Business view magazine

OCT./NOV. 2017

SALES JOLT

GLOBAL ELECTRIC VEHICLE MARKET FORECASTS MAJOR GROWTH

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From the Editor

Move over "The Bachelor!" Get over yourself "The Dating Game!" If you really want a peek at the latest manifestation of who's wooing whom, and why, you need look no further than the rush and tumble of North American cities falling all over themselves to prove they are the next dreamy, life partner for Jeff Bezos and his planned new second Amazon headquarters, dubbed, somewhat unromantically: HQ2.

But what's in a name? In the corporate world, when looking for a suitable match, it's the dowry that counts. And what a dowry there is: A $5 billion dollar facility that will employ as many as 50,000 workers. With that kind of largesse, who needs a pre-nup?

Of course, not just any city will do. Amazon has a wish list of characteristics that potential spouses will have to display in what already has turned into the largest and gaudiest mating dance in commercial history. Amazon's chosen city must have at least a million people and be in close proximity to institutions of higher learning; it must offer easy access to an airport with direct flights to Seattle (home of Amazon's HQ1), New York, San Francisco, and Washington D.C., as well local mass transit capabilities; it has to have at least a 100-acre greenfield site and/or existing buildings of at least 500,000 square feet; and it has to have a sizable pool of software engineers and high-tech talent, as well as broad cultural amenities.

In addition, Amazon hasn't been shy about asking its gaggle of suitors for a host of incentives that could help seal the deal, i.e. donated land, breaks on taxes and fees, and/or relocation subsidies.

Several major metropoles have either expressed interest or have already submitted their bids, which must be in by October 19th. They include: New York, Baltimore, Chicago, Dallas, Cleveland, Denver, Indianapolis, Kansas City, Nashville, Philadelphia, Pittsburgh, San Antonio, St. Louis, San Diego, Toronto, Minneapolis, Grand Rapids, and Arlington, Virginia. Other municipalities that may be putting on their top hat, tying up their white tie, and brushing off their tails include: New Haven, Columbus, and Lexington, Kentucky.

In addition, some really small burgs have their boosters, as well. For example, Southfield, Michigan, the state's 19th largest city, has the world's first shopping mall; it's been defunct since 2015 and available. Somers, N.Y., a bucolic gem in Westchester County, is the former home of IBM and Pepsi. Even the tiny township of Scugog, Ontario, population, 22,500, and profiled in this issue of Business View Magazine, believes it has the perfect 100-acre parcel ready and waiting.

And while every suitor is hoping that it will be the one to catch the bouquet, one recent marriage-averse letter writer to the New York Times offered Amazon a tongue-in-cheek alternative: "I propose that Amazon put its new headquarters in the South Pole-Aitkin basin on the dark side of the moon. It is very spacious, 1,600 miles in diameter – so big it can be shared with Wal-Mart. Perhaps, if we can remove these companies from the face of the earth, we can get our nice little local bookstores and other retail outlets back. This will improve our local economies and, hopefully, provide decent-paying jobs for our neighbors."

I guess some people just don't believe in romance. Or may they just don't like big weddings.

Al Krulick
Editor-in-Chief

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Opening Lines

OCT./NOV. 2017

OAG UNVEILS THE MOST CONNECTED AIRPORTS IN THE U.S.

According to new analysis from OAG, the air travel intelligence company, Chicago O'Hare International Airport is 2017's most connected U.S. airport.

OAG's Megahubs U.S. Index 2017, released recently, reveals the top 25 most-connected airports in the country for domestic services, as measured by the highest ratio of scheduled domestic connections to the number of destinations served. In addition to the Megahubs International Index, OAG, for the first time, has published the Megahubs U.S. Index to focus on the uniqueness of the U.S. domestic market.

The combination of Chicago O'Hare's central location, size and hub schedules from both United Airlines and American Airlines give the airport a perfect recipe for connectivity. The result: the airport scored a Connectivity Index of 455 — more than 60 points higher than Atlanta Hartsfield-Jackson (ranked second) and more than 200 points higher than Charlotte Douglas (ranked third).

"Megahub airports benefit from both a large number of inbound and outbound flights and well-timed airline schedules. These hubs are critical to global airline efficiency and play an essential role in providing travelers with more options for ticket costs, flight frequencies, and available destinations," said Mike Benjamin, COO of OAG.

While central location is a critical factor to connectivity, major airline hubs also play a crucial role. Delta's primary hub airport —

Atlanta Hartsfield-Jackson — ranked second in connectivity. Interestingly, the airport offers more scheduled domestic capacity than Chicago O'Hare, but offers less connecting opportunities between flights.

"To increase efficiencies, airlines continue to consolidate travelers across key hubs, particularly in heavily trafficked domestic markets in the U.S.," said John Grant, senior analyst at OAG. "Airports like Chicago O'Hare and Atlanta Hartsfield-Jackson build connectivity through capacity, new routes, and infrastructure development."

American Airlines' two premier hubs, Dallas/Ft. Worth and Charlotte/Douglas, rank third and fourth in domestic connectivity, almost exclusively driven by American Airlines flights. Even low-cost carriers drive connectivity, as Denver Airport ranks fifth in domestic connectivity. Southwest Airlines, Frontier Airlines, and Spirit Airlines are responsible for 44 percent of capacity at the airport.

While coastal locations limit domestic connectivity options, Los Angeles Airport ranks eighth in the U.S. due to a large schedule of short connecting flights to cities on the West Coast. Coastal locations are beneficial for international connectivity, as Los Angeles ranks 11th globally. Other notable U.S. connectivity ranks and scores: Houston (ranked #11, Connectivity Index of 102), Boston (#12, 95), San Francisco (#15, 84), Newark (#21, 54), and New York LaGuardia (#24, 51). Globally, London Heathrow finished first overall (Connectivity Index of 379), Frankfurt Airport second (307), and Amsterdam Airport third (299).

GLOBAL ELECTRIC VEHICLE MARKET FORECAST TO GROW AT A CAGR OF 41% BY 2023

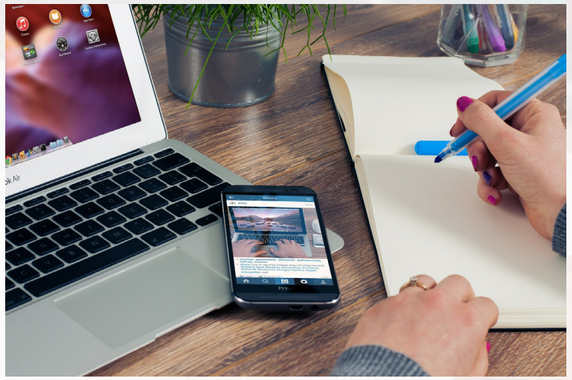
The global electric vehicle market is expected to have a CAGR of 41% during the forecast period 2014-2023. Although the electric vehicle market is still a niche market, it poses great potential because these vehicles use electricity as a fuel, utilizing power stored in batteries to propel their motors, and thus are a clean alternative compared to vehicles that use diesel and petrol which release CO2 upon combustion.

Government policies aim at decreasing the CO2 emission, globally, by 28% by 2025. In addition, some countries such as Germany, the United States, China, Japan, and others provide a subsidy for the purchase of electric vehicles to promote their usage. A rise in disposable income also drives the electric vehicle market. The major factors restraining its growth are low performance of vehicle at high speed, the low number of charging stations, and the high prices of the vehicles.

The electric vehicle market can be segmented on the basis of technology, power source, and vehicle. Power source can be further sub-segmented into stored electricity and on board electric generator. The market is further segmented into passenger cars, commercial vehicles, and two wheelers; the passenger cars segment has the highest market share.

Geographically, North America dominates the electric vehicle market owing to favorable government policies, the presence of big market companies such as Tesla Motors and General Motors and the high disposable incomes of the U.S. and Canada. The federal government set the goal to have 1 million electric vehicles on road by 2015, for which the federal government also pledged to give $2.4 billion in federal grants to promote next-gen electric vehicles and batteries.

The growth in the global electric vehicle market is also influenced by the presence of major players such as Volkswagen AG (Germany), Nissan Motor Corporation Ltd. (Japan), BMW (Germany), Honda Motor Co. Ltd. (Japan), Mitsubishi Motors Corporation (Japan), Toyota Motor Corporation(Japan), and Hyundai(South Korea). Product launches, mergers and acquisitions, etc. are some crucial strategies adopted by the major players to gain competitive advantage.



“MAKE AN IMPACT” IS THEME FOR 2017 BABSON ENTREPRENEURSHIP FORUM

Babson Entrepreneurship Forum is the annual flagship event at Babson College, with attendance of over 500 students and entrepreneurs and a large online presence. Over the past sixteen years, the forum has evolved to become a platform for industry leaders, budding entrepreneurs, inspiring personalities, and motivated students to deliberate and debate the entrepreneurial world.

The 16th BEF will be held in Babson College, Wellesley on the 10th of November. This year, the overarching theme, “Make an Impact” aims to provide a platform for a conversation on how ideas and businesses are changing the world.

This year’s speakers include Dean Metropoulos, the majority shareholder of Hostess, Wombi Rose, Founder of Lovepop, and Brad McNamara of Freight Farms. Previous panelists and keynotes include Stephen Kaufer, President and CEO of TripAdvisor, and Sheila Lirio Marcelo, Founder, Chairwoman and CEO of Care.com among others.

Babson College is known for its Entrepreneurial Thought and Action approach in its education, and has consistently been named the top business education graduate entrepreneurship program by a variety of media outlets over the past 20 years including US News & World Report and the Financial Times. The Babson Entrepreneurship Forum is a continuation of the belief that entrepreneurship can impact any industry. It is an effort by its MBA program to have a conversation about a theme that is impacting the world and how as budding entrepreneurs, individuals can significantly shift the conversation.

MEALS ON WHEELS AMERICA AND AETNA FORM INNOVATIVE COLLABORATION TO IMPROVE SENIOR CARE

Meals on Wheels America announced recently a new national program with Aetna to collaborate on groundbreaking research and innovative models for patient care coordination. The nonprofit and Fortune 50 health company will work together to facilitate access to critical health and social services for America's seniors at all stages of medical need, from preventive to post-hospital discharge.

The objective of the collaboration is to create a best in class model for care coordination, integrating Meals on Wheels' daily nutritious meals, social support, and critical safety checks into a continuum of care required as people age. Meals on Wheels and Aetna will pilot this model in several markets, and identify best practices intended to improve vulnerable seniors' health outcomes. Results from these pilots will help build a scalable operational model that will address the challenges seniors face in daily living.

"More than three-quarters of older adults have at least two chronic conditions. Having a reliable support system in place to observe their health on a regular basis can be just as important as the care they receive at the doctor's office," said Mark T. Bertolini, Aetna Chairman and CEO. "Our work with Meals on Wheels America will help us make better connections with seniors in their homes and communities, and enable us to establish truly meaningful relationships that can improve the lives of this vulnerable population."

With the senior population projected to double by the year 2050, this joint program is intended to create a replicable model that will encourage health care entities across the country to utilize home- and community-based service providers to address the significant challenges present in the nation's health care system.

"This collaboration is an important step to fully integrate Meals on Wheels into the health care system," said Ellie Hollander, President and CEO of Meals on Wheels America. "We are thankful to Aetna for its generous support and leadership in working with health- and community-based service providers, and together, I am confident that we can support seniors in receiving the holistic care they need and deserve."

HEAVY RAIN, HEAT WAVES DRIVE HIGH PEST PRESSURE IN FALL AND WINTER

The National Pest Management Association (NPMA) released its bi-annual Bug Barometer, forecasting what pest pressure will look like across the U.S. this coming fall and winter. After analyzing recent weather patterns – from substantial flooding in some regions, to extreme heat in others – and considering pest biology, NPMA's staff entomologists are expecting high pest pressure from the summer to persist.

"Ticks and mosquitoes will continue to thrive later into the fall due to ongoing heat and floods, while usual fall pests, like rodents, will also join them in stronger numbers," said Jim Fredericks, Ph.D., the Chief Entomologist and Vice President of Technical and Regulatory Affairs for the NPMA. "The extended summer pest activity, combined with the high pressure expected from fall pests, will make the upcoming seasons particularly pest heavy. There's also an added health concern given that ticks, mosquitoes, and rodents are all capable of transmitting diseases to humans."

The NPMA's Bug Barometer is forecasting the following pest patterns across the U.S. this fall and winter:

- Pacific Northwest: The region experienced severe heat waves and dryness, increasing rodent populations and driving these pests into residential areas for water. Mice are expected to be a bigger problem this year, as they'll stay indoors when temperatures cool in the fall.
- Southwest & West Coast: Exceptionally hot temperatures will increase cockroach and ant pressure, moving them into buildings as the heat persists into fall. Outdoors, expect to see more spiders and stinging insects with food still abundant in these warm conditions. The combination of flooding and heat can also increase mosquito populations until drier weather returns.
- Midwest: The mild spring and warm summer boosted rodent populations, and mice will invade homes in the fall for food and shelter. If rainfall continues, greater numbers of crawling pests, such as earwigs and millipedes, will seek higher ground indoors.
- Southeast: Mosquito populations will persist well into the fall, as the standing water from the summer's heavy rainfall in many areas provides ideal conditions for mosquito breeding grounds. Higher termite and ant activity in the fall will also result from the warm, wet weather.
- Northeast: Areas with consistent rainfall and warmth allowed stink bugs and ladybugs to flourish. Expect a higher number of these insects to move indoors as temperatures cool in the fall. Tick populations, which spiked this summer, will continue to stay high until temperatures drop, and the cooler weather will also drive rodents indoors for the winter.

Executive View

OCT./NOV. 2017

ALUMINUM USA 2017

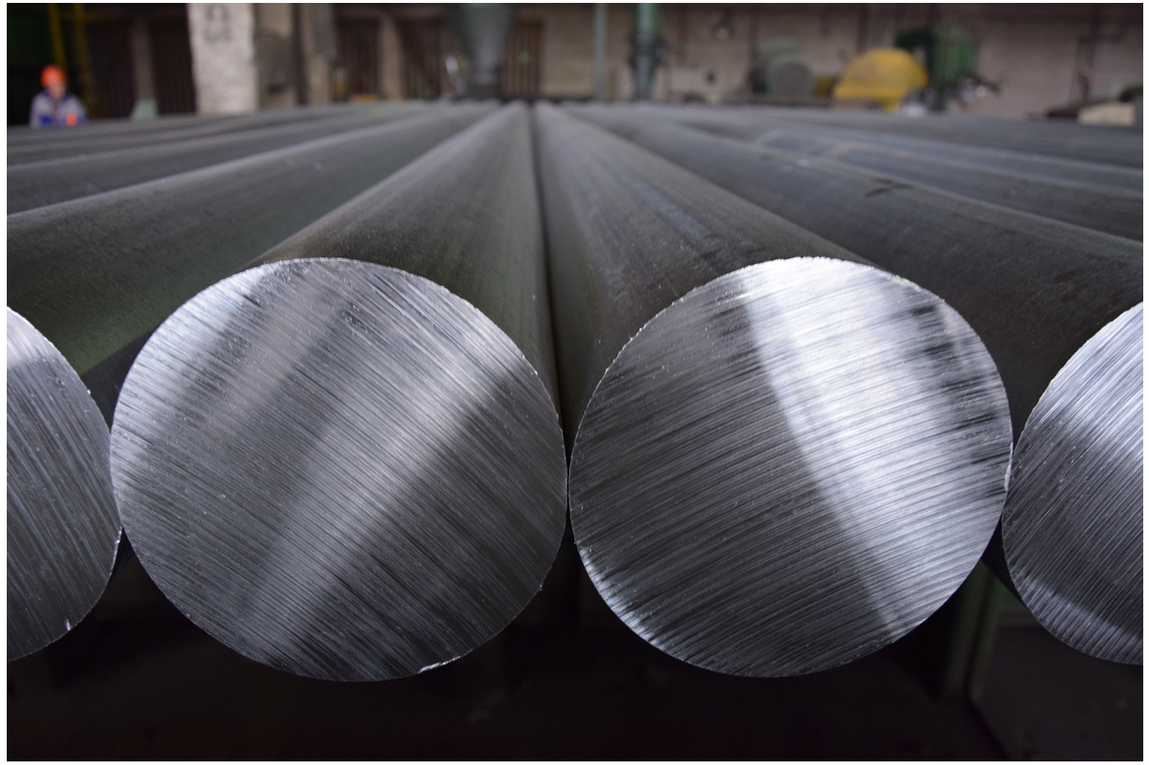
CONFERENCE OFFERS INSIGHTS ON ALL THING ALUMINUM

Synergy. In your business, your industry, your associations, it's the tie that binds. It spurs growth, inspires innovation, enervates talent… valuable relationships formed through strategic networking and open-dialogue communication. On the global aluminum front, Reed Exhibitions sets the stage for those priceless connections with the world's leading trade shows and B2B-meeting places for the aluminum industry. In North America, Reed Exhibitions expands its reach with a must-attend industry event, ALUMINUM USA 2017, on October 25-26 in Music City Center Nashville, Tennessee.

ALUMINUM USA 2017 features a first-rate, curated conference program addressing all aspects of the aluminum value stream. With actionable content focused on the industry's innovations, economic drivers and disruptors, and new technologies, attendees will leave with the knowledge they require to make smarter business decisions.

Presented biennially, ALUMINUM USA is the leading exhibition and technical conference for aluminum products, technologies, and investments in the United States. Offering a comprehensive overview of the entire aluminum industry, ALUMINUM USA represents the complete value chain, offering solutions for the industry and all applications fields. It is the meeting place for producers, processors, suppliers of technologies, buyers, designers, and engineers from across the industry spectrum.

Approximately 2,000 key decision makers look forward to discovering new solutions and technologies from 200+ industry leading suppliers of raw materials, processors, refiners, and suppliers for the automotive and/or building industries, including



the latest technologies in extrusion, heat treatment, casting, sawing, or surface refinement, and more.

The show is presented in collaboration with the Aluminum Association – the industry's leading voice in Washington, DC, providing global standards, industry statistics, and expert knowledge to member companies and policy makers, nationwide. Highly engaged in public policy and technical forums, the Association is committed to advancing aluminum as the sustainable metal of choice around the world.

The team at Reed Exhibitions, the Aluminum Association, and several notable industry players have put together a stellar lineup of 43 speakers presenting in 24 sessions at this year's ALUMINUM USA conference. In addition, they championed a brand new Executive Club Program – offering senior executives and decision makers additional benefits such as concierge services, lounge access, and matchmaking opportunities while attending this event.

FOR MORE INFORMATION

CHECK OUT THESE WEBSITES:
www.aluminum-us.com
www.reedexpo.com
www.aluminum.org

Some of the hot topics at ALUMINUM USA 2017 include:

- The future of aluminum's role in vehicles, and meeting the U.S. mandates for 2020 and beyond
- The current state of affairs in aluminum recycling

- Aluminum's role in comfortable, secure, energy-efficient buildings with high material effectiveness and sustainability

It goes without saying that those looking to better their business through growth and/or education will be given the opportunity to excel by attending a Reed/ALUMINUM event, but there is one question that stands out: With the landscape changing on a seemingly day-to-day basis, how can one person – let alone an entire business – command ongoing knowledge within their sector?

Marissa Miaolo from Reed Exhibitions sums it up well: "We are working closely with our partners to identify and anticipate key trends and challenges facing the aluminum industry in the upcoming years. As ALUMINUM USA is very content focused, the event can be considered as the leading platform for latest industry knowledge combined with a trade show which is highlighting a variety of products and services offered by US-based and international companies."

Facilities Management

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THE LEADING GROUP

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HOME OF THE WASHINGTON NATIONALS

THE OREGON CONVENTION CENTER

STILL THE SHOWCASE OF THE ROSE CITY

DUNDEE RESORT & GOLF CLUB

PAR EXCELLENCE IN GORGEOUS CAPE BRETON

FACILITIES MANAGEMENT ONLINE

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THE ATLANTIC CITY CONVENTION CENTER

Atlantic City means business

THE STADIUM MANAGERS ASSOCIATION

THE LEADING GROUP

The Stadium Managers Association (SMA) is a networking organization dedicated exclusively to stadium operations. Its members include administrators and operations personnel from professional sports teams, stadium managers and other authorities from private and public sports facilities, colleges and universities, and suppliers to the industry. It is a member driven association where stadium managers and vendors collaborate on issues and solutions that enhance the safety, profitability, and service of their facilities. "It's the group you want to be a part of," says Tony Pereira, President of the SMA and Vice President, Stadium Operations at University of Phoenix Stadium, home of the Arizona Cardinals and the annual Fiesta Bowl. "This is where the people come together to do the best job that they can for their companies and their buildings."

The first informal gathering of what was to become the Stadium Managers Association was held in a motel conference room in Memphis, Tennessee in January 1974. "It started off as a meeting of a group of stadium managers who didn't have a place to meet, or a group to meet with," Pereira recounts. "So, a few of them got together to talk about common issues and practices. It didn't formally become an association until 1991."

The first Stadium Seminars were organized in the early 1980s, by Colonel Robert Sigholtz, formerly with RFK Stadium. The meetings were

informal with the stadium managers leading the discussions and participating in panels, with an occasional industry related lecturer invited. Today, they are major events, held yearly, providing vital sources of information, guidelines, and resources for the unique stadium industry. "It's come a long way in 43 years," says Pereira. "This past year, we were in Huntington Beach, California and we had over 400 attendees, from stadium managers to corporate partners, to students and faculty members who are involved with stadium administration programs at their schools."

Pereira enumerates the SMA's threefold objectives: "Network, educate, and involve. The networking is the primary function of the Association and it's what our members tell us they value the most – the chance to get together, whether it's on the phone or in person, and just share best practices, ask each other their questions, and develop those relationships - not only between the stadium managers, but also the corporate partners."

Corporate partners are an essential part of the SMA community. "We have a number of long-term corporate partners who manufacture and sell everything you would need in a stadium," Pereira explains. "Starting from the design, you have architectural firms and engineers and construction companies; on into lighting and playing surfaces; seating, staging, security, concessionaires - the list goes on and on. So, it's an opportunity to connect the stadium managers with these partners they will need when it comes to building a new stadium, or renovating a stadium; they will have those relationships and know who to call when the need arises."

"As far as educating," Pereira continues, "when we get together at a Seminar, we try to put on a robust program to touch on a lot of different areas, so stadium managers can stay abreast of the latest trends, the latest best practices. And we bring in the resources we've been able to partner with to provide that in real time; then, when things come up, electronically. We can shoot out emails and webinars to make a 365-day-a-year engagement with the membership.

"We also reach out to colleges and universities that have sports management and sports administration programs. We reach those who are interested in the field, interested in the industry and give them exposure to it. They get on the mailing list for our monthly electronic newsletter; they have access to our directory, so they get the names and numbers of everybody in the Association if they want to reach out to people. They can come to the Seminar and sit in the sessions and network with the members. It

AT A GLANCE
THE STADIUM MANAGERS ASSOCIATION

WHAT: A networking organization dedicated exclusively to stadium operations

WHERE: West Des Moines, Iowa

WEBSITE: www.stadiummanagers.org

gives the young people an opportunity to get a close look at what they might be interested in as a career.

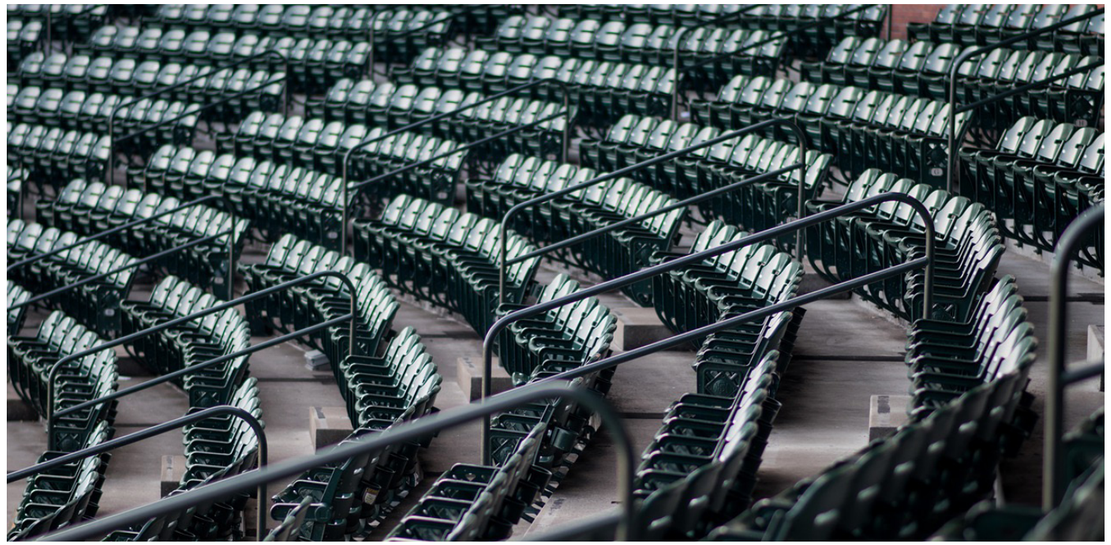
"Lastly is involve: that is simply to give members an opportunity to be involved with the Association, whether it's on a committee, or the Board of Directors – however they want to help or get involved. And we're constantly working to expand our membership – the more people involved the better for our corporate partners and better for our members. We focus on making sure [prospective members] recognize the value, and stress that we are the only association in the industry exclusively focused on stadium concerns. We push the fact that this is where you meet the companies that you're going to do business with, that you're going to need, and here's a chance to get together in a social situation and form relationships that can become friendships. Certainly, buildings and managers can go it alone, but in my career, I have found that being a part of this - it's just invaluable."

Pereira mentions two current items on SMA's agenda. One involves broadening its reach beyond its current American and Canadian membership. "We are talking with a group outside the U.S. right now, that has extended the invitation to come and partner with them," he reveals. "It's something that we're very much interested in because when you look at Europe, for example, they also have a lot of interesting buildings being built; they have technologies that are emerging. And you want to have your eyes open to everything. We're most familiar with our own practices and our own buildings, however, across the water, there's some interesting stuff going on, too."

The second item involves broadening opportunities within its current membership. "We're making a push to get more female stadium managers involved," Pereira says. "We have a Female Manager Initiative, which we unveiled at our last Seminar. The female membership group got together in their own session to talk about their issues and their concerns and how to get more involvement in that segment of our membership. I think that's important, because we do see it on the collegiate level: you have more young ladies who are interested in sports management. In the 'olden days,' it was definitely a more male-dominated field. So, it's something that we're excited about."

Pereira believes that, today, the SMA is enjoying a golden era after a brief period during the Great Recession when budgets were tight and membership dipped, somewhat. "Right now, our membership with stadium management and on the corporate side - we're pushing records," he declares. "People are engaged; they're coming to the Annual Seminar. And what you're seeing is a trend in the industry: with more and more new buildings and renovations, lots and lots of money is being spent. And with those dollars comes the responsibility to spend them correctly; to build buildings that are sustainable, using technology to make the most efficient use of people's budgets. The Association helps people do their job in the most efficient and effective way they can."

The SMA's future looks bright, as well. Pereira concludes: "I think there's always going to be a need for that clearing house that pulls the information together from a number of different sources and makes it easier for the stadium manager to have those resources, and see those trends, and have those partnerships. We want to be that leading group that you turn to as a resource for information and networking. It's been 43 years and we've been very successful. So, I see us continuing what we're doing."



NATIONALS PARK

HOME OF THE WASHINGTON NATIONALS

Nationals Park, home of Major League Baseball's Washington Nationals, is a ten-year-old baseball stadium along the Anacostia River in the Navy Yard neighborhood of Washington, D.C. The ballpark cost $693 million to build, with an additional $84.2 million spent on transportation, art, and infrastructure upgrades. Of that amount, $611 million was financed by the District of Columbia as part of the deal that was structured to bring major league baseball back to the nation's capital city in 2005. Opening Day in 2008 drew in 42,744 fans to watch the Washington Nationals defeat the Atlanta Braves 3 to 2.

In addition to being the home of the National League's Eastern division team, Nationals Park hosts other types of events, such as corporate meetings and concerts, and according to Jonathan Stahl, Vice President of Ballpark Operations, even weddings and bar mitzvahs. "If somebody can dream of it, we try to make it work in the ballpark," he says. The park is also the first LEED-certified major professional sports stadium in the United States. The content of the building materials used contained a minimum of 10 percent recycled content; its roof materials offer a high degree of reflectance, minimizing the amount of heat released to the environment; and water conserving plumbing fixtures used throughout the stadium save an estimated 3.6 million

gallons of water per year, reducing overall water consumption by 30 percent. These and other energy saving characteristics helped it earn a LEED-Silver certification.

Since opening, Stahl says that there have been continuous improvements and upgrades. "We always look to make innovative enhancements, every year," he states. "A lot of that is based upon our fans' requests and the need to stay current with changing technology. We've renovated our PNC Diamond Club and our center field Budweiser Brewhouse Restaurant. We've added additional bars around the building as well as redesigned concession stands to help improve line speed. We've built one of the largest team stores in major league baseball. We've added additional video boards and upgraded the televisions; we've enhanced the Wi-Fi network and

the DAS cellular phone network. In 2015 we renovated our green roof to have a 6,000-square-foot garden. We use the produce from the roof in some of our clubs. We also converted some of our suites into theater boxes and reconfigured others to create small, exclusive clubs."

"And we're always looking at ways to make this ballpark more green-friendly and sustainable," Stahl continues. "We have a composting program within the building that drives diverting waste from the landfill. A unique part of our composting program is we're sending it to a local composting facility and it's getting re-introduced back into the D.C. community by folks who can purchase that material at a home and garden center to use for their plantings. Being part of a change like that is very exciting for us."

