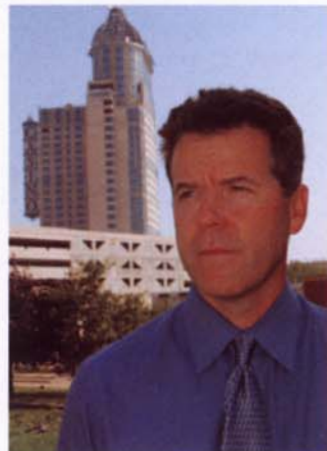


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*Jim Dougan, President and COO,  
Falls Management Company.*

WHEN JAC HANEMAAYER BEGAN LOOKING FOR A MOTORHOME FOR PERSONAL USE back in 1974, he set the wheels in motion for what would eventually become the number one, best-selling class B motorhome (camper van) in North America. It was indeed the road less travelled – revolutionizing the RV industry and creating an entirely new type motorhome that delivered the same ease-of-use and manoeuvrability as an SUV. It was also a road peopled with dedicated individuals – notwithstanding Hanemaayer's own son, Jeff.

"My father put the company in my name very early on," explains Jeff Hanemaayer, chairman for Home & Park Motorhomes. "He did so for a couple of reasons. One, the company wasn't worth anything at the time. Two, he figured that I'd work harder if it was mine."

It turns out that Hanemaayer senior was right on both counts. But, with Jeff in the driver's seat at the very tender age of 18, Home & Park Motorhomes was well on its way to changing that first premise and growing into something very special indeed.

### Rear-view Mirror

When Jacobus first approached what was then Home & Park Vehicles Ltd. in 1974, it was with a request for a custom-designed motorhome – one that would have the abundant features found in the

for the next couple of summers before joining the firm full-time while still attending university.

"When I started in 1982, there was a part-time sales manager," explains Jeff Hanemaayer. "We were selling to the Chrysler and Dodge dealers and business was not too bad but I thought it was a good idea to sell to RV deal-

next summer, we had grown to 25 to 30 employees and I was involved enough that I no longer wanted to be an absentee owner."



By Melanie Franner

# In the Driver's Seat

larger class A and Class C motorhomes but in a smaller footprint. This interest in design served him well, especially when he sat down at the drawing board again in 1980 and completely revolutionized the industry with the ever-increasingly popular Roadtrek – the class B RV with the now famous, low-profile roof, lowered floor and innovative three-section floor plan. Jeff Hanemaayer had also just come onto the scene, working

ers. By the end of that summer, business grew enough for me to bring on a full-time sales/office manager – the same man who is our controller today."

The next summer saw Hanemaayer taking a road trip out west and signing up RV dealers across the country. "By the end of that second summer, business was good enough to split the office and sales function so I hired a sales manager," he says. "By the end of the

Hanemaayer opted to go back to school full time but to structure his classes so he could put in a 30-hour workweek while attending university. The company kept growing right through the 1980s at an average rate of about 30 per cent per year – thanks, in large part, to Hanemaayer's decision to enter the U.S. market. Sales growth slowed to about 15 per cent in the '90s and hit 20 per cent last year.



A Roadtrek is a great family camper, but so much more with sleeping up to four and seatbelts for up to 6 – country or city, it does it all.

“We went from being relatively nothing in the 1980s – maybe making 40 to 50 vehicles a year – to becoming number one in North America by 1990,” says Hanemaayer. “And we’ve held that position ever since.”

### Staying Ahead of the Traffic

Today, Home & Park Motorhomes operates from a 120,000 square foot facility in Kitchener, ON. It has a North American network of about 100 dealers, with the U.S. accounting for approximately 80 per cent of total sales. Latest numbers show



A: Swiveling captains' seats, the cab is also a living area for eating, entertaining or just relaxing.

B: Spacious galley kitchen area, privacy doors, toilet and sitting area. Lots of room.

that for the first seven months of 2003, Home & Park Motorhomes captured 52 per cent of the Canadian market and 45 per cent of the U.S.

"Our goal used to be to capture 50 per cent of the market," laughs Hanemaayer, admitting that he might now have to raise that milestone.

According to Hanemaayer, the reason that the Roadtrek has proven to be so popular among Canadians and Americans alike can be attributed directly to three key factors: design, quality and service.

CEO of Home & Park Motorhomes, a three and a half-year veteran with the company. "For one thing, there is a heavy emphasis on people. Twenty-five per cent of our pre-tax profits above a minimum threshold is shared with the employees. 2002 saw a record profit sharing payout of 16.1 per cent of gross wages or an average of \$7300 per employee. Everyone has a vested interest in finding ways to improve things – it's better that way."

People and their respective health and safety are key drivers at Home & Park



C: Watch your optional premium brand 15" flat screen T.V. from lounge, bed or captains seats.



D: Flexibility of models includes twin beds or king.

E: Convenient stand up aisle shower.

In the area of design, the Roadtrek is miles ahead of the competition – offering customers a more aerodynamic design and better fuel efficiency, as well as the convenience of three separate "areas" within the floor plan: forward-facing seating; central bathroom privacy area; and separate eating/sleeping sections.

Home & Park Motorhomes currently offers five distinct Roadtrek models, all of which are based on the Chevrolet van chassis. The company used to offer the Dodge van chassis but Dodge has since discontinued the product. Current models include the 190 and 200, available in either the Versatile or Popular version, which amounts to different interior layouts... as well as the 170, which is available in the Popular version only.

As far as quality and service are concerned, these are a direct reflection of the 200 people who work for Home & Park Motorhomes.

## Accent on People

"One of the reasons I began working with the company was because Jeff and I shared a lot of the same business philosophies," explains Pete Mateja, president and

Motorhomes and this commitment is evident in the current 350+ days without any lost time. In fact there's been only one lost time accident in almost 2 years. There are also many employee initiatives, more often than not partially funded by the company,

such as: a subsidized computer purchasing program; the Fat Cat Club, where people are encouraged to lose weight; and the Kick Ash Club, where 29 out of 40 people who participated managed to kick the smoking habit.



Roadtrek has lots of options to enhance your RV experience. Our Florida Room provides a bug free private room for your outdoor enjoyment.

"The nicest surprise about working here has been the passion that people have for their jobs," says Mateja. "They take tremendous pride in what they build."

## Moving the Industry Forward

This drive to succeed is also evident in the company's ISO 9001-2000 certification – an industry first, as well as in Hanemaayer's desire to better the RV industry by collectively improving quality. Research has shown that the average motorhome, in general, has 12 defects within the first 90 days of ownership, with class B motorhomes having about 6. According to Hanemaayer, that number is way too high.

"Cars only average 1.5 defects," he says. "Compared to the automotive industry, we have terrible quality. Granted, we're not the same as a car in that we are a vehicle and house built together. Maybe we can't get as sophisticated as the auto industry but we can certainly improve that figure."

## Driving Forward

With a vision to better quality, improve efficiencies and provide greater value to the dealer and customer alike, Hanemaayer is well positioned to continue leading Home & Park Motorhomes on the path of success. Today, the company manufactures approximately 1,500 vehicles per year. It has also just recently introduced a brand new 30th anniversary special edition Roadtrek (available in the 190 and 170 models), that sports a special metallic silver paint with black accents. By all accounts, the road ahead looks smooth.

"We just want to continue to do better at what we do," concludes Hanemaayer. "We've always been a class B manufacturer. I'd rather continue to do one thing and to do that one thing well." ◆



Jeff Hanemaayer. Owner, Home & Park Motorhomes.