wellington in making their community a sought-after place that families and businesses can call home. Making communities more livable, safe and comfortable is the core of Clarke.

From its beginning in 1946, Clarke, a family owned company, has been focused on serving communities. Beginning in public health mosquito control, Clarke expanded into product and application equipment development and then into the management of lakes, ponds and waterways. The company has continually

brought innovation to customers.

At Clarke, we press persistently to develop new products and services that will reduce our environmental footprint. We look at how to bring water bodies back to their natural state while ensuring the desired balance of aesthetic, recreational and habitat objectives are met. And we do so using Clarke innovation such as our Conserve® Precision Application system that utilizes GIS and advance sonar mapping to make targeted treatments and to help prevent over or under application weed or algae control products.



Clarke is headquartered in Saint Charles, IL with 15 offices around the world, including Wellington. We employ 160 full time professionals, serving over 50 countries.

www.clarke.com www.clarkecares.org



this core Town Center, while looking to redevelop some of the surrounding multi-family neighborhoods that are in the area. We will present to our Council at a visioning session, coming up, a program that is going to be MidTown-based. And we're going to ask them to give us direction in regards to incentives and things that they want to see happen to further expand on the Town Center infrastructure that we have put in place with taxpayer dollars. We want to increase our density in this particular area. That means that the single-story quadruplexes and duplexes that are currently in place, may end up being multi-story buildings – three and possibly even four stories in certain locations.”



Barnes adds that replacing some older housing stock could help attract some new residents, such as the millennial generation, or Baby Boomers who might have grown up in Wellington but went off to college and never returned. “We’ve got to try and transition to be able to attract a different demographic,” he says. “The big thing is that we want to remain a great hometown and maybe change a little bit so that we stay the same. That’s the goal – a little bit of change so that you’re able to appeal across the different generations and give them cultural opportunities or a little bit more of an opportunity to have a sense of place that traditionally older planned communities don’t have. But by the same token, you want to keep all the great things that brought people out here to begin with.”

Building a sustainable future is also part of Wellington’s Plan. Planning Technician, Brandon Miller states, “We have adopted a



Celebrating over 20 years of Excellence!

Looking for **Options?**



We have **Solutions.**








YOUR SINGLE-SOURCE SUPPLIER FROM START TO FINISH

- Blow-On Mulch and Soils
- Flexible Scheduling
- Free Estimates
- Bagged or Bulk Mulch & Soil Delivery
- Mulch & Soil Manufacturer
- Custom Soil Blending
- Precision & Consistency
- Landscape Debris Removal (Residential & Commercial)
- 50 Cubic Yard Grapple Trucks
- Nursery & Tree Farm
- Open to the Public

10320 W. Atlantic Ave.
Delray Beach, FL.
(561) 499-8148
Fax: (561) 499-5896

“Made In The U.S.A.”

Servicing: HOA/ POA/ COA'S, Apartment Complex's, Municipalities, Golf Courses, Shopping Centers, Schools, Religious and Government Buildings.










green standard as the official minimum criteria for new government buildings and have constructed LEED certified buildings. Village Hall achieved Gold standard from the Florida Green Building Coalition in 2012, and we have recently updated that certification. We use Florida-friendly landscape principles at all public facilities. We implement green practices across all of our departments and constantly try to enhance upon these practices. We use alternative fuels in Wellington’s green fleet, and have an alternative fueling station. Additionally, we have held the title of ‘Tree City USA’ for the past 20 years. Some smaller practices include policies requiring our electronic equipment to have con-

servation features, online registration for all of our recreational programs which reduces emissions, and active enhancement of our natural areas to provide habitats, nesting sites, and curtail invasive growth.”

Naturally, since Wellington was once swampland, managing its water resources and stormwater runoff safely and efficiently is imperative. The Village owns and maintains a vast stormwater drainage system to ensure that community water levels are carefully controlled. “We’re about 48 square miles in size; about ten square miles of that is in a stormwater treatment area, located to our west, which directs stormwaters through this treatment area and then it dis-

charges into the Loxahatchee Wildlife Refuge, which we border on our western boundary,” O’Dell explains.

“The Village has spent close to \$40 million to re-plumb our stormwater management system,” he continues. “Half the Village used to flow to the south and half to the north. Now, everything flows north and then goes through a major canal system along the State Road 80 corridor, and then discharges into the stormwater treatment area. That’s been a major accomplishment. And we’ve been working diligently on reducing phosphorous discharge into our stormwater. In addition, we’ve created our own, internal stormwater treatment system, known as the Marjory Stoneman Douglas Environmental Preserve. It’s a park and nature preserve with pathways, a boardwalk, and educational components, and we pump our stormwater through that system and it filters out through the marsh system that we created in there, as well.”

From swampland, to strawberry patch, to affluent and thriving community, the Village of Wellington, Florida has certainly come a long way. And as long as it continues to retain that hometown feeling, it is certainly destined to go a lot further.

PREFERRED VENDORS

■ **Amerigrow Recycling**
www.amerigrow.com

22 years of supplying Southern & Central Florida with environmentally friendly groundcover products and premium custom blended soils. We are continuously developing new sustainable groundcovers and premier turf products. We pride ourselves on our superior quality and exceptional customer care. Call for more information, free quote or to place your order today!

■ **Clarke Aquatic Services, Inc.**
www.clarke.com



Business
view
magazine

USA ■ Canada ■ Caribbean ■ Oceania

WWW.BUSINESSVIEWMAGAZINE.COM