"And we have an extraordinary amount of recycling. If there's a trash can in this building, there's a recycling can right next to it. We've tried to do a good job of educating our fan base about what the appropriate disposal methods are because we want to make sure that we're making a positive impact on the environment. Being LEED-certified has been a big driver of some of the decisions we've made and how we operate. We've converted a lot of the building to LED lighting, and are continuing to do more. We're always looking at opportunities as to how we can be more sustainable in our daily operations."

Stahl believes that one of the additional benefits of Nationals

AT A GLANCE
NATIONALS PARK

WHAT: Home stadium of the Washington Nationals Major League Baseball team

WHERE: Washington, D.C.

WEBSITE: www.washington.nationals.mlb.com/was/ballpark/index.jsp

> It's an area that many people never wanted to travel to and has now become one of the hottest destinations to live, work, and eat in; not just during baseball season, but year round. It's a great example of how a major venue can be the catalyst to drive change in a neighborhood that's been underserved in the community.
>
> JONATHAN STAHL
> VICE PRESIDENT OF BALLPARK OPERATIONS

Park being situated where it is has been what it has meant to the neighborhood around it. "When you look at the area where we are in southeast D.C., Nationals Park was the catalyst that has created one of the most booming areas in Washington, D.C. to date," he declares. "If you look at the number of apartment buildings and restaurants and office buildings – the changing demographic - it's an area that many people never wanted to travel to and has now become one of the hottest destinations to live, work, and eat in; not just during baseball season, but year round. It's a great example of how a major venue can be the catalyst to drive change in a neighborhood that's been underserved in the community."

Nationals Park has been designated to host Major League's 89th All-Star Game in 2018, and with the Nationals playing as well as they have this past season, D.C.'s baseball fans have their best chance in a long time of watching the first World Series played in the nation's capital since 1933. So even though there are views of the U.S. Capitol Building from the stadium's upper deck, and during day games, fans who sit near the right field foul pole can get a glimpse of the Washington Monument, these days, the best sights are down on the playing field.

PREFERRED VENDOR

■ **ABM Industries, Inc.**
www.abm.com

Founded in 1909 by Morris Rosenberg in San Francisco, CA as a single-person window washing business, today, ABM Industries is one of the largest facility management providers with over 100,000 employees, over 300 offices, and 20 international locations. The company performs facility services, building maintenance services, and facilitates the outsourcing of services for its commercial, industrial, government, and retail clients.

THE OREGON Convention Center

STILL THE SHOWCASE OF THE ROSE CITY

The Oregon Convention Center (OCC), which opened in 1990, is the largest convention center in the Pacific Northwest and the 45th largest center in the country. The million-plus-square-foot facility contains 255,000 square feet of exhibit space; two ballrooms – one 34,200 square feet and the other 25,200 square feet; and a total of 50 meeting rooms, two VIP suites, and 150,000 square feet of lobby space.

The OCC's complex covers 18 square blocks. The building, itself, is LEED Platinum certified; one of only two similar convention facilities in the U.S. The Center's building and grounds also display a two-million dollar collection of public

AT A GLANCE THE OREGON CONVENTION CENTER

WHAT: The largest venue of its kind in the Pacific Northwest

WHERE: Portland, Oregon

WEBSITE: www.oregoncc.org

art, with works from over two dozen, mainly Pacific Northwest, artists. There are paintings, plaques, glass and ceramic tiles, sconces, mosaics, bells, etc. Each of the Center's signature glass twin towers has a focal point work: a forty-foot long Chinese dragon boat is suspended in the east tower, and the Principia, the world's largest Foucault pendulum, swings and rotates across a 40-foot halo of suspended, gilded rays in the north tower.

The OCC is owned by Metro, the Portland area's regional government. It is managed by the Metropolitan Exposition Recreation Commission, and supported by a variety of local funding, including a portion of the city's transient lodging tax. In the 2015-2016 fiscal year, the Center generated about $700 million worth of economic impact for the City of Portland and its surrounding communities.

Business View Magazine first spoke with the OCC's Deputy Director, Matt Pizzuti, a year ago, at which time he apprised us of some of the facility's signature characteristics, including the recent addition of a 6,500-panel photovoltaic solar array on the building's rooftop. This past month, we caught up with Pizzuti for an update on the solar system, as well as several other items on the Center's agenda.

"The solar roof array has already produced nearly 1.7 megawatts of electricity," Pizzuti begins. "It's a two megawatt system and it hasn't been in operation yet a full year, so it's nearly producing to that level. We've had a few glitches along the way - some snow in January - but on days when the sun is out, there is 12,000 kilowatt hours per day, which is a substantial amount of energy - 20 to 25 percent of the total amount of energy used at the Center. It's zero cost to the taxpayers of Portland and zero cost to the Convention Center. It was funded through a grant from Pacific Power, as well as the Energy Trust of Oregon and through the power purchase agreement with Solar City."

Regarding some of the OCC's sustainable best practices, Pizzuti says, "As far as our waste diversion plan – that has been in effect now for a year and a half. The latest figures over the last six months show a compliance rate of 89 percent. So, nine out of ten customers are assisting us in following our waste diversion policy, which states that they are operating sustainably and not leaving the Convention Center with waste that cannot be diverted from the waste stream. They're helping us sort material; they're helping us provide ways to meet our goal of being one of the most sustainable convention centers in the world, and certainly in North America." The Center has also been working on converting its lighting systems. "We're about 80 percent switched from standard over to LED," Pizzuti adds. "The only thing that we have left to do, as far as major projects, is back hallways and service areas out of the public eye."

Another news item concerns the recent groundbreaking of a 602-room Hyatt Regency Hotel at the Oregon convention Center, across the street from the OCC, to be completed by the end of 2019. "A lot of groups love Portland and want to come here," says Pizzuti, "but they look at housing their attendees and there's nothing right by the Convention Center. It's been our number one reason that we have been passed over for particular events. The hotel package in Portland has not been one that meeting planners are excited about because of its spread out nature. The hotels in town, themselves, are fantastic; they're just not all here at the Convention Center. So, having an anchor hotel is a huge deal and it changes the pool of business that we can go after."

Pizzuti adds that the Center is embarking on a $35 million renovation project to be completed in advance of the hotel opening. "We want to look like a brand new, fresh, desirable place to be, next door to a brand new hotel, rather than a 27-year-old building," he states. "That will take place between this time next year, and the following summer, to be completed by mid-2019." The renovation will be financed by a combination of the Center's revenues, a portion of the transient lodging tax monies, and some of its reserve funds. "Over the last few years, with Portland's success as a destination, that fund has grown to the point where we can repurpose that money into capital projects to prepare for the hotel," he adds.

Pizzuti believes that the renovation, coupled with the new hotel, will help the OCC increase its business, which will then positively impact the greater Portland community. "The more conventions we do, the better we service our region, our hotel partners, restaurants, retailers, taxis – everybody benefits when we get conventions in town," he declares. "So, the interest in the Hyatt, from the very beginning, was to increase convention business. We figure that's five to ten new conventions a year – citywide conventions that are using not just one hotel, but additional properties. The average was in the 40 to 50 range; we expect that to grow to the 50 to 55 range. That changes our ability to deliver on the promise that we're built on – to bring those outside dollars into town."

Now celebrating its 27th year, and with a new hotel on the horizon, the Oregon Convention Center is well poised to continue its award-winning service to the people of Portland, while serving as a showcase for the many groups and travelers who wish to hold their events in the Rose City.

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Dundee Resort & Golf Club

PAR EXCELLENCE IN GORGEOUS CAPE BRETON

Welcome to Cape Breton Island, Nova Scotia – home to scenic hills, lake adventures, warm Atlantic Canada hospitality, and the Dundee Resort & Golf Club, which encompasses all that and much more.

In the early 1970s, DEVCO, a federal crown corporation managing the Cape Breton coal industry, began expanding its initiatives to revitalize the Island's economy. Tourism was identified as a major growth sector; Dundee, a cottage resort concept with a golf course and marina was built, and then managed by the agency until the mid-1980s.

Private local investors saw Dundee's potential and started aggressive expansion in the early 1990s. Today, the resort boasts one of the most unique 18-hole golf courses in the Maritimes, a 60-room hotel, 38 cottage units (one and two bedroom), a restaurant, a pub, and a variety of recreational activities.

Dundee Resort & Golf Club was owned by the MacAulay family of Baddeck until June 2017, when Sandippal (Sonny) Grewall purchased the lodge, clubhouse, and golf course. Mr. MacAulay retained ownership of the cottages, which Sonny manages.

In a recent conversation with Business View Magazine, Sonny shared details of the Dundee Resort & Golf Club operation as it was when he acquired it in June, and his plans for injecting excitement, money, and business savvy into the property.

An engineer by trade, Sonny may seem an unlikely prospect as a hotelier, but he sets the record straight. "I'm an entrepreneur. My background is engineering, but I'm more of a businessman. I currently run an

AT A GLANCE
DUNDEE RESORT & GOLF CLUB

WHAT: Scenic lakeside resort and golf course

WHERE: Overlooking Bras d'Or Lake on Cape Breton Island, Nova Scotia

WEBSITE: www.dundeeresort.com

engineering consulting firm in Texas, but I used to own a hotel in Terrace, BC in 1993-94, and ran a family operation of gas stations for three to four years. Then I moved to Texas, found a job as an engineer, and worked for two decades in the engineering profession. I always wanted to come back to Canada to get into the hospitality business."

The resort opportunity came at a fortuitous time. Sonny admits, "I didn't want a full-time commitment, that's what I like about Dundee. It's a seasonal business, so I get time off to travel and pursue other activities. The previous owner ran this place for 25 years - that's a long time. Ups and downs after the 2009 recession forced him to sell because sales went down and he couldn't keep up with the maintenance, renovations, and overhead expenses."

MacAulay owned close to 500 acres, and sold 350 to a company called Mother Nature that is building single family homes around the golf course. The owners, two gentlemen from the Halifax area, also plan on creating an adventure park. Sonny's purchase amounts to about 144 acres with some small forested areas, but most of the rest has been developed. Amenities include a full-service, 18-hole golf course; 60-room hotel; restaurant; pub; spa; indoor pool; outdoor pool; and recreation center. The 5,000-square-foot clubhouse is only six to seven years old, and features a full kitchen, bar, pro shop, and separate locker rooms for men and women.

Sonny adds, "We also manage 38 cottages on behalf of the previous owner; 20 are one bedroom/no kitchen, the other 18 have a kitchen and two bedrooms. These are popular with families who come here to stay for a week. There are barbecue pits; they can sit out on the decks and enjoy their own cooking, just like at home.

"We do corporate events, family reunions, weddings – and I want to encourage bus tours before the next season. A lot of them go on Highway #105 to Cabot Trail and end up in Sydney, but we are on the other side of the lake. There is excellent highway access here, no issue with that. We've resurfaced the road to the property. It's marketing we need to work on to bring them back."

It's a mixed market in terms of visitors. The Dundee parking lot showcases vehicle plates from Ontario, Quebec, central and western Canada, Maine, Vermont, Massachusetts, New York. One family drove for five days from Texas to stay at Dundee two nights. In late 2016, Cape Breton had a great deal of publicity after the contentious American election with people looking to relocate to the island. Sonny says, "I'm aware that one of our radio hosts had that message for U.S. people to move to Cape Breton. But that was not the attraction for me. I did come from the States, but I only heard the hype after the fact."

The Resort is open from May to October; July to Sept 15th is the busiest time, however, Sonny adds, "This coming weekend, in late September, we'll have 70 to 80 percent occupancy here for the Celtic Colour Festival. I wish I'd known about this before – next season it would be my honor to host one event of Celtic Colour."

As for opening all four seasons, Sonny says, "It's all

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about the numbers. Hiking and skiing are popular here in winter, even with the harsh weather. Facilitating skiing would require too much work, but we do have a perfect place for tubing and snowshoeing. We'd only have to put up a fence along one of the fairways. I just have to do due diligence about how many people in the area do winter activities."

In peak season, Dundee employs 60 people. The resort closes October 18th, but if the weather cooperates and people want to play a couple more weeks, the golf course will remain open. There are separate managers for the golf course, pro shop, housekeeping, and maintenance. According to Sonny, "That's the way this place has operated for years. I don't know if it's the right way; sometimes having many managers can help operations, but it can also backfire because ten people have control over things." The only competition is Bell Bay Golf Club, located an hour and a half away on the other side of the island and owned by the previous owner of Dundee.

Port Hawkesbury, the closest town, has a Walmart Superstore, Canadian Tire, Shoppers Drugmart, all the major franchises. Cape Breton also has a private airport. Sonny is pleased to be a member of the Strait

Area Chamber of Commerce in Port Hawkesbury, and is keen to get involved in the community and take an active part in local events. He also plans on marketing through print and radio to a wide area including Moncton, Truro, New Glasgow, Halifax, Sydney, and Antigonish.

"Our biggest challenge has been WiFi," Sonny admits. "I'm working with Bell Canada to bring in fiber optic internet. We have a wireless internet service that comes through satellite and it's ok, but we need to extend WiFi throughout the entire building and on the golf course. We're also working with Bell Mobility to increase our cell phone signal and 4G for internet. My goal is to make that happen before next summer. It's not cheap, the upgrades will be in the six figures, but it's a necessity."

More than a golf course, Dundee Resort has pride of place on breathtaking Bras d'Or Lake, with 400 feet of beach frontage and 800-foot-high mountain views of idyllic Cape Breton. And Sonny Grewal is putting his heart and soul into creating a fabulous hospitality destination, here, for all to enjoy. Judy McNamara, Dundee's Group Sales & Catering Manager, sums up the feelings of customers and staff. "Sonny has invested a lot in his first season as owner. With more upgrades to come, he is breathing new life back into the property. The community and long-time staff of Dundee are over the moon."

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PREFERRED VENDORS

■ **Municipality of Richmond**
www.richmondcounty.ca

Located in the Canadian province of Nova Scotia, The Municipality of the County of Richmond is the smallest of Nova Scotia's 14 counties. Lying on the Cape Breton side of the Strait of Canso, adjacent to international shipping lanes, the county is bordered on the south by the Atlantic Ocean and on the north by the Bras d'Or Lakes. It was named in honor of Sir Charles Lennox, 4th Duke of Richmond, who was Governor General of British North America 1818-1819.

■ **Ocean Paving**
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construction view

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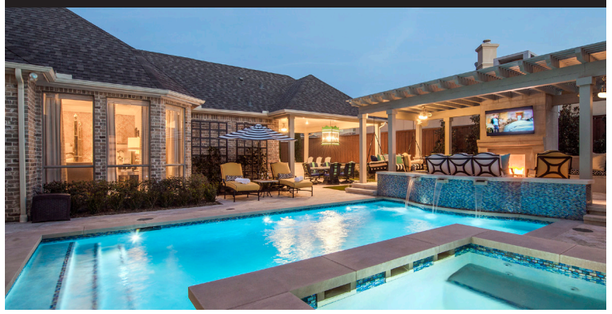

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CUSTOM, CLASSIC, AND CONTEMPORARY

The rush for gold in Austin, Texas ensued nearly a decade ago, after it began creeping up lists as one of America's fastest growing cities, best cities, arts & culture cities, and top job creation cities, just to name a few. In 2012, Forbes ranked Austin as the number-one, fastest-growing city in the country, expecting an annual population growth of 2.8 percent by 2016. By 2014, Austin was enjoying a 2.9 percent annual population growth, making it, once again, the fastest-growing city in the nation.

Austin is home to a top university, a thriving technology hub, some of the best music in America - and money. And with the city's wealth comes a deep and prosperous luxury housing market. One of Austin's custom homebuilders has not just grown alongside the city, but flexed and yielded with her during

AT A GLANCE
SENDERO HOMES

WHAT: A privately-held, custom home firm

WHERE: Austin, Texas

WEBSITE: www.senderohomes.com

ebbs and flows in the market. Sendero Homes, a staple of Austin's luxury home market since 1994, is one of Austin's oldest, privately-held, custom home firms. A look at its history, operations, and its future explains why.

Sendero Homes is the product of two lifelong friends whose bond lasted through family moves and different high schools. Reunited at the University of Texas, Cosmo Palmieri and Lance Haley started a small business relationship that would soon meld into something more. Haley, who was earning a degree in fine arts, began building custom furniture. Pairing up with Palmieri, who was studying economics, to handle the business side of the creative process, allowed them to earn just enough profit to cover extracurricular expenses during their junior and senior years. While a valiant first endeavor, the two knew that there was more to their future in business together. Upon graduation, the second-generation builders laid the foundation for Sendero Homes.

Scott Walther, current President of the company, explains the founders' vision: "Austin was a lot different 25 years ago. One of the main roads into a city, called Lakeway was just a two-lane road. But sitting between Lake Travis and Lake Austin, it was prime real estate. All those lake lots were created and it was a great niche. Over the past 10 to15 years, we've been involved in building custom homes from $1.5 million to $10 million on the lakes."

Today, Sendero Homes boasts an extensive portfolio of custom, classic, and contemporary homes with footprints spanning from 3,000 to 18,000 square feet. The firm averages six custom homes and 16 remodels per year. Many of their projects are contracted by repeat customers, and many more are garnered by way of the firm's excellent reputation.

"Word of mouth is the heartbeat of our company," Walther states. He explains that clients take the process of home building personally, meaning the firm must add that element to its business model. "What I've found in my time in business in the construction world is that it's about the end." He describes the experience of an owner closing on a house and moving in as an end result of the entire home-building experience. "For us, focus on communication and relationships, and doing what's right for them, [allows them] to enjoy the process and ultimately their homes."

Doing what's fair during the project extends beyond the client, continues Walther. "We want to be fair with everyone involved with building the house so, in the end, everyone's happy." Karma for fair deeds is returned in many ways: "It doesn't always pay off immediately, but we've found that in the long run it does. Loyalty becomes a dividend."

Returns come in the form of repeat clients as well as strong, loyal business relationships with partners. "We've built repeat houses and done many remodels," explains Walther. "We have a whole remodel division of the company that we've built up over the past five years." Remodeling is a supportive tier of the business that ensures revenues, taking up more or less of the project pipeline dependent upon the real estate market. "If custom homes are up, then remodels are down. Then, when custom homes go down, remodels go up."

The business relationships the firm maintains resemble partnerships, boasting longevity and mutual support. When asked for top partners, Walther begins with the largest: BMC, Durango Doors, and Ferguson Plumbing, and moves into smaller, locally owned firms, including C&D Home Products Studio based out of Marble Falls, Texas. Every partnership mentioned by Walther comes with the descriptor, "for a long time."

Back at the firm's office in Austin, with a full team of four partners and 10 employees, Sendero Homes continues to grow and be recognized as an industry leader. The firm has received awards for Best Product Design, Best Outdoor Living Space, and Best One-of-a-Kind Custom Home. Its residences have also been featured in luxury publications like luxe and Urban Home. As Austin continues to hold rank as one of the top five hottest luxury real estate markets in the country, the demand for home builders and remodels will remain.

But even with the accomplishments and successes in the Austin market, the firm stays vigilant for the next opening. The lake lots the company got its start on are nearly at capacity. "People are selling the lots that are left for $1.5 million - just for the dirt," explains Walther. "In the next two to three years we'll have to figure out where to put our brand." The team is watching the movements of buyers, sellers, and business builders to decide where the next custom home market will be. As Sendero Homes continues to prospect locations for a satellite office, one thing remains steadfast: the company's loyalty to its roots. Walther is adamant when he says, "I don't ever see us leaving our home in Austin."

PREFERRED VENDORS

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Window World of Baton Rouge

SIMPLY THE BEST FOR LESS

Window World, with corporate offices in North Wilkesboro, North Carolina, is America's largest replacement window and home remodeling company with more than 200 locally owned and operated franchise locations nationwide. Window World of Baton Rouge, which services the Gulf Coast region of Louisiana, including New Orleans, Lafayette, and Lake Charles, installs more windows than any other replacement window company in the United States.

Jim Roland, the President and CEO of Window World of Baton Rouge, has been in the direct sales window business for more than 35 years. "I started in 1980, in Baton Rouge, and had a proprietary product called Magnetite, which was an interior, magnetic storm

AT A GLANCE
WINDOW WORLD OF BATON ROUGE

WHAT: A replacement window and home remodeling company

WHERE: A replacement window and home remodeling company

WEBSITE: www.windowworld-btr.com

> We're very organized and we've got layers of management that are not common in our industry. It's more than just a salesman and an installer doing the work. We've got many installers, so we've got a level of management above that to supervise and stay on top of it. Our ability to manage that whole process, to make the customer experience as favorable as possible, is where our strength really lies.
>
> **JIM ROLAND**
> PRESIDENT AND CEO

window," he recounts. "I got involved with Window World in 2002, and what really appealed to me about their business model was the simplicity of the sales side of it. We use price-point marketing: any size, white vinyl trim, double-hung window for $189, installed. Our contract has all the prices printed on it, so it's a non-negotiation, very straightforward selling process. The whole model works because it's a really fair distribution of the costs and the workload."

In addition to its assortment of windows (double-hung, sliding, casement, garden, bay and bow, and hurricane), Window World of Baton Rouge also carries Therma-Tru Doors, a line of Alside Siding, and hurricane shutters. "But 85 to 95 percent of what we sell is high-end, vinyl trim replacement windows," Roland states. "The two big cities that we serve are Baton Rouge and New Orleans in the Louisiana market. We have a showroom in Lafayette and we have a showroom in Lake Charles. We have a similar operation in Houston, servicing that area, a similar operation in Dallas, serving the Dallas/Ft. Worth area, and a smaller operation in Tampa, Florida. We do some commercial sales and apartment buildings. Our product line is a residential style window and that is often appropriate in apartment buildings and condos. We do some HUD projects, but it's all in residential-style settings. The bulk of our work is direct sales to homeowners.

Because of that direct sales business model, Roland explains that managing the analytics is a very big component of the company's day-to-day operations. "We're a very data-driven company," he states. "We have our own proprietary software that we developed. We can track and record every single call that comes in; we know what we've got from the newspaper that day, what we've got from TV. We review data and reports, and that's a big driver on how we spend our money on advertising. It's also a way of measuring the performance of every part of our business, from the production side to the sales side."

Not content with merely dominating every market that it's in, Roland believes that the company can always get better at what it does. "The biggest initiative we've got going right now is improving the customer experience," he relates. "Our customers, overwhelmingly, are very satisfied with what we sell. When we do everything right, our customers are ecstatic; they never really have buyer's remorse. In the old days of home improvement, you sold windows

and people started comparing prices and realized their neighbor got the same window for a lot less money and that doesn't happen with us – everybody gets the same low price. So, what we are always working on is the timeline of the service side of it because any time you're in the home improvement business, it's a construction project; things can go wrong and stuff happens. We can't avoid stuff happening, but we can improve on how quickly we respond and how well we respond. And that's a big, big part of our current initiative. We know that drives more and more of the referral business out there, and frankly, 50 percent of our business is referrals in every market we're in. We have very strong brand recognition."

Another reason that Window World of Baton Rouge has that strong brand recognition might be because of its heroic response to multiple natural disasters that affected its market areas over the past several years. "We've had several surges in our business," Roland recounts. "We were the dominant player in the New Orleans market when Katrina hit, and we went from 1,600 units a month to 11,000 in a 90-day period. It was quite a feat gearing up, but our supplier, AMI, Associated Materials out of Ohio, never blinked. They were able to produce windows and kept up with us during that surge.

"And we had a similar surge a year ago. Baton

Rouge got flooded in August 2016. It was a big, big disaster and it drove a lot of remodeling. You had so many homes – a hundred thousand plus in each instance – that immediately needed repair and the labor supply just wasn't there. We were the only company providing sales and service that kept up with the demand. The way we did it was we recruited installation sub-contractors from all over the United States. I'm also proud to say that after Katrina and after the Baton Rouge flood last year, we didn't raise our prices. There's no other contractor after Katrina who can say that. We have the same pricing schedule now that we had in 2002. That really drove a lot of consumer loyalty."

What mainly drives Window World's business, according to Roland, is the way the company goes to market with its fair, spelled-out pricing. "But really, our ability to manage the business so that we can deliver the windows in a reasonable time frame – including everything from the ordering to the warehousing to the installation to the follow-up servicing – that's what our specialty is," he maintains. "We're very organized and we've got layers of management that are not common in our industry. It's more than just a salesman and an installer doing

the work. We've got many installers, so we've got a level of management above that to supervise and stay on top of it. Our ability to manage that whole process, to make the customer experience as favorable as possible, is where our strength really lies."

That's why Window World of Baton Rouge can confidently say that it is "Simply the best for less!"

PREFERRED VENDORS

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AquaTerra Outdoors

A PASSION FOR CREATIVITY, QUALITY, AND SERVICE

Tal Thevenot has a passion for the outdoors. Over the last decade, he's built a team that embraces that passion and a business that thrives on it. Based in Plano, Texas, AquaTerra Outdoors is an award-winning design/build/management firm that embodies a culture focused on quality, attention to detail, and delivering outstanding outdoor lifestyle solutions that exceed expectations.

Business View had a fascinating Q & A with Thevenot, Founder & Principle Designer at AquaTerra Outdoors, about the intricacies and mindset of his highly successful company. The following is an edited transcript of that conversation.

BVM: What niche were you trying to fill when you first started the company, and how has it evolved?

AT A GLANCE
AQUATERRA OUTDOORS

WHAT: Award-winning firm that designs builds and manages custom outdoor environments

WHERE: Plano, Texas

WEBSITE: www.aquaterra outdoors.com

THEVENOT: "My background is with landscape architecture. I studied at Kansas State University, and when we formed AquaTerra, just over ten years ago, our focus was a single source, outdoor solution for our clients. Unfortunately, in our region, the focus has been somewhat segmented into a pool contractor, a landscape contractor, maybe somebody who does outdoor kitchens. And at that time, there weren't many of us focusing on an encompassing design/build/management solution.

"We currently have six professional designers, and we are a full construction company. We build swimming pools, landscaping, irrigation, drainage, cabanas, verandas, arbors; and we have a management solution, too. Our management is broken into two departments: TerraCare is our landscape maintenance, and AquaCare is our pool service. Since we were creating these environments for our clients, we wanted to maintain them as well. So many times, over the years, I've created beautiful, one-of-a-kind landscapes and then had to hand them off to maintenance companies that weren't able to maintain them with the level of excellence with which they were built.

"We're continuing to build our team with employees that share the same passion I have for creativity, quality and service. We use those three words internally all the time, and we're constantly judging and ranking ourselves based on how we're doing in those areas, where we can improve, and how we're going to improve.

"We have 29 employees, including three principle designers / project managers. We work closely with the client, which allows us to stay engaged during construction and beyond. In this way, we can ensure the property is being properly maintained and, therefore, continues to be a spectacular environment within which the homeowners can live, relax, and play."

BVM: What territory do you cover?

Thevenot: "We design internationally, but most of our design work is in the Dallas-Fort Worth area. Currently, we offer the full compliment of design, build, and management only in Dallas-Fort Worth. We have travelled for construction work in the past, but our market is now saturated with work, so there's no need to travel. We design as far away as South Africa, Australia and the Caribbean, as well as throughout the U.S., such as North Carolina and Colorado, but that's a very small percentage of our work.

"We only actively market within Dallas-Fort Worth, however, with Houzz being such a great resource for homeowners today, that's where a good percentage of our work outside Texas has come from. Additionally, word of mouth referrals and clients that have properties in other states have expanded our

footprint. We're currently looking at a project on the east coast for a client of ours that has a home here in Dallas, and a place in the Hamptons, too.

"About 95 percent of our work is residential. But we do what I call, 'soft boutique commercial,' for some clients we've worked with in a residential setting, who have a commercial business or are invested in apartment complexes. They are looking for the same high level of creativity and quality implementation from the construction that they received residentially. We don't like to bid commercial projects; it's not a good fit for our team. Inevitably, it becomes about the budget rather than creativity and quality. But the boutique commercial instances, where they're willing to invest more for a higher-end product, we've really enjoyed those projects."

BVM: Is most of your construction work done by sub-contractors?

THEVENOT: "We have a hybrid; a lot of sub-contractors, and we have crews within, too. Our new corporate headquarters is under construction in Carrollton, Texas, not far from our present one in Plano. We're building it so we can develop more in-house teams. Currently, most of the landscaping work is done internally, as is some of our masonry, and a lot of our plumbing on swimming pools and drainage. Much of the other work is outsourced and sub-contracted.

"Our mode of operation is, if we can't have true artisans focused on one trade year-round, then we're probably going to outsource it. We want to foster artisans that are true professionals at their trade, and deliver the best every time."

BVM: Do you work only on specific types of properties?

Thevenot: "It's a blend of everything. Right now, there's more new construction in Dallas than there has been for years, but we still have a lot of renovation projects, or situations where people bought a house where the backyard wasn't finished. We come in and master plan the property; maybe renovate the front and then complete the backyard.

"We're a professional design/build firm, so we don't engage creatively without a design contract in place. When we initially meet with the client, it's a free consultation to sit down and talk about their project, their scope of work, their vision. We answer any questions they have about us and our process, and from there, we're able to outline that scope in further detail and deliver a proposal for design services. If they engage us professionally, we work through a custom landscape architecture design process, and ultimately find the perfect solution that we can bring to fruition for them."

BVM: Is competition an issue?

Thevenot: "Dallas-Fort Worth is a big city. There's a lot of great talent, but only a few of us creating some of the best outdoor spaces in the world. There

HELPING OUT

Hurricane Harvey didn't physically reach the Dallas-Fort Worth area, but its emotional impact did affect the team at AquaTerra, who had friends and family in hard hit areas. So, they decided to help. Tal Thevenot shares: "We sent a few of our trucks, loaded up with goods, down to the coast. And sent some of our employees to deliver goods down there, as well. We tried to help out where we could. Now we're trying to do some stuff for Puerto Rico and the BVI, because we were lucky, and all the devastation is just so sad."

is certainly competition, but we don't worry about what others are doing, we're busy developing our team and focus on creativity, quality and service. We're in business to make money like everybody else, but we are sensitive to delivering good value for our clients.

