

[BWM]

BUSINESS WORLD MAGAZINE

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CITY OF GROVER BEACH

CROSS KEYS VILLAGE

PROJECT MINT DEVELOPMENTS



Setting the Standard



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People First

Dear Reader,

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

As the cover indicated, in this edition we are fortunate enough to feature TDIndustries and MQN Architecture & Interior Design. The former is one of America's premier mechanical construction and facility service companies, with a history dating back 70 years, and a portfolio that includes a number of skyline-altering projects throughout the United States. The latter is one of the leading architectural firms in Canada, and the company behind some of the most innovative and sustainable design projects in BC. We talked to both companies about the values driving everything they do, and we dived deep into some of their recent acclaimed projects.

This time out we also turned our spotlight to the retirement living sector, where the historic Cross Keys Village is a longstanding and renowned leader. Founded in 1908, they have grown to be the largest single-site non-profit community in Pennsylvania, all while remaining at the forefront of the industry. For the keys to their continuous improvement – and in particular, how they are leading the way in employee engagement – read on.

Furthermore, our focus on cities that are open for business continues with a look at Grover Beach, California. To tell their story, we spoke to City Manager Matthew Bronson, who walked us through the beachfront community's massive appeal for tourism, business and development, as well as its emerging status as the commercial cannabis centre of the Central Coast.

For those stories – and many more, this month and the months and years to come – keep reading.

*All the best,
The Editorial Team*

From The Editor



“We will keep adding business units that enhance our offering and separate us from our competition.”

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Everyone Wins



Project Mint Development



Cross Keys Village



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Industry

INNOVATIONS

Aluminum expected to accelerate worldwide adoption of electric and self-driving vehicles

Material takes on an ever-widening role in tomorrow's vehicles

For more than a decade, concerns about fuel efficiency have been encouraging OEMs to replace steel with aluminum on vehicle bodies, doors, trunks, hoods, bumpers, crash boxes, brakes, cables and wheels. With the advent of electric and autonomous vehicles, OEMs worldwide are discovering new uses for aluminum. The need for battery casings and heat exchangers in electric vehicles, combined

with autonomous vehicles' demands for high visibility and structural integrity, is expected to exponentially increase the use of sheet aluminum in tomorrow's cars, trucks and buses.

Supporting the transition to battery-powered vehicles

- Four major design challenges confront OEMs in their transition to electric vehicles.
- Extending vehicle range
- Improving battery and passenger safety
- Increasing passenger comfort
- Optimizing cooling systems for lithium-ion batteries

The substitution of sheet aluminum for steel helps resolve OEM concerns.



Extending range

The lighter the vehicle, the longer its range. According to Ducker Worldwide, aluminum is expected to contribute more than half of the anticipated vehicle mass reduction demanded by electric vehicles (EVs) to extend range. Ducker reports that in North America alone, aluminum content in EVs will increase to nearly 565 pounds (256 kilograms) per vehicle by 2028.

The larger the vehicle, the heavier the battery and casing required to optimize the EV's range. It is the larger EVs, i.e., sedans, SUVs, taxis, trucks and buses, that will realize the greatest benefits from a steel-to-aluminum conversion. In the U.S., a vehicle's gross weight determines which class of commercial driver's license (CDL) will be required. Without lightweighting, some EVs could demand a higher-class license or additional endorsements due to the added weight of the battery. In older European cities like Brussels or London, some bridges and tunnels only allow vehicles up to 3.5 tons in weight, a target that is very difficult to meet for larger EVs without lightweighting.

For heavier material transport EVs such as trucks, weight reduction enables an increased payload, providing a significant monetary benefit. Generally, the larger the vehicle, the higher the payback.

Particularly relevant for larger human transport EVs such as buses and taxis, the weight reduction made possible through aluminum provides the added benefit of reduced CO2 emissions and improved air quality, of value not only to vehicle operators, but to the communities they serve.

Optimizing battery and human safety

The thermal and anti-corrosion properties of aluminum make it ideal for battery frames. Sea-water resistant, highly formable, highly surfaced aluminum alloys provide the strength necessary to pass side-impact crashworthiness testing, protecting passengers and the battery should impact occur. Casing floor plates made out of aluminum are not only strong, but also capable of resisting corrosion related to weather exposure. These characteristics enable aluminum battery casings to resist weather-related deterioration and impact from road debris, minimizing the risk of related fires and further securing passenger safety.

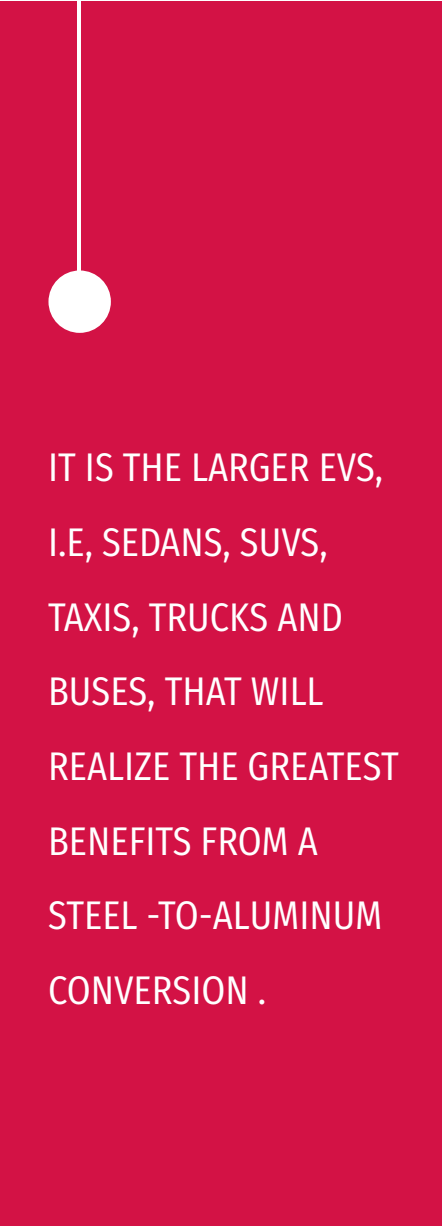
Dispersing heat

The batteries used in EVs produce energy while charging and discharging, requiring the use of heat exchangers to dissipate heat. But the types of heat exchangers used in vehicle air conditioning systems are inadequate to meet this new challenge.

Aluminum clad brazing (which connects multiple layers of aluminum together to disperse heat) requires heating in a controlled atmosphere (e.g., a vacuum) to achieve optimum joining. Aluminum heat exchangers designed specifically to meet the challenges presented by electric vehicles can use as many as five types of aluminum sandwiched together, with the layers providing gradient properties to optimize cooling.

These specialized processes and materials address OEM concerns, ensuring adequate dissipation of the heat

generated by battery-powered vehicles. An experienced aluminum processing partner can help OEMs specify the right process and alloys to meet specific vehicle temperature thresholds, ideally working side by side with OEM engineers early in the design process to maximize the performance of electric vehicles.



IT IS THE LARGER EVS,
I.E, SEDANS, SUVS,
TAXIS, TRUCKS AND
BUSES, THAT WILL
REALIZE THE GREATEST
BENEFITS FROM A
STEEL -TO-ALUMINUM
CONVERSION .

Supporting the eventual transition to autonomous vehicles

The luxury sedan market will likely be the first to transition to self-driving electric vehicles. Passenger comfort and safety, and an expansive view of the surrounding environment, are expected to be top priorities for this market.

The hefty B pillars used in conventional vehicles to meet structural requirements for crashworthiness are undesirable in a self-driving scenario. To enable large windows and an unobstructed view without sacrificing passenger safety, lightweight aluminum will be the strong material of choice.

Ongoing environmental concerns

In addition to the design challenges presented by EVs, society's demand for sustainable solutions will likely continue to be a driver in the transition to aluminum-lightweight vehicles. A Forschungsgesellschaft Kraftfahrzeugwesen mbH Aachen (fka) study, using a Volkswagen Golf as its reference vehicle, determined that an electric aluminum-based vehicle could meet the same safety standards as its steel-based equivalent, while emitting 1.5 tons less greenhouse gases over its lifecycle, taking into consideration production, a total driving distance of more than 93,000 miles (150,000 kilometers) and eventual recycling.

Conclusion

Aluminum alloys are ideally suited to the design challenges presented by electric and autonomous vehicles. By aligning with aluminum partners deeply experienced in developing processes and alloys to meet demanding performance requirements, transportation vehicle OEMs are accelerating the pace of EV and self-driving vehicle adoption throughout North America. .









TDIndustries

Setting the
standard





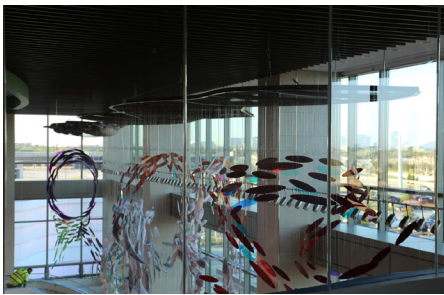
TDIndustries is one of America's premier mechanical construction and facility service companies. For more than 70 years, they have been delivering projects that reshape cities and their skylines. In that time, they have consistently outperformed customer expectations, delivering on time and on budget, and earning the loyalty of numerous clients. In collaboration with those clients, they have made their mark on a number of highly significant projects throughout the United States.

A recent example of such a project took place in Frisco, Texas, just outside of Dallas. There, TDIndustries recently made a particularly impactful mark with their delivery of the Orthopedic and Sports Medicine Center for Texas Scottish Rite.

That Orthopedic and Sports

Medicine Center is located on the company's new Frisco campus, and was created to provide specialized treatment for sports-related orthopedic injuries and concussions. The facility includes a movement science center, occupational therapy, playing fields, a running and walking trail, and a playground park for patients and the community.

John Raner was the Project Manager for TDIndustries on that job. He recalls being involved relatively early in the process, as the project was run similar to an Integrated Project Delivery (IPD) platform – a project delivery approach that seeks to collaboratively harness the talents and insights of all participants in a project, in order to optimize results, reduce waste, and maximize efficiency.





“We were involved in the very early stages of the process, more or less in a design-assist role,” John recalls. “Our input and what we had to bring to the table was very well received – not only by the engineering and architect firms, but by the owners themselves.”

In particular, what TDIndustries contributed in the beginning was their insight on constructability. They were also able to draw from the knowledge of their own licensed engineers, as well as the company’s depth of experience in healthcare projects across Texas and Arizona. They are also one of the few mechanical contractors that can handle everything from hydronic pip-

ing, to air distribution, plumbing, and medical gases – that kind of versatility was vital on a project like this one.

TDIndustries is also an eager collaborator, and they brought that spirit to the table as well. They worked closely with the designer, HKS Architects, as well as the engineering firm, which has since become part of WSP in Canada. In fact, the team worked so well together that they have united on a different project for the same client.

That client – Texas Scottish Rite – is one of the nation’s leading orthopedic pediatric centers. They were founded almost 100 years ago by an orthopedic surgeon and a group of Texas Masons, and thus have a long

history in the state – not unlike TDIndustries. The two companies also share similar values, making the partnership a natural fit.

According to John, those shared values have contributed to a very positive relationship between client and contractor. The strength of that relationship is proven by the many other projects the hospital has selected TDIndustries for, both before and since. In addition to their work on the Frisco campus, for example, the company has delivered a number of smaller projects on the previously-existing campus, and is engaged to deliver more.

A company that cares

TDIndustries (TD) has long been recognized by Fortune magazine's "100 Best Companies to Work For" list, earning a place on the Legends list. They have also been extraordinarily successful at retaining people, as it not uncommon to see Partners with 30-plus years of service.

John has been with TDIndustries since 2013. Randy Glass, the Superintendent on the Orthopedic and Sports Medicine Center, has been with the organization since 2007. Both men can personally attest to the company's excellent corporate culture.

"I grew up in the North Texas area, and I've always heard that if you wanted to work for a good company, then you should go to TD," John says. "My career has taken me all over the country, but when a position opened up here, I jumped on it. I'm glad I did. I wouldn't want to be anywhere else."

"TD is a very family friendly company," Randy adds. "My father-in-law and my brother-in-law work here, and when I got out of the military they told me how good of a place it was. I joined based on their recommendation, and I've been here over 12 years now."

That kind of retention is typical for TDIndustries. Both John and Randy credit the fact that the company is employee-owned, as



“Everyone was a man of their word, or lady of their word.”

as well as the “Servant Leadership” philosophy they practice. That philosophy dates back to 1972, when founder Jack Lowe Sr. began the process of implementing it. Those guiding principles – which revolve around the growth and well-being of people and the communities to which they belong – are now woven into every level of the organization. They inform the way the company interacts with both customers and employees.

“When it comes to TD, I truly feel that the people above me

and below me have always been there, and have always truly cared,” Randy says. “To me, that’s worth more than anything – to work with people who actually truly care about you as a person, not just as an employee. That’s what has kept me here.”

According to Randy, the company seeks to extend that tight-knit culture to include their project partners – including the contractors, subcontractors, and tradespeople they work with on the ground. On the Orthopedic and Sports Medi-



cine Center, for example, Randy says all those stakeholders enjoyed a “very cohesive atmosphere.”

“Everyone had the same goal in mind, which was to make this a very good project for everybody,” he says. “It was a true collaboration. There was no bickering, there was no ‘I have to get mine done, you wait your turn.’ It was all about what was better for the project. Everyone was on board with that from the very beginning.”

“You could go to anybody’s

office and sit down and have a productive conversation,” he adds. “It was never ‘me vs. you,’ it was always ‘what can we both do to help.’”

