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, September 27 from 6:30 P.M. – 9:00 P.M. at: The Ohio Statehouse, 1 Capitol Square, Columbus, OH 43215.

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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 Development Professional 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

This 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.

David P. Rumbarger, Jr., CEcD
President & CEO
Community Development Foundation
Tupelo, MS

David P. Rumbarger serves as president/CEO of the Community Development Foundation (CDF); a position he has held since August, 2000. CDF is a 60-year-old comprehensive economic development organization comprised of the Lee County Council of Governments, Tupelo Area Chamber of Commerce, the Renasant Center for IDEAs incubator, and Lee County’s industrial parks, industrial buildings, and economic development program.

Under his leadership, Tupelo/Lee County was ranked the #1 Small Market in the U.S. for 2008 by Southern Business and Development Magazine and #2 in 2006 and #3 in 2007 in the U.S. by Site Selection for micropolitan projects, capital, and job growth. He is the team leader for the location of the Toyota Prius plant located at the Wellspring Project Site in Pontotoc, Union, and Lee Counties. In December 2008, he led the team to retain the 1200 person Cooper Tire and Rubber plant and helped the U.S. Foreign Trade Zone #158 to remove the textile tariff for area furniture manufacturers saving some 950 furniture jobs.

Prior to CDF, David was president and chief operating officer of Conway Data. Previously, he was with Progress Energy as vice president of sales and service. In that role, he was responsible for more than $1.3 billion in direct electric sales. His past work experience includes a stint as president/secretary with the Area Development Partnership in Hattiesburg, MS in the nineties. He also served as a member of the governor’s cabinet in Alabama and directed the Alabama Department of Economic and Community Affairs. His career in economic development began at Alabama Gas Corporation in 1984.

Mr. Rumbarger completed his undergraduate studies at Auburn University where he received a Bachelor of Science degree in public administration in 1982. He completed Duke University’s advanced management program in 1999 and holds a masters degree in Economic Development from the University of Southern Mississippi. He received his Certified Economic Developer (CEcD) in 1989 from the International Economic Development Council.

David serves on a variety of boards including Yocona Area Boy Scout Council and CREATE Foundation.

William Sproull
President & CEO
Richardson Chamber of Commerce, Metroplex Technology Business Council and the Richardson Economic Development Partnership
Richardson, Texas

Sproull is President and CEO of the Richardson Chamber of Commerce, Metroplex Technology Business Council, and the Richardson Economic Development Partnership. This unique and complex set of organizations that he runs has two separate Board of Directors and a City Council to whom he reports.

He has led the revitalization of Richardson’s tech-based economy by focusing on diversification and technology start-ups. Sproull is credited with bringing two of the largest economic development projects announced in the U.S. to Richardson: a 5,000 employee Countrywide Financial operation in 2004 and a $3 billion Texas Instruments semiconductor factory in 2003. He also helped lead a statewide
coalition that got legislation passed in 2005 to create the Texas Emerging Technology Fund, a half-billion investment fund.

Previously, he held the senior economic development positions at the Greater Dallas Chamber, the McKinney Economic Development Corporation, and at the EDC of Kansas City, Missouri. Sproull is a graduate of Baylor University, where he received a BA degree with a double major in Economics and Political Science.

Sproull is on the Boards of Directors of the International Economic Development Council, the University of Texas at Dallas Development Board, and the North Texas Commission. He was re-appointed by Texas Governor Rick Perry in 2009 to the Board of the Texas Emerging Technology Fund for his third, two-year term and serves as Vice-Chair.

Sproull’s industrial recruitment experience was recognized by the editors of Site Selection magazine when they selected the $3 billion Texas Instruments project as the Top Development Deal nationally of 2003, and in 1996 when he was recognized for the establishment of Blockbuster’s 818,000 square-foot North American Distribution Center in McKinney. His teams have been selected three times by Site Selection as one of the top 10 development groups in the U.S. in 1994, 1997, and 2004. He is also a two-time recipient of the American Economic Development Council’s “Best of Class” marketing award.

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 have inspired other communities. The designation may be granted to a retiree in recognition of his or her advancement of the profession and the aims of IEDC.

Kenneth Dobson, FM
Senior Vice President
Kensley Eco-Development Company
Sylvania, OH

Kenneth 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.

He has developed a 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 over 10 years. He served as an adjunct associate professor and director of several innovative sustainable community economic development programs and educational training experiences. In addition to his academic responsibilities, Mr. Dobson is the Senior Vice President of the Kensley Eco-Development Company, a consulting company that 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 also was recognized as a Fellow Member (FM) by IEDC in 2009. He serves on the IEDC Board of Directors, University Economic Development Association (UEDA) Board of Directors, Northwest Ohio Green Building Council (NWOGBC) Chapter of the U.S. Green Building Council (USGBC), and is a member of the USGBC Corresponding Committee on LEED for Neighborhood Development (LEED-ND).

New Economic Development Professional of the Year

The New Economic Development Professional of the Year award recognizes outstanding achievements by young, emerging leaders in the economic development profession.

Jonas Peterson, CECd
Executive Director
Santa Clarita Valley Economic Development Corporation
Valencia, CA

Jonas R. Peterson was recently hired as the first Executive Director for the Santa Clarita Valley Economic Development Corporation – A new EDO designed to support the rapidly growing region located just northwest of Los Angeles, CA.

Previously, Jonas served as the Economic Development Director for Mohave County, AZ where he helped establish Mohave County as a world-wide leader in renewable energy power generation. During the past two years, Mohave County has recruited four of the largest wind and solar energy projects in the Nation. Together, these projects represent approximately $9.8 billion in new capital investment and are expected to create over 11,000 jobs.

Peterson has conducted considerable research on comparative advantage and quantitative marketing. Recent publications include, “Minding Our Own Businesses: a Practitioner’s Guide to Regional Business Retention and Expansion”, “Quantitative Marketing: Why Companies Respond to Location Comparison Studies” and “Recruiting California: Why Business in the Golden State Responds to Quantitative Marketing”. In 2010, Jonas received Arizona’s “Economic Developer of the Year” award from the Arizona Association for Economic Development. Peterson received a M.S. in Community and Economic Development from Pennsylvania State University and an M.B.A. with an emphasis on strategic communication from North Dakota State University. He is a Certified Economic Developer (CEcD), graduate of Oklahoma University’s Economic Development Institute (OUEDI), graduate of the University of Arizona’s Southwest Leadership Program and Certified Business Retention and Expansion Consultant.

Catherine Hagebusch, AICP
Manager – Economic Development Department
City of Livermore
Livermore, CA

Catherine Hagebusch is the Manager for City of Livermore Economic Development Department located in Livermore, California. She has been with the City of Livermore since July 1999 and was an Associate Planner prior to being promoted to her current position. Catherine’s efforts have spanned the scope of business development and attraction, community marketing, tourism development, downtown revitalization, and cultural arts promotion for Livermore.

While working with the Livermore Planning Division, Catherine was a lead staff member in the revitalization project for the Livermore Downtown District, which led her to discover her love of the Economic Development field. Since starting with the Economic Development Department in October 2007, she has been responsible for several initiatives that include the development of a City wide Economic Incentive Program aimed at attracting new sales tax generating businesses and high wage paying businesses, the creation of the Science and Technology Business Center, and the implementation of the Innovation Hub designation by the State of California. As staff liaison to the Commission for the Arts, Catherine managed the implementation of two major mural projects and has recently been named the Executive Director of the non-profit Livermore Cultural Arts Foundation.

Catherine holds a Bachelor of Science degree in Community and Regional Development from University of California, Davis (1999) and a Masters degree in Leadership from Saint Mary’s College, Moraga (2006). Catherine is an avid Disneyland fan and can tell you how to see the whole park in a day.
Leadership Award for Public Service

Sponsored by American City & County

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. Bill Anoatubby
Governor
Chickasaw Nation
Ada, OK

While many Indian Nations have struggled to find ways to diversify their economies, Governor Bill Anoatubby has guided the Chickasaw Nation toward a brighter economic future.

First elected as Governor of the Chickasaw Nation in 1987, Governor Anoatubby is currently serving his sixth term. During his tenure, the nation has seen unprecedented growth. At the outset of his first term, the Chickasaw Nation had 250 employees and an $11 million budget. There are currently 11,800 employees and capital outlays of more than $350 million.

Governor Anoatubby has taken an innovative approach in directing the Chickasaw Nation away from its gaming-central economy. By investing the profits gained from gaming in new ventures, the nation has become a healthy, diverse, and self-sustaining economy. Radio stations, a chocolate factory, a natural gas station, and the construction of a $147 million hospital are just a few of the projects that have emerged under Governor Anoatubby’s leadership. The nation has also been able to provide its citizens with free child care, free health care, and a variety of other services.

The success of the Chickasaw business community has led Governor Anoatubby to forge successful partnerships with outside organizations. The partnership of Murray State College and the Chickasaw Nation has proven to be a dynamic one; they have teamed up to build numerous recreation facilities in the area, as well as address critical infrastructure needs.

Governor Anoatubby’s leadership has resulted in the Chickasaw Nation becoming one of the first tribal governments in the United States to be certified as an A-102 tribe, a designation that carries superior ratings for management and fiscal controls. The nation’s economic self-sufficiency has made it easier for the government to provide for citizens without relying on federal funds.

Governor Anoatubby has been recognized for his exemplary leadership by more than 20 local, state, and national organizations. He has served on 15 boards, including the Oklahoma Business Roundtable Board of Directors, the Oklahoma State Chamber of Commerce Board of Directors, and the Federal Reserve Board of Directors Oklahoma City Branch.

Because of his undying mission to create a diversified economy and a better life for the citizens of the Chickasaw Nation, the International Economic Development Council is honored to bestow the Leadership for Public Service Award upon Governor Bill Anoatubby.

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 and has endeavored to further the profession.

Tom Salome
President
Tom Salome Investments
Waco, TX

Waco, Texas has a champion in Tom Salome, President of Tom Salome Investments. As mobilizing community leader, Mr. Salome has not only been a successful entrepreneur, but he has also led the efforts of several of Greater Waco’s development projects.

As chairman of the Waco YMCA’s capital fund raising campaign, he facilitated the raising of more than $4.4 million to redevelop a vacant campus that was once home to a historical African American college. Funds generated from this campaign were used to build a new YMCA and community center, which prompted further redevelopment in the area.
In addition to his private sector fundraising efforts, Mr. Salome has advocated for civic causes throughout his career. In the 1990’s, Waco was at a competitive disadvantage among communities in Texas to attract development opportunities. Mr. Salome, along with a group of local businessmen, campaigned to the city and county for the development of an incentive fund that could compete with the grants offered through the economic development sales tax. The result was an incentive pool funded jointly through city and county general funds. This innovative program has raised $27 million in incentive funds and has supported 35 projects since it began in 1997.

More recently, on the behalf of the Greater Waco Chamber, Mr. Salome led the Challenge Greater Waco capital campaign, an effort slated to support the transformation of economic development in the Greater Waco area. More than $7 million was raised and used to create a public-private economic development program that included more than 100 individuals, businesses, and non-profits investing in Waco’s future. The campaign also secured the funds for the construction of the Greater Waco Chamber headquarters, recognized as the first LEED certified Chamber building in the nation and the first LEED new construction project in Waco. The construction of the new headquarters spurred community in sustainability and has resulted in eight LEED buildings in greater Waco. The Chamber building was named the Salome Commerce Center, in honor of the man who led the charge and was the project’s largest investor.

Mr. Salome has also served as president of the Waco Industrial Foundation (WIF), a non-profit real estate development board that has developed more than 5,000 acres in its 52 year history.

With Mr. Salome at the helm, WIF secured the highest level of capital investment from economic development projects, including $90.65 million of private investments and more than 1.4 million square feet of industrial construction.

In addition to his civic efforts, Mr. Salome has been a selfless business leader. As the community began a significant downtown revitalization, he realized that his own metal recycling facility would best serve the community if the majority of the operations were moved outside the downtown.

Because of his extensive efforts to mobilize the community of Waco, Texas, the International Economic Development Council is honored to present the Citizen Leadership Award to Tom Salome.

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Chairman’s Award for Excellence in Economic Development

Presented Posthumously:
Donald E. Hunter
(Jan 13, 1941 – Dec 30, 2009)
President
Hunter Interests Inc.
Annapolis, MD

Don Hunter was a trailblazer, leader, inspiration, and mentor to many in the economic development field. Because of his uncanny ability to bring public and private sectors together to complete complex projects, blighted areas are now booming enterprises, jobs have been created, and communities have been saved.

In 1986, Mr. Hunter founded Hunter Interests Inc., an award-winning development and consulting firm based in Annapolis, Maryland, specializing in diversified real estate investment; development; large scale, mixed-use developments; and public/private ventures in urban areas. The firm’s combined experience as developer and economic consultant was unique in the field, and Mr. Hunter was able to use this as an advantage in navigating projects. His successes have been many and include development projects totaling more than $700 million in value.

Prior to founding his own firm, he was co-owner of Zuchelli, Hunter & Associates Inc. and was a Westinghouse executive with international project management responsibilities that included the development of the 1,700-acre Jakarta Industrial Estate in Indonesia. Mr. Hunter also served as a surface warfare officer in the U.S. Navy during two tours in Vietnam, receiving seven combat decorations including the Bronze Star.

Mr. Hunter was highly involved as a Board Member of the International Economic Development Council (IEDC) and its predecessor the Council for Urban Economic Development (CUED). He was instrumental in the development of IEDC’s How You Build It Conference series and served as a regular speaker. In 2003, Mr. Hunter was selected as a Fellow Member (FM) of IEDC. This prestigious award recognizes attainment of high stature and commitment to the profession as well as longevity of membership and service to the organization.

Mr. Hunter was also active in the International Downtown Association (IDA) and the American
Planning Association (APA), which recognized Hunter Interests with their highest award for the best economic development project in the nation, for its Medical Mall Feasibility Analysis in Prince George’s County, Maryland.

Not only was Mr. Hunter an inspiration and a leader in the economic development field, but he was also a dedicated family man and friend. His wife, Patricia Flipse Hunter, and two daughters, Kristen Hunter Ruhlig and Stephanie Hunter, were a constant source of support and inspiration throughout his life. The International Economic Development Council is honored to present the Chairman’s Award for Excellence in Economic Development posthumously, to Don Hunter, in recognition of his dedication to the economic development profession and the enthusiasm with which he practiced.

### 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 the 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.

**John F. Shirey**

Executive Director
California Redevelopment Association
Sacramento, CA

In an economic development career that has spanned nearly four decades, John Shirey, Executive Director of the California Redevelopment Association, has left an imprint on many communities throughout the United States. His innate ability to bring people together and navigate difficult political environments has proven to be an invaluable asset to every community in which he has worked.

In 2002, Mr. Shirey began what may be his most lasting legacy in economic development; as the Executive Director of the California Redevelopment Association, he works tirelessly to support the profession and its ability to work effectively in a contentious political environment. His voice has been one of reason in the defense of redevelopment as a key tool in the furthering of economic development throughout the state. His advocacy work has both educated elected officials and the public on the benefits of using redevelopment for economic development purposes.

The California Redevelopment Association is a membership organization that has over 650 members, comprised of city and county officials, consultants, lawyers, bankers, and developers. Because of Mr. Shirey’s exhaustive work, his membership is able to stay abreast of developments as they happen in the field.

