

**APPENDIX NN: SAMPLE ANNUAL MEETING PROGRAMS**

**ELECTRONIC INDEX**

**ERAPPA 2006 - MYSTIC**

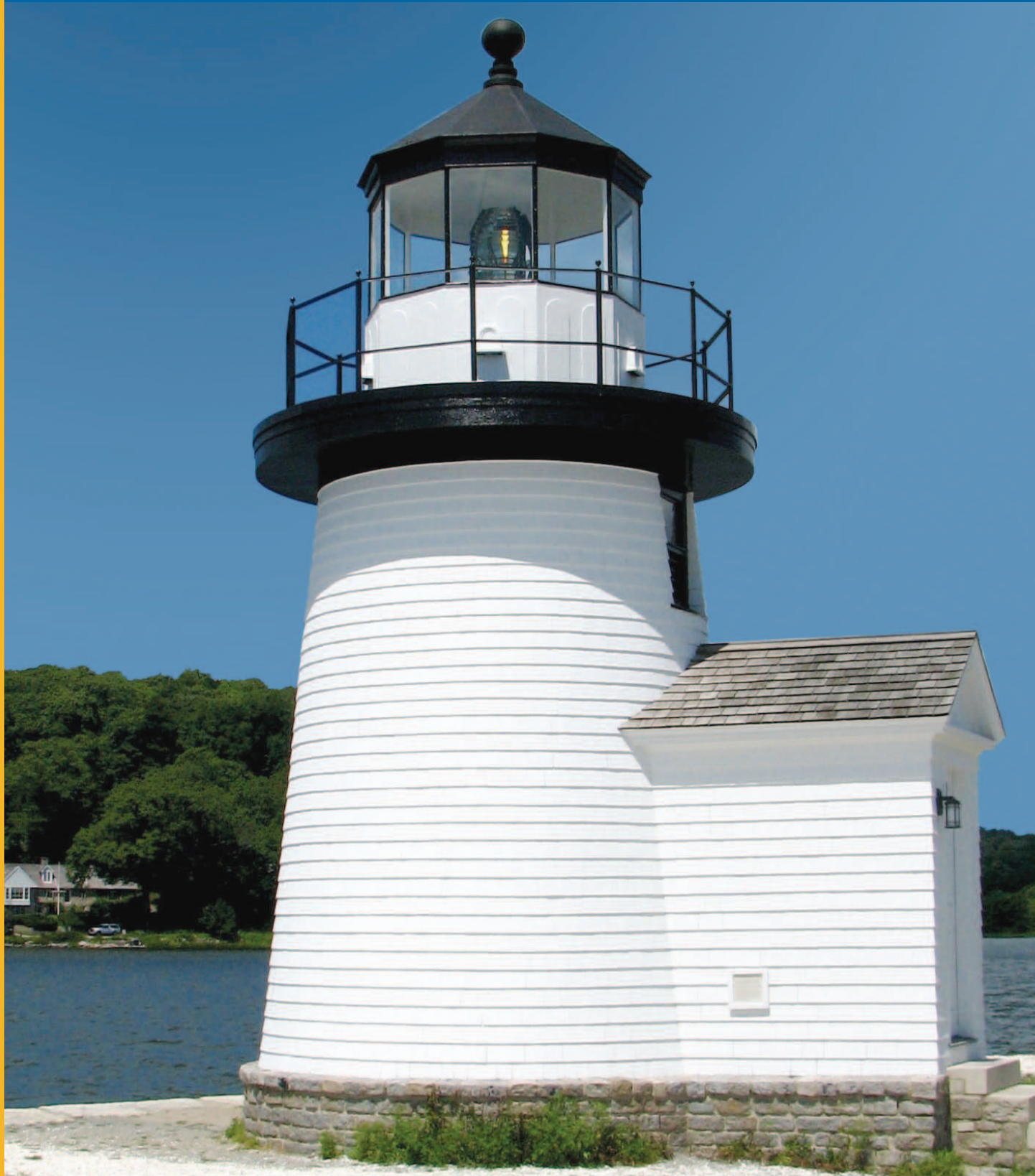
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**ERAPPA 2007 - OTTAWA**

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OCT 15-18 MYSTIC MARRIOTT, GROTON CT

ANNUAL CONFERENCE PROGRAM



*Mystic, Preserve the Past, Chart the Future*

**ERAPPA 2006**



56<sup>th</sup> ANNUAL CONFERENCE 2006



## Are your facility investments headed in the right direction?

### Every organization faces competing priorities for allocating capital dollars.

Optimally leveraging your investment requires the ability to align short-term spending and long-term goals, effectively balance the needs of multiple stakeholders, and build a case for funding critical capital programs.

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Leon MacLellan



Terrence J. Pellerin

October 2006

Dear Friends and Colleagues,

Welcome to Mystic, Connecticut and the 56th Annual ERAPPA Conference!

The Host Committee has worked diligently over the past year to prepare for this conference. The conference theme "Preserve the Past, Chart the Future" is in reference to being stewards of older facilities including some historical buildings. Our charge to maintain the historic character while providing our communities with up-to-date technology and living conditions is quite a challenge. It is good to know that we belong to an organization with a group of people willing to share their ideas, experience, and practices to help each other. In addition we have Business Partners willing to assist us with up-to-date technology in areas on design, construction, and mechanical systems.

Our hope is that you will have an opportunity to reunite with old friends, meet new friends, and learn something new to take back to your campus while enjoying some New England hospitality.

Sincerely,

Leon MacLellan  
ERAPPA President  
Director of Facilities Management,  
St. Francis Xavier University

Terrence J. Pellerin  
Host Chair, 2006 ERAPPA Conference;  
Associate Director of Facilities,  
Worcester Polytechnic Institute

"I attend ERAPPA to be around those who provide mentoring in the facilities field. The networking and discussions are always 'just in time'."

**Paul Politza** (Penn State University)

"I've heard great things about the ERAPPA conference; I'm looking forward to attending my first."

**Neal Lespasio** (Emerson College)

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# ERAPPA 56TH ANN

See pages 8-11 for course descriptions

## FRIDAY, OCTOBER 13

8a – 5p **ERAPPA Board Meeting**  
6p – 10p ERAPPA Board, ERAPPA Committee  
and Host Committee Dinner

## SATURDAY, OCTOBER 14

8a – 3p ERAPPA Board and  
Conference Committee Meetings  
1p – 6p Registration  
Dinner on your own

## SUNDAY, OCTOBER 15

6:30a – 2:30p **Golf Outing at Richmond  
Country Club**  
9a – 7p Registration  
11a – 3:30p **Tour: Mashantucket Pequot Museum**  
4p – 5p First Time Attendee Reception  
5p – 6p President's Reception (invitation only)  
6p – 8p **Exhibit Hall Grand Opening  
Reception**

### ERAPPA HOTEL SHUTTLE & EVENT TRANSPORTATION

Meet at the North Entrance (across from  
Registration) of the Mystic Marriott for:

- Complimentary hotel shuttle between Marriott  
and Hilton, Comfort Inn (approx. every  
25-30 minutes)
- All tour / event departures at times noted in  
conference program

## MONDAY, OCTOBER 16

7a – 5p Registration  
6:45a – 7:45a Breakfast in Exhibit Hall (Marriott Ballroom)  
7:45a – 8:15a Welcoming Remarks (Mystic Ballroom)  
8:15a – 9:15a **Keynote Presentation: Robert Ballard**  
8:15a – 5p Spouse/Guest Tour: Newport  
Mansions (includes lunch)  
9:30a – 4p **Exhibit Hall Open/Networking**

### 10:30a – 11:30a EDUCATIONAL SESSION I:

[Fire & Ice \(Room 5\)](#)

[Underground Master Planning \(Room 7\)](#)

[Trash to Treasure \(Room 2\)](#)

[Residential Facility Assistance  
Program \(Room 1\)](#)

[Supervisor Toolkit: Nuts & Bolts \(Room 3\)](#)

11:30a – 1:30p Networking Lunch in Exhibit Hall

### 1:30p – 2:30p EDUCATIONAL SESSION II:

[Concept to Completion \(Room 7\)](#)

[Campus Environmental Program \(Room 2\)](#)

[Ground Source HVAC \(Room 1\)](#)

[APPA Trades Staffing Workshop I  
\(Room 5\)](#)

[Supervisor Toolkit: People \(Room 3\)](#)

2:30p – 3:30p Networking/Exhibit Hall

Visit the Internet Café  
near Registration Sponsored by

**Cutler**  
Associates

# U A L C O N F E R E N C E

See pages 8-11 for course descriptions

3:30p – 4:30p

## EDUCATIONAL SESSION III:

[Surplus Cleanout \(Room 1\)](#)

[The Past as Prologue \(Room 2\)](#)

[Effective Capital Planning \(Room 7\)](#)

[APPA Trades Staffing Workshop II \(Room 5\)](#)

[Supervisor Toolkit: Customer Service Triangle \(Room 3\)](#)

4:30p – 5:00p

Chapter Meetings (optional)

7p – 10:30p

**Reception/Dinner** at Mystic Aquarium

1:45p – 2:45p

## EDUCATIONAL SESSION V:

[Renovating an Icon of Style \(Room 1\)](#)

[Campus Energy Costs \(Room 3\)](#)

[Design / Build for Residential Halls \(Room 2\)](#)

[Presentation Communication II \(Room 5\)](#)

[Fresh Blueprint for Facility Renewal \(Room 7\)](#)

3:00p – 4:00p

## EDUCATIONAL SESSION VI:

[Construction – Today's Realities \(Room 1\)](#)

[Athletic Campus Planning \(Room 2\)](#)

[Preserving the Past while Meeting Student Housing Needs \(Room 3\)](#)

[Presentation Communication III \(Room 5\)](#)

[Buildings and Infrastructure Transformed into a Strategic Enabler \(Room 7\)](#)

4p – 5p

Education Committee Meeting (ERAPPA/Host)

6:00p – 6:45p

**Awards Reception** (Marriott Ballroom)

6:45p – 7:30p

**Awards Presentation**

7:30p – 11:30p

**Awards Banquet / Entertainment**

## TUESDAY, OCTOBER 17

7a – 2p

Registration

7a – 8a

Breakfast in Exhibit Hall (Marriott Ballroom)

8a – 8:30a

Welcoming Remarks (Mystic Ballroom)

8:30a – 9:30a

**Plenary Presentation:**  
**Richard Osterlind**

9:30a – 10:30a

**Exhibit Hall Open/Networking**

9:30a – 3:30p

Spouse/Guest Tour:

Mystic Seaport/Olde Mistick Village  
(includes lunch)

10:30a – 11:30a

## EDUCATIONAL SESSION IV:

[Design / Build for Residential Halls \(Room 3\)](#)

[Recycling Construction Waste \(Room 2\)](#)

[Building on Talloires Declaration \(Room 1\)](#)

[Presentation Communication I \(Room 5\)](#)

[Making the Case – Successfully \(Room 7\)](#)

12:00p – 1:45p

Lunch & Annual Business Meeting (Mystic Ballroom)

## WEDNESDAY, OCTOBER 18

9a – 11a

Host Committees: 2006 / 2007 / 2008

Breakfast Meeting & Lessons Learned

8a – 9:30a

Continental Breakfast – Delegates and Spouses/Guest  
Morning Departures

11a – 2p

ERAPPA Board of Directors:  
Newly Elected



**Terry Pellerin**  
Host Committee Co-Chair



**Keith Woodward**  
Host Committee Co-Chair

**CONFERENCE CHAIRS**

Terry Pellerin, Keith Woodward

**ENTERTAINMENT COMMITTEE**

Terry Pellerin (CHAIR), Cynthia Kaplan, Sue Mulcahey

**BUSINESS PARTNER COMMITTEE**

Gary Hill (CHAIR), Cynthia Linz, Earl Smith, Jr.

**EDUCATION COMMITTEE**

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Alan Manning, Scott Merrill, John Michalewicz,  
Roy Scialabba

**GOLF COMMITTEE**

Paula Welch (CHAIR), Mark Abdella, Richard Bigelow,  
Jeff Gutsfeld, Bill Johnson, Scott Merrill, Jay Phillips,  
Rose Mary Stocks, Tom Yopp

**TRANSPORTATION COMMITTEE**

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**HOTEL/FOOD COMMITTEE**

Joe Rubertone

**FINANCE COMMITTEE**

Keith Woodward

**SPOUSE/GUEST ENTERTAINMENT**

Nancy Tinker

**PUBLICATION COMMITTEE**

Cynthia Linz



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The ERAPPA Board thanks all Committee Representatives to APPA.