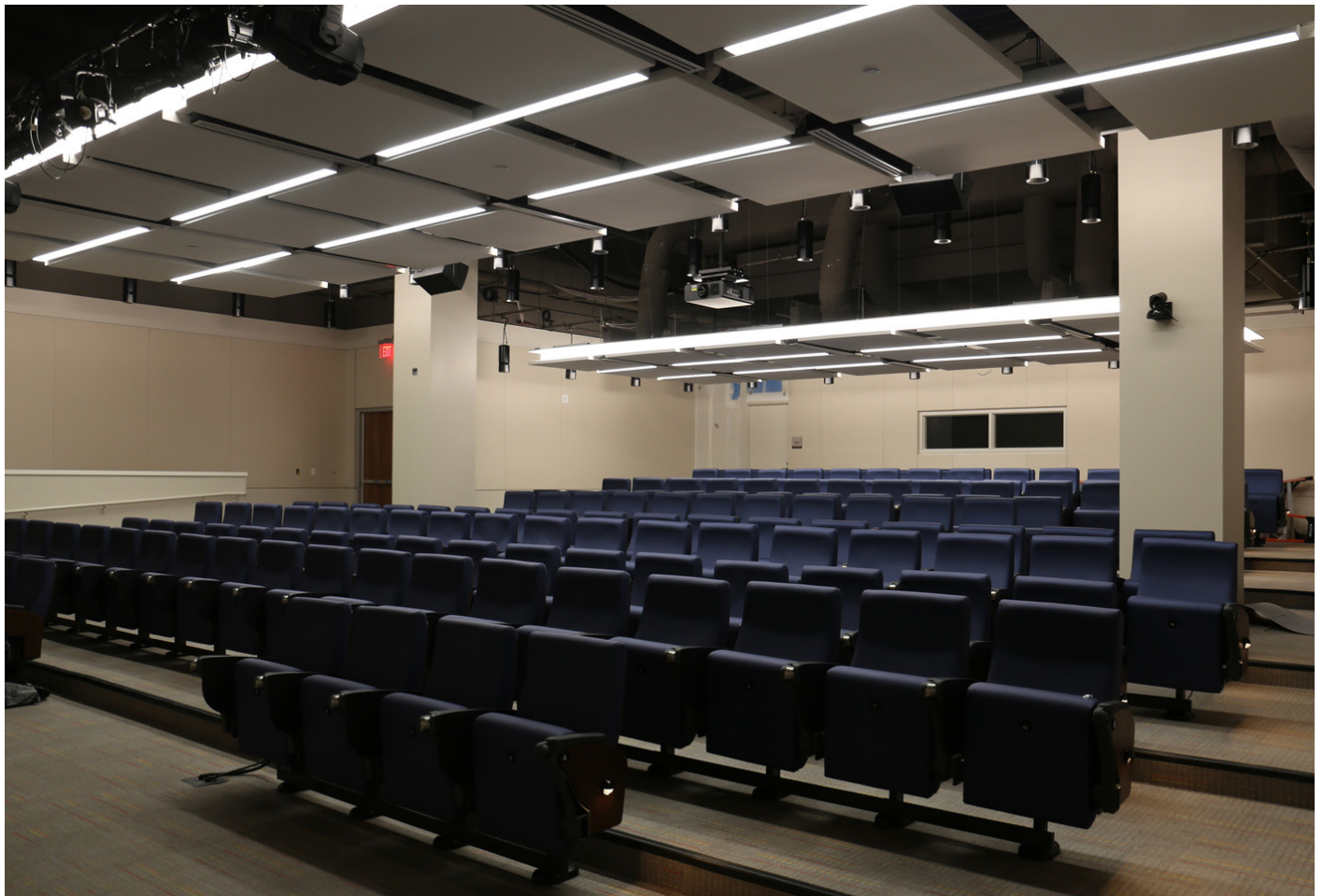
In many cases, the relationships on that project were brand new, which makes that quick cohesion particularly impressive.

“From day one, everyone did what they said they were going to do,” Randy says. “Everyone was a man of their word, or lady of their word. We could trust each other. And the relationships we built were lasting

– I haven’t been on the project in several months, but I still talk with many of the people I met on that job.”

So how did TDIndustries build that trust in such a short amount of time? Randy credits it to the transparency and honesty that everyone exhibited from the first meeting. He says building trust, especially in a construction environment, is “all about open and honest communication.”

John adds that it’s especially important to maintain that honesty in the face of chal-



lenges – and when there are challenges, to come to the table with solutions. He says that TDIndustries did that, which is why he believes the job went as smoothly as it did.

John also says that Randy deserves most of the credit for himself:

“The reason the job ran so smoothly is a credit to Randy Glass,” he says. “He had the project’s interest at heart at all times, and it really showed. He ran a first-class operation.”

Randy strongly contests all of that, however. He insists that

the whole team rose to the occasion, and he was just one small part of it:

“The team that we had out there, all the way around, was probably one of the best teams I have worked with,” he says. “It’s not to my credit. The team did such a great job out there, from John as the Project Manager, all the way down to the lowest level helper. Everyone was happy to be there, and everyone did their job.”







John and Randy are both proud of the project for the way the team came together and overcame challenges like that one. That kind of collaboration, they say, occurred throughout the lifecycle of the project, from beginning to end.

"I'm proud that we started out in a team atmosphere, and we ended that way," John says. "We kept it together throughout the project. And the results speak for themselves."

Randy agrees:

"My happiest thought was when we were turning it over, and I was standing on the second floor overlooking the atrium, thinking about the teamwork that got us there," he says. "We made it on time and within budget, and I walked away knowing that I would love to do another job with the exact same team all the way around." "Sometimes you leave a job and you think, 'Thank gosh it's over, I don't have to worry about it anymore,'" he adds. "I

"The team that we had out there, all the way around, was probably one of the best teams I have worked with."



never felt that way on this project. When I left, it was almost a sad moment. The experience was so good, I wished it could continue.”

At the same time, John and Randy are also proud of the project due to the impact it will make on the community. Pediatric sports medicine is one of the fastest growing sub-specialties in orthopedics, and their new building will offer preventative care and conduct

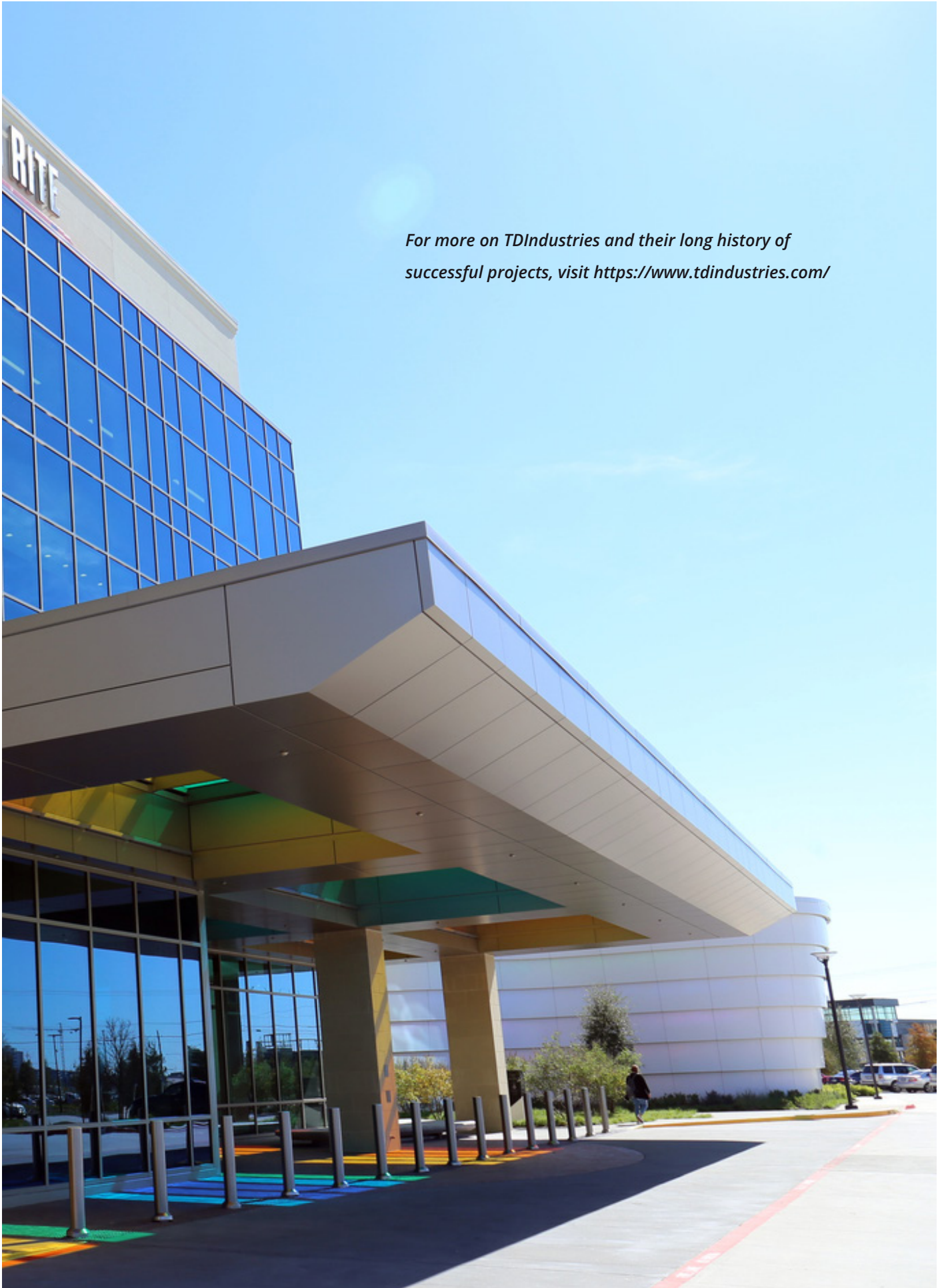
valuable research for young athletes. Located as it is on the new campus, it will also help meet the needs of patients who live in cities north of Dallas.

Moving forward, TDIndustries is looking forward to continuing to make a positive impact for Texas Scottish Rite. As mentioned previously, they are already working with them again on an expansion of the previously-existing campus.

They were hand-picked for that project due to their success on the Orthopedic and Sports Medicine Center.

“What I hear from the owners is that they want the next project to be built as nice as the last one,” John says. “We’ve set the standard. Future projects are going to be modelled after that one.”





For more on TDIndustries and their long history of successful projects, visit <https://www.tdindustries.com/>



CROSS KEYS VILLAGE
The Brethren Home Community

Enriching Lives





Cross Keys Village – The Brethren Home Community is a historic community that provides a wide range of senior living services to older adults during all stages of life after retirement. Based in New Oxford, Pennsylvania, Cross Keys Village is the largest single-site non-profit retirement community in the state, and the eighth largest in the country. Since 1908, they have been dedicated to enriching the lives of area elders. Their service offering has vastly expanded over those years – in addition to skilled nursing and rehab, they offer four styles of Residential Living, Personal Care, Memory Care, Adult Day Services and Memory & Caregiving Educa-

tion. But the essence of their mission has never changed.

That mission currently reads: “A Brethren ministry dedicated to enriching the lives of older adults.”

Mindy Langer is the Communications and Gift Officer for Cross Keys Village, and has been with the organization since 2007. In her time there, she has observed continuous improvement, especially in two facets of the organization: workforce engagement and the quality of life of residents. She has also noticed a change in the perception of the village, likely as a result of that improvement.





“The image has definitely evolved,” she says. “People younger and younger are moving here. Thankfully, they don’t see us as the depressing stereotype of a retirement home.” “People come here in their early retirement years and they just fall in love,” she adds.

One of the ways Cross Keys Village is changing perceptions, Mindy says, is through their philosophy of ‘living with a purpose.’ They give residents choice, she explains, including the choice of various ways to stay active and productive. Every season, they offer countless courses, classes, exercise programs, trips, groups, art, crafts, music, gardening, worship, and

more volunteer opportunities than any other retirement community. These options are all available for residents on any given day, allowing them to fully customize their retirement living experience.

Cross Keys Village has a range of Residential Living accommodations to suit various budgets and lifestyles. The campus includes an apartment building, cottages, larger Bridgewater homes, and the upcoming ‘Hearthside’ residences – beautiful new buildings that will feature 10 flats each, all with garage space.

The same notion of choice applies in the village’s main Health

“We are absolutely passionate about our workplace culture. We strive each day to foster unity, positive energy, fulfillment, and joy as we achieve our mission to enrich the lives of older adults.”

Care building, called Mission Point, for residents who need personal care or skilled nursing care.

"In elder care, it used to be: 'This is the time to eat, and this is what you're having,'" Mindy recalls. "Not anymore, at least not with us. Here, residents have control over their choices. They choose when they get out of bed, when they want to start their day, whether or not they want to sit in the dining hall and socialize or whether they prefer to spend time alone."

"It's all about person-centered care here," she says in summary.

That person-centric care is a large part of what sets Cross Keys Village apart. There are other differentiators, too. For example, while "most communities are at a premium for space," according to Mindy, "Cross Keys Village spreads out over 334 acres, giving residents ample breathing space and privacy."

There's also the value factor: Cross Keys offers "the solid range of programs you would expect in Lancaster or Philadelphia," Mindy says, "but at Adams County rates."

Furthermore, "Cross Keys Village offers memory care expertise throughout its range of

services, and has evolved into the region's premier provider of memory care services and education."

Then there are the staff members – who are highly competent and dedicated at all levels, Mindy says, from the caregivers to the team in the billing office. "From award-winning chefs, to licensed nurses, from talented landscape artists, to personal trainers and therapists," she says, "A 725-strong team is at the disposal of those who call Cross Keys home."