"We aren't just isolating swimming pools or landscapes. We create full, cohesive, outdoor environments. When we're master planning our spaces, our scope of work tends to be large, and the budgets are large. We try to make each project a show piece, and must be efficient with our resources, and value-sensitive to materials. At the same time, we're staying true to creativity and quality."

BVM: After 10 years in business, you must have some valuable long-term relationships.

Thevenot: "There are a lot of relationships. We've used Pentair Pool Equipment for a long time on most of our swimming pool construction. We partner with them, and we buy their product through the SCP – South Central Pool Supply – distribution center. Also, Southwest Nursery are wholesalers with consistently high-quality plant materials, and we enjoy working with them and their team. Long Horn Irrigation and Drainage Supply is where we buy most of our white goods; PVC pipe, drainage products, landscape lighting. I've been working closely with most of these trades for about 18 years, they are great business partnerships."

BVM: Does energy efficiency and sustainability play a role in your designs?

Thevenot: "Absolutely. We use Pentair IntelliFlo pumps, one of the most energy efficient pumps in the industry. And some of the best technology in irrigation systems that enables us to connect the system online, so it can monitor air temp, rainfall, wind, and adjust itself accordingly. We only use LED lighting, and we're always looking for premium environmentally conscious products to implement into our outdoor spaces."

BVM: How do you envision AquaTerra Outdoors five years from now?

Thevenot: "Honestly, we don't want to change much. We want to continue building our team and our talent, continue educating ourselves and delivering amazing product to our clients. We also want to build more trades in-house to better control quality and schedules. Of course, there's always room for improvement, but we're very happy with who we are and where we are.

"Some key things that have contributed to our success are: Never stop learning. Be the best you can possibly be and build your team accordingly. Find people that share your passion, and create a culture of business where you can work hard and have fun doing it. That's what it's all about."

PREFERRED VENDORS

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Marine management and consulting

THE AMERICAN SALVAGE ASSOCIATION
Saving the ships

MORAN SHIPPING AGENCIES, INC.
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HENNINGSEN COLD STORAGE CO.

RELAX, IT'S HANDLED

One of the largest public refrigerated warehousing companies in the U.S., the Henningsen Cold Storage Co. was originally founded in 1923 by Waldemar F. Henningsen, Sr., and was formerly known as Henningsen Enterprises, Inc. Today, the company, now in its fifth generation of Henningsen ownership and operation, delivers refrigerated logistics through a national warehouse network totaling 60 million cubic feet of multi-temperature controlled storage. "We started off our business as an ice company, back in the 1920s, and we provided refrigeration services, at the time, for produce and shipments of perishable products," says Executive Vice President, Tony Lucarelli. "Nowadays, we are a cold storage company; we store frozen food products and we still actually store ice."

Headquartered in Hillsboro, Oregon, Henningsen Cold Storage has frozen and refrigerated facility locations in Portland, Salem, and Forest Grove, Oregon; Kent and Richland, Washington; Twin Falls, Idaho; Grand Forks, North Dakota; Stillwell, Oklahoma; and Scranton, Pennsylvania. "Most of our footprint is in the Pacific Northwest," says Lucarelli. "We've got 11 facilities and eight of them are in Oregon, Washington, and Idaho. We have about 350 associates, company-wide, and over 300 active clients throughout our organization. The majority of our clientele are food manufacturing companies that require frozen or refrigerated storage for their food and beverage products. They need to store them somewhere before they get them sold and shipped to their customers. We provide that interim step in the supply chain, right after production."

Lucarelli reports that the company has experienced substantial growth over the last few years. "In 2014, we added 25 percent more capacity onto our network and we added at least 25 percent more staffing to our mix," he states. "This year, we opened up a new facility in Salem, Oregon; it's our second facility in Salem. Our

AT A GLANCE
HENNINGSEN COLD STORAGE CO.

WHAT: A refrigerated warehousing and storage company

WHERE: Hillsboro, Oregon

WEBSITE: www.henningsen.com

first one was opened in 2014. So, we're really trying to stay ahead of the curve where there are requirements from our current customer base, as well as growing where we have strengths, already, which is our backyard: Salem and Portland, Oregon, and the northwest in general. Location is a key factor in our ability to serve clients, so we have to be located in a proximity that makes sense for the customer. We want to make sure we're strong and their number one choice."

Another differentiating factor that separates Henningsen Cold Storage from the competition is its clean, professional, and state-of-the-art facilities. In fact, its first Salem, Oregon facility was the first one of its locations to receive a Safe Quality Foods (SQF) Level 2 Certification. Administered by the Food Marketing Institute and recognized by the Global Food Safety Initiative (GFSI), SQF is a meticulous food safety management system that allows food safety and quality systems to be verified and validated throughout the food supply chain. SQF is recognized by retailers, food service providers, and regulatory agencies around the world, and is the only Global Food Safety Initiative

(GFSI) standard that offers a separate approach that incorporates a quality certification component.

Lucarelli says that it is the company's goal that all of its facilities will be similarly certified over the next several years. "Today, we have three of our facilities certified - soon to be five, within the next six to twelve months," he says. "We feel that at some point in time, it's probably going to be a requirement by many clients of ours that we have some sort of certification like this. So, we've invested the time, staffing, resources, and capital costs to do that program, and we're ahead of the curve. Many companies in our industry aren't doing that, but we feel that's something that helps us stand out. We have had, and still do have, a number of various third party audits done at our facilities, as well - groups like the American Sanitation Institute and the American Institute of Baking, and those all work fine. But neither of those goes to the level of the GFSI. So, we're ratcheting it up one notch from where we already are. It takes an investment and commitment on the company's part from the top down."

Henningsen Cold Storage is also a member of the Global Cold Chain Alliance. "That is our industry's primary industry association," Lucarelli says. "Many companies in our industry belong to that; certainly the leading companies that are at the top of their game belong. It's a global organization,

so it brings the cold storage industry together around the world, so we can find out what's going on in other markets. It also has an educational arm and a technical services arm called the World Food Logistics Organization that provides significant training and educational opportunities for our staff in our facilities for leadership development in our operations. Plus, there's a big scientific arm as well that the World Food Logistics Organization offers in providing technical assistance for us. So, for example, if we have a call to store a certain type of product, and we haven't done it before, we can go to that organization, learn about the resources, learn about the technical aspects of storing and handling that product. That's been a key partnership for us in the past and we look for that to be in the future, as well."

Finally, there is the company's high level of customer service. "We partner with our customers to find out what their needs are and try to meet those needs, specifically, as opposed to just being a transactional company," Lucarelli says. "At the end of the day, that's really what we have that stands out from somebody else that has cold space, down the road."

In addition to completing SQF certification for all of its facilities, Lucarelli says that, going forward, the company is focusing on ways that it can be more efficient in all of its operations. "Everything from the way we build the buildings, to the way we operate them, to the way we manage energy in our facilities, and the way we utilize our staffing. And trying to be as sustainable as we can in all matters, so that we're not just looking at five years ahead, we're looking at decades ahead. We've sustained ourselves for 90-plus years and we want to be situated to achieve another 90-plus years."

In summation, Lucarelli points to the company's signal strengths. "We're a closely held, family-owned-and-operated business that is professionally managed and a leader in our industry," he declares. "We are focused on our customers' requirements and their success, so we can be successful, as well. We have an ability to grow and expand, and provide new services and offerings in other locations besides the ones we're in today."

That's why Henningsen Cold Storage can say with confidence: "Relax, it's handled!"

PREFERRED VENDORS

- **PermaCold Engineering, Inc.**
  wwww.permacold.com

  PermaCold Engineering engineers, designs, and constructs industrial refrigeration systems for food and food process industries in the Western United States. The company's services include installation, preventative maintenance and repairs, mechanical integrity and reporting, process safety management, overhaul, energy efficiency and regulatory compliance, refrigeration applications, and cooling and freezing applications. It serves various industries, including agriculture, beverage, breweries, chemical, cold storage, dairy, energy, food processing, fruit and berry, healthcare, manufacturing, metal, seafood, and wineries. The company was founded in 1993 and is based in Portland, Oregon.

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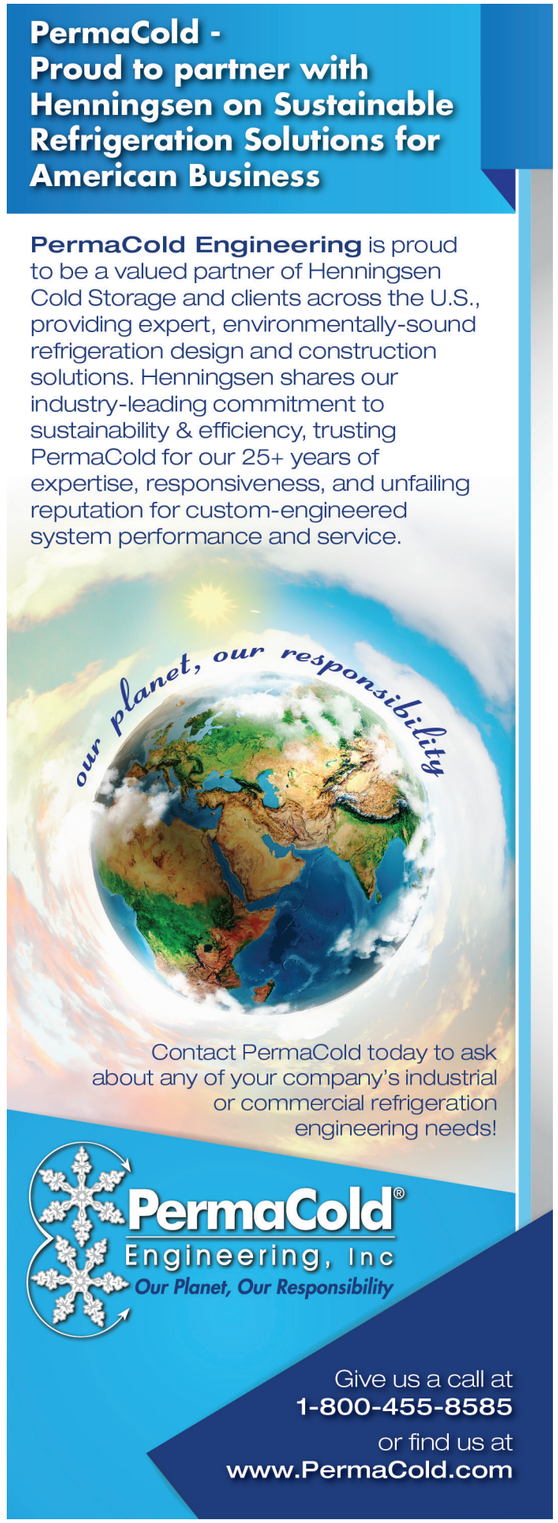
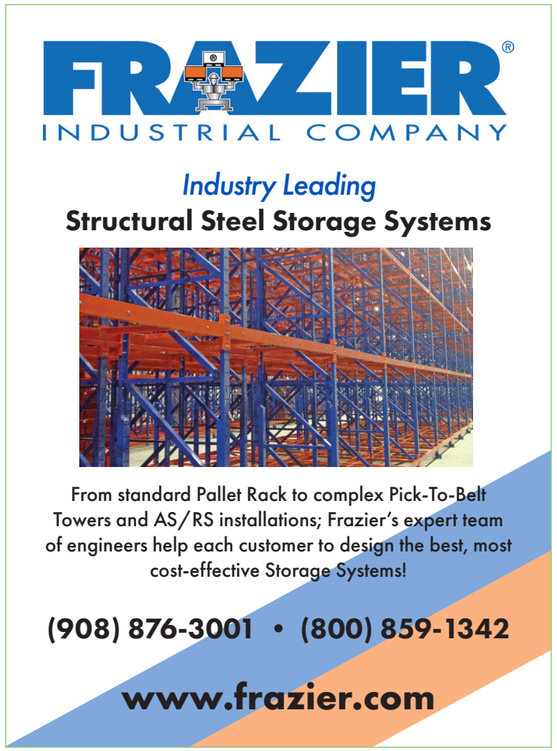




PINNACLE FREIGHT SYSTEMS, INC.

YOUR TRUCKLOAD PROVIDER

A market with 2 million tractor-trailers, 1.2 million trucking companies, and over 3 million truck drivers is, undoubtedly, a market with consumer options. It is also, in the eyes of President and CEO, Michael Ravallo, of Pinnacle Freight of Florence, New Jersey, an opportunity to build a niche operation that shows no signs of plateauing any time soon.

Since taking over the company in 2010, Ravallo has directed and overseen the evolution of a small truck brokerage into a multi-faceted trucking company specializing in temperature-controlled and hazardous materials. After being recognized by business journal NJBIZ as one of New Jersey's 50 Fastest Growing Companies three years in a row, Pinnacle Freight continues to prove itself as a top choice among transportation consumers. Today, the firm boasts 100 employees, 60 company trucks, and a growing network of owner operators and sales agents across the country.

Ravallo's first step in molding Pinnacle Freight into a national, asset-based, transportation company came within two years of taking control of the firm. In 2012, he added motor carrier authority to Pinnacle's operation to specialize in LTL and full truckload service. As Pinnacle began to invest in its resources, building a fleet and hiring

drivers, Ravallo explains, "We saw the potential in the hazardous and the temperature-controlled marketplace."

The company began to tailor its growth toward the demand for those hazmat and temperature controlled freight services, and quickly became a niche player in the marketplace. Ravallo only hired drivers with hazmat endorsements, leased only late-model trucks with state-of-the-art equipment, and began building a team of top-notch managers. "We have a really good, strong management team," he explains. "This is what I'm most proud of. The managers are hands-on, they're pros. We've got the best of the best."

Organizing the company around the specific services of hazardous and temperature-controlled materials means Pinnacle provides specialized knowledge, capabilities, and, most importantly, good customer service. "Basically, a truck is a truck; a refrigerated trailer is a refrigerated trailer. Ultimately it's the people who make the difference," he asserts. "It comes down to who's going to be the easiest to do business with. Who's going to be at the phone when you need them? That's why our people really make the difference. We always try to hire the best sales people we can, the best dispatchers we can, and the best managers we can. Because, ultimately, the person on the other end is going to want to do business with the person he feels most comfortable with and gets the best response from."

While much importance is placed on Pinnacle Freight's customer service, that service is facilitated by a streamlined operation. Pinnacle has minimized its overhead, transit times, and repair costs by leasing its trucks and power units from companies such as Miller Truck Leasing. By entering into agreements that require the leasing company to manage repairs and provide timely replacements, Pinnacle Freight has greatly reduced downtime and delays, as well as increased customer satisfaction and trust.

In addition to operating leased vehicles, Pinnacle Freight also contracts small fleets and independents, and by working with individual fleets across the country, the company is able to offer more capacity to its customers and increase overall range without having to lease or purchase additional trucks and trailers. The extra manpower allows for more expansive route options and the ability to offer their Load Direct LTL Program, a delivery system that eliminates terminal transfers across the eastern half of the United States and California.

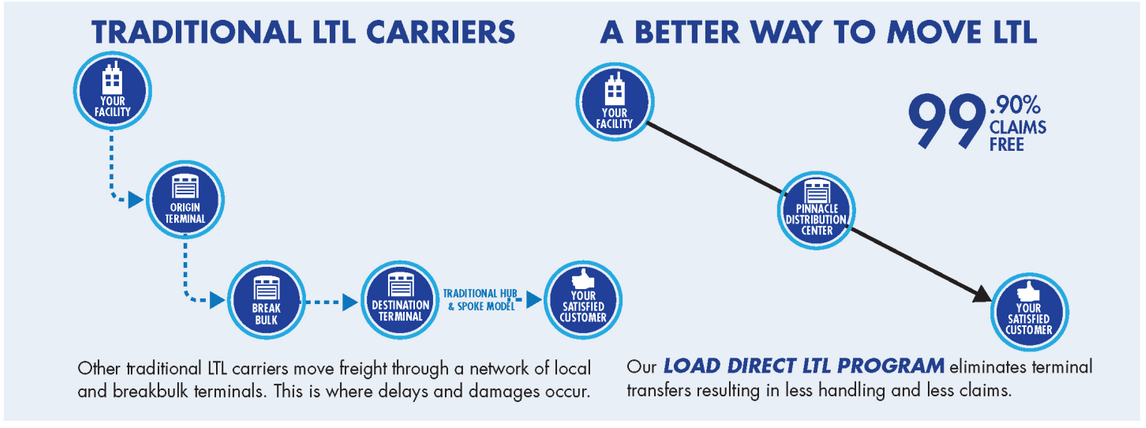
In further efforts to improve operations at Pinna-

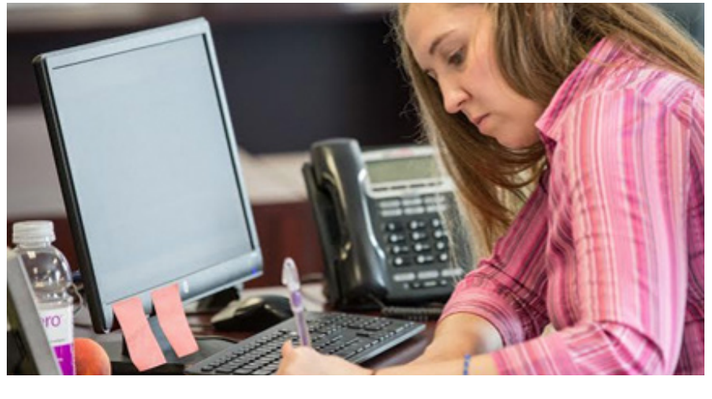
AT A GLANCE
PINNACLE FREIGHT SYSTEMS, INC.

WHAT: A multi-faceted trucking company specializing in temperature-controlled and hazardous materials.

WHERE: Florence, New Jersey

WEBSITE: www.pinnacletruck.com





cle Freight, the company recently partnered with Envirun, a business operations consultancy that offers risk management oversight services. The firm oversees the safety training and compliance requirements of all drivers. Outsourcing these tasks allows the staff at Pinnacle to do what it does best: focus on freight.

With a fine-tuned machine and an eye on the future, Ravallo continues to look for innovative ways to grow. As he explains, "Throughout the country, there's a capacity storage that ebbs and flows, but for the most part there is always a drive by customers to find new companies that are expanding and putting on trucks." But putting on trucks doesn't necessarily mean purchasing them. Pinnacle Freight recently unveiled its Owner/Operator model, contracting hazmat-endorsed drivers to provide customers with more capacity and the company with more flexibility. The driver owns and operates the truck and Pinnacle provides the trailer. Ravallo recognizes the importance of providing the right assets to make the program work, stating, "Crucial to this rollout for the Owner/Operator program is our ability to get them the trailers they need to pull the freight. And that's why Utility Trailer Sales in Thoroughfare, New Jersey is a very important partner."

This outsourcing model is two-tiered for Pinnacle. Not only does it provide customers with more trucks, more

options, and more flexibility, it also provides Pinnacle with a personalized source of drivers. Ravallo is counting on word of mouth from the drivers to attract other capable and dependable operators. Just as Pinnacle provides staff with the best chances for success through streamlined operations, the firm provides potential for independent drivers looking to work under the security of an established business. As Ravallo puts it, "We provide good equipment, good opportunities, and a good living."

As this endeavor is organically growing, Ravallo continues to look toward the future. He sees a fleet of 100 Owner/Operators over the next 5-7 years, with a near double increase in revenues. "Pinnacle is making every effort we can to grow the business, add drivers, and retain them," he states emphatically.

PREFERRED VENDOR

■ 7 Oil Company

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7 Oil Company is fully committed to the satisfaction of every one of our valued clients. We've been in business over 30 years, servicing all of New Jersey, Eastern Pennsylvania, and Northern Delaware.

Our product delivery consists of On-Road and Off-Road Diesel Fuels, Gasoline, and Diesel Exhaust Fluid (DEF). We deliver truck-to-truck mobile fueling, as well as bulk tanks, construction equipment, and emergency back-up generators. For your convenience and to further drive your organizational efficiency, we offer auto or will call delivery, as well as the development of customized delivery schedules. Our Tank Install and Spill Remediation Divisions provide oil tank removal, replacement and hazmat spill remediation services in both residential and commercial settings.

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7 Oil is a full service residential provider. Our experienced and qualified Drivers, Service Technicians and Staff offer fast and reliable service for all your home heating and air-conditioning needs. We offer multiple service contracts to meet your specific needs, all which include one standard cleaning per year.

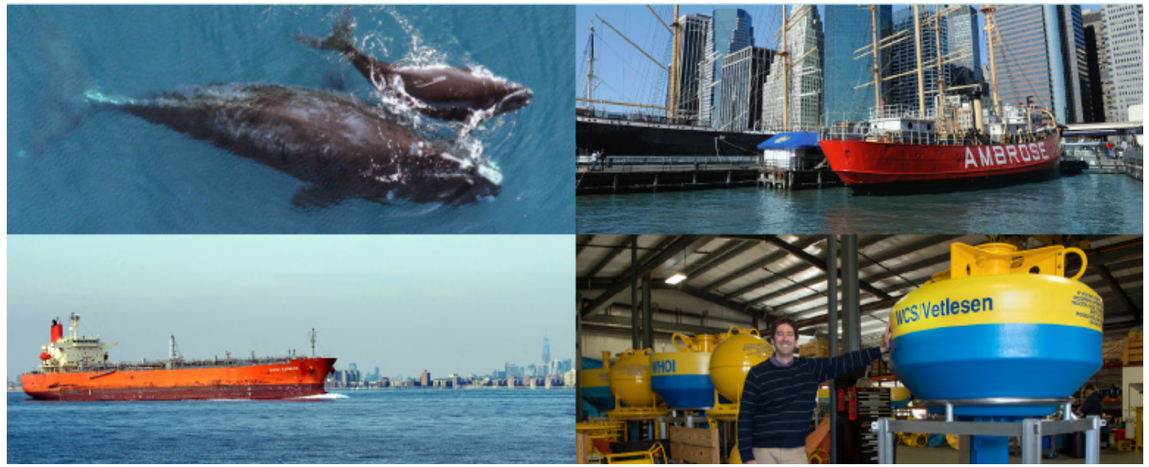
NAMEPA

SAVING OUR SEAS

This year marks the 10th anniversary of the formation of NAMEPA, the North American Marine Environment Protection Association, an industry-led organization to protect the oceans, improve operating practices, and educate others on how they can participate. NAMEPA acts as a portal for industry, regulators, conservation groups, educators, and students to discuss strategies for protecting the oceans and ensuring sustainability. It also serves to educate seafarers, and port communities.

What is little recognized by the general public is the role that shipping plays as the engine of global trade. More than 90 percent of the world's goods and energy are transported by over 90,000 ships. Further, the marine industry is the most environmentally benign and efficient mode of transportation. As has been said, without shipping, half the world would starve and the other half freeze.

Another aspect of this important industry that is poorly understood is the intense regulatory framework under which it operates. The oversight body for the global shipping industry is the International Maritime Organization (IMO), a United Nations agency headquartered in London. Through the IMO, regulations are established for environmental protection, safety at sea, design of ships, and the welfare of mariners. This rigorous framework is implemented by the shipping community, and enforced by both flag



state (country where a ship is registered) and port state (where the ship trade) administrations. Non-compliance can result in financial penalties and detentions, which places an enormous financial risk on offenders.

The maritime industry, through the IMO, works towards continuous improvement. Some of the most recent areas of activity include action to reduce the risk of invasive species using ballast water management systems, the reduction of harmful emissions through the lowering of fuel sulphur content in 2020 from the current 3.5% to .5%, changes to ship designs to make them more energy efficient, and the reporting of energy usage as a benchmark for developing a strategy for reducing Greenhouse Gases (GHGs) in 2023.

BALLAST WATER MANAGEMENT

Since the introduction of steel-hulled vessels around 120 years ago, water has been used as ballast to stabilize vessels at sea. Ballast water is pumped in to maintain safe operating conditions throughout a voyage. This practice reduces stress on the hull, provides transverse stability, improves propulsion and maneuverability, and compensates for weight changes in various cargo load levels due to fuel and water consumption.

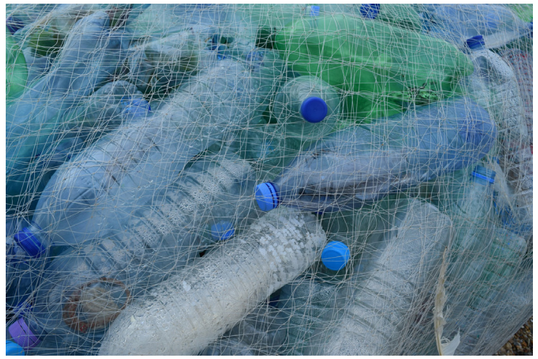
The zebra mussel, which is native to the Caspian and Black Seas, arrived in Lake Erie in the ballast water of a transatlantic freighter in 1988. Within 10 years it had spread to all the five neighboring Great Lakes. The economic cost of this introduction has been estimated by the U.S. Fish and Wildlife Service at about $5 billion.

Ballast water discharges are believed to be the leading source of invasive species in U.S. marine waters, thus posing public health and environmental risks, as well as significant economic cost to industries such as water and power utilities, commercial and recreational fisheries, agriculture, and tourism. Studies suggest that the economic cost just from the introduction of pest mollusks (zebra mussels, the Asian clam, and others) to U.S. aquatic ecosystems is more than $6 billion per year.

IMO has been at the front of the international effort by taking the lead in addressing the transfer of invasive aquatic species (IAS) through shipping. After more than 14 years of complex negotiations between IMO Member States, the International Convention for the Control and Management of Ships' Ballast Water and Sediment (BWM Convention) was adopted by consensus at a Diplomatic Conference held at IMO Headquarters in London on February 13, 2004.

In the United States, Congress passed the National Invasive Species Act of 1996 (NISA) to control aquatic invasive species. The Coast Guard issued ballast water regulations, pursuant to NISA, in 2012, incorporating differing guidelines for management systems (dead vs. non-viable) – three systems types approved since December and one in the pipeline. It is anticipated there will be nine by year's end. The Environmental Protection Agency (EPA) has issued discharge permits for controlling ballast water under Clean Water Act authority.

The Convention requires a review to be undertaken to determine whether appropriate technologies are available to achieve the standard. MEPC has conducted several such reviews and agreed that appropriate technologies are available to achieve the standard contained in regulation D-2 of the



AT A GLANCE
NAMEPA

WHAT: A marine industry-led nonprofit association

WHERE: Southport, Connecticut

WEBSITE: www.namepa.net

BWM Convention.

LOWERING EMISSIONS

Consistent with land-based industries, marine enterprises are seeking ways in which they can reduce their emissions and contribute to the overall welfare of the planet. While shipping contributes a minor amount compared to land based counterparts, opportunities exist to improve its performance.

Much of the signature work in this area occurred at last October's Marine Environment Protection Committee meeting (MEPC 70), during which a roadmap for addressing GHGs was agreed to. This process for developing an initial strategy would commence in 2018, with a finalized strategy to be presented in 2023.

Developing benchmarks in the maritime industry is challenging as each vessel needs to be considered individually. It is hoped that much information will be available through the Energy Efficiency and Design Index (EEDI) for new ships. Measuring outputs on existing ships is much more difficult as even sister ships can demonstrate variances in reporting metrics; but currently in use is SEEMP (Ship Energy Efficiency Management Plan).

One of the signature decisions at last October's meeting was the determination to institute a .5% global sulphur cap in 2020, down from today's 3.5%. To accommodate this change, shipowners are now looking towards either installing "scrubbers" (equipment which resides in the ship's stack that "scrubs" the emissions of sulphur, nitrous oxide, and particulate matter) or paying higher fuel prices. There is also the issue of availability, as refineries are not set up for this quantity of .5% low sulphur fuel, so supply is a big issue.

MOVING FORWARD

The maritime industry is also subject to a social license to operate granted by the public. To support the industry, NAMEPA is building a Corporate Social Responsibility toolkit incorporating corporate governance, environmental preservation, and the human element. An additional component is a mariner and shore side marine environment protection education and credentialing program so the level of expertise in this area is heightened.

One of the oldest industries, it is changing more rapidly than ever before, providing investment opportunities, new technologies, and more. NAMEPA is working to help shape the discussion around these changes, and to ensure that we continue to "Save our Seas."

HMS GLOBAL MARITIME

MARINE MANAGEMENT AND CONSULTING

HMS Global Maritime, a full-service marine operator and maritime management company, started in 1995 as a spinoff of Hornblower Cruises and Events, a business that operates casino and excursion vessels, and charter yachts. Today, HMS Global Maritime, with headquarters in New Albany, Indiana, has four divisions: HMS Ferries, HMS Consulting & Technical, the American Queen Steamboat Company, and Seaward Services. The company has approximately 900 employees across its four divisions.

HMS Ferries, with headquarters in Bainbridge Island, Washington, offers specialized knowledge and expertise required to transport passengers, vehicles, and other cargo, safely across inland and coastal waterways. The company offers complete vessel management and maintenance services, combined with comprehensive operational support, including onshore and onboard customer service. "The vessels that we operate in our Ferries Division are typically owned by the client, typically state or local government agencies," says Paul "Chip" Jaenichen, HMS

Global Maritime's Chief Operating Officer. "While we don't own those vessels, we do handle all maintenance and operations."

Current HMS Ferries contracts include: Gee's Bend Ferry in Camden, Alabama; Governors Island Ferry in New York, New York; Mobile Bay Ferry in Mobile Bay, Alabama; Oklahoma City River Cruises in Oklahoma City, Oklahoma; Pierce County Ferry in Pierce County, Washington; St. Johns River Ferry in Jacksonville, Florida; Channel Cat Water Taxi Service in Moline, Illinois; and Riverlink Ferry in Philadelphia, Pennsylvania.

