

*Excellence in Economic Development Awards*  
2005 AWARD RECIPIENTS



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

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*The Power of  
Knowledge and Leadership*

# IEDC Excellence in Economic Development Awards

IEDC's professional economic development awards recognize excellence in the economic development profession. These prestigious awards honor individuals as well as organizations for their efforts that have created positive change in urban, suburban and rural communities.

## 2005 Award Recipients

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# Honorary & Leadership Awards

The Honorary Awards include the Fellow Member designation, the Honorary Life Member designation, the Edward deLuca Lifetime Achievement Award for Excellence in Economic Development, and the Chairman's Award for Lifetime Achievement in Economic Development. These individuals maintain an unparalleled excellence in community development and economic growth.

The Leadership Awards are presented in the following categories: Outstanding New Economic Developer of the Year, the Leadership Award for Public Service, the Citizen Leadership Award, and the Richard Preston Award.

## FELLOW MEMBER DESIGNATIONS

The designation of Fellow Member is given by IEDC to an active member who has attained "unusual stature" in the field of economic development and closely related disciplines. Unusual stature is defined as significant contributions to the profession through service to IEDC and/or academic endeavors directly related to the practice of economic development.

### *LaDene Bowen*

LaDene Bowen joined the professional staff of the University of Northern Iowa in 1990. She is Senior Project Manager for the Institute for Decision Making in the Business and Community Services Division of the College of Business Administration. She serves as the primary contact for Iowa communities as they request specific technical assistance in economic and community development. She has primary responsibility in the design and delivery of programs specifically in areas such as: community needs assessment, community marketing, strategic economic and community development planning, tourism development, organizational development, business and industry retention and expansion assistance and fundraising.

Prior to joining the University of Northern Iowa, she was Executive Vice President of the Butte Chamber of Commerce in Montana, a nationally recognized can-do community. Before joining the Butte Chamber of Commerce, she was with the Montana Tech Foundation as Assistant Director, specializing in annual fundraising and capital campaigns for the #1 ranked small comprehensive engineering college in the U.S., Montana College of Mineral Science and Technology. She holds a bachelor's degree in Industrial Psychology and

Business Administration, has completed a six-year program in Organizational Management at the University of Colorado, and is a 1992 graduate of the Economic Development Institute, University of Oklahoma. Ms. Bowen earned her Certified Economic Developer (CEcD) designation from the American Economic Development Council in 1993. Currently, she serves on the IEDC Board of Directors and Education Committee, and the Heartland Economic Development Course Board of Directors; and holds membership with the Iowa Chamber of Commerce Executives, the Professional Developers of Iowa, Mid-America Economic Development Council, and IEDC.

### *W. Andrew Burke*

W. Andrew Burke is a graduate of the University of Texas and holds a master's in Business Administration from the Citadel. He has more than 36 years experience in marketing, management, and economic development. He is currently President of the Forward Greensboro Economic Development Partnership, Greensboro, NC. He has held positions with the Greater Oklahoma City Chamber of Commerce; the City of Virginia Beach, VA; Sierra Pacific Resources; the South Carolina Public Service Authority; and Texas Utilities. Mr. Burke graduated from the Economic Development Institute and has served on the Boards of the Southern Economic Development Council, AEDC, and IEDC.

### *Diane Lupke*

Diane Lupke, CEcD, is President of Lupke & Associates, a consulting firm specializing in community economic development intervention for governments and non-profit organizations throughout the United States. Since its founding in 1990, Ms. Lupke, her Associates, and staff have worked in more than 75 communities using its unique brand of compassion and intellect to empower residents to recognize their assets and create change in their lives and for their communities. Lupke & Associates has earned distinction for its work with distressed communities. Many of its clients are located in urban neighborhoods, struggling downtown areas, and isolated rural economies that offer particular challenges. Lupke & Associates has a national reputation for its superior knowledge, innovation, and creativity in the field of community economic development.

Ms. Lupke is an authority on the use of enterprise zones and other special tools for development. She is best known for her work in the design and

direction of a program aimed at the comprehensive redevelopment of Indiana's most distressed areas using enterprise zones. During her tenure with the Indiana Enterprise Zone Board, Indiana's program attained the highest per capita job creation of all programs nationally and remains among the more successful programs. She continued this work as a consultant to the Lilly Endowment, Inc. on community development issues. Ms. Lupke designed a \$4.2 million grant program for the Lilly Endowment, Inc. that strengthened the work of Indiana's enterprise zones by providing a laboratory for new and creative work in community-based development in low income communities. Since the initiation of the Federal Empowerment Zones and Enterprise Communities program, she has worked with the U.S. Department of Housing & Urban Development (HUD) to assist local communities in improving the effectiveness of their programs. Most recently, she testified before the Congressional Committee on House Ways and Means Subcommittee on Oversight regarding its deliberations on federal Empowerment Zones.

Highly regarded nationally for her success in economic development initiatives, Ms. Lupke has helped numerous states develop policy and draft legislation for programs addressing economic needs. Faced with the loss of vital investment funds and the businesses it supports, Ms. Lupke assisted policy makers in North Dakota in drafting legislation to attract venture capital, build capital reserves, and promote investment in existing property. Among other varied requests, she provided expert testimony to the New York legislative assembly during its hearings on enterprise and economic development zones; and drafted new legislation for abandoned industrial mills and brownfields sites in Rhode Island.

#### *Joseph A. Marinucci*

Joe Marinucci's career encompasses more than 22 years of economic development experience spanning public and private operational perspectives. Mr. Marinucci has expertise in strategic planning; real estate development; business retention and expansion; commercial and retail investment; economic development financing; business development marketing; downtown housing; and local, regional, and national policy development.

Currently, he serves as Executive Vice President of Downtown Cleveland Partnership and oversees numerous programs designed to spur investment in the downtown area, including the staffing of the downtown property owners council and the establishment of major physical development initiatives such as the Euclid Corridor Transportation Project. In addition, Mr. Marinucci works closely

with developers and businesses looking to invest in downtown Cleveland.

As Vice President of Real Estate Development for Cleveland's Playhouse Square Foundation, he directed real estate activities for the country's second largest theater district. He developed a master plan for the theater district and oversaw the construction and operation of a 205-room hotel, the design and construction of a 40,000 square foot urban plaza and the acquisition and management of 750,000 square feet of commercial buildings. Mr. Marinucci also developed and directed governmental affairs strategies to obtain public and private funding to implement the real estate initiatives of the Foundation.

Mr. Marinucci has been involved in leadership roles in numerous downtown organizations and initiatives. From 1997 - 2002, Cleveland's Mayor and Cuyahoga County Commissioners appointed him Chairman of the Gateway Economic Development Corporation, where he oversaw the operations of the Gateway sports complex, home of the Cleveland Indians' Jacobs Field and the Cleveland Cavaliers' Gund Arena. This organization's principle mission is to ensure that the community's \$450 million investment continues to provide a state-of-the-art entertainment experience for its residents.

He created the Cleveland Theater District Development Corporation and served as the organization's first Executive Vice President. This self-assessment mechanism allows stakeholders in the Playhouse Square area to raise capital for public services and make improvements directly increasing the value of their real estate holdings through the implementation of a five-year operating plan.

Nationally, Mr. Marinucci serves as Treasurer for IEDC and he was a long-time member of the executive committee of the National Council for Urban Economic Development (CUED), IEDC's predecessor organization.

#### **HONORARY LIFE MEMBERS DESIGNATIONS**

The designation of Honorary Life Member is given by IEDC to an active or former member of IEDC who has furthered the profession of economic development as a teacher and inspiration to others in many communities. The designation may be granted to a retiree in recognition of his or her advancement of the profession and the aims of IEDC.

#### *James W. Monroe*

James W. Monroe has over 35 years of economic development experience and has worked to establish

community growth from the Mississippi Delta region to the Pacific Northwest.

Mr. Monroe began his career in Kansas in 1960, serving as Executive Director of both the Concordia and Belleville Chambers of Commerce before moving north to head the South Dakota Industrial Development Expansion Agency in 1967.

During his tenure as Director of the Nebraska Department of Economic Development, Mr. Monroe Co-Chaired the National Committee to Save Industrial Revenue Bond Financing. The Committee, founded in 1968, worked with Nebraska Senator Carl Curtis and Russell Long, a Senator from Louisiana, in saving the industrial revenue bond, a critical financing tool used by economic developers for capital formation, from elimination by the U.S Treasury. The Committee's success in preserving the industrial revenue bond was monumentally important, particularly for rural developers at the time, and remained a significant economic development tool used by hundreds of practitioners in financing their packages.

Mr. Monroe continued his development work for the state of Nebraska, becoming Executive Director of the Omaha Economic Development Council (OEDC) in 1971. During his tenure at the OEDC, he earned a CID/CED certification and remained active until his emeritus designation in 2002. He left the OEDC in 1976, becoming President/CEO of the Kansas City Area Development Council, a position he held until 1990. Along with his work with the Kansas City Area Development Council, he chaired the AEDC Certification Board from 1981 – 1983, and is credited with salvaging the program. Under his direction, the tests became more relevant and reflective of the knowledge and experience levels required of economic practitioners. Mr. Monroe continued to demonstrate his commitment to educational excellence by helping to found the Board of Directors Heartland BEDC and oversaw the organization's administrative affairs to enable the BEDC to operate more efficiently. This was an integral part of the BEDC's success. In addition, he was a part of the AEDC Emerging Opportunities Task Force from 1983 – 1984, where he served on the Editorial Review Board and authored an article for a Fall 1994 issue of its publication.

In 1990, Mr. Monroe left Kansas City for New Orleans, LA, becoming President/CEO of both Metrovision Economic Development Foundation and The Chamber/New Orleans and the River Region. He also served as the Southern Region Vice Chairman of the AEDC Board of Directors.

Currently, Mr. Monroe is a member of the Seattle Regional Prosperity Partnership Roundtable, an organization in the planning stages of launching a multi-county economic development effort in the Seattle, WA, area.

### *C. Mark Smith*

C. Mark Smith currently serves as Board Member and Member of the Executive Committee of the Economic Development Executives of Washington State. Beginning in September 2000, Mr. Smith served as Manager of the City of Richland's Office of Business and Economic Development until he became the city's Economic Development Advisor in July 2004.

Prior to joining the City of Richland, he served for the past 12 years as Director of the Office of Economic Development for the City of Birmingham, AL, where he managed a \$2.4 million departmental budget and a staff of 23 employees responsible for implementing various financial and business assistance programs, business attraction, industrial park development, an extensive business retention program, and special development programs, such as Richland's Demonstration Brownfield program, state enterprise zone, and foreign trade zone.

Mr. Smith spent his first 52 years in the Seattle-Tacoma area before moving to Alabama where he directed the City of Birmingham's Office of Economic Development from 1988 until his retirement from the city in 2000. From 1970 - 1978, Smith served as Regional Director of the Western Regional Office of the Economic Development Administration (EDA), U. S. Department of Commerce, where he administered the agency's programs in the eight western states as well as the territories of Guam, American Samoa, and the Trust Territories of the Pacific.

Mr. Smith left EDA in 1978 to found his own company, specializing in the formation of new economic development organizations. He was instrumental in the founding of the Tacoma-Pierce County Economic Development Board (EDB) in Washington and served as its Executive Director from 1983 - 1985. He left the EDB to become the first Executive Director of the Economic Development Executives of Washington, a statewide association of more than 350 economic development professionals. During this period, he also served two terms as the Chairman of the Central Puget Sound Economic Development District, the most urban federally-funded economic development district in the nation.

Active in economic development for more than 30 years, he was twice elected to the Board of the Council for Urban Economic Development (CUED), first

in 1981-1989 and again from 1995. He became a member of the Board of the 4,200-member IEDC upon the merger of CUED and the American Economic Development Council (AEDC) in 2002. He was named a Fellow Member (FM) of IEDC in 2004, one of 96 previous members so honored.

Mr. Smith is a graduate of the University of Puget Sound in Tacoma,; the School of Mortgage Banking at Northwestern University; and the Federal Executive Institute at the University of Virginia.

#### **OUTSTANDING NEW ECONOMIC DEVELOPER OF THE YEAR AWARD**

The Outstanding New Economic Developer of the Year award recognizes a professional who has attained outstanding achievement in the first five years of his or her economic development career.

##### *Michael W. Davis*

Director of Economic Development  
City of Moraine  
Moraine, OH

Michael W. Davis has 10 years of public sector local government experience and has been directly employed in the field of economic development for five years. He resides in Ohio and has been employed by the City of Moraine since 1999, where he holds the title of Director of Economic Development.

During his young professional career, Mr. Davis has managed and processed multi-million dollar economic development projects that have generated approximately 950 new jobs along with retention of another 4,800 for a total capital investment worth \$615 million. In addition, Mr. Davis has created two unique and innovative programs that focus on job creation and retention. The programs include the Incentive Assessment and the Forgiveness Loan, with the latter receiving a 2005 Best Practices Honorable Mention Award from the IEDC.

Mr. Davis is currently 2nd Vice President of the regional I-70/75 Development Association, and has chaired the highly successful Annual Economic Development Summit in both 2004 and 2005. Mr. Davis also served as the Chair of the Miami Valley Ohio Planning Conference (MVOPC) Workshop in 2000 and 2002. He has been an Advisory Board member of the Kettering-Moraine-Oakwood Chamber of Commerce since 1999.

Mr. Davis is a graduate of the Economic Development Institute of the University of Oklahoma, holds a master's degree in Public Administration, and a bachelor's degree in Urban Affairs from Wright State

University. In 2005, Mr. Davis was selected as one the "Top 40 Under 40 Business Achievers" in the Dayton and Miami Valley region.

#### **LEADERSHIP AWARD FOR PUBLIC SERVICE**

The Leadership Award for Public Service recognizes an elected official who has served as a committed advocate for economic development for at least 10 years in the public sector.

##### *W.F. (Bill) Joseph, Jr.*

Former Chairman  
Montgomery, Alabama County Commission  
Montgomery, AL

W.F. (Bill) Joseph, Jr. served on the Montgomery County Commission in Alabama for 40 years, from 1964 - 2004, serving as Chairman three times. Mr. Joseph has gone above and beyond in his contributions to the Montgomery Chamber of Commerce's mission of enhancing the quality of life in the area through the creation and preservation of jobs. Mr. Joseph has embodied the very spirit of economic development and community growth.

He led the Commission's support of *Forefront Montgomery*, a five-year targeted approach to economic development that increased the resources needed to create jobs and build a better community. In the first four years of the project, 10,000 jobs were created in the Montgomery area. Over the next seven years, the amount of jobs nearly tripled to 27,000.

One of the most important accomplishments in Mr. Joseph's County Commission service was the integral role he played in Hyundai selecting Montgomery as the site of its first American automotive manufacturing facility in 2002. The \$1.1 billion plant created more than 2,000 jobs for the Montgomery area. As a result of the project, 41 suppliers have brought a total of 5,546 jobs and \$681,950,000 in capital investment to the area. Hyundai was named the Top Deal of 2002 by *Site Selection* magazine and Deal of the Year in 2002 by *Southern Business and Development* magazine. Other new industries announced during Mr. Joseph's County Commission leadership include Russell Corporation, Consolidated Stores (Big Lots and KayBee Toys), Spanish-based Viscofan USA, Delta Airlines Reservation Center, Bell Microproducts, GKN Westland Aerospace and Graham Packaging. As a visionary, he saw the need for an upscale industrial park and spearheaded the Montgomery County Commission's decision to purchase 345 acres of industrial land to create what is now the Montgomery Industrial Park.

## CITIZEN LEADERSHIP AWARD

The Citizen Leadership Award recognizes a community or business leader, or an individual who is not an economic development practitioner, but who plays a key leadership role. This year, IEDC has selected two winners for this category.