Mr. Shirey previously served as the City Manager in Cincinnati, Ohio where he was faced with a deteriorating downtown riverfront, a city core that was separated from the waterfront by a highway, and an extremely unhappy NFL owner. In a redevelopment effort that included Hamilton County, Mr. Shirey helped organize an extensive plan that included two new sports stadiums, the relocation of a state highway, a museum, a 70 acre downtown park, and a major mixed-use development along the Ohio River. The result was a development project that completely changed the landscape of the struggling city.

Mr. Shirey has also held served as the Administrative Assistant to the City Manager at the City of Monterey Park, California; Legislative Analyst, Director of Intergovernmental Relations, and Assistant City Manager at the City of Long Beach, California; Legislative Counsel at the National League of Cities; and Assistant Executive Director and Executive Director Community Development Division of Los Angeles County.

Because of his collaborative spirit and tremendous dedication to the field of economic development, the International Economic Development Council is honored to present John Shirey with the 2010 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.

General Purpose Brochure

POPULATION UNDER 25,000

Hutto Economic Development Corporation Purpose Brochure

Hutto Economic Development Corporation
Hutto, TX

This piece was created through a collaborative effort between the Hutto Economic Development Corporation staff, Hutto Economic Development Corporation Board of Directors, Aha! Communications, an Austin, Texas-based marketing firm, and key community members. The sixteen-page general-purpose brochure features a variety of community facts and figures, professional photography, maps, and site selection information. In order to set this product apart, it was printed offset with special varnishes to give it a high-quality feel and a pocket was included on the back, allowing for a customized presentation as needed.

The goal of the general-purpose brochure for the Hutto Economic Development Corporation was to create a high-level showcase piece that presents the community of Hutto in an elevated light and provides the target audience, business prospects, and interested parties with access to a tangible leave-behind that summarizes Hutto, Texas in a succinct and professional manner. This brochure has helped market the community across the entire region, state, and nation, and is now the benchmark for other marketing pieces from other organizations throughout the Austin region.

HONORABLE MENTION

Gold Rush Living
District of Lillooet
Lillooet, BC Canada

What makes the Gold Rush Living brochure so attractive is its cooperative approach to recognizing each other’s uniqueness. This union works because of the positive approach each EDo has taken to promote their community while recognizing that just down the road is another community that is of equal value with different characteristics. With shared expenses and management of the magazine, they are able to maximize their staff time and budget. Together they are able to partner on trade shows, marketing, and investment attraction at the 2010 Olympics. The Gold Rush Living marketing brochure is a direct result of this combined effort and an approach outside the box.

Though the communities are four hours apart, they manage to ‘sell the package’ in a very appealing way, ensuring brochures are placed at key locations on the route to both communities maximizing their exposure. Being creative and working effectively with regional partners is essential as each of these communities move forward.

The Gold Rush Living brochure attracts those looking for a small town experience of natural beauty and adventure. From Quesnel, ‘BC’s Most Beautiful Small City’ to Lillooet’s ‘Guaranteed Rugged’ experience, they have the lifestyle that fits you.

POPULATION 25,000-200,000

2009 Harrison County Community Profile

Harrison County Development Commission
Gulfport, MS

The Harrison County Development Commission (HCDC) headquartered in Gulfport, Mississippi, is
the primary economic development agency for Harrison County and its five cities: Biloxi, D’Iberville, Gulfport, Long Beach, and Pass Christian. The HCDC supports existing business and industry, recruits new industry to the area, and is dedicated to “Moving the Mississippi Gulf Coast Forward” — creating a healthy, sustainable, vibrant community with a diversified economy.

Because there was no current, comprehensive publication of information and statistics on the county’s demographics, major industries and employers, the HCDC established a goal to provide an all-inclusive publication in a clean, readable design with clear, comprehensive information for all defined audiences. A further goal was to position the HCDC as the go-to source for credible information on the county.

The e-newsletter featuring the profile had a 22.5% open rate, which is above the national average for e-newsletter campaigns. Web traffic increased approximately 10% since the addition of the profile information to the site. The Prime Time Advertising Agency, retained to produce the profile, achieved the HCDC objective of producing a clean, readable publication with clear, comprehensive information.

HONORABLE MENTION
Elgin County Community Profile
County of Elgin
St. Thomas, ON Canada

The County of Elgin is located in the heart of southwestern Ontario, with immediate access to a market of over 439,000 people and an additional 10 million people within a 2 ½ hour drive. Strategically located with convenient access to highways 401, 402 and 403, the cities of Windsor, Detroit, and Toronto are all within easy reach.

In 2008, Elgin County’s Economic Development department embarked on an aggressive rebranding project. The rebranding project resulted in a number of positive results for Elgin County including a new logo and tag line.

Elgin County is committed to being progressive by nature, just as our tag line suggests and the Community Profile reflects this new vision for the region. The Community Profile has been developed as a comprehensive information package for prospective businesses and entrepreneurs. The profile outlines key sectors, details member municipalities, and provides information on key economic data as it relates to Elgin.

The profile is used effectively to market Elgin County as a place with business opportunities, successful entrepreneurs, and unique attributes including expertise in the Energy and Environment sector, as well as welcoming communities and an excellent quality of life.

To discover more about Elgin County visit www.progressivebynature.com

HONORABLE MENTION
The American Spirit, Global Edge Pocket Folder
Sumter Development Board
Sumter, SC

The American Spirit, Global Edge Pocket Folder is designed to introduce site selection consultants and corporate decision makers to our community. It is not an in-depth publication, but was merely created to give people a quick synopsis of who we are and what we are about. We like to think of it as a foot in the door. In order to convince businesses to locate in Sumter County, we have to first get our foot in the door. THEN we have a real shot at closing the deal. With its 8 printed pages and universal DVD, the American Spirit, Global Edge Pocket Folder gives us a real multimedia way to capture our audience’s attention.

POPULATION 200,000-500,000

VAUGHAN

CATEGORY WINNER
Vaughan Open for Business Investment Profile
City of Vaughan
Vaughan, ON Canada

Vaughan is a high-growth community with many unique opportunities. The 22-page Investment Profile
was designed to showcase Vaughan’s economic and locational strengths, as well as highlight key initiatives that will serve the business sector today and in the future.

With transportation issues and a tight land market in Ontario, Vaughan has used the Investment Profile as a vehicle to spotlight its new downtown, Metropolitan Centre; the subway extension from downtown Toronto; and its greenfield land supply. These new initiatives set Vaughan apart from its neighboring municipalities, demonstrating our commitment to growth while making investments in our infrastructure and most importantly, our people.

The brochure is primarily printed on-demand as opposed to a large quantity print run. It was our design objective to have flexibility in customizing the profile to fit the needs of a prospective client. The piece was executed in a crisp and concise manner, communicating Vaughan’s focused business message and image. The message, content, and layout effectively present Vaughan as the location of choice for business investment, growth, and prosperity.

To view the brochure, Vaughan Open for Business, visit www.vaughan.ca/business and click Publications from the sidebar on the left.

**HONORABLE MENTION**

*Parish Quality of Life*
St. Tammany Economic Development Foundation
Mandeville, LA

The St. Tammany Parish Quality of Life publication is a 16-page, full-color publication touting St. Tammany Parish (county), Louisiana, as a strategic location for corporate operations. This publication markets St. Tammany Parish to prospective businesses and their employees and serves as an educational piece to our existing businesses and residents. The St. Tammany Economic Development Foundation is the lead economic development organization for St. Tammany Parish. The organization is charged with attracting new business and employment opportunities to St. Tammany Parish as well as improving the quality of life in the parish by strengthening and supporting its business climate.

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

*6 Time Zones Apart, With 1 Common Goal*
Northeast Indiana Regional Partnership
Fort Wayne, IN

As Northeast Indiana focuses more time and energy on foreign direct investment, we knew we needed to have a professional, targeted marketing piece that would make us stand out. We have such a piece for each foreign country we’ve targeted. Our approach is to start with marketing what the State has to offer and then drill down to our regional assets.

The Northeast Indiana Regional Partnership supports a ten-county region by working with our member economic development organizations to discover and develop opportunities for new business investment and growth. We are dedicated to assisting clients in the search for business expansion opportunities, available land, and more.

**HONORABLE MENTION**

*2010 Greater Washington Regional Report*
Greater Washington Initiative
Washington, DC

The Greater Washington Initiative (www.greaterwashington.org) is the regional, private-public economic development, strategic marketing, and research organization for the 5th-largest regional economy in the US. Established in 1994 as a subsidiary of the Greater Washington Board of Trade (www.boardoftrade.org), GWI has more than 75 business, university, and public-sector investors. GWI releases its exclusive Regional Report annually. Used extensively by site selection professionals, by businesses inside and outside of the region, and by GWI’s local partners, it is the flagship research product and go-to resource on Greater Washington as a business location.
HONORABLE MENTION
Business Location Advantages Brochure
City of Mississauga
Mississauga, ON Canada

The Mississauga Business Location Advantages brochure is a 2 panel, 4 sided information piece that is a fresh take on the traditional brochure in terms of its size, integration of color, content, and images.

The front cover has an artistic picture of Mississauga’s City Hall, the well-recognized landmark of Mississauga, and the title of the brochure “Business Location Advantages.” Mississauga, Ontario – Canada follows the title as it is an internationally used piece and is anchored with the City’s logo.

The brochure is categorized by Mississauga’s top reasons to locate: Location (easy access to global markets, premier infrastructure, available land and buildings), Talent (rich pool of talent), Business (return on investment decision, key business sectors), and Community (exceptional lifestyle opportunities).

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. Enhancing its citizens’ quality of life by providing superior services, revitalizing its infrastructure, and conserving the environment, Mississauga is committed to innovation, operational excellence, and fiscal responsibility; this is reflected in its motto: “Leading Today for Tomorrow.”

Special Purpose Brochure

POPULATION UNDER 25,000

SPOON RIVER PARTNERSHIP

HONORABLE MENTION
Biotech Industry Marketing for Redevelopment of Former IH Brownfield Site
Spoon River Partnership for Economic Development
Canton, IL

The Spoon River Partnership for Economic Development has partnered with Economic Development Marketing (EDM) to develop a market-specific brochure to be mailed and emailed to prospective businesses. The brochure was generated to highlight the former International Harvester site in Canton, Illinois for redevelopment of the brownfield site into a bio-tech/bio-medical business park. Respondents to the brochure were directed to contact Canton’s economic developer so that meetings could be set up at the 2010 BIO International Convention in Chicago. The brochure’s content mirrored information that was found on a similarly designed website that provided information about Canton and the City’s desire to build a bio-tech/bio-medical cluster.

POPULATION 25,000-200,000

CATEGORY WINNER
South Bend: Powering the New Economy
City of South Bend
South Bend, IN

For more than a decade, the City of South Bend, Indiana, has been clearing obsolete buildings in its former Studebaker Corridor, where aging facilities had been underused since the close in 1963 of the Studebaker Corp., an automobile manufacturer that once was the city’s largest employer. In 2008, South Bend gained national attention for a new economic opportunity when the world’s leading computer chip makers selected the University of Notre Dame as the site of its newest national nanoelectronics research center. The community was selected, in part, because of the City of South Bend’s $50-million commitment to support commercialization efforts, especially in the former Studebaker Corridor, where the City was developing a new, state-certified technology park, known as Ignition Park. The Special Purpose Brochure, “South Bend: Powering the New Economy,” represents one element of a multi-pronged marketing/communications strategy. The brochure grew out of the Department of Community and Economic Development’s need for an attractive leave-behind piece after one-on-one conversations. It was produced by The Blue Waters Group, a communications firm hired by the City’s Redevelopment Commission to assist with marketing/communication efforts related to Ignition Park, and printed by Mossberg & Co. Inc. in South Bend.
AWARDS

HONORABLE MENTION
The Sumter Smarter Growth Initiative Case for Investment
Sumter Development Board
Sumter, SC

The Sumter Smarter Growth Initiative (SSGI) Case for Investment is a print publication designed for dual purposes: to serve as both an annual report for our investor members and to serve as a recruitment vehicle for new investors. The Case for Investment explains what the SSGI is, what it seeks to do, and outlines strategies for meeting its goals and objectives. It also charts recent progress in terms of job creation, capital investment, product development, and grants attained.

The Sumter (S.C.) Development Board is a public-private partnership, funded by a three-way alliance of Sumter County Government, the City of Sumter, and our private-sector arm, the Sumter Smarter Growth Initiative (SSGI). The SSGI is a 501 (c) non-profit, tax-exempt organization recognized by both the S.C. Secretary of State and the U.S. Internal Revenue Service.

HONORABLE MENTION
Livermore Science and Technology Center Brochure
City of Livermore
Livermore, CA

The City of Livermore Science & Technology Center brochure promotes and markets underutilized industrial and commercial areas in the City as an ideal location for growing, relocating, or starting businesses. The brochure’s target audiences are companies and entrepreneurs in the San Francisco region that wish to benefit from close proximity to two national laboratories and a cluster of innovative enterprises.

The new and expanding missions of the Lawrence Livermore National Laboratory and Sandia Laboratories California offered the City of Livermore a unique opportunity to attract emerging high-growth businesses in need of research, development, production facilities, and expertise. The new Science and Technology Center, coupled with the Laboratories’ Livermore Valley Open Campus and the new Innovation Hub project, represent a new economic development era for the City of Livermore.

The brochure presents the Livermore Science and Technology Center as a hub of innovation facilitating creativity, sustainability, and the entrepreneurial spirit in a City that has a unique blend of small-town ambience and metropolitan amenities. It highlights Livermore’s science and technology industries, including nanotech, clean tech, transportation, energy, and homeland security, as well as the presence of global partnerships and award-winning wineries that provide residents a very high quality of life.

POPULATION 200,000-500,000

CATEGORY WINNER
Special Purpose Brochure
The Fox Riverside Theater Foundation
Riverside, CA

The Fox Riverside Theater Foundation Inaugural Gala Program Brochure celebrates the $32 million renovation and reopening of the 80-year old Fox Theater. The Program Brochure provides a retrospective of the historic cultural resources that the theater brought to the community and what kind of asset it can be for future generations as a result of the renovation. This brochure celebrates a rich history and honors the people and efforts that made the extraordinary transformation a reality, a part of the new history in the making that will best serve residents of the City of Arts & Innovation long into the future. The Fox Foundation continues to use the Gala program Brochure to inform people about the significance of its mission to advance the efforts of the Fox Performing Arts Center and to serve and enhance the City of Riverside, its residents, artists, art enthusiasts, and the Downtown by providing a first-class regional facility that offers a wide range of professional and community-based performing arts. The Program Brochure highlights the Fox in a sophisticated and elegant manner that best reflects the cultural treasure it represents.
INSURECONOMY was a report commissioned collaboratively by the Greater Halifax Partnership and Nova Scotia Business Inc. (NSBI). The Conference Board of Canada was asked to develop the first economic footprint assessment and study of Nova Scotia’s property and casualty insurance firms and insurance brokerages. The report was commissioned with the intent to educate Partnership investors, municipal, provincial, and federal governments as well as the Halifax business community, to understand the deep and positive impact the industry has on both Halifax and the province.

Halifax has a high concentration of insurance jobs relative to its size. The industry is high wage, high growth, environmentally friendly, and a massive contributor to the provincial economy. It represents the kind of “high value” sector that is important for future growth in Nova Scotia. Both NSBI and GHP wanted to better leverage Nova Scotia’s Canadian, North American, and international property and casualty insurance sector to attract new investment and grow the existing base. What is singularly significant about this report is that neither the insurance industry nor the province’s businesses and governments understood the large and significant value the insurance industry brings to the economic wellbeing of Nova Scotia. There was an information gap to fill that would empower the industry to grow and to gain the respect it deserved as a key economic player.

