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Letter from the Editor

Dear Reader,

Welcome to Business World Magazine, where we showcase the very best in business excellence across North America.

From progressive local governments, to innovative healthcare providers, to quality-obsessed construction companies, we seek to tell the stories of the organizations that go above and beyond. Whether they're in the public sector or the private sector, if a business is pushing the boundaries and thinking outside the box, we want you to know about them.

This edition features a long list of organizations that fit that profile – starting with the story on our cover, the City of Cincinnati. Cincinnati ranks among the nation's top metro destinations for both starting and maintaining a business, and is recognized as one of the great places to live and work in America. At the same time, the city is always striving to be better. Their ongoing focus on environmental sustainability is an important part of that effort, and we examined the ways that focus has reduced operational costs and led to new jobs and greater potential.

Also in the public sector, this edition features looks at San Antonio, Texas, and Atlanta, Georgia. In both cases, we looked at how the cities were embracing new technologies and ideas in order to create a better future for their residents.

In Florida, meanwhile, the Tallahassee Airport is serving as a model for rebranding and moving from a regional operation into an international one. We spoke with their Director of Aviation, Chris Curry, about the challenges inherent in that evolution, and the lessons they have learned along the way.

In this edition, you'll also read about industry-leading franchise systems, like the one they have developed at GNC – the largest specialty retailer of health and wellness products in the world. In that piece, we look at how the 80-plus year brand has so thoroughly dominated the market, and learn just what makes their franchise system so appealing.

And those stories are just the tip of the iceberg. In the following pages, you'll learn about many more forward-thinking local governments, airports, ports, and franchises, as well as a collection of innovative homebuilders and healthcare providers.

Thank you for reading, and we hope to share even more stories with you in the months to come.

All the best,

The Editorial Team

To reach our editorial staff with questions or comments please write to: editor@businessworldinternational.com

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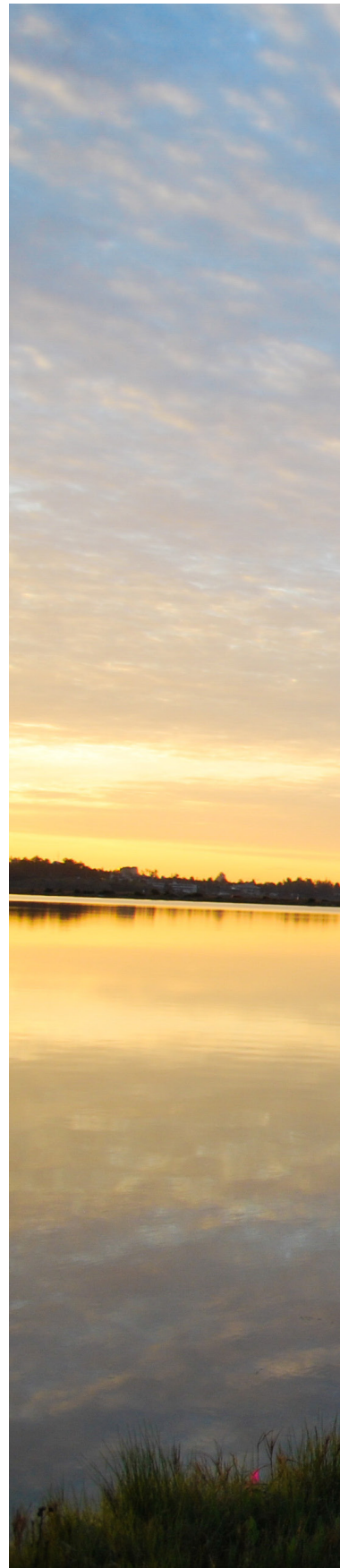


Building a lifestyle

Pacific Landing is a multi-use resort village that offers luxury homes, premium community amenities, and a happy and healthy lifestyle – all on an unparalleled waterfront location.

“Pacific Landing is about enjoying life and finding your happiness,” says Emily Royer, Director of Sales, Marketing & Operations. “Everything here was built and designed to deliver a lifestyle focused on community and engagement.”

Situated on the shores of Esquimalt Lagoon, just a short drive from downtown Victoria, the village boasts 650 feet of shoreline, with stunning views of the Pacific Ocean, Olympic Mountains, and Mount Baker. Pacific Landing’s 12-acre estate also features a bubbling creek, a community garden, and direct access to over 500 acres of hiking trail.





PACIFIC LANDING
OCEANFRONT LIVING



“Everything here was built and designed to deliver a lifestyle focused on community and engagement.”



The development also offers a wide expanse of amenities and services, including a yoga studio, cooking theatre, makers workshop, and much more to come. The village was purpose-built to create a vibrant community and facilitate an active and engaged lifestyle, and is actively managed and maintained to make life easy for owners. The vision at every stage of the design and development was to create a space where “friends and family can come together to live, learn and play,” Emily says.

The origins of that vision date back to 2007, when Randy Foyer purchased the property in Colwood and had the idea for a village where people could live “a full and healthy lifestyle.” He was drawn in by the beautiful landscape, and also by the proximity to Royal Roads University, which is a progressive institution that is particularly focused on further education and continuing studies. He thought it was a perfect setting for his community vision, one that would particularly appeal to the coming generation of downsizers.

Prior to acquiring the land for Pacific Landing, Randy had spent over 50 years working in the hospitality industry with an emphasis on development, finance and management. Throughout his career, he had conceived, financed, constructed and managed over 30 hotels, including the Banff Rocky Mountain Resort and the Grand Okanagan Resort in Kelowna – which ultimately sold for a profit of \$100 million.

Randy's partners in Pacific Landing are Ray Parks and Dale Fish. Ray has an extensive history in government and consulting, and Dale in construction and development. Dale first started working with Randy back in the late 1980s, when they built the Banff Rocky Mountain Resort, and then numerous hotels across Canada, the US, and Mexico – including the Grand Okanagan. After almost 10 years apart, Randy reached out and pitched his vision.

“Randy and I sat down, and he told me about a dream he had to produce a really unique





“The team at Pacific Landing designed a long term-plan.”

project here in Victoria,” Dale recalls. “He asked if I would be interested in looking after the construction.”

Dale agreed, and together, along with Ray Parks, they began turning Randy’s dream into a reality. The process officially commenced in 2014, when the site was basically “all raw land,” with just a federally-regulated stream running through the centre. The team at Pacific Landing designed a long-term plan with multiple phases, starting with Phase One.

Phase One consists of three oceanfront buildings housing 33 units, all built atop a parkade. Every unit is now sold out and the owners have moved in.



Currently, the company is conducting civil works for Phase Two, which will primarily include a distinguished five-storey building at the heart of the community, called The Douglas. The Douglas is designed by an award-winning local firm, and was inspired by turn of the century architectural elements. It consists of 20 luxury suites, each with two-bedrooms and two-bathrooms, and each offering spacious terraces, premium finishes, as well as stunning views of the ocean and unique surrounding wilderness.

Pacific Landing has also taken steps to ensure the health and livelihood of the natural area. There's a migratory bird sanctuary on the property, for example, and near it they have built spawning beds for the fish that come up through the lagoon.

Furthermore, the company is in the design phase of a future phase, which will include two more buildings with 62 condo units between them. Those buildings will also be on a parkade, and will feature a pool in the suspended slab of the parkade itself.



Family atmosphere

According to both Emily and Dale, Pacific Landing enjoys uniquely positive relationships with its buyers. That is yet another reason – on top of the stunning location, the premium finishes of the units, and the community lifestyle offering – that people want to be part of their community.

“Our relationships are a result of the product we’re creating,” Emily says. “We’re not building a large density condo building, where the buyer is just another number. We have individual relationships with each of our 33 buyers from Phase One, and we expect to have equally unique relationships with the 20 buyers from Phase Two.”

Emily also credits the family atmosphere at the company, as the team at Pacific Landing consists of various family members with diverse and international backgrounds.

“Being a family company, we have a family environment, and that extends to the owners,” she says. “The process is more personal. It’s not just ‘Sign the dotted line and you’re getting a condo.’ We’re welcoming people into a community.”

“We’re also not just building and walking away,” Dale adds. “We’re here, we’re managing the property as each phase goes along, and once the property is completely built out we’ll still be the managers. We’re always going to be connected to Pacific Landing. So it’s in our interest to make sure everyone is happy and everyone is enjoying the property.”



The management arm of Pacific Landing is called BelleBrio, and owners benefit from the premium service they provide. That service includes protect the buyer's investment by making sure the site is maintained to pristine standards. It also includes managing the amenities on site, and ensuring they are well programmed to meet the needs and wants of the community – which can mean organizing a cooking class by a world-class chef, or booking the cooking theatre for an owner's dinner party.

BelleBrio also facilitates Pacific Landing's lifestyle promise by organising various in-site activities, including: art workshops; continued learning courses; walking and hiking clubs; social events; and more. The company is also excited about facilitating off-site exploring and partnerships based on owner demand, such as day trips around the island or tours of nearby historical sites.

"We have a diverse community with owners whose interests and skills are wide-ranging," Emily says. "We work with our owners to identify any on-site programming they would like to see."

No matter what function they are performing, the team at BelleBrio will always take pride in delivering exceptional customer service – the kind of service befitting Randy Royer's extensive background in the upscale hospitality market.



Exceptional quality

Pacific Landing also stands out in the market due to the features and finishes of their units. According to Dale, they go above and beyond to make sure the product they are offering is “a step above” everything else on the market.

The Douglas, for instance, has a long list of special features and elements in each unit. That list includes: 9 to 10 foot ceilings and oversized windows; gas fireplaces with tile surrounds; high quality, Canadian-made wood flooring; luxury wool carpet in the bedrooms; modern light fixtures with well-positioned dimmers, in-suite laundry and expansive storage space; generous closets; roller shades throughout; and much more.

The kitchens and bathrooms in The Douglas also set the development apart. The kitchens feature quartz countertops with striking backsplashes, gourmet kitchen appliance, high quality cabinetry, contemporary-designed faucets and hardware, and under-mount island sinks. The bathrooms, meanwhile, also include durable quartz countertops and contemporary faucets, as well as spacious showers with unique tile accents, his and her under-mount sinks, and even under tile heating for the floors.



The Douglas is also efficient – they feature high efficiency gas hot water on demand for each residence, high efficiency heat pumps for both heating and cooling, and solar panels to service common area energy needs. Each unit is also “solar ready,” Dale explains, so if the strata council wants to install more solar panels to offset energy costs, they have that option.

Both Dale and Emily credit the exceptional quality of the homes to the talent and dedication of the company’s team. That includes their in-house building supervisors and project managers, who conduct regular inspections over the course of a build to make sure everything is being done in accordance with specifications, and to make sure everything lives up to the company’s extremely high standard of quality.

Pacific Landing’s team also includes their roster of external partners, such as their architects, consultants, and suppliers. Design District Access, for example, is a Victoria-based interior company with the best and most current interior design products available in the marketplace, and Pacific Landing wouldn’t be the industry-leading offering it is today without their contribution.



A true community

Moving forward, the company's goal is to duplicate their success with Pacific Landing at other locations around Victoria and Canada. They are actively seeking future opportunities, and believe if they can find the right properties they can continue to provide superior lifestyle offerings and continue to create satisfied buyers.

"We're going to continue to seek special locations like this one," Emily says. "We want to take the amazing opportunity we have here and recreate it for others."

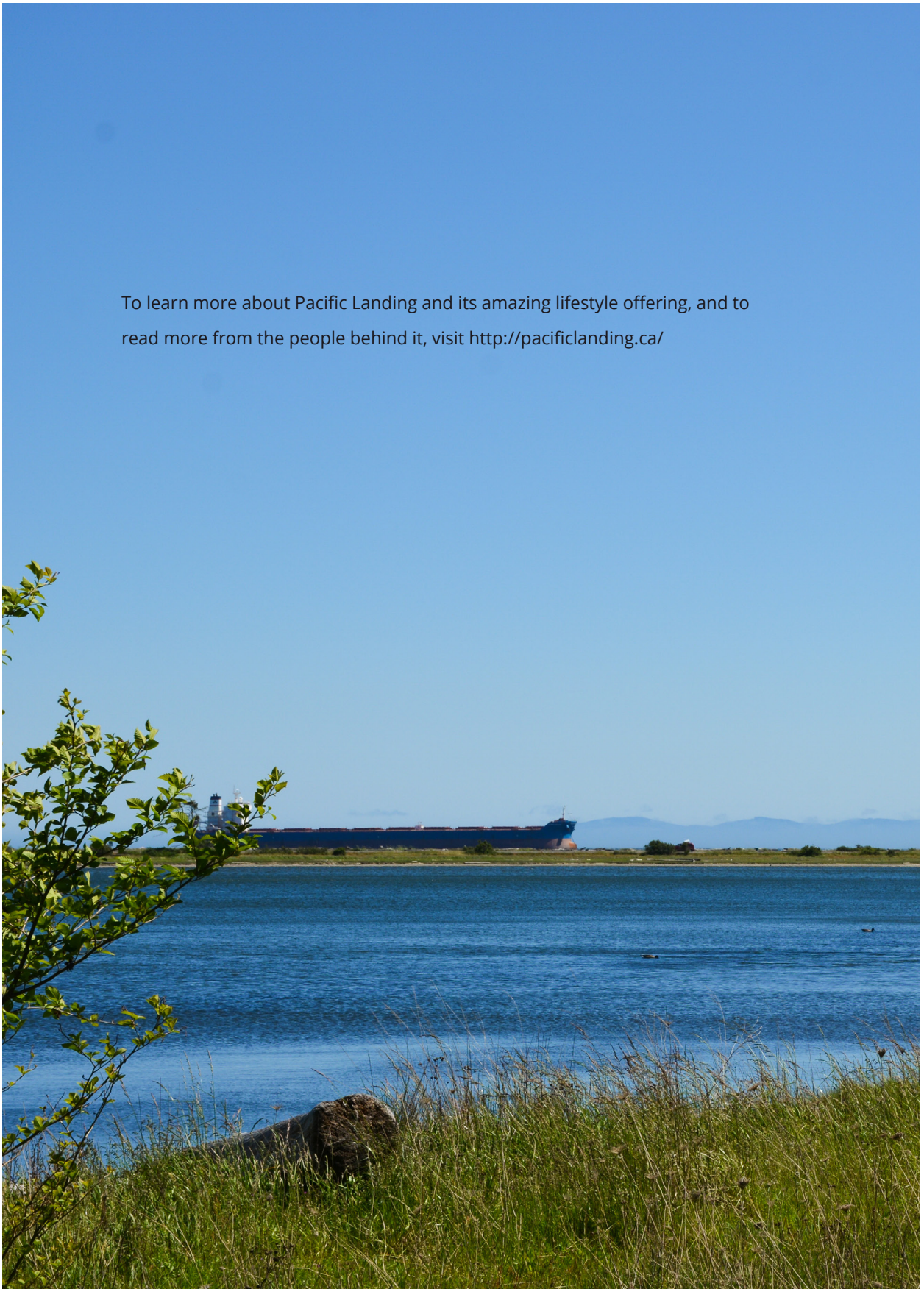
The most important thing, Emily concludes, is that they continue to build communities. They take that goal very seriously.

"A lot of developers say they're building a village or a community just because they're building homes close together, but we're going beyond that," she says. "I think we actually have a recipe for creating the kind of community feeling that people are looking for. We're doing that through the amenities we're creating, the service we're offering, and through our very special location."

"And we're not building it and walking away," Dale reiterates. "We're going to be involved for as long as people are living here."



To learn more about Pacific Landing and its amazing lifestyle offering, and to read more from the people behind it, visit <http://pacificlanding.ca/>





AEDC
Anchorage Economic
Development Corporation

A Modern Day GOLD RUSH





Anchorage Economic Development Corporation (AEDC) has been one of the driving forces behind the gradual economic and social growth of Anchorage, located in the north-west state of Alaska. With constant support from organizations such as AEDC, Anchorage has been deemed by the likes of Forbes.com as one of the best cities for employment. Even in the midst of a recession, the city managed to maintain an average unemployment rate of 5.6 percent. The President and CEO of AEDC, Bill Popp explains, “Anchorage was founded 98 years ago, and started off as a railroad camp during the building of the Alaska Railroad. With significant leaps and bounds and a few difficulties it is what it is today.”

Popp, who has been working for AEDC since 2007 plays a vital role in setting up the strategies behind marketing the city and Alaska to global businesses and at the same time he supports local business growth within the state. “We support companies popping up and as a result we see growth



in the business and professional sectors such as engineering, permitting, legal and architectural fields,” says Popp. Therefore AEDC services are meant to connect businesses to information and opportunities, support business growth across industries and mag-

nify development and opportunities available in the Alaska.

THE ANCHORAGE APPEAL

One of the most attractive aspects of Anchorage is its stable environment with low unem-



ployment and constant economic growth. “Since 1989, Anchorage has experienced continuous 2 percent job growth with the only exception being 2009.” Popp goes on to add, “2009 was a self-inflicted wound. Our business people and community being cau-

tious by nature were seeing the national news and were pulling back in the anticipation of potential effects in Alaska which never manifested. The fundamentals in Alaska are very strong and we did not have certain elements of our economy at risk like many other parts of the United States and the world. Therefore we rode out 2009 and 2010 very solidly.” As a result, in the following years Anchorage experienced a 2.5 percent job growth with an expected growth of also 2.5 percent in 2012.

Another appeal of Anchorage is the presence of strong industries which support the economy such as its energy base, raw mate-



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wind



solar



hydro



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rials and resource extraction and air cargo. According to Popp, “the really unique environment in which we do business creates, I believe, a more robust business professional sector. This is because we are constantly

dealing with challenges and it also means we can never rest on our laurels. We are always looking for new innovation and ideas and executing them. Such practices have led to our success and the success of businesses in



our industries.” Examples of such industries which have experienced expansion in Anchorage over the recent years are the restaurant and retail industry, especially since the city has one of the highest per capita spending in the United States.

Besides the unique industries of Anchorage, the diverse population of the city is another one of its most attractive features. Ninety-one different languages are spoken in Anchor-

age schools. The city is also rated high on tolerance indexes, including Richard Florida’s Creative Vitality index and amongst other national rankings, hence promoting a

welcoming community environment. Along with diversity comes the city’s vibrant arts and culture scene. As Popp highlights, “we are very open to different paths of the arts such as Broadway shows, innovative art presentations and a music scene which is growing leaps and bounds. Our setting provides the fabric that young professionals are looking for in terms of a community that they want to plant their roots in and prosper in both professionally and personally.”

CHALLENGES YET TO CONQUER

Anchorage however faces a few challenges ahead. There is still a lack of available workforce needed to support the increasing economic growth of the city. According to the Business Confidence Index Survey carried out annually by AEDC, the number one barrier for businesses to grow is the lack of professional skilled labor. At number four is the lack of semi-skilled labor and at number six is the poor quality of entry level workforce. Nevertheless with training initiatives in place and other programs carried out by organizations such as AEDC, Popp is hopefully that the tides will turn. “The quality of



our current workforce is phenomenal and we have been promoting our unique professional environment through recruitment videos on our website. These feature young professionals within industries such as IT and health where we lack workforce and is meant to make young professional aware in the other parts of the country of the amazing

opportunities available here.”

THE ROAD AHEAD

The future of Anchorage seems bright with sea food, energy and the international air cargo industries becoming globally acknowledged. Anchorage and AEDC is also highly supportive of internet based businesses and



helping startups to launch themselves in the city. Furthermore, within the retail industry, businesses such as Bass Pro Shops have chosen Anchorage to build their 76,000 square foot facility and test the market. Lockheed Martin has also taken a keen interest in the Anchorage launch facility, therefore allowing the city an opening into the aerospace

sector. Popp adds, “the energy sector has also seen a renaissance due to activity in Alaska’s North Slope and Cook Inlet. It was third in terms of job growth with the creation of 650 new jobs. There have also been massive investments in healthcare. It has been very rewarding to see these different innovations that have been entering our market.”

Cincy Sustainability



ility



The City of Cincinnati has garnered distinction as the “Most Tax Friendly City for Business” in America. It additionally ranks among the nation’s top metro destinations for not only starting, but also maintaining a business, something complemented by its recognition as the least likely place for business owners to fail. Business bankruptcy rates in Cincinnati are lower than any other city in America. These components certainly add credence to its further distinction as one of the greatest places to live and work in America. Yet even in a community so seemingly blessed, the focus on sustainability strives to support Cincinnati’s transition from great to greater.

