

# THE MUNICIPAL

The Premier Magazine For America's Municipalities

May 2019

## Building & Construction



### INSIDE:

XL helps fleets take charge

Big-box store finds new life

Convention centers bring downtown revitalization



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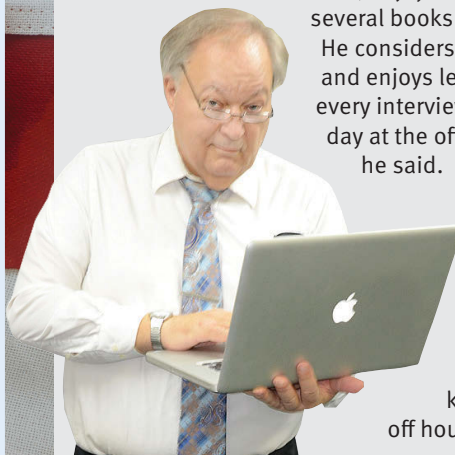
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## Meet The Feature Writers

**Ray Balogh** lives a life immersed in words. Besides his full-time job as a journalist, he works as a ghostwriter, teaches college classes, enjoys crosswords and has written several books of unique word puzzles.

He considers himself a lifelong student and enjoys learning something new with every interview and writing project. "Each day at the office is like going to class," he said.

An avid Cleveland sports fan, he is quite familiar with the concept of perennial frustration. Balogh has a wonderful daughter and son-in-law and three grandsons who keep him busy during his off hours.





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# Bringing new things to the table



**Sarah Wright** | Editor

**E**VERY OFFICIAL WANTS THEIR city to thrive, and unfortunately, there is no one-size-fits-all approach to achieving that goal. There are plenty examples of cities hitting their boom and then, often for a variety of reasons, dwindling or fading completely into the history books. Those that stand the test of time have often attracted the right businesses and industries — and never stopped seeking out new opportunities. During lean times, they've learned to tighten their belts or step outside the box to carve out new niches.

Deadwood, S.D., could have fallen into the category of cities that disappear into history after a fire engulfed a half-block of Main Street in 1987. Decades later, aided by legalized gambling, which passed in a vote of 3-1 in 1989, it has seen revitalization, with new infrastructure being installed and about \$350 million being reinvested into the community

in terms of development and historic preservation projects.

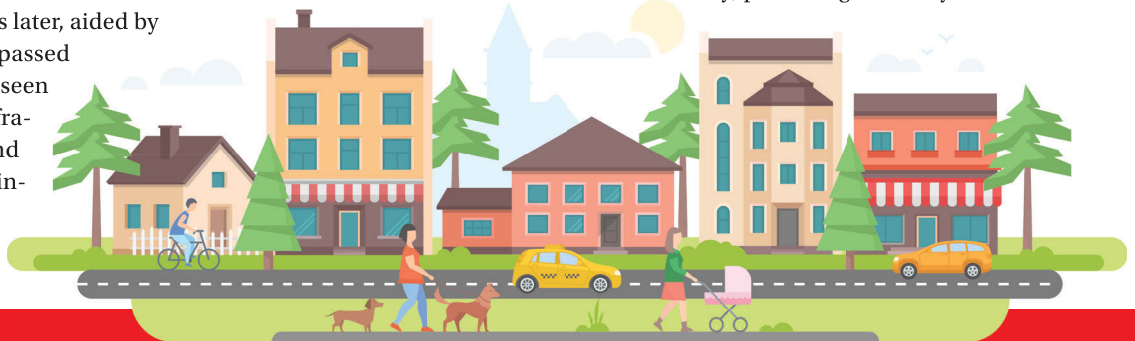
Deadwood advocate Mike Trucano told the Argus Leader as the city approaches 30 years of legalized gambling, "We gained a lot and lost a little as a community. We brought something new to the table. With gaming money, we've been able to build on Deadwood's historical story and bring it to life. We have a healthy town today, a good town of which we, as citizens, ought to be proud."

Stockton, Calif., is also bringing something new to its own table. After rebounding from bankruptcy in 2012, the city is unrolling the Stockton Economic Empowerment Demonstration, which will see 130 people receive a guaranteed income of \$500 per month. It is the first city in the U.S. to launch a guaranteed income initiative and hopes to solve the poverty and inequality issues some of its residents feel. Writer Andrew Mentock shares about Stockton's approach in this issue.

We will be covering other revitalization efforts in this issue of The Municipal as well, with writer Denise Fedorow highlighting how Mankato, Minn., sparked growth in its downtown area after constructing the Mankato Civic Center. Since its civic center was built, the downtown has seen a sales increase of \$3 million a year with an estimated \$25 million related entertainment investment.

As the direly named retail apocalypse claims the likes of J.C. Penney, Payless, Sears, Kmart and others, cities are also having to deal with their empty brick-and-mortar remains. Perhaps, they can take a page out of McAllen, Texas' book and transform a vacant big-box store into something of use to the community. In its case, that was turning a Walmart into what is now the largest single-story library in the U.S.

As the saying goes, if life gives you lemons, make lemonade. Every city will deal with vacant buildings at some point, but by bringing something new to the table, further growth just might spread to other sections of a city, promising a healthy future. **M**



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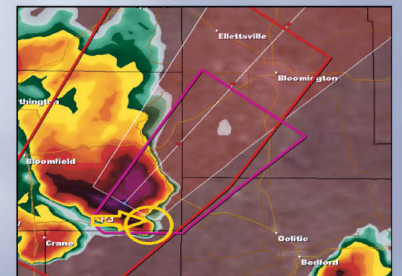
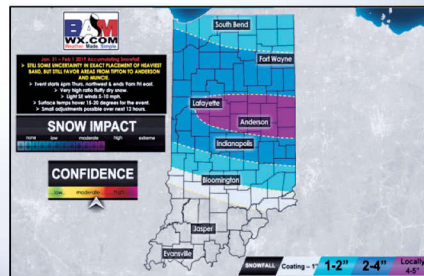
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# Plug-in hybrid trucks helping fleets take charge of their sustainability goals

By SARAH WRIGHT | The Municipal

**As more cities across North America continue to put forth ambitious carbon reduction goals, municipal fleet managers are increasingly being tasked with making the changes needed to turn those lofty sustainability targets into reality. The U.S. Environmental Protection Agency now recognizes transportation as the number one contributor to greenhouse gas emissions, so municipal fleets are becoming a central area of focus for city and state governments looking to reduce their overall carbon footprint.**

This trend, coupled with an increasing demand among city residents and society in general to “go green,” has led municipal fleet managers to consider alternative fuel vehicles for their work trucks. Electric powertrains have proven to be an enticing and increasingly popular option among consumer and commercial vehicles alike. However, all-electric, aka battery electric vehicles, can still pose significant challenges for many types of fleets — especially those who travel longer distances or in rural areas on their routes.

According to a 2018 study sponsored by GreenBiz and UPS, the top 3 challenges cited for BEV adoption by fleet managers were: 1) Initial purchase price; 2) Inadequate charging infrastructure; and 3) Lack of product availability.

While progress continues to be made by BEVs across all three of these areas, these common obstacles continue to limit their wide-scale adoption by municipal fleets that rely on managing costs, maintaining operational flexibility and having access to a broad range of vehicle types to get their jobs done.

When budgets or infrastructure limitations make battery electric vehicles unrealistic for their electrification deployments, many of today’s top municipal fleets are finding that plug-in hybrid electric vehicles are the best way to make significant and immediate progress toward meeting their sustainability goals.

XL, the leading fleet electrification provider for Class 2-6 vehicles, is seeing enormous demand among municipalities for its plug-in hybrid electric family of pickup trucks, which includes the XLP — “XL Plug-in” — Ford F-150 pickup the company began delivering last year, and the newly launched XLP Ford F-250 Super Duty pickup, which is set to begin shipping later this year. According to XL Director of Marketing Eric Foellmer, the company’s plug-in hybrid electric F-150 has been proven to achieve up to a 50 percent improvement in miles per gallon, while reducing carbon emissions by 33 percent, making it an ideal fit for major municipalities across North America.



**LEFT:** Hybrid and plug-in vehicles can begin delivering sustainability value from day one, realizing between 25-50 percent improvements in miles driven per gallon and a 20-33 percent reduction in carbon dioxide emissions. (Photo provided)

**RIGHT:** Tacoma Public Utilities in Washington State is among the many municipal and utility fleets throughout North America leveraging the performance and sustainability of a plug-in hybrid electric Ford F-150 pickup truck. (Photo provided).



“As appealing as a zero-emission fleet vehicle might be, the fact is, they still face cost, infrastructure and operational challenges that can make them a poor fit for widescale deployment,” said Foellmer. “Plug-in hybrid electric trucks are a fraction of the cost, require no new infrastructure or operational changes and can make an immediate difference for fleets who have committed to hitting aggressive sustainability targets and need a way to get there.”

XL deploys its electrification systems as an aftermarket technology that can be installed in less than a day, with no impact on the vehicles’ operational performance, maintenance schedules or factory warranties. In addition to its plug-in hybrid pickups, the company also offers hybrid electric drive technologies for vehicles such as Ford Transits, Chevy Express and GMC Savanna vans, as well as a wide range of cutaways, box trucks and stripped chassis from Ford, GMC and Isuzu.

### Municipalities plugging in

Municipalities and utilities along the U.S. West Coast have been among the most active in the nation in reducing the carbon footprint of their fleet vehicles to meet some of the country’s most ambitious statewide goals. Washington State has a goal to reduce greenhouse gas emissions to 25 percent below 1990 levels by 2035, and California’s goal is to reduce greenhouse gas emissions by 30 percent to reach 1990 levels by 2030. Municipal and utility fleets, including city of Palo Alto, Calif., Clark Public Utilities and Tacoma Public Utilities — both in Washington — have all deployed XL’s plug-in hybrid electric trucks with outstanding results.

According to Paul Chamberlain, fleet services manager of Clark Public Utilities in Washington, “We’ve worked for years to reduce



Seattle Fire Department upfitted its Ford E-450 ambulances with the XLH Hybrid Electric Drive System from XL. Not only have the ambulances maintained their drivability, they have saved the city on fuel costs and reduced greenhouse gas emissions. (Photo provided)

vehicle emissions across our fleet while maintaining performance and controlling costs. We run hybrids, plug-in hybrids, and electric in our light-duty vehicles where they fit in to work practices, but the XL plug-in hybrid Ford F-150s are the first plug-in electric trucks in our operations fleet. They are large enough to carry crews, have the four-wheel drive capability needed in rough terrain and offer substantial efficiencies such as fuel savings and lower maintenance costs.”

Raul Juarez, fleet manager for the city of Palo Alto, shares a similar sentiment. “Greenhouse gas emission reduction has been a city goal for many years... We also need to provide the city’s fleet with reliable equipment that won’t have any problems if left unplugged. The city anticipates that XL’s electrification technology will both reduce emissions, as well as costs, so it’s a benefit for all.”

Many other municipal, utility and commercial fleets throughout the country are deploying

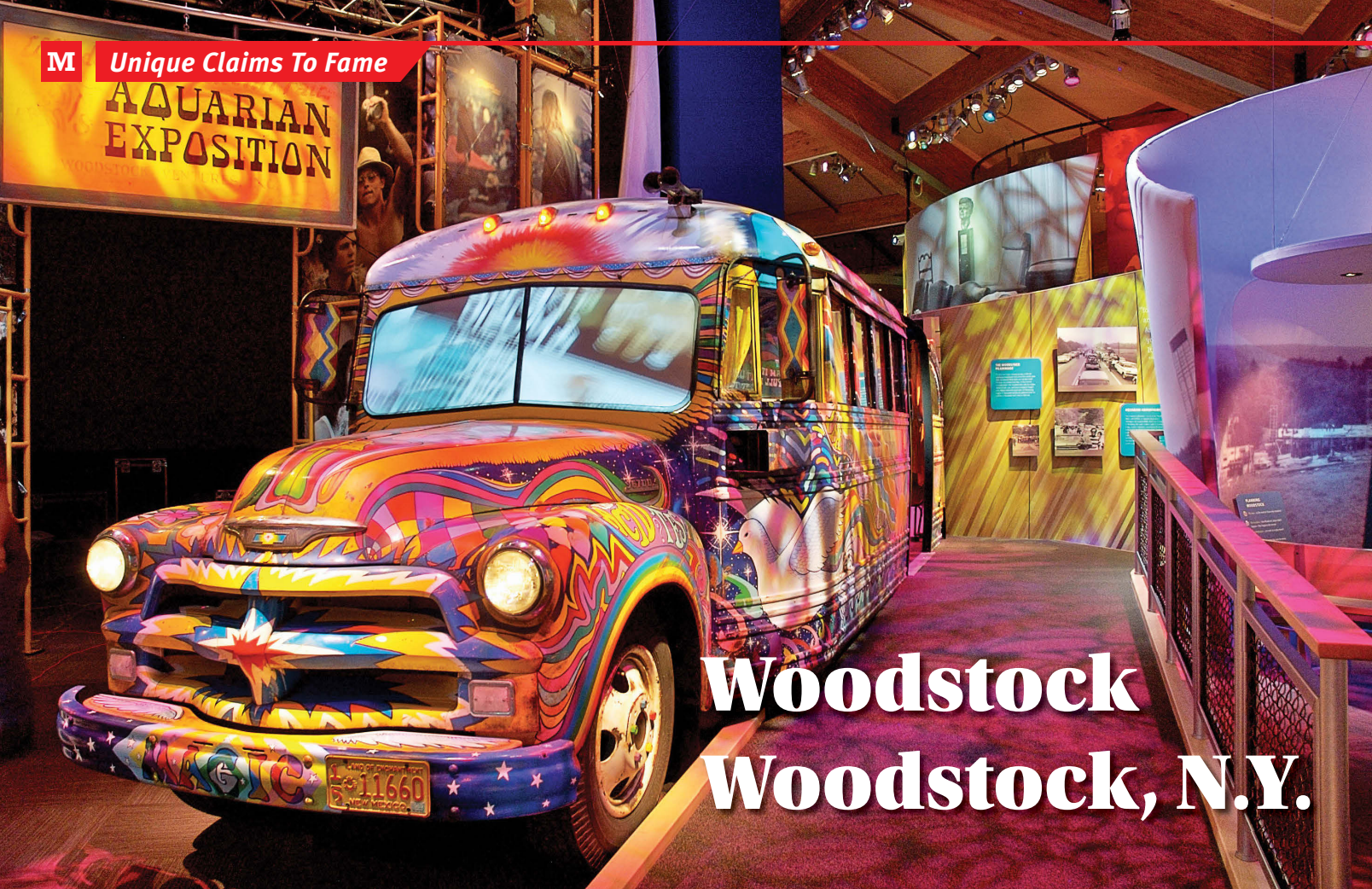
plug-in hybrid and hybrid electric vehicles from XL to improve fuel economy and reduce emissions during normal operations. XL’s customers have driven nearly 100 million miles with the company’s electrification system, and new fleets are signing up every week to begin greening their transportation with a cost-effective and minimally disruptive technology.