A new project for HMS Ferries is the planned shift of a conventionally-powered, small passenger and car ferry in Gee's Bend into the first all-electric ferry in the United States. "We're working with the Alabama Department of Transportation and the United States Environmental Protection Agency (EPA), which is providing a $1.8 million grant," says Tim Aguirre, General Manager of HMS Ferries Alabama. "Right now, we're looking to have that ferry operational by late spring 2018, or perhaps the early summer. Currently, the extensive design and engineering work is in progress; the marine integrators have been selected and we are getting ready to start ordering the hardware required for that project. There are a lot of maritime companies in the United States that are interested either in the all-electric or some form of hybrid vessel, and ferries happen to be a very good way to introduce this technology. Our approach is innovative and it could be a groundbreaking project for the maritime industry in the United States."

"The two largest expenditures for operating a vessel are the mariners who operate them and the fuel burned to get from Point A to Point B," Jaenichen adds. "As maritime companies focus on fiscal responsibility and return on investment for technology advances, they look at those operating costs as well as rules and regulations for clean air and clean water and look for opportunities to make those operations more efficient while keeping safety at the forefront. Given the goal of zero emissions for this vessel, having one that makes no liquid discharges or any adverse air emissions benefits both the environment and the community. It's a leading technology and the EPA provides assistance for making transition to new technology, because one of the roles of government is to take on some of the expense and reduce risk for early adopters of technology."

HMS Consulting & Technical, based in Seattle, Washington, provides both conceptual and existing operations with the expert knowledge necessary to succeed in the complex and demanding maritime industry. It focuses on three primary consulting disciplines: marine technical, regulatory, and business consulting. For start-up ventures, HMS Consulting can provide critical services such as feasibility analysis, concept and business plan development, financial modeling, and market research. When a start-up is ready to engage the infrastructure and logistics of its project, HMS Consulting can provide marine site assessments, vessel identification and acquisition, vessel construction/conversion management, operations planning, and financing options. For existing operations, the division offers a completely customized level of support that can take the company to a new level of optimized operational and financial performance.

American Queen Steamboat Company, currently based in Memphis, Tennessee, is HMS Global Mari-

AT A GLANCE
HMS GLOBAL MARITIME

WHAT: A full-service marine operator and maritime management company

WHERE: New Albany, Indiana

WEBSITE: www.hmsgm.com

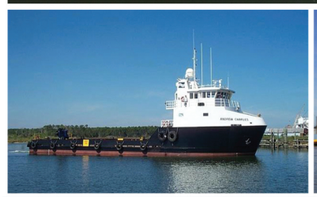
time's overnight cruise division, specializing in cruise vessel management and operations. It owns and operates the American Queen and American Duchess, which cruise the Mississippi, Ohio, and Tennessee Rivers; and the American Empress, which cruises the Columbia and Snake Rivers in the Pacific Northwest. "We christened our third vessel, which is a converted casino boat, as the American Duchess, in August," says Jaenichen. As the first all-suite paddlewheeler in the U.S., the American Duchess is, arguably, one of the most luxurious river cruising vessels in the country.

Seaward Services, Inc., headquartered in New Albany, Indiana, is HMS Global Maritime's government services division. It provides services under contract to government agencies in Norfolk, Virginia; Bangor, Washington; Newport, Rhode Island; Panama City and Key West Florida; and Okinawa, Japan. It specializes in delivering efficient and cost-effective contracting services for vessel/fleet management and port operations to U.S. military and other Federal government agencies. Vessel management contracting services include comprehensive operations and maintenance for a diverse fleet of vessels. Port operation services include full-scale operations and maintenance of all types of government facilities, small craft and military installations, including U.S. Naval ranges.

"We operate under contract with the Department of Defense's maritime logistics arm, Military Sealift Command," Jaenichen says. "These are commercial type vessels that support Navy and Marine Corps operations. For example, one of the vessels that we operate, chartered from Irish Ferries, has been converted into a vessel that carries Marines out in the western Pacific. That vessel is called the Westpac Express and, right now, our Seaward Services division is in the final phase of converting its replacement, a former Hawaii Super Ferry, which was subsequently purchased by the Navy and operated by Military Sealift Command. It's going to be formally rechristened, the United States Naval Ship, USNS Guam, later this year."

Over the last several years, HMS Global Maritime, under the leadership of its President and CEO, John Waggoner, has become a world-class company that utilizes innovative technologies and employs U.S. mariners from around the country to support its operations. "We are pleased that we've been able to grow the business from less than a million dollars a year to over $150 million, last year," states Jaenichen. "We bring the expertise, we bring the experience, and we bring the customer service that our clients are looking for in their particular transportation requirements and that our customers are seeking for their river cruise vacations."

MASTER MARINE, INC.
SHIPBUILDING & SHIP REPAIR



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Steven Authement
985-226-0282

PREFERRED VENDOR

- **Master Marine**
  www.mastermarineinc.com

MORAN SHIPPING AGENCIES, INC.

GOING BEYOND THE CALL SINCE 1937

Family-based, forward-moving Moran Shipping Agencies is celebrating 80 years of steamship agency excellence, this year. From humble beginnings in Providence, Rhode Island in 1937, the company is now the largest independent steamship agency in North America. Principals in the company credit its success to the long-term support of loyal and valued clients, superb vendors, and dedicated employees who strive to give their best every day.

Executive Vice President of Moran Shipping Agencies, Jason Kelly, talks passionately about the family business and its exciting growth vision. "I'm so proud to work at this company. I hope my enthusiasm comes through… sometimes I think I don't do it justice."

Moran Shipping Agencies started out as a customs broker, freight forwarder, and shipping agent. Decades of success led to expansion throughout New England. In 1970, the company was purchased by F. Robert Black. Kelly explains the family dynamic, "Our brand is quality, and the brand was so good that Bob Black kept the Moran name rather than change it. The Black family

AT A GLANCE MORAN SHIPPING AGENCIES, INC.

WHAT: Largest independent steamship agency in North America, directly serving over 100 ports

WHERE: Headquarters in Providence, Rhode Island and Houston, Texas

WEBSITE: www.moranshipping.com

> Our mission as ship agents is to ensure a safe, secure, and cost-effective port call for every vessel the company represents. Sustainable approaches in commercial shipping are critical. Moran strongly supports achieving best practices in safety, security, and environmental stewardship.
>
> **JIM BLACK**
> PRESIDENT AND CEO

still owns Moran's and there are a lot of us here. Bob (my mother's brother) retired in 1985, his brother Michael retired in 2005, but is still Chairman, and his youngest brother, James Black is now CEO and President."

In the '70s, Bob expanded the company outside New England, down to the Gulf of Mexico. When he retired in the '80s, his brothers expanded even further, to the west coast of the U.S. and other areas of the Gulf. Moran also has international sales offices in London, U.K. and Piraeus, Greece, as well as over 20 brick-and-mortar offices in major ports down the east coast from Maine through Florida, along the Gulf Coast, and in northern and southern California. Moran handles mostly commercial vessels, from oil tankers to dry-bulk vessels, and cruise ships.

Current CEO and President, Jim Black, states, "Our mission as ship agents is to ensure a safe, secure, and cost-effective port call for every vessel the company represents. Sustainable approaches in commercial shipping are critical. Moran strongly supports achieving best practices in safety, security, and environmental stewardship." Problems with invasive species and carbon emissions cause great concern in the shipping industry. Some of these issues have turned into opportunities. For example, Moran is exploring a partnership with the University of Rhode Island in ballast water testing for invasive species. They also have a safety and pollution company to increase safety and security of fossil fuel loading and unloading at terminals; and a maritime security company that helps ship owners and terminals meet UN standards from the International Maritime Organization.

In 2000, Moran embarked on a robust initiative to become more global. The company became ISO certified, and started investing heavily in technology. Kelly notes, "We also took on a diversification strategy of investing in other areas within the marine sector, in the blue tech sector. We're a very innovative company. In blue tech, we recently started a maritime cyber security company and hired specialist Captain Alexander Soukhanov and his team to provide ship owners with boots-on-the-ground maritime cyber assurance exercises, including penetration testing to see where vulnerabilities lie. We're very excited about it."

When Moran moved its headquarters to downtown Providence from an industrial park, it embraced a green building initiative. Kelly says, "We have one of only a few historic buildings, individually listed on the National Register of Historic Places, with Gold LEED certification. That means low VOCs, geo-thermal heating and cooling, air filtration systems; even the furniture is more environmentally-friendly. That appealed to us

because it created a very healthy work environment for our employees." The building has been recognized nationally, and proves that historic preservation and green building technology are not mutually exclusive. A few years later, Moran built its sister headquarters in Houston to similar LEED standards – another facility that is extremely healthy for employees.

The company values its 200 full-time and 300 contract workers as a tremendous asset, and is incredibly progressive in the areas of HR policies, training, and support for academic efforts. "Moran's reputation for quality comes from the great work of our experienced and committed team," says Black. "Our employee turnover is minimal." The average manager has worked there for over 20 years; some over 40 years. Kelly has been with the company for 23 years and still feels like a "newbie" at times.

Safety is of paramount importance. Moran has a VP based in Texas, who is a global thought leader in safety issues, and employees are well trained in that area through the ISO system. Kelly says, "We've got a perfectly sized company; big enough to compete with the largest supply chain experts in the world, but small enough at under 500 employees, with a family relationship-based approach that benefits our clients immensely."

On the regulatory front, ship owners and others in the marine sector believe that a uniform application of environmental standards is best for the industry. Black acknowledges, "We, along with other industry leaders, support global standards in commercial shipping. Important environmental standards will only work if applied evenly, creating a level playing field. Patchwork regulation hinders advancement."

The company's documented procedures and work instructions on vessel husbandry, vessel movements, and ship agency are unequalled in the industry. Kelly reports, "We've provided a tremendous amount of training in that regard. We cost a little more than our competitors, but it's necessary with the amount of effort we put into quality, IT services, training – if you look at the core business of agency, this is what differentiates us. The fact you can pick up the phone and call the owner of the company at 2 AM is another thing that's unusual."

Moran's services transcend the traditional scope of shipping agencies. Kelly says, "Most of our competitors – large or small – have been unable to do this. We provide compliance services and UN maritime security, cyber security, and safety and pollution consulting for terminals. When ships come to port, we are like the general contractor of the port call. We coordinate the Coast Guard, Customs and Border Protection, the pilots, the tugs, the lines, and a multiplicity of other vendors we hire on behalf of the ship owner. Our award-winning vendor procurement program ensures our clients are getting the highest standards."

When it comes to long-term partnerships, Black says, "Strong relationships with our clients and vendors are based on years of trust." As ship agents, they partner with terminal operators, pilots' associations throughout the States, and major tug companies, including Foss Maritime, Suderman & Young, and McAllister Towing. These are all extremely important vendors. The government is also a vendor, so relationships with the U.S. Coast Guard, Customs and Border Protection, and Agriculture are key.

The current trajectory of the company does not include global expansion. Kelly explains, "We feel we can't ensure the quality we're known for in countries where we don't have a local presence. In the 2020s, we'd like to still be the largest ship agent in North America, and have the new businesses we're working on – maritime cyber, ballast water, safety and pollution – and be far enough along to be considered leaders in those segments, as well.

In addition, Moran Shipping Agencies wants blue tech innovators to know: "We're looking for partners with a synergy between what we do and what they do. Ocean clusters, the blue tech economy, hold some of the most promise in commercialization and economic development. Our view of diversification and our ability to leverage our brand and partnerships could be strategically important to other companies. We'd like to make those connections."

PREFERRED VENDOR

■ **Moran Towing Corporation**
www.morantug.com

Committed to Excellence; Equipped for Challenge

Six years ago, anticipating the arrival of today's ultra large, deep-draft ships, Moran expanded a new building program. We built 13 escort-rated tractor tugs, incorporating state-of-the-art technology and exceptionally high horsepower.

These new tugs can now be seen assisting some of today's largest ships in some of America's leading East & Gulf Coast ports. Together with our existing fleet, they comprise America's largest fleet of shipdocking tractor tugs.

It all stems from our dedication to excellence in customer service, and from our commitment to the safety of marine personnel and the environment. To learn more about what Moran can do for *your* business, today or tomorrow, visit us at www.morantug.com.

Pictured: the 6,000-hp JRT Moran *and 6,000-hp* James D. Moran

moran

THE AMERICAN SALVAGE ASSOCIATION

SAVING THE SHIPS

It's an unwritten law of the seas that all vessels have a duty to give reasonable assistance to other ships in distress in order to save life - but they are under no obligation to salve or save the vessel. For millennia, that activity has been left to the salvors – the seamen, workers, and engineers who recover a ship and/or its cargo after a shipwreck or other maritime casualty. A rough estimate suggests that, currently, there are about three million shipwrecks littering the planet's ocean floor – everything from 10,000-year-old dugout canoes, to history's many commerce and war vessels, to today's largest, ocean-going container ships.

The laws of salvage, however, have been codified in many different places over the centuries, based on the concept that a person who recovers another person's ship or cargo after peril or loss at sea is entitled to a reward commensurate with the value of the property so saved, or the property, itself. Indeed, salving for profit has, at times, been a lucrative industry. For example, between 1828 and the 1850s, Key West, Florida was considered the richest city, per capita, in the United States, mostly because of the treacherous reefs just seven miles off its shores. There were wrecks aplenty, many with valuable cargo in their holds. So, salving was the town's primary

AT A GLANCE THE AMERICAN SALVAGE ASSOCIATION

WHAT: A trade association of maritime salvage companies and allied organizations

WHERE: Alexandria, Virginia

WEBSITE: www.americansalvage.org

business; storehouses and chandleries abounded, and people came from all over to bid on the valuable salvaged items.

Today, modern salving has expanded its mandate from simply recovering sunken goods for resale, to include firefighting at sea, towing vessels for their eventual repair, clearing channels for navigation, and aiming to prevent pollution or damage to the marine environment. Most salvage is carried out by specialist salvage firms with dedicated crews and equipment, including sophisticated diving apparatus, cranes, floating dry docks, and tugboats.

Jim Elliott, Vice President of the American Salvage Association (ASA) explains: "The salvage industry includes companies that do emergency towing, emergency cargo, oil lightering (the process of transferring oil between vessels of different sizes, usually between a barge and a bulker or oil tanker), commercial diving work, marine firefighting – all these types of services to respond to a marine casualty or a vessel in distress; for example, a ship that runs aground, or if it's on fire and starts to sink, or has some type of mechanical issue."

The ASA was established in Alexandria, Virginia, in 2000, by a group of nine leading U.S. salvors. "Its goal was to improve the nation's marine salvage capabilities, to continuously improve operational safety in salvage operations, and to develop salvage and marine firefighting regulatory frameworks," says Elliott. "At the time, the U.S. Coast Guard was discussing the creation of new regulations for the oversight of salvage response operations in the U.S. So, the ASA worked with the Coast Guard to help develop this regulatory framework."

The Coast Guard's new OPA-90 Salvage and Marine Firefighting regulations were finally promulgated in 2008. They clarify the salvage and marine firefighting services that must be identified in vessel response plans, and set up new response time requirements for each of the required salvage and marine firefighting services. "In the U.S., just about every vessel over 400 gross tons needs to have a vessel response plan," Elliott explains. "On that vessel response plan, it names a salvage and marine firefighter service provider. And so, when there's a vessel in distress, the primary concern is the safety of all life, minimizing the effect to the environment, and then saving the ship and preventing things from getting worse. The Coast Guard, which is there first for search and rescue, works with the ship owner to activate the vessel response plan, so that we can immediately respond.

"In the regulations, there are specific timelines. For example, within one hour, once we are notified, a salvor must perform a remote assessment and begin communicating with the ship to understand its nature of distress. We can then respond with salvage tugs, divers, marine firefighters, salvage masters; we can have our naval architects looking at the drawings of the ship, so we can understand what's going on with its stability and to create a plan to solve the problem.

"We work side by side with the Coast Guard to develop a salvage plan, including working with the agency's Salvage Engineering Response Team (SERT). Once the Coast Guard's Federal On-Scene Coordinator and naval architects review and approve our plan, we move forward with salvaging the ship. We're part of the first responder community in

the U.S. When a ship's in distress, a lot of times the crew is overwhelmed and the Coast Guard really has limited capabilities when it comes to firefighting or towage, or divers - those types of things. They must rely on commercial salvors to do that type of work."

The ASA's membership includes over 70 general members and corporate associates. "General members are mainly organizations whose primary mission is marine salvage; there are about ten major organizations in the Americas that focus on that work," says Elliott. "And then, we have corporate/associate members that support those efforts: towing companies, marine environmental response companies, and others. It's a team effort when you're doing a major salvage operation, so you come together with divers, towing companies, marine firefighters, and others to affect a response. The ASA organization provides a time for everybody to get to know each other, work on common issues, support the industry, and help build our capabilities. During Hurricane Katrina, one of the ASA's biggest accomplishments was uniting the salvage industry during that nationwide response, helping to quickly save lives, protect the environment, and recover vessels that had been destroyed, or pushed up onshore, or sunk during that major hurricane."

Today, the ASA represents about 90 percent of the U.S. salvage sector and continues to work closely with the Coast Guard, and other government agencies, such as the U.S. Navy's Supervisor of Salvage, and the National Oceanic and Atmospheric Administration (NOAA). "The benefits of membership are that you have partners in the organizations that you may ultimately work for," Elliott explains. "For example, we work side by side with other industry organizations in the shipping industry; we have quality partnerships with the federal government organizations; most of the salvors have contracts with the U.S. Coast Guard. So, your interests are being discussed at our meetings."

"And we do a lot of good work, proactively," Elliott adds, "like building relationships with local fire departments. For example, we set up meetings with the New York City Fire Department, and others, to help improve the firefighting capabilities and responses in major ports. We have a training committee - we go out and train the U.S. Coast Guard and other governmental organizations on effective salvage operations to meet, not only our industry goals, but also to meet the public's goals of saving lives and protecting the environment. It gives our members an opportunity to be in front of the organizations they're going to be working for in an emergency. You don't want to be exchanging business cards at three o'clock in the

morning, when the ship's on fire. You want to build those relationships well in advance, so you build that level of trust. Our organizations do have those capabilities; we know what we're doing; we're professionals, and it gives that level of trust to the responders, the Coast Guard, the Navy, and others, when we work side by side with them on a fire or a sinking."

Elliott reports that the ASA stays in touch with its members in several ways: "We have an annual meeting, and then we have periodic executive committee meetings throughout the year; we have periodic national salvage conferences; we have a magazine called Soundings; and we communicate with newsletters, regularly, through the internet. It's constant communication. In addition to those internal meetings, we have what we call 'quality partnership' meetings on a biannual basis with the Coast Guard, NOAA, the Supervisor of Salvage, and others, so that we can continue to set our issues in front of the regulators. On a weekly basis, we conduct a conference call with the Coast Guard - with the new set of regulations, continuous questions and issues arise and we keep the lines of communication with the Coast Guard, open."

Recently, the ASA completed a joint project with NOAA – a study on sunken wrecks around the United States, titled Remediation of Underwater Legacy Environmental Threats. "The report discusses all of the existing wrecks around the U.S. and the potential for remaining oil to cause an issue with the environment. It identified those potential projects for the salvage industry, and also the potential threats for the nation. ASA members have responded to several of those wrecks over the years, and we continue to do so."

The Association also recently expanded its membership beyond the U.S. to include organizations in all of North, Central, and South America, and the Caribbean, and it is currently working with the Organization of American States (OAS) to initiate a similar study of wrecks in the waters of the Caribbean Sea. "And there have been discussions to do a similar project on risk assessment in Canadian waters, because there are some existing wrecks there that continue to cause environmental issues," Elliott adds.

Cleaning up oil spills has become an increasingly important activity for the salvage sector. "Because once a ship loses oil, the ability to recover that oil on the water surface is very difficult," Elliott avers. "The U.S. National Research Council did a study and they determined that even with all the existing technology in oil spill response, only about 10 to 25 percent of the oil can be recovered once it's released. So, our philosophy is that the sooner we get onboard and prevent the oil from being discharged from the ship, the better we can win the battle of protecting the environment."

Going forward, Elliott sees the ASA serving as a voice of experience and professionalism in the maritime industry as it continues to evolve. "Container ships and other vessels continue to increase in size and there is also an on-going transition from traditional oil cargo and fuels to liquefied natural gas and other liquefied cargoes; these are just a few of the issues that are challenging the industry," he offers. "The American Salvage Association will continue to help facilitate effective response operations throughout the world. So, there's a lot of work to do. But we have a passion for the type of work we do; it's a pretty exciting job."

PHOENIX INTERNATIONAL HOLDINGS, INC.

UNDERWATER SOLUTIONS WORLDWIDE

Phoenix International Holdings, Inc., an employee-owned marine services company, conducts complex manned and unmanned underwater operations worldwide, including waterborne ship repairs; underwater inspection, maintenance, and repair of oil and gas infrastructure; deep ocean search and recovery; underwater welding; submarine rescue; and marine engineering. Its customers include U.S. and foreign navies and government agencies; commercial shipping companies, the oil and gas industry, subsea mining firms, and the underwater archaeological community.

The company started doing business in 1997, when six underwater operations experts joined resources to form Phoenix Marine, Inc., an underwater services company dedicated to the waterborne repair of U.S. Navy ships. This goal was realized when the U.S. Navy awarded Phoenix a five-year Diving and Diving Related Services contract.

Within three years, Phoenix, deploying an internally designed and built 6,000 msw (meters seawater – a unit of pressure in underwater diving) depth-capable, remotely-operated vehicle, won several internationally competed contracts to search for and recover aircraft and rocket components from water depths to 3,000 meters. In 2001, this demonstrated capability resulted in the award of another

AT A GLANCE
PHOENIX INTERNATIONAL HOLDINGS, INC.

WHAT: A marine services company

WHERE: Lake Arbor, Maryland

WEBSITE: www.phnx-international.com

five-year contract to perform search and recovery services for the U.S. Navy.

"Phoenix International is celebrating our 20th anniversary this month," says Company President, Patrick Keenan. "We were founded in September of '97, initially competing for the U.S. Navy Diving Services Contract. Winning this major contract was the beginning of our company that now has expanded into many service lines and a worldwide footprint. Basically, we are an underwater service provider. In addition to underwater repairs on Navy ships, we do those same types of repairs on commercial ships. We also provide submarine rescue capability for the U.S. Navy, conduct deep ocean search and recovery missions for military and civil clients, and we have an oil and gas division that performs inspection, repair, and maintenance of offshore infrastructure."

Phoenix maintains and provides surface supplied air, mixed gas, and Nitrox diving systems to conduct underwater tasks from the surface to 300 fsw (feet of seawater). "We also have one-atmosphere suits in which our pilots can work at 1,200 fsw," says Keenan. "We own and deploy remotely operated vehicles (ROVs) and autonomous underwater vehicles (AUVs) to locate and recover objects that have been lost in the deep ocean. We have an AUV that can dive to 5,000 meters and ROVs that can descend to 6,000 meters. Among other projects, we have been on the Titanic filming; we have participated in the search and recovery for Air France 447; and we recovered the SS EL FARO's voyage data recorder. So, our company has expanded significantly from its initial origins 20 years ago of being a diving service contractor solely for the U.S. Navy."

Keenan credits this evolution and growth to a combination of planning and taking advantage of changing conditions and opportunities "We now have 235 employees," he says, "and our locations are predominantly in the United States. Our headquarters are in Largo, Maryland, which is just east of Washington, D.C., but we operate from the major U.S. fleet concentration areas - Norfolk, San Diego, and Pearl Harbor. We also have a commercial underwater ship repair division in Fort Lauderdale, which was focused initially on the cruise industry, but now services tankers, bulkers, general cargo, container, and vehicle carriers. And we have offices in Bayou Vista, Louisiana, and Houston that give us access to the Gulf of Mexico. In addition to those U.S. locales, we have a joint venture in Perth, Australia with Infinity Subsea to market our atmosphere diving capability to the offshore oil and gas sector in Australia. We currently don't have an employee there, but the JV is established and we fly people back and forth."

One of the technologies that separates Phoenix Holdings from other underwater services providers is underwater

welding. In fact, Phoenix considers itself the premier provider of underwater welding services, worldwide. They have 43 underwater welding procedures, certified by either a third-party classification society like the American Bureau of Shipping, or Lloyd's Register, or the U.S. Navy. They also employ some of the best underwater welders in the world.

"To be an excellent underwater welder, you have to do a lot of it. So, if one of our welder-divers hasn't been on a U.S. Navy project or offshore doing underwater welding for an oil and gas client for a specific period of time, we will put them in our test tank and they will weld. We will examine those welds and third parties will come in and perform nondestructive testing and, depending on the time interval, possibly destructive testing of the practice welds. So our welder-divers never stop improving their skills."

Keenan says that Phoenix also works with marine salvage companies: "After a ship runs aground or suffers a collision a salvage company will perform the initial response. But the salvors may need some specific underwater repair accomplished prior to moving the stricken vessel to a port for dry-docking, and salvage companies hire Phoenix to conduct these repairs. We have seen instances where a ship has backed into something or ingested an object into a thruster tunnel, and then there is a stern tube seal leak or a damaged thruster and we can solve those problems waterborne. So, we have a long-term relationship with commercial salvage companies. We are very happy with that relationship and want to maintain it. In fact we are working in Asia for a multinational salvage company at this moment."

Keenan reports that the mix of government and commercial contracts keeps the company very busy, and that its excellent work drives repeat business: "We have a very strong reputation with the U.S. Navy; we hold contracts for underwater ship repair, submarine rescue, and undersea ops. We maintain those contracts by constantly performing well and also improving our technology and our training as we execute. But we also want to expand into the commercial realm, both in the oil and gas and ship repair service lines. So, I think in the future, we would like to maintain our very strong U.S. Navy client base, but we will have expanded and have a larger portion of our revenue coming in from commercial clients."

PREFERRED VENDOR

■ **Super Welding of Southern CA**
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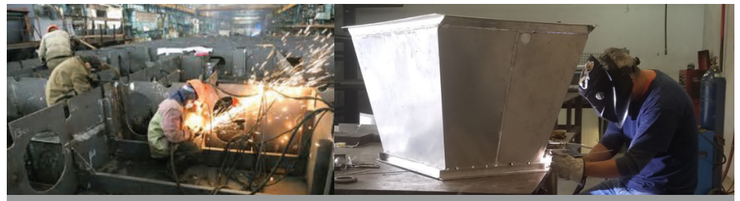

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THE BEST OF Food and Beverage

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NEURO DRINK

DRINK WITH
A PURPOSE

FOOD AND BEVERAGE ONLINE

THE AMERICAN BEVERAGE ASSOCIATION

Leading the revolution for healthier drinks and snacks

NATURE'S TOUCH FROZEN FOODS

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THE ORGANIC TRADE ASSOCIATION

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NEURO DRINKS

DRINK WITH A PURPOSE

Neuro Drinks is a line of unique, scientifically-based, dietary liquid supplements, or, what Company President, Scott LaPorta calls "functional beverages." The company was founded in 2009 in Los Angeles, California by entrepreneur and philanthropist, Sanela Diana Jenkins. "The genesis for the company was the increasingly unhealthy trends in the beverage business in the United States," LaPorta says. "As the market became saturated with more and more drinks loaded with calories, sugar, or other unhealthy ingredients, there was a need to develop a healthier functional beverage drink."

There are seven different Neuro Drinks and each one addresses a particular body/mind need. "We like to develop products that deliver immediate benefits," LaPorta states. "For

AT A GLANCE
NEURO DRINKS

WHAT: A line of nutrient-enhanced beverages that are specially formulated to improve wellness

WHERE: Los Angeles, California

WEBSITE: www.drinkneuro.com

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instance, our energy drink, Sonic, is a proprietary blend of caffeine and green tea extract which increases alertness and focus while sustaining your energy and attention throughout the day. It's infused with fruit, so it's an energy drink that tastes great. Like all our drinks, there are only 35 calories and 9 grams of sugar in a 14½-ounce bottle, which is a fantastic attribute."

Neuro Sleep combines the benefits of melatonin, the body's own sleep inducing hormone, with amino acids that aid relaxation, plus extracts of pomegranate, acai, and blueberry. Neuro Bliss is a lightly-carbonated beverage that combines the optimal dose of L-Theanine (found in green tea) for stress reduction with other neural-focused nutrients and bioactives, including vitamin D, chamomile, and alpha GPC, a natural choline compound found in the brain.

Neuro Daily helps strengthen the body's natural defenses with antioxidant protection of selenium and zinc, plus healthy doses of Vitamins D and C; Neuro Trim was designed to help control hunger with its range of functional fibers that support a healthy digestive system; Neuro Gasm promotes "playful energy;" and Neuro Aqua is pure spring water with added limestone minerals, magnesium and calcium.

Neuro Drinks are produced on the west coast by Unix Packaging and in upstate New York by Adirondack Beverages. "They are our two co-packer partners," LaPorta says. "We're primarily a sales, marketing, and innovation led beverage organization. We develop innovative new 'better for you' beverage products meeting unmet consumer needs.

LaPorta says that the majority of the company's 80 employees work in sales: "Our sales team calls on retailers, both national and regional, explaining our strategies, products, and the benefits of the product to gain shelf space in their stores. Then, we service these retailers through our national distributor the Dr. Pepper/Snapple Group, as well as our key regional distrib-

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utors such as Columbia in the Northwest, Hensley in the desert Southwest, Admiral in the mountain region, Polar in New England, and the Canada Dry Group in the Mid-Atlantic area. We're broadly distributed geographically in all the major markets."