Mark Twain once famously quipped that should the world ever come to an end, his preference was to be in Cincinnati because “everything comes there ten years later.” His criticism may have been prompted by a dispute with the local press, because histori-

cally, Cincinnati has enjoyed a reputation for urban modernity and political progressiveness. It was even once renowned as the Midwest version of New York and Paris (yet conspicuously, if not blissfully, free of New Yorkers and French alike – ha!).



Metro Hybrid Bus

And in terms of strategies for sustainability; that is, adopting practices to reduce its carbon footprint and operate with greater eco-sensitivity, Cincinnati started blazing a trail while some communities were still struggling to find a path. The city had established an Office of Environmental Management more than twenty years ago which sought solutions to the future and benefitted from support of city leadership, but in 2003, budget problems combined with political tensions and turnover to see that office and all its potential, suddenly eliminated.

A little over two years later, in his campaign for City Mayor, Mark Mallory (a former Member of the Ohio House of Representatives and Ohio State Senate) ran on a platform that pledged to restore the office. After winning the election, he fulfilled that promise and established what is recognized today as Cincinnati's Office of Environmental Quality. That decision has not only helped reduce annual city operational costs in the millions of dollars, but has also led to new jobs and greater potential for the city to reap further benefits vital to its future.

Solar panels on the City's Beekman Garage - made possible through the City's Solar Power Purchase Agreement with The Sun Team (Solar Power and Light, Dovetail Solar and Wind and Tremco Roofing)



CURSED BY ITS BLESSING

Larry Falkin, the Director of Cincinnati's Office of Environmental Quality, says to truly talk sustainability, one must understand that it is "a place-based discussion." He says local issues, the local facts on the ground, dictate that sustainability never means the same thing or works the same way from one place to the next. And when it comes to sustainability strategies in Cincinnati, Falkin says it is a community that is almost cursed by its blessings. To put that in context, in many cases, a city's move to greater sustainability practices may be prompted by critical

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Cincinnati Mayor, Mark Mallory, takes a Zipcar for a spin.

concerns of energy supply, deterioration of water and air quality, or other less-than-desired environmental factors. However, none of these are so worrisome in Cincinnati. “We are a city that has cheap and abundant energy supplies credited to our proximity to the rich coal fields of West Virginia and Ohio. We have cheap and abundant landfills, which still have plenty of capacity. We also have cheap and abundant water supplies. Some places worry about their water usage, but our utility has never had to asked people to cut back due to drought. We also have

cheap and abundant land, and there’s lots of new construction of single family homes selling for less than two hundred thousand dollars within an hour’s drive of downtown,” explains Falkin. So, with so much going in its favor, the conditions that might typically compel the concentration on sustainability do not exist as urgencies in Cincinnati. As Falkin asserts, that creates real challenge.

“How do you make recycling competitive when landfills are so cheap? How do you make the case for renewable energy when electricity is so cheap at five cents a kilowatt



One recommendation of the City of Cincinnati's Green Plan calls for recycling electronic waste.

hour?” asks Falkin.

“And yet, we all know that sustainability is important. We’ve got to work hard to ensure whatever solutions we’re coming up with make economic sense. If the solutions don’t make economic sense, they won’t take hold,” he says.

Today, Falkin’s office has made strides that connote to good sense environmentally and economically. Efforts have included enhancement to the city’s recycling program which currently sees some 70% of eligible households participating. Residents are pro-

vided with wheeled-carts that are collected every second week, which has ultimately led to a 50% increase in materials diverted from landfills. The savings amount from \$600,000 to \$900,000 a year.

The city has also seen reduction in utility costs through retrofits, green building upgrades, and incorporation of energy generating solar power installations which currently exist on the roofs of two dozen city buildings. The city is currently expanding its portfolio of solar facilities, and Falkin says he anticipates this will enable Cincinnati to

City of Cincinnati Fact Sheet

2009/2010 Energy Services Performance Contracting

Background

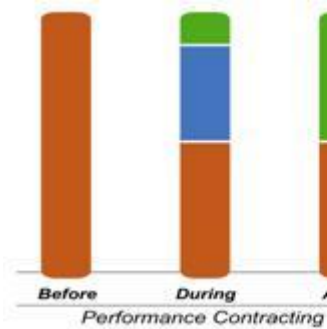
Like most cities, the City of Cincinnati is challenged by its aging facilities and limited capital funds. Most of the facilities were built before 1950 and their operational expenses were not a major factor in building design and most are now in need of technology and comfort upgrades.

What is Energy Services Performance Contracting?

State of Ohio enabling legislation introduced in 1994 (and amended in 2008) allows municipalities to fund capital improvements through energy savings through a guaranteed performance based contract. The installation of energy savings measures can be financed by Ohio's Energy Efficiency and Conservation Block Grant program. The useful life of the equipment, typically 15 years, and is not included in the calculation of the municipality's net indebtedness.

How is the City of Cincinnati Currently Using Energy Services Performance Contracting?

The City owns/operates nearly 400 buildings. Energy audits of key buildings have been conducted at 88 buildings to date, including City Hall, the Duke Energy Convention Center, and facilities operated/managed by Fire, Police, Recreation, Health, Parking, Lunken Airport, and Public Services. Nearly \$15 million of energy efficiency upgrades in 69 City facilities was leveraged by about \$1.7 million of City capital and \$1.1 million of Energy Efficiency and Conservation Block Grant funding. When all the lighting, heating and air conditioning, building automation, and building envelope upgrade work is completed, City energy use will be reduced by more than 10.1 million kWh and energy costs will be reduced by over \$1 million per year. The work will also generate 100,000 kWh of renewable energy and reduce greenhouse gas emissions by 8,929 metric tonnes.



How did the City Fund the Current Performance Contracts and what are the expected Environmental and Financial Impacts?

Year	Total Project Costs	City Financed w/Energy Savings	City Capital	Duke Energy Rebates/State Grants	Federal Grant Funding	State Grant Funding	Annual Energy Reduction	Annual Energy Generation
2009	\$5,908,691	\$4,511,652	\$469,000	\$190,172	\$334,930	\$402,937	3.8M kWh/ 116,213 ccf	100,000 kWh
2010	\$8,810,640	\$6,515,953	\$1,238,737	\$253,574	\$802,376	0	6.3M kWh/ 33,907 ccf	0
TOTAL	\$14,791,331	\$11,027,605	\$1,707,737	\$443,746	\$1,137,306	\$402,937	10.1M kWh/ 150,120 ccf	100,000 kWh

Less than \$2 million of City capital funds were used to leverage over \$14 million of energy efficiency work through an energy services performance contract.

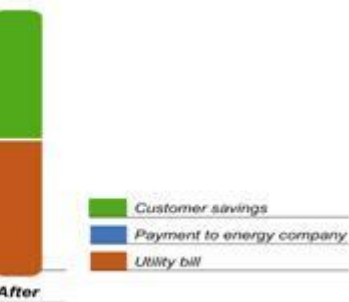
capture twice as much energy output over this year. The city has negotiated a 20-year deal with a company known as Solar Power and Light (SP&L). In a move that will not cost Cincinnati one red cent, SP&L plans to build, operate and maintain solar power fa-

ilities at its own expense. In turn, the city will purchase energy from SP&L at a cost that is less than what they now pay. "This enables us to better budget for future energy cost, is a hundred percent green, and even in Cincinnati where there is cheap coal, we can

g

built at a time when energy and

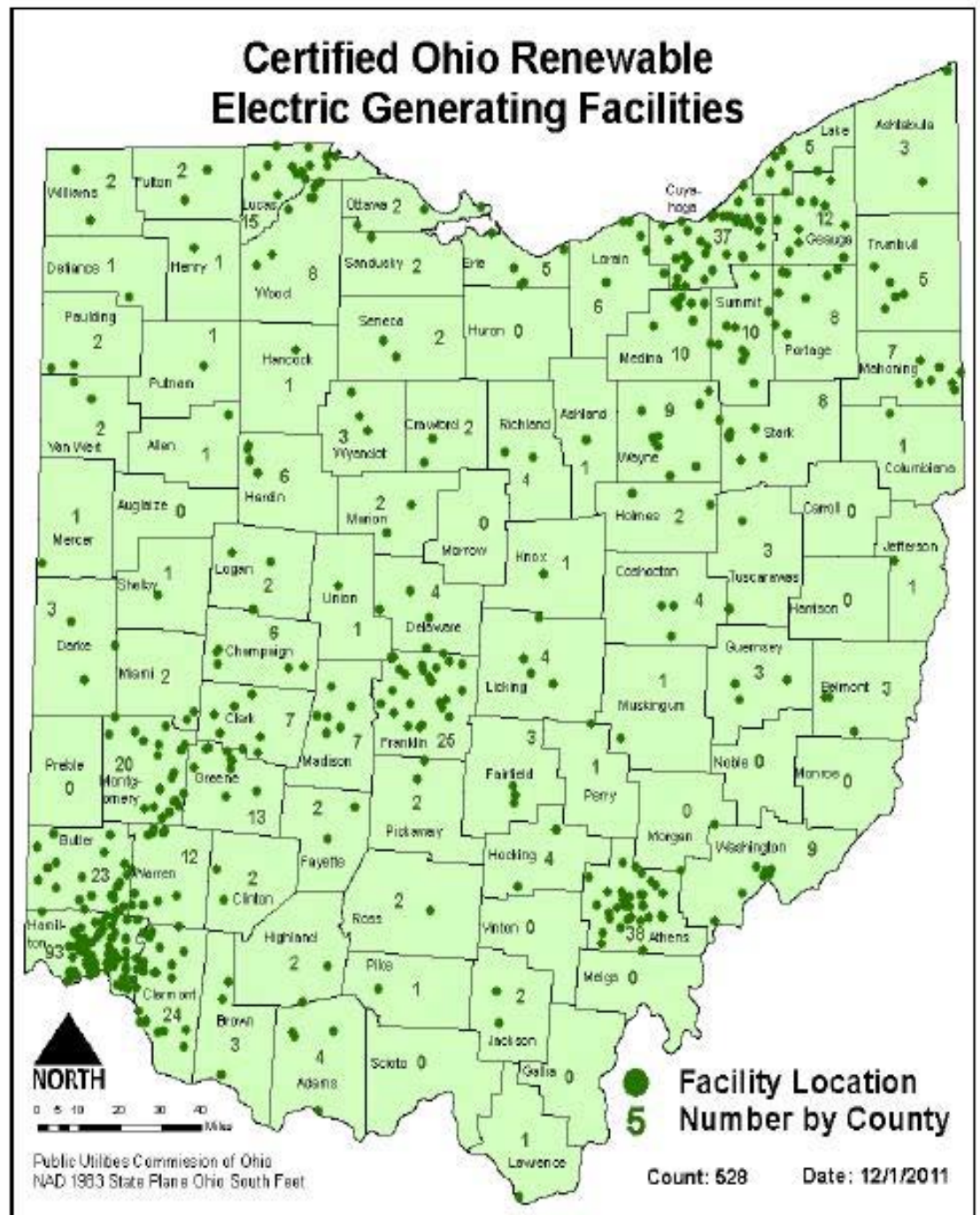
nts with energy and operational
o municipalities over the average



Benefits?

Annual GHGE Reduction	City's Annual Energy Savings
3,437 metric tonnes	\$449,344
5,492 metric tonnes	\$587,527
8,929 metric tonnes	\$1,036,871

ry services performance contract.



Cincinnati and Southwest Ohio lead the state in the number of renewable energy generating sites

save money too,” says Falkin.

There are other benefits in the way of improving air quality. Granted, Cincinnati is free of conditions that plague communities from California and Texas to New York, but it too wrestles with issues unique to its envi-

ronment. Abundant coal means abundance of energy generated from coal. Though companies employ what Falkin describes as “reasonably good” measures to control air pollution, it can still be done better. In fact, some plants are already relying more on a mix of



fuel sources to supply energy, and that trend to increasingly rely less on carbon-based materials will continue. “Fifty and sixty years ago, making coal plants made a lot of sense, but today, with the alternatives we have, it doesn’t make as much sense as it once did,”

says Falkin. With increased reliance on solar energy and less dependence on fossil fuels, Falkin says the improvements to air quality will also lead to fewer asthma rates, respiratory disorders and improved health for residents.



TRANSITIONAL TRIUMPHS

Cincinnati is also making improvements to its infrastructure in transportation and fleet operation, which again, will yield to less reliance on fossil fuels. Falkin says by 2025, the city “will be done with gas and diesel.”

Over the last two years, the city fleet has reduced its gas consumption by more than 12 percent, which he calls progress toward that goal. The city is now utilizing more electric and hybrid-electric vehicles, but plans to acquire more fueled by cleaner, compressed-natural-gas and will soon begin developing CNG fueling stations.

Other initiatives involve mass transportation. Although the city maintains a public bus system known as Metro, one initiative will lead to the establishing of a downtown modern street car system, similar to that which sparked redevelopment in Portland. The street cars will connect with downtown neighborhoods and will run on overhead electric power lines. The idea is to decrease downtown traffic congestion while increasing public ridership.

Increased ridership is also at play in the developing of a new bus rapid transit line that will begin this summer. To explain Cincinnati’s approach, Falkin offers a little insight into cultural aspects of transit.

“If you look at people who ride the bus and those who ride a train, you’ll notice they are not the same. Many people who ride the bus are transit dependent. They have no other



way of getting around, and this is affordable, but also very important to their life. With those on the train, they ride it by choice because it is fast, spacious enough for them to do work while riding and convenient, but it is also expensive,” explains Falkin.

So, the trick is to get “train-like” performance from the bus in such a way that choice riders will want to use it as enthusiastically as those who really depend on it. To accomplish that, the bus will operate as an express or rapid transport, stopping only at major stops as opposed to every bus stop to allow for faster commuting. Secondly, passengers won’t have to pay fare as they get on

the bus, but rather pay at the platform to better facilitate faster boarding. Passengers will also benefit from processes that allow for signal prioritization or what is known as “Cue-Jumping.” Basically, this means that the bus will communicate with traffic lights to get a faster green light for go signal and also have opportunities to bypass traffic congestion by accessing specialized lanes. “If you’re riding the bus, you’ll be able to get where you need to go faster than driving your own car,” says Falkin.

At present, 20 percent of Cincinnati residents do not have access to cars. Falkin says the new system will provide greater con-



venience to public transit passengers, but is another important step in the city’s drive for increased sustainability.

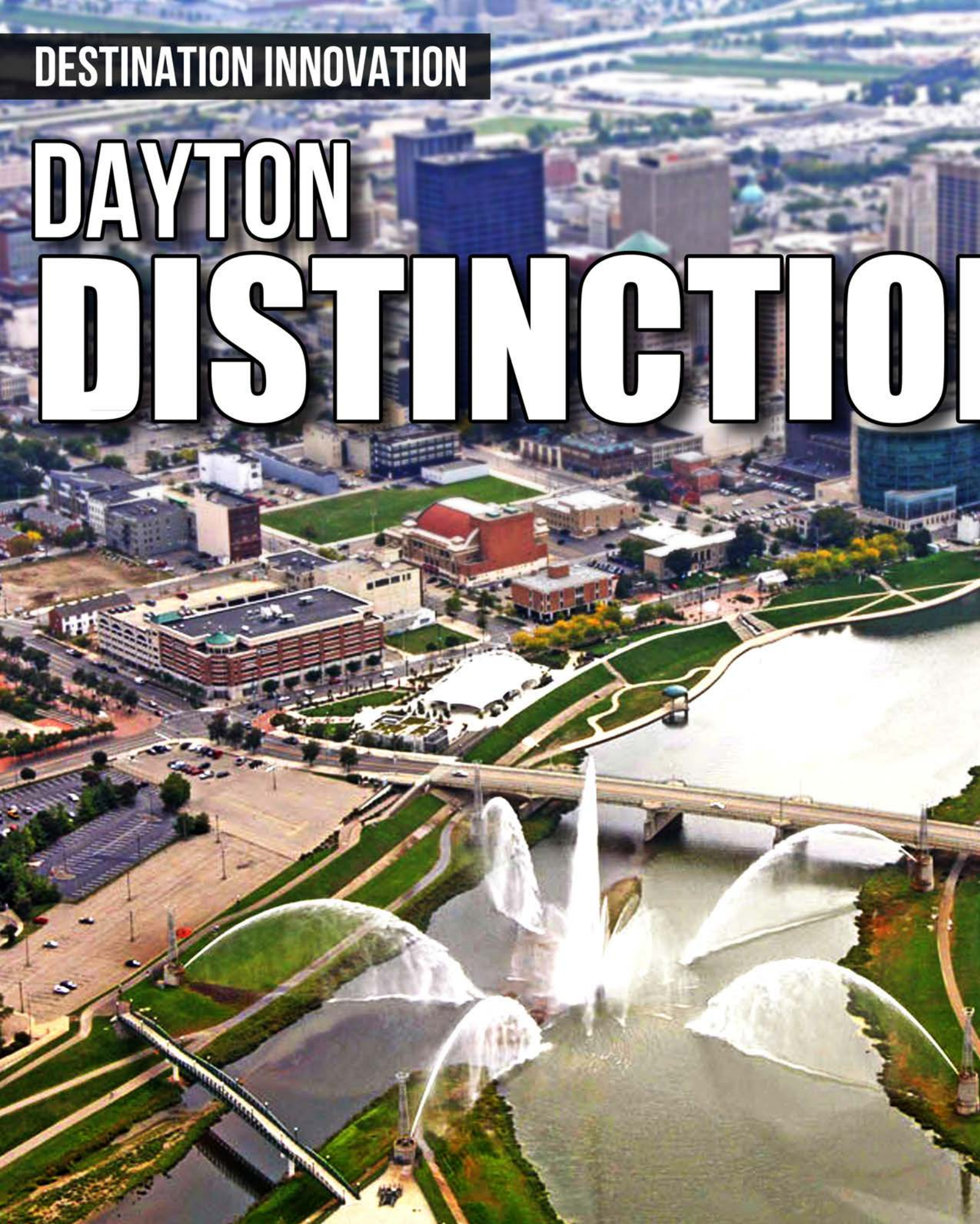
Through its focus on sustainability, Cincinnati has also fostered the growth of professional partnership and environmental initiatives that ultimately benefit economic development vital to the region. Among these initiatives, what Falkin calls “an important partnership,” is Agenda 360. Facilitated by the Cincinnati Chamber of Commerce, Agenda 360 strives to develop a set of priorities for the region to successfully compete for business, attract employees and generate economic growth. Falkin says the initiative

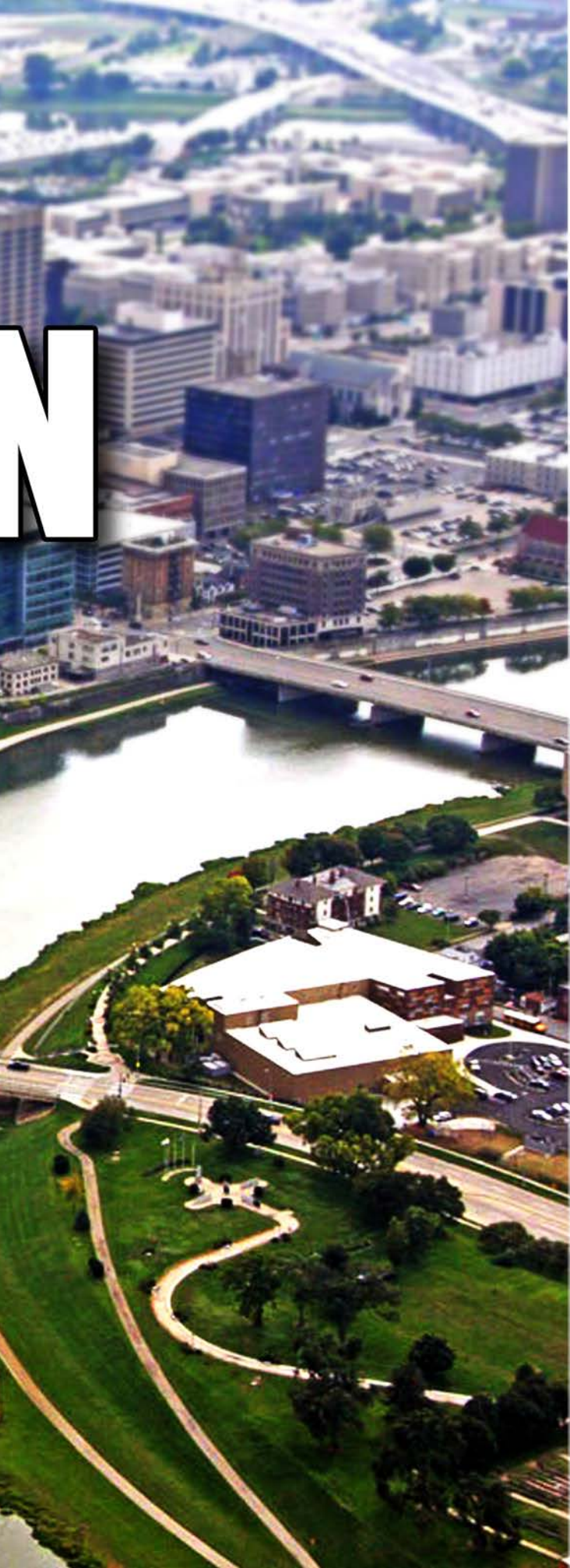
embraces the idea that being a sustainable city or a green city is vital to that effort. The city has also supported another program known today as “Green Umbrella,” an effort that has led to a network of more than 200 member groups all working together to focus, and foster, sustainability practices.