“The transportation industry is clearly driving toward a more sustainable future, with electrification technologies leading the way,” said Foellmer.

“As BEV technologies continue to advance, and the North American charging infrastructure continues to push forward, plug-in hybrid and hybrid electric vehicles represent the most commercially viable way for municipalities to green their fleets today, while accelerating the path to an all-electric future.” **M**

For more information, visit [www.xlfleet.com](http://www.xlfleet.com)





# Woodstock Woodstock, N.Y.

By RAY BALOGH | The Municipal

**Meet a town catapulted into global fame by an iconic namesake event that never came within 60 miles of the place.**

Woodstock, N.Y., a scenic hamlet of 2,088 residents nestled in the Catskill Mountains, was the intended beneficiary of “An Aquarian Exposition: Three Days of Peace and Music,” commonly known as the Woodstock Festival, that took place Aug. 15-18, 1969, at Max Yasgur’s 601-acre dairy farm, 1 1/2 hours to the southwest.

The festival, conceived to finance a recording studio and musical artist retreat near Woodstock, was the brainchild of a quartet of young—the oldest of the four was 27 years old—wealthy entrepreneurs looking for an opportune investment.

The rock concert’s initial venue, an industrial park in Wallkill, N.Y., was scuttled when the town rejected the proposal and passed an ordinance effectively banning the event from its vicinity.

A mere month before the already widely advertised event, Yasgur offered to lease his farm in Bethel, N.Y., and the organizers hurriedly scrambled to prepare for the expected crowd of 50,000 people.

The stage, performers’ pavilion, parking lots, concession stands and a children’s playground were constructed just in time. Ticket booths and gates were not completed, allowing the surge of people to walk through gaps in the fences, converting the

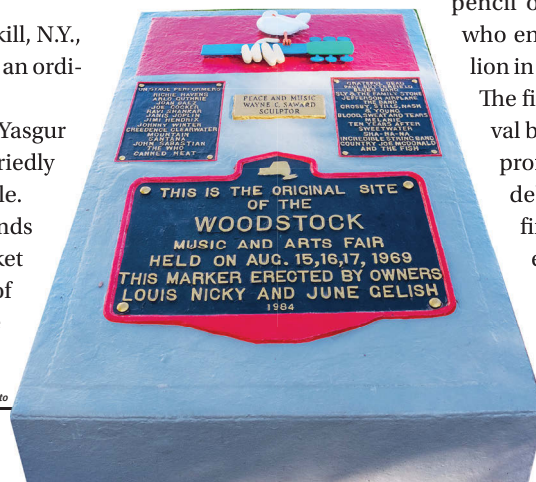
fundraiser, for which 100,000 tickets had been pre-sold, into a free event.

By the festival’s first day, 500,000 revelers had descended upon the farm. Traffic was backed up for 8 miles and the scant police presence turned away thousands of automobiles. Many attendees simply left their cars in the road and hiked to the concert. The organizers had to hire helicopters to shuttle performers from their hotels to the stage.

Ultimately, the finances did not pencil out well for the investors, who ended up more than \$1 million in debt and faced 70 lawsuits.

The film of the Woodstock Festival became a hit movie, and its profits alleviated much of the debt. When the ledger was finally closed, the organizers lost about \$100,000 on the venture.

The “Three Days of Peace and Music” put



Shutterstock photo



**LEFT:** Visitors to the Museum at Bethel Woods are immediately immersed in the psychedelic era of the 1960s. (Photo courtesy of Museum at Bethel Woods)

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Woodstock on the counterculture map, but the town had already been long renowned as a haven for artists of all types: musicians, writers, poets, painters, sculptors, woodworkers and the like.

Woodstock was settled in 1787 and traveled a trajectory common to many small towns of the time. Pioneers cleared the land and began farming. In the early 1800s the economy shifted toward industrial pursuits with the establishment of sawmills, gristmills, a glass factory and tanning business.

By the end of the 19th century, commercial focus turned to “what others saw in the natural beauty of the land rather than what could be taken from it,” according to [www.woodstockchamber.com](http://www.woodstockchamber.com), with the building of hotels and retreats to entice urban-weary visitors from New York City, situated two hours to the south.

“A transforming chapter in Woodstock’s history began in 1902,” reads the website, “when on a spring day, Bolton Brown emerged from the thicket near the summit of Overlook Mountain and first viewed Woodstock and the expanse below him.

“Employed along with Hervey White by Ralph Whitehead to seek a physical location that would match Whitehead’s vision for a utopian art colony, Brown, upon beholding the vista before him, wrote of that moment, ‘Exactly here the story of modern Woodstock really begins.’ With the founding of Whitehead’s Byrdcliffe colony in 1903, the arts had arrived in Woodstock.”

Two years later, White established the Maverick art colony. Later additions included the still-running Woodstock Artists Association and Museum, 1919; Historical Society of Woodstock, 1929; Woodstock Playhouse, 1938; and Woodstock School of Art, 1968.

“As a result, Woodstock’s story began to diverge from the small town norm, eventually becoming a community shaped by the connections forged between newly arrived artists and those who drew life and livelihood from the very landscape that would find its way onto a multitude of canvases over the years.”

Elissa Garay, in [www.tripsavvy.com](http://www.tripsavvy.com), describes the lingering intangible spirit of present-day Woodstock.

“This free-spirited, flower-powered mountain town and the countercultural mecca for generations of creative types ... birthed not only the festival concept but the breeding ground for myriad arts and music movements for more than a century.

“Look beyond the kitschy, tie-dye-laden head shops and weekend tourist jams, and you’ll find this hippie haven has real heart. Pulling from its longstanding tradition as an art colony and strong spirit of tolerance, laid-back Woodstock brims with diversions aplenty: eclectic shops, live music venues, art institutions and mighty mountain environs that foster Zen-seeking and adventures in the great outdoors. All you need to bring is peace and love.”

Bethel hosts a museum commemorating the 1969 event, also known as the Woodstock Music and Art Fair, which will celebrate its 50th anniversary this year with a weekend of concerts Friday through Sunday, Aug. 16-18. Among the featured performers: Ringo Starr, Arlo Guthrie, Edgar Winter Band, Santana and The Doobie Brothers.



*The Woodstock Playhouse opened in 1938. In 1988, one month shy of its 50th anniversary, the original structure was destroyed by fire. The new playhouse opened in June 2011 with a performance of “A Chorus Line.” (Photo courtesy of Woodstock Guide)*



*Situated along the trailhead of Overlook Mountain, the Karma Triyana Dharmachakra monastery is available for free guided tours. (Photo courtesy of Woodstock Guide)*



*Quaint and peaceful restaurants and bistros dot the town of Woodstock. (Photo courtesy of Woodstock Guide)*

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For more information, visit [www.woodstockguide.com](http://www.woodstockguide.com) or call (845) 679-6234.





## Duncan, Okla.

The city seal of Duncan, Okla., population 23,484, contains a quartet of images depicting the city's heritage of livestock and agriculture, natural resources, technology and industry.

Duncan is historically known for its fortuitous location along the Chisholm Trail, an 800-mile route carved through the prairie to herd nearly 10 million beef cattle from San Antonio, Texas, to Abilene, Kan., for the two decades following the Civil War.

The city is the namesake of Scottish merchant William Duncan, who with a business partner in 1881 opened a trading post at the junction of the Chisholm Trail and the east-west route from Fort Sill to Fort Arbuckle. In 1884 Duncan was appointed postmaster of the settlement, then a part of the Chickasaw Nation.

In 1889, learning the Chicago, Rock Island and Pacific Railroad was to build a rail line along the trail, Duncan built a new store and homes for his family at the anticipated site of the railroad.


He plotted the surrounding land and leased the lots to newcomers arriving in the area. The town's population reached 300 residents when the first train rolled through on June 27, 1892, regarded as the town's birthdate.

When Oklahoma achieved statehood in 1907, Duncan was named the county seat of Stephens County. Centrally located along the north-south axis of the county, Duncan officials appeased the northern and southern county residents by placing the county courthouse in the middle of Main Street and etching the road in a circle around the building.

Duncan became a boom town when oil wells opened in 1918. The city enacted regulations to ban shacks and to channel growth in an organized manner. The oil and agricultural industries facilitated the town's meteoric growth during the early 20th century and the town adopted the slogan, "The Buckle on the Oil Belt." Halliburton Corporation, founded in 1919, remains Duncan's largest employer.

The city is home to the Chisholm Trail Heritage Center and holds several annual events commemorating the trail, including livestock events; art walk; dance film festival; car and motorcycle show; bicycle race; and the Western Spirit Celebration, which includes a chuck wagon cook-off, western swing dancing, live musical entertainment, children's games, pony rides and heritage demonstrations.

Several famous individuals hail from Duncan, including country singer and songwriter Hoyt Axton, actor and director Ron Howard and U.N. ambassador Jeane Kirkpatrick.

For more information, visit [www.cityofduncan.com](http://www.cityofduncan.com) or [www.onthechisholmtrail.com](http://www.onthechisholmtrail.com). 

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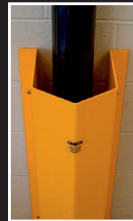
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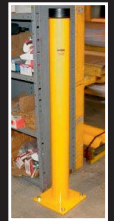
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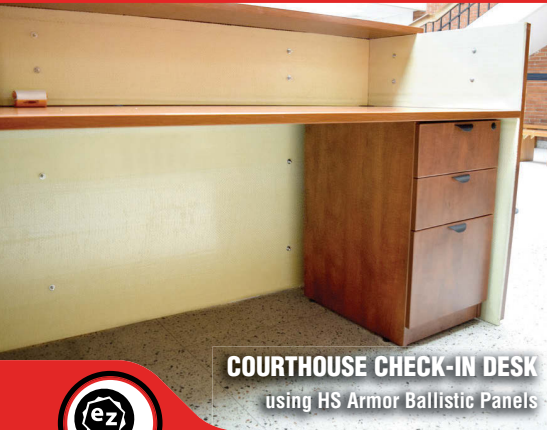
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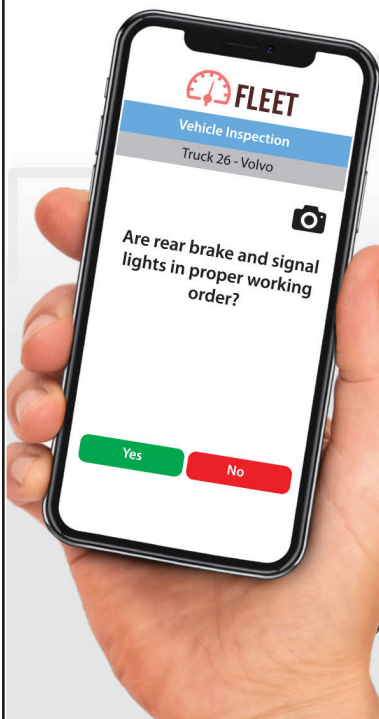
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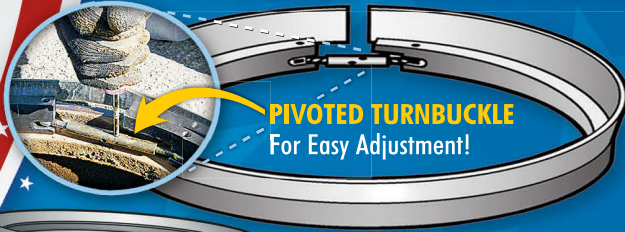




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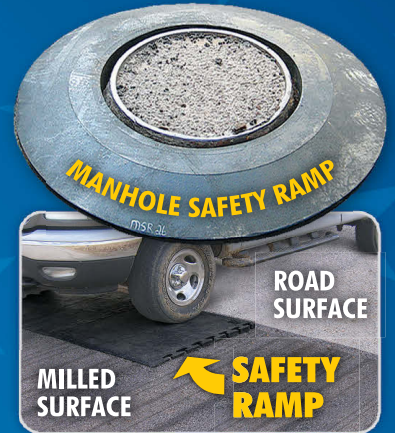
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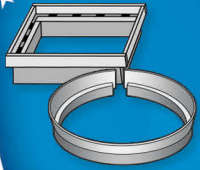
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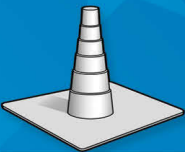
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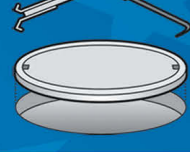
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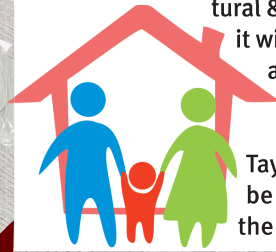
The amount of room McAllen Public Library in Texas had to work with after leaving its 4,000-square-foot former site for an old Walmart store. This move has made it the largest single-story library in the U.S. As big-box stores continue to leave behind vacant large buildings, cities are getting creative to repurpose them.