**BEYOND THE TITANIC**  
with **DR. ROBERT BALLARD**

President, Institute for Exploration Mystic Aquarium;  
Director, Institute for Archaeological Oceanography,  
University of Rhode Island

Dr. Ballard is best known for his 1985 discovery of the Titanic. He is also a 2003 recipient of the National Humanities Medal.

Ballard is now using advanced technology to create a new field of research in deep water archaeology. At the Institute for Exploration's *Challenge of the Deep* exhibit hall in Mystic, Connecticut, as well as with his Jason Foundation for Education, Ballard hopes to inspire young people to pursue learning in science, math, and technology through exploration and discovery. This summer he used satellite and internet technologies to bring thousands of students around the world into direct contact with his team while on location in the Black Sea and Mediterranean Sea. In his presentation Dr. Ballard will present his most recent work in deep water archaeology and telepresence. Dr. Ballard's work represents our theme, "*Preserving the Past, Chart the Future.*"

Keynote Speaker Sponsored by





### **RICHARD OSTERLIND**

Richard Osterlind is an entertainer who is considered by many to be the foremost Mentalist performing in the English language. His unique blend of ability, talent and humor create a comfortable and relaxed, yet challenging and stimulating experience for participants as well as members of the audience. The range of his abilities includes ESP, Mindreading, Psychokinesis, and Suggestion. Osterlind possesses a degree of flexibility that has astounded audiences from Beijing to Boston; Monte Carlo to Mexico City; Calgary to Cleveland. He has been invited for return engagements by the many CEOs and event planners he has amazed. The level of sophistication, integrity and humor create an environment that will impress even the skeptics among the audience.



### **THE HUMAN CONNECTION: BRING YOUR PRESENTATIONS TO LIFE!**

**Carol Doscher and  
Geoff Webb, Graceworks**

#### SPECIAL TUESDAY SESSION

Do you want your presentations to stand out in the crowd? Then bring them to life! If you want freedom to be yourself and communicate your message with vitality and self confidence, this fun, hands-on workshop is for you. Through teaching, discussion, participation in theater exercises and individual coaching opportunities, you will learn to:

- Connect with your audience
- Identify and drop nervous habits
- Prepare and practice your material
- Make technical material come to life
- Use graphics and props wisely



In most presentation and communication training, technical issues tend to make up the bulk of the training: how to organize materials, deal with graphics, control hand gestures and voice inflections. We don't ignore technique - it's important. But it's a human connection with your audience that will inspire them to want to work with you.

At Graceworks, we focus first on you because you are the presentation. You are the one who has to make the connection — when it's all over, something should have happened between you and the audience. Our emphasis is on the process and skills that will bring true warmth and life to your presentation.

Plenary Speaker Sponsored by



“ERAPPA’s annual conference supports my commitment to life-long learning while offering excellent networking opportunities with my peers. I always return recharged, re-motivated and re-committed to raising the bar.”

**Glenn Smith** (Bryn Mawr College)

**MONDAY, OCTOBER 16**

**Session I (10:30 – 11:30)**

**The Fire and Ice Program  
A Holistic Approach to Managing  
Campus Energy**

This session shares successful strategies that addressed rising utility rates at College of Notre Dame of Maryland. Results were produced from effective procurement practices, energy awareness and conservation techniques.

**Joe Caruso**, College of Notre Dame  
**Mark F. Miller**, Strategic Building Solutions, LLC (SBS)

“Whether it’s an educational session on financing a multi-million dollar project or a new look at controlling utility costs, there are strategies and techniques that I can learn and apply to our campus.”

**Steve Bellona** (Hamilton College)

**Underground Master Planning**

Learn how development of an underground master plan can contribute to the accuracy of the master planning process by incorporating existing site information for use in making long-term facility use, re-use and development decisions.

**Mark Haley**, Haley and Aldrich  
**Michelle Toner**, Haley and Aldrich



**Trash to Treasure (T2T)**

During spring move-out, Penn State Students are encouraged to donate items to the Trash to Treasure program. These items are sold and benefit philanthropy. This program received APPA’s Effective and Innovative Practices Award in 2004.

**Al Matyasovsky**, Penn State University

**The Resident Facilities Assistants Program (RFA)**

The University of Hartford converted some of its traditional resident assistant (RA) student staff to a new RFA position with a focus on facilities and enhancement of service response. The program received APPA’s Effective and Innovative Practices Award in 2005.

**Jason Farrell**, University of Hartford  
**John Michalewicz**, University of Hartford

**Supervisor Toolkit: Nuts & Bolts of Facilities Supervision**

Learn how your supervisors and managers can improve their skills through APPA’s unique program designed specifically for the facilities environment.

**Michelle Estep-Frederick**, American University

**Session II (1:30 – 2:30)**

**From Concept to Completion –  
The Integral Role of  
Project Management**

Hear how early project management involvement can help to ensure that realistic budgets are set, owner’s costs and logistical responsibilities are understood and attainable “project schedules” are developed beyond the “construction schedule.”

**Frank Hayes**, Shawmut Design and Construction  
**Craig Wilbur**, Diversified Project Management  
**Norman Young**, University of Hartford

**How to Manage a Campus  
Environmental Program using  
your CMMS System**

Learn to develop a campus compliance schedule, which can be integrated into your current CMMS system, to enhance your environmental program.

**Michael Benson**, Triumvirate Environmental  
**John Cannon**, College of the Holy Cross

**Incorporating Ground Source HVAC Systems on Campus**

A panel discussion will focus on utilization of ground-source energy in regard to LEED projects; advantages to students and faculty; effective planning for installation in both the master planning and building programming process; and how to best maximize rebates and grants.

- Larry Krison**, Skidmore College
- Michael A. Porter**, Burns Engineering
- David Zaiser**, KSS Architects

**APPA Trades Staffing Workshop – Part I**

This concurrent two-session program will be a hands-on workshop outlining a systematic approach to construct a fact-based labor needs analysis using APPA’s Maintenance Staffing Guidelines. Emphasis of the session is on practice rather than theory to justify and allocate staff to adequately maintain facilities.

- James P. Whittaker**, Facility Engineering Associates

**Supervisor Toolkit: If it Weren’t for the People**

*Part I of Two-Hour Session*

Stop wishing that people were different and focus on difficult behaviors instead of difficult people. Learn a strategy for improving relationships with others.

- Nancy Yeroshefsky**, University of Maryland College Park

**Session III (3:30 – 4:30)**

**Surplus Clean-out**

Since 2003, Emerson College has donated over 100 tons of surplus property for disaster relief. This presentation covers cleanout planning and management, and financial benefits of donation/reuse.

- Neal Lespasio**, Emerson College
- Mark Berry** – Institution Recycling Network (IRN)
- Dana Draper** – Institution Recycling Network (IRN)

**Past as Prologue**

Review the process of transforming a neglected 1934 library building into a 21st century centerpiece for learning and research at Columbia University.

- John Fasano**, Shepley Bulfinch Richardson and Abbot
- Donald Mongitone**, Jaros, Baum and Bolles

**Supporting Your Educational Mission with Effective Capital Planning**

Learn why the Ontario University System was recognized as “leading-edge” by the Province for its facility capital planning efforts, featuring a case study on the University of Guelph.

- Darryl Boyce**, Carleton University
- Dan MacLachlan**, University of Guelph
- Mike Kwok**, VFA, Inc

**APPA Trades Staffing Workshop – Part II**

Continuation of hands-on workshop outlining a systematic approach to construct a fact-based labor needs analysis using APPA’s Maintenance Staffing Guidelines. Emphasis of the session is on practice rather than theory to justify and allocate staff to adequately maintain facilities.

- James P. Whittaker**, Facility Engineering Associates

**Supervisor Toolkit: Customer Service Triangle**

*Part II of Two-Hour Session*

The focus will be on one of the three major aspects of customer service - Experience. How do your customers experience your service and how can service delivery be improved?

- Carol Trexler**, Rutgers University

“The education sessions are always current and relate to what’s going on at my campus.”

- Andy Feick** (Ursinus College)

**TUESDAY, OCTOBER 17****Session IV (10:30 – 11:30)****Design-Build Delivery for Residence Halls: A Case Study of Adaptive Collaboration**

In a case study of a new student apartment complex at the University of New Hampshire, participants will learn what is required to implement a successful design-build program.

**Don Klema**, DiMella Shaffer Associates, Inc.

**Dana Peterson**, University of New Hampshire

**Rod Shaffert**, Cutler Associates, Inc

**Recycling Construction Waste**

A case study of waste management planning, jobsite implementation, training and troubleshooting and barriers encountered as University of Rhode Island built three new dormitories.

**Nancy Hawksley**, University of Rhode Island

**Mark Lennon** – Institution Recycling Network (IRN)

“Much of what I learn is through the informal education process of networking. Sitting next to someone during an educational session and realizing that my issue was dealt with at another campus—their innovative solutions are passed along.”

**Dianne Gravatt** (Rutgers University)

**Building on the Talloires Declaration**

Sustainability is a prerequisite for institutions if they are to remain socially responsible, economically viable and intellectually competitive. Presenter will illustrate how a holistic approach to green planning/design can be transformative and cost effective.

**Tahir Mohammed**, York University

**Presentation/Communication Skills Workshop (Part I)**

In this fun, interactive, three session workshop, we help you relax, be yourself and deliver your message with clarity and confidence. Through teaching, discussion, theater exercises and individual coaching opportunities, you will learn to connect with your audience, drop nervous habits, prepare your material, make technical material interesting, and use graphics wisely.

**Carol Doscher**, Graceworks

**Geoff Webb**, Graceworks

**Making the Case – Successfully**

Using today’s technology/techniques, including longitudinal analysis, benchmarking and ongoing measurement, these leaders are making their cases for staffing realignment, improving project selection, and justifying resources.

**Patrick Daly**, University of Massachusetts Amherst

**George Fecik**, Duquesne University

**Mark A. Frost**, Rensselaer Polytechnic Institute

**Jim Kadamus**, Sightlines

**Session V (1:45 – 2:45)****Renovating an Icon of Style**

An overview of challenges in completing systems upgrades to modernize a campus icon while being sensitive to the building’s historic fabric, importance of pre-construction and partnering teams’ selection.

**Carl Jay**, Shawmut Design and Construction

**Elizabeth Randall**, Landmark Services

**Campus Energy Costs: Environmental Responsibility = Financial Stability**

Campus energy costs and demands for reduced environmental impact are growing. This panel will discuss strategic opportunities for facilities professionals to gain financial benefits through improving energy use.

**Jim Brassord**, Amherst College

**John Bryant**, Mount Holyoke College

**John Rivers**, The S/L/A/M Collaborative

**Dave Madigan**, VanZelm, Heywood and Shadford, Inc.

**A Design Build Solution for New Residence Halls**

This panel discussion will provide a model for how an urban liberal arts college used a design-build process to address a housing crisis due to tremendous growth in population.

**Bill Cobb**, Haverstick-Borthwick Co.  
**Cameron J. Mactavish**, Voith & Mactavish Architects LLP  
**Lauri Strimkovsky**, Chestnut Hill College

**Presentation/Communication Skills Workshop (Part II)**

See page 6 for description.

**Carol Doscher**, Graceworks  
**Geoff Webb**, Graceworks

**A Fresh Blueprint for Facility Renewal**

Connecticut College has developed a program to significantly reduce facility repair backlog. This presentation will show how to raise institutional awareness of the importance of preserving physical assets and provide a design and implementation model that focuses on high achievement and the human element.

**Stephen George**, Connecticut College  
**Mike Guidera**, Konover Construction Corporation  
**Cheryl Miller**, Sightlines, LLC

**Session VI (3:00 – 4:00)**

**Construction — Today's Realities, Tomorrow's Challenges**

The "Construction Institute" will moderate an information exchange on the events, trends and practices affecting campus planning and construction. What are they? What do they mean? And how are facilities professionals managing them.

**Facility Manager-Driven Athletic Campus Planning**

The quality of athletic campus facilities plays a significant role in attracting potential students. Therefore, the vision and shaping of the athletic campus is often performed by administrative and athletic department personnel with little involvement of the facility management professionals.