### *Kenneth A. Hendricks*

Chairman of the Board and CEO  
ABC Supply Company, Inc.  
Beloit, WI

Ken Hendricks is a person who rose from very modest beginnings to realize the American dream, while attaining great wealth and power. As with all great American stories, Mr. Hendricks' never forgot his origins and has worked tirelessly to share his success with his employees and his community. Beloit has been the primary, but not sole, beneficiary of Mr. Hendrick's passion for community and economic development. Starting in 1982, with the establishment of his company, ABC Supply, in Beloit, his commitment to his community has never wavered. He has personally been responsible for the redevelopment of several million square feet of derelict industrial space and a closed mall. ABC Supply as well as the numerous suppliers and unrelated firms that he has been able to convince to locate in Beloit have created several thousand jobs. Mr. Hendricks has taken vacant land and created a 450-acre business park and personally recruited most of the firms now occupying the space.

Mr. Hendricks' dedication to his community doesn't stop with job creation. He bought a former service station in a distressed neighborhood, tore it down and built a supermarket on the site, a sorely needed addition to an underserved neighborhood. He also purchased a former school and is renovating it to become the office of the Head Start program. He has commissioned a large outdoor mural depicting Beloit's heritage as an industrial center, including the widely acclaimed "Forged on the Rock," and established the American Industrial Art Gallery. The mural is located along the riverside of the Beloit Inn, of which Hendricks spearheaded the construction. The mural provides scenic beauty to downtown Beloit and gives visitors of the Beloit Inn a view to remember.

While growing his company, Mr. Hendricks never turned away from his city, Beloit, and other cities across the country. Where others saw only difficult operating conditions, he saw opportunities to remake entire sections of cities into vibrant business and residential locations. Virtually all of ABC Supply's

almost 300 locations in 45 states are in urban areas, providing jobs, income, and hope to thousands of workers and their families.

Mr. Hendricks selflessly gives not only of his time and money to his community, but also provides his leadership as well. Sitting on numerous boards of charity organizations as well as colleges and chambers, his energy, vision, and determination have resulted in a stronger community and expanded economic base.

Mr. Hendricks truly embodies the American dream, in his rise from rags to riches. He is a shining example of focusing on what matters most and using his achievements, not to glorify him, but to improve the circumstances of thousands of people who don't even know his name. For these reasons, the City of Beloit Economic Development Corporation nominated him for the 2005 Citizen Leadership Award.

### *William E. Strickland, Jr.*

President & CEO  
Manchester Bidwell Corporation  
Pittsburgh, PA

If commerce is the heart of a city, arts and culture are its soul. But for many inner-city youth, their exposure to traditional art is limited. In Pittsburgh, Bill Strickland, Jr. has found a way to combine the lure of arts to change the future for hundreds of young people.

Mr. Strickland is the President and CEO of Manchester Bidwell Corporation (MBC) and its subsidiaries, Manchester Craftsmen's Guild (MCG) and Bidwell Training Center (BTC), and so much more. He is the visionary who saw the potential in disadvantaged youth in the community and the resolute leader who used his determination to see that vision become reality.

In 1968, Mr. Strickland began teaching ceramics to high school students in a borrowed row house. From that humble beginning, the MCG was founded, followed by the BTC. For almost three decades, BTC/MCG has forged partnerships with corporations, foundations, and public entities to support its nationally-recognized educational, training, and cultural programs targeted toward disadvantaged youth and unemployed adults. The MCG works with at-risk youth using art to teach life skills. BTC focuses on building partnerships with local companies to train displaced adults for jobs in the community. Today, BTC/MCG operates from a 62,000 square foot mortgage-free facility. The facility includes a 350 seat performing arts, music, and lecture hall; a library; art studios and labs; eating

facilities; an IBM center; and specially-designed classrooms for vocational training.

Mr. Strickland also created the Business and Industrial Corporation, an innovative incubator for women and minority group members seeking to create new businesses. This undertaking helped develop Riverside Commons, a 19th century building in the South Side of Pittsburgh, originally a cotton mill and now home to 40 small businesses employing 180 people.

Mr. Strickland's leadership has been honored with numerous prestigious awards for his contributions to the arts and the community. He also serves on several committees and councils. In 2002, he became a member of the President's Committee on the Arts and the Humanities. If asked, he would say that no honor or award is more meaningful than seeing a young person receive his or her degree and embark on a career that might only have been a dream.

For his vision, dedication to community and determination to provide opportunity to the young people of Pittsburgh, the Pittsburgh Regional Alliance nominated Mr. Strickland for the 2005 Citizen Leadership Award.

#### **RICHARD PRESTON AWARD**

The Richard Preston award honors excellence in continuing education for an economic development practitioner.

##### ***Kenneth E. Dobson***

Director, Community & Economic Development  
The University of Toledo  
Toledo, OH

Kenneth E. Dobson has in excess of 30 years of valuable experience as a practitioner in highly diversified practices of applied local economic development in American cities of varying sizes, types, locations, and levels of fiscal, economic, and growth conditions. He has extensive experience in the conventional practices of business attraction, business creation, business retention, business expansion, and real estate development/redevelopment. He is also on the leading-edge in the application and integration of the emerging technologies of these traditional economic development practices, particularly with connectivity to such functions as industrial, commercial, retail, entertainment, residential, and cultural institutional functions and sectors of the city. He is considered by many to be an "urbanregionalist" as a result of his blended approach to the practice of local economic development.

Mr. Dobson believes that economic development and education are partners in the knowledge-based 21st century global economy, and that economic development competitiveness and educational excellence are life-long experiences and the keys to sustained urbanregional economic growth.

Mr. Dobson is currently employed at The University of Toledo as an Adjunct Associate Professor; as Director of Community and Economic Development in its University College; as Director of the Capacity-Building in Construction Program; and as Director of Emerging Applied Construction Technologies.

He was a first-generation member CUED's management and staff, and served on the Board of Directors, and as Secretary-Treasurer, Vice President, Chairman of the Education Committee, and Chairman of the Conference Committee. He is a long-standing member of the IEDC Board of Directors, serving on its Education Committee, Smart Growth Economic Development Task Force, and Workforce Economic Development Task Force. He also serves on the Board of Directors of the Toledo-Lucas County Port Authority, and several other civic organizations. He is a professional member of the Construction Specifiers Institute (CSI) of America and the Sustainable Buildings Industry Council (SBIC).

#### **CHAIRMAN'S AWARD FOR LIFETIME ACHIEVEMENT IN ECONOMIC DEVELOPMENT**

The Chairman's Award is given to an individual who has shown long-standing, exemplary commitment to economic development over his or her career.

##### ***Michele (Mike) Keller***

Manager, Economic Development  
Burlington Northern Santa Fe Railway  
Minneapolis, MN

Mike Keller, CEcD, FM, EDE, has more than 35 years experience in the economic development industry. As a railroad economic development expert, she has worked with communities and cities in over 20 states in the United States. She has helped site over \$1 billion dollars worth of capital investment in economic development related projects resulting in the creation of full time positions in excess of 32,700. Her work has also improved communities through her expertise in site location management by creating infrastructure efficiencies, helping to secure public grants, and fostering private investment.

Ms. Keller received national recognition within IEDC when she was awarded her Fellow Member

designation in 2003. She has served on the Board for IEDC for seven years. She served as Regional Vice-Chair, Education Committee Chair, and Certification Committee Vice-Chair in the former AEDC and has served as Co-Vice-Chair and now Vice-Chair of the Education Committee in IEDC.

Education has been the cornerstone of her professional volunteerism. Ms. Keller is the incoming Dean for the University of Oklahoma's Economic Development Institute, providing guidance for course curriculum while also serving as a mentor to new students participating in the program. More recently, she has participated in the establishment of an Economic Development educational program in Mexico.

Ms. Keller's educational background includes earning a Bachelor of Science degree in Secondary Education from Northwest Missouri State University as well as graduating from the Economic Development Institute. She also graduated from the Economic Development Executive program at the University of Oklahoma. She earned her Certified Economic Developer (CEcD) professional designation in 1992.

**2005 EDWARD DELUCA LIFETIME ACHIEVEMENT AWARD FOR PROFESSIONAL EXCELLENCE IN ECONOMIC DEVELOPMENT**

The Edward deLuca Lifetime Achievement Award for Professional Excellence in Economic Development recognizes an individual who consistently has exemplified the highest standards of professional excellence throughout his or her career in the economic development field.

*James W. Griffin*

Executive Director  
City of Hornell Industrial Development Agency  
Hornell, NY

James Griffin, CEcD, FM, HLM entered the field of economic development in 1973 and has consistently exemplified the highest standards of professional excellence throughout his career. His leadership and business skills as well as his entrepreneurial approach to economic development have had a tremendously positive impact on the community he serves and on the profession at large. Serving in a variety of capacities including Chair of New York State Economic Development Council, Chair of the Economic Development Certification Board, Chair of the American Economic Development Council, and as the first Chair of IEDC, Mr. Griffin has made a profound difference in the lives of the people, the communities, and the organizations he has assisted.

His passion for results and balanced budgets, his sense of humor, and the hours of service he has volunteered for the good of the community and the profession warrant this lifetime achievement award.

For over 32 years, Mr. Griffin has served as Executive Director of the City of Hornell's Industrial Development Agency (CHIDA) and as President of the Hornell Area Chamber of Commerce. During this time, he has led economic development projects and programs that have resulted in over 3,500 new and 1,500 retained jobs in a city with a population under 10,000 – a track record that very few rural small cities can match. He has helped to create seven industrial and commercial parks and the requisite infrastructure by applying for and receiving over \$20 million in federal and state grants. These efforts have resulted in over \$200 million in private investment, dramatically adding to the area's tax base and quality of life. Perhaps most impressive is the fact that CHIDA is completely self-sufficient with an annual budget of over \$1 million. This ensures that economic development efforts in the area are sustainable and not subject to fluctuations in government support – a rare accomplishment in the field.

Mr. Griffin's impact on the economic development profession is significant. Serving in many committee and governance capacities, he led or initiated a number of efforts to improve CHIDA and its certification program, the annual meetings, and its business plan. He has always been accessible to economic development practitioners and willing to serve on a wide range of committees and task forces to better the profession.

He initiated the merger of CUED and AEDC, a challenge that had failed on three previous occasions. There is no doubt that without Mr. Griffin's vision, leadership, patience, negotiation skills, and perseverance, this merger would not have happened. At all times, he championed the benefits to the members of the associations and the economic development profession, beyond his own interests and those of other Board members. As a result, there is now a single unified association that can serve as a strong effective advocate for the industry while providing outstanding member services. IEDC, its 4000 members and officers are proud to present to Mr. Griffin the Edward deLuca Lifetime Achievement Award for Professional Excellence in Economic Development.

*The Promotional Awards recognize communities and organizations for their use of print media, the Internet, and multi-media as effective marketing tools for attracting and retaining business and industry.*

# *Promotional Awards*

# Promotional Awards

## ANNUAL REPORT

### Population Less Than 50,000

Category Winner

#### ***2004 Annual Report***

Enterprise Maine  
South Paris, ME

Enterprise Maine is a family of non-profit community economic development organizations and for-profit affiliates with the shared mission of creating economic opportunity and improving the quality of life in rural western Maine. The 2004 Annual Report communicates Enterprise Maine's activities and community impact to its public and private stakeholders, investors, and clients.

### Population 50,000 - 200,000

Category Winner

#### ***Town Center Improvement District Annual Report***

Town Center Improvement District  
Spring, TX

The Town Center Improvement District (TCID) plays a vital role in the development of The Woodlands Town Center, a 1,000 acre "downtown" in The Woodlands, Texas. The purpose of the annual report is to address the various initiatives of TCID and communicate important information, while also utilizing photos and high quality graphic design. The report identifies the areas of importance to the general public and presents the valuable information in a fresh, concise manner. To commemorate the 10-year anniversary of TCID, a special six-page, full-color insert was also produced and included in each report. This piece illustrates the history of TCID in the format of a timeline, starting with the creation of TCID by the Texas Legislature and providing highlights of major accomplishments through 2004. This report helps clarify TCID's contribution in a brief, yet sophisticated manner.

Honorable Mention

#### ***2004 Annual Report: Successfully Diversifying High Point's Economy***

High Point Economic Development Corporation  
High Point, NC

*Successfully Diversifying High Point's Economy* was chosen as the theme of the 2004 Annual Report to celebrate High Point's demonstrated, intentional diversification of its economic base from its furniture/textile traditions. The report stressed the economic diversity of High Point in its 2004 projects, largest employers, largest corporate taxpayers, and 70 internationally-based companies. The annual report also devoted one page to Piedmont Triad regional economic development news. Nearly 150 High Point companies had economic development announcements in 2004. To emphasize diversification successes, those announcements were presented in the annual report by the following categories: manufacturing; distribution, warehousing, and logistics; high tech, biotech, and R&D; International Home Furnishings Market and furniture-related; automotive-related and motor sports; customer service and banking; commercial photography; and healthcare and medical devices.

Honorable Mention

#### ***2004 Activity Report:***

#### ***Vision into Reality, A 20-Year Retrospective***

Iowa City Area Development Group  
Iowa City, IA

In its simplest form, communication is a tool to inform and educate. The Iowa City Area Development Group's 2004 activity report, *Vision into Reality, A 20-Year Retrospective*, looks back at the organization's history and looks forward into the area's future. The report documents workforce and economic development projects as well as activities and goals during the fiscal year. In addition, a timeline chronicles and correlates local development with national and world milestones. Founder profiles record area growth and personalize the organization's goals.

### Population More Than 200,000

Category Winner

#### ***2003-2004 10th Anniversary Annual Report***

Greater Richmond Partnership  
Richmond, VA

The Greater Richmond Partnership, Inc. is an economic development team representing Chesterfield County, Hanover County, Henrico County and the City of Richmond, Virginia. *The 2003-2004, 10th Anniversary Report* communicates the organization's yearlong activities to the community, its stakeholders, and its investors.

## Honorable Mention

***Forefront Montgomery 2004 Midterm Report***  
Montgomery Area Chamber of Commerce  
Montgomery, AL

In 1992, the Montgomery Area Chamber of Commerce launched its first Forefront Montgomery economic development strategy – a five-year economic growth initiative based on the recommendations of a diverse task force comprised of civic leaders, business people, and area elected officials. Since 1992, the chamber has launched an updated Forefront Montgomery strategy every five years, with the most recent plan launched in 2002. A key component of the Forefront Montgomery process is its accountability, and thus each year an annual report is published, measuring the objectives set forth in the plan. *The Forefront Montgomery 2004 Midterm Report* is a useful tool to communicate the effectiveness of the plan to its key investors, while also serving as a key recruitment tool and positioning publication.

The report communicates a large number of facts, figures, and statistics in a concise and interesting format that also is easy to follow and understand. The report is formally presented to the Chamber Board of Directors and Forefront investors, and additional copies are mailed to key investors and Chamber members. Copies are available for use by Chamber staff and for distribution to potential investors throughout the year. Additionally, the report is a valuable resource for Chamber departments, providing a quick reference tool for economic development.

## Honorable Mention

***2004 Annual Report***

Pinellas County Economic Development  
Clearwater, FL

Pinellas County Economic Development's *2004 Annual Report* summarizes the state of the local economy and business climate for the community's citizens, businesses, elected officials, civic leaders, and partners. The report communicates development program highlights, continuing business retention and expansion efforts, and assistance available for growing businesses and entrepreneurs. As Pinellas County formulates economic development and redevelopment strategies, the report serves as a key marketing tool that informs stakeholders of their investment, encourages municipal partners to collaboratively develop a unified economic development plan, and serves as a planning tool to build on the department's success.

**BROCHURE – GENERAL PURPOSE****Population Less Than 50,000**

## Category Winner

***"Connecting" Brochure***

Stillwater (Oklahoma) Chamber of Commerce  
Stillwater, OK

"Connecting" is a combination folder-brochure that serves as a general and first-response piece for business attraction. Designed with an advanced technology theme, the brochure focuses on Stillwater's exceptional education and training assets and lends itself to customization for specific projects and targeted segments. A business relocation DVD, which can be customized for specific industry segments or companies, can be inserted into a pocket of the brochure.