The right people

Mindy joined Cross Keys Village as a Certified Nursing Assistant in 2007, working the nightshift for six years while she earned a degree. When a position opened up in the Volunteer Services Department in 2013, she eagerly seized the opportunity. A couple years later, she ascended to her current position. She says that in each of her roles, she has been surrounded by the “right people” – people have pushed her professionally and given her opportunities to grow.

This kind of experience with Cross Keys Village is not unusual. In fact, the vast majority of employees report feeling welcome at the company, feeling good about the work they do, and feeling like they make a difference.

However, Cross Keys Village recognizes that retaining people – nurses in particular, given the nationwide shortage – is an ongoing challenge, and they want to do everything they can to be an employer of choice.



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That's why, in 2016, the organization created a new position they called 'Champion of Employee Engagement.'

In announcing the new role at that time, President & CEO Jeff Evans wrote that at Cross Keys Village, "We are absolutely passionate about our workplace culture. We strive each day to foster unity, positive energy, fulfillment, and joy as we achieve our mission to enrich the lives of older adults. Our culture development efforts are focused on employee engagement and development of our managers through servant-leadership principles. Our workplace spirit fosters enjoyment and fulfillment as we go about the challenging work of health care."

The new position was created to support the ongoing development of the corporate culture, as well as to serve as a "storyteller" – so that the "many wonderful acts of compassion, love, and devotion by team members" that happen every day do not go unnoticed. "Our Champion gathers stories from the front lines of our spir-

it in action and then communicates them in different ways for all to hear," Jeff wrote.

The role was also created to give employees an advocate. As part of her job description, the Champion of Employee Engagement seeks to open communication pathways at all organizational levels, promote conversation and feedback, and improve employee access to information.

"This new position is a significant step in fostering a great place to work and serve," Jeff concluded.

"The village will also expand its cultural arts and wellness facilities."





Always improving

Moving forward, Cross Keys Village is refining and expanding their already-exceptional senior living environment. As previously mentioned, they are in the process of creating their new 'Hearthside' residential program. Each Hearthside building will contain 10 generously-sized models with garage space, and will be designed to evoke local architecture.

"In the Adams County area, we have beautiful stone farmhouses, which people have added on to over the years," Mindy explains. "That's what Hearthside will feel like. It will match the architecture and the tradition here."

The individual models within Hearthside will include "country living" touches, she adds – such as a farm sink in the kitchen, and the use of barn doors. At the same time, the models have also been designed to incorporate oversized storage, large bathrooms and tiled showers, high ceilings, and lots of light to suit the wishes of today's retirees. The first Hearthside homes are expected to be move-in ready for new residents in 2020.

Cross Keys Village will also be improving their existing facilities. Many of these upgrades are at the suggestion of the Village Council,





which is made up of villager-representatives from the different neighborhoods. In order to prioritize projects, Cross Keys leadership solicits feedback from the council regularly.

Moving forward, both restaurants in the Harmony Ridge Community Center will be expanded to meet the needs of the growing number of residents – one restaurant will double in size, and will include a new “open kitchen,” where diners can experience the food be freshly prepared in front of their eyes.

The village will also expand its cultural arts and wellness facilities. In their community center, for instance, they are creating a new hallway called the ‘Avenue of the Arts.’ One side of the hallway will feature windows looking out into the beautiful courtyard. The other side will feature new meeting spaces and leisure rooms. There will also be a new creative arts room, as well as a new theatre classroom with approximately 100 seats with reclining chairs.

On the wellness side, the organization has plans to expand

their current cardio room, and to expand their studio area where they conduct wellness classes. They also plan to add more showers and locker room space.

Mindy explains that the organization will continue to improve structurally and programmatically, always looking for ways to enhance the quality of their services and the engagement of their team. Their goal remains the same as ever – and if there’s a better way to enrich lives, they aim to find it.





To learn more about Cross Keys Village and their service offering – as well as more on their culture of life enrichment and purposeful living – visit <https://www.crosskeysvillage.org/>





Literally
CHANGING
lives

A thick, light green diagonal bar runs from the bottom-left towards the top-right, crossing through the word 'CHANGING'.



Western Youth Services (WYS) is a non-profit organization and the leader in providing comprehensive mental health services to children, youth, and families in Orange County, California. They have made it their mission to advance awareness, cultivate success, and strengthen communities through integrated mental health services.



Over the years, the organization's operations have expanded, their team has grown significantly, and their services have continuously improved and refined – but their mission has never changed, and neither has their vision. They are striving to build a society where youth and families are emotion-

ally equipped to succeed. With every service they provide, and every life they impact, they are working towards that goal.

Lorry Leigh Belhumeur, Ph.D., is the Chief Executive Officer of WYS. She first joined the organization as an intern while she was studying to be a psychologist. After graduating, she spent some time in private practice before returning to WYS and rising through the ranks. She says what drew her to the organization, and what keeps her there, is the extraordinary difference they make in the community.

"I believe that the services we provide to children, youth and their families are among the





best that are available," she says.

"When I was with a private practice, I could maybe impact 25 or 30 children and their families at any given time," she adds. "At Western Youth Services, we get to positively impact and change the lives of thousands of children."

The origins of WYS date back to 1972, when a group of caring parents, teachers and police officers came together in Fullerton to open what they called the Teenage Resource Centre. They believed that local youth struggling with behavioral or emotional issues deserved more compassion, addition-

al access to treatment, and a greater number of resources devoted just to them. To meet those growing needs, the organization changed their name and expanded alongside their community.

That expansion has steadily continued over the years. Since Lorry was appointed CEO, especially, the organization has grown by leaps and bounds.

When Lorry took the role in 2001, WYS was a \$5.1 million organization – a number that has since more than tripled. Back then, they served roughly 1,000 children – they now serve more than 17,000. Through expansion of programs, Lorry man-

aged the organization's growth in terms of structure and standing – WYS is now the largest county contract agency for children's mental health services in all of Orange County, with a stellar reputation.

Most importantly, however, Lorry oversaw an evolution in the organization's approach to mental health services.

In the past, Lorry says WYS was primarily "a provider at the time of crisis" – meaning that their clients would be referred to them when they were diagnosed with a disorder, at which point WYS would provide a mental health practitioner who would then conduct traditional

“We’re offering specific solutions on how to recognize early signs of mental health conditions in kids, and also how to build resilience.”

therapy. The organization still does that, and always will, but now they are also working on preventing crisis.

“As a mental health services provider, kids are typically referred to us when they have behavioral problems – maybe because they’re out of control, or they’re defiant, or they can’t pay attention,” Lorry explains. “We’re used to getting the referral when the problem is already established.”

“We’re the ‘safety net,’” she says.

“These kids are falling off the cliff, and we’re there with the net.”

WYS is aiming to change that dynamic, however. As their team increased in size, became more skilled and more knowledgeable, Lorry says they are “looking up at the top of the cliff.” As in, they are considering the conditions that cause kids to feel depressed, anxious or traumatized – and they are growing their offerings to include services that combat those conditions.



As Lorry puts it, “We are building a fence of prevention and intervention.”

“Another way to look at it is we’re looking ‘upstream,’” she adds. “Instead of a cliff, the metaphor can be a river. These kids are in the river, and we’ve been picking them out as fast as we can before they drown. But now we’re looking upstream at the factors that result in these kids ending up in the river in the first

place.”

This change in approach is highly successful. Lorry says the feedback they have received from parents and youth-serving organizations is very positive. Through evidence-based preventative treatments, they have successfully helped many children take a step back from that proverbial cliff.



Making an impact

Western Youth Services' success in recent years is also a credit to their dedicated staff members. Their collective dedication and commitment, Lorry shared, is what makes all services possible.

WYS employs more than 250 people. The vast majority are 'clinicians,' many of them with Master's Degrees or Doctorates, including family therapists, social workers, psychiatrists, psychologists, behavioral health specialists, and more. They also employ a lot of trainees – people

who are in school and working towards their degrees – including psychologists-in-training, as they have an American Psychological Association-accredited psychology internship program. Many of these varied staff members have been with the organization for a long time. Lorry has served for more than 20 years and another employee continues to serve for more than 35 years. Many members of their management and supervisory teams have been there for over a decade.

Lorry credits that loyalty to the underlying mission of WYS, combined with the efficacy of their approach. She says their team believes in the cause they are working towards, and they can see that they are making a real tangible difference in people's lives.

"We have a lot of longevity in our staff, and I think the number one reason is because we're truly committed to the clients we serve," Lorry says. "We know we are helping the most vulnerable population of children and families in this county. That's very rewarding. We can go home at



night and just know that we have changed a life."

Employees of WYS also know that they are doing the kind of good that not every organization can do for their community.

"We are often confronted with children and families that others might have written off or called a 'lost cause,'" Lorry explains. "But we don't look at reasons why we can't serve somebody. We always consider how we can. We always ask ourselves, 'How can we help this

person?'"

"So the work is very rewarding," she says. "And that's what employees tell us. They know they have a purpose, that they are making an impact."

It was recently 'Employee Appreciation Day' at WYS, and Lorry sent out an email with a thank you message to the staff. She received a response that she believes exemplifies the kind of passion that WYS' team members have for their work:

"Thank you for this email, your

words are truly appreciated," the reply went. "I have felt beyond blessed to be a part of such a dynamic and incredible team, agency that demonstrates power, a power that is literally changing and empowering the lives of so many children and families in our communities. Thank you for letting me be a part of this team, and for the work that you do to advocate and support us so we can do the work that we do."







Getting the word out

Today, WYS has locations throughout Orange County, which include: outreach and engagement facilities, Medi-Cal outpatient clinics, family resource centers, and on-site school-based services. The organization also offers additional services at additional locations through their collaborative partnerships, in order to provide an integrated approach to mental health care.

With this range of services, WYS makes an extraordinary impact on children and youth in Orange County. This past year, they estimated their impact at over 55,000 clients and families, with over 17,000 served directly, and over 38,000 served

indirectly.

WYS aims to keep growing those numbers because the need is still so high. For the last several years, Lorry says the organization has been in “growth mode.”

“Every year, we’ve been growing our programs, and serving more and more people in the community,” she says. “In the last three years alone, we’ve grown something like 43 per cent.”

Much of that growth, Lorry reiterates, has been in their service offering for kids and families that are not yet in crisis. WYS has put a lot of time and effort

into finding and developing programs and evidence-based treatments that prevent mental health disorders from developing, and prevent crises from happening in the first place.

As an important part of that effort, WYS has made it a priority to educate parents, teachers, Boys and Girls Clubs, as well as any other youth-serving organizations they can find. In particular, they are instructing them on Adverse Childhood Experiences (ACEs), and the proven link they have to mental health conditions.

“When kids are exposed to abuse, neglect or family dysfunction at a young age it im-



pacts the way their brain develops and it makes them more likely to become depressed and anxious, to develop PTSD, and to have learning and behaviour problems,” Lorry explains. “Since we know these ACEs create that risk, we have become expert in the data and the literature around ACEs, and we are getting that information out there to anyone who will listen.”

“We’re offering specific solutions on how to recognize early signs of mental health conditions in kids, and also how to build resilience,” she continues. “Boys and Girls Clubs and teachers are seeing more and more distressed kids, so we’re

out there giving them tools and information about how not only to be trauma informed, but trauma competent. We let them know exactly what to do when they see a child that is in emotional distress.”

“And they don’t have to be a mental health professional to do it,” she concludes. “They can just have an empathetic, compassionate interaction with that child and it can make all the difference in the world.”

At the same time as they disseminate that information, WYS will continue striving to be the premier mental health services provider for children, youth and

families with intense mental health needs – the ones already in the river, so to speak. WYS recognizes how tremendously important their service to that demographic is, and how much of a need for it there remains.

“One in five kids has a diagnosable mental health condition,” Lorry says. “That’s 20 percent. That’s an egregious number. If 20 percent of the population had any other kind of condition we’d be calling it an epidemic. Yet only about a third of those one in five kids has access to the treatment they need. That’s why what we do is so important, and why we need to invest in children.”



For more on Western Youth Services and their mission – as well as client stories, resources on ways to give back, and more on their evidence-based practices – visit <http://www.westernyouthservices.org/>





BridgeHealth

Everyone
WINS



BridgeHealth is a rapidly growing health services company, founded over 10 years ago with the goal of making the highest quality surgical solutions accessible for all Americans. Their mission was to simultaneously reduce costs while improving both quality and outcomes of surgery, while providing a superior patient experience at every stage of the surgery process. They set the bar high.







In the years since, BridgeHealth has more than cleared that bar – and has grown by leaps and bounds as a result.

“We provide the best possible service value – high quality at low cost with an exceptional customer experience,” says Mark Stadler, President and CEO. “That’s why we’ve been so successful.”