**Matthew R. Purcell**, Dartmouth College  
**William J. Seymour, P.E.**, Gale Associates, Inc.  
**James Catella**, Clark Companies

**Preserving the Past While Meeting Contemporary Student Housing Needs**

This session will present a case study of Mount Holyoke College's renovation of several popular historic residence halls in response to evolving student needs.

**Michael Bass**, Cutler Associates, Inc.  
**Paul Breen**, Mount Holyoke College  
**Rod Shaffert**, Cutler Associates

"Most issues are not unique but how they get resolved can be. At the ERAPPA conference there are lots of people who have been down that same road."

**Bob Cornero** (Monmouth University)

**Presentation/Communication Skills Workshop (Part III)**

See page 6 for description.

**Carol Doscher**, Graceworks  
**Geoff Webb**, Graceworks

**Buildings and Infrastructure Transformed into a Strategic Enabler**

This interactive session will show how campus buildings and infrastructure were transformed to support the academic plan and to enhance the competitive position at the University of Maryland, Baltimore.

**Angela Fowler-Young**, University of Maryland, Baltimore  
**John Geiman**, University of Maryland, Baltimore  
**James T. Hill**, University of Maryland, Baltimore  
**Margaret Kinnaman**, University of Maryland, Baltimore

"I always walk away with a handful of ideas that can improve my campus for our students."

**Mario Bouchard** (University of Ottawa)

# Welcome to Mystic!



October in Southern New England...Mystic, specifically... where the vibrant colors of autumn leaves will dot the horizon like an Impressionist painting. Our Yankee heritage is visible everywhere — in charming villages surrounding classic town greens; scenic farm roads and ancient stone walls; waterfronts bustling with fishermen, ferries, and yachts. And here, like no where else in the region, you will find a wealth of attractions, appealing to all ages and interests. Welcome to Mystic Country!

“SEA EVERYTHING,” one of Mystic’s descriptive slogans, captures the essence of one of Connecticut’s most historic and scenic shoreline areas. Varying architectures of past-century homes firmly hold their place along the winding roads and waterways of the area – restored with modern conveniences, but rich with spirit of the families that have lived within.

MYSTIC...Its name is derived from our native Pequot’s “Missi-tuk”: “Missi” meaning “great” and “Tuk” referring to a river driven in waves by the tides of winds. The Mystic River is actually a salt-water estuary fed by fresh water streams. Along the river’s edge lies Mystic Seaport – where touring below the decks of the Charles W. Morgan, one of America’s last square riggers, and wandering the streets of the 19th century seafaring village provide us glimpses of our whaling past.

WITH AGE COMES BEAUTY and tradition, and with Mystic as the centerpiece of southeastern Connecticut, today it is known for its unique shops, restaurants, antiques centers and art galleries. It’s minutes from world-class gaming and entertainment, attractions for the whole family and museums that will transport you back to another era. Everywhere you turn you will see the kind of scenic beauty that takes your breath away. Mystic...an escape from the ordinary!

[www.erappa.org](http://www.erappa.org)

**SUNDAY, OCTOBER 15****Golf Outing at Richmond Country Club**

6:30a – 2:00p

ERAPPA's 2006 Golf Outing will be held at Richmond Country Club on Sunday, October 15th. Located in Hope Valley, Rhode Island, a short twenty minute drive from the Mystic Marriott Hotel and Spa, the Club is located in a beautiful country setting. The 18-hole championship golf course is sculpted out of a pine forest and hosts a 6200 yard, par 71 layout with panoramic views of the course, ponds and a footbridge.

- 6:30a Individual departures to Richmond Country Club
- 7:00a Breakfast
- 8:00a Tee Off/Shotgun Start
- 1:00p Lunch/Awards/Prizes
- 2:00p Return to Hotels

*NOTE: Proper dress required – Soft spikes mandatory*

**Mashantucket Pequot Tribal Museum**

11a – 3:30p

Spend Sunday afternoon with us at The Pequot Museum, the world's largest and most comprehensive Native American museum and research center located on the Mashantucket Pequot Reservation in southeastern Connecticut. An array of engaging experiences for young and old, from life-size walk-through dioramas that transport visitors into the past, to changing exhibits and live performances of contemporary arts and cultures are offered. Four full acres of permanent exhibits depict centuries of Native and natural history in thoroughly researched detail, while two libraries, including one for children, offer a diverse selection of materials on the histories and cultures of all Native peoples of the United States and Canada. Round trip motor coach transportation will be provided from the Mystic Marriott Hotel and Spa. *NOTE: Lunch is not included in this tour.*

Tour departs promptly at 11a from North Entrance of Mystic Marriott, across from Registration.





### Exhibit Hall Grand Opening Reception

6p – 8p

Your invitation to attend the event that officially “kicks off” ERAPPA 2006! Reconnect with colleagues – old and new – as you wander through our Exhibit Hall of over seventy Business Partners from the region and beyond. A light fare will be available. Included in full conference registration/ticketed event.

## MONDAY, OCTOBER 16



### Newport Mansions Tour

8:30a – 5p

Whether a native New Englander or first time visitor to the area, the mansions of Newport, Rhode Island are a certain favorite! The group will depart the Marriott at 8:30a via motor coach for the hour long ride through some of our nation’s smallest state. As you cross the Claiborne Pell (Newport) Bridge over Narragansett Bay, the first tour of The Breakers will be only minutes away. For 90 minutes, you’ll have the opportunity to experience the Vanderbilt

Family’s grandest of Newport’s “summer” cottages in all its splendor. A luncheon will be provided at a local Newport restaurant before moving back along Bellevue Avenue for a 90-minute tour of the first level of Rosecliff Mansion, modeled after the Grand Trianon, the garden retreat of French kings at Versailles. The second level will be a self-guided tour with docents available to answer questions. We’re certain there will be much to discuss on the ride back to our hotels!

Tour departs promptly at 8:15a from North Entrance of Mystic Marriott, across from Registration.



### Mystic Aquarium Reception and Dinner

7p – 10:30p

A private reception/dinner for our group at the Mystic Aquarium will quickly soothe any pressures of the first full day of conference activities! Culinary delights and open bar stations will grace your path as you wander through the colorful backdrops of marine life from across the globe as networking continues within the ERAPPA family. Ticketed event.

Buses depart from North Entrance of Mystic Marriott, beginning at 6:30p, picking up guests at the Comfort Inn and Mystic Hilton en route to the Aquarium.

**TUESDAY, OCTOBER 17**



**Mystic Seaport/Olde Mistick Village**

9:30a – 3:30p

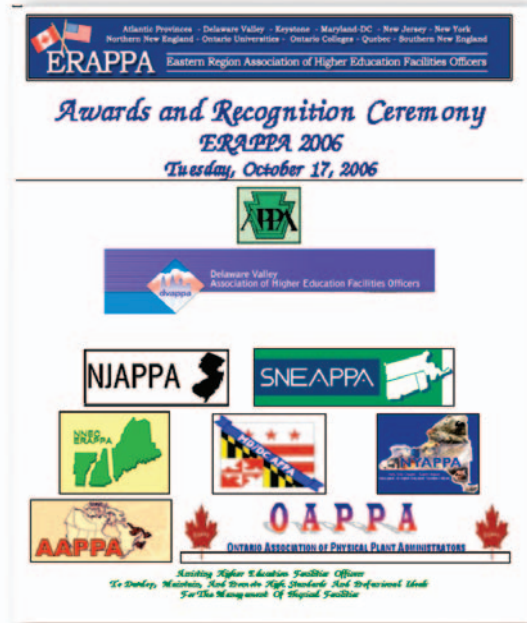
Hailed “The Museum of America and The Sea,” Mystic Seaport is an interactive museum depicting the maritime history of our country. A re-created 19th century seafaring village, full of tall ships, the Seaport is a quintessential experience offering visitors a link to our seafaring past. Upon arrival, our group will be met by a knowledgeable docent, who will provide a 90-minute tour of the Seaport. Following the tour, lunch will be served at the Seaman’s Inne, adjacent to the Seaport. After lunch, the group will be able to return to the Seaport for a bit more independent exploration. Olde Mistick Village, a quaint maritime village with an assortment of New England shops for browsing, is the next stop on our agenda. (The coach will return to the hotel for those not interested in visiting the Village.) After visiting/shopping, the group will be returned to the hotel.

Tour departs promptly at 9:30a from North Entrance of Mystic Marriott, across from Registration.

**Awards & Recognition Reception Banquet**

6p – 11:30p

A farewell celebration of excellence, recognizing the accomplishments of our ERAPPA colleagues! The evening begins with a reception at 6p followed by award presentations and sit-down dinner. Plan to dance the remainder of the night away with the versatile style of “Yellow Brick Road.” Included in full conference registration fee / ticketed event.



“The relationships you develop at the ERAPPA conference with professionals at other colleges is something that I value.”  
**Craig Pierre** (Delaware Valley College)

“As a former chapter president and now retired from the profession, I still attend the annual meetings.”  
**Roy Scialabba** (formerly with Harvard and Yale Universities)

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ERAPPA remains the leader in the educational arena providing facilities managers with excellence in education, resource opportunities and technical support while affording its members the opportunity to succeed and discover their individual potential. In doing this, ERAPPA depends on the continued support it receives from dedicated Business Partners. Through the years, ERAPPA and Business Partners have established extraordinary partnerships that have helped support ERAPPA to fulfill its commitment to providing excellence in facilities management. We are particularly proud of the diversity of committed Business Partners who have elected to join and support us in Mystic. On behalf of the 2006 ERAPPA Business Partner Committee we urge you to visit the exhibit booths to rekindle or establish new partnerships. We're confident that these partnerships will be a beacon for pursuing technological advances and progressive facilities management.

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Each ERAPPA annual conference offers our members and guests opportunities to experience fascinating locations with unique places and events and our 56th year is no exception. Our sponsors recognize that ERAPPA members pride themselves on providing a consistent level of quality services and their desire to share that vision is reflected through their support. We want to acknowledge and thank all our sponsors for their continued support and in helping provide this year's — Mystic magic.

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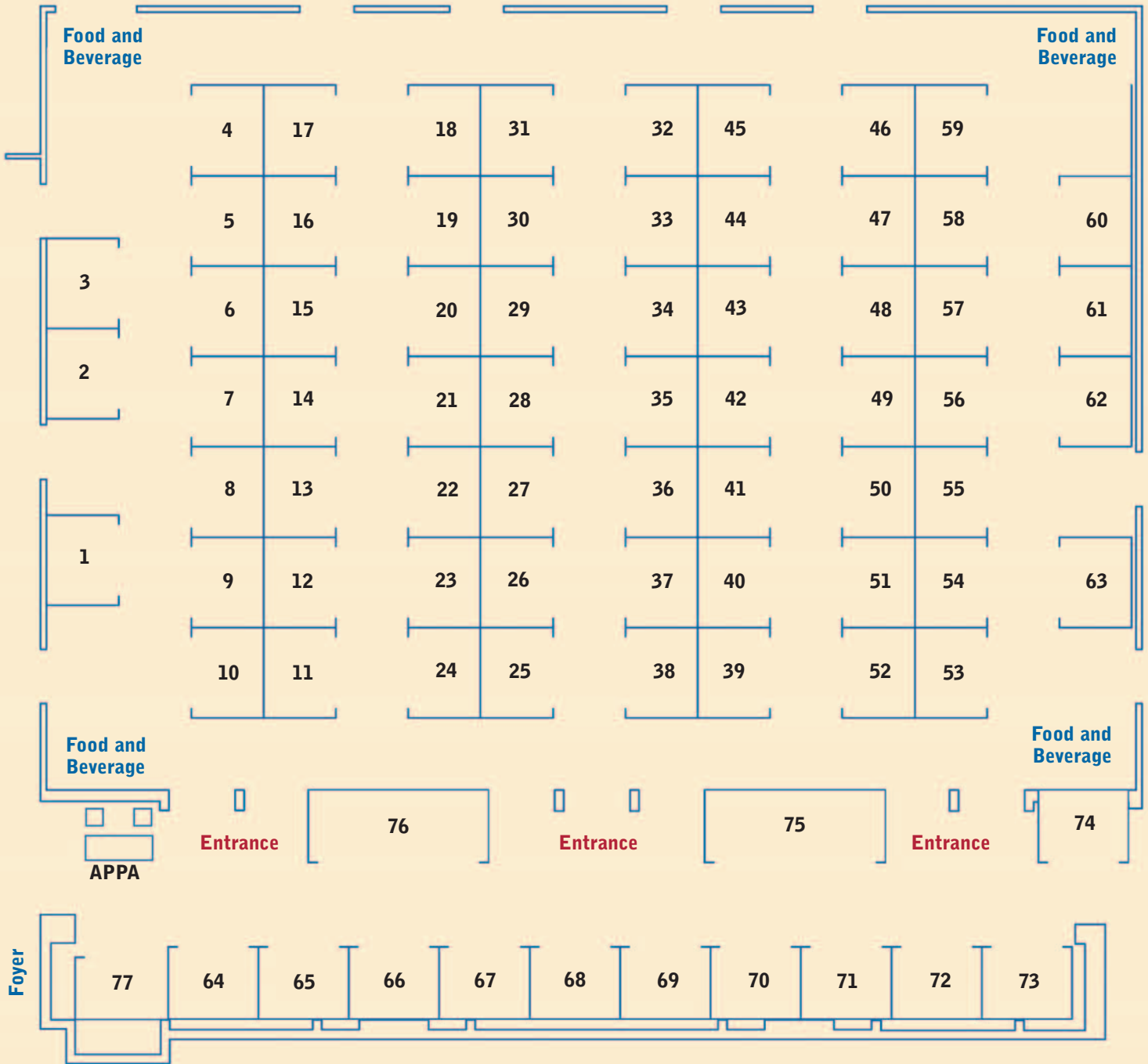
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*OAPPA's membership includes 16 post-secondary institutions in the province of Ontario, Canada and is hosting the 2007 Annual Conference in Ottawa, Ontario. For more information, please contact the Conference Co-Chairs, Darryl Boyce @ Carleton University and Mario Bouchard @ the University of Ottawa (also President of OAPPA).*

