

# Creative Communities = Economic Development

## Waterville Maine Street Application Narrative

### 1. Briefly describe the project.

Waterville Main Street, working in consortium with the City of Waterville, the Mid-Maine Chamber of Commerce, the Colby College Museum of Art, the Waterville Public Library, and the Waterville Arts Council, seeks CCED grant funding in order to actively develop and implement the following key initiatives:

#### A. Strategic Marketing of Arts & Cultural Assets

The consortium will oversee the design and implementation of a brand-integrated, comprehensive, coordinated marketing strategy for Waterville's community-wide arts and cultural assets, including but not limited to: Colby College Museum of Art, Railroad Square Cinema, Waterville Opera House, Waterville Public Library, Freshwater Arts, Redington Museum, Maine International Film Festival, and Common Street Gallery. It should be noted that in the many brainstorming meetings that the consortium has held over the past year and in earlier focus groups conducted by the Waterville Arts Council, participants have identified the need for a marketing strategy that promotes not only the arts and cultural opportunities in Waterville, but also the other assets that would allow visitors to "make a day of it" in Waterville. Such assets include our numerous independently owned restaurants, our historic downtown shopping district, the Kennebec River, and the Kennebec Messalonskee Trails system. We anticipate that our marketing campaign will at the very least involve print materials, a web presence and a prominent social media component.

#### B. Development of a Pilot Cooperative Arts Venue in Downtown Waterville

The consortium will develop a cooperative, interdisciplinary arts venue in downtown to present a wide variety of art exhibits and performances. The proposed venue is on Common Street, across from the City Hall/Opera House and directly adjacent to Common Street Gallery. The venue will be supported either (or in some cases, both) financially and programmatically by the Colby College Museum of Art, Colby Cinema Studies, the Maine Film Center, Music at Colby, the Waterville Public Library, the Waterville Arts Council, and individual artists. Specific programming elements will include: Colby faculty and student exhibits, youth exhibits, poetry readings, live music performances, film screenings, creative talks, and art classes for youth and families. This venue will serve a variety of purposes, including:

- a. To build upon the critical mass of downtown arts offerings, adding to the creative buzz;
- b. To generate additional traffic for downtown, benefiting area restaurants and retailers;
- c. To integrate Colby-based arts programs into the community, creating an accessible introduction to on-campus programming opportunities and breaking down perceived barriers between town and gown; and
- d. To offer more diverse programming that will attract new audiences of all age and income levels and engage them in arts-related programming.

**C. Development of Incentives and Strategies for Recruiting Artists and Creative Businesses to Downtown Waterville**

The first step in this goal will be to request that the City Council designate the downtown district as an “arts district” and develop associated marketing materials based on the incentive programs described below:

**a. Downtown Forgivable Loan Program**

The City and Waterville Main Street have recently implemented a Downtown Forgivable Loan Program to attract new target businesses to downtown. This innovative program has been highlighted in *MaineBiz*, at the Maine Downtown Conference and through the National Main Street Center. Through this CC=ED project, \$25,000 of downtown forgivable loan funding will be specifically designated for artist studios, galleries, and other creative businesses to create a pool of money that can be accessed by both property owners and individual artists/businesses to create attractive space in downtown. The borrower will pay interest only payments over the loan term with the principle forgiven on an annual basis provided the space is maintained as an arts/creative space. In short, this funding essentially becomes grant money to the borrower provided he/she follows through on the business plan presented at the time of application.

**b. Artist & Creative Business Mini-Grants**

Due to the source of the funding, the above referenced forgivable loan program funds may only be used for capital improvements and cannot be used for marketing, rent, or operational expenses. As a result, we propose using \$14,000 worth of CC=ED grant funding to create an additional pool of money that will be re-granted through a competitive application process to individual artists and/or businesses interested in locating in and/or creating work for installation (permanent or temporary) in the downtown district. These funds will be flexible and may be used for rent subsidy, materials purchase, creation of new work, etc. We are very confident that we can obtain additional grant funding to supplement this pool; however, whether or not we are successful, we anticipate the average grant size to be \$1500-\$2000 meaning that we will be able to fund 7-10 different proposals without additional funding. Applications will be reviewed and scored by consortium members.