The Connector brochure was specifically created for potential connectors in the business community. It states the benefits of being a connector for the Halifax economy. It addresses the barriers and concerns potential connectors might have when using their own business relationships for immigrants.

In a very short time, this brochure and project has positively impacted the Halifax business community by quickly creating awareness and potential to help solve the problem as well as by providing a manageable and easy solution to help immigrants on a tangible level.

Result: end of June 2010:
- 131 Connectors
- 128 Immigrants
- Over 150 Connections made
- 32 Immigrants found work in their fields of expertise

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

**Tulsa Aerospace**

**Target Industry Brochure**

Tulsa Metro Chamber
Tulsa, OK

Tulsa Metro Chamber is the region’s principal business-driven leadership organization improving the quality of community life through the development of regional economic prosperity. The Chamber’s Economic Development division is a group of professionals working to attract business, expand existing companies, create jobs, and build a quality workforce. Recognized as the No. 1 place to live in the United States by Relocate America in 2009, Tulsa, Oklahoma is an innovative, growing region home to some of the world’s largest companies, the country’s
most inland water port, and a well-educated, skilled workforce. Companies in Tulsa represent diverse industry sectors and benefit from the nation’s fifth lowest cost of doing business.

The Tulsa Aerospace Industry Brochure was created to inform site consultants, company CEOs, and journalists about the aerospace and aviation industry in Tulsa. The design incorporates and evokes the “comfortably cosmopolitan” feel of the community itself, and the piece includes a variety of information about this target industry, including workforce, transportation options, and the benefits of doing business in Tulsa. The piece has been a valuable tool for site visits and recruitment.

HONORABLE MENTION

Domestic Model
Greater Richmond Partnership
Richmond, VA

This publication was modeled after an SEDC award-winning international version the Greater Richmond Partnership, Inc. (GRP) created for foreign prospects. This domestic version provides a template for executives who must evaluate and compare the start-up and annual operating costs of a new facility. The model presents three typical operating scenarios for different business activities. Data from seven metropolitan areas across the US are compared to Greater Richmond.

Knowing businesses have thousands of location choices, this publication easily shows busy decision makers a qualitative cost comparison of where Greater Richmond, Virginia stands in relation to our region’s typical competitors. GRP’s goal is quickly put Greater Richmond on businesses’ short lists and to encourage businesses to ask more questions that will eventually lead to a decision to locate here.

Using this approach in providing cost comparisons has been valuable to prospects in helping companies with their decision making to locate their business. Businesses without a consulting firm have limited ability to pull together this type of data and comparison. The publication is intellectually honest.

HONORABLE MENTION

TREO Targeted Industry Brochure
Tucson Regional Economic Opportunities, Inc. (TREO)
Tucson, AZ

To meet the needs of a rapidly growing region, Tucson Regional Economic Opportunities, Inc. (TREO) was formed in 2005 to serve as the lead economic development agency for the greater Tucson area and its surrounding community partners.

The TREO Targeted Industry Brochure is meant to spotlight the four industries on which TREO focuses; these include marketing, recruitment, and expansion initiatives. The brochure composes four individual bi-fold pieces that are generally distributed together; each describes the regional advantages and existing cluster activity within the given industry. The pieces can be distributed separately as well.

The goal of the piece is to highlight the industry-specific advantages of relocating to, or expanding within, the Tucson region. Where appropriate, the brochure notes education and workforce strengths, existing employers, geographic advantages, incentives, research collaboration opportunities, supply chain advantages, and other positive aspects of the existing industry cluster.

General Purpose Promotion

POPULATION UNDER 25,000

HONORABLE MENTION

Canton’s 30-Second Promotional Commercial
Spoon River Partnership for Economic Development
Canton, IL

The Spoon River Partnership for Economic Development (SRPED) partnered with the City of Canton and local television stations WMBD/Channel 31 and Fox/Channel 43 to produce a 30-second commercial campaign positioning Canton as a community with abundant resources, and as a community ripe for significant development. The tag line of “We do that here!” was selected as the new branding vehicle to represent Canton as a thriving city
that contains all the elements potential businesses look for when they are considering building, relocating or expanding. The first commercial aired on August 17, 2009 and 30-second spots continued to June of 2010. The “We do that here!” brand has also been applied to a recent re-design of the website associated with the City of Canton and the SRPED, maintaining a cohesive look and message.

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

**General Purpose Promotion**
City of Eden Prairie
Eden Prairie, MN

The Eden Prairie Economic Development Brochure project involved designing and printing a high-quality, versatile marketing tool to attract out-of-state businesses and residents to Eden Prairie. The brochure was organized by incorporating the City’s tagline of “live. Work. Dream.” With the strategic use of photography and text, it is a visual illustration of our community that includes testimonials from residents and business owners. The project was conceived by the City’s Economic Development Manager and implemented collaboratively with the City’s Communication Division, City Manager, and a private design firm.

Located just southwest of the Minneapolis-St. Paul metro area, Eden Prairie, MN is a vibrant city of 63,000, and in July of this year, it was selected by MONEY magazine as the “Best Place to Live” in America! Eden Prairie is home to more than 2,200 businesses, including Supervalu, C.H. Robinson Worldwide, and the Minnesota Vikings. The City also has many attractive residential neighborhoods, affordable housing options, more than 170 miles of multi-use trails, and 2,250 acres of park land. Fine restaurants and shopping are plentiful in Eden Prairie. Combined with excellent schools and a strong sense of community, Eden Prairie is truly a great place to Live, Work, and Dream!

**HONORABLE MENTION**

**“Best of Both Worlds” – Marketing Video**
St. Charles Parish Dept. of Economic Development and Tourism
Hahnville, LA

The “Best of All Worlds” video supports marketing efforts aimed at specific business targets, as well as supporting the recruitment of skilled workers, professionals, and trailing spouses to St. Charles Parish and the Greater New Orleans area. The video accentuates the local assets and comparative advantages afforded to companies in targeted business sectors, then transitions into a sales presentation existing businesses can use to solicit prospective workers to relocate to the region. The message includes testimonials and success stories from key stakeholders, as well as visually-appealing utilization of key data and locale benefits.

St. Charles Parish (County) is a community of just over 51,000 located approximately 25 miles northwest of the City of New Orleans. The St. Charles Parish Department of Economic Development & Tourism is a public economic development organization charged with enhancing the economic health and vitality of St. Charles Parish by developing, administering, and promoting business development and tourist attraction programs that broaden and diversify the local tax base and/or increase job opportunities for parish residents.

**HONORABLE MENTION**

**We Can Do That Campaign**
The Greater Topeka Chamber of Commerce / GO Topeka
Topeka, KS

The Greater Topeka Chamber of Commerce/GO Topeka has always prided itself in providing the highest level of service to its clients. We always approach each situation that may be an obstacle to success with a solutions-oriented attitude. After continual accolades for that attitude, the phrase “We Can Do That” was incorporated in our marketing materials. But, we just don’t state a tagline, we live
it in all that we do. Nothing is impossible for Topeka. We believe that the fact that our most successful year occurred during the Great Recession is partly due to our attitude backed by action. A side benefit is that the phrase is now used throughout the community and can be overheard in many conversations. Topeka is a community of “doers” and “We Can Do That” underscores that position.

POPULATION 200,000-500,000

CATEGORY WINNER

Saratoga County: Life with Balance
Saratoga Economic Development Corporation
Saratoga Springs, NY

The Saratoga Economic Development Corporation (SEDC) is the central point of contact for business development, and our mission is to create jobs and diversify the tax base while improving the quality of life for the residents of Saratoga County. The SEDC team brings a wealth of knowledge and resources to bear on the mission of attracting capital investment and jobs to Saratoga County, New York.

SEDC launched the marketing video, Saratoga County: Life with Balance to serve as a business and workforce recruitment tool for Saratoga County and the Capital Region of New York State. Designed with international market appeal, SEDC is distributing the video globally, targeting technology sectors experiencing healthy growth and expansion into new markets.

“This video is now another asset for Saratoga County, visually communicating that this is an environment designed for growth. We have a highly skilled workforce, strong colleges and universities, remarkable R&D facilities, superior infrastructure, and a quality of life that remains unsurpassed in New York State,” said Dennis Brobston, President of Saratoga Economic Development Corporation.

“WE ARE RAISING AWARENESS IN INTERNATIONAL MARKETS, RECRUITING THE BEST AND THE BRIGHTEST WORKFORCE, AND ATTRACTING TARGETED INDUSTRY SECTORS SUCH AS SEMICONDUCTOR, NANOTECHNOLOGY, CLEAN-TECH AND BIOTECH.”

HONORABLE MENTION

Y2E – Priority Youth Project
Greater Halifax Partnership
Halifax, NS Canada

In October 2008, the Partnership launched the Youth to Employer (Y2E) Project: Linking Youth to Employers – tasked to develop an employment framework that would make the business connection between priority youth and local employers. Over 15 months, the Partnership’s Y2E team worked with employers, youth, service providers, and secondary stakeholders to develop the solution – the Y2E Framework: Greater Halifax’s Priority Youth Employment Framework.

A key tool to communicating and reaching the three key audiences to gain their involvement and participation was a promotional campaign that included an informational flyer, a series of direct mail invitations, posters, e-marketing, and a promotional giveaway.

As a result of the campaign, 259 stakeholders – 70 employers, 37 service providers, 143 youth and 9 secondary audiences – responded to the call to action and actively participated in the development of the Y2E Framework. More than 130 stakeholders attended the final public presentation of the Y2E Framework, with stakeholders from each group publicly voicing their support. Following the event, several employers and service providers sent letters of support to become an early adopter, or provide financial or in-kind support. In addition, a local organization has offered a letter of intent to design, develop, and implement the Y2E Framework.

POPULATION GREATER THAN 500,000

CATEGORY WINNER

“If We Tell You” Postcard Campaign
Sacramento Area Commerce and Trade Organization (SACTO)
Sacramento, CA

SACTO’s “If We Tell You” marketing campaign, which features a series of 16 postcards with little-known facts about the Sacramento Region, is mailed every month to top site location professionals and SACTO prospects around the world to create top of mind...
awareness and a brand for the region. They are also distributed electronically within the region with additional facts related that focus on that particular postcard to raise awareness of the region’s assets and celebrate successes. E-mail recipients are encouraged to forward the information to their contacts to broaden our audience. This campaign has been very well received, and a second series of postcards is in development.

SACTO is the Sacramento Region’s leading facilitator of economic development. It brings together the organizations, information, and resources in the pursuit of jobs, talent, and investment needed to ensure regional prosperity and global competitiveness. Founded in 1975, SACTO’s mission is to recruit and grow high-value investment in the Sacramento Region. Over the last 35 years, SACTO has helped hundreds of companies locate and expand in the Sacramento Region, generating billions of dollars of investment and strengthening the Sacramento regional economy.

**HONORABLE MENTION**

**Baton Rouge Area Digital Industries Consortium (BRADIC) Direct Marketing Piece**

Baton Rouge Area Chamber

Baton Rouge, LA

**small business development program**

**HONORABLE MENTION**

**Utility Bill Inserts**

City of Austin Small Business Development Program

Austin, TX

The City of Austin supports and gains vitality from the success of more than 38,000 local small businesses and fully funds its Small Business Development Program (SBDP) to show its support. To communicate its resources that are available to small businesses, SBDP utilizes one monthly utility bill each year as an advertising vehicle. All City of Austin residents and businesses with a public utility account receive a monthly bill, making the marketing insert an inexpensive, but very comprehensive outreach method. Over 400,000 customers receive the bill message, making the cost very nominal considering the scope.

For the past three years, SBDP has used the utility bill insert to help market its basic services. This year a modern, stylized horse race theme conveyed the goal of meeting small business needs in any stage of business development. There are services to help the entrepreneur in the concept phase and services to help after the business is operational and needs a different type of help, such as using social media effectively or marketing and expanding the business. Vibrant colors and strategic placement of images and verbiage create an eye-catching design. Contact information is prominently featured on each insert. This project is easily replicated by any municipality desiring to reach a large population effectively.

**Annual Report**

**POPULATION UNDER 25,000**

**CATEGORY WINNER**

**2009 Annual Report**

City of Ketchum

Ketchum, ID

Ketchum, Idaho sits at the base of the most famous, world class ski resort, Sun Valley. The Community and Economic Development Department is working towards a revitalization of Ketchum by seeking new businesses and new projects in the community. Ketchum’s location is a desirable environment for new business and growth. The area is rich with cultural events, void of the chaos of a large city and a Mecca for year-round, outdoor activities.

Our new Annual Report not only provides information to the year-round residents, but it also enables the Department to reach out to Ketchum’s second homeowners and visitors, adding the potential to bring in businesses that exist elsewhere.

By increasing the awareness of the Department’s accomplishments and the multitude of events within our majestic setting, we hope to entice and encourage the establishment of new businesses in the community and to help stimulate our development and revival from the economic decline.
HONORABLE MENTION
Hutto Economic Development Corporation 2009 Annual Report
Hutto Economic Development Corporation
Hutto, TX

The primary objective for the development of the 2009 Annual Report was to report the activities of the organization for the 2009–2010 Fiscal Year to the community, with the goal of creating a higher level of organizational accountability and increasing the level of transparency for the organization, focusing on both financials and program developments. However, the most unique feature about this sixteen page, full-color report is that it was completely planned, written, designed, and printed by staff members of the Hutto Economic Development Corporation. With several hundred copies printed and distributed to members of the Hutto community, economic development allies, and interested parties, the Hutto Economic Development Corporation has been able to easily and effectively show the efforts the community has made in continually enhancing economic development endeavors to effectively reach beyond the traditional realm of organizational communication, showcasing the professionalism of the organization.

POPULATION 25,000-200,000

CATEGORY WINNER
City of Santa Clarita Economic Development Annual Report
City of Santa Clarita
Santa Clarita, CA

The City of Santa Clarita, located minutes from Burbank Airport in North Los Angeles County, is considered one of Southern California’s fastest growing residential and business communities. In Santa Clarita, some of the most successful entertainment, biomedical, technology, and aerospace companies in the world enjoy an unmatched quality of life, highly educated workforce, distinguished schools, and business incentives.

The City of Santa Clarita Economic Development Division was tasked with implementing the Business Plan for Progress during the national economic struggle, and one component of that was the creation of an Annual Report for Fiscal Year 2008-2009. The report would be utilized to monitor growth of the new Business Plan for Progress and to review and evaluate economic development projects. The Annual Report includes detail on economic development background, the Santa Clarita Enterprise Zone, the 21-Point Plan for Progress, Community Profile, Business Attraction and Retention, the Santa Clarita Film Office, Auto Sales, Tourism, and Retail.

HONORABLE MENTION
ICAD Group 2009 Annual Report
Iowa City Area Development Group
Iowa City, IA

For the 2009 ICAD Group Annual Report, we selected a theme influenced by the 25th anniversary of our organization. We wanted to showcase the history of the organization but still produce a report that was forward looking.

For inspiration, we reviewed historical material, including past reports, newsletters, and promotional material. During preparation and research, we noticed four words kept surfacing in connection with our ongoing economic development work: Knowledge, Energy, Vision and Action.

Working with a local graphic designer, we created an engaging and educational report that combined the most information ever included in an ICAD Group Annual report. We integrated historical photos and information, congratulatory letters from elected officials, testimonials from clients, updates of our primary programming areas, and financial and fund raising data, all connected to the theme of “Knowledge, Energy, Vision and Action.”