Prior to joining BridgeHealth, Mark had spent the majority of his 40 year career designing the benefit programs of large self-funded employers. In that time, it became obvious to him that a lack of transparency was one of the industry’s biggest problems. “It’s usually not

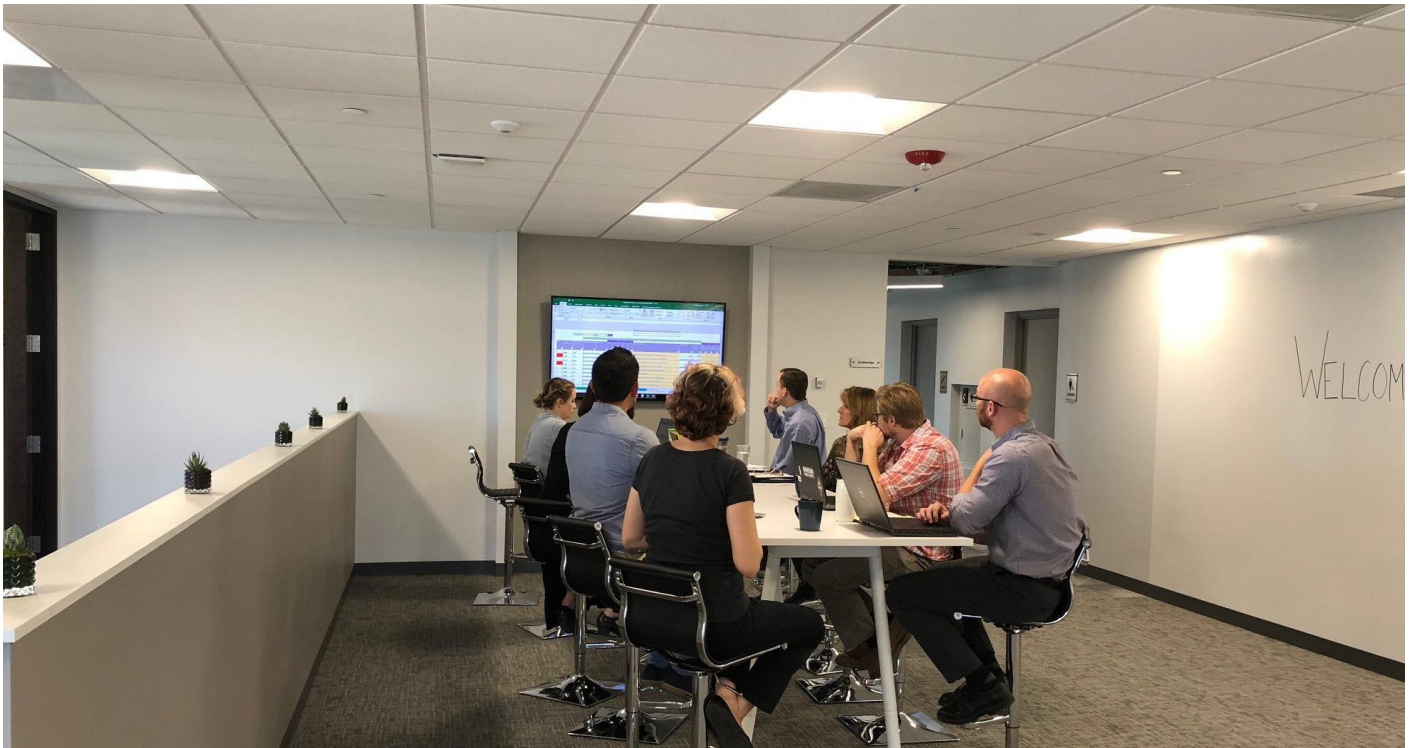
clear,” he says “who is winning and who is losing,” and that leads to mistrust and dissatisfaction.

BridgeHealth, however, does things differently.

“What I like about BridgeHealth is our model is one in which everyone wins,” Mark says. “Sponsors, members, providers – they all see the pathway to quality, and they all win.”

Providers, for example, benefit from BridgeHealth bringing cases to them from beyond their traditional service areas, cases that they wouldn’t otherwise have access to. That volume helps them build their practices.

“We provide the best possible service value – high quality and low cost,”



And because BridgeHealth only partners with a limited number of exceptionally high quality providers in each market – only those who are independently ranked as best based on factors such as complication rates, surgical outcomes, and more – providers also benefit from quality recognition, extending their brands and improving their competitive position.

Patients benefit from access to the best surgical care available, regardless of proximity or cost. From the moment they receive a recommendation for surgery, “care coordinator” is assigned to help them understand their options, identify and schedule the right surgeon and the right

setting, and provide logistical support – everything from scheduling second opinions to gathering medical history and even booking travel if necessary. The type of VIP concierge treatment – normally associated with the wealthy and privileged – is made accessible to everyday hourly employees of BridgeHealth’s employer clients.

Employers and other benefits plan sponsors win big when their members have better healthcare experiences and return to normal function faster as the result of high quality surgery – all the while improving their bottom line by accessing steep surgical discounts negoti-

ated by BridgeHealth with their provider partners.

BridgeHealth achieves significant savings over average PPO discounts due to pre-negotiated bundled case rates, as well as by “eliminating a lot of the waste,” Mark says – usually by providing a higher quality of care.

When it comes to surgical solutions, much of the cost usually comes from revisions, from surgeries that need to be redone or from infections that result. With BridgeHealth’s top-quality providers, those revision and infection rates are lower and surgery can even sometimes be avoided. That means members

“In a BridgeHealth surgery, members are not getting bills from the multitude of physicians that have interacted with them during that surgery process.”

get back to work more quickly, and at a lower cost.

Over the years, BridgeHealth has grown significantly and steadily on the back of their “everyone wins” model. They now have members in all 50 states, providers in 31 states and counting, over 700 surgeons in their program, and they have performed in excess of 12,000 surgeries.

“We’ve really developed an expertise in what we’re doing,” Mark says. “And we do it all over. We firmly believe that your zip

code should not be a limitation to your ability to access high quality care.”

When it comes to sponsors, BridgeHealth now works with self-insured companies, Taft-Hartley and union plans, government and education groups, associations, TPAs and consultants, and health captives. As Mark reiterates, they offer these groups the best of both of worlds – significant cost savings for them, and top quality care and experiences for their members.



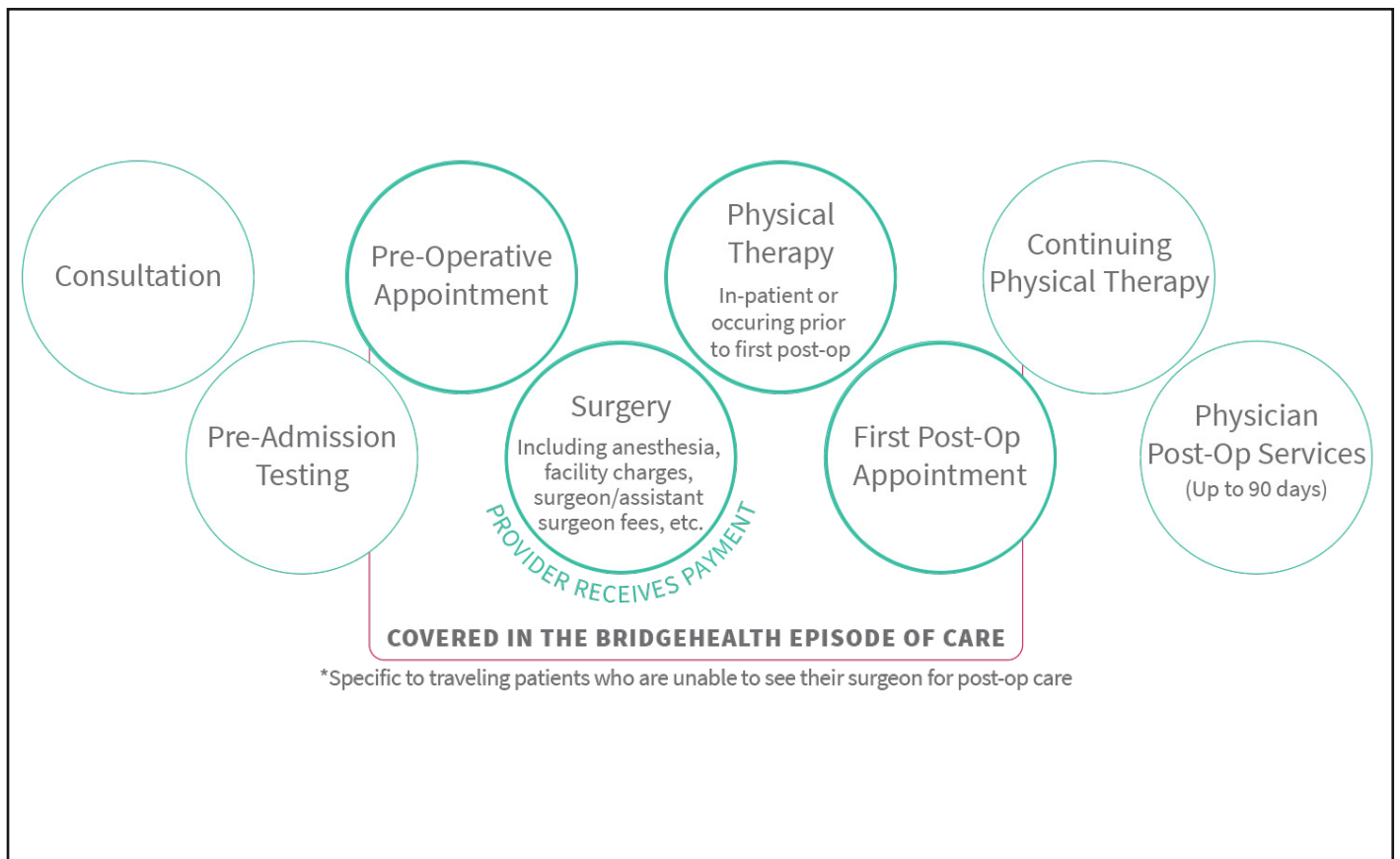
The BridgeHealth way

In 2018, BridgeHealth was named among the fastest-growing private U.S. companies by Inc. Magazine for the fourth year in a row. From 2014 through 2017, they were noted for having a three-year sales growth of 109 per cent.

In a statement announcing the win, Mark said that BridgeHealth was happy to receive the Inc. 5000 recognition as “continued validation for the need for our solution, both for high-quality providers and plan sponsors.”

“We are proud to be a leader in the move to value-based care,” he said. “We offer health plan sponsors and their members access to the highest quality care and service at significant savings, simultaneously providing distribution and support for the nation’s best surgical centers. Our program is a sensible solution in righting much of what’s wrong with healthcare today.”

Mark went on to credit BridgeHealth’s growth to the appeal of their offering and to the neces-





sity of surgeries when it comes to an aging workforce.

“Musculoskeletal health issues are the single largest clinical cost category, accounting for about 16 per cent of an employer’s total annual healthcare spend; that’s more than cancer and Type 2 diabetes combined,” Mark explains. “Fifty per cent of all musculoskeletal costs are related to surgery and, not coincidentally drive 60 per cent of BridgeHealth’s surgical volume.” “So employers are looking at musculoskeletal health right

now as a real driver of cost, as an area they want to focus on and make sure they are getting the highest quality outcomes in,” he adds. “So those employers are coming to us because we provide those outcomes.”

Mark also credited BridgeHealth’s extraordinary growth to the dedication of the company’s team. He praised the team for their focus on delivering an extremely high quality of service, far above what is typical in the healthcare industry.

“In a typical surgery situation, you have to do everything on your own,” he says. “You have to find the surgery center, the surgeon, you have to get there and back, you have to figure it out all by yourself.”

“With a BridgeHealth solution, we work with the member,” he continues. “We gather their medical records and we make sure the surgery center has it. If there’s travel involved to get to a surgery center – which oftentimes there is to maintain our high quality standards – we book that travel for both the member and a companion that travels with them.”

“Then we help them with all of their scheduling,” he says. “We schedule meals, we schedule for all the different needs they have during their recovery period, and then we get them back home and we get them plugged in to rehabilitation, if that’s necessary.”

Then there are the bills. After going through the standard surgery process, patients typically receive many separate bills – they are often paying surgeon charges, assistant surgeon

“Clients also like us because of our white glove service, which is backed up by our Net Promoter score.”

charges, anesthesia charges, a facility cost, for inpatient imaging, inpatient physical therapy, inpatient pharmacy, and more.

“In a BridgeHealth surgery, members are not getting bills from the multitude of physicians that have interacted with them during that surgery process,” Mark explains. “All of that is handled by us in a single transaction, so the member doesn’t come home to a bunch of explanations of benefits and a bunch of bills that they have to pay following their surgery.”

“We take away their worries,” he says. “That’s the BridgeHealth way.”

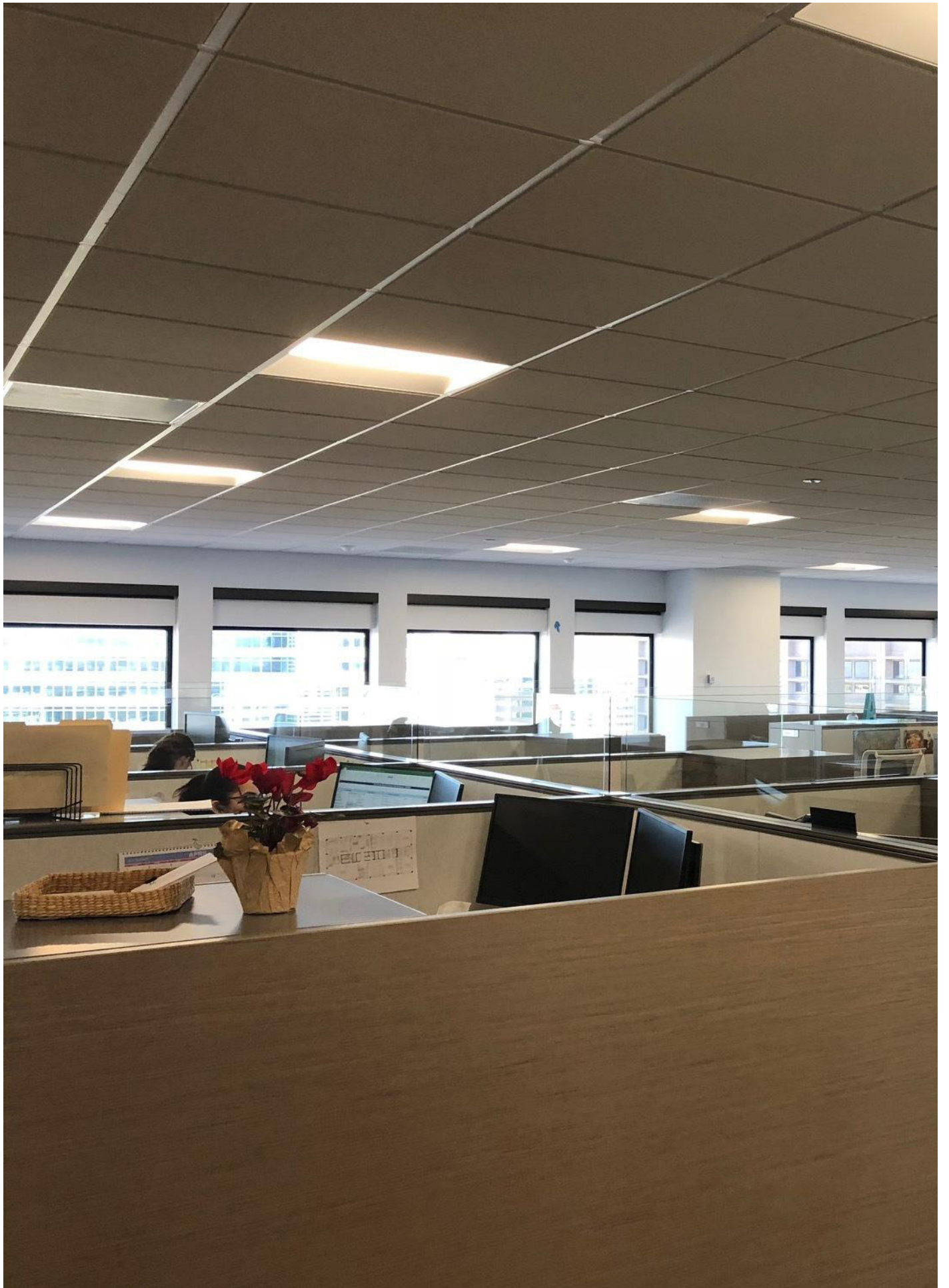
“Our clients and their members also like that we’re vetting quality for them,” he adds. “And the key here is that we use third

party quality scoring – we’re not the ones determining quality for ourselves and our providers.”

