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FEB/MAR 2017

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# From the Editor

Right now in Washington, D.C., there is some confusing talk going on about two very different things, although, to the layman, they sound very much the same. The fact is – they aren't. I'm talking about the "border tax," and the "border-adjustable tax."

The border tax made it into the news recently when President Trump's administration floated the idea of slapping a 20 percent tax on goods coming into the company from Mexico, the U.S.'s third largest supplier of imports – chiefly vehicles, electrical machinery, mineral fuels, and agricultural products. Trump wanted the Mexican government to pay for his border wall via this border tax, but the notion was quickly withdrawn when it was pointed out that the American consumer would actually wind up paying more for those same imported goods, as companies south of the border would simply raise their prices in order to pay the tax.

Essentially, a border tax is a tariff. Its goal is to boost domestic manufacturing by punishing U.S. firms that move production overseas while curbing imports from certain countries. Tariffs are not generally seen as productive aspects of trade policy as they often promote retaliation while raising prices on imported goods.

In contrast, a border-adjustable tax, or as it's known among the Washington cognoscenti, a "destination-based cash flow tax with border adjustment," is part of a major overhaul of the country's tax laws that House Republicans have been considering for some time.

The basic idea behind the border-adjustable tax is to turn corporate taxes on their head. Currently, the U.S. taxes companies on their exports but not their imports. So, say you are a domestic company that makes computers in the U.S. Under the current tax code, you have to pay a 35 percent profits tax on the computer made here and sold anywhere – domestically or abroad. Now, let's say you move that computer assembly plant to Mexico City. The U.S. imposes no tax on

that imported computer, and your company can deduct the costs of your "overseas" expenditures.

A border-adjustable system would act like a sales tax on imports and would affect any country with which the U.S. runs a trade deficit – meaning most of the world. Under the plan, U.S. companies would no longer be taxed on the revenue they make from goods sold for export. By contrast, they would have to pay a 20 percent tax on imported goods and when they calculate the income tax they owe, they would not be allowed to deduct the cost of goods that they bring into the country, which they can do, now.

As a result, supporters say, manufacturers would be better off building products in the U.S. and exporting them, rather than importing goods for sale. The plan would essentially subsidize exports and discourage imports. Supporters add that border adjustability would be more efficient than current law, reduce opportunities for companies to game the tax system, and make the tax treatment of imports and exports more equitable.

Of course, with any major change of the U.S. tax code, there will be losers and winners. Oil refineries, retailers, and other large importers, for example, have lined up against the plan, fearing that the inability to deduct the cost of imports from their tax bill could eat heavily into their profits. They say that a border-adjusted tax penalizes those industries that rely on imports and have no easy replacement for them. By contrast, big exporters such as domestic crude oil producers and makers of machinery would see their tax bills fall.

Over the next several months, both these items will continue to appear in the news. The difference is that the border tax is probably going nowhere, while the border-adjustable tax may well be on its way to becoming the law of the land. Stay tuned.

**Al Krulick**  
*Editor-in-Chief*





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## SAN ANTONIO'S NEWEST WATER SOURCE OPENS

**T**his past week, dignitaries joined San Antonio Water System in celebrating the introduction of a truly new drinking water source to the city – desalination. This drought-resistant source is a huge leap forward in water independence for San Antonio.

While most people associate desalination with sea water, SAWS project pumps salty – or brackish – water from deep in the Wilcox Aquifer under south Bexar County as the source for this purified drinking water. Desalination

pushes the salty water through reverse osmosis membranes with holes that are 100,000 times smaller than a human hair, removing 97 percent of the salts and minerals in the water.

The newly added 12 million gallons per day is enough water to supply 53,000 households.

“Desalination is another tool in our water portfolio that we are using to serve a growing San Antonio,” said SAWS CEO and President Robert R. Puente. “There is an ocean of brackish water under our feet unaffected by drought.”



The desalination plant is located at the H2Oaks Center in southern Bexar County. The center also functions as an educational facility, featuring a tour layout for educational opportunities and an onsite research facility available for universities.

H2Oaks Center is the only location in the country where three different sources of water are produced. It desalinates water, pumps and treats Carrizo Aquifer water, and stores Edwards Aquifer water in the Aquifer Storage and Recovery (ASR) site on the property.

“This is another step in the right direction toward adding new supplies for San Antonio’s future,” said SAWS Board Chairman Berto Guerra, Jr. “We have the benefit of the 12 million gallons per day, and can access additional phases of desalination as we need them.”

San Antonio Water System provides water and wastewater services to more than 1.6 million consumers in the San Antonio region. SAWS is the national leader in water innovation with the largest direct recycled system in the country, the largest groundwater based Aquifer Stor-

age & Recovery facility in the nation and was the first in the U.S. in converting methane gas to energy, making this wonderful city...Waterful.

## GENESIS SIGNALS NEW ERA FOR FARMERS

Genesis Grain & Fertilizer, LP (Genesis) a Western Canadian farmer owned agribusiness, confirmed recently the first of seven anticipated fertilizer SuperCenters. Through the united efforts of promoters, Farmers of North America (FNA) and AgraCity Crop & Nutrition (AgraCity), Belle Plaine, Saskatchewan, Canada has the







honor of becoming the first location of this historic \$24 million project and has paved the way for the organization to secure the final debt financing for the project.

“Farmers have been deserving of this unique business structure for countless generations,” noted FNA President, James Mann. “In a matter of 12 months once construction is complete, just over 600 farmers from over 200 Western Canada communities with the vision and confidence to join FNA and AgraCity on this journey, will be the first to directly share in the responsibility and rewards of owning part of a major fertilizer supply and distribution system. A piece of the supply chain they can call their own.”

Andre Berube from Falher, Alberta was not only proud to hear of the announcement, he shared the vision and optimism for what Genesis and its operations would mean for future generations of farm families. “Being an investor in any project is always an exciting opportunity, but to be able to help select a reputable firm to create what I believe will be a coveted operation globally, was both an honor, and will serve as a memory for my lifetime. A story I cannot wait to share with my grandchildren, and may I be so fortunate, my great grandchildren. That’s why I invested to begin with; I wanted to ensure the future was bright for the generations to come.”

Building a world-class operation requires significant expertise and attention to detail. Genesis will partner with Stueve Canada Ltd. to serve as its lead in the contracting oversight of this significant investment into the future of farming in Western Canada.

Once complete, Genesis Belle Plaine will boast a 52,000 tonne fertilizer SuperCenter with the ability to distribute three times its capacity at 150,000 tonnes. This will be the largest direct to farm facility of its kind in Canada. The Stueve design, in partnership with Genesis, will accommodate urea, phosphate, micro-nutrients, sulphur, and potash enabling annual supply for farmer investors.

The Genesis team invited a handful of inves-

tors to tour fertilizer blending facilities in the USA to get their opinion on specific attributes of the facilities. Mike Haydon from Swift Current, Saskatchewan had this to say, “I learned that these are state of the art facilities and there are a lot of complexities in getting the project to this stage. This is a first-class innovative project that will definitely be an asset to the farmers involved”.

The first SuperCenter has already established a very high bar of performance with the adoption of world class blending technology for dry fertilizer offerings. An ability to process its own micro-nutrients and even impregnate bulk fertilizer with advanced fertilizer additives. These services and offerings will be complemented







by the most advanced high throughput, in-load and out-load equipment, as well as best-in-class automation technology and related systems.

In servicing Genesis customers throughout the Prairies and even up into British Columbia's Peace Country, the SuperCenter has been designed to directly load and unload rail cars. A competitive advantage that the invested owners of Genesis, FNA, and AgraCity feel confident will attract the respect and long-term support from partnering rail providers, given the deep roots of the operation to the farming community.

Jason Mann, President, AgraCity, spoke to the sophistication of the Genesis SuperCenter model: "Thinking beyond the investment, farmers recognize they needed to become a part of something special. A mechanism of incredible innovation and design, working to their benefit by providing a multi-dimensional return in the form of savings (lower fertilizer and related

input costs), earnings (retail sales to customers), and equity (reaping the reward of ownership)."

The Genesis value proposition is founded on its ability to accrue retail margins for invested farm business owners. Future development intends to complement this reward with the distribution of nitrogen fertilizer manufactured by the proposed ProjectN plant once it comes on line.

"Genesis is an excellent opportunity for our farm to invest in a fertilizer company and realize the profit from one of our biggest expenses on the farm" states Doug Heaman a Genesis investor from Virden, Manitoba. Also involved is Brad Levorson, a FNA member and Genesis investor from Cabri, Saskatchewan, who was part of the selection process and had this to say. "Being a part of Genesis allows me to capture a return from the marketplace by being both an owner and a customer. To me, that is what I was missing all along."



## U.S. OPERATORS PLAN MAJOR DRILLING BOOST AS INDUSTRY SHAKES OFF DOWNTURN



The North American upstream industry is set to stage a comeback, according to new data presented by World Oil, the premier trade publication for the international upstream industry.

According to proprietary survey data, gathered from U.S. operators, U.S. state agencies and international petroleum ministries/departments, World Oil forecasts the following for 2017:

- U.S. drilling will jump 26.8 percent higher, to 18,552 wells.
- U.S. footage will increase 29.8 percent, to 151.5 MMft of hole.
- U.S. Gulf of Mexico E&P activity, focused on deep-



water projects, will go up approximately 9.4 percent, with increasing well depths and footage.

- Canadian activity will begin to improve, gaining 21.6 percent to 4,212 wells.

- Global drilling should increase moderately to 39,742 wells, for a 6.1 percent pick-up.

- Global offshore drilling, reflecting stagnant capex outside North America, will only increase 1.4 percent to 2,604 wells.

Speaking to about 400 attendees at a breakfast briefing, Kurt Abraham, World Oil's chief forecaster and editor, noted that U.S. production—which averaged 8.9 MMbopd in the fourth quarter, up from 8.7 MMbopd

in the third quarter—appears to be on the rise. However, he warned, North America may have to continue in its new role as swing producer, and therefore may be required to remain flexible.



**Texas** - Drilling in the Lone Star State will rise 26.4 percent, with double-digit increases expected for all 12 of the Railroad Commission districts. While the gains are being led by the Permian, with some additional recovery in the Eagle Ford, there is also significant improvement under way in conventional activity.

**Permian Basin** - In 2016, operators drilled 3,198 wells in Railroad Commission Districts 8 and 7C, more than originally anticipated. For 2017, World Oil expects to see 3,999 wells drilled in these districts. For 2017, the industry projects a 10 percent increase in average lateral length for the Permian.

**Eagle Ford** - In the Eagle Ford's predominantly

oil portion, concentrated in District 1, activity should increase 28.3 percent. World Oil predicts that operators will drill 802 wells with an average TD of 14,250 ft. In the gas-heavy Railroad Commission District 2, operators have said they plan to drill 638 wells to an average TD of 15,400 ft, a gain of 23.9 percent. Activity in District 4 is also forecast to increase 19.1 percent.

**Gulf of Mexico** - Activity has been at historically low levels in the Gulf over the last several years, and 2016 was the lowest yet, with just 117 wells tallied. However, a core of deepwater development activity has continued, and it will continue to form the bulk of work in the Gulf. World Oil projects that drilling will increase



about nine percent, to 128 wells.

**Oklahoma** - During 2017, drilling in the state, home to the emerging SCOOP and STACK plays, is expected to increase 38.5 percent overall, with 1,809 wells scheduled for an average TD of around 11,600 ft.

**North Dakota** - Based on figures from state officials and a proprietary survey of operators, World Oil forecasts that drilling in North Dakota will total 925 wells in 2017, accounting for 18.7 MMft of hole. Average well depth, including lateral sections, will be approximately 20,250 ft.

**Louisiana** - Drilling in the northern half of the state is expected to be up a stout 31.2 percent. Meanwhile, in the state's southern half, featuring conventional oil and deep gas wells, activity is recovering at a more measured pace. Wells drilled are forecast to increase 12.8 percent, to 123.

**Northeastern States** - In Pennsylvania, operators plan to drill 774 wells for a 29 percent increase. In Ohio, drilling should increase 19.1 percent, to 380 wells. And in neighboring West Virginia, gas-targeted activity is on the rebound, with about half of the wells in the Marcellus. Total wells should reach 245, up 21.9 percent.

**Rocky Mountain States** - As operators boost drilling in the prolific Niobrara shale, particularly in the DJ basin, Colorado will see its wells drilled rise 34 percent, to 1,012 wells. New Mexico should see its wells drilled total 710, for an impressive 40.6 percent increase.

**California/Alaska** - Drilling in California, the bulk of which is accounted for by just four firms, is expected to improve about 30 percent, to 892 wells. Meanwhile, in Alaska, drilling is forecast to increase 15.2 percent, to 167 wells.



## NEW STARTUP COMBINES LATEST INNOVATIONS IN FOAM TECHNOLOGY TO OFFER ONLINE CONSUMERS A SUPREMELY COMFORTABLE MATTRESS

Nuvanna LLC opens its virtual doors at [www.nuvanna.com](http://www.nuvanna.com) in the rapidly growing online retail market for sleep products. Nuvanna's first product will be a premium mattress that incorporates the latest innovations in foam technology to maximize comfort, temperature management, and progressive support, delivering an optimal sleep experience for a wide range of body sizes, weights, and sleep positions.

Founder and CEO Alvaro Vaselli's expertise in the materials science and sleep sectors gives the team at Nuvanna an edge in developing high-quality, high-performance products. Vaselli holds a degree in pro-

duction and mechanical engineering, and has built an extensive resume of global leadership experience driving innovation for Dow, Arco Chemical (now LyondellBasell), Foamex/FXI, and Tredegar Film Products.

"We've built an amazing product by using the latest in comfort technologies," said Vaselli. "I leveraged 20 years of experience working with the world's largest mattress companies along with leading-edge material scientists to develop the Nuvanna product."

Nuvanna's 100 percent, American-made mattress uses a three-layer foam construction to provide a strategic hierarchy of comfort, tempera-





ture control, support, and durability. All foams used in Nuvanna's mattress are certified by the CertiPUR-US® program and encased in an ultra-premium, moisture-wicking TENCEL® fabric that keeps the consumer comfortable, cool, and dry. Motion isolation allows two partners to sleep in harmony, while progressive support ensures a supremely comfortable surface that's free of painful pressure points regardless of the consumer's weight, size or sleep position.

**Foam Layer #1: Ascension Layer.** The top layer uses highly adaptive comfort foam that cradles the consumer's entire body. The Ascension Layer closes any gaps between the mattress and the body, maintaining proper alignment and eliminating painful pressure points regardless of weight, size or sleep position. The result? No stiffness or soreness upon waking.

The Nuvanna Ascension layer is powered by a leading-edge, intelligent temperature management adaptive foam. This material actively draws body heat into the mattress, where phase-change gel particles work in tandem with high-density, high-performance foam to disperse heat away from the body. The result? The consumer stays at the ideal sleeping temperature

throughout the night.

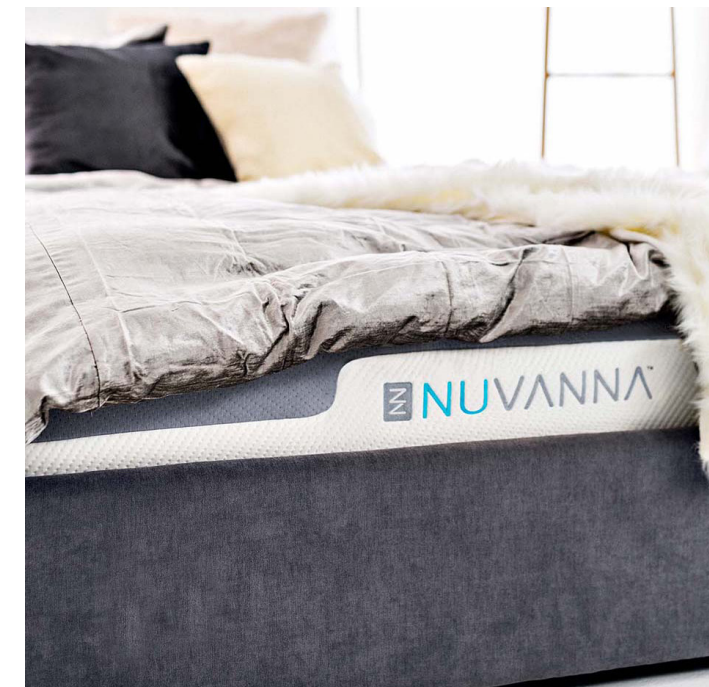
**Foam Layer #2: Equilibrium Layer.** The Nuvanna Equilibrium layer is built for motion absorption. It responsively contours to sleep movements so that the consumer experiences continuous support without feeling every motion his or her partner makes. The result? Motion transfer is minimized for truly restorative, undisturbed rest.

**Foam Layer #3: Foundation Layer.** The Nuvanna Foundation layer provides progressive support for the entire system preventing the user from sinking. The more weight and pressure applied to the mattress, the more lift it provides through the optimized 3-layer system. This progressive support feature eliminates the sinking quicksand feeling that often plagues foam mattresses. The result? Consumers feel cradled, comforted and supported as opposed to sunken and submerged.

**Mattress Cover:** The mattress core is wrapped



in a moisture-wicking, breathable cover made with TENCEL®, an ultra-premium fiber with superior performance. Botanically derived and eco-friendly, the revolutionary fibers of TENCEL® outperform cotton and poly fabrics by absorbing moisture completely and releasing it away from the body. This means the mattress maintains a hygienic environment that naturally inhibits the growth of bacteria. Without chemical additives, TENCEL® fibers are more absorbent than cotton, softer than silk and cooler than linen.







Nuvanna is the first company in the space with the primary mission of helping consumers live a more balanced life using the latest advances in comfort technology. A personal evolution inspired Vaselli, a global business leader and innovator in the material science and sleep products industry for over 20 years, to launch Nuvanna.

“I recently discovered the benefits of pursuing a healthy balance in my own life,” said Vaselli. “I launched Nuvanna because I wanted to use my business and technology background, resources, and personal experiences to help others enjoy the same benefits faster. This mattress is the embodiment of my mission to help people realize how easy it is to reach a better, more balanced life.”

Nuvanna will offer its mattress via direct-to-consumer sales on its website. Its goal is to provide consumers with an easy, positive online buying process to reduce the stress that comes with the typical mattress store shopping experience. A 100-night trial period eliminates the high-pressure decision-making process consumers often undergo in brick-and-mortar stores. In addition, bypassing the middleman enables Nuvanna to offer its customers significant value, with prices at roughly a third of traditional

retail stores.

“Right now the online segment of the mattress retail industry is only a small percentage of the industry’s \$16 billion total. But it’s growing rapidly,” explained Vaselli. “Everybody needs a mattress, and buying online offers significant advantages with virtually no risk.”

Nuvanna’s mattress comes with free shipping, free returns, delivery in 3-7 business days and a 10-year warranty. The mattress is compatible with most bed frames and box springs. The company has established partnerships with various charitable organizations around the

country. Returned mattresses will be donated to these organizations.

“We offer an easy, stress-free buying experience,” said Vaselli. “We want to make people’s lives better, not just with a restful night sleep, but with a better shopping experience, too.”

Mattresses are only the company’s starting point. Nuvanna will use its website and social media outlets to share knowledge and tips that foster wellbeing and balanced living. The company also anticipates unveiling future products and innovations that promote better sleep and balanced lifestyle.

## THE HEINZ BRAND LAUNCHES PETITION TO MAKE MONDAY AFTER THE BIG GAME A NATIONAL HOLIDAY



The first Sunday in February is known to be a day of fun, friends and football. No matter who you’re rooting for, whether you’re a sports fan or not, when it comes to the Big Game, there is one universal consensus: no one wants to go to work the next day.

This year, the Heinz brand will try to bring some of the greatness of Big Game Sunday into Monday, by petitioning to make the day after the Big Game, coined SMUNDAY, a national holiday. People may have talked





about this before, but the Heinz brand never settles and doesn't believe Americans should have to settle for the worst Monday of the year.

The Heinz brand is kicking off the campaign with a Change.org petition, encouraging Americans to stand behind SMUNDAY. The goal is to get 100,000 signatures, when this goal is reached, it will be sent to Congress, in the hopes of making this dream a reality.

And to show unwavering commitment to this effort, Kraft Heinz salaried employees across the U.S. will get the day off on Monday, February 6.

"The Heinz brand doesn't settle on delivering

superior taste or quality and we don't believe America should have to settle on the day after the best sports day of the year. Statistics show over 16 million people are expected to call in "sick" or plan to miss work on the day after the Big Game," said Nicole Kulwicki, Head of Heinz brands. "Making SMUNDAY a national holiday means people all over the country can officially make Monday a day to celebrate too."

The Heinz brand encourages all of America to never settle and join in the effort to make SMUNDAY an official national holiday.

Supporters can sign the petition at: [www.smunday.org](http://www.smunday.org).







# Downtown Heritage Revival: The Paris Wincey Mills Co.

NOT YOUR RUN-OF-THE-MILL RESTORATION

BY LORIE STEINER

It's a bleak, cold January day. Outside. But it's warm and toasty in historic downtown Paris, Ontario. I'm writing this onsite at the Paris Wincey Mills Co. indoor market hall – seated at a long, pine table in the open common area, surrounded by the buzz of coffee chatter, tantalizing aromas of lunch sizzling on the grill, jazzy piped-in music, volumes of spring flowers, and everywhere laughter, and movement, and positivity. This is what downtown heritage revitalization is all about. Resurrecting a gathering place that the entire community can profit from and enjoy.

## HASHTAG #HISTORY

Idyllic Paris, Ontario was named for its gypsum beds, the major component in plaster of Paris and a key contributor to the town's early growth. But it was the textile



industry that emerged in the late 1800s as the major employer and economic driver. The mills were an integral part of life in Paris, many company executives playing prominent roles in town affairs. During the Great Depression in the 1930s, the Wincey Mills and Penman's mills operated at full capacity day and night, producing, among other necessities, socks, underwear and Canadian military uniforms. In 1934, when times were most dire, Wincey Mills increased their workers' wages. Unheard of in that era.

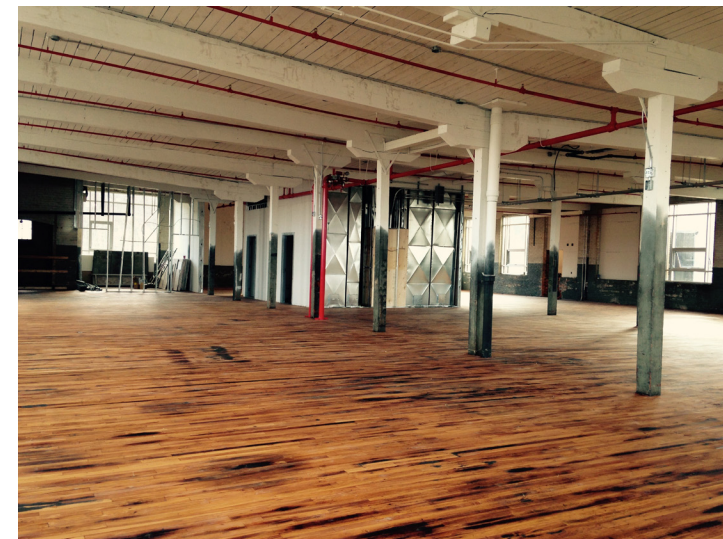
In case you're wondering, "Wincey" is not a proper





name, but a word describing a twilled fabric of wool and cotton. The original Paris Wincey Mills complex was constructed in 1889 in the downtown core near the confluence of the Nith and Grand rivers; an advantageous location for harnessing waterpower. The plant opened with 25 employees and quickly grew to 125, adding an additional mill to the site in 1916. In its heyday, the Paris Wincey Mills Co. distributed high-quality textiles from Halifax, Nova Scotia to Victoria, BC.