**c. Entrepreneurial Training & Assistance**

We will partner with the Waterville Public Library, Kennebec Valley Entrepreneurial Network, and Colby College Entrepreneurial Alliance to provide creative businesses and artists with access to a wide array of free educational resources. These organizations offer regular educational and networking programs that may be of interest to new businesses, but we will also work with them to provide at least 3 customized trainings and/or workshops catering to small creative businesses.

**2. Why is your community motivated to participate in this project which uses the arts to deepen civic dialogue about your town’s unique attributes and its future?**

Waterville is perfectly poised for this opportunity. In November 2010, a variety of community stakeholders, including the City of Waterville, Waterville Main Street, the Mid-Maine Chamber of Commerce, the Central Maine Growth Council, Kennebec Valley Council of Governments, and the Waterville Development Corporation, contributed funds to contract with Arnett Muldrow, a nationally recognized consulting firm, to conduct a community-wide branding process. Through a series of focus groups that included representatives from the tourism industry, business

community, arts and cultural organizations, youth and young professionals, city leadership, and educational institutions, the consultants from Arnett Muldrow gathered diverse input regarding Waterville's key assets and challenges. Each group invariably identified Waterville's rich arts and cultural assets as among our community's greatest strengths, but also expressed a need to better connect and market them as a "package" with some of our other assets, such as our outstanding community recreational facilities, our educational institutions, and our historic buildings. As a result of this community discussion, the consultants developed a new brand for Waterville that would serve as a call to action: "Waterville. Converge and Create." In their final presentation to 100+ community stakeholders, the consultants stated that they felt Waterville was on the verge of greatness, and that in their work in over 200 communities they had never developed such a bold brand.

A number of significant capital improvement projects will position Waterville as a community with state of the art cultural facilities:

- The **Waterville Public Library** has recently completed a multi-million dollar rehabilitation project that included a new elevator ensuring complete accessibility, a new entrance facing the rest of downtown, and a business and career services department, computer lab, art gallery, and teen room.
- The **Waterville Opera House** has begun a \$4 million rehabilitation project to be completed in the spring of 2012 that will include life safety upgrades, new and improved seating, technology upgrades, including the installation of 35mm film projection equipment, and set building space, which will dramatically free up the main stage to allow for greatly increased numbers of events, such as live music performances.
- Perhaps the most exciting development is the recently begun construction of the Alford-Lunder Family Pavilion at the **Colby College Museum of Art**. The 26,000-square-foot expansion will include 10,000 square feet of new exhibition space, making Colby's the largest museum in Maine. Designed by Los Angeles-based Frederick Fisher and Partners, the \$15-million Alford-Lunder Family Pavilion was initiated in response to Peter and Paula Lunder's 2007 promised gift of art valued at \$100 million. The project will include a sculpture terrace and a classroom for museum education and outreach. Art Department studios will occupy the top floor of the addition, which is anticipated to achieve LEED-silver certification. The new space will open during Colby's bicentennial year, and the opening exhibition in July 2013 will present works from the Lunder Collection.

Downtown Waterville, which will serve as the focal point of our CC=ED project, has also gained significant momentum over the past decade and has never been more prepared for this kind of strategic investment. One of the inaugural Main Street communities designated by the Maine Downtown Center in 2001, Waterville has received multiple statewide awards for its downtown revitalization efforts, which are summed up by the following reinvestment statistics compiled by the Maine Downtown Center from 2002-2011:

- 28 net new businesses
- \$37.8 million in public and private downtown investment
- 17,294 volunteer hours
- 151 net new full-time jobs
- 87 building rehabilitation projects
- 18 public improvement projects

- 76 housing units created

Most recently, the City is wrapping up a \$500,000 Downtown Revitalization grant from the Department of Economic Community Development which has funded a gateway plaza and kiosk by the Two Cent Bridge at the Kennebec River, multiple façade improvement projects, and branded streetscape improvements, including trash cans, banners, and bike racks. Perhaps even more significant than these tangible projects is the sense that Waterville's worst days are behind us and that we are moving as a community toward a prosperous future. No project is more symbolic of this forward momentum than the Hathaway Creative Center – a previously dark and hulking symbol of our lost manufacturing past rehabilitated into gorgeous loft apartments, offices, retail shops, and entrepreneurial spaces.