Instead, BridgeHealth uses CareChex, an innovative medical quality rating system that integrates the most reliable quality indicators available in the industry. This independent sourcing proves to sponsors and members alike the company’s approved hospitals and select surgeons have outstanding track records.

“Clients also like us because of our white glove service, which is backed up by our Net Promoter score,” Mark says. “And they are looking aggressively for partners to help them reduce errors and readmissions in their surgical flow, because they want to reduce costs and get their





members back to work quickly and safely. That's what they get with us. That's what we provide, better than anybody else."

The satisfied testimony from BridgeHealth plan members supports what Mark is saying. The company surveys every individual that comes through their program, and they have roughly a 68 per cent response rate and a 94 Net Promoter score.

The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. A 94 is virtually unheard of in the healthcare industry, where scores are typi-

cally in the 20s.

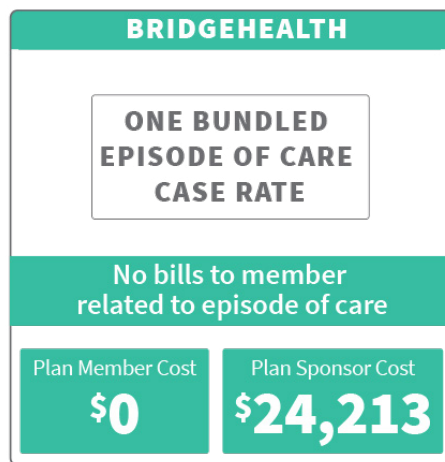
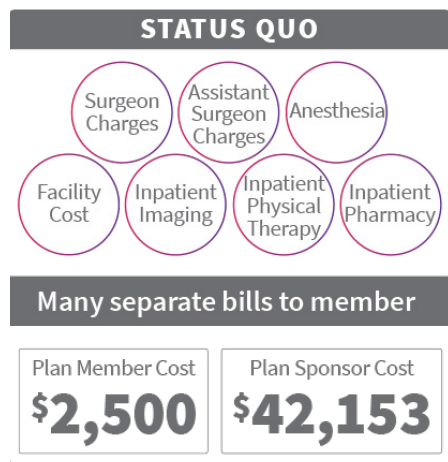
"One of the great joys of working at a company like this is that we're truly helping people," Mark says. "Surgery is not something that anybody takes lightly, it can be quite concerning to go through. But we walk people through it and help them achieve a high quality, positive outcome."

Moving forward, BridgeHealth is set to achieve even more of those quality outcomes across the country. Mark sees the company doubling in size this year alone based on the response they are getting in the marketplace.

"The market is very receptive

for the type of service that we are uniquely positioned to provide," Mark says.

"Clients like us for a lot of reasons," he concludes. "We provide a solution that promotes competition in healthcare delivery based on quality not proximity or brand recognition. We give employers and other plan sponsors a new and effective tool to improve productivity and reduce costs. But, most importantly, we are breaking down the barriers to high quality care for every-day, working Americans. We believe that everyone deserves the best the US health system has to offer – and by creating a system in which everyone wins, we believe we can do just that."



For more on how BridgeHealth works - and the many benefits to sponsors, members, and providers - visit <https://bridgehealth.com/>

KIM

EMILY

BILL

HAPPY BIRTHDAY!



DONNA

BRIAN

PETER


AND...

HAPPY MOTHER'S DAY TO ALL OUR MOMS!



Grover Beach, CA
**SPREAD
YOUR WINGS**





Grover Beach is a community-oriented beach city with a lot to offer, and it starts with their ideal location. Situated halfway between Los Angeles and San Francisco and 20 minutes south of San Luis Obispo on California's Central Coast, the city offers over 300 days of sunshine a year, as well as easy transportation access to both business and recreational opportunities. That convenience - when combined with affordable housing, affordable commercial and industrial spaces, and a pro-business culture - makes Grover Beach "a great place to spread your wings," as the city motto goes



We're a small community, so folks can walk right into city hall and be able to talk to planners, to the Community Development Director, or to myself if they have any issues or questions.

At the same time, Grover Beach is also a city with ambitions led by a visionary City Council. Officials aim to bring a youthful, vibrant culture to the community. They want to get the word out on what Grover Beach has to offer to residents, tourists, and new business. They want to create a new image for the city.

Enter Matthew Bronson, City Manager. He was hired in May 2016 to help carry out that vision.

"I was drawn to Grover Beach for the opportunity to work in a beautiful and charming coastal community, but one that had aspirations to become even more vibrant," he says. "I was

excited by the city, and excited by the challenge."

At the time he came on board, Matthew says he saw a community of over of 14,000 that was "poised for greatness." He viewed it as a prime location for tourism, business, and development. He thought that with some improved infrastructure, businesses would see the city as an economically vibrant location.

Matthew was correct in his assessment. In the last few years, Grover Beach has undergone myriad improvements, and industry has taken notice – in particular, the cannabis industry. Several significant cannabis





facilities have been developed in the community, including manufacturing and distributing facilities, as well as retail store fronts. Grover Beach is now poised to become the commercial cannabis centre of the Central Coast.

Matthew credits the community's recent success, in part, to the commitment the City Council made into building a public-private broadband fiber-optic network. Around the time Matthew came on board, the Grover Beach City Council had approved the first phase of a 10-year agreement with Digital West Networks Inc. to bring high-speed fiber-optic internet connectivity to the community's

commercial-industrial areas. That rollout has since made the city a more appealing destination.

"We know that high-speed internet is essential for modern business," Matthew says. "That's why we embarked on a public-private partnership to bring in the fastest internet service available in our area. We want to support future businesses, to help them meet their business needs more effectively."

He also credits the city's land opportunity – Grover Beach has the largest industrial acreage anywhere within their part of the county, for example, and

their land is not as expensive as the land in other communities around the area.

Grover Beach is also committed to helping local business succeed, and to making it simple to set up shop. Matthew believes that attitude has gone a long way in recent years.

"We have taken steps to expedite our business development review process," he explains. "We realize the importance that businesses play in supporting our economy, and we know that time is money, so we are helping businesses get through the process as quickly and efficiently as they can."

Where business can flourish

In recent years, Grover Beach has worked to attract a variety of businesses to their beachfront. Hotel developments, for example, are one of their priorities.

The city has approximately 400 new hotel rooms in the development pipeline given the city's prime coastal location. One of those projects is the long-in-development Grover Beach Lodge project, which is a unique partnership between the City and California State Parks to trans-

form a dirt beachfront lot at the end of the city's main street into a 144-room, four star hotel with meeting space for business.

There's also the aforementioned cannabis industry, which the progressive Grover Beach City Council has been excited to work with. Roughly 10 cannabis-related businesses have commenced operations with another 14 permitted businesses working through the development process. Though four of those are retailers, Matthew



The Council approaches their policies based on an appreciation of what businesses do in the community.



We are literally rebuilding the city from the ground up.

sees Grover Beach not just as a future hub of retail activity, but of manufacturing, processing and distributing for the local industry.

“We’re also trying to attract technology companies,” he adds. “We’d like to bring some start-ups that would be interested in working in an incubation space next to the beach. We believe our high-speed internet service will help with that.”

In addition, Matthew also hopes to see more restaurants, cafes and breweries in the area. The goal is to create a “hip and vibrant” culture around the city, he says, and they will welcome any business that helps them build that culture.

Grover Beach will also work with those businesses when they need assistance. As a community with mostly smaller to mid-sized businesses – exceptions



include a large grocery store and a large manufacturer of bicycle apparel – the City practices a “down-to-earth” approach to customer service.

“We’re a small community, so folks can walk right into city hall and be able to talk to planners, to the Community Development Director, or to myself if they have any issues or questions,” Matthew says. “We pride ourselves on providing a customized, personal service to our business customers.”

“We also work very effectively with the South County Chamber of Commerce,” he adds. “We work closely with them to make sure we’re aware of busi-

ness needs, that we’re considering their input, and that we’re making policy decisions based that will help local business be successful.”

“Our City Council is very pro-business,” he says. “They are pro-development in the right places and the right ways. The Council approaches their policies based on an appreciation of what businesses do in the community. We recognize that they’re the backbone to our economy, and we do what we can in city government to provide an environment where they can flourish.”

In order to provide that kind of environment, city government

has turned their attention to improving local infrastructure, including city streets. In the past, the condition of city streets was often “neglected,” Matthew says, with maintenance being deferred over a long time given limited funding. Recently, however, voters approved nearly \$50 million in funding to help improve local streets – which is a very significant investment for a city of Grover Beach’s size. In response, over the last few years, the city has been busy upgrading their streets – repaving neglected streets, adding sidewalks, adding curb ramps, and more. By 2020, they will have repaired 50 per cent of all local streets.



At the same time, the city has also been hard at work upgrading 50-year old water and sewage infrastructure. Related to that effort, they have engaged in a regional recycled water partnership called the Central Coast Blue project. That project involves designing and building a new advanced water purification facility, which will treat wastewater and then inject it back into their groundwater basin. It is projected to increase the city's water supply by 30 per cent.

Finally, Grover Beach is also home to an AmTrak train station, which is currently in the midst of a significant expansion and enhancement. Park-

ing, landscaping, safety, and bus and train connections are all being improved – as is the “overall customer experience,” Matthew says, with the goal being to create a “premier regional multi-modal transportation facility.”

“We are literally rebuilding the city from the ground up,” he explains. “And by making those investments and carrying out the City Council’s vision, we are signalling to the business community that we are committed to making this a place where they can be successful.”

“We want to send the message that Grover Beach is open for business,” he concludes. “We

value our business community – we want to attract new ones, retain the ones we have, and create a more thriving city as a result.”



**For more on Grover Beach
– including tourism information,
as well as business resources –
visit
<http://www.grover.org/index.aspx?NID=120>**



CHRIS  TEL
CONSTRUCTION



More than BUILDINGS

Chris-Tel Construction is a locally owned and operated construction management firm with a longstanding reputation for quality and reliability. Based in Fort Myers, Florida, the company's roots in their community go back almost 100 years. That history is reflected by the long-term relationships they have built with both clients and subcontractors, and by their extensive portfolio of large-scale, award-winning projects.

"We're committed to our community," says Howard L. Wheeler II, President and owner of the company. "We have built longstanding relationships with clients, contractors, and local officials. We work here, live here, and we're raising families here. We are building more than buildings."

Howard founded Chris-Tel Construction in 1989. Two years later, Donnie Singleton joined the firm as a partner. Both were already veterans of the construction industry, and both had grown up in Fort Myers. Howard's family in particular had deep roots in the business, dating back to 1924, when Howard's great uncle formed a building company that would alternately be known as Howard L. Wheeler Construction and Wheeler Brothers Construction. Both Howard and Donnie are fourth generation Floridians, and grew up in and around construction. When Howard decided to form his own firm at the age of 21, there was no question where he would do it. He wanted to continue what his family had started back in the 1920s.



“We’re talking about an island that has one way on and one way off, and that’s the main road, and that’s the road we’re changing.”

In the early years of Chris-Tel Construction, the business grew steadily, both in their size and the scope of their work. By 2000, the principals that guided the business – integrity, dedication, vision, and unwavering work ethic – were well known, and the firm started to take on new and larger buildings, as well as continuing services contracts with municipal agencies and education institutions.

Today, Chris-Tel Construction is known for delivering larger scale commercial, industrial, and transportation projects. They have proven their capability in that high-end arena on a number of high profile jobs.

In particular, Chris-Tel has been celebrated for their work at the Edison and Ford Winter Estates, a historical museum and botanical garden that has been recognized as a landmark of history and chemistry. There, they completed a series of historic restoration projects, which spanned 10 years, encompassed restoration of all the buildings on the estates, and won a plethora of historic restoration awards, including a national award.