In 1959, with the war long over and orders for cloth goods dwindling, a local



newspaper reported impending closure of the Wincey Mills. That prompted a bid from a Lis-towel-based company that purchased the mills and began producing yarns for Spinrite Yarns and Dyers. When that entity ran its course, the facility was taken over by Canadian Tire, and re-incarnated as a franchise store and automotive service center.

The three-story building was left vacant in early 2013 when Canadian Tire relocated to a modern, single-level facility. At that time, the Wincey Mills building was under threat of demolition to ease the town's increasing need for more parking. Paris was becoming a bedroom community for the Greater Toronto Area (GTA); real estate was booming, new home construction was rampant, the industrial base was growing, and a steady stream of families were moving to this scenic, affordable community. That growth continues to swell in all sectors, tourism is flourishing, and heritage revitalization is a priority in the historic downtown landscape.

## WITH CHANGE COMES CHALLENGE

In 2014, rumors were still swirling about the fate of the empty Wincey Mills building, when brothers Arie and Walter Koppelaar (Walters Group construction) purchased the site under their management company Wingbury Properties Inc.. A private family company, Wingbury generally deals in new builds, but Wincey Mills is a "pet project" said general manager Geraldine Bolle. "One of the owners said there were so many amazing features in this building, that





## FOR MORE INFORMATION PARIS WINCEY MILLS CO.

**CONTACT:** Marty Verhey at  
info@winceymills.ca

**WEBSITE:** www.winceymills.ca

they wanted to take it on.”

Nick Koppelaar (Walter’s son) and Jessye Grundlingh, founders of Toronto design firm Area 91, embraced the project, from full-concept drawings to bespoke furniture creation. Their vision of “creating a community gathering spot” was realized in every way. Of special note: the outdoor patio, boasting vibrant yellow accents that make it ‘pop’ from a block away on the main street.

Epitomizing industrial chic, the building redesign maintained as much original character as possible. Though, the fact that it stands on a designated flood plain was a serious consideration in the plans. Construction Manager Peter Van Brugge led the project from demo to opening day, and speaks to the unique challenges of the restoration.

“The biggest challenge on the Wincey Mills project was ensuring that the structural components (mostly roof and floor beams) were adequate to take the new loads. The challenge was to hide the upgrades so they would blend in with the old structure. To do this we used mostly bent plates and structural channels, and thru bolted everything.”

The century-old hardwood floors were brought back to life, and fabulous, 70-pane windows (thankfully, covered for protection during Canadian Tire’s ownership) were restored to bring in scads of natural light. Van Brugge adds, “The old elevator shaft was refurbished and reused. The back wall of the elevator is now a glass wall, so passengers can view the old brickwork and windows as they go up and down. We also used some of the old fire doors, industrial shafting and antique electric motors as decorative elements to tie in the history of the building.”

The Paris Wincey Mills Co. is now thriving with 15,000 square feet of office space on the second and third floors, offering a modern work environment with build-to-suit workspaces and expansive views of Paris and the Grand River. The ground floor features retail tenants, the indoor market hall, a restaurant/café, and chef-worthy test kitchen (partnering with local businesses for events). There is also a seasonal outdoor market, and there are plans for future development in the basement area.

Community Relations Manager Francine Tausney begged to have her own office open onto the indoor market, close to the ‘action’. An area adja-



cent to the elevator was perfectly suited. “Working with designer David Powell (Powell & Bonnell), a Paris native who has a studio upstairs, we incorporated the existing brick walls, a frosted glass



wall, and vintage elevator slat doors that are folded back on a track during the day and closed at night for security. My office doubles as a storefront, selling the work of local artisans, and Paris Wincey Mills Co. branded merchandise. The original 19th-century logo is used in all our marketing

to respect the great past of this building. And we're constantly adding exclusive products to promote the brand in the community and beyond to tourists."

STORIES TO TELL

The temptation in these old factories is to drywall over everything and start fresh. But the Wincey Mills chose a different route. They cleaned and sealed the bricks, but left the distressed paint finishes intact – along with old notes and autographs people had written on the interior walls and structure through the decades. They were preserved under a clear coat for posterity, and make great conversation starters.

Kathy Ward from Broken Arrow, Oklahoma, recalls a story her father told her from when

he began working at the Wincey Mills in 1958, at the age of 15. "He was given a bucket and told to fetch a bucket of steam. His official title was "Steam Collector". After a few minutes of searching for steam and receiving laughter from those he asked, he soon realized that this was a joke; an



initiation so-to-speak that was commonly done to new employees at the Wincey Mill." I wonder if he signed the wall?

Where once huge windows had been blocked in over the years, the designers approached the local museum for historical images of the town they could reproduce to cover the setbacks. These floor-to-ceiling sepia photographs now have pride of place in the market hall.

Purchase and renovations of the Wincey Mills property, which officially opened in May 2016, came in around \$3 million. Restoration can be a pricey undertaking, and a daunting prospect to consider in budget deliberations. However, as Van Brugge says, "While renovating a building such as the Wincey Mills ends up costing more than building new, the character and ambiance can't be matched by new construction. The 'old building' really seems to bring the people in."

If your community is debating whether to

repurpose built-heritage assets, Tausney relates a story that sums it up beautifully. "It was after the Remembrance Day ceremony at the cenotaph. The market hall was filling up with people, and an old guy – a war veteran proudly wearing his medals – came in and found a seat. A young boy, maybe seven years old, sat down beside him. They'd never met, but soon starting chatting about chess. They'd found common ground, even making plans to get together sometime for a chess match. We're even thinking of adding chess and checkers tables. This is what it's all about. A familiar space with a rich past, where locals and visitors can meet, shop, learn, work, and share."

Once a workforce gathering place, the Paris Wincey Mills is a bustling community hub once again. Still contributing to the town coffers, still a hive of downtown activity, this architectural legacy has a wealth of stories to tell.



# Automotive view





NATIONAL AUTOMOBILE  
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IMPROVE DEALER  
PERFORMANCE IN  
THE DIGITAL AGE



IN THIS  
ISSUE!  
» 34



ANDERSON AUTOMOTIVE GROUP  
All in the family



THE DOLAN AUTOMOTIVE GROUP  
Another year of progress



SUMMIT AUTOMOTIVE  
PARTNERS  
How customer satisfaction and  
employee empowerment drove  
growth



FINDLAY AUTOMOTIVE  
GROUP  
Since 1961: Evolving as times change



FLORIDA AUTOMOBILE  
DEALERS ASSOCIATION  
Car dealers drive the Florida  
economy in a big way





# Anderson Automotive Group

ALL IN THE FAMILY



The Anderson Automotive Group is a family-owned-and-operated group of automobile dealerships in North and South Carolina. “I’m the third generation in our business,” says Michael Anderson, the company’s current President. “Our start began with my grandfather, W.H. Anderson. He

came out of World War II and went to work at a parts counter in a small Chevrolet store. He worked his way up and did well and assumed more and more responsibility with the dealer and, over time, they became pretty close. At some point there was a neighboring Chevrolet dealer that went out of business and there was



an opportunity for another dealer to move in. So, my grandfather’s boss sponsored him and gave him a loan to go into business for himself. He became a Chevrolet dealer in 1955 in a little town called Creedmoor. He continued to do well and ended up getting another Chevrolet store in Weston, North Carolina. That’s where

we got our start.” After college, my dad, Fred, went into the car business and he really expanded it and grew it into multiple stores,” Anderson continues. “We expanded from just Chevrolet to Jeep, Chrysler, Dodge, and Nissan, which was Datsun, at the time. In 1987, my dad became a Toyota dealer in



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## ANDERSON AUTOMOTIVE GROUP

Raleigh. That was his first Toyota store; his first large store in a metro area and that really catapulted things.” Over the years, that Toyota store became the flagship operation of the Anderson Automotive Group, which, today, has become one of the largest dealerships in the Southeastern United States with Toyota, Scion, Nissan, and Kia outlets located in Raleigh, Sanford, Fayetteville, and Asheville in North Carolina, and Columbia and Charleston in South Carolina. “We’re in the process of acquiring a ninth store, which will take us close to 1,000 employees and I think we’ll probably push about \$850 million in revenue, this year,” Anderson adds.

Even with its commanding presence, Ander-

son admits that the automobile business is always competitive. What keeps his company ahead of the curve, he believes, can be attributed to its values and family-oriented service. “It ultimately comes down to our culture and who we are,” he explains. “That affects the kind of people we hire and the kind of service we give the customers. The technology and the information that’s available and the sensitivity to pricing has changed things a lot, but I do think there’s still a good bit of loyalty, and we see that with repeat customers and retention levels. And that’s part of why we’ve been successful - because we’ve kept that a big part of our business. At some point, we all still sell the same cars

**E**dmunds is the leading car information and shopping platform, helping millions of visitors each month find their perfect car. With products like Edmunds Your Price, Your Lease and Used+, shoppers can buy smarter with instant, upfront prices for cars and trucks currently for sale at more than 13,000 dealer franchises across the U.S. Edmunds’ in-house team of unbiased car shopping experts provide industry-leading vehicle reviews and shopping tips, as well as welcome all car-shopping questions to its free Shopper Advice line. The company is regarded as one of America’s best workplaces by Fortune and Great Places to Work. Edmunds is based in Santa Monica, Calif. and has a satellite office in downtown Detroit, Michigan.

In 2017, Edmunds launched a brand new site experience designed to make car shopping even easier. The new site is faster, more engaging and it is optimized for mobile, giving consumers the freedom to connect with dealers anytime, anywhere. This new experience is just one example of the many innovative ways Edmunds is constantly evolving to help auto manufacturers and retailers shift their businesses into high gear.

[edmunds.com](http://edmunds.com)





AT A GLANCE  
ANDERSON AUTOMOTIVE GROUP

**WHAT:** A family-owned-and-operated group of automobile dealerships

**WHERE:** Raleigh, North Carolina

**WEBSITE:** [www.andersonautomotivegroup.com](http://www.andersonautomotivegroup.com)



and we all still have pretty limited pricing options. So, it still ultimately comes down to the customer service and the interaction and the relationships and the connections that you can make.”

Those relationships begin with the Anderson family and extend to its many employees and customers. Indeed, all of its dealerships brand themselves as The Family Store. “It’s very much a family business,” says Anderson. “I have two sisters who are involved in the business. My dad and I work pretty closely and we’re intentional about keeping it a family business. We have regular family meetings and we have a family strategy for running the business. Most family businesses fail, not because of business-relat-

ed issues, but because of family-related issues and family dynamics. We focus a lot on keeping members of the family educated and involved and managing those relationships so that the family dynamics don’t impact the business in a negative way. And we treat our people like we would want any of our family members treated.”

Of course, those important relationships also extend to the Group’s many important business partners, including Comerica Bank; the JM&A Group, which offers vehicle insurance, car protection plans, and auto finance services; the Moran Group, a Louisiana-based advertising company; and Alan Ram’s Proactive Training Solutions, the industry leader in automotive



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telephone training, dealership management training, automotive Internet sales training, automotive BDC training, and car sales training.

While concentrating on providing friendly, family-oriented service, Anderson says that the company must also continue to make prudent business decisions, as well. “We’ve continued to invest a lot in our facilities and particularly in the service departments,” he asserts. “In all of our locations we struggle – in a good way – with capacity and throughput, trying to capture all the business and provide the same level of service we’ve always wanted to provide. And with some of the margin pressures on the new car side, it’s probably more important than ever. We do have plans to acquire more stores and we also have plans to grow more in the parts and service business, including the body shop business. Overall,

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it’s a strategy to try to be less reliant on new cars, which is the more volatile side of the business. Most of our profits come from parts and services and the used-vehicle business.”

The Anderson Automotive Group’s goal is to be “the most admired, most competitive, and most profitable dealership in the Southeast, by delivering a friendly, valuable, and transparent product with every customer, every time.” After more than 60 years of serving those customers in the Carolinas, it’s pretty safe to conclude that this family-owned business has already achieved that very worthy goal.



PREFERRED VENDORS

■ **Edmunds Inc.**  
[www.edmunds.com](http://www.edmunds.com)

Edmunds was founded in 1966 as Edmund Publications, a publisher of printed booklets, consolidating automotive specifications to help car shoppers make buying decisions. In 1988, the company was purchased by Peter Steinlauf whose family has owned a majority stake since. By the 1990s, Edmunds had published its data to a CD-ROM while also publishing books such as Edmunds New Cars & Trucks Buyer’s Guide, Edmunds Used Cars & Trucks Buyer’s Guide and Edmunds Strategies for Smart Car Buyers. In 1995, [www.edmunds.com](http://www.edmunds.com) became the first automotive information Web site. Edmunds.com predated the advent of automobile manufacturer websites and all other online automotive destinations. The company has approximately 550 employees. Its headquarters are in Santa Monica California, with a satellite office near Detroit, Michigan.

■ **CDK Global**  
[www.cdkglobal.com](http://www.cdkglobal.com)

With more than \$2 billion in revenues, CDK Global is the leading global provider of integrated information technology and digital marketing solutions to the automotive retail and adjacent industries. CDK Global provides solutions to dealers in more than 100 countries around the world, serving more than 27,000 retail locations and most automotive manufacturers.

■ **Coverall Cleaning**  
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construction

view



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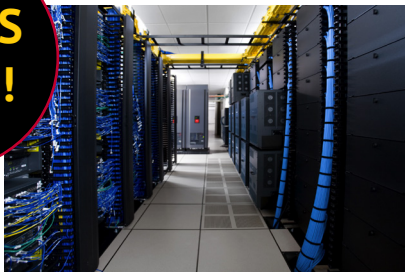


OPERATION VETERAN  
HOME RENOVATION

PURPLE HEART HOMES,  
CREDIT UNIONS UNITE TO  
REHAB VETERANS' HOMES



IN THIS  
ISSUE!



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Building your network

**KGP COMPANIES** >> 64  
Enabling communications evolution

**CENTERLINE SOLUTIONS**  
Being better than first

**TRADITION HOMES** Quality and Value: The way it should be

**PROJECT GROUP 2000** Enhancing capacity and reliability

**K-CO ENTERPRISES, INC.**  
Foundations to build on







“It boils down to two things,” says Jim DeLeers, the third-generation President of DeLeers Construction, Inc., a turnkey, one-stop-shop, general contracting firm based in De Pere, Wisconsin. “People and process. We have a very intentional culture within our organization; it’s a family business with family values that started with my grand-

father and carried on through my dad and now through my leadership. We don’t just hire anybody; we’re very intentional about the people we hire. It’s culture first, talent second. And, because of our people, and the way that our people work with our clients, we earn the clients’ trust. We don’t want a client for the first build; we want a client for





AT A GLANCE  
DELEERS  
CONSTRUCTION, INC.

**WHAT:** A general contracting firm

**WHERE:** De Pere, Wisconsin

**WEBSITE:** [www.deleers.com](http://www.deleers.com)



the first build and every build, after. We want to do their business, their home, their re-models. To do that, you have to build a relationship and earn trust.”

DeLeers Construction was started in 1945 by Jim’s grandfather, Joseph A. DeLeers, commonly known as ‘Jake.’ “My grandfather served in World War II as a Navy SeaBee,” grandson Jim recounts, “and upon returning to Green Bay, Wisconsin, armed with the skills that he learned in the service, along with some that he had learned before going in the service, he found that there was a pent up demand from returning men and service women and others in the northeast Wisconsin area, for quality housing at a fair price with no corners cut. So, he started to build

homes. He did some speculative building at the time, but mainly custom homes and he built his reputation. From there, DeLeers expanded from homes to commercial construction.”

Jim’s dad, Jerry, continued the family tradition of quality work, sound ethics, and good service. “As a teenager, he started building cabinets in the basement of my grandparents’ home at night and later started another company called ‘Jerry’s Cabinets & Supplies,’” Jim continues. “He was definitely a driving force and had a far larger vision than my grandfather did. He really hit a growth spurt in the 1980s. He got heavier into commercial construction and the luxury home market – high-end, custom homes, banks, schools, religious facilities, nursing homes, dental clinics.”





Jim’s turn to run the company came in 2010. “My brother, Paul and I, purchased the company from my dad and his brother who was a fifty-percent partner. At that time, the business was located in Bellevue, which is a small suburb of Green Bay,” he relates. “In 2011, we relocated the business to De Pere. After purchasing the business, we continued to focus on the high-end luxury homes and also on renovations. And we have a much larger focus on the commercial spectrum. We’re doing multi-family housing projects, light industrial projects, all kinds of clinics, office space, and retail space. And we have a service division which consists of a crew of six service techs who take care of



small projects.” Another way in which the third generation has chosen to expand the business is in the area of ‘self-performing’ - completing critical construction components themselves, rather than sub-contracting them out. “Each year,

we’ve been choosing to self-perform a little bit more work,” says Jim. “And one of the reasons is the industry is busy, right now, and it allows us to better control the overall project schedule. So, as long as we can perform efficiently, it’s another source of revenue and profit. We always self-perform all our finished carpentry projects; we have an internal paint shop and we have external paint crews to self-perform our painting; we do a lot of our sidings, soffits, fascia, and window install; we do quite a bit of our wood framing; steel stud framing. We have our own cabinet shop, so we’re able to self-perform commercial plastic laminate casework, custom wood veneers, and custom kitchens. Right now, we only self-perform a little bit of concrete, but we’re going to start self-performing more of our concrete work in the future.” Today, DeLeers has a total of 115 employees who do most of their work within a 150-mile radius of Green Bay. “But we also travel to other states,” says Jim. “Illinois, Michigan, Minnesota; we’ve even gotten to Ohio, on occasion.” Regarding its marketing efforts, he says that being very involved



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in the local community is key to building the kinds of relationships that often turn into contracts. “We attend many charity events in town and we get our hands dirty helping out with some of the local organizations,” he says. “So, in terms of our brand, we’re recognized in the community as a company that helps to support it. I don’t look at that as necessarily a marketing tactic, but it helps us gain some opportunities. Beyond that, we’re networking constantly; whether it’s meeting with bankers, other business owners, insurance folks, or past clients. We have a fairly large fleet of vehicles which are branded really nicely. We have some large job trailers and job signage that support our brand. But, in terms of

dumping a lot of dollars into marketing, I can’t say that we do.”

Jim believes that the family-run company will continue to grow – perhaps by another 25 percent within the next five years. “Some of that growth will come from increased market share,” he states. “We will grow a little bit on the industrial sector; we will continue to grow our market space for clinics; and we will continue to grow our residential market space along with commercial and residential renovations. And we’ll grow a little internally by adding some self-perform aspects - some concrete flatwork, some concrete poured walls; we will be self-performing some of our pre-engineered steel erection and some of our excavation and earthwork.”

What likely won’t change in the DeLeers universe is the firm’s total commitment to its internal processes. “Our team and our people are riveted to protocol,” Jim exclaims. “We believe in process and communication, internally and externally. From the sales side to the point where we hand over the keys, we follow a process that makes it easy and enjoyable for the buyer and also makes it streamlined and efficient for us as a general contractor. We work on our protocol all the time. Our objective is to have raving clients. We believe that if you’re employee-centric, that ultimately equals being customer-centric. If you treat your employees right, your employees are going to take care of your clients. That’s a key piece of our business.”

People and process. It’s a way of life at DeLeers Construction.

## PREFERRED VENDORS

- **Bill Biese Masonry**  
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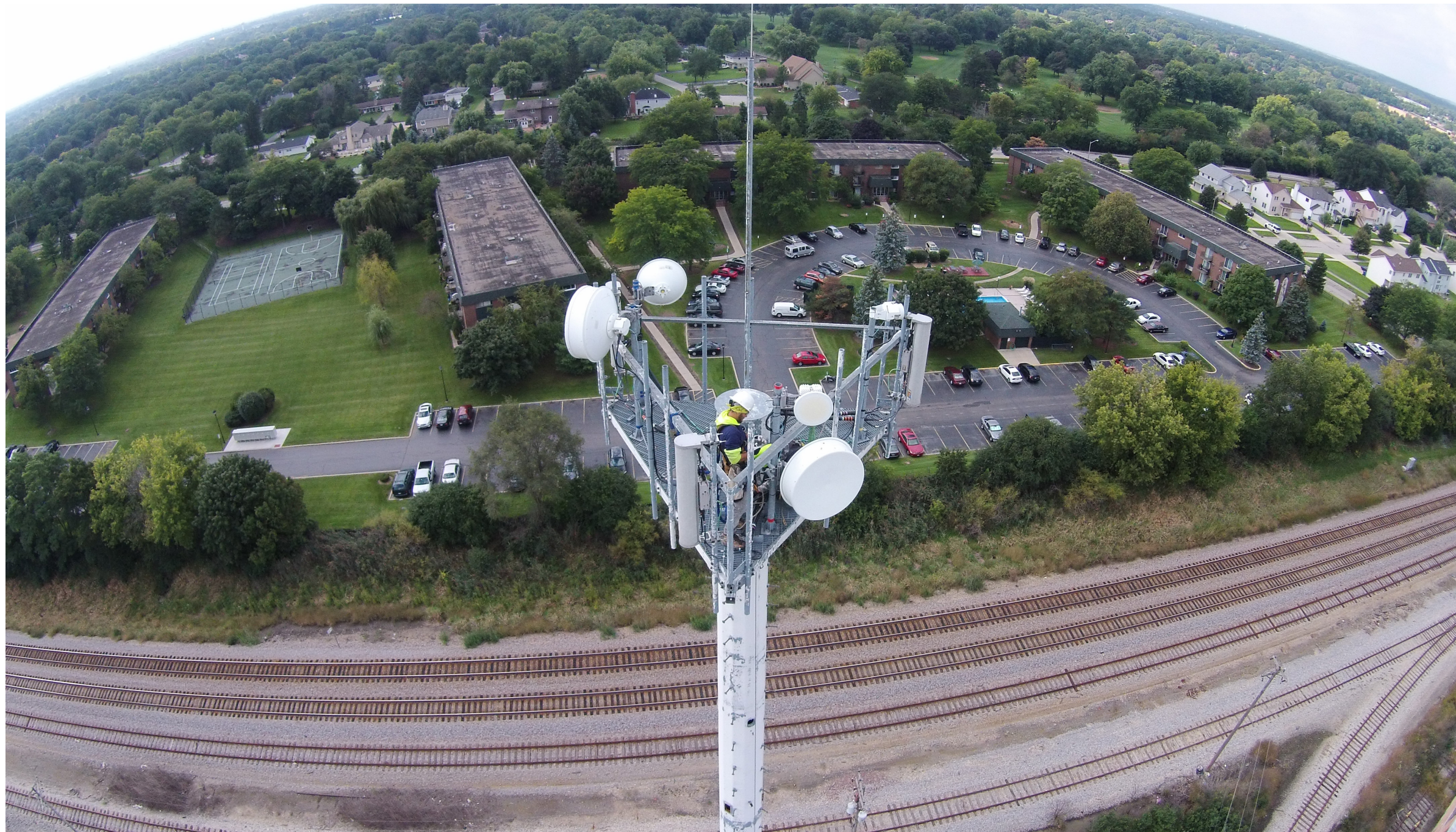


# SAC WIRELESS

## BUILDING YOUR NETWORK

**S**AC Wireless LLC, of Chicago, Illinois, a firm that develops and implements network infrastructure for the country's telecom companies, was originally founded as Site Acquisition Consultants in 1996. Its first contract was with AT&T Wireless. "At the time, the industry was very different, very specialized in the form of deployment services," says company President and CEO, Bill Koziel. "And Site Acquisitions quickly grew to become one of the premier leasing, zoning, and permitting firms in the U.S."