Finally, much of the planning for this project has already been accomplished thanks to the work of the Waterville Arts Council, which comprises representatives from Colby College Museum of Art, Waterville Opera House, Railroad Square Cinema, Waterville Public Library, Waterville Main Street, Maine International Film Festival and private arts businesses. In 2009, the Waterville Arts Council hired a consultant, Kathryn Hunt of Starboard Leadership Consulting, to develop a strategic plan for the Arts Council, whose mission is “to promote quality, access, and vitality in the creation, experience and active support of the arts and culture for everyone in our community.” The strategic planning process included a number of focus groups with community members representing all age ranges and backgrounds which contributed to the following goals:

- To brand Waterville as a premiere destination for arts and culture;
- To maximize audiences and profits, to strengthen member artists, organizations, and businesses;
- To increase opportunities for non-member artists, organizations, and businesses to “make it” in Waterville; and
- To live our tagline: Art is for Everyone.

The core strategies identified for achieving the expressed goals were to promote Waterville as an arts and cultural destination, support arts and cultural organizations and artists, and sponsor community-wide participation in the arts. This CC=ED project will provide us with the funding, and most importantly a paid coordinator, to aggressively pursue these strategies. In short, because of our past planning and progress, we can confidently dedicate the bulk of this funding to implementation.

### 3. Describe the commitment of community leaders and partners to the project. Indicate which partners will provide leadership for the project and what their roles and responsibilities will be.

Lead partners and their roles and responsibilities include:

- **Shannon Haines, Executive Director, Waterville Main Street.** Waterville Main Street has worked for nearly a decade to develop and implement a comprehensive, asset-based economic development strategy for the downtown district and has served as a consistent voice for arts and culture and the creative economy in Waterville's larger economic development community. Waterville Main Street will assume the following roles and responsibilities for this project, contributing an average of 3-4 hours of in-kind staff support per week.
  - Administrative oversight
  - Management of coordinator
  - Local promotion of the project and its components

- Assistance in establishing the downtown arts venue
- Liaising with city administration, city council, and downtown property and business owners
- Active involvement in the development and implementation of the marketing strategy
- **Sharon Corwin, Director, Colby College Museum of Art.** Colby College Museum of Art has been a key partner in this consortium and will continue to play a crucial role in this project as it moves forward. Roles and responsibilities will include:
  - Programming assistance and oversight for the cooperative venue
  - Financial support of the cooperative venue
  - Networking and communication to the greater arts community
  - Active involvement in the development and implementation of the marketing strategy
- **Sarah Sugden, Director and Tammy Rabideau, Business and Career Services Librarian, Waterville Public Library.** The Waterville Public Library is a key gathering space in our community and is dedicated to increasing the literacy (including cultural literacy!) of every resident in our community. The library will contribute the following:
  - Programming assistance for the cooperative venue with a special emphasis on children's and teen programming, in which the library has extensive experience
  - Business and career support services, including training and technical assistance, for artists and creative businesses
  - Community wide promotion of the project and its components
  - Active involvement in the development and implementation of the marketing strategy
- **Mike Roy, City Manager, Erik Thomas, City Councilor Ward 4, and George Myers, City Councilor, Ward 2.** The City Council and staff have been active supporters of the arts and cultural development of Waterville. They financially support Waterville Main Street, the Waterville Opera House, the Waterville Public Library and the Maine International Film Festival, just to name a few; in addition they publish a calendar of arts & cultural events on the City website and sponsor the Franco American Family Festival each year. The election for Mayor will be held on November 8, but it should be noted that both of the two leading candidates have expressed unqualified support for Waterville Main Street, downtown revitalization and the arts and cultural assets of our community. The roles and responsibilities of the City as they pertain to this project will include:
  - Definition and adoption of an official arts district
  - Dedication of Downtown Forgivable Loan Program funds to support artist studios and creative businesses
  - Active involvement in the development and implementation of the marketing strategy
- **Kimberly Lindlof, President & CEO, Mid-Maine Chamber of Commerce.** The Mid-Maine Chamber of Commerce is an extremely active and well supported organization dedicated to improving the business climate of Mid- Maine. Kim and her board clearly understand the role of arts & culture in the large economic development picture as evidenced by Kim's involvement in and leadership on the Waterville Opera House rehabilitation project. The Chamber's roles will include:
  - Promotion of artist and business attraction strategies
  - Liaising with the business community regarding opportunities to sponsor and participate in arts & cultural offerings

- Active involvement in the development and implementation of the marketing strategy

#### 4. What qualifications will you look for and what responsibilities will you assign to a coordinator?

We will seek a coordinator who is knowledgeable about the Waterville community and its assets but not strongly associated with one "cause" or another, be it art, commerce, politics, etc. In other words, we will ideally be looking for someone who can approach this project from a neutral position and equally value the arts and cultural, economic development, tourism, and downtown revitalization goals that we seek to achieve. We will be seeking a coordinator with excellent communication skills, marketing experience, and an ability to convene diverse groups of people.