In recent years, other significant projects have included improvements to Hammond Stadium at Century Link Sports Complex, the construction of the award-winning North Fort Myers Recreation Centre and East-





ern Metal Supply, and – most recently – ongoing work on the Estero Boulevard Improvements to Fort Myers Beach, a multi-phased project scheduled for completion in 2021.

According to Howard, Chris-Tel Construction is consistently selected for that kind of iconic work due to their depth of experience. That is especially true for projects in the public sector, where the qualifying process is stringent and regulated, and experience is highly valued.

“We have been in business here in Lee County and Southwest Florida for a long time,” Howard says. “A lot of the projects we have delivered in the area

are iconic buildings, and people know that ‘Chris-Tel built that.’ That goes a long way.”

What also goes a long way is the company’s financial strength. Due to their long history of successful delivery and smart business decisions, they have obtained a bonding capacity of \$100 million for a single project and \$300 million aggregate. They are known to be a stable and financially sound firm, so clients, lenders and insurance companies have confidence that they will be there to see their job through to a successful conclusion.

Private sector clients are drawn to Chris-Tel Construction for the

same reasons. However, since they don’t have to go through the same qualifying process as public clients, they can place more value on factors such as ‘comfortability’ and ‘trust’ – and Chris-Tel excels at earning that trust.

“When clients are picking a construction firm for a large-scale project such as a library or hospital, they know they are essentially getting married to that firm for 18 months to two years,” explains Molly Scott, Manager of Marketing and Public Relationships with Chris-Tel Constructions. “They want to like the firm they choose.”

“And clients do like us,” she



says. “The majority of our business is repeat work. We have a lot of repeat clients that we have longstanding relationships with.”

“We give the client a positive experience, no matter who they are, and no matter the size of the job,” Howard adds. “We make their lives easy. That’s why they want to use us again.” Some of Chris-Tel’s relationships with clients go back almost 30 years. According to Howard, the company still works with some of the same clients they worked with in 1990. In many cases, those relationships have spanned generations, as Chris-Tel has worked with the children – and in some cases, the

grand-children – of past clients. Chris-Tel has earned that kind of enduring loyalty, Howard says, by “doing the right thing on every job, and doing it every time.”

Doing the right thing means producing a high quality product – which Chris-Tel Construction does on every project, without exception.

Chris-Tel employs an expert roster of superintendents, project managers, and staff, who all offer specific knowledge based on the task at hand, and together have the experience necessary to get the job done efficiently and effectively. The company also takes a multi-tiered ap-



proach to quality control, ensuring every project not only meets their own quality standards, but also fully complies with all the terms of the contract.

Howard credits the company's quality consistency to their system and experience, but also to the personal care and commitment of the staff. He says that, at the end of the day, "building is not a science, it's an art."

"If you take 'x' amount of yards

of concrete and 'x' amount of gallons of paint and pour it in a barrel, it's not going to come out looking like a building," he says. "A building is a product of the people who create it. The better the artisans you have, and the better the craftsman, the better the product you get."

"That's why we try to recruit people with the same mindset we have," he says. "It's not enough that they have the right talent. They have to be professional, service-driven, and qual-

ity-driven."

And once they have the right people, Chris-Tel Construction has been very successful at retaining them. Howard says the company's employee turnover rate is less than half of the industry average. Many of their team members have been with the business for over 10 years. "The culture that has been built here is really amazing," Molly says. "I truly believe it's one of the best in the industry."



Industry recognized

A recent example of Chris-Tel Construction's commitment to quality excellence is the Westin Conference Center facility at Tarpon Point, in Cape Coral, Florida. That facility is valued at roughly \$15 million, and features a 35,000 square foot ballroom capable of being divided into six distinct meeting spaces for up to 1,950 guests.

Other features of that project include: a 4,700 square foot pre-function area; a 1,700 square foot terrace overlooking a local river estuary; a state-of-

the-art catering kitchen; office and storage space on the second and third floors; a paved parking lot; a timber pedestrian bridge; and a portè cochere.

"That was a great project," Howard says. "We are very proud of the result we delivered there."

That project is not just a good example of Chris-Tel's craftsmanship because Howard says so – the industry at large agrees. At the 2018 Lee Building Industry Summit Awards, the Westin Conference Center won the category for 'Best Commercial Contractors Project – Hospitality – \$5 million to \$8 million.'

An even more recent example of the company's award-winning dedication to quality, meanwhile, is the Estero Boulevard Improvements in Fort Myers Beach. Chris-Tel was selected to provide Construction Manager-at-Risk services on that multi-phased project, and they are currently working on segment three of six.

The scope of work on Estero Boulevard includes: roadway and infrastructure improvements over a multi-year peri-



od; adding a new force main; a center lane drainage system; improvements to sidewalks; addition of pedestrian refuge medians; trolley stop locations; lane realignment; and more.

“That’s probably the most difficult horizontal construction project the county has ever undertaken,” Howard says. “We’re talking about an island that has one way on and one way off, and that’s the main road, and that’s the road we’re changing.”

Chris-Tel has navigated that extreme logistical challenge by in-

vesting heavily in pre-planning and pre-construction, while also being flexible and adaptable on a day-to-day basis.

“You know what they say about a plan,” Howard says. “It all goes well until somebody snaps the football.”

“So we adapt to the challenges as they present themselves,” he says. “We have open and honest communication with all the stakeholders. We put our heads together and we work our way through it.”

Despite the challenges, Chris-Tel’s management of the Estero Boulevard Improvements project has also been recognized with an industry award. At the 2017 Lee Building Industry Summit Awards, the company’s completed work on Segment 1 won the category for ‘Best Commercial Contractors Project Infrastructure – \$5 million to \$8 million+’ and most recently, the project received the Sunshine State Safety Award from USF SafetyFlorida for Segment 2 of that project.





Changing the conversation

In recent years, Chris-Tel Construction has evolved considerably. Since 2013, when they shifted their focus to larger-scale jobs, the firm has grown from 13 employees to 36 – a number that in that time has only gone up, never down. Moving forward, Howard envisions that number continuing to rise as the company continues to take on bigger commercial work.

At the same time, he adds, the company will continue to maintain their special projects group, where they deliver projects up to \$2 million, as well as their site civil group, which takes on a variety of projects, ranging anywhere from \$200,000 to \$100 million.

“We will continue to service our client’s needs, whatever they are,” Howard says. “Whether







“We will continue to service our client’s needs, whatever they are.”

that’s a \$300 door change out, or a \$100 million apartment tower. We want to make our clients happy – that’s what matters to us.”

As they grow in size, Chris-Tel Construction also aims to grow in reputation. The company used to be known for doing moderately-sized jobs. Now they want to be known for doing everything.

“We want to change the conversation within our market,” Molly concludes. “We want to make it known that Chris-Tel is a competitive construction firm that can basically do anything from A to Z. We have the talent to do everything – whether that’s public or private, medical, educational, industrial, or multi-residential. We have the talent on our staff to do it all.”

For more on Chris-Tel Construction and their service offering – and for more examples of their award-winning work – visit <https://christelconstruction.com/>





MQN
www.mqn.ca

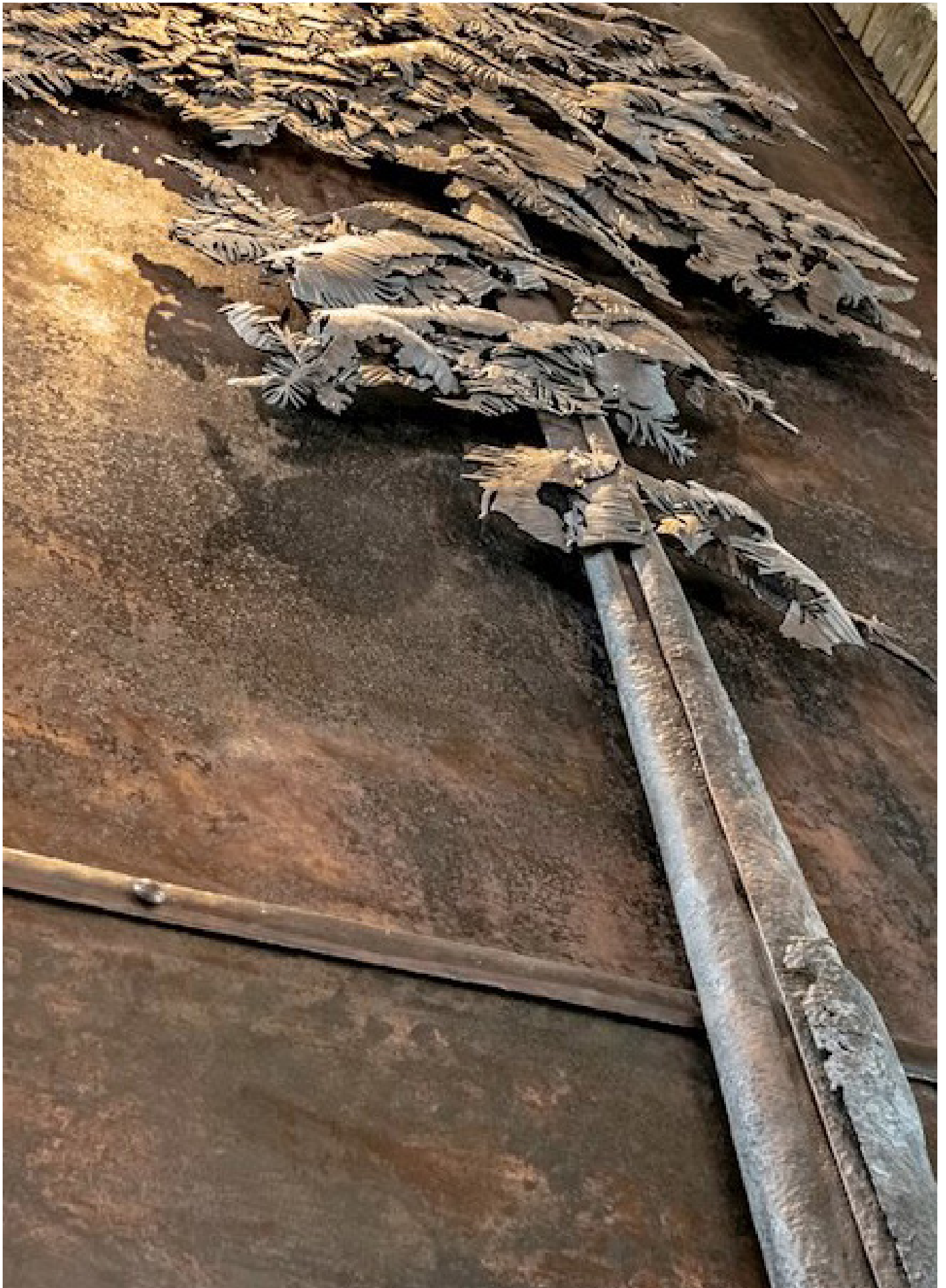
People
FIR



le
RST

MQN is one of the largest architectural firms in the BC Interior, and the firm behind some of the region's most exciting and innovative design projects. Their mission is to design, plan, and construct spaces that are functional, sustainable, and aesthetically-pleasing. Most importantly, they aim to create spaces that reflect and enhance the lives of the individuals who use them every day.

Photo: PrimeLight Media.





“We always put people first,” says Dora Anderson, a partner at the firm. “Our goal is to make sure that people are at the heart of our practice and every space that we design.”

The company’s other primary goal is to be a leader in environmental sustainability and innovative design. They believe that by staying up-to-date, pursuing new ideas and embracing technology – and by conserving energy, decreasing life-cycle costs, and protecting the natural environment – they can deliver projects that not only make the client happy, but also develop positive growth in the surrounding communities.

These aspirations have been an integral part of MQN ever since the company was founded in 1987 by Robert McDonell. According to Dora, they are a key part of what draws people to the firm, both clients and employees alike. She speaks from personal experience, as the company’s values are what made her personally want to be a part of it.

Prior to joining MQN, Dora was an accomplished project manager, business owner, and Registered Interior Designer. The firm’s other partners – Vicki Topping, Roger Green, and CEO Brian Quiring – are similarly well-versed and experienced, and similarly passionate about

We want to work with clients that have a story, and that want their home to express who they are and what they’re passionate about.



the work they do and the region they work in.

In fact, every member of MQN's 20-plus team – which includes architects, interior designers, building technicians, technologists, contract administrators, and LEED-accredited APs – shares in that passion.

“We have a very talented multidisciplinary team, and we all love what we do,” Dora says. “And we’ve all been drawn to the Okanagan. Some of us grew up here, some of us chose here, but we’re all passionate about the region and the lifestyle.”

Today, MQN is comprised of two companies – MQN Archi-

tects and MQN Interiors. Together, they offer the complete range of architectural and interior design services, from feasibility studies through to capital planning, project identification reports, development consulting, LEED consulting, documentation, and the management of complex construction projects.

The company is based in the city of Vernon, in the Okanagan, but has worked on projects across the province and even across Canada. They strive to maintain a diverse portfolio of work, having created design solutions for a wide variety of spaces, including: restaurants, retail stores, schools, museums, offices, places of worship, and high-end

custom homes.

In the custom home sector in particular, Dora says MQN is set apart by the way they partner with clients. They collaborate with them closely, they involve them in each stage of the project, and they truly value their input and expertise.

“We really focus our energy on building a good relationship with the client,” Dora explains. “We really get to know them, because we want to design something that meets all their expectation and that gives them a great experience. That’s what we do – we create experiences.”





If a client is not interested in forming that kind of partnership – if they just want to give their architect a budget and get a set of keys in return – Dora suggests that MQN might not be right fit.

“We want to work with clients that have a story, and that want their home to express who they are and what they’re passionate about,” she says. “We want them to have a vision for their lifestyle, and we want to create a space that will help them enjoy that lifestyle. We want to create something that will celebrate them and their family.”