There are many other initiatives underway, or in the works, but suffice it to say that Cincinnati is implementing changes to allow for greater efficiency tomorrow. For a community famed for certain shades of Bengal-orange and Cincinnati Red, the future holds greater hues of green.

DESTINATION INNOVATION

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The esteemed essayist and naturalist John Burroughs once noted that temperament lies behind mood and fate of character lies behind will. Yet behind both of these, he added, are forces that include family influence, the power of climate and environment - "and we are free, only to the extent we rise above these." In Dayton, Ohio, the will power and temperament to steward new sustainability practices has not only elevated municipal operations, but has enhanced the city's overall cultural climate and professional environment, while giving certain rise to new recreational freedoms too.

Arising from the Miami Valley basin of Montgomery County, Ohio, the City of Dayton is positioned as a stark urban contrast, if not commercial counterpart, to the picturesque converging of four nearby rivers that connect to the Great Miami River which meanders right through downtown Dayton. It facilitates the flow of waters from Indian Lake to the Ohio River, in fact, the word "Ohio" originates from



City Hall

an Iroquois Indian expression that equivocates to “Good River.” Of course, Dayton has figured in a good bit of meaningful history, such as being distinguished as “The Birthplace of Aviation” as homage to the pioneering avian exploits of hometown heroes Wilbur and Orville Wright. In more modern times, Dayton has garnered distinction as a home to the aviators and other military personnel defending our national interests through operations at Wright-Patterson Air Force Base, one of the most complex, technologically-capable and critical of command centers for the United States Air Force. Day-

ton has also been made home by innovators of industry which include John Henry Patterson whose National Cash Register Company produced the very first cash register machine, followed by countless more. It was also here that Charles Kettering founded the Dayton Engineering Laboratories Company (DELCO) and secured patents for developing innovations such as the electronic ignition and lighting systems used in the automotive industry, and the air conditioning coolant known as Freon, as well as lots of other cool stuff. Nationally, Dayton has been heralded as having one of America’s most-affordable



City of Dayton OH, Photo by Don Angle

housing markets, the best of hospital quality and the leading of education opportunities with respect to programs at area institutions like the University of Dayton, Wright State University, Central State University and Sinclair Community College. This city is also renowned as one of the most business-friendly communities in America (as well as having the best in business tax structure systems) and is credited as one of the most desirable of environments for locating a business. That makes sense since more than half of the leading population centers in America and Canada, not to mention more than half of lead-

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This includes extensive work with municipalities like the City of Dayton, Ohio. Honeywell was one of four energy services companies selected at the outset of the Clinton Climate Initiative to help the world's largest cities reduce energy consumption and emissions. And for decades, we've assisted towns and metropolises alike, upgrading their facilities and infrastructure while cutting expenses through energy efficiency, renewable energy, microgrids, smart grid and other improvements.

"Along with products and services, HBS also provides general education about available financing options for projects, ranging from performance contracts to federal and state grants."

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ing manufacturing operations, are less than a 90-minute flight from Dayton International Airport, or within 500 miles over-the-road that is shared by some 155,000 motor vehicles which traverse daily through Dayton's Interstate 70/75 corridor. A national leader in arts, education and enterprise, these factors all add luster to Dayton being conferred long ago with the nickname of "Gem City," a moniker which stuck following an article published in an 1845 edition of the Daily Cincinnati Chronicle that eloquently stated: "The most indifferent observer will not



PRESERVATION & CONSERVATION

With full respect for the range of activities that have recently occurred, it must be noted that initiatives in eco-sensitivity or sustainability are not something new to the City of Dayton. As Sustainability Manager Donna Winchester says, “We’ve always been very environmentally-aware as a community.” More than 25 years ago, Dayton advanced protocols which struck a balance between expanding economic development and the needs for a safe, and abundant, supply of drinking water. The City helped created a

fail to notice Dayton. The wide streets, kept in such excellent order, the noble blocks of stores, filled with choice, and, of course, cheap goods, and, more than all, the exceeding beauty and neatness of the dwellings...It may be fairly said...that Dayton is the gem of all our interior towns.”

Despite the fact that it already has so much working in its favor, city leaders have been busy adding additional sparkle to this gem of urban spaces by advancing sustainability practices which are now helping Dayton transition from good to great.



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comprehensive, multi-jurisdictional Source Water Protection Program complemented by land use and controlled zoning requirements, monitoring of business operations as well as groundwater conditions, chemical inventory reporting, time-critical investigations and ongoing studies which have frequently prompted updates to the program. The program encompasses more than 6,000 acres which spreads even into neighboring communities, fostering focused collaboration in ensuring the integrity of the regional water supply. That program has been in place since 1988.

More recent sustainability initiatives were prompted, in part, by the city's pledge of support to U.S. Conference of Mayors Climate Protection Agreement, an ideal forged in 2005 by mayors throughout the United States dismayed by the fact the United States refused to participate in international efforts to curb greenhouse gas emissions by signing the Kyoto Protocol. In response, some 141 mayors from America resolved to tackle challenges within their own respective communities and achieve what the federal government could, or would, not. At least 500 city mayors have since pledged their support



to the climate protection agreement, and in Dayton, that led city leaders to consider, “What can we do next?” says Winchester.

“We thought about what would be important for the future as well as what was important in that moment. We thought about what would be the right thing to do for what we had in place, and what steps we could take to keep moving forward,” says Winchester.

That resolve led to a plethora of community outreach and orchestrated advocacy that extended into the commercial sector, schools and the public-at-large, yet as Dayton City Manager Tim Riordan says, “We

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didn't just want to be seen as a good partner in this process, but as a good leader."

This meant the city would have to look within its own operations to determine how it could best lead by example. Early on, Dayton determined to measure its carbon footprint and devise solutions that would not only help reduce energy consumption, but pose benefits for the environment too. With funds secured from a Federal Energy Efficiency and Conservation Block Grant, Dayton contracted with Fairborn-based, Honeywell Building Services to conduct an energy-usage study and greenhouse gas emis-

sion analysis involving more than 700 utility accounts maintained by the city. Honeywell measured data that dated back to 2006 to determine operations which didn't reach federal benchmarks of efficiency complicit with standards affiliated with EnergyStar. The results of the energy audit helped the city identify a number of opportunities for improvement, and in the time since, Dayton has not only conserved energy, but significantly reduced utility costs. Those changes have included retrofits to lighting fixtures, installation of a vegetated roof on top of City Hall (which not only reduces heating



and cooling costs, but helps mitigate pollutants from storm water runoff) and building escalators were designed to function on-demand, powering-off when not in actual use. The traffic lights have even been converted to LED systems and this alone has resulted in more than 2 million kilowatt-hours of savings per year.

Waste recycling was also significantly improved. Winchester explains that Dayton had adopted a weekly recycling program many years earlier, but with budget cuts, the city went to an every-other-week collection cycle, and almost terminated the program.

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A portion of stimulus money was used to resurrect the program. Through a deal with the city's disposal-service provider, the city would receive a discount on waste services if it could collect as much as 500 tons of recycled goods per month. City residents were provided with 96-gallon containers and for all who recycled, routine drawings were held allowing someone to win as much as \$100 which helped secure a lot of participation. The city ultimately achieved its goal and today, waste is not only being spared from local landfills, but waste fees have been reduced by more than \$100,000 annually.

A GREATER SHADE OF GREEN

City Manager Riordan points to Dayton's partnership with Montgomery County on a Green Business Certification program as one of the most significant and successful of initiatives that have helped promote sustainability while also helping businesses achieve greater energy savings as well as distinction for their own respective environmental stewardship. A voluntary program designed to help businesses take basic green measures to reduce their ecological footprint, reduce their energy and resource use, and save mon-



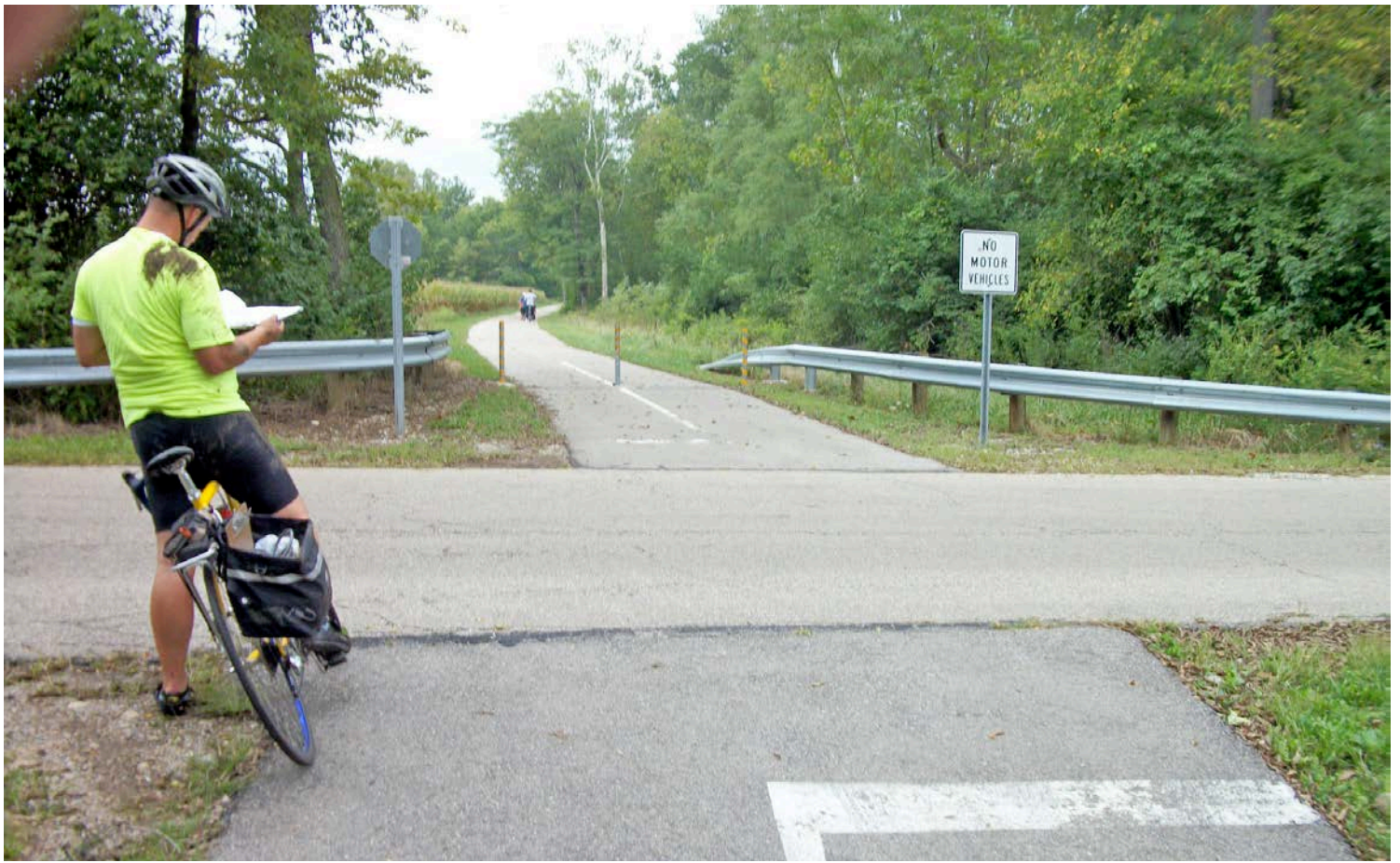
River Clean Up

ey in the process. Certification is awarded after reviews of operations involving solid waste reduction & recycling, environmentally preferable purchasing practices, energy conservation, water conservation and pollution prevention protocols. While certain checklist actions are required for each category, the certification process is also very flexible, allowing businesses to choose from a broad range of actions. Businesses are also allowed to develop their own innovative actions that are consistent with the program's principles. As Riordan says, "It is not enough to simply say that you're going to be green,

the program helps businesses identify solutions and implement practices which help them demonstrate that they're green, and they gain savings in the process." Small businesses were provided free energy audits as part of the process. Since adoption of the program, more than 200 separate enterprises have achieved certification as a Green Business, and the number continues to grow.

Dayton has also changed zoning codes which now allow for greater adoption of alternative energy solutions as well as environmentally-friendly practices such as bee harvesting or the creation of community





gardens. Many businesses and residents alike are beginning to rely more on solar-power as well as energy produced from wind turbines. Examples include Sinclair Community College which is using wind turbines to generate power for some of its operations. In another case, a car dealership is now using a wind turbine to generate the power used to light its car lot. A former Cadillac dealership located right off of North Main St. in Dayton has been taken over by a new company known as Millennium Reign Energy which has transformed that site into a one-stop-shop for all manner of wind, solar or hydrogen power-producing solutions. Dozens of community

gardens have also blossomed into life through the efforts of the city partnering with local volunteer organizations and schools.

Dayton schools have really stepped-up in terms of supporting sustainability initiatives says Water Department Environmental Manager Michele Simmons. She indicates that both the University of Dayton and Sinclair Community College have developed curriculum as well as special student-led projects that focus on sustainability. In one case, sustainability isn't simply a topic of education, but a cause for celebration. Dayton's annual Water Festival is a collaboration involving area schools and hundreds of com-



munity partners who sponsor science workshops, wildlife demonstrations, games and other activities that collectively promote the preservation of eco-systems and water conservation. Simmons says several thousand area Fourth Graders traditionally participate in the event, and have a lot of fun while learning about wildlife and how to become more environmentally responsible.

BIKING AND KAYAKING

With its seasonal climate, nature trails and winding waterways, Dayton has much to offer those who love the outdoors, and this has even been bolstered by sustainability efforts. Aaron Sorrell, Dayton's Planning and Community Development Director, says area

residents are now benefitting from new recreational opportunities for bikers and kayakers. On the biking side, Sorrell says Dayton's flat downtown terrain accommodates certain convenience for those who may prefer to pedal when moving from point to point. To encourage biking, which further aids in reducing the city's overall carbon footprint, more than 200 bike racks have been installed in the downtown corridor. Yet, on a much larger scale which reflects the city's investment in biking, Sorrell says Dayton has developed a regional network of interconnected bike lanes that extend for more than 320 miles. It is now one of the longest bike paths in America, prompting the League of American Bicyclists to designate Dayton as one of

the most bike-friendly cities in America.

The area waterways have also been made more accessible. While Dayton's river system is indeed beautiful, these same waters have figured in some rather ugly history. The Great Flood of 1913 put Dayton at the epicenter of one of the worst national disasters in history, with human lives, commercial enterprise and city infrastructure decimated in the process. In the wake of that tragedy, an elaborate levy system was created to mitigate the potential for such flooding ever again. While those efforts have proven protective over time, it also resulted in diminishing opportunities for recreational activities on the water. Sorrell says Dayton has recently invested more than \$3 million in renewed dam infrastructure, designed in such a way as now allow for a new extensive kayak course. As Sorrell says, "People can now use the river instead of just looking at it."

A SENSE OF PLACE

Biking and river kayaking, along with collegiate and career opportunities, are making Dayton an increasingly popular draw for what Rodney describes as "bright, young, energetic professionals." To that point,

downtown Dayton presently has the lowest residential vacancy rates in its history (a 95% occupancy rate), and Sorrell credits sustainability practices as helping to promote new "sense of place." And that's a point not lost on Shelley Dickstein, Assistant City Manager for Strategic Development. Dickstein says beyond the safeguarding of the environment, beyond the improvements in water conservation, waste recycling and energy consumption which have reduced costs for operating businesses and the city alike, beyond all this; sustainability practices have added to the creation of new jobs, new businesses and a new quality of life for all who call Dayton home. In time, Dickstein believes such practices will also prove helpful in driving future economic growth.

Air quality, water quality and prudent use of tax dollars to protect, preserve and promote the beauty of its natural environment can certainly add to the allure of a community recognized for its business-friendly professional environment. In Dayton, the continuing drive for "green-friendly" will cast an excellent emerald hue to this Midwestern gem of American cities.



Napoleon Hill once said, "First comes thought; then organization of that thought into ideas and plans; then transformation of those plans into reality." The beginning, he added, is all about imagination. In Illinois, the pondering on methods to prompt economic growth, increased sustainability and a greater quality of life has resulted in new ideas and new organizational resolve to implement plans resulting in a not-so-imagined, but very real transformation underway in the Rockford Region.



REVITALIZING THE ROCKFORD REGION



Rockford Metropolitan Agency For Planning

In Illinois, the Winnebago County seat City of Rockford is situated along the shores of the Rock River and borders the state line of Wisconsin, yet is considered part of the Greater Chicago Metropolitan Area. Just east of Winnebago County sits Boone County, both of which make up the Rockford Metropolitan Statistical Area (MSA).

Located about an hour's drive away from Chicago O'Hare International Airport, the Rockford Region is recognized as the most densely populated city in Illinois outside of Chicago. There was a time the region served as one of America's leading centers of manufacturing, with factories that produced goods which supported industries in agri-



Steve Ernst
RMAP Executive Director

culture and transportation, and in the early 20th Century, more furniture was produced in this city than almost anywhere else in the world. Over recent decades, so many of those manufacturers have closed down, leaving vacant and deteriorating infrastructure to complement diminishing quality of life spurred by increasing unemployment, urban blight and crime. In recent years, this once thriving region has secured recognition as one of America's "worst" places to live. Yet, at the same time, the region has many advantages working for it in terms of potential for retail operators, or healthcare, and its location has

made for an important hub of activity in the field of transportation and logistics. Beyond this, and what may prove to be the community's greatest advantage, is a concerted effort to effect the changes that will result in a revolutionary new Rockford Region.

Over the last two years, Rockford's Metropolitan Agency on Planning (RMAP) has led an initiative now resulting in a regional sustainability plan bolstered by the most comprehensive analysis of social, economic and environmental factors ever to take place in this community, and quite possibly, any community in the nation. RMAP Execu-



tive Director Steve Ernst posits that in order to devise the appropriate strategies to achieve sustainability goals, the region first had to have a thorough understanding of the aspects working for it and against it. Likened to a doctor treating a patient. In order to prescribe the necessary remedy, the doctor must make a full diagnosis of the patient's vital signs. In the case of the Rockford Region, the prognosis for future prosperity involves the first regional plan for sustainable development through a project called Rockford Region Vital Signs.

Ernst explains that the project originat-

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ed from the galvanization of more than 30 agencies from the Illinois Counties of Winnebago and Boone who collectively agreed to align their respective strategies for economic growth and increased sustainability into a common framework of goals and action plans. In leading this consortium, the RMAP was awarded a \$600,000 grant from the U.S. Department of Housing and Urban Development's Partnership for Sustainable Communities which is has since used to develop a sustainability plan that targets solutions involving more than a dozen socio-economic categories which includes all from biodiversity, education, health and housing to safety, technology, transportation, waste management and more.

With respect to each category, Ernst explains that 20-year goals will be set and ad-

vanced through action steps undertaken by community members and public and private community leaders. Metrics will also be aligned to each category to effectively monitor and measure progression toward desired outcomes. Genevieve Borich, who serves as Co-Director of the Regional Vital Signs Project, explains that in order to produce an overall change in the Rockford Region, it was imperative to proceed in a balanced approach in the range of categories, in such a way that no one aspect took precedence over another, each identified segment is ultimately deemed essential to the future of the region. The next steps include creating a centralized structure tasked with oversight of the plan's implementation. Ernst explains that as best practices are adopted, the region will develop tools in the form of financial incentives,

updated or new codes and new regulatory protocols. Additional work will involve connecting with grants and funding solutions to further implementation of particular strategies formulated in the various categories. For example, as a result of both the online data commons website as well as efforts to begin improving the region now, local leaders are presently having more strategic conversations and implementing specific programs aiming to lower the consistently above-average unemployment rates (largely comprised by low educational attainment involving young-adult minorities). With everything from partnering with Etsy to develop the nation's first local program to help residents start their own business by producing home-made products to teaching low-income kids how to

start a business by selling food grown in community gardens, local leaders are attempting to make inroads in innovative ways.