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*"Our Business Partners, year in and year out, contribute to the success of the ERAPPA conference. When you visit the exhibit area, it's a fantastic place to learn about new technologies and new companies."*  
**Patty Smith** (Princeton University)



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*September 30–October 3, 2007*





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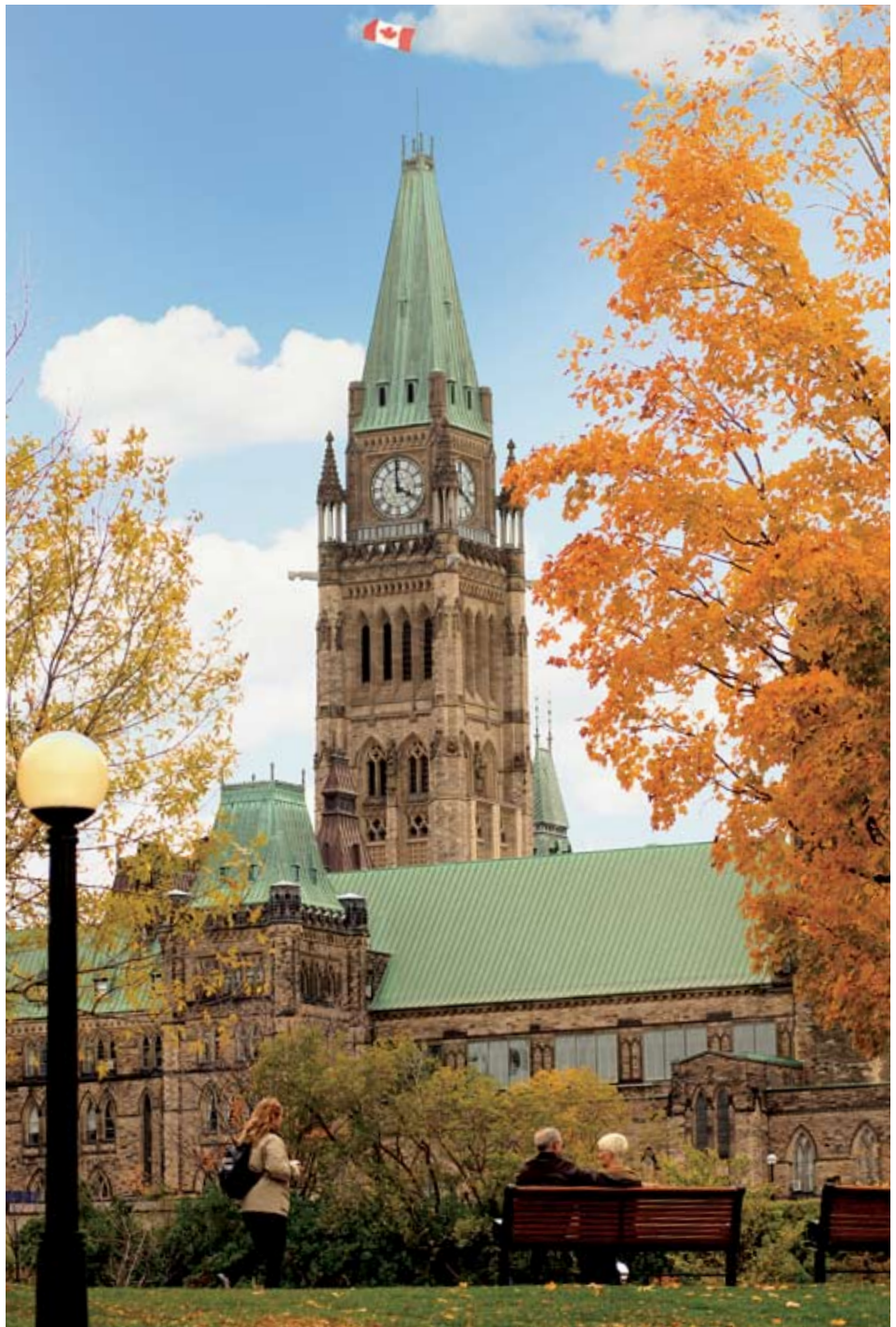
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“ I learn a lot from the informal process of networking before and after the educational sessions. The experiences offered by others are so valuable. You quickly realize that your issue may have been dealt with at another campus and the innovative solutions shared may be adapted and applied at your own institution. ”

**Leon Bivens**  
University of Maryland/Eastern Shore



# ERAPPA PRESIDENT'S MESSAGE



Welcome to ERAPPA's 57th Annual Meeting in Canada's majestic capital city of Ottawa. Your OAPPA Host Committee has done a superb job of planning and preparing an outstanding offering of educational, recreational, and cultural events and I encourage you to absorb as much as possible during the time you are here.

The theme for the Conference, *Capital Ideas for Sustainable Resource Management*, emphasizes the need for all of us to become better stewards of our global environment, and to start by focusing on the long-term best interests of our respective institutions and campuses. It is my hope and belief that you will find a wealth of information at this gathering, which will provide you with a better sense of the need for sustainable practices, ways to implement those practices, and a renewed commitment to sustainability as a way of life. In addition, you will find opportunities to attend sessions on a number of other cutting edge topics, including some new educational initiatives recently launched by APPA and ERAPPA.

But in the midst of all that educational enlightenment, I encourage you to also explore and thoroughly enjoy this magnificent city. Whether you are visiting Ottawa for the first time, the tenth time or live here, I am confident you will find something new and special. The Host Committee has provided a marvelous assortment of options designed to expose you to "the best of Ottawa." From golf, to campus tours complete with boat cruise, to high tea, steam train excursions, and visits to an historic artisan village...it's all prearranged. Or perhaps you would prefer to check out Ottawa on your own. But, whatever your choice, do not miss the climactic banquet Tuesday evening at the Canadian Museum of Civilization. It promises to be the absolute highlight of your visit to Ottawa.

Finally, and perhaps most importantly, find time to build, renew and strengthen relationships with all the attendees at this gathering. We come from different geographic areas and different chapters. We are institutional reps, business partners, first-time attendees, spouses and guests. We have each come here for different reasons and with different expectations, but we also each have something in common with one another. Take time to learn from one another and seek out those things we have in common. The relationships you form here can truly last a lifetime.

On behalf of the ERAPPA Board, I thank you for your support of this organization and your attendance at ERAPPA 2007 in Ottawa. Make it a memorable time!

**Glenn Smith**  
*President, ERAPPA*

# ERAPPA Co-CHAIRS' MESSAGE

Dear Conference Attendee,

The Ontario Chapter (OAPPA) is delighted to welcome you to Canada's capital city, Ottawa, for the ERAPPA 2007 Conference and the Host Committee is proud to be organizing this annual event.

The theme for this year's Conference, "Capital Ideas for Sustainable Resource Management", has provided a focus for the development of the educational program and the organization of the Conference. We believe that you will benefit from, and enjoy the thought-provoking education sessions, interesting and knowledgeable featured speakers, and social events.

We have prepared an educational program that provides 28 one-hour sessions on current topics related to Capital Ideas, Resource Management, Special (current) Topics, and Sustainability; with seven of these sessions being pursued for Continuing Education (CEU) credits. In addition to these sessions, we are also providing two in-depth workshops on Stewardship of Building Envelopes and Searching for Excellence Using APPA's Facility Performance Indicators. The umbrella theme for this year's Conference is "Sustainability" and during the Conference we will have the opportunity to learn about proven and new approaches to achieving sustainable operations at Universities and Colleges. We will also have a chance to participate in the sustainable operation of a regional Conference.

Our Exhibit Hall offers more than 80 booths which will be staffed with enthusiastic Business Partners who are eager to meet you and your colleagues to explore ways that we can improve the operation of our Campuses and we encourage you to take the time to meet our Business Partners.

Please enjoy the Conference and our beautiful capital city, Ottawa. If there is anything that the Host Committee can do to help you, please just stop one of our Committee Members wearing the red shirts and we will be more than happy to assist you.

Warm regards,

**Darryl K. Boyce**

*Co-Chair, 2007 ERAPPA Conference  
Assistant Vice-President,  
Facilities Management and Planning  
Carleton University*

**Mario Bouchard**

*Co-Chair, 2007 ERAPPA Conference  
Director,  
Physical Resources Service  
University of Ottawa*

# SCHEDULE AT A GLANCE



## Friday, September 28

**7:30 am–5:00 pm**

ERAPPA Board Meeting

*Ottawa Marriott Hotel, 27<sup>th</sup> Floor Sussex Salon*

**6:00 pm–10:00 pm**

ERAPPA Board, ERAPPA  
Committees, 2007 and 2008  
Host Committee Dinner

*Ottawa Marriott Hotel, 27<sup>th</sup> Floor Mackenzie Salon*

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## Saturday, September 29

**8:00 am–4:45 pm**

ERAPPA Board and  
Committee Meetings

*Ottawa Marriott Hotel, 27<sup>th</sup> Floor Mackenzie Salon*

**1:00 pm–6:00 pm**

Registration

*Crown Plaza Hotel, Lower Lobby*

**5:30 pm–7:30 pm**

President's Reception  
(by invitation only)

*Crowne Plaza Hotel, Penthouse Level  
Foyer and Panorama Room*

## Sunday, September 30

**6:00 am–3:00 pm**

Golf Tournament

*Stonebridge Golf Club*

**9:00 am–8:00 pm**

Registration

*Crowne Plaza Hotel, Lower Lobby*

**10:45 am–4:00 pm**

University Tours & Boat Cruise

*Carleton University and University of Ottawa  
(Lunch Included)*

**11:30 am–3:30 pm**

High Tea and Tour at the National  
Gallery of Canada (Lunch Included)

**12:00 pm–5:00 pm**

Exhibit Hall Move In / Set Up

*Crowne Plaza Hotel, Lower Lobby*

**5:00 pm–6:00 pm**

First Time Attendee Reception

*Crowne Plaza Hotel, Penthouse Level  
Panorama Room*

**6:00 pm–8:00 pm**

Exhibition Hall Grand Opening  
Reception

*Crowne Plaza Hotel, Lower Lobby*

## Monday, October 1

**6:30 am–6:00 pm**

Registration

*Ottawa Marriott Hotel, 2nd Floor*

**6:45 am–7:45 am**

Breakfast

*Ottawa Marriott Hotel, 2nd Floor, Victoria Ballroom*

**7:45 am–8:15 am**

Welcoming Remarks

*Ottawa Marriott Hotel, 2nd Floor Victoria Ballroom*

**8:15 am–9:15 am**

Keynote Presentation:

