IEDC Excellence in Economic Development Awards

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

Honorary & Leadership Awards will be presented at the Recognition Dinner on Monday, October 5 from 6:30 – 9:00 p.m.

Promotional and Program Awards will be presented during the Awards Ceremony on Tuesday, October 6 from 3:45 – 5:45 p.m.

2009 AWARD CATEGORIES

HONORARY & LEADERSHIP AWARDS
- Fellow Members
- Honorary Life Members
- Outstanding New Economic Developer of the Year
- Leadership Award for Public Service
- Citizen Leadership Award
- Chairman’s Award for Excellence in Economic Development
- Lifetime Achievement Award for Excellence in Economic Development in Honor of Edward deLuca

PROMOTIONAL AWARDS
- General Purpose Brochure
- Special Purpose Brochure
- General Purpose Promotion
- Annual Report
- Paid Advertising Campaign
- Newsletter/Newspaper
- Magazine
- Special Event

WEBSITE AND NEW MEDIA AWARDS
- General Purpose Website
- Special Purpose Website
- New Media

BEST PRACTICES PROGRAM AWARDS
- Technology-Based Economic Development
- Multi-Year Economic Development
- Economic Development Training
- Business Retention and Expansion – Program of 3 Years or More
- Business Retention and Expansion – Single Events
- Entrepreneurship
- Neighborhood Development
- Human Capital Programs
- Responding to Globalization
- Sustainable and Green Development
- Real Estate Redevelopment & Reuse (NEW)

PARTNERSHIP AWARDS
- Public-Private Partnerships
- Partnerships with Educational Institutions
- Regionalism and Cross-Border Collaboration

2009 IEDC AWARDS JUDGES
SPONSORS OF THE EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS
HONORARY & LEADERSHIP AWARDS

The Honorary Awards include the Fellow Member and Honorary Life Member designations and the Lifetime Achievement Award for Excellence in Economic Development. These individuals maintain an unparalleled level of excellence in community development and economic growth.

This year’s Leadership Awards are presented in the following categories: New Economic Developer of the Year, the Leadership Award for Public Service, and the Citizen Leadership Award.

One individual is also recognized by the Chair of IEDC for Excellence in Economic Development.

FELLOw MEMBER DESIGNATIONS

The designation of Fellow Member is given by IEDC to active members who have 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.

Kenneth E. Dobson
Director, Community & Economic Development
The University of Toledo
Toledo, Ohio

Kenneth E. Dobson has in excess of thirty years of valuable leadership experience in highly diversified applications of local economic development practices in cities throughout America of varying sizes, types, locations, and levels of fiscal, economic, and growth conditions.

He is recognized nationally and internationally as a leader in innovative approaches to the economic development profession and the practice of high performance economic development competitiveness. He has been an innovator and integrator of urban regional, technology-driven and sustainable “green” community and economic development tools, techniques and strategies throughout his distinguished professional economic development career, and particularly in the first nine years of the 21st century energy-driven global economy and marketplace.

He is on the leading edge in the movement toward building sustainable “green” buildings, communities and economies through the integration and smart applications of emerging energy-efficiency, renewable energy and environmental technologies with conventional approaches to community economic development. The specific smart applications can be found in innovative development financing; business attraction, creation, retention, expansion; real estate development associated with industrial, commercial, retail, entertainment, residential, cultural, institutional and neighborhood development processes and projects.

He has developed a very rich blend of economic development experiences several diverse applications of economic development as a practitioner in several cities and quasi-public economic development organizations which have been sandwiched between and integrated with innovative sustainable “green” community economic development experiences in the college, university and private business consulting sectors.

Mr. Dobson has held joint appointments in economic development at The University of Toledo for the last 10 years. He served as an adjunct associated professor and director of several innovative sustainable “green” community economic development programs and educational training experiences. The sustainable integrated body of work which he pioneered during his tenure includes the integration of smart energy efficiency and renewable energy technologies and techniques which include the packaging of public, private “green” development financing source identification and procurement, alternative green energy equipment and systems, advanced green building materials and products, green leasing strategies, green industrialization, green supply chain management, life cycle assessments and costing, green-related land use planning and zoning, insurance, governmental policies, programs, processes and procedures, development financing and incentives, return-on-investment analysis and green jobs, LEED, Green Globes and Green Advantage Green Building Rating Systems, amongst several other topics.

In addition to his academic responsibilities for teaching sustainable “green” community economic development courses at The University of Toledo, Mr. Dobson recently began applying this energy efficiency and renewable energy knowledge-based information and experience to a professional sustainable “green”
community economic development consulting practice. His professional consulting work is being delivered through his position of Senior Vice President of the Kensley Eco-Development Company which specializes in retrofitting and integrating sustainable energy efficiency and renewable energy principles, practices and guidelines with conventional downtown, neighborhood, retail, commercial and industrial development programs, policies and real estate development projects and green jobs development initiatives.

The international Economic Development Council (IEDC) awarded to Mr. Dobson the prestigious Richard Preston Award in 2005 for the innovative body of work in which he has been engaged in the integration and application of technology-based sustainable energy efficiency and renewable energy technologies and techniques with community economic development practices. He serves on the IEDC Board of Directors, University Economic Development Association (UEDA) Board of Directors, Northwest Ohio Green Building Council (NOGBC) Chapter of the U.S. Green Building Council (USGBC), and a member of the USGBC Corresponding Committee on LEED for Neighborhood Development (LEED-ND).

Paul L. Krutko
Chief Development Officer
City of San Jose – Office of the City Manager
San Jose, California

Mr. Krutko has 28 years of experience in leading community and economic development; most notably in the cities of Cleveland, Ohio, Jacksonville, Florida and San Jose, California. He has been responsible for all aspects of development and revitalization programs including downtown initiatives. In San Jose, he has led the development and implementation of the city’s Economic Development Strategy that includes 15 specific initiatives and over 100 distinct tactical projects. Significant accomplishments include 9M square feet of retention and expansion projects for headquarters facilities for eBay, BEA systems and Hitachi Global Storage and the purchase of 75 acres of the FMC Corporation for expansion of the Mineta San Jose International Airport. Most recently, he led the city of San Jose team that created the Vision 2030 Plan for the 4700 acre North San Jose area of the city, one of the preeminent innovation and technology districts in the world that currently houses 60,000 jobs, over 1200 companies and 42 M square feet of office-research development. This plan will intensify the development in this area by allowing for 28 M square feet of additional office-research development and 32,000 new housing units.

Anatalio Ubalde
Co-Founder & CEO
GIS Planning, Inc. & ZoomProspector.com
San Francisco, California

Anatalio Ubalde is Co-founder and Partner at GIS Planning, a community and economic development technology company. Mr. Ubalde has worked with over 140 cities, counties, regions and states throughout the nation to foster enhanced economic development strategies using Internet technology. Some of these communities include New York City, Chicago, Silicon Valley, Oklahoma City, El Paso, San Francisco, Indianapolis, Charlotte, Milwaukee, Columbus, Boston, Cincinnati, and Greensboro, and as well as the states of Oregon, Washington, Arizona, Tennessee, Colorado, Indiana, Utah and utilities like TVA, Georgia EMC, PacificCorp, and PPL. The economic development Internet strategies by GIS Planning are currently implemented in 28 states and serve the majority of the 50 larges US cities. His work in geographic information systems, economic development and the Internet has been featured in The Wall Street Journal, Los Angeles Times and was featured in the U.S. Department of Commerce “Innovative Local Economic Development Programs” publication.

Mr. Ubalde is currently on the Board of Directors for the International Economic Development Council and was the recipient of the IEDC Outstanding New Economic Development of the Year Award. He is frequently invited to advise about the use of Internet and GIS for economic development at national and international conferences and has made presentations on this subject throughout North America, Europe and Asia. Mr. Ubalde is the author of publications including a book about urban planning and articles in Economic Development America, Economic Development Commentary, and the Canadian Economic Development and Technology Journal. Mr. Ubalde has a Masters Degree in City Planning of U.C. Berkeley. Before joining GIS Planning he worked in local economic development. He is also a eight-time United States Master’s Diving National Champion and in 2006 he won a bronze medal in springboard diving at the Master’s World Championships.
HONORARY LIFE MEMBER DESIGNATION

The designation of Honorary Life Member is given to active or former members of IEDC who have 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.

Dyan L. Brasington, CEdD, FM
Director, Economic & Workforce Development
Towson University
Towson, Maryland

Dyan Brasington is the Vice President for Economic and Community Outreach (DECO) at Towson University. In her capacity as Vice President, Dyan leads an initiative to create relationships and expand engagement opportunities for the University to meet the needs of community, private sector and government organizations, and to foster economic development in the region. Brasington has more than 30 years combined experience in economic development.

Prior to joining the University, Dyan served as the President of the Technology Council of Maryland, an organization that advocated for the development of technology driven companies. Dyan has developed and led government and private sector economic development agencies at the state, regional and local levels. Her experience including being the Director of Economic Development for the State of West Virginia, the Director in Howard and Montgomery Counties, Maryland, and in Prince William County, Virginia and as an Industrial Representative for the Florida Department of Commerce.

Dyan serves on several boards and committees to include the Chairman of the Education and Certification committee for the Maryland Economic Developers Association (MEDA), the board of Monument Bank, and the Maryland Healthcare Product Development Corp. Brasington holds a Bachelors and Masters degree from Florida State University and is a graduate of the Economic Development Institute. Brasington served two terms on the Board of the Baltimore Branch of the Federal Reserve, and on the Board of Directors of Leadership Maryland. Brasington has received recognition to include being named one of Washington DC’s Most Influential Women, one of Maryland’s Top 100 Women on three occasions, and receiving the Maryland Circle of Excellence Award.

David A. Wilcox, FM
Senior Principal
Market & Feasibility Advisors, LLC
Colorado Springs, Colorado

Mr. Wilcox has a background in the planning, programming, and management of regional economic development, redevelopment, rehabilitation, and reinvestment projects for both public and private groups. He has implemented a variety of economic development assignments in the areas of budgeting, program development, organization and staffing recommendations, project management, and land marketing. Mr. Wilcox leads a team of ERA specialists who conduct public sector development feasibility analyses and provide plan implementation services to economic development agencies.

Redevelopment tax increment experience began in the early 1970s with the Bunker Hill Redevelopment Project Area in Los Angeles, when Wilcox was Deputy Administrator for Project Operations at the Community Redevelopment Agency. Subsequent work since then across North America has included tax increment funding strategies for military base reuse, economic/employment development, and community infrastructure improvements as well as redevelopment. Each State has different tax increment legislation, limitations, and social equity objectives. Wilcox is most recently working on assignments in which tax increment is a part of mixed funding delivery programs and fiscal futures forecasts.
OUTSTANDING NEW ECONOMIC DEVELOPER OF THE YEAR

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.

Mark A. Rothert
Executive Director
Spoon River Partnership for Economic Development
Canton, Illinois

Mark Rothert is Executive Director of the Spoon River Partnership for Economic Development located in Canton, Illinois. His efforts span the scope of business development and attraction, community marketing, tourism development, and downtown revitalization. Rothert, a member of both the IEDC and International City/County Management Association, has built a close working relationship between the public, private and nonprofit sectors to advance economic development in his community. Since starting in 2005, he has been responsible for several initiatives that include the grass roots organization of Canton Main Street, downtown historic preservation and revitalization, securing nearly $5 million in federal and state grants and attracting the world’s largest private medical device manufacturer, Cook Medical, Inc., to revitalize a brownfield site in the middle of the community and create up to 300 new jobs.

Rothert, a certified Professional Community and Economic Developer (PCED), holds a Bachelor of Arts degree in political science from Western Illinois University (2001) and a Masters degree in public administration from the University of Kansas (2003) and is currently working towards his certification in IEDC’s Certified Economic Developer (CEcD) program. Prior to returning to his hometown of Canton, Rothert worked for the cities of Des Moines, IA and Overland Park, KS.

HONORABLE MENTION:

Terry M. Trevino
Director of Economic Development
City of Seguin/Seguin Economic Development Corporation

As Executive Director of Economic Development for the City of Seguin, Mrs. Treviño is focused on generating quality jobs for the citizens of Seguin as well as introducing this highly technical, skilled and dedicated labor force to the rest of the country. Mrs. Treviño has made job development, the focus of the Seguin Economic Development Corporation. Most recently and significant accomplishment is the recruitment of the Caterpillar Inc. Engine Assembly, Test & Paint Facility to be located in Seguin, Texas. In addition, the negotiation of a multi-million dollar incentive package to successfully recruit Caterpillar Inc. and create 1465 jobs over the next five years and have a $179 million dollar capital investment. According to the State of Texas Governor’s office, this project is the second largest job creation/location in this biennium for the State of Texas for 2008. Furthermore, the Caterpillar project was recently named “Best Overall Land Deal” for 2008 by the San Antonio Business Journal. As the chief economic ambassador for the city of Seguin, Mrs. Treviño promotes economic development, investment and job creation in Seguin, Texas.
LEADERSHIP AWARD FOR PUBLIC SERVICE

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

Hon. Oscar B. Goodman
Mayor
City of Las Vegas
Las Vegas, Nevada

A resident of Las Vegas since 1964, Mayor Oscar B. Goodman has served as Mayor of Las Vegas since 1999. His continuing popularity among residents is an indication of his love of, dedication to, and commitment for improving and revitalizing the city of Las Vegas.

Mayor Goodman’s revitalization initiatives have been extremely successful. He has not only continued the redevelopment trend of the downtown area that began in the early 1990s; as chairman of the city of Las Vegas Redevelopment Agency, Mayor Goodman has championed the cause and led the charge on 115 completed projects — totaling $2.17 billion in private investment — that have been realized in downtown Las Vegas since 2004. These projects, in turn, generated 7,660 permanent jobs and 10,917 construction jobs.

The pace is not slowing — there are an additional 156 projects totaling $15.6 billion that are currently under construction, pending regulation and planned for this urban core. Under Goodman’s leadership, the Redevelopment Agency’s current public-private investment ratio stands at 1:15 — almost double the industry average.

Many of the projects begun during Mayor Goodman’s time in office will be essential to Las Vegas’ economic and cultural future. He was successful in acquiring a large piece of urban real estate in the city without the use of eminent domain. Symphony Park, a phenomenal 61-acre planned development, will include the Lou Ruvo Brain Institute, designed by renowned architect Frank Gehry, a 350,000 square-foot Performing Arts Center, boutique hotels, multiple high residential units, business, medical, and retail opportunities.

These efforts have not gone unrecognized — he received 84% of the vote in his latest reelection campaign, resulting in one of the highest margins of victory ever for a mayor of a large city.

Because he has made a positive impact on the lives of the citizens in and around Las Vegas, the International Economic Development Council is proud to honor Mayor Oscar B. Goodman with the 2009 Leadership Award for Public Service.

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 as an advocate for economic development.

A. Scott Anderson
Chief Executive Officer
Zions First National Bank
Salt Lake City, Utah

Scott Anderson’s impact on Utah as a private citizen resonates throughout the state. He has been instrumental in developing the economic and civic foundation upon which Utah stands today. As President and CEO of Zions First National Bank, Anderson oversees Utah’s oldest financial institution, which is the state’s largest bank ranked by deposits. He led led many civic-minded individuals and political leaders in their creation of a business climate that recently earned the Kauffman Foundation’s recognition of Utah as the “most dynamic economy in the nation.”

Anderson’s efforts to stimulate economic development and to foster financial stability are well documented. He has led the charge to create new high-tech jobs through the Utah Science, Technology, and Research Initiative (USTAR). At launch, the initiative represents more than $200 million in economic development funds. Over the next 30 years, the state’s $673 million investment in USTAR is expected to generate 242 new Utah-based companies and 73,000 new jobs paying $5.5 billion a year in wages. The investment is also expected to attract $3.1 billion in federal grants and produce $2.9 billion in additional state tax revenues.

Mr. Anderson also serves on the board, and was involved in the creation of World Trade Center Utah, which serves the state’s businesses seeking to
expand overseas. He was responsible for the merger between the Salt Lake Chamber of Commerce and the Downtown Alliance, which has galvanized efforts to support revitalization efforts in the state’s capital city.

To empower Utah’s entrepreneurs, Anderson conceived of an idea to establish the Zions Business Resource Center that offers small business owners and managers convenient access to information, seminars and workshops. Located in downtown Salt Lake City, the center offers no cost multi-media business resources – including a computer lab for research and for writing business plans, a library of business startup guides, and other books and publications that offer advice, ideas, and information.

Recognizing that small businesses build Utah’s economy by creating new jobs, Anderson has developed strategies to ensure and maintain Zions Bank’s role as Utah’s top lender of U.S. Small Business Administration (SBA) loans for the past 15 consecutive years. In March 2005, Anderson was named the Small Business Administration’s Region VIII “Financial Services Champion of the Year.”

In acknowledgement of his personal and professional commitment to advancing economic development in the State of Utah, the International Economic Development Council is proud to honor A. Scott Anderson with the 2009 Citizen Leadership Award.

2009 CHAIRMAN’S AWARD FOR EXCELLENCE IN ECONOMIC DEVELOPMENT

Nancy Williams
National Program Director
Verizon Foundation
Basking Ridge, New Jersey

Nancy Williams has championed economic development for more than 35 years through a career that has spanned leading a county-wide economic development organization to driving national economic development initiatives for Verizon and its predecessor company, GTE.

Ms. Williams began working in the field of economic development in her home state of Washington, working with several economic development organizations in the Seattle/Puget Sound area. As president of a nonprofit economic development organization, she led the statewide initiative to site the U.S. Navy Homeport Base in Everett, Washington, creating thousands of jobs and economic opportunities for the region.

She was recruited by GTE to lead the company’s regional economic development program in the Pacific Northwest, and was later brought to the headquarters in Irving, Texas, to establish and manage a national economic development program for the company. The program focused on the fundamentals of economic development – supporting growth and job creation, while preserving and enhancing quality of life. Hallmark initiatives included: “Regions of Choice” – an initiative that built strong regional economic collaborations across the country; and “Competitive Economix” – a professional development/training program for GTE’s national community affairs team, enabling them to work effectively with local economic development organizations to create jobs and enhance investment.