Regional data and data visualizations are being housed for Vital Signs via a website (www.ourvitalsigns.com). These visualizations aim to empower community leaders to see current trends as well as monitor local progress with the regional goals and strategies developed for the sustainability plan. Ernst refers to this new regional sustainability plan as a “playbook” not only for Rockford, but also households, neighborhoods, local organizations, businesses and municipal governments. Stakeholders will now use this playbook to tackle the region's greatest challenges, and better ensure a touch-down for future success.





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A HUB OF HAPPENING



Located beside the Petitcodiac River in southeastern New Brunswick, the City of Moncton is host to a population of some 70,000 people, which swells to a number of more than 139,000 when combined with the composite of those in the neighboring communities that include the City of Dieppe and the Town of Riverview. In that Moncton is geographically centered amidst the busy transit of goods by-rail or by-road, all spurred by maritime operations, it has been historically dubbed as “Hub City,” yet in terms of the present, Moncton has become a hub of capital improvement efforts which point to a vibrant future, growing economy and greater quality of life.

“We have certainly hit our stride in the past two to three years,” states Alcide Rich-

ard, Director of Design and Construction for the city of Moncton, “We are the biggest we’ve been from a capital budget perspective, and while some communities’ populations are in a decline, we are growing.”

While growth of a community can certainly drive economic development within an area, it also can raise issues across the board that can sink a community as easily as it could help them, what has been able to set Moncton apart in two parts, the first of which, an intelligent asset management plan.

Enter Rene Legace, Intermediate Project Engineer for the City of Moncton.

“Rene’s job is to be the asset management guru for the City,” continues Alcide while explaining how the city is taking advantage of new technology that assists in identifying



and tracking metrics relating to infrastructure improvements. “The software used tells us where we should be spending our money from a street and sidewalk point of view, while also measuring the dollars that can be put back towards our backlog.”

The city has been able to spend enough to be sustainable year by year, not quite enough to fully get rid of the backlog, but an increase over where they were and a massive step in the right direction for any community, no matter what size.

This point is further echoed from Greg Houser, Deputy Treasurer for the City of Moncton, who advises their progress is comparative, if not exceeding, those in major municipalities in Ontario.

“Many Ontario municipalities are hav-



ing to do asset management plans in order to access infrastructure money from the provincial government,” Mr. Houser advises, “Moncton is on the cutting edge! It may not

be an exact science, but this plan gives people an idea of where we’re going to be.”

The plan mentioned, is an advantageous 30-year asset management plan, aimed to re-



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main sustainable while reducing their backlog. One of the functions making this plan as efficient and unique as it is, is to view projects from a full asset management perspective. As an example, they look holistically at projects with all three components of what the city owns (water, sewer, and street), so if a street needs to be restored or construction work completed, it also assesses the subsequent work that could be completed with water and sewer.

“What’s interesting is that not a lot of

people have thirty-year plans,” explains Mr. Richard, “Typically we were looking at capital projects in five year cycles, so the program would project out all the money we were expected to spend for five years. What the city is also looking at is in a thirty-year cycle, how can we achieve decreasing our backlogs and what will that do to taxes over the next thirty-years.”

One such notable project is the Sewer Review Master Plan. As the result of flooding in the late 1990s, the Master Plan was



developed with one of the goals focusing on the creation of a detention basin; a system allowing water to collect within a dry basin/pond and slowly bleeding it off downstream so they are not flooding anybody else downstream. The process has called for reviewing an area where flooding had occurred, in turn, hydraulic capacity analysis was performed and RFP's went out to a consortium of key integral businesses which included the Moncton Infrastructure Group. Made up of Genivar, EXP, Crandall Engineering,

and Hatch Mott McDonald, the group has been successful through five phases of the Master plan with another six to go. One of the objectives of the most recent project is ensuring that both the combined system and separated system are handled by a controlled device which will only permit the amount of water into their systems that can be handled without their systems surcharging. Another integral area, is looking at improvements to increase sewer capacity issues and better facilitate drain release (i.e. if there is a sag in

the road, this can act as an electrical panel, resulting in too much electricity going into the water, thus resulting in a fire. The major drain release objective is to have the breaker break off, which will protect the system, then an inlet control device will only let in the amount of water into the pipe system that the pipe can safely handle and keeps the rest of the water at the surface, thus avoiding sewer back up).

“The old downtown core of the City is mostly comprised of a combined sewer system,” notes Rene Legace. “This means both of the storm flows are entering one pipe system, therefore a lot of the recommendations are to install the dedicated storm sewer system, sewer separation on the way, which helps the plant and flows more efficiently.”

AT WORK AND PLAY

The city is also analyzing and embracing the next steps for what stands out as one of Canada’s fastest growing urban centers. “We have the intent/desire to construct a new arena facility,” says Legace, adding that the acquisition of a site known as High Field Square would prove suitable for such development.

In September, t provincial and federal



governments, joined by the City of Moncton and the Université de Moncton, announced funding to upgrade the Moncton Stadium.

“Over the years, Moncton has gained the reputation as a sports hub for New Brunswick, attracting world class sporting events,” says Economic Development Minister Paul Robichaud. “We must capitalize on the major events happening at the Moncton Stadium to help rebuild our economy. Moncton will roll out the welcome mat in 2014 for the FIFA Under 20 Women’s World Cup and the 2015 FIFA Women’s World Cup of Soccer and today’s investment will ensure that Moncton has the proper infrastructure in



Surfers recently set a new World Record by surfing Moncton's famous tidal bore

place to host those international events.”

The provincial government will invest \$120,000 through the Regional Development Corporation, while the federal government, (through the Atlantic Canada Opportunities Agency) will provide \$137,000 under the Community Infrastructure Improvement Fund. The City of Moncton and the Université de Moncton are each contributing \$80,174 towards the project.

“The Moncton Stadium has been a key piece in making Moncton the sports and entertainment capital of Atlantic Canada,” says Moncton Mayor George LeBlanc. “These infrastructure improvements will help us

continue to attract major national and international events to our region.”

WHAT A BORE!!

While hosting the World Cup puts Moncton squarely on a platform of international recognition in the sporting world with all the economic possibilities that can pose, the city has also garnered increasing fame among another body of sporting enthusiasts, yet in a manner that was neither intended nor ever expected – with surfers!

To explain, the Petitcodiac River produces one of North America's few tidal bores, a by-product of its waters interacting with extreme tides emerging from the Bay of Fundy which results in the creation of a large wave that routinely sweeps up the river on the leading edge of the incoming tide. The bore can reach more than six feet in height between one and two metres (3.2–6.4 ft) in height and extend clear across the width of the river as moves at speeds that can exceed eight miles an hour. An early tourist attraction, it had vanished from the landscape with the building of the Petitcodiac causeway the 1960s. As a further consequence, the river channel silted to so reduce the bore





that it rarely grew to more than 15–20 cm of height. A few years ago, Moncton decided to open the causeway gates in an effort to restore the river, and once more, the bore returned to its full glory. Earlier this year, two surfer set a new world record by surfing the 29-kilometre length of the river , the longest ride on a tidal bore ever to be achieved in North America. Surfers from the around the world have since traveled to Moncton, and their exploits have prompted spectators in the tens of thousands. City leaders have discussed plans to develop special events or tournaments around this new venue opportunity, while also cautioning that such practices include risks, not limited to the rocks and shifting of river tides. Such risks have only seemingly added to the want to tackle the challenge by surfer throughout the world, certainly leading to other challenges Moncton will overcome.

As Alcide Richard assert, Moncton is deploying a disciplined view of the future that adheres to intelligent growth and an inherent philosophy of balancing work and play – virtues that will no doubt help this historical hub to maintain its growing renown as a hub of the future.

BUILDING THE NEXT GREAT “PLACE TO BE”

TOWN OF INNISFIL TAKING STRATEGIC LOOK AT GROWTH



As challenges go, it could get a lot worse for Andy Campbell.

The director of engineering for the town of Innisfil, Ontario is part of a staff charged with trying to spread the word about progress being made in the municipality of

nearly 33,000 residents on the western shore of Lake Simcoe – and encouraging even more people to consider it as a hometown.

“It is part of our marketing, that we did develop a strategic plan as a community to grow,” he said. “We’ve got to get people to



buy all the homes that are being built, and we want to get companies coming in. We were recognized in the United States as a leading community that’s trying to think outside the box to move ahead, and that’s our challenge.”

Innisfil was the only Canadian municipal-

ity cited by the Arizona-based Alliance for Innovation last year during its annual Transforming Local Government conference in Atlanta.

The organization lauded the town for “successfully capturing the town’s hopes and



dreams for the future in its community strategic plan.”

“We have a lot of growth,” Campbell said, “and we’re trying to create an identity for this town.”

Indeed, the primary residue of that forward-thinking mentality so far is “Inspiring Innisfil 2020,” whose 14 proposed tenets were adopted by the town council and whose four priorities touch on community, tourism, culture and economy, with an eye toward making Innisfil “the place to be” by 2020.

“When you look at the geography of greater Toronto, we have a great geography

for those commuters,” Campbell said. “We have Lake Simcoe, which provides great recreational opportunities. We have a lot of things that other municipalities don’t have. Part of it is lobbying to get infrastructure dollars and determining how we best get the word out that we’re the best place to be.”

The town’s population was just 3,500 in 1950, but expansion in the back half of the last century was driven by the appearance of more paved roads, the manageable price of gas and the availability of inexpensive housing outside Toronto and its immediate suburbs.

A handful of administrative land annexa-



tions have added to the geographic footprint – which now covers nearly 285 square kilometers – and the previous labeling of Innisfil as a “cottage town” has given way to a new reality in which permanent residences now dot approximately 90 percent of the Lake Simcoe shoreline.

Campbell said provincial estimates have the population swelling to nearly 60,000 in the next 20 years.

The initial stages of the strategic planning process have resulted in a checklist of accomplishments, including creation of a new logo and branding for the town, the hiring of a culture and tourism coordinator, establish-

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ment of the Innisfil Arts, Culture and Heritage Council and both funding a position for and hiring an economic development officer.

It’s been a busy behind-the-scenes stretch for Campbell and his crew as well.

“For the last three years we’ve been coming up with master plans to determine how we’ll handle wastewater, storm water, roads. Basically projecting how we will deal with the next 20 years,” he said.

Other needs include \$200 million of new construction for a water treatment plant and a district pumping station, alongside some \$300 million in road improvements that include matters like widening some roads to



accommodate increased traffic and installing curbs and gutters where necessary.

“It’s a half-billion worth of work, which, for a small municipality, is difficult to afford. So we have a wish list,” he said. “Industry will pay about half of that and the taxpayers would then have to take on \$200 million, which isn’t an easy proposition. It requires us to find innovative ways to a solution, or to modify our cost structures.”

More infrastructure concerns have also meant more employees.

“Growth is what we are all about in this town now, so we’re staffing up with people to be able to deal with that,” Campbell said.

“It’s our job to determine how we get it done. There’s not an option as to whether we’re growing, so we need to make sure we do it in an effective and smart way that’s compatible with the existing infrastructure.”

Going forward, the imminent targets for the strategic plan include making sure the town is financially stable by the close of 2014 and finalizing/promoting a vibrant urban core in the Alcona community by 2015. Also on the short-term agenda are development of a comprehensive economic development plan by 2015 and development of a strategy to grow businesses in Innisfil.

Toward that end, the recently unveiled

Friday Harbour, a sprawling \$1.5 billion project on the shores of Lake Simcoe, will bring approximate 1,000 permanent resort jobs upon completion and will generate \$4.4 million in annual taxes for the town – in addition to \$1.9 million in one-time building fees.

Additionally, \$56.5 million in estimated one-time development charges will be split by the town, Simcoe County and local school boards, and \$10 million was spent by the developer, Geranium, to expand local sewer and water infrastructure to accommodate the project. The resort is expected to generate \$190 million in annual spending and provide \$30 million in annual revenue to all levels of government.

“We’re getting the residential development in Innisfil, and we have to get more commercial/industrial development,” Campbell said. “As part of this plan, we’re supposed to get about 10,000 new employment jobs. The biggest headache for us right now is really trying to figure out how we’re going to get the jobs related to the growth in

AT A GLANCE

WHO:

Town of Innisfil, Ontario

WHAT:

Home to 32,727 residents, according to 2011 census – up 5 percent from 2006

WHERE:

Southern Ontario, on the western shore of Lake Simcoe and 80 kilometers north of Toronto

WEBSITE:

www.Innisfil.ca

population, so that people aren’t exiting the town every day to work elsewhere.

“We want people to be able to work, live and play locally.”

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And while the southwestern Saskatchewan city is dwarfed by familiar Canadian names like Toronto and Vancouver – and by more nearby regional neighbors in Winnipeg and Calgary – it’s quickly developing a reputation as a place with all the needed elements for high quality of life and high success in business.

Its population grew 3.7 percent in a recent five-year stretch, and the locals are poised for more.

“It truly is a great city to live in and it hasn’t happened by chance,” says Jerrod Schafer, the city’s mayor since 2009 after serving two terms as a council member. “There’s been a lot of good planning, and, as a result, we’re going to continue to see some good growth.”

That growth, in the estimation of Marty Salberg, the city’s director of business development, will be the result of a perfect storm of factors that make Swift Current attractive – including a desirable location within both the province and the region on the Trans Canada Highway, and an economy fueled by a cross-section of industries.



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Installing multiple pieces of a nearly 20-ton bridge might sound like a remarkably onerous undertaking but it's all in a few days' work – literally – for Manitoba-based Minty's Moving Ltd. (MML).

A family business that began when founder Vic Minty moved a chicken coop for his uncle back in 1945, Minty's has experienced consistent growth and has gradually branched out to more complex moves including houses, sheds, barns and grain elevators. The company began hauling and erecting bridge girders for local general contractors about 20 years ago before ultimately developing the expertise that allowed it to take over general contracting duties for complete bridge jobs.

These days, MML builds about 20 highway bridges and 20 temporary detour bridges per year while also undertaking about 20 more repair jobs on highway bridges annually. It still takes on all sorts of large moving tasks – houses, sheds, grain elevators, bridges and hydro transformers and reactors – and has recently begun dabbling in the design, build, finance and maintenance of bridges.

MML was awarded a \$141,280 contract for the construction of the foundation and the erection of a steel truss pedestrian bridge on the 13th hole at the City of Swift Current's Chinook Golf Course, an addition that allows golfers to cross over an on-course creek rather than having to travel along the 12th fairway while walking around it.

The installation was the final portion of a \$331,000 capital project that also included the bridge's supply, fabrication and delivery. The two halves of the bridge – manufactured by Eagle Bridge Co. – were brought to the work site, at which time the Minty's crew

arrived to prepare the area for installation.

Upon arrival, Minty's performed a survey and marked pile locations before four screw piles were installed and cut-off elevations were determined and transferred to the piles. Pile cap plates and gussets were welded into place and after excavation, two back timber walls were installed. Backfilling and compaction of abutment material began while clay was placed around the outside of the abutment and compacted.

Upon reaching the desired shape, steel pile caps were fabricated on site and placed on top of the previously installed cap plates. Thirty wooden swamp mats, measuring eight feet by 14 feet, were placed to provide a firm base for the crane, at which time the two halves of the bridge were bolted together and hoisted into position. The pile caps were then positioned and welded down, the retaining plates and hardware were installed and the crane was cut loose from the bridge.

Construction of the ramps was completed on either side of the bridge and landscaping was also finalized while the remainder of necessary welding was done and the Minty's crew left the site upon final inspection and approval from golf course superintendent Doug Leavins and consulting firm engineers Trevor Fetich and Brian Bollingbroke.

"No project gets done successfully without teamwork and we were able to have success thanks to the others involved on the project," says Bill Hopkins, site supervisor for Minty's. "They were absolute gems to work with and we thank them very much for the cooperation they provided."



SHARING THE WEALTH

Among the sectors driving the bottom line is a mainstay like agriculture, but the city has also benefitted from increased oil activity in the region, tourism that's soared since the arrival of the Living Sky Casino and an industrial footprint led by the local home bases of Batco Manufacturing and Rem Enterprises.

And once the businesses were built and the jobs came, the people's needs were taken care of, too.

"We have a strong and diverse economy and very good people," Salberg says.

"It's been very important that our mayor and council have been responsible in investing in the things that people have wanted. Businesses need employees, but the employees need other things. We're probably well ahead of the curve on those things.

"Not only is the economy where it needs to be, but I think we've done a wonderful job on the infrastructure that the people and the businesses require."

Batco, which employs more than 70 people, acquired a vacant 114,000 square-foot manufacturing space in the city



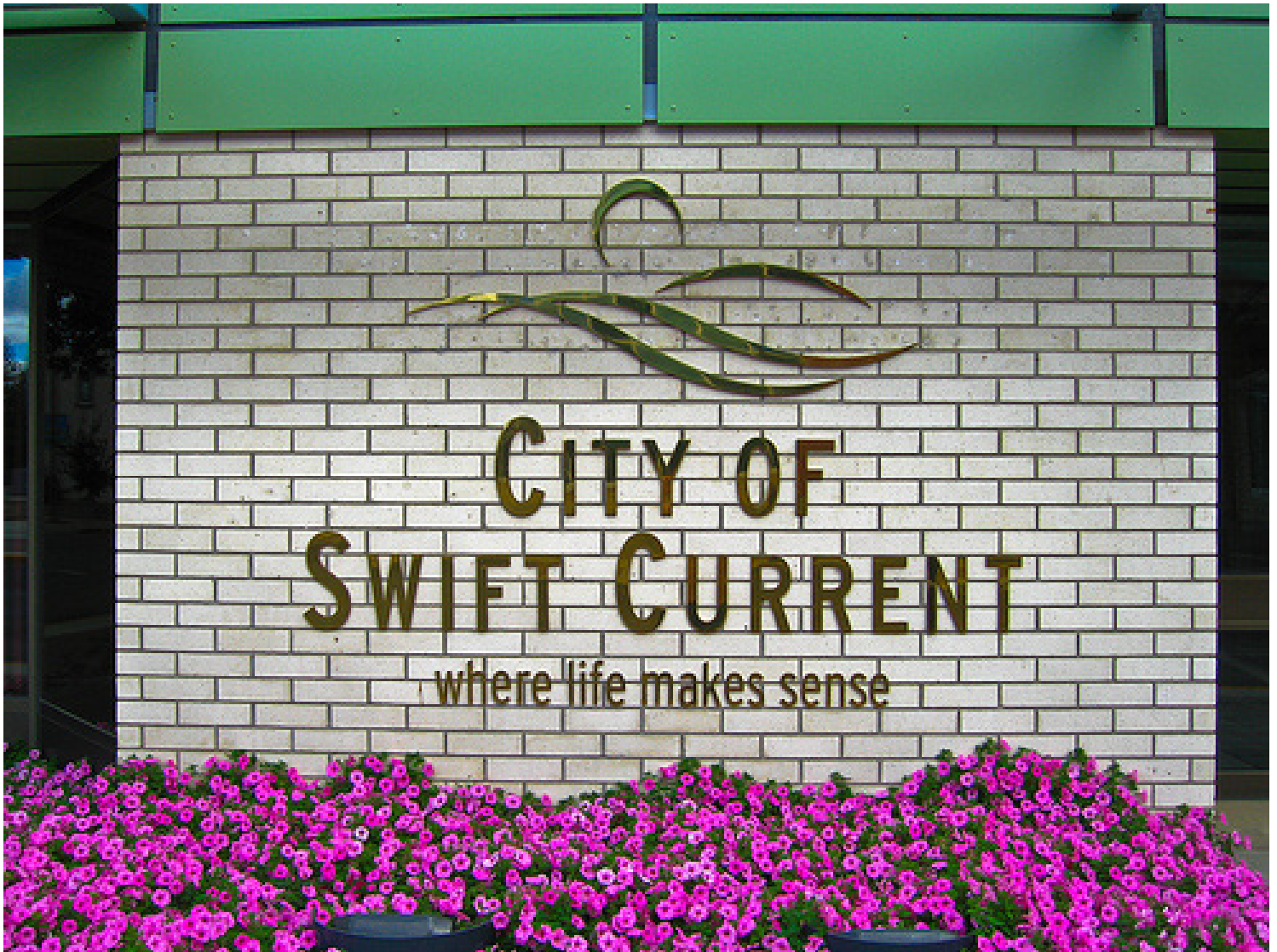
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last January with designs on increasing its standing as the largest maker of belt conveyors for grain-handling products in North America. Elsewhere in the city is the Semiarid Prairie Agricultural Research Centre, which provides support to area farmers and ranchers on the region's cereal crops with its globally recognized staff of experts, alongside ongoing research on new varieties of peas and lentils.