Dr. David Suzuki

*Ottawa Marriott Hotel, 2nd Floor Victoria Ballroom*

**8:45 am–4:00 pm**

Steam Train and Gatineau Park Tour

*Wakefield, Province of Quebec (Lunch Included)*

**9:00 am–5:00 pm**

Exhibit Hall Open / Networking

*Crowne Plaza Hotel, Lower Lobby*

**9:15 am–10:30 am**

Refreshment Break

*Exhibit Hall, Crowne Plaza Hotel, Lower Lobby*

**10:30 am–11:30 am**

Education Session I

*Ottawa Marriott Hotel, Lower Level*

**11:30 am–1:30 pm**

Networking Lunch

*Exhibit Hall, Crowne Plaza Hotel, Lower Lobby*

“ Whether it is an educational session on a multi-million dollar project delivery or a new way to deliver custodial services, there are always fresh approaches and techniques that I can walk away with and apply to my own institution. ”

**Michael Kukawa**  
Slippery Rock University



**1:30 pm–2:30 pm**

**Education Session II**

*Ottawa Marriott Hotel, Lower Level*

**2:30 pm–3:30 pm**

**Refreshment Break**

*Exhibit Hall, Crowne Plaza Hotel, Lower Lobby*

**3:30 pm–4:30 pm**

**Education Session III**

*Ottawa Marriott Hotel, Lower Level*

**4:30 pm–5:30 pm**

**Chapter Meetings (Optional)**

*Ottawa Marriott Hotel, Suite 522*

**7:00 pm–11:00 pm**

**Top of the Capital Party**

**Networking Reception/Dinner**

*Ottawa Marriott Hotel, Merlot Revolving Restaurant*

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## **Tuesday, October 2**

**6:30 am–4:30 pm**

**Registration**

*Ottawa Marriott Hotel, 2nd Floor*

**6:45 am–8:00 am**

**Breakfast**

*Exhibit Hall, Crowne Plaza Hotel, Lower Lobby*

**8:00 am–8:15 am**

**Welcoming Remarks**

*Ottawa Marriott Hotel, 2nd Floor, Victoria Ballroom*

**8:15 am–9:15 am**

**Plenary Presentation:**

**Dr. David Sinclair**

*Ottawa Marriott Hotel, 2nd Floor, Victoria Ballroom*

**9:30 am–3:00 pm**

**Artisan Village and**

**Glass Blowing Studio**

*Historic Merrickville*

**9:15 am–10:15 am**

**Educational Session IV**

*Ottawa Marriott Hotel, Lower Level*

**10:15 am–11:00 am**

**Refreshment Break**

*Exhibit Hall, Crowne Plaza Hotel, Lower Lobby*

**11:00 am–4:00 pm**

**Exhibit Hall Tear Down / Move Out**

*Crowne Plaza Hotel, Lower Lobby*

**11:00 am–12:00 pm**

**Educational Session V**

*Ottawa Marriott Hotel, Lower Level*

**12:00 pm–1:45 pm**

**Lunch & Annual Business Meeting**

*Ottawa Marriott Hotel, 2nd Floor, Victoria Ballroom*

**1:45 pm–2:45 pm**

**Education Session VI**

*Ottawa Marriott Hotel, Lower Level*

**2:45 pm–3:15 pm**

**Refreshment Break**

*Ottawa Marriott Hotel, Lower Level*

**3:15 pm–4:15 pm**

**Education Session VII**

*Ottawa Marriott Hotel, Lower Level*

**5:15 pm**

**Bus Departures to Canadian**

**Museum of Civilization Commences**

**5:15 pm–6:45 pm**

**Awards Reception**

*The Canada Hall Exhibit, Canadian Museum of Civilization*

**6:45 pm–7:30 pm**

**Awards Presentations**

*The Grand Hall, Canadian Museum of Civilization*

**7:30 pm–12:00 pm**

**Awards Banquet & Dance**

*The Grand Hall, Canadian Museum of Civilization*

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## **Wednesday, October 3**

**7:00 am–8:00 am**

**Walk/Run Along the Ottawa River**

*Crowne Plaza Hotel, Lower Lobby*

**8:00 am–10:00 am**

**Breakfast –**

**Delegates & Spouses / Guests**

*Ottawa Marriott Hotel, 2nd Floor, Victoria Ballroom*

**9:00 am–11:00 am**

**Host Committees 2007 / 2008**

**/ 2009 Breakfast and “Lessons**

**Learned” Meeting**

*Ottawa Marriott Hotel, Lower Level, Cartier I Salon*

**11:00 am–2:00 pm**

**ERAPPA Board of Directors:**

**Newly Elected**

*Ottawa Marriott Hotel, 27th Floor Sussex Salon*

FOR ALL EVENTS, BUSES WILL  
DEPART FROM THE LOWER  
LEVEL OF THE CROWNE PLAZA

# HOST COMMITTEE



**Mario Bouchard**  
Host Committee Co-Chair



**Darryl Boyce**  
Host Committee Co-Chair

“ The networking opportunities at ERAPPA are tremendous. I always come back from this conference strengthened by the fact that I’m not alone in dealing with my institution’s challenges and am inspired by the way in which my peers have conquered their problems. ”

**Robert Morro**  
Villanova University

## Conference Co-Chairs

Mario Bouchard  
Darryl Boyce

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Herb Dean (Co-Chair)  
Darryl Boyce  
Ian Kennedy

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Ron Dupuis (Co-Chair)  
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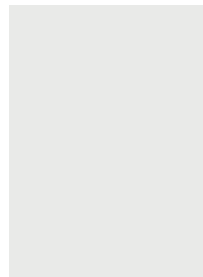


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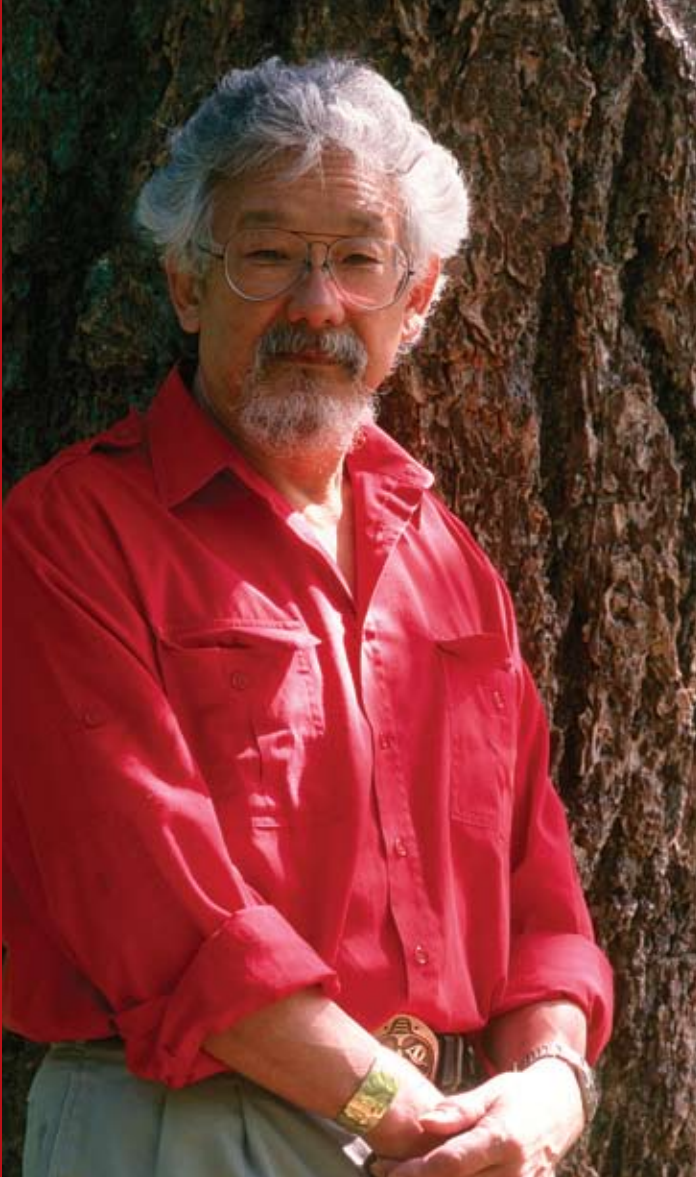
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# KEYNOTE SPEAKER



**Dr. David Suzuki** is one of Canada's most recognizable and beloved public figures. An award-winning scientist, environmentalist, and broadcaster, his television appearances, most notably as host of the internationally-acclaimed *The Nature of Things*, explain the complexities of the natural sciences in a compelling and easily understood way.

Dr. Suzuki is recognized as a world leader in sustainable ecology and has received the Kalinga Prize for Science, the United Nations Environmental Medal and the Global 500. He has received twelve honorary degrees in Canada, the United States and Australia. He holds an Honours B.A in Biology and a Ph.D., in zoology from the University of Chicago, and is currently Assistant Professor in Zoology at The University of British Columbia and a member of the Sustainable Development Research Institute at that same school.

Dr. David Suzuki has made it his life's work to help humanity understand, appreciate, respect and protect the natural world. He is a gifted interpreter of science and nature. His keynote speeches provide audiences with a compelling look at the state of our environment, underscoring both the successes we have achieved in the battle for environmental sustainability, and the strides we still have to make if Earth will remain a welcoming home for all nature's creatures.

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# PLENARY SPEAKER



## Dr. David Sinclair

*Department of Physics, Carleton University  
Deputy Director, Sudbury Neutrino Observatory*

The recent discoveries at the Sudbury Neutrino Observatory (SNO) have attracted world acclaim. The results of this research have improved our understanding of elementary particle physics, solar physics, supernovae, and cosmology, but still leave many unanswered questions.

The initial research required the construction of a very large detector which needed to be located a considerable distance below the earth's surface, to filter the cosmic rays so that weak neutrino signals could be detected. The detector cavity was blasted out of solid rock two kilometers below the earth's surface and is 35 meters in height and 22 meters in diameter, roughly the size of a ten storey building.

The success with the large detector has created many questions:

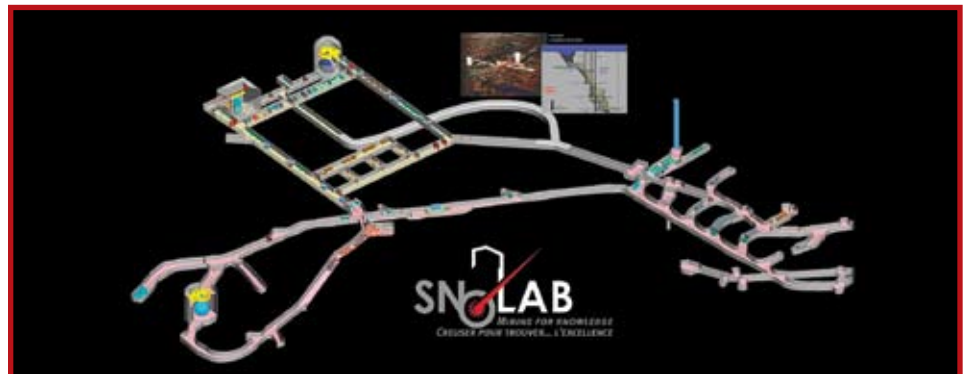
- The neutrino mass is too small to explain “dark matter”, so what is it?
- Why do neutrinos have a mass which is much smaller than any other known particle?
- Do we owe our existence to special neutrino properties?
- Can we see the neutrino produced in the earth and use this to determine the total radioactivity of the earth?

These are some of the areas to be probed through new experiments planned for an expanded deep underground research facility (SNOLAB). The expanded facilities will be similar to a 30,000 square foot building with two large research rooms, one at 50 feet x 50 feet x 50 feet high and the other a 50 foot diameter cylinder 50 feet high.

This talk will outline the scientific motivation for these studies and present some of the unique engineering, technical and construction challenges that had to be addressed to create these research facilities which will be used to unlock some of nature's most guarded secrets.

“The annual ERAPPA meeting provides me with a great opportunity to network with my peers. I continually meet new people who have varied experiences in the facilities field and are open to sharing their expertise and lessons learned.”