The company soon expanded its clientele to include Sprint, Verizon, and a number of other, smaller players, while moving beyond Chicago and into the southeast and west. "By 1998-99, the company also began to include site development services, architectural and engineering management (A&E), and construction management, where they weren't performing the services, but were managing subcontractors on behalf of their





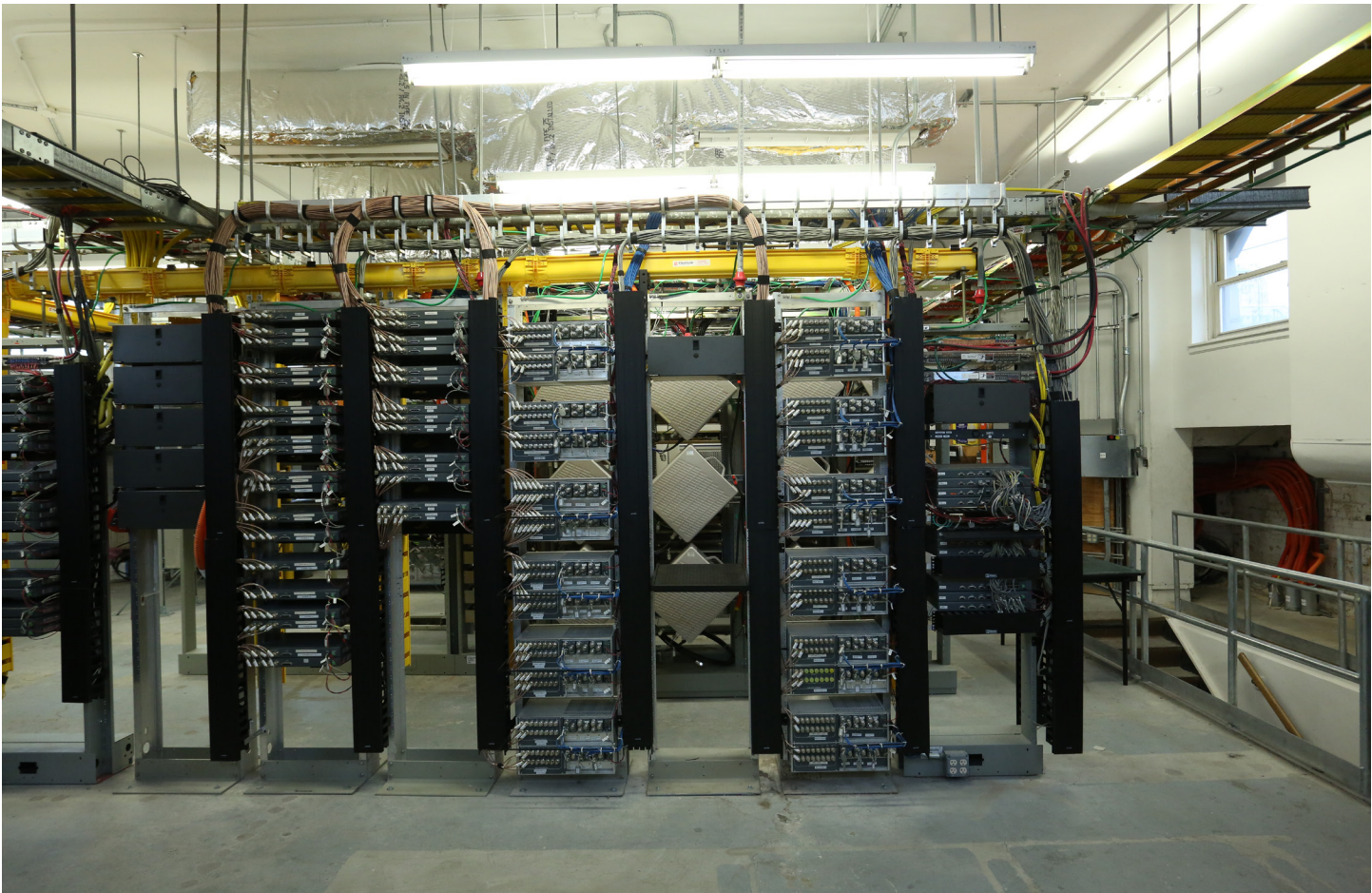


customers,” Koziel adds.

“By 2006, the industry started to change and evolve,” he continues. “We were moving away from greenfield site development – building new towers, putting up new antenna installations around the country - into modifying and upgrading the existing structures. What we’d done in the mid to late ‘90s - building and expanding these networks across the country - by the early 2000s, and definitely by the mid-2000s, we started seeing the shift from greenfield into modification or upgrades into existing towers. The type of work was similar but the scope of services was different. And so the company needed to evolve.”

That year, SAC acquired Alcoa Wireless, a division of the Alcoa Aluminum Company. “The purpose of that acquisition was not only to further expand our customer base and our geographic reach, but to move into more of an engineering, construction, and technical services company,” says Koziel. “That was necessary to complete our services and to allow us to take on projects more from a turnkey standpoint, versus one part or piece of the overall deployment plan.

“By 2008, we had grown the company substantially and the original founders made a decision that it was time to look for a strategic exit. So, we went out to the market to see what was available



and what those opportunities would look like, and we decided to sell to a private equity firm to inject new capital that would allow us to pursue our growth plan, expand our capabilities and service offerings, and extend our geographic reach.”

The timing of the buyout proved to be fortuitous for the company, because with a new ownership structure and increased resources behind it, SAC was better able to withstand the shock of the 2008 economic downturn better than some of the competition. “We were actually able to continue with the original investment plan which allowed us to expand into some new significant areas, re-fortify some of our training capabilities, and invest in our people,” Koziel states. “As the overall economy improved, it positioned us for growth, and once the recovery started,

## AT A GLANCE SAC WIRELESS

**WHAT:** One of the nation’s premier self-performing providers of network deployment and project management services

**WHERE:** Headquarters in Chicago, Illinois

**WEBSITE:** [www.sacw.com](http://www.sacw.com)



“But the fundamental difference between our company and a lot of the others is that we self-perform all of the services in-house, on a very large scale across the entire country, and not every company like ours has taken the same approach.”

**BILL KOZIEL**  
PRESIDENT AND CEO

we were able to accelerate very quickly. I think a lot of our competition was still sort of in reverse and they were hunkering down, trying to weather the storm, and I think it gave us a real opportunity to take advantage of the market.”

In terms of the competition, Koziel acknowledges that there are many other companies out there, both large and small, that provide similar services as SAC, so he enumerates some of what he believes to be his company’s advantages. “To differentiate ourselves, we have always focused on the ability to perform well – having the absolute best training, best tools, best equipment, and best focus from a management standpoint to equip our teams with the capabilities to perform at very high levels,” he begins. “But the fundamental difference between our company and a lot



of the others is that we self-perform all of the services in-house, on a very large scale across the entire country, and not every company like ours has taken the same approach. They’ll settle for the management piece, or self-perform one aspect and outsource the others. We’ve always felt that as these networks evolve, you have to have the expertise in-house; you have to have the folks who have been working with these sites for years, refining their knowledge of the site, refining their capabilities and understanding. And there are very few companies, if any, on the scale that we work and operate, that actual-

ly self-perform every aspect of site deployment as we do. “We’re physically building, upgrading, or modifying antenna structures whether on a rooftop, a water tank, or a tower. And anything related to the physical implementation of those assets, the company handles - antennas, radios, power equipment, electronics, etc. Then, there’s always the real estate piece – we facilitate the transaction between the owner of the land and the carrier. There’s the zoning and permitting piece – getting the local zoning approvals and the building permit. We handle that. From an en-



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vironmental and regulatory standpoint, we have experts that handle the approvals. From an engineering standpoint, the physical designing of the structure of the installation, the architectural and engineering drawings – we handle that in-house. And, of course, there's the physical construction of the facility. And, on the back end, there would be technical services, where we're doing installation and commissioning of the electronics.”

Koziel is keenly aware that the pace of change in the wireless sector is ongoing and relentless. “It changes every day,” he says. “Every day, we have to learn and evolve quickly to keep up with the pace of transition in the telecom market. We’ve just come off of a major 4G global initiative where all of these networks have been upgraded to provide 4G service, and we’re now doing trials for 5G. 5G is not going to be commercially viable in the U.S. until roughly 2020, but we’re doing trials now with our customers. And, in order to do that, you’ve got to learn a new product; you’ve got to learn a new scope of work and in some

cases, the type of tools and equipment that we’re using for this implementation changes very quickly.”

In addition, the networks are growing in size: “The big challenge in our industry that’s ahead of us now is: ‘how are we going to prepare for taking on the sheer volume and size of the networks?’ Five years from now, we will be talking about two to three times the number of facilities, or access points, that are out there. Not only are you going to have all of the existing sites, which is in the hundreds of thousands, currently, that need to be upgraded, at the same time, you’ll have many more nodes in more metropolitan markets. So how do you accomplish that?”

Koziel answers his own question: “You focus on doing things differently. So, something that SAC has created and fine-tuned is what we call ‘The Engine Room.’ It’s a process and methodology that we use for deploying a high volume of networks, with a tremendous level of







quality, and at an overall, reduced cost to our customers.” The SAC Engine Room recognizes that as the carriers modernize their networks with more efficient base station equipment or newer technology, they will have

an increased need to mass-produce entitlement and regulatory approvals in a controlled, expeditious, and economical manner. “The carriers are going to have other challenges; we’re trying to address how to get these facilities leased, zoned, permitted, up, and running,” Koziel says. “And if we take the same approach that we’ve taken for many years, which a lot of companies continue to do, I don’t know how folks are going to be able to keep up with the growth of the industry.”

Another fortuitous event for SAC took place in 2014, when it was acquired by Nokia, the Finnish multinational communications and information technology company. “We know we have to evolve the infrastructure from where it is today, to where it needs to be tomorrow,” Koziel declares. “And with Nokia acquiring SAC and bringing that self-perform

capability in-house, we’re able to work with both the OEM and the carrier way ahead of time. The 5G trials I mentioned? We’re working on that stuff now, and by doing so, we’re going to be so much better prepared and we’re going to be able to work out the nuances of how the implementation should flow. And we’re hoping,



in investing that time and money and effort today, that when it does become commercially available, that we have a better game plan than our competition; that we’ve been working on the solution from a technology standpoint as well as from an implementation standpoint, for several years. And that adds tremendous value both to our company and to the carrier, our customer.”

PREFERRED VENDOR

■ **TriTEL Services, Inc.**  
[www.tritel-services.com](http://www.tritel-services.com)

TriTEL Services, Inc. is a turnkey, wireless construction company located in Atlanta, Georgia. It specializes in a wide variety of different projects and services that include, but are not limited to: tower modifications, 2G harvesting, 3G harvesting, LTE deployment, decommissioning, backhaul, DAS, small cell, carrier adds, new site builds, co-locations, raw land construction, helical pile/anchor installations, aerial welding, and more.





# KGP Companies

## ENABLING COMMUNICATIONS EVOLUTION

“Generally, I would say that communication network evolution is our DNA and we work to stay ahead of technology shifts,” says Matt Glass, Chief Operating Officer of BlueStream Professional Services, which, along with its sister brand, KGP Logistics, comprise the KGP Companies, one of the country’s largest single-source, value-added providers of communications

equipment, supply chain services, and integrated network services solutions to the communications industry.

Originally founded by Kathleen G. Putrah in 1973, as Great Lakes Telephone Supply, today KGP Logistics, a woman-owned business enterprise, based in Faribault, Minnesota, offers roughly 25,000 voice, data, video, and wireless







products from over 1,500 suppliers, from its distribution centers in Allentown, PA, Grand Prairie, TX, New Century, KS, Ontario, CA, Portland, OR, Suwanee, GA, and Warsaw, IN. BlueStream Professional Services provides planning, implementation, engineering, installation, project management, deployment, and maintenance support from its 35 engineering and integration

centers located strategically across the country. In all, KGP has over 3,000 employees. According to Glass, KGP Companies has five business units contained within the KGP Logistics and BlueStream brands. BlueStream, the network services solutions organization, concentrates on both wireline communications and wireless networks: the legacy wireline or

longstanding copper network; and the newer RAN, or radio access network, which connects devices such as mobile phones to communication towers. “We are enhancing legacy networks structurally through the addition of fiber optic cable as well as enabling the software-defined layer of the network in data centers and central offices,” he explains. “On the access network, or



mobility side, we have been serving network operators to transform evolving 3rd generation networks to the recent 4G LTE network, and we will continue to be relevant in Project Management, Site Acquisition, Civil Design, and Construction/Installation as the 5G needs develop. In addition to network expansion and enhancements, we are also working to densify





## AT A GLANCE KGP COMPANIES

**WHAT:** A provider of communications equipment and network services solutions to the communications industry.

**WHERE:** Faribault, MN and New Century, KS

**WEBSITE:** [www.kgplogistics.com](http://www.kgplogistics.com)

our customers' networks as device applications require more data usage, and network densification is a priority in handling end user applications at higher speeds. I believe, in addition to ongoing macro cell depth and expansion, we'll also see more emphasis on small cells to accommodate network densification needs."

"Traditional network silos are merging," Glass continues. "This is efficient for us in that all of our network solutions are working together to satisfy the constant push for data capacity and speed requirements. Our all-in service outcome is dense wireless networks powered by high-speed, fiber optic cable utilizing a software layer, enabling application innovation, speed, and network efficiency."

"We have transformed and enhanced our legacy wireline inside-plant workforce to maintain relevancy through the



## PROUD TO BE PART OF KGP COMPANIES' SUCCESS



WESTELL TECHNOLOGIES, INC.

- In-Building Wireless/Public Safety
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- Power Distribution Products/High-Quality Cabinets

 **WESTELL** [www.westell.com](http://www.westell.com)

nuances of the software-defined infrastructure. We have also evolved our legacy outside-plant business in alignment with the growth in fiber optics," adds Paul Schultz, Vice President of Data Center, Cloud & Infrastructure. "We've also sharpened our KGP Logistics focus within the three business units of this organization. We have a product distribution business, mainly focused in the Telco market space. Then, we have advanced, supply chain services which are direct-to-site models, material aggregation, and deployment models – forward logistics, reverse logistics, all the advanced services where we would potentially take over and manage a customer's supply chain through the lifecycle of their product or project durations. And the third business unit is our integration unit that takes multi-vendor product sets, combines them together into a single unit that is shipped to site fully configured, parameters-loaded, and ready to be turned up, onsite."

Among its many product offerings, KGP also builds and deploys DSLAMs, or Digital Subscriber Line Access Multiplexers - network devices that receive signals from multiple customers' DSL, or Digital Subscriber Line connections, and then put the signals on a high-speed backbone line using multiplexing techniques. "We build DSLAM cabinets and deploy them out at a curb or in front of a neighborhood or business for high-speed access," says Schultz. "We build those cabinets for the traditional copper network and we build passive, optical cabinets for next-gen optical networks. We also



build and configure SDN-enabled boxes or racks. Think: computer servers, storage servers, network switches, all configured and combined into a rack and shipped to site for installation and enabling the SDN and networks of the future.”

Both Glass and Schultz believe that the KGP Companies stand alone in the marketplace. “What we do in our several business units is unique,” says Glass. “Companies with a very strong brand in logistics, coupled with a very strong brand in services are truly unique in telecommunications. I don’t know of a company that has the ability to impact the network lifecycle as broadly or efficiently as KGP Companies. Include our 40 years of telecom experience, and intellect, and an obsession with continued technology expertise; our legacy is validation of our ability to excel in the industry.” Schultz agrees: “If you look at the two components of our company - it’s scale and capa-

bility. You may find a distributor with scale similar to ours, but they won’t have the services component; or you may find a services company similar to ours, but they won’t have the distribution component – not at the national level; not at the scale that we’re at. There may be some small, regional compa-



## PREFERRED VENDOR

■ **Westell**  
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nies, but if you’re talking Tier One and Tier Two Telcos - there’s nobody that does what we do.”

With its 40-year history behind it, and some business relationships that go back that far, Glass says that KGP still gets a lot of its clients via word-of-mouth. “We’re known for our quality, and that’s how we get passed along,” he maintains. The company also participates in industry trade shows, and has lately been increasing its online presence as well. “We’ve made a push to become more active in social media in staying nuanced and relevant,” he adds. “However, we are careful not to distract from strong face-to-face customer relationships, which is paramount with our founders and a big part of our legacy.”

As a company that focuses on network transformation, Glass points out that staying ahead of the curve is a constant challenge. “I’m not sure what the Internet of Things will mean to the network,” he admits. “In five years, I expect we’ll be talking about a whole different world of connected devices and figuring out how the network will manage the traffic. Software is leading this transformation of network applications and additional connected things; however this is predicated upon how robust the network is that carries the data.” What is certain, he stresses, is that the legacy copper networks will not be able to support the 50 billion or more devices that the world will soon have.





“As you look at migrating off of your legacy networks onto the new software-defined networks, companies have a significant asset base that they have to figure out what to do with,” says Schultz. “They use a significant amount of power; they use a lot of real estate. And they’re not getting the return that they need from those assets. So, a company like KGP has the ability to help customers migrate off of their legacy assets onto the next gen networks. And that’s a skill set that’s going to be in very high demand over the next five years as the software-defined networks roll out. Also, we are in the process of building the next gen optical networks for carriers to be able to support the

tremendous increase in bandwidth requirements over the next five to ten years.”

“True Telco SDN is in its infancy,” he continues. “We’ve got start-ups that are popping up; companies that nobody’s ever heard of. They’re forming niches, developing niche applications. More than likely, as those applications get utilized, those companies will get bought by larger aggregators. Think back to Cisco in the ‘90s. Anytime somebody came up with a faster box, Cisco went and bought them and then enabled that technology into their products. We’re going to see the same thing in the software-defined side.

“Over the next two years, we’re going to spend a lot of time building the core of the



software-defined network. After that, we will spend years enhancing and pushing the edge of the network. Traditionally, the edge would be a remote hub out in front of a subdivision that would be serving that subdivision. In the new world, that edge piece could be in an end-customer’s residence; it could be at a business; it could be at a gas station down the street; it will be at the bottom of a cell tower. So, we’re going to see an intelligent network built out, closer and closer to the people who are using the data, and the connectivity will be there, as well as applications and content.”

“Certainly, we could see more software defined, cloud-type assets moving out to the edge,” Glass adds.

With a 40-year legacy and a diverse customer



base, KGP Companies brings a powerful value proposition focused on delivering advanced supply chain and distribution, solutions-based project management, network engineering, installation, and software integration services. KGP Companies is poised and equipped to ride that leading edge of telecommunications connectivity to wherever it may lead in the years to come.





energy view

mining view



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Geared to work for customer satisfaction



**LYDFORD MINING**  
Lucrative limestone



**ENVIRONMENTAL PROTECTION AGENCY**  
Tech leads the way in green power partnership





# Dundee Precious Metals, Inc.

A PROGRESSIVE MINER OF GOLD



**D**undee Precious Metals, Inc. (DPM) is a Canadian-based, international mining company engaged in the acquisition, exploration, development, mining, and processing of precious metal properties. The company was formed in the early 1980s as a closed-end, resource investment fund, with interests in gold and other precious metal resource companies. “It ran that way for almost 20 years,” says DPM’s President and CEO, Rick Howes. “The fund was closed in 2003, when the company decided to convert to an operating gold and precious metal mining company.”

That year, DPM acquired two gold assets in Bulgaria: Chelopech, which is a gold, copper, and silver mine located east of Sofia; and Krumovgrad, an open pit gold project that recently

“And we’re doing some work in other regions around the world. We also have a corporate development team that looks at possible acquisition opportunities, globally, to continue to grow the business.”

**RICK HOWES**  
PRESIDENT & CEO





started construction and is scheduled to go into production late next year. Another one of the company's acquired assets was a complex copper concentrate smelting operation in Tsumeb, Namibia. "We produce about 45 percent of our revenues from gold," says Howes. "About 35 percent comes from our copper toll smelting business in Africa, and 20 percent comes from copper and other metals." The Chelopech mine was first excavated in 1954 and since then has produced approxi-

AT A GLANCE  
DUNDEE PRECIOUS  
METALS, INC.