The availability of such expertise

helped fuel a record-breaking 2013 growing season, Salberg says, which translates into additional sales of related farm equipment. And several energy companies have made investments in the critical infrastructure that signals increase exploratory activity in the area – particularly north, west and south of the city limits.

“This year produced the highest yielded that most farmers had ever seen in this area – particularly in cereal crops, as well as peas and lentils and canolas,” he says.



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BTO Contracting Ltd. is an Edmonton, Alberta-based general contracting company founded in 2002 by Ivan Katerenchuk. In the years since its creation, the operation, which has a satellite Alberta office in Lacombe, has expanded to a substantial fleet of equipment, developed a knowledgeable staff and cultivated great working relationships with their clients.

The company prides itself on its expertise over a wide range of project types, ranging from landfill methane gas well installation to road construction to subdivision grading. Among its other capabilities are landfill construction – including all related earthwork and installation of HDPE, GCL, geocomposite and leachate collection systems – landfill capping, environmental remediation, rail grade construction, land and right-of-way clearing.

Additionally, BTO is safety certified with the Alberta Construction Safety Association and Comply Works.

“BTO Contracting Ltd. is dedicated to serving our employees and clients in a safe manner,” Katerenchuk says. “We will use our knowledge and experience to ensure a quality product is completed safely, efficiently, economically and environmentally safe. Our goal is to create a successful partnership with our clients throughout the construction process. Our pledge is to establish lasting relationships by exceeding their expectations and gaining their trust through exceptional performance and knowledge by every member of the construction team.”



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“It’s meant good things for a lot of people, and when you combine it with the oil industry interest increasing, things look promising here.”

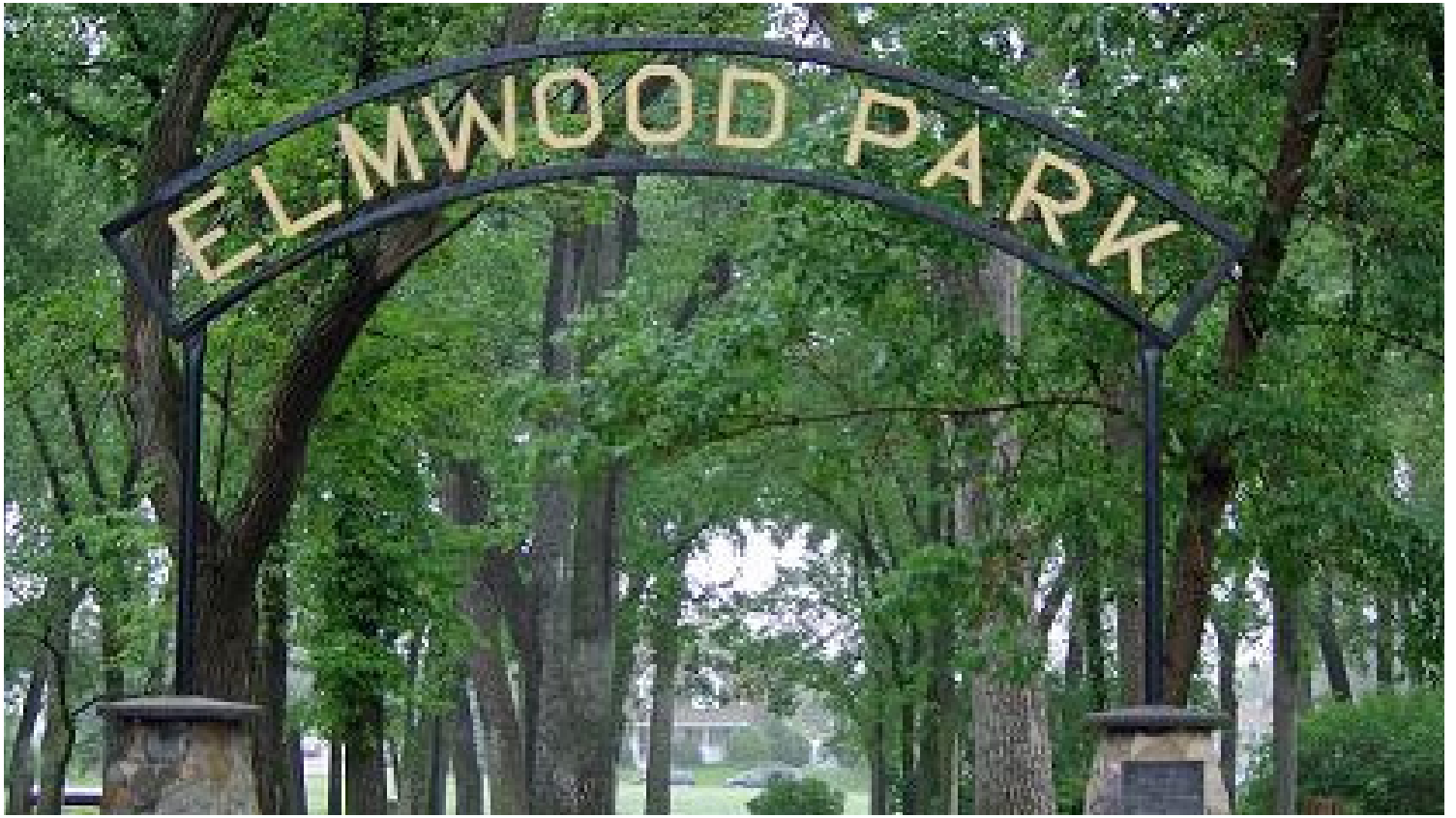
A MODEL OF EFFICIENCY

The economic and lifestyle momentum that’s been building in Swift Current has made it a go-to source of counsel for other areas – both larger and smaller – seeking to replicate the successes.

In fact, a certain legislative body in Washington, D.C. might want to take a look, too.

“It starts with fundamentals,” says Tim Marcus, who holds the dual city role of chief financial officer and deputy chief administrative officer. “We have the location, the interest from oil companies and the agriculture, and we build on those strengths. For the last number of years, the city council and the administration





haven't just given lip service to providing an atmosphere for business to succeed, they've put incentives in place that indicate that we'll do whatever we can for businesses that expand here.

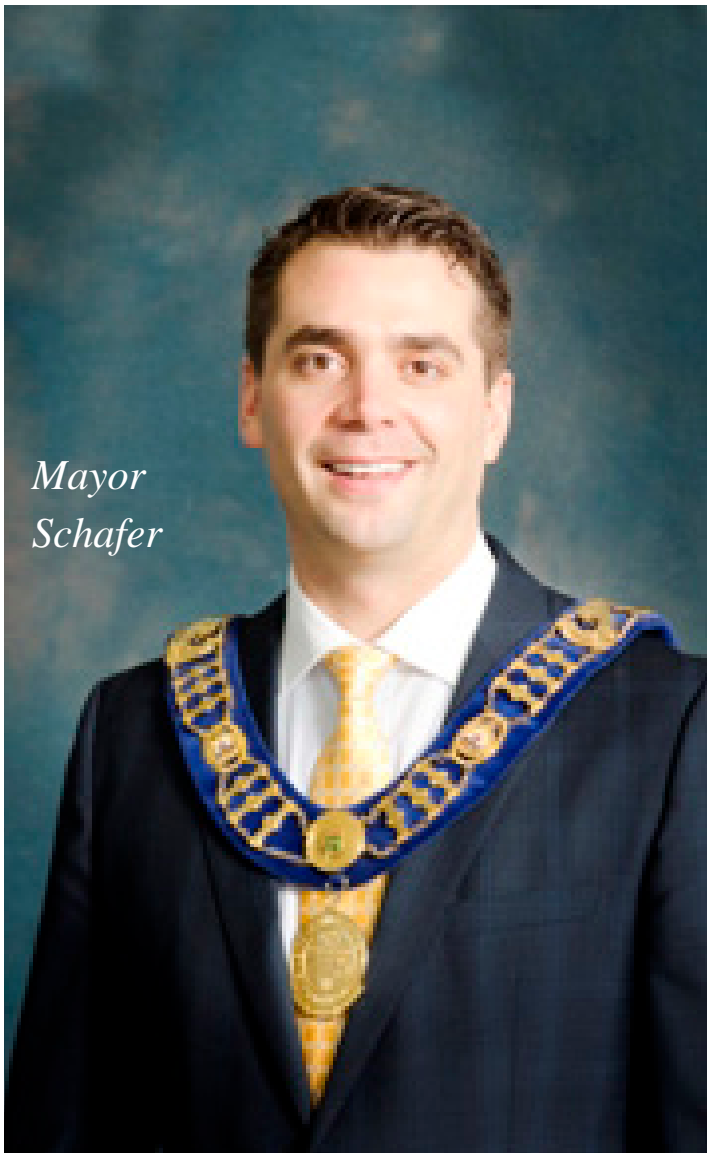
“When that environment exists, businesses expand. And when that occurs, it attracts investment.”

Salberg says the existing progress is traceable to a community-wide sea change a decade ago.

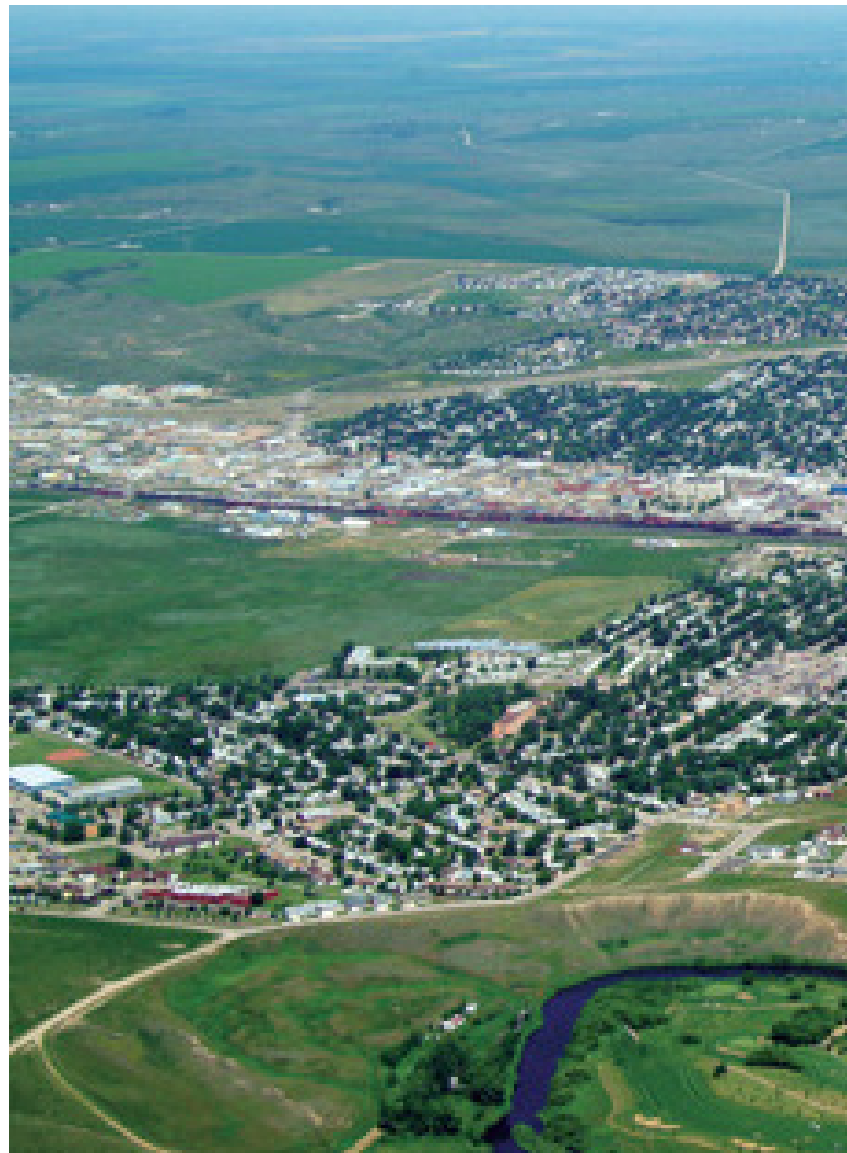
“About 10 years ago, there was a grassroots shift in what people wanted. They wanted the population to grow and they wanted to attract businesses here,” he says. We've been fortunate that there's been a real change in the mentality of the population.”

Resulting upgrades in infrastructure have included a new hospital, a water treatment plant and a waste-water facility, and the significant uptick in activity in the city's northeast section will result in two new elementary schools scheduled to





*Mayor
Schafer*



open this fall, about 60 new single-family residential lots available for purchase, plans for additional multifamily options and a new 15-acre industrial park.

PULLING IT TOGETHER

Integral to the neighborhood improvements is an integrated facilities concept that falls in line with cost-sharing policies filtered down from the provincial and federal governments. As continuing facility investments are made, those facilities will be tied together to enable more overall

functionality.

“By having the facilities tied in together and making them multi-use, we’ll make it valuable for residents,” Salberg says. “We’ll have all this stuff together sort of like a campus, and large chunks of it are built or are being built as we speak. It makes a lot of sense.”

And with that, it ties nicely into the city’s motto: “Where life makes sense.”

Swift Current is spending 2014 in celebration of the 100th anniversary since it



was initially incorporated as a city. It was originally formed as a First Nations camp a century earlier and its name was originated from a Cree Indian word describing the rapid flow of the nearby South Saskatchewan River.

A settlement was established during the westward railroad expansion in the 1880s and it became a village in 1904 and a town three years later before incorporation with Frank West as the first mayor.

These days, the incumbent isn't shy

about singing the praises, regardless of the year.

“Swift Current is a welcoming and vibrant community with many qualities that make it a great place to live, work, retire and raise a family,” Schafer says. “Its continued development and growth offers many exciting work and business opportunities. We believe we have a lot to celebrate for a lot of reasons, not just because of the anniversary. We’re very, very proud of what we have.”



WORT

PORT OF SOUTH L

H ITS WEIGHT IN JOBS

LOUISIANA MOVES FREIGHT, FUELS GROWTH AT RECORD PACE

The numbers speak pretty well for themselves.

The Port of South Louisiana handled more than 266 million short tons of cargo in 2013, making it the largest tonnage port district in the Western Hemisphere. More than 4,000 ocean-going vessels and 55,000 barges arrive annually within its 54-mile Mississippi River stretch, and its 58 million short tons of exported cargo in 2013 was 57 percent of the total for the state – and 15 percent for the country.

But while the figures make a particularly compelling case on their own, the port's executive director, Paul Aucoin, prefers to drive the productivity point home with some old-fashioned bayou pride.

“We work with our three governing bodies – St. John the Baptist, St. James and St. Charles (parishes),” he said. “We work together well as a region and I’m very proud of the fact that we all get along together and work together. And I think Louisiana people make the best workforce. You talk to any of our plant managers that have been here for a while, and they’ll say the Louisiana worker is highly productive.

“We’re going to be short on maybe having a trained workforce because there are so many businesses locating here. They might not be well-trained right now, but once they’re trained, they are going to be productive. Louisianans are good, good workers. Call up a few plant managers and they’ll tell



you that.” The port is governed by a seven-commissioner board that’s responsible for the oversight of owned facilities, ranging from grain elevators and general cargo facilities, which are leased out to operating companies like Archer Daniels Midland and Occidental Chemical. Additionally, the on-site Global Intermodal Terminal, a 335-acre maritime industrial park purchased by the port in 1992 is being continuously repurposed to provide handling and storage for bulk, break bulk and containerized cargo.

The overall redevelopment of the terminal, whose land had previously been home to a sugar-refining complex, is sketched out

by a master plan compiled with input from shippers and manufacturers, with a specific eye toward modern needs of those entities for connectivity, efficiency and flexibility.

“It’s been a normal, gradual evolution,” Aucoin said.

“We started in the 1960s and grew into what we are today. Now, we’re huge and we play an important part, not only in our region and our state, but also in the U.S. and the world.”

Port of South Louisiana’s headquarters is located six miles from the port’s riverside property (Globalplex), though Aucoin said one of his short-term goals is to get funding



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from the state to build an on-site structure that would unite the port's staff of 70 under one roof. Several more employees are hired by the port on a contract basis for various tasks, and each of the companies with operations within the port's jurisdiction has its own complement of workers.

In addition to assorted day-to-day duties, a sizable part of Aucoin's role revolves around attracting new businesses and industries to the facility, and his arsenal of incentives includes provision of tax-free bonds, assistance in building docks, security and fire protection – the port operates three fire/

rescue boats up and down its section of the river – and general caretaking for the tenant companies.

“We’ve got prospects coming in every week because of the low price of natural gas and the sites that we still have available within our district right on the Mississippi River,” he said. “That’s highly attractive with the state incentives, the river and the low price of natural gas. We’re seeing the biggest boom that we’ve seen since the ’60s.”

Aucoin arrived as executive director about two-thirds of the way through 2013, which was a banner year for the port and

AT A GLANCE

WHO:

Port of South Louisiana

WHAT:

Louisiana-based port authority with jurisdiction over a 54-mile stretch of Mississippi River shoreline

WHERE:

Headquarters office in LaPlace, La.

WEBSITE:

www.PortSL.com

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included the addition of a new finger-pier, adjacent and downriver to the general cargo dock at Globalplex, that provides additional space for loading and unloading of vessels and barges. Additionally, a goal to maintain status as the largest tonnage port in the Western Hemisphere – by definition, the largest in both the state and the country, too – was also met.

And lest all the glory go to superior management skills, Aucoin is quick to cite the value of location.

“Time is money,” he said. “If we can get your product here in a decent amount of

time at the lowest cost, then we become a player. And once we have that product here, whether it’s shipped in by vessel or barge, we have access to major rail lines and then we have access to the Mississippi River, so you can go from ship to barge to get it upriver, or from barge to ship to get it downriver.

“That’s vital. Getting the bulk cargo here the cheapest and fastest way, and we’re ideally situated to move that cargo from the port to wherever its final destination is, either by rail or truck. We even have an airport now that we own and operate (formerly operated by St. John the Baptist parish), and we just



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increased the runway to 5,000 feet to accommodate business jets.”

Aucoin said the port fuels economic growth both by being a vehicle to help companies move cargo, and by incentivizing companies to relocate. More than \$60 billion worth of projects are in the discussion stages, and, while he conceded the port won't land all of them, it'll do well enough to make an impact.

A research study to examine the port's specific economic footprint is in the works as well.

Internally, and with an eye toward tenant attraction, money has been earmarked to upgrade the port's three existing warehouse facilities, and an application has been made to

the state for funding to build a new \$12 million warehouse for one of the existing tenants with plans to expand their operations.

Additionally, an on-site 140,000-square-foot warehouse that had been sold to a private company was re-purchased by the port and will be available to interested lease tenants within the next few months.

“You're talking about jobs – and that's economic growth,” he said. “We're an economic engine that creates jobs. We still have a lot of land left and we're seeing that now with all the prospects that we have kicking the tires, so to speak, and looking to locate here. If we get \$30 or \$40 billion, that's a whole bunch of capital expenditure that will create jobs.”



FIFTY YEARS
AND FRESHER
THAN EVER

Birthdays are said to be nature's way of telling us to eat more cake, yet some celebrations call more for a slice of pizza. In 2014, Boston Pizza will celebrate 50 years of success with a birthday bash planned for franchise partners in Hawaii and opportunities for guests to sample some of the classic menu favorites that helped compel this brand to become one of the leading business models in the franchising industry. The anniversary coincides with launch of a new prototype that will lead locations as they increasingly transition to a new design/décor aesthetic, which just goes to show that despite fifty years of growth and profitability, Boston Pizza continues to focus on keeping things fresh.