## Honorable Mention

***"Cambridge: Minnesota's Opportunity Community" Campaign***

City of Cambridge, Minnesota  
Cambridge, MN

For years, Cambridge had described itself as "the hub of East Central Minnesota" – an identity that was meaningful to the town's 7,000 residents, but not to manufacturing prospects outside the region. Cambridge Development Alliance worked with the consulting team of Marcia McMillen, Anne Hunter, and Janna King to reposition the community as an ideal place to grow or locate a manufacturing business within Minnesota. Leveraging Cambridge's competitive advantage as the closest tax-free Job Opportunity Building Zone (JOBZ) to Minneapolis, MN, the team rebranded Cambridge as "Minnesota's Opportunity Community." The new identity was translated into a logo, a sophisticated capabilities brochure with industry-specific inserts, an easy-to-navigate web site ([www.OpportunityCommunity.com](http://www.OpportunityCommunity.com)), a citywide stationery system, media kits, direct mail, and email postcards. Response has been universally positive. The re-branding campaign has succeeded in getting Cambridge on the short list of Twin Cities manufacturers looking for tax-free space in which to expand.

**Population 50,000-200,000**

## Category Winner

***Corporate Guide***

City of Cape Coral Economic Development Office  
Cape Coral, FL

*The Corporate Guide*, produced by the City of Cape Coral's Economic Development Office, repositions Cape Coral from a residential retirement community to a dynamic business

“Growth Engine”™ with the population growth, demographic strength, and responsive municipal government working to transition the community toward its ultimate population of more than 400,000. At the same time, the guide recognizes that Cape Coral is part of the larger southwestern Florida region and cannot create and sustain its business growth without a larger identity. As much as the guide attempts to set Cape Coral apart, it also shows how Cape Coral is connected to important regional assets, including the International Airport and Florida Gulf Coast University. Every photo in the guide is a Cape Coral business enterprise or location, and every statistic is fully documented. No actors, no clipart -- it’s all business.

Honorable Mention

***Community Profile***

Chatham-Kent Economic Development Services  
Chatham, ON Canada

The *Community Profile* was designed to provide business investors with all the community information needed to make an investment decision. The publication is clean in its presentation and design making it easy to find specific information. The data is organized to reflect the order of importance as determined in *Area Development Magazine’s* annual survey of site selectors and corporate real estate agents. Testimonials from prominent business leaders in Chatham-Kent are placed throughout the publication to further reinforce the municipality’s significant advantages.

Honorable Mention

***2005/2006 Executive Summary***

Forward Sumner Economic Council  
Hendersonville, TN

The *2005/2006 Executive Summary* of the Forward Sumner Economic Council is the primary, proactive marketing piece for the organization. The publication contains an array of information about Sumner County, TN. The summary serves as the first line of information for inquiries to the organization and mass mailings to prospective clients. Divided into six subject areas, the summary addresses a general overview of Sumner County and provides detailed information about population, labor, education, infrastructure, and quality of life. The summary is also available on Forward Sumner’s website.

**Population More Than 200,000**

Category Winner

***Syracuse/Central New York Executive Profile***

Onondaga County Industrial Development Agency  
Syracuse, NY

*The Syracuse/Central New York Executive Profile* was developed to provide a comprehensive look at the region’s demographics. Key statistical data is displayed in informative charts, graphs, and tables with a variety of photographs to show the diversity and vibrancy of the community. The high quality, 12-page, four-color brochure is used for general interest inquiries at trade shows and as a general-purpose brochure for business attraction and retention. The complementary mix of descriptive copy, economic data, and photography makes the *Executive Profile* easy to read and further demonstrates why “Syracuse is Good for Business and Good for Life.” The brochure can be downloaded from [www.SyracuseCentral.com](http://www.SyracuseCentral.com).

**BROCHURE – SPECIAL PURPOSE**

**Population Less Than 50,000**

Category Winner

***“Village of Lisle” Brochure***

Main Street Beautification Traffic Trial  
Lisle, IL

The Village of Lisle is located 26 miles west of downtown Chicago and has a population of 23,484. The Village’s Master Plan recommended narrowing downtown Main Street from four to two lanes and installing an arbor/prairie streetscape to create a more pedestrian friendly, attractive environment and to better reflect the Village’s brand – “The Arboretum Village.” When the village decided to conduct a traffic trial to analyze the situation before making a permanent change, the community did not thoroughly understand the purpose and misinformation began to spread. In order to educate the community and garner support for the program, the “Main Street Beautification Traffic Trial” brochure was developed. It redirected the focus from the traffic trial to the end result, “Beautification of Main Street.” The brochure was sent to the entire community, placed on the village’s website and used in community meetings. It was the basis for several newspaper articles and generated feedback to local officials. The brochure successfully achieved its goal of educating the community and garnering support for a major redevelopment project in the heart of downtown Lisle.

Honorable Mention

***Choctaw TechParc Brochure***

Mississippi Band of Choctaw Indians  
Choctaw, MS

The Choctaw TechParc Brochure is a marketing and promotional brochure designed to feature the new Choctaw TechParc and all its amenities. This

brochure will be utilized in targeted marketing of the TechParc and will be distributed world wide to potential tribal business partners. The TechParc is a 150-acre master-planned technology park located in the Pearl River Community of the Choctaw Reservation in east central Mississippi. TechParc features fiber optic lines, high-speed internet connections, Redundant SONET Ring Telecom System, and customized training for TechParc tenants. There are also no ad valorem or property taxes on the reservation. In addition, there are SBA Indian 8(a) Certification opportunities not available elsewhere in the region. TechParc features the services of the Mississippi Research Consortium made up of the four major research universities in the state. The consortium provides research services to any tribal business requiring technical or research assistance. The brochure features the floor plan of a 120,000 square foot technology flex-space facility within the park. This facility can accommodate up to four tenants with flexible floor plans available. The TechParc campus environment features amenities such as the award winning 36-hole Dancing Rabbit Golf Course, Geyser Falls Water Theme Park, and the world famous Pearl River Resort.

#### Population 50,000 - 200,000

Category Winner  
***"Economic Development Retail Opportunities"***  
***Postcard and Brochure***

City of Taylor  
 Taylor, MI

The City of Taylor created a postcard and brochure to promote retail opportunities in the community. With the theme "Live, shop, dine, work, learn, or just play...your best choice in Metro Detroit," the postcard features pictures of the city, descriptive demographic information, and contact information for the City of Taylor Office of Economic Development. The goal of the postcard is to create a brand identity for the City of Taylor, using lifestyles and existing retail to catch the eye of potential retailers and developers. An in-depth "Retail Opportunities" brochure is then given out to those interested in economic development opportunities in Taylor, based on responses from the postcard. This brochure features complete demographics of Taylor, composite demographics of surrounding communities and lists of major retail and city-owned land opportunities in the commercial corridor and neighborhoods.

Honorable Mention  
***"Tech Biz Today" Brochure***  
 Pacific Northwest National Laboratory  
 and Sara Nelson Design

Richland, WA

"Tech Biz Today" is an eight-page brochure that describes the programs and services the Economic Development Office of Pacific Northwest National Laboratory (PNNL) provides to technology entrepreneurs and businesses. Some of the programs mentioned are technology assistance, a nationwide electronic altering service about federal funding opportunities for small businesses, and an online listing of tech jobs and resumes. In addition to business assistance case studies, there are statistics about PNNL's success in helping businesses, licensing technologies, and winning national economic development awards. An underlying message is that proximity to PNNL is good for technology businesses, a point supported by statewide testimonial quotes and comparative business and economic data. In addition to use by PNNL, local economic development agencies and port districts use the brochure to recruit businesses to the area. The publication is designed in the style of a business magazine, including teaser headlines on the cover, a classified ad section of resources for entrepreneurial ventures and a journalistic writing style. The brochure previously won awards from the Society for Technical Communication and from The Communicator Awards.

Honorable Mention

***"Chattanooga Can Do" Brochure***

Chattanooga Area Chamber of Commerce  
 Chattanooga, TN

The Chattanooga Area Chamber of Commerce produced the "Chattanooga Can Do" brochure to highlight the community's spirit of cooperation and its determination to offer improvements for business. Such efforts include revitalizing the downtown district, creating one of the largest urban industrial parks in the nation, and cultivating a fertile environment for start-up companies and mobile entrepreneurs. The brochure calls attention to established businesses, new high-tech companies, workforce qualifications, transportation options, and other logistics.

#### Population More Than 200,000

Category Winner  
***"Research and Development in Ontario, Incentives for Innovation" Brochure***

Ontario Ministry of Economic  
 Development and Trade  
 Toronto, ON Canada

This 16-page brochure focuses on the quality of R&D being conducted in Ontario as well as the advantages of doing business in Ontario that are being realized by world-renowned corporations like Pratt & Whitney Canada, Nortel Networks, IBM

Canada, DaimlerChrysler, and Aventis Pasteur.

Honorable Mention

***“Business Financing Matrix” Brochure***

Lehigh Valley Economic Development Corporation  
Bethlehem, PA

The Lehigh Valley Economic Development Corporation’s (LVEDC) Business Financing Matrix outlines financing programs and incentives for new and expanding Lehigh Valley, PA, companies, as well as for companies that are relocating to Lehigh Valley. The fold-out brochure, designed by Saraceno Design of Bethlehem, describes the financing and incentive programs including their eligible uses, amounts, terms, and conditions. LVEDC is a one-stop, full-service business and economic development agency. Created to promote and foster economic prosperity in the Lehigh Valley, LVEDC assists businesses by providing them with regional, economic and demographic information, finance and business incentives, site and facility availability, business networking, and workforce services. The award-winning LVEDC streamlines the relocation and expansion process for businesses by coordinating with state, county, and municipal governments; chambers of commerce; industry organizations; educational institutions; and utilities.

Honorable Mention

***“Chicago: America’s City For Business”  
International Brochure***

World Business Chicago  
Chicago, IL

World Business Chicago created the International Brochure to illustrate the value of Chicago’s lifestyle and business environment to the international business community. The brochure features six prominent business leaders from around the globe, focusing on key benefits of choosing Chicago as a business location for those international businesses looking to relocate or expand. Each individual featured in the brochure gives a testimonial about why his or her business “works” in Chicago. It also includes a synopsis of World Business Chicago, compelling statistics about the Windy City and captivating photography. The brochure was printed courtesy of Sarah Pang at CNA and Lake County Press. Currently, 5,000 copies of the brochures are being distributed in nine target countries: Belgium, Canada, China, France, Germany, Japan, The Netherlands, Switzerland, and United Kingdom.

**MEMENTO**

**Population Less Than 50,000**

Category Winner

***Winery Promotional Recognition Program***

City of Richland  
Richland, WA

The State of Washington ranks second behind California in the production of wine grapes and now boasts more than 300 wineries producing some of the finest wines in the world. More than 125 of these quality wineries are located within a one-hour drive of Richland, and four are located within the Richland city limits. The City of Richland develop the Winery Promotional Recognition program in an effort to promote recognition of Richland’s location in the heart of the Washington wine country and to promote tourism generally.

Honorable Mention

***Mementos***

Southern Idaho Economic Development  
Organization  
Twin Falls, ID

The Southern Idaho Economic Development Organization created a fun and functional memento package to give to prospects visiting the region. This package has evolved over time to include not only traditional coffee mugs and hats, but also black canvas bags for prospective clients to carry all the information and literature often received during site visits. The business card holder is one of the more popular items. Card holders are filled with business cards from each of the contacts the client will meet during the visit. This eliminates the multiple card exchange and provides the client with all the contacts in one neat package.

**Population 50,000-200,000**

Category Winner

***SoundQuest CD***

Iowa City Area Development Group  
Iowa City, IA

Young talent from City High School and West High School are the feature of a new musical CD titled *SoundQuest*. The recording is a musical debut for the Iowa City Area Development Group. The project, which features the musical talent of more than 200 high school students, recognizes the human capital in the Iowa City area. The Grammy Foundation has recognized both Iowa City high schools. *SoundQuest* represents the Iowa City Area Development Group’s commitment to education, and the young talent demonstrates the area’s creative class. The CD, which features a mix of vocal and instrumental music, was produced in cooperation with the Iowa City Community School District. The Iowa City Area Development Group presents the *SoundQuest* CD to prospective businesses and to the organization’s investors as a token of appreciation.

Honorable Mention

***Chatham-Kent Illustrated Cover***

Chatham-Kent Economic Development Services  
Chatham, ON Canada

The *Chatham-Kent Illustrated* cover memento was sent to participants of the Chatham-Kent Hoopla 2005 event for Toronto and area ICI real estate agents. The event consisted of a presentation on the prominent businesses already established in Chatham-Kent, testimonials of the benefits of locating in Chatham-Kent, and an introduction to the opportunities available for investors. The guests were then escorted to the Toronto Raptors game at the Air Canada Centre. As a souvenir of the event, each guest received a framed custom cover of *Chatham-Kent Illustrated*, showing his or her face superimposed in a basketball uniform.

**Population More Than 200,000**

Category Winner

***Site Location Consultant Umbrella Mailer***

Entergy's Teamwork Arkansas  
Little Rock, AR

As a way to promote the recent significant economic development events in Arkansas, Teamwork Arkansas mailed oversized golf umbrellas to site location consultants across the United States. A promotional tag was attached, reading: "When It Rains, It Pours...Five Automotive Supplier Announcements in the Past 18 Months, Overwhelming Passage of Super Project Amendment 2, Over a Billion Dollars Invested in Downtown Little Rock..." Several other economic development highlights were listed, ending with an invitation to contact one of Teamwork Arkansas' project managers to hear more good news.

Honorable Mention

***FasTracks Crystal***

Metro Denver Economic Development Corporation  
Denver, CO

The FasTracks Crystal is a commemorative gift developed by the Metro Denver Economic Development Corporation (EDC) to thank investors for their significant support of the FasTracks initiative – a \$4.7 billion program to build 119 miles of light rail and extend the region's bus network, over a 12-year period. To fund the project, metro Denver voters approved a .04 cent sales tax increase, in the November 2004 election. The Metro Denver EDC was the largest single contributor to the FasTracks Yes! Campaign contributing \$750,000 to purchase advertising and to fund other promotional strategies. Considered the largest build-out of a mass transit system in the

United States, Metro Denver EDC's investors were truly responsible for guiding the future growth of the region and increasing mobility throughout the seven-county area. The Metro Denver EDC wanted to honor its investors' leadership in making this significant project a reality. The FasTracks Crystal will serve as a reminder of their contributions to this once-in-a-lifetime project.

**NEWSLETTERS/NEWSPAPERS/MAGAZINES**

**Population Less Than 50,000**

Honorable Mention

***Business and Economic Development Report***

City of Richland  
Richland, WA

The four-color version of the *Business and Economic Development Report* newsletter is distributed quarterly to approximately 3,800 businesses, organizations, and individuals, including site selection consultants and commercial realtors. A black and white version is provided to 19,000 Richland households in their utility bills. The purpose of the newsletter is to describe the growth and development of the community, highlight the city's economic development activities and project a positive image for the city. Each six-page newsletter features extensive use of color and photographs. Each issue includes a lead article of general interest along with several smaller stories, reports on selected economic indicators, and regular sections devoted to "Development News" and "What's New." The publication was the winner in this category in 2002, 2003, and 2004.