The report has been helpful as a reference document for ongoing, in-house projects pursued by ICAD Group since our annual meeting last fall, including the selection of a new director for our regional airport, ongoing investor outreach, and launching the state of Iowa’s first regional, third-party certified shovel ready sites program.
The AEDC Annual Report is provided to investors, prospective investors, government agencies, community members, site selection consultants, and those seeking information about the Anchorage Economic Development Corporation. In addition to project highlights, marketing achievements, annual fiscal information, and a description of AEDC services, the report also provides pertinent information about the Anchorage economy including employment, population, building values, and other economic indicators in a useful at-a-glance format.

The purpose of the AEDC Annual Report is to provide our Investors and Board of Directors with a financial overview of the last year as well as information about the achievements of AEDC. The document also tells the story of the Anchorage economy through the graphics on the “Anchorage Highlights” page. It is important to maximize our marketing dollars by including general information about the Anchorage economy for readers that are not stakeholders in AEDC.

AEDC is a private nonprofit corporation (IRS code 501(c)(6)), operating since 1987. It exists to encourage growth and diversity in the Anchorage economy, promote a favorable business climate, and improve the standard of living of Anchorage residents. Funding sources for the corporation are municipal and state grants, contracts, and private contributions.

The Scranton Plan is the industrial marketing arm of the Greater Scranton Chamber of Commerce. The 2006-2010 Report to Investors highlights key economic development accomplishments of The Scranton Plan over the last five years. Since 2006, 52 economic development projects have resulted in the creation and retention of 6,950 jobs and more than $443 million in real estate investment have been completed. Key projects include McLane Company, Two Chefs on a Roll, Sears Logistics, Diapers.com, SRA International, VersaCold Logistics, the completion of Mount Pleasant Corporate Center, and construction of Valley View Business Park Phase II. Additionally, key accomplishments of the last five years have included the launch of the Rediscover Scranton marketing campaign in 2006, the development of Career Academy, the completion of 425 business interviews through the Pennsylvania Business Retention and Expansion Program, and the designation as a Top Ten Economic Development Group by Site Selection magazine and a Top 3 Economic Development program by the Economic Development Administration.

The St. Tammany Economic Development Foundation 2009 Annual Report is an 8-page, full-color publication touting the accomplishments of the STEDF, based in St. Tammany Parish (county), Louisiana, in promoting, retaining, and funding business expansion and site-location in our community. This publication markets St. Tammany Parish to prospective businesses and their employees and serves as an education piece to our existing businesses, residents, and stakeholders. The St.
AWARDS

Tammany Economic Development Foundation is the lead economic development organization for St. Tammany Parish. The organization is charged with attracting new business and employment opportunities to St. Tammany Parish. The organization seeks to improve the quality of life in the parish by strengthening and supporting the business climate in the area.

POPULATION GREATER THAN 500,000

CALGARY ECONOMIC DEVELOPMENT

CATEGORY WINNER

“Focus” – 2008 Annual Report
Calgary Economic Development
Calgary, AB Canada

Calgary Economic Development (CED) strives 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 annual report is used as a tool by Calgary Economic Development (CED) to report back to our clients, stakeholders, and community on the year’s accomplishments. Every year a new theme is chosen to reflect the activities of Calgary Economic Development and the city of Calgary over the past 12 months.

The theme of the 2008 annual report characterizes Calgary and Calgary Economic Development’s focus, strategies, and brand. The economic changes and challenges we faced in 2008 served as a catalyst for positive change, reflection, and redirection. Amid the confusion and chaos of a global recession, Calgary’s business community pulled their future, opportunities, and obstacles sharply into focus. Calgary Economic Development’s focus has changed and will continue to be focused on building the fundamentals that need to be in place in order to ensure a prosperous and more sustainable future.

CATEGORY WINNER

Annual Report
Greater Richmond Partnership
Richmond, VA

Annual Reports for the Greater Richmond Partnership, Inc. (GRP) have been produced since 1995, covering GRP activities and achievements for the latest fiscal year. The publication reports on progress, demonstrates GRP’s successes, and informs investors on developments made in the latest year to build upon the Partnership’s core programs.

GRP leverages this publication as one way to demonstrate that the organization is leading the way in economic development for our region during the country’s current economic crisis. Instead of allowing the economy to make excuses, GRP took the opportunity to re-evaluate the strategies of its four core programs that include business attraction, retention, expansion, workforce and small businesses. As a result, GRP enhanced and developed new tools and revised its strategic plan to better align with the region’s economic reality. The annual report addressed this process and illustrated the accomplishments.

GRP changed the format of the annual report to better engage readers by offering a more in-depth look into the activities and the developments made. The goal was also to create a more emotional connection with its investors, partners, and allies by using a nine-word theme describing GRP’s vision for moving forward: Lead. Engage. Attract. Promote. Nourish. Grow. Connect. Celebrate. Inspire.

HONORABLE MENTION

2008-2009 Report to the Community
The Beacon Council
Miami, FL

The Report to the Community is The Beacon Council’s annual report, published at the end of each fiscal year. As Miami-Dade County’s official economic development organization, The Beacon Council uses the Report to the Community to communicate
to its stakeholders and community at large the organization’s accomplishments and to reinforce its mission, vision, and goals. All the departments of The Beacon Council contribute to the report through their achievements and activities. It is distributed at The Beacon Council’s annual meeting, a premier business event for Miami-Dade’s corporate and community leaders. It is mailed post-event to a database of The Beacon Council’s stakeholders, members, business and civic leaders, and media.

It is subsequently used by various departments at The Beacon Council in their outreach, business development, and marketing efforts. The 2008-2009 Report to the Community provided an economic snapshot of Miami-Dade County, and its contents include: messages from the Outgoing and Incoming Chair of the Board of Directors, a message from The Beacon Council President, the year-in-review of the major initiatives including Expansion, Retention & Recruitment, Urban Initiatives, Marketing, Research, Member-Investor Services, and International Economic Development Programs.

**Paid Advertising Campaign**

**POPULATION UNDER 25,000**

**CATEGORY WINNER**

**“Who, What, Wear”**

Village of Hinsdale
Hinsdale, IL

Launched in time for the critical shopping season of 2009, “Who, What, Wear” was a six-month print advertising campaign created to support retailers of the historic Village of Hinsdale. Funded by the Village’s 1% food-and-beverage tax, space in the ads was offered at no cost to participating retailers. More than forty of Hinsdale’s unique, independent, owner-operated establishments were featured during the campaign. “Who, What, Wear” was designed to: differentiate Hinsdale’s shopping experience, personalize the independent nature of the Village’s retailers, reconnect with residents on the importance of shopping locally, reinforce the availability of the vast offerings available at home, and position the Village as a regional shopping and dining destination. An initiative of Hinsdale’s Economic Development Commission, “Who, What, Wear” is the latest step in the Village’s Distinctly Hinsdale brand development initiative.

**HONORABLE MENTION**

**“Guaranteed Rugged”**

District of Lillooet
Lillooet, BC Canada

The “Guaranteed Rugged” brand brought recognition to the realities of Lillooet, a community under 2,500 residents. It has an active, rugged lifestyle - hiking, biking, ice-climbing, snowmobiling, all within minutes of downtown, – and if you like this lifestyle this is the place to visit and to live.

A series of ads were developed to market the rugged nature of Lillooet. One of the primary advertising highlights of the “Guaranteed Rugged” identity is the mud-covered face of an adventure-bound young woman – adoringly nick-named “Dirty Girl” above the words “Wild Things.” With a face that embodies the true spirit of “rugged fun” and a desire to “get busy living,” she has captured the excitement of “life’s Xtreme adventure.” Looking at the mud-covered face, it is hard not to smile as you feel her excitement knowing that the “Wild Things” await you.

This campaign has received recognition winning two Gold Summit Creative Awards for Complete Branding Program and Corporate Identity Program and also made a television commercial appearance during the 2010 winter Olympics in Vancouver. The District of Lillooet was also honored with the “Most Valuable Marketing Partner for 2010” by Vancouver Coast and Mountains Tourism.

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

**We Can Do That Campaign**

The Greater Topeka Chamber of Commerce / GO Topeka
Topeka, KS

The Greater Topeka Chamber of Commerce/GO Topeka has always prided itself on providing the highest level of service to its clients. We always
approach each situation that may be an obstacle to success with a solutions-oriented attitude. After continual accolades for that attitude, the phrase “We Can Do That” was incorporated in our marketing materials. But, we just don’t state a tagline, we live it in all that we do. Nothing is impossible for Topeka. We believe that the fact that our most successful year occurred during the Great Recession is partly due to our attitude backed by action. A side benefit is that the phrase is now used throughout the community and can be overheard in many conversations. Topeka is a community of “doers” and “We Can Do That” underscores that position.

HONORABLE MENTION

**GTR Global Industrial Aerospace Park**

Columbus Lowndes Development Link

Columbus, MS

The Columbus-Lowndes Development LINK is a regional organization representing Columbus-Lowndes County, Mississippi, in economic development and chamber activities and strives to improve capital investment in the community and provide a vibrant economy that continuously improves the quality of life of the citizenry. The LINK’s motto is “using an incremental approach to achieve exponential results.”

Realizing the need to develop a new targeted industry focus, the LINK chose to pursue the development of an aerospace park adjacent to the Golden Triangle Regional Airport. The 2,500-acre GTR Global Industrial Aerospace Park was unveiled to the local community and the States of Mississippi and Alabama on October 19, 2009. The project is a culmination of efforts by the Columbus-Lowndes Development LINK and the Tennessee Valley Authority and ultimately resulted in the collaboration of five Mississippi counties, three Alabama counties, two universities, two community colleges, and three electrical entities. A two-page advertisement in *Site Selection* Magazine’s November Aerospace issue introduced the park to the world, followed by one-page advertisements in other economic development and site selection magazines. This project took a vision and master plan created in the GTR Global Industrial Aerospace Park Movie and transformed the images into print. For more information, visit www.gtraerospacepark.com.

**HOPOURAL MENTION**

**Green Technology Ad**

Culpeper County Department of Economic Development

Culpeper, VA

*Green Technology* is a single colored advertisement for use on the web and in magazines in single and half page formats. The visual image portrays the bucolic nature of Culpeper, Virginia’s horse county as opposed to the modern architecture of the Library of Congress Packard Campus for Audio-Visual Conservation, a recent addition to Culpeper. The theme of “Greener Pastures, Growing Technologies” is underscored in the text: “Today’s hottest business location is found where technology, talent and quality of life converge…” The text and a map indicate Culpeper’s proximity to Washington DC as well as to Charlottesville and Richmond. The text also identifies several leading technology companies that have located in Culpeper, technology based educational opportunities, a listing of the community’s economic development strengths, and finally, a call to action.

**CATEGORY WINNER**

**Powerful Force at Work – Wall Street Journal Campaign**

VA Beach Department of Economic Development

Virginia Beach, VA

In 2009, the Virginia Beach Department of Economic Development launched an aggressive marketing campaign to communicate the city’s strong brand position with a hard-selling business message. The brand position is clear—Virginia Beach’s Mid-Atlantic location, contemporary resort lifestyle, and abundant, highly-skilled workforce make it a strategic and advantageous location for business. The idea is to communicate that if a company locates in Virginia Beach, the culture and coastal environment will ensure both business and personal success. The Powerful Forces at Work campaign was developed to
brand Virginia Beach Economic Development based on all the key messages that appeal to businesses such as a strong workforce, the presence of the defense industry, quality of life, strategic location, port proximity, and a pro-business environment.

The campaign media mix includes ads in the Wall Street Journal print and online versions, economist.com, and a video testimonial e-marketing campaign. All ads drive consumers to the url www.PowerfulForcesAtWork.com.

The Virginia Beach Department of Economic Development is charged with expanding and diversifying the tax base and employment opportunities for the city through business development.

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

**Louisiana by The Numbers**

Louisiana Economic Development
Baton Rouge, LA

In April 2009, Louisiana Economic Development launched a national, integrated, strategic marketing program aimed at changing perceptions and raising awareness of Louisiana as a business location. With a quick and effective push by Gov. Bobby Jindal and LED Secretary Stephen Moret in 2008 and 2009 for ethics reform, business friendly tax policies and a sharper focus on innovative, diversified growth, there were and continue to be substantive reasons to believe Louisiana is making positive changes to its business environment. Those reasons to believe provided compelling content and the basis for LED’s strategic marketing program, which included the *Louisiana by the Numbers* campaign – to help reposition the state as a new frontier for business opportunity.

*Louisiana by the Numbers* features surprising and interesting facts about the state’s competitive strengths, priority industries, and national rankings. The campaign showed Louisiana’s progress with real data, rather than just telling the reader about its progress.

Louisiana Economic Development is responsible for strengthening the state’s business environment and creating a more vibrant Louisiana economy. With dedicated and knowledgeable professionals committed to Louisiana’s economic future, LED strives to help businesses find the resources they need to make relocation and expansion a successful, profitable endeavor.

**HONORABLE MENTION**

**Greater Louisville Branding Project**

Greater Louisville Inc.
Louisville, KY

The Greater Louisville Branding Project is a collaboration of community organizations with three primary leaders – Greater Louisville Inc., the Convention and Visitors Bureau, and city government. The overall goal of the project is to move three primary target audiences – business, talent, and visitors – along a continuum of knowledge about Louisville. The continuum aims to move individuals from Knowledge about the community to a purposeful Image of Louisville to ultimately take Action in the form of visiting, relocating, doing business or simply spreading the good word.

**HONORABLE MENTION**

**2009 Summer Campaign**

Edmonton Economic Development Corporation
Edmonton, AB Canada

Edmonton Tourism, a division of Edmonton Economic Development Corporation, launched its summer campaign mid-June, 2009, which aimed to increase Greater Edmonton’s share of tourists from rubber-tire markets within Alberta as well as from B.C., Saskatchewan, the Northwest Territories, and Yukon during the summer period.

The campaign targeted visitors through a multi-media approach that included direct mail, e-marketing, print, and radio advertising. Messages were timed to profile Edmonton’s vast array of festivals, attractions, and events.

Audiences were directed to visit the campaign website at www.edmonton.com/liveallyear for a comprehensive guide on what to see and do in Greater Edmonton. While there, visitors found vacation packages, valuable coupons, and opportunities to win exciting prizes. By driving them...
online to Edmonton Tourism’s online booking engine, the intent was to move them along their path of purchase to visit the region.

The website also enticed locals to become tourism ambassadors for the region. Residents can invite family and friends to experience Greater Edmonton through the Visiting Friends & Relatives (VFR) program. Participants were eligible to win a $500 West Edmonton Mall shopping spree by sending out e-postcard invitations.

Edmonton Tourism is the Destination Marketing Organization that creates, implements, and evaluates tourism marketing initiatives for Greater Edmonton, working in conjunction with both public and private tourism industry partners.

**Newsletter/Newspaper**

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

*Chippewa County Economic Development Newsletter*

Chippewa County Economic Development Corporation
Chippewa Falls, WI

The *Chippewa County Economic Development Newsletter* is a free, quarterly printed newsletter featuring an overview of development activities, staff activities, new businesses, valuable resources, and general economic development news. In addition, an e-mail version is distributed monthly to provide an overview about business development initiatives, small business highlights, and CCEDC upcoming events.

The Chippewa County Economic Development Corporation (CCEDC) is a non-profit organization, which is funded by local governments and private businesses to develop projects that support the economic growth of Chippewa County and provide progressive one-stop economic development services to entrepreneurs, expanding and relocating companies, and to existing businesses.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

*Redeveloping Oakland*

The City of Oakland – Community and Economic Development Agency’s Redevelopment Division
Oakland, CA

In April 2008, the City of Oakland’s Redevelopment Division launched *Redeveloping Oakland*, a quarterly newsletter. The primary goals of the newsletter are to educate and inform Oakland’s ethnically, culturally, and economically diverse population of residents, businesses and investors of projects, programs, and initiatives in the City’s ten redevelopment project areas and to increase awareness of and participation in redevelopment programs. Prior to the newsletter, a mechanism did not exist to inform redevelopment area residents, businesses, and the general public of activities planned or underway in redevelopment areas. A quarterly newsletter was envisioned as an effective way to reach out to the nearly 80,000 households and the more than 5,000 industrial, manufacturing, and small businesses located in Oakland redevelopment areas.