The responsibilities of the coordinator will include but not be limited to:

- Convening leaders of arts & cultural organizations and institutions to refine and implement marketing goals and strategies;
- Working with partnering organizations to manage the schedule for the cooperative venue;
- Working with the consortium to develop a feasibility study and business plan for the cooperative venue;
- Working with Waterville Main Street and the city to designate the downtown as an arts district, to promote the incentives of the district, and to engage property owners in creating artist and creative business-friendly spaces.

#### 5. Briefly describe your key community assets including cultural, historic, agricultural, natural resources, economic and social features. Based on this asset map, what are the most significant opportunities and challenges facing your town?

Waterville is a post-manufacturing town of slightly less than 16,000 residents that serves as a service center for over 100,000 people in the Mid-Maine area. Our primary employers are our two major hospitals, MaineGeneral Health and Inland Hospital, and our educational institutions, Thomas and Colby College. We count ourselves as fortunate to have these stable and, in fact, growing employment bases in the community, and the employees of these institutions are natural audiences for our arts and culture work.

Our arts and cultural assets include the following:

- Colby College Museum of Art – free and open to the public, the Colby College Museum of Art offers an outstanding view of American art from the early 18th century through the present.
- Waterville Opera House – a producing theater co-located with City Hall in downtown; in addition to its own productions, the Opera House hosts the Maine International Film Festival, the Inland Hospital Fall Pops, community events and dance recitals, and multiple live music events.
- Waterville Public Library – a recently renovated Carnegie Library located in downtown, offering career and business services, free year-round family programming, teen services and more.
- Redington Museum – a seasonal museum owned and operated by the Waterville Historical Society, located just outside of downtown with extensive photo archives and historic exhibits.

- Freshwater Arts – an arts education center located below Barrels Community Market; offering year-round classes taught by local professional artists for adults and youth as well as special pottery classes for Kennebec Valley Community College.
- Common Street Gallery – a new, contemporary gallery located on Common Street in Downtown Waterville, directly across from the City Hall/Opera House.
- Railroad Square Cinema – a three-screen independent arthouse cinema, voted one of the top 5 cinemas in New England by Yankee Magazine in 2011.
- Maine International Film Festival – a 10-day nationally recognized festival featuring nearly 100 films and 50 visiting filmmakers, attracting thousands of visitors each summer and garnering national media attention.
- Additional arts & cultural events: Waterville Intown Arts Fest, Maine Open Juried Art Show, Hill 'n the Ville Music Festival, Atlantic Music Festival, PechaKucha Night Waterville, Franco American Family Festival.

Incorporated in 1802, Waterville has long been a center of commerce and culture. In the mid to late 1800s Waterville developed into a manufacturing center, attracting significant numbers of French-Canadian and Syrian-Lebanese immigrants who moved here to work in the mills. This bears mentioning as much of this culture is still reflected in the community through the Franco American Family Festival, the annual Huffle (Lebanese-American celebration), the Downtown Lebanese Heritage Mural, and the Museum in the Streets program.

Waterville's historical and architectural resources include 7 structures in the downtown that are individually listed on the National Register of Historic Places, including the Lockwood Mills Complex (which includes the Hathaway Creative Center), City Hall/Waterville Opera House, the A.E. Lombard House (home to Waterville's greatest inventor), and the Two Cent Bridge, which is the only existing pedestrian toll bridge in the country and therefore a destination for cultural travelers. Maine Historic Preservation Commission has also designated an area of downtown as eligible for nomination as a National Register Historic District, and Waterville Main Street is pursuing that designation.

In addition to the arts, cultural and heritage assets mentioned above, Waterville boasts a number of other significant assets that make the community attractive to visitors, residents and potential new creative businesses and artists.