Since its humble inception in 1964 as a family-friendly casual dining venue and community sports bar in Edmonton, Alberta, Boston Pizza has grown to become one of the most successful enterprises in the franchising industry. Annually serving more than 40 million guests among its 350 locations, Boston Pizza sales soared above \$943 million last year. In addition to being the only franchise that has consistently maintained annual profitability in every province of Canada, the brand has also increasingly blossomed into markets within the United States and Mexico, and to be sure, after 50 years of operations, Boston Pizza is still on-the-go and growing. Boston Pizza's emergence as a leading franchise originates with a man known as Jim Treiving who formerly served as an officer



with the Royal Canadian Mounted Police. Treliving, as the story goes, was so enamored with the friendly environment of the early eatery established in Edmonton (all begun by an immigrant who was fond of Boston sports teams) that in 1968, he resolved to resign from the R.C.M.P. to open his own Boston Pizza in Penticton, British Columbia. Five years later, Treliving formed a partnership with Accountant George Melville and these two went on to open dozens of other locations, ultimately leading to the development of a dynamic franchising model which has proven ef-

fective in empowering entrepreneurs to rapidly achieve success while also collectively provide jobs for more than 22,000 people. As President and Chief Executive Officer of Boston Pizza International Mark Pacinda says, “From a company perspective, it is very exciting anytime you can start with one location and successfully grow that brand so that it stretches from Western Canada to Eastern Canada, but a business couldn’t achieve such size if it wasn’t a good business. The validation of a good brand comes from the number of customers it serves ... we’re excited by

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the fact that we're serving thousands of people every day, from our customers to the thousands and thousands of jobs we're creating all across Canada."

Pacinda says that success will be celebrated in April, 2014, as franchise partners gather in Hawaii for an anniversary party fifty years in the making. "We're going to be talking about the last fifty years, but we'll also be focusing on the next fifty years," says Pacinda.

EVOLVING EXPERTISE

From the very start, Boston Pizza has thrived in imparting a casual family-dining experience made all the more enticing by appeasing epicurean appetites with its 100 menu items that include gourmet pizza made from their signature hand-pressed dough and other edible delights in the variety of appetizers, pastas, salads, entrées and desserts. The menu has evolved over time, and as part of plans for

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Boston Pizza

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Founders Jim Treliving and George Melville

its 50th Anniversary year, Pacinda says Boston Pizza patrons will have the opportunity to deliciously drive down memory lane by sampling some of the very first dishes distinguishing the menu when this enterprise first started, such as a Latin-sensation of seasoning in the Sombrero Pizza or that of Popeye's Pizza (a flavor certainly strengthened by a serving of spinach). What's more, Pacinda says plans may also include serving those dishes at the very same prices that were charged back in the 1960s; a feast made all more festive by freeing inflation from the ingredients –

now there's something else to celebrate! After half-a century, Boston Pizza has remained an environment that caters to all ages as well as communities of sporting enthusiasts who return time and time again to follow the action of their favorite teams broadcast on the big screen TVs in the sports bar sections of each restaurant. Fresh food at an affordable price and fast, friendly, customer-focused service has not only been the formula for success, but the very foundation on which the business has been built. While much has changed throughout fifty years, these values con-

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tinue to remain at the core of operations. As Pacinda affirms, “Great tasting food in a warm and friendly environment, at great prices with great service ... if you can provide that you’ll have a strong business model and you’ll grow. Our slogan, in fact, it’s more than a slogan, but it says, ‘We’re here to make you happy.’ Take care of your guests, they’ll come back again, and again, and your business will stay relevant.”

If anything has changed, Pacinda says it is reflected in the degree that technology has been integrated within operations.

“Sixteen years ago, there were lots of manuals and binders, but now all that material is available online. That has helped us to efficiently provide training for a lot of young people who can go online or use their iPhone to conveniently access training materials for the job they’re going to fulfill. It’s also enable customers to go online, order whatever they wish from the menu, and have dinner delivered direct to their home from any one of our more than 350 locations,” says Pacinda. “Technology has empowered us to expand our services to customers as well as our franchise

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partners, but at the same time, we've never walked away from the focus on serving great tasting food in a friendly environment." The business model has been further bolstered by carefully considering qualifications in franchise candidates. Corporate principals of Boston Pizza are not simply looking for investors with financial resources, rather entrepreneurs looking to build upon their own success-

ful track records, regardless of industry background, who can adhere to the fundamental formula which this brand has consistently demonstrated as successful. As Pacinda explains, "We have a bit of a saying here, 'Go into business for yourself, but not by yourself.' When some people start a business on their own, they have to figure out the procedures, the recipes, the staff training, the accounting, sourc-



ing of supplies and so much more. In our case, that’s all been thought out, planned and perfected over the last fifty years. Our partners get to own their own business, but they’re not on their own ... they’ve got a whole organization working to support them.”



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SERVING CUSTOMERS AND COMMUNITIES

Boston's Pizza business success has also beneficially impacted lives well beyond the millions of customers that are annually served. More than 20 years ago, Boston Pizza established a foundation which, to date, has generated more than \$16 million in philanthropic support for a variety of worthwhile causes. The foundation, managed today by Founder Jim Tre-living's Daughter, has contributed criti-

cal funding to initiatives that include the Juvenile Diabetes Research Foundation, Kids Help Phone, Big Brothers & Big Sisters and much more. "We're quite proud to help wherever we can ... and we're always looking for a way to respond to needs in our communities," says Pacinda, adding that support hasn't been limited to communities of Canada. For example, Boston Pizza has been busy delivering aid to the disaster recovery program underway in the Philippines in the wake of the devastating storm which recently ravaged



we should do our part too.” Community engagement and compassionate care, for its staff, for its customers and for communities both within and beyond its base of operations – this philosophy of service has been as fundamental to operations at Boston Pizza as any imparted in protocols designed to support franchise partners and dining guests. This legacy of good work will add to the greatness of Boston Pizza’s 50th Anniversary celebration.

THE NEXT 50 YEARS

While fifty years of success offers much

the country. Boston Pizza doesn’t have any locations in this geographic area, but Pacinda says Canada has seen many from the Philippines immigrate to Canada, with many now coming to Boston Pizza as a dining guest or serving among the composite of staff. “Beyond the support work we fulfill in Canada, we have the means to help people in other parts of the world,” says Pacinda. “Whenever there is a tragedy like the one that happened in the Philippines, people just generally want to give, they want to help... and we believe

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to celebrate, Pacinda says Boston Pizza is particularly excited by the potential for the future. At present, the company has unveiled a new design prototype in Edmonton, which serves as the model for which new locations will be designed, and existing locations will transition in accordance with a seven-year mandatory renovation clause contained within franchise agreements. Pacinda says this helps prevent environments from ever becoming too dated or static, and he thinks guests will love the new look which incorporates more brick and wood elements to impart a more inviting, yet contemporary aesthet-

ic to complement the casual ambiance. As this design style increasingly evolves throughout locations, Pacinda says Boston Pizza can be anticipated to further grow locations beyond the 350 presently established. He says while growth rates declined during the height of the recession in 2008, he's seen significant recovery in many markets which is now contributing to the brand's expansion. While Boston Pizza began opening locations in America and Mexico some 14 years ago, Pacinda says he anticipates expanding of the brand's presence in these markets in the not-so-distant future.



Ken Otto

To that point, Boston Pizza Communications Director Perry Schwartz says these days, the company spends less time promoting franchise opportunities because it is exceedingly busy fielding inquiries from those who want to be part of the franchise. “Investors are looking for something with a proven track record, brand recognition, that doesn’t only allow them to profit, but engage with a community beyond their four walls,” says Schwartz. “We recently went through our first store conversion, a situation involving a fran-



Mark Pacinda, CEO

chisee of another business which wasn’t doing so well. The owner converted his existing business into a Boston Pizza, and turned a problem into an opportunity.” The example of that owner, as Schwartz explains, is similar to the interactions that Boston Pizza is increasingly having with entrepreneurs today. As Schwartz says, “They’re looking for something greater in life and work, to be part of something bigger and better than they can do on their own, that’s what we’re providing at Boston Pizza.”





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To achieve greatness, Machiavelli advised it prudent to follow the example of long distance archers who strategically aim high above their intended marks. The aid of so high an aim, he said, wasn't meant to send arrows simply soaring into great heights; it enables them to attain their purpose. That message also applies for entrepreneurs hoping to hit a bulls-eye in business; they too may wish to consider aiming for certain heights. From out of Alamo Heights, a suburb in San Antonio, Texas, a massage franchise has successfully emerged whose elevation of services and targets for future growth represent new heights in opportunity.

Between recent political discord, foreboding of falls from so-called “fiscal cliffs” and the situational snafus of life, stress can sometimes be like air, which is to say, it is all around us. But not so for customers of Massage Heights who are luxuriating in the soothing aromatics of scented soy and a nice neck rub. Store owners, for that matter, are breathing pretty easy too. “Our business is growing,” says Massage Heights National Director of Franchise Development, Bret Franson. “One might think of massage as a luxury item that some would give up in a down econ-



omy, but that hasn't been the case here... our business seems to be recession proof."

There are numbers that help prove his point. For example, since its debut just outside of San Antonio eight short years ago, Massage Heights has grown into a franchise with more than 85 locations throughout North America. At present, there are more than a dozen new sites being developed. More importantly, service centers (or "Retreats" as Massage Heights calls them) massaged their way to average returns of some \$736,000 last year. For the last five years, each unit has experienced annual business growth ranging in

averages from 20 to 30 percent.

Stress, for all its muscle-tightening, body-aching impact, may be bad for people, but it's been good for business. Then again, Massage Heights knows exactly how to conduct business. "We focus on the Guest experience," says Franson. "Our whole franchise system focuses on putting the Guest first. If the Guest is happy, they'll return regularly and refer their friends and family members."

The "guest-first" philosophy complements every aspect of the operation, whether in terms of customer service or service options, to cleanliness, fragrance, décor and



other alluring aspects of aesthetic appeal. “When you walk into one of our Retreats, the look, the feel, and the scent of the proprietary aromatherapy is different. It is a nice environment that feels upscale, of higher quality... and this helps differentiate us from similar concepts,” says Franson.

Another contrasting component involves access. Massage Heights has taken the experience typically reserved only for affluent guests of posh resort-type spas and integrated it with services and products in such a way that not only allows accessibility, but affordability. Each location offers member-



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ships, so when ready or when needed, their Guests come, and return again and again for their Foot Scrubs, Hot Stone Therapy, facials, massages and more..... it's all up for gratifying grabs.

For those who simply can't indulge enough in the services offered at each location, Massage Heights allows them to take a bit of the experience back home. They

have a line of proprietary products labeled "Heights at Home" which includes various body enriching products such as body butters, body milks, bath salts and linen sprays. Retreats also sell all natural aromatherapy candles and diffusers and luxurious linens. These linens which are also used in service, are of high thread-count similar to that gracing the beds in grand resorts, not the typical



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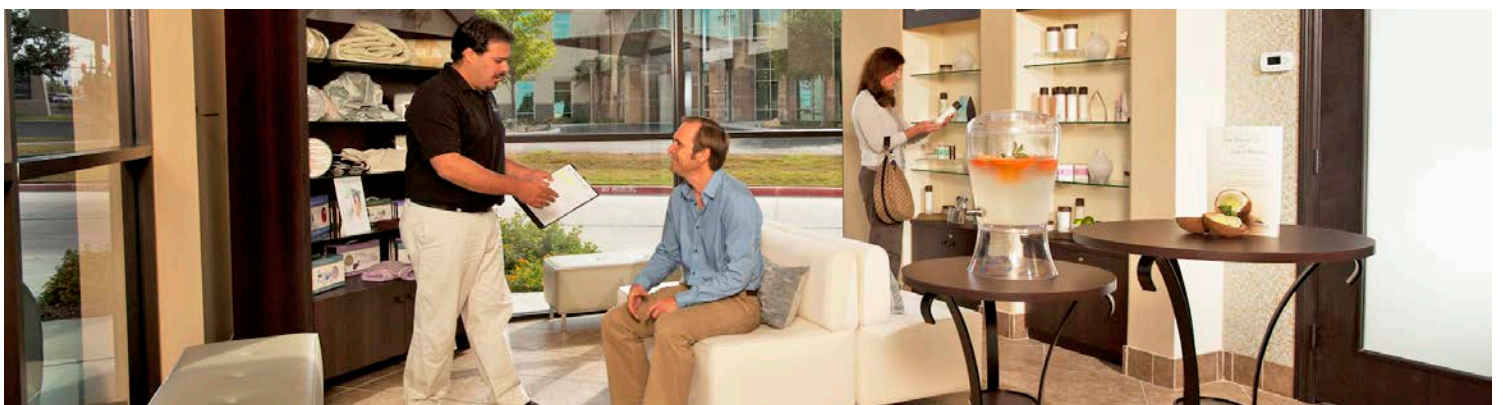
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medical grade coverings some operations use (similar to those found on an operating table or medical bed). As Franson says, “Little details can make a big difference.”

ELEVATING EXPERIENCE

Experience also makes for a notable difference and to this degree, Massage Heights has amassed a corporate team with more than

a century’s worth of knowledge as former professionals in the Health & Fitness industry. Key among this composite are Founders Wayne and Shane Evans. This husband and wife team determined to create the very first Massage Heights after Shane experienced a resort massage at resort costs that was substandard during a family vacation in Sedona, Arizona. Their take-away wish was to design



a concept where regular professional massage services were affordable and convenient. This desire began their pursuit of the present concept through their search for such an opportunity which did lead to the founding of the first Retreat in Alamo Heights. Massage Heights was founded with the mission to provide regular massage therapy to the masses by providing an affordable monthly membership that offered convenience and professional service, as Franson accounts. At

that point, the Evans reasoned they could create something that was less costly, but more compelling with style and services as soothing to senses as it would be to pocket-books.

Franson says upon opening their first store in 2004, it proved to be an overnight success. In fact, they were so busy at that operation that encompassed some 1200 square-foot of space in a retail shopping center, Franson himself took notice. There may have



been a little sibling rivalry at play. Shane Evans is Bret Franson's sister while Wayne is his brother-in-law. Not one to be outdone, Bret opened his own location along with another brother, Glenn, who is now the President and CEO of Massage Heights Corporate. For a time, business remained very much a family affair. However, there were employees and customers who began inquiring how they too might open their own business. Market demand ultimately prompted their decision

to launch the franchise system.

In doing so, Franson says the corporate team didn't want to make compromises in terms of qualities they collectively appreciated in their work environment, trust and faith primarily. "When you have a family working together, you have that trust and faith in the other's abilities, and you can work as a team," says Franson, adding Massage Heights looks for similarly styled team players.

Potential franchisees are evaluated and



screened to match certain values by meetings and observation by recruiters who have been trained to identify particular behavioral tendencies. Franson says their system is designed to identify those who are capable of following the operating system Massage Heights has put in place and possess desired skills in collaborating with others. This methodology was put in place several years ago, and Franson says it made a marked difference in growing the franchise. “Our franchisees are more successful and are able to ramp-up more quickly. They are able to learn faster, and grow their businesses more quickly.”

Once it is determined that a qualified candidate is a good fit, the new franchisee undergoes three weeks of training. Two weeks of that training takes place at “Base Camp” in Texas. During this time, there is extensive training on real estate selection, business planning and utilization of software that Massage Heights uses to track progress and perform point-of-sales functions. Additional training follows at the respective location with the assistance of Regional Developers, the corporate team, Franchise Business Consultants, who all assist with staff training. These same Regional Developers as well as



Bret Franson, National Director of Franchise Development

Massage Heights corporate staffers continue to offer hands-on help throughout the duration of operations.

There are more than 15 employed in the corporate office as well, specialists in corporate training, sales, spa services and like the regional developers, Franson says this team is constantly working to support franchisees. Those services include promotions/advertising support from a veteran marketing director who formerly served nationally-recognized retail and hospitality brands. Massage Heights has also contracted with the dynamos of FKM, an advertising agency who recently achieved acclaim on the televised “The Pitch”.

Franson emphasizes that the constant mission of the corporate team is helping franchisees better achieve success. That means also identifying new products and new services which would appeal to current and potential new customers. Corporate still maintains several of their own Retreats which help test new products and services, which Franson says helps ensure smooth introduction of new products and services before introducing throughout the whole system.

In terms of the future, Franson says Massage Heights anticipates continuing growth of 10 to 20 new locations per year. “That will be responsible growth, with the



Shane Evans,
Chief Operations Officer



Wayne Evans
Founder



*Bret Franson, National
Director of Franchise
Development with
Mike Drumm, Principal
Drumm Law*



Glen Franson
Chief Executive Officer

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right people and the right services for our customers,” says Franson. The focus for now is strictly in the North American market as the principals believe this will better generate brand awareness that benefits all franchisees. In all cases, Franson says their goal is to continually identify strategies that help generate new customers. Part of that has been accomplished through commercial partnerships and teaming with important causes. One example of this was Massage Heights recent partnership of the American Cancer Society. Franchisees recently helped secure some

\$24,000 benefitting cancer-related research. As Franson says, “Our franchisees have been very successful and they enjoy sharing that success in ways that help others.”

The operational philosophy is to ever remain cognizant of customer needs and that unwavering want of relief. Massage Heights will continue to provide an elevating, stress-relieving experience for which many will yearn to return. Franson says their business future is assured through a simple premise – “As a franchise, we don’t want to be the biggest; we just need to be the best.”

KEEPING THE COMMUNITY IN COMMUNITY SERVICE



*After 19 years, Heartland EMS
stays true to its homegrown roots*

W.J. Check, or “Bill,” as he’s known to everyone he meets, is in the ambulance business.

But after interacting with him for no more than five minutes, it becomes clear that the passion he feels for both his customers – and the communities that he serves – is authentic enough that it would translate well to whatever occupational endeavor he found him-

self involved in. “It’s been our mindset to be a part of the community since day one,” he says, now 19 years and a few days into ownership of Heartland EMS, which went live on March 1, 1995. “That’s what we know. We’re invested in these places and the people who live there rely on that. We staff from within the counties we serve, so it’s home to our employees. They’re taking care of fam-



ily and home. “We’re a private company, but we want to demonstrate that we’re there for people.”

That mission has been accomplished through a series of incremental steps since the start date.

Heartland began when Cheek was awarded a contract to provide EMS service to Bleckley County, a jurisdiction of 12,000

residents that’s about 40 miles southeast of Macon and home to a strip of an interstate highway whose full expanse stretches from Macon to Savannah.

Recognizing that one county’s 911 service wasn’t enough to sustain a business, Cheek branched out with other services, initially working with the Carl Vinson VA Medical Center in Dublin – about 35 miles north-



east of Cochran – before gaining another 911 contract to serve Wilkinson County, which borders Bleckley on the north and is home to another 10,000 people.

Another 911 contract – this time in Wheeler County – followed, and subsequently business was augmented as Cheek entered agreements to provide non-911 support services to other adjacent counties, and it added another big client when he was introduced to decision-makers at Southeast Georgia Health System, a sprawling health-care provider whose territory extends from its headquarters in Brunswick across a six-county swath in southeast Georgia.

At its present level of service, Heartland includes its Cochran headquarters and seven other dispatch centers and supports a staff that’s swelled to 140 full- and part-time employees and includes 25 distinct squads that can be dispatched between south Macon and the Florida state line.

“When we started out in Bleckley,” Cheek says, “my wife and I were the corporate office and we had two squads. As we added projects, we had to add the infrastructure to support them, so the company grew naturally as the time passed. The more we worked with neighboring counties, the more projects became available to us and we took them on as



AT A GLANCE

WHO: Heartland EMS

WHAT:

Private medical ambulance company providing services from emergency care to non-urgent transportation

WHERE:

Headquarters in Cochran, Ga.; dispatch centers in seven locations

WEBSITE:

www.HemsGa.com

we got bigger.”

The three counties to which Heartland provides 911 service boast a combined population of 30,000, and Cheek says the annual call volume to which the company responds is near 10,000. Thirty-five percent of those calls are 911 situations, while the remainder are transports and other non-emergencies, including moving VA patients to such far-flung places as the Atlanta suburb of Decatur and Charleston, S.C.

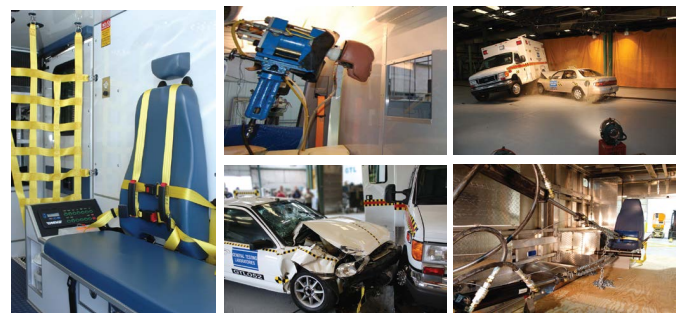
In the wake of Hurricane Katrina nine years ago, it also worked with patients as far away as Louisiana.