**WHAT:** A Canadian-based, international mining company  
**WHERE:** Headquarters in Toronto, Canada  
**WEBSITE:** [www.dundeeprecious.com](http://www.dundeeprecious.com)

mately 19.7 million metric tons of ore. Over the last decades, it has changed owners, and gone in and out of operation several times. Since acquiring it in 2003, DPM has invested close to 90 percent of its profits to transform the mine from an undercapitalized operation into a modern and viable one that meets international standards for worker safety, environmental protection, and sustainable development. The project site in the town of Krumovgrad in southeastern Bulgaria will be a new open

pit gold mining operation comprised of a process plant, which will employ conventional crushing, grinding, and flotation processing for gold extraction, and the disposal of thickened tailings, together with mine rock waste, in an integrated mine waste facility (IMWF). "The investment is about \$180 million and it will produce gold in the order of about 100,000 ounces a year," says Howes. The complex copper concentrate smelter in Namibia was constructed in the early 1960s to process concentrate from the Tsumeb copper mine and other mines in the country. It recently underwent a \$369 million expansion and today, its copper concentrate comes from both the DPM mine in Chelopech and others' mines in Peru, Chile, and Namibia. Its products include partly purified, blistered copper and sulphuric acid. The blister copper is delivered to refineries in Europe and Asia for final processing to copper metal, and the concentrated sulphuric acid is sold to uranium and copper production businesses. In addition to its current operation, Howes says that DPM's exploration group is always searching for new mining opportunities. "We're particularly active in our Eastern European area where our base of operations is," says Howes. "We currently have several exploration projects in Serbia and a

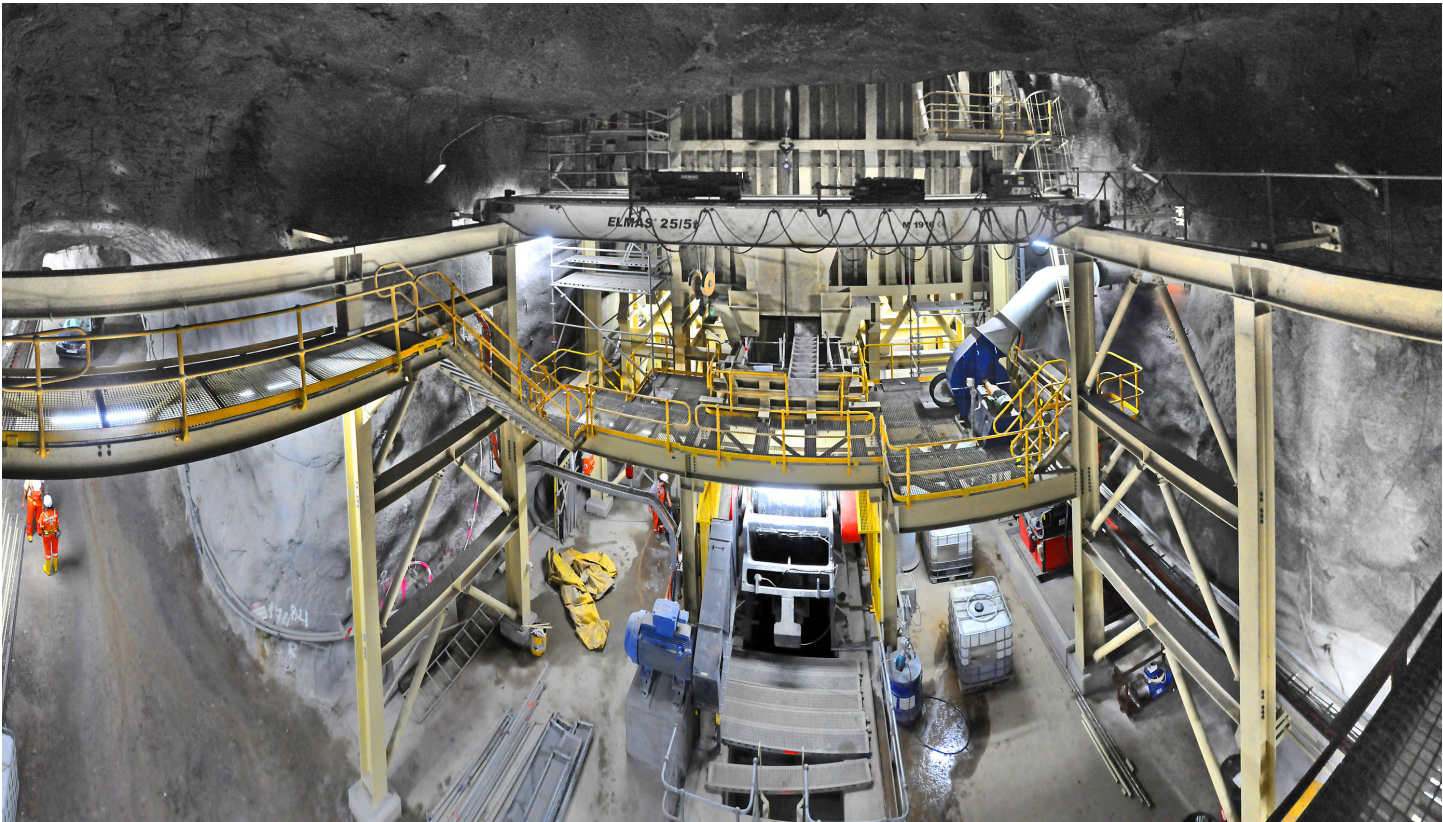






number of brownfield exploration projects in and around existing mines in Bulgaria and Armenia. And we're doing some work in other regions around the world. We also have a corporate development team that looks at possible acquisition opportunities, globally, to continue to grow the business." DPM has approximately 2,000 employees, worldwide.

According to Howes, the company's success is based on several factors. One has been its ability in getting its projects permitted and approved by the national governments, and supported by the local populations, in a region of Eastern Europe that had not traditionally been welcoming to western mining companies. "The challenge in the mining industry is maintaining our social license to operate," Howes states. "We've been very successful in terms of our approach to working with the governments and local communities to create value in the regions where we build and operate mines – that's one of our key strategies."



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MINING WE'RE  
THERE**



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Another key is the company's best practices operating model which comprises innovation, sustainability, and efficiency, resulting in low operating costs. Regarding its innovative techniques, DPM is an industry leader in applying modern digital technologies to more efficiently run its operations. "We were the first to create a fully digital mine at our mine in Bulgaria, using underground WiFi technology and connectivity to operate our facilities with real-time capability to manage that operation," Howes declares.

"The industry went through mechanization over the last 25 years, but was not really, fully automated like the car manufacturing industry, for example," he adds. "Now the mining industry is seeing the opportunity to make that move as well over the next few years. We're on the cusp





of another major, transformational shift in the mining industry because the advancements of digital technologies – automation, robotics, and a whole slew of opportunities - now present themselves. We intend to be leaders and fast movers in that area.”

DPM’s sustainability practices also raise the industry bar. “The mining industry in general has to be a responsible citizen in terms of the carbon footprint and its contributions to a sustainable world,” Howes claims. “So, we are very focused on that in terms of energy efficiency, greenhouse gas reduction, and water management – reducing the use of water resources in our operations and minimizing the carbon

footprint of our operations, globally.”

Indeed, the company’s Environment and Sustainable Development Policy states it clearly: “DPM and its subsidiary businesses will operate in such a way as to maximize the environmental management opportunity existing in mineral development projects and operations and minimize the environmental risks and effects.” And “Outstanding environmental management will be regarded as a core business activity alongside outstanding minerals development and production operations.”

Over the next several years, Howes says that the company’s goal is to continue its drive towards low-cost growth in the business, plowing

as many profits as possible back into operations and expansion. “It’s a capital intensive business,” he states. “The mines tend not to be renewable. So in order to either grow or sustain our operations, we need large capital investments. Our capital comes from capital and private equity markets and our operating cash flows. Efficient operations generate margins that provide cash to reinvest to sustain the business or to grow it.”

When asked about competition in the mining sector, Howes explains: “Competition in our business is a little different than many other businesses because we’re price-takers in terms of the global commodities world. We produce commodities in the form of gold, silver, and copper, and those are driven by the market - by

global supply and demand. So, we don’t really, formally, compete with any one special group. Where we compete is in being cost effective. We do the best in terms of surviving through the cyclical commodity price environment that the mining industry faces. So, there’s really not a competitor, per se; the competition, really, is to be the lowest cost producer and most effective in the use of capital.”

Howes then envisions DPM’s plans for the future: “We’ll be a leading, mid-tier gold producer; probably one of the lowest cost gold producers using innovation and our strategy of leveraging the technologies that are coming on-stream to run more efficient operations and drive our business margins up. We’re currently looking at doubling our production with the addition of the Krumovgrad project in southern Bulgaria, and beyond that, we want to double again within a five-year period. And we want to maintain leadership in a sustainable mining approach that gets the support of governments and local communities; to be the employer of choice in building new mines in regions all over the world.”

## PREFERRED VENDORS

■ **Eltrak Bulgaria**  
[www.eltrakbulgaria.com](http://www.eltrakbulgaria.com)

■ **Makalani Irrigation & Pumps**  
[www.facebook.com/Makalani-Irrigation-Pumps-164694260646274](http://www.facebook.com/Makalani-Irrigation-Pumps-164694260646274)



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- Galvanized Pipes & Fittings
- Stainless Steel Pipes & Fittings
- Cascade Repair Clamps
- Microphos & Dispensers
- Camping Equipment
- Plastic Pipes & Fittings
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- Franklin Motors
- Hose Clamps
- Nuts & Bolts
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# MAIN STREET POWER CO.

PROVIDING AFFORDABLE,  
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**T**he Main Street Power Company owns and operates more than 50 megawatts of solar systems throughout North America and Canada, with many more in various stages of development. Whether a residential property, facilities within a school district or university or a municipal building, Main Street Power's combined capacity powers more than 1,000 properties.

The company is the owner and operator of these solar systems and specializes in providing clean solar power at a discount from traditional electricity. It was created through an affiliation with the International Center for Appropriate and Sustainable Technologies and solar developer Peak Solar. ICAST serves as an advocate for alternative energy solutions and is dedicated to providing green job training services that cater to disadvantaged communities. Main Street Power began a financial partnership with MS Solar Solutions Corp., an affiliate of Morgan Stanley.

The alliances have been essential to Main Street Power's expansion and have enabled the company to provide clean energy resources, economic solutions and social empowerment to its customers.

The company is also seeking to enter the international marketplace for new opportunities.





AT A GLANCE  
MAIN STREET POWER CO.

**WHAT:** Developer, owner and operator of more than 52 MW of distributed generation PV solar systems

**WHERE:** Boulder, Colorado

**WEBSITE:** [www.MainStreetPower.com](http://www.MainStreetPower.com)

“Our partners have provided us with resources to sell renewable energy at competitive rates,” said Eric Hinckley, the company’s senior vice president and chief technology officer. “We’re not spinning our wheels trying to access financing. Our focus is finding good projects and new ways to serve and grow our customer base.”

The company comes to the table with financing and the expertise to handle all aspects of development, asset management and operational maintenance. All projects are contracted through a power purchase agreement or residential lease structure and as a third-party



participant, it is able to take advantage of a significant government tax credit.

On average, Main Street Power saves customers 5 to 20 percent annually on utility bills, depending on the size of the installation. For commercial business, small projects are thought of to be less than 1 MW, such as the 30 kilowatt system from 130 solar panels installed on the rooftop of a police station in downtown Denver. Large-scale commercial installations more than a megawatt are the company’s true wheelhouse. In 2011, joined by partners, it built a 5 MW system on the 435-acre campus of Arizona Western College that won a PV Project Distinction Award in 2012. Located in the southwest corner of the state, Yuma, Ariz. has been distinguished by Guinness as the “sunniest city on Earth.”







“It speaks volumes that private business and public entities are committed to reducing their carbon footprint, and the benefits to educational institutions especially accumulate as they gain understanding and can appropriately budget for future power needs.”

**ERIC HINCKLEY**  
SENIOR VICE PRESIDENT AND  
CHIEF TECHNOLOGY OFFICER

The installation is comprised of 22,000 solar panels on 40 acres and is recognized among the largest installations of its kind. AWC is expected to save substantially over the life of the power purchase agreement and Main Street Power owns and will maintain systems for the life of the deal.

“It speaks volumes that private business and public entities are committed to reducing their carbon footprint, and the benefits to educational institutions especially accumulate as they gain understanding and can appropriately budget for future power needs,” Hinckley said.

CO2 emissions are offset by what is equiv-

alent to any of the following over a one-year period: 811,643 gallons of gas consumed, 16,837 barrels of oil consumed or the electricity consumed by 879 households. The power output also equates to the amount of carbon sequestered annually from more than 72 acres of woodland preserved from deforestation.

Main Street Power uses its installations to educate the next generation of installers and engineers. Its K-12 solar science curriculum provides extra training for teachers and hands-on

lessons for students. Kids become more connected with science concepts and get excited about learning. University and college students receive an installation training program developed by ICAST to teach young adults the specifics of the engineering and construction fields.

“Having worked on three school districts and two higher learning campuses, we’ve been able to save schools and universities hundreds of thousands of dollars, which ultimately benefits students and teachers the most,” Hinckley said.







# Franchise view





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FRANCHISE

FRANCHISE BUSINESS REVIEW

ARE THERE ANY OTHER COMPANIES  
THAT DO WHAT YOU DO?

IN THIS ISSUE



**IRON TRIBE FITNESS**  
Fun, fast and fit



**SPEEDPRO IMAGING**  
The leader in large format imaging



**SIGNARAMA**  
The way to grow your business







# IRON TRIBE FITNESS

## FUN, FAST, AND FIT

It is estimated that almost 58 million Americans are members of a gym or health club and that together, they spend over \$75 billion a year at over 30,000 establishments. One of the relative newcomers to this burgeoning industry is Iron Tribe Fitness, founded by Forrest Walden in Birmingham, Alabama, in 2010. Today, Iron Tribe is one of the fastest-growing gyms in America, with over 7,000 customers in 40 locations in 14 states.

“I was a franchisee of another fitness concept called Fitness Together,” Forrest recounts. “I owned and operated

## AT A GLANCE IRON TRIBE FITNESS

**WHAT:** A boutique, micro-gym offering group classes and workouts

**WHERE:** Headquarters in Birmingham, Alabama

**WEBSITE:** [www.irontribefitness.com](http://www.irontribefitness.com)



six locations in Birmingham, and I purchased the rights to be a master franchisee in three states: Alabama, Florida, and North Carolina, eventually growing to 55 locations. That concept was primarily focused on one-on-one personal training in private rooms. I started to see the industry shift more towards group training with everything from Boot Camp classes to the CrossFit explosion to Orangetheory – all these things starting to merge. I really wanted to create a group model, and Fitness Together wanted to stay focused on their core offering of one-on-one personal training. So, they bought my territory back and I set about creating the Iron Tribe business model. I wanted to create a community-based, workout program with group fitness workouts for custom-



ers who increasingly live in a fragmented world and don't have a gathering place, anymore. We wanted to be that place between home and work, and thought there was no better tool than fitness to be able to accomplish that."

"When I created the Iron Tribe model, it wasn't just to open a gym in Birmingham, it was to franchise it and scale it, from the very beginning," Walden continues. "Because I had no prototype, I obviously had to create the first location and prove that we could execute it and build a prototype that worked. I knew from my past experience with Fitness Together, most investors don't get excited about one, single location. They want something that they can scale and reap all the







“I wanted to create a community-based, workout program with group fitness workouts for customers who increasingly live in a fragmented world and don’t have a gathering place, anymore. We wanted to be that place between home and work, and thought there was no better tool than fitness to be able to accomplish that.”

FORREST WALDEN  
FOUNDER

benefits of the economies of scale. I wanted to scale it in Birmingham, four to six times, before I started to franchise the model. So that’s what we did. Between February 2010, when the first one opened, and April 2012, we opened up four of our own locations and launched the franchise model. Today, there are eight corporate locations; six of those are in Birmingham, Alabama, where we’re headquartered, and two are in Atlanta. We are now starting to develop the Atlanta market as our next corporate city.”

Walden explains where Iron Tribe fits within an industry, that, today, offers many more choices than it did only a decade or two ago. “Our niche would be referred to as the boutique fitness gym



– some people call it a micro-gym,” he says. “We’re not competing against the 24-hour fitness models –the Gold’s Gyms or the Powerhouses; they’re not our competition, at all. Our competition is more in that boutique or micro-gym market. That could be anything from a SoulCycle to an Orangetheory Fitness, to a CrossFit gym, to anybody who’s offering group, personal training classes as their primary offering.”

With so many different models competing for the consumer’s dollar, it’s become a necessity for each brand to define itself as succinctly as possible. Iron Tribe’s tagline is “Fun, Fast, and Fit.” “We want our customers to know that when they come in the door, every workout is going



to be fun,” Walden says. “We’ve taken the guesswork out of the process. They just show up – the workout’s created for them. It’s always a mix of different workout elements; always variable. It keeps their body guessing and ultimately keeps it fun. It’s fast – it’s only 45 minutes; we always start and end our classes on time. There are always two full-time coaches per class, so the trainer-to-client ratio is never more than one-to-ten, which is really important in our industry. Scheduling is easy through an iPhone app. They can choose from any class we offer in any city. They have access to our clubs, nationwide. And then, fit – we’re going to get them into the healthiest version of themselves. Everybody has







different goals, and we can scale them and modify our workout to fit the goals they're after."

When vetting potential franchisees, Iron Tribe has several criteria: "We want someone with leadership experience who has led a team," Walden explains. "Business experience is, obviously, preferred, but we're also looking for someone who is passionate about fitness, and, ultimately, our purpose, which is changing lives. If someone does not want to really help people improve, and is not passionate about using fitness as the vehicle to do that, they're not going to be a good fit for our system, because we believe they you have to live and breathe fitness to execute the model."

Once a prospective franchisee is identified, Iron Tribe offers a wide range of support services. "We help with everything from site selection to lease negotiation to project management, all the way to getting their Certificate of Occupancy," Walden states. "We've got a start-up guide to guide the franchisee, the real estate broker, and the contractor on how to build out

an Iron Tribe. And when the franchisee purchases, they get a three-mile, protected territory."

In addition to a franchisee's own efforts to recruit trainers and coaches, Walden says that the corporate office is on hand to assist with that necessary task, as well. "We help them recruit the right people and then we have

programs here at the corporate office to take their coaches and their managers through a three-week practicum, which is a combination of in-class theory and study, and on the floor - actually shadowing the coaches and managers at our corporate location."

Walden says that since its inception, Iron Tribe has grown primarily through word-of-mouth and internal growth – the company doesn't engage franchise brokers, nor attend any conventions in pursuit of potential unit owners. "The most common way is having a client







who has an outstanding brand experience and wants to own and operate their own location; or a staff member will grow in the system and figure out that they want to move on and own their own location; or both – where a staff member will partner with a client to open a location. That’s been the predominant way that we’ve grown.”

As Iron Tribe Fitness continues to develop and mature, Walden says that it will do so by opening more corporate locations. “We enjoy operating the model and feel like that’s one way we can continue to grow the footprint of the brand,” he says. In addition, a big focus will be on ensuring the success of its individual gyms so that their owners will want to open additional units. “And we do want to continue to attract and onboard the right franchisees,” he adds. “We want to get the chain to 100 units, changing the lives of over 20,000 clients.”



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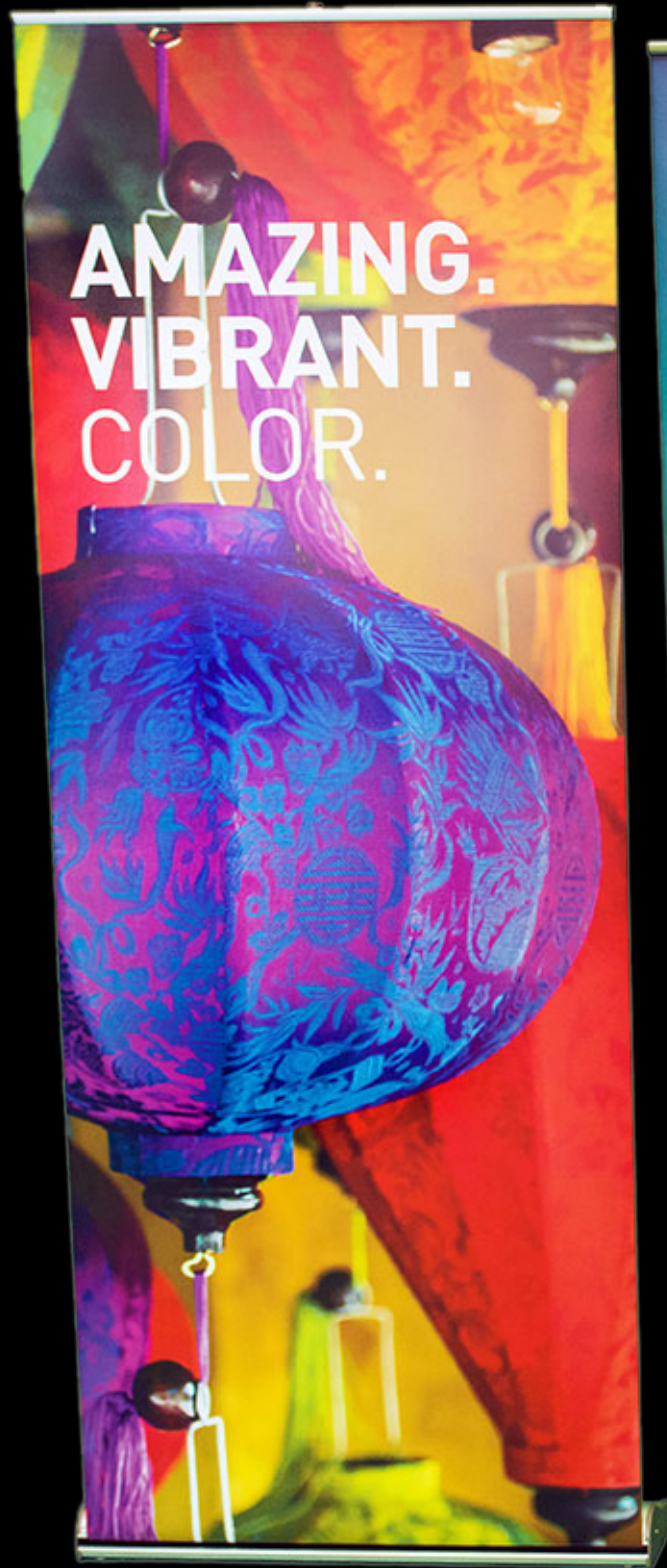
“We help with everything from site selection to lease negotiation to project management, all the way to getting their Certificate of Occupancy.”

**FORREST WALDEN**  
FOUNDER”

PREFERRED VENDOR

■ **Defiance Fuel**  
[www.defiancefuel.com](http://www.defiancefuel.com)





# SpeedPro Imaging

## THE LEADER IN LARGE FORMAT IMAGERY

SpeedPro Imaging began in 1992 as SpeedPro Signs, a Canadian sign-production business founded by Blair Gran, who came from a sign-making family in British Columbia. While his family's business focused on hand-painted signs, he saw the opportunity to adapt to new technologies, focusing his business on vinyl cut lettering and other contemporary sign making techniques. He was so successful that he began franchising the SpeedPro concept in 1996.

The company grew to 30 locations across Canada and in 2001, the intersection of desktop computers, large format printing, and the ability to produce full-color images, led Gran to shift away from sign making and toward large format imaging services. He changed the firm's name to







SpeedPro Imaging and began reaching out to whole new sectors of the marketplace that had never had access to high-quality, large format printing, before. In 2002, the company began franchising in the United States.

SpeedPro Imaging provides products and services to a wide variety of business and events. Some of its offerings include: Banners, Decals, Digital Signage, Directional Signage, Elevator Wraps, Event Graphics, Event Tents, Flags, Fleet Wraps, Floor Graphics, Indoor Signage, Outdoor Signage, Point of Purchase Displays, Retractors, Signs & Graphics, Table Coverings & Table Toppers, Trade Show Displays, Vehicle Wraps, Wall Murals, and Window Graphics.

In 2014, the SpeedPro brand was purchased by a group led by Boris Katsnelson, the company's current President and CEO. Today, SpeedPro Imaging has 130 franchises in 31 U.S. states, as well as an affiliate in Canada that operates under the SpeedPro Imaging brand with over



AT A GLANCE  
SPEEDPRO IMAGING

**WHAT:** A national leader in large format imagery

**WHERE:** Centennial, Colorado

**WEBSITE:** [www.speedpro.com](http://www.speedpro.com), [www.speedprofranchising.com](http://www.speedprofranchising.com)

50 units. “We’re in 100 percent of the top markets in the country, and still have a lot of room to grow,” Katsnelson says. “We think that this brand can hold 300 units or more.”

Katsnelson has held true to the company’s business model by continuing to concentrate solely on the Business-to-Business market, while helping its franchise units become virtual part-

ners to the clients that they serve. “We’re an inch wide and a mile deep,” he states, “meaning we’re focused in this niche market where we do digital printing for our customers – anything for that business. We’re all B2B – ad agencies, marketing firms, businesses that constantly need work and they’re looking for a partner. Typically, 80-plus percent of our businesses are repeat customers.”





“The other piece is that we do quite a bit of work on a wholesale basis,” Katsnelson continues. Franchisees are encouraged to partner with small format printers in their area who may be doing brochures, business cards, fliers, etc. When a retail customer comes to their store asking for something that may be beyond their capabilities, but in the realm of SpeedPro’s services, they now welcome those projects by working with their local SpeedPro Imaging studio, and taking a markup. “Some of our locations do anywhere from 20 to 80 percent of their business in a wholesale type of relationship, which is quite unique in the industry,” Katsnelson says.