Those assets include:

- Kennebec Messalonskee Trails – a 16 mile system of riverside multi-use recreational trails, including the Quarry Road Recreational Area, which is a year-round facility that will, thanks to a recent \$500,000 gift from Colby College and the Alford Foundation, be one of the finest Nordic areas in the northeast;
- A wide variety of independent restaurants, including authentic Mexican, Lebanese, Italian, Asian and eclectic American cuisine;
- A vibrant downtown featuring a wide array of independent retail shops, including gift shops, jewelry stores, women's clothing stores, the 4<sup>th</sup> largest art supply store in the state, one of the largest independent fabric and craft stores in the state, two custom framing shops, and a giclee printing business;
- The Kennebec River, which offers spectacular views as well as recreational opportunities, including fishing, kayaking, and canoeing; and

- A strong agricultural/local foods movement that includes the successful weekly Downtown Waterville Farmer's Market, and the nonprofit Barrels Community Market, which has been recognized at the state and national levels as a model for community supported enterprise and "New Localism."  
(<http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2011/110926/from-old-economy-to-new.html>). Barrels carries a wide variety of locally produced crafts, tools, meats, cheeses, vegetables, fruits, baked goods and other foods, supporting over 300 Maine producers by providing an outlet for their goods. Barrels works with MaineGeneral Health, Albert S. Hall School, the Muskie Center (for seniors), and Colby College to incorporate local food into institutional menus.

While we have a large number of assets that any community would be thrilled to possess, we also have significant challenges. According to a recent survey conducted with assistance from the Department of Economic and Community Development, Waterville was found to be 57% low to moderate income, and over 60% of our public school students are on free or reduced lunch. This means that for many residents, paid arts related programming is a luxury they simply can't afford, which is why our marketing strategies must include outreach to local schools to promote existing free arts opportunities and also seek to develop audiences outside of our immediate area. Another significant challenge for Waterville is that, as a community, we are much less likely to receive tourism marketing and resources than larger metropolitan areas like Portland and Bangor and coastal communities like Camden and Belfast, which are perceived as more vibrant tourist destinations. This is not a sour grapes statement but simply an indisputable fact that has resulted partly from our community's inadequate marketing and one that we seek to change through this project.

**6. Describe how your consortium developed and how its activities will collaborate with municipal government and strengthen the cultural development of the community and/or region.**

Because Waterville is a relatively small city with limited staff and no economic development director, collaboration is key to meeting community goals using limited resources. The organizations in the consortium regularly work together on a variety of projects and support each other's efforts. The Mid-Maine Chamber of Commerce, for example, promotes the area's cultural facilities and serves as a vital connection to the business community. The Waterville Public Library is a key player in economic development in the area as it relates to career services. The Colby College Museum of Art partners with Waterville Main Street to offer community arts workshops. All of the community leaders identified above are involved in nonprofit boards and business development efforts in a way that ensures effective collaboration while eliminating duplication of efforts. While these relationships have been well established over the past 5-10 years, the consortium identified for this project really crystalized as a result of the city branding initiative.

**7. How will you affect broad civic and cultural engagement, including the engagement of youth?**

It should first be noted that all of the planning and progress that has been made to ready us for this application has involved extensive input and involvement of community members of all ages and backgrounds, as documented in the response to question #2. Because the funds from this grant project will be primarily implementation oriented, we see two main ways by which we will engage the public in our project:

- **Test markets for marketing materials** – we will conduct several small focus groups, with one specifically targeting youth, as we begin developing our marketing materials and strategies.
- **Cooperative venue programming** – as we work to coordinate a schedule of programming for the cooperative venue we will rely upon the expertise of consortium members and our partners to develop a diverse mix of programming that will engage all different ages and interest/arts-knowledge levels in our events and activities. Programming decisions will be made based on a solid understanding of what is already offered in our community and what is missing – such as small scale live music and avant-garde film exhibition.

In addition, the very purpose of the marketing campaign that we will be developing is to expand the number and diversity of visitors to our cultural institutions, our events, and our community as a whole in order to increase civic and cultural engagement in arts opportunities.