“That’s the business we’re in,” Cheek says.



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“We go where we’re needed.”

And, as mentioned previously, the commitment goes beyond the mechanics of the job.

Heartland is a member of the chambers of commerce in all the counties in which it operates, as well as the statewide chamber. It was recently named “Business of the Year” by the Cochran-Bleckley organization and both sponsors and provides medical backup for events including the Southeast Georgia Health System Bridge Run on the Sidney

Lanier Bridge in Brunswick – which was deemed the “toughest 5K in Georgia by the U.S. Track and Field Association.

“We’re coming up on 20 years and we’re very entrenched,” Cheek says. “I couldn’t tell you everywhere we go and all the events we’re a part of. There are a lot, and we love what we do.” The community commitment sometimes necessitates corporate expense, but it’s a reality Cheek says he suffers gladly because of the importance of the work the company does.

Heartland was one of the first EMS providers to go all-in on GPS systems for its vehicle fleet, which enabled it to boost efficiency with an increased ability to reallocate personnel resources on the fly. All vehicles are also equipped with WiFi hotspots and the company as a whole is moving toward entirely paperless recordkeeping with the advent of tablet computers and smartphones.

“One of the things we are faced with is a geographical challenge because of our footprint,” Cheek says. “We needed the technol-

ogy to be able to track our squads and redeploy them, so now when we get a call we can tell where the nearest one is and how soon it can get where it’s needed. There were significant investments and there’s been a learning process, but it was a necessity.”

Meanwhile, going forward, the learning curve will stay just as steep.

Cheek describes the industry as one “in a little bit of turmoil” thanks to changes mandated by the Affordable Care Act, which, among other things, will require that com-







panies in the EMS business change their approaches from one of reactive care-giver to proactive preventative provider.

“It comes down to the economics of it all,” he says. “If the pre-hospital providers are going to be more involved in preventative care, it’s going to be a huge challenge. We’re being encouraged to prepare for it, but the infrastructure is not in place. It’s an increased

scope of practice and not all of the decisions that are going to be needed have been made yet, so there’s a lot of uncertainty out there.”

But not, he says, when it comes to where the organizational emphasis will remain.

“We’ve been long, stable providers in our communities, and that stands us apart from the flashier operations,” he says. “We’re tried and true community players.”





CON TO MID-GA

“The highest of distinctions is service to others,” once said King George VI. And it is in Georgia, where the operational excellence and dedicated service to others imparted by one enterprise has not only resulted with its earning of high distinction in its industry, but has also made a very real difference in the saving of lives.

Almost 40 years ago, an ambulance service was launched in Central Georgia which resolved to combine the highest quality standards in patient care with the capabilities of a dedicated team of qualified professionals. With a single used-ambulance, Mid Georgia Ambulance began operations in the Bibb County community

of Macon in 1977, yet over the years that have followed, it has evolved into one of the largest ambulance services in the state of Georgia.

Today, Mid Georgia Ambulance (MGA) responds to needs in nine counties (encompassing both urban residential and rural landscapes) for a service coverage



collectively comprised by a population of some 400,000 people. MGA employs approximately 300 personnel whose expertise and dedication to duty have helped this service achieve ranking among the top ambulance services in America. MGA is also one of the few ambulance services in Georgia that has earned accreditation through the Commission on Accreditation of Ambulance Services, an independent Commission whose standards reflect the highest quality in the delivery of modern emergency medical services; standards that often exceed those imposed by state

or local regulations. MGA is the one-and-only CAAS Accredited service in central and South Georgia. Today In addition to fulfilling 9-1-1 emergency medical transport services, MGA also provides non-emergency transport services, neo-natal transport and special stand-by event coverage in a for a range of community events. “There are challenges we’ve been able to overcome, making us better, and stronger health care providers along the way” says Director of Public Relations Amy Abel-Kiker. She says that in responding to emergencies in some of the more rural



areas, where the transport time to a hospital is longer than that in urban settings, the services provided by MGA may often make all the difference between life and death. What’s more, as the go-to provider of stand-by services for special events in an area that not only has universities, but also a number of high schools, coordination of these activities also requires expertise. As Abel-Kiker says, “On most any Friday night, there may be a dozen or more football games being played at area high schools, but we’ll have our own team there standing by to assist with any



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emergency or medical need.”

In terms of other medical needs, last year, MGA was dispatched to duty in more than 65,000 scenarios, and to be sure, those duties involved much more than a mere medical transport. As Abel-Kiker affirms, “Many people believe that the purpose of EMS is simply to give people a ride to the hospital ... but we prefer to think of it as bringing the hospital to the person in need. Our staff has been trained to respond to the range of needs and there’s a lot we can do in the back of that ambulance ... whether that means

transmitting an EKG while en route to the hospital, administering CPR or pushing medication through an IV, Paramedics and EMTs are administering skilled, life-saving care during each transport.

A LEGACY IN LIFE SAVING

There can be no overstating of MGA’s role in saving lives, and its personnel have annually earned honors for service rendered during exceedingly dire emergency situations. A recent example includes an accident that threatened to claim the life of two teenage pedestrians after they were



struck by a car. MGA Paramedics Ferrell Sellers, Mark Ponder, and Jay Mosier, along with EMT Ryan McBrayer arrived on scene and skillfully treated the traumatic injuries until the teens were transitioned to medics at South Georgia Medical Center. The care administered by MGA was deemed critical to the recovery of these children, who ultimately recovered, free of any neurological impact. The MGA crew was honored during the annual meeting of the Georgia Association of EMS where they were recognized with two distinguished awards, the Dr. Joe

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Simons Pediatric Award of Excellence and the Mary Beth Bowns Excellence in Trauma Care Award. Abel-Kiker says the occasion marked a rare occurrence when multiple awards resulted from a single call.

Yet, the staff at MGA approaches their work as something more of a life's calling as opposed to a career pursuit, and as

such, life-saving isn't limited to an on-duty shift. Consider a recent case involving MGA EMT Andrew Werkheiser. During a recent family vacation to Hawaii, he was traveling along a beach when he came upon a scene of bystanders distraught by a situation involving a tourist who had suddenly collapsed on the ground. Werkheiser quickly administered



CPR and continued until Honolulu EMS arrived. The tourist ultimately recovered and returned to Michigan with quite a story to share. Werkheiser went on to earn the Public Safety Hometown Hero Award presented by the Central Georgia Chapter of the American Red Cross.

Of course, life saving isn't confined to paramedic and EMT operations, as Abel-Kiker indicates that those serving in MGA's dispatch center have also imparted emergency medical services – over the phone.

MGA's Central Medical Emergency Dispatch center in Macon houses the technology as well as the trained staff to

respond to emergencies throughout Georgia. Dispatchers are trained through the National Academy of Emergency Dispatchers and are adept in using what is known as the Emergency Medical Dispatch pre-arrival instructions, a system that enables dispatchers to assess each patient over the phone while dispatching an ambulance to the scene of the call. This helps ensure there is no lapse in care for its patients; each is cared for from the time they contact the dispatch center until the time medics release them to a receiving facility or hospital. MGA dispatchers have helped callers administer CPR, deliver first-aid and have even assisted



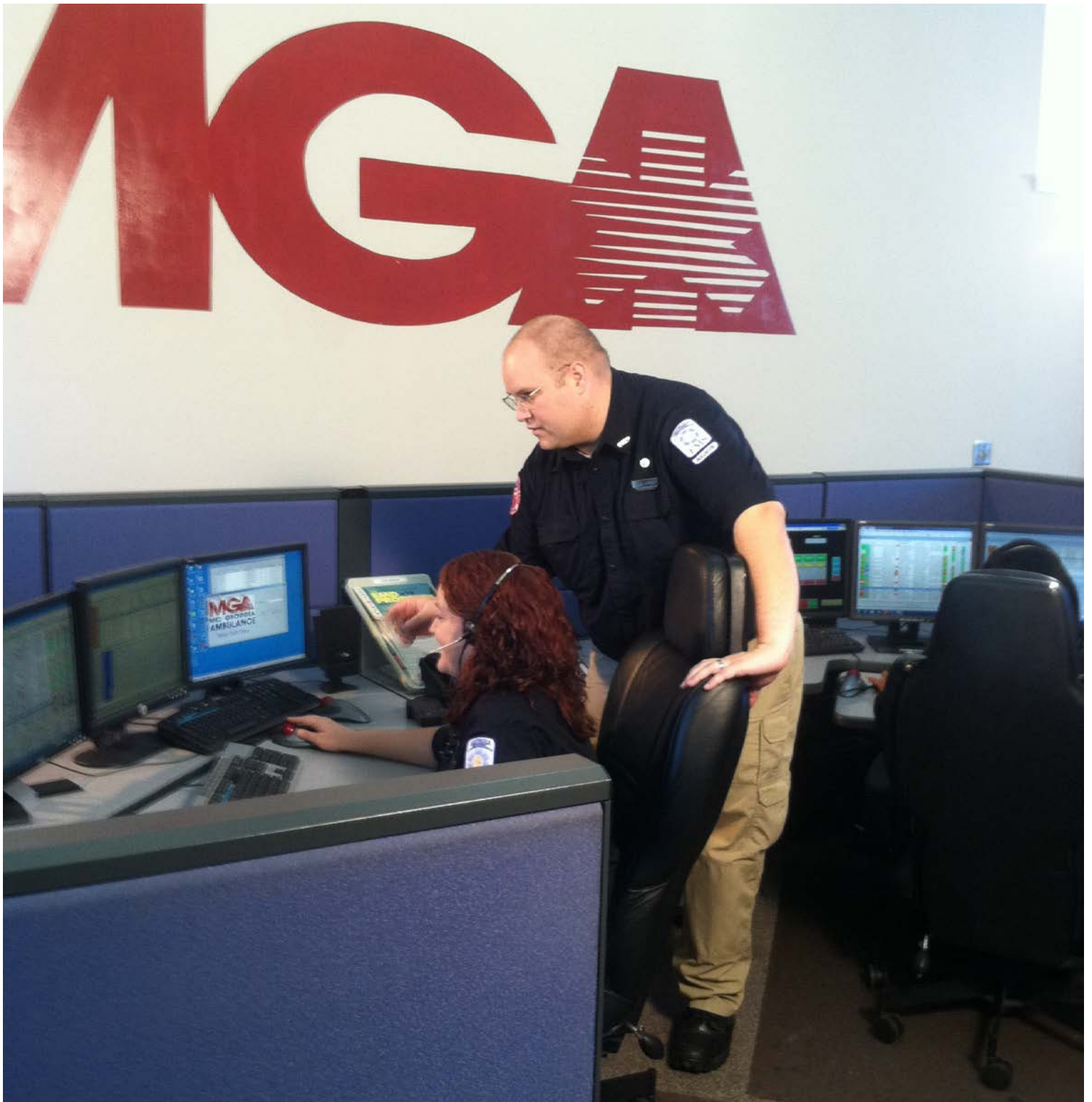
in the delivering of babies. “Dispatchers seldom receive recognition for the skilled and compassionate care they provide, but we’ve had many people credit our team for providing instructions and helping callers remain calm in very tense situations. That voice over the phone is so essential in ensuring everything runs smoothly and ensuring successful patient outcomes,” says Abel-Kiker.

When it comes to running smoothly, MGA is also equipped with some of the best fleet maintenance technicians in the industry; experts certified through the

National Institute for Automotive Service Excellence. MGA has more than 50 ambulances and over the course of a year, these mobile emergency rooms will log upwards of two million miles to fulfill care through central Georgia. MGA’s mechanical professionals are vital to that process.

PUBLIC SAFETY EDUCATION

Abel-Kiker asserts that MGA operations embrace a team approach, committed to not only working together, but working



with the communities where they operate. When not on duty, MGA staff can be found supporting a number of not-for-profit initiatives and charity events that benefit children, education and public safety. While that presence has helped

benefit a variety of causes, MGA has been particularly successful in developing programs that help area residents better understand how to respond to emergencies they may personally encounter. From CPR classes and first-aid classes, to pro-



grams involving proper use of the 9-1-1 system, MGA has also earned recognition as an outstanding educator. “Part of our job is to help inform the community about safety and health risks that are ever present,” says Abel-Kiker. “Our mission includes helping the public understand how to prevent accidents and what to do when an accident occurs. Providing them with CPR training, for example, can empower the average person to assist in saving the life of someone in need”.

Last year, MGA launched a new program called Hand 2 Heart CPR, an initiative that allows the general public to secure CPR certification based on curriculum the company exclusively designed. The program was launched with a public campaign that saw Hip Hop Artist Floco Torres create a very unique message about administering CPR through a rap song called “Save a Life.” The video performance of that song secured national attention, not only winning Best Video/Podcast in the 2013 PR Daily Non Profit Award Program, but also recognition among the nation’s Best Public Service Announcements.

In terms of the future, Abel-Kiker says MGA is continually seeking solutions to fill voids and better impart, quality, affordable care. She says the company has always been on the cutting edge of technology, and continually looks to acquire tools that help increase efficiency and accuracy in the fulfilling of services. From advances in cardiac monitors and communications equipment to rugged laptop devices that assist in efficiently capturing and transmitting patient information (known as EPCRs or Electronic Patient Care Reports), these and other mechanisms, she says, have helped MGA stay at the forefront of innovations that assist the industry. She says MGA will continue to take advantage of these resources, while also advancing training, operational efficiency and community outreach.

“We want to stay on the cutting edge,” says Abel-Kiker. “Despite the changes currently taking place in medicine and healthcare, our priority will always be achieving the best patient care and clinical standards. The future for us is continuing to challenge ourselves and strive for further excellence.”



“Alstar” Team in **HEALTHCARE**

Hippocrates, history’s heralded “Father of Medicine,” once declared, “Healing is a matter of time, but it is sometimes also a matter of opportunity.” That sentiment never applies more than in rural America where residents may not always have the opportunity to readily access the medical services that densely populated urban areas typically accommodate. Yet, in Western New York, one company’s recognition of a business opportunity has today resulted not only in timely services contributing to the physical health of residents, but also the operational health of medical service practitioners.



ALSTAR EMS

W.C.A. SERVICES CORPORATION

Situated southeast of Lake Erie and north of the hardwoods in the Allegheny National Forest, the city of Jamestown has a population of a little more than 30,000 people making it the largest community of New York's Chautauqua County. In addition to being recognized as a former home to celebrities like Comedian Lucille Ball as well as (the less humorous) NFL Commissioner Roger

Goodell, Jamestown has also been celebrated for furniture making and being the pioneering source of innovations like the crescent wrench. It is also the former home to one of America's earliest nursing schools, an initiative conceived by principals of a late 19th Century boarding home (with one room hospital) founded by the Woman's Christian Association of New York. W.C.A. graduated



the first of its nursing students in 1890 and provided training as well as a variety of diagnostic screening and health related services well into the modern era. Education has since become a function of the nearby college and medical services are rendered today through Jamestown's W.C.A. Hospital. Other major medical centers in specialty care are located more than an hour drive away in Pennsylvania or Buffalo, New York. When confronted with an emergency, the transit time to local or regional facilities could make a desperate situation all the more dire were it not for trained first-responders and EMS paramedics who promptly respond to the call of duty

whenever the need demands. That training required of first responders, as well as the actual team of paramedics, and the emergency transport service by land or air, is all a function of a company known as W.C.A. Services Corporation.

Though it began more than 30 years ago by providing medical billing services for private physicians in the region, W.C.A. has since evolved to include transportation services through a division known as Alstar Ambulance and air-transit capabilities in its Starflight Medevac service. While Starflight has been critical in making more than 350 medevac transports per year, Alstar Ambu-

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Our people are what set Medix Specialty Vehicles, Inc. apart. Our management staff brings over 100 years of EMS and manufacturing experience to our factory everyday. We understand the EMS industry and work continuously to deliver the most cost effective, high quality ambulances to the market place. We are extremely focused on customer service and understand that for us to be successful our customers must be successful. We have built our business on the philosophy that if we do the right thing and take care of our customers, we will succeed.



www.medixambulance.com



Alstar ambulance annually responds to more than 17,000 calls. Those calls have included scenarios such as that involving a teenager whose arm accidentally became snared in a farm's thrasher (the device used to separate seeds and grains from husks and straw). Though he lost a limb, Alstar saw to it that his life was saved and staff would later be at his side during a ceremony where the young man earned his Eagle Scout Badge. There's also the case involving a man who suffered a stroke, but was sustained throughout the medevac service that saw him delivered to a stroke specialist in Buffalo. Executive Director Dave Thomas



considers the words-of-thanks which came from that stroke patient as well as the Eagle Scout, but says these are only two examples of lives which have been beneficially impacted by this service. While not every job equips staff with insight as to how their work makes an actual beneficial difference in the world, the 140 people employed by W.C.A. may see such awareness as one of the vital occupational perks. They have the letters, testimonies and situational successes which gratifyingly combine to create what Thomas calls “the most rewarding job one can ever have.”

PARTNERING IN HEALTHCARE

While daily operations at W.C.A. may not always be particularly dramatic, demand for the company’s services are no less intense. Such demand is bolstered by the sheer range of services offered by this enterprise. Thomas explains that all began in 1983 when health professionals from the area found advantage in hiring a company that could provide specialized financial services.

Through its Health Practice Management Division, Thomas says W.C.A. Services Corporation began life by offering big-town ser-



David Thomas
Executive Director

vices with a characteristic home-town touch. Healthcare providers confront a continually changing mix of regulation and compliance issues which impact the way claims are processed, financial data is managed and information is reported.

Keeping up with the information as well as the regulations governing the reporting and archiving of that information could baffle even the most brilliant brain surgeon. What's more, hiring a staff to take on such a Herculean task can be costly. W.C.A. Services became successful by eliminating costs and time from the equation so healthcare professional could better tend to their primary duty, tending to the health needs of their patients. In partnering with healthcare providers, W.C.A. has additionally part-

nered with industry leaders of software development and technical applications which succinctly serve healthcare needs. For example, through its relationship with Medix, a company specializing in professional placement services, research and IT solutions in Healthcare, WCA is able to offer electronic claims submissions and follow-up, financial management & reporting, practice decision



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For more information visit Unicorn HRO can benefit the EMS industry, <http://www.unicornhro.com>.

Unicorn HRO is Affordable Care Act Compliant

Regardless of which industry you are in, the HR, technology and benefits landscape is rapidly changing around you. There are trends currently being employed in HR departments across all industries. One of the biggest and most broadly accepted is the use of technology to streamline and improve operational efficiency. This technology is providing business with a new set of tools allowing HR departments to function in ways previously not possible. One example is Performance Management which allows a company to monitor and track the performance of its employees through actual data and not through anecdotal information. Another is Time and Attendance which allows employers to capture time accurately, account for PTO and other accrual based policies and ultimately pay their employees the right wage for work performed. Included in most applications is an Employee Self-Service portal where an employee can see all their pay and benefits' related information, make changes to personal information as well as W4 elections and track licenses, certifications, performance reviews. It provides them the tools become less tactical and more strategic. The company derives real value from these systems with the ability to access and report on all this information quickly and easily. The days of compiling data from various spreadsheets and filing cabinets can be long gone. The CFO can have real time financial information at his/her fingertips, the VP of HR can have benefit enrollment and cost information and the payroll department can access past years tax information quickly. This data comes from a single platform insuring data integrity.

Unicorn HRO is taking all necessary steps to ensure we are up to date with the changing government regulations as they relate to the Affordable Care Act (ACA). Provisions of the new health care act will roll out in stages over a period of time, so it is important for businesses to begin making immediate and long-term plans for the impact on benefits, payroll, taxes, and compliance reporting.

These changes are already starting to take place, from tax reporting to payroll administration and employer-sponsored benefits. We are closely monitoring the changing legislative and regulatory measures.

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support, Certified Professional Coder services, chart auditing services, enrollment & credentialing services, and much more.

Those services are further strengthened by W.C.A.'s relationship with another industry leader known as Unicorn HRO, a company that enables healthcare organizations to automate payroll, HR, benefits and insurance processes through an integrated web-based solution. W.C.A. is now capable of tracking and paying the complexities of nurse's shifts and rates of pay, consolidate reporting across multiple operations, monitor time & attendance changes, track per-

formance reviews, disciplinary actions and a range of details involving specific employees, provide customized business data and intelligence, and make all that information accessible to their clients through an Internet platform that functions 24/7. W.C.A. has essentially removed the burden of billing, accounting, bookkeeping and compliance issues for healthcare professionals.