So, when vetting prospective franchisees, Ryan Reeves, Vice President of Franchise Sales stresses business acumen and management skills over printing experience. “They are going to hire certain skill sets into their studio – production managers who have knowledge of large format graphics and graphic design. So, we wouldn’t necessarily need to attract someone who has been in this industry,” he says. “But, because our focus is Business-to-Business, the owner is going to be involved in the marketplace, networking and building relationships with other executives and business owners. We are looking for a marketing or sales executive or maybe someone in business development or

B2B sales, because they can use their existing skill set to build their studios’ reach in their area. SpeedPro is very attractive to executive managers and professionals coming out of the corporate world, because they get to engage with other business owners and business management folks that speak the same language.”

Katsnelson agrees. “We want business own-



ers that have a management mentality - that know how to do customer service very well. That’s who we want to attract,” he says. “We differentiate ourselves based on the way we attack the mar-

ket. I say attack, because we do it very systematically. So we find franchisees that have that mentality. The roster includes general managers



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and Vice Presidents of Fortune 500 companies that want to own their own business. They want the freedom and the flexibility of it. And they want to do it in a model where they have the support and training. And we've got a robust program that trains our franchise partners how to sell, market, and win business that is profitable."

"Training and support is a big piece," Reeves concurs. "We have an industry leading field consultant-to-studio ratio. These field consultants help train our new franchisees as they launch their studios and are there to support them after they've opened. Not every brand has such



a robust operations support base."

"Initially, we want to make it easy on the owners," Katsnelson adds, "so we've created a turnkey, start-up package where we take care





of everything. Beyond that, when owners run their business on a day-to-day basis, we have a well-developed supply chain. We have large partners that are closely tied into our franchise units. They come to our convention; they're calling our franchisees on a regular basis. We rely on our supply partners to help us out with new printing technologies we should be using and new pieces of material we should be printing on. It's a symbiotic relationship."

Support of franchisees in the SpeedPro universe is ongoing, as is the consistent introduction of new technologies as they become available. "Last year, we launched a digital

signage solution so that we can further extend our product offering and because certain clients were asking for it," says Katsnelson. "The things that we print are static and that business is not going away, but digital is also a good solution for people who need constantly changing images, say, something like a recreation center that changes its calendar of events every day.

"In addition, we've issued a brand new operations manual; we've overhauled our company websites over the last year; and we're building out an online, e-learning system of continuing education for our folks. We have a new workflow and point of sale system that we've cus-

tomized for our business. We think that is a real valuable tool for our franchisees and they tell us that. And we're always looking for new technologies that can better us in the marketplace. So, we take the support and training side seriously. Our success is driven by the franchisees' success."

Over the next several years, Katsnelson says that the company intends to improve on that success by continuing to focus on "supporting our franchisees with the best practices and tools to run their businesses, and asking ourselves, 'How do we continue to be a better partner to our customers? What are they asking us to do? What do we need to provide so that our franchisees can sell more effectively?'"

Meanwhile Reeves will continue to reach out to prospective franchisees by pointing out the economic benefits of becoming a SpeedPro Imaging unit owner: "This franchise concept is a bit of an elevated, non-retail type of opportunity in which you get to grow in a vibrant industry," he states. "It's a \$24 billion industry growing at eight to nine percent a year. On top of that, our studios' revenues are growing at 13 percent, annually. So, not only are we in a vibrant industry that's growing, we are actually outpacing it. I think that's largely due to the narrow niche – 'an inch wide and a mile deep' – that we are in – exclusively, large format graphics and printing."



## PREFERRED VENDOR

### ■ Esko

[www.esko.com](http://www.esko.com)

Esko is a global supplier of integrated solutions for the packaging and labels, sign and display, commercial printing, and publishing industries. Esko is headquartered in Ghent, Belgium, and has R&D and manufacturing facilities in five European countries, the United States, China, and India. Esko employs around 1500 people worldwide. Its direct sales and service organization covers Europe, the Middle East, Africa, the Americas, and the Asia Pacific, Japan and China regions, and is complemented by a network of distribution partners in more than 50 countries.

### ■ CoreBridge Software

[www.corebridgesoftware.com](http://www.corebridgesoftware.com)

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# SIGNARAMA

THE WAY TO GROW YOUR BUSINESS



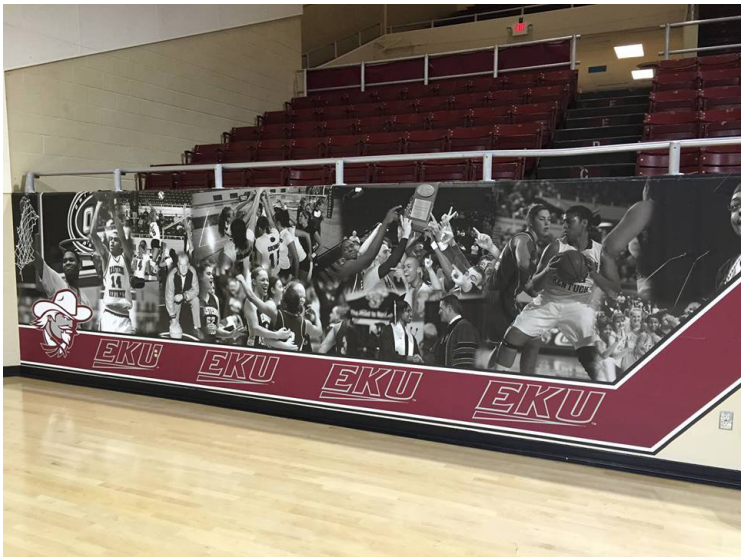
Signarama is an international sign and advertising franchise operating under the umbrella of the United Franchise Group (UFG), led by CEO, Ray Titus. The company was founded in 1986, when the first pilot store opened in Farmingdale, New York.

Jim “JT” Tatem, the current President of Signarama, was there at the beginning and, today, presides over a franchise network of more than 800 locations in 60-plus countries around the world.

Recently Business View Magazine spoke to JT about the history, growth, and current state of the company that Entrepreneur Magazine named the Number One Sign Franchise in 2013 and 71st overall franchise in 2015. The following is an edited transcript of that conversation.

**BVM:** Can you talk about how the franchise got started?

**JT:** “We were part of another franchise organization that had been around since the ‘70s in the print industry, called Minuteman Press. Minuteman served business owners with commercial and offset printing needs – fliers, business cards, letterheads, etc. – and they had worked very closely with a company called 3M - Minnesota Mining and Manufacturing. They had a lot of success working with them in their industrial graphics division.





“3M had another division called commercial graphics that manufactured a product called pressure-sensitive, vinyl film. It had been used, primarily, in fleet markings and military vehicle markings. They saw an opportunity to take that product to the end user, being a sign buyer. And it was a product that would replace the traditional, hand-painted signs that would crack and peel and chip and fade and flake over time.

“So, combining 3M’s materials with some technology from a company called Gerber Scientific, we launched the first Speedy Signarama USA store in Farmingdale, New York, in 1986. We thought that would be a good test market for us. And the reason we thought the timing was right was because we found that customers were having to go to three, four, five different sign companies to get all their sign needs met. They would go to one large company to get the lighted signs that were going to go on the side of the building, saying ‘here’s my restaurant,’ but then they’d have to go to a different company to get a banner to put out front when it was time for the grand opening, and they’d have to go to a third company to get name badges for the waiters and waitresses that were going to work in the restaurant.

“So, we thought it was a great opportunity for us to say, ‘What if we created



a one-stop sign shop so that a customer looking for any type of sign, large or small, paper sign, all the way to the outdoor, lighted sign, could go to one place, and the Speedy Signarama USA store would be able to be their full-service sign center?”

“Roy Titus was the founder of Minute-man, and his son, Ray, who today is our CEO, was the first salesperson in the Farmingdale store, and I was the first production person. Ray sold the signs, I made the signs and that’s how we started store number one. We opened a second company store in North Palm Beach, Florida to test a separate market at the end of 1987. We ran that store for a significant period of time and then decided we’d proven it in two different markets and it was time to begin franchising.

“So, we moved into franchising mode. At that time, my role shifted and I became the training instructor for new franchisees coming into the business. Most of our franchisees don’t come from previous experience in signs, banners, graphics, and many of them had never run a small business, before, so when we created our training program, we took those two things into consideration.

“So, the two-week training that we created was to teach franchise operators how to find customers, hire and train the right staff, understand the products and



materials, learn how to operate the equipment, make the signs, schedule the work, check the quality of the work, handle the key accounts, but most importantly, actively market and promote the business, because we always found over the last 30 years, that the best way for us to grow our stores is through a unique, active marketing program, which means that the franchise operator and, oftentimes, an additional outside sales representative that they hire, are going into the local business community, explaining who we are, what we do, and where we're located. And that's the primary way we generate business for the stores."

**BVM:** So if you're not necessarily looking for those with print or store experience, what do

you look for in a potential franchisee?

**JT:** "We're looking for franchise operators who are hands-on people. This is an owner/operator model. We prefer franchisees who are going to be willing to get out into the business community, lead their organization, build their team, and help other businesses in their community get more business; but are also looking for a good quality of life. We're a retail location, but with business hours. You don't have to be there at four in the morning until midnight. It's typically 8:30 to 5:30, Monday through Friday."

**BVM:** How do you find those people? How do they find you?

**JT:** "We exhibit at all the major trade shows;



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each year there are at least three major franchise shows that are part of the International Franchise Exposition. We do a large Paris show in the spring; we do shows in Sydney and Melbourne; we do shows in South Africa, Canada, the UK. So, franchise shows are still a large part of finding both domestic franchisees as well as master license partners. Of the 60-plus countries that we're in, today, we franchise directly only in the United States and Australia. Every other country we're in is through a master license partner – someone who has purchased the rights for the Signarama brand in their country.

“There’s also our own website and the UFG website; both have a lot of information for prospective franchise buyers. We get a majority of our leads for new franchisees through our own corporate sites. There are referrals from existing franchise partners; we do a lot of work with brokers; a lot comes in from franchise portals. And we have a lot of success with conversions of independent sign or print companies who are looking to take their business to the next level and they see

the benefit of joining a franchise to do that. This year alone we’ve had about seven or eight new franchisees join us that way.

**BVM:** How do your stores compete in a very competitive marketplace? What sets them apart?

**JT:** “Obviously there are a lot of other sign companies. There were many in business before we came onto the scene and there are still many out there, both independent and franchised. I think that the first thing that sets us apart is that full-service mentality - that full-service concept. We’re interested in going after the higher end client; somebody who is

AT A GLANCE  
SIGNARAMA

**WHAT:** An international sign and advertising franchise company

**WHERE:** Headquarters in West Palm Beach, Florida

**WEBSITE:** [www.signarama.com](http://www.signarama.com)

concerned about the visual integrity of their branding, their products, their services.

“And, I think the personalized service is definitely a differentiator for us. Many sign companies, today, sit back and wait for customers to come find them. We believe in a much more proactive and service-oriented approach. We’re

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going to come see you to talk to you about your needs. We’re going to come back and show you what your sign is going to look like before we actually make it. We’ll personally deliver the sign to you to make sure you’re satisfied with the quality. That customer experience sets us apart. That full-service capability sets us apart.

“And the fact that we’re small enough on a local level to handle the personal service that any client deserves, but we’re large enough on a global level to handle any size account. So to have a local, as well as a national and international footprint, is definitely a differentiator for us.”

**BVM:** What kind of support do you offer your franchisees?

**JT:** “We have one customer – our franchisee. When they’re successful, we’re successful. The bottom line for us is to continually look for new, innovative ways to bring them additional revenue streams and increased profits. So, we’re constantly looking at what is new and exciting. We do lots of the research and development for our franchisees. They have the latest and greatest hardware, software, and technology available for their production.

“Franchisees also get 30-plus years of our franchising experience. We know



the products and services that we’re helping them provide to their clients and we have local backup and support. We have 205 people on staff, right now, and many of those people, more than half, are regional people. They’re set up in our regional offices in New York, Chicago, Bos-

ton, Baltimore, Virginia, North Carolina, Atlanta, Houston, Dallas, L.A., San Francisco, Oregon – and those people are there on a local level to provide support to the franchisee when they first open and ongoing support to the franchisee and their team as the business is growing.





So, they're in business for themselves, but they're not by themselves. They've got a great team of people around them."

**BVM:** Anything of note recently happen at the company?

**JT:** "We're just completing a refresh of the brand – a change of the identity, modernizing the name, adding an icon, adding some technology to the brand itself, and moving away from our former tagline which was: 'Signarama – Where the World Goes for Signs,' to 'Signarama – The Way to Grow your Business.' We're becoming more of a marketing and consulting company for our customers. It's not just, 'Yes, I can do your banners and your business cards,' it's 'I can also help you if you're going to do a tradeshow and give you pointers on what you should do when you're there.'"



**BVM:** How about going forward?

**JT:** "We have a very heavy concentration from a marketing standpoint on products that fall in the category of what we call 'wall art' or 'wall graphics,' or 'wall décor.' You may go into a retailer or a service or hospitality business, and you begin to see, now, that instead of just painting a wall one color, that wall now has graphics on it. And what we've seen is double-digit growth over the past two years in wall décor as a medium. Now, our stores are much more heavily involved in being able to help clients, who are not just looking to put signs on a building, but to change the way the interior of their building looks by adding graphics to the walls, or the floor. So the same equipment that we traditionally use to create vehicle graphics and window graphics is now also being used to produce wall décor. We







## PREFERRED VENDORS

■ **Rowmark LLC**  
[www.rowmarkllc.com](http://www.rowmarkllc.com)

Rowmark is the world's leading manufacturer of engravable sheet plastic for the signage, engraving, and awards markets. The company was founded in 1987, in Findlay, Ohio, by Fred Kremer. Today, Rowmark employs more than 150 people worldwide, and has approximately 200 distributors in 87 countries.

■ **DAS Group, Inc.**  
[www.das-group.com](http://www.das-group.com)

■ **Impact Menu Systems**  
[www.impactmenusystems.com](http://www.impactmenusystems.com)

do it interior and we also have materials that allow us to do wall décor on an exterior, concrete block or brick wall. Years ago you had to find somebody who was a mural artist to paint that. Today, we digitally print it.

“And a lot of our franchisees have embraced the digital signage market, meaning instead of a static image that never changes being printed and applied to a wall, or a floor, or a board, or a window, we’re using digital technology, LCD panels, full-motion video screens, etc., where we create content that gets pushed to that screen and engages with a viewer. You’ll see digital signage taking over in places that are retail, that are hospitality. If you go to the airport today to look for your flight, you go to a digital sign to find it. You go to the movie the-

ater and order your popcorn; the menu behind the counter is a full-motion video screen. So, digital signage is definitely coming and coming on stronger.”

**BVM:** Finally, what’s the macro plan for the Signarama brand?

**JT:** “We want more people buying Signarama signs than anybody else’s. And so, all of us are working together; every franchisee is on the same path. We’re looking to continually gain market share, help businesses in their local communities, and become the number one sign company on the planet. We’ve been successful in doing that for the past few years, and we’re not going to take our foot off the gas anytime soon. We’re a cutting edge company; we don’t sit still.”



# city view



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**NIAGARA FALLS, NY** Turning to tourism and more

**FORT ST. JOHN, BC** The energetic city





# BENNINGTON, VERMONT

MOVING FORWARD

**B**ennington, Vermont is a town of approximately 15,000, located on the far southwestern tip of the Green Mountain State. Vermont's first town, it was originally chartered in 1749, by Colonial Governor Benning Wentworth and was named in his honor. It is known in particular for the Battle of Bennington which took place in August 1777, during the Revolu-

tionary War. A rebel force led by General John Stark, and reinforced by Vermont militiamen led by Colonel Seth Warner and members of the Green Mountain Boys, decisively defeated a detachment of British General John Burgoyne's army, contributing to his eventual surrender at Saratoga in October. The Bennington Battle Monument, a popular tourist attraction, was dedicated in 1891. The 306-foot high stone obelisk is the tallest man-







## AT A GLANCE BENNINGTON, VERMONT

**WHAT:** A town of 15,000

**WHERE:** Southwestern Vermont, near the borders of New York and Massachusetts

**WEBSITE:** [www.bennington.com](http://www.bennington.com)



made structure in the state.

Bennington has a long history of manufacturing and craftsmanship and the town was known primarily for its wood processing, pottery, iron, and textiles. From the 1950s through the '70s, it was considered a traditional, blue-collar town, but as its manufacturing base began to die out at the end of the last century, Bennington, like many other New England towns, has had to find other economic drivers in order to secure a

viable future for its residents. Today, the Southwestern Vermont Medical Center is the town's largest employer with a workforce of approximately 1,300; its largest for-profit manufacturing employer is NSK Steering Systems America, Inc. with approximately 850 employees. In addition, tourism is still an important component of the local economy.

As Bennington and its neighboring towns and regions struggle to rebrand themselves, Matt

Harrington, the Executive Director of the Bennington Area Chamber of Commerce, says that one important initiative that is gaining momentum is what is known as a "green cluster" economy. The green cluster model is a regional effort, centered in Brattleboro, Vermont, designed to promote the area's natural assets, while focusing on socially responsible manufacturing, green building products, and sustainable energy research. Its goal is to replace the region's lost

jobs with employment in the fields of green building and resilient design.

The first meeting of industry stakeholders in the Green Economy Industry Cluster Initiative took place last January, and today, the cluster encompasses more than 120 businesses, colleges, and organizations; three states; and four counties: Windham and Bennington in southern Vermont, Cheshire in New Hampshire, and Franklin in Massachusetts. "The brand of





Vermont closely aligns with the future of Vermont, which is green industry,” says Harrington.

Another initiative designed to re-invigorate Bennington’s economy is the revitalization of its downtown. And its most important component is the recent purchase of the historic Greenberg Block which includes the former Putnam Hotel, the Old Courthouse and Pennysaver, the Winslow Building, the Oldcastle Theatre, the former H. Greenberg and Son Hardware, and the Mobil Station. The Bennington

Redevelopment Group LLC, a consortium of local business leaders, institutions - including the Bank of Bennington, Southwestern Vermont Health Care, Bennington College, and Southern Vermont College - as well as some civic-minded investors such as M&S Development - has organized together to transform the block of buildings at the Four Corners of Bennington into a vibrant, mixed-used downtown space with in-town living, offices, restaurants, and retail. According to Harrington, the rehabilitation project, which is estimated to cost between \$40-50 million, has been talked about for decades, and is “probably the most exciting economic development thing that’s happened in Bennington in

the last twenty to thirty years.” In addition to helping to attract tourists to come to Vermont, Harrington says that another focus of the Bennington Area Chamber of Commerce is on business development – helping to retrofit older businesses by providing development tools, insight, and education. “A third function of the Chamber is to connect all the other players,” he adds. “We have a Bennington County Industrial Corporation; a Bennington County Regional Commission; the Town of Bennington; and the National Main Street Program. We are in the business of creating an ecosystem where businesses can thrive.”

Harrington is extremely optimistic that Bennington will find its way in the coming years and points to the town’s many strengths and opportunities. “We have a lot of budding entrepreneurs and we’re very rich in higher education,” he says. “You’ve got a town with a backbone. It’s steeped in history and has a great art culture. It’s quintessential Vermont, but what’s unique about it is you can hop right over the border of New York, right over the border of New Hampshire, right over the border of Massachusetts. We’re at this unique place. We’ve got a proud past and a vibrant future. And the alignment of stars is to move forward.”



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## PREFERRED VENDOR

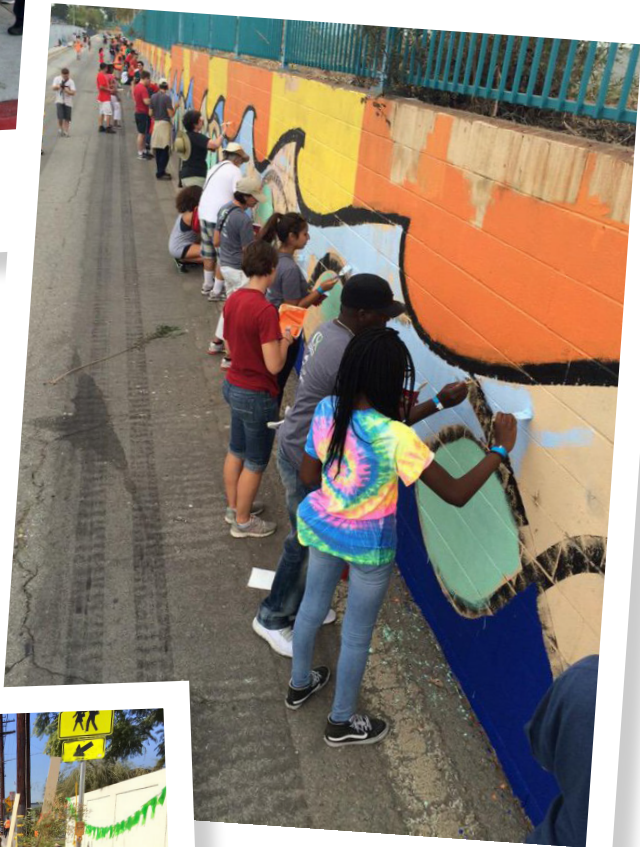
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# Cudahy, California

SMALL CITY,  
BIG PLANS



At approximately one square mile, Cudahy, California is a relatively small city. And yet, it has one of the highest population densities of any incorporated city in the United States. This, however, was not always the case. In fact, at one time, Cudahy was notable for the way in which it was intentionally laid out to be far less dense than most American towns.

Cudahy is named after its founder, Michael Cudahy, a meat-packer from the Midwest, who purchased the original 2,777 acres of Rancho San Antonio in 1908, with plans to resell the land as one-acre lots. These “Cudahy lots” sometimes known as “railroad lots,” were in-

tended to allow the new town’s residents to keep a large vegetable garden, a grove of fruit trees (usually citrus), and a chicken coop or horse stable. This arrangement, popular in the towns along the lower Los Angeles and San Gabriel rivers,





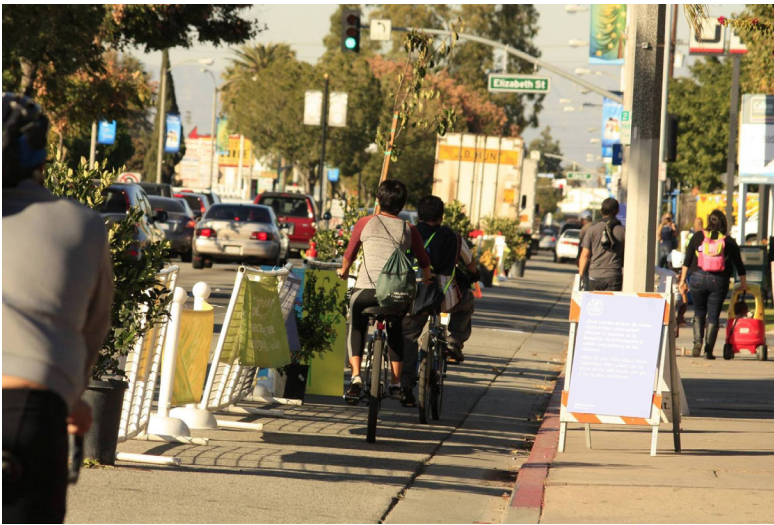


proved particularly attractive to the Southerners and Midwesterners who were leaving their struggling farms in droves in the 1910s and 1920s to start new lives in Southern California. By the end of World War II, Cudahy had become largely a blue collar, industrial town with a white population that worked at the local General Motors, Chrysler, Firestone, and Bethlehem Steel plants. The city incorporated in 1960 but by the late 1970s, the factories had closed down and the white residents left for jobs and housing in the San Gabriel and San Fernando Valleys. Stucco apartment complexes were built on the former tracts of land, and the population began to increase with an influx of Hispanic and Latino residents who, today, make up over 90 percent of the city's population. Michael Allen is Cudahy's Community De-

LUGO PARK RENOVATION







velopment Manager. His current task is updating the city’s General Plan, Cudahy 2040 – the umbrella document that outlines the City’s goals for future development and sets its path for an improved quality of life for its residents over the next twenty years. “We’re about two years into the process and close to wrapping up the update; all the elements are in draft form, and ready for administrative review,” Allen explains. “We’re in the process of taking each element before our elected bodies, including the Planning Commission and the City Council, to review those drafts to ensure that we took everything into consideration from the multitude of workshops, study sessions, and community intercepts with the community for final adoption. This has been one of the most comprehensive processes for the City of Cudahy in updating its general plan or adopting a plan of this size and magnitude in its entirety.”