Learn about McAllen's experience on page 20.



## \$39 million

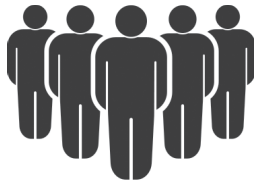
The \$39 million Mid-Valley Performing Arts Center is one of Taylorsville, Utah's, most anticipated projects. A collaborative partnership between the city and the Salt Lake County Tourism, Recreation, Cultural & Convention advisory board, it will be a major boost to the already robust arts community that calls Salt Lake County home. Taylorsville's 20/20 Vision will be guiding its development for the next decade and beyond.



Read more on page 30.

## \$500

The 130 people participating in the Stockton Economic Empowerment Demonstration will receive this amount of guaranteed income each month. The program aims to address poverty and inequality issues in Stockton, Calif.



Read about Stockton's innovative use of universal basic income on page 34.

## \$90 billion



Last year this amount flowed into infrastructure funds worldwide, a near doubling over 2014, according to research firm Preqin.

Source: [www.chicagobusiness.com/finance-banking/why-infrastructure-looks-sexy-these-investors](http://www.chicagobusiness.com/finance-banking/why-infrastructure-looks-sexy-these-investors)

## \$25 million

Since welcoming the Mankato Civic Center, the city of Mankato, Minn., has seen a \$25 million related entertainment investment in its downtown area. Additionally, downtown sales have gone up \$3 million a year.



Learn about the potential economic booms convention centers can bring to cities' downtowns on page 24.

## 60,000

Only a tiny fraction of the 60,000 or so new commercial buildings that will be completed this year will approach net zero carbon emissions.



Source: [livingbuilding.kendedafund.org/2019/03/14/5-green-building-trends-a-push-to-scale-net-zero/](http://livingbuilding.kendedafund.org/2019/03/14/5-green-building-trends-a-push-to-scale-net-zero/)



# Vacant Walmart store allows influential change for the McAllen Public Library



By NICHOLETTE CARLSON | The Municipal

After the local Walmart moved to a different location within the city, McAllen, Texas, was left with a vacant big-box store. In 2007, a citywide survey was done on the vacant space and the direction the city wanted to go with it. The city also desperately needed a larger library. “We had more than outgrown the stacks and needed about quadruple the parking spaces we had,” Kate Horan, library director, emphasized. This led the city to purchase the vacant store with the purpose of transforming it into a bigger and better library.



*An outside view of the previous McAllen Public Library on Main Street. There were two levels, but the library had a desperate need to expand. Parking was also a serious concern with not nearly enough spaces available. (Photo provided by McAllen Public Library)*



**LEFT:** While the Main Street location had two levels, it was still only 4,000 square feet. In its new location, the library utilizes 120,000 square feet of its single-story building. This makes it the largest single-story library in the U.S. (Photo provided by McAllen Public Library)

## Repurposing and moving

City officials were adamant that they wanted to do something unique and forward thinking, so they searched throughout the U.S. to find what they wanted this new library to look like. Plans were put into motion in 2009 with the entire store needing to be gutted and repurposed so that it would not look like an old Walmart store. The only portion of the store they were not able to repurpose was the auto center, which was torn down.

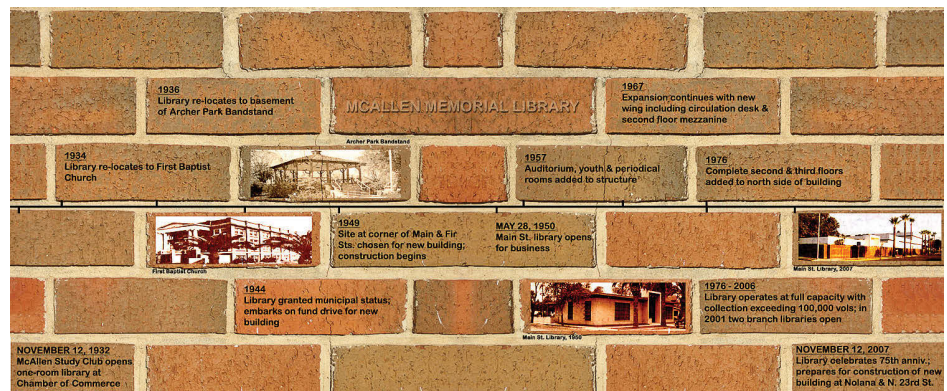
The majority of the work consisted of gutting and cabling in order to get the new library networked properly. With the help of a federal discount program for cabling, they were able to save money. In November 2011, the old library was closed down. Over 300,000 books needed to be moved from the old location to the new location before the library's new location opened its doors in December 2011. However, Horan insisted, "We didn't just move the old library into the new library."

## Opening up opportunities

Moving from a 4,000-square-foot building to a 120,000-square-foot building allowed the library to branch out and connect with more community organizations. With the children's area now the size of the entire first floor of the old library, the McAllen Public Library is the largest single-story library in the U.S. "We're not just a huge building," Horan commented. "We attract huge crowds."

It hosts a farmer's market out front every Saturday and a trick-or-treating opportunity for children around Halloween. It also has an English as a second language program and allows guests to hear from and meet visiting authors. For the sixth year in a row the library will host the South Texas Book Festival, Nov. 9.

The inside of the library has a theme of movement and migration. Throughout the building, the Fibonacci sequence can be



*This timeline shows the changes that the library in McAllen, Texas, has undergone throughout the years, beginning in 1932 as a study club. The library was relocated twice before being granted municipal status in 1944 and the Main Street library location opening in 1950. The library was relocated once more in 2011 into a repurposed, vacant Walmart. (Photo provided by McAllen Public Library)*



*The open floor plan and extra space of the new location allowed library personnel to really spread out their books and sections to make it less crowded and more user friendly. (Photo provided by McAllen Public Library)*

seen in various ways. Horan explained, "It is designed to move people into the building to see everything the library has to offer." It also incorporates the area being well known for bird and butterfly migration.

Inside the library, the increased space allows them to offer a variety of work areas and new experiences for visitors. The lobby contains a gallery with rotating artists. A bookstore and cafe are available inside, too.

The MPLab offers opportunities to test out both 3D printing and virtual reality. Sixteen indoor and outdoor meeting spaces are available for rent. Visitors can also take advantage of study rooms, a computer lab with 101 workstations and printing, copying, faxing and scanning services available. For students, the library also holds a study zone with free homework help after school two days a week. ▶



### Providing community services

Library personnel have also undergone training to make the McAllen Public Library a family place library. One way they do this is by providing services for even the youngest of patrons while showing parents how to be a child's first teacher. Horan considers these services "the bridge between birth and school." This is shown through the Little Learners program, which teaches pre-reading skills to young children.

Repurposing vacant big-box stores seems to be becoming more prevalent throughout the country as well as more successful. Typically repurposing tends to be more cost effective than demolishing and rebuilding. "We've gone viral multiple, multiple times," Horan commented.

A library has also become a place to do much more than simply borrow books. "A library can be a place not only as a repository of books but also for workforce development," Horan explained. The increased space allows them to provide more programs to the community, including those that can inspire teens to go to college and a recent job fair, which was attended by thousands. "We're relevant and having a positive impact on the community," she stressed.

For the past six years in a row, McAllen Public Library has been awarded the Achievement of Library Excellence award by Texas Municipal Library Directors Association. **M**



*With the additional space, the library has been able to become more immersed in the community. The lobby houses a rotating art gallery of local artists. A farmer's market takes place every Saturday on the front lawn. Job fairs and author visits are also just a few of the many programs McAllen Public Library offers. (Photo provided by McAllen Public Library)*



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# Can convention centers create civic booms?

By DENISE FEDOROW | The Municipal

**It may not be as simple as “If you build it, they will come” — the iconic line from the movie “Field of Dreams” — but several cities and towns are finding that having a conference or convention center is helping to boost the local economy.**

One city that entered into a convention center project with that idea in mind is Mankato, Minn., population around 42,000. The Mankato Civic Center — previously the Verizon Center — was built in 1995 as a multi-use facility.

According to City Manager Pat Hentges, the convention center itself has a maximum capacity of 1,000 attendees but attached to it is an arena, utilized by the University of Minnesota’s hockey team and for concerts, that seats 5,000. There’s also a grand hall that seats about 3,000; it is used for exhibitions and smaller concerts and events.

Hentges said building the civic center was “first and foremost a way to revitalize the downtown core of our city.”

He said in the early 1990s Mankato’s downtown “suffered dramatically.” The

retail presence moved out of downtown to a section of the city called the Hill, leaving the downtown with just a limited business presence.

Since the civic center was built, the city has seen that revitalization — bars and restaurants downtown have grown, providing entertainment before and after concerts, games and conventions.

“They are thriving,” Hentges said. “Sales have gone up \$3 million a year since we built the center, and there’s been a \$25 million related entertainment investment in downtown.”

It also gave a corporate presence downtown with the development of a \$4 million multistory building that houses corporate offices for accounting firms, a regional office for the Mayo Clinic and more. Hentges said

**ABOVE:** Mankato Civic Center has brought a downtown revitalization for the city of Mankato, Minn. Pictured is Grand Hall and the campus of the Mankato Civic Center. (Photo provided by Mankato, Minn.)

the proximity to the civic center is a positive for recruiting young professionals.

The Mankato Civic Center was built using special legislation that allowed the city to use a local option income tax. The entire civic center is owned by the city, was developed by the city and is now operated by the city. Hentges said at first the city contracted with Ogden Entertainment to manage the center with some city employees, but about 18 years ago it converted to complete city oversight. Hentges thought that was pretty typical to his knowledge for smaller venues in the Midwest. He said a number have started with contract management and over time transitioned to municipal management.

Hentges has been with the city for 23 of the civic center’s 24-year life and said it was beneficial for Mankato to have started with a management company. Having that private management allowed the city to “maximize





**ABOVE:** A historic Mankato landmark built in the early 1900s became part of the Mankato Civic Center and is known as the Ellerbe Room. Its design is known as Prairie Architecture, and its architect, Franklin Ellerbe, was a colleague of Frank Lloyd Wright. The Ellerbe Room blends the traditions of the Mankato area with today's modern facility. The brick building's architectural features include Frank Lloyd Wright-inspired stained glass windows. (Photo provided by Mankato, Minn.)

our potential, learn the trade — including naming rights — I don't think we'd be where we are today if we started with total municipal management," he said.

The inclusion of the arena brought the Minnesota State Maverick's men's ice hockey team to NCAA Division 1 level status because of its Olympic-sized ice rink. Hentges said the arena was built with two objectives: to drive a greater presence by MSU, located on the fringes of the city to downtown, and secondly the reutilization of downtown.

In close proximity to the civic center is the Vetter Stone Amphitheatre at Riverfront Park, a 3,000 seat outdoor venue managed by civic center staff. The Vetter Stone Amphitheatre hosts several outdoor concerts and festivals, including the popular, long-running RibFest.



**ABOVE:** Visitors attend an agriculture expo located in Grand Hall at Mankato Civic Center. (Photo provided by Mankato, Minn.)

"All of these components come under the flagship of the civic center and are part of our revenue stream," Hentges said.

Conventions are an important part of the civic center but equally important are all the events — the hockey games, air show at the regional airport, concerts and other ticketed events. And, according to Hentges, all of these components work to help the others.

"Every major country artist and classic rock icon as well as up-and-coming groups has played here as well as off-Broadway shows," he said. "It's helped us grow our convention business — we've had some of our better convention years."

#### **Naming rights and advertising**

Hentges said Mankato was one of the first smaller venues to have a naming rights agreement. The city just completed a 20-year agreement with Verizon and as of April 1 reverted back to Mankato Civic Center. The initial naming rights agreement was with a Midwest-based cellular data company, which Verizon then purchased. Hentges said the city is currently entertaining potential agreements with other more regional companies.

He said 25 percent of the center's revenue comes from naming rights and advertising in

the arena. Food and beverage sales are also a critical part, whether it is for sit-down dinners or vendors at hockey games and events. There's been more interest in advertising because of events held at the arena. Hentges said creating good relationships with advertising companies is also critical.

While the city is not operating any hotel facilities, a Hilton is connected to the civic center via skyway and another brand-name hotel is considering development and would also be connected via skyway.

#### **Reality check**

While the civic center has been the centerpiece of an economic revitalization, there are downsides to consider as well. Hentges said the convention business is "very competitive" and can be a loss leader. Mankato Civic Center is operating on a 20 percent overall budget deficit.

He said a half-percent sales tax helped build and maintain the center and there's a 1 percent food and beverage tax — half of which is used to cover the deficit.

A conference center is a large piece of infrastructure, taking a lot to maintain its roofs, equipment, ice-making machines and floor coverings. ▶



“We want to give a good impression so we’re constantly refreshing and that takes lots of dollars, so the operating challenge is to make sure you sustain the revenue to finance maintenance.”

Hentges advised, “Any community looking at this needs to go in with eyes wide open. We have a multiuse facility with a state-of-the-art ice-making machine, we hosts concerts and have a convention center and grand hall.”

For Mankato, the convention center continues to be a positive thing and “a regional identifier.”