**Leon MacLellen**  
St Francis Xavier



# IN-DEPTH SESSION PRESENTERS

## Session: Stewardship of Building Envelopes



**Michael H. Brewer** is currently the Director of Plant Operations for Muhlenberg College. Michael has over 25 years of higher education facility management experience in the development and maintenance of facilities and the physical plant. This includes the management and supervision of all physical facilities, grounds, housekeeping, physical plant improvements, utilities, and energy systems. He provides planning services to campus departments during the development of programmatic changes and is the project manager for all major construction and renovation projects. Michael's involvement begins with the early planning stage and follows through design development to project completion.



**Jeffrey L. Erdly** is the president and co-founder of *Masonry Preservation Services, Inc.* (MPS), a specialty building façade repair contractor located in Berwick, Pennsylvania. A member of ASTM International since 1990, he is co-chairman of task group E 06.55.05, "Standard Practice for Periodic Inspection of Building Facades for Unsafe Conditions." Other ASTM International activities include the co-editing of both STP (Special Technical Publication) 1314, "Water Leakage Through Building Facades" and the new STP 1444, "Building Façade Maintenance, Repair and Inspection." Mr. Erdly is also a past president of the Sealant, Waterproofing and Restoration Institute (SWRI) and a member of the Association for Preservation Technology (APT).

Jeff has presented in excess of 100 technical seminars and original technical papers throughout the United States for organizations including APT, RCI, ASTM, The University of Wisconsin and MIT.



**Eric M. Godfrey** is a Principal and Project Executive with *CVM Facilities Renewal* where he is the principal in charge of some of the firm's largest design-build restoration projects. His responsibilities include initial condition assessment investigations, repair program development, cost estimating, project scheduling, negotiating sub-contracts, all communications with the Owner, and oversight of all construction related activities until project completion. In addition to his construction management duties, he has been an integral part of the development of CVM's Building Diagnostics Group. He has led the investigation and subsequent restorations of numerous significant structures in the Philadelphia, PA area.



**Jeffrey Levine** is President of *Levine & Company, Inc., Roof Consulting and Architectural Conservation*. Mr. Levine's responsibilities include condition assessments, leak investigations, construction documentation, and maintenance planning. He has served as Project Manager for over 200 restoration and rehabilitation projects, preservation plans, and maintenance programs for a large variety of building types, including academic, commercial, and ecclesiastical buildings. Mr. Levine's expertise in the field of slate roofing is nationally recognized. Mr. Levine has an M.A. in Historic Preservation Planning from Cornell University, has written numerous articles on slate roofing, including Preservation Brief No. 29 published by the National Park Service, is a founding Director of the National Slate Association, and is a member of the Historical and Architectural Review Board, Lower Merion Township, Pennsylvania.



**David A. VanOcker** is a Principal in *CVM Facilities Renewal*, where he manages a broad range of investigation, diagnostics, and repair/restoration programs delivered through design-build as well as traditional design/bid/build methods to institutional and commercial clients throughout the east coast of the US. Dave has over 26 years of experience specializing in building envelope systems and parking structures. He is active in the American Concrete Institute, Committee 364–Rehabilitation, Committee 546–Concrete Repair, and E706–Repair Application Procedures. He is a past president and director of the Delaware Valley Chapter ACI and past director and officer of the Philadelphia Section of the American Society of Civil Engineers.

“ I’m always looking for educational opportunities that broaden my knowledge base and help me remain current in industry practices. ERAPPA’s annual conference always includes educational program offerings that are relevant, often ahead of the curve, and help me deal with my own institution’s challenges. ”

**Gordon Cheeseman**  
Colby College

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# IN-DEPTH SESSION PRESENTERS

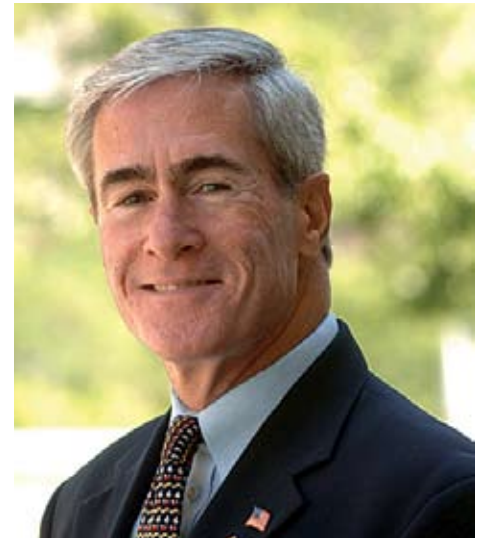
**Session: Searching for Excellence Using APPA's Facilities Performance Indicators**



**Margaret P. Kinnaman** is currently the Director for Business Administration and Support Services within the Facilities Management Division at the University of Maryland, Baltimore. Ms. Kinnaman is responsible for the financial tracking and budgeting for over \$30 million dollars annually and the provision of construction project accounting for over 400 projects annually. Ms. Kinnaman has taken the lead on numerous campus-wide special projects; to including creating a campus-wide space management system and chairing a System-wide Capital Renewal Deferred Maintenance Task Force. Maggie has been

“ As a First Time Attendee last year, I was impressed by the networking opportunities, the quality of the education program and the ability to meet with so many exhibitors all at one conference. This is a *must attend* annual event for me now. ”

**Tom Yopp**  
Choate Rosemary Hall



**Michael J. Sofield** has an extensive facilities management background earned over a 30 year career. As Director of Facilities Planning and Operations for the National Museum of American History, he is responsible for the museums facilities master plan as well as the daily operations of one of the Smithsonian's largest museums. His past positions at the Smithsonian include serving as the Director of the offices of: Physical Plant; Facilities Reliability; and Protection Services. He is APPA's Vice-President for Information and Research where he is responsible for APPA's Facilities Performance Indicators program.

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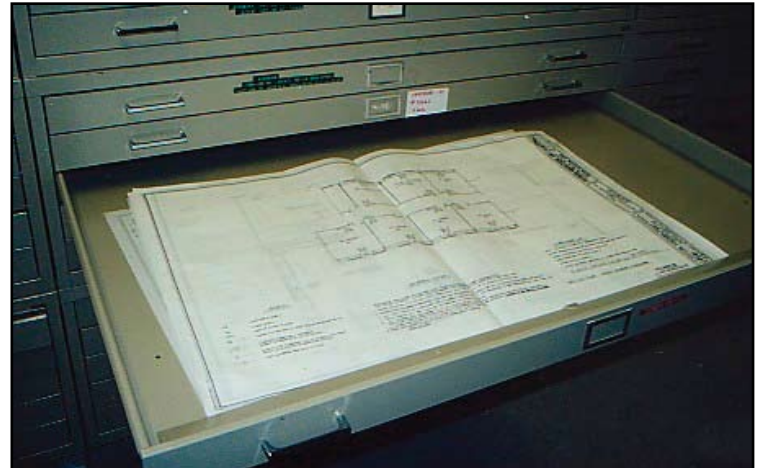
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# EDUCATIONAL PROGRAMS

## Programs for Monday, October 1, 2007

	Track 1: <b>Capital Ideas (CI)</b> in <i>Cartier III</i> room	Track 2: <b>Sustainability (SU)</b> in <i>Laurier</i> room
<b>Session I</b> 10:30 am to 11:30 am	<p><b>CI-1: <i>The Art and Science of Capital Planning</i></b></p> <p>Thomas Coakley, St. Lawrence University Sal Chiarelli, University of Vermont James Kadamus, Sightlines</p> <p>While a facilities investment plan may be technically sound, its success is not assured without the support of the community. Learn how two universities used both the “art and science” of benchmarking to develop facilities initiatives, gain sustainable constituent support and shape their future.</p>	<p><b>SU-1: <i>Raising the Bar at Big Green</i></b></p> <p>Stephen M. Campbell, Dartmouth College David Madigan, van Zelm Heywood Shadford Inc.</p> <p>Moving beyond LEED, Dartmouth College employs a new process—energy performance metrics—to guide the design, construction and evaluation of its buildings. A case study of a recent project will illustrate the process and the beneficial outcomes of this approach.</p>
<b>Session II</b> 1:30 pm to 2:30 pm	<p><b>CI-2: <i>Life Cycle Toolkit for Buying Energy Intensive Equipment</i></b></p> <p>Pierre de Gagne, University of Ottawa</p> <p>This presentation will discuss practical tools that may be employed to analyse the total life cycle cost of energy intensive equipment. Topics covered include adding value through economic analysis, integrating life cycle analysis with the purchasing process and factoring in the long term cost consequences of investments.</p>	<p><b>SU-2: <i>When “Green” Alternatives Make Sense: A Practical Approach to Sustainable Options in Existing Facilities</i></b></p> <p>Megan D. Hawk, Facility Engineering Associates Christopher P. Hodges, Facility Engineering Associates</p> <p>This presentation will evaluate sustainable replacement options available to existing buildings on the basis of total cost of ownership. We will analyze specific examples of green versus traditional systems and how they relate to the LEED-EB rating system and other rating systems. We will present case studies and show real numbers and real effects of implementing some of the most popular green alternatives.</p>
<b>Session III</b> 3:30 pm to 4:30 pm	<p><b>CI-3: <i>The Business Case of Sustainability</i></b></p> <p>Rodney Wilts, Loop Initiatives Inc.</p> <p>There is a growing understanding that sustainability done right can deliver triple bottom line benefits (environment, economic, and social). This session will examine the business case for incorporating sustainability as a core element of facilities management including energy savings, increased productivity, enhanced reputation, risk-reduction and reduced absenteeism. In addition, training opportunities in this area will be explored.</p>	<p><b>SU-3: <i>Waste to Energy: Landfill Gas</i></b></p> <p>Paul Chamberlin, University of New Hampshire</p> <p>The University of New Hampshire will use methane generated from a remote landfill site to provide fuel for its recently completed co-generation plant. Over 80% of the campus energy needs will be met from this renewable, carbon-neutral source. Technical, regulatory and green-house gas impacts will be discussed.</p>

<b>Track 3:</b> <b>Resource Management (RM)</b> <i>in Cartier I room</i>	<b>Track 4:</b> <b>Special Topic (ST)</b> <i>in Albert room</i>	<b>Track 5:</b> <b>In-Depth Sessions (ID)</b> <i>in Cartier II room</i>
<p><b>RM-1: Space Mining—A space management approach to sustainable success</b></p> <p>Phillip Rouble, Algonquin College</p> <p>A maturing space management process and innovative “space mining” techniques at Algonquin College have allowed the College’s facilities portfolio to shrink by 10% since 1990 while student enrolment has grown by over 70%. Space mining techniques allow institutions to extract increased capacity from existing space inventory. This presentation will present a roadmap to show facilities administrators how to access the hidden capacity reserves in classroom and lab space to position their institutions for sustainable success.</p>	<p><b>ST-1: Project Clean “Green”</b></p> <p>David L. DeHart &amp; Diane Gravatt, Rutgers, The State University of New Jersey</p> <p>Rutgers University has done a review of seven major manufacturers’ “green” products. Criteria reviewed included: Green Seal certification, HMIS and NFPA health ratings, bio-based content, ingredients, chemical dispensing systems, training programs and product performance. The due diligence put forth by Rutgers will aid other institutions in their quest to go “green”.</p>	<p><b>ID-1, ID-2, ID-3: Stewardship of Building Envelopes</b></p> <p>Mike Brewer  Jeffrey Erdley  Eric Godfrey  Jeffrey Levine  David Van Ocker</p> <p><b>ALL DAY</b></p> <p>ID-1: 10:30 am to 11:30 pm  ID-2: 1:30 pm to 2:30 pm  ID-3: 3:30 pm to 4:30 pm</p> <p>This extended session is intended to educate facilities professionals in the art and science of designing and caring for building envelopes. Topics covered include roofing, exterior walls, windows, doors, chimneys and all above grade exterior surfaces of existing buildings, as well as methods of dealing with storm water run-off, snow and ice.</p>
<p><b>RM-2: PDA’s—Getting the most from your Work Order System</b></p> <p>Trent Pearsall, Dynamic Technology Professionals  Timothy Slack, State University of New York Cortland</p> <p>While most computer-based work order systems do a great job of archiving what your maintenance crew did, they often provide little help in actually managing the work flow. Find out how PDA’s and real-time data management will reduce backlog, improve customer service, and improve the accuracy of the data you collect.</p>	<p><b>ST-2: The Fifth Dimension—Adding Value with Building Information Modeling (BIM)</b></p> <p>Jack Moran, Cutler Associates, Inc.</p> <p>Building Information Modeling (BIM) is the evolution of two-dimensional drawings into three dimensional virtual building models embedded with critical intelligent information about the elements of the design. Now, take that 3D model and add a fourth dimension—time, and a fifth dimension—cost. Join us for a practical demonstration of how this revolutionary project delivery method is interconnecting project goals for performance, sustainability, energy usage, and cost/schedule control.</p>	
<p><b>RM-3: Balanced Scorecard Approach to Facilities Management</b></p> <p>Masoom Ali, Nassau Community College</p> <p>This is an interactive presentation on strategic assessment of Facilities Management and Resource Management. It will provide Facility Managers with new vision, tools, and techniques to manage their limited resources and still continuously improve productivity, performance and customer satisfaction. Participants will learn to develop a strategic assessment program for their organization.</p>	<p><b>ST-3: How SUNY Fredonia Became Plug-Load Energy \$mart</b></p> <p>Carol Sabo, PA Government Services, Inc.  James Pepe, State University of New York Fredonia</p> <p>The proliferation of personal computers and small electrical equipment contribute to make plug-loads a major contributor to the growth in energy costs for administration buildings, residence halls, laboratories and classrooms. SUNY Fredonia will share their experiences in implementing programs and policies targeting computers, copiers, printers, refrigerators, washing machines, vending machines, task lights and other plug-load equipment on campus.</p>	