Since its inception, approximately 34,000 copies of the newsletter have been printed. In addition, each issue is available online at www.business2oakland.com/. Readership tracking of the online newsletter from April 2008 to January 2010 found that the newsletter has been viewed nearly 30,000 times on the City’s website. The newsletter is produced in English and translated into Spanish and Chinese to accommodate the 27% Hispanic and 18% Asian/Pacific Islander population living in the City’s redevelopment areas. The mission of CEDA is to improve the physical and economic environments of Oakland through sustainable development that embraces three core principles: healthy environment, economy, and equity.
**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

*Circuit – Economic Development*

**Newsletter**
Progress Energy
Raleigh, NC

*Circuit* is Progress Energy’s quarterly economic development newsletter that circulates to 1,500+ real estate professionals, community officials, economic development agency allies at the local, regional, and state levels, and location advisors nationwide. Regular features include articles on target industries and industrial parks, county profiles, building and site features, economic development ally changes, and announcements of new and expanding companies in the service territory. Each issue also provides a Progress Energy update on subjects affecting economic development such as alternative and energy efficiency initiatives and power plant construction/repowering projects.

Progress Energy (NYSE: PGN), headquartered in Raleigh, NC, is a Fortune 250 energy company with more than 22,000 megawatts of generation capacity and approximately $10 billion in annual revenues. Progress Energy includes two major electric utilities that serve about 3.1 million customers in the Carolinas and Florida. The company has earned Edison Electric Institute’s Edison Award, the industry’s highest honor, in recognition of its operational excellence and was the first utility to receive the prestigious J.D. Power and Associates Founder’s Award for customer service. The company is pursuing a balanced strategy for a secure energy future, which includes aggressive energy-efficiency programs, investments in renewable energy technologies, and a state-of-the-art electricity system. For more information, visit www.progress-energy.com/economic.

**HONORABLE MENTION**

*Economic Quarterly*
The Beacon Council
Miami, FL

The *Economic Quarterly* is a publication of The Miami-Dade Beacon Council and an informational tool created to provide a current economic snapshot of our local community to our stakeholders. The information and analysis in the *Economic Quarterly* is based on contributions from the members of the Economic Roundtable. This is a group of local experts on economic issues, with international reach in different fields and from both the public and private sectors who meet every quarter. This committee is chaired by Dr. Tony Villamil, Dean of the School of Business at St. Thomas University in Miami, Florida and former advisor to Florida Governor Jeb Bush. The newsletter includes a letter from The Beacon Council President & CEO addressing current topics, a report from the Chair of the Economic Roundtable, and the most current data on employment, the visitor industry, international trade, commercial/industrial/residential real estate, and the South Florida construction industry.

**HONORABLE MENTION**

*Metro Atlanta Economic Briefing*
Metro Atlanta Chamber
Atlanta, GA

The *Metro Atlanta Economic Briefing*, a newsletter for Site Selection decision makers, is distributed to over 10,000 contacts throughout the nation including site selection consultants, commercial real estate professionals, economic development partners, and industry and corporate leaders. It is produced on a semiannual basis in both print (full color, 10-pages) and electronic versions (HTML email). This communications vehicle informs readers on what is happening in metro Atlanta in terms of major company relocations and expansions, industry developments in our targeted areas (global commerce, supply chain, technology, and bioscience),
incentive programs, and recently-released factoids about the area.

Magazine

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

**WATCH**

University of Waterloo Research & Technology Park
Waterloo, ON Canada

The University of Waterloo Research & Technology Park is ideally located on the campus of Canada’s most innovative university as ranked by *Maclean’s* Magazine for the past 18 years. Reflecting the enterprising spirit of Waterloo Region, it ensures continued support for pure and applied research and innovation throughout Canada. Tenants of the Research Park have unprecedented access to the world’s largest co-operative education program with over 13,000 students, alumni, and professors participating. Their goal is to create breakthrough research discoveries that lead to social and commercial advantage.

The University of Waterloo Research & Technology Park is growing and nurturing new technology, generating thousands of high-quality jobs, and contributing to environmental excellence and the well-being of the community. The University of Waterloo Research Park is proud to be one of 26 research parks in Canada; this combined network of parks contributes $3.8 billion annually to the Canadian economy while housing over 1,000 tech companies that employ 40,000 knowledge workers. The *WATCH* Magazine was developed to create a dynamic marketing tool that captures the spirit and energy of the Park’s tenants, students, Waterloo Region (home of the BlackBerry), and supporters. Visit www.rtpark.uwaterloo.ca for more information.

**HONORABLE MENTION**

*A Convergence of the World, Where Charm, Sophistication, and Business Know-How Blend*
Orangeburg County Economic Development Commission
Orangeburg, SC

This 12 page, full color brochure serves to promote our community to key corporate decision makers and business leaders – both domestically and internationally. It is published bi-annually with the most up to date information on the Orangeburg, South Carolina and what is available for livability, work, and play; economic and demographic data; comprehensive information and community overview.

It is designed as a major tool to communicate our economic development programs and recruitment message. It also provides an excellent forum to showcase the various opportunities within the county and provide a base upon which to demonstrate that our county is one of the best places in the nation to both grow a company and raise a family.

The magazine is widely anticipated by local businesses and community leaders from the time it is sent off to be published until its arrival. Local industries and hotels ask for copies to be placed in their lobbies, and members of the community ask for copies that they can forward to members out of the state.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

*2010 Business Information Guide*
Fort Wayne-Allen County Economic Development Alliance
Fort Wayne, IN

The *Business Information Guide* (“BIG”) is an annual magazine that the Fort Wayne-Allen County Economic Development Alliance (“The Alliance”) publishes. The 2010 BIG is our 10th annual publication through the Alliance. This is our main marketing piece that we present to businesses on our visits to them. In order to reach a broader audience, we also distribute the
The magazine serves several purposes for the Alliance and the community including:

- Explaining our function as an economic development organization
- Highlighting one of our success stories and all of our projects from the previous year
- Detailing community data
- Listing available office and industrial space in our community

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

*Opportunity Houston Magazine: Digital Format*

Greater Houston Partnership
Houston, TX

The first issue of *Opportunity Houston* magazine debuted in November, 2007. The magazine, which originally was published bi-monthly, currently has a circulation of 25,000 and is distributed to Greater Houston Partnership’s 21,000+ members; 36 Houston area economic development organizations; 300 investors in the Opportunity Houston marketing and lead generation program; and targeted C-suite executives and site selection consultants in aerospace/aviation; biotechnology and life science; nanotechnology; energy; and IT. The current issue emphasizes lessening the carbon footprint in the Houston region as well as the area’s sustainable efforts. Only 5,000 hard copies of the magazine are in print. To shore up Houston’s reputation as the world’s energy capital for now and into the future, GHP mailed recycled, biodegradable, plantable postcards to subscribers and corporate location managers around the world, and Indy Partnership utilizes the magazine at trade shows and as a supplement to project proposals throughout the year.

*Indianapolis Region* magazine is distributed to 50,000 business professionals as a special insert in the *Indianapolis Business Journal*. Thousands of additional copies are distributed to site selection consultants and corporate location managers around the world, and Indy Partnership utilizes the magazine at trade shows and as a supplement to project proposals throughout the year.

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

UA Tech Park in BizTucson
University of Arizona Office of University Research Parks
Tucson, AZ

The mission of The University of Arizona Office of University Research Parks is to create environments that support and promote research and education, technology innovation and commercialization, and high technology business development and attraction. The Office of University Research Parks has responsibility for the management and operation of the UA Science and Technology Park (UA Tech Park), Arizona Bioscience Park, and the Arizona Center for Innovation.

The UA Tech Park partnered with BizTucson to develop a 30-page special section insert in the magazine to commemorate the Park’s 15 year anniversary. BizTucson is a quarterly magazine that captures the excitement of southern Arizona’s dynamic business community. The UA Tech Park special section was bound into the BizTucson 2010 spring edition and also distributed as a standalone piece.

The special section told the story of the UA Tech Park’s 15 years of success and next big ideas by collecting and presenting articles that highlight park tenants – both large and emerging – and bring to light some of the new initiatives including the new 200-acre Solar Zone and the innovative K-12 school in an “unbiased” way. The UA Tech Park special section is being used to market the Park and build public awareness to a local, national, and international audience.

Special Event

POPULATION UNDER 25,000

Hutto Economic Development Corporation
Hutto, TX

On the second Thursday of every month, the Hutto Economic Development Corporation hosts community leaders from government, education, and business for a breakfast meeting that provides an update of economic development and community activities. Participants to this event are community leaders including the Hutto City Council, Hutto Police, City of Hutto department leaders, Hutto Independent School District, Hutto Fire-Rescue, Hutto Area Chamber of Commerce, Williamson County government, state and national legislative leaders, area press, regional economic developers, business leaders, and community members. The Hutto Economic Development Corporation staff is solely responsible for the development and execution of this event, and the result is a unique venue that impacts the community because it is the only monthly event that has members from all governmental entities at one place, communicating on a regular basis. Additionally, a wide array of knowledgeable and influential leaders have been featured speakers to help encourage the community to become educated and involved in the economic development process and to assist in the mission of bringing forward positive information about the Hutto community.

POPULATION 25,000-200,000

Development Authority of Jones County
Gray, CA

 CATEGORY WINNER

Griswold Park: A Historic Site for Industry
Development Authority of Jones County
Gray, CA
The Development Authority of Jones County acquired industrial property in 2007, the first official industrial park in the county, and has been in the process of developing and building infrastructure at the site. After the completion of the entryway, the Development Authority staff began planning for a ribbon cutting/dedication ceremony. The 972 acre property was named “Griswoldville Park: A Historic Site for Industry” based on its proximity to Griswoldville, once a thriving town centered around Jones County’s hub of industry. Prior to 1865, Griswoldville was home to facilities that manufactured cotton gins, soap, candles and eventually Confederate revolvers. The Development Authority staff decided to brand the industrial park and the resulting ribbon cutting materials with a historical context to reflect upon the history near the site and differentiate from the competition. The purpose of the ribbon cutting/dedication was to announce the availability of the park to statewide elected officials, project managers, and other economic development professionals as well as highlight the uniqueness of the site with its historical significance. It was also to celebrate the opening of Jones County’s first industrial park and the investment its citizens had made in economic development.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

*West Michigan Automotive Summit*

The Right Place, Inc.
Grand Rapids, MI

In February 2009, The Right Place hosted an IEDC award winning conference on market diversification opportunities for West Michigan’s automotive suppliers. As a follow-up to that event, in January 2010, The Right Place organized the West Michigan Automotive Manufacturing Summit, designed to provide area manufacturers with an overview of the newly emerged automotive industry, how to adapt their strategy in a new global marketplace, funding options, and what new rules and regulations affect their businesses. The event’s featured keynote speaker included Mark Fields; the Executive Vice President of Ford Motor Company and President of the Americas.

The Right Place, Inc. is a regional non-profit economic development organization founded in 1985 and supported through investments from the private and public sector. Its mission is to promote economic growth in the areas of quality employment, productivity, and technology in West Michigan by developing jobs through leading business retention, expansion, and attraction efforts. For more information visit: www.rightplace.org.

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

*EngenuitySC Ignite!*

Engenuity SC
Columbia, SC

For its sixth annual knowledge economy leadership conference, EngenuitySC adopted an innovative and energizing format modeled after a global phenomenon called Pecha Kucha to bring stakeholders together to share their messages. The evening event, called EngenuitySC Ignite!, featured ten speakers who each had six minutes to talk about their roles in the knowledge economy and inspire others to get involved. Each speaker was chosen based on how their activities related to one of the four building blocks of the knowledge economy recognized by EngenuitySC: knowledge creation, entrepreneurship, talent, and competitive advantage.

The goal for EngenuitySC Ignite! was to get more people in the room and have an energizing program built around innovation and ideas. Instead of having a few speakers get on stage to talk at length, a group of entrepreneurs, research rock stars, knowledge economy champions, and young talent was recruited to talk about what inspired them about the knowledge economy.

EngenuitySC is an active public/private partnership that is passionate about developing Columbia, SC’s knowledge economy. Comprised of business and industry leaders, along with representatives from local government and academia, EngenuitySC strives to create a fertile business climate by encouraging entrepreneurship and facilitating the commercialization of ideas and technology.
The Buffalo Niagara Wind Symposium consisted of a half-day seminar aimed to provide information about the wind energy industry, wind energy component supply chain, and how manufacturers can enter into the wind industry. The programming included various keynote speakers and a panel discussion. The Wind Symposium was held to educate manufacturers and component suppliers in the Buffalo Niagara region about the wind industry and how they can enter into the wind component manufacturing supply chain.

Buffalo Niagara Enterprise, a private, non-profit, marketing, business, and economic development organization, is the point of contact for business attraction and investment in the eight counties of the Buffalo Niagara region. Working with local economic development groups, real estate & development professionals, governmental agencies, utilities and private sector business leaders, BNE assists businesses seeking to re-locate or expand in our region with access to the various incentives, financing, site selection, and other services relevant to their project. For information on doing business in Buffalo Niagara, visit www.buffaloniagara.org.

CONVENING THE COMMUNITY
Greater Phoenix Economic Council
Phoenix, AZ

In April 2009, The Greater Phoenix Economic Council kicked off its Convening the Community series in an effort to educate the public on Arizona’s budget crisis and its implications on the future of the state. The project consisted of three events designed to create important dialogue on the issues. The first event provided a forum for Arizona state leaders, including the governor, to present their ideas on budget solutions. It drew 800 attendees and was streamed live on a local television website. The second event placed a stronger emphasis on what policy improvements could be made to improve Arizona’s competitiveness for job-creation and increase revenues for the state. Short-term solutions for the budget crisis that were offered at the first event were analyzed. The event was streamed live on GPEC’s website and drew more than 700 hits from viewers in 21 states and Canada. The third event took the outcomes of the previous one and televised them for a statewide audience during a Town Hall that aired live on prime-time television. Convening the Community was widely covered by media and brought together statewide government, business, and community leadership on critical issues that drive Arizona’s economy.

WEBSITE AND NEW MEDIA AWARDS

General Purpose Website

POPULATION UNDER 25,000

CATEGORIC WINNER

Corporation General Purpose Website (www.huttoedc.com)
Hutto Economic Development Corporation
Hutto, TX

In 2009, the website for the Hutto Economic Development Corporation (www.huttoedc.com) underwent an extensive overhaul in an effort to create an innovative and informative website that positions Hutto, Texas as a profitable business location. With the goal to be the standard bearer for economic development websites, the Hutto Economic Development Corporation staff added more than 52 additional web pages of content from its previous site. Hutto Economic Development Corporation staff collaborated with Aha! Communications, an Austin, Texas based marketing firm, to uniquely design, map-out, and develop the existing website into a showpiece for the community, the region, and the economic development industry.

The Hutto website incorporates the ACCRA Cost of Living Index calculator offered by the Council for Community and Economic Research, social media outlets including Facebook, Twitter, YouTube, and
Flickr, an interactive search format utilizing tools by GIS Planning, graphically depicted and detailed demographics, and the International Economic Development Council Data Standards. Additionally, a content management system that allows for over 80% in-house administration was incorporated, meaning the Hutto Economic Development Corporation staff is able to update, add, and remove content to almost every page on the website.