“A convention center itself may be the niche needed, but being able to have a broad range of events helps keep it filled,” Hentges said.

### Convention or conference center

Convention center or conference center — what’s the difference? Those two names have been at times used interchangeably, but according to Nancy Lindemer, president for the Americas of the International Association of Conference Centers, the difference is basically size.

A convention center is larger, has bigger spaces for thousands of attendees and is usually found in bigger cities like McCormick Place in Chicago. It has flexible places, big exhibition spaces and multiple meeting rooms. Often, convention centers are city owned.

Conference centers tend to be smaller with capacity for 20-100 people. Most conference centers have hotel rooms, day centers and food and beverage outlets. Conference centers are generally private owned.

Lindemer said IACC participated in a report conducted by the Events Industry Council that “took a look at the global economic significance of events,” and the report shows that conference centers “absolutely can bring value” to cities or towns.

The report took a look at direct impacts like spending and jobs involved in the planning and producing of events; indirect impacts or supply chain, including vendors needed, the people who produce the food served, etc.; and induced impact, or the spending done by employees of conference centers on housing or other necessities as well as participant spending.

The report showed that the business event sector is the eighth largest industry based on sales. In the U.S. that results in \$325 billion in direct spending with 329 million participants. Average spending, according to the report, is \$1,156 and the industry created 5,905 jobs in 2017.

If a community is considering this venture, it should determine if there is a demand and have an understanding of the market.

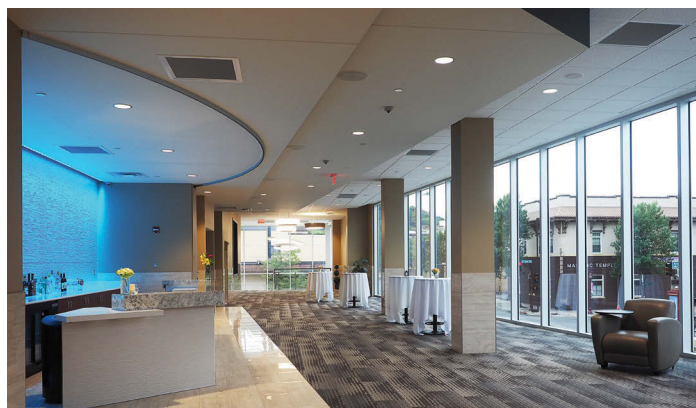
She said one of the keys is to “really do your due diligence, conduct a feasibility study, talk to the local Convention and Visitor’s Bureau and the chamber of commerce, know the demands; and if all things point in the right direction, it can absolutely increase revenue.”

She also suggested examining what is driving business in the area and what businesses could use a convention space. Are there state associations that may be prospects? Are all the hotels full? What is the draw to your community or region?

Lindemer said, “There’s a lot more to it than ‘build it and they will come.’”



**ABOVE:** Vetter Stone Plaza — made of Minnesota stone — is an outdoor gathering space at Grand Hall on campus of Mankato Civic Center. The space includes art, which builds from a compressed image of the Minnesota River. The Vetter Stone Amphitheatre is made with the same stone. (Photo provided by Mankato, Minn.)



*Pictured is the Grand Hall’s second floor lobby. (Photo provided)*

### Conroe, Texas

The city of Conroe is embarking on a convention center and hotel project. According to Assistant City Administrator and Chief Financial Officer Steve Williams, plans for what will be the Conroe Convention Center and Headquarters Hotel at Grand Central Park began in 2009.

He said the city contracted CBRE to do a hotel and convention center feasibility study to determine if it should have a convention center and where in the city it would be.

“Due to the economic downturn we didn’t proceed at that time,” he said. “We picked it up again in 2016 and updated the study.”

Meanwhile, Johnson Development Corp. developed Grand Central Park — a mixed-use development with residential, commercial and retail on the southern portion of the city. So when the city refreshed its study, officials thought the convention center would work best at Grand Central Park. The city issued a request for proposals and Garfield Public-Private LLC was chosen in May 2017 to move forward with an updated feasibility study and predevelopment agreements.

Conroe plans to develop a seven-story, full-service upscale hotel with 250 rooms, restaurant, bar, lounge, fitness center, business center and pool. Williams said with all the rooms and meeting space,



including all the pre-function space, it's close to 41,000 square feet. It'll have a main ballroom with 15,000 square feet, a junior ballroom with 8,000 square feet and another 8,000 square feet of additional meeting room space.

"With pre-function — hallways and lobbies — all told it will be 41,000 square feet," he said, noting 31,000 square feet will be devoted to meeting space.

The Conroe project will be a public-private partnership. The city will own the convention facility and parking, and the hotel will be owned by a "local government entity," similar to an economic development corporation, serving more as a conduit issuing debt.

It is still to be determined whether the whole project will be a franchise or run by an operating company, but officials don't anticipate having city employees involved.

Williams said the city had quite a bit of initial support for the \$86 million project — \$56 million will be funded through revenue bonds

and \$29 million by the city, which may be a little less since the land was partially donated. Construction is slated to begin in November 2019 with initial projections of completion in April 2021.

"We believe it fills a need for a full-service upscale hotel in the city of Conroe and Grand Central Park is the ideal site," he said, adding that officials believe it will have a regional and statewide draw with professional associations that may have a need for convention space.

Williams said, "I think anyone undertaking a venture like this will want to do a significant amount of work identifying the need. We're using this project to guide development and serve as a catalyst for development around it."

"Our hope and anticipation is it'll fill a need and fuel development on the same scale. Conroe is a rapidly growing city already; we're doing our best to guide that development."

So if a convention center seems like it'll be your city's "field of dreams," do your homework first. **M**

## What makes a successful convention center?

According to an article on SuccessfulMeetings.com, "What a Convention Center adds to a City" by Andrea Doyle, June 2018, there are three types of space in today's convention centers — exhibit halls, ballrooms and meeting rooms. The trend now is to focus more on ballrooms, which can be used as exhibit spaces as well as dining rooms and to expand gathering and social spaces. For success, hotels, restaurants and bars need to be attached to the convention center or in walkable distance. Retail shops and entertainment activities also within walking distance are an added plus for attendees to patronize during their free time.



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# York landmark recipient of revitalization efforts

By CATEY TRAYLOR | The Municipal

**As with many modern-day cities, the original plat for York, Pa., included space for a farmer's market — or public market as they were often called. These spaces became epicenters for culture, social life and errands while serving as influential locations to spread news, share gossip and even influence political decisions.**

Today, many historic markets are facing the same fate: They've become run down, poorly maintained skeletons of what they used to be. That is, until they are saved, often in the form of a historically reminiscent revitalization.

That's exactly what's happening to Penn Market. As of 2017, the York City

redevelopment authority owns the 152-year-old space and, led by community liaison Christian Wagman, has spent the time since then discovering the potential of the space in relation to what the community wants and needs.

"I believe the redevelopment authority board is going through this rather

**ABOVE:** Once revitalized, the Penn Market will better reflect the needs and wants of the neighborhoods surrounding it. (Shutterstock.com)

methodically but with the purpose of doing it and doing it properly," Wagman said in a 2018 interview with the York Dispatch. "So I don't think they want to put a Band-Aid on this; I think they really want to develop (Penn Market) ... into something that's a community asset for everyone."

Wagman, who is serving in a contracted position by the city, oversees the daily operations of the market, in addition to liaising the needs of the vendors with the needs of the community.





*Penn Market, located at Penn and Market streets in downtown York, Pa., is the focus of major revitalization efforts. The York City Redevelopment Authority took over ownership of the 152-year-old space in 2017. (Photo provided)*

When the RDA took control of Penn Market's future in the summer of 2017, Shilvosky Buffaloe, acting director of community and economic development for the city, said at the time that the revamp would require a multiyear, multimillion-dollar commitment, estimating as much as \$5 million for all the bells and whistles that come with a revamp of this magnitude.

The RDA's angle from the get-go has been the preservation of a community asset, and through the years, in both small and large ways, they've done just that.

As reported by the Dispatch, the RDA's attention and commitment to reviving the market has been beneficial in assisting with the repayment of back taxes owed by it. As of today, all back taxes are filed and debts have been paid off.

Though the market has a number of vendors on a weekly basis, about two-thirds of the space remains vacant. According to Wagman, this is because the RDA is doing a thorough needs assessment before finding a suitable placement within the open space.

"The redevelopment authority board and the members of York City who have been working closely with this project have really taken the time to really kind of understand what the needs of the building are, what the needs of the community are and what the needs of the vendors are," he said in the York Dispatch article.

While the market has in the past served as both a grocery-based space as well as a flea market-type space, the board has a specific vision in mind this time around.

According to RDA documents, the vision for the space is a community grocery store that reflects the needs and wants of the neighborhoods surrounding it. A welcomed challenge faced by the board is that York has another thriving market in town as well: Central Market. The idea is that the two markets would operate independently of each other but with a shared sense of community and mission.

Keeping in mind Central Market's role in the community, the need is to create a

functional, unique space with a personality that draws a crowd for a different reason.

The first step in a total revitalization is partnering with an architectural firm with experience in historic revitalization. Last summer, the RDA did just that.

Of 18 submitted proposals for the project, the board landed on Buchart Horn, located right in York.

According to Wagman, a capital needs assessment and real estate analysis have been completed, which are the first steps before beginning actual construction. Construction is anticipated to begin in 2019, taking until at least 2020 to complete.

A number of problem areas, including the building's exterior, windows, doors, bathrooms, fire-suppression systems and plumbing, were identified, according to the York Dispatch.

Most recently, the York City Council allocated \$180,000 of its \$108 million 2019 budget to continuing Penn Street Market renovations and rewriting an ordinance that helps disadvantaged business owners. **M**



# Taylorsville's 20/20 Vision



By **JULIE YOUNG** | The Municipal

**As the mayor of Taylorsville, Utah, Kristie Overson said one of her highest priorities is to plan for the community's future by building on the successes and lessons of the past. That's why she met with the city council, city administrators and staff last October to create a vision for the future of Taylorsville that will take the city into the next decade — and beyond.**

"We have so many activities and building going on around the city and 2020 is when we will see the results of many of those efforts. Also (from a visual standpoint) 20/20 is when everything comes into sharp focus, so it is the perfect metaphor for the future of Taylorsville," she said.

## **Taking center stage**

Central to this 20/20 Vision is the community's focus on economic development both in terms of projects currently in the works throughout the city as well as opportunities that are still on the horizon. One of the most eagerly anticipated is the Mid-Valley Performing Arts Center, a \$39 million facility

adjacent to city hall that is scheduled to open late next year.

According to Wayne Harper, Taylorsville's director of economic development, the finished edifice will feature a 500-seat main stage theater, a 200-seat studio theater rehearsal space, recital rooms, storage, lobby and concessions and will accommodate local productions as well as professional touring companies, musical acts and other live events.

"This project is being completed through a collaborative partnership with the Salt Lake County Tourism, Recreation, Cultural & Convention (TRCC) advisory board, which approved the funding for the building and will operate it upon completion," he said.

**ABOVE:** A rendering of the Mid-Valley Performing Arts Center highlights just one project underway in Taylorsville, Utah, as part of its 20/20 Vision. The performing arts center will feature a 500-seat main stage theater, a 200-seat studio theater rehearsal space, recital rooms, storage, lobby and concessions. (Photo provided)

"Taylorsville is responsible for providing the land and landscaping of the property."

"We are super excited about this project," Overson said. "We have a robust arts community here in Salt Lake County and there is a need for a venue such as this one. We anticipate the Mid-Valley Performing Arts Center will be a regional draw and solve a problem for those entities that were begging for a place to rehearse and perform."

Another project taking center stage is the Summit Vista Retirement Care Community. For many years, and across several administrations, the city worked in partnership with its citizens, business leaders and government agencies to bring this first-of-its-kind development to Taylorsville. Harper said it opened





**ABOVE:** *Summit Vista Retirement Care Community features a variety of amenities, all designed to cater to residents' active lifestyles. The community is also expected to bring about 1,000 new jobs to Taylorsville. (Photos provided)*

in the fall of 2018 with its initial 62,000-square-foot clubhouse that includes several restaurants, a post office, pool and other amenities, and when completed, the campus will feature 1,750 units ranging from studios to three-bedroom apartments and additional clubhouses geared to meet the residents' active lifestyles.

"It's a really unique development and we are thrilled that it is part of our community," Harper said. "There's nothing else like it in the Salt Lake Valley."

### **New avenues of commerce**

While the Summit Vista Retirement Care Community should bring about 1,000 new jobs to Taylorsville, that's not the only way in which the community is looking to attract new jobs and new businesses to the city. They have also been working to revitalize and rejuvenate many areas across the county in hopes that new avenues of commerce will cultivate additional opportunities in years to come. Some of those revitalization efforts include the new luxury Regal Movie Theater at the Crossroads of Taylorsville, the repurposing of the old RC Wiley Furniture Space, the addition of the Utah State University satellite campus in the Sorenson Research Park and plans to bring the Tech 27 Research and Development Park to the community.

The desire to bring Tech 27 to Taylorsville has been in the works since 2014 when Mike Stangl first approached the city about ►



*Taylorsville, Utah's, 20/20 Vision focuses on economic development, transportation, public safety, parks and recreation. (Photo provided)*



*The new luxury Regal Movie Theater at the Crossroads of Taylorsville has been a popular addition to the city. (Photo provided)*

## **A bit about the city**

Taylorsville, Utah, is located in Salt Lake County near Interstate 215 and had a population of 59,992 as of 2017. It was settled in 1848 and incorporated on April 24, 1996. It is named for John Taylor, one of the seven presidents of the Presidency of the Seventy in the Church of Jesus Christ of Latter-day Saints, and is governed by a city council, mayor and presiding judge.




the development. When it's completed, it is expected to be a 19.44-acre flex space property that can accommodate office, warehouse and light industrial entities. While a number of companies have expressed interest in the development, which is located at 4235 S. 2700 W, until leases have been signed, the names must remain under wraps; however, the city hopes that the project will attract high caliber tenants and create a high paying job base for Taylorsville residents.