# Programs for Tuesday, October 2, 2007

	Track 1: <b>Capital Ideas (CI)</b> in <i>Cartier III</i> room	Track 2: <b>Sustainability (SU)</b> in <i>Laurier</i> room
<b>Session IV</b> 9:15 am to 10:15 am	<p><b>CI-4: Making Sustainability a Key Driver for Campus Utility Master Planning at the University of New Brunswick</b></p> <p>Mike Bujould, NB Energy Efficiency and Conservation Agency</p> <p>Through a proactive planning process, the University of New Brunswick is creating sustainable utility concepts for the future that complement the 50-year plan for campus growth. This presentation discusses the utility master planning process at the University of New Brunswick and its attention to sustainability principles.</p>	<p><b>SU-4: Commissioning Bridges the Gap between Design and Operations</b></p> <p>William McCartney, Isotherm Engineering Ltd.</p> <p>Commissioning provides the missing link. While performance verification allows the owner to know that the systems work, the commissioning process provides the "Systems Manual", operator training, efficiency targets and O&amp;M details not normally provided.</p>
<b>Session V</b> 11:00 am to 12:00 noon	<p><b>CI-5: Reacting to the past or planning for the future?</b></p> <p>Harvey Kaiser, Harvey H. Kaiser &amp; Associates Pete Zuraw, Wellesley College</p> <p>This presentation describes the innovative facilities planning project partnership undertaken at Wellesley College to integrate clear College policy and decision-making with cutting-edge capital planning strategies. The approach at Wellesley applied techniques for assessing existing facilities conditions, planning for an ever changing academic and student program demand, developing costs to address these needs, identifying mechanisms to finance them, and ultimately creating tools to sustain the effort going forward.</p>	<p><b>SU-5: Geothermal—An Efficient Approach to Heating and Cooling Your Buildings</b></p> <p>Todd McCabe &amp; Jeff Savoie, Consigli Construction Co., Inc.</p> <p>This presentation will discuss the history of geothermal processes, geothermal earth coupling methods, geothermal system design criteria and the overall benefits of geothermal systems. Academic case studies will be presented in which standing column wells and geothermal heat pumps were used to provide sustainable comfort systems.</p>
<b>Session VI</b> 1:45 pm to 2:45 pm	<p><b>CI-6: An Integrated Design Process: Lessons Learned from the Massachusetts Institute of Technology (MIT)</b></p> <p>Lynne Brooks, Bruner/Cott &amp; Associates Walter Henry, MIT Lucinda Hill, Sloan School of Management, MIT</p> <p>An in-depth discussion of the evolution of the integrated design process at the new Sloan School of Management at MIT with the Client, Architect, and MIT Director of Engineering. Topics discussed include establishing sustainability goals, objectives and strategies for the project; developing conceptual approaches to achieve the goals consistent with the project schedule and budget and building an integrated project team that thinks across traditional discipline boundaries.</p>	<p><b>SU-6: Comfort and Energy Efficiency: don't sacrifice one for the other</b></p> <p>Joel Primeau, Genivar Consulting Yiri Skopek, ECD Energy and Environment Canada Ltd.</p> <p>Building energy efficiency can be achieved without compromising comfort. This presentation will discuss comfort-enhancing and energy efficient solutions that are easy to design, build, operate and maintain. Air-to-air heat recovery technologies, operable windows, dynamic air sampling, variable speed drives and solar walls are some of the strategies presented and discussed. The presentation will also discuss LEED points in "Energy and Atmosphere" and "Indoor Environmental Quality".</p>
<b>Session VII</b> 3:15 pm to 4:15 pm	<p><b>CI-7: Benchmarking Your Facility Condition Needs</b></p> <p>Ray Dufresne, VFA, Inc.</p> <p>How does your institution's facilities compare to those of your peers? Benchmarking your facility condition requirement costs and lifecycle replacement value can provide valuable insights into how to target capital spending. As a key step in the process of optimizing your facilities, benchmarking can provide an organization with a diagnosis of actual performance and measure the potential for improvement.</p>	<p><b>SU-7: Adaptive Re-Use at its Best: Ursinus College Case Study</b></p> <p>Reed M. Axelrod, Reed Axelrod Architects Andrew Feick, Ursinus College Hugh McGettigan, Warfel Construction Company</p> <p>Built in 1891, Bomberger Hall was constructed as a sustainable building for its time. A hundred years later, although still useable, its usefulness as a building was expiring. A panel consisting of the owner, architect and construction manager will give insight into how the owner ultimately made each renovation decision as the team weighed cost, efficiency, sustainability and aesthetics.</p>

<b>Track 3:</b> <b>Resource Management (RM)</b> <i>in Cartier I room</i>	<b>Track 4:</b> <b>Special Topic (ST)</b> <i>in Albert room</i>	<b>Track 5:</b> <b>In-Depth Sessions (ID)</b> <i>in Cartier II room</i>
<p><b>RM-4: Right-Sourcing— A Contrarian’s Approach to Support Service Management</b></p> <p>Thom Greenlaw, Buckingham Browne &amp; Nichols School</p> <p>Expectations for facilities support services in our colleges have risen at rates matched only by our burgeoning tuitions. This workshop will discuss the strategic importance of facilities support services and share a decision-making matrix that can be used to determine whether or not to outsource key school facility services.</p>	<p><b>ST-4: Responsible Use of Refrigerants in HVAC</b></p> <p>Julian de Bullet, McQuay International Mike Thompson, Trane Commercial Systems</p> <p>The Montreal Protocol, now in its 20th year, targeted ozone depleting substances by banning CFC refrigerants in developed countries and by establishing phase-out schedules for all HCFC refrigerants. To meet this challenge, the HVAC industry has turned to non-chlorine HFC or “natural” refrigerants. This session will help concerned users make responsible choices in their present and future refrigerant decisions.</p>	<p><b>ID-4, ID-5, ID-6, ID-7: Searching for Excellence Using APPA’s Facilities Performance Indicators</b></p> <p>Margaret P. Kinnaman, University of Maryland</p> <p>Michael J. Sofield, Smithsonian Institute</p>
<p><b>RM-5: Playing Defence—How to Keep Your Best Employees</b></p> <p>Tim Rutledge, Mattanie Press</p> <p>In today’s tight labour market, talented employees are regularly approached by head-hunters trying to pry them loose from their organizations. This presentation outlines steps that managers can take to identify key employees and create engaging employment experiences in order to make the employees “head-hunter proof”. Based on the book “Getting Engaged: The New Workplace Loyalty”, Mattanie Press 2005.</p>	<p><b>ST-5: Dickinson College’s “Green Devil” Campaign</b></p> <p>Ken Shultes, Dickinson College</p> <p>Over the past two years, Dickinson College has accelerated into the world of sustainability both operationally and educationally. This presentation will focus on major new College-wide initiatives, methods for achieving student buy-in and ways to integrate the College’s mission and academic programs with Campus Operations initiatives.</p>	<p><b>ALL DAY</b></p> <p>ID-1: 9:15 am to 10:15 am ID-2: 11:00 am to 12:00 noon ID-3: 1:45 pm to 2:45 pm ID-4: 3:15 pm to 4:15 pm</p> <p>Data collection is an essential tool used to achieve organizational excellence and better communicate with campus decision makers. In this session attendees will discover why data collection is important, what areas should be measured and tools to get the job done. They will explore APPA’s Facilities Performance Indicator Survey results and work in teams to apply the data to institutional case studies. Finally they will report their findings to the rest of the group.</p> <p>(Note: Enrolment is limited to 40 attendees per session)</p>
<p><b>RM-6: Sustainable Opportunities in Central Chilled Water Systems</b></p> <p>Kent Peterson, P2S Engineering, Inc.</p> <p>The presentation will assist financial, engineering and facilities managers to develop skills in selecting, communicating with and managing architects, construction managers and construction contractors. A workbook will be provided for use by program participants.</p>	<p><b>ST-6: Sustained Leadership in Difficult Times</b></p> <p>James Barbush, Pennsylvania State System of Higher Education</p> <p>This presentation will provide participants with strategies to gain support for their concepts and projects, to engage staff members and to inspire people to adjust and persevere.</p>	<p>(Note: Enrolment is limited to 40 attendees per session)</p>
<p><b>RM-7: Campus Facilities, Physical Environments &amp; Students</b></p> <p>Elizabeth A. Clark &amp; Phillip R. Melnick, Pennsylvania State University</p> <p>This 2 part session examines the impact of campus facilities and physical environments on college students. Part 1 discusses the research on the subject and will include topics such as age &amp; accommodation, community-building, recruitment &amp; retention, and classroom satisfaction. Part 2 will address practical applications, considerations and implications for today’s physical plant administrators.</p>	<p><b>ST-7: So you think you want to go “green”? Lessons in making “green” decisions for capital improvements</b></p> <p>Brian Baer, Baer Architecture Group, Inc. Robert LaVigne, Nichols College</p> <p>This presentation will demonstrate that going green does not have to break the bank for colleges and universities with modest budgets. The focus will be on improvements to existing buildings, although there will be some anecdotal review of new buildings. Handouts will include the materials from the presentation, plus supporting evidence from other experiences.</p>	

# WELCOME TO OTTAWA



“ Past ERAPPA conferences have gotten great reviews and I’m looking forward to attending my first meeting in Ottawa, Canada. ”

**Scott Scheel**  
Carleton University

Nestled at the junction of three picturesque rivers, Ottawa is considered one of the world’s most beautiful capitals. As part of the National Capital Region, Ottawa is unique in its history, geography and lifestyle. A visit to Ottawa provides a truly cosmopolitan experience...a North American city with a distinctly European charm and flair.

Ottawa has been ranked sixth in the world in terms of quality of life based on many factors including low crime rates, environmental cleanliness, public services, political stability and socio-economic conditions. For visitors, there’s the historic Byward Market located strategically in the centre of the city, the Rideau Canal providing boating in the summer and the world’s largest skating rink in the winter, and some 56 miles of scenic parkways penetrating deep into Gatineau Park to the north and the Greenbelt to the south. Ottawa is a major centre for the visual and performing arts with more than a dozen national museums and galleries and a full calendar of festivals and activities.

The seat of Canada’s federal government, Parliament Hill is a scenic location on the southern banks of the Ottawa River in the City centre, with its Gothic revival suite of buildings—the Parliament buildings’ Peace Tower, a national symbol and the logo for ERAPPA 2007, is majestic in its presence.

So, welcome to Ottawa and enjoy its culture and friendly welcoming atmosphere.

# ENTERTAINMENT

**Sunday, September 30th**



**6:00 am–3:00 pm**

## Golf Tournament

*Stonebridge Golf Club*

The ERAPPA 2007 Golf Tournament will be hosted at Stonebridge Golf and Country Club, one of Ottawa's premiere golf courses, and, 'Winner of the 2007 Consumers Choice Award for Best Public Golf Course in Ottawa'. This 180-acre golf course is a wonderful blend of parkland and linksland golf. Stonebridge features bent grass tees, greens and fairways, undulating putting surfaces, more than 90 premium Temisca sand bunkers, natural fescue areas and is sure to be one course that you will not be disappointed with! The tournament includes: hot sit down breakfast; hot BBQ sit down lunch; practice range; change room access c/w towels; beverages; snacks; handouts and prizes.