**HONORABLE MENTION**

*Grenada Mississippi Means Business*

Grenada Economic Development District
Grenada, MS

The Grenada County EDD started operations in 2008 with the goal of making Grenada, MS a serious contender for economic development projects. By relying on cutting-edge technology, the EDD staff developed [www.grenadameansbusiness.com](http://www.grenadameansbusiness.com) to promote the assets of Grenada County to potential prospects around the globe. The development process included the design of a community identity and the implementation of the latest available technology to provide the end user with an experience that best exemplifies Grenada's forward thinking attitude. The website includes the following innovations:

- Custom report technology that allows prospects to build a customized report with data from the website. The report can easily be reproduced, print, or e-mailed.
- iPhone and handheld device compatibility technology that allows any handheld user to visit our site without formatting or reading problems.
- Grenada Online Proposal System. EDD staff can prepare tailored proposals that a prospect can access through [www.grenadameansbusiness.com](http://www.grenadameansbusiness.com) any time, from any computer or device with an internet connection.
- Economic Gardening section to support entrepreneurs and small businesses.
- Comprehensive data center in accordance with IEDC guidelines.
- Multilingual website: English, German, Japanese & Spanish.
- RSS Feed Availability.
- Available Buildings & Sites Database.

**POPULATION 25,000–200,000**

**CATEGORY WINNER**

*Grand Junction Economic Development Website*

Grand Junction Economic Partnership
Grand Junction, CO

The Grand Junction Economic Partnership is a private non-profit incorporated organization and the official economic development agency of the Grand Junction area. This partnership represents the cities of Grand Junction and Fruita, the Town of Palisade, and Mesa County. The mission of the organization is to enhance the economic vitality of our community creating a strong, diverse economy and an improved quality of life. Our General Purpose website is the primary tool for business attraction as well as a vehicle to provide detailed data and demographic information to all visitors.

**POPULATION 200,000 – 500,000**

**CATEGORY WINNER**

*City of Cincinnati Economic Development Website*

City of Cincinnati Economic Development Division
Cincinnati, OH

The newly created City of Cincinnati Economic Development Division (EDD) website is a complete redesign from its original site. Previously, our website was buried inside of the city’s main website. It was very difficult to navigate through to information about economic development in Cincinnati. Even doing a Google search would not bring up our specific site and information. This project produced a standalone, economic development-specific website that now speaks directly to our primary customers (Site Selectors, Developers, Businesses, and local citizens) interested in economic development opportunities in Cincinnati. The results of this launch have been impressive as evidenced by our current, 1st page placement in Google searches for Economic Development in Cincinnati.

In addition, the entire City of Cincinnati will be revamping the citywide website under the newly
adopted city branding to display Cincinnati as a great place to: Live. Work. Play.

HONORABLE MENTION
Cornerstone Regional Development Website
Cornerstone Regional Development Partnership
Jacksonville, FL

The Cornerstone Regional Development Partnership website, www.ExpandInJax.com, is designed to enhance user experience and act as a one-stop-shop for information related to economic development for Jacksonville and the Northeast Florida region. The Cornerstone site is our primary marketing tool, reaching a broad audience including site selectors, company executives, and key decision makers. By providing up-to-date, relevant content; detailed information about our key business advantages and talented workforce; and direct links to partner sites, Cornerstone is ensuring that its website remains the main portal through which information can be found.

Cornerstone is Jacksonville and Northeast Florida’s regional economic development initiative functioning as a regional marketing, prospecting, and international trade partnership. Cornerstone is a private, nonprofit division of the Jacksonville Regional Chamber of Commerce. Cornerstone works in partnership with the Jacksonville Regional Chamber of Commerce, the Jacksonville Economic Development Commission, JEA, the regional county partners – Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns, WorkSource, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority, and more than 200 top private sector investor corporate entities in the Jacksonville area.

POPULATION GREATER THAN 500,000

CATEGORY WINNER
Montréal International’s New Website
Montréal International
Montréal, QC Canada

The project entailed the complete redesign of Montréal International’s Website, from the site’s basic structure to the integration of new capabilities and technologies. The entire content was updated and enriched, the text was rewritten in a more promotional style, and the site architecture and map were redesigned and streamlined, which resulted in a more user-friendly navigation and a snappier layout.

Montréal International 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 foreign workers, as well as promoting the competitive and international environment of Greater Montréal. Montréal International is funded by the private sector, the Communauté métropolitaine de Montréal (Montréal Metropolitan Community), the City of Montréal and the Governments of Canada and Québec. Since its creation, Montréal International has helped to attract more than $7.5 billion in foreign investment to Greater Montréal. From these investments, more than 43,000 jobs have been created or maintained. To date, MI’s activities have also allowed more than 25 international organizations to establish themselves in the city and attract more than 4,000 qualified foreign workers.

HONORABLE MENTION
Buffalo Niagara Enterprise General Website
Buffalo Niagara Enterprise
Buffalo, NY

Buffalo Niagara Enterprise is nearing the end of a three-year plan to improve the www.buffalonia.org website for use by site selection consultants and business prospects looking to locate or expand
into the Buffalo Niagara Region. This past year’s improvements consisted of: a homepage facelift that included marketing banner promoting key regional and organizational highlights; a comprehensive, well-organized marketing resource section; a county profile section with an interactive map navigation feature; and a regional successes section highlighting project wins.

Buffalo Niagara Enterprise, a private, non-profit, marketing, business and economic development organization, is the point of contact for business attraction and investment in the eight counties of the Buffalo Niagara region. Working with local economic development groups, real estate & development professionals, governmental agencies, utilities and private sector business leaders, BNE assists businesses seeking to re-locate or expand in our region with access to the various incentives, financing, site selection and other services relevant to their project. For information on doing business in Buffalo Niagara, visit www.buffaloniagara.org.

**HONORABLE MENTION**

**GRPVA.com Redesign**
Greater Richmond Partnership, Inc.
Richmond, VA

The Greater Richmond Partnership, Inc.’s (GRP) main website received a complete redesign to update the look and feel, improve the effectiveness, and enhance navigation on the site. Recognizing the evolution of online communications, GRP needed to integrate social media tools being used by adding links to GRP and staff profiles on LinkedIn, Twitter, Facebook, and YouTube. GRP’s content management system also required an update to a tool that would allow our online communications to continue to evolve with technology.

The site’s improved and easy navigation provides enhanced functionality and encourages site visitors to explore the region for business opportunities through photos, video testimonials from business and community leaders, data, news, and publications. It also serves as a valuable tool for relocating families, students, and media.

Site statistics show the site is more effective for our visitors. The Average Time on the Site is up 52%, Pageviews is up 159%, and Pages Visted is up 33%. Site visits are up 95% and GRP continues to receive positive feedback from its target audience and peers.

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**Special Purpose Website**

**POPULATION UNDER 25,000**

**CATEGORY WINNER**

**Bio-Tech/Bio-Medical Industry Development**
Spoon River Partnership for Economic Development
Canton, IL

The Spoon River Partnership for Economic Development partnered with Economic Development Marketing (EDM) to create the special purpose website. EDM is a marketing and development firm specializing in helping economic development agencies reach specific markets, using website development, lead generation, industry research, direct response campaigns, and other marketing tools. Based upon input from the Partnership, EDM developed a stand-alone website, biocantonil.com, specifically targeting bio-tech and bio-medical companies looking to relocate or expand. The site’s content announces Canton’s desire to build a bio-tech/bio-medical cluster around a new medical device manufacturer that recently built a facility in the community. In addition, the site not only outlines various substantial incentives by the City of Canton for companies but also subtly showcases Canton’s quality of life. EDM worked with the Partnership to refine key words, and other search tools, resulting in the site being listed second when “bio-tech Illinois” is entered in Yahoo’s search window.

The Spoon River Partnership for Economic Development is a 501(c)(3) tax exempt charitable nonprofit organization dedicated to serve as a catalyst for economic and community development by capitalizing on community partnerships, business development opportunities, and implementation of programs and projects that foster growth and development of the community.
Prosperity Eastern Iowa is a multi-organizational economic development group in eastern Iowa working to successfully market and position the regional product as a competitive place to do business. The counties that have partnered to form Prosperity Eastern Iowa include Dubuque, Delaware, Jackson, and Jones plus the cities of Springville and Marion in Linn County and city of DeWitt in Clinton County.

AccessMyFuture.com...Find Your Road to Success is a website targeted towards junior high, high school, and college students and young professionals and aims to attract and retain this demographic in Eastern Iowa. It provides information and resources about careers, educational opportunities, and highlights quality of life activities in Eastern Iowa. Visitors can explore career options through video testimonials from young professionals already in the field, develop interview skills, search available jobs and internships, learn how to start a business by clicking on items in a virtual garage, and communicate with others through a blog on the accessmyfuture.com website. It also contains an interactive game where visitors can create their own mode of transportation (currently a car or a bicycle) and post it to their Facebook page, email it to a friend, or simply save it to their computer. All visitors can also sign up for a free, award winning, regional music CD.

Elgin/St. Thomas has a myriad of natural resources, hard working, and committed people and an enviable geographic location on Lake Erie. It is an area filled with tremendous potential and has everything necessary to be a winner in the tourism market of Ontario.

In 2009, Elgin/St. Thomas recognized the value of tourism as a strong economic generator for the area and chose to initiate the Tourism Development and Marketing Plan to see tourism become a vital contributor to the economy of the region.

As part of the Tourism Development and Marketing Plan, Elgin/St. Thomas recognized that a new state-of-the-art tourism website was necessary to attract the majority of travelers of all ages and target audiences who research and plan their trips online.

Elgintourist.com implements various interactive tools to meet the demands of the computer savvy tourist including; itinerary planners, interactive maps, a business directory, events and attractions calendars, extensive and up to date destination information and more.

The site is also friendly for tourism members; members can log in, update business descriptions, add photos or logos as well as events. Elgintourist.com allows visitors and residents to experience Elgin/St. Thomas virtually.
**POPULATION 200,000 – 500,000**

**CATEGORY WINNER**

*HowTheySeeMobileBay.com*

Mobile Area Chamber of Commerce

Mobile, AL

The Mobile Area Chamber of Commerce launched a companion to the existing economic development website. HowTheySeeMobileBay.com is a microsite featuring business leaders from companies that have relocated to or expanded operations in Mobile. With so much recent economic success, the question came up, why Mobile? For this, the Mobile Area Chamber with Lewis Communications interviewed local business executives. Consistently, it was heard there was a likeness of mind and collaboration among Mobile’s officials that supports unified goals, a pro-business environment, highly responsive to business needs, an enviable coastal lifestyle, abundant cultural opportunities, and a more dynamic, progressive city that exceeded peoples’ expectations. Armed with this knowledge, HowTheySeeMobileBay.com is a way for those that actually live the story of Mobile Bay to be the ones that tell the story with first-hand accounts of collaboration and pro-business environment. The site targets site selectors, project managers, and economic developers to see and hear why the identified companies chose Mobile Bay as a place to do business. The Mobile Area Chamber represents the business interests of the Mobile region. Our focus is on recruiting new industry, assisting existing industry expand, workforce and legislative issues, and to serve as a resource for small businesses.

**HONORABLE MENTION**

*Connecticut’s Central Coast Website*

The United Illuminating Company

New Haven, CT

CTCentralCoast.com is the only website marketing the CT Central Coast region. The comprehensive, attractive, easy-to-use website attracts site selectors, consultants, and companies to locate facilities in Connecticut. One highlight of the site is the map room that enables us to produce customized, layered maps for users. Every map and every set of data on the website is available in an Excel spreadsheet that can be downloaded. The site features properties in the cities and towns on Connecticut’s Central Coast and links to a statewide commercial real estate database. It provides critical economic data for the region in one location, including extensive information on targeted clusters and comprehensive workforce information. The United Illuminating Company’s economic development team designed, implemented, and currently supports the website.

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

*CERC SiteFinder Web Site*

Connecticut Economic Resource Center

Rocky Hill, CT

Since 1993, CERC SiteFinder has been Connecticut’s most comprehensive, exclusive database of commercial real estate listings. The web site has been instrumental for hundreds of regular users in the real estate transaction process, resulting in successful deals helping to grow businesses and jobs in Connecticut – consistent with CERC’s mission of making Connecticut a more competitive business environment. In 2009, CERC launched the latest, cutting-edge version of this nationally marketed web site, which now includes IEDC-compliant economic and demographic information. The new SiteFinder platform not only allows the user to search for available space, it also allows one to analyze the location advantages of the property with drive times, business lists, and other community information. The web-based database has served as a key tool to assist the real estate community for more than a decade, and continues to be an information exchange between economic development professionals, commercial real estate brokers, and businesses evaluating their relocation and expansion needs.
Calgary Economic Development (CED) strives 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.

In February 2010, CED launched a new online resource targeted at longtime Calgarians as well as people considering a move to the area: LiveInCalgary.com. This website aims to be an authoritative resource containing any and all information about Calgary that could be relevant when considering a move including neighbourhood and residential information; education; entertainment/culture; sports; healthcare; and banking.

For Calgarians, the site will assist with rediscovering the many attractions and activities which make the region a great place to live, work and play as well as serve as a port for important information such as schools, healthcare, child care, transportation and much more. Reminding Calgarians of what the region has to offer and making important information easily accessible, not only helps keep our talent in Calgary but strengthens our communities, fundamental to the future well being of our community.

**MONTRÉAL INTERNATIONAL**

**HONORABLE MENTION**

*Permanent Residency Website; Montréal: for your career and for life Campaign*

Montréal International
Montréal, QC Canada

Skilled workforce is the cornerstone of a productive, competitive, and prosperous economy and a dynamic force for innovation and creativity. There is a fierce international competition to attract specialized manpower, and retaining these highly skilled workers has become a key factor in the economic development of cities and regions like Greater Montréal. In Québec, retaining foreign skilled workers on a long-term basis requires them to seek permanent residency status. The project consisted in the creation of the www.permanentresidency.ca Website, with the aim of offering an easy access to relevant information about permanent residency in Québec and the professional assistance provided free of charge by Montréal International to all foreign skilled workers, firms, and institutions in the Greater Montréal region.

Montréal International 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 foreign workers, as well as promoting the competitive and international environment of Greater Montréal. Montréal International is funded by the private sector, the Communauté métropolitaine de Montréal (Montréal Metropolitan Community), the City of Montréal, and the Governments of Canada and Québec. Since its creation, Montréal International has helped to attract more than $7.5 billion in foreign investment to Greater Montréal. From these investments, more than 43,000 jobs have been created or maintained. To date, MI’s activities have also allowed more than 25 international organizations to establish themselves in the city and attract more than 4,000 qualified foreign workers.

**NEW MEDIA**

**POPULATION UNDER 25,000**

**GRENADA MISSISSIPPI MEANS BUSINESS**

Grenada Economic Development District
Grenada, MS

The Grenada Online Proposal System is a cutting-edge tool that provides a new industry standard for prospect communication and proposal delivery. The system speeds information delivery and interactions by allowing ED staff to create, deliver, and monitor proposals from any computer with an internet connection. The tool allows ED organizations to make a positive first impression on prospects with tailored...
proposals that are delivered at the speed of light, that can be updated at any time, and that have a unique and professional appeal. By using the Grenada Online Proposal System, prospects gain the freedom to access their updated proposal at any time, from any computer with an internet connection. In addition, prospects can, at any time, print, convert to PDF, or e-mail their proposals to themselves or to other members of the site location team.