ON ROAD & IN AIR

In course of working with healthcare professionals, Thomas says the company noted a need for ambulatory services. Alstar



launched with a single ambulance in 1984. Three years later, through a partnership with the Chautauqua County Sheriff's Department, medical flight services were launched and are facilitated today by two MD 900 helicopters. Starflight is based out of WCA Hospital in Jamestown, but as the regional medical transport of choice for air-based medevac, the service covers a 75-mile radius encompassing Chautauqua, Cattaraugus and Warren Counties of New York as well as areas of Pennsylvania.

The ambulance service provides hospital

EMS support, both urgent and non-urgent, for the Cities of Jamestown, Dunkirk, Fredonia, and other neighboring communities when requested. Alstar also offers basic transport services, not requiring use of a wheelchair or stretcher, and has even assisted in transporting children with special needs. Alstar was recently enhanced by investment in new "power loaders," technology that allows EMS to load heavier patients in and out of the ambulance through a motorized lift. Thomas says the mechanism will not only allow for greater safety of patients, but also greater safety of staff.



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Alstar and Starflight services are coordinated through W.C.A.'s medical communications and dispatch center known as MedCom. As the nerve center for the dispatch of ambulances, flycars, wheelchair vans and the Starflight medical crew, W.C.A.'s communication system enable them to speak with crews from Erie to Buffalo, Jamestown to Dunkirk and beyond. MedCom is tied-in via dedicated phone lines (as well as radio link) to the public safety and 911 answering points in Mayville, Dunkirk, Fredonia and Little Valley. MedCom also serves as the initial point of contact for other community ambulances when they call for paramedic-intercept assistance, helicopter response or

for basic information involving patients at WCA Hospital.

As a rural area, Thomas says the community was compelled to develop resources to help grow the business as the needs of the community grew. Like other rural communities throughout the country, this area has a shortage of emergency personnel and services are largely complemented by teams of volunteers. W.C.A. Services Corp. provides another crucial service in paramedic and life support training through the auspices of an 8,000 square-foot training center. The center is equipped with a range of breakout rooms, mannequins, training equipment and additionally has an in-house ambulance to pro-



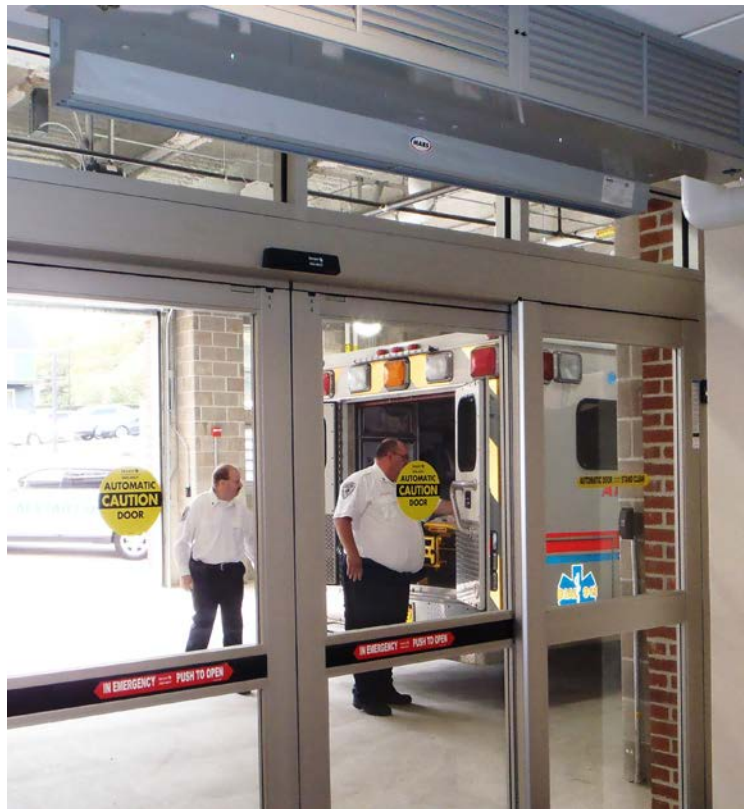
vide ambulatory service training in conditions similar to what paramedics encounter on the job. The training center provides services not only to professionals in Jamestown, but also for agencies serving in other areas of the region.

SERVING TODAY AND TOMORROW

Thomas says W.C.A.'s interconnectivity with healthcare organizations as well as more than 60 other ambulance companies throughout the country offers an advantage in being able to share concepts, best practice standards, and awareness of issues and trends confronting the industry.

He believes the shifting social dynamics as well as changes prompted by healthcare reform will compel greater demand for the services provided by the company. Thomas says W.C.A. is presently helping to provide education to health providers involving the recording and documenting of services to better maximize on returns in the changing nature of reimbursements are recovered. On the transport side of the business, Thomas says studies show there will be more than 30 percent increase in demand for service in the coming future due to medical needs of aging baby boomers and healthcare centers moving into specialty practices.

New York relies on a health services





system that requires Certificate of Need, essentially licensing the services of a company like W.C.A. to operate in markets where need for such services has been demonstrated to exist. Thomas says he believes their business model could similarly serve in other rural communities where needs similarly persist. The company is looking into some of those opportunities, but for now, Thomas says W.C.A. is fully engaged in monitoring, measuring and making enhancements to the services it currently offers to its healthcare clients and the community at-large. Though it is an enterprise that functions with highly skilled, life sustaining equipment and personnel, all supported by sophisticated technology, W.C.A.'s operations still come down

to serving humanity and Thomas says service to community is integral to their focus. Such service isn't limited to work duties either. For more than 15 years, W.C.A. has partnered in an annual golf tournament that raises funds for cancer research. Over the last three years, that event has generated more than a quarter of a million dollars benefitting cancer research.

By continually focusing on services to their community, by partnering with healthcare professionals and delivering the range of back-office, transportation, training and communication resources on which all depend and demand, the prognosis for W.C.A.'s future prosperity is particularly healthy.

70 Years of Building Excellence

Tidman Construction is a third-generation family business with a legacy of custom building excellence going back more than 70 years. In that time, they have delivered an extensive portfolio of acclaimed and award-winning homes and renovations, and they have earned an unrivalled industry reputation for customer satisfaction and top-quality workmanship.





TIDMAN
CONSTRUCTION



“We do everything – including coordination of specifications and materials.”



The company started building its reputation in 1948, led by founder Roy Tidman – a man who believed in doing a good job, listening to what people wanted, and always doing what he said he was going to do. His commitment to quality and care made him many long-time friends among his clients, and made Tidman Construction one of the most respected names in residential building. Roy's values were carried on by his sons Ron and John, who took over the reins of the business in the 1980s, and later by John's son Andrew, who came on board in the decade that followed.

Today, Tidman Construction is the oldest family-owned custom home builder on Vancouver Island, celebrating their 70th anniversary this year. The business is now led by Andrew, who has experience as both in architectural design and a building, and is wholly committed to the company's clients and the quality of the team's work – much like his uncle, father, and grandfather.

In the past, Tidman Construction has been involved in some relatively large projects in both the residential and commercial sectors. For example, they were the builder of Arbutus Ridge, which is one of Canada's first gated adult retirement communities. In more recent years, the company has focused more exclusively on the residential sector, where they can take on projects of virtually any size, from bathroom and deck renovations to exclusive custom homes. Geographically, their work takes them from their home base in Brentwood Bay to all over Greater Victoria.

Tidman Construction's team is involved with every client right from the beginning of the process, which is something they greatly appreciate. That involvement means the clients benefit from the team's experience and dedication right from the word 'go'. Tidman Construction will even assist potential clients in choosing their property, before guiding them through the design, construction, and landscaping stages.

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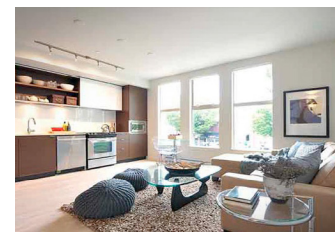
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“We’re a one-stop shop.”

“We’re a one-stop-shop,” Andrew says. “We do everything – including coordination of specifications and materials.”

“The feedback we get from clients is that it’s about the personal attention they receive from us,” he explains. “We’re not a large company, and that’s by choice. We deliberately do not take on very many projects at one time. We want to be able to deal directly with every client, and give them one-on-one attention.”

“We don’t view clients as just project numbers,” he says. “We view them as people who are making potentially one of the biggest investments in their lives. We take that seriously.”



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Tidman Construction's extensive personal service is particularly valuable for those clients who are from out-of-town, out-of-province, or even out-of-country. They rely heavily on the Tidman Construction team to guide them in the right direction and make selections on their behalf – which is, once again, a responsibility that the company does not take lightly.

"Our goal is to earn our client's trust, and to be worthy of that trust," Andrew says. "We do that by putting the time in. We deal with them one-on-one and make sure we truly understand what their wants and requirements are for their home. We like a high comfort level for our clients."

As a testament to the comfort they create, almost all of Tidman Construction's work is generated by referrals, word of mouth, and even repeat clients. The company does very little traditional advertising, preferring instead to let their reputation do the talking. For decades now, that tactic has proven successful.

"I would say that just about all the clients that we have ever built for we have formed friendships with," Andrew says. "In many cases, those are lasting friendships – friendships that still carry through to this today. I think that's a testament to the work we do, and it's without question my favorite part of the job."



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Quality consistency

Tidman Construction's reputation is not just a result of their personal customer service – it's also a result of the high calibre of quality they deliver, job in and job out.

Andrew credits the company's consistency, in part, to their experience and longevity in this ever evolving industry: "We've been doing this for 70 years, so that's a large part of it," he says.

"We also spend quite a bit of time educating our clients," he adds. "We make sure they have a good understanding of what makes up a well-built home. We take them through their material options and explain the pros and cons, and we make recommendations based off our experience. There is a ridiculous amount of choice out there for consumers, but we help guide clients in the direction of materials that are both good quality and fit their budget."

Andrew also credits the dedication of the company's team, which includes their direct staff as well as their roster of subcontractors and tradespeople.

One example is interior specialist Gordon N' Gordon Interiors. They have been specialising in steel studs, drywall, insulation, and acoustical ceilings for 30 years, always providing high quality workmanship while adhering to stringent timelines. Much of their history has been spent in partnership with Tidman Construction.



There's also Pronautic, a company based out of an 18,000 square foot facility by the Victoria International Airport. They are an expert provider of joinery and cabinetmaking services, and the quality of their work is always a vital component to the success of Tidman's projects.

RC Roofing is another experienced and knowledgeable partner of the company. Their ticketed torch-on roofers have more than 26 years experiencing in the industry, and their competitive prices and topnotch service have made them a trusted ally of Tidman Construction.

"We have been very fortunate over many years to have worked with a really high calibre, hard-working group of sub-trades," Andrew says. "They are people that come to our job sites to do the job correctly. A lot of them have been working with Tidman for many years – some as long as 50 years."

That longevity, Andrew says, is a result of the mutual respect that exists on both sides.

"I think it's important to remember that in this business, people don't work for you, they work with you," he explains. "We're all working together, and we're all on an even playing field, and that's how we treat each other."

As an example of the kind of quality Tidman achieves when everyone is pulling in the same direction, Andrew cites a recent vacation home the company built on Shawnigan Lake.

That home was built as a space for many generations of a large, closely-knit family to gather and spend time together, while enjoying the beautiful setting. Situated on a large lakefront acreage, it was designed to have a "harmonious indoor-outdoor feel, so whether the family is in or out, they are enjoying their beautiful property."

The outdoor spaces on the home include a large stone fireplace, a heated outdoor patio slab, an outdoor dining area, and an outdoor living area. The doors that lead inside the house are big, and when the weather is right they open up to allow for a seamless transition between inside and outside.

"It becomes one big area," Andrew says. "It's really quite spectacular."

"And it's perfect for the family," he adds. "Everyone can be together but can still have their own space."

The client on the project was highly appreciative of the end-result, as well as the experience they had getting there. In a testimonial on Tidman Construction's website, they said:

"The creation of our dream vacation home became a reality working with Tidman Construction. Every detail, from site planning, to designing the home and property, right down to final touches, was carried out professionally and perfectly. It was truly an enjoyable, low stress experience, thanks to Tidman Construction's positive and energizing attitudes. They were well run, extremely organized,

had an immaculate job site, and very competent, reliable tradespeople.”

On Tidman Construction’s end, Andrew says the experience was just as pleasant. He says the client was “amazing to work with,” and the relationship was so positive that the company has gone on to build other homes for the same family.

Moving forward, those are the kind of exceptional client experiences Tidman Construction wants to continue creating. That’s exactly what Roy focused on many years ago, and the company wants to maintain those values and follow in those footsteps.

“My grandfather, Roy Tidman, and later, my uncle and father, worked closely with our clients and delivered high quality homes,” Andrew says. “We’re very proud of that legacy. We want to continue it for a long time to come. ”



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To learn more about Tidman Construction, and to get in touch with Andrew and his team about a custom home or renovation of your own, visit <https://www.tidmangroup.com>





Unmatched experience

Waiward is one of Canada's largest and most longstanding names when it comes to steel fabrication and construction services. Founded over 40 years ago, they have become one of the leaders in the industry, have grown to service multiple sectors across Western Canada and around the world. They are known for their unwavering commitment to safety and quality, and for working with "the best clients on the best projects," says Donny McCue, Vice President of Operations.



One such project is the recently-completed Cutbank Ridge Program in Northeast British Columbia. Over three phases of that project, Waiward has detailed, supplied, fabricated, and delivered more than 17,000 tonnes of structural and miscellaneous steel.

According to Donny, Waiward earned that project – and many exciting projects like it, across a number of industry sectors – due to their “unmatched experience and expertise.”

“We have worked on some of the most challenging sites in the world,” he says. “We have decades of experience in structural steel

fabrication, construction, engineering and drafting. That experience allows us to reduce or eliminate safety incidents, quality challenges, and schedule delays.”

“We reduce risk for our clients,” he adds. “We give them peace of mind. They can trust us to deliver exactly what they need, when they need it.”

Donny first joined Waiward in the early '90s, but the company's history dates back all the way to 1972. It was then that founders Donald J. Oborowsky and

Theodore Degner the company, at first as a miscellaneous steel fabricator in a facility in Edmonton's West End. In the decades since, they have invested heavily in state-of-the-art production technology, expanded their activities, and upgraded their facilities and workforce – all while remaining Edmonton-based. In 2015, the business was purchased by the Hillcore Group, a leading Canadian investment firm.

Over the years, Donny has witnessed first-hand Waiward's growth and evolution. He's seen the company's projects grow larger and more complex, and their reach expand from Alberta, to Western Canada, to overseas. A lot has changed over time, Donny says, but one thing that hasn't is the company's quality of work.







“Forward programming and scheduling was a key focus on that project.”

“I’ve worked for a lot of different companies, and erected a lot of steel from all over the world,” he says. “Waiward steel was, and still is, the best.”

“Waiward is looked at as a leader in the market, and not only in Alberta,” he adds. “Anybody who knows the company in North America respects us for what we’ve done and can do. That’s why I wanted to be part of the team in the first place, and why I’m very proud and happy to be in the position I’m in now.”

Donny is not the only long-term Waiward team member, and the reasons for his loyalty are not unique. Many employees have been with the business for over a decade, with some as longstanding as 25 years, and they all share something in common.

“Our employees are proud of who they work for,” Donny says. “We work hard to build a company culture that is all about team-building, and all about caring and respect.”

As a result of that culture, Waiward has fostered one of Canada’s largest and best-trained structural steel fabrication and construction crews. They have also acquired some of the most knowledgeable and meticulous engineers and draftsmen. They have retained these team members by giving them personalized training, educational opportunities, and empowering their professional development. Most importantly, they always look out for their safety.

“Getting our employees home safely, every single day, is our top priority,” Donny says. “Nothing is more important – because we’re nothing without our people.”

Getting better every day

According to Donny, much of Waiward's longevity and success is a credit to the calibre of the company's workforce. He says their continuous improvements and achievements have allowed the company to deliver projects in progressively safer, timelier, and more effective ways.

"Our people are the biggest driver of our success," he says. "They set us apart."

Waiward's team is not all that sets the company apart, however. The company also stands out due to their overwhelming capacity



their fabrication facility, located in east Edmonton, is one of the largest in the country, with 216,000 square feet of fabrication space on 16 acres of land. They also have a 36,000 square foot onsite blasting and painting operation that can handle any project coating requirements.

As a result of that capacity, Waiward can sustain fabrication production levels that few competitors can match.

On top of that, Waiward has considerable procurement power. Over time, they have developed strong strategic partnerships with a number of proven suppliers and subcontractors across Canada. This access means they are well equipped to meet challenging timelines, and they can adapt to changes in project scopes and schedules.

Then there's the company's multi-disciplinary approach. When called upon, Waiward can provide an "end-to-end service," spanning from the early stages of planning and design, to the procurement, fabrication, and installation of the steel. By providing this complete service, they can help reduce costs for the client by optimizing their design, mitigating delays along the way, and ultimately ensuring accuracy.

In addition – and as previously mentioned – Waiward is also set apart by their exceptional reputation for safety. In 2017, the company was even lauded in the Canada West Foundation report, in an article on the country's workplace safety issues and how Waiward was raising the bar in the industry for safety and competence. They have also won awards for safety from the Ironworker Management Progressive Action Cooperative Trust (IMPACT), and have racked up millions of working man hours Lost-Time



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“We have established a culture of safety, and we’re getting better every day,” Donny reiterates.

Waiward has been recognised by other prestigious awards and publications as well. For example, they have been named one of Canada’s Best Managed Companies 13 times, many times with platinum status. That awards program celebrates the top private businesses in Canada with revenue over \$15 million. Nominees undergo a rigorous application process, and are evaluated in four key areas: strategy, capability, commitment, and financials. The winners are chosen from hundreds of applicants, and Waiward is proud of their history of recognition.



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Building relationships

Over the years, Waiward has detailed, supplied, and installed steelwork for a long list of clients, on a wide variety of projects throughout Canada. Their portfolio has included: hydrogen plants, power plants, mining and extraction projects, conveyors and material handling systems, bridges, process structures, and more.

In the process structures market alone, Waiward has supplied hundreds of thousands of tons of steelwork to a number of high profile projects. Their involvement has encompassed everything from material procurement, to detailing, fabrication, shop painting, shop fireproofing, and erection. Project examples include Suncor's 45,000 ton Millennium Project, Shell Canada's 29,000 ton Jackpine project, and – as previously mentioned – the three phases of Encana's 17,000 ton Cutbank Ridge Project.

The client on the Cutbank Ridge Project was Fluor, a global company that had been selected by the Cutbank Ridge Partnership to execute the engineering, procurement, and construction management for three similar sweet gas plant projects near Dawson Creek, British Columbia. In turn, Fluor contracted Waiward to provide the steel fabrication services for the three plants.

Donny is particularly proud of the company's work on that project because of the trust Fluor placed in Waiward, and because Waiward was able to reward that trust with an exceptional result.

"We have lots of competition, not just in Canada, but North America, and worldwide," he says. "For them to come to us for that fabrication – that says a lot about our company, in my opinion."

"Fortunately, we were very satisfied, and the client was very satisfied," he adds. "We've built a very strong relationship there."

As evidence of the strength of that relationship, Waiward has recently started fabrication on the first phase of a new project with Fluor, which will involve roughly 10,000 tonnes of steel. Once again,

Donny is proud of the trust and confidence being placed in Waiward, over all their competition both domestically and overseas.

Moving forward, Waiward aims to continue earning that level of trust from clients, and to grow as a result. In particular, they aim to expand their construction division, and they are currently in the process of acquiring the certifications across Western Canada that will enable that expansion. They have also formed a partner company with a First Nations group with the goal of employing more Aboriginal Canadians, and acquiring more work in the northern parts of Western Canada.

"There are great opportunities there for Waiward and for the Aboriginal community," Donny says.

Most importantly, the company aims to continue raising their high standard of quality and efficiency, even as they get bigger. According to Donny, the team at Waiward will never rest on their laurels or accept "good enough" as a standard.

"You're only as good as your last job," he says. "We keep that in mind every day."



For more on Waiward, including their services, values, and vision – as well as more on their past and present projects – visit <http://www.waiward.com/>



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