The last time that Cudahy adopted a General Plan was in 1992. “A lot of the goals and policies of the old plan are relatively outdated,” says Allen. “And that transcends into our development code - our zoning code which regulates our built environment, what the density is, what the height is, what it looks like, and what the land uses are. It’s an outdated model; we’re talking about land uses and development standards that were born prior to the ‘50s



and ‘60s that don’t make sense in today’s economy or population density; manufacturing type uses that were around during and post-war time that are no longer sustainable today in terms of jobs creation, tax revenues, or economic development.” In addition, the city’s former plan had little input from its residents. “The 1992 General Plan adopted goals and policies, but it was driven

by the elected officials and the city employees who worked on it,” Allen says. “Today, our General Plan has truly been driven by the community as a whole. We have held countless workshops, seminars, and study sessions with stakeholder groups. Instead of only holding meetings in town hall style sessions, where you’d find more traditional workshops and seminars, we’ve ac-



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## AT A GLANCE CUDAHY, CALIFORNIA

**WHAT:** A city of 24,000

**WHERE:** Southeastern Los Angeles County, California

**WEBSITE:** [www.cityofcudahy.com](http://www.cityofcudahy.com)

tually taken to the street; staff has gone out and set up shop on the sidewalk where we expect a lot of foot traffic, like a church on the weekend or a school during drop-off or pick-up time. There, we could engage residents who typically don't have time to participate in more traditional outreach to pose questions and conduct the community survey to get feedback on where they feel they're at now and where they want the city to go in the future. It was a key priority to maximize any possible way this plan could be driven by the community."

Allen strongly believes that the kind of community input the city has engendered is key to the General Plan's ultimate success for the next twenty years. "People generally support what they, themselves, create," he maintains. "And so, if you can involve everybody in the creation



process, you're solidifying its future success. Decision making is also improved when based on group consensus. When everybody buys in, it's much easier to make decisions, moving forward. Lastly, important to the creation and success of the General Plan is creating equality of input and participation from all group members. We assign equal value to every single resident's opinion, every single stakeholder's opinion; every single business owner, public service provider, private sector partner, and any other stakeholder group, including educational professionals, religious leaders, and non-profit organizations servicing the community."

For example, Cudahy has one main, commercial corridor, but no actual downtown where people can shop, dine, or enjoy entertainment opportunities. And Allen says that one of the top requests from its residents was to create such a downtown – a central





focal point for the city. “Today, if you want to shop or eat in the southeast area where Cudahy is situated, many residents choose to go outside the city,” he states. “A lot of the drive behind this update is creating opportunities within the city limits for dining and entertainment, receiving public services, and participating in civic opportunities and programs. The biggest change in our General Plan in terms of land use is rezoning that commercial corridor to create more of an environment that facilitates investments into that area and invites residents to do business there. That definitely has been a core focus.”

Helping to achieve that outcome is the City’s recent efforts in the creation of a new taxing entity, established with the help of its local and state legislators, which will allow it to re-invest taxing dollars into the local neighborhood. “That is going to be a very important tool, moving forward, in the coming years to identify and create a new source of revenue that can be focused and reinvested on certain areas,” Allen reports. “In ten or so years, we will have that downtown corridor implemented in Cudahy. And, hopefully, we’ll be identifying strategies that can be implemented over the next 15 or 20 years that will continue to expand on that

concept.”

Allen says that the General Plan’s draft documents will be available before the end of February and that the next step for the City is to complete its state-mandated environmental study. He thinks that the Plan’s final adoption will take place sometime this summer.

Meanwhile, Cudahy’s Community Development Department has already secured over \$10 million in competitive grant funds over the last four years for capital improvements like parks, sidewalks, roads, and educational outreach over the next five years. Evidence of this is seen in the City’s recently completed Clara Expansion Park project (a quarter-acre park expansion

including a walking path, five exercise stations, and picnic areas - a \$1.8 million project all funded by the State); and the Lugo Park Renovation project (a complete overhaul of natural turf to a state-of-the-art, synthetic soccer field - a \$1.6 million project made up of County, Federal, and local funds).

Michael Cudahy’s original plan to make his community work for the benefit of its residents still resonates in the ethos of the city that bears his name – only, today, that plan is being updated in its implementation to meet the desires of its current population. Cudahy, California may be a city small in size, but its plans for the future are big.



PREFERRED VENDOR

■ **Transtech Engineers**  
[www.transtech.org](http://www.transtech.org)





THE GARDEN CITY

**N**ewton is a suburban city in Middlesex County, Massachusetts, approximately seven miles west of downtown Boston. It was originally settled in 1630, became a town in 1688, and a city in 1873. Known as The Garden City, Newton, with a population of approximately 88,000, has been consistently ranked as one of the best cities to live in the country.

Setti D. Warren, first elected in 2009, is the current mayor of Newton and the first popularly elected African-American mayor in Massachusetts. The following feature was submitted by Mayor Warren and details some of the city’s current programs and initiatives:

“The reductions in budgets that cities and states across the country are seeing are a harsh but useful reminder that leaders need to be creative and data-driven in decision making and policy. Here in Newton, Massachusetts, a city of 88,000 in the Boston suburbs, we have used forward-looking financial planning and disciplined, outcomes-oriented, zero-based budgeting to make investments that improve the quality



# A Tale of Two Cities



## FACTS

This is a real, unaltered photograph taken September 22, 2016.

The yellow centerline is the municipal boundary between two large CT communities.

In 2004, the two communities collaborated to mill and pave 2" of new asphalt from curb to curb.

In 2010, the community on the right applied crack sealing and microsurfacing preventive maintenance treatments at a total cost of approximately \$4.00 per square yard.

The community on the left decided to "defer" any preventive maintenance.

## FICTION

The community on the left "saved money" by deferring preventive maintenance.

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# NEWTON, MASSACHUSETTS

of life in our city, ensuring that we are meeting the needs of residents, businesses, and visitors today and in the future.

"As the Mayor of Newton, I am proud of the work we have done over the past seven years to ensure that we have a strong financial foundation that allows us to be innovative and invest in our people and infrastructure.

"In 2010, when I took office, the city's financial outlook was bleak, with a large projected deficit. Since then, my administration has not only reversed this, but we have gone beyond to achieve financial security. We have built up a rainy day fund from a level of zero to \$19 million for use in emergencies. We successfully designed and executed a plan to eliminate the city's unfunded pension liability by 2029 and fully fund the OPEB (Other Post-Employment Benefits) liability by 2042. This forward-looking work and our financial management have earned us triple A bond ratings from both Moody's Investor Service and Standard and

# AT A GLANCE | NEWTON, MA

**WHAT:** A city of 88,000

**WHERE:** Approximately seven miles west of downtown Boston, Massachusetts

**WEBSITE:** [www.newtonma.gov](http://www.newtonma.gov)

Poor's. We were able to do all of this by implementing outcomes-based budgeting to optimize funding to improve service delivery to residents and businesses. Every dollar has a purpose, tied to a deliverable that we track with the city's DataStat program--our performance management system with publicly available data.

"All of the work we have done to turn around the city's financial standing allows us to make the smart, forward-looking, innovative investments that we need to keep Newton a great place to live, work, and visit, or have a business of any size.

"Newton's place as one of the Common-



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wealth’s highest performing school districts is a commendation that we are very proud of. When I was elected, we had crumbling schools that were not up to the 21st century education being provided in our classrooms.

“In 2014, Newton embarked on a plan to build five new elementary schools in six years. We have opened two of those buildings, with the third scheduled to open in fall of 2017 for the new school year. These facilities are not only modern upgrades, but also give our schools the space they need to accommodate our growing student population in certain parts of the city as well as provide children of all backgrounds with the education they need for social-emotional growth and as a foundation for their



future careers.  
“Our solid financial standing has also allowed us to be innovative in supporting those who need it most.  
“In 2016, I brought together representatives

of Eversource, ABCD (a local non-profit serving low-income residents in the Boston area), and our city staff to answer a nagging question: how can we assist those who spend too much of their limited income on utilities? The answer was a first-of-its kind program that we announced in the fall of 2016 that allows Newton to share the benefits of our solar credits with residents who qualify for utility assistance. About 0.6 MW of solar energy produced through new solar power locations in the city is earmarked for this unique community solar share program.  
“Up to 1,200 low-income Newton households will get 5% of their electricity, on average, from the sun, and save about \$45 per year on their



electricity bills, which, for most is a significant savings — in some cases up to 10% — off their energy bills.  
“We have also used innovative solutions to tackle infrastructure challenges.  
“Prior to 2010, Newton’s roads and sidewalks had suffered from years of neglect. From day

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MAYOR SETTI D. WARREN

one, we have prioritized fixing roads and sidewalks, doubling the amount of roadwork done each year after the passage of the 2013 override, but starting this year, we are going beyond to hold our roads to a higher standard by tripling our investment in road work.

“Under Department of Public Works Commissioner Jim McGonagle, we have taken an innovative, data-driven approach to assessing the state of our streets and sidewalks using the Streetscan technology so that we can transform them, making them safer, more accessible, and sustainable. Before Streetscan, the city’s data was inconsistent, limited to surface-level assessments based on the appearance of the roads and sidewalks. Now we have a comprehensive set of data on conditions, not only on the surface, but structurally below the surface, where



there may be underlying issues.

“We have crafted an accelerated roads plan with the aim of being as accessible and as safe as possible for drivers, pedestrians, and cyclists alike: a 10-year plan to transform and improve the condition of the roads and sidewalks that takes into account other work planned on traffic, water and gas line improvements so that work is strategically coordinated, scheduled, and sequenced citywide in a way that is smart and minimizes disruption for our residents, businesses, and visitors. This will also enable us to make investments in the smartest way possible by giving us the hard data needed to assess and improve our performance.

“Thanks to close cooperation between Public Works and Planning, we are holding the conditions of our roads and sidewalks to a high standard while also making sure they are designed as complete streets that consider different ways of getting around, such as driving, cycling, and walking, and how and where Newton’s traffic moves as well as how our city looks and feels.

“We are focusing on complete streets and congestion to prioritize cyclist, driver, and pedestrian safety in an efficient way that minimizes traffic. This includes outfitting traffic signals with new technology to reduce congestion and improve safety, increasing the efficiency of parking in our villages with smart parking meter



## Tufts Health Plan is proud to provide health insurance benefits to the City of Newton employees, retirees, and their families.

Tufts Health Plan congratulates the City of Newton on its achievements.







technology, making more forms of transportation, such as shuttles and ridesharing, available, affordable, and accessible in Newton and the region, and bringing bike share to Newton.

“One of the first projects that incorporate the road paving plan and a complete streets design is the redevelopment of West Newton Square, one of our most commercial village centers.

After a year of community engagement and input, we announced the final plan in December 2016. This project aims to dramatically improve safety in West Newton Square and to enhance the village character, making it a more walkable environment welcoming to the sidewalk traffic that is so important to local businesses.

“The aesthetic improvements will include re-

paved and widened sidewalks, an updated public square, and new trees planted. The intersections will be reconfigured for safety and signal timing improvements, for traffic flow. There will also be designated and protected bike lanes where there currently are none, encouraging more people to bike and improving safety. Residents, businesses, and visitors will benefit from

these improvements in the decades to come.

“Due to the hard work of ensuring the financial stability of our city, we have been able to make investments for our residents today and in the future.”

Sealcoating, Inc., of Braintree, MA, with headquarters some 20 miles southeast of Newton, is a leader in the field of pavement preservation,





providing creative and industry-leading solutions for pavement and bridge maintenance needs using the most up-to-date products and equipment.

Dan Patenaude, Sales and Marketing Manager for Sealcoating, is a licensed professional engineer and nationally-recognized speaker on topics related to municipal pavement management. Regarding Mayor Warren’s discussion of road maintenance and improvements, he provided the following addendum:

“Highway infrastructure is the most valuable physical asset of most communities, and Newton is on the leading edge of a national movement toward more proactive maintenance of the public’s roadway system. Historically, many less progressive cities and towns have spent a vast majority of their annual budgets

rebuilding the worst roads, and not allocating adequate funding for the preventive maintenance or preservation of roads in fair to good condition. Similar to what happens with some of our largest personal assets such as our homes and cars, neglecting simple maintenance always leads to faster rates of decay and more costly future repairs.

“Educational initiatives spearheaded by the Federal Highway Administration (FHWA) illustrate how the most efficient transportation agencies have developed more econom-

ically and environmentally sustainable pavement management programs with a heavy emphasis on pavement preservation and maintenance. With the city’s recently adopted ‘Accelerated Pavement Management Program’, Newton leaders have a unique opportunity to achieve the optimal balance of reconstruction, rehabilitation, and preventive maintenance type work to substantially improve the city’s roadway condition rating over the coming years, and we’re proud to support their efforts however we can.”





PREFERRED VENDORS

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■ Tufts Health Plan  
[www.tuftshealthplan.com](http://www.tuftshealthplan.com)

Tufts Health Plan is proud to have served the health care needs of the City of Newton's employees, retirees, and their families since 1994. Over the years, their members have come to expect a commitment to the highest level of quality. In fact, their commercial HMO/POS plan is rated 5 out of a possible 5 by the National Committee for Quality Assurance (NCQA) - a rating achieved by only 12 other plans across the country.\* They are honored to support the communities and populations they serve with over \$18 million in grants that improve healthy living through the Tufts Health Plan Foundation. \* NCQA's Private Health Insurance Plan Ratings 2016-2017.

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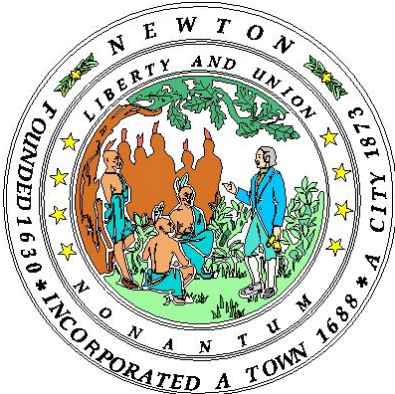
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# Niagara Falls, New York

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Located on the Niagara River, which drains Lake Erie into Lake Ontario, are three waterfalls that straddle the international border between Canada and the United States - the Horseshoe Falls, the American Falls, and the Bridal Veil Falls. Collectively known as Niagara Falls, these three cascades combine to form the highest flow rate of any waterfall in the world that has a vertical drop of more than 165 feet.

The Niagara Falls were formed during the last ice age – about 100,000 years ago - when glaciers receded on the North American continent and water from the newly formed Great Lakes carved a path through the Niagara Escarpment en route to the Atlantic Ocean. Since that time, an average of four million cubic feet of water has fallen over the crest line every minute

AT A GLANCE  
NIAGARA FALLS,  
NEW YORK

**WHAT:** A city of 50,000

**WHERE:** Western New York state, adjacent to the Niagara River

**WEBSITE:** [www.niagarafallsusa.org](http://www.niagarafallsusa.org)



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Greenpac XP is redefining the packaging industry. This product is the most eco-responsible linerboard on the market, created from recycled fibers and produced with the energy-efficient deconstruction of landfill wastes. Strong, light, extra performance. **THAT'S INNOVATION.**

# CASCADES GREEN BY NATURE

When it comes to sustainable development and eco-responsible performance, Cascades has been thinking outside the box for more than 50 years. We thrive on making high-quality products for our customers while continuously surpassing our goals in our efforts to preserve our planet.



**WHAT'S IN IT FOR YOU?** Our commitment to the environment translates directly into greener products delivered to you, our customers. So when you choose to do business with Cascades, you become greener, naturally.







## CASCADES IN NIAGARA FALLS: CELEBRATING MORE THAN 30 YEARS OF PARTNERSHIP

Even before being green was trendy, Cascades was thinking outside of the box by instinctively putting into practice sustainable principles. Since 1964, the Company had a vision to be responsible to the Earth and build a future of sustainability. It was, in fact, born out of a form of sustainable development: the recovery of waste paper. Since then, the Corporation hasn't looked back, working continually to improve its practices. It is, in fact, Green by Nature.

Cascades Containerboard Packaging brought sustainability to the Falls over 30 years ago, and its sister, the Greenpac Mill, LLC, brings a new generation of green to Niagara. That's why today, Niagara Falls, NY hosts a state of the art campus that turns potential landfill refuse into a coveted, world-renowned product. Both facilities utilize 100% recycled materials, and steam produced by the energy-efficient deconstruction of landfill garbage. This process created a linerboard product that redefines the packaging industry. Tough, flexible and light-weight, Greenpac XP linerboard is an industry first and a world-class revolution.

### PRODUCTS & CUSTOMERS

Greenpac XP product is a revolutionary new linerboard that allows Cascades to enter markets that other recycling manufacturers cannot compete in. Cascades Containerboard Packaging brings more to the table than just ordinary brown boxes by innovatively designing packaging solutions in a variety of shapes and sizes, to protect, ship or maximize the point-of-sale visibility of its clients' products.

Altogether, Cascades puts the emphasis on innovation in the packaging industry. The Company encourages its customers to rethink the box-building process. The passion for systemic sustainability attracts new customer relationships and future business consistently.

### COMMUNITY

Cascades also uplifts people. For 30 years, the Company has offered stable careers in Niagara Falls in the manufacturing industry. In conjunction with Greenpac Mill, over 300 jobs have been brought and kept locally to Niagara Falls, putting the city back to work. Cascades believes in hiring aptitude, and prides itself on employing individuals with the motivation to learn the business. The Company is proud to employ former teachers, fire fighters, veterans, college graduates, and more. Its employees have been given the tools and training to succeed, and they flavor the organization with unique viewpoints and creative problem-solving. This rich blend of know-how, experience and forward thinking has paired perfectly with Cascades' philosophy. People who bring positivity and strong work ethics are always welcomed at Cascades.

## NIAGARA FALLS, NEW YORK



of every day.

"People around the world probably think of Niagara Falls, principally, as a tourist mecca," says Paul Dyster, the Mayor of the City of Niagara Falls, New York, a metropolis of about 50,000. "But, through much of its history – the city was founded in 1892 – Niagara Falls has actually been an industrial city. And the reason is the presence of this big drop in water levels that creates the potential for energy generation. That was recognized even before the dawn of hydroelectricity, when mechanical mills with water wheels were installed at Niagara Falls to help harness that power."

In fact, the first known effort to utilize the Falls' enormous capacity for energy production was in 1759, when Daniel Joncaire built a small

canal above the Falls to power his sawmill.

In the early 1800s Augustus and Peter Porter enlarged the original canal to provide hydraulic power for their gristmill and tannery. In 1881, the Niagara River's first hydroelectric generating station was built, and by the end of the 19th century, Niagara Falls was a heavily industrialized city due, in great part, to the relatively cheap electrical power that the Falls and River generated. Tourism was considered a secondary niche, while industry was the main economic driver - paper, rubber, plastics, petrochemicals, carbon insulators, and abrasives factories were among the city's major job providers.

At its peak, Niagara Falls had a population of over 100,000. But after the 1960s, the region experienced an economic decline as traditional





“People around the world probably think of Niagara Falls, principally, as a tourist mecca. But, through much of its history – the city was founded in 1892 – Niagara Falls has actually been an industrial city.”

PAUL DYSTER  
NIAGARA FALLS, NY, MAYOR

industries left and people moved on. Despite the decline of heavy industry, though, the city has managed to survive, thanks largely, to the fact that its ‘secondary niche,’ still existed. About 30 million people visit Niagara Falls each year and those tourists predominantly stay in the City of Niagara Falls, New York, and its sister city across the river, Niagara Falls, Ontario.

But, according to Dyster, it’s only been in the 21st century that the City of Niagara Falls, New York has made a concerted effort to promote that secondary niche of tourism into a leading driver of its local economy. “We used to say tourism was like the crocuses in the spring,” he quips. “When the weather changed, all of a sudden the people would come to look at the Falls. It’s not like we were doing anything to encourage them. Now that’s changing, and in our regional economic development plan that we’ve been operating under for the last several years, tourism is identified as one of three key industry

clusters in which we should be investing. So, we’ve begun treating tourism systematically as an industry – doing scientific market research, branding, marketing, and thinking about the infrastructure that we need to have here to support the tourism industry.”

One major aspect of that infrastructure that the city has been redeveloping is its transportation networks. “A few years back, we completed construction on a new international airport terminal,” says Dyster. “We’re switching over service from a dilapidated, old freight warehouse that, since 1986, has served as our Amtrak station, to a brand new, \$43 million international railway station and intermodal transportation center,” he adds. “But the biggest of all these projects is the removal of the Robert Moses Parkway over a large portion of the city’s waterfront.”

Robert Moses, after whom the Parkway was named, was a celebrated, albeit often controversial, city planner and “master builder” of the mid-20th century. Working mainly in the New





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York metropolitan area, he was responsible for the construction of many of the Big Apple's bridges, parks, roadways, and housing projects. "Moses came here in the late 1950s to build a new power plant after the existing Schoellkopf Power Plant collapsed into the river," Dyster relates. "He was successful in building the new power plant and, at the same time that he did that, he also built the Robert Moses Parkway, which is actually a limited-access expressway built right along the waterfront of the city. So, neighborhoods and business districts since the early 1960s have been cut off from our greatest resource which is our waterfront. And whether you're talking about the rapids above the falls or the gorge below it, there are not just tremendous recreational opportunities, but tremendous scenic views that are available that have been inaccessible for two generations."

Moses was a great fan of large roads, and according to Dyster, his was the prevailing style of urban planning for several decades after the Great Depression. "It was a panacea at the time," Dyster explains. "The domi-



nant paradigm was no one was ever going to put their feet on the ground again; we were just going to zip from place to place in vehicles. So, the way you would access the waterfront was by driving by it and looking at it through a window as opposed to getting on the ground and walking through it. That's now changed, and we seem to be in a period where reconnecting to the natural environment and encouraging other means of transportation besides automobiles, including pedestrian access and bicycles, seems to be the paradigm now going forward."

The removal of the Parkway is a two-phase project. "The first phase will be completed this spring," Dyster says. "That is going to end up costing us about \$23 million; that's the portion upstream from the Falls. The second phase of the project will be completed in the spring of 2019. We're estimating it at somewhere around \$42 or \$43 million to remove the existing expressway and replace it with additional







parkland with hiking and biking trails and to reconstruct the end street on the city grid, Whirlpool Street, in order to handle the traffic that's displaced by the removal of the Parkway.”