**Population 50,000-200,000**

Category Winner

***ERIE Magazine***

Erie Regional Chamber & Growth Partnership  
Erie, PA

How best to communicate the message of Erie? Erie survived the industrial glacier to become a mixed-use city with industrial, recreational, and business concerns. As the unified voice of the business community, the Erie Regional Chamber and Growth Partnership must reach two target audiences: its internal membership and its external partners in the economic development system. The very specific needs of both audiences intersect in their need to communicate a message of progress and opportunity. The *ERIE* magazine is designed as a content-driven, monthly image piece. The more traditional newsletter approach was replaced with a branded print piece that includes columns featuring members as experts and success stories featuring companies

utilizing the economic development system.

Honorable Mention

***Town Center Reflections Newsletter***

Town Center Improvement District

The Woodlands, TX

The Town Center Improvement District (TCID) is the local unit of government in the “downtown” area of The Woodlands, Texas. Serving an unincorporated area of approximately 1,200 acres, the TCID contains over 400 shops, restaurants, hotels, and entertainment venues in addition to several hundred corporate headquarters of various types of business including technology, oil and gas, and services. In order to develop an effective form of communication with all of these businesses and to promote a positive image of downtown, *Town Center Reflections* was created in a large, tabloid-size format. This four-color publication contains the latest news of what’s happening in the downtown area, featuring various businesses. *Town Center Reflections* serves as a leading source of communication for these businesses.

Honorable Mention

***Business Trend Magazine***

Chattanooga Area Chamber of Commerce

Chattanooga, TN

Two years ago, the Chattanooga Area Chamber of Commerce launched *Business Trend Magazine*, a 40-page vehicle for communicating the region’s business message to site selectors, potential outside investors and local chamber members. The magazine reports local business news, highlights outstanding members of the business community, and provides analyses of business issues. The magazine’s circulation of 5,000 reaches key businesspeople locally, statewide, and nationally. The lively, informative magazine is characterized by handsome, inviting covers, and smart layout design.

**Population More Than 200,000**

Category Winner

***Texture Magazine***

Metro Orlando Economic Development

Commission

Orlando, FL

This year, the Metro Orlando Economic Development Commission (EDC) launched *Texture Magazine*, a four-color, ad-supported magazine focused on technology innovations and innovators in Central Florida. The magazine features interesting people, companies, and trends that have found success in Orlando. Its goal is to tell the region’s story of business opportunity, especially in the high tech realm, in the way that story can and should be told best. Produced twice annually, the magazine is distributed to technology

executives throughout the northeast and Florida’s High Tech Corridor. It is also used as a sales and tradeshow tool. A downloadable version of the magazine can also be accessed through the EDC’s website – [www.OrlandoEDC.com](http://www.OrlandoEDC.com). Publishing partners in this successful endeavor include Orange County, the University of Central Florida, and the Orlando/Orange County Convention & Visitors Bureau.

Honorable Mention

***TEQ Magazine***

Pittsburgh Technology Council

Pittsburgh, PA

*TEQ* is a full-color, award-winning news magazine published 10 times a year by the Pittsburgh Technology Council. It provides late-breaking, business-to-business information on the region’s technology with features and perspectives on the economy as well as close-ups of specific technology sectors and the people that make them run.

Honorable Mention

***Partners Magazine***

The Economic Development Partnership of Alabama

Birmingham, AL

The Economic Development Partnership of Alabama’s (EPDA) quarterly magazine, *Partners*, has been in constant production since its premier issue in the summer of 1996. Nearly 10 years later, the publication is still one of EPDA’s most effective marketing tools for increasing awareness of the business-friendly environment and high quality of life in Alabama.

Honorable Mention

***Inform Newsletter – Bringing Scottish Enterprise Closer to Corporate Scotland***

Scottish Enterprise

Glasgow, Scotland

*Inform* is the first and only regular high-level communication that Scottish Enterprise exclusively sends to the top influencers in Scotland’s economy. The publication reaches out to the top 250 chief executives, all parliamentarians, university principals, government policy makers, national partners, and national stakeholders. The newsletter does not exist to promote Scottish Enterprise as an economic development agency or to promote the organization’s products and services. Rather, its primary role has been to inform, educate, and explore key issues that are impacting the Scottish economy while providing a platform that encourages the discussion and exchange of views to help address the issues being faced. By adopting this editorial platform, the magazine has a genuine added value for its readers, which is ultimately the

reason for its success.

### **OVERALL MARKETING**

#### **Population 50,000 - 200,000**

Category Winner

##### ***"Near Perfect" Image Campaign***

St. Joseph Area Chamber of Commerce

St. Joseph, MO

"Near. Perfect." has become the theme for a comprehensive marketing program aimed at commercial real estate brokers and business owners in the Kansas City, MO, region. The program has resulted in a greater sense of pride in the community. With its inherently modest, humorous yet self-confident message, the theme has proven to be highly flexible and appealing not only to business owners and real estate brokers, but also to St. Joseph residents.

Honorable Mention

##### ***"It's Happening Here!" Campaign***

The Elgin Area Chamber of Commerce

Elgin, IL

"It's Happening Here!" is Elgin's internal marketing campaign targeting residents, realtors, and businesses within close proximity to the city. The campaign was initiated in 2000 to offset the negative image many of the target audiences had of the city, as reported in validated community assessment surveys and business retention calls. Since its inception, the campaign has turned many negative impressions into positive ones. In addition, the campaign has been embraced by housing and business park developers. The "It's Happening Here!" components are now used in the community's external marketing, the visitors bureau, and other agencies. The marketing campaign is a major component of the chamber's public-private partnership, "Challenge 21: Progress through Partnerships." It was designed by Demi & Cooper Advertising of Elgin and the Enhancing Elgin Committee, with major financial support from developers, local media, and the City of Elgin. Other members of the committee include school districts, area colleges, telecommunications companies, the United Way, and other community groups.

Honorable Mention

##### ***Overall Marketing Campaign***

Greater Yuma Economic Development Corporation  
Yuma, AZ

Greater Yuma is the third fastest growing metro area in the United States. Although the region is progressive, the organization representing economic development in Greater Yuma was lacking in creativity and professionalism. This needed to change, and it did. This Overall Marketing Campaign reflects the new face of the Greater

Yuma Economic Development Corporation. It was developed through a series of steps that centered on creating a progressive image and a new level of excitement within the organization and the region it serves. The program had six goals: 1.) to develop a new and dynamic image for the organization; 2.) to produce new collateral pieces consistent with that image; 3.) to create a new logo that reflects the Greater Yuma region; 4.) to research and publish more extensive demographics; 5.) to redesign the Greater Yuma EDC website; and 6.) to create a high-impact, professional community video.

#### **Population More Than 200,000**

Category Winner

##### ***Pinellas County Economic Development 2004 Collateral Package***

Pinellas County Economic Development  
Clearwater, FL

Pinellas County Economic Development's Collateral Package informs relocating or expanding companies about the competitive advantages of Pinellas County and positions the community as the "Ideal Business Climate." The package identifies the professional services and personal consulting available to businesses in Pinellas County. The customized binder has nine tabs containing the crucial information identified by businesses and site selectors: 1.) Ideal Community Profile; 2.) Insightful Industry Information (advanced manufacturing, aviation and aerospace, business and financial services, information technology, medical technology, and optics and photonics industries); 3.) Innovative Investment Tools; 4.) Customized Real Estate; 5.) Strategic International Trade; 6.) Intelligent Redevelopment; 7.) Inspiring Quality of Life; 8.) Collaborative Higher Education; and 9.) Strong Infrastructure. The pocket folder and inserts were designed for start-up companies and entrepreneurs. They detail business training courses, financial assistance, Pinellas County's Business Development Center resources, and helpful how-to tips. The pocket folder displays useful information in an easy-to-follow format, specifically addressing: Personalized Business Counseling, Strategic Business Training, Professional Resources and Referrals, Customized Business Assistance, and the Collaborative Business Development Center.

Honorable Mention

##### ***Marketing Campaign***

New York State Empire State Development:

Niagara

New York, NY

The mission of the campaign was to reinvigorate Niagara Falls, NY and to reflect this revitalization

in a new, positive image. This mission was defined in 2001 when New York State's Governor George E. Pataki created USA Niagara, a subsidiary of Empire State Development. Since then, despite significant progress, the local and regional outlook tended to maintain a decades-long negative outlook, a fact that was seen as damaging to potential development. As a result, a comprehensive marketing and public relations initiative was undertaken.

The major challenge of the campaign was to convince both Niagara Falls residents and the greater investment community that this is a new Niagara Falls, open for business and actively seeking development. USA Niagara's strategy for accomplishing this was comprehensive and included the following: media lunches to maintain open communications with the press; Niagara Rising, a 15 minute video that aired extensively on regional cable television; high-quality marketing pieces; advertising a significant development opportunity through a request for proposals in major dailies and business publications; doing direct mailing to potential developers with a newsletter and collection of positive news clippings; and developing a website – *www.usaniagara.com* — that provides information about projects and opportunities. In recent months, a number of milestones have been achieved: the new conference center has obtained bookings for the next several years; media coverage has highlighted progress; and private partners have come forward with investments and pledges for various projects.

#### Honorable Mention

##### ***Jacksonville: Cornerstone Super Bowl Direct Mail Campaign***

Cornerstone Regional Development Partnership  
Jacksonville, FL

With over 30,000 visitors, 3,500 credentialed media and a worldwide audience of nearly 1 billion, Super Bowl XXXIX presented perhaps the best chance Jacksonville would ever have to define itself in the eyes of the world. Media surveys done a year in advance of the event showed that while people were aware of Jacksonville, they did not have a strong impression of the city's amenities or business climate. After conducting research to analyze and identify target audiences, the Cornerstone Regional Development Partnership launched the most aggressive Super Bowl marketing campaign ever undertaken by an economic development group. The pivotal component to the campaign was direct mail, and a series of mailings was sent to targeted audiences. There were three primary campaigns: a premium mailing to top-tier media; a seven-part postcard series entitled "Countdown to Kickoff" that

reached 11,000 business and media contacts; and a high-end, "A-level" campaign dubbed "Your Gear for the Game" that reached 300 top business contacts.

#### **PAID PUBLICATION ADVERTISING CAMPAIGN**

##### **Population Less Than 50,000**

###### Category Winner

##### ***Economic Development Advertisement***

Cedar Hill Economic Development Corporation  
Cedar Hill, TX

In 2004, the Cedar Hill Economic Development Corporation (CHEDC) undertook a branding effort that included a logo design, tagline, website redesign, and updates of all advertising/marketing materials. Prior to this effort, CHEDC had no separate identity from the city. A Dallas, TX, firm was hired to develop the logo and tagline, but the work did not portray the quality or identity desired by CHEDC. As a result, CHEDC staff developed an alternative logo and tagline, which was adopted by the CHEDC Board of Directors and the Cedar Hill City Council. All marketing materials, letterhead, advertising, and the website took on this consistent branding look and message. Submitted in this competition are ads for *Black's Industrial Guide* and *Site Selection Magazine*.

###### Honorable Mention

##### ***"We Love Doing Business in Richland" Campaign***

City of Richland  
Richland, WA

The campaign consisted of three four-color, 8 1/2"x11" ads that can be used singularly or in a series. Each ad features one of the three economic development strengths of the Richland community: 1) Richland as a center of tourism based around water sports, tours, and cruises on the Columbia River and as a location of award-winning local wineries and golf courses; 2) Richland as a center of technology and innovation led by the 4,100 scientists and researchers at the Pacific Northwest National Laboratory and other area technology firms; and 3) Richland as a good, friendly place to do business. The ads were placed in local and regional publications, including the back cover of the local visitor's guide that is available in all area hotel rooms. In addition to their use as paid advertisements, the materials are also printed as stand-alone pieces and used in promotional packets and as handouts at trade fairs.

##### **POPULATION 50,000-200,000**

###### Honorable Mention

##### ***"Smart Place to Be" Advertising Campaign***

City of Tempe

Tempe, AZ

The City of Tempe partnered with community-based companies, the Arizona Technology Council and Arizona State University in a series of ads geared toward attracting more technology business to Tempe. Imagery included a barefoot venture capitalist sailing boat, a technology executive doing yoga, and an award-winning research scientist showing a sample of a wonder drug to a child. The intent of these ads was not only to create a buzz about the Tempe business atmosphere but also to attract technology start-ups, business expansions, and relocations.

Ads appeared in San Diego and Boston editions of *Forbes*; *Fortune*; *Money*; *Business Week*; *Fast Company, Inc.*; *FSB*; *Newsweek*; *Time*; *US News and World Report*; and *Sports Illustrated*. In the Phoenix, AZ, metropolitan area, ads were seen in *The Business Journal* and *TechConnect Magazine* for more than 1 million exposures. All ads were created and designed in house.

### Population More Than 200,000

Category Winner

#### *"Invest Ontario" International Advertising Campaign*

Ontario Ministry of Economic Development and Trade  
Toronto, ON Canada

The "Invest Ontario" campaign is a new aggressive global advertising initiative aimed at creating awareness and raising knowledge about Ontario as an ideal investment destination for the international business community. The campaign was launched in January 2005, featuring 10 print ads and a 30-sec television spot.

Honorable Mention

#### *2005 Print Advertising Campaign*

Greater Rochester Enterprise  
Rochester, NY

Greater Rochester Enterprise (GRE) is a local economic development organization dedicated to job creation in the Rochester region. Its marketing and public relations objectives are aimed at attracting and retaining businesses and nurturing entrepreneurship and innovation.

GRE developed a multi-pronged print advertising campaign to highlight the Rochester region's strengths in Optics and Imaging, Alternative Energy, and Biotechnology. Local innovations such as the production of General Motors fuel cell power module, the manufacturing of optical lenses on the Mars Rovers, and a recent ranking by *Popular Science* as one of "The Top 10 Tech Cities in the

U.S.", are cited as compelling reasons for business to consider Rochester as an expansion location.

Honorable Mention

#### *"Be a Major Element In Frederick" Advertisement*

The Frederick County Office of Economic Development  
Frederick, MD

Frederick County is the state's largest county and is known for its rich heritage, historic towns, and picturesque countryside. Frederick is made up of a diverse and dynamic business community and is one of the fastest growing areas in the state of Maryland.

The Frederick County Office of Economic Development developed the "Be a Major Element in Frederick" advertisement that shows some of the diverse companies that are located in Frederick County on a periodic table. The elements are the companies and they have information regarding the type of company, number of employees, physical size of the site, and the year that it was established in Frederick County. The ad was placed in several targeted local and regional publications.

### PROMOTION – GENERAL PURPOSE

#### Population Less Than 50,000

Honorable Mention

#### *"Retire to the Flint Hills" Campaign*

Manhattan Area Chamber of Commerce  
Manhattan, KS

The "Retire to the Flint Hills" campaign is a series of targeted mailings to 25,000 Kansas State University Alumni, aged 45-65, used to promote the Manhattan area as a retirement destination. An initial mailing of the brochure was followed by a series of three postcards mailed at three – four week intervals. Recipients were given the opportunity to request a copy of the *Retire to the Flint Hills* DVD/VHS for further information on the Manhattan area. The campaign is being used to increase the age 45+ population in the area by 3,000 people by the year 2010. To date, the "Retire to the Flint Hills" program has garnered well over 400 responses from retirees (or potential retirees). Although the exact numbers are not currently available, the Manhattan Area Chamber of Commerce feels confident that the campaign is successful!

#### Population 50,000-200,000

Category Winner

#### *Japan Marketing Program*

Grant County Economic Development Council  
Moses Lake, WA

Created to introduce a Japanese business audience to Grant County in Central Washington, Ticket to Success is the product of a dedicated marketing effort undertaken in Japan beginning late in 2004. The video was produced in Japanese, reflecting the style and structure most familiar to the audience and was geared towards aerospace and manufacturing industries in Japan.

Ticket to Success highlights the 10 best reasons to do business in Grant County, including the presence of existing Japanese companies. Low-cost power, fiber-optics, inexpensive industrial land, and a sought after quality of life have made this seven-and-a-half minute video a locally acclaimed depiction of what Grant County is, and where it is going – with of course, a bit of Japanese flair.