She also developed a highly successful national program, in cooperation with the U.S. Small Business Administration and the National Association of Development Corporations, which trained Certified Development Companies (CDCs) in marketing the benefits of SBA 504 loans to small business, thus stimulating capital investment and job creation.

Throughout her career in economic development, Ms. Williams has been a dedicated proponent for education, literacy and workforce development. That commitment led her to be tapped as a leader in the Verizon Foundation, focused on literacy and international programs. Ms. Williams brought the principles of economic development into her work at the Verizon Foundation, most recently with an innovative international initiative that advances adult literacy as a tool for social and community development.

Ms. Williams served for 12 years as a member of the Board of Directors of the International Economic Development Council (IEDC), where she chaired the Marketing, Membership and Bylaws Committees and served on the Executive Committee. Ms. Williams played a key role on the CUED/AEDC Merger Design Committee; provided leadership for the Excellence in Economic Development Awards program; funded the site selection standards portal Development Alliance; and supported the development and distribution of the Back Office Manual that enabled communities to market their telecommunications assets and resources.

The International Economic Development Council is proud to award Nancy Williams the Chairman’s...
Award for Excellence in Economic Development in recognition of her dedication to the profession and the contributions she has made to development of economic development programs and initiatives.

In Honor of Edward D. deLuca (1910-1985)

2010 marks the 100th anniversary of Edward D. deLuca’s birth in Montclair, New Jersey. The International Economic Development Council would like to recognize this occasion with a special tribute to his work and his influence on the economic development profession.

Edward deLuca began his career as an industrial engineering professor and worked as a consultant with the State Department under the Marshall Plan and with USAID. In 1964, under the Johnson Administration’s “Great Society” with the creation of the EDA, deLuca used his expertise in business within the new field of urban policy to create the standard of professionalism for the field of urban economic development. From 1964 until 1977 he was the Director of Economic Development for the City of Baltimore. He later was the Director of Economic Development for the City of Pittsburgh (1977-1983).

On February 10, 1966, Ed deLuca through a group he founded, the HUB Council, invited 20 mayors and their development chiefs to share information at a meeting in Baltimore. Reacting to the crisis of the “snowbelt cities”, these trailblazers started organizing economic development policies and practices to bolster the condition of older eastern cities and draw them out of decay. As more cities began to join the Council, the HUB Council changed its name to the Council for Urban Economic Development (CUED) in December 1971 and became national in scope. The offices were moved from Baltimore to Washington, DC and in 1972, Ed deLuca became the first director. With continued funding from EDA, CUED, the forerunner of IEDC, worked diligently with the agency and expanded their scope of economic development.

deLuca’s achievements have had a profound impact on the field of economic development. It is largely thru the groundwork laid by Ed deLuca that President Obama recently named Pittsburgh America’s city of the future.

IEDC confers the lifetime achievement award every year in his honor. In light of Ed deLuca’s upcoming 100th birthday 3 members of IEDC, Jim deLuca, Mark Waterhouse and Dean Uminski have started a movement to return economic development to be more inclusive, community and data based. The overview for this revival is contained in a piece entitled “A New American Marshall Plan.” This work synthesizes our known successes, cutting edge current practicises and likely future for the continued success of our profession. The overview for this movement can be seen at www.crowehorwath.com. The City of Pittsburgh and the State of Pennsylvania have both passed resolutions acknowledging the past and current achievements of Ed deLuca and his protégées.

2009 LIFETIME ACHIEVEMENT AWARD FOR EXCELLENCE IN ECONOMIC DEVELOPMENT IN HONOR OF EDWARD DELUCA

Every year IEDC looks specifically for an individual who has demonstrated consistent, exemplary performance in the economic development profession, leading the execution of projects that have a significant impact on revitalizing communities, and playing a major role in shaping and improving the practice of economic development.

This award is given in honor of Edward deLuca who is credited as one of the true leaders of the field of urban economic development. He was one of the founding members of Council for Urban Economic Development (CUED), a predecessor of IEDC, and served as its first chair. He also served as the Director of Economic Development for the cities of Baltimore and Pittsburgh.

Rick L. Weddle, FM, HLM
President & CEO
Research Triangle Foundation of North Carolina
Research Triangle Park, North Carolina

Intensity. Integrity. Innovation —These are three words that describe Rick Weddle’s 28+ year career as an economic developer and change agent in various regions and cities around the United States.
Throughout his tenure as a practitioner and as the first chairman of the International Economic Development Council (IEDC) after the merger of the American Economic Development Council (AEDC) and the Council for Urban and Economic Development (CUED), Rick has exhibited exemplary performance and leadership in the economic development profession and has led efforts that have had a significant impact on the communities and stakeholders involved. In addition, he has modeled the way for peers—using his career to set a new standard for the profession and raise the bar as to what it means to be an economic developer.

Rick Weddle has played strong leadership roles in the economic development community. Active in IEDC since its inception, Rick, a Fellow Member, was elected as Chairman of IEDC in 2002 and received the designation of Honorary Life Member in 2007. Currently, Rick also serves on the Board of Directors of Duke Raleigh Hospital; Research Triangle Regional Partnership; Regional Transportation Alliance; and Triangle Reality Check. Serving as a Board member to each group, he demonstrates his dedication to his career as to the economic development profession.

In addition, Rick currently serves as President and CEO of the Research Triangle Foundation of North Carolina, owner and developer of the renowned Research Triangle Park (RTP). He oversees Park operations and development and is setting the strategic direction for RTP’s future. Under his leadership to date, the Park’s success has surpassed its historic performance. Since 2004, RTP has generated successful development projects with projected capital investment of over $800 million and the projected creation of over 6,300 new, high-quality jobs.

Rick was elected President of the International Association of Science Parks (IASP) North American Division in December 2007. During his term, he served on IASP’s International Board of Directors, and The Research Triangle Park hosted the 2009 IASP World Conference on Science and Technology Parks in June 2009.

During his career in economic development, Rick has used these skills in a diverse range of communities—working to attract companies and create jobs, improving the business climate of regions, and setting other regions apart for their best practices and knowledge to strengthen their competitive positions in uncertain economic times. Previously, he led regional economic development organizations in five different regions, including Greater Phoenix, AZ; Toledo, OH; Stockton, CA; Winston-Salem, NC; and Tulsa, OK.

During his tenure, these organizations created a combined total of 32,000 new jobs and invested over $3.4 billion in their regions.

Because of his tremendous, lifelong work in economic development, the International Economic Development Council is proud to award Rick L. Weddle with the 2009 Lifetime Achievement Award for Excellence in Economic Development in Honor of Edward DeLuca.

**PROMOTIONAL AWARDS**

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

**BROCHURE – GENERAL PURPOSE**

**POPULATION GREATER THAN 200,000**

**CALGARY ECONOMIC DEVELOPMENT**

**CATEGORY WINNER**

“Lure Book”
Calgary Economic Development
Calgary, Alabama

Calgary Economic Development is working to make Calgary the undisputed choice for people and business. As Calgary’s lead economic development agency, we work with businesses to facilitate growth, expedite local, national and international business investment and trade development opportunities and promote sustainable economic growth in the Calgary region. For more information on Calgary Economic Development, please visit our website at www.calgaryeconomicdevelopment.com

The Calgary Lure Book is an attractive and compelling tool for promoting the city to a wide variety of audiences. Available in hardcover or soft cover, it is filled with vibrant photographs and provocative text; serving to both introduce Calgary to newcomers and entice potential visitors. A glossy one page takeaway document highlighting the major attractions, employers and economic facts is included in a pouch on the back cover.
HONORABLE MENTION
North of What You Expect – Living in the New North Brochure
New North, Inc.
De Pere, Wisconsin

This project satisfied a gap in promotional/informational materials that effectively define living in the region. Companies, municipalities, academic institutions, health care organizations, etc. were looking for an effective recruitment piece to complement their own tools to more accurately reflect the regional range of important assets and information pertinent to relocation decisions. This was particularly focused on a broad range of end users. It has also been posted on the New North web site with zagapi page turning technology to animate the content in booklet format. The initial 10,000 copies have all been consumed by regional employers; a reprint and an edited update of the brochure has just been completed.

The project effectively provided for an effective, multi-media response to a consistent economic development challenge.

POSITIVELY MINNESOTA
Department of Employment & Economic Development
HONORABLE MENTION
Positively Minnesota
Minnesota Department of Employment & Economic Development
St. Paul, Minnesota

The Positively Minnesota booklet is a brief introduction to why Minnesota is the best state to live, work and do business. It does not contain every fact and figure available, but rather it contains enough information to draw the reader in to learn more. Like our Minnesotium video last year, it uses humor to make serious points. It has proven to be a very effective launch pad for packets of information about Minnesota for global business audiences, media and more.

WINCHESTER, VA
Winchester-Fredrick County EDC
Winchester, Virginia

Eight Days a Week is the Winchester-Frederick County, Virginia, EDC’s latest tool for communicating the area’s quality of life in luring new businesses and top-level employees to the Winchester-area. The 32-page, full-color, magazine-style publication is a snapshot of living in Winchester, showcasing recreation, food, history, shopping, housing, education—and, most importantly the “spirit” of the city.

HONORABLE MENTION
City of St. Catharines 2009 City Guide
City of St. Catharines Economic Development & Tourism Services
St. Catherines, Ontario

The City of St. Catharines is centrally located within the Regional Municipality of Niagara with the largest population of 132,000. Situated 111 kilometres (70 miles) from Toronto and 19 kilometres (12 miles) from Niagara Falls and the United States border makes it a perfect home base for visitors.

By combining innovative design and informative editorial content, the St. Catharines City Guide is the premier source of information for both visitors and residents. It acts as a tourism campaign for a variety of activities to engage in the City while encouraging locals to become tourism ambassadors as this is showcased through our celebrities speaking about their hometown. This years guide features business listings in a directory format in addition to a trip planning section, including maps of the city to further assist travelers in trip planning suggestions.

With a circulation of 110,000 copies, the guide is distributed to high traffic areas within the Niagara Region, Ontario, the rest of Canada and NY State and mailed world wide through inquiry fulfillment packages and is available on-line at www.tourismstcatharines.ca a newly developed micro-site in support of the tourism creative brand.

The guide is made possible through the continued support of our industry partners in Niagara.
**POPULATION LESS THAN 50,000**

**Leesburg**

*the hometown of the 21st century*

**CATEGORY WINNER**

**Hometown of the 21st Century Brochure**

Town of Leesburg  
Leesburg, Virginia

The “Hometown of the 21st Century” brochure is the final piece of the Town of Leesburg’s economic development rebranding effort and coordinates with the other elements of the Town’s marketing packet and our print advertising. Realizing that existing businesses are often the best advocates for attracting new businesses, the brochure features profiles of five local business leaders and their companies, interspersed with labor market, transportation, housing market, education, recreation and cultural amenity information. The overall message of the brochure emphasizes Leesburg's progressive business climate, exceptional labor force and authenticity of place. The brochure is distributed at trade shows, is used as a direct mail piece to targeted prospects and is included in the Town’s marketing packet sent in response to inquiries. As the primary marketing piece for the Town of Leesburg, the “Hometown of the 21st Century” brochure is designed to position Leesburg to site location consultants and prospective businesses as not just a business location, but as a hometown—a place to put down roots. The aim of the piece is to pique the interest of the audience and drive them to the Town’s website for more detailed information.

**AIRDRIE NOW!**

**HONORABLE MENTION**

**Airdrie Now! Business Investment Profile**

Airdrie Economic Development  
Airdrie, AB Canada

The Airdrie Now! Business Investment Profile is a 16-page, full color, print brochure (available as a PDF online) with a back pocket (housed in a matching envelope) that showcases Airdrie as a prime location for business start-up, relocation and investment. The profile communicates Airdrie’s competitive advantages— including, location, land development, tax advantages and quality of life—in an engaging and straight-forward manner.

It focuses on Airdrie’s four target sectors and through testimonials of eight entrepreneurs/businesses proves Airdrie is the place to do business. The back pocket allows each package to be customized internally with additional inserts/marketing pieces to meet a prospect’s information needs. This allows the printed profile to have a longer shelf life. The Airdrie Now! theme is used throughout the brochure in language, tone and design (bold colors, angled lines, dynamic text) to demonstrate Airdrie as a vibrant, dynamic, progressive city that is ready for investment and business … NOW!

The City of Airdrie is one of Canada’s fastest growing cities, seeing an average growth rate of 8.2% over the last five years. One hour from the Canadian Rockies and on the doorstep of Calgary make Airdrie a desirable place to do business and live.

**BROCHURE – SPECIAL PURPOSE**

**POPULATION GREATER THAN 200,000**

**Northeast Indiana Regional Partnership**

**CATEGORY WINNER**

**Success Stories**

Northeast Indiana Regional Partnership  
Fort Wayne, Indiana

One Lucky Guitar, a Fort Wayne-based design firm, created the Success Has a Home brochure piece in partnership with the Northeast Indiana Regional Partnership, and the economic development teams from each county within the partnership. OLG traveled across the region, interviewing and photographing northeast Indiana’s achievers. One success story from each county in the region was profiled—eleven stories total—and the piece was rounded out with information on the region’s core industries, locational benefits and personality. Success Has a Home was delivered to site selectors and industry decision-makers.

Created in 2006, the Northeast Indiana Regional Partnership’s is a nonprofit organization whose mission is to market the 10-county region of northeast Indiana with local economic development organizations (LEDOs) to bring new jobs and commercial investment to the area. The Partnership concluded a successful Investment campaign in October of 2006 targeting an initial operating period of five years. The RP’s global marketing efforts will be on behalf of LEDO’s in Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties.
HONORABLE MENTION
Greensboro Chronicle
Greensboro Economic Development Alliance
Greensboro, North Carolina

Guided by an industry cluster strategy, Greensboro Economic Development Alliance (GEDA) works to facilitate the creation of high quality jobs and new capital investment in Greensboro and Guilford County, North Carolina. GEDA accomplishes its mission through recruitment of new industries and through leveraging resources to help existing companies expand. The Greensboro Chronicle marketing piece was used to highlight new companies coming to Greensboro, NC. It is designed as an unfolding package so that the reader experiences Greensboro and learns why it was chosen as a new site for several prominent companies. This quick reference was created to leave consultants with the impression that Greensboro is the right blend of location, infrastructure, recreation, and energy for corporate expansions.

HONORABLE MENTION
Automotive Brochure
East Tennessee Economic Development Agency
Knoxville, Tennessee

The East Tennessee Economic Development Agency (ETEDA) is a private/public partnership created to market the business location advantages of the 15-county Knoxville region of East Tennessee to corporate decision-makers involved in relocation and expansion. The regional offices of the State of Tennessee’s Department of Economic and Community Development and Tennessee Valley Authority are co-located with Knoxville-based ETEDA, creating a single point of contact at the regional level for business clients considering a new location.

The brochure is used to highlight the competitive advantages of East Tennessee to the automotive industry and emphasizes our proximity to automotive plants in the Southeast, with particular emphasis on proximity to the recently announced VW plant in Chattanooga.

The automotive brochure was the key piece of material for a recruiting trip to German automotive suppliers connected with VW. The brochure, both printed and website versions, has made this industry more aware of East Tennessee as a business location. It was designed to emphasize “easy access”, both for a business location and for relocation assistance from the State, TVA and the East Tennessee Economic Development Agency.

HONORABLE MENTION
Life Sciences Focus
City of Mississauga
Mississauga, Ontario

The Life Sciences sector is a highly significant industry in Mississauga, one that the Economic Development Office (EDO) recognizes as strategic to Mississauga’s future economic growth. The brochure, Life Sciences Focus, is a highlight of our larger study, “Mississauga: A Leading Life Sciences Cluster Study and Directory”.

The Life Sciences Focus brochure is an effective vehicle to promote our key message that Mississauga’s Life Sciences Sector is one of the largest and fastest growing in Canada and is important because of the knowledge jobs it brings to our City. This promotion is effective in increasing Mississauga’s Profile as a leading Canadian life sciences centre and provides a credible platform to promote Mississauga nationally and internationally.

As Canada’s sixth largest city, Mississauga is home to 730,000 residents and 55,000 businesses, including 61 Fortune 500 companies with Canadian head offices or major divisional head offices. A diverse, progressive and award-winning municipality located on the shores of Lake Ontario in the heart of the Greater Toronto Area (GTA), Mississauga prides itself on enhancing its citizens’ quality of life by providing superior services, revitalizing its infrastructure and conserving the environment. Mississauga’s commitment to innovation, operational excellence and fiscal responsibility reflects the City’s motto: “Leading Today for Tomorrow.”
POPULATION 50,000 – 200,000

**CATEGORY WINNER**

**Downtown Brochure/Image Piece**
City of Clearwater – Economic Development and Housing Department
Clearwater, Florida

The City of Clearwater’s Community Redevelopment Agency needed a marketing piece to show off its new downtown in an area that had long been in decline. The city had completed a $10-million downtown streetscape to attract new retail and residential space. The tarnish is being removed from the city’s image and the elegant, tri-fold piece developed in-house reflects the new reality. The piece, which was originally defined in the District’s retail recruitment strategy, incorporates the “Cleveland Street District’s” new brand and logo and is distributed by the city’s retail recruiter as a leave-behind document for prospective downtown business operations.

**CATEGORY WINNER**

**Guide to Opening a Small Business in the City of Santa Clarita**
City of Santa Clarita
Santa Clarita, California

The City of Santa Clarita is located 30 miles north of Los Angeles, and is one of Southern California’s fastest growing communities. In an effort to assist entrepreneurs and small business, the City created a user-friendly and comprehensive Guide to Opening a Small Business in Santa Clarita. The all-encompassing 45 page full color guide includes step-by-step information on opening a small business within Santa Clarita including getting started and city processes and procedures.