“So, at the end of the day, you're going to have a city that is reconnected to its waterfront and that offers the opportunity to be in an urban environment and then twenty minutes later be at the bottom of the Niagara Gorge – a place where civilization seems very, very, far away,” Dyster exclaims. “We think that's a tremendous opportunity to market those contrasting experiences to people; we think it's very unique.

There are not many places that would combine the ability to be in an urban environment and then to go easily and quickly to so many, very wild places.”

In addition to rebranding Niagara Falls, NY as a tourist destination and making the necessary infrastructure changes, Dyster maintains that, even though tourism will be the lead industry for the future, the city still plans to grow its industrial base – only with a new type of tenant. “What we're trying to do is be more selective in the types of industries that we encourage to locate here, so that they're consistent with the

image that we want to portray to the world as an icon of the natural environment.”

One newly-founded business is Greenpac, an environmentally-friendly paper mill that opened in 2012 at the city's \$450 million industrial park. “They take corrugated cardboard and recycle it into reusable paper products,” Dyster says. “It uses all recycled materials – no new trees are cut down to feed the mill. It's a continuous and very sustainable loop.”

Diversifying the city's economy to include both tourism and green technology is largely the job of Anthony Vilardo, Niagara Falls' Director of Business and Economic Development. “We want to be cognizant that we don't fall into the same boat that we did in the latter half of the 20th century, where we were dependent upon one industry,” he says. “So we're



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making sure that our economy is diversified by attracting companies like Greenpac to locate here and capitalize on the cheap, renewable power of Niagara Falls. Also, given our proximity to the Canadian border, we're taking a look at cross-border logistics, importing, and exporting. Those are industries that we're likely to see emerge here in the next few years, especially with the removal of the Parkway making office space more attractive in the North Main Street sector, which is also where the new intermodal train station is located. So, those are some of the things we're starting to take a greater look at."

Finally, when it does come down to tourism, Vilardo also wants to make sure that Niagara

Falls, New York, can compete with Niagara Falls, Ontario. "The Canadians got a head start on us in the tourism game, but we're not deterred by that," he declares. "The Canadian side is filled with multi-national, corporate chains, which is fine. We want to make sure that when a tour comes to Niagara Falls, New York, they are met with an authentic experience – natural vistas, a natural environment to experience the Falls, and that once you leave the immediate waterfront, places like Old Falls Street and Third Street, and, in the coming years, Main Street, will offer the visitor an authentic experience that you can only get in Niagara Falls, New York. To be able to differentiate ourselves from the

## PREFERRED VENDORS

### ■ Greenpac Mill

[www.greenpacmill.com](http://www.greenpacmill.com)

Greenpac Mill is a new, state-of-the-art, liner-board mill in Niagara Falls, NY, recognized for its high tech equipment, sustainable manufacturing processes, and high performance work organization. The company manufactures lightweight linerboard made with 100% recycled fibers and has an annual production capacity of 540,000 short tons. Greenpac Mill is a partnership between Cascades, Caisse de dépôt et placement du Québec, Jamestown Container, and Containerboard Partners. The new mill is the biggest project ever managed by Cascades in its over 50 years of existence. Thanks to numerous technological advances, Greenpac Mill manufactures one of the best linerboards in the industry and is a leader in terms of sustainable development.

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Canadian market will be the key to our success, moving forward."

In addition to being known as a town for honeymooners, for those old enough to remember, there is an old vaudeville routine in which Niagara Falls is prominently featured. To this day, when someone mentions the phrase, "Niagara Falls," the well-worn comic response is, "Niagara Falls! Slowly I turned ... step by step ... inch by inch ..." And even though the sketch, itself, is nothing more than a piece of showbiz bombast, what may well be true is that, today, the City of Niagara Falls is, indeed, slowly turning – step by step, mile by mile, trail by trail, and business by business, into a new type of metropolis – and one whose residents and visitors will soon be getting a renewed view of an age-old force of power and beauty.





# BRANTFORD, ONTARIO

A LEADER IN WASTEWATER  
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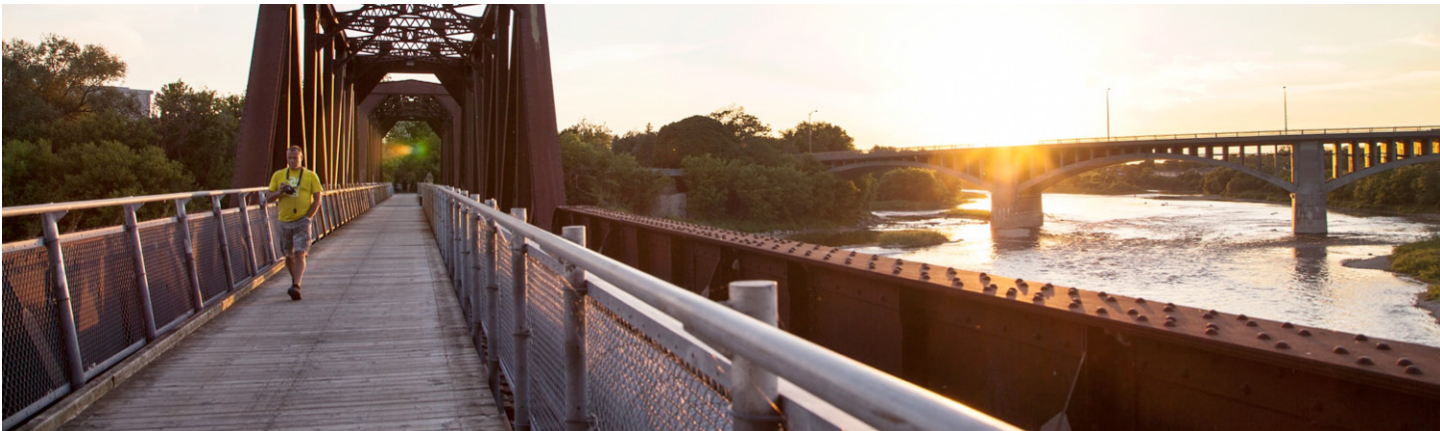
The City of Brantford is a community of 96,000 residents located in the heart of southern Ontario and situated on the picturesque Grand River. With its diverse manufacturing sector and continually growing post-secondary presence, Brantford is transforming itself to meet the challenges of a new economy. Offering metropolitan amenities with a charming small town feel, Brantford is a lively community with a rich industrial legacy and historic neighbourhoods.

The area that became Brantford was first settled by the Attawandarons, a branch of the Iroquois Nation, well before the 17th century. In 1784, Joseph Brant, a Mohawk military and

political leader, moved with the Six Nations of the Iroquois Confederacy from New York State to Canada, and as a reward for their loyalty to the British Crown during the American War for Independence, were given a large tract of land on the Grand River.

The original Mohawk settlement was on the south edge of the present-day city, at a location favorable for landing canoes. Brant's crossing of the river is the origin of the City's name: Brant's ford. By 1847, European settlers began to settle further up the river and named their village Brantford. The city was incorporated in 1877. Brantford is sometimes known as the "Telephone City," because former city resident, Alex-





ander Graham Bell, invented the telephone at his father’s home, the Bell Homestead. In 1876, he conducted the first long-distance telephone call from Brantford to nearby Paris, Ontario.

Selvi Kongara is Brantford’s Director of Environmental Services, responsible, among other things, for the City’s current Wastewater Treatment Optimization program. In Canada, every municipality is required to treat wastewater and remove all pollutants before the cleaned water can be recycled back to streams, rivers, lakes, and oceans. In 2011, the federal govern-

ment dictated new guidelines for the control of certain pollutants, such as ammonia, in effluent discharge. “What is discharged has an impact on the environment and if ammonia levels are too high, it affects the ecosystem,” Kongara says. “So we were trying to prepare ourselves to further control ammonia in the discharge by improving and optimizing our wastewater operation to get the maximum out of our existing infrastructure and to remove ammonia to more stringent levels without major upgrades to the plant.”

The City deferred some \$27.5 million from its

capital budget that it planned to use for a major plant upgrade in 2014, and instead, attempted to optimize plant operations and improve the training of its operators. “We found that, even with all the improvements, we were not able to get where we wanted to,” admits Kongara, “and that’s when we figured out that we were receiving discharge from industry that was affecting our plant operations. Wastewater plants are designed to treat domestic wastewater, but if they have higher levels of certain industrial chemicals, then they are not able to treat it effectively.”

In fact, wastewater is treated by bacteria that break down and ingest the pollutants. If the bacteria are healthy, they work effectively. “Sometimes, the industrial process has certain chemicals at much higher concentration which are harmful to the bacteria, and they can’t do their job,” Kongara explains. So, the City had to make a choice: it could either add capacity to the treatment plant in order to effectively control the high-

AT A GLANCE  
BRANTFORD,  
ONTARIO

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**WHERE:** Southern Ontario  
on the Grand River

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In taking an unprecedented approach to working closely with its industrial residents, both the City and its businesses became more financially efficient, and the Grand River, into which the City's treatment plant recycles its treated water is now cleaner - a win-win-win outcome.

strength wastewater, or it could try to curtail it at its source. In 2012, Brantford identified 26 companies that were discharging untreated effluent and asked them to monitor their discharge and provide the City with appropriate data. "We used a carrot-and-stick approach," says Kongara. "We gave incentives to companies to either eliminate certain chemicals from their processes before they discharged, or they could put a treatment process right at their plant – pre-treatment, we call it – before all those chemicals got mixed with the City's wastewater. We partially waived their over-strength treatment costs for a period if they monitored their operation and came up with a plan that outlined the steps they were intending to take to come into compliance with the by-law limits. If the chemicals are within this limit, our plant will operate efficiently. So, we said that anybody that discharges higher strength than what the by-law allows needed to improve. It didn't mean zero discharge of wastewater; it meant that the wastewater that was discharged was within



the by-law's limit. The industries all want to be good environmental stewards, but if it costs too much money, it's difficult for them, so we helped them with the incentive. The by-law provided enforcement actions if compliance wasn't met. But everyone has been so cooperative that we didn't have to charge anyone."

Half of the targeted companies were small – mostly stores and restaurants that discharged oil and grease. Kongara says that they were able to manage their discharge by placing proper interceptors and managing them well. "Within the remaining thirteen, five of them have already addressed their particular issue, and seven of them are in the process of doing so," she reports. "Every industry has cooperated, and

we're hoping by 2018, that everybody comes into compliance." The major plants have already addressed their discharge problems, and the City is now working with some medium-sized operations.

"And what we found is that it was really a win-win situation," Kongara states. "By trying to work on this issue, they found ways to cut down on their water usage. So now they save money on water costs." In addition, the City was able to take a full third of its treatment capacity offline, because of the reduction in effluent discharge. "The plant saved 30 percent of its biosolids hauling and sludge production costs – approximately \$300,000," she adds. "So, we're already seeing that the plant is starting to perform bet-

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ter. The other benefit is now that we relieved a certain capacity of the plant because the over-strength wastewater is no longer coming, we can accommodate growth.”

That growth will likely come as a result of a recent boundary adjustment, wherein the City of Brantford received additional land from Brant County. The first area is located north of the current City boundary and totals 4,500 acres. That land will be utilized for industry, residential, and other related uses including schools, parks, and local commercial uses. Another area of 454 acres will be developed for industrial use, and a third area of 1,000 acres will be

developed for residential. “That means more industry and more residential wastewater coming in and we’re hoping that some of that can be accommodated with this capacity that we relieved,” Kongara says. “That’s something that we envisioned at the beginning and it’s rewarding to see our plans coming to fruition.”

In taking an unprecedented approach to working closely with its industrial residents, both the City and its businesses became more financially efficient, and the Grand River, into which the City’s treatment plant recycles its treated water is now cleaner - a win-win-win outcome.



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# County of **BRANT** Ontario

A GREAT QUALITY OF LIFE

**T**he County of Brant, located in the Province of Ontario, has a population of close to 40,000 people and is located approximately 60 miles southwest of Toronto. In 1999, a host of towns and communities organized under one level of government to form the present-day County of Brant. The most highly populated areas in Brant are Paris, St. George, and Burford. Smaller communities within the municipality include Cainsville, Falkland, Glen Morris, Harley, Langford, Middleport, Mount Pleasant, New Durham, Newport, Oakland,

Onondaga, and Scotland.

Brant sits on the outer, western ring of the Greater Toronto Area (GTA). Given Brant's easy access via a major four-lane highway system to the American border, plus a municipal airport that can accommodate small to medium sized corporate jets, the County has placed tremendous focus on attracting and developing the types of industries that best suit its location and available workforce. These include heavy manufacturing, advanced manufacturing, and warehousing and

logistics. The result of this focus has been impressive, particularly when combined with the County's helpful pro-business programs and initiatives.

"We offer low development charges, low taxation rates, and a comfortable style of conducting business," says Michael Buranyi, Brant's Economic Development Officer. "We have a very strong, focused, and proactive management team, and Council, that work with the business community and interests that are looking to invest in the area. Over





the last five years, we’ve exceeded two million square feet of new and expanded buildings in the County. As a result, more than 1,600 direct jobs have been created.”

“So, we’re starting to really experience some fairly rapid growth,” adds Paul Emerson, Chief Administrative Officer. “We’ve seen a lot of change in the last five years and we anticipate a lot more to come. There’s a lot of interest from various businesses looking to relocate.”

Some major firms have already made the move to the County’s new business park. “For example, Adidas looked around

the entire country of Canada and decided that this would be a good location for their national distribution center,” says Emerson. “And there

are many other industries that are locating or expanding here – Tigercat Industries, being one. They compete, head-on, with Caterpillar and John Deere and have a good share of the forestry equipment marketplace. They just looked at this location to do a fairly significant expansion.” Emerson adds that another new business park for

the County is on the drawing boards. Meanwhile, Brant’s main business district

is in the community of Paris, a town of about 12,000 that sits on the confluence of the Grand and Nith Rivers. Paris was first settled in 1829 and officially established as a town in 1850. It was named for the nearby deposits of gypsum, used to make plaster of Paris. Once called ‘The Cobblestone Capital of Canada’ because of its number of aged cobblestone houses, Paris’ downtown has responded to the County’s growth with what Emerson calls, “a fairly significant resurgence. I see higher-end restaurants, higher-end specialty clothing and jewelry stores going in,” he relates. “There’s a small conference center. A number of the older buildings are being torn down or completely re-purposed with high-end retail and condominium living. And



there’s a bunch more on the books. So, we’re seeing an increased vibrancy of the downtown core. And it’s going to look a lot different five years from now as some of these condo developments come on and some of these stores continue to revitalize themselves. It’s really dramatic. It’s amazing what’s happened in the

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last five years.”

Once again, the County’s pro-business agenda has helped. “The municipality has put money into, and authorized the development of, a Community Improvement Plan for the downtown core,” Emerson says. “That plan lays out the public sector infrastructure – new lighting, more parking – but it also puts into place the framework for revitalization and allows us to invoke certain financial instruments, for the businesses that meet certain criteria.” In addition, the government is offering grants of up to 50 percent of the cost of redoing store and building façades.

And Emerson relates that the County itself has gone into business. “The County has been entrepreneurial in looking for new ways of doing business as a government entity and established a municipal corporation that is able to act as one,” he explains. “The purpose of Brant Municipal

In addition to its welcoming business climate, Brant County offers newcomers a wealth of natural beauty and diverse, cultural amenities.

Enterprises (BME) is to look at opportunities that will provide some revenue in areas that will also enhance environmental sustainability and economic growth.” One of those areas is green, renewable energy. “They have a fairly large solar portfolio that they’ve developed in partnership with the private sector and the First Nations community, nearby,” says Emerson. “That’s been quite successful and it’s helped to reduce our carbon footprint and at the same time it’s provided a good source of revenue to the municipality. They’re also looking at hydro-electric generation and have approvals from the Province to conduct feasibility studies.”

“The other area of business that Brant Municipal Enterprises looked into was fiber optics,”



Emerson continues. “The big players like Bell Canada and Rogers Communications are here, but by us getting into the fiber optics business, we can provide that end-of-the-line fiber to



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various businesses that Rogers and Bell maybe haven't gotten to yet. We also provide redundant services, so if the one service provider goes down, they've got the backup. So, we've been able to do that. It's been an important tool for economic development and the businesses that locate here."

In addition to its welcoming business climate, Emerson stresses that Brant County offers newcomers a wealth of natural beauty and diverse, cultural amenities. "We have the largest watershed – the Grand River system – that meets with its major tributary in downtown Paris. So there are great valleys, natural areas, and trails,"

## PREFERRED VENDORS

■ **Patriot Forge**  
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Patriot Forge, founded in 2001, is an ISO 9002 registered manufacturer of open-die and seamless rolled ring forgings, specializing in critical components for the power generation, military, nuclear, valve, and speciality industrial

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he states. "In the social infrastructure, I see all kinds of people being attracted to this community - accomplished, creative people. And it's manifesting itself in all kinds of different ways – concerts and lecture series; stuff that nobody even thought about five years ago. It's an exciting place to live. It's got a great quality of life."

Mayor, Ron Eddy, agrees: "The Council of the County of Brant is extremely pleased to be a growing and progressing municipality with the ability to improve operations and expansion of facilities and services for the convenience and enjoyment of our citizens." An exciting place to live, indeed.





# Brockville, Ontario

BUSINESS AND PLEASURE

**K**nown as the “City of the 1,000 Islands,” Brockville, Ontario, Canada, with a population of about 24,000 residents, is located on the northern shore of the St. Lawrence River, across from Morristown, New York, USA. It sits midway between Toronto and Montreal, and is an hour away from Ottawa, the nation’s capital. The Thousand Islands Bridge and the Ogdensburg–Prescott International Bridge, both of which cross the St. Lawrence River into New York, are located 22 miles south-west and 16 miles north-east from Brockville, respectively.

Named after Sir Isaac Brock, a British Army officer and colonial administrator, Brockville became the Province’s first incorporated, self-governing town in 1832 - two years before Toronto. It developed as a local center of industry, including shipbuilding, saddleries, tanneries, tinsmiths, a foundry, a brewery, and several hotels. In 1855, the town was chosen as a divisional point of the new Grand Trunk

## AT A GLANCE BROCKVILLE, ONTARIO

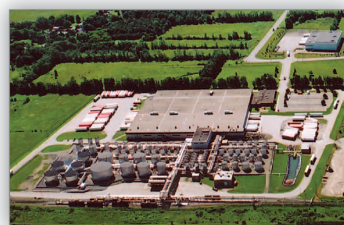
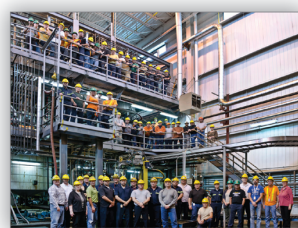
- WHAT:** A city of 24,000
- WHERE:** Located on the northern shore of the St. Lawrence River, midway between Toronto and Montreal
- WEBSITE:** [www.brockville.com](http://www.brockville.com)





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Shell's Brockville Lubricants Plant is the largest blender and packager of retail passenger-car motor oils in Canada, manufacturing multiple lubricant products resulting in the production of over 1200 finished goods, and the newest facility of its type in North America.

Most products produced at the plant bear the Shell, Quaker State and Pennzoil brands, plus many are produced for sale by other companies as private-label products in domestic and international markets. The Quaker State and Pennzoil brands are part of the Shell Lubricants brand portfolio as Shell purchased the Pennzoil-Quaker State Company in 2002.

Several years ago the Brockville plant was selected to be the sole North American supplier of AeroShell aviation lubricants, used in small piston-engine aircraft. To manage this work and increased demand for Pennzoil and Quaker State brands, a \$20 million expansion project was completed in 2007. This work included:

- Installing 12 new bulk-storage tanks;
- Expanding the railway siding and offloading facility;
- Installing a new, highly automated production line with a computer-controlled robotic arm that lifts and places four cases of product at a time.

The plant currently produces multiple varieties of lubricants across the majority of industry and transport sectors. The facility is highly automated using various forms of robotic engineering, and advanced process control to manage the complex blending and packaging operations. The plant is also unique in that it employs a socio-tech management process where operators have the ability to self-manage their shifting, day to day operations and business decisions with no direct supervisor on shift. In 2014 the plant won best performing and most improved plant within Shell's Lubricants division in North America, placing second globally.

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## BROCKVILLE, ONTARIO

Railway between Montreal and Toronto. At the same time, the north/south line of the Brockville and Ottawa Railway was built to join the timber trade of the Ottawa Valley with the St. Lawrence River shipping route. A tunnel for this railway was dug and blasted underneath the middle of Brockville, becoming the first railway tunnel in Canada.

In the 20th century, Brockville's transportation network of shipping and rail was augmented by road and air. Highway 401, a 515-mile, core route of the National Highway System of Canada that extends across the southern part of the Province from the Ontario-Quebec border in the east to the city of Windsor in the west, runs right through the center of town. There is a municipal airport (Brockville Regional Tackaberry Airport) in the neighboring Elizabethtown-Kitley Township, and the Ottawa Macdonald-Cartier International Airport is approximately 62 miles away.

Because Brockville functions as an inter-modal transportation hub – one with quick connections to the U.S., Canada's biggest trading partner – it has always been attractive to industry. Over the years, many major manufacturing firms have located or relocated to Brockville, including: Proctor & Gamble, Shell Canada, 3M, Black and Decker, Electrolux, Gilbarco, Phillips Cable, Nortel, Coca-Cola, DuPont, and Newterra.

"We've been very successful in the past in attracting industry. One third of our labor force, in one way or another, is directly aligned to the manufacturing center," says David Paul, Brock-





ville’s Economic Development Director. “In fact, at one time, we used to call ourselves ‘Canada’s Fortune 500 Community,’ because we had, on a per capita basis, more Fortune 500 companies than any other place in Canada.” However, like many other North American industrial cities over the last ten or fifteen years, Brockville has witnessed the loss of some of its industrial base as companies moved to places such as China and Mexico, in search of cheaper labor.

In attracting new industry to replace the old, which is the main function of Brockville’s Economic Development Office, Paul says, “We sort of fish where the fish are. We go to a lot of the

key trade shows and conferences where businesses are actually looking. We interact with site locators, trade commissioners, and government officials that are seeking locations for their clients. We’re using a lot of digital marketing, now. We also use lead generating companies to seek out and set up interviews and meetings. When we go to the States or abroad, we go under the banner of an Eastern Ontario initiative, and then we work collaboratively. The best community will win in terms of what its offerings are and what needs can be addressed in that community.”

Paul says that, in its outreach, Brockville is



focusing on some very specific sectors, such as logistics and food processing. “Because of some of the trends associated with those sectors, we found that we’re a very good area and have the labor force and skills to meet their requirements,” he explains. “Brockville has a high ‘creative economy’; the level of skilled labor and the level of education are very high, here. And if you’re trying to sell your community to business people, those attributes rise high on the radar screen. And, like most communities, we’re offering incentives. We try to do as much as we can do to provide a gold-class standard of customer service.”

Brockville is also looking at other ways of building and diversifying its economy, and Paul says that tourism is playing a significant role. The town touts itself as one of the world’s best freshwater scuba diving destinations,



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with over 100 century-old shipwrecks and artifacts scattered along the river bottom. In 2013, Brockville opened its new anchor attraction – the

Aquatarium – a \$21 million tourist and educational facility aligned with the Tall Ships, housing exhibits and sea life displays. In addition, the Lake Ontario Waterfront Trail runs throughout the region for biking and hiking, and kayaking on the St. Lawrence is another popular tourist lure. “We’re opening, as well, Canada’s first railway tunnel, which goes right under the community,” Paul adds. “And that’s going to be another tourism attraction that will add to the tourism product offerings of the community.”