#### Honorable Mention

***Newport News, Virginia: Hi-Tech Hometown Video***  
Economic Development Authority  
of the City of Newport News  
Newport News, VA

*The Newport News, Virginia: Hi-Tech Hometown* video, available in DVD, CD-Rom, and VHS formats, captures the dynamic energy of Newport News — a place where livability, affordability, and a knowledge-based economy go hand-in-hand. The video is themed to coordinate with the Newport News Economic Development Authority's other collateral marketing materials, including color and design-coordinated cases. The six-and-a-half minute video presents the business advantages of a Newport News location for technology-driven, corporate office, and state-of-the-art manufacturing firms.

Newport News is a city of more than 185,000 located in the Hampton Roads metropolitan area in southeast Virginia. Its Economic/Industrial Development Authority is an innovative body with an extensive real estate portfolio and a reputation for creative deal-making. The video features several of its projects, including the Applied Research Center, near Jefferson Lab and City Center at Oyster Point (a new urbanist, mixed use business district), as well as the region's productive labor force, and enviable quality of life.

#### Honorable Mention

***Direct Mail Campaign***  
Lawrence Chamber of Commerce  
Lawrence, KS

When the Lawrence, Kansas Chamber of Commerce designed its 2005 direct mail campaign, it wanted something different. The campaign included four oversized postcards, with each card focusing on a different area of strength for the community: the workforce, the new website address, biosciences,

and the business climate. Each piece included a clever freebie, which certainly caught the attention of the site location consultants. For example, the biosciences piece included a ball-point syringe pen. According to one consultant, the mailing had to go through security because officers thought it was a real syringe. For the location piece, a dart was sent, which consultants often keep on their desks.

The campaign was highly effective. In fact in 2005, 50% of prospect inquiries came directly to the Chamber (as opposed to state and regional sources) as compared to 30% in years past. Because of the success of this campaign, the staff is now working on concepts for the 2006 campaign.

#### Honorable Mention

***Dell Computer Direct Mailing***  
Martinsville-Henry County Economic  
Development Corporation  
Martinsville, VA

This was a direct mailing to top-level management of potential Dell suppliers and vendors for the new Dell manufacturing plant in Winston-Salem, NC. Martinsville-Henry County, VA, is within 50 miles of the new plant site and is interested in recruiting Dell vendors and suppliers. The mailing consisted of a briefcase with a message stating that the Economic Development Corporation can "make the case for Martinsville-Henry County, Virginia." It was mailed to 50 companies known to do business with Dell. The briefcase included letters from Virginia's Governor Mark Warner and Danny Fore, CEO of the Martinsville-Henry County Economic Development Corporation.

#### Population More Than 200,000

Category Winner  
***Fuel Cell Direct Marketing Campaign***  
Greater Rochester Enterprise  
Rochester, NY

Greater Rochester Enterprise (GRE) is a local economic development organization dedicated to job creation in the Rochester region. Its marketing and public relations objectives are aimed at attracting and retaining businesses and nurturing entrepreneurship and innovation.

GRE's business development director was traveling to HydrogenExpo USA, an energy show, and wanted to schedule meetings with business prospects. By utilizing a creative dimensional direct marketing campaign that broke through the clutter and effectively illustrated Rochester's alternative energy strengths, GRE recorded a 29% response rate. This effort yielded many leads that GRE continues to pursue.

Honorable Mention

***“Defying Gravity” Campaign***

Corpus Christi Economic Development Corporation

Corpus Christi, TX

The “Defying Gravity” campaign was created to promote the city of Corpus Christi. Corpus Christi was once a small town with limited resources that had not seen growth. Over a five-year time period, the city flourished and grew into a well-developed community. Corpus Christi went from being a small city on the map to being named “One of the Top 20 Cities to do Business in” by *Forbes* magazine. The city also has received recognition in *Fortune 500* and *Site Selection Magazine*, just to name a few.

Honorable Mention

***“Get Connected in Chicago” TV Campaign***

World Business Chicago

Chicago, IL

On behalf of the city of Chicago, World Business Chicago initiated a partnership with the Chicago Convention and Tourism Bureau, Department of Aviation, and advertising agency Downtown Partners to create a campaign that captured Chicago’s true differentiators and advantages. The result is a visually engaging advertising campaign targeted at the more than 38 million business and leisure travelers passing through O’Hare International Airport on connecting flights. This fun, high-impact campaign, developed at no cost to taxpayers, gives travelers a taste of what they’re missing outside of the terminals and enhances their awareness of Chicago.

The TV spots, dreamt up and produced by Downtown Partners, a team of award-winning advertising executives, are witty and chock-full of Chicago humor and enticing visuals reflecting Chicago’s strengths in business, tourism, and travel. For one minute, every hour of the day, two of the 30-second spots play at every gated terminal in the airport.

**RESEARCH REPORT/GENERAL**

***Population Less Than 50,000***

Category Winner

***Jacksonville Region Electrical Equipment and Electronics Manufacturing Analysis***

Jacksonville Regional Economic Development Corporation

Jacksonville, IL

This report is one of two commissioned in 2004 for the Jacksonville Regional Economic Development

Corporation (EDC) to demonstrate the region’s cost advantages for companies within identified segments. The segments selected were determined via a competitive base analysis of the region performed by Deloitte & Touche/Fantus in 1998. The report, delivered electronically, is printed in-house on an as-need basis for distribution in support of the EDC’s target marketing campaign in the segment. It is largely focused on the comparison locations used in preparing analysis. The report was researched and designed based on a prospective company’s perspective to increase its value for potential companies.

Honorable Mention

***Local Economic Assessment Package for the Appalachian Region***

Economic Development Research Group, Inc. and the Appalachian Regional Commission  
Boston, MA

The Appalachian Regional Commission (ARC) assists its Local Development Districts (LDDs) with grants as well as planning assistance to promote local economic development in economically depressed areas. As part of this effort, the ARC commissioned Economic Development Research Group to develop a package of economic development assessment tools for use by local development practitioners. The primary focus was on providing rural areas with tools to assist in targeting their economic development efforts in directions most likely to be successful. The resulting handbook and software tool provide step-by-step methods for assessment of a local area’s competitive performance, barriers to economic growth, and potential opportunities for improvement.

According to the ARC, “The Commission’s purpose in developing this handbook and tool kit was to provide local economic development practitioners with detailed information on the industrial and economic growth effects of area development projects on the regional economy. The tool kit permits project managers to evaluate more effectively the potential impacts of pending proposals and helps to calibrate performance measurement of outcomes by project type. The tools from this project have enhanced local planning capabilities of both the LDDs and many non-governmental economic development organizations in the Appalachian Region.” They have been widely distributed among Appalachian state and local government economic development agencies, and used to conduct transportation and economic development studies, to target industrial recruitment, to do project impact assessment, and to enhance strategic economic development planning.

Honorable Mention

***Rocky View Agriculture Profile***

Rocky View Municipal District  
Calgary, AB Canada

The award-winning *Rocky View Agriculture Profile* is an extensive collection of agriculture and production data. The *Rocky View Agriculture Profile* also identifies new and emerging opportunities for acreage landowners and agricultural operators. The report has been very well received by businesses, industry, producers, and residents. The popularity of the document is a reflection of the need to support and grow the agricultural industry. The public's interest in the agriculture sector and agri-food processing opportunities has been significantly enhanced by the profile.

The purpose of the report is to provide accurate and timely information to developers, entrepreneurs, and investors who are looking to build new facilities or expand existing processing facilities in the Municipal District of Rocky View (in the Calgary Region of southern Alberta, in Canada). The *Rocky View Agriculture Profile* showcases Rocky View as an innovative and progressive municipality with tremendous agricultural capacity and exceptional access to Calgary's diverse and growing urban populations.

**Population 50,000-200,000**

Category Winner

***Marketing Plan for the City of St. Catharines in the Finnish Market***

City of St. Catharines Economic Development & Tourism Department  
St. Catharines, ON Canada

The City of St. Catharines has been engaged in an international marketing initiative to attract the attention of Nordic firms. These efforts have been enhanced recently with a new research report that was prepared by two Finnish consultants, Exportum Oy, and Professia Ltd. The innovative idea of asking for the Finnish perspective on what the City of St. Catharines should do to increase its Nordic marketing effectiveness has generated concrete and applicable ideas and new directions. By using a local expert to research and develop a marketing plan, the city of St. Catharines has been able to uncover a number of resources and programs that would not have otherwise been known. The results of this marketing plan are currently being integrated into the city's efforts.

Honorable Mention

***2005 Economic Development Almanac***

The Economic Development Council of the  
Bloomington-Normal Area

Bloomington, IL

The Economic Development Council (EDC) rolled out the first *Economic Development Almanac* in April. The *Almanac* has nearly 150 pages of information, demographics, statistics, and data about McLean County, Bloomington, and Normal, IL. In addition, there is information regarding economic development programs, state and federal assistance programs, Small Business Administration programs, taxes, and more.

The *Almanac* was designed to provide the most detailed information about the local economy to information seekers. The information found in the publication is often sought out by site location consultants, real estate brokers, and executives making key decisions about expansions and relocations. With the publication of the *Almanac*, the EDC also unveiled its new website, [www.bnbiz.org](http://www.bnbiz.org). Information in the almanac matches that which is found on the website. The website offers the information in PDC and Excel or Word Formats.

Honorable Mention

***Economic Development Strategy***

City of Clovis  
Clovis, CA

The Clovis City Council appointed a 21-member committee, known as the Economic Development Strategy Advisory Committee (EDSAC) to assist staff in preparing the City of Clovis Economic Development Strategy. The document was prepared entirely in house with the assistance of EDSAC. The Strategy was adopted by the city council on September 13, 2004. The entire process took 10 months to complete. EDSAC met twice a month for two hours each meeting for a total of 15 meetings. The first 11 meetings were geared toward educating the committee members on all facets of economic development. The final four meetings were for brainstorming and goal setting, all of which were incorporated in the adopted strategy.

The City of Clovis Economic Development Strategy is intended to be a policy-setting document that is easy to read and understand by all sectors of the community. The document is lighthearted but serious about achieving goals and objectives for industrial and commercial development and tourism. The Strategy has been lauded by local and regional leaders as a template for other communities to follow in setting goals and objectives for economic development.

## Population More Than 200,000

Category Winner

### ***2005 State of Entrepreneurship for Greater Louisville***

Greater Louisville Inc.-The Metro Chamber of Commerce  
Louisville, KY

The publication addresses Louisville's current entrepreneurial climate (the previous publications were issued in 1996 and in 2000). Additionally, the report recommends a few key strategies for improving the climate and making Louisville an entrepreneurial "hot spot." Like its predecessors, the 2005 report was commissioned by Greater Louisville Inc. – the Metro Chamber of Commerce.

The information presented in the report was thoroughly researched by appropriate experts in their fields (workforce, technology, capital, etc.) for both Louisville and its key competitor cities. Unlike previous reports, however, this publication was produced by professional designers, who designed and printed 5,000 high-quality copies.

Additionally, the entire publication is available online in Adobe Acrobat format on the Enterprise Corp's website, [www.enterprisecorp.com](http://www.enterprisecorp.com). The report helped build consensus on which entrepreneurial development strategies Louisville would undertake, and ultimately resulted in the two-year business plan blueprint for GLI's Enterprise Corp, Louisville's lead agency for entrepreneurial economic development. To date, 2,500 printed copies of the report have been distributed, and many more have been downloaded and viewed online. The Enterprise Corp has already made significant progress on the report's strategy recommendations, and work continues on the key initiatives outlined in this publication.

Honorable Mention

### ***Economic Impact of FasTracks on Metro Denver's Economy***

Metro Denver Economic Development Corporation  
Denver, CO

*The Impact of FasTracks on the Metro Denver Economy* report was commissioned and released by the Metro Denver Economic Development Corporation to study the potential economic impacts of the FasTracks multi-modal transportation plan on Metro Denver's economy. The FasTracks initiative is a \$4.7 billion plan to build 119 miles of light rail and extend the region's bus network over a 12-year period. Funding for the build-out, the largest mass transit project in the United States' history, comes from a .04 cent sales

tax on every \$10 dollar purchase on retail goods in the seven-county metro Denver area. Voters were asked to consider this tax increase on the November 2004 ballot.

The economic impact study was released in September 2004, two months prior to the November election. The 66-page study analyzed the economic and transportation benefits, community impacts, lifestyle benefits, and costs per household. The study also detailed anticipated employment to be generated by the 12-year construction.

The Metro Denver EDC made the study available to media and local advocacy organizations, as well as the Regional Transportation District, the organization coordinating mass transit in Metro Denver. This research helped shape advertising messages, and was referred to the *Denver Post* as a catalyst for the paper's editorial board to voice its support of FasTracks. FasTracks was approved in the November 2004 election, by 58 % of voters in metro Denver. The project will significantly enhance the local economy, reduce traffic congestion, and help the region proactively deal with population growth.

Honorable Mention

### ***The New York City Industrial Policy: Protecting and Growing its Industrial Job Base***

New York City Mayor's Office of Industrial and Manufacturing Businesses  
New York, NY

Developed with the assistance of over 500 New York City industrial businesses, the *Industrial Policy* report offers a collective vision and comprehensive policy solutions for the multi-faceted and complex issues facing the city. New York City not only has a diversifying and growing population but also a transforming industrial base that continues to significantly benefit the city and its constituents.

The report serves as a blueprint for implementing innovative ways to retain, attract, and promote the city's industrial sector in today's changing economy, and has been the impetus for the creation of the first New York City mayoral office dedicated to addressing the needs of its industrial sector.

Honorable Mention

### ***TCCi Economic Summary and Analysis***

The Creative Coast Initiative  
Savannah, GA

In December of 2004, The Creative Coast Initiative (TCCi) published its first *Economic Summary and Analysis*. Until recently, most regional economic analyses in Savannah and Chatham County, GA,

have focused on the traditional sectors of the economy: leisure and hospitality, manufacturing, and retail trade, to name a few. However, TCCi wanted to delve a little deeper.

Using disaggregated, company-specific wage and employment data from the Georgia Department of Labor, and cross-referencing the *U.S. Occupational Employment Matrix* from the Bureau of Labor Statistics, TCCi developed a methodology to specifically isolate and measure the activity of what they called “knowledge-based businesses.” This methodology was unlike other typical “technology” sector analyses in that it included the “creative” industries as well: graphic and visual design, art and photography, media production, and many others. To put it simply, TCCi isolated the (technical and creative) industries by determining those that had the highest percentage of knowledge-based occupations. The industries that fell through the filter in the top 10% were designated as the knowledge-based industries on which the analysis was focused.

#### **SPECIAL EVENT**

##### **Population Less Than 50,000**

Honorable Mention

##### ***Choctaw TechVantage Conference***

Mississippi Band of Choctaw Indians  
Choctaw, MS

The Mississippi Band of Choctaw Indians held its third technology conference, Choctaw TechVantage, on May 2 and 3, 2005, at Pearl River Resort in Choctaw. The conference was designed to showcase the distinct advantages for non-Indian technology companies considering locating on the reservation or partnering with the tribe to conduct business on the reservation.

The tribe has made the transition from traditional manufacturing to technology-based manufacturing. It has received its SBA 8(a) Tribal Minority Certification, its Small Disadvantaged Business Certification, and is an SBA HubZone designation - the only “Tribal” SBA certifications in the region. The new Choctaw TechParc, a 150-acre technology park on the reservation, was also unveiled during the conference. To provide research and technical services to Choctaw-based companies, the tribe signed a Memorandum of Understanding (MOU) with the Mississippi Research Consortium, made up of the four research universities in the state. In addition to the MOU, the tribe has just announced a partnership with East Central Community College

of Decatur, MS, to administer the Choctaw Advanced Technology Training Center. The center will provide customized training for employees of existing Choctaw companies as well as offer training for companies being recruited to the reservation.