A recent brand study found that the two top reasons consumers buy Neuro Drinks are their functional benefits and great taste. "That was about 70 percent of the reason why people buy Neuro, and the third reason is our iconic bottle design, which is unique and sleek. It catches people's eye on the shelf," says LaPorta. The study also highlighted strong aided brand awareness of close to 80 percent, however only half of those people had ever tried Neuro. "That led to our strategy to increase the depth and frequency of our promotions and gain additional displays in the front of the stores to increase trial of our product. In essence, our strategy is to capture all of the consumers that shop in the stores where we sell Neuro by putting it right there in front of them. Additionally, we leverage retail marketing vehicles such as in- store circulars, mailings, and e-commerce platform advertising. As we drive consumer demand through customer marketing activity and promotions, we partner with our distributors to capture the opportunities."

"Neuro Drinks also markets directly to consumers through social media, such as Facebook and Instagram," LaPorta adds. "We advertise on Amazon and other e-commerce platforms. The next element of our marketing strategy is to align with partnerships and retailers on local, outside-of-the- store activations. For instance, in the Pacific Northwest, there is a huge love affair with the Seattle Seahawks, so we've partnered with an organization that co-identifies our brand and our products along with the Seahawks football season. This initiative drives incremental awareness and trial with consumers in those targeted stores."

LaPorta believes that Neuro Drinks can double its business over the next several years. "We plan to be a continual and serial innovator, bringing additional beverages to the marketplace with two releases per year, keeping us front and center in the consumer's mind. This is an exciting and aspirational goal that the Neuro team is rallying around. In our three-year strategic business plan, we have planks that include us expanding outside the United States into other countries, such as Canada."

Ultimately, the future success of Neuro Drinks will depend on the buying public, and in that arena, LaPorta has no qualms. "If you're a soda drinker and you drink our product, you would never drink a soda again," he declares. "You get far greater benefits by drinking our beverages with none of the negative health attributes of a soda. Our product is just outstanding!"

PREFERRED VENDORS

■ Worldpack Inc.
www.worldpackinc.com

Worldpack Inc., based in Anaheim, California, brings over 20 years of experience in rotogravure printing and converting of flexible packaging, including more than 15 years with shrink film printing and manufacturing. Its expertise includes all areas of packaging: marketing and sales, graphic design, bottling and packaging systems, and material specifications. The company excels in providing its customers end-to-end solutions and service before and after the sale.

■ UNIX-Packaging Inc.
www.unixpackaging.com

Based in Montebello, California, UNIX Packaging Inc. is one of the most advanced and state-of-the-art Contract Beverage Manufacturing Facilities on the west coast. The company specializes in complete turn-key production lines offering everything from PET Blow Mold Solutions, 3 High Speed Carbonated Glass and PET lines, 2 High Speed PET Water lines, and Specialty Boutique lines that cater to smaller volume runs.

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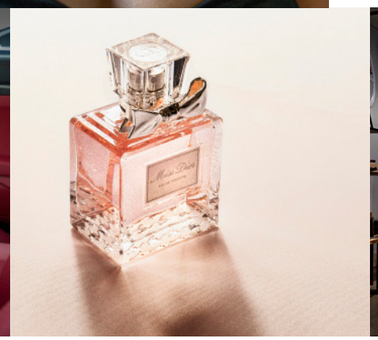

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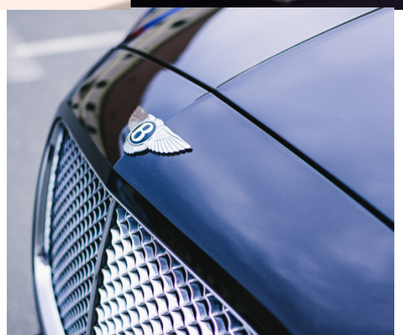

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TO MAKE HISTORY

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A lot going on

GENERAL RV CENTERS
Growing wide and deep

AMERICAN CUSTOM YACHTS

BUILT ON TRADITION

American Custom Yachts' name reveals just a portion of what this Stuart, Florida-based company has to offer: repairs, repowering and refurbishing yachts, complete painting services, and vessel storage are an important part of its business model. But it is ACY's custom-built, high-performance vessels and their exceptional quality that truly established its name on the world stage.

American Custom Yachts was founded in 1991 by Dominick LaCombe, Sr., who had acquired a solid reputation in the industry by age 29, when he was running Monterey Boats, a leading manufacturer of sport-fishing yachts. At ACY's inception, his résumé already included supervising construction of the fastest diesel powered, sport-fishing boat in the world, which reached speeds of 48 knots.

LaCombe partnered with a Louisiana-based family to start his new venture, which began by building a

AT A GLANCE AMERICAN CUSTOM YACHTS

WHAT: Full-service boatyard and custom boat builder

WHERE: Stuart, Florida

WEBSITE: www.americancustomyachts.com

58-foot demonstration yacht that took a year to build. "It literally went around the world and was shown off," says ACY's General Manager, Dominick LaCombe, Jr. "That was our marketing strategy, to demo the boat and show the world what we could do."

Next, the partners asked him to build a slightly larger yacht, on spec. After the craft was built - another year's work - it was also taken on tour. "The business started to pick up because people were seeing our style of boat," says LaCombe. "It was a real fast, real lightweight boat that could take on almost any sea conditions."

Custom-boat builders were commonplace at that time, with the city of Stuart being well-known in the industry. But most of the companies were not known for producing vessels that were exceptionally fast, a feature that is a calling card of ACY's meticulously hand-crafted sport-fishing boats.

"Between '90 and '99, most boats were in the 30-knot range and they were made out of fiberglass," says LaCombe. "We were among the first pioneers of more efficient hull designs which allowed us to gain speed and keep the weight down at the same time."

The company's vessels are crafted using traditional, cold-molded, wooden boat-building techniques, but feature ultra-light materials, such as Kevlar, which are used in the aerospace industry. For strength, laminated wood is used for the keel, stringers, and deck beams; fiberglass and Kevlar-laminated plywood are utilized for hulls and structural bulkheads. The Kevlar, a polymer stronger than fiberglass, is the secret to each craft's light weight and high speed.

"The niche that we had was a quality built boat from start to finish," LaCombe explains. "The idea behind our boats is to take, from the tiniest piece of wood on the keel,

all the way up to anything on the boat, and build it from scratch and to fabricate it right here in our facility."

As more orders were received, ACY found that it had outgrown its facilities, so the company shifted operations to a new location on the Okeechobee Waterway, with easy access to the Atlantic Ocean and the Gulf of Mexico. The move also facilitated an update to the company's business model to include repairs, repowering, and refitting, complete painting services, and

storage for more than 300 vessels.

"The idea there was it's nice to build the boats and it's great to love our name and our reputation, but being on the water allowed us to service the fleet," LaCombe offers. "The nature of the business went that way because boats require a lot of service and maintenance, especially a wooden boat. The idea was to service our fleet and then to service other boats and it didn't matter if the boats were made of fiberglass, wood, or metal. We have the ability here to fix and repair or upgrade any style of boat or any type of material a boat is built out of."

ACY's 63-acre campus also includes two subsidiaries, Bausch-American Towers, which builds aluminum sport-fish towers, custom-molded lightweight hard tops, and accessories; and Venture by American, which builds handcrafted, luxury, center-console boats.

From its humble beginnings, the company has grown to 95 employees and, over time, service and repair has replaced yacht building as the dominant

portion of ACY's overall business. "Up to 2005, we used to be about 65-70 percent production. Recently, we've probably reduced production to around 30 percent and service up to 70-80 percent," LaCombe avers.

But broadening the business' scope to include service and repairs has proven to be a game changer for ACY. "There was actually more competition, from a boat-building perspective, in our local area in the early nineties to the 2000s, but a lot of them didn't have the ability to shift into that service model," LaCombe speculates. "Unfortunately, a lot of the big names that I grew up looking up to are gone."

In addition to adapting its business model, LaCombe believes that ACY has sustained itself through brand recognition and its longevity in the industry. But it still has to promote itself which is why it recently created an in-house, business development office. Another key move for the company came in 2014, when LaCombe's partners purchased North America's largest yacht manufacturer, Westport Yachts, based in Port Angeles, Washington.

"We're looking at combined efforts in marketing because we're able to service that type of fleet," says LaCombe. "That purchase really works towards reducing some of the costs amongst both companies. One of the big things with the Westport purchase is we want to be known as a group that can build your entire fleet, from 160 feet down to 34 feet. There aren't many companies in the United States that can pull that off anymore."

PREFERRED VENDORS

- **Florida Marine Tech Inc.**
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- **West Marine Pro**
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HUCKINS YACHTS

YACHTS DESIGNED TO MAKE HISTORY

The Huckins Yacht Corporation is one of the oldest boat builders in the United States. The company is located on the Ortega River in Jacksonville, Florida, and is run by its third-generation owners, Cindy and Buddy Purcell. Huckins manufactures custom yachts ranging from 40 to 90 feet that combine classic design and traditional workmanship with modern technology and amenities. It has built a total of 457 yachts during its 80-plus years of operation, crafting vessels one at a time.

"The company was started in 1928 by my grandfather, Frank Huckins," says Company President, Cindy Purcell. "Before that, he was in the millwork business, originally in Boston, and then, here in Jacksonville." In fact, Huckins came from a family that had been in the lumber business ever since his grandfather, Pembroke Somerset Huckins, and his great-grandfather John Huckins, of Bangor, Maine, founded the P. S. Huckins Company in 1854. "When the building boom of the 1920s went down, he decided to go into the boat business," Purcell adds. "He had been working on a design for a planing boat - a large yacht that would plane. At the time, all boats were displacement boats, other than small runabouts."

Planing is the mode of operation for a waterborne craft in which its weight is predominantly supported by hydrodynamic lift, rather than hydrostatic lift (buoyancy). Boats with planing hulls are designed to rise up and glide on top of the water when enough power is supplied. So, even though the boat does not weigh less when planing, the water resistance at high speeds keeps it on top of the water. When the speed of the boat is slow enough to let the

AT A GLANCE HUCKINS YACHTS

WHAT: An 80-year-old, custom yacht building company

WHERE: Jacksonville, Florida

WEBSITE: www.huckinsyacht.com

water move away, the planing boat no longer planes. The design of the boat's hull has an effect on how well it works.

"He took that design and started building boats and they were a success," Purcell continues. "They were the first planing hull yachts and they ran fast for the time." The Fairform Flyer 42' Express Cruiser was the first boat launched, captained by Huckins himself on its maiden voyage from Fernandina, Florida to New York City. It was sold that autumn for $15,000 to David M. Goodrich of the B.F. Goodrich Rubber Company, who became a repeat customer.

"He sold boats to people like Goodrich and DuPont and other notable people," says Purcell. In 1943, the U.S. Navy commissioned the Huckins Yacht Corporation to build two squadrons, a total of 18 PT (patrol torpedo) boats, for service during World War II. "He ran the company and stayed in business until the mid-fifties when he died," says Purcell. "My father, after the war, came and worked in the company and we continued to build boats and be successful. My husband and I have been in the company since the '70s and we've continued to run it through different innovations. We've always been an innovative builder. And that's where we are, today."

In 1975, Huckins unveiled a radical transformation from traditional cold-molded mahogany to fiberglass composite core construction. Largely inspired by growing demand, the transition also presented a number of engineering advantages: significant weight reduction, for instance, allowing for a higher horsepower-to-weight ratio. That meant more speed and fuel-efficiency on top of the exceptional strength and seaworthiness that the new space-age materials provided and, today, Huckins yachts are among the lightest, strongest, and fuel-stingiest afloat, displacing thousands of pounds less than similarly-built competitive boats. Coupled with the company's legendary Quadraconic hull, this weight-conscious design produces the Huckins-signature performance so admired by experienced yachters.

"Our customers today are still A-list," Purcell says. "They may not be names you would recognize, but we are strictly in the custom yacht business, and what that means is you come to us, generally, because you've seen some of our yachts and you like the styling. You come to us and sit down with us and we design a boat for you the way you want it. If you say, 'I'm going to run from here to the Bahamas, or here to someplace else,' we can design it around how much fuel you'll need; we'll design it around the speed that you'll want; we design it around the number of staterooms.

"We've built all kinds of boats. We've built such boats for an individual who was in a wheelchair, so the whole boat was wheelchair-friendly. We put an elevator in the boat so that the owner could get up to the fly bridge and down to the engine room, because he wanted to be able to check his own engines. We built a boat the owner wanted to run from here to Marathon (Key) in daylight hours. And, at the time, there was a bridge in Marathon that was a low bridge, and so the boat had to be designed to go under the bridge and it had to run at a speed to get him there. We've designed for fishermen that have won major tournaments. We've built from 36 to 90 feet – whatever the customer wants. In a good year, we will build three boats. In these years, since the 2008 downturn, it may be just one boat."

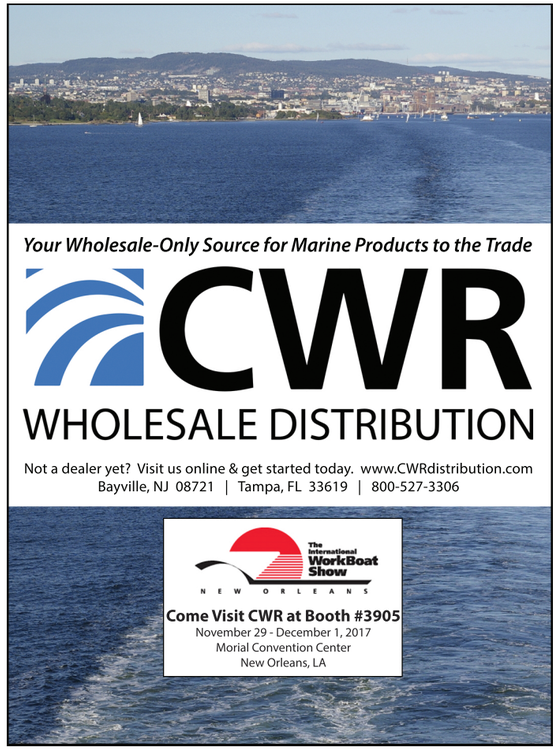
Purcell insists that what mainly differentiates a Huckins Yacht from the competition is its distinctive planing hull. "Almost every builder out there designs on a planing hull, these days," she says, "but all those hulls are very similar; ours is different. Our boats come up on plane at 12 knots, whereas most boats come up on plane at more than 16 knots. It's easy for them to stay on plane at 12 knots, whereas other boats get knocked off plane very easily. Ours are noted for handling a seaway."

"And it's versatility," she adds. We've built with all different kinds of power trains. We've built with regular props; we've built with water jets; we've built with outboards; and we've built with pod drives." A pod drive is a relatively new power system that eliminates the need for shafts, struts, and rudders. Instead of using traditional running gear to transfer the engine's power into thrust, a "pod," consisting of the transmission, outdrive, and propeller(s), is mounted right through the bottom of the boat. The pod itself articulates to

direct propeller thrust, so no rudders are needed. And the part of the pod below the waterline is designed to shear free of the engine without leaving a hole in the boat, in the case of a catastrophic grounding.

As successful as Huckins Yachts has been for almost a century, Purcell believes that the custom boat industry, as a whole, is much smaller than it used to be and that its days might actually be numbered. "Take the car

industry," she says, by way of explanation. "Ten or fifteen years ago, you could still order 'special things' for a car; these days, cars come with all the special things on them. The car industry has gotten so good that they put the leather seats in, they put all the amenities in a car; it's not a special order. And I think that's truly the way this industry is going. So, the production industry is the way to go, and we're working on that, right now.



We are looking at co-venturing with someone to build a line of production boats, for the moment, at least, in two different sizes. They'll still be very distinctive, because of our pedigree, and our design will go back to a boat that we actually built in the '30s. So, we have a DNA of the boat that we're building. We will maintain our quality, and we'll just produce a very high-end production boat. And we will still have the capacity to build a custom boat if someone wants one."

With their distinctive styling, superior craftsmanship, and state-of-the-art technology, all backed by the legacy of an 89-year-old company, Huckins Yachts are still designed to make history.

PREFERRED VENDOR

- **CWR Electronics**
  www.cwrdistribution.com

JARRETT BAY BOATWORKS

TRUE TO TRADITION

Jarrett Bay Boatworks, based in Beaufort, North Carolina, is a premier builder of custom sport fishing boats. The company was founded in 1986, and over the past three decades it has constructed and delivered over 90 sport fishing boats and serviced tens of thousands of vessels.

Recently, Business View Magazine spoke with Company Founder and President, Randy Ramsey. The following is an edited transcript of that conversation.

BVM: Can you talk a bit about how and why you founded your company?

Ramsey: "My career actually started early on as a charter captain, running fishing trips. When I was a kid, I always wanted to be a charter fisherman. I was very successful doing that and was actually one of the youngest licensed captains ever in the United States – I was licensed on my

AT A GLANCE
JARRETT BAY BOATWORKS

WHAT: A premier builder of custom sport fishing boats

WHERE: Beaufort, North Carolina

WEBSITE: www.jarrettbay.com

18th birthday. But, I knew, very quickly, that I had to supplement that income and I started working for some local boat building companies and gained some valuable experience doing it. But it certainly wasn't where my passion was.

"In 1986, it occurred to me that the boat that we had that was operating charters wasn't doing the work; it was old, it had been built in 1967, it was slow, it was smaller than most of the boats being used in that time frame. And we had been watching a real change and upgrade in our local fleet; the boats were getting larger and faster; they were riding better in the ocean; they had more capability. And I knew that in order to continue to stay productive in my chosen field, I was going to have to improve our boat.

"So, a few of us set out in a rented building in a little community called Williston, North Carolina. That building was a pole barn, built out of telephone poles and tin. It had dirt floors and when it rained it leaked on us and if we had an occasional snow, it snowed in the building. But we started building our first boat. That boat was 52 feet long. It took just over a year to build it. The name of that boat was Sensation; we launched it and it came out pretty good.

"As we finished that boat, another guy came along and said, 'I'd love to have one of those boats.' And we said, 'When we're not charter fishing, we'll build a boat for you.' So a second boat was built and it also came out pretty good. By the time we finished that boat, we had sold boats three and four, and then, very quickly, five, and six, and seven. We soon had an opportunity to move to another location, and when we got up to boat number twelve, it occurred to me that we had accidentally put ourselves in business and the charter fishing had to go by the wayside. And every day, since then, we've been coming in and building very high-end, custom, sport fishing boats."

BVM: Why is the company called Jarrett Bay Boatworks?

Ramsey: The Company's name came from that first body of water that first building was on; it was called Jarrett Bay. When we started building that first boat, we were trying to buy some materials. A company said if we don't have a company name, we can't sell to you. And I was gazing out the back doors of that old tin shed and saw that body of water and I said, 'Fine. If you've got to have a name for our company, our company is Jarrett Bay Boatworks.' And it stuck."

BVM: Obviously, you're not still working out of that

old shed, right?

Ramsey: "We moved from that location to Marshallberg, North Carolina. We quickly outgrew it and we developed the Jarrett Bay Marine Industrial Park, where we are today. We developed a 175-acre site. Our company operates on about 45 acres of that in a 135,000-square-foot building. A good portion of the rest of the park, we sold off to other vendors. The idea we had for this park was for us to become an anchor tenant and allow other industries to come in that were complementary; industries that might do marine electronics, or soft goods, rebuild engines, work on transmissions. The idea behind that was if you, as a boater, come to our park, you could talk to a single service manager, whether you wanted to rebuild your engine or repaint your boat, put a new top on, get new electronics, or just have routine maintenance done. The park has been a real success and many people throughout the country have tried to duplicate what we've managed to do here. We've been here 20 years, now, and we've seen exponential growth, throughout; we currently operate with about 175 employees."

BVM: What characteristics differentiate a Jarrett Bay boat from boats built by other companies?

Ramsey: "A lot of boats are built on a production line. And while they're very nice boats, you, as a customer can't say, 'I'd really like to move the galley over here' or, 'I'd really like to add two refrigerators.' While they do some customizing, it's very limited. What we're offering is your ability to customize. We manufacture every door jamb, every drawer, every cabinet, every sofa; any portion of that boat that is built is manufactured on-site, and the components are installed here. It's all put together by our craftsmen.

"We're also offering the opportunity to use high-tech materials that are considerably lighter than those that are built on a production line. Being lighter helps our boats have increased speed, more fuel efficiency, and even the possibility of a smaller engine to go the same speed. The thing that really sets us aside from some of our competitors is the amount of engineering we do on each and every boat to ensure a boat's performance before we ever start it. We know within small percentages how fast the boat will go, how it's going to float; we know its fuel range.

"So, we manufacture extremely high-end, all-custom boats for very discriminating customers. Most of our customers have owned numerous boats and they're working towards building something that suits the way they fish or their specific needs. It's like watching a family going from a starter house, to a medium-grade house, and finally graduating to a complete custom

house that's built around the way they live.

BVM: A lot of boat companies suffered during the Great Recession. How did Jarrett Bay survive those times?

Ramsey: "During the economic downturn there was great stress on our industry. We've been around long enough that we've seen a number of recessions. This

last recession, of course, was much deeper and lasted longer than anyone expected. Unfortunately for us, at the point that it struck, most of our customer base were folks that were developers and house builders, and they were the hardest hit. If we had simply been dependent on new boat building, it would have been extremely difficult for us to survive.

"But our company is pretty diverse, as boating goes. We do manufacture sport fishing boats, but we're also in the boat repair business; we service about a thousand boats a year and that has really helped us get through some difficult times. In the worst of the recession, people weren't doing much maintenance on their boats, but they were doing some. Our repair yard is capable of working on boats from 20 feet to 140 feet in length, and our buildings allow us to put boats as large as 140 feet, inside, which gives us a very unique

capability, particularly in the mid-Atlantic. That ability to feed on the others in the industrial park, to work back and forth with customers, and to offer any number of types of repairs to their boats, certainly helped push us through that difficult time.

"One other thing is we are also partners in a company called Blue Water Yacht Sales. We own half of that company. That company's got nine offices across the mid-Atlantic, and we represent about nine high-quality manufacturers, as well as brokers, and we sell about 400 boats a year. So, between the new boat building, the boat repair work, and our sales organization, we offer every step in the boating industry – buying, selling, repairing, and manufacturing."

BVM: Now that the good times have returned, is there anything new on your company's agenda?

Ramsey: "One thing on the front burner is we are going to launch a 90-foot boat, this fall, that we've been working on for about three years. Her name is Jaruco. She's being built for a gentleman from Massachusetts. This 90-footer is a boat that we believe is the most technologically advanced sport fishing boat ever built. Almost every component of the boat is closed cell foam and carbon fiber in order to reduce weight, right on down to having carbon fiber outriggers, and fishing chairs, and helm chairs, and hatches.

"This boat has had significant amounts of testing done to the hull before it was built and even during the process, and it's had more engineering than any custom sport fishing boat ever built. We've had our three in-house engineers and architects working on it almost full-time; there's been an outside propulsion engineer, an outside weights engineer, and an outside materials engineer working on it, as well. This boat will be an ABS (American Bureau of Shipping)-certified boat, one of, if not the only sport fishing boat that has gone down that route. And she will have some technology that has never been done before by any of our competition in this particular segment of the market. It's really been an amazing journey to try and deliver

the most advanced fishing boat ever."

BVM: What are some of your company's long-term priorities?

Ramsey: "Certainly, one of our goals is to continue to improve our boats. I've said for decades, if we don't improve every day, then we're not doing our job as a company. So, we want to look towards methods, look towards materials, and ensure that each boat we build is better than the last. We also want to ensure that we are continuing to deliver boats that will accomplish the owners' needs and desires in a way that is comfortable and safe.

We want to continue to diversify, find ways to increase efficiency in the boats we build. We are constantly improving our facilities, constantly improving our tooling to do just that. And as a closely-held company, we want to ensure that we are providing for the legacy of the company. And as people retire, we have

folks coming in behind them who will be the leaders of the future."

BVM: What else would you like our readers to know about Jarrett Boat Works?

Ramsey: "We tell people all the time that we manufacture boats for them, but the boats always 'belong' to the people who build them, here. And each person

we work for really does become a part of our family. It's a cliché that's used too often over the last few years, but we have felt that way since we started. You're not just another number, here. We care about you and your family and how you use your boat.

"And while we remain very true to tradition, we're always pushing the envelope and we're always pushing the edge to ensure that we're on the forefront of technology. We don't want to forget where we came from, but we also don't want to be left behind. So, each and every boat that we deliver, or each repair job that we do, is using the very best materials and the very best methods available to ensure that our boats are going to retain value, and the repair work is going to be as good as the original or better."

PREFERRED VENDOR

■ **Zb Finish Carpentry**
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The Marquis-Larson Boat Group

COMBINING TWO GREAT TRADITIONS

Located in Pulaski, Wisconsin, just northwest of Green Bay, the Marquis-Larson Boat Group is a collection of six premier, recreational boat brands: Marquis Yachts, Carver Yachts, Larson Boats, Larson FX freshwater fishing boats, Larson Escape pontoon boats, and Striper saltwater fishing boats. All brands are 100 percent American-made and sold through independent, authorized dealers in 23 and counting countries.

Larson Boats was founded in 1913 by Paul Larson of Little Falls, Minnesota. The company built a variety of wooden boats in its early days, and since then has pioneered virtually every facet of boat design and construction since its first gas-powered outboard models were introduced in the 1920s. In the 1950s, the company made the switch to fiberglass manufacturing and deep-V hulls, making boats that were stronger, lighter, and more watertight than wood.

The Carver Boat Company was first established in 1954 by Charles Carter and George Verhagen who began building mahogany-planked, high-speed runabouts in a garage in Milwaukee, Wisconsin. In the 1970s, the switch was made to fiberglass, with additional advances that included larger, twin inboard-powered cabin cruiser designs. In the 1980s and '90s, Carver was one of the largest manufacturers of fiberglass production

AT A GLANCE
THE MARQUIS-LARSON BOAT GROUP

WHAT: A seller of premier, recreational boats

WHERE: Pulaski, Wisconsin

WEBSITES: www.larsonboatgroup.com, www.marquisyachts.com

yachts in the world. In 2004, the company started the Marquis Yachts line in order to manufacture a world-class yacht built with the most advanced designs, styling, and technologies.

Rob Parmentier, who has over 35 years in the boat business, and was once the President of Sea Ray Boats, which, at one time, was the largest boat company in the world, has been President of the Marquis-Larson Boat Group since 2013. He touts the uniqueness of his new company: "We're like old school Detroit," he says. "We have our own metal shop - we do all of our own metal and stainless steel work; we hand-build all of our own pontoons; we do all of our own upholstery; we do all of our own canvas; we have our own paint shop; I have a whole building full of very talented welders. We have a number of vendors for engines and windshields and such, but the rest of the boat is 100 percent built here in Wisconsin. A tanker truck of resin from Ashland comes in and a boat comes out the door. I know of no other facility in the world like ours. America has a very good reputation for building boats. Even though Europe and some other places overseas have been building them longer, America has a fantastic reputation for production efficiencies and quality - and our plant, in particular. A year ago, we built the boat for Lexus; we were selected from hundreds of manufacturers throughout the world."

One of Parmentier's recent tasks was to close down the Larson production facility in Minnesota and move all 38 of its boat lines to the Wisconsin location. "We had two facilities that were both 700,000 square feet," he explains. "We had much too big a footprint and our engineering capabilities and the size of our facility to handle our big yachts dictated the move from Minnesota to Green Bay. Now, everything is under one roof. We build a 16-foot outboard that sells for $25,000 and we build a 72-foot Marquis motor yacht that sells for $4 million."

Currently, the combined company has about 400 employees, and Parmentier says that he wants to hire more. "In the last year, we've added a hundred people, and we have 50 requisitions for 50 more employees," he says. "A majority will be craftsmen and boat builders, but I'm looking for an engineer, I'm looking for a sales person. Our top priority is the training of our employees, getting them up to speed; bringing in Millennials and Gen-Xers and teaching them a craft; a vocational trade where they can still make very good money."

Another current item on Parmentier's agenda is figuring out how to export more products even as the U.S. dollar continues to be strong. "The dollar is tied to oil," he states. "When oil is cheap, our dollar is strong; and when oil is expensive, our dollar is weak. We've been on a prolonged run now, where a lot of American companies are having a tough time exporting things. So, our number two priority is how can we make our boats competitive even if this dollar situation stays for awhile? Because our export business is extremely important to us. And so, we are constantly looking at leaning out our processes, trying to take costs out of the boat, but still having top quality. We're looking at new FRP (Fiberglass Reinforced Plastic) products and unique layup procedures in our boats to make them lighter, so we can put less power in them, so we can make them more affordable."

As is true for any company, marketing is a key component of Marquis-Larson's success, and Parmentier says that social media and the internet comprise the leading edge. "There are a lot of people who don't like confrontation; they despise walking in a showroom and negotiating," he asserts. "For the first time in my 35 years, we've now got a couple of dealers who essentially sell all of their boats on the internet. And I do see the business going more towards that in the future. That's how the Millennials and the Gen-Xers think; that's what they're used to. I don't think it will ever be a hundred percent, but I do see a day, maybe five or six years from now, where 20-25 percent of the dealers start heading down that route."

However, there are still boat buyers who prefer a more personal touch. "When you get into the sport yachts, we do sell to the end user," Parmentier admits. "Those types of people, in many cases, have owned eight, ten, twelve boats and they come right to the factory; our dealers bring them and then we work with them, one on one. They're extremely knowledgeable people; they're building very expensive boats; they want customization; they want to touch the factory. More than anything, they want my cell phone number seven days a week, twenty-four hours a day. And we give that to them."

In addition to that cell phone number, Parmentier believes that in selling boats, Marquis-Larson is providing another very valuable asset to its customers – quality family time. "One of my best sales lines is: 'What else can you do where a two-year-old and an eighteen-year-old have the same amount of fun? Boating!' We're able to make a lot of people's dream come true and make their families happy."

"We're a great corporation," he adds in summation. "We hire a lot of people, we give them great income and benefits. We have unbelievable craftsmen that build these fantastic boats that are perceived throughout the world for their high quality."