"We anticipate that construction at the site will begin this fall," Harper said.

In addition to economic development, the 20/20 Vision also calls for improvements in transportation, public safety, parks and recreation as well as community building and requires all hands on deck in order to pull it off.

"We have a very collaborative process here in Taylorsville, and we have semiannual city priorities meetings in order to evaluate our current projects and identify future needs," Harper said, noting officials also strive to look at each plan from "outside the box" in order to maximize its potential.

Overson admits that the 20/20 Vision plan is an ambitious one, but thanks to an excellent team of employees and staff outreach as well as input from the constituency, she is confident that the future is bright in Taylorsville.

"When you put great minds together, then watch out! There's nothing we can't do," she said. 



*Sorenson Research Park is a dynamic development, situated on over 100 acres. With immediate access to both I-15 and I-215, it is also close to several retail amenities, hotels and two golf courses. (Photo provided)*

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*Stockton, Calif., became one of the largest cities to file for bankruptcy in 2012. Since then, the city has experienced financial recovery, catapulting to the second most fiscally healthy city in California. (Todd A. Merport/Shutterstock.com)*

# Universal basic income comes to Stockton, Calif.

By **ANDREW MENTOCK** | The Municipal

**About 50 miles south of Sacramento, Stockton, Calif., has a relatively small population when compared to other cities within the state. Yet, with a population of 320,000 people, Stockton would be the largest or second largest city in several states in the U.S.**

That's why, when the city filed for bankruptcy in 2012, it didn't necessarily have a large impact on California as a whole, but there were still a lot of Stockton citizens who felt the pain of the economic collapse.

Incredibly, in a few short years, the city has already turned around financially.

"We rank as the second most fiscally healthy city in the state," said Stockton Mayor Michael Tubbs.

However, the economic success of his city doesn't necessarily translate to Stockton citizens.

"Despite improvements, we continue to have higher rates of poverty than the rest of California," Tubbs said.

According to Tubbs, the city has an unemployment rate of 7.3 percent, which at press time, is significantly above the national unemployment rate of 4.3 percent. Twenty-five percent of residents live below the poverty line and Stockton has one of the highest rates of child poverty in the U.S. The city is an agricultural hub, and yet 18 percent of its citizens aren't adequately able to feed their family.

Tubbs knew something different had to be done to fight the economic inequality such a large percentage of Stockton citizens were experiencing. He turned to a still somewhat controversial solution, at least within the U.S., which is to provide a select group of Stockton

citizens with an universal basic income over an 18-month period.

"I strongly believe in the idea of investing and trusting in people," he said. "As a society, we try many things to help reduce poverty and some work more than others. However, we seem to not try the one thing that we know is the root cause of poverty — a lack of money. In Stockton, we are taking the approach that giving people money directly, and trusting that they know how to spend it best, can help to build an economic floor."

Beginning this year, Stockton became the first city in the U.S. to lead a guaranteed income initiative. The goal is simple: to test an innovative solution to poverty and inequality issues in the city.

The project is officially titled the Stockton Economic Empowerment Demonstration, which ultimately came to fruition thanks to a collaborative effort between the office of Mayor Tubbs, the Economic Security Project,



the Reinvent South Stockton Coalition and the residents of Stockton.

For 18 months, the S.E.E.D. program will provide 130 people with a guaranteed income of \$500 per month.

“The income will be unconditional, meaning there are no restrictions on how the money can be spent,” Tubbs said. “In order to be considered for the program, a recipient must be 18 years of age or older, live within the city of Stockton and must be located in a neighborhood where the median income is at or below \$46,033. The selection process was randomized to create a fair way of selecting recipients.”

According to “Our Vision for SEED: A Paper Discussion,” the project is entirely funded by private donations. Because the money from the project is technically considered household income, it may technically impact other social benefits a family or individual is receiving. Stockton has worked with residents to see if they can potentially have these waived.

An extensive education program was also put in place to make sure Stockton residents knew what they were getting into when they signed up for the S.E.E.D. program.

The idea for the program was developed while Tubbs was at a conference at Stanford University where he encountered Natalie Foster from the Economic Security Project. The organization was looking for a city to partner with on a universal basic income initiative, which is a concept Tubbs and his office had already been considering.

“The stars aligned and it wasn’t long before we launched the Stockton Economic Empowerment Demonstration,” Tubbs said.

Given the groundwork Stockton has done, other cities in the U.S. may also pilot an universal basic income program.

“I think we are starting to see other communities show an interest,” Tubbs said. “Most recently, Newark, N.J., has started to explore this idea and announced that it will soon launch a pilot. Chicago is also looking into a (universal basic income) pilot. The National League of Cities actually has a toolkit to help cities interested in starting a UBI.

“In part, due to the number of residents and social services, cities offer some of the best places to get the full impact of a basic income when doing research.”

For more information on the project, visit [www.stocktondemonstration.org](http://www.stocktondemonstration.org). 



*While the city is recovering, many of Stockton’s residents are still feeling the effects of economic inequality. To make positive changes in their lives, the city of Stockton has unveiled the Stockton Economic Empowerment Demonstration, which will provide 130 people with a guaranteed income of \$500 per month. (Todd A. Merport/Shutterstock.com)*





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Kingman is on many people's bucket list as the city hosts some of the longest sections of the old Route 66 that still exist. (Photo provided)



Antique cars cruise down Kingman's section of Route 66 as part of the annual Historic Route 66 Fun Run. The 2019 event occurred in May. (Photo provided)

# On historic Route 66, Kingman embraces history, looks to future

By CATEY TRAYLOR | The Municipal

**An American treasure and bucket list item for many, Route 66 was one of the original highways in the U.S. highway system. Established in 1926 and stretching from Chicago all the way to California, the route served as a means of travel for those looking to migrate west. Along the way, pitstop towns that already existed became popular tourist destinations, and some are still thriving today.**

Long before travel as we know it today, communities existed as hubs for railroads. Kingman, Ariz., is one of those communities that, based on placement and a bit of luck, then thrived as vehicular travel grew in popularity. Situated at the crossroads of modern-day U.S. 93 out of Las Vegas and Interstate 40 in Arizona, Kingman is at the heart of Route 66.

A city of just under 29,000 people, residents recognize their community's existence as a historical treasure on many fronts — a town of industry, a railroad hub and a remaining piece of the original Route 66, with mention in Bobby Troup's popular song and all.

"We're at the heart of the old Route 66 so that's a really big deal," Planning and Economic Development Director Gary Kellogg said. "A lot of our tourist traffic is heavy with folks who are interested in that. We have some of the longest sections of the old Route 66 that still exist, one of them going right through town."

The community capitalizes on its popularity as a Route 66 town, featuring a visitor's center called The Powerhouse, chock-full of

memorabilia as well as a nod to another popular story of the same era.

"When visitors come here, they look for the downtown area," Kellogg said. "We have a visitor's center that at the turn of the century actually had generators that fueled the mining industry. Housed within there is the Old Route 66 museum. In that museum, they've recreated 'The Grapes of Wrath' because a lot of those folks fleeing the Dust Bowl came through Kingman. The Arizona Route 66 Association is also based here."

Railroads and Route 66 aren't the only historic stories of Kingman, however. The city was also home to a World War II-era military base, which still exists today.

"Historically, the town was a very active railroad community, but before that, we were instrumental in wartime," Kellogg said. "We have a historical former military base here that was constructed during World War II — the airbase here was a gun range that trained pilots in B-17s."





*Pictured is a mural that was painted on the Mohave Museum, highlighting Mohave County's history. (Photo provided)*



*The Powerhouse Visitor Center is chock-full of Route 66 memorabilia and also includes a gift shop. (Photo provided)*



*Pictured is a look at modern-day Kingman and how the city appeared circa 1890 from St. John's overlook. (Photo provided)*



*People turn out to a First Friday event at Floyd & Company, just one popular restaurant in downtown Kingman. (Photo provided)*

In addition to a robust transportation history, Kingman is also home to the largest industrial park outside of metropolitan Phoenix, bringing a diversity of industry and resident to the community.

"We employ about 2,600-2,700 people in all different types of industry," Kellogg explained. "Within the park, we actually use the old railroad ties and have a little rail system because a lot of our habitants are served by rail."

A desirable destination for industry leaders, Kingman's geographic location makes it ideal for business.

"We're five hours out of Los Angeles, two hours out of Las Vegas and three hours from Phoenix," Kellogg said. "Those are all easy day trips for business purposes right there, plus you don't have the same cost of living here as you do in some of those metropolitan areas."

The city also sits not too far from the Colorado River, another big draw for business and pleasure alike.

"If you're an outdoors person, the Colorado River is just a short half-hour drive away. So on top of being less than an hour from wildlife, we're not far from big attractions, too," Kellogg said.

Kellogg, though admittedly biased toward his beloved community, said Kingman is basically the whole package, and with improvements the city is looking to make in terms of conveniences, he foresees its popularity increasing.

"We have a great industrial park, a great community college and transportation. Cost of living here is moderate compared to other places, not to mention our climate is pretty temperate," he said. "We're continually working on improving the number of restaurants and stores here. We have all the major stores here, so it has still that small-town feel with big city amenities. And if you really need the big city, you're really not far at all." M



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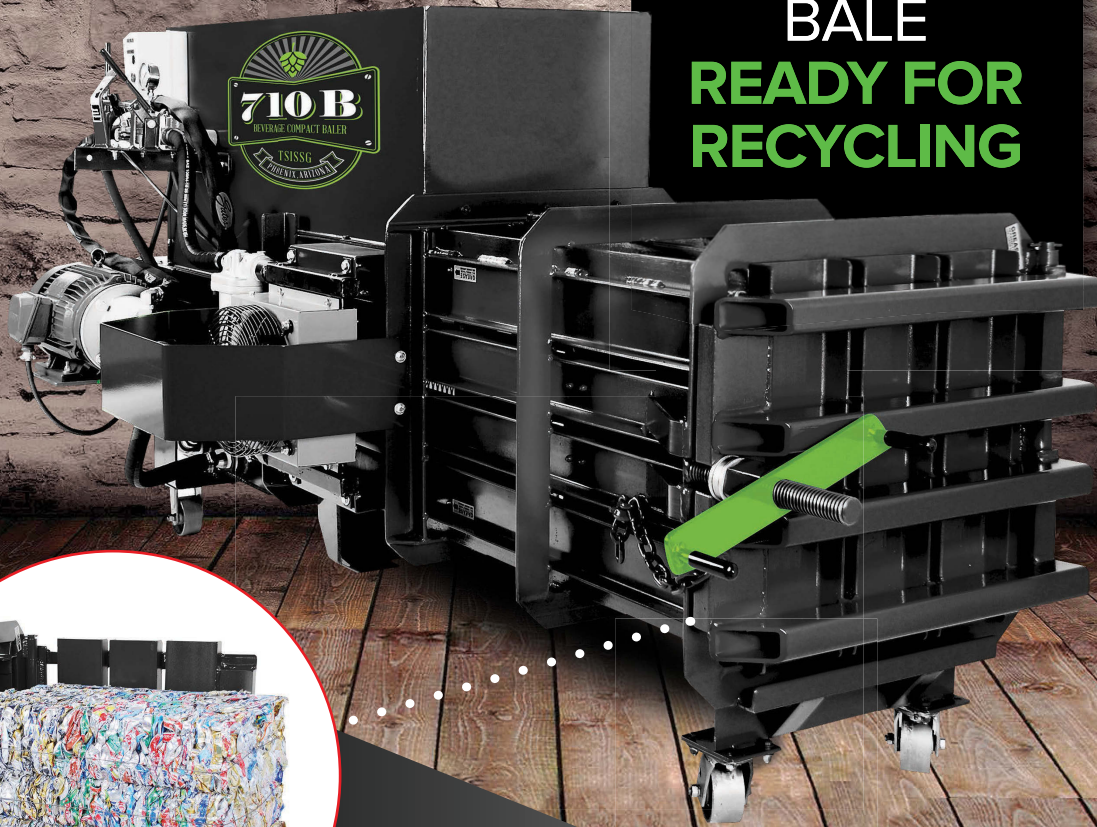
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*Menlo Park Fire Protection District in California has had the opportunity to test out and help develop new technologies by working with private companies. (Sundry Photography/Shutterstock.com)*

# Technology advancements show promise in fire service

By ANDREW MENTOCK | The Municipal

**Technology is changing at a rapid pace, and it doesn't seem like it will slow down anytime soon. Some forward thinkers believe that today's humans have only seen a small percentage of the technology that will be developed during their lifetime.**

That doesn't necessarily mean that every future piece of technology will be useful, especially when it comes to the fire service. That's why Harold Schapelhouman, the fire chief at Menlo Park Fire Protection District in California, has decided to work with technology companies in order to help them develop products that he and fire departments around the world will find beneficial.

"(There are) a lot of people that tell us what they think we need," Schapelhouman said. "So what we've tried to do now is remove all that and say, 'come work with us. We'll help you, and we will let you

know if it's gonna work or not. Nobody is going to know that better than us."

One product that he and his department recently tested is called C-Thru, which is an augmented reality display that doubles as a thermal camera. When its placed inside a firefighter's mask, the C-Thru helps them see and find people in dark, smoke-filled rooms and buildings.