**HONORABLE MENTION**

**Downtown Master Plan**
City of Concord
Concord, North Carolina

In 2007 the City of Concord’s Business and Neighborhood Services Department began the task of updating the 2002 Downtown Master Plan. The updated plan will be used to build on the momentum created by the previous plan and continue to guide the City’s efforts to foster appropriate commercial and residential growth and development within Downtown for the next 5 – 7 years.

Two national firms were utilized for specific elements of the Master Plan. These elements included the economic development and parking management studies. The remaining components along with production and packaging were conducted in house. City Staff also developed a comprehensive wayfinding signage system for Downtown that was included in the plan. Both public and private partners were engaged in the process through the use of individual stakeholder meetings, working committees, public meetings/hearings, and design workshops. The input from these meetings was used to create a strategic action plan. The action plan will help the City ensure the effective use of its resources during implementation.

Since the plan’s adoption, several major public projects have been completed. These projects include the restriping of on-street parking spaces, the installation of the wayfinding signage system, and the construction of a Downtown greenway connector.

**HONORABLE MENTION**

**Our Development Plan for your Company’s Success**
Brooks Development Authority
San Antonio, Texas

The Brooks City-Base “Development Plan” is designed to provide a comprehensive land-use guide for the on-going development activities on our 1,300 acre campus, which is the former Brooks Air Force Base.
The “Development Plan” outlines the vision for the redevelopment strategies to position Brooks City-Base as a world-class research and technology campus. The plan illustrates the unique, master-plan development environment found at Brooks City-Base. It serves as the primary print and web-based promotional piece to highlight the vision, economic climate, land-use plans, and available resources. The Plan has been instrumental in educating stakeholders and prospects on the development opportunities available on the Brooks campus. It has been made available to nationally recognized real estate developers, site consultants, research and development entities and the economic development community, both in hard copy and primarily on our newly designed website.

Brooks City-Base is considered one of the most innovative economic development projects in the United States. Through a visionary partnership between the City of San Antonio, Texas and the United States Air Force, Brooks City-Base stands as one of San Antonio’s premier centers for research and technology. As owner and developer, the Brooks Development Authority is responsible for land use, infrastructure and environmental planning, property management and maintenance and providing lease back and build-to-suit development opportunities.

**POPULATION LESS THAN 50,000**

**CATEGORY WINNER**

**City of York’s Revolutionary Downtown Action Plan**

City of York, Pennsylvania Economic Development Department & Redevelopment Authority  
York, Pennsylvania

York’s Economic Development Department & Redevelopment Authority desired a dedicated marketing brochure to highlight the City of York, PA’s downtown revitalization projects and progress. Aptly named York’s Downtown Action Plan, the folded brochure (folded size is 8.5x11) opens flat size of 17x22. The marketing piece highlights redevelopment projects, past, present and future, plans, amenities, special events, power partnerships, art and dining. The brochure unfolds to an easy to read map highlighting key sites, downtown parking, niche districts, and key opportunity sites throughout the geographically defined Central Business District. The Downtown Action Plan highlights over $100 million in recent development and the forthcoming investment captured in public, private and non-profit partnerships.

**HONORABLE MENTION**

**Downtown Residential VIP Card**  
Downtown Development Authority of West Palm Beach  
West Palm Beach, Florida

The Downtown Resident VIP Card serves as a perk for Downtown residents and offers 10% off at all participating businesses. The VIP card doubles as a parking card for Downtown meters and was pre-loaded with a $2 parking credit. The cards along with the brochure explaining the program were given to all condo managers in the Downtown district. A letter was than mailed to all Downtown residents that explained the program and told them they could retrieve their card from their condo manager. Downtown residents are encouraged to visit the website: [http://www.westpalmbeachdda.com/vipcard/info.asp](http://www.westpalmbeachdda.com/vipcard/info.asp) to see a complete updated list of all businesses that are participating in the program. The DDA also asks for the residents to ‘login’ by providing their email address and residential information, in order to track the program. Businesses that participated in the program were given window decals that matched that of the VIP card to also identify them as participants of the program on the street. The program has helped to build the loyalty of the Downtown residents in the local business community and increase repeat business.

**HONORABLE MENTION**

**Seasonal “Discover Leesburg” Tourism Brochure**  
Town of Leesburg  
Leesburg, VA

The seasonal “Discover Leesburg” brochure (Discover Fall in Leesburg, Discover Winter in Leesburg, etc.)
is a direct-mail tourism promotion aimed at local residents. The brochure is a quarterly calendar of events distributed to over 28,000 households in the greater Leesburg area as a pull-out section of the Leesburg Parks and Recreation Department’s quarterly schedule of classes, Leesburg at Leisure. The brochure is printed in full color on glossy paper stock and is inserted at the center fold of Leesburg at Leisure, so that it stands out from the other pages and encourages readers to remove and keep for future reference. One of the challenges that the Town of Leesburg faces with its tourism marketing program is the number of options and the cost of advertising in the Washington DC Metro area. By using an existing publication with an established readership, the Town is able to reach its target audience (local residents) in a very cost-effective manner – each brochure costs less than 20¢ to design, print and distribute. In addition to being distributed in the Leesburg at Leisure, the brochure is also available at the Loudoun Convention & Visitors Association’s Visitor Center, at Town Hall and area shops. One of the primary strategies of the Leesburg Economic Development Commission is to promote the Historic Downtown as a shopping, dining and entertainment destination. For this strategy to be sustainable, the primary market for downtown needs to be local residents who will visit and patronize the downtown businesses on a regular basis, rather than out-of-town tourists who only visit occasionally.

The 2007 Leesburg Downtown Market Study clearly demonstrated the greatest opportunity for growth of the downtown exists within the local market. In addition, trends within the tourism industry support this strategy, as visitors seek out “authentic” experiences during their travels. In other words, tourists want to go where the locals go; draw the local crowd and the tourists will follow. Because Leesburg has grown so rapidly in the recent past (35% growth since 2000), many of the residents are new to the area and unfamiliar with many of the visitor attractions in Leesburg. The seasonal “Discover Leesburg” brochure aims to familiarize local residents with events, places, shops and restaurants in Town, including a “Locals Know Best” section that highlights off-the-beaten path destinations. The overall goal of the brochure is to encourage residents to “be tourists in their hometown.”

PROMOTION – GENERAL PURPOSE

POPULATION GREATER THAN 200,000

Montréal International

Montréal International (MI) is a non-profit organization that was created in 1996 as a result of a private/public partnership. Its mission is to contribute to the economic development of metropolitan Montréal and to enhance its international status. Its mandates include attracting foreign investment, international organizations and qualified workers, supporting the development of innovation and metropolitan clusters, and promoting the competitive and international environment of Greater Montréal. Montréal International is funded by the private sector, the Montréal Metropolitan Community, the City of Montréal and the Governments of Canada and Québec.

The “Promotional Video on Greater Montréal” is a trilingual DVD (English-French-Chinese) presenting the key strengths and distinctive advantages of the Montréal metropolitan region, in an innovative and creative format combining cutting edge technology and arts. The purpose of this video is to promote the high-tech industries of Greater Montréal, its international status and its exceptional quality of life. Its main target audiences include foreign investors, qualified workers and governmental representatives, as well as directors of international organizations.

HONORABLE MENTION

Forbes Magazine Cover-wrap Program

Department of Business New Brunswick
Sackville, New Brunswick

Business New Brunswick (BNB) set out to reach C-level executives and senior site selectors in the US to raise awareness of the investment opportunities in New Brunswick, Canada. The Forbes program offered a select group of C-level executives a free one-year subscription to Forbes magazine (26 issues), delivered bi-weekly. The program began with a personalized letter to each prospect, introducing them to New Brunswick and indicating that they would be receiving the complementary subscription. Included
in this offer was four special-edition issues (Forbes 400 Richest, Energy & Genius, Forbes Company of the Year, and Forbes Global 2000 editions) that would be part of particular interest to the target audience. Each special issue was wrapped in a unique 6-page gate-fold piece, containing compelling information about New Brunswick’s investment potential. Each coverwrap centered on a specific category and were all tied together with an impactful and memorable creative concept. A follow-up survey was completed at the end of the program to measure to effectiveness.

Instead of waiting for the federal government to provide much needed economic relief, the City developed an innovative new program to provide local economic stimulus and long term sustainability. “Shop Lancaster” was one of 21 new programs introduced as part of the City of Lancaster’s $110 million dollar economic stimulus program. Shop Lancaster included Shop&Drive – a vehicle registration rebate program; Shop&Dine – a gift card program that rewarded shoppers for shopping locally; and the Shop for Cops Program. The overwhelming success of these programs was attributed to the comprehensive marketing campaign that was created to educate residents of the many benefits of shopping locally. The campaign included customized gift cards, direct mail, banners, posters and a newsletter. In addition a Shop Lancaster Merchant Packet was created and given to participating merchants which included window decals, brochures, counter displays and bag stuffers.

The City of Lancaster is a northern city in Los Angeles County bordering one of the world’s largest economies. This high desert community boasts blue skies, four seasons of natural beauty and is home to the musical road. Lancaster also has the distinction of being named the Most Business Friendly City in LA County by the Los Angeles Economic Development Corporation.

The Greater Oklahoma City Chamber is the visionary organization in Oklahoma City, providing business leadership and collaboration with our public and private partners. We are working to create a business climate that attracts new businesses and enhances growth and expansion opportunities for existing businesses. Ultimately, we will create a community with an irresistible quality of life.

The Greater Oklahoma City Chamber’s Wildcatters program was instituted in order to increase top-of-mind awareness of our metro area’s location advantages among a small, select group of site selection professionals and executives. Frequently our target audience has no image of contemporary Oklahoma City. This program is designed to change that through a series of innovative, high-quality mailpieces and gifts which relate Oklahoma City’s historical identity as an “Oil Boom” capital to the plethora of advantages of locating business operations in Oklahoma City today.

The Greater Oklahoma City Chamber is the visionary organization in Oklahoma City, providing business leadership and collaboration with our public and private partners. We are working to create a business climate that attracts new businesses and enhances growth and expansion opportunities for existing businesses. Ultimately, we will create a community with an irresistible quality of life.

POPULATION 50,000 – 200,000

lancaster ca it’s positively clear

CATEGORY WINNER
“Shop Lancaster” Marketing Materials
City of Lancaster
Lancaster, California

HONORABLE MENTION
Wildcatters Direct Mail Program
Greater Oklahoma City Chamber
Oklahoma City, Oklahoma

HONORABLE MENTION
Trailer Promotion; Crossroads of Successful Business
Hagerstown-Washington County Economic Development Commission
Hagerstown, Maryland

The Hagerstown-Washington County Economic Development Commission (EDC), Maryland Department of Business and Economic Development (DBED), logistics carrier D.M. Bowman, Inc., and design firm High Rock Studios, Inc., offered their combined innovative resources and forward-thinking partnership to cost effectively market Hagerstown-Washington County as a successful business location. The result of the collaborative effort is two 53-foot traveling billboards circling the U.S. on the sides of two D.M. Bowman tractor trailers. Both sides of the trailer display the EDC logo, website address, www.hagerstownedc.org/success, and photographs illustrating the industry, business, education, and quality of life opportunities available here. Tying all of the graphics together, the phrase, “Crossroads of Successful Business,” is prominently positioned.
Serving as a traveling testimonial, the back of the trailer includes the statement, “Another Successful Washington County Business,” with D.M. Bowman’s logo centered below. This innovative idea and strong partnership sparked an affordable national and regional advertising outlet that spreads the message that Hagerstown-Washington County is the Crossroads of Successful Business.

The EDC is a county agency that provides assistance to new and existing businesses throughout Hagerstown and Washington County, Maryland. The EDC interacts with a vast network of public, private, and nonprofit organizations to address the business needs of the community, as well as attract new companies to the County.

**HONORABLE MENTION**
**County promotion – Verizon Wireless Regional Headquarters Marketing Piece**
Williamson County Office of Economic Development
Franklin, Tennessee

As a way to market specifically to national site location consultants and call attention to the success of Williamson County through a third party Fortune 500 company (Verizon Wireless), the Office of Economic Development developed a marketing piece in conjunction with Verizon Wireless’s grand opening of their new regional headquarters. All aspects of the piece were designed with wireless communication in mind and to reinforce Williamson County, TN as the premiere office location in the Nashville region, including the gray box that resembles a personal digital assistant, the language on the piece, “We Heard ‘Em Loud & Clear” and “We’d Love to Hear From You”, a cell phone holder, and the fold-out Blackberry with the Verizon logo that includes a text message, shows a rendering of the new facility, explains Verizon Wireless’ investment in Williamson County, TN, and gives the reasons why Verizon Wireless located in Williamson County, TN.

**POPULATION LESS THAN 50,000**

**HONORABLE MENTION**
**Town of Leesburg Marketing Packet**
Town of Leesburg,
Leesburg, Virginia

The Town of Leesburg marketing packet consists of a pocket folder with welcome letter, the “Hometown of the 21st Century” brochure and a series of fact sheets. The fact sheets are printed on demand and are customized for each packet. Fact sheets include the demographic profile, population growth trends, labor market statistics, business taxes, major employers, housing market, commuting patterns and commercial real estate market information. Because Leesburg is a rapidly growing community, current development activity is among the most frequently requested information. For that reason, the packet includes a map with details of major development projects (residential, commercial, institutional, and mixed use), whether proposed, approved or under construction. Other commercial real estate information includes up-to-date market statistics (number and size of available spaces, vacancy rates and average lease rates). Finally, depending on the recipient, the packet may include copies of recent print ads, a Town street map, other organizational brochures and the Town’s quarterly tourism brochure. The marketing packet is the fulfillment piece for business prospects as well as an in-depth informational piece for site location consultants and developers. Each packet is tailored to the needs of the recipient and is updated with the latest information. One of the major challenges for Leesburg's business attraction program has been a lack of available space, both office and retail. For this reason, the commercial real estate information included in the packet is designed to highlight new opportunities and projects under development. In addition, all of the information in the packet is available from the Town’s website in downloadable format.
HONORABLE MENTION
Jacksonville – Post it!
Jacksonville Regional Economic Development Corporation
Jacksonville, Illinois

The Jacksonville Regional Economic Development Corporation sought a promotional item that could be utilized and adaptable to many different applications. One, it would be an item that anyone could use and would keep. And two, the tri-fold informational brochure tucked inside would be created in-house so it could easily be customized to meet the criteria of trade shows, target specific marketing initiatives as well as consultant, prospect and retention visits. Its small compact size makes it very convenient to carry in a pocket, purse or briefcase. The convenience and popularity of Post-It Notes® make it a unique gift and our logo and industry information is carried right along with it!!

ANNUAL REPORT

POPULATION GREATER THAN 200,000

NORTEAST INDIANA Regional Partnership

CATEGORY WINNER
2008 Annual Report
Northeast Indiana Regional Partnership
Fort Wayne, Indiana

The 2008 Northeast Indiana Regional Partnership Annual Report was produced “in house,” with every member of the staff contributing to the production. An overview of the Regional Partnership’s activity in 2008 was graphically displayed through graphs, charts and photos with complimentary text. Graphic representation of the year was emphasized to make the report easy to understand and share with others. Northeast Indiana Regional Partnership’s marketing team developed the annual report using the look and feel of the 2008 Success Has a Home brochure piece and included the entire staff in crafting the report to best represent the Partnership and its mission.

Created in 2006, the Northeast Indiana Regional Partnership’s is a nonprofit organization whose mission is to market the 10-county region of northeast Indiana with local economic development organizations (LEDOs) to bring new jobs and commercial investment to the area. The Partnership concluded a successful Investment campaign in October of 2006 targeting an initial operating period of five years. The RP’s global marketing efforts will be on behalf of LEDO’s in Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties.

SC Launch Annual Report

HONORABLE MENTION
An SCRA Collaboration
SC Launch Annual Report
SC Launch
Charleston, North Carolina

The SC Launch Annual Report articulates how the SC Launch program was created in 2006 as an unprecedented collaboration among SCRA and South Carolina’s university research foundations. The report describes how the SC Launch Team works together to strengthen the Knowledge Economy in South Carolina.

The SC Launch Annual Report describes how SCRA provided a $12 million investment to fund the first three years of the SC Launch program, and then established the Industry Partnership Fund (IPF), which provides ongoing financial support of the SC Launch program through individuals and corporations. This strategy has been quite successful: IPF contribution goals have been met each year more than six months earlier than expected. As an incentive, contributors to the IPF receive 100% credit against certain South Carolina taxes.

The report describes how SC Launch helps strengthen South Carolina’s Knowledge Economy by providing a pathway to commercialization for entrepreneurs to grow companies, create jobs and bring innovative products and services to market. The report informs prospective SC Launch companies how they may be eligible for the SC Launch program. Technology sectors that SC Launch has identified as having the greatest benefit in South Carolina are cited.
CATEGORIZATION WINNER
“High Point: An Extraordinary Success in Extraordinary Times”
High Point Economic Development Corporation
High point, North Carolina


The title plays on two meanings of that key word.
- The first “extraordinary” uses the definition of “remarkable, exceptional, or great.”
- The second “extraordinary” brings into play the definition of “unusual, odd, or uncommon.”

Thus, the annual report details High Point’s economic development successes and the accolades the City received in 2008, despite the national economic downturn.

HONORABLE MENTION
2007 Annual Report
Savannah Economic Development Authority
Savannah, Georgia

SEDA is the business solicitation and facility location service organization in Chatham County, Georgia, providing professional site services and easing access to state and local resources. Constantly assessing the local economic landscape, SEDA strives to align the community’s resources with the needs and desires of businesses relocating to or expanding within Chatham County.

Primarily, the SEDA website services site location consultants and state-level project managers who typically represent the most economically significant projects in the nation. Secondly, the SEDA website targets C-level executives, real estate developers and entrepreneurs.

It was critical in developing the SEDA site to place community and business attributes at the fingertips of its users. Data and statistics include demographics/population, labor force, leading employers, education, transportation, taxes/incentives, real estate, utilities/telecommunications and quality of life.