Excellence celebrated

The Georgie Awards are prestigious industry accolades that are presented by the Canadian Home Builders' Association of British Columbia (CHBA BC). They are recognized both provincially and nationally as a premier housing awards program. Their mission is to showcase the best in home building in BC, and to highlight the commitment and dedication to high standards that CHBA BC member companies – of which there are almost 2,000 – strive to uphold.

“The Georgie Awards celebrate excellence in the residential construction industry, and the 200,000 hard-working professionals that make the industry strong,” said Neil Moody, CEO of the CHBA, in a statement announcing the winners.

Neil went on to congratulate not just the winners for their “outstanding projects and achievements,” but also the finalists.



“A finalist nomination in the Georgie Awards is a coveted achievement within the residential construction industry,” he said. “With many annual entries and strong competition, it is not an easy task.”

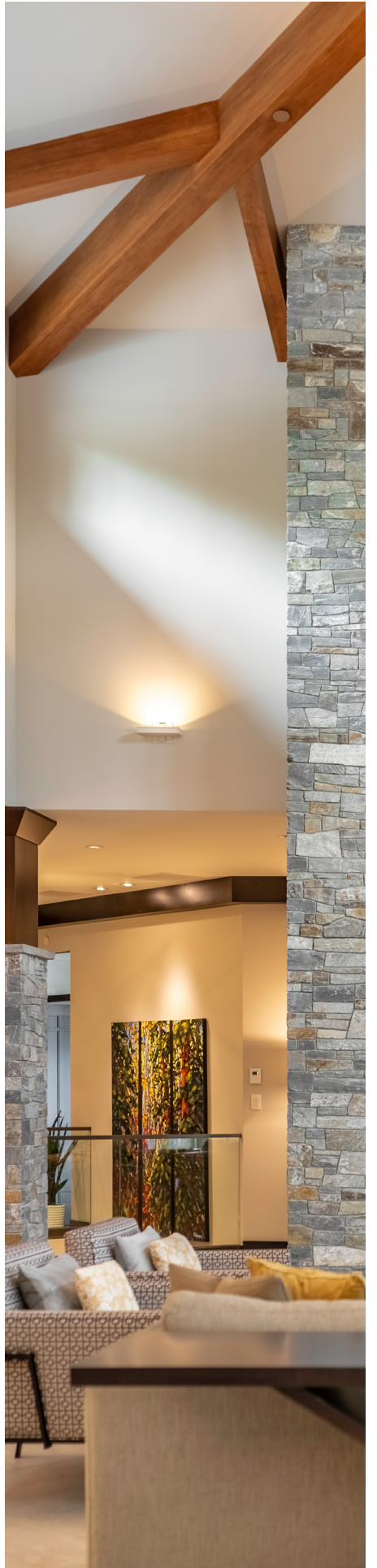
At the 2019 Georgie Awards, MQN was a finalist in five categories, and a winner in two. Their highly decorated project was a custom lakeside home titled ‘Boomerang Bay.’

Boomerang Bay was nominated for ‘Custom Home Valued over \$3,000,000,’ ‘Best Single Family Kitchen over \$150,000,’ and ‘Best Interior Custom Residence – New or Renovation,’

and ‘Best Outdoor Living Space – New or Renovation.’ It won the categories for ‘Best Any Room – New or Renovation’ and ‘Best Innovative Feature – New or Renovation.’

Dora describes that project as a “captivating home” with “prairie-style” architecture and design, and says it is “rooted in nature with a sense of place.” She quotes Frank Lloyd Wright, who said prairie buildings are “married to the ground.” She says that’s definitely true of Boomerang Bay.

Dora goes on to say that the project utilizes nature as “a primary source of inspiration



for materiality.” Tree and plant motifs are expressed in the custom millwork, furniture, art glass and metal works throughout the home. These motifs echo “prairie-style ideals,” she says, while the emphasis for the home was kept on “integration with the surrounding landscape, horizontal lines, craftsmanship, and simplicity.”

All of these choices were made in collaboration with the clients, who were ultimately thrilled with the end-result. Dora says that kind of reception is even more validating than the awards.

“We were already winners when we ended the job with happy

clients,” said Rhonda Gilchrist, the designer of that project.

“Rhonda spent two years getting to know the clients and their family, and designing their dream home alongside them,” Dora adds. “The fact that they were so happy and so excited about the end-result means more to us anything.”



The right team

The majority of MQN's awards and nominations in 2019 were shared with Bercum Builders, who constructed Boomerang Bay. In a statement after the ceremony, MQN Partner Brian Quiring was quick to credit the project's myriad achievements to them, as well as each and every other stakeholder on the job.

"Much like building, success is not built by one person but by a team, which is why we are proud to share this build and award with our wonderful clients and all the talented hard-working local Okanagan building partners that worked with us to make this dream home a reality," Brian said.

"The awards are not just about giving recognition to us," Dora adds. "We worked with so many amazing local tradespeople, and the awards are really a tribute to them. We were very gifted and fortunate to be able to work with so many talented people."

Many of the building partners involved in Boomerang Bay had worked with MQN before. Bercum Builders, for example, had previously worked with the firm on another highly home called 'Bella Vita.' For that project, they won the 2018 Grand Georgie Award for Custom Home Builder of the Year, among a host of other accolades.

"We were grateful to work with Bercum Builders on that project, and again on Boomerang Bay," Dora says. "They provide an extremely high level of quality, and we have established a lot of trust with them. We have a great working relationship, and that just makes the build process a lot easier."

As MQN grows, their goal is to continue building that kind of trust, and forming those kinds of relationships with their builders, consultants, and tradespeople. Moving forward, Dora says the firm will be taking on more projects, and she says it's important that they have the right building partners to sup-

port that growth.

"We're expanding," she says. "We're expanding our staff, we're expanding our space, and we're taking on more builds. We've got a lot of exciting ventures to come. I think you'll see some really unique and interesting work coming from MQN in the next few years."

"It's all possible because of our team," she concludes. "We work with the right people, and we put people first."

For the latest on MQN Architecture & Interior Design – and for more on their team, their corporate values, and their portfolio of life-enhancing projects – visit <https://mqn.ca/>



Driven.by passion

Project Mint Developments is a Vancouver-based design-build practice with a passion for sustainable design and innovative construction. Over the years, they have consistently translated that passion into happy clients, industry awards, and exceptional buildings.



P R O J E C T
MINT





“Our passion has always been what drives us forward,” says Nick Bray, co-founder of the company. “Everyone we work with is highly skilled and highly motivated, and everyone is focused on doing the right thing – the right thing for the client, the project, and the environment. That’s always been what matters to us.”

Nick, the Director of Design, founded Project Mint Developments with Babak Nikraftar, the Director of Construction. Both bring almost two decades of international experience to their respective roles.

Nick, for example, is a fully qualified architect and has

been working in practice since 2001. Prior to moving to Vancouver in 2010, he was involved in a number of high-profile and award-winning designs in the United Kingdom, many of them environmentally sustainable and technically innovative. Following his move to Canada, he continued that streak, working on projects such as the O’Siyam Pavilion in Squamish, the Barrow Street light-industrial complex in North Vancouver, and the mid-rise InGastown apartment building in downtown Vancouver.

Babak, meanwhile, has been working in the Vancouver construction and property development sector for 18 years now.

“Our passion has always been what drives us forward.”





He began his career remediating condos, before following his passion for design and creativity into doing new-build high rises and condominiums. Over the years, he has worked on a diverse portfolio of projects, from concrete towers to wood-frame townhomes. In that time, he learned the importance of quality project delivery at all stages, from pre-sale to handover.

Today, Nick is the Principal Architect behind Nick Bray Architecture, and Babak the Director of Forte Projects. Both are award-winning companies with a proud portfolio of exceptional projects. In 2014, they came together to form Project Mint

Developments. They started off doing single homes and duplexes, and have since slowly worked their way into doing larger multi-family developments.

Together, Project Mint Developments specialises in sustainable design and construction solutions that are customized to the specifics of the site and the environment. They use passive-house techniques to create low-energy buildings, and they make sure that each home benefits from natural light, fresh air and warmth, as well as long-lasting building materials. The company also specialises in providing a “complete service,” one that integrated both design

and construction management. That way, they are able to consider budget from the outset, and they are able to ensure that all of the client’s needs, wants, and aspirations are represented in the final product.

According to Nick, those specialties are what set Project Mint Developments apart from other developers.

In particular, he says the synergy between design and construction is extremely important. Other developers often see those two processes as “completely separate,” he says, but he believes that division is often why projects fall apart. At Project Mint, however, those

“Project Mint Developments specialises in sustainable design and construction solutions that are customized to the specifics of the site and the environment.”

processes are “fully integrated.” This allows their combined team to “discover a lot of efficiencies in both stages,” and to “identify and resolve issues before they occur.”

“I think that kind of working relationship is key,” Nick says. “Having construction involved during the design process, and design involved throughout the construction process, is absolutely vital.”

“Unfortunately, I think a lot of developers – even larger experienced developers – don’t understand that.”





Something special

Over the years, Project Mint Developments' passion for excellence in both design and construction has been consistently recognized by the industry at large.

The Georgie Awards, for example, are owned and produced by the Canadian Home Builders' Association of British Columbia (CHBA BC). They exist to showcase the commitment and dedication to high standards that CHBA BC member companies strive to uphold. Being nominated for a Georgie Award is an

industry-recognized stamp of quality.

In 2017, Project Mint Developments received that stamp three times for a duplex project they designed and built on on E Pender St, in the highly-sought after Hastings-Sunrise neighbourhood.

That project featured two highly space-efficient residences, each with four bedrooms and four bathrooms, and each boasting high-end finishes throughout. The ground floor included



“Project Mint Developments won the category for Best Multi-Family Townhouse Development (Infill) 6 units and under.”

an open-plan living space with concrete floors and contemporary designer-kitchen, and the large roof-top deck was designed to take advantage of the “spectacular view of the North-Shore.” All rooms also featured high-ceilings, in-floor radiant heating, and large windows and skylights for ample natural light.

The Pender Duplex was also designed to be “lower-energy, healthier, and more sustainable,” Nick says. It achieved an Energy Star qualification as well as an impressive Energuide 82

rating.

The 2017 Georgie Awards recognized those achievements by designating that project a finalist in three categories: Best Multi-Family Infill Development; Best Multi-Family Kitchen; and Best Multi-Family Townhouse Development.

More recently, at the 2019 Georgie Awards, Project Mint Developments won the category for Best Multi-Family Townhouse Development (Infill) 6 units and under. In that case,









the award-winning project was the Anzio Triplex – another innovative, energy-efficient product that the company both designed and built.

The Anzio Triplex is a Grandview development that comprises a four-bedroom home built over a one-bed suite and a two-bed-suite, plus an independent two-bed, two-bath laneway apartment. It was constructed from pre-fabricated structural insulated panels (SIPs), which – when combined with other innovative construction technologies – “put the building in a class of its own regarding performance and sustainability,” according to Nick.

“We seismically-upgraded the structure, and we selected the materials to stand the test of time,” he says, further describing the project. He calls the

design “strikingly modern but respectful,” and says the layout “was exceptionally practical and efficient.”

The Georgie Awards were not the only industry body to recognize that project, or Project Mint Developments overall.

There was also the Homebuilders Association Vancouver (HAVAN) Ovation Awards, which are also highly recognised by both the industry and the public. Their mission is to highlight the best projects HAVAN members have built, renovated, designed and/or marketed in Metro Vancouver. In the past few years, they have highlighted Project Mint Developments multiple times.

In 2017, for instance, the company won two Ovation Awards for the Pender Duplex – includ-

ing Best Townhouse / Rowhome Infill Development, as well as Best New Kitchen Under \$50,000, both for the Pender Duplex. The same project also made them a finalist for Best Interior Design Display Suite.

The next year, the Anzio Triplex project was also celebrated at the Ovation Awards. For that job, Project Mint Developments received Best Townhouse / Rowhome Infill Development, as well as the prestigious BC Housing Award for Excellence in Innovative Housing Choices. The latter prize was presented by the province’s Minister of Municipal Affairs and Housing. According to Nick, that kind of industry recognition meant a lot to him and his team.

“Those awards confirm that we’re doing what we set to do, and accomplishing what we

want to accomplish,” he says.

“They also prove a lot to the outside world,” he adds. “They show that we’re not just good because we say so – that our peers are saying it too.”

Nick credits the wave of awards for the Anzio project, in particular, to the uniqueness of the design.

“The street it was on allowed for a lot of opportunity,” he explains. “There wasn’t any established design language. There were a lot of buildings that were going to be knocked down in a few years, there were some newer renovations, but there was nothing consistent. So we could go out and be the start of something new there. We could set a new trend.”

“We had the opportunity to do something a bit special, a bit different, something modern,” he adds. “So we went full out and designed something that would really stand out.”