Schapelhouman said that this device is a huge step-up from the thermal cameras firefighters typically carry into smoke-filled buildings because it's hand free. The C-Thru computer processor also



highlights walls and door frames with green lines, which makes navigation much easier.

When testing C-Thru, Schapelhouman said the district's goal was to see if it made firefighters faster and improved their ability to rescue people.

"How much better of a performance will we have using that kind of technology with the framing?" He said, "Will it make us more efficient? Does it make us better? Does it make us safer? The answer, in all cases, is yeah, it's phenomenal."

C-Thru was developed by Explorer and Entrepreneur, Sam Cossman, who took a crew on an expedition into a volcano in Masaya, Nicaragua.

"It can see through dark, and see through smoke," Cossman told CBS News. "The idea of putting something (in front of your eyes), so that it's always on, was the first step. But then the second step was simplifying it in a way that is reduced and made much more simple, just edges and contours of objects."

While the technology is useful, it's still at least a year from being widely available. Cossman does not make or sell self-contained breathing apparatuses, so it's up to manufacturers to design a mask that will work with C-Thru and allow it to be added as an enhancement.

"Certainly there's going to be critics, you know, with any new innovation," Cossman told CBS News. "Our goal is to get this technology so that it's accessible to a large majority of the fire departments on day one, but ultimately, we expect that price to go down."

C-Thru isn't the only newer piece of technology that's proven to help firefighters save lives. According to the Simtable's website, the product provides "digital sandtable and customized agent-based models to the wildland fire, emergency management, defense and urban security communities."

The table works by utilizing existing Geographic Information Systems to create digital sand tables and customized agent-based models for simulation and planning. For instance, if a wildfire is heading toward a city, the table could be used to plan the best path for evacuation while also preparing firefighters and emergency personnel to best handle the fire.

The Simtable's creator, Stephen Guerin, made it a table so that it would be much more engaging and easier to pay attention to.



*Above: The Simtable can be used to determine the best path for evacuation while also giving firefighters foresight on how best to handle the fire. (Photo provided)*



*Above: The Simtable uses existing GIS to create digital sand tables and customized agent-based models for simulation and planning. (Photo provided)*

"We saw an opportunity to augment the table experience," he said. "It's much more interactive and open-ended than projecting simulations up on a screen where people tend to sit back and cross their arms and lean back."

Now, Guerin is working to take this technology a step further with real-time GIS,

which allows the Simtable to integrate with live emergency events. For instance, if someone comes across a fire in one corner of a building, they can use their phone to document it and let everyone else know where the danger zone is. That way, people know how to best evacuate without putting themselves at risk. **M**





By **BARB SIEMINSKI** | The Municipal

## Progressive municipalities and other community groups have been exploring ways to create new avenues of music, play, discovery and sheer delight for their local children outdoors.

For example, Cadillac, Mich. — population of about 10,445 — has a rustic musical art sculpture located at the Headwaters of the Clam River Greenway on Chestnut Street. The city's sound garden is made of oversized log instruments by a local music group called the Log Rhythmics, and the park itself was a community art project that was first funded through a Michigan Association of Community Arts Agencies Community Partners Artists in Residence Program. The city of Cadillac and the Cadillac Area Visitors Bureau were partners with artist in residence Frank Youngman in building the sound garden.

An increasingly popular venture, a sound garden is often a small area within a park that contains elements that children — or anyone — can interact with to produce nature-based utterances. For example, resonance in a garden is mostly produced by the movement of wind. Other familiar nature sounds include the leaves rustling, winds rippling through grasses and bamboo clumps and the reverberations from bees, birds, rain, hail, snow, water, etc. Also the sounds from plants can be astonishingly therapeutic. Meditating on these sounds is said to help increase one's awareness. Sound-producing plants are utilized in horticulture therapy and music therapy.

Other plants that are compatible with a sound garden include the *Crotolaria retusa*, which has pods with an outer covering and clattering seeds inside — when shaken, these pods reverb like a child's rattle toy. Also, the *Gomphrena globosa* is an intense plant with purplish inflorescences that make a tic-tic sound that has been referred to as almost addictive in making it hard to stop from clicking.

Another plant is a bottle gourd; the Calabash is a percussion instrument made from a bottle gourd. Once the fruit matures and dries, it becomes a rhythmic percussion instrument. Think also of other garden utterances like birds, insects, flowers and so on.

This type of meditative experience was the lofty goal of the community-minded Early High School Leadership Team in Early, Texas.

Last July when a warehouse housing elements for its proposed \$25,000 sound garden was destroyed by a big fire, EHS team members Zane Hobson and Breanna Brown presented their initiative to the Early

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**LEFT TOP:** A little girl plays a xylophone, created by Freenotes Harmony Park. It is just one piece of musical equipment that calls Seymour, Texas', sound garden home. (Photo provided)

**LEFT BOTTOM:** A family enjoys Seymour, Texas', sound garden in June 2017. (Photo provided)

# Musical gardens bring joy to children







Here is Seymour's pocket park before the sound garden was installed. (Photo provided)

City Council and came away with council approval of the remaining \$13,600 for the \$25,000 sound garden project at McDonald Park.

The team's desire to involve the community, according to Hobson, worked especially well because their goal was to give children with disabilities a welcome chance to play and to be accepted by their peers, rather than to be left alone on the sidelines as able-bodied kids unthinkingly ran off to play on their own. It is not that they don't want to; it is that they are either limited mentally or physically. And this project was a way of unifying things, according to Hobson, rather than dividing them politically or due to their preconceived notions.

The EHS sound garden was part of a project through the Texas Mid-west Community Network Group, which holds a statewide contest annually for students wanting to make a difference in their communities. Through the summer, the EHS Leadership Team battled adversity in hastily locating a new sound garden manufacturer.

One of Hobson's selling points was that the project could be a major tourist attraction for the city because the nearest sound garden is more than 100 miles away in Seymour, Texas. A sound garden would allow all kids — including adults — to come together and enjoy art in its purest form, through the beauty of music au naturel.

Lauren Bush, economic development director for the city of Seymour, is understandably proud of her municipality's sound garden, which Freenotes Harmony Park sound equipment.

"It took a year and a half from conception to completion, and then we added landscaping the following year," said Bush. "Funding is always an issue; however, we are fortunate to have several foundations in our area that accept applications for projects such as these and so we applied for a grant to fund a portion of the project."

Seymour's main goal was to be accessible to people with physical and developmental disabilities through the glory of music. The exciting sensory form of play encourages self-esteem and confidence. In addition to the sound equipment, the little pocket park will also offer ample seating areas, tables — including ones with integrated disability accessibility — outdoor games and plenty of room to exercise, whether




As of August 2018, this is the finished sound garden. Additions have included herbs and other stimulating vegetation to add to the "sensory" aspect of the park. (Photo provided)



Cities are integrating outdoor musical equipment and other natural elements like certain plants to create a welcoming environment for children of all abilities. (Shutterstock.com)

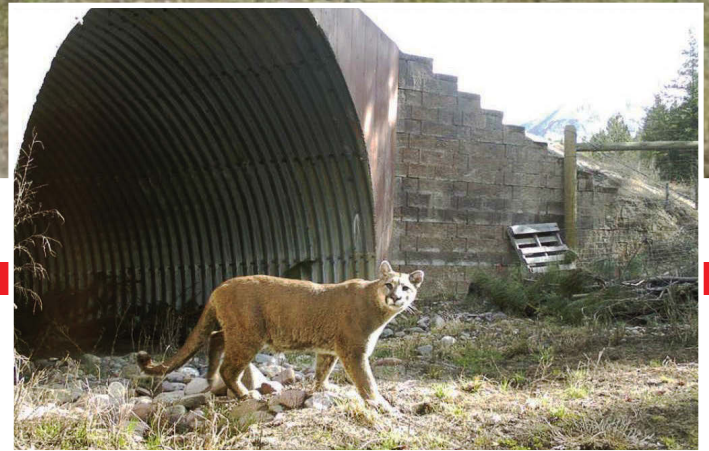
it consists of walking, running or playing with all the joie de vivre of first childhood.

"Everyone loves to play," Bush said. "The equipment we purchased is a fantastic quality so the sound is clear and bright. Our park makes anyone a skilled musician and it's evident in their smiles. I work right next door and often hear the chimes being played during the day. It's lovely and heartwarming."

For other cities contemplating building such parks, Bush advised, "Make sure to purchase quality sound equipment. The better the quality the better the sound. Our park keeps bringing repeat visitors back because it's fun and the music is beautiful. Furthermore, the park is used by people of all ages and abilities." 



# ITD eyes potential animal detection systems, wildlife crosswalks



By **BARB SIEMINSKI** | The Municipal

**As populations boom and humans encroach more on wild spaces, there has been an increase in the number of wildlife-vehicle accidents. Many municipalities and state departments of transportation, however, are seeking ways to ensure the safety of drivers with innovative animal detection systems, over/under wildlife crossings, special 8-foot fencing, among other avenues.**

*A black bear using underpass on US 93 in Montana. (Photo provided by MDT, CSKT and WTI-MSU)*

*A mountain lion uses underpass in Montana. (Photo provided by MDT, CSKT and WTI-MSU)*

These methods are not without dissension, however. The Idaho Transportation Department, after finishing a Targhee Pass Environmental Study, has proposed animal detection systems along the US 20 passageway near the Montana border to reduce the number of vehicle/animal collisions.

According to Megan Stark, ITD Office of Communications, the study was an evaluation of the risks, benefits and costs in regards to the reconstruction of Targhee Pass stretch of the U.S. 20 corridor, which was targeted for updates in 2016 by the Federal Highway Administration. The study proposed road improvements and five alternate improvements, including a “no-build” alternative.

The Fremont County — population 13,094 as of 2017 — road upgrades include:

- An additional travel lane in the uphill direction from State Highway 87 to the Montana state line
- Shoulder widening from 5 feet to 8 feet
- Hill cut to improve stopping-sight distance
- Left- and right-turn lanes into Big Horn Hills Estates’ entrances
- Tree clearing to reduce shade
- Road subsurface reconstruction and drainage improvements

The first alternative is a “no-build” option, which means only maintenance improvements by ITD. Alternative two proposes wildlife crossings and a fence while alternative three would be an animal detection system.

Alternative four proposes wildlife fencing on both sides of the road, one wildlife-crossing structure and “wildlife crosswalks,” which would be a break in the fence where animals will be led through electrified mats to cross the highway. Each crosswalk would come with an animal detection system to alert drivers when an animal is crossing.

Alternative five consists of “operational measures” such as variable message signs to alert drivers when an animal is on the highway.

“We had a public meeting on Jan. 17, 2019, at the Island Park EMS building where we showed the public where we were at in the environmental assessment process of the project and the proposed alternative, which is alternative three — animal detection systems,” said Stark, adding that the Targhee Pass project is 4.2 miles total.

“There was a 30-day comment period where we accepted all comments from the public on the draft EA, which ended Feb. 1. ITD is currently reviewing all received comments and will put together a





A variety of wildlife underpasses exist, shepherding different species of wildlife to the other side of the road. (Shutterstock.com images)

document responding to all comments and questions along with revising the EA analysis as necessary.”

According to Idaho Falls resident Ryan Suppe, of the Post Register, there are “very passionate advocates on both sides of the debate.”

“The area in question stretches from milepost 402.1 to 406.3, according to ITD’s Targhee Pass environmental assessment,” said Suppe, “and that is where the proposed detection systems would go.

“Fremont County residents voted against the wildlife crossings by a wide margin via a November 2018 ballot question, preferring to install wildlife detection systems, rather than wildlife crossings.”

On the other side of the coin, hunters advocate crossings that protect drivers and the hunting heritage. Studies have been done on roadkill counts and projected traffic volume making it hazardous to navigate in the backcountry.

Busy roads — the posted speed is 65 mph at Targhee Pass — are an obstacle to wildlife migration as large herds of elk, deer and moose migrate en masse to find food during the winter and to provide top-notch hunting opportunities. After several fruitless attempts to cross the roads, the herds give up, and since migratory behavior is learned over several generations, the herds begin to stop crossing roads; this forgotten conduct can be very hard to recover.

“ITD has driven this project many times,” noted Stark. “In the environmental assessment, ITD equally evaluated five alternatives. The department thoroughly considered the environmental impacts any alternative would have. From our analysis, ITD determined the animal detection system would be the best option for the Targhee Pass Project. We based our preferences for the ADS alternative on several factors.

ADS is an ever-evolving technology. There is evidence and research that shows these systems are effective in reducing wildlife vehicle collisions. ADS provides drivers the opportunity to be more aware that wildlife are in the area and near the roadway.”

State Representative Jerald Raymond, District 35, travels Highway 20 over Targhee Pass multiple times each year and in all four seasons.

“My biggest reservation against the wildlife crossings is the long-term maintenance cost,” said Raymond. “It is very hard to project maintenance cost. It all depends on the winter. Many successful wildlife crossing/fencing areas are in ‘high desert’ areas where the snow load is manageable. This particular area is forested with extremely high snow loads. Livestock operators in the area use drop fences to reduce annual maintenance. Even permanent pole fences often require extra maintenance from the harsh winters in that area. Add to the fact that fencing would likely not deter wildlife during a winter like we have just had; they would be completely covered. Recommending alternative three was the precise decision for ITD.”

According to Jean Bjerke, a nature photographer and volunteer with Island Park Safe Wildlife Passage — a passionate animal crossings advocacy group — research illustrates that animal crossings are more effective than detection systems are. Wildlife crossings are used over the world and have proven to be



Jean Bjerke is a nature photographer and activist for wildlife crossings on Targhee Pass (Photo by Randy Bjerke)

an effective migration tool while reducing vehicle collisions.