For the property database, Atlanta-based Binary Bus customized their existing web-based GIS application specifically for the SEDA site. The product features over 120 properties from 5,000 square feet to 1,400 acres. Harnessing the power of web-based GIS, users can search from among these properties, create portfolios, view a dynamically changing map, and print site-specific information and demographic reports. Search criterion includes square footage, acreage, ceiling height, distance to interstate/seaport/airport, rail access, utilities requirements, etc.
PAID ADVERTISING CAMPAIGN

POPULATION GREATER THAN 200,000

CATEGORY WINNER
Winter Campaign
Edmonton Tourism
Edmonton, Alabama

The ‘Live All Year’ winter campaign rubber tire markets in late fall, running through to February-end.

Capitalizing on product offerings including attractions, shopping, arts & culture including festivals, sports, and hotels, the campaign encouraged increased travel and expenditures during the winter period. The media mix included direct mail, online getaway guide, print, e-marketing, content generation, search engine optimization, vacation packages, contests, and an anchoring website.

The campaign also leveraged inter-provincial funding enabling campaign dollars to extend further into key markets with another layer of programming with Air Canada and WestJet, timed to augment the rubber tire winter campaign. In addition, Edmonton Tourism did some guerilla marketing to further augment the campaign in one of its key markets with live Edmonton-themed performances at the airport and giveaways driving customers to the campaign site.

These parallel campaign components focused on an overarching message, ‘Live All Year’ allowing for this layered approach to the fall/winter programming, creating stronger messaging from the onset with built-in reinforcement as activity overlapped with staggered key timing points.

Edmonton Tourism is a division of Edmonton Economic Development Corporation and promotes Greater Edmonton as the destination of choice for tourism, conventions, major events and film production.

HONORABLE MENTION

Holiday Shopping Downtown
Alliance for Downtown New York, Inc.
New York, New York

The Alliance for Downtown New York is the principal organization that provides Lower Manhattan’s historic financial district with a premier physical and economic environment, advocates for business and property owners, and promotes the area as a world-class destination for companies, workers, residents, and visitors.


Additionally, the Downtown Alliance secured extensive street-level and PATH train and station advertising for Holiday Shopping Downtown.

HONORABLE MENTION

Land in Greensboro Advertising Campaign
Greensboro Economic Development Alliance
New York, New York

Guided by an industry cluster strategy, Greensboro Economic Development Alliance (GEDA) works to facilitate the creation of high quality jobs and new capital investment in Greensboro and Guilford County, North Carolina. GEDA accomplishes its mission through recruitment of new industries and through leveraging resources to help existing companies expand. The Land in Greensboro advertising campaign was a seven-month effort in 2008 to increase the awareness of companies in the transportation, logistics, and supply chain industry sectors that FedEx Express would be opening their newest hub in Greensboro at the Piedmont Triad International Airport.
POPSULATION LESS THAN 50,000

CATEGORY WINNER
Swing Ad Campaign
Southern Idaho Economic Development Organization
Jerome, Idaho

The goal of this campaign is two-fold. First and foremost, we wanted to get a more balanced message to our communities that while we were sure to feel the impact of the economic downturn, we were better positioned going into it because of successes we have had in diversifying our business base and what we could do to prepare for the upturn. Additionally, we wanted to get the local media on board to balance their coverage with positive messages on our local economy to help offset mostly negative stories that would be generated.

NEWSLETTERS/NEWSPAPERS

POPULATION GREATER THAN 200,000

CATEGORY WINNER
Indy InSite E-newsletter produced by Indy Partnership
The Indy Partnership
Indianapolis, Indiana

Indy InSite™ is a monthly electronic newsletter that is distributed nationally to consultants, business leaders and investors. The newsletter is strategically named with the same moniker as Indy Partnership’s GIS mapping and data center to increase name recognition and awareness of the organization’s advanced economic development tools.

Indy InSite prioritizes data and information downloads, quick-read facts and figures, and multimedia that appeals to a broad economic development audience.

Indy Partnership’s marketing department plans, writes and designs each issue of Indy InSite with content input from Indy Partnership’s Business Development Team, Research Department, and executive staff.

Indy InSite is distributed simultaneously by Indy Partnership through ExactTarget e-mail marketing and national partner opt-in databases.

Indy Partnership is a privately-funded, not-for-profit organization dedicated to bringing new jobs and capital investment to the Indianapolis Region. The Indianapolis Region is made up of 10 Central Indiana counties including Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Monroe, and Shelby counties. Indy Partnership works collaboratively with local economic development officials, government, universities, and the business community. Key services include point of contact for business development leads, incentives assistance, business research and demographic data, and regional marketing. For more information please visit www.indypartnership.com.

HONORABLE MENTION
Redeveloping Oakland, a quarterly newsletter
City of Oakland, Community and Economic Development Agency’s Redevelopment Division
Oakland, California

The City of Oakland has established redevelopment powers in several areas within Oakland. The purpose of these redevelopment areas is to fund new projects that will create a healthier environment for businesses and residents. The Redevelopment Division of the Community and Economic Development Agency is responsible for these redevelopment areas and works with developers, local businesses, and residents to build new housing, retail, office, parks, streets, and streetscape improvements.

Redeveloping Oakland is a quarterly newsletter that seeks to educate and inform Oakland’s ethnically, culturally and economically diverse population of residents, business owners and investors as to the programs, projects and initiatives in Oakland’s redevelopment areas. A goal of the newsletter is to increase participation in and awareness of redevelopment activities which are designed to reduce economic and physical blight by reaching out to our diverse constituents.
Oakland’s ten redevelopment project areas encompass some of the city’s most densely populated neighborhoods and nearly all of its manufacturing and industrially zoned areas. More than 1,000 manufacturing and industrial businesses with employment exceeding 22,000 people operate in Oakland’s redevelopment areas. There are approximately 220,000 residents representing 78,500 households in Oakland’s redevelopment areas which reflect about 53% of the City’s total population. The racial makeup of these households based on 2007 estimates is approximately; 30% Black; 27% Hispanic; 25% White and 18% Asian/Pacific Islander. Oakland’s downtown core and more than a dozen neighborhood shopping districts are located in redevelopment areas. These areas are home to approximately 4,100 small businesses.

While the newsletter is designed for electronic distribution, printed copies are produced to ensure that residents and business owners without access to the internet can receive the quarterly publication. Electronic and printed copies are produced in English and then translated into Spanish, Chinese and Vietnamese to facilitate non-English speakers’, who represent nearly 52% of the population in Oakland redevelopment areas, access to the newsletter.

**POPULATION 50,000 – 200,000**

**THE DEVELOPMENT CORPORATION**

*Clinton County New York*

**CATEGORY WINNER**

**TDC News (Newsletter)**

The Development Corporation, Clinton County NY
Plattsburg, New York

TDC NEWS is a newsletter created by The Development Corporation, Clinton County NY (TDC). It is distributed to the local business community in Clinton County, prospective businesses, real estate offices, site selectors as well as government officials. The newsletter includes articles about business expansion/retention, workforce development programs, community development, local economic analyses and available industrial properties.

TDC NEWS was developed to inform businesses and their representatives of the variety of economic development activities that are currently taking place in Clinton County NY. The goal of the newsletter is not only to promote business expansion, but also to encourage business retention among current businesses. Additionally, the newsletter has enabled TDC to become a more easily recognizable leader in economic development in upstate New York.

The Development Corporation is a not-for-profit economic development corporation with over forty-five years of economic development activity in Clinton County. The corporation develops industrial parks, markets the county for new business investments, and works to retain and expand local industry. The corporation also administers two local tax abatement authorities and the two local Empire Zone Boards which provide local access to powerful New York State incentives.

**THE WOODLANDS CONVENTION & VISITORS BUREAU**

**HONORABLE MENTION**

**Current Newsletter**

The Woodlands Convention and Visitors Bureau
Spring, Texas

Current newsletter, a publication of The Woodlands (Texas) Convention & Visitors Bureau, is produced four times a year and distributed to retailers and hoteliers in The Woodlands, which features about 5 million square feet of shopping, dining and entertainment. The Woodlands CVB positions The Woodlands as a regionally, nationally, and internationally recognized tourist destination by developing quality marketing programs and events to attract visitors and stimulate economic development and growth. The Woodlands CVB drives demand for The Woodlands as a travel destination, creates new revenue for businesses, and increases sales and hotel occupancy tax for The Woodlands Township’s general fund. Tax revenue generated by the tourism industry is invested back into improving The Woodlands’ infrastructure and programs. The Woodlands Convention & Visitors Bureau is an energetic and innovative 501 (c) (6) organization of talented and dedicated professionals who fulfill the Bureau’s Mission Statement by setting high performance standards, expectations and goals. The Bureau works with its community to create and maintain productive public and private partnerships while serving as a reliable and credible source for The Woodlands’ tourism industry.
MAGAZINES

POPULATION GREATER THAN 200,000

CATEGORY WINNER
Miami Business Profile & Relocation Guide 2009
The Miami Dade Beacon Council
Miami, Florida

The Beacon Council, Miami-Dade County’s official economic development partnership, produces the Miami Business Profile & Relocation Guide used to promote our community to key corporate decision makers and business leaders both domestically and internationally. The magazine is published annually with the most up-to-date information on Miami-Dade County to live, work, and play: economic and demographic data; comprehensive information about local industries; detailed business assistance information; community overview; and useful directories compiled by The Beacon Council Research Department. The magazine also features profiles of key local business and community leaders who have contributed to the overall success of Miami-Dade County. The 2009 Miami Business Profile & Relocation Guide has featured on its cover original art work by world renowned artist Romero Britto. As one of the world’s most recognized Miami-based artists, Britto was commissioned to create a his vision of the Miami skyline, incorporating the live, work and play theme of The Beacon Council’s new marketing campaign, Miami: Where Worlds Meet.

HONORABLE MENTION
Region Review
Greater New Orleans, Inc.
New Orleans, Louisiana

The GNO, Inc. Mission is to serve as the catalyst for wealth creation in the Greater New Orleans region. GNO, Inc. will accomplish this by pursuing an aggressive agenda of business development – marketing the region – and product development – improving regional business conditions through policy, workforce and research initiatives.

The GNO, Inc. Vision is for the Greater New Orleans region to fulfill its potential as one of the best places in the country to grow a company, and raise a family. The ultimate indication of success for GNO, Inc. will be the presence of a robust and growing middle class in southeastern Louisiana.

The REGION REVIEW is a quarterly magazine that provides an overview of economic highlights from Greater New Orleans, as well as ongoing GNO, Inc. initiatives and successes in the region. The purpose of the publication is to inform both our regional stakeholders and a national audience of the unique activities and economic growth happening in the region. Each feature covers a current topic of interest, that intends to correct the misperceptions of the region, while highlighting the underappreciated assets we have here in Greater New Orleans.

HONORABLE MENTION
Indianapolis Region Magazine produced by Indy Partnership
Indy Partnership
Indianapolis, Indiana

Indianapolis Region magazine is a 52-page annual profile of the Indianapolis Region located in Central Indiana. It also includes 10 original feature articles on the following topics:

- A Community Reinvesting in Itself
- Business Climate
- Quality of Life
- Raising the Game (How a sports-led economic development strategy beginning in 1977 yielded the 2012 NFL Super Bowl and $3 billion in economic impact)
- Clean-Tech Energy
- Life Sciences
- Motorsports
- Logistics, Transportation and Distribution
- Information Technology
- Advanced Manufacturing

The magazine includes original journalistic content and it is presented as a standalone publication that offers content of interest and purpose to a broad
range of economic development and general business readers.

Indy Partnership is a privately-funded, not-for-profit organization dedicated to bringing new jobs and capital investment to the Indianapolis Region. The Indianapolis Region is made up of 10 Central Indiana counties including Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Monroe, and Shelby counties. Indy Partnership works collaboratively with local economic development officials, government, universities, and the business community. Key services include point of contact for business development leads, incentives assistance, business research and demographic data, and regional marketing. For more information please visit www.indypartnership.com.

HONORABLE MENTION
Business in Utah 2009 Magazine
Utah Governor’s Office of Economic Development
Salt Lake City, Utah

The Governor’s Office of Economic Development (GOED) charter is based on Governor Gary Herbert’s commitment to economic development statewide. The mandate for this office is to provide rich business resources for the creation, growth and recruitment of companies to Utah and to increase tourism and film production in the state. GOED accomplishes this mission through the administration of programs that are based around industries or “economic clusters” that demonstrate the best potential for development. GOED utilizes state resources and private sector contracts to fulfill its mission.

The Business in Utah Magazine has been published and distributed worldwide for the last several years as a major tool to communicate our economic development programs and recruitment message. It also provides an excellent forum to showcase the various regions of our state. The publication includes a widely used pull out section, Utah Facts which provides a useful data summary of the significant statistics any business leader would want to know about Utah, such as healthcare, workforce, population etc.

POPULATION LESS THAN 50,000

HONORABLE MENTION
Gateway to Economic Development
City of Webster
Webster, Texas

In an effort to consistently brand a small municipality as the commercial nucleus of a region that extends from downtown Houston to Galveston, the City of Webster’s Economic Development Team generates an attractive, newsworthy quarterly magazine, entitled “Gateway.” Through the Gateway, the City positions itself as a commercial hub and reinforces the Webster Economic Development Corporation’s mission of growing the municipality’s commercial tax base. The Gateway is instrumental in promoting and communicating the “Webster message,” which is a view of Webster that is cosmopolitan, commercially vibrant, business-friendly, and progressive. With its full-color, glossy, twelve-page format, the Gateway incorporates the very best of an economic development marketing piece with city-wide news that is designed in-house, printed by a small commercial printer, mailed to more than 2,300 residents and businesses, used in business proposals and new business visitations, distributed at special events, like the Webster Business Alliance, and requested by major employers for their lobbies and common areas.

As the City of Webster has a tiny residential population and a large commercial constituency, the Gateway is a highly effective vehicle for disseminating the economic development message, intertwined with general municipal articles, promoting the City, and advancing branding efforts through a blended platform.
**SPECIAL EVENT**

**POPULATION GREATER THAN 200,000**

**CATEGORY WINNER**

**Automotive Diversification Manufacturing Event**

The Right Place, Inc.
Grand Rapids, Michigan

Held in January 2009, The Right Place, Inc. hosted a full-day conference on market diversification opportunities for West Michigan’s automotive suppliers seeking to build a diversification strategy for long-term business success.

Conducted in partnership with The Michigan Economic Development Corporation (MEDC), The Right Place gathered experts from four growing industry sectors: alternative energy, aerospace, government contracting and medical devices to provide a thorough overview of each industry including: long-term market potential, opportunities for growth and barriers to entry. Industry experts later conducted in-depth sessions on each of these four growth markets on the strategies involved with diversifying into that market.

As a leader in advancing West Michigan’s economy, The Right Place, Inc. is a regional non-profit economic development organization promoting wealth creation and economic growth in the areas of quality employment, productivity and technology.

The organization continues to play a vital role in transforming the region’s economy, building a thriving global center for business and innovation. Their work is evidenced by thousands of business expansions, billions in capital investment, and thousands of new and retained jobs in West Michigan. No other single entity has done more to advance the West Michigan economy. For more information visit: www.rightplace.org.

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**POPULATION 50,000 – 200,000**

**CLOVIS**

**CATEGORY WINNER**

**Clovis Big Wins Day**

City of Clovis
Clovis, California

As the 2008 Christmas shopping season approached, local business leaders were faced with the grim reality that the sluggish economy would change what should be their busiest time of the year into a poor finish. It was shaping up to be the most challenging holiday season in modern times. What’s more, the City of Clovis was dealing with a declining general fund and the realization that the economy would not make an upward movement in the immediate future. If left unchecked, all of this will ultimately lead to cutbacks for local police, fire and other city services and programs.

To help generate an instant groundswell of business, the City of Clovis introduced Big Wins Day, a one-day, city-wide promotion that encouraged customers to shop in Clovis by offering them the chance to win valuable prizes. The goal was to get 100,000 people to spend $10 each, thereby injecting an additional $1,000,000 into the local economy.

Big Wins Day took place December 10, 2008. For every $10 spent within the City of Clovis, customers received one raffle ticket, giving them a chance to win a variety of prizes that included high-definition, flat-screen TVs, free gas and a laptop computer.
WEBSITE AND NEW MEDIA AWARDS

WEBSITE – GENERAL PURPOSE

POPULATION GREATER THAN 200,000

CATEGORIE WINNER
www.indypartnership.com
Indy Partnership Website with Indy InSite
(prospect portal)
Indy Partnership
Indianapolis, Indiana

The Indy Partnership website with Indy InSite(TM) is an advanced interactive economic development tool with GIS mapping that allows both point data AND thematic data to be plotted on the same map. We believe it was the first dedicated economic development website to offer this technology.

While we allow for new research to shift content focus, we prioritized content to highlight those top factors identified by the target audiences as “most important” in the location decision-making process.

There is an obvious priority to provide enormous amounts of relevant, timely data, but our website development research indicated that non-data content offered excellent opportunities to “tell the story” of the Indianapolis Region in ways that data could not.

Indy Partnership is a privately-funded, not-for-profit organization dedicated to bringing new jobs and capital investment to the Indianapolis Region. The Indianapolis Region is made up of 10 Central Indiana counties including Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Monroe, and Shelby counties. Indy Partnership works collaboratively with local economic development officials, government, universities, and the business community. Key services include point of contact for business development leads, incentives assistance, business research and demographic data, and regional marketing. For more information please visit www.indypartnership.com.

HONORABLE MENTION
ColumbusRegion.com
Columbus Chamber
Columbus, Ohio

The Columbus Region web site is a single point of entry for economic development in the eight-county region. Partners from 20 economic development organizations use data and content on the site to market the region in their own efforts. The Chamber markets the site through an integrated approach using on and offline tactics including trade publication advertising, direct mail, collateral materials, search engine optimization, search engine marketing and social media. ColumbusRegion.com is the front door to our region, the first source of information for site selection consultants and the only source of regional information for decision makers in regards to economic development, business expansion and retention.