Nick also credits the innovation they displayed in environmental technology – which is something they aim to display in all

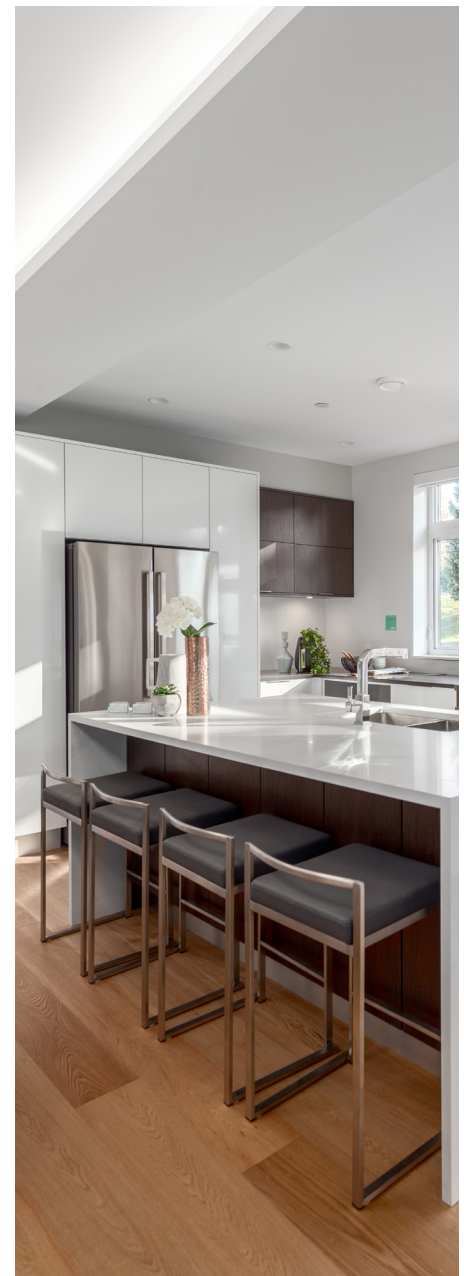
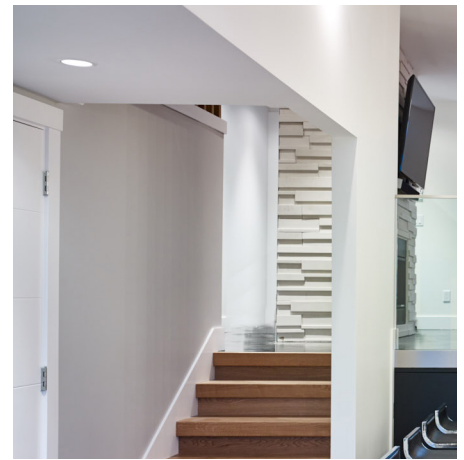
their projects.

“Everything we design is well above the required standards in Vancouver, which are already pretty high,” he says. “In everything we do, we try to push boundaries and increase environmental performance.”

Moving forward, Project Mint Developments will continue to push those boundaries and hopefully earn awards – ideally, on larger and larger projects as time goes by. Nick says the goal is to grow progressively bigger, to steadily take on projects with more units and storeys. Eventually, he hopes to be doing projects up to 10-storeys, either multi-family or mixed-use.

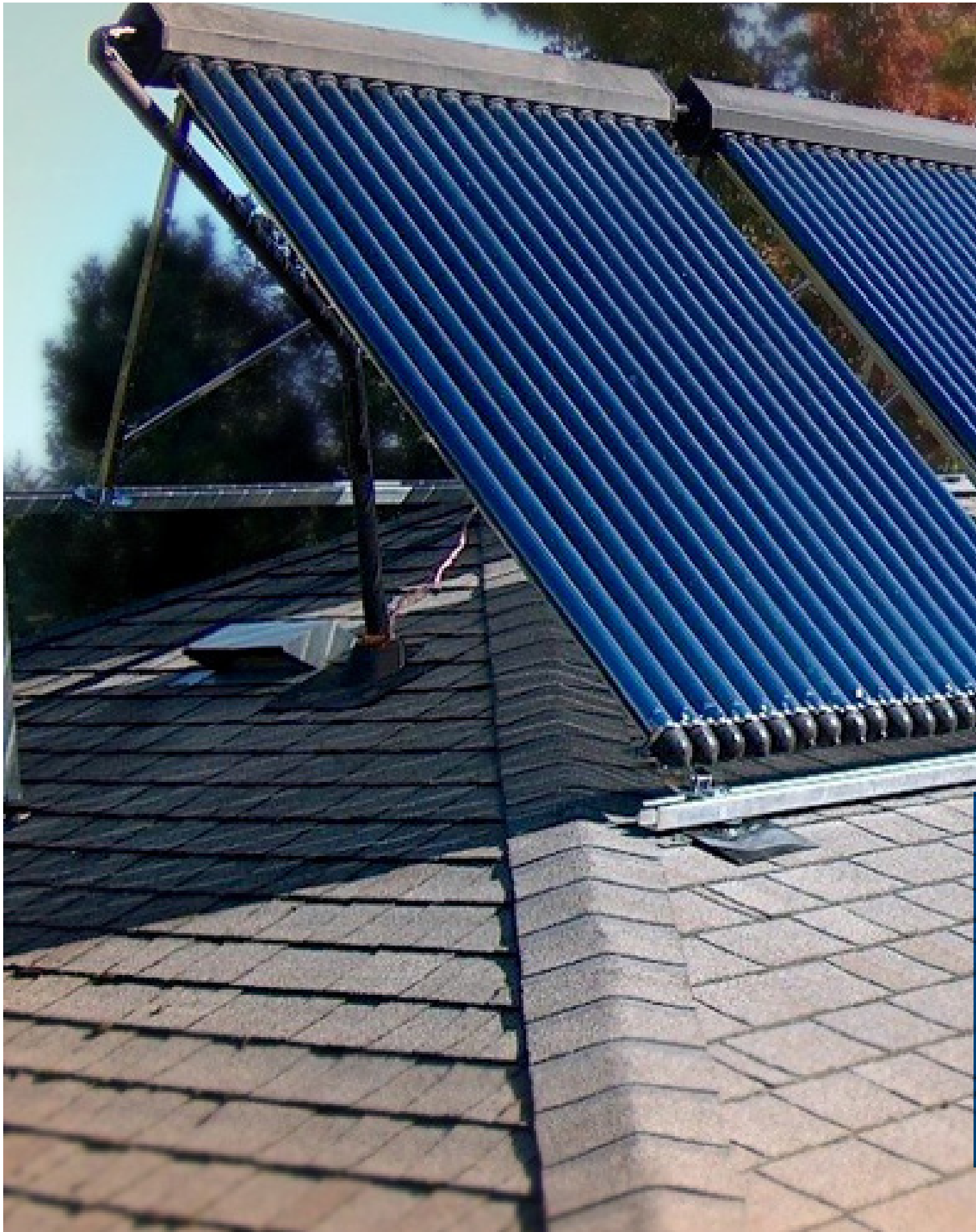
At the same time, he says, the company will always prioritize sustainability and innovation.

“We are always going to be forward thinking,” Nick concludes. “On every project, we are always going to be doing something a bit different, something ahead of the curve. We’re never just going to build the standard thing.”





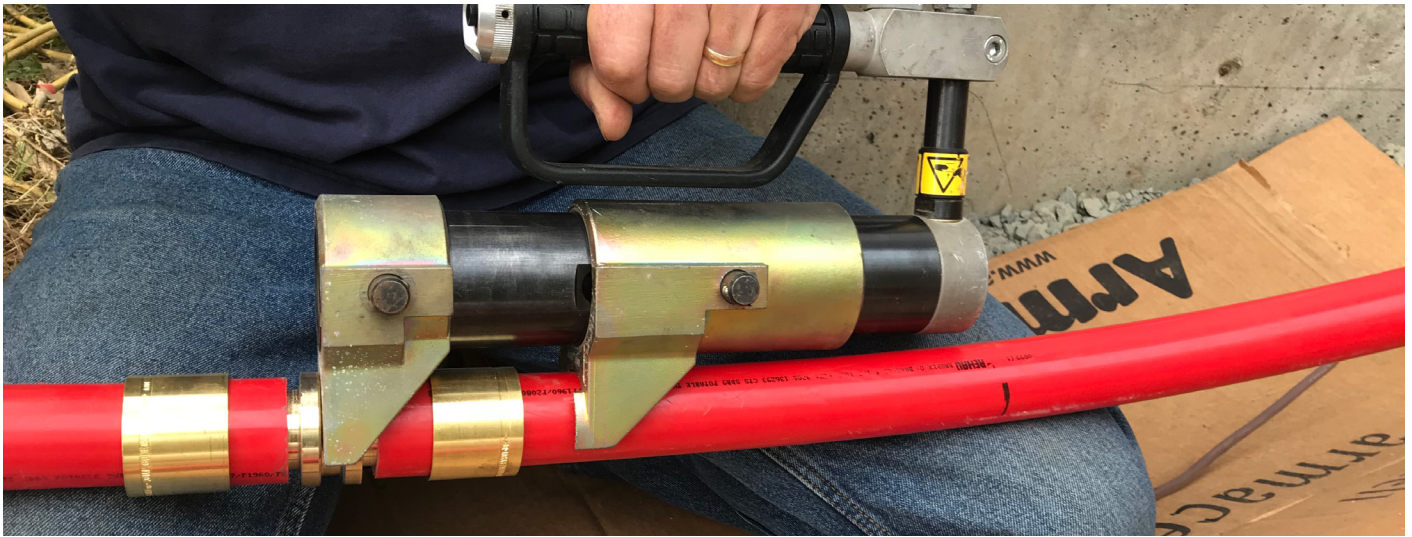
For more on Project Mint Developments and their portfolio of innovative and award-winning projects - and to get in touch with Nick and Babak - visit <http://projectmint.ca/>





The best in
energy





“We’ve built our livelihood on being the best in the industry.”

Island Energy has been a leader in Victoria’s heating, air conditioning, and ventilation sector for over 30 years. In that time, the company has grown steadily in size and reputation. Today, they are recognized in both the residential and commercial markets for their top quality products, top quality service, and for standing behind their work. They have become a trusted name in the industry, known for delivering energy systems that are sustainable, efficient, and dependable.

“We’ve built our livelihood on being the best in the industry,” says Rob Barry, President. “We care, we listen, and we find the best solution for the client’s desires and budget.”

Rob has been installing solar heating systems since 1979,

and is considered one of Vancouver Island’s foremost experts on solar heating technology. He has taught solar application courses at Camosun College and has acted as an instructor for Canadian Solar Industries Association (CanSIA) certification.

After forming Island Energy in 1986, Rob recognized other opportunities in the energy efficiency and energy conservation sectors beyond solar heating, and he expanded his service offering to capitalize on them. The company now installs and maintains a wide range of integrated energy systems, and employs a professionally trained in-house staff of gas-fitters, hot water and refrigeration technicians, as well as sheet metal mechanics.

In recent years, Island energy’s



projects have run the gamut from the simple to the large. They have installed, designed and consulted on heat pumps, hot water systems, geothermal systems, heat recovery ventilators, fireplaces, furnaces, and more. In all cases, they aim to provide a practical solution that reduces energy costs and aligns with the client's budget needs.

That focus on efficiency – when it comes to both the environment and the cost – is what sets Island Energy apart, no matter the client or the market. Island Energy works on energy systems for new builds as well as upgrades of existing buildings.

Rob says the company's budget-consciousness is important to both kinds of jobs, as is their passion for providing positive environmental outcomes.

Also vital, he adds, is the company's straightforward and honest approach to customer service. Some of Island Energy's builder clients go back 25 to 30 years, and Rob credits that longevity to the trust he has built for being direct and authentic with everyone he works with.

"We give people the straight goods," he says. "We cut out the sales jargon. We provide the facts, the prices, and we

"We care, we listen, and we find the best solution for the client's desires and budget."

help the clients make informed decisions about which way to go. We have the kind of deep technical background that allows us to do that.”

Rob estimates that 90 per cent of their work with private clients is also either repeat or referral, and for the same reasons.

“We treat people with honesty and integrity, and our clients appreciate that and pass that on,” he says.

Over the years, clients have also appreciated the high performance of the Island Energy’s systems. The company ensures those performances by thoroughly vetting every system before handover, and by maintaining a database that tracks every model they sell and reminds them to follow up every year to ensure the proper servicing is being performed. The company also conducts on-site checks of every new install.

The quality is not only driven by Rob, however. Island Energy employs the right people down the line. Heather Cattell bought into the company in 2007 and the staff has been developed and refined over the years, and now consists of a group of highly skilled, friendly, technically-adept professionals. The company ensures they remain at the cutting edge of the industry by equipping them with the best tools for the job, and by continually upgrading their skills through education, product seminars, and memberships in the trade associations.

“The people that have been here a long time are the ones that work hard, that are really honest, and they are definitely team players,” Rob says.





“We’re known for delivering unique, high-efficiency projects, and we want to keep growing that reputation.”

That calibre of employee is drawn to Island Energy, Rob believes, due to the challenging and diverse nature of the company’s work.

“One day they might be doing radiant heating, another day they will be working on a heat pump, another day they might be working on a geothermal system or an indoor swimming pool dehumidifier,” he says. “There’s quite a huge variety of equipment and systems we have out there. It keeps things interesting.”

As an example of an interesting job, Rob cites a recent residen-

tial project where they installed a highly innovative modulating heating and cooling system. For that, they used air-to-water heat pumps to power a radiant floor heating system. The same pumps alternately power a forced-air cooling system for the building using chilled water. They also installed temperature sensors in the floor, the air, and outside. Using the readings of those sensors, the system automatically regulates the heating or cooling load of the home.

“You don’t need to turn it on or off,” Rob explains. “It’s like a throttle in a vehicle. It gives



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you a little bit more juice when you need it, and a little bit less when you don't need it."

Those are the kind of technically-challenging projects that excite Rob and his team. They welcome the opportunity to do the extensive design work and pre-planning that is required, and they hope to do more of it moving forward.

"We want to continue down that road," Rob says. "We're known for delivering unique, high-efficiency projects, and we want to keep growing that reputation."

The 'efficiency' part is particularly significant to Island Energy – and not only because they want their clients to live more comfortably and reduce their energy costs but more importantly, they want to make a positive impact on the environment. The company doesn't make that a central part of their sales pitch, but it's a key part of what drives their team.

"A lot of people wave the green flag," Rob says. "We try not to wave it too hard. But our background, behind-the-scenes motto is to 'Save the planet, one house at a time' – whether people realize it or not."



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