“ITD did not proceed with its initial goal of seeking a plan that pushed for safety for drivers and for animal benefit. Also, whatever their decision, I hope we can come together for the good of all,” said Bjerke.

ITD erred on the decision, Bjerke feels, and vows to keep up her advocacy for animal crossings on Highway 20 and hopes that the public eventually comes to a similar understanding.

“A group of local grassroots activists in Island Park and Fremont County, Idaho, have been working for nearly three years in support of building crossing structures to keep animals off US 20, to reduce risk to both animals and drivers,” she said, noting more than 120 people have struck large animals last year on this particular road, Idaho’s “gateway to Yellowstone.” This included vehicles involved in a head-on crash last summer that badly injured five people, when an elk herd was on the road.

“It is only a matter of time before people are killed, and the proven, most-effective way to avoid wildlife-vehicle collisions is to keep the animals off the road in the first place,” Bjerke added.

“The under-crossings are interesting because they are barely visible to drivers — lots of roads have culverts under them anyway and people don’t notice them,” said Bjerke. “There are various considerations that lead highway planners to decide on an overpass or an underpass. It depends on many factors, especially which animals they are being designed for. Some ▶



animals are more likely to use an overpass, others an underpass and lots of them use the crossings when they are available.”

Bjerke lives just a few miles from Targhee Pass and has seen a lot of wildlife in that area, including elk, moose, deer, pronghorn and bear.

“We watch migrating elk and pronghorn on the other side of our valley from our deck each fall and spring,” said Bjerke. “Friends have seen wolves from their house, and all of these species have been hit on the road over Targhee Pass.

“Two summers ago, a family hit a bison causing a multiple rollover crash over Targhee Pass, and I think they only survived because their vehicle was encased in a strong roll cage, like off-road drivers often have. They posted their story with details on Facebook. You could find the story by searching for ‘one-legged dog survives crash in Idaho.’ Their one-legged dog was already famous and that seemed to be the news hook that the media picked up on.”

There was no deterrent — fence, overpass, etc. — at the accident, which was at night, according to Bjerke. “It is almost impossible to see a bison at night, even with headlights, as they have very dark fur that absorbs the light. The animal hit was a mature male and they can weigh 1,000 to 2,200 pounds. And yes, local supporters of wildlife crossing structures were horrified by the accident but not surprised. It was a miracle that no one was killed, which could have easily happened.”

Today, with increased safety awareness for the lives of humans and animals that navigate Targhee Pass and countless roads like it, innovative solutions will continue to be used, saving lives. **M**



Wildlife overpass on US 93 south of Polson, Mont. (Photo provided by MDT, CSKT and WTI-MSU)

## On the Web

Check out grassroots group Fremont County Citizens for Safe Highways at <https://citizensforsafehighways.org> to view materials, including roadkill maps, articles and other pertinent information.

To view the Idaho Transportation Department’s environmental assessment findings online, visit [islandparkus20.com](http://islandparkus20.com).



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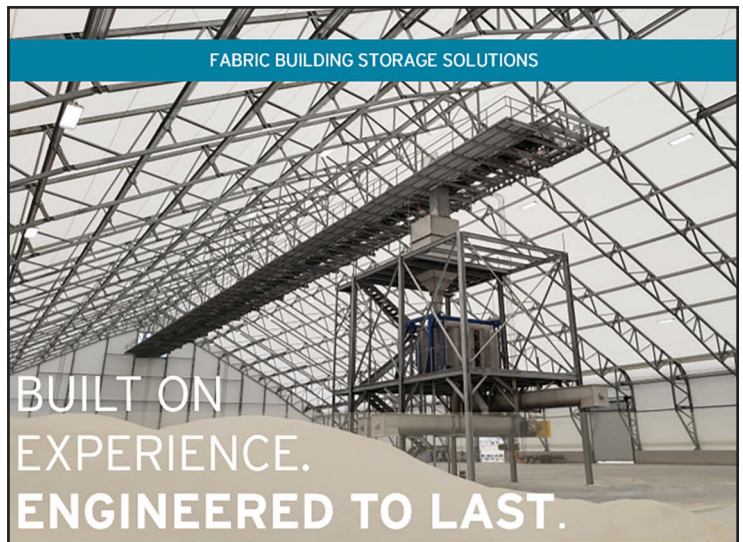
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# Holland, Mich., *makes sustainability a priority*

By LAUREN CAGGIANO | The Municipal

**Located in western Michigan, the city of Holland is a mecca for tourists especially during the summer and fall months. Its natural beauty and proximity to some of the best-rated beaches in the country are part of the charm.**

But there's more than meets the eye when it comes to protecting this image. The city of Holland's sustainability efforts are instrumental in ensuring it remains an attractive place to live, work and play.

Aaron Thelenwood, the city's solid waste/recycling and sustainability coordinator, is among those committed to a greener future. He has served in this capacity since 2016 and his primary responsibility is the administration of the city's contract for refuse and recycling services with its designated hauler, Republic Services. Among the key goals of the city's refuse and recycling program are to establish baseline data regarding the materials residents dispose of through curbside garbage and recycling.

According to Thelenwood, sustainability has been at the forefront of the city's efforts for some time, a process that has yielded results in "maximizing livability."

"Starting with the city's community energy plan in 2011, the city continues to push the envelope on meeting the energy needs of the community through development of a reliable clean energy supply," he said. "Through the sustained efforts of the city's Home Energy Retrofit Program, in establishing the Holland Energy Fund as a 501c3,

and in bringing online the Holland Board of Public Works' new state-of-the-art power plant, as well as continuing educational outreach initiatives through the Holland-Hope College Sustainability Institute and the 'Living Sustainably Along the Lakeshore' community series, the city is well on the way to meeting its goal of reducing its per capita greenhouse gas emissions to 10 metric tons CO<sub>2</sub>e by 2050."

It's clear that the city doesn't operate in a vacuum, but instead engages its residents and stakeholders. The city has had a long-standing sustainability committee comprised of nine members from the community and board of public works service area. The committee provides in-depth research and policy recommendations and was heavily involved in the development of the city's community energy plan and was responsible for developing the city's sustainability framework, he said.

Speaking of energy-savings, Thelenwood said the Holland Home Energy Retrofit Program has made a positive impact in more ways than one. The program offers financial incentives to homeowners who make "comprehensive, whole-house energy improvements to reduce energy use, increase comfort and lower utility bills." Participating



**LEFT:** The city of Holland offers top-notch beaches along Lake Michigan. “Big Red” lighthouse is one of its popular landmarks. (Shutterstock.com)

**RIGHT:** An authentic wooden windmill from the Netherlands rises behind a field of tulips in Holland, Mich., at springtime. Holland’s Dutch theme has made it a tourist destination. (Shutterstock.com)

households are eligible to receive a 10 percent rebate grant from the Holland Energy Fund through the program. He said the city’s Home Energy Retrofit Program has engaged 575 homes to date, of which 175 have completed their retrofit projects.

This initiative is significant, because Holland is the only community in the state to implement an on-bill financing program, he said, adding that Holland was the driving force in developing the required legislation at the state level to allow for such repayment programs. The on-bill financing program allows city residents to repay loans for their retrofit projects over the long-term on their utility bills.

Thelenwood said the response from the community has been positive, especially given their set of values.

“By and large, residents tend to support any initiative that improves their overall quality of life,” he said. “Our community has a strong ethos anchored in a sense of responsibility and ownership for the community in which they live, so the community often supports sustainable initiatives, which have a clear positive impact in the community overall.”

As far as advice for other communities that want to replicate Holland’s success, Thelenwood suggests starting small.

“The key to success is knowing your community and knowing your goals and starting from a place where you can work within your means,” he said. “Communities don’t need to set lofty sustainability goals to have a positive impact. Begin by looking internally at operational policies and procedures to identify where you can improve as an organization and then begin the process of engaging key stakeholders throughout the community.”



It’s also a process and not a destination per se. It requires an ongoing commitment and resources.

“The city continues to be forward thinking in its approach to sustainability efforts,” he said. “As we move forward on current initiatives, we work to develop new partnerships and to identify opportunities to grow our efforts.” 

**ABOVE:** Holland has been continuing educational outreach initiatives through the Holland-Hope College Sustainability Institute and the “Living Sustainably Along the Lakeshore” community series. It’s goal through these initiatives is to further reduce greenhouse gas emissions. (Susan Montgomery/Shutterstock.com)





# Going beyond the moon, one step at a time

By ELISA WALKER | The Municipal

**When a story came out that Huntington, W.Va., was one of the unhealthiest and obese cities in the U.S. in 2008; followed by “Heroin(e),” a 2018 Academy Award nominated documentary that featured a drug and overdose problem in the city; and a mini-series of “Jamie’s Food Revolution,” the citizens took matters into their own hands and began working to reshape city’s perception — something city leaders quickly stood behind.**

## Making the idea a reality

In 2018, the residents of Huntington walked to the moon and back exactly 2.8 times — over 600,000 steps. It all started with a businessman, born and raised in Huntington.

After seeing the negative impressions Huntington had and experiencing them in his own business, Andy Fisher coordinated with other organizations and the city to make a change.

“I had two auditors visit my office from out of town, which is normal for a financial

services business,” Fisher explained. “They asked how the drug and crime problems affected our business. It hit me pretty hard. The perception people had of Huntington wasn’t a good one and it had to change.”

The Greater Huntington Walks Initiative was proposed to the president of the hospital and the chamber of commerce before reaching Stephen Williams, the mayor of Huntington, who wholeheartedly supported the idea. Bryan Chambers, the communications director in the mayor’s

**ABOVE:** Andy Fisher looked to Oklahoma City’s former mayor Mitt Cornett for inspiration. Cornett had challenged citizens to lose 1 million pounds after being listed as one of the unhealthiest cities in the 1990s. Not only did the citizens achieve their goal, but infrastructure was raised to provide more outdoor activities and to improve trails for pedestrians and cyclists. (Photo by The Herald-Dispatch)

office, was placed on the initiative’s committee to represent the city.

Organizations, from public libraries to private businesses, were hopping on board.

The committee consulted a developer to create a website and mobile app to track participants’ steps and purchased 1,500 pedometers with a monetary contribution for those without smartphones. Other activities were taken into consideration and converted into steps, making it accessible to people with disabilities.

“We had to come up with a challenge. If we could get 750 people, we could walk to





*A Huntington West Virginia Day will be hosted later in the year, highlighting the Greater Huntington Walks Initiative, with the mayor throwing the first pitch. (Photo provided)*



*The “hub and spoke” approach allows residents to provide framework as to how they want to move forward with projects that will affect the community. Chambers assures that it is the city’s job to help them carry out their vision, which often aligns with the mayor’s vision. (Photo provided)*

the moon in about five months. The launch was in July of 2018,” said Fisher. The walk to the moon was completed in 43 days, with a total of 2,400 people registered. “We are better than how we’re portrayed and we have to show it.”

The walks venture off the beaten path and into neighborhoods and other parts of the city, making the public more acquainted with areas they hardly visit. Huntington also saw reduction in crime as large groups of walkers became more frequent.

With city leaders, CEOs and municipal employees partaking in the walks, they were able to visit parts of the city that need more attention and talk with individuals in a less formal environment.

The next obstacle faced was coming up with a new walking challenge. For the rest of the year, Huntington walked back and forth from the moon and held a photo contest for walkers to submit pictures of their favorite spots to walk, resulting in images from local parks to a trail in Paris, France.

To continue motivating people during winter, a virtual destination vacation was implemented along with a chance to travel to and stay at Myrtle Beach. In the spring, Huntington plans to walk all major league baseball parks and giveaway Cincinnati Reds game tickets.

Fisher commented, “People want to be involved and challenged for their own

personal well-being, as well as being a party of the community. That’s human nature. We can put something out there, but people want to have a reason.

“The mayor we have now is open-minded to ideas. He listens and embraces new ideas. Politicians will either dismiss or take credit for them, but not him. He supports people publicly. You have to have leadership from the top that is willing to offer a challenge.”

### **The city’s involvement**

While the Greater Huntington Walks Initiative captured the attention from those all around, the city and its residents have been working silently over the years with other projects.

Following the TV show “Jamie’s Food Revolution” in 2010, Huntington’s Kitchen was born from Capital Huntington Hospital and partnered with the dietetics program at Marshall University. All year-round cooking classes are held to teach how to make healthy meals.

In 2012, a graduate student jump-started a local fresh market. Eventually the market had outgrown the original location and moved into a city-owned building, which is leased for \$1 a year.

“We wanted to see the facility get put to good use,” Chambers stated. “Ninety percent of their profit goes back to local farmers. The market and the kitchen have

played an equally important role in changing the culture of our health.”

The Paul Ambrose Trail for Health was constructed in remembrance for Paul Ambrose, a U.S. surgeon general researching childhood obesity who died on a 9/11 flight. The trail has future plans to expand with more connection that provide a safe area to exercise outdoors around the city.

Additionally, Huntington’s Ritter Park was named one of the top 10 public spaces in America in 2012, and was featured in “Runner’s World Magazine.” Community organizations began hosting 5K events for fundraisers while aiming to improve community health — earning the city the nickname “Runnington.”

“We take the ‘hub and spoke’ approach to community involvement,” explained Chambers. “City hall and the mayor’s office act as the hub. Community partners — schools, Marshall University, hospitals, businesses and more — are our spokes. Our mayor provides a strong vision for our community and it requires community partners.