The Columbus Chamber leads and supports economic development in the Columbus Region

POPULATION 50,000 – 200,000

CATEGORIE WINNER
www.BusinessRemixed.com
Athens County Economic Development Council
Athens, Ohio

BusinessRemixed.com is the website for the Athens County EDC. This site is designed as a branding tool for Athens County Ohio. Our target audiences include youthful and adventurous owners and executives of small to medium companies, as well as commercial realtors and Ohio Department of Development representatives. BusinessRemixed.com includes a site-finder to help visitors target specific locations for their businesses available in our area. There are profiles of successful companies that are currently located here, as well as information on lifestyle in Athens County. Our facts and figures page includes downloadable pdfs with important population, transportation, workforce mix and other information aimed at providing companies and individuals the preliminary data necessary when considering our
community as a place to grow their business. The site also uses important social networking tools such as Facebook and guest blogging to attract additional traffic to BusinessRemixed.com.

**ICAD**

Iowa City Area Development Group

**HONORABLE MENTION**

**Iowa City Area Development Group Website**

Iowa City Area Development Group

Iowa City, Iowa

The Iowa City Area Development Group provides economic development and workforce development services for primary sector companies in the Iowa City metropolitan area. From business expansion and attraction to workforce recruitment and retention, ICAD Group is an economic driver for the businesses we support and communities we serve. We make our region of more than 400,000 people a profitable location for business and a perfect place to call home.

Now in its 25th year, the Iowa City Area Development Group serves the communities of Iowa City, Coralville, North Liberty, Kalona, Solon, Tiffin, Tipton, the Amana Colonies, West Branch, West Liberty and Johnson County.

The ICAD Group website redesign project ran approximately 5 months, from July to November of 2008. Revision was needed to better serve constituents, portray information more effectively, and enhance user experience. The website was completely redesigned to improve content, graphics, layout, business data, navigation, workforce resources, demographic information, and site selection resources. In addition to receiving recognition from IEDC, the website won a local design award from our regional advertising federation.

**CATEGORY WINNER**

www.kilgore-edc.com

Kilgore Economic Development Corporation

Kilgore, Texas

Kilgore EDC is located in Northeast Texas and consistently competes against communities and states with vast resources for recruiting industry. To help level the playing field, we have invested in our online presence. Our new website employs many "web 2.0" features such as a staff blog and RSS feeds for news items or featured properties. We wanted to dramatically increase user interactivity on our website and we have done that by using tools like our Custom Profile Builder. This tool allows users to collect information throughout the site and build their own individual "custom" report - including available property information.

In addition, we are now plotting available sites and buildings using live Google Maps and Google Street View technology. Our search interface allows the user to make search adjustments and see the results refresh live on the same page.

**POPULATION LESS THAN 50,000**

**AIRDRIE NOW!**

**CATEGORY WINNER**

AirdrieNOW!

Airdrie Economic Development

Airdrie, Alberta, Canada

In February 2009, Airdrie Economic Development launched www.airdrienow.ca to promote the City of Airdrie for business/investment attraction and to provide information for local business development and expansion. The easy to navigate website offers more than 100 pages of information, organized into six key sections.

www.airdrienow.ca focuses on selling Airdrie’s competitive advantages and is packed with current statistics, testimonials from local businesses, and business start-up information. The site incorporates several interactive features, including eNews Now, a bulletin board of news and information, and a calendar of business events--both allowing users to add their own posts. The site features AirdrieNOW! TV, a “station” of video testimonials about life, employment and business in Airdrie--all in the words of local entrepreneurs (a very personal business-to-business touch.) In addition, the web site has a properties and businesses for sale search tool, a searchable business directory, and BizPal, an online business permits and license service.

The City of Airdrie is one of Canada’s fastest growing cities, seeing an average growth rate of 8.2% over the last five years. One hour from the Canadian Rockies and on the doorstep of Calgary make Airdrie a desirable place to live and do business.

**KILGORE**

**KILGORE ECONOMIC DEVELOPMENT CORPORATION**

**www.kilgore-edc.com**

Kilgore Economic Development Corporation

Kilgore, Texas

Kilgore EDC is located in Northeast Texas and consistently competes against communities and states with vast resources for recruiting industry. To help level the playing field, we have invested in our online presence. Our new website employs many “web 2.0” features such as a staff blog and RSS feeds for news items or featured properties. We wanted to dramatically increase user interactivity on our website and we have done that by using tools like our Custom Profile Builder. This tool allows users to collect information throughout the site and build their own individual “custom” report - including available property information.

In addition, we are now plotting available sites and buildings using live Google Maps and Google Street View technology. Our search interface allows the user to make search adjustments and see the results refresh live on the same page.
We feel that it is critical to keep the information on our site current and as up-to-date as possible. Therefore, we now have the ability to edit all of the content that is found on our website internally with our Content Management System. This includes, creating whole new pages, editing the navigation and all text and images found on the site.

WEBSITE – SPECIAL PURPOSE

POPULATION GREATER THAN 200,000

YourEconomy.org
Developed by the Edward Lowe Foundation

CATEGORY WINNER

www.youreconomy.com
Edward Lowe Foundation
Cassopolis, Michigan

A nonprofit organization that supports entrepreneurship, the Edward Lowe Foundation developed YourEconomy.org to provide timely, accessible data about business activity in communities across the country. At the Web site (www.youreconomy.org) visitors can track the performance of business establishments and their impact on job creation at the national, state, MSA and county levels.

Although YourEconomy.org continues to evolve, it currently features four key sections:

• Composition, which shows what types of employers exist in a region and their share of establishments and jobs.
• Growth, which follows opening, expanding and relocating companies — showing how this activity affects the number of establishments and jobs.
• Industry, which shows how data in the composition and growth sections break down according to 20 different NAICS codes.
• Rankings, where visitors can see how business activity in their state or MSA compares to other regions.

“One of the challenges in creating YourEconomy.org was to innovate our way through a new and substantially large data set that attempts to cover every business establishment in the country — and then turn around and present all this information in a fast, friendly format that users could relate to,” says Gregg Cole, information technology manager at the Edward Lowe Foundation.

Greater Waco Chamber is the regional economic development team for Waco MSA. The Chamber’s top priority is building a vibrant, sustainable economy for the businesses of McLennan County including Waco and 19 regional municipalities.

Originally launched in 2007, WacoProspector.com is the clearinghouse for commercial and industrial properties in Greater Waco. The upgraded WacoProspector.com with Super Maps was launched March 2009. This searchable, interactive database of available sites and buildings for office, retail, industrial and warehouse uses is a multilayered program that combines McLennan County and City of Waco GIS systems, U.S. Census data and a Claritas business database to provide aerials, traffic counts and statistics for the 8-county trade region.

The upgraded interface offers Google Earth and social media capabilities. Additionally added were thematic mapping at the census block level and an expanded drive time analysis to cover the 8-county trade region. Further, profiles and demographics were added to market each of the Greater Waco’s 19 cities. The site is easily accessed through the Waco Chamber website, wacochamber.com, under the real estate option or through a direct address, wacoprospector.com

HONORABLE MENTION

MetroMSP.org
MetroMSP.org- Regional Economic Development Website
Minneapolis, MN

MetroMSP.org is a regional economic development and site selection website featuring the 11-county Minneapolis-St. Paul region.
The website is designed to meet the site selection needs of entrepreneurs, existing businesses and external prospects by providing high quality, web-based information and site selection tools. It includes two seamlessly linked websites that answer two different but complementary information needs. The first makes a case for why a company would benefit from locating or expanding in the MetroMSP region. It provides information on the economy, major industries and employers, national rankings, business development resources, and community profiles. The second identifies the ideal site on which to locate or expand based on the unique needs of that business. It includes a “search properties” function with more than 5,000 property listings plus demographic and business analysis tools.

The website is convened and administered by the Minneapolis Regional Chamber of Commerce and funded by a public-private partnership including: Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Sherburne, and Washington Counties; Bloomington, Minneapolis and Saint Paul; Minnesota DEED; Associated Bank, CenterPoint Energy, Connexus Energy, Dakota Electric, Great River Energy, Kraus Anderson, Merrill Lynch, Minneapolis BOMA, SPEDCO, Twin Cities Metro, US Bank, Wells Fargo and Xcel Energy.

Overall project management is provided by Janna King, CEcD of Economic Development Services, Inc. Anne Hunter of Marketing Source USA is responsible for web resources highlighting the regional economy. GIS Planning, Inc. provides the site selection platform. The Minnesota Commercial Association of Realtors provides current and comprehensive listing information.

LAKE COUNTY
DEPARTMENT OF ECONOMIC GROWTH & REDEVELOPMENT

HONORABLE MENTION
PropertyFinder.LakeCountyFL.com
Lake County Department of Economic Growth & Redevelopment
Tavares, FL

The mission of the Lake County Department of Economic Growth & Redevelopment (EGR) is to provide excellence in service as a liaison between government and business with the goal of creating a business-friendly environment and quality jobs for the citizens of Lake County. EGR is fulfilling this mission by coordinating efforts with stakeholders and community leaders; enhancing and diversifying the tax base through innovation, industry attraction and business development; promoting quality of place; and developing, retaining and attracting new talent.

To assist in the success of this mission, EGR, in partnership with the departments of Information Outreach and Information Technology, designed a web based application where Real Estate brokers and owners can upload commercial, industrial and retail properties for sale or lease. The uploaded information includes square footage, sale and lease information, location, websites, marketing pieces and photographs. This information synchs with the County’s GIS system, Property Appraiser records, and Tax Assessor records. Additionally, anyone can run demographic and business reports for the surrounding area. The demographic report shows current and five-year projection for population, housing units, median family income and per capita income. The business report details the number and type of businesses, along with their annual sales.

POPULATION 50,000 – 200,000

CATEGORY WINNER
Vicksburg Prospector
Vicksburg Warren Economic Development Foundation
Vicksburg, Mississippi

With the enormous advances taking place in technology, and specifically the technology being used in Economic Development, the Warren County Port Commission and Economic Development Foundation desire to make certain that our community is on the forefront. We set out to update and revise our sites and buildings website to provide user friendly access to information pertaining to Vicksburg and Warren County and to market our community in a effort to recruit new business and industry. In these difficult economic times we knew that it would be critical to take advantage of every resource available to draw attention to our great community.
SEDA is the business solicitation and facility location service organization in Chatham County, Georgia, providing professional site services and easing access to state and local resources. Constantly assessing the local economic landscape, SEDA strives to align the community’s resources with the needs and desires of businesses relocating to or expanding within Chatham County.

Primarily, the SEDA website services site location consultants and state-level project managers who typically represent the most economically significant projects in the nation. Secondly, the SEDA website targets C-level executives, real estate developers and entrepreneurs.

It was critical in developing the SEDA site to place community and business attributes at the fingertips of its users. Data and statistics include demographics/population, labor force, leading employers, education, transportation, taxes/incentives, real estate, utilities/telecommunications and quality of life.

For the property database, Atlanta-based Binary Bus customized their existing web-based GIS application specifically for the SEDA site. The product features over 120 properties from 5,000 square feet to 1,400 acres. Harnessing the power of web-based GIS, users can search from among these properties, create portfolios, view a dynamically changing map, and print site-specific information and demographic reports. Search criterion includes square footage, acreage, ceiling height, distance to interstate/seaport/airport, rail access, utilities requirements, etc.

As a small, strategically located community, Brenham, Texas is hard to find on a map, but is not hard to find on the web. With the introduction and implementation of BrenhamProspector.com, Brenham has now strategically placed itself for economic development on the internet super highway.

BrenhamProspector.com is a fully interactive Geographic Information System (GIS) based website where the user defines their experience. BrenhamProspector gathers economic, planning, infrastructure, geographic and demographic information sought by businesses looking to relocate or expand into a ‘one-stop-shop’ on the Web. It allows users to view, create and print maps, find available commercial or business property, and develop custom demographic radius reports.

BrenhamProspector.com has and will continue to help our City grow while providing valuable tools and data for realtors, site selectors, and business decision makers. The site simplifies and speeds up the location process, while placing our community above the competition.

BrenhamProspector.com was a collaborative effort of the Economic Development Foundation of Brenham and the Brenham Community Development Corporation.

Wake Forest Economic Development
A Program of The Wake Forest Area Chamber of Commerce
Wake Forest, North Carolina
The Town of Wake Forest, North Carolina is strategically located in the northern portion of the burgeoning Raleigh-Durham Triangle. Wake Forest Economic Development is a program of the Wake Forest Area Chamber of Commerce, which serves as the economic development agency for the Town of Wake Forest and works to promote and retain jobs and investment in the community.

This project involved building an economic development website for the Wake Forest area which includes an overview of the community, detailed demographic and business data, a searchable buildings and sites inventory, and information on current development in Wake Forest and the downtown district: www.discoverwakeforest.org.

Wake Forest is as progressive and forward thinking as it is rich in history and southern charm. This unique and desirable combination has led to exponential growth and affluence, but not at the expense of gentility, hospitality and charm. It’s one of those special communities in an area that is regularly cited as one of the best places in the country to raise a family, get an education, seek health care, do business or retire.

NEW MEDIA

POPULATION GREATER THAN 200,000

Columbus Chamber

CATEGORY WINNER
Best of Everything DVD
Columbus Chamber
Columbus, Ohio

Attracting new talent to Columbus takes a collaborative effort. Through focus groups, local human resource professionals and professional recruiters told the Chamber that, when recruiting a potential employee from outside the community, they could use some assistance in selling the assets of the community. Participants in focus groups conducted in the spring of 2007 identified the need for Web-based information. The Chamber, with the guidance of its Workforce Leadership Council, created a Web site, the Best of Everything video, to address the needs of area recruiters. A three minute video is also available on the site with embeddable code so that employers can add the video their recruiting section of their Web site. The Columbus Chamber leads and supports economic development in the Columbus Region.

HONORABLE MENTION
Buffalo Niagara Enterprise Video
Buffalo Niagara Enterprise
Buffalo, New York

This project was created in order to communicate what Buffalo Niagara Enterprise does and their process used to help companies who are interested in doing business in the Buffalo Niagara Region. The video also showcases some of the key reasons why Buffalo Niagara is a great place for businesses to locate.

Buffalo Niagara Enterprise is an economic development organization that provides advanced research, marketing and project management services to companies who want to expand or relocate. Working with all other relevant local economic development groups and experts, we help companies with incentives, financing, site selection and other services. Buffalo Niagara Enterprise works to grow and improve the economy in the eight-county Buffalo-Niagara region.

HONORABLE MENTION
York Region Small Business Enterprise Centre
New Media Pilot: “Sales Fusion” and “E-Business” Webinar Series
Regional Municipality of York in Newmarket, Ontario
Newmarket, Ontario

The York Small Business Enterprise Centre (YSBEC) is an Economic Strategy Branch Program under the umbrella of the York Region Planning and Development Services Department. YSBEC serves entrepreneurs in the Northern six municipalities of York Region. The geographic scope of York Region is 1,756 square kilometres (678 square miles).

To achieve the goal of rural outreach two web-based outreach programs were developed and implemented, a 5-part online Webinar series for sales and marketing titled “Sales Fusion” and an E-Business Series. The Webinars were supplemented with
workshops hosted by the Economic Development Offices and elected officials at the six municipalities the Centre serves: Aurora, East Gwillimbury, Georgina, King, Newmarket, and Whitchurch-Stouffville.

Both series (6 presentations and audio) are published on the www.yorksmallbusiness.ca website and available for continuous access. Implementing the new media enabled YSBEC to offer a channel for training to reach more new entrepreneurs (3,200 unique visitors to the web site), hence advancing business creation and growth.

The project has been adapted to other communities as a best practice benchmark by the Ontario Ministry of Economic Development and Trade as the first utilization of on-line Webinars at the 45 Small Business Enterprise Centres across Ontario. The federal government is also seeking our advice on outreach, improved return on investments in marketing, training and general internal/external communications with new media.

The City of Airdrie is one of Canada’s fastest growing cities, seeing an average growth rate of 8.2% over the last five years. One hour from the Canadian Rockies and on the doorstep of Calgary make Airdrie a desirable place to do business and live.

**BEST PRACTICES PROGRAM AWARDS**

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.

**TECHNOLOGY-BASED ECONOMIC DEVELOPMENT**

**POPULATION GREATER THAN 200,000**

**CATEGORY WINNER**

**i2E Technology Commercialization Services**

i2E, Inc.

Okalahoma City, Okalahoma

i2E, Inc. is Oklahoma’s non-profit organization dedicated to expanding the technology-based economy of the state. We assist start-up companies to commercialize technologies and grow their business through comprehensive support customized for each client’s needs and markets. i2E combines knowledge and know-how to provide clients with business and management planning, technology and market assessments, access to capital and direct connections to professional expertise. Through contracts with the Oklahoma Center for the Advancement of Science & Technology (OCAST), we provide technology-based entrepreneurs comprehensive commercialization services; proof-of-concept funding; and seed/start-up funding. Our events and education programs have created an active network to support existing companies and build the next generation of entrepreneurs. These investments by OCAST, and other initiatives managed by i2E, are the tools by which i2E accomplishes its “home-grown” economic development mission. In our ten-year existence, i2E has interfaced with 1,772 companies, assisted 425 commercialization clients through our staged access to capital process, and helped clients to attract $345 million of private
capital. In i2E’s most recent economic impact survey, responding clients reported creating 998 jobs at an annual average wage almost double the state average, and bringing in over $128 million of revenue into the state.

**HONORABLE MENTION**

**Matching Grants Research Program**
Florida High Tech Corridor Council
Maitland, Florida

Every year, dozens of companies across the 23-county span known as Florida’s High Tech Corridor participate in a groundbreaking program that leverages the strengths of the three Corridor universities – the University of Central Florida (UCF), University of South Florida (USF) and University of Florida (UF) – in the development of commercially applicable emerging technologies. Known as the Matching Grants Research Program (MGRP), the endeavor provides research dollars for high tech companies in Florida’s High Tech Corridor seeking solutions in the development of a product, interested in discovering new intellectual property, contracting research and development, conducting testing feasibility or administering other types of applied research.