As a result of increased tourism and today’s generally healthy economy, Brockville’s downtown is undergoing a major resurgence. “The downtown



is the historic part of the community; that’s where the waterfront is and there’s been a lot of focus on the downtown in terms of revitalization,” says Paul. “Most of our incentive offerings for redevelopment are associated with the downtown. We have a five-year tax holiday on incremental assessment increases financing that gives you a break on your taxes. We have a lot of very unique buildings and architecture, so we have a façade improvement program. We’ve put about \$15 million into our streets, our lighting, our landscaping, and our parks in the downtown area. We’ve gone through a complete waterfront plan – new docking and marine facilities. And we’re seeing a change in the types of businesses there - more bistros and pubs and





higher-end companies.”

Another area of growth in Brockville is residential development. “Being close to Ottawa and Montreal, some of that affluence has come our way, and people are finding this a very attractive place to retire,” says Paul. “We’ve a major, \$35 million retirement facility, downtown, right next to City Hall, and it’s a hundred percent occupied. We have a new, 18-story condominium called Tall Ships Landing, attached to new tourist attraction, the Aquatarium, an experiential learning experience that celebrates the St. Lawrence River. You get a unit and a dock in front of your condo. We found that people who have relocated to Brockville were looking for an attractive community that offered a safe environment, had many visual attributes associated with water, but at the same time, was accessible to larger centers and larger cultural opportunities that they can get to quickly. And we have all the major airport and train systems they can connect to.”



A center of industry, business, commerce, and transportation, Brockville, Ontario still offers both its residents and visitors alike, small-town hospitality, coupled with an historic architectural landscape and acres of recreational space. And this coming August, as it opens its historic railway tunnel attraction, the city will host a festival that is themed to railway history, “There will be all kinds of performers and historical re-enactments associated with the rail industry, all on our waterfront, in the summertime,” Paul announces. “It should be quite a nice crescendo to not only welcoming in the tunnel, but celebrating Canada’s 150th anniversary.”



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# Dorval, Quebec

IT'S GREAT TO LIVE IN DORVAL!



**T**he history of Dorval, Quebec, dates back more than 350 years to 1667 when Sulpician priests established a mission on the outskirts of what was then called Ville-Marie. The mission, originally named “Gentilly”, was later renamed “La Présentation de la Vierge Marie” and finally “Dorval”, which was incorporated as a village in 1892, as a town in 1903, as a city in 1956, as a borough of Montreal in 2002, and as a city, again, in 2006.

As with many other settlements on the Island of Montreal, the railroad, which came to Dorval in 1855, was highly instrumental in attracting many wealthier families, mostly English-speaking, in search of a summer refuge in proximity to their downtown residence and place of work. After the Second World War, many middle-class families migrated to Dorval from the city of Montreal and from other parts of Canada. From 12,853 residents in 1955, Dorval grew to today’s population of about 20,000.

Most of the city’s growth over those years was largely due to the construction of the Pierre Trudeau International Airport, which opened in 1941 and by the mid ‘50s was hosting more than a million passengers a year. “Before that, Dorval was mostly farmland,” says Mayor Edgar Rou-

## AT A GLANCE DORVAL, QUEBEC

- WHAT:** A city of 20,000
- WHERE:** On the island of Montreal in southwestern Quebec, Canada
- WEBSITE:** [www.ville.dorval.qc.ca](http://www.ville.dorval.qc.ca)





leau. “Most of the houses were built in those years, as were the industrial and commercial structures.” Comprising approximately a third of Dorval’s land, and a third of its tax base, the Airport is the busiest in the Province of Quebec, and the third-busiest in Canada, with 16.6 million passengers having passed through its gates in 2016. Some 35,000 people work at the Airport and its many allied businesses, every day. “This creates wealth for the City of Dorval,” Rouleau states.

In addition to the Airport, Dorval has a diversified industrial and commercial economy. Major companies located in or near the City include: Novartis Pharmaceuticals, Air Canada, Siemens, Renovco, Bombardier Aerospace, Bell

Canada, Mack Trucks, Roxboro Excavation, and La Senza. “Our industry and commerce is as big as the Airport; it’s a third of our revenue,” says Rouleau. “We have an industrial park and we try to encourage businesses that are not related to the Airport. So, say if the Airport moved, we wouldn’t lose everything.”

The City also supports its small- and medium-sized businesses, most particularly through Dorval Main Streets, an association comprised of merchants and professionals throughout Dorval. Since 1996, Dorval Main Streets has helped revitalize and promote the commercial sector of the City via annual activities and events, such as the annual Soapbox Derby, Halloween contest, and Christmas promotion.



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Maintaining the City’s infrastructure is of paramount importance in Dorval, as is providing modern amenities for its citizens. “This year, we’ll be spending approximately \$12 million on our streets and sidewalks,” Rouleau says. “We’ve always spent a large amount of money to maintain our streets and making sure that our roads are well-maintained.” This past fall, Dorval Avenue, the City’s main thoroughfare, underwent a major makeover with the addition of a new roadbed, bicycle lanes, well-defined pedestrian crossings, new concrete sidewalks, modern street lighting, new traffic lights, and new, green landscaping.

In 2015, Dorval opened a 45,000-square-foot, \$20 million Aquatic and Sports Complex, featur-

ing a 25-meter, eight-lane pool, a walk-in recreational pool with a towering water slide, three sets of locker rooms, a double gymnasium, and a multi-purpose room. This past year, the City re-did all the entrances to its Community Center to make it handicap-accessible, and this coming year, Rouleau says there will be some modifications made to the City-owned golf course, Golf Dorval. “That’s a challenge, because in Quebec, winter doesn’t end until March or April,” he quips.

On June 24, 2017, Dorval will be celebrating its 125th anniversary as a city. “It’s very important for us,” Rouleau declares. “We’re putting a lot of emphasis on different activities, which will make this anniversary most memorable and



create a sense of pride. And we’re looking at some that will include the 150th anniversary of Canada.”

More than just a sense of pride, Rouleau adds that even after 125 years, the residents of Dorval are very much attached to their community. “Even if we’re part of the Island of Montreal with two million people, Dorval is still a ‘village,’” he insists. “Most of the people know each other. We kept that family approach and we see it in our activities. When people come, it’s like a big family reunion, all the time. And new people coming in see that and join in. The citizens are very close to each other. It’s great to live in Dorval!”



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# FORT ST. JOHN, British Columbia

## THE ENERGETIC CITY

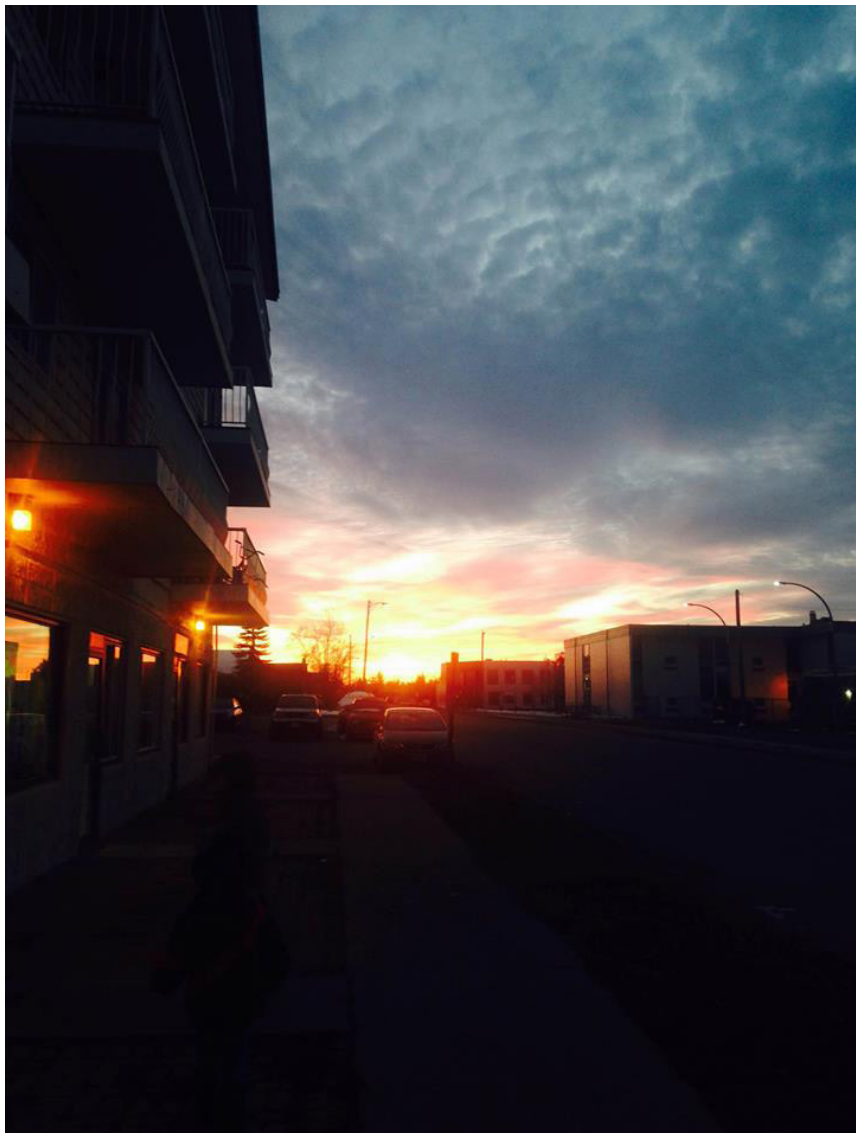
Originally established in 1794, as a trading post on Canada's Peace River in the eastern part of the province, Fort St. John is the oldest European-established settlement in present-day British Columbia. The city, which incorporated in 1947, is considered the transportation hub of the region because the Alaska Highway, which was built in 1942 by the U.S. Army, runs through it on its way north to Fort Nelson, the Yukon, and Alaska. With a population of approximately 23,000, Fort St. John also serves as a service center for the area's agriculture, forestry, and fossil fuel industries.

"Our tagline is 'The Energetic City,'" says Julie Rogers, the City's Communications Coordinator. "In part, because we are smack in the middle of oil and gas country, so a large number of our population works in the oil and gas industry. We understand energy extraction and how it has been driving our provincial economy. Also, the average age of our population is 30, so we're very young and energetic."

"We have a great appreciation for conservation," Rogers adds. "That surprises a lot of people because we make our







money from natural gas and oil – that’s our livelihood. But we understand the cost to the environment. We like to say that one of the greatest forms of energy is conservation.” Thus, over the past several years, the City of Fort St. John has made it a priority to conserve water and energy, and ultimately reduce both costs and greenhouse gas emissions from its corporate operations and at the community level. The City has also worked to become an environmental leader in the Peace River region through the use of pervasive sustainable and environmental best practices.

With that fealty to conservation in mind, a few years ago, the City embarked on a unique, energy-saving project when it decided to build Canada’s third, certified, single family ‘Passive House.’ “It’s a building that is 90 percent energy efficient,” Rogers explains. “In the way that it is constructed,



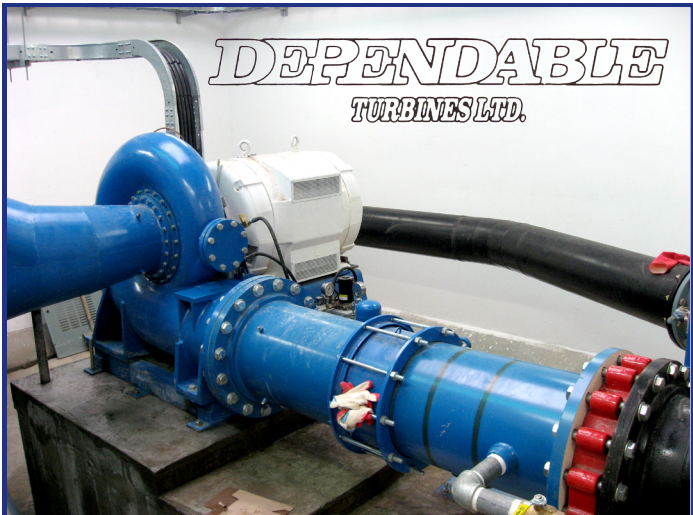
with proper insulation and very few air leaks and proper air circulation within it, it needs very little energy to run. So the house does not have a gas line to it; it only has electricity; it does have some solar panels; and, in a northern community in the winter, where we can have a couple of weeks in a row of minus 30 or minus 40 degree temperatures, that house uses less than \$47 worth of electricity, every month, over the course of the year. So, for us to spend so little on that house in terms of its operations and utilities is phenomenal.”

The Fort St. John Passive House is a 1900 square-foot, two-story home, with



three bedrooms, two bathrooms, an office, and a living area. It is the northernmost passive house in North America. “Everybody said it couldn’t be done because it’s too cold here; a passive house won’t work. But it worked and the energy costs are crazy low,” Rogers ex-





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ults. “And it was not too expensive to build - the cost of building the house was about three or four percent more than the cost of an average house. Once it was constructed, we installed two caretakers who lived in the house for just over a year and half, and we asked them to live normally. So, the dryer was used; the washing machine was used; they had company, they had dinner parties; the city actually hosted events in it. We also had tourists and took the community through it. Those tenants just moved out, last month, and we’re going to use the upper floor for some offices, and continue to do the community tours and the public education.”

Rogers insists that the City’s Passive House is not simply a one-off phenomenon. “Now we have that knowledge and expertise, and as we have to replace our buildings, that will be our new standard,” she declares. “And because we have been working on educating the community – we have a number of First Nations communities in our region – two of them are going to be building passive houses. One of them is building some low-income housing to passive house standards; the other is building their community health unit. They have the funding, the contractor, the

## AT A GLANCE FORT ST. JOHN, BRITISH COLUMBIA

**WHAT:** A city of 23,000

**WHERE:** Northeastern British Columbia, on the Peace River

**WEBSITE:** [www.fortstjohn.ca](http://www.fortstjohn.ca)





design, and they are charging ahead. They got their funding from the First Nations Health Authority and that health authority is now planning to use that project as a flagship to encourage other First Nations communities to build to that same standard.”

Rogers points out some additional benefits of building a passive house in such a cold, northern climate. “If the power goes out, your pipes are not going to freeze,” she states. “It’s not going to drop below 12 degrees in that building, even if the power is out for a week in the middle of winter. So, if you’re in a very rural community - which a lot of our First Nations are - power outages are a real thing. And they have the comfort and safety of knowing that if the power goes out, their building is still okay. And because of its superior construction, that building is going to last



a hundred years. So, economically it makes sense; in terms of comfort it makes sense. Some First Nations communities are talking about building their elder housing to passive house standards and that would be amazing.”

Another innovative project that typifies Fort St. John’s standing as ‘The Energetic City’ is a new, hydroelectric project built on the Peace



River, several miles from the city’s downtown core. The Fort St. John Micro Hydro Project utilizes the energy available in the gravity discharge of the sewer effluent from one of the City’s treatment facilities. “Anytime you have a liquid flowing downhill there is an opportunity to put a turbine on it – so we did,” says Rogers. This project - the first of its kind in British Columbia - consists of a 100kW turbine, a generator, associated controls, and the building, plus 800 meters of channel that was installed parallel to the existing discharge pipe down the hillside. It is estimated that the station will generate between \$75,000 to \$85,000 worth of electricity a year, helping the City to offset its cost of pumping Peace River water out of the valley and into its homes and businesses.

Fort St. John has made a strong commitment to sustainability, energy efficiency, and conservation. These two projects are just examples of the many ways in which the City continues to work toward a cleaner and healthier environment - not just for its own citizens, but for British Columbia, Canada, and the world at large. It’s why it’s known as ‘The Energetic City.’

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# Moose Jaw, Saskatchewan

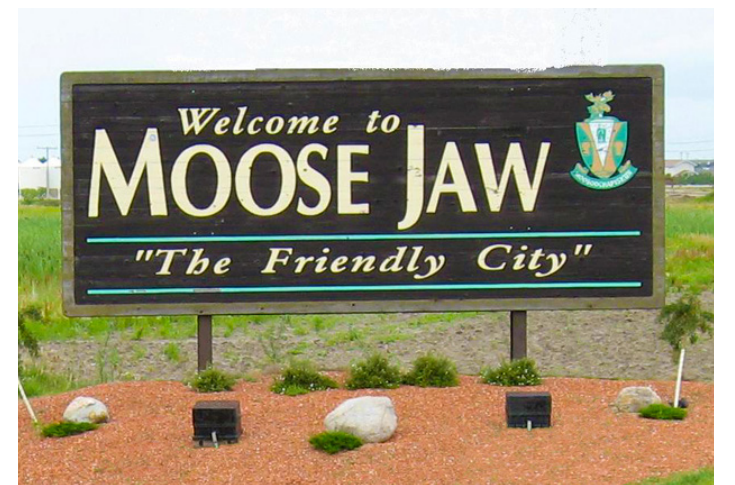
SURPRISINGLY UNEXPECTED

Situated in south-central Saskatchewan on the Moose Jaw River, this city of some 35,000 modern Moose Javians was first settled by the Cree and Assiniboine people as a winter encampment. They called the place *moose gaw*, meaning “warm breezes” – indicative of the protection from the weather that the Coteau Range plateau provides to the river valley. European immigrants, mainly from Britain, as well as from eastern Canada, began to settle the area in the late 19th century, and Moose Jaw became a city in 1902.

The railways have always played an important role in the early development of Moose Jaw, with the city having both a Canadian Pacific Railway Station and a Canadian National Railway Station. Over the years, and with

the addition of major highways, such as the TransCanada Highway running east and west through town, its strategic location has helped make Moose Jaw a transportation hub for Saskatchewan’s huge output of agricultural products, including chickpeas, lentils, flax seed, dry peas, canola, mustard seed, and durum.

Today, the City of Moose Jaw aspires to be more by capitalizing on the area’s agricultural bounty and adding value to it. According to Deb Thorn, Economic Development Officer for the City, the region’s crops have traditionally been







grown domestically but then shipped off to other countries to be processed. So, Moose Jaw is betting that the ag-processing industry will be the region’s next economic driver and it’s doing whatever it can to attract those types of operations.

The first thing the City did was find some land that could be zoned industrial. So, it annexed some 3,600 acres just east of town for

an industrial park which will cater to all types of enterprises, but focus, mainly, on the ag-value-added sector. “We have access to everything that’s required,” touts City Manager, Matt Noble. “We’re close to rail; we’re situated on the TransCanada Highway; we are in proximity to Regina, the capital, with its international airport; we have the ability to provide an ample water supply; the area is in proximity to our wastewa-



AT A GLANCE  
MOOSE JAW,  
SASKATCHEWAN

**WHAT:** A city of 35,000

**WHERE:** South-central Saskatchewan on the Moose Jaw River

**WEBSITE:** [www.moosejaw.ca](http://www.moosejaw.ca)

ter treatment plants, so the handling of effluent as a commodity adds even more value. We also have access to natural gas and a power supply – everything that’s required for industrial development.”

And then the City landed its first tenant. After a year of negotiations, Moose Jaw now has a contract in place with a German investment group that plans to set up Canadian Protein Innovation, a \$100 million, green pea processing plant on 100 acres of the new industrial

park. “Their business model is to move closer to where the crops are and build in that competitive advantage,” Thorn explains. “And we know, from working with site selectors, there are certain things that are required and Moose Jaw was absolutely perfect for what they needed. They need water and the ability to treat water and our City’s wastewater treatment plant has extra capacity to manage industrial operations. So, that will be an anchor tenant with construction to start in June.” “It’s about job creation,”





says Noble. “And while we’re creating jobs, we’re also providing value back to the region through increased benefits to our rural partners.”

Noble adds that other companies are beginning to express interest in the park, including one that wants to build a combined-cycle natural gas generating facility. “Now that we’ve got the gas line and the transmission line, it makes it a pretty attractive site,” he says. Thorn says that once all the plots are eventually sold, the city will realize a profit while increasing its tax base. Meanwhile, the City will be installing all of the new water lines and sewer systems with funds realized from plot purchases. “We

“It’s about job creation. And while we’re creating jobs, we’re also providing value back to the region through increased benefits to our rural partners.”

MATT NOBLE  
CITY MANAGER

receive a lot of support from the community for the concept and I think people will be pretty excited when the actual construction starts,” she states.

Moose Jaw has a number of programs that it uses to attract tenants. One key initiative is a five-year property tax phase-in with a sliding scale based on the number of jobs created. For example, a company creating more than 60 new jobs in manufacturing or processing, transportation/warehousing distribution, or communications and research sectors, can receive a five-year, 100%, property tax exemption(excluding land). Canadian Protein Innovation will be eligible.

For existing businesses that want to expand, the City provides a five-year property tax phase-in to new builds or expansions. The exemption is applied to the increased assessed value resulting from construction, as follows: 100% Year 1; 80 % Year 2; 60% Year 3; 40% Year 2; and 20% Year 5. “That really applied an incentive for the local guys expanding and we saw a lot of development there,” says Noble.

While the ag-processing industry gets off the ground in Moose Jaw, and other businesses continue to expand, the fact is that a good fifth of the City’s economy is built around tourism. Indeed, close to half a million tourists visit the city each year. “This city has a rich history,” says Noble. “We have tourist attractions like the Tunnels of Moose Jaw.” The Tunnels of Moose Jaw were a network of underground tunnels built around 1908 that connected buildings in the downtown area. They were originally construct-



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ed to be an underground steam system but the plan was abandoned. The tunnels were then used as living areas by Chinese railway workers hiding from authorities and later still as conduits for illegal rum-running during Prohibition in the United States. “The history is that one point in time, Al Capone ran liquor out of here when things got tough in the States,” Noble relates. The Tunnels of Moose Jaw attraction opened in 2000.

Moose Jaw is also home to the Moose Jaw Warriors, an award-winning team in the Western Hockey League. Local Warrior games are played at the state-of-the-art Mosaic Place in downtown Moose Jaw. The modern facility has also hosted a number of big names such as Dolly

Parton, Carrie Underwood, comedian Jeff Dunham, and most recently, Marianas Trench.

Just a short drive outside city limits is the Canadian Air Forces Base 15 Wing and the home of the Snowbirds, officially known as the CF 431 Air Demonstration Squadron, the center of Royal Canadian Air Force aircrew training. The Snowbirds show team puts on aerobatic performances whose purpose is to “demonstrate the skill, professionalism, and teamwork of Canadian Forces personnel.” Moose Jaw also has Casino Moose Jaw, which sports both a gaming floor and the Mae Wilson Performing Arts Theatre, as well as the Temple Gardens Mineral Spa, named one of the world’s Top Ten Spas for Mineral Springs. In addition, downtown Moose Jaw has many historical



buildings and a host of shopping options.

And, of course, there’s Mac the Moose. Born in 1984, the brainchild of former tourism supporters from the city, Mac stands 32 feet tall and weighs 10 tons. Mac was constructed by Saskatoon artist, Don Foulds, using a steel frame, covered with metal mesh, and completed with 4 coats of cement. As Moose Jaw’s most famous celebrity, Mac remains one of the most photographed roadside attractions in Canada.

The ‘Friendly City’ lives up to its nickname in all aspects – from hospitality to shopping and entertainment options. Over the past five years, more and more investors have been looking at Moose Jaw as a gem on the prairies and an ideal location to build, expand and to do more business.



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