The Choctaw TechVantage Conference brought together emerging and expanding technology companies from around the country, venture capitalists, corporate attorneys, and other technology representatives. Existing Choctaw business partners were featured during the conference to share their experiences in doing business with the tribe. The Choctaws currently are partnering with technology companies such as Lockheed-Martin, Augusta Westland Corporation, and AAI Corporation, and operating a Metrology Laboratory at the Stennis Space Center on the Mississippi Gulf Coast.

##### **Population 50,000 - 200,000**

Honorable Mention

##### ***The “Tupelo Story” Conference 2004***

Community Development Foundation  
Tupelo, MS

With the economic news changing daily, communities and companies find themselves caught in the middle of the latest economic cycle. One thing remains clear – planning is the key to survival. At the Tupelo Story Conference, which was held on February 24-25, 2004, in Tupelo/Lee County, MS, participants learned how a small rural community, starting without many assets, has continued to maintain a dynamic and growing economy throughout the past 55 years.

Many books have been written about the Tupelo magic, but never before have the key leaders who helped plan and execute this unique American success story come together. Over a two-day period, this extraordinary group of individuals collectively shared their thoughts and plans with more than 100 participants representing 12 states. Community and economic development professionals, board members, and local public officials heard from past mayors, chairmen, and presidents of the Community Development Foundation (CDF) organization on how the plan was conceived and executed. In addition, participants heard about the unique community spirit and the steps being taken to meet today’s challenge of Chinese imports displacing American manufacturing. Participants also received a binder full of useful documents and plans used by the CDF which could be adapted for their organizations.

## Population More Than 200,000

Category Winner

### *2nd Annual Hispanic Business Exchange*

Osceola County Economic Development  
Department  
Kissimmee, FL

This year, Hispanic Business Exchange centered around the participation of various business leaders from Spanish-speaking nations around the world. Invited to participate were companies and elected officials from Puerto Rico, Colombia, Peru, and more. Representatives came to explore business opportunities in Osceola County and Central Florida, and form lasting relationships with local leaders. A press conference and reception hosted at Disney's Epcot Center, one-on-one business meetings, honored speakers, creative networking events, trade show booths, and a St. Patrick's day-themed domino game were some of the highlights of this Exchange.

This year's Hispanic Business Exchange was the second in what is to be a long line of annual events promoting overseas trade in Central Florida. The event was a great success with over 300 one-on-one business meetings scheduled for over 35 visiting corporate decision makers. Thus far, the Osceola County Economic Development Department has already learned of over \$1,000,000 in new Florida export contracts and revenues that tie directly to the Exchange.

Honorable Mention

### *Annual Economic Development Awards Program*

City of Henderson, Nevada  
Henderson, NV

The Henderson Economic Development Awards Program is a partnership effort between the City of Henderson and the Henderson Development Association, a division of the Henderson Chamber of Commerce. The program is designed to express the City of Henderson's appreciation and thanks to companies that have made significant new investments and commitments to the economic vitality of Henderson through job creation and new capital investments. The event also discusses the economic impact (job creation and investments) of the business recruitment and local business assistance programs.

Awards are presented in the following categories: new business relocations and expansions to Henderson; local business expansions; commercial developers awards; redevelopment projects; and recognition of public and private sector individuals who have contributed to the community's success in economic development. The program allows

the City of Henderson to welcome and showcase the business community to the greater Las Vegas area and the state of Nevada and publicizes the economic development success of the city to regional and national audiences through a supplement featured in *InBusiness Las Vegas*, a business news publication.

Honorable Mention

### *International Business Summit*

Greater Halifax Partnership  
Halifax, NS Canada

From July 29-31, 2004, the Greater Halifax Partnership, the Atlantic Canada Opportunities Agency, Nova Scotia Business Inc., and the Nova Scotia Association of Regional Development Authorities hosted a collaborative investment attraction effort. The International Business Summit brought 42 of North America's leaders, from Fortune 500 and small to medium size companies, to the province, establishing vital relationships with these key planners to help Nova Scotia stand out in a highly competitive market. The objective of the Summit was to give these investors and influencers the opportunity to gain a familiarity with the business climate and the competitiveness of Canada, the Province of Nova Scotia, and the Greater Halifax area.

The Summit was also designed to stimulate foreign direct investment, generate long-term job creation and wealth, and promote regional cooperation among economic development organizations to minimize overlap and duplication of effort, while maximizing leverage and benefits from existing resources. It was also meant to create long-term relationships with senior corporate investors to profile Nova Scotia's approach to economic development. Event elements included plenary sessions, business and scenic tours, potential spousal program, and hosted receptions, where business-to-business opportunities and networking were the main focus.

## WEBSITE - GENERAL PURPOSE

### Population Less Than 50,000

Category Winner

### *[www.copperascove-edc.com](http://www.copperascove-edc.com)*

Copperas Cove Economic Development  
Corporation  
Copperas Cove, TX

The primary mission of the Copperas Cove Economic Development Corporation (EDC) website is to provide information about the community to businesses wishing to locate or

expand to the market. The website promotes the Small Business Development Center (SBDC). EDC also recognizes that the media, residents, prospective residents, allies, and constituents will visit the site to find information. Web statistics are analyzed on a weekly basis, tracking visitors on the home page and three important "landing" pages, which are the SBDC page, a page about the vacant Wal-Mart building, and the Spec Building information page.

The website focuses on data delivery over aesthetics. Load times are generally very quick, unless there is a lot of data on the page (such as demographics). The data is furnished in html and also as Adobe Acrobat and either Word or Excel files, depending on what is most appropriate to the content. Navigation is very simple and intended to be easy. The website's design is managed in-house, as are updates, which makes it very cost-effective.

### Population 50,000 - 200,000

Category Winner

[www.TinleyParkBiz.biz](http://www.TinleyParkBiz.biz)

Tinley Park, IL Economic Development  
Tinley Park, IL

Just 25 miles southwest of Chicago, Tinley Park is one of the fastest growing municipalities in the Midwest. This dynamic city of 56,000 needed a website that would effectively serve the needs of the business, site selection, real estate, and economic development communities. Meeting those needs, [www.TinleyParkBiz.biz](http://www.TinleyParkBiz.biz) is integrated into the community website, while providing specific information directed to business.

Utilizing the recommendations of the site selectors, real estate brokers, and business executives, this website is designed to be accurate, user-friendly, colorful, and eye-catching but not flashy or overly graphic. Aiming to provide needed answers for executives and their agents, the information is comprehensive, with key sections in National Data Standards format. Important links to key economic development allies, as well as information in four foreign languages, is provided. The URL address directly corresponds to the state economic development website of [www.IllinoisBiz.biz](http://www.IllinoisBiz.biz). Testimonials of business leaders are interspersed throughout the website as vital sales tools. The website has been developed to be a primary source of economic development information for the Interstate 80 Corridor of Metro Chicago.

### Population More Than 200,000

Category Winner

[www.choosewashington.com](http://www.choosewashington.com)

Washington State Business and Project  
Development  
Olympia, WA

The Washington state's website is oriented to the needs of site selectors and businesses, providing rapid access to key data, interactive searches, cross-references to related information, and up-to-date news and information. The key features of the site include: favorable location search (users can search for counties meeting their location needs); land & buildings search (users can search for available properties based on site and building specifications); state data and resources (executive summaries offer links to data on other Washington state websites with no marketing hype); and county profiles (consistent base data is offered for all counties with the goal of driving users to the local economic development organizations).

In the first few months it has been alive, the website has generated more leads than the department anticipated for the entire year. The website was developed by Chabin Concepts and MC2 Design Group.

Honorable Mention

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

The Economic Development Partnership of  
Alabama Website  
Birmingham, AL

The Economic Development Partnership of Alabama (EDPA) website, [www.edpa.org](http://www.edpa.org) (also listed as [www.advantagealabama.com](http://www.advantagealabama.com), which will be launched as a new site this year), is designed to allow EDPA's key audiences access to timely information. The site is a one-stop shop for the site selection consultants and prospects looking to locate a business in Alabama. Nearly all of the information needed for a general Alabama proposal can be downloaded from the site. The EDPA site features the state's only comprehensive buildings and sites database. This database is a key tool for Alabama communities that have the ability to integrate a customized version of the database to their own websites, featuring only their properties. Alabama economic developers are also able to download individual slides for PowerPoint presentations through a password-protected library. Visitors are able to access EDPA's *Partners* magazine, *Developments* newsletter, and information on EDPA's partners.

A Google search for "Alabama economic development" returns the EDPA site as the number

one ranking, which testifies to its popularity and degree of interconnection. Tracking of hits since February 2005, shows nearly 23,000 visitors from 110 different countries\* - over 16,000 of these visitors were unique. The EDPA website also showed up in nearly 700,000 web searches during this period. In 2004 alone, several projects came in directly through emails sent to [info@edpa.org](mailto:info@edpa.org) from the website, already resulting in one announcement. The buildings and sites database continues to see increased use. By the end of 2004, the average number of daily searches on the database was 154.6, up from 95 *daily* searches in 2003 and 80 in 2002. The database featured 736 buildings and 583 sites in 304 Alabama communities.

*\*Tracking of the website was instituted in February 2005. Figures represent period of February 1 2005 - May 13, 2005. Hits to the site do not include hits from within the EDPA network.*

#### Honorable Mention

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

Metro Denver Economic Development Corporation  
Denver, CO

The Metro Denver Economic Development Corporation (EDC) is a public/private regional economic development organization representing the seven-county Metro Denver region. The Metro Denver EDC's website - [www.metrodenver.org](http://www.metrodenver.org) - was designed in 2004 to provide key customers - site selectors, companies, and investors the information needed to make key business decisions.

Developed from research and input from site selection consultants, the site is data-rich and easy to navigate. Key aspects include online company, real estate, and business park databases; a comprehensive data center; downloadable documents, economic reports, and current business news. The site has extensive industry information, including industry cluster studies and industry contact information.

#### WEBSITE - SPECIAL PURPOSE

##### *Population Less Than 50,000*

Category Winner

[www.mansfieldisites.com](http://www.mansfieldisites.com)

Mansfield Economic Development Corporation  
Mansfield, TX

Mansfield iSites is an interactive site selection website that was developed by the Mansfield Economic Development Corporation (MEDC) in Texas and GIS Planning of San Francisco, CA. The site allows the viewer to find available properties,

population, and demographics as well as zoning, sewer and water lines, traffic counts, and other information useful to developers. Mansfield iSites allows the viewer to search properties by price, building/property use, square footage/acreage, location, and more. Additionally, the viewer can click and customize demographic and business reports based upon any property in Mansfield.

Mansfield iSites receives thousands of hits every month. The MEDC has developed a bi-monthly marketing initiative designed to promote the site to commercial realtors, site location consultants, and investment firms interested in Mansfield, a community that is growing between 11-17% annually. One of the challenges that Mansfield iSites helped MEDC address is the ability to showcase Greenfield sites. Mansfield is only 40% developed and the remaining 60% of the city's landmass is undeveloped. In order to showcase the potential that these Greenfield sites offer, Mansfield iSites was created to tell the story about these tracts, provide information on the workforce and neighboring uses, and explain how the site accesses transportation arteries within the DFW Metroplex, etc. The website has proven to be a very effective marketing tool for the MEDC, realtors, and property owners whose sites are included on Mansfield iSites.

##### **Population 50,000 - 200,000**

Category Winner

[www.kennewickprospector.com](http://www.kennewickprospector.com)

City of Kennewick  
Kennewick, WA

Kennewick Prospector uses Geographic Information Systems (GIS) technology to allow site selectors and other property researchers 24-hour access to obtain information about Kennewick commercial properties. The Kennewick Prospector website is highly functional and can be easily navigated to conduct vital site selection research, including demographic composition, land use, water and sewer availability, traffic counts, and industry cluster information. These layers can be shown on top of parcel or aerial maps of the city, and all parcels can be researched by the numbers, addresses, or by zooming in on a city map. Available commercial properties can be searched by type, size, location, or purchase/lease arrangements.

Kennewick Prospector is routinely used in all recruitment, retention, and expansion efforts. The results have been extremely encouraging. The addition of Kennewick Prospector to the [www.kennewickmeansbusiness.com](http://www.kennewickmeansbusiness.com) website has

extended the reach of Kennewick's economic development efforts to the globe.

Honorable Mention

[www.chattanoogaacando.com](http://www.chattanoogaacando.com)

Chattanooga Area Chamber of Commerce  
Chattanooga, TN

The Chattanooga Area Chamber of Commerce launched [www.chattanoogaacando.com](http://www.chattanoogaacando.com) to increase business activity and investment in the region and convey the community's brand as a place where cooperation and a "get it done" attitude have fueled a remarkable urban success story and a recent string of successes in business recruitment and job growth.

[www.Chattanoogaacando.com](http://www.Chattanoogaacando.com) is a state-of-the-art website that includes a range of interactive features, from a searchable database of available industrial sites and office spaces to interactive maps of the region and Enterprise South Industrial Park. Selected areas of the website are translated into Spanish, German, Japanese, Chinese, and Korean.

The website receives about 1.5 million hits a month -- an increase of nearly 100,000 over the previous version of the website. Although the website is one piece of a larger marketing strategy, the Chattanooga Area Chamber also measures website success by the number of job projects in the pipeline. Since the website was implemented, the pipeline of projects has grown by more than 20 %.

Honorable Mention

[www.pearlandprospector.com](http://www.pearlandprospector.com)

Pearland Economic Development Corporation  
Pearland, TX

To nurture the rapid growth in Pearland by showcasing available commercial property, the Pearland Economic Development Corporation (PEDC) hosts the Pearland Prospector ([www.pearlandprospector.com](http://www.pearlandprospector.com)), the only nationally recognized, geographical information system (GIS) website of its kind in the Houston, TX, area. The Pearland Prospector offers any user the ability to do the following: view, create, and print maps; perform site selection searches; develop custom radius reports; view business cluster analysis; and obtain workforce reports. Listing agents, brokers, and property owners can obtain a user name and password to gain free access to the website to post their properties.

What makes the Pearland Prospector unique are the 20 layers of information on the map of a particular commercial property site in Pearland, including zoning, retail nodes, park sites, water lines, etc. Data that would normally take weeks to collate and thousands of dollars to obtain from

specialty data research organizations can now be found in real-time. Additionally, the PEDC recently enhanced the website with ZoomProspector 6.0 technology, allowing brokers to log-in and visually see the number of "hits" their property listings have received over a period of time. The new technology also makes it much easier to navigate through the site. Pearland Prospector is an invaluable tool in the site selection process for assessing relocation and expansion options in Pearland.

## Population More Than 200,000

Category Winner

[www.OKCEDIS.com](http://www.OKCEDIS.com)

Greater Oklahoma City Chamber  
Oklahoma City, OK

OKCEDIS is a web-based GIS (geographic information system) Internet site that enhances the process of real estate and economic development by providing detailed local, regional, and national data to users such as site selectors, companies, and other key decision makers. It facilitates a faster and more informed site selection analysis. Unlike conventional "website brochures," the [www.OKCEDIS.com](http://www.OKCEDIS.com) website is a dynamic interactive system that provides a value-added service to businesses and is an innovative tool for empowering regional economic development professionals, utilities, and local government.

OKCEDIS speeds up and simplifies the process of site selection analysis by providing deep property, demographic, and business data in an easy-to-use format. The program has created \$5.8 million in value in two years, produced a 3,783% return on investment, and reduced the time required to provide site selection analysis information by an impressive 99%.

Category Winner

**Small Business Wizard**

[www.cityofchicago.org/smallbusiness](http://www.cityofchicago.org/smallbusiness)

City of Chicago Department of Planning and  
Development  
Chicago, IL

The Small Business Wizard is an online component of the City of Chicago's Small Business Assistance Center. The Wizard is a web-based tool designed to help small businesses succeed in the city. It provides answers for common business questions, such as permit and license requirements, as well as valuable resources, such as information about funding sources and business development programs. Customized resource listings are provided after users complete a short questionnaire regarding their business goals and immediate needs.