More than 2,100 faculty and students have conducted research through this program with more than 300 companies, in a program that has provided an economic impact of more than $600 million in the 23-county region.

**HONORABLE MENTION**

**Innovation Work Seed Fund**
Innovation Works
Pittsburgh, Pennsylvania

**MULTI-YEAR ECONOMIC DEVELOPMENT PROGRAMS**

**POPULATION GREATER THAN 200,000**

**GREATER WACO CHAMBER**

**CATEGORY WINNER**

**Challenge Greater Waco Program for Economic Development**
Great Waco Chamber
Waco, Texas

Greater Waco Chamber is the regional economic development team for Waco MSA. The Chamber’s top priority is building a vibrant, sustainable economy for the businesses of McLennan County including Waco and nineteen regional municipalities.

In 2005, the Chamber launched the Challenge Greater Waco program to build a public-private economic development collaboration; engaging more than 100 private-sector investors and raising $7 million. The enhanced financial resources and private sector involvement through Challenge Greater Waco provided for technology and additional team members that have delivered results.

Since 2006, the public-private team conducted more than 382 on-site business retention calls, secured 38 projects including 16 new companies and 22 expansions, resulting in 3,453 new jobs, $344 million in capital investment, and 3.9 million square feet of new construction and absorption. Through the strategic use of incentives that are focused on raising wages, these projects contributed to wage growth, up 33 percent in 10 years.

The program also promoted quality of life projects to create the sense of “place” needed to attract and retain talent: $240 million Downtown Waco construction, $140 million Brazos River Corridor improvements, three medical center expansions creating 602 jobs, $333 million investment and more than $300 million in educational bond projects.
The Campaign for a Greater Baton Rouge is a five-year initiative designed to deliver a highly professional and proactive, nationally-competitive regional economic development program for the businesses and families of the Baton Rouge area. The campaign enables BRAC to identify strategic economic development initiatives and pursue them energetically while identifying obstacles and aggressively addressing them.

The initiative is made up of seven strategic elements that work together to drive economic development in the nine-parish Baton Rouge area. The seven core strategies include: 1) retain and expand existing businesses; 2) attract new business to our region; 3) develop a national marketing program; 4) create a robust business intelligence capability; 5) create a special opportunity fund; 6) create a robust public policy capability; and 7) launch a regional learning community initiative. In pursuing these strategies, BRAC focuses regionally, viewing our nine-parish area as one market, better enabling us to attract and retain desirable businesses to reach our greatest potential.

The Baton Rouge Area Chamber (BRAC) leads economic development in the nine-parish Baton Rouge metropolitan area. Serving as the voice of the business community, BRAC’s membership includes more than 1,500 organizations whose employees represent over a third of the Capital Region workforce.

Since the late 1970s, the Fairfax County Economic Development Authority (FCEDA, www.FairfaxCountyEDA.org) has promoted Fairfax County, Virginia, as one of the world’s leading business locations. In that time, the number of jobs in the county has tripled, the commercial tax base has expanded exponentially, the Board of Supervisors has expanded high-quality public services to serve a growing and diversifying population – and the real estate tax rate has dropped 40 percent. This is the result of the FCEDA’s careful planning, which has been executed consistently for three decades based on Fairfax County’s unique assets and potential. It is also the result of consistent support from Fairfax County’s elected officials and residents. The FCEDA has one of the most comprehensive economic development programs anywhere in the world, with programs supporting the growth of minority-owned and foreign-owned companies in Fairfax County. And, in addition to its headquarters in Fairfax County’s largest commercial district, the FCEDA has offices in California, Bangalore, Frankfurt, London, Seoul and Tel Aviv.

In 2007 the City of Concord’s Business and Neighborhood Services Department began the task of updating the 2002 Downtown Master Plan. The updated plan will be used to build on the momentum created by the previous plan and continue to guide the City’s efforts to foster appropriate commercial and residential growth and development within Downtown for the next 5 – 7 years.

Two national firms were utilized for specific elements of the Master Plan. These elements included the economic development and parking management studies. The remaining components along with production and packaging were conducted in house. City Staff also developed a comprehensive wayfinding signage system for Downtown that was included in the plan. Both public and private partners were engaged in the process through the use of individual stakeholder meetings, working committees, public meetings/hearings, and design workshops. The input from these meetings was used to create a strategic action plan. The action plan will help the City ensure the effective use of its resources during implementation.
Since the plan’s adoption, several major public projects have been completed. These projects include the restriping of on-street parking spaces, the installation of the wayfinding signage system, and the construction of a Downtown greenway connector.

**ECONOMIC DEVELOPMENT TRAINING PROGRAM**

*POPULATION GREATER THAN 200,000*

**CATEGORY WINNER**

**Economic Development Education Program in Mexico**

CETYS University/Oklahoma University/Economic Development Institute

Mexicali, Baja California

In 2003 CETYS University (CETYS) began an ambitious and strategic alliance with the Economic Development Institute of the University of Oklahoma (OU-EDI) to offer economic development programs in Mexico. During 2003 and the start of 2004 CETYS and OU worked hand in hand to develop the first Basic Economic Development Course for Mexico accredited in May 2004 by IEDC. In October of 2004 CETYS and OU-EDI established a formal alliance that covers all the programs that OU-EDI has for Mexico and CETYS/OU-EDI was born.

This CETYS ED Program offers a Basic Economic Development Course and three EDI Sessions all of which have been adapted to the mexican culture and economic dynamics in each of the four sessions.

To this day more than 600 professionals (included many students of several states of Mexico) have gone through at least one of the sessions and we proudly have 102 graduate professionals with a double diploma from CETYS and OU. Added to this we have the first 2 Certified Economic Developers (CEcD) in Latin America.

CETYS University has a firm commitment to economic development education, having developed the only graduate degree program pertaining to this professional activity in Mexico.

**HONORABLE MENTION**

“Georgia Development Authority Handbook,” a product of Georgia’s Development Authority Training Program

The University of Georgia, Public Service & Outreach Division, Fanning Institute

Athens, Georgia

The University of Georgia’s Fanning Institute provides educational and technical assistance to client organizations throughout Georgia, especially community-based groups including local governments and their various authorities. Fanning’s primary products and services are focused on economic development, community development, leadership development, group decision-making, and the intersection of these disciplines.

The “Georgia Development Authority Handbook,” co-authored by fifty of Georgia’s leading economic development professionals, states its goal in the foreword as “enhancement of the effectiveness of Georgia’s development authority boards as they guide community-level economic development activities. It brings together for the first time the fundamental principles of community economic development as practiced in Georgia and practical solutions to problems faced by Georgia’s economic development leadership.” This goal is accomplished by the Handbook’s serving as text material for courses in Georgia’s Development Authority Board Member Training program and as a practical reference for economic development professionals and senior local government personnel – founded largely on lessons, advice, and tips that typically can only be learned through experience. The 280-page Handbook also includes discussion of topics for which there can be little room for error in operation of a development authority: e.g., fundamentals of public finance per Georgia law, responsibilities of appointed public officials, administrative and regulatory requirements of local authorities.
BUSINESS RETENTION AND EXPANSION – PROGRAMS OF 3 YEARS OR MORE

POPULATION GREATER THAN 200,000

Innovation Works

CATEGORY WINNER
Innovation Adoption Grant Fund
Innovation Works
Fredrick, Maryland

Innovation Works’ Innovation Adoption Grant Fund (IAG) was established to support manufacturing companies in southwestern Pennsylvania’s rural counties, and to support the non-profit organizations that provide research and development to these companies. The IAG Fund pairs small manufacturing companies (with less than 250 employees) with non-profit centers of excellence. The centers help the companies develop new products or create new and better manufacturing processes, on a fee-for-service basis. Investment of up to $50,000 (matched by the companies) are awarded to manufacturers that have research and development needs but don’t have robust R&D departments that will allow the companies to compete effectively in the global market.

HONORABLE MENTION
Committee of One Hundred of the Greater Tampa Chamber of Commerce
Hillsborough County Local Business Retention & Expansion Program
Tampa, Florida

The Committee of One Hundred (C100) is the official economic development organization for business attraction and retention for Hillsborough County and the incorporated cities of Tampa, Plant City and Temple Terrace. Its mission is to attract, retain and grow businesses and jobs in the community. The Local Business Retention and Expansion Program (LBRE) is a multi-faceted program that is designed to preserve and enhance the community’s business environment. The LBRE Program recognizes the need to improve the local standard of living through strong job creation programs and improved communication and cooperation between the business community, local educators and representatives from the public sector.

The LBRE initiative allowed C100 and its business partners to respond to hundreds of inquiries regarding services available to help business grow and remain competitive. Companies in manufacturing, finance and insurance, life sciences, information services and professional services received information related to training grants, Enterprise Zone and state tax refund programs, industrial revenue bonds and small business development loan programs, sales tax exemptions and fee mitigation programs and free business consulting services offered through the Greater Tampa Chamber of Commerce, Hillsborough County’s Small Business Information Center and the University of South Florida’s Small Business Development Center program.

POPULATION 50,000 – 200,000

One Southern Indiana
Chamber & Economic Development

CATEGORY WINNER
One Southern Indiana’s Business Retention and Expansion Program
One Southern Indiana
New Albany, Indiana

In July of 2006, One Southern Indiana (1SI) formalized its Business Retention and Expansion (BRE) program, consisting of one staff member whose sole purpose was to meet with primary employers in Clark and Floyd Counties (1SI service territory) and ask three questions: how’s business; are you encountering any impediments to doing business; and do you have plans to expand? This formalized effort is the first of its kind in southern Indiana and has enabled us to link businesses to each other and to critical resources. It allows us to assist with the resolution of problems – whether it’s funding workforce training, addressing new equipment needs, finding more space, overcoming business impediments or resolving an issue with state or local government.
Prominent news organizations, including the New York Times, once described Dubuque as a cautionary tale with a severely battered economy. Today, Greater Dubuque has one of the fastest growing economies in the U.S.

Existing businesses have fueled Dubuque’s surge*Responsible for as much as 86% of all job growth. In just the past few years, Dubuque’s job growth has been ranked and cited by the likes of Forbes Magazine, Inc. Magazine, the Milken Institute, Moody’s/Economy.Com, and even the praise of the Wall Street Journal.

Greater Dubuque Development’s InfoAction (a program resulting in 1,405 visits/re-visits w/CEO’s) has helped to create hundreds of jobs, spurred millions in capital investment, and has helped to shape both the big picture and uncover immediate needs:

• More than 1,080 instances of delivering service to existing businesses; *A direct role with 62 existing business projects since FY 2001; *More than $221,000,000 million in direct investment; *At least 1,820 direct jobs; *An estimated $56,784,000 in new, annual payroll; *A minimum of 2,742,480 square feet of existing business construction.
• Training programs established;
• Policies have been shaped or changed;
• Infrastructure upgraded;
• Transportation concerns addressed;
• Supply-chain promoted to outside businesses;
• Competitive Information leveraged.

BUSINESS RETENTION AND EXPANSION – SINGLE EVENTS

POPULATION GREATER THAN 200,000

Bacon & Eggs-perts: Meet the Entrepreneur Support Network
Fredrick County Office of Economic Development
Fredrick, Maryland
Bacon and Eggs-perts: Meet the Frederick County Entrepreneur Support Network (ESN). On 9/22/08 Frederick, Maryland businesses had the rare opportunity to meet with every major local business support agency, non-profit and organization, (23 total) in a single morning in an interactive “speed-dating” type of atmosphere. This event was scheduled as a kick-off to our Business Appreciation Week. During this week we organize teams to visit over 100 businesses. The goal of this project was to help existing companies by connecting them with the support services they need to enhance their businesses. This wasn’t set up like a trade show or expo. Businesses had the opportunity to learn about the support available to them, but what made this event special was the businesses had the opportunity to actually receive some of the support, right there at the event. Business owners and managers came with specific questions and concerns about their companies. They were able to get answers to those questions and solutions to their concerns. All ESN member representatives brought their calendars as one-on-one meetings following the event were set up with participants. This event supported our existing businesses as we recognize that small businesses are the backbone of our economy. www.discoverfrederickmd.net
AWARDS

POPULATION 50,000 – 200,000

HONORABLE MENTION
Business Retention and Expansion
Pearland Economic Development Corporation
Pearl Land, Texas

The grant program was designed to provide relief funds to qualified local businesses that suffered losses not covered by insurance and government-assistance programs. Items usually not covered include the repair or replacement of signs, parking lots and building exteriors. The grant program was open to for-profit firms that had been in business in Pearland for at least one year, employed two or more full-time workers and provided proof of annual sales ranging from $100,000 to $5 million. The maximum grant amount per eligible business totaled $5,000. All grants were available on a first-come, first-served basis. Businesses receiving grants must remain in operation in Pearland for a period of three years or be subject to repayment. All applications were reviewed by a grant committee. Applications were accepted through Dec. 31, 2008.

HONORABLE MENTION
Project GE Aviation
West Chester Township
West Chester, Ohio

General Electric Company, operating as GE Aviation consolidated three separate facilities (two located outside of West Chester Township) into one office campus totaling 403,000 square feet entirely within West Chester Township, Ohio to realize better operating efficiencies. This combined facility now houses 1,400 full-time employees. GE Aviation considered multiple sites in Ohio and Kentucky. Duke Realty invested $40 million to construct two class A office buildings and GE Aviation invested an additional $15 million in personal property. GE Aviation decided to consolidate at the West Chester site due to a creative and highly competitive incentive package consisting of a property tax exemption through the Ohio Enterprise Zone Program and the creation and implementation of a Joint Economic Development District (JEDD) which will create an additional $1.4 million in tax revenue annually. In a regional collaborative effort, West Chester has partnered with two other Ohio communities to administer the JEDD.

The West Chester Community Development Department provides a full-service, one-stop shop for residents and businesses conducting zoning, planning, and economic development activities. West Chester Township has become an employment center and job growth leader in the northern Cincinnati area with over 3,000 businesses and 50,000 employees.

ENTREPRENEURSHIP

POPULATION GREATER THAN 200,000

CATEGORY WINNER
Madrid Emprende’s Business Incubators Network
Madrid Emprende Madrid City Council Economic Development Agency
Madrid, Spain

Madrid Emprende’s Business Incubator Network is an integrated and complementary structure made of seven interrelated incubators centers (new and refurbished buildings), offering more than 60 positions to pre-incubate new business projects at the gestation phase and 150 offices to host new companies during their first two years of life (possible extended to 3). In addition, there is an array of shared services and areas.

Our actual or potential entrepreneurs are given access to an efficient and comprehensive technical network offering a variety of services ranging from advice prior to company incorporation, specific advice tailored to each company during its period in the incubator, an on-going training plan, administrative services to help deal with the company registration process, access to valuable databases of business opportunities and other information, and an endless list of possible synergies arising between companies, enabling them to boost their competitiveness and chances of success.
To meet the needs of our companies in a specialized way, we have brought together various social agents representing sectors of the economy or business groups we consider to be priorities for reactivating Madrid’s business fabric overall. This public-private formula entails the involvement of civil society in the management of the network.

HONORABLE MENTION
EnterpriseCORP
Greater Louisville Inc. EnterpriseCorp
Louisville, Kentucky

GLI’s ENTERPRISECORP is the enterprise development arm of Greater Louisville Inc. - the Metro Chamber of Commerce. Our mission is to dramatically increase the number and quality of fast-growth companies headquartered in our region – companies that create the vast majority of new wealth, new revenue and new jobs.

Serving a diverse portfolio ranging from technology start-ups to mature companies in traditional industries, the ENTERPRISECORP team helps entrepreneurs with potential for fast-growth fund and run their companies. At the core of our organization is a proven set of Client Solutions that help companies accelerate their growth rate:

- Start Up Assistance
- Technology Commercialization
- Private Equity Funding
- Business Advising

In addition to providing direct-to-client services, we also work to build and protect the entrepreneurial infrastructure of Greater Louisville. We advocate on behalf of the entrepreneurial community, publish reports on the regional state of entrepreneurship and sources of funding, and host events and administer programs that garner exposure and funding for fast-growth businesses.

HONORABLE MENTION
Microenterprise Development – Capacity Building Programs
Georgia Micro Enterprise Network, Inc.
Atlanta, Georgia

The Georgia Micro Enterprise Network (GMEN) is a private, not-for-profit organization established in June 1997 and dedicated to making a difference in the economic development of Georgia (www.georgiamicroenterprise.org). The community collaboration for GMEN started in 1994. The organization serves as a statewide industry resource for providing training, technical assistance, regranting, and advocacy for the development of microenterprises in Georgia. GMEN is one of 36 statewide microenterprise associations in the United States.

GMEN’s services are targeted to Georgia microenterprise organizations (MDOs), microenterprise practitioners, and microenterprise supporters. GMEN has provided support to over 45 MDOs across the state. The guiding principles for GMEN are: business recruitment and attraction; business retention and expansion; and enterprise development. Microenterprise is the largest and fastest growing of all new businesses. It is a business with five or fewer employees, small enough to require initial capital of $35,000 or less; the average microloan in Georgia is about $7,000.

The focus of the capacity building program was development of a process to support microenterprise organizations’ in meeting minimum industry standards for organizational, functional, and numerical performance for providing business start-up and business growth services to microenterprises. This process focuses on the development, replicability, and transferability of approach for service delivery by microenterprise development service providers.