The Marquis-Larson Boat Group: a combination of two great boating traditions.

PREFERRED VENDORS

■ Northpoint Commercial Finance

www.northpointcf.com

Northpoint Commercial Finance was founded in 2012 and is based in Alpharetta, Georgia. The company offers inventory financing services, catering to the outdoor power sports and office equipment sectors, manufacturers, distributors, and dealers. As of August 11, 2017, Northpoint Commercial Finance has operated as a subsidiary of LBC Capital Inc.

■ Taylor Made Systems

www.taylormadesystems.com

Taylor Made Systems is one of the world's largest manufacturer of marine glazing systems and a leader in framed glass windshield technology for powerboats. In addition to windshields, they offer a large selection of custom-quality marine products, including manually and power actuated doors, roof systems, hatches and canvas enclosures.

Happy Daze RV

SALES, RENTALS, SERVICE, AND PARTS

Happy Daze RV is a Northern California-based RV dealer that serves the needs of its customers and other RV enthusiasts in the Sacramento and Livermore areas, including Reno, Lodi, Manteca, Modesto, Vacaville, Vallejo, Concord, San Jose, and the San Francisco Bay region. Offering sales, rentals, service, and parts, Happy Daze carries motorhomes, fifth wheels, travel trailers, and toy haulers from the following manufacturers: Tiffin, Allegro, Phaeton, Forest River, Sunseeker, Grand Design, Momentum, Reflection, Solitude, Imagine, Heartland, Landmark Bighorn, DRV; Mobile Suites, Mobile Suites Aire, and more.

The company was founded by Fred Lemke, its current CEO, in 1974. It has operated out of Sacramento since 1980 and Livermore for the past eight years, with the Sacramento store responsible for about 80 percent of the firm's business. "In Sacramento, we have two service buildings," Lemke says. "We have what we call our 'get-ready center,' which is where we get all the coaches ready for delivery, and in Livermore, we have service and delivery on the same spot. We run about 70 percent new and 30 percent used."

AT A GLANCE
HAPPY DAZE RV

WHAT: A Northern California-based RV dealer

WHERE: Headquarters in Sacramento, California

WEBSITES: www.happydazerv.com

This year, Lemke says that Happy Daze will move between 1,200 and 1,400 units, and unlike many other RV dealers, the company did not suffer a major setback during the Great Recession, which began in 2008. "We actually made money during the Recession," he states. "We were fortunate enough to see that things were starting to slow down, so we started cutting back on our inventory and pared it down to a point that if it wasn't selling in good times, it sure wasn't

going to sell in bad times. We went into the Recession with lots of cash and because we had cash, we were able to do things that other dealers couldn't. Most of my dealer friends who went out of business lost their business because the banks quit financing them; my bank never did that."

In addition to working with the industry's top manufacturers, Lemke believes that Happy Daze beats the competition because of his long-time staff. "All of our key employees have been with us

for 15-plus years," he says. "I've got some who have been here for 35 years. And we've always been very customer oriented, which means we get a lot of repeat and referral business. We care about the people buying from us. Our reputation is worth more to us than money. Our philosophy is to sell to you, stay in touch with you, and sell to your friends. In two, three, or five years, when you're ready to trade, you come back to us."

Going forward, Lemke says that Happy Daze is planning to add a 6,000-square-foot building on the Sacramento property. "We'll start that when we get all of our permits," he explains. Over the next several years, he plans to open some smaller, satellite stores. "We service quite an area, now – we go about

a 150-mile radius. But we're going to try to get closer to our customers so they don't have to drive as far to get to us, and, at the same time, pick up the market share we're not getting. I think that we'll put a dent in the market, because we've got the best products. And we're able to sell things that other people aren't able to sell."

Happy Daze RV is a member of the Priority RV Network. Founded in 1997, the Network buys RV products and services at substantial discounts, while passing the savings onto its customers. Its 60-plus dealers at over 160 locations nationwide offer roadside assistance, specialized insurance, more service bays, certified and master RV technicians, and the most educated sales and parts consultants in the business.

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ROAD BEAR

RENT AN RV

Why see the USA through a car window when vacationing, staying in motels and dining in restaurants, when you can enhance the experience by enjoying the more up-close and personal view afforded by traveling in a motor home?

The choice is an obvious one, especially for families, in the opinion of Hannes Rosskopf, General Manager of Road Bear RV, part of one of the world's largest motor home rental and sales companies. Especially since Road Bear RVs provide travelers with the opportunity to add pleasure to their journey by enjoying a luxurious motor home's many comforts and amenities, while taking in the sights through large windows and preparing meals in, instead of dining out.

"If you go with a rental car, normally you eat breakfast out, you eat lunch out, and you eat dinner out and you don't

AT A GLANCE
ROAD BEAR RV

WHAT: A motor home rental and sales company

WHERE: Agoura Hills, California

WEBSITES: www.roadbearrv.com

what the big advantage is. If you go to a campground, normally there are other families with kids. Your kids can run around, you meet other people, it's very social. This way, you learn more about the country than you would just driving through as a tourist. And that's what a lot of people really like about it: that you get in touch with people along the way."

Founded by a Swiss in Los Angeles in 1980, Road Bear RV has gone through two ownership changes, the most recent occurring in 2010, when it was purchased by the New Zealand-based, publicly held company, Tourism Holding Limited (THL). "Tourism Holdings is the largest motor home rental company around the globe, with operations in New Zealand, Australia, a joint venture in the U.K., and El Monte RV and Road Bear RV in the U.S.," Rosskopf explains.

Based in Agoura Hills, California, Road Bear RV has rental and drop-off locations in Denver, Las Vegas, Los Angeles, New York, Orlando, San Francisco, and Seattle, with Dallas to be added in the

spring of 2018 as drop-off location. Roughly 35-40 percent of Road Bear RV's U.S. customers rent a motor home at one location, return it to another following a trip exploring the beauty of the U.S. along the way, and then utilize other transportation to return to their homes.

The THL Company provides service in Europe, as well as Australia and New Zealand, and Europeans, particularly German speakers, comprise a significant portion of the Road Bear RV customer base. In fact, about 75 percent of customers hail from somewhere other than the U.S., which is why the company's rental paperwork comes in English and German, and staff who speak Spanish, Portuguese, French "and other languages to attract customers from abroad is available," Rosskopf adds.

Road Bear RV's three U.S. markets include: people who travel to the U.S. from abroad; the domestic traveler - people taking long trips, such as from Orlando to LA; and the regional market, which Rosskopf defines as people living and traveling

within two hours of a Road Bear RV location. "These customers are more of a long weekend type, like Memorial Day or Labor Day weekend - picking it up on a Thursday afternoon and bringing it back on Monday morning. They don't drive it very far, but they want to enjoy it, as well."

While there are similar national brands that also

have rental RVs and coast-to-coast locations, Rosskopf believes that Road Bear RV beats the competition because of its superior rolling stock. "Road Bear RV was always about high-end quality," he states. "So we're considered to be the premium fleet and not just because of the time we take with our vehicles. You really get a brand new fleet. Any vehicle you get now will not be older than January of this year, so they're less than nine months old."

The company purchases its motor homes – several hundreds of them in 2017 - direct from industry leading manufacturers, Coachmen RV and Thor Motor Coach, both based in Indiana, and puts them on sale within one year of use. "It's all about the vehicle quality," he asserts. "It's not only about the rental but also about the service we provide to our dealers in terms of delivering on time and delivering in the quantities that they need. As I said, all our customers, from near and far, expect a premium experience."

Road Bear's RVs are highlighted by:

- Extra large windows to maximize views, especially for small children
- Optional WiFi device working almost everywhere in the U.S.
- A living room and a kitchen
- Bed safety nets and child seat tether anchors
- Retractable awnings, generators, a TV/DVD, the largest beds, fresh water tanks, and mega- outside storage (important for a one-way trip cross-country)
- Exterior camping tables and hardwood-style floors

Also included are a personal vehicle orientation provided by a multilingual staff, optional high-quality convenience kits and Satellite Navigation System (GPS), complementary transfers from specific airport hotels and to airports and airport hotels, 24-hour emergency assistance, and an online booking engine (Web service and online VIP check-in).

Road Bear RV's vision for the next several years is centered on maintaining the quality of its equipment and services, and continuing to grow its wholesale business. "For the rental as well as the sales business, the focus is on service to the customers; that they come back and that they like what we do," Rosskopf avers. "When a rental customer talks about their experience with Road Bear RV, I want them to say, 'It was great. I loved the travel and the vehicle because there were no issues with it. The bottom line is enabling customers to have a stress-free, enjoyable vacation. That's something we strive for and, so far, we've been able to accomplish that, even with our huge growth over the years. That's something we'll continue to focus on."

PREFERRED VENDORS

- **Adventure Touring RV Rentals**
  www.adventuretouring.com
- **Cordelia RV Center**
  www.cordeliarv.com

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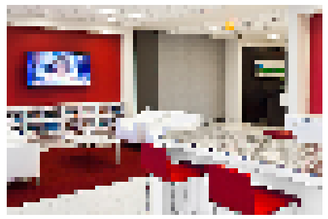

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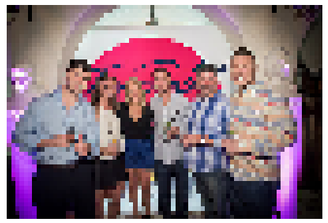

TRANSPERFECT

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Simpli Home

LIFE BY DESIGN

No industry today has remained untouched by the dizzying pace of technological advances, and the most successful businesses, as well as the minds behind them, have proven able to plan, adapt, and drive change. Erez Weinreich, Chief Strategy Officer of Simpli Home Ltd., a maker of furniture and furnishing, embodies the ideal of a technology-ready executive: a global operation with offices in China, Vietnam, India, Toronto, Canada, and Portland, Oregon. As one of three founding partners to what is now a thriving e-commerce platform, Weinreich and his associates are riding what he calls the oncoming "retail tsunami."

Weinreich and his partners founded

AT A GLANCE
SIMPLI HOME

WHAT: An ecommerce distributor of home furnishing products

WHERE: Vaughan, Ontario

WEBSITES: www.simplihome.com

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Simpli Home Ltd. in 2001, before ecommerce was even a ripple. Originally a home goods wholesaler, the company designed, produced, and sold products to big-box retailers and mass merchandisers in the U.S., Canada, Australia, and Germany. Weinreich explains the firm's business model: "We realized that it was important for our success to establish offices in each country in which we did business, staffed with locals who then worked and managed our relationships with our factories. Further, we understood, early on, that great design was our key to success, so we quickly built an expertise in designing on-trend products to bring to the North American market. We created a process of testing and quality control to ensure that the products we brought to market were of the highest quality."

Hands-on attention to staff, detail, and standards were integral to the operation from the beginning. "We had good success, almost right from the beginning. Like all companies, we had ups and downs, but basically we were growing and profitable," recalls Weinreich. The company's next era of growth paralleled that of the dotcom era. Upon seeing opportunity in ecommerce, management decided to shift gears and Simpli Home was born as a stand-alone brand, offering high-quality furniture directly to the consumer.

The company's pivot to ecommerce led to dramatic changes in its operational worldview. Drawing from its long history as a home goods wholesaler, Simpli Home was born. The company started its new adventure bringing a handful of its previously designed solid wood furniture made in Vietnam to its first warehouse(s) in the U.S. and Canada. Things started off slowly with

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> We created a process of testing and quality control to ensure that the products we brought to market were of the highest quality.
>
> **EREZ WEINREICH**
> CHIEF STRATEGY OFFICER

sales beginning at a few pieces per month and growing month by month. When the first Black Friday/Cyber Monday came, things changed dramatically and the company realized the scope of the dotcom opportunity. As sales exploded exponentially during that week, Simpli Home was quickly left with empty warehouses. Over the next few years, the company continued to grow rapidly, becoming one of the leading online furniture companies in North America.

This full rebrand and repositioning of the company led to a restructuring of its operations. Today, Simpli Home imports over 500,000 pieces of furniture per year from over 30 factories located in India, Vietnam, and China. Its products are stored in four warehouses located throughout the U.S., occupying over 600,000 square feet. Its global team of Quality Control, Design, and Operational staff ensures the appeal and quality of each product. With over 150 employees, the company continues to grow rapidly, and foresees unlimited growth. As Weinreich says: "We are only at the beginning of the ecommerce revolution; we can expect continued dramatic disruption of the current retail model."

Currently, Simpli Home has a product list of over 1,000 products and expects to grow to 2,000 products by 2018. "We understand that this change in retail is a once in a lifetime opportunity, so we are employing all of our resources to quickly mirror the exponential growth of the ecommerce world," Weinreich states. "We have just rolled out a new international Design Hub located in Canada and Vietnam to allow us to quickly create new designs and bring them to market."

Making the shift from big-box retail to direct-to-consumer ecommerce sales has provided an ever-growing list of benefits for Simpli Home. The company has grown broader and deeper in every aspect of its business from supply chain, to ecommerce fulfillment, to product development and management, to marketing and branding. Technologically, the company is a leader, employing advanced tech tools for product management, inventory forecasting, business analytics, and intercompany communications. Living in the

ecommerce space has required the company to become and stay nimble, flexible, and fluid in anticipating continuous change.

Simpli Home has been able to save money by effectively managing its global supply chain, producing high quality goods in well run factories, leveraging cost efficiencies in countries around the world, and using effective distribution networks. These cost savings are transferred to the end-user who then shops for Simpli Home's high-quality goods, online, at a great price. As the company's customer base grows, so does its ability to analyze trends. Because of the immediacy of online shopping, ecommerce platforms such as Simpli Home are able to respond quickly to customer needs.

Simpli Home celebrates its diversity. "Our company is transparent and encourages creativity, discussion, and fraternity in all offices around the world," Weinreich declares. "We celebrate our success by hosting inter-company events, International Directors' meetings, recognizing many religious and national holidays, travelling to different countries with our people and their families, and giving back to the world communities by supporting many charities such as PLAN, and Hand In Hand."

PREFERRED VENDORS

- **True Commerce, Inc.**
  www.truecommerce.com

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city view

COMMUNITIES ON THE GROW

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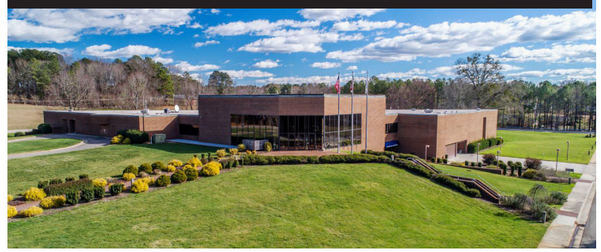
READY FOR THE FUTURE

SANFORD, N.C.



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THE ASSOCIATION FOR IMPROVEMENT OF AMERICAN INFRASTRUCTURE

Public-private partnerships: Good policy that's good for taxpayers

Whitehorse Yukon Territory

THE WILDERNESS CITY

Whitehorse is the capital of the Yukon Territory in Canada's far northwest. Known as the Wilderness City, this diverse community is nestled on the banks of the famous Yukon River surrounded by forested mountains and pristine lakes. Blessed with gorgeous scenery and a vibrant city lifestyle, it's no wonder over 26,000 people enjoy living here year-round. A healthy economy, small town values, a safe environment, and access to the great outdoors, makes Whitehorse one of the best cities in Canada in which to live, work, and raise a family.

Mike Gau, Director of Development Services for Whitehorse, speaks highly of the innovative solutions his community has launched for dealing with some unusual challenges. He describes Whitehorse as "a very busy northern city, doing very well. We have stable growth and that's a product of many things, including strategic partnerships, great leadership from multiple governments, and a unique setting and destination to live in and do business."

AT A GLANCE WHITEHORSE, YUKON TERRITORY

WHAT: The capital city of the Province

WHERE: Southern Yukon Territory

WEBSITES: www.whitehorse.ca

Traditionally, Whitehorse has been a boom/bust town at the whim of mining in the Yukon. Today, the industry is doing well and continues to provide a significant portion of the overall GDP in the territory. Although the actual mining work occurs well outside the city limits, Whitehorse is the major hub for business activity related to the industry, with airport and highway access, and proximity to Skagway, Alaska, a major tourist port, only 180km away.

While Canada was in the throes of an economic recession from 2007 to 2009, Whitehorse had a bit of a boom, including increased housing demand. "We studied the impact after the mining cycle receded, and we didn't have nearly the impact as we've had historically with regards to migration out of the city and territory. The increased demand did correspond with a low supply of housing lots, however, which did result in significant increases to housing prices."

These days, Whitehorse is experiencing an increase in entrepreneurial activity. Gau notes, "We have 3100 business licenses issued for a population of around 26,000. We have four levels of government centered here, so we're a government town with the public sector making up about 40 percent of the economy. This brings great stability and good wages. Business, especially tourism is growing, in both the winter and summer, and the private sector is a bigger proportion of our economy. We're less dependent on mineral exploration and the spinoffs from that in construction and mining, and more so on being one of the centers in the north that has natural resources, but also has a lot of other great things going on."

Whitehorse is unique in having two local, First Nations governments that own land within the city. The City has spent a great deal of effort and time working with them and fostering partnerships. Gau says, "That's coming along nicely, and we see it being a key component for the future of the Yukon and our community. Yukon First Nations own significant lands and resources that will come into the market and shape land supply and business activity in the area."

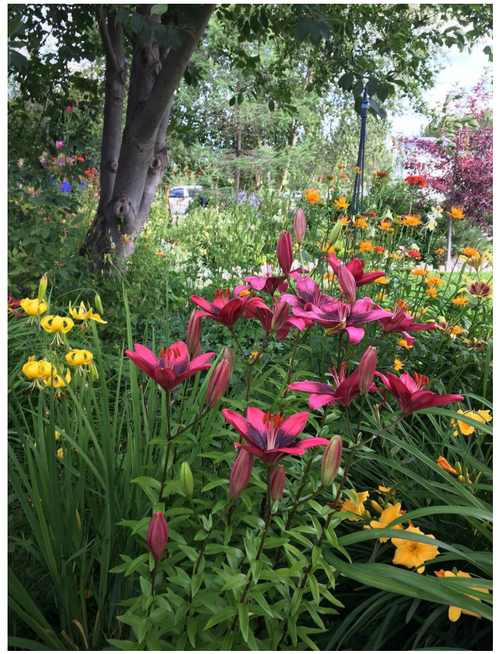
Two development projects currently in the works in Whitehorse are going to substantially influence the city landscape and its operating efficiency. The first is a new City operations building; one phase of a consolidation project of which City Council has only approved the operations component. Essentially, it's an example of a municipality trying to become more efficient from both an energy and operational perspective. The project is consolidating several City properties and business activities/operations, largely focused on equipment and related staff. Transit is being grouped in with operations, transportation, and engineering, in order to have people and equipment all in one space instead of all over town.

Efficiencies from that will help defer tax increases and definitely please citizens.

"We know that our old buildings are at the end of their life," Gau reports, "and very inefficient energy-wise. Our new building will be 80 percent more efficient than the National Energy Code model for this type of building. We're doing everything we can to use capital investment dollars from other government partners to lower our operational costs, and that translates directly to easing pressure on municipal tax dollars. Construction of the operations building has been tendered and awarded at $34 million – a significant amount for a small city. We're very grateful to have federal and territorial money to contribute to that project. We still need to take out a loan, but it's a fraction of what it would be without our partners."

The other major development project is a new neighborhood called Whistle Bend. Gau explains, "There are nine phases and we're working with the Yukon government to have the third phase come out next spring. This is for housing and commercial and institutional uses in a new neighborhood. It's been designed using Smart Growth principles – density, mixed-use, energy efficiency, and municipal efficiencies regarding infrastructure and other elements, such as having almost all homes within five minutes' walk of a bus stop.

"In comparison, the historical Whitehorse layout is that of a very sprawled city. Our city area is 416 square kilometers with just a small tax base; therefore, we're heavily reliant on transfers from the federal government and a comprehensive grant from the Yukon government. We need to become more sustainable, so designing these



neighborhoods in a way that is cost-efficient and preserves green spaces for recreation and storm water management is a big deal, and a big change. The public largely accepted this design and the neighborhood is already flourishing. It's a great example of sustainability in the north."

Small northern municipalities can't do this type of development on their own. The Yukon government is physically building the neighborhood project, but the City took the lead with the planning process using design charrettes (intensive collaborative planning sessions) to bring the public along and get approval for a real game changer of a development.

Whitehorse provides diverse services to all outlying communities. Its economic base includes mining, transportation services, tourism, and government services. "We have a really small list of employers with

hundreds of employees," says Gau. "Some of the biggest are ATCO, our energy provider; Northern Vision Development, a private real estate partnership that is over 40 percent First Nations owned; Northwestel, our cable and internet provider; and Air North, a highly successful local airline that's added routes from Whitehorse directly to Vancouver, Edmonton, Calgary, Yellowknife, and Ottawa. We're very proud of them and the success they're having."

The iconic Canadian north is beautiful, pristine, and awe-inspiring in ways that must be experienced, first-hand, to be appreciated. As a result, tourism is a major economic sector in Whitehorse, attracting in excess of 260,000 visitors each year. Air North and local hotels are important players, as is the Yukon government. According to Gau, "We have a partnership deal with the Yukon government – they have money to do a lot of the marketing and we take care of our city and facilitate tourism through them. It's growing every year. While the tourist season is primarily from May to October, February is a big month for visitors. In February, Whitehorse hosts the Yukon Quest, Frostbite Music Festival, and the Yukon Sourdough Rendezvous. We are now preparing to host the 2020 Arctic Winter Games – the world's largest northern multi-sport and culture event, which will compliment the winter tourism season by bringing in over 2000 athletes, coaches, and performers. It is a unique circumpolar event still showcasing traditional Arctic Sports and Dene games. Recent Arctic Winter Games have demonstrated total economic activity of $13.2 million."

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Whitehorse is constantly trying to make doing business in the city easier. Its approach to community economic development works together with the non-profit sector, the government sector, and the business sector. Gau acknowledges, "Companies are more mobile now, picking where they locate rather than it being dictated by markets. We see our knowledge sector growing. Yukon College is thriving and is well on its way to becoming a university. We're not chasing smokestacks; we want to create a very liveable, great quality of life place for our residents and prospective businesses. That's our focus. And even if they don't come, we've created a wonderful home for our local residents."

PREFERRED VENDOR

- **Castle Rock Enterprises**
  www.castlerockent.com

North Saanich, *British Columbia*

SUSTAINABILITY AND SLOW GROWTH BRING BIG REWARDS

It's rare and refreshing to discover a community where growth isn't the primary driver; where development is secondary to the protection of critical natural resources; where building of reserve funds tops building for the masses. The Municipal District of North Saanich, British Columbia is that kind of special place.

Incorporated in 1965, North Saanich is located at the north end of the Saanich Peninsula approximately 16 miles north of BC's capital city of Victoria, on southern Vancouver Island. The District is surrounded on three sides by ocean shoreline, and is home to the Victoria International Airport and the Swartz Bay Ferry Terminal.

Well into her third term as Mayor of North Saanich, Alice Finall has experienced, firsthand, the challenges and successes of this unique

AT A GLANCE
NORTH SAANICH, BRITISH COLUMBIA

WHAT: municipal district on Canada's west coast, population 11,500

WHERE: Southern Vancouver Island, just north of Victoria B.C.

WEBSITES: www.northsaanich.ca

PHOTO BY RICK HUDSON

west coast municipal district. She relates, "This whole area at one time was kind of a holiday cabin getaway for people in the Victoria/Saanich region. It has some joint history with the town of Sidney, but eventually those boundaries were put in place and we are now a separate municipality."

At just under 10,000 acres in size, North Saanich is comprised of six community-like neighbourhoods – Ardmore, Deep Cove, Curteis Point, Cloake Hill/Green Park, Dean Park, and the South East Quadrant – on the edge of a rich agricultural interior protected by the Provincial Agricultural Land Reserve.

Finall explains, "It's a very diverse community, with an official community plan that's ongoing. The plan was approved in 2007 after four years of study by the municipality that spanned two council terms. The cornerstone feature is enhancement and protection of the agricultural, rural, and marine character of the municipality."

The District population is stable at about 11,500, having grown by less than 500 people over the last three census periods; slow growth by design. Rob Buchan, North Saanich CAO, says, "Regionally, we're outside of the urban growth areas. Our function is to protect vital resources like rural lands and agricultural lands and marine lands and green space. With some exceptions, we do have some limited development within that context."

Housing is spread out for the most part, although there is once concentrated area in Dean Park with close to 800 multi-family units. Beautiful homes populate the waterfront, but they are all single-family residences.

One of the unique aspects of the municipality is that it includes the Victoria International Airport and the Swartz Bay Ferry Terminal within its boundaries. Buchan notes, "Within the Victoria Airport lands, there's a considerable amount of commercial light industrial enterprises. So, there's a lot of employment there. It's an economic driver for the region. We also have a big marine industry; more marinas than any other municipality on Vancouver Island. We have 45 km of shoreline, but it's recreational, not really a draw for tourists. Tourism isn't a big industry for us."

North Saanich has four schools, including Parkland High School and Deep Cove French Immersion, and the nearby Saanich Peninsula Hospital in Central Saanich provides excellent medical care. Pat Bay Highway is the main road connector; the automotive spine goes right up the peninsula from downtown Victoria to the ferries in North Saanich. There is also a bus service. Locals would like to see more, and want it better integrated with the airport, though resources are limited. Finall states, "We do get help from the provincial government, but not enough."

Relationships between North Saanich and

neighboring First Nations settlements – Tseycum and Pauquachin – are going well. "I'm almost 10 years into this office," says Finall, "and I think, overall, we've had, and continue to have, pretty good relations with our adjoining First Nations communities. We have regular meetings that are very respectful and positive and cordial, and we've just commissioned some art for the newly constructed wing of our Municipal Hall from each of those First Nations municipalities."

Buchan describes the District's smart approach to infrastructure improvements, "We're within three years of having all the depreciation of our roads and underground pipes, sewers, and water works financed through our capital asset management. Our auditors tell us we're just one of four in Canada at that stage. We're doing this in the context of very slow growth. It's not being financed by growth, it's being financed through our management and current taxes. About seven years ago, under Mayor Finall, the council began managing municipal assets and putting aside reserves. They've been steadily building on the amount of contribution for the reserves since then. It's an enviable place to be in. It means our reserves are, and continue to be enough, that we'll never be in a difficult financial place."

The plan was not without controversy. It was strongly debated with the council of the day, and still gets periodically revisited. But the results have been impressive. In North Saanich, the 'infrastructure gap' (distance between the required infrastructure and the current economic infrastructure) is almost non-existent.

Because of the type of municipality and effort to maintain slow growth, as well as the protection of the rural, agricultural, and other aspects of the existing infrastructure, North Saanich has the lowest residential taxes in the region. Commercial taxes come in around the middle, with most commercial entities based on the Airport lands.

Buchan stresses, "For us, sustainability is as much, if not more, about what to preserve, protect, and maintain versus where you build, what you build, and how you build. Our role in this region is based on those natural resources, with some limited development. Having said that, we have a couple of important initiatives. We're just finishing the Municipal Hall using green technology including a solar panel array and a battery backup. So, we can be off grid when we need to be.

"We also embrace food security and local food. We've gone away from ornamental plantings to productive plantings, so there's a large and increasing amount of food production on the Municipal Hall property. Everything from berries to fig trees, apple trees, peach trees, and vegetables." Harvested produce goes to the local Food Bank, and other local gardeners contribute their own "extras," so the Food Bank at times gets a good influx of fresh produce.

The municipality works closely with many organizations. Among them are the Victoria Airport Authority, the Chamber of Commerce, The Capital Region Food and Agricultural Task Force, CR-Fair (a local food advocate), a farmers' market, and an NGO called Flavour

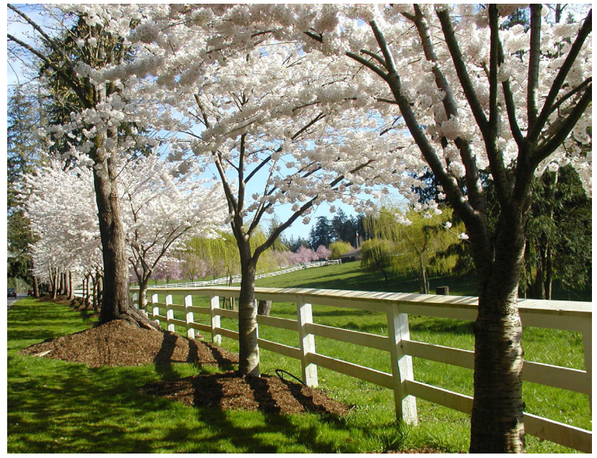


PHOTO BY RICK HUDSON

Trails that runs an agricultural and food festival in North Saanich and around the region.

And what's this about a defunct horse racing track? Buchan says, "The Sandown lands is a 100-acre parcel that has ceased business. The racing facilities – the stadiums and buildings – are languishing and need to be removed. Because it's in our agricultural land reserve, we were scratching our heads about how to get it back into agricultural land, recognizing that it has a commercial use and zoning, and it's privately owned."