Honorable Mention

[www.greensboroedp.com](http://www.greensboroedp.com)

Greensboro Economic Development Partnership  
Greensboro, NC

The Greensboro Economic Development Partnership (GEDP) launched its new website in June 2004. The site was designed for a target market of site location consultants, corporate real estate executives, and national and regional brokers. The site allows users simplicity and convenience in locating Greensboro and Guilford County, NC, information including demographics, education, transportation, business climate, and community amenities.

Two of the major features of the site are the GIS Property Locator and the PDF Data Center. The Property Locator allows users to search for available industrial and office space and vacant land. The system is based on GIS mapping data and users can easily create printable reports for each building or site they are viewing. The PDF Data Center is a comprehensive online library created for instant access to maps and community information, all of which is downloadable and printable in PDF format. Recognizing that time is of the essence, the entire website was designed so that users can quickly and efficiently find the information they need. The site is color-coded, based on the major sections of the site, which allows users to always know where they are navigating. Internal and external links open in new windows to ensure users do not lose their place while gathering information.

Complete GEDP staff contact information is available for users who have specific questions. A complete searchable list of GEDP investors, with contact information, is also available. The site is updated on a daily basis as news happens and information changes. The home page features a comprehensive “welcome” statement in seven languages, for both domestic and international users.

Honorable Mention

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

Chamber of Commerce of Huntsville/Madison  
Huntsville, AL

The 2005 Base Realignment and Closure Commission decision by the Pentagon presented communities with the challenge of facing one of the largest and most important economic development activities in years, with the potential to positively or adversely affect the future of each community's economy. Providing the right information to the right people was critical to the decision-making process. With local access and communication to key Pentagon officials restricted by procedural rules, the Chamber of Commerce of Huntsville/

Madison County assisted the Tennessee Valley BRAC Committee by creating a website dedicated specifically to providing U.S. Department of Defense (DoD) officials access to information about Redstone Arsenal and the Tennessee Valley community. The website provided relevant video and fact book data, while allowing Pentagon and DoD officials to access the site on their own without contact from the community.



*The Best Practices Program Awards recognize outstanding and innovative programs in economic and business development that retain or generate jobs and investment on an ongoing basis. Programs are recognized in the following divisions: Cluster-Based Strategies; Collegen/University Economic Development Training Achievements; Multi-Year Economic Development Programs; and Technology-Based Economic Development.*

*Best Practice Awards*

# Best Practice Awards

## CLUSTER-BASED STRATEGIES

### Population More Than 200,000

Category Winner

#### *The London City Growth Business Clusters Initiative*

London Development Agency  
London, England

This is a high profile business-led project that supports firms operating in London's inner city areas in coming together to identify and address common business needs, pool resources, and develop new business relationships, with the aim of increasing business growth and retention, competitiveness, and wider economic regeneration. The project emerged from the London City Growth initiative, which is led by the London Development Agency (LDA), and supported by businesses and the United Kingdom's government. The City Growth model was pioneered by Professor Michael Porter and his organization, the Initiative for Competitive Inner Cities (ICIC), and Harvard University. The LDA worked with the ICIC to adapt the United States' model to reflect the economic policy, legislative, and structural/institutional context of London and the United Kingdom.

Some of successes of the initiative include: 1) MICE Corporate Tourism cluster, which is a business cluster project that brought together over 300 firms in the corporate tourism sector to network, undertake joint marketing, and do business together. It is delivered by First Protocol, a London based corporate tourism company; 2) Hatton Gardens Jewellery cluster, which is a major business cluster involving manufacturers and precious metal processors, wholesalers, and retailers, aimed at business growth and job creation. It is delivered by City Fringe Partnership, a London-based organization and a number of high profile companies including Goldsmith, Johnson Matte, and Holt & Co.; 3) ICT Cluster programme, which is aimed at supporting local ICT and electrical cabling firms to identify and access business opportunities including gaining public sector contracts.

Honorable Mention

#### *The Big Sky on the Big Screen Act: A Film Industry ArtsMarket, Inc. & The Montana Film Office* Bozeman, MT

In order to understand how the Montana economy is affected by film production investment, the Montana Film Office and Department of Commerce commissioned ArtsMarket, Inc. to produce an economic assessment of the film industry and a design for an effective tax incentive. This research led to the crafting of House Bill 584, The Big Sky on the Big Screen Act, by documenting the impact of 444 productions on Montana from 1998 - 2003, the impact of these productions on 500 Montana industries, and the tax impact on state and local economies. Demonstrating the state could successfully offer a cash flow positive rebate of 12% on Montana payroll and 8% on qualified expenditures, The Big Sky on the Big Screen Act was signed into law May 17, 2005 by Governor Schweitzer in front of the historic Ellen Theatre in downtown Bozeman.

The intent of this legislation is to increase film production in Montana, which will lead to millions more in direct expenditures in the economy; create more jobs for Montana's workers by encouraging and rewarding the employment of skilled Montana film crews and university graduates; and increase tourism, which will lead to the creation of additional jobs in these industries and bring hundreds of millions of additional dollars to the state.

Honorable Mention

#### *Linking Economic Development and Workforce Development: New York City's Cluster-Based Approach*

New York City Department of Small Business Services  
New York, NY

Over the past two years, the New York City Department of Small Business Services (SBS) has completely overhauled the city's workforce development efforts by transforming an outmoded, fragmented system into a streamlined, cluster-based program for recruiting, training, and placing New Yorkers in jobs connected with the city's strongest sectors.

In doing so, it has created a new, preeminent model for turning workforce programs into economic development assets that save businesses time and money. The new system, which revolves around a sales force comprised of nine industry desks,

has already succeeded in serving more than 2,500 businesses from all sectors of the city and has resulted in thousands of jobs for New Yorkers.

### **COLLEGE/UNIVERSITY ECONOMIC DEVELOPMENT TRAINING ACHIEVEMENTS**

#### **Population Less Than 50,000**

Category Winner

#### ***Community Leadership & Economic Development Program***

Louisiana State University Agricultural Center  
Baton Rouge, LA

Strong community leaders share several common characteristics. They are innovative and adaptive individuals who are willing to confront local problems and who possess the insight and skills to shape their community's future. The Community Leadership & Economic Development Program (LCLED) is a "hands on" course for anyone interested in helping his or her community thrive in the new millennium. It is a community self-help program designed to bring together rural parish (county) residents to learn more about their parish's land and to develop skills necessary to work on major issues. The LCLED program was created in 1994 by the Louisiana State University Agriculture Center in partnership with the Association of Louisiana's Electric Cooperatives, the Louisiana Department of Economic Development, the Louisiana Police Jury Association, the Louisiana Public Facilities Authority, and Cleco Power.

The LCLED program was created to address the need for improved leadership capacity and economic development readiness in Louisiana's rural communities. No other program of its kind exists in Louisiana. The goal is to prepare a community for economic growth by assuring that it is a profitable location for investment of new and existing business and industry. LCLED addresses local issues beyond simply creating an industrial site and producing a promotional brochure. LCLED recognizes that proper preparation requires a long-term commitment by local leadership to improving the area's economic potential. The program is designed to attract ordinary citizens to the work of economic development in their own communities. LCLED provides an opportunity for interested citizens and community leaders to come together to study and solve local problems.

#### **Population More Than 200,000**

Category Winner

#### ***Adelante!***

Pan American's Office of Center Operations and

Community Services (CoSERVE)

The University of Texas

Edinburg, TX

Entry-level workers in the manufacturing industry are in demand in southern Texas due to the growth of the maquiladora (twin plant) industry along the United States-Mexico border. Working in partnership with the Texas Workforce Commission, The Lower Rio Grande Valley Workforce Development Board, WorkFORCE Solutions, South Texas Manufacturers Association, Region One Education Service Center, South Texas College, and Texas State Technical College, The University of Texas-Pan American's Office of Center Operations and Community Services (CoSERVE) created Adelante! —an innovative, interactive, DVD-based, dual-language (English & Spanish), three-week, 90 hour, workforce skills program that prepares unemployed TANF and WIA eligible adults for entry-level jobs and careers in manufacturing.

Through the program, Adelante! Students receive training in Success Skills, Manufacturing Essentials, and Manufacturing Technology. Adelante! graduates have been placed in manufacturing jobs such as machine operator, quality control technician, material handler, stocker, press operator, shredder, shipping and receiving clerk, and assembly/production worker. Adelante! graduates have benefited by moving from unemployment to work. Manufacturers have benefited from an increased labor market supply of qualified persons available for entry-level jobs in the industry, and reduced training costs through the On-the-Job (OBJ) program, which reimburses employers one-half of a new hire's salary for up to six months while in training.

Honorable Mention

#### ***Capacity-Building in Emerging Applied Construction Technologies***

The University of Toledo

Toledo, OH

The Capacity-Building in Emerging Applied Construction Technologies is an innovative cluster-based economic development initiative with concentration on the construction industry. It is a market-driven partnership that focuses on applied technologies associated with key elements and functions of the "built environment" such as engineering, planning, design, construction contracting, and skilled labor trades. The industry partnership and supporters consist of the associated General Contractors of Northwest Ohio, Northwest Ohio Building, and Construction Trades Council, the Professional Engineering Services community, and the Toledo area Chamber of Commerce. The \$3 million Capacity-Building in Construction

Program is funded jointly by the City of Toledo, the State of Ohio, and the U.S. Department of Labor.

The primary objective of the Emerging Applied Construction Technology's initiative is to engage in applied construction technology research, serial entrepreneurship development, and skilled labor, technology training for architects, engineers, construction contractors, and the skilled labor trades in cutting-edge emerging applied construction technologies. The key sub-technology clusters include Smart Building Materials Technologies, Smart Building Systems Technologies, Smart Internet-Based Technologies, Smart Computer-Based Technologies, Smart Wireless Handheld Devices, Smart Handheld Tools, and Smart Heavy Equipment Technologies.

This capacity-building initiative was designed to satisfy the construction industry's human specialty requirements in the tech-driven 21st century global marketplace. The primary goals for the program include the following: (1) to develop a market-drive workforce technology preparedness prototype/model (industry-wide) capable of developing future "technology savvy" construction industry professionals for an all-inclusive and diversified construction industry workforce. Satisfying this goal will allow the industry to compensate for future shortages by increasing the supply of technically advanced industry specialists; (2) to provide the technical training in emerging applied construction technologies required to increase the retention, growth, and attraction of high skilled/high wage construction specialists; and (3) to convert the growth in capacity-building experiences into future experimental design and construction of smart sustainable, environmentally-friendly, and energy efficient prototypes/models of commercial, industrial, and residential buildings and communities that may comprise the future tech-driven urban regional economic development portfolios.

Honorable Mention

***ICAPP Health Professionals Initiative***

Georgia's Intellectual Capital Partnership Program  
Atlanta, GA

More than 1,300 Georgians will become licensed health professionals through the first two phases of the Intellectual Capital Partnership Program (ICAPP) Health Professionals Initiative (HPI), which is the economic development program of the University System of Georgia.

ICAPP HPI is a public-private partnership that addresses Georgia's critical shortage of healthcare workers, which is projected to worsen dramatically in the near future. The new positions are expected to generate an annual payroll of \$45.2 million and

an estimated \$2.7 million each year in state income taxes. To date, \$5.15 million in ICAPP funds has leveraged an additional \$5.4 million in private cash and in-kind contributions. In Phases One and Two of ICAPP HPI, 16 public Georgia colleges and universities provide instruction in an accelerated structure that allows students to graduate from the programs in less than the usual time.

Innovation is the key – colleges and universities propose programs that are best suited to their situation and resources. For example: 1) the Paramedic to Nursing (Abraham Baldwin Agricultural College) is a fast-track program, where classes are offered one day per week for three semesters. This allows LPNs and paramedics to continue their full-time employment while earning an Associate Degree in Nursing; 2) the Bachelor of Science to Bachelor of Science in Nursing (Kennesaw State University) allows students who have a non-nursing bachelor's degree the opportunity to earn a Bachelor of Science in Nursing in 16 months; and 3) the Pharmacy program (University of Georgia and Albany State University) was expanded due to ICAPP HPI funding. The funding has allowed the expansion of the Doctor of Pharmacy program at the University of Georgia by 25%, and the provision of clinical experiences for students in southwestern Georgia, an area that has a critical shortage of pharmacists. The program also encourages students at Albany State University (whose student body is primarily minority) to pursue pharmacy careers, and provides mentors for pre-pharmacy students.

**MULTI-YEAR ECONOMIC DEVELOPMENT PROGRAMS**

**Population Less Than 50,000**

Honorable Mention

***Forgiveness Loan Program***

City of Moraine  
Moraine, OH

The City of Moraine Forgiveness Loan Program is a new economic development incentive program that utilizes the security and guarantee of employment payroll, job growth, and retention as the basis for offering a financial incentive to assist with expansion, purchase, renovation, and/or relocation of a business. In its purest form, the program uses a job creation/retention formula that secures a substantial taxable payroll for a specified number of years, and in return the business or "committed pledger" gains a forgivable incentive that retires incrementally by percentage during the life of the agreement. The city's approach, or formula is

based on the existing and projected payroll of the business, along with a philosophy that any amount of money appropriated shall be returned through income tax within three to four years. In addition, the city seeks to generate an additional 100% return on said forgivable investment. Therefore, the program only allows contracts to extend to a maximum timeframe of seven to eight years. An example of the formula used to assess the dollar amount is below:

$$\frac{\$1 \text{ million} \times .02\%}{\text{Annual Payroll}} = \frac{\$20,000 \times 3}{\text{Annual Amt}} = \frac{\$60,000}{\text{Loan Amt}}$$

$$\frac{\$20,000 \times 6}{\text{Annual Amt} \times \text{Contract life}} = \frac{\$120,000 - \$60,000}{\text{Total Income} - \text{Loan Amt}} = \frac{\$60,000}{\text{Net Income}}$$

The forgiveness loan program has had a tremendously positive impact on the Moraine business and residential communities. The program has established itself as the premier economic incentive driver in the Miami Valley region. The program provides the city with the local control to entice and manage an incentive policy that promotes both retention and expansion efforts. In addition, the program provides a mechanism for ensuring business commitment by implementing local control provisions, like claw backs and promissory agreements. This process allows the community to offer an incentive to retain business and promote future growth while maintaining the honorable character of being a professional steward of the taxpayers' money.

### Population 50,000 - 200,000

Category Winner

#### *Women in Technology Project*

Maui Economic Development Board

Kihei, HI

The Women in Technology Project's (WIT) mission is to work in partnership with educators and businesses to create a pipeline from education to employment in science, technology, engineering, and math for Hawaii's women, girls, and under represented populations. Administered by Maui Economic Development Board, which is a private nonprofit organization, well-respected for its leadership in helping to diversify the county's economy through the development of a high technology sector, the program is funded by the U.S. Department of Labor.

Launched in 2000 – in response to industry recruitment and retention challenges which revealed that emerging high-wage jobs were being filled by offshore talent, with no representation of women and less than 2% graduates of Hawaiian

high schools – the program has made a measured impact in less than five years. Today, Maui County's technology workforce exhibits a female face, with the total female workforce at the Maui Research & Technology Park increasing from 0% in November 1999 to more than 25% as of December 2004. WIT continues to expand its programs statewide. WIT initiatives have been published in several national academic, technical journals and the program is making its "best practices" a part of the national body of research on women in the sciences.

### Population More Than 200,000

Category Winner

#### *Arizona-Sonora Project*

University of Arizona

Office of Economic Development

Tucson, AZ

The state of Arizona shares a 361-mile border with its neighboring state, Sonora, Mexico. While the two states are closely linked through cultural and ethnic ties, historically their economic paths have been disparate. To promote the economic prosperity of both states, the University of Arizona Office of Economic Development initiated the Arizona-Sonora Program in 1992. The unique program is a multi-dimensional effort aimed at transforming Arizona and Sonora into a single, highly competitive economic region.