POPULATION LESS THAN 50,000

CATEGORY WINNER
Inventors and Entrepreneurs Club
Juneau County Economic Development Corporation
Camp Douglas, Wisconsin

Juneau County Economic Development Corp (JCEDC), under the leadership of Terry Whipple, Exec Director, developed a model for the Nation’s first Inventors & Entrepreneurs Club (I&E Club). The Club concept was to foster a culture of innovation and entrepreneurship at the grassroots level and bring
together inventors, entrepreneurs, investors and resources so that all the talents needed to create a successful business are involved. By focusing efforts on nurturing business enterprise growth from within the region, the local economy becomes less susceptible to volatility of the larger U.S. economy and more able to grasp new opportunities and new niches as the environment changes. This grass roots effort has become a feeder system to all state and local resources. It has proven to be an extremely efficient, cost effective program and has been replicated across the country.

NEIGHBORHOOD DEVELOPMENT INITIATIVES

POPULATION GREATER THAN 200,000

CATEGORY WINNER

Neighborhood Business District Improvement Program
City of Cincinnati – Department of Community Development
Cincinnati, Ohio

The City of Cincinnati’s Neighborhood Business District Improvement Program (NBDIP) is a grassroots competitive grant program for community development corporations and business associations in City’s urban neighborhoods. Examples of NBDIP projects include public improvements such as road and pedestrian improvements, streetscapes, public parking lots, gateways, and redevelopment plans. Funds can also be used for private purposes such as facade grants, signage, awnings, building renovation, site acquisition and clearance, and site-specific planning.

HONORABLE MENTION

Allegheny Together
Allegheny County Economic Development
Pittsburg, Pennsylvania

Allegheny County Economic Development (ACED) is the public development office responsible for the southwestern Pennsylvanian county that contains Pittsburgh. Allegheny Together is an effort of ACED to help revitalize neighborhood business districts through community based planning and organizing activities. Retention of existing businesses, preservation of historic architecture, design of the built environment, and repositioning downtown as the center of community life are all major foci of the program and the committee structure of the municipally-backed organization reflects this. Capital improvement programs for streetscape design, engineering and construction and façade improvements are available to communities that complete the planning and organizing process, and craft annual action plans for their community business district. Currently, 6 of over 45 eligible communities are working in various stages of the program with an additional 2 coming online this fall. Demand for the program continues to grow as the successes of program members are shared throughout the county.

HONORABLE MENTION

Joint Venture in Neighborhood Development
Entergy New Orleans, Inc.
New Orleans, Louisiana

The JVND project was created to help assist the Gentilly Civic Improvement Association (GCIA) address the community’s most basic needs in order stimulate repopulation, retail development, critical infrastructure improvements and repairs, schools, public safety, etc in the aftermath of Hurricane Katrina. GCIA consists of the presidents of 22 separate neighborhood associations which collectively represents one of the largest residential sections of New Orleans. Gentilly’s pre-Katrina population was over 70,000 residents, post-Katrina the population dropped to less than a third of its pre-storm numbers!

Entergy employees that were officers and active in GCIA approached me to determine how the Company could help the organization given that there was a lack of direction, focus and priorities. It was clear that GCIA had already made a significant accomplishment in organizing its neighborhood and leadership, missing was an actionable plan with a limited number of short term and long term priorities that 22 Presidents could agree to and pursue. Entergy identified a successful community development professional with track record of helping communities (not neighborhoods) organize, plan and take action reach their objectives. Entergy made a presentation
at a GCIA Board meeting introducing and offering the services of Dr. Marilyn Cantwell to help them—GCIA voted unanimously to pursue a strategic planning effort with Entergy and Dr. Cantwell’s assistance. After more than a 6 month series of planning sessions GCIA collectively identified 2-3 short and long term objectives along with an actionable plan for each.

As a result of this effort GCIA successfully formed a charitable not-for-profit to fund their initiatives, attracted Holy Cross High School to the area, secured a $500,000 grant for affordable housing and have increased their population to over half the pre-Katrina numbers.

**POPULATION LESS THAN 50,000-200,000**

**CATEGORY WINNER**

**The Village at Market Creek**
Jacobs Center for Neighborhood Innovation
San Diego, California

The Village at Market Creek transforms 45 blighted acres at the heart of the Diamond Neighborhoods of southeastern San Diego into a bustling commercial and residential district built on the extraordinary multicultural strength of its residents. The Village turns untended, underutilized properties into something of value through a process that builds community capacity, and then harnesses that value for community benefit. Economic and social goals go hand-in-hand: building the social wellbeing of the neighborhoods; fostering the creation of business, jobs, and community wealth; and supporting the enhancement of physical assets in The Village. The Village includes commercial, cultural, and residential projects that are planned, designed, built, managed, serviced, and owned by the community. Plans for The Village include 1.9 million square feet of new construction, including 350,000 sq. ft. of commercial space, 800 new jobs, and 800 homes.

The Village is being developed through a partnership between the Jacobs Center for Neighborhood Innovation (JCNI) and more than 3,000 community residents. JCNI is a non-profit foundation committed to the premise that residents must own the plans, process, and assets of change in their community for change to be meaningful and sustainable. JCNI works comprehensively at the intersection of social, economic, physical, and civic strategies to support residents in creating community change.

**HONORABLE MENTION**

**The Phoenix Project**
CityWide Development
Dayton, Ohio

The Phoenix Project is a public-private partnership investing millions of dollars for neighborhood redevelopment activities in the greater Fairview neighborhood of Dayton, Ohio. Partners in this effort are the City of Dayton, Good Samaritan Hospital (GSH), the Fairview Neighborhood Association and CityWide Development, the project manager.

Important partnerships have been established with the Dayton Police Department, the Department of Recreation and Youth Services and other youth serving agencies, and Dayton Public Schools (DPS) to enhance the quality of life for the area’s youth and families. Crime in the community is down 45% and neighborhood organization and resident involvement has grown. The centerpiece of this project, known as Fairview Commons, will create a new civic space integral to this urban neighborhood linking public amenities (Pre K-8 school, park and pool) to new and renovated housing currently under construction.

CityWide Development Corporation is a private, nonprofit development firm which offers a full range of services including financing for economic development, housing activities, venture capital, site location, financial analysis, and federal and state financial assistance.
HUMAN CAPITAL

POPULATION GREATER THAN 200,000

Investing in Portland’s Future

PORTLAND DEVELOPMENT COMMISSION

CATEGORY WINNER
Portland, Oregon’s Economic Opportunity Initiative
City of Portland Bureau of Housing and Community Development
Portland, Oregon

The Portland Economic Opportunity Initiative is an income building program for very low income multi-barriered populations. Portland’s Initiative currently funds 34 community-based projects to provide three years of holistic workforce or microenterprise assistance with supportive services to specific target populations. More than 2,600 residents are enrolled in these projects. Every participant’s income is tracked either quarterly (workforce) or semi-annually (microenterprise) to assess the progress of each participant and project. This Initiative is a holistic, outcomes-based program with the goal of increasing participants incomes by a minimum of 25% in three years. In the last recession program year, 08/09, there were 324 successful graduates. The Initiative met 82% of its goals for successful completion that year with an average graduation wage of $15.29 for formerly homeless, ex-offenders, disabled, illiterate and foreign-born and other disadvantaged populations. Most enrolled unemployed, all were very low income. Microenterprises graduating increased their annual revenues by an average 245%.

HONORABLE MENTION
InternHere.com

Connecticut/Western Massachusetts

InternHere.com is a free, locally-based website designed to connect local employers in Connecticut and Western Massachusetts with college students looking for an internship experience in the region. Launched in 2005 by Connecticut Governor M. Jodi Rell and Massachusetts Undersecretary of Economic Development Renee Fry and run by a volunteer group of economic development, business and education leaders, InternHere.com has served more than 1,000 employers and 10,000 students. The web site is funded by the Northeast Utilities System and the Connecticut Office of Workforce Competitiveness, and supported by organizations such as the Connecticut Business & Industry Association (CBIA), Travelers, Fuscient and the Connecticut Economic Resource Center, Inc. Visit www.InternHere.com for more info.

POPULATION 50,000 – 200,000

WAYNE COUNTY
NORTH CAROLINA
DEVELOPMENT ALLIANCE, INC.

CATEGORY WINNER
Human Capital Program
Wayne County Development Alliance, Inc.
Goldsboro, North Carolina

Wayne Occupational Readiness Keys for Success (WORKS) initiative was created in 2006 by a group of concerned professionals in workforce and economic development. From the time of its inception to present day, this initiative has seen unprecedented success. Wayne County currently ranks #1 in the state for Career Readiness Certificates awarded and has solidified its place as a true innovator in workforce development.

The mission of the WORKS (Wayne Occupational Readiness Keys for Success) Initiative is to develop and market a skilled workforce for Wayne County by facilitating communications and collaboration between stakeholders, assessing workforce needs/gaps, supporting local, regional and state initiatives, and securing adequate workforce development funding. By bringing together the key stakeholders in economic and workforce development in the county, WORKS creates an innovative approach to building a skilled workforce. This partnership facilitates the integration of WORKS into all arenas. The result is a work-ready Wayne County.

The Wayne County Development Alliance, key to the development of the WORKS initiative, is a cooperative public/private, non-profit organization providing the lead in economic development initiatives for the advancement of Wayne County and its citizens through the creation of meaningful jobs and purposeful capital investments.
CATEGORy WINNER
Stop Your Commute Campaign
Winchester-Frederick County EDC
Winchester, VA

The Stop Your Commute Campaign was developed by the EDC in 2006 to educate the commuting population about their true cost of commuting. The campaign was the result of a comprehensive workforce survey which showed that many outf-commuters were unaware of their actual cost of commuting and the pay adjustment they could afford to take in accepting a job locally. In response, the EDC launched www.stopyourcommute.net featuring a cost of commuting calculator, allowing residents to input their personal commuting variables and obtaining their annual cost of commuting. The site also features testimonials from ex-commuters, now happily working closer to home, and links to job listing sites for the area. Unique visitors to the campaign’s principle awareness tool—www.stopyourcommute.net—have increased each of the campaign’s three years in existence.

RESPONDING TO GLOBALIZATION

POPULATION GREATER THAN 200,000

CATEGORy WINNER
21st Century Palm Beach County Strategic Economic Development Plan
Palm Beach County
West Palm Beach, Florida

The 21st Century Strategic Economic Plan is a system of 36 public private partnerships. The partnerships are designed to attract global trade and investments to Palm Beach County and to position our “Place” as a prototype for communities of the future. Implementation of the global plan is described through a review of accomplishments and an overview of recent economic overtures, global business projects, near term actions for Palm Beach County and key economic policy issues and directions. Highlights include the $190 million Max Planck Institute expansion, creation of an Inland Port linked to the Panama Canal expansion, six (6) European Trade MOU Agreements signed, a virtual
consular corps enabled, and establishment of a Global Capital Market Group to harness international wealth for Palm Beach. The 21st Century plan serves as a point of reference for local discussions on economic, social and related issues taking place.

HONORABLE MENTION
Midwest-China Hub Commission
St. Louis County Economic Council
St. Louis, Missouri

Since 2007, St. Louis County Economic Council, in cooperation with St. Louis City and St. Louis County, Missouri officials, and entrepreneurs collaborated to establish an economic partnership with China. These efforts resulted in the creation of the Midwest-China Hub Commission on January 26, 2009. Dubbed “The Big Idea,” the Commission proposes the St. Louis region become China’s primary gateway into the American Heartland through dedicated cargo flights connecting St. Louis with China. This will improve St. Louis and the Midwest, as well as its business’ ability to cooperate and compete globally. Considering the progress made since its inception, the level of bi-partisan and financial support received, and the amount of attention garnered both domestically and internationally, the Midwest-China Hub Commission is a project that is leading the way in formulating St. Louis and the region’s response to global challenges in the 21st century.

SUSTAINABLE AND GREEN DEVELOPMENT

POPULATION GREATER THAN 200,000

CATEGORY WINNER
San Jose Green Vision
City of San Jose – Office of Economic Development
San Jose, California

San Jose’s Green Vision set 10 ambitious goals for environmental protection and economic development. This 15-year plan envisions: creating 25,000 Clean Tech jobs; building or retrofitting 50 million square feet of green buildings; installing 100,000 solar roofs (1/10 of Governor Arnold Schwarzenegger’s 1 million solar roofs for California initiative); reducing per capita electricity use by half; becoming a zero waste city; recycling and reusing 100 percent of the city’s water; and moving to 100 percent renewable energy. For more information, visit www.sanjoseca.gov/greenvision/.

HONORABLE MENTION
Mueller Redevelopment
City of Austin
Austin, Texas

The City of Austin has a history of innovation in green development, demonstrated by the groundbreaking Austin Energy Green Building program and the planning of Mueller, which early on was envisioned as a sustainable community. The award-winning Mueller master plan is the culmination of decades of planning efforts by visionary neighbors and citizens.

Mueller, one of the nation’s most notable new-urbanist communities, is a joint project of Catellus Development Group and the City of Austin located three miles from the central business district. The 700-acre site of Austin’s former airport is being transformed into a diverse, sustainable, compatible, and fiscally responsible community. Mueller utilizes a dense urban pattern; requires stringent green building standards for commercial and residential buildings; protects the night sky, air quality, and the watershed; and mitigates the urban heat island. The project features an on-site pioneering power plant and one of the first urban restorations of the endangered Blackland Prairie ecosystem.

Upon completion, Mueller will feature at least 4,900 residences, a mixed-use town center, nearly four million square feet of commercial and retail space, 140 acres of parks, and Dell Children’s Medical Center, the first U.S. Green Building Council LEED Platinum Acute Care Center in the world.
**HONORABLE MENTION**

*The Serengeti, Tanzania: A Business Plan and Sustainable Tourism Model for the Number One World Heritage Site*

Hart Howerton, Ltd. & The Frankfurt Zoological Society
San Francisco, California

The Serengeti is among the most precious ecological sites in the world. So spectacular are the wildlife here that UNESCO has named it the “Number One” most crucial natural World Heritage Site.

The region today faces growing man-made and natural threats, yet the Tanzanian government has lacked the critical revenue streams to protect it and effectively administer this extraordinary asset. The need for a well-funded sustainable economic strategy has become essential.

Since 2007, Hart Howerton have leveraged their expertise in sustainable tourism and sensitive international development strategies to guide the stakeholders of the Serengeti in the formation of an economic development strategy. Working in partnership with authorities and landowners, zoologists and herdsmen, Hart Howerton have led a successful effort to develop an innovative, long-term economic development solution that treats the biodiversity as the core asset. An economic model that generates income from high-value low-impact tourism allows a dramatic increase in revenue for the authorities, who then feed the monies into protection and preservation of the Park, as well as for broader economic development efforts. Hart Howerton continue to shape the policy to affect change in Tanzania, as the Cabinet and Ministry are working alongside the Team continuing to refine and implement these ideas.

**CATEGORY WINNER**

*Rialto Regional Biosolids Processing Facility*

City of Rialto
Rialto, California

The Rialto Regional Biosolids Processing Facility was constructed by Enertech Environmental, Inc. in partnership with the City of Rialto and the Redevelopment Agency of the City of Rialto. The project was conceived as a public service, environmental remediation and economic development project.

The Facility accepts biosolids (i.e. sewage sludge) from sewer agencies throughout Southern California, including Rialto, and converts the waste product to a renewable fuel source that produces no carbon dioxide emissions. The Facility produces a series of economic benefits for its host city in the form of new tax revenues, land lease payments, and profit sharing opportunities. The Facility also caused the clean closure of an abandoned municipal landfill, and eliminated an unfunded liability for the City.

EnerTech Environmental, Inc. is an Atlanta based renewable energy company dedicated to protecting public health and the environment through the development and commercialization of clean combustion technologies for biosolids and other organic wastes. EnerTech’s patented SlurryCarb™ process cleanly and economically converts high-moisture wastes into a high-grade renewable fuel, with significant cost savings over alternative options for waste disposal.

**HONORABLE MENTION**

*Institute for Sustainable Development*

Chapel Hill – Carrboro Chamber of Commerce
Chapel Hill, North Carolina

The Institute was founded by the Chapel Hill-Carrboro Chamber of Commerce, the Foundation for a Sustainable Community, the Duke Center for International Development (DCID), the Fenwick Foundation and the University of North Carolina’s...
Center for Global Initiatives and School of Social Work.

The Institute was founded in July of 2007 and is a first-in-the-nation partnership between a private university, a public university, business leadership organizations focused on promoting sustainability and sustainable development.

The mission of the Institute is “to capture, create and transfer knowledge and application of best practices in sustainability in order to influence sustainable development research, policy, and practice through educational initiatives, networking events, and a certified sustainable metric.”

**POPULATION LESS THAN 50,000**

**CATEGORY WINNER**

**Webster Goes Green**

City of Webster
Webster, Texas

In an effort to build a more sustainable community—one that is both environmentally and business friendly, the City of Webster, located midway between Houston and Galveston, created the Green Commercial Building Tax Abatement Program designed to foster and reward the development of new commercial buildings that aspire to LEED (Leadership in Energy and Environmental Design) standards. Webster’s first program recipient’s $11 million Gold-LEED 48,000 square foot facility is home to IDEv Technologies, an innovative medical device company that has brought 150 new, high-skilled jobs to the City.

Webster’s Green Commercial Building Tax Abatement Program is not only relevant for most communities but also readily replicated in whole or in part. The program can be expanded to include non-commercial buildings, redeveloped facilities, and more comprehensive “green zones” that prescribe streetscaping, open space, and other environmental or architectural components. In like manner, entities can utilize a green program, such as Webster’s, to establish their own criteria in so far as minimum investment, increase in building cost attributable to LEED certification, and economic incentive.

“Webster Goes Green” represents a progressive, high-impact initiative with excellent media exposure that was created and implemented within two months. As Webster represents the first municipality in Harris County to adopt this novel program, the municipality’s leaders can be credited with progressiveness, environmental awareness, and innovation.