HONORABLE MENTION
Bellville Economic Development Corporation Website
Bellville Economic Development Corporation
Bellville, TX

The Bellville Economic Development Corporation needed a website to tell Bellville’s ‘story’ to the business community. In order to accomplish this, we hired Jerry Olson of Jerry Olson Designs (www.jerryolsondesigns.com) for our website layout and GIS Planning for our data. Jerry is a local talent who has worked on a national level with major corporate clients. He really gave us the look we needed for the site.

GIS Planning gave us the ability to provide pertinent data to prospects that was way beyond our ability as an organization. As the inventor of online GIS implementations over 12 years ago, GIS Planning Inc. (http://www.gisplanning.com) today has over 200 Economic Development Organization GIS implementations. With the majority of the 100 largest cities in the USA and covering over 11,500 cities as clients, its ZoomProspector Enterprise technology is the industry standard in economic development.

We are very pleased with the results, and we have already had success with the site in reaching out to the business community.

POPULATION 25,000 – 200,000

McAllen Economic Development Corporation has employed several strategies with new media to strengthen our Business, Retention & Expansion program; work with the media; promote our community; engage potential investors; and generate leads. While we do not disregard personal connection, we have realized that people seek information in various places, and it is our responsibility to provide it in numerous formats. Our current strategy includes: blogging, web columns written by staff, webinars, Facebook, twitter, Linkedin, Google phone and groups; instant messaging, interactive display at the McAllen International Airport, YouTube videos that highlight the fun aspects of life along the U.S.-Mexico border, podcasts to offer more information, and online supplier expos. This strategy aims to put McAllen at the forefront of everyone’s mind in a fun, creative, and cost-effective manner.

McAllen EDC is a not-for-profit corporation under contract with the City of McAllen to create jobs by attracting new industry and helping existing companies expand within the city and in Reynosa, MX. McAllen EDC works with prospective clients, handles marketing and public affairs, and provides corporate support to existing manufacturing and supplier companies. For the past 22 years, McAllen EDC has worked to promote McAllen and Reynosa, MX.
Corona Live is a project conceived and produced by the Economic Development Division of the City of Corona.

Corona, California is a community of approximately 150,000 residents with more than 32 million square feet of industrial space, 3 million square feet of office space and almost 3 million square feet of retail space. With a broad range of experience and a median age of 29, Corona’s 2.1 jobs to housing ratio offers a unique workforce value to business. Its youthful spirit is what sparked the Corona Live marketing campaign – aimed at delivering timely information that brings the community closer through active engagement both online and offline. By having intuitive, dynamic, searchable, and meaningful media tools to deliver opportunities in the community, Corona continues to evolve and sets the pace for economic development in the region. Corona Live is composed of four websites: TeamCorona.com, FilmCorona.com, InnerCircleCorona.com and ShopCorona.com. These sites are focused on:

- Attracting and retaining business
- Educating Corona’s business professionals
- Serving as a local business guide
- Representing Corona’s residents

Corona Live has three major objectives: to grow Corona’s sense of community, to increase the City’s general fund through local taxable sales and property taxes, and to increase jobs through business attraction, retention and growth.

In January 2009, we realized we weren’t effectively engaging with investors in our communication. It was time for us to join the conversation – by moving from monologue to dialogue using Social Media.

We began by creating a comprehensive two year social media strategy that outlined clear goals and objectives for live-blogging, integration into traditional advertising, creation of viral videos, polling, tone and messaging, roles and responsibilities, metrics and focused on the use of URL tracking codes to measure activity. The goals of the strategy were set out to:

- Increase the profile of the Partnership using social media tools to further support recognition as the reputable and trusted voice of the Halifax economy.
- Foster innovation and share good new stories related to the Halifax economy.
- Educate and train fellow colleagues on social media benefits and best practices.

Our social media campaign consisted of redesigning and reshaping our website with the new and enhanced capabilities and features that were launched in July 2009, complete with realigned navigation based on several social medias:

- Facebook,
- Twitter,
- Linked-In
- YouTube;
- enhanced video and photos; and
- SmartCity Blog A branded, corporate blog.
HONORABLE MENTION
**Frederick County Business Roundtable for Education**
Frederick County Office of Economic Development and Frederick County Chamber of Commerce
Frederick, MD

The Frederick County Business Roundtable for Education (FCBRE) was developed by the Frederick County Chamber of Commerce, Frederick County Office of Economic Development, Frederick County Public Schools, Fort Detrick, and Frederick Community College to address the current and future workforce need in the Frederick County business community. FCBRE connects classroom learning and the workplace and promotes academic excellence. This nonprofit partnership supports educational initiatives within the school system and addresses workforce needs in the business community. The goal is to help prepare the next generation of business leadership in our community and educate our future leaders on the opportunities in Frederick County to live here and work here. Currently, FCBRE holds an annual career exploration conference for high school sophomores, titled Future Link. FCBRE also provides both internship and externship programs with teachers and students in the Frederick County Public Schools. The student internship program is designed to provide ideas, perspective, and real-world learning opportunities to prepare students for the future. The teacher externship program is designed to provide teachers the opportunity to work in a business and connect the curriculum from the classroom to the application of the concepts used in the business.

**POPULATION GREATER THAN 500,000**

GIS Planning
San Francisco, CA

ZoomProspector.com is the largest nationwide website for corporate real estate professionals and site location experts seeking the right location for their business. Combining the power of online mapping with GIS, ZoomProspector.com allows businesses to find the perfect community anywhere in the United States based on their unique business needs such as proximity to labor force, infrastructure, and transportation.

ZoomProspector.com is a service of GIS Planning Inc., the inventor of online GIS implementations over 12 years ago that today serves over 200 economic development organizations. With the majority of the 100 largest cities in the USA and covering over 11,500 cities as clients, its ZoomProspector Enterprise technology is the industry standard in economic development.

HONORABLE MENTION
**Time for a Bold Move Campaign**
City of Dallas Office of Economic Development
Dallas, TX

Time for a Bold Move Campaign is a peer-to-peer, highly-targeted, high-tech recruitment campaign focusing on corporate CEOs for relocation of their headquarters during a down economy using a custom programmed Apple iPhone and the CEOs of Dallas. Each targeted CEO receives the iPhone in a custom designed box with a password protected website specific to him and his company. The phone and the website feature videos from our Mayor and local CEOs touting the competitive advantages and reasons they moved to Dallas as well as market comparisons. The phone is preloaded with the contact information for several prominent Dallas CEOs, Dallas Mayor and other allies who also place calls and send emails and text messages to the CEOs intermittently. The phone service is prepaid for 90 days and gives Dallas a direct line to these corporate decision makers. All applications are Dallas focused such as weather, maps, photos, contacts, news, clock, events calendar, entertainment, restaurants, and the custom website is their home page. A Dallas Concierge is available to provide them information on Dallas or trouble shoot 24/7. This program is a partnership between the City of Dallas Office of Economic Development, Dallas Regional Chamber, Downtown Dallas Inc., and TM Advertising.
San Jose utilized Wikiplanning – a new virtual collaboration tool – to ensure a wide range of civic input for its General Plan update, Envision San Jose 2040. Wikiplanning created a place where all aspects of the community, young and old, could weigh in on the future of the city, and the best strategies for success. This pilot virtual forum complemented the City’s more traditional meeting-focused methods of community engagement. Wikiplanning allowed all residents to participate in city planning activities normally available at traditional public meetings, but from their own homes and workplaces any time throughout the day or night, which allow residents to make their voices heard with community economic development and planning leaders. Utilizing the Wikiplanning features, the site navigated residents through a series of activities online, including a mix of project-specific multi-media learning sessions, message boards, and surveys.

From its founding in 1777 as California’s first city, San Jose has been a leader, driven by its spirit of innovation. Today, San Jose stands as the largest city in Northern California and the Capital of Silicon Valley – the world’s leading center of innovation. The city, the 10th largest in the U.S., is committed to remaining a top-ranked place to do business, to work, and to live. For more information, visit, www.sanjoseca.gov.

**HONORABLE MENTION**  
*Envision 2040: Wikiplanning*  
Office of Economic Development, City of San Jose  
San Jose, CA

**PROGRAM AWARDS**

**Technology-Based Economic Development**

**POPULATION 25,000-200,000**

**CATEGORY WINNER**  
*TechLink*  
Tech Link Montana  
Bozeman, MT

TechLink is a nationally recognized, federally funded technology transfer center at Montana State University, Bozeman. Its principal sponsors have included the Department of Defense (DoD), NASA, and the National Science Foundation (NSF). TechLink fosters technology-based economic development by helping companies to access the diverse inventions, unique technical capabilities, and sizeable R&D funding available in the federal lab system, particularly the nation’s 100-plus DoD labs.

TechLink represents a strong technology-based outreach effort involving dozens of federal, state, and private non-profit partners. Working with these partners, TechLink has brokered over 800 technology partnerships involving hundreds of companies and entrepreneurs. TechLink also has pioneered a number of best practices that have been successfully replicated by more than a dozen other technology transfer organizations.

TechLink’s technology-transfer activities have resulted in substantial economic development—not only in Montana and its region (including Idaho, Washington, Oregon, Alaska, Wyoming, Utah, North Dakota, and South Dakota), but also nationally. An independent economic impact study covering the 2000-2009 period determined that TechLink-facilitated partnerships generated $122 million of economic output in Montana, $363 million in the region, and $729 million nationally. The corresponding employment figures were 1,052 jobs created or retained in Montana, 2,529 in the region, and 4,290 nationally.
Ann Arbor SPARK is the driving force in establishing the Ann Arbor region as a destination for business expansion, retention, and location. It collaborates with business, academic, government, and community investor partners to identify and meet the needs of businesses at every stage, from startups to large organizations. Ann Arbor SPARK represents all communities in the Washtenaw County. The Ann Arbor SPARK Business Accelerator does exactly what the name implies: it speeds up the development of start-ups in the region with a variety of valuable services. It is an exceptional business resource designed to shorten the time required to attract capital, customers, or other resources. Ann Arbor SPARK’s Business Accelerator is divided into three key areas of focus: Incubator, Education and Financing. By helping companies access these critical components to success, Ann Arbor SPARK is able to help businesses address the biggest obstacles to future success. In 2009, 61 companies benefited from Ann Arbor SPARK’s business accelerator services; since the launch of its business accelerator in 2006, Ann Arbor SPARK has helped over 200 companies.


MyPermitNow.org is a web-based, low-cost permitting solution that offers a suite of features to jurisdictions regardless of size. The software contains a robust, customizable permitting module, a completely digital plans examination workflow, a fast, efficient work orders system, and a number of other features that enable a permit office to function smoothly.

This software has proven to increase efficiency and consistency in building code enforcement and keep
the process transparent. The completely digital plans examination workflow allows a jurisdiction’s permitting office to be almost paper-free. The field inspection software allows inspectors to receive inspections and upload reports from virtually anywhere. Automatic inspection notifications for completed inspections and MyPermitNow.org’s customer portal give the public real time access to information regarding their permit.

Permit offices no longer have to completely change the way they operate because MyPermitNow.org is flexible enough to accommodate almost any permitting process.

**POPULATION GREATER THAN 500,000**

**Ohio**

**Third Frontier**

**CATEGORY WINNER**

*Ohio’s National Model for Technology-Based Economic Development*

Ohio Department of Development
Columbus, OH

The Ohio Third Frontier is a $2.1 billion technology-based economic development program that was begun in 2002 and is currently authorized through 2015. The Third Frontier funds emerging technologies in Ohio that can, through a competitive process, demonstrate a reasonable likelihood of leading to innovative products, new businesses, leveraged investments, and new jobs, all accruing to Ohio. The portfolio of grant programs is comprehensive in that it addresses and funds a suite of science and technology related activities across a collection of targeted disciplines and industry sectors. The Third Frontier seeks to 1) increase the quantity of high quality research that has commercial relevance for Ohio; 2) expand the availability of investment capital needed to form and grow new companies; 3) grow and nurture a pool of entrepreneurial and research talent; 4) expand the availability of capital and assistance to support product innovation in established companies; and 5) attract new-to-Ohio company activity that aligns with emerging clusters of excellence. Success metrics collected for the Third Frontier demonstrate that the program is returning a leverage of $10 for every state dollar expended. The Third Frontier has been described by both state officials and a host of Ohio media outlets as “Ohio’s most successful economic development program.” As an independent, third party validation, SRI International, in partnership with Georgia Tech, performed a review of the Third Frontier in September, 2009. That analysis showed that the Third Frontier had, with only about a fourth of the available funding expended at that time, already generated $6.6 billion in economic activity for Ohio, 41,300 jobs, and $2.4 billion in employee wages and benefits.

**HONORABLE MENTION**

*Matching Grants Research Program*

Florida High Tech Corridor
Maitland, FL

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 2,400 faculty and students have conducted research through this program with 330 companies, in a program that has provided an economic impact of nearly $700 million in the 23-county region.
Multi-Year Economic Development

POPULATION 25,000-200,000

One Southern Indiana is the combined Chamber of Commerce and Economic Development Organization for Clark and Floyd Counties in southern Indiana, part of the Louisville, KY MSA. The organization, which was formed in July 2006, revamped the economic development team by adding a proactive Business Retention and Expansion component to compliment an already successful attraction effort. The goal of the economic development team has always been to grow the regional economy, working one-on-one with businesses and connecting them to the necessary resources to aid in their growth. Since its inception, One Southern Indiana has experienced a tremendous amount of success with respect to job commitments, expansion of the tax base through capital investment, raising the county average wage, and job retention. To date, the organization has announced over 60 locations and expansions, with new job commitments exceeding 5,700, new capital investment of nearly $313,000,000, and over $200,000,000 in added payroll annually. Although One Southern Indiana believes the numbers speak volumes when it comes to reaching their goals, knowing each business has a partner in progress is what their story is truly all about.

POPULATION GREATER THAN 500,000

Partnership Gwinnett Community and Economic Development Initiative
Gwinnett Chamber of Economic Development
Duluth, GA

Partnership Gwinnett is Greater Atlanta’s award-winning community and economic development initiative. Led by the Gwinnett Chamber and over 160 regional public and private investors including Gwinnett County, Gwinnett Chamber, all 15 Gwinnett cities, all three Gwinnett CIDs (community improvement districts), Gwinnett Medical Center, the Public Schools, Gwinnett Convention and Visitors Bureau, Cisco, AGCO Corporation, Wachovia, IBM, WIKA, and Kaiser Permanente to name a few.

The initiative targets the growth and development of business and community through strategic planning and aggressive execution of that plan. In its first three years, Partnership Gwinnett has recorded 130 relocations and expansions, representing 7,500 new jobs and $360 million in capital investment.

By proactively seeking jobs and wealth for Gwinnett and Greater Atlanta, the Partnership Gwinnett initiative positively affects a pro-business environment, an ever-growing and nationally recognized quality of life for its citizens and strong leadership for regional partners and organizations to come together and promote Metro Atlanta as the place to live work and play.