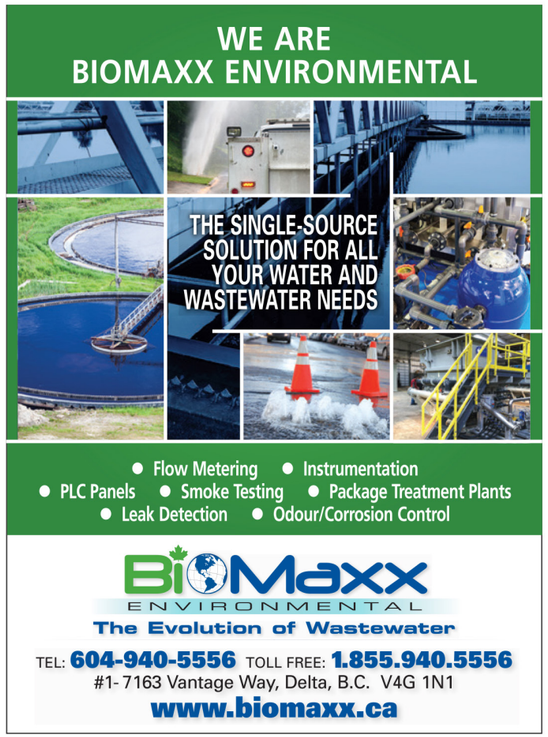
A concept was initiated by council that would see 87 percent of the lands being given by the owner to the municipality, with about 12 acres kept and developed as commercial land. That commercial acreage would produce a good amount of taxation and employment. The District will replace that 12 acres with a dozen other acres to make sure there's no loss to the agricultural land reserve. North Saanich continues working with the owner to finalize transfer of the

property and complete the commercial section.

Two other large, privately-owned parcels are also in transition. Owned for the last 30 years by the University of Victoria, the Dunsmuir Lodge property was used until 2009 as a satellite campus. Now, 25 acres have been sold to Homewood Health, a group that helps people with addiction and mental health issues. The balance of the property, in two parcels, is being sold to the neighboring Pauquachin First Nations. This has great historical value to them as sacred lands.

The remaining 100-acre parcel, Glen Meadows Golf Course, has been in a state of uncertainty for several years. Finall says, "We believe it's now been sold as a golf course, but we haven't seen resolution on that. We'd like to see Sandown put back into agricultural production. On 87 acres, there's room for a variety of crops, community allotment gardens, smaller farms, etc."

Buchan agrees, "From my perspective, sustainability must address protecting, maintaining, and enhancing rural and agricultural and marine resources. Development should not compromise those values. Ever."



PREFERRED VENDOR

- **BioMaxx Wastewater Solutions Inc.**
  www.biomaxx.ca

SCUGOG, ONTARIO

READY FOR THE FUTURE

Scugog is a Township in the Regional Municipality of Durham, in south-central Ontario, Canada. It is located approximately 54 miles northeast of Toronto, has 22,500 residents and is part of the GTA (Greater Toronto Area). The name Scugog most likely derived from the Mississauga word sigaog, which means either swampy or marshy land, or “waves leap over the canoe.” Either way, the original Scugog Township was, in fact, an island. It was created in 1856, when William Purdy and his sons dammed the Scugog River at Lindsay to power their grist mill. The rising waters separated Scugog Island from its neighbors, Reach and Cartwright. The current Township of Scugog was created in 1974, through the amalgamation of the original Townships of Scugog, Reach, and

Cartwright, and the Town of Port Perry, today, its major urban and population hub.

According to Mayor Tom Rowett, Scugog is on the cusp of a major growth spurt, or "mini-boom," that will increase the town's population significantly. "We recently had an expansion to our water pollution control plant – our sewage plant that's operated by the region," he explains. "This past June was the official opening, and it has opened up the door so that we can now have residential development within the urban town proper of Port Perry, where we haven't had any significant growth for over a decade – almost 14 years."

AT A GLANCE I SCUGOG, ONTARIO

WHAT: A township of 22,500

WHERE: South-central Ontario, 53 miles northeast of Toronto

WEBSITES: www.scugog.ca

"To be a municipality within the GTA, and not have the ability to grow your residential base is very difficult, considering the housing boom that's happening all around us," Rowett continues. "So, we're very excited to finally have the access, and ability, to have some infilling and intensification happening within our boundaries, with much needed tax assessments to take the pressure off the existing tax base, while also attracting more

> "Scugog is known in the region for festivals and events which happen every weekend throughout the summer, when the downtown and waterfront are flooded with visitors."
>
> **TOM ROWETT**
> MAYOR

commercial and industrial tax base by having extra capacity. Over the next five years, we're going to have a mini-boom, and there's going to be lot of things happening with permitting, and sub-division approvals, etc., that we haven't had the luxury of having over the last many years."

"Now, you're going to see pretty rapid growth for a community this size," adds Chief Administrative Officer, Paul Allore. "For instance, in the past ten years, we averaged around 20 houses a year; and over the next five to six years we have forecasted over a thousand, so we'll be averaging upwards of 200 houses a year, which you can see, if you had 20 and now you have 200, this is big growth for a small community."

Scugog is preparing for that atypical growth curve in several ways. Allore reports that, under the instructions of the Town Council, staff is carrying out a core service review, going through each municipal department, looking for savings and efficiencies, with the intent to funnel funds into areas that need to be ramped up. "We're also kicking off a Community Improvement Plan," he says. "It will provide incentives for developers who

want to locate in our 'employment area.' Those incentives could be Tax Incremental Financing, which is tax deferral; it could be exemption of development charges and fees; it can also allow flexibility in terms of acquiring and servicing land."

That employment area of which Allore speaks - hundreds of acres of Port Perry - is currently in the midst of a major overhaul. "We are, just now, reconstructing the roadway that services that area, and bringing in municipal water," Rowett reports. The land will also be the recipient of newly-laid fiber optic cable for broadband internet service. "We've gone from one of the lowest in connectivity for broadband internet to, now, one of the fastest speeds in Canada," he continues. "And we're developing options for the road network, lot layout, and servicing to attract large industries to Scugog. We are very fortunate that we are within close proximity to Toronto, and we have significant regional and provincial highway structures - Highway 407, which is an electronic toll road, just opened a couple of years ago, ten minutes to the south of us. That is a six-lane, provincial highway that connects across the top end of Toronto, so the access to that corridor, and connecting routes to the 401 corridor, is very attractive for industry."

One company that dozens of cities across North America are hoping to attract is Amazon, the giant corporation that recently announced that it is searching for a second headquarters. Mayor Rowett would love to see an Ontario contender in the running. "It's a very big opportunity for any city or region," he states. "And I would suggest that our Region of Durham is working closely with other regions around the Toronto area, looking at parcels that are attractive. We have a 100-plus acre parcel of land that would be very attractive to ecommerce or manufacturing to set up substantial infrastructure to house its employees. It's within close proximity to an international airport, transit, and all that. It all depends on the weight Amazon gives to, say, transit and connectivity. But it would be beneficial to any municipality within the area of Toronto with that amount of jobs."

In fact, Rowett believes that Scugog is just the place for any business to locate. "We're a very attractive place for industries to set up shop because we have that 'work, live, and play' environment," he asserts. "Everything is within close proximity, or within a 45-minute drive to downtown Toronto. But you have the lifestyle of a more relaxed environment because you don't have the hustle and bustle, or choking commuter traffic to get to and from work. We're in the Greater Toronto Area, but we're removed enough in an isolated township that has the feel of countryside living." Scugog's charms include a thriving and historical downtown. "It's much like it was in the late 1800s," Rowett says. "And we have a very unique funding partnership with local business owners. We encourage them and we help subsidize them to keep their facades up-to-date and improved. Many shop owners are very proud of their businesses."

Scugogs's downtown also is one of the few communities in Ontario that adjoins a vibrant waterfront area. At Lake Scugog, there is a community park, a marina, a library, a boardwalk, a public pool and splash pad, as well as shops and restau-

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rants. Allore says, "You get that synergy of people visiting the waterfront and downtown. And Scugog is known in the region for festivals and events which happen every weekend throughout the summer, when the downtown and waterfront are flooded with visitors."

As Scugog envisions its incipient growth, Rowett would also like to see the town become a living laboratory for new technologies that foster better communication, as well as a place that promotes green programs and practices that are sustainable and environmentally-friendly. For example, he reports that the town is ready to retrofit its municipal street lighting with LED bulbs, but he wants to integrate the upgrade with Smart City initiatives, such as adaptive controls for the system. He imagines such other amenities as community Wi-FI, small cell phone technology, autonomous cars, and electric vehicle stations powered by alternative power sources flowing through supplementary micro-grids.

"We're looking to see how we can make this the Smart City environment of the future," he declares. We have a small enough municipality that we can be nimble with these new technologies as they roll out, but it's also close enough to the largest population in Canada – the Greater Toronto Area - to be able to showcase and pilot what can be done with technologies that integrate with our infrastructure if leveraged properly."

The future is coming to Scugog, Ontario, and the town is ready. "We have excellent opportunities to mix old and new," Rowett states, emphatically. "We have a community that has a bit of everything. We're very fortunate."

Bainbridge Island, WA

SHARING THE ROAD

Traveling through Bainbridge Island, Washington means passing by street signs that state Bainbridge Shares the Road. The signs show silhouette images of a person walking, bicycling, in a wheelchair, and on a horse. Although the literal meaning of the green and white sign is obvious, it is also symbolic of a philosophy shared by its community and government. The City of Bainbridge Island is dedicating its next 20 years of managed growth that is inclusive of its residents' visions, interests, and individualities.

Bainbridge Island became a municipality in 1991, when the city of Winslow (now its downtown center) annexed its surrounding 26.5 acres, and city leaders drafted the municipality's first comprehensive plan. Today, after an 18-month process incorporating extensive community engagement, Bainbridge Island has just completed its third comprehensive plan update. According to City Manager, Doug Schulze, this plan still features smart growth initiatives first established in the early '90s; they are just "even more refined and supported." He explains: "Before the EPA developed its smart growth program, Bainbridge Island really developed what is today known as Smart Growth - focusing on development of the down-

AT A GLANCE
BAINBRIDGE ISLAND, WA

WHAT: A city of 25,000

WHERE: In the Puget Sound in Kitsap County

WEBSITE: www.ci.bainbridge-isl.wa.us

town core and select neighborhood service centers, so the rest of the island can be preserved with parks, open space, and large lot residential." The continued implementation of this concept will preserve approximately 85 percent of the island's natural areas, which, according to Schulze, is an important issue to both the City and its residents.

"Part of the reason why our comprehensive plan took 30 months to complete is because we had a tremendous amount of public involvement in the process," Schulze adds. He points out that the community made it clear that sustainability, green building and development practices, tree preservation, and accessible community space were top priorities. So, the City drafted the plan accordingly. But, as Director of Planning and Community Development, Gary Christensen, points out, the island is due west of Seattle, a city whose shadow of growth stretches across the Puget Sound. As its neighbor continues to attract mega-businesses and workers, the question emerges: "How are we going to protect the island's fragile environment and community character, and maintain sustainable growth into the future? With the growth of Seattle and the Seattle metro area, and companies such as Amazon, Boeing, Microsoft, Expedia, and T-Mobile, there are lots of jobs and a booming construction market. There is a huge housing demand."

Bainbridge Island is a mere 30-minute ferry ride from Seattle, making it an easily accessible location for individuals who wish to live outside of the city's downtown. Christensen calls Bainbridge Island a unique and special place, explaining, "Only small portions of the island community are urbanized. A lot of the island is rural, pastoral, with two-lane winding, country-like roads." The island has 53 miles of marine shorelines, approximately 72 percent of the city is forested, crime is nearly non-existant, schools are among the best in the state, big box retail is prohibited, and environmental stewardship is championed. Thus, the city's vision is to "become walkable, livable, and sustainable."

The quest to provide a diagram for city growth that allows its residents to maintain their lifestyles while addressing future needs such as housing, job growth, and economic sustainability, provided the City with an opportunity. The development of the new comprehensive plan resulted in a blueprint supporting its long-term residents' wishes while also attracting new, younger residents that will support the city's future infrastructure.

Schulze admits, "Like many cities across the country, especially in high-growth areas like Seattle, we really have a challenge in making sure housing is affordable." Bainbridge Island's City Council created an Affordable Housing Task Force to identify solutions and make recommendations on how to approach the issue. Proactively addressing the need via a community task force will allow for proper analysis and discovery of a strategy that could work for the island, and ensure that the community shares ownership of its growth. And for now, managed growth is addressing the situation.

Schulze describes downtown residential growth as significant, with nearly 400 new units either permitted or underway. He also describes the recent development of a new neighborhood service center

QUICK FACTS | BAINBRIDGE ISLAND

POPULATION:	24,404
GEOGRAPHIC AREA:	27.61 square miles
MEDIAN HOUSEHOLD INCOME:	$101,689
MEDIAN HOUSING VALUE:	$548,100
UNEMPLOYMENT RATE:	4.86%
JOB GROWTH PERCENTAGE:	4.86%
COMMERCIAL TAX RATE:	9%

that features a 30-unit, mixed-use center. Having reached full capacity, another complex is on the rise to add another 30-40 residential units. With a population of 25,000, and an annual growth rate of 1-2 percent, this low-density growth in downtown areas is adhering to community standards.

Bainbridge Island isn't only addressing its residential needs. "We have a number of projects that have been completed, or are currently underway, that are focused on walkability, and are pedestrian and bicycle friendly – all in efforts to create public space," Schulze explains. "We have a new bike trail going in, in what's going to be known as the Sound to Olympics Trail that connects with regional trails on the Seattle side of the sound, but also with the Olympic Discovery Trail." The Olympic Discovery Trail spans 140 miles across the Olympic Peninsula in Washington, from Port Townsend to La Push.

Schulze continues, "We've also just finished redevelopment of our downtown waterfront park, which was roughly a $2.5 million project. And next month we will replace the City-owned dock that's within that park to open up the waterfront to the community even more." The city envisions people boating in from Seattle and other surrounding areas to spend their days shopping and dining downtown, or exploring the surrounding parks, trails, and arts and culture destinations. These infrastructure improvements will service the 100,000 tourists the city receives each summer, as well as current and future residents.

As Bainbridge Island continues to navigate towards its future of a community that offers its residents opportunities, businesses room to grow, and natural surroundings space to flourish, it will continue to, as Christensen puts it, figure out "how we can protect, conserve, and at the same time share this wonderful island community."

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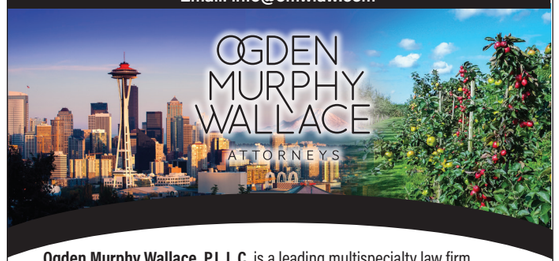

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Davie, Florida

THE HEART OF BROWARD COUNTY

The Town of Davie is located in Broward County, Florida, approximately five miles from the Atlantic Ocean, five miles from the Everglades Conservation area, and about 16 miles from the cities of Miami and Boca Raton. The history of Davie dates back to the early 1900s when its first settlers arrived and named the town "Zona" in recognition of their former home in the Panama Canal Zone. The community was renamed Davie in 1916, in recognition of Robert Parsell Davie's assistance in draining the Everglades swamplands, and the town that was carved out of it.

Today, Davie is home to just over 100,000 residents who inhabit the town's 36 square miles. Davie is a mix of commercial, residential, industrial, educational, and rural communities, as well as a significant equestrian population in its western section. The town has always had a reputation as a "Cowboy" town, with many of its earlier buildings having a decidedly "Wild West" architecture. Indeed, one of Davie's most notable features is the Bergeron Rodeo Grounds which were founded in the early 1940s, and today hosts concerts, family entertainment, car shows, horse shows, and other types of events.

Davie is also the nexus of higher education in South Florida and is home to several nationally known colleges, technical institutes, and universities, including

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Nova Southeastern University, Florida Atlantic University, Broward College, McFatter Technical College, ITT Technical Institute, Unilatina International College, and Trinity International University that, together, make up the South Florida Educational Center.

About a year ago, Business View Magazine spoke with Giovanni Moss, Davie's Director of Community Development and Phillip Holste, the Town Administrator. Moss is responsible for overseeing the Town's Community Redevelopment Agency or CRA. CRAs are local economic development agencies whose function is to preserve and protect a community's tax base, alleviate conditions of slum and blight, facilitate affordable housing, and stimulate public sector participation within a defined redevelopment area. Davie's CRA covers approximately 1,104 acres on the east side of town.

Holste is responsible for buildings, engineering, planning and zoning, public works, and economic devel-

AT A GLANCE
DAVIE, FLORIDA

WHAT: A town of 96,000

WHERE: In Broward County, north of Miami

WEBSITE: www.davie-fl.gov

opment. He reported, last year, that the town has seen about $500 million worth of growth and new construction over the past few years in a combination of commercial, residential, and industrial projects, driven through Davie's RAC, or Regional Activity Center. RACs are land-use designations intended to encourage attractive and functional mixed living, working, shopping, education, and recreational activities. Davie's Regional Activity Center Designation was adopted in 1998 and covers approximately 2,200 acres east of University Avenue. The Master Plan for the RAC was adopted in 2006, with the intent of creating a "multi-purpose, pedestrian-friendly, and interconnected mixed-use village with the benefits of access to transit, variable housing costs, and economic development opportunities."

We recently caught up with the pair to find out what progress has been made on various building and infrastructure projects on the town's agenda.

"All the mixed-use development projects are still going through the approval process, and the most major one, which is a student housing project in downtown Davie, has broken ground and is under construction," says Moss. "That's 246 units, multiplied by four as far as how many beds it's going to provide. Hopefully, within six to eight months, the other projects should break ground."

One such potential project is the development of a new Town Hall. "As to the Town Hall project, we put an RFP (Request for Proposal) out for a public/private partnership," says Moss, "and we received one proposal. A selection committee has reviewed it and we're going to be scheduling a workshop with our elected body to discuss the proposal, and hopefully, provide a recommendation to negotiate the development and improvement of a 24-acre parcel that includes a town hall and some other commercial/retail development within our downtown corridor, and the construction, or relocation, of a town hall, somewhere else. It also included improvements to the rodeo grounds, a museum, and other different aspects. Those things need to be negotiated with the developer that we decide to partner with for the overall development. We have to go through the vetting process to see if it's the right fit, the right partnership to proceed with a formal agreement."

Another major project within the RAC is called the Academical Village – 2.5 million square feet of retail, residential, hotel, office, and medical space to be located on 30 acres of property being developed by University Partners, a joint venture between the Brandon Company, a local real estate development corporation, and Nova Southeastern University. "The first phase of that project is going to be breaking ground in 2018," says Holste. "It will be the 250-bed hospital, along with100,000 square feet of medical office space. That property is being purchased by HCA and they'll be building the hospital. Right now, there's an existing shopping center that they're going to be demolishing in the next two months, and from there, they'll be breaking ground in February on the actual hospital and medical office space. I think you're looking at a ten-year time frame on the whole Academical Village."

The Davie Business Center, currently being built by the IDI Construction Company, comprises 1.2 million

square feet of industrial/office space. "They've developed the first two buildings," says Holste. "They're constructing a third flexible warehouse space over there of 150,000 square feet and they've broken ground on that. The largest tenant that recently came in was Carnival Cruise Lines. They're utilizing the space for their entertainment programming."

Holste also reports that work is proceeding on several of the town's roadway projects and other infrastructure needs. "The Davie roadway enhancement project leading into our downtown – that project is underway and under construction," he says. "The third phase of that roadway project, that's still in design. In terms of other roadway projects – Nova Drive is a project that will be breaking ground in the fourth quarter of 2017. We have our sixth fire station under construction and that will be opening in mid-2018. In terms of drainage, we have a stormwater master plan that we will be taking to the town council for consideration in the next month to identify our future stormwater needs."

Last year, Moss explained that Davie has long wanted to create a western-themed downtown in homage to its "cowboy" past, as well as its equestrian present. "It was a key component of the actual RFP that we put out," he says. "It specified that we requested a western-themed downtown. The proposal that came in proposed a western village that would have shops and entertainment and a boutique hotel, all geared to feeding into our rodeo and the western theme, in addition to constructing some type of tourist attraction which would include cabaret shows or possibly a museum. But again, these are all things that need to be discussed and fleshed out before we proceed. But the vision still remains and the proposal that came back responded to that vision. We want to make sure that, in the next six months, we can proceed with this current developer and from that point on, fast-track it. You're looking at two or three years before you can see development, which is still pretty quick in 'government time.'"

As for the look of downtown Davie, Moss says there hasn't been much visible change, but that within a year or so, the landscape should look very different with buildings going vertical. "We have a significant amount of projects approved and ready for construction, going through the final process; all mixed-use – retail and commercial on the bottom floor and residential above that. Outside of the CRA, we've seen a significant amount of residential development coming up into the downtown area. The next spillover effect will be trying to make sure that we create an environment that's conducive for Millennials and families. I think we have the support from the community and also from our elected body and staff to make that happen."

PREFERRED VENDOR

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SANFORD
North Carolina

LEVERAGING ITS ASSETS

Sanford, North Carolina, located in the central Piedmont area of the state, is a city of approximately 30,000, and the county seat of Lee County. It began life as the state's western frontier, home to Native American hunters and farmers, with settlers pushing into the region decades before the American Revolution - migrating colonists from Pennsylvania, Maryland, Virginia, and coastal regions of North Carolina, as well as Scottish immigrants arriving in America. The city was incorporated in 1874, and named after C.O. Sanford, a railroad engineer who was instrumental in the building of the rail lines through the area.

Because Sanford sits where white beach sand from the coast meets the Piedmont clay, the city has the right ingredients to be a large producer of clay bricks. In fact, at one time, Sanford produced almost 10 percent of the bricks in the United States and was named "Brick Capital of the USA." Other industries which contributed to the city's economy included textiles, furniture, and tobacco, all of which began suffering a severe decline in the 1990s – a decline that was further exacerbated by the Great Recession of the early 2000s. Lately, though,

Sanford, North Carolina has made a significant comeback, leveraging its many assets in order to redefine its character and chart its growth for the future.

"This is a wonderful time in the history of Sanford to be talking about growth and redevelopment," says Mayor Chet Mann, who was first elected in 2013 with an "Open for Business" platform, focused on job creation, quality of place, community pride, and establishing Sanford as a destination location; an agenda that dovetailed with a $14.5 bond package approved by the voters the same year. "We're a community that is about 35 percent manufacturing-based; we've always been a city that made things," Mann continues. "Upon the downturn of 2010, we were hit very hard and what prompted me to run, and others to get involved, was we felt like we had to get our city back on its feet, and reinvest in itself. This area is ripe for investment and our efforts to revitalize and redevelop have brought in triple digit returns in the last three or four years. It speaks volumes of what a community that decides to work together can do."

AT A GLANCE
SANFORD, NORTH CAROLINA

WHAT: A city of 30,000

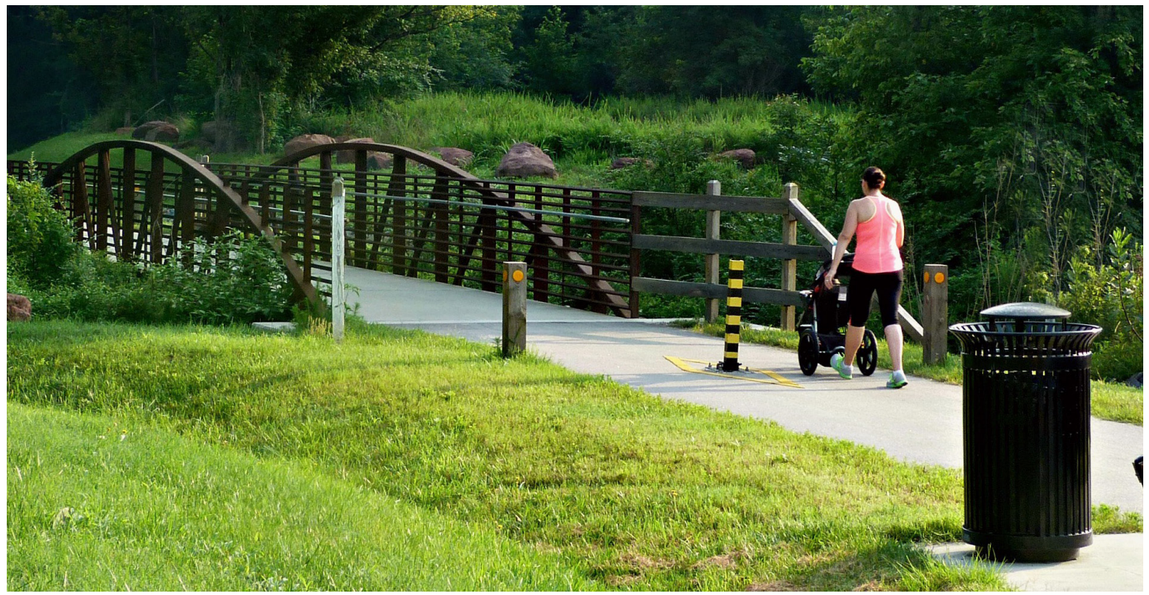
WHERE: Lee County, North Carolina, approx. 42 miles southwest of Raleigh

WEBSITE: www.sanfordnc.net

According to Mann, part of both his, and the bond referendum's, goals was to make Sanford a more walkable, pedestrian-friendly, and connected place. "So, what we've done over the last three or four years is construct a series of greenways and side paths," he explains. "We've renovated or revitalized downtown corridors and, for the first time in many, many years, we're starting to focus on infill. In a town our size, downtown living was not something that we were seeing happen, or even promoting a lot, but now we're starting to see the revitalization of older buildings into lofts and apartments and retail shopping."

"The investment in the downtown streetscape has been completed," says Marshall Downey, Sanford's Director of Planning and Development. "And we are seeing a marked interest in redevelopment opportunities downtown; an interest in new types of businesses, including micro-breweries, restaurants, mixed-use type of occupancies with housing units, and adaptive re-use of facilities, including conversion of a former horse and buggy manufacturing facility into a "one-stop shop" for all development inquiries, activities, and permitting."

"The street we're on, Chatham Street, seven or eight years ago had a tax base of about $400,000," Mann adds. "It's been redeveloped with a mixture of retail and office operations, and now, the next quarter, we'll have one of our first downtown investments for lofts and residential living with retail underneath. This street, now, tax-base-wise, is seven to nine million dollars. It's a great example of public/private partnership. And what we saw happen here on Chatham Street has spring-boarded all through our downtown corridors. So, we're continuing to work on those kinds of investments – undergrounding power lines, putting in side paths, making walkability a real emphasis. And I think it's paying off with the quality of



life aspects."

Noting that the city's investments are "paying off" is a bit of an understatement. "The end of business 2016, our commercial permits in Sanford were up 560 percent - and not all in downtown," Mann declares. "We've attracted a lot of retail on the south side, and I think it's all coming from people noticing the investments we've had. We've had two grocery stores move here; we've had a lot of big box activity that we could not enjoy in the last ten years, happening, now. We've had a $210 million expansion of our tax base since 2014, as of the end of year 2016. So, we're starting to see measurable results. We're having to add staff in our inspections and permitting and environmental health departments because we can't keep up with the demand for permits. And there's been a 37 percent increase in residential permits. We've had two major multi-family projects within the last two years. They are building so fast, they're already working with staff to construct another one. We can't review those and get those built fast enough."

"Not only are we seeing the physical construction improvements, we're also making major updates to our land use plan," says Downey. "We're updating our design guidelines. We're trying to provide flexibility to encourage developers to come in; to make it a low barrier situation where we meet the expectations of the existing citizens and policy makers, but at the same time, have regulations in place that encourage development."

Mann believes that, in addition to the city's public/private partnership investments, other factors that draw people and businesses to Sanford include its location, its quality of life, and its educated workforce. "One of the big drivers of our area has been our community college – Central Carolina Community College that's got about a 6,000 person enrollment," says Mann. "Companies like Pfizer, GKN Automotive, Caterpillar, Pentair Pool Products, Magneti Marelli Powertrain – they have all taken advantage of our workforce and our Community College partnerships. We're in the geographic heart of North Carolina; we've got a 140-year-old downtown and we have a tradition and history here that makes our quality of life very appealing to people who may be tired of the costs and transportation issues in Raleigh and Durham. And we're just a 40-minute drive south."

Another asset, of which the city is taking advantage, is its abundance of water. "We are water and sewer-capacity rich, here," Mann asserts. "Our fathers made a real good decision a long time ago to go to the local river for our water supply rather than building a reservoir to provide water to our citizens. We have expanded our wastewater treatment facility, and we now have two major agreements in place, one with the third largest neighborhood in the United States, which is 15 miles away from us. It's called Chatham Park in Pittsboro, North Carolina. It's going take a town of 4,500 over the next 25 years to a town of about 60,000. And then to our north, about 15 miles, there is the Moncure Megasite. North Carolina is attracting a large OEM, primarily an automotive manufacturer, and we are providing the sewer/water design work and are going to provide up to a million gallons a day of wastewater to make that facility viable."

"So we've done some things here in Sanford to leverage our resources and assets in order to attract people," says Mann in summation. "We use our bonds to attract quality of life improvements and we've used our water and sewer resources to attract business. That's where Sanford is different. And right now, we have a community that's all on the same page. And for every dollar we're investing, we're seeing four, five, six dollars, in return. And that's the name of the game."

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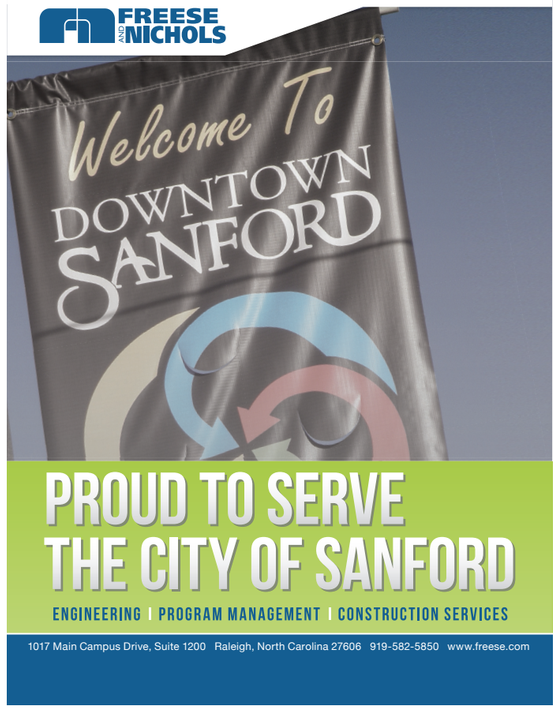

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WINTER HAVEN, *Florida*

ENGINE OF THE REGION

Winter Haven, Florida, a city of approximately 40,000 in Polk County, was incorporated in 1911. It is located in the midst of Central Florida's famous Chain of Lakes, a series of 24 lakes that lie at the headwaters of the Peace River basin. In the 1920s and '30s, the citrus industry expanded throughout the area, and thousands of acres of orange groves grew alongside many of their banks. Canals were built during that era, connecting the lakes to one another, in order to help move citrus from the outlying farms to the rail lines that ran through the middle of town.