**REAL ESTATE DEVELOPMENT AND REUSE**

**POPULATION GREATER THAN 200,000**

**CATEGORY WINNER**

**BoDo (Boise Downtown)**
Mark Rivers & Capital City Development Corp.
Boise, Idaho

BoDo (Boise Downtown) is a destination life-style retail center adjacent to the downtown core in Boise, Idaho. BoDo is a 4-block adaptive reuse and infill development project that totals 645,000 square feet—over half of which is in converted 19th -century warehouses and the rest is new infill construction. The project brought $62 million of new private investment downtown, in a 9-screen movie theater, a 186-room hotel, office space, new national and local restaurants, retailers, and service tenants. The project is situated in a national historic district and respects the existing historic fabric while adding its own new contemporary vitality. Improvements contributed by the redevelopment agency include new public garage parking, urban plaza open space, public art and streetscape beautification.

**POPULATION 50,000 – 200,000**

**CATEGORY WINNER**

**Market Creek Plaza**
Jacobs Center for Neighborhood Innovation
San Diego, California

Market Creek Plaza illustrates the power of transforming a blighted 10-acre brownfield into opportunity and harnessing the value of land for profound social and economic impact within a community. In 2008, Market Creek Plaza recaptured $42 million of $60 million in economic leakage, opened 206 jobs (69% held by residents), and paid resident investors a full 10% return on their investment.
The Plaza was planned, designed, built, leased, and is now owned and operated by teams of more than 3,000 residents of San Diego’s Diamond Neighborhoods working in partnership with the Jacobs Center for Neighborhood Innovation (JCNI). JCNI is a non-profit foundation that works comprehensively at the intersection of social, economic, physical, and civic strategies to support residents in creating community change. The foundation is committed to the premise that residents must own the plans, process, and assets of change in their community for change to be meaningful and sustainable. Resident ownership of the planning builds vision and hope. Ownership of the process builds skills and capacity. Resident ownership of the asset is what gives people the ability to control and leverage future change.

**ECONOMIC PROGRESS ALLIANCE**

**HONORABLE MENTION**

*Crawford Business Park*

Economic Progress Alliance of Crawford County

Meadville, Pennsylvania

Crawford Business Park, a Brownfield site located in Crawford County, Pennsylvania, is the former site of one of the nation’s first synthetic yarn manufacturing facilities. Established by the Viscose Company in 1929, the complex consisted of approximately 1,400,000 s.f. of space on 305 acres employing 3,000 people. Unfortunately, in 1986 after many years of declining operations, the facility permanently closed its doors. In 1989, Crawford County Redevelopment Authority, ownership predecessor to the Economic Progress Alliance, acquired the complex and created an adaptive reuse plan. This was accomplished by completing environmental remediation and pursuing federal, state, and local funding assistance to renovate the facility. Today, the complex is near full occupancy through leased tenant spaces supporting 25 businesses employing about 900 people. In 2003, a new Greenfield section of the complex known as “Crawford Woodlands” was established to accommodate new construction. There are currently five manufacturing facilities at Crawford Woodlands.

Achieved in 2007, Economic Progress Alliance of Crawford County is the result of two economic development agencies merged together to help galvanize economic development in Crawford County. The organization supports a professional staff with many years of experience completing successful economic development projects and administering loan, grant and business outreach programs.

**RICHARDSON, TEXAS**

**ECONOMIC DEVELOPMENT PARTNERSHIP**

*Home of the Telecom Corridor® area*

**HONORABLE MENTION**

*Richardson Retail Redevelopment Program*

Richardson Economic Development Partnership

Richardson, Texas

Richardson Economic Development Partnership is a joint effort of the City of Richardson (Texas) and the Richardson Chamber of Commerce, which was established over 25 years ago.

**Summary:**

1. Target group of aging shopping centers for the purpose of renovation or remodeling

2. Through a marketing/communications program, attract new ownership for those centers with owners unwilling to make improvements, and attract quality tenants and restaurants,

3. Provide a higher quality shopping and dining experience for those who live and work in Richardson

4. Increase taxable value of centers and create new jobs. Program features included:

   1) Bi-monthly luncheon program, called RECON (Richardson Retail Consulting Group) hosted by REDP for shopping center owners and retail leasing real estate brokers.

   2) Monthly newsletter featured key shopping centers, news about leasing opportunities, recent ED activities impacting retail development, and providing specific contact information to assist brokers leasing efforts.

   3) Serve as point of contact and city’s authority on retail development.

Results: yr end 2008: (1) all 10 of the centers had been renovated or remodeled, (2) New tenants and restaurants, including 50+ new restaurants in 2007-2008, (3) Hundreds of new jobs were created, (4) Value of the centers increased by over $70 million, (5) 8 centers were sold to new owners who were willing to make renovations, (6) 6 centers received City of Richardson Community Revitalization Awards.
POPULATION LESS THAN 50,000

HONORABLE MENTION

Harbor Shores – Building a Foundation for Community Transformation
Cornerstone Alliance
Benton Harbor, Michigan

Harbor Shores is a unique opportunity to revitalize local communities and transform the region from underutilized properties along Lake Michigan’s waterfront to take its place among the hottest vacation destinations in the Midwest.

Well situated in Michigan’s Great Southwest along the shores of Lake Michigan, Harbor Shores has a prime location, ideal for targeting economic development and tourism revenues as a vacation destination. The Harbor Shores project is a 530 acre, mixed use development that spans portions of the City of Benton Harbor, the City of St. Joseph, and Benton Charter Township, all located within Berrien County, Michigan. Total project construction will span approximately 10 years, and is expected to be complete by 2020. The Harbor Shores project will invest $104 million in infrastructure investment and $479+ million of total development investment.

Three non-profit corporations, each with a long standing history in the community, have taken the lead in our redevelopment efforts. In this revitalization effort are Whirlpool Foundation, Consortium for Community Development, and Cornerstone Alliance.

Founded in 1987, Cornerstone Alliance is a non-profit, investor-driven, community and economic development organization focusing on tax base and job creation, with an emphasis on socially and economically distressed areas, facilitating change through partnerships.

PARTNERSHIP AWARDS

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.

PUBLIC-PRIVATE PARTNERSHIPS

POPULATION GREATER THAN 200,000

CATEGORY WINNER

Fountain Square: Public-Private Partnership for Downtown Revitalization
Cincinnati Center City Development Corporation and HR&A Advisors, Inc.
New York, New York

Established in the 1870s. Fountain Square is the traditional heart of Cincinnati. By the end of the twentieth century, however, its poor design, lack of programming and insufficient management structure caused the square to be a void in the downtown. The square had become so unwelcoming that its historic Tyler Davidson Fountain, a significant Cincinnati tourist attraction dedicated in 1871, had become a drive-by tourist site. This one-time center of Cincinnati life had become a barrier to downtown revitalization.

In 2004, the Cincinnati Center City Development Corporation (3CDC) in partnership with the City of Cincinnati began a two-year, $49 million renovation for Fountain Square. Outdated skywalls were removed, new granite pavers and new planting beds were laid, the Tyler Davidson Fountain was moved to the heart of the plaza, and major improvements were made to the 635-space underground parking garage. Moreover, 3CDC and the City entered into a public-private partnership agreement for the ongoing programming and maintenance of this rejuvenated city center.

POPULATION 50,000 – 200,000

CATEGORY WINNER

Village West
The Unified Gov’t of Wyandotte County
Kansas City, Missouri

In April 1997, the voters of Wyandotte County/Kansas City, Kansas merged local governments and created the Unified Government (UG). Simultaneously, new leadership launched a bold public/private initiative intended to dramatically transform economic underpinnings of the community. The result is a highly successful tourism, retail and entertainment district with a NASCAR speedway and Cabela’s and Nebraska...
Furniture Mart as retail anchors. The UG retained Zimmer Real Estate Services, L.C. as the master developer to represent its interests during planning, development, contract negotiations and management of the district.

The Kansas Speedway opened in 2001 with 75,000-seat racetrack on 1,100 acres. Village West followed on the remaining 400-acres, including the Legends shopping center with 35+ restaurants and food stores; 60+ retailers; hotels and entertainment venues. Village West and the Kansas Speedway bring eight-to-ten million visitors each year; stimulating economic activity and benefiting state and local communities. Village West was created to capitalize on the catalytic effects of STAR Bonds and other legislation. At the current rate, bonds will be retired in less than three-quarters of the time which will redirect sales tax revenues. Village West renewed interest in Kansas City, Kansas and created a diversified tax base that allows the community to flourish.

HONORABLE MENTION

**The Garden**
The Area Development Partnership
Hattiesburg, Mississippi

The goal of The Garden, or Innovation and Commercialization Park, is to facilitate and accelerate innovation in a dynamic, entrepreneurial environment, featuring world-class facilities that include classified security areas, state-of-the-art research equipment and laboratories, business development support services, shared resources access, tenant office space, and commercial property development sites.

As a partnership with The University of Southern Mississippi, the Area Development Partnership serves as the basis for the developing of funds, organization and planning of the Garden. The Area Development Partnership is the acting chamber of commerce, economic, community and cultural development organization for Forrest, Lamar and Perry Counties, the City of Hattiesburg and the City of Petal in Mississippi. The Area Development Partnership works toward stimulating economic growth and enhancing quality life for all area citizens.

HONORABLE MENTION

**Business Start-Up Partnership**
City of Clovis
Clovis, California

This project is a public-private partnership that broadened economic development in Clovis from attraction of new business to include the creation and incubation of new businesses. Lawrence Ventures, the City of Clovis and the Central Valley Business Incubator (CBVI) have formed a unique partnership at the Clovis Research and Technology Business Park.

The City of Clovis adopted the Economic Development Strategy in 2004. The strategy called for a focus on business start-up. City staff and Council firmly believed that business start-up provided the best opportunities for job generation. Businesses that started in Clovis were less likely to leave when they became successful and expanded.

The City developed the 180-acre Research and Technology Park. Lawrence Ventures created the concept of CargoBay: a 130,000-square foot facility that provided 52 executive offices with furniture, telephone and Internet, storage facilities, conference rooms, common administration, eBay studio, shipping and receiving, and break rooms. This generated two more facilities—OfficeBay and VentureBay—with approximately 250 employees, $16.75 million in investment, and 161,770 square feet of work space. Lawrence Ventures provides space, technology, and infrastructure; Central Valley Business Incubator provides entrepreneurial guidance, assistance, support; and the City of Clovis provides licensing, expansion support, and marketing assistance.
**AWARDS**

**POPULATION LESS THAN 50,000**

**CATEGORY WINNER**
**Harbor Shores – Building a Foundation for Community Transformation**
Cornerstone Alliance
Benton Harbor, Michigan

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**PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS**

**POPULATION GREATER THAN 200,000**

**CATEGORY WINNER**
**Florida High Tech Corridor Council**
Maitland, Florida

The Florida High Tech Corridor Council represents not only a partnership with educational institutions, but truly a partnership combining the academic and research strengths of three educational institutions to grow high tech industry and the workforce to support it along the 23-county Florida High Tech Corridor. Established by the Florida Legislature in 1996, FHTCC is a partnership of the University of Central Florida (UCF), the University of South Florida (USF) and the University of Florida (UF). Together, the universities leverage research, marketing and workforce development resources in collaboration with 25 economic development organizations and 14 community and state colleges.

By establishing a Matching Grants Research Program, the Council’s aim was to attract industry research dollars that would otherwise go out-of-state, expose students to real-world research and industry leaders to outstanding student researchers who might become future employees. As well, the Council was created to align naturally competitive local economic development groups into a force for regional economic growth. Finally, recognizing that workforce development includes both an early approach to career selection and meeting the needs of employers for certificate-level employees, as well as college graduates, the Council was devised to establish a broad coalition for workforce development.
University Park Alliance
Akron, Ohio

University Park Alliance (UPA) is a multifaceted effort to transform the 50-block University Park neighborhood surrounding The University of Akron (UA). Through engaging the community and leveraging private investment, UPA is working to revitalize the neighborhood as a vibrant urban community. The shared vision of the partnership for this vitally important neighborhood is to create a mixed-use environment that blurs the boundaries between the university and the neighborhood, is pedestrian friendly, highly diverse, and innovatively integrates health and learning throughout. UPA was established through a major grant from the John S. and James L. Knight Foundation and is comprised of partners including The University of Akron, City of Akron, Summa Health System, Akron Beacon Journal, Akron Children’s Hospital, Akron General Health System, Akron Metropolitan Housing Authority, Greater Akron Chamber, Akron Public Schools, and University Park Development Corporation.

Ontario Technology Corridor (OTC)
OCRI (Ottawa Centre for Research and Innovation)
Ottawa, Ontario, Canada

The Ontario Technology Corridor (OTC) was formed six years ago, creating Canada’s largest Information Communications Technology (ICT) cluster representing the province of Ontario’s top three ICT clusters – Ottawa region, Greater Toronto Area and Waterloo region. This initiative has evolved into a strong, cohesive and strategic partnership among five communities, recently welcoming Niagara and London into the partnership, and the federal and provincial governments working together with private sector partners to promote the ICT and digital media/gaming attributes of the corridor. The OTC is fast becoming a model for “co-opitition” creating an environment where communities that normally might act independently as competitors are able to work together to leverage complementary strengths and achieve a common benefit.

Leading the way for Ottawa, OCRI is the city’s economic development agency. OCRI brings business, education, research and talent together to create the winning economic conditions that allow Ottawa’s knowledge-based companies to thrive locally and compete globally. With over 720 members including start-ups, SME’s, multinationals, research laboratories, academic institutions and government, OCRI promotes sustainable economic development to maintain our high quality of life. For more information on OCRI, visit our website at www.ocri.ca and for more information on the Ottawa Region please visit www.ottawaregion.com.

City of El Paso Supplier Development Program
City of El Paso Economic Development Department
El Paso, Texas

The City of El Paso Supplier Development Program is designed to create opportunities, foster networking and improve business relations for local suppliers in El Paso, Texas, southern New Mexico and Ciudad Juarez, Mexico. The project includes an outline supplier database with technical information and outreach program to manufacturers in the Juarez maquila industry.

Bowling Green Area Chamber of Commerce
Bowling Green, Kentucky

In July 2008, the Bowling Green Area Chamber of Commerce announced its menu of services program for the South Central Kentucky region. This program is designed to ensure that every county in the region is served by either their own economic development
AWARDS

professional or by the Bowling Green Area Chamber of Commerce because the Chamber recognized that those counties that did not have economic development professionals were behind the rest in terms of representation and readiness for industry projects, and economic and job growth.

POPULATION LESS THAN 50,000

Purdue Research Foundation

West Lafayette, Indiana

In 1993 the 725-acre Purdue Research Park, under the guidance of the Purdue Research Foundation, embarked upon the development of a business incubation program created to provide support and services for early-stage firms. The idea was to streamline the vital link between product research and commercial application.

Since 1993, PRF has successfully expanded the Park in West Lafayette, Ind., which now serves more than 160 companies and about 3,100 employees, making it the largest university-affiliated incubation facility in the nation. The award-winning 725-acre park has become a model for other technology parks around the country.

The West Lafayette incubation model that fueled the success of the Center has been effectively applied to three new regional incubators across Indiana:

- Purdue Technology Center of Northwest Indiana
- Purdue Technology Center of Indianapolis
- Purdue Technology Center of Southeast Indiana

These facilities have a statewide network of technology-based business incubators with more than 450,000 square feet dedicated to creating a dynamic entrepreneurial business environment, attracting high-technology companies and launching new startups. We’ve expanded our scope as well as our reach by providing our industry-leading amenities and services to every company within our parks resulting in accelerated business growth and economic progress across Indiana.
# 2009 Awards Judges

The International Economic Development Council would like to thank the following 2009 Awards Judges for their participation:

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<th>Name</th>
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<td>Patrick Barker, CEcD</td>
<td>Winchester-Frederick County EDC</td>
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<td>Cheree Boteler</td>
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<td>Jim Bowman</td>
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<td>Dyan Brasington, CEcD, FM,</td>
<td>Towson University</td>
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<td>Anya Codack</td>
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<td>Betsy Fields, CEcD</td>
<td>Town of Leesburg</td>
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<td>Tom Flynn</td>
<td>Thomas Point Associates, Inc.</td>
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<td>Vernon George</td>
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<td>Ed Gilliland, CEcD</td>
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<td>Lynn Haskin</td>
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<td>Jennifer Ives</td>
<td>Arlington Economic Development</td>
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<td>Cinda Kelley</td>
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<td>Dolores Key</td>
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<td>Debbie Kurtz</td>
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<td>Stuart Litvin, CEcD</td>
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<td>Bernie McShea</td>
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<td>Julie Meadows</td>
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<td>Janet Miller, CEcD, FM</td>
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<td>Dorri Morin</td>
<td>Loudoun County Economic Development</td>
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<td>Sarah Roberts</td>
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<td>Larry Rosenstrauch</td>
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<td>Sally Sternbach</td>
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<td>Catherine Timko</td>
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American City & County is designed to serve as a clearinghouse of information about issues of interest to local government leaders, both elected and appointed. Its focus is broad enough to encompass the concerns of the administrative officials who are charged with the making of policy and operational professionals who must implement that policy. Coverage areas include streets and highways, public transportation, solid waste collection and disposal, water supply, wastewater collection and treatment, public safety, urban revitalization, public finance, parks and recreation, government technology and buildings and grounds maintenance.

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Over the last 38 years, Business Facilities has established itself as a leading full-service media brand specializing in corporate relocation, expansion, and consolidation. Through our monthly magazine, e-mail newsletters, news portal, and our award-winning LiveX-change event, Business Facilities has created a dynamic community for C-level executives and economic development organizations. Each of the brand’s channels educates corporate executives from all major industries on issues related to choosing the best location for their growing companies, giving economic development organizations a comprehensive marketing outlet and tremendous reach into the corporate marketplace.

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ERA is an international consulting firm providing research, applied economic analysis, and strategic planning services to a wide range of clients for over 50 years. ERA understands urban growth and development economics. We help create the economic and policy framework for urban plans and redevelopment projects, real estate development initiatives, and growth and economic-development strategies. The firm has 140 employees in 10 offices. We have completed nearly 18,000 assignments. In late 2007, ERA joined AECOM, a global leader in professional and management services involving all aspects of the built and natural environment.