**6:00 am** Bus departs Crowne Plaza Hotel, Lower Lobby

**6:45 am** Breakfast

**8:00 am** Tee Off/Shotgun Start

**1:00 pm** Lunch/Awards/Prizes

**2:30 pm** Bus departs Stonebridge

Note: proper golf attire required (collared shirt, pants/shorts allowed), soft spikes mandatory.



**11:30 am–3:30 pm**

## High Tea and Tour

*National Gallery of Canada*

The Program will begin with a High Tea and Tour of the National Gallery of Canada. The Gallery is a place of wonder in both its interior expositions and it's incredible architecture. The Gallery exhibits a number of permanent collections and boasts the largest collection of Canadian works in the world.

**Bus departs from the Crowne Plaza Hotel, Lower Lobby at 11:30 am.**



**10:45 am–4:00 pm**

## University Tours & Boat Cruise

*Carleton University and University of Ottawa*

Participants will be picked up by bus at the hotel and taken to the University of Ottawa for a walking tour of the campus and lunch. They will then board a water-craft and travel down the Historic Rideau Canal enjoying a guided tour as it makes it's way to the Carleton University campus. There, the participants will go on a walking tour of the Carleton University campus and then be returned to their hotel by bus.

**Bus departs from the Crowne Plaza Hotel, Lower Lobby at 10:45 am.**

**Monday, October 1st**



**8:45 am–4:00 pm**

## Steam Train and Gatineau Park Tour

*Wakefield, Province of Quebec*

Participants will enjoy a unique trip back in time, as they ride the rails on-board one of Canada's last remaining authentic Steam Trains. Departing from the bi-centennial city of Gatineau, Quebec, the train will arrive 1 1/2 hours later in the picturesque village of Wakefield. Upon arriving in Wakefield, guests will witness the spectacular pivoting of the 93-ton steam locomotive on Canada's only operating manual turntable. After lunch at the historic Wakefield Mill Inn the group will travel by deluxe motor bus through Gatineau Park enjoying the changing of the leaves and the beautiful scenery.

**Bus departs from the Crowne Plaza Hotel, Lower Lobby at 8:45 am.**



**7:00 pm–11:00 pm**

## Top of the Capital Party

*Marriott Hotel, Merlot Revolving Restaurant*

Monday night, join us at the hottest party in the nation's capital. The Top of the Capital Party will be held at the top of the Marriott Hotel in Merlot –Ottawa's only revolving restaurant with the best view of the city and surrounding area. The spectacular views will set the background for networking with old and new friends. The evening will start off with a casual dining experience in the Merlot, where guests will be invited to wander amongst various food and drink stations hosted by local chefs.

Keep your eyes open for staff carrying VIP passes to our two hot night spots hidden just below Merlot restaurant on the Hotel's 27th floor. These passes will get you to the front of the line to enter one of two awesome parties that open a bit later in the evening.

Our first hot party spot will be **ERAPPA's Studio 54**. Bring back the decade that popularized bell-bottoms, clogs, afros, pinball and more importantly, the most popular music of all time. Between the years 1976-1980, disco was at its height of popularity and people were filling discothèques all around the world like Studio 54 in New York City because they couldn't get enough. There will be a combination of the hottest music from the 70's and incredible 70's lighting, including a rotating disco ball. Looking down from the balcony, the scene on the dance floor will be spectacular and will heat up when "Donna Summers", one of the hottest acts from the 70's, performs!

Our Second hot party spot will be the **Twilight Martini Lounge and Casino**. Join us in an intimate atmosphere where you can take in the great sounds of live jazz while socializing in this hip and trendy setting. The Twilight Martini Lounge will also offer a casino for those who feel like pulling up a seat and trying their luck at either black jack or poker. Guests will receive play money to use at the tables and prizes for the top winners will be handed out during "Happy Hour".

Guests will be able to wander and experience both parties and the spectacular city view throughout the evening. Space is limited, so book early to ensure your spot at this fun-filled evening!

# ENTERTAINMENT

## Tuesday, October 2nd



9:30 am–3:00 pm

### Artisan Village and Glass Blowing Studio

*Historic Merrickville*

Participants will visit the small village of Merrickville, including a visit to the Kevin Robert Grey Glass Blowing Studio and a number of antique and specialty shops. Following the visit to the glass blowing studio, there will be free time to explore the shops in Merrickville then enjoy a wonderful lunch at Sam Jake's Inn.

**Bus departs from the Crowne Plaza Hotel, Lower Lobby at 9:30 am.**



5:15 pm–12:00 pm

### Awards Banquet

*Canadian Museum of Civilization,  
Province of Quebec*

The Awards Banquet will be held in the Grand Hall of the Canadian Museum of Civilization. The Grand Hall celebrates the rich cultural heritage of the Native Peoples of Canada's West Coast. Each of the Hall's six houses presents an Aboriginal community living in coastal British Columbia. Preceding the Banquet guests will tour the Canada Hall which leads visitors on a remarkable journey across the country from east to west, covering 1,000 years of Canadian history in a series of life-sized environments.

**Buses depart from the Crowne Plaza Hotel, Lower Lobby starting at 5:15 pm. Buses will continue to run until everyone has been transferred to the Museum. At 9:30 pm the return shuttles from the Museum will begin with the final shuttle returning at midnight.**

## Wednesday, October 3rd



7:00 am–8:00 am

### Walk/Run

*Along the Ottawa River*

A 1.5 mile walk and a 3 mile run are being planned for Wednesday morning. Participants can enjoy a leisurely walk along the Ottawa River taking in a different perspective of the Museums and Parliament Buildings along the way. Runners will follow a path along the Ottawa River and scenic Rideau Canal enjoying the autumn colours and views of the city. Participants will receive a memento from the event and breakfast will be provided. Due to insurance issues, this event is not sanctioned by ERAPPA, and your participation is "at your own risk".

**Runners/Walkers will meet in the Crowne Plaza Hotel, Lower Lobby at 7:00 am.**

Awards Banquet  
Entertainment Sponsored by





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“ The Business Partner support is fantastic. Year after year, our Business Partners contribute to the success of the ERAPPA conference. The Exhibit Hall is a great place to learn about emerging technologies, new services and new companies. ”

**Kevin Mann**  
Salisbury University

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Each ERAPPA annual conference offers our members and guests an opportunity to experience interesting locations with diverse and unique events...ERAPPA 2007 in Ottawa, Canada is no exception! Our Sponsors recognize that ERAPPA members pride themselves on providing a consistent level of high quality services and their desire to share that vision is reflected through their support. We want to acknowledge and thank all our Sponsors, new and continuing, for their valued support and for helping to make ERAPPA 2007 another successful annual conference.

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ERAPPA remains the leader in the educational arena and it provides facilities managers with excellence in education, resource opportunities and technical support while affording its members the opportunity to succeed. In doing this, ERAPPA depends on the continued support it receives from dedicated Business Partners. Through the years, ERAPPA and Business Partners have established extraordinary partnerships that have helped support ERAPPA to fulfill its commitment to providing excellence in facilities management. We are particularly proud of the diversity of committed Business Partners who have joined the conference for the first time and those that continue to support us, this year in Ottawa. On behalf of the ERAPPA 2007 Business Partner Committee, we urge you to visit the exhibit booths to rekindle or establish new partnerships. We are confident that these partnerships will be a valuable resource for pursuing technological advances and progressive facilities management practices.

Awards Banquet Wine  
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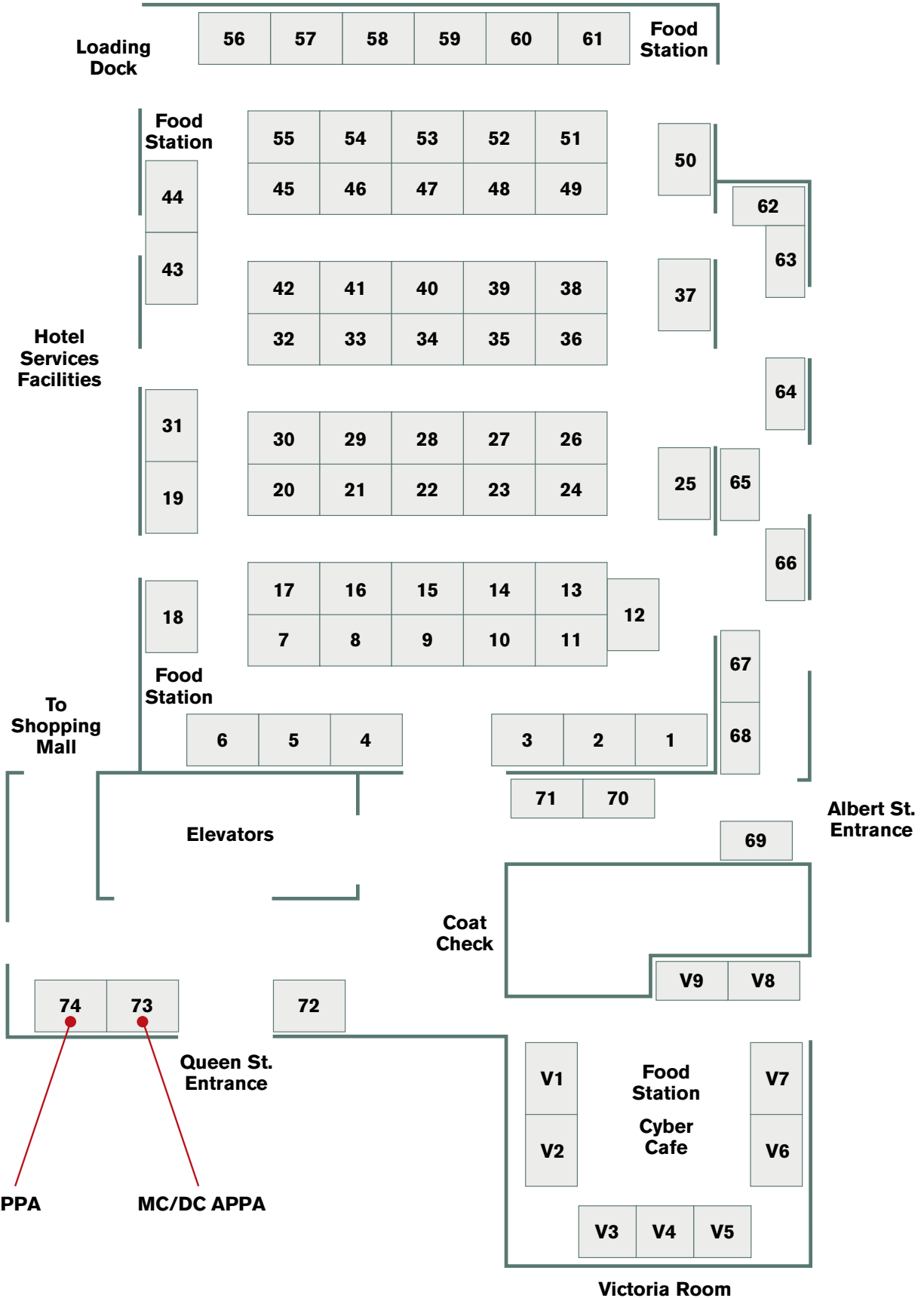
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<b>28</b>	To be assigned	<b>70</b>	To be assigned
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# EXHIBITOR DIRECTORY

## A.A.C. Contracting Inc.

### Exhibitor | Booth 45

175 Humboldt Street  
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**Bob Carter**  
University of Guelph

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Corush Sunderland Wright is an Ottawa landscape architectural firm. John Wright has worked for the University of Ottawa since 1990, designing the pedestrian street system and several new building sites. Jerry Corush and Martha Lush have been improving the Carleton University campus since 1999.

## Culter Associates Inc.

### Exhibitor | Booth 2

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Vanbots Construction is one of Canada's largest construction companies completing over \$600 million of construction annually. Our head office is based in Toronto with offices in Vancouver, Montreal and Bridgend Wales. Vanbots is a general contractor/construction manager that delivers its service using the company's core values of relationships, service, teamwork and quality.

## Vertical Transportation Excellence

### Exhibitor | Booth 13

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