**8. How will your project strengthen the community or region culturally and economically, beyond the consortium’s immediate constituency?**

One of the most important things that our community learned from the branding initiative is that Waterville has incredible arts and cultural assets but we do a less than adequate job of marketing them together and as part of a greater community. This project will help us to effectively market the area as a whole to both visitors and residents alike. It is our belief that this marketing effort will result in increased traffic in our community, attendance at our events and patronage of our independently owned businesses and restaurants. As we have seen with events like the Maine International Film Festival, this increased traffic will result in increased stays for area hotels and, more importantly, increased repeat visitors. We also believe that our efforts will ultimately, over time, help us to attract new residents and businesses to our community.

**9. What financial and in-kind contributions can your community offer to support the project over a period of 18 months?**

The City of Waterville will provide \$25,000 in matching funds from the Downtown Forgivable Loan Fund to support this project. An additional \$15,600 will be contributed by partnering organizations in the consortium and other community partners that wish to be included in the marketing materials produced through this project. In addition, Waterville Main Street will provide in-kind administrative and volunteer support for the project in the amount of \$9,660. Please see the attached budget form for a detailed breakdown of funding uses.

**10. What outcomes do you expect, and how will you define success for your project?**

We expect to develop a marketing and promotion strategy for Waterville that is centered on our arts and cultural facilities and events but that also incorporates the other community assets highlighted in this narrative. The marketing strategy will include tactics to appeal to a) area residents in an attempt to raise awareness of and participation in existing events and cultural facilities and b) to year-round visitors to educate them about the full range of opportunities available in Waterville. We expect that this strategy will include a web presence, print materials, and

a social media component. We would like to have this strategy developed by May of 2012 so that we can begin implementation in time to capitalize on summer tourist traffic and at least preliminarily gauge the success of these efforts. We will consider this effort a success if we meet the following goals:

- Developed a marketing identity and plan by May 1, 2012
- Established a web and social media presence by June 1, 2012
- Distributed print materials by July 1, 2012 to area restaurants and hotels, various locations in the Belgrade Lakes and China Lakes regions, and visitors to events such as the Maine International Film Festival and Atlantic Music Festival

We expect to have developed a cooperative arts venue in Downtown Waterville by summer of 2012. We will consider this effort a success if we can meet the following goals:

- At least 6 partnering organizations have contributed financial and/or in kind resources to the project
- We host at least 12 arts/creative events at the venue by December 31, 2012, including at least 4 events that target youth;
- We increase the visibility of arts in our community through media coverage and social media buzz
- We have measurably increased foot traffic in the downtown

We expect to have established an arts district and finalized incentives and related marketing materials by March of 2012. We will consider this effort a success if:

- City Council unanimously approves the arts district designation
- We receive and fund 7-10 mini grants by December 2012
- We have offered 3 customized trainings or workshops for creative businesses
- We provide at least 2 downtown forgivable loans to fund the development of creative space by December 31, 2012

## **11. Are there any other key facts or circumstances you would like for us to know?**

One other recent occurrence that feels particularly relevant to Waterville's need and readiness for this grant opportunity is the phenomenon that is PechaKucha Night Waterville. Many communities across the state and the globe have been conducting PechaKucha events for some time with much success, so it isn't that Waterville is doing something unique by presenting this event series. What is remarkable, however, has been the tremendously positive response that these events, which began in October of 2010, have generated in this community. PechaKucha has been hosted at Hathaway Creative Center, Colby College, and the Waterville Grand Hotel and hundreds of individuals representing diverse socio-economic groups in our community have come out for these celebrations of creativity, which have brought together politicians and Colby students, woodworkers and high school teachers, elementary school students and authors. What this says to us is that the residents, students, and employees of Waterville and the surrounding towns are eager to embrace our collective creativity. PKN has been almost a mini-CC=ED pilot for us, testing the community's appetite to converge and create a richer cultural and artistic landscape and, as a result, a stronger, more sustainable local economy. The following quote from a former Colby student who was very involved in the event planning as a senior and, in fact, emceed the second PKN Waterville sums it up: "You

should keep doing PKN because it's something that knits the community together in a very real way. I can't tell you how many times I defended the state of Maine this summer on the basis that it has real town communities that are constantly coming up with innovative ways to create sustainable, localized economies. For real! After being in Waterville for 3 years, PKN was what finally showed me how awesome it is. The lessons I learned from PKN are a major reason I want to stay in Maine. I hope the glorious future PKNs you and the team organize will continue to have that effect on people. You guys rock! Go forth and plan!"

That we will.