“Our role is provide support in any way possible and offer advice. We’ve used the same approach with several community revitalization initiatives. The Greater Walks Initiative has been no different. I don’t think there’s any limit to where the initiative can go.” **M**





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## MAY

**May 2-4 Association of Fire Districts of the State of New York Annual Meeting and Conference**

Albany Marriott, Albany, N.Y.  
[www.afdsny.org/annual\\_meeting\\_and\\_conference.php](http://www.afdsny.org/annual_meeting_and_conference.php)

**May 2-4 VOCS Symposium in the West**

Embassy Suites Phoenix-Scottsdale, Phoenix, Ariz.  
[www.iafc.org/events/vcos-west-conf](http://www.iafc.org/events/vcos-west-conf)

**May 4-7 Alabama League of Municipalities Annual Convention**

Arthur R. Outlaw Convention Center, Mobile, Ala.  
[www.alalm.org/annual-convention.html](http://www.alalm.org/annual-convention.html)

**May 5-7 NYCOM Annual Meeting and Training School**

Otesaga Hotel, Cooperstown, N.Y.  
[www.nycom.org/meetings-training/conferences.html](http://www.nycom.org/meetings-training/conferences.html)

**May 6-9 WasteExpo**

Las Vegas Convention Center, Las Vegas, Nev.  
[www.wasteexpo.com](http://www.wasteexpo.com)

**May 17-19 Lancaster County Firemen's Association Annual Fire Expo**

Pennsylvania Farm Show & Expo Center, Harrisburg, Pa.  
[www.lcfa.com](http://www.lcfa.com)

**May 19-22 North American Snow Conference**

Salt Lake City, Utah  
[www.apwa.net](http://www.apwa.net)

**May 19-23 Community Transportation Association of America Expo**

Palm Springs, Calif.  
<https://ctaa.org/expo/>

**May 20-23 AWEA WindPower**

Houston, Texas  
[www.windpowerexpo.org](http://www.windpowerexpo.org)

## JUNE

**June 2-5 EUFMC 2019**

Williamsburg Lodge and Conference Center, Williamsburg, Va.  
[www.eufmc.com](http://www.eufmc.com)

**June 5-7 Fire-Rescue Med 2019**

M Resort, Henderson, Nev.  
[www.iafc.org/events/frm](http://www.iafc.org/events/frm)

**June 9-12 International Parking & Mobility Institute Conference and Expo**

Anaheim, Calif.  
[www.parking-mobility.org](http://www.parking-mobility.org)

**June 9-12 PRIMA 19 Conference**

Orlando, Fla.  
[conference.primacentral.org](http://conference.primacentral.org)

**June 9-12 Safety 2019**

Ernest N. Morial New Orleans Convention Center, New Orleans, La.  
[safety.assp.org](http://safety.assp.org)

**June 12-14 Wyoming Association of Municipalities Summer Conference**

Sheridan, Wyo.  
<https://wyomuni.org/events/>

**June 12-14 Arkansas Municipal League 85th Annual Convention**

Little Rock, Ark.  
[www.arml.org](http://www.arml.org)

## JUNE

**June 12-15 NYSAFC 113th Annual Conference & Fire 2019 Expo**

The Oncenter, Syracuse, N.Y.  
[www.nysfirechiefs.com/fire2019](http://www.nysfirechiefs.com/fire2019)

**June 13-16 International Hazardous Materials Response Teams Conference**

Hilton Baltimore, Baltimore, Md.  
[www.iafc.org/events/hazmat-conf](http://www.iafc.org/events/hazmat-conf)

**June 17-20 NFPA Conference and Expo**

San Antonio, Texas  
[www.nfpa.org](http://www.nfpa.org)

**June 17-20 Government Fleet Expo and Conference (GFX)**

Ernest N. Morial New Orleans Convention Center, New Orleans, La.  
[www.governmentfleetexpo.com](http://www.governmentfleetexpo.com)

**June 18-21 Colorado Municipal League Annual Conference**

Breckenridge, Colo.  
[www.cml.org](http://www.cml.org)

**June 21-25 Georgia Municipal Association Annual Convention**

Savannah Convention Center, Savannah, Ga.  
[www.gmanet.com/Training-Events/Annual-Convention.aspx](http://www.gmanet.com/Training-Events/Annual-Convention.aspx)

**June 23-26 The Maryland Municipal League Summer Conference**

Roland E. Powell Convention Center, Ocean City, Md.  
[www.mdmunicipal.org/375/Summer-Conference](http://www.mdmunicipal.org/375/Summer-Conference)

**June 25-26 Thirty-third Annual Police Security Expo 2019**

Atlantic City Convention Center, Atlantic City, N.J.  
[www.police-security.com](http://www.police-security.com)

**June 25-28 Association of Washington Cities Annual Conference**

Spokane, Wash.  
[wacities.org/events-education/conferences](http://wacities.org/events-education/conferences)

**June 25-28 SIMA 22nd Annual Snow & Ice Symposium**

Grand Rapids, Mich.  
[www.sima.org](http://www.sima.org)

**June 26-28 League of Minnesota Cities Annual Conference**

Duluth, Minn.  
[www.lmc.org](http://www.lmc.org)

## JULY

**July 12-15 NACo Annual Conference & Exposition**

Clark County, Las Vegas, Nev.  
[www.naco.org](http://www.naco.org)

**July 12-16 Florida Fire Chiefs Association Executive Development Conference**

Boca Raton Resort & Club, Boca Raton, Fla.  
[www.ffca.org](http://www.ffca.org)

**July 14-18 CADCA Mid-Year Training Institute**

Gaylord Texan Hotel, Dallas, Texas  
[www.cadca.org/myti2019](http://www.cadca.org/myti2019)

**July 18-21 Municipal Association of South Carolina Annual Meeting**

Hyatt Regency Greenville, Greenville, S.C.  
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[Sourcewell-mn.gov](https://sourcewell-mn.gov)





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# National Public Works Week 2019

The American Public Works Association announced "It Starts Here" as the theme for the 2019 National Public Works Week, which is scheduled for May 19-25.

This theme represents the many facets of modern civilization that grow out of the efforts put forth by the public works professionals across North America. What starts here? Infrastructure starts with public works; growth and innovation starts with public works; mobility starts with public works; security starts with public works; and healthy communities start with public works. The bottom line is that citizens' quality of life starts with public works.

This year's poster embraces a game board concept that puts into perspective the many responsibilities public works professionals take on to build, maintain and support the infrastructure that helps communities thrive.

## About the artist

Sam Ward knew from a very early age that he was to be an artist. He grew up studying art under his fine artist father and went on to graduate with honors from the Ringling College of Art and Design. He has developed two distinct styles seemingly at opposite ends of the artistic spectrum. His colorful, kinetic commercial images, mostly focusing on the youth market, have appeared worldwide.

His clients include Hasbro, Fisher-Price, Scholastic, Disney, Mattel, 6-Flags, McDonalds, Major League Baseball, USA TODAY, Apple, National Geographic and the U.S. government.

Ward currently resides in Sarasota, Fla., with his wife and three children. View his profile at MendolaArt.com.



#NPWW

Join the #NPWW party taking place all weeklong on Twitter. Upload a photo of your public works department, or of someone showing love for a local PW department.

## ON THE WEB

Learn more about National Public Works Week and access the how-to guide at [www.apwa.net](http://www.apwa.net)

Poster and information provided by APWA

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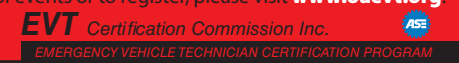
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## Forklift maintenance gets big safety lift from Stertil-Koni Engineering

**STEVENSVILLE, MD.** — Heavy-duty truck lift and bus lift leader Stertil-Koni has recently introduced ergonomic forklift adapter kits designed to make the servicing and repair of forklifts easier and safer.

The solution to efficiently lift these heavy duty vehicles — often with unequal weight distribution between the front and rear — are two Stertil-Koni adapter kits specifically designed for three- and four-wheel forklifts. These accessory kits are used in conjunction with Stertil-Koni mobile column lifts, which are available in capacities ranging from 14,000 to 40,000 pounds per column.

Here's what's special: Stertil-Koni adapters' assist technicians with safely lifting forklifts for servicing. These three- and four-wheel forklift adapter kits allow technicians to easily insert the adapters onto the lifting forks of two mobile column lifts, which in turn engage with the forklift body for safe, wheels-free lifting.

Peter Bowers, Stertil-Koni USA technical sales support manager, noted, "When Stertil-Koni engineered our forklift adapters, we thought big. Our forklift adapters can support up to 32,000 pounds. We recommend combining these adapter kits with our modular drive-on ramps, rated at the same impressive capacity." These ramps are included with the adapter kit.



Added, Dr. Jean DellAmore, president of Stertil-Koni USA, "Mission number one at Stertil-Koni is always safety. The combined power of our award-winning Mobile Column Lifts with these forklift adapter kits helps busy techs on the shop floor raise these workhorse vehicles safely and efficiently to complete servicing and get them back on the job — quickly."




## Monroe Truck Equipment announces new product at NTEA

**MONROE, WIS.** — Monroe Truck Equipment Inc., headquartered in Monroe, Wis., unveiled an innovative new product at the 2019 NTEA show in Indianapolis, Ind. The Snowfighter Max, geared for the snow and ice control industry, was featured on the newly released 2019 Chevrolet Silverado 5500MD chassis.

The Snowfighter is a powerful snow and ice multifunctional system available for the Class 5-6 chassis. Benefits include lower working height, better turning radius, lower fuel costs, lower maintenance and no CDL requirement. It features the stainless steel MTE Zee Dump, Boss Heavy Duty V-DXT Snowplow, Monroe Mid-Mount Mini Paraglide Wing and the new Monroe MDV V-box Spreader.

The Snowfighter Max promotes operator efficiency, reduced equipment road mile usage and cost savings. Landscapers, general contractors and municipal entities will appreciate the increased capacity of approximately one cubic yard on the v-box spreader and the additional clearing capacity provided by the mid-mount wing.

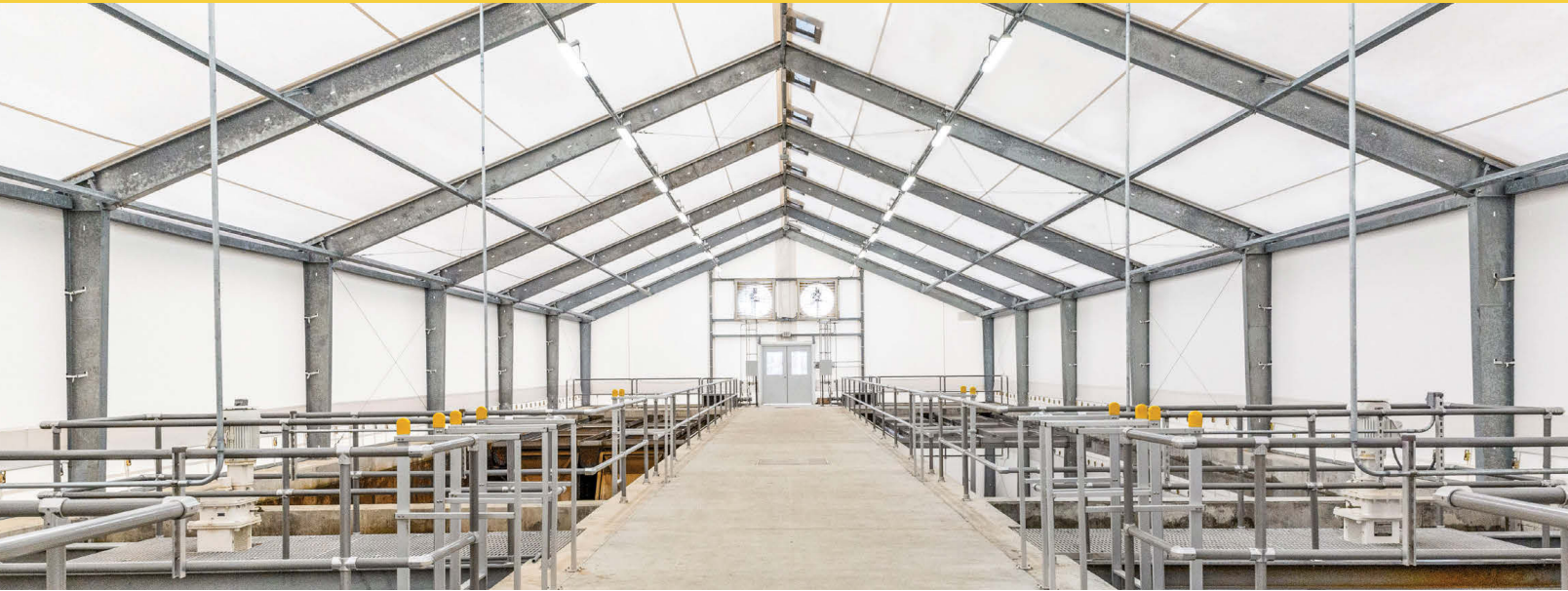
Monroe Truck Equipment Inc. specializes in the design, manufacture, distribution and installing/upfitting of specialized equipment for the municipal and commercial markets. For more information, visit Monroe's website at [www.monroetruck.com](http://www.monroetruck.com). 

*photos provided*

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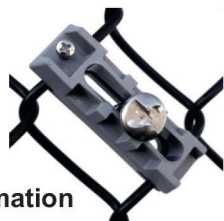
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Historically, \$1 million is viewed by some as a magic number for retirement. It might be the ultimate goal, a great start or something in between. But how long that \$1 million will last is based on a number of factors, including where you live.

SmartAsset released a study factoring in expenses for housing, food, health care, utilities and transportation. It found that the top 10 places to retire for longevity.



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**#10**  
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Tennessee  
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Source: [www.indianachamber.com/where-retirement-dollars-will-last-the-longest/](http://www.indianachamber.com/where-retirement-dollars-will-last-the-longest/)



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