In 1930, George Jenkins opened the first Publix "Food Store" in Winter Haven, and today, Publix Supermarkets, headquartered in nearby Lakeland, is one of the largest U.S. regional grocery chains in the U.S. with over 1,100 locations in seven states. During the 1930s and 1940s, citrus magnate, John A. Snively operated one of the largest fruit packing plants in the world in Winter Haven, and in 1936, America's first theme park, Cypress Gardens, was created by Dick and Julie Pope. It ran for 73 years.

Today, Winter Haven finds itself in the center of what is known as the "Florida Super Region," an area that encompasses 15 counties and 7.2 million residents, generating $300 billion per year in economic activity - making it the 9th largest economy in the United States.

Katie Worthington, the President of the Greater Winter Haven Chamber of Commerce, is working hard to make sure that, going forward, the "Chain of Lakes City" continues to be the main economic engine of the Florida Super Region. And she believes that goal will best be accomplished by teamwork. "The thing that Winter Haven prides itself on the most is the collaboration between the

AT A GLANCE
WINTER HAVEN, FLORIDA

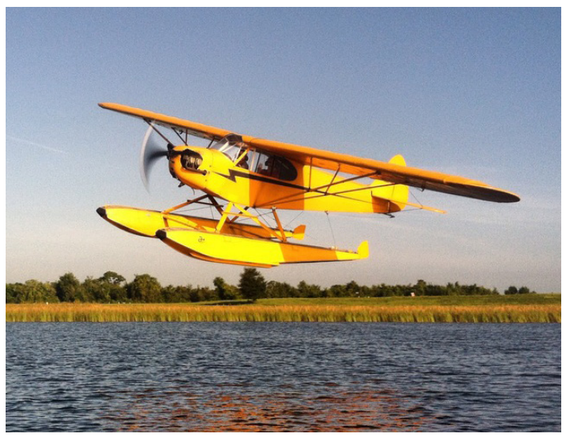
WHAT: A city of 40,000

WHERE: Polk County, Central Florida

WEBSITE: wwww.mywinterhaven.com

different entities working on Winter Haven's future," she says. "We have a very intentional partnership among the Economic Development Council, the Chamber, Main Street Winter Haven, which is focused on the downtown core, the city government, and private sector businesses."

Worthington explains that, over the last several years, those entities have collaborated on a vision for the community that rests upon four "pillars." The first pillar is maintaining what she calls the "lakeside lifestyle." Winter Haven's many lakefronts are home to many beautiful and historical single-family homes, many of which were built in its citrus heyday. Thus, the lakeside lifestyle is a perennial draw for new residents; especially as the city has, of late, been paying particular attention to water conservation and the quality of its lakes. "As a community, we've been funding research



around the lakes' water quality and long-term development opportunities," says Bruce Lyon, President of the aforementioned Winter Haven Economic Development Council. "We're probably one of the most progressive communities in the state when it comes to thinking

about water."

Lyon's domain, the Winter Haven Economic Development Council, is a private, non-profit consultant, funded by the City of Winter Haven and local business leaders. Its objectives are to foster expansion of existing businesses and industry; attract new high-skill, high-wage business and industry; expand economic and job opportunities for Winter Haven residents; broaden the local tax base; and enhance relationships with local, regional, state, national, and international economic development organizations and agencies.

Tourism has been an important industry in Winter Haven for decades, so a second pillar, according to Worthington, is continued growth of the city's tourism industry. A year after Cypress Garden closed, LEGOLAND Florida Resort was built on the same site. Over the last five years, the new theme park has employed 1,600 people and added $1 billion to the local economy. Two hotel properties are scheduled to open within the next two years, and a $25 million field house for sports tourism will come online in January, 2019, housing the Lakeland Magic, a developmental NBA team, as well as more youth sports and tournaments.

A third pillar concerns the revitalization of downtown. "Over the course of the last five years, there's been over $150 million invested downtown," Worthington reports. "When Winter Haven was incorporated, the downtown core was the hub of business. But, like many downtowns, it started to become somewhat blighted in the 1980s and '90s. And then, in the early 2000s, sparked by some public investments in sidewalks and landscaping and moving the library to the

downtown core, private investment started to skyrocket. And it's really gone warp speed over the last five years. Almost all of the space downtown is currently occupied. So, we went from a high vacancy rate to an extremely low vacancy rate in the downtown core's existing buildings, but we also had new construction that started to come into the downtown core – specifically in the medical field."

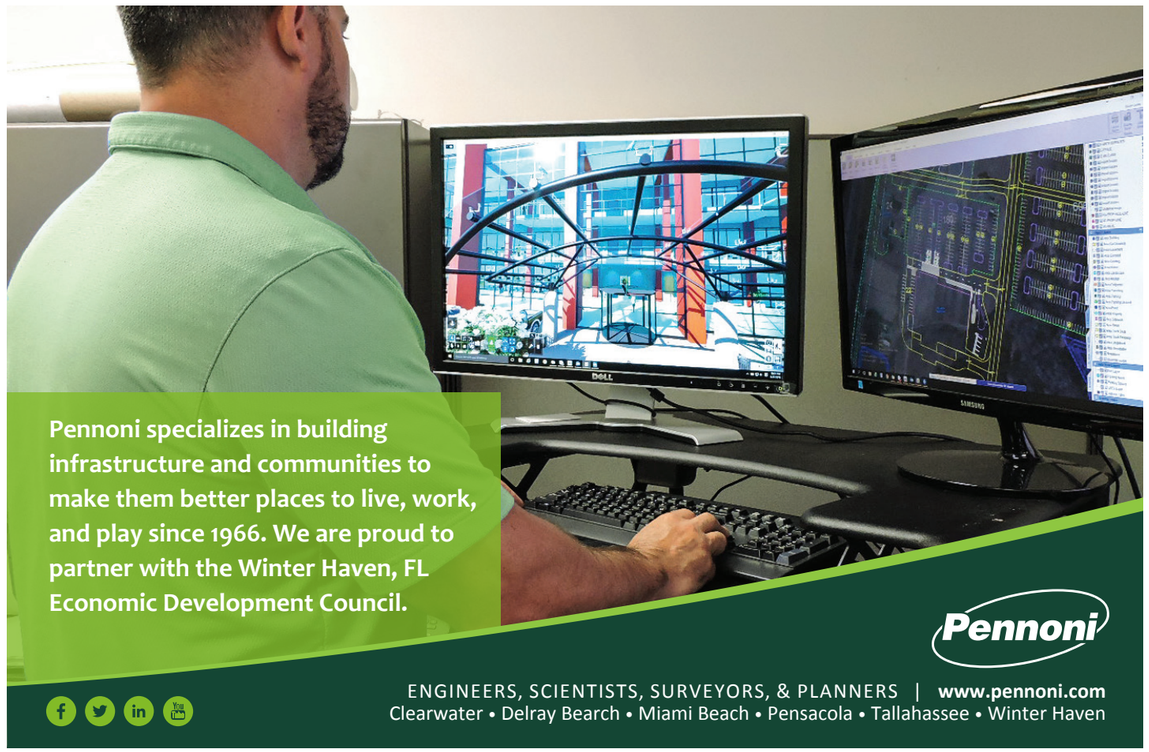
Lyon agrees. "We are seeing a pretty rapid expansion in the medical capacity of downtown," he states. "Winter Haven Hospital, part of the BayCare system, just announced that it's going to be starting a residency program, becoming a teaching hospital with 18 new medical residents focusing on family medicine. So, that's a new facility and another 35 or 40 medical-related jobs. They are also undergoing a $50 million emergency department expansion and reconfiguration. It has additional plans on top of that. So, we have a growing healthcare cluster in the downtown area."

The growth of the medical sector has spawned an offshoot of business support systems. "CertiPay Payroll just moved its headquarters to downtown," says Lyon. "They have close to 200 employees in that space. We're also seeing law firm expansion here."

Lyon adds that very little in the way of inducement needs to be offered to entice businesses to locate in Winter Haven. "We're not providing incentives to recruit businesses; they are coming here because of the natural assets," he maintains. "We have a well-educated population and access to quickly growing markets across Central Florida. Our five miles of underground fiber optic cable is available for businesses, with gigabit speed connections to the internet, and eight miles of conduit that can have fiber pulled through it for additional expansion. And we're working with the Florida Department of Transportation to install 25 miles of dark fiber around the community. So, we will have one of the more robust fiber networks in the state of Florida that is municipally controlled."

Another focal point for attracting business to Winter Haven is the new CSX Central Florida Intermodal Logistics Center (ILC) that came online in 2014. "It's 1,250 acres total," says Lyon. "350 are dedicated to a CSX rail terminal, where they move over 600 containers a day – rail to truck and truck to rail. Surrounding that are 930 acres of warehousing and manufacturing locations. There is a 407,000-square-foot building currently located there that houses the Nestlé Corporation, and we're actively marketing that for additional expansion. We can house up to 8,000,000 square feet. So, we have a long way to go in terms of seeing that completed."

Planning for future business expansion also means planning for future residential growth – and Lyon says that the room is there: "There are still infill opportunities, both lot by lot, as well as existing sub-divisions that haven't yet been built out. So, there are lots of available plots of land for residential development,



inside the city. And wherever the city provides water to properties, we usually annex those prior to, or in concert with, new development. We have two planned developments, right now, that are of significant scale: one of them is called Harmony – it's about 350 acres with 1,400 units of housing coming. There's another project of similar scale that is going to be about the same acreage and that's being master-planned for about 1,100 units of housing. And both of those are inside the city limits."

Harmony Winter Haven will be the second Harmony development in Central Florida. The first, in nearby Osceola County, is a 11,030-acre, master planned community that features 70 percent open spaces, including nearly 1,000 acres of natural lakes. The community also includes numerous play grounds and community parks; an interconnected bikeway and pedestrian path system; a Town Center providing a mix of uses for the entire community; onsite water and wastewater facilities; large wetland preserves; upland preservation areas for gopher tortoises, sand hill cranes, and rare plant species; an interconnected water management system; and a wastewater reuse system to minimize consumption.

"Harmony in Osceola County is much larger than what we will have in Winter Haven, but the same premise will exist in this site," says Worthington. "It will be a mixture of town homes and single family homes and a couple of estate homes. There is only one home that exists on the current property and that will be converted into an event and community facility. They hope to be in sales mode by the end of this year and under construction by the beginning of next year. It's a really exciting project. The developer, Jim Lentz, is working very closely with our city's natural resource division to figure out how he can maximize the green initiatives, including, but not limited to, solar roof tiles, 'dark' lighting that minimizes light pollution and its effect on the environment, different types of boardwalks and greenways through our ecosystem, as well as maintaining the lake front. He's not planning on building McMansions along the lakefront; he's planning on keeping that as communal neighborhood space. It's the only undeveloped part of Lake Eloise, which is one of our largest lakes. It will be eight neighborhoods built out over the course of ten years."

"He's partnering with the city to allow installation of conduit when he tears up roads, so that we can install fiber optic cable through his development," Lyon adds. "And he has a goal of net zero water consumption. That means that people will conserve as much as possible and capture as much rainwater as possible to offset their actual consumption."

Finally, the fourth pillar in Winter Haven's collaborative efforts concerns promulgating smart regulations and having all the stakeholders working in lockstep to create the type of business environment that will ensure continued growth and prosperity. "The entire community is really excited about its future," says Lyon, in conclusion. "The Intermodal Logistics Center was about a $150 million CSX investment that will see hundreds of millions more invested over the years; LEGOLAND Florida transformed a defunct theme park that is now driving a robust tourism industry; the downtown is thriving; the airport is doing better and better. There's an excitement about the future that runs through the community."

It appears that Winter Haven, Florida is the "engine that could."

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UNION CITY, CALIFORNIA

ON THE MOVE

Union City, in Alameda County, California, a municipality of approximately 75,000 residents, was incorporated in 1959 by combining the communities of Alvarado, New Haven, and Decoto. A gateway to the high-tech region known as Silicon Valley, Union City has grown into an innovative and ethnically diverse metropolis, as well as a mecca for entrepreneurs and creators looking for a location where they can operate a viable business and still easily connect with the rest of the region's companies and workforce.

Meanwhile, Union City already has a strong economic base with a wide variety of large businesses from medical device and

AT A GLANCE
UNION CITY, CALIFORNIA

WHAT: A city of 75,000

WHERE: In Alameda County, approximately 20 miles south of Oakland and 20 miles north of San Jose

WEBSITE: www.unioncity.org

food product manufacturers, to major healthcare providers, to industrial and shipping companies. It is also a wonderful place to live. Its approximately 18 square miles provides a variety of housing - ranging from affordable to upscale – across a number of charming city neighborhoods, all with access to parks, sports fields, and other community facilities.

Business View Magazine has featured this vibrant city in its pages twice before – once in 2015, and again in 2016. We recently caught up with several Union City officials for an update on some of its ongoing projects and programs:

"We are currently under construction on a $4 million expansion of our teen center," reports City Engineer, Thomas Ruark. "We are about 50 percent done and we hope to complete the project in time for New Years." This conversion project involves transforming the Kennedy Community Center into a home for the city's teenage population. It includes original works of art, designed by the teens, themselves, under the auspices of the illuminaries, a local group of visual artists, famous for the many Golden State Warriors basketball team murals they have designed and placed around the East Bay.

"The illuminaries just presented their initial concept art based on some previous workshops that they did with our teen community members," adds Digital Marketing Specialist, Lauren Burch. "They gave the teens another chance to practice their own spray-painting skills. That was a great event and they showed us what it will look like to have some really huge murals inside and outside the center; it's going to be very public art and the teens will really feel as if they have ownership of it because they've been part of it."

Ruark says that the city also completed the second part of its Decoto Green Streets project, which is multi-million dollar program in the

Decoto neighborhood that creates "green" infrastructure that mimics natural systems. The project adds greenery to the sidewalks by adding trees and bio-filtration planters, also called rain gardens, which filter pollution out of storm water before it runs into nearby creeks and the San Francisco Bay. Permeable pavers on the street also help capture, retain, and treat stormwater runoff while also providing improved drainage and groundwater recharge. The final effect is a tree-lined, pedestrian-friendly "Green Street" that reduces water and air pollution and water consumption.

The first part of the project encompassed three blocks of C Street between 6th and 9th, and included four intersections, with rain gardens, sidewalk bulb-outs, and specially marked crosswalks to increase pedestrian safety in the residential area. The second phase ran from F Street to I Street and from 12th to 15th, encompassing 15 intersections

which equates to 34 rain gardens. "We did complete the second of our Green Street projects," says Ruark, "and our third project began construction last July and probably won't be wrapped up till next March." This third phase, which will complete the project, covers 12 blocks and will add 35 rain gardens to filter storm water.

Ruark adds: "We've also just been awarded a $7.8 million grant from the Alameda County Transportation Commission to construct 2.2 miles of bike lanes on Union City Blvd., to complete a gap in our bike program, which will then complete the ability for someone to ride their bike on Union City Blvd. from Hayward, through our entire city, to Fremont." The city anticipates the design and construction will take around two years in total.

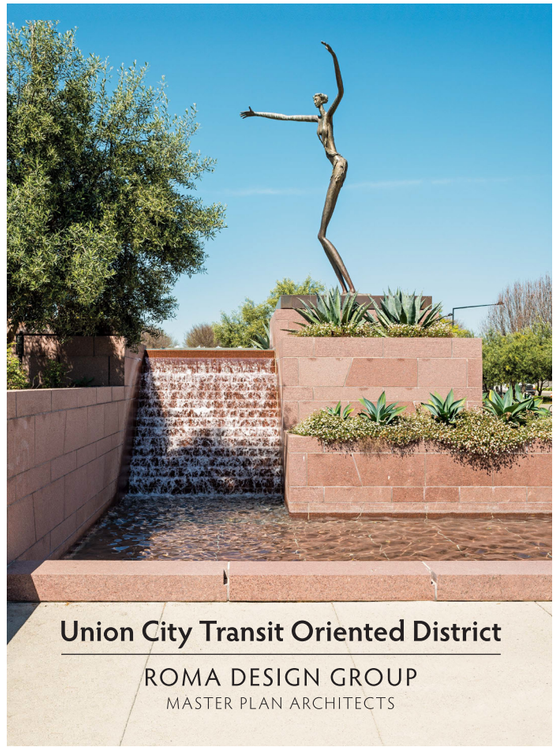
Pedestrian and bike-friendly modes of transit aren't the only major projects Union City is working on—the city is also developing more housing. Joan Malloy, Union City's Economic and Community Development Director, reports that there are currently 243 apartments under construction that will be completed by October. In addition, "We just met with a developer for 430 additional apartments that are in the planning phase and they're on track for entitlements by the end of the year," she says. "We have 63 town homes going in and under construction, on Alvarado-Niles Road, and another 36 mixed-use town houses going in on Union City Blvd. So, we're really trying to continue to stay affordable by meeting the housing needs in our community."

Another major city project, just completed six months ago, is a two-sided BART station, with a new east entrance with a pedestrian pass-through. "We're still awaiting for the administrative law judge to issue the permit to construct the at-grade crossing,

so even though the construction work is done at the east side of the BART station, we still need to get permission to cross the railroad tracks. And that process in underway," says Mark Evanoff, Deputy City Manager.

"Also the ACEforward, which does train service between Stockton and San Jose, has an EIR (Environmental Impact Report) out for expanded service that includes looking at providing service to Union City BART," Evanoff continues. "SamTrans, which is on the peninsula, has just issued a study for reactivating Dumbarton Rail, which would be passenger rail between Union City and Redwood City. Union City has already certified the EIR for the tracks to connect to the Union City BART station and we've submitted the application to the Alameda County Transportation Commission to build that project. That's about $75 million. The City Council of Union City has also passed a resolution pledging to partner with ACE and is giving ACE the opportunity to build that project using the Measure BB sales tax dollars to build those Union City improvements." Measure BB, approved by Alameda County voters in 2014, will generate nearly $8 billion over 30 years for essential transportation improvements in every city throughout Alameda County.

Finally, Evanoff says the city has a contract with a developer to build 1.2 million square feet of office space on the east side of the BART station, and it's working on providing high-speed, city-owned fiber cable to the businesses and housing in the Station District. "We're in the process of pulling fiber through existing conduit," he says. "It will connect to BART's backbone fiber and we'll be leasing some of BART's fiber to connect to the data center in Oakland. So, this would be a way of having our businesses' and residents' fiber in gigabytes per second, as opposed to megabytes per second, which will be much faster and cheaper than AT&T and Comcast."



The one-two-three punch of investment in transportation, housing, and high-tech jobs keeps Union City constantly on the move.

PREFERRED VENDORS

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LEHI CITY
UTAH

PIONEERING UTAH'S FUTURE

As the state's sixth oldest city, Lehi, Utah, is rich in pioneer and old west history. Originally settled by Mormon pioneers, and named after Lehi, a prophet in the Book of Mormon, the city has also been known as Sulphur Springs, Snow's Springs, Dry Creek, and Evansville, but was incorporated as Lehi City in 1852. The Overland Stagecoach Route, the Pony Express Trail, and the Transcontinental Telegraph all passed through or near Lehi during the peak of their use.

Today, Lehi is the fifth fastest-growing city in the country, having more than doubled in size since 2000, with a population approaching 65,000. Once an agricultural community, Lehi is quickly becoming a premier technology and commercial center, with several landmark companies calling it home, including Adobe, I.M. Flash, Xactware, Microsoft, Vivint, Oracle, and Xango.

"We're in a major growth mode, right now," says City Administrator, Jason Walker. "North Utah County, and Lehi, in particular, has become kind of the epicenter for this tech boom – we've been nicknamed 'Silicon Slope' by the governor and others, and we've seen a lot of interest from companies all over the country locating their campuses here. IT companies like to cluster together, so there's a lot of synergy that's been created. Adobe just recently announced a major expansion of their campus; it could bring, roughly, another thousand high-paying jobs to the area,

AT A GLANCE
LEHI CITY, UTAH

WHAT: A city of 65,000

WHERE: Utah County in the center of the state

WEBSITE: www.lehi-ut.gov

just on that project alone. And numerous other IT companies have either announced, or they're already in the process of constructing buildings to be in the area.

"There's a lot of talent and a good work force here for these companies to hire and retain quality employees, so we're starting to see these companies pop up. So, primarily our economy, or this boom, anyway, has been driven by the tech sector, but, of course, you have retail and other industries that are following the population growth. So, year to year, we're exploding at the seams. We've got thousands of housing units already in the pipeline ready to go, and we're just trying to keep up with the infrastructure that those additional units will require."

Lehi's growth has also come about because it's a great place to live. "People really love the small town feel that Lehi still does have, as well as access to both Salt Lake and Utah Counties," says Walker. "There are a lot of amenities and things for people to do that are close by. Every year, we survey the general public just to see how we're doing, and consistently Lehi ranks very well in quality of life scores. And, as we talk to these businesses and corporations that look at Lehi and ultimately decide to locate here, quality of life is always at the top of their list as factors for their decision to move here. That's something we take a lot of pride in. We have a very safe city, a very clean city, access to a lot of recreational activities, both within the city and very close to Lehi. And we have an historic downtown; it's old and small, but it's got a lot of charm and character."

LEHI CITY

Total area:	26.34 Square Miles
Population:	61,130
Unemployment:	3.4%
Median family income:	$77,662
Job growth %:	4.59%
Median home price:	$252,400

Walker says that one of the city's challenges is to both improve the look and feel of the downtown area, while also paying attention to the rapidly growing business sector to its north. "The majority of the tech sector and a lot of the new growth is actually developing on the north side of town," he explains. "So, it's two distinct epicenters, if you will. You have the old downtown area where City Hall and some city offices are located close to some of the old, traditional mom-and-pop type shops, and then you have this new, high-tech area seeing massive growth – a lot of office space, retail as well, going in on the north side. We're trying to figure out ways to join the two together so they can be mutually beneficial to each other."

Another challenge for the city is trying to keep housing costs affordable for the influx of new residents. "With the type of industries coming in, the type of high-paying jobs coming in, those are all great things," Walker avers. "However, it's caused our housing market prices to go through the roof. Some of the younger buyers are getting priced out. We're trying to find ways to be responsible with densi-

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ty and growth, and find areas for more affordable housing for some of these younger people to either rent or get into a first home. The problem is we're growing so quickly, it's trying to hit a moving target. We're trying to get all these plans in place but the ground is developing faster than anyone ever anticipated. It's been a challenge."

Lehi is also working on keeping its energy costs down, both for its residents and businesses. Joel Eves is the city's Power Director. He talks about plans for a new, natural gas-powered, peaking power generation plant. "We're looking at doing this to stabilize rates," he says. "Right now, they can get out of hand if you're not careful." As a peaking facility, the plant, which will cost approximately $18 million to build and is expected to generate 6.9 megawatts of power, approximately 10 percent of the city's energy portfolio, will not run full-time, but will be utilized when demand exceeds normal parameters, such as during extremely hot days. In those instances, power costs can rise dramatically.

"From a power perspective, our peak consumption is increasing at five percent per year; we crossed 100 megawatts, this year," Eves says. "And our energy consumption grew ten percent, so our goal is to stabilize those rates. As we're exposed, more and more, to market conditions with our portfolio, we can then react quickly to changing market prices. We'll have seven megawatt capacity to start with in response to what the pricing might be doing. That's a draw to keep some of those costs down for businesses as they locate here in Utah. The U.S. average is 13.02 cents per kilowatt hour; Utah's average is 10.82 cents per kilowatt hour; Lehi's is 8.7 cents. So, we're 20 percent lower than Utah's average."

"We live in an area that's highly susceptible to inversion and we have some real air quality issues." Eves adds. "We've worked with the Utah Department of Air Quality to get permitting in place for this project and it's going to be one of the cleanest natural gas burning plants in the state. So, we're being responsible with the type of resource we're putting in here, yet responsive with the market. We're also evaluating the participation of a utility-scale solar project, but it's very early in the works; we're in the non-disclosure arena now with multiple contractors that would build the site. It would be a joint venture between multiple cities and utilities."

Building upon its proud pioneer past, today, Lehi City is also proudly pioneering Utah's future.

PREFERRED VENDORS

■ Wheeler Machinery Co.

www.wheelercat.com

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Franchise view

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GREASE MONKEY

STILL HUSTLING

The term "grease monkey" is said to have originated in Great Britain during the Industrial Revolution. Prior to the widespread use of electric motors small enough to be connected to each piece of machinery on a factory floor, power was distributed from a centralized steam engine to the individual work stations through the use of line shafts and their many component parts - gears, belts, axles, pulleys, and bearings. The line shaft ran along the building's ceiling and all of its elements had to be continually lubricated. The small boys whose job it was to crawl amid the tight spaces in the ceilings to do this dirty job seemed to resemble a bunch of grease-covered monkeys to the workers toiling below them.

Years later, the term began being applied to mechanics, and more specifically to car mechanics, who

AT A GLANCE
GREASE MONKEY

WHAT: The nation's largest independent franchiser of automotive care centers

WHERE: Headquarters in Greenwood Village, Colorado

WEBSITES: www.greasemonkeyintl.com

like their factory forebears, were oftentimes stained with the various greases and oils needed to keep the component parts of an automobile running smoothly.

Today, the term "grease monkey" is more widely known as the corporate brand of Grease Monkey International, Inc. the nation's largest, independent franchisor of automotive service centers, offering oil changes, preventative maintenance, and other car care services. The modern Grease Monkey, founded in 1978, serves millions of car owners worldwide, each year, with its "less hassle, more hustle!" brand of customer experience.

Ralph Yarusso is Grease Monkey's Chief Operating Officer for Franchising, with whom Business View Magazine has spoken several times over the last few years. During our most recent conversation, Yarusso updated us on some new developments, including the company's recent acquisition of SpeeDee Oil Change and Auto Service from TBC Corporation.

The first SpeeDee Oil Change opened in December 1980 in Metairie, Louisiana. SpeeDee swiftly grew into a quick lube and automotive tune-up service business and became SpeeDee Oil Change & Tune-Up to reflect these new service additions. Store numbers also multiplied as franchise opportunities opened. By the mid-90s, SpeeDee had added complete brake service and grown to a full-service auto maintenance and repair facility. In April 2008, the SpeeDee Oil Change & Tune-Up franchise became a subsidiary of Midas International Corporation. In 2008, Midas International Corporation and SpeeDee began a co-branding strategy that provided consumers with the three most frequent vehicle maintenance services - oil changes, brakes, and tires. In 2013, SpeeDee Oil Change & Tune-Up became SpeeDee Oil Change & Auto Service to better reflect the wide array of services available to customers.

Yarusso says that with the addition of the SpeeDee franchise locations, Grease Monkey now has a total of 519 stores throughout the United States and Mexico, including 91 that are company-owned. "Our biggest plan with them is to grow the chain," he reports. "It's been somewhat dormant for the last several years, so we have reinvigorated franchise development and we will continue to go forward with restarting the growth of that brand. We have a much bigger footprint now in cities like New Orleans, the Bay area, Boston, Dallas, and a larger presence in the Virginia area. We've added those major metropolitan areas and the Speedy Brand helps augment our Grease Monkey brand in other cities like Seattle, Denver, Salt Lake City, Fort Myers, Florida, and so on."

Yarusso adds that Grease Monkey will also continue to "repopulate the development pipeline with additional stores. We also are incredibly proud of the fact that we have not closed a center in nearly three years! Regarding recent developments, we recently opened up a center in Lubbock, Texas – our first store, there. We opened up three centers in Phoenix; we've opened two centers in California. These are all brand new Grease Monkey franchised stores." The company also has its sights set on foreign lands. "We

are just getting ready to open Saudi Arabia," Yarusso says. "Our first store should be opened, this month. And we also opened Colombia, South America. We continue to look for international expansion; we're currently exploring opportunities in Peru."

The company has also relocated its world headquarters. ""We're still in Greenwood Village, Colorado, but because of our rapid growth, we needed a larger facility," Yarusso states. "We have increased our operations department, our training department, and our accounting departments, accordingly. We added a Vice President of Marketing who is a highly-seasoned professional. His name is John Vitagliano and he's been with us since January. He has a plethora of knowledge in marketing and advertising."

Finally, Yarusso says that the company is up to 99.9 percent compliant with its "Pit Crew Guarantee," a customer service amenity it introduced about a year ago. "I think I've got one store that's not compliant," Yarusso quips. The Pit Crew Guarantee stipulates that once a vehicle rolls into a service bay, it will be serviced in a specified amount of time that is determined by the franchisee – normally anywhere between 15 and 20 minutes. A store that goes beyond the promised, specified period of time will refund a dollar for each minute that it's over.

RALPH YARUSSO
Chief Operating Officer for Franchising

And so, this past year, this successful car care company has, once again, proved that it is constantly growing, constantly innovating, and constantly determined to meet its customers' needs in the Grease Monkey way. Or in other words: "Less hassle, more hustle!"

> This past year, this successful car care company has, once again, proved that it is constantly growing, constantly innovating, and constantly determined to meet its customers' needs in the Grease Monkey way.
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