While this approach differs significantly from traditional economic development models, the program's efforts to increase regional economic integration have produced results consistent with the highest goals of economic development: an improved quality of life for citizens throughout the bi-national region. To achieve this goal, the program has embraced successful collaboration with community, state, and federal partners on both sides of the border, while demonstrating the financial resourcefulness necessary to sustain a 13-year effort in the face of diminishing resources and increasing need.

Honorable Mention

#### *Revitalization of Downtown Winnipeg*

CentreVenture Development Corporation

Winnipeg, MB, Canada

CentreVenture Development Corporation, an arms-length agency of the City of Winnipeg, was established in 1999. Charged with fostering the revitalization of downtown Winnipeg, CentreVenture markets surplus city-owned properties for sale and redevelopment and provides strategic financing and other support to downtown development projects. Particular emphasis is placed on the rejuvenation of the city's heritage buildings and development opportunities linked

to area mega projects.

CentreVenture's achievements in revitalizing downtown Winnipeg are impressive. The Urban Development Bank has supported 22 projects leveraging \$3.5 million in gap financing, mortgages, and building improvement loans into \$19.8 million in private sector investments. Every dollar provided in heritage tax credits has generated \$6 in private sector investment. In addition, 29 heritage buildings have been preserved and restored, with a total private sector-investment in excess of \$16 million. Also, 27 surplus city-owned properties have been sold or conditionally sold, putting non-performing assets back on tax rolls and generating \$89 million in new investment downtown. All told, \$650 million – more than half of it private sector-investment – has been invested or earmarked for some 130 new commercial, residential, and recreational projects. Thanks to the work of CentreVenture Development Corporation, downtown property values continue to rise and there is increasing demand for downtown housing and a burgeoning optimism for downtown Winnipeg's future.

## **TECHNOLOGY-BASED ECONOMIC DEVELOPMENT**

### **Population 50,000-200,000**

Category Winner

#### ***The Creative Coast Initiative***

Savannah, GA

The Creative Coast Initiative (TCCi) is a not-for-profit, private/public partnership that leverages Savannah's unique blend of bright talent, leading-edge technologies and exceptionally high-quality of life to assist the growth and success of creative and technical businesses in the Savannah Coastal Region. Founded in 2003 by city and technology leaders, the Savannah Economic Development Authority (SEDA) and Coastal BETA, TCCi pursues systematic and carefully managed business expansion.

TCCi primarily serves as a "clearinghouse of information" with access to all of Savannah's government and educational organizations, as well as more than 350 area creative and technical businesses. TCCi directs relocating companies to the appropriate resources so they can receive first-hand information about Savannah's business climate and quality of life. TCCi has strong ties to several major educational institutions, including Armstrong Atlantic State University, Georgia Tech Savannah, Georgia Southern University, Savannah College of Art and Design, Savannah State University, and Savannah Technical College. In short, TCCi is the "one-stop-shop" for creative and technical businesses relocating to the Savannah coastal area.

### **Population More Than 200,000**

Honorable Mention

#### ***The Dialogues Programme***

Scottish Enterprise Glasgow  
Glasgow, Scotland

The Dialogues Programme is the main driver of commercialization activity in the University of Glasgow. The role of Scottish Enterprise Glasgow is to provide a link with the existing small and medium sized business population and direct business with an interest in developing new technology towards the university's research departments. Should the technology result in a spinout company, Scottish Enterprise Glasgow plays a lead role in the development of the business, guiding it through the difficult first few years of existence and directing it towards the most suitable forms of assistance such as its own technology support vehicle, Targeting Innovation.

Dialogues proactively seeks out companies willing and able to develop commercial applications of the university's research and also targets companies looking for research to develop their existing products and processes. With university staff spending time with the companies themselves, the knowledge transfer process is very much a two-way street.

Honorable Mention

#### ***Putting Imagination to Work***

Metro Orlando Economic Development  
Commission  
Orlando, FL

From a "thinking outside of the box" advertising campaign to the development of a new magazine focused on the region's tech sector to attracting new technology companies to the area, the Metro Orlando Economic Development Commission is helping to grow the region's other mouse. By playing "dot connector" and "community evangelist," this organization has pulled together the right mix of community organizations, business executives, government officials and academic leaders to get things done. That effort is paying off through more job opportunities, a greater national awareness of the region's tech sector, and an evolving infrastructure for local tech companies. That is what "technology-based economic development" is all about.

*The Partnership Awards recognize outstanding and innovative public/private development projects that have enhanced the economic revitalization of distressed communities, states or regions. Winners represent efforts in which larger private contributions have leveraged vital public commitments.*

# *Partnership Awards*

# Partnership Awards

## Population Less Than 50,000

Category Winner

### *West Hollywood Gateway Project*

Community Development Commission  
Monterey Park, CA

The West Hollywood Gateway Project (Gateway), located in the City of West Hollywood, CA, was a formerly under-utilized 4.75-acre site of contaminated soil and parcels of incompatible land uses that was transformed into a vibrant urban commercial and community destination. Although located in a redevelopment area, the real and perceived presence of hazardous materials and the deteriorated condition of existing buildings hindered economic revitalization in this densely urbanized area. Many small and under-utilized parcels abutting the residential neighborhood as well as the spread of physical decay posed real hindrances.

Through a strong partnership between the Community Development Commission of the County of Los Angeles and the City of West Hollywood, and after extensive public participation from residents and businesses within the redevelopment project area, Gateway was remediated. Innovative financing was obtained through multiple funding sources including State Environmental Protection Agency (EPA) Brownfields assessment grants, Section 108 loan funds, and Brownfields Economic Development Initiative (BEDI). Over 700 employment opportunities were created, revitalizing the neighborhood with a project that served as a catalyst for further revitalization in the area, while providing goods and services to the community.

Honorable Mention

### *The CreekSide Industrial Center*

Pizzuti Companies  
Columbus, OH

The CreekSide Industrial Center is one of Ohio's best examples of a true public/private partnership, leading to one of the most successful industrial developments in the central Ohio region. CreekSide represents a true collaboration between the Village of Obetz and the private development firm, Pizzuti Companies. In the late 1900's, the Village of Obetz

was an economically stressed community. With very little commercial tax base, the village needed a strategy to project available, undeveloped adjacent land from annexation by the City of Columbus. The strategic objects for Obetz: expand village boundaries instead of allowing Columbus to annex the land; assemble many land parcels into one; increase revenue for the village; increase revenue for Hamilton Local Schools; design and construct public infrastructure; fund the deal; and sell the deal.

Ultimately, the Village of Obetz selected Pizzuti Solutions to serve as the developer of the 330-acre site, which was given the name CreekSide Industrial Center. To address the fundamental issues facing Obetz, Pizzuti Solutions assisted the village in creating the Big Walnut Area Community Improvement Corporation (BWACIC) to purchase the land and initiate development. Pizzuti committed to be a future buyer of the land as the company secured development projects; Pizzuti helped secure a loan guarantee of \$2.5 million from the State of Ohio; open market funding was secured, for which Pizzuti paid the mortgage; Pizzuti and Obetz officials worked with the Ohio Water Development Authority to receive a grant for infrastructure; a Tax Increment Financing District, Enterprise Zone, and a Community Reinvestment Area were created to attract users; and Obetz established its own municipal gas and electric utility. Now, through this work, there are approximately 1,000 new jobs, \$30 million in payroll, and \$150 million in new construction in the industrial park.

## Population 50,000-200,000

Category Winner

### *Partnership with Whitnall-Summit Company*

City of West Allis  
West Allis, WI

The Whitnall-Summit Company (Richard G. Carlson, President), in partnership with the City of West Allis, is converting vacant deteriorated industrial warehouse space into a first-class office complex. To date, over \$30 million of private and public dollars have been invested. Of the nearly 400,000 square feet of built-out space, 350,000 square feet has been leased with 250,000 of that already occupied and providing approximately 1,000 jobs. The City of West Allis and Whitnall-Summit Company have formed a partnership that has spiraled the redevelopment and brought creative financing to the revitalization of the former Allis-Chalmers Manufacturing Complex which, in

1987, went bankrupt and lost over 15,000 jobs. Within the next two years, the Summit Place office complex is projecting to have 650,000 square feet of office space, \$52,500,000 in new investment, and 3,350 newly created jobs. On July 11, 2005, BlueCross BlueShield Association insurance company announced that it will be moving its headquarters to West Allis next year. When completed, the development will create the second largest office complex in the metro Milwaukee area.

Economic development partnership examples between the City of West Allis and Whitnall-Summit Company include: (1) a \$300,000 Wisconsin Department of Commerce Brownfield Grant being offered by the city; (2) the formation of a \$7.225 million Tax Incremental Finance District; (3) the granting of \$1.7 million in New Market Tax Credits; (4) the city designating the complex a "Local Historic Landmark," thereby allowing the developer to use Historic Building Codes, saving the Whitnall-Summit Company in excess of \$250,000; (5) a \$2.5 million loan being given by the city for the accelerated build-out for BlueCross BlueShield; and, (6) the cooperation between the two parties for Whitnall-Summit Company to receive New Market Tax Credit allocation of \$7.5 million through the Local Initiative Support Corporation (LISC).

#### Honorable Mention

##### *Mondo Building*

Merced Redevelopment Agency  
Merced, CA

The City of Merced is located in the heart of California's Central Valley. Founded in 1879, Merced became the center of business in the region and stately buildings were erected along Merced's main streets; the most handsome of these buildings was the Bank of Italy (Mondo) building, built in 1928. After its prime, the Mondo Building was occupied with marginal uses for years before it was abandoned and sat vacant for over a decade. The City of Merced, the Redevelopment Agency, and the community expressed a desire to restore and reactivate the three-story downtown building to its grand and historic past.

A unique partnership between the redevelopment agency, the University of California-Merced, County Bank, and a developer specializing in historic restoration was formed. Together they developed an economically feasible plan that would bring the building back to life. After a \$4.2 million dollar reinvestment, the Mondo Building is fully tenanted housing the Chancellor and other top university administrators on the top two floors and a regional agricultural lending institution on the ground floor. The redevelopment of this building has brought new

economic activity to downtown Merced and serves as a stimulus for additional economic activity and investments in the general area. The Mondo Building is an economic, communal, and historical success.

#### Honorable Mention

##### *The Scranton Enterprise Center*

Scranton Lackawanna Industrial Building Company  
Scranton, PA

The Scranton Enterprise Center is a 64,000 square feet, \$11 million multi-tenant facility located in the heart of downtown Scranton. Scranton Lackawanna Industrial Building Company (SLIBCO) spearheaded the partnership of federal, state, county, and city agencies to convert abandoned urban properties into a vibrant economic engine.

The facility currently houses two anchor tenants and a Business Incubator for start-up and expanding technology-based businesses. Collectively, the center's tenants employ over 450 employees and 250 students attend classes within the facility each day. The Scranton Enterprise project was the first of over \$100 million in development projects to take place within downtown Scranton in the last three years.

#### Population More Than 200,000

##### Category Winner

##### *Millennium Park Project*

Millennium Park, Inc.  
Chicago, IL

Millennium Park is an award-winning center for art, music, architecture, and landscape design. The result of a unique partnership between the City of Chicago and the philanthropic community, the 24.5-acre park features the work of world-renowned architects, planners, artists, and designers.

Among Millennium Park's prominent features are the Frank Gehry-designed Jay Pritzker Pavilion, the most sophisticated outdoor concert venue of its kind in the United States; the interactive Crown Fountain by Jaume Plensa; the contemporary Lurie Garden designed by the team of Gustafon Guthrie Nichols, Piet Oudolf and Robert Osrail; and Anish Kapoor's hugely popular Cloud Gate sculpture on the SBC plaza.

Since its opening in July 2004, Millennium Park has hosted more than 2.5 million people, making it one of the most popular destinations in Chicago.

#### Honorable Mention

##### *The Wharf at Rivertown*

Preferred Real Estate Investments, Inc.  
Conshohocken, PA

The Wharf at Rivertown is a 90-acre, mixed-use

development just south of the Commodore Barry Bridge in Chester, PA. The centerpiece of the complex is the former Chester Power Station, originally commissioned in 1916 by the Philadelphia Electric Company to meet wartime demand for light and power. After industrial operations ceased in 1981, Preferred purchased and began renovating the plant in 2000 into 400,000 square feet of Class-A office space, which was completed in 2004. It is the only office building on navigable waters in the entire region. Fronting the Delaware River, the site provides hub-like access to the Philadelphia International Airport, New Jersey suburbs, Delaware, and the major routes of I-476 and I-95.

The most astonishing aspect of the Wharf's redevelopment centers around the complex demolition of the former power plant, including removal of 14 massive boilers, five massive turbines and two large coal bunkers that fed the steam generating boilers without damaging the historic structure. Preferred redeployed every salvageable element removed, selling 10,000 tons of metal inside the building to cover new steel costs and using 20,000 tons of brick and concrete as fill material and foundation for parking lots. In addition, they incorporated pieces of the generating station into the interior design, making a security desk out of a switch panel and an art installation from a water condenser filter. Furthermore, the development has had significant impact on the City of Chester, bringing over 1,500 jobs to a community of only 5,000 permanent jobs, down from 80,000 jobs prior to the fall of industry. From start to finish, The Wharf is the definition of "adaptive reuse."

Honorable Mention

***Bethesda North Marriott Hotel and Conference Center***

Montgomery County, Maryland Department of Economic Development  
Rockville, MD

The Bethesda North Marriott Hotel and Conference Center exemplifies the synergistic nature of a truly successful public-private partnership. The Conference Center boasts of the largest ballroom in the county and the state of Maryland, and contains an additional 13,000 square feet of classrooms, boardrooms, meeting rooms, and a state-of-the-art amphitheatre. The adjacent first class hotel contains 225 guest rooms, and has the potential to expand to 450 rooms.

The entire complex is an approximately \$80 million project, split equally between the conference center and hotel. The \$40 million conference center was financed, developed, and is owned 50% by Montgomery County and 50% by the state of Maryland.

The \$40 million hotel was financed, developed and is owned by a private sector consortium led by Quadrangle Development Corporation of Washington, DC. The county owns all of the land on which the project sits, but leases 40% of it to the hotel ownership group. Marriott International manages both the conference center and hotel, but under two separate (and cross-defaulting) agreements with the public and private sectors. There is one staff that is allocated between the two sides, one parking lot and kitchen and one marketing emphasis. The project serves as an outstanding model for other communities undertaking projects that neither the public nor the private sector could successfully accomplish alone.

Honorable Mention

***International Financial Services District***

Scottish Enterprise Glasgow  
Glasgow, Scotland

The International Financial Services District (IFSD) in Glasgow aims to create a highly attractive environment for indigenous and overseas firms in finance and related sectors. Launched originally in August 2001, as a 10-year project, the aspirations for the IFSD involve the development of over 2 million square feet of new office space, the potential for 20,000 new jobs, a \$91 million investment in the broadband network, and the delivery of a highly trained, flexible workforce through skills initiative.

One of the key factors in the success of the IFSD has been the partnership approach where the public sector has worked closely with the private sector to deliver the vision. The IFSD partnership comprises Scottish Enterprise Glasgow, the economic development agency for the city, Glasgow City Council, the local authority with planning responsibility, the Scottish Executive, part of the Scottish government, and the Scottish Development International, the agency responsible for selling Scotland internationally. These partners are joined by Scottish Financial Enterprise, the trade association which represents the financial service industry in Scotland, Bte locations, the Inward Investment of British Telecom and eight private sector property developers.



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# Award Judges Section

The International Economic Development Council would like to thank the following 2005 Awards Judges for their participation:

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