OhioMeansBusiness.com
Ohio Business Development Coalition
Columbus, OH

The guiding principle for the OhioMeansBusiness.com website is to get visitors the information they need as quickly as possible while providing a positive, Ohio experience in the process. The website design is based on insights into the information flow of capital investment decision makers and is routinely updated to ensure the right information is available at the right time to make the right location decision choice... Ohio. OhioMeansBusiness.com scores among the top 3% of all websites (HubSpot WebGrade = 97) and the associated blog is among the top 8% of all blogs (Hubspot BlogGrade = 92). The effectiveness of OhioMeansBusiness.com in meeting the information needs of visitors is one of the reasons Ohio has won the Site Selection Magazine Governor’s Cup for four years in a row.
HONORABLE MENTION
The Detroit Region Aerotropolis Initiative
Wayne County Edge
Detroit, MI

The Detroit Region Aerotropolis was created to leverage the Detroit region’s world-class airport system and transportation assets into an economic development and job creation engine for Southeast Michigan. Wayne County Executive Robert A. Ficano has led the charge to create a pre-planned aerotropolis, or airport city, between Detroit Metropolitan and Willow Run Airports that has the potential to create more than 60,000 jobs, $10 billion in annual economic impact for Michigan, and a diversified industrial base that will stabilize the value of personal and commercial investment assets.

Since 2007, almost 6,000 jobs and $1 billion in capital investment have been created by projects that sought the advantages of being in the Aerotropolis. Most recently, General Electric located its new $175 million Advanced Manufacturing Technology and Software Center in the heart of the Aerotropolis.

The Detroit Region Aerotropolis Initiative is made up of four cities, three townships, two counties, Wayne County’s airport authority, and private partners. From its conception, these groups quickly came together to work as a unified regional alliance and to act in a collaborative and expeditious manner for purposes of promoting the Aerotropolis region.

Economic Development Training

POPULATION GREATER THAN 500,000

St. Louis County Economic Council
Saint Louis, MO

In 2009, St. Louis County Economic Council (SLCEC) partnered with Saint Louis University (SLU) and Urban Land Institute-St. Louis District Council (ULI) to design a Certificate Program in Economic Development. The program was targeted to public sector staff, mayors, city council, and chamber members to better understand the complex world of development.

The goal of the Certificate Program in Economic Development was to fill a need in the St. Louis metropolitan area—a practitioner-based program in economic development. Ultimately, the program challenged government officials to expand their knowledge and skills in critical areas pertinent to the growth and economic development of their communities.

The Certificate Program was successful in giving enrollees a thorough understanding into each of the disciplines of economic development through the perspective of distinguished practitioners. As was the goal, they were introduced to the mechanics of development through case studies and were encouraged to share experiences and discuss solutions to common problems, meanwhile, having theory and academia incorporated through the involvement of SLU’s nationally renowned public policy and public administration program.

Founded in 1984, SLCEC is a not-for-profit economic development organization responsible for creating high-quality business and employment opportunities for long-term diversified growth throughout St. Louis County and region. SLCEC oversees several local and regional economic development programs including World Trade Center Saint Louis, various loan programs, small business incubators, business
Business Retention and Expansion – Single Event

POPULATION 25,000-200,000

CATEGORY WINNER
Mercury Marine Consolidation/Retention Project
Fond du Lac County Economic Development Corporation
Fond du Lac, WI

In early 2009, Fond du Lac County Economic Development Corporation (FCEDC) participated in a meeting at Fond du Lac County’s largest employer, Mercury Marine, to discuss their current situation and their need to stay competitive and afloat in the changing economic climate. Two options were on the table – to consolidate in Fond du Lac, Wisconsin, where the company had been headquartered and had manufacturing operations for several decades or consolidate in Stillwater, Oklahoma, where some manufacturing operations were housed in an under-utilized facility.

FCEDC quickly became a key member of a collaborative team which worked closely with Mercury Marine and included representatives from the State, Fond du Lac County, and the City of Fond du Lac. This team, which put outcomes above egos at every step of the process, remained in place through a turbulent summer of ups and downs. Tools such as social media and new media were utilized to help disseminate information quickly and effectively. Everyone involved, from those close to the situation to average citizens, began thinking of innovative ways to make a difference. Ultimately, a positive outcome for Fond du Lac County was realized.

HONORABLE MENTION
Cooper Proud: The Retention of Cooper Tire & Rubber Company
Community Development Foundation
Tupelo, MS

Cooper Tire & Rubber Company began to call Tupelo, Mississippi home in 1983 when it purchased a 635,000 square foot building on Green Street. In 2009, the industrial plant measures over 1.6 million square feet and employs more than 1,850 full-time, part-time, and contract workers, with an annual payroll in excess of $100 million. As the second largest industrial employer in Lee County, this equates to $1.5 billion in wages and benefits to its workers and the community.

In late 2008, following a network capacity study of all of its manufacturing facilities in the U.S., the company was forced to close one of its plants. A project team was immediately mobilized to work together towards the goal of saving the 1,850 jobs at Cooper Tire. What came of this was “Cooper Proud,” a campaign for and about the employees at Tupelo’s Cooper Tire plant.

The culmination of these efforts occurred in early 2009, when it was announced that the Tupelo Cooper Tire plant would indeed be spared. In addition to retaining 1,850 jobs, the company announced that it would add 50 jobs and an additional $25 million in capital investment in 2009. In September 2009, Cooper Tire began its 17th expansion to the Green Street facility, which included an $11 million, 32,000 square foot addition to add a new mixing building to the southwest corner of the facility. The result of this expansion will be 100 new jobs for the facility.
In February 2009, the City of Palmdale desired to help stimulate the local economy and educate its residents about the importance of shopping locally. Through its Economic Development Department, the City allocated $300,000 to reward local shoppers under two parts of a program known as Palmdale’s Business Economic Stimulus Today (BEST). Under the first part, shoppers who spent a minimum of $300 in Palmdale retail stores were rewarded with a $30 Visa gift card. Under the second part of the program, buyers of new vehicles from Palmdale auto dealers were rewarded with $300 gift cards to the Antelope Valley mall in Palmdale. Those who purchased a new motorcycle were eligible for $100 gift cards to the Antelope Valley Mall.

The Youngstown/Warren Regional Chamber provides comprehensive economic services to prospective and existing metropolitan Youngstown/Warren area firms. Since 1993, the Chamber’s aggressive business attraction and retention/expansion programs have posted impressive results, helping more than 402 firms and organizations, from small companies to global corporations (like V&M), resulting in new investments totaling over $2.515 billion, 18,049 new jobs, and the construction/absorption of more than 17 million square feet of building space. The Chamber is regarded as the area’s “go to” development organization.

The Secretariat of Sustainable Economic Development (SEDES) was forged by the Autonomous Municipality of Caguas (AMC) in its Strategic Plans since FY 2000. SEDES coordinates its initiatives directly with the Mayor. SEDES’s Secretary is part of the AMC Executive Committee. The strategy behind SEDES was to institutionalize and potentiate all the local and regional economic development agendas at the highest executive level. The AMC mission is “Provide quality services to the citizens in creative and effective ways optimizing the use of resources and the active citizen participation.” But within that mission, a specific SEDES mission was forged to “actively promote the retention and creation of jobs, self employment, and entrepreneurship.”

The AMC, Local Government for the City, was established under the Commonwealth of Puerto Rico’s legal framework. Because of its geographic
location and leadership, the City’s marketing branding is entitled: Our New Country, Heart, and Center of Puerto Rico. Also, an additional component of its branding is entitled: The Creole City. Creole has a unique meaning; it signifies what makes us and our Island unique. Caguas was founded in 1775, received the title of Village in 1820, and acquired the title of City in 1894. It is the Leader City of the East Central Region.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

**SmartBusiness Retention and Expansion Program**

Greater Halifax Partnership
Halifax, NS Canada

Since 2004, SmartBusiness, the business retention and expansion initiative of the Greater Halifax Partnership, has been the backbone of the Partnership and the pulse of Greater Halifax’s business community. We created SmartBusiness to help small, medium, and large businesses succeed and prosper in our city.

What makes SmartBusiness so valuable to the economic development and success of our city is its research that we collect, analyze, and distribute. Over the past six years, the team has conducted more than 1,800 one-on-one interviews with businesses in our city. Our analysis of the data we collect literally drives how we work as an organization and impacts and changes the way we – and the city – deal with issues affecting business. SmartBusiness acted as an early warning system about the impending labor shortage that became the impetus to creating Greater Halifax’s first Talent Strategy.

In addition, SmartBusiness is equipped with the everyday work of providing a full range of expertise and business solutions. We actively work with businesses, helping them break down barriers to growth and act on issues affecting them such as: accessing new markets, talent, and financial information, assisting with local government, and addressing business location and relocation needs.

**HONORABLE MENTION**

**Business Retention & Expansion Program**

Greater Waco Chamber of Commerce
Waco, TX

The Greater Waco Chamber conducts a full-time Business Retention and Expansion Program in Waco and McLennan County, Texas. The program is a turn-key existing industry program that includes 100+ annual on-site visitations with local executives, corporate headquarters visits outside the county, business assistance and issue resolution, project support, supplier network, international business development, and industry appreciation events.

Established in 1998, the program was expanded in 2005 to include a full-time staff person, solely designated to support local industry, retention, and growth. The on-site visit program focuses on Greater Waco’s largest employers and companies in key target industries. By utilizing a target industry approach, staff can better understand the opportunities and challenges facing each industry sector, providing assistance that has a broader reach and impact.

More than an on-site visit program, Greater Waco’s BRE team provides expansion project management and attraction leads identification, customized research and reports, and collaborates with other service providers for continuous industry support.

Staff can track the retention of more than 4,000 jobs, the creation of nearly 3,000 new jobs, nearly $460 million in new capital investment, and more than 2.6 million square feet of new construction and absorbed space within the community by existing companies since 1998.
AWARDS

**POPULATION GREATER THAN 500,000**

**SOUTHEAST COMMUNITY CAPITAL**

**Tennessee Rural Opportunity Fund**
Southeast Community Capital Corporation
Nashville, TN

Southeast Community Capital (SCC) created the Tennessee Rural Opportunity Fund (TN-ROF) in 2007 through a public-private partnership with organizations across Tennessee in response to the growing demand for capital in rural economies. The TN-ROF is not a traditional business retention visitation program, but rather a business retention and expansion tool. It has become a resource for economic developers to use when helping businesses overcome financing barriers. The TN-ROF is a first-of-its-kind partnership between the State of Tennessee, the Tennessee Bankers Association and its Member Banks, and SCC to create a $10,000,000 revolving loan fund for businesses in rural Tennessee communities. TN-ROF provides loans to businesses in need of capital to facilitate growth and job creation/retention. SCC is a non-profit, economic development organization providing financial products and related coaching services to businesses across Tennessee. Headquartered in Nashville, SCC has additional branches in Knoxville, Kingsport, and Jackson, Tennessee. SCC is recognized as a Community Development Financial Institution (CDFI) and is regulated by the U.S. Treasury. As of January 2010, existing Tennessee companies have received more than $9 million in funding from TN-ROF.

**HONORABLE MENTION**

**Business Expansion and Retention Group (BERG)**
Louisiana Economic Development
Baton Rouge, LA

LED’s Business Expansion and Retention Program (BERG) is a pro-active comprehensive economic development program focused on establishing and strengthening relationships with Louisiana’s existing businesses and industries by initiating on-site meetings with business executives to review status, trends, and policy needs; provide outreach and assistance regarding Louisiana’s existing programs; recommend business-friendly public policy changes; uncover growth, expansion, and target out-of-state consolidation opportunities for existing Louisiana operations with multi-state and international operations; use GIS and other key industry data to uncover upstream and downstream opportunities, and aggressively manage business retention and expansion projects.

Louisiana Economic Development is responsible for strengthening the state’s business environment and creating a more vibrant Louisiana economy. LED’s vision is to make Louisiana as the next great American state for business investment, quality of life and economic opportunity. To position Louisiana for greater economic success, LED is aggressively pursuing eight integrated economic development strategies: increase the state’s economic competitiveness; cultivate top regional economic development assets; enhance community competitiveness; focus on business retention and expansion; develop national-caliber business recruitment capabilities; cultivate small businesses, innovation, and entrepreneurship; develop robust workforce solutions; and tell the story of Louisiana’s economic renaissance.

**HONORABLE MENTION**

**Summit Business Partnership**
Greater Akron Chamber
Akron, OH

The Summit Business Partnership is a retention and expansion program initiated through a collaborative effort between the County of Summit and the Greater Akron Chamber. The Summit Business Partnership was initiated in 2003, and it recently conducted its 1,750th business visitation. The program has effectively brought the public and private sectors together in order to promote economic development by working with those companies already located within Summit County, Ohio. The Summit Business Partnership is a business friendly program that acts as a “one-stop shop” to assist local companies with their economic development needs.

The program acts as a systematic delivery system for economic and community development modeled after proven private sector customer satisfaction programs. The Summit Business Partnership has partnered with ExecutivePulse of Erie, Pennsylvania on all aspects of
the program; company contact, database, intranet site, training, and questionnaire.

The Greater Akron Chamber is an economic development organization serving the counties of Medina, Portage, and Summit. Our membership includes a diverse array of businesses, ranging from global manufacturers and educational institutions to local machine shops and non-profit organizations.

The mission of the Greater Akron Chamber is to drive economic development and prosperity for the people of the Greater Akron Region.

**Entrepreneurship**

*POPULATION 25,000-200,000*

**CATEGORY WINNER**

**The Dublin Entrepreneurial Center**

City of Dublin

Dublin, OH

The Dublin Entrepreneurial Center was created to accelerate the successful development of start-up and fledgling companies by providing entrepreneurs with an array of services, including onsite resources targeted to meet the needs of innovative, next-generation companies; a creative atmosphere encouraging idea-sharing and collaborative problem-solving; access to industry-specific experts offering unique solutions; close proximity to a wide-ranging variety of industry clusters; and opportunities for shared-services and cost-sharing. Tenants of the DEC include start-up companies and organizations that provide expertise such as assistance with business plans, product development, and access to funding. The City of Dublin partnered with TechColumbus, a member-driven organization formed to accelerate business growth, job creation, and prosperity in the 15-county region of Central Ohio, to create the DEC.

Dublin, Ohio is a progressive, well-educated, and innovative city surrounding the Scioto River in the northwest area of metropolitan Columbus. Approximately 25 square miles and home to 40,000 people, the city annually hosts Jack Nicklaus’ PGA Tour Memorial Tournament at Muirfield Village and one of the country’s largest Irish festivals. Dublin is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment, and green initiatives.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

**Entrepreneurship Initiative**

Southwest Initiative Foundation

Hutchinson, MN

The Southwest Initiative Foundation (SWIF) is a regional community foundation dedicated to advancing southwest Minnesota through leadership, relationship building, program development, and philanthropy. The Foundation works to ensure that southwest Minnesota is a highly productive and engaged region where growing numbers of people choose to live. The Mission of SWIF is to be a catalyst, facilitating opportunities for economic and social growth by developing and challenging leaders to build on the region’s assets.

The Entrepreneurship Initiative was created in 2006. With the growth of an existing Microenterprise Loan Program, SWIF recognized the needs of entrepreneurs in the 18-county service area. To begin, SWIF hosted the first Entrepreneurship Network Academy in southwest Minnesota. Over 70 participants, including resource providers, educators, lenders, EDAs, and entrepreneurs attended. Strategies were explored focusing on developing entrepreneurs and entrepreneurial ventures that could build a stronger southwest Minnesota and create a strong regional network to support entrepreneurship. The goals of the Entrepreneurship Initiative are to facilitate and support regional resources to assist and invest in entrepreneurs and entrepreneurial ventures. These goals are met by providing education, technical assistance, diverse, Encore, and youth entrepreneurship programs, access to capital through gap and not-traditional financing, networking, and CORE. Visit our website for more details at: [www.swmncore.com](http://www.swmncore.com).
Cultivation Entrepreneurship: The 5-Step Approach
Idea Village
New Orleans, LA

In 2000, The Idea Village was formed by a group of New Orleans entrepreneurs who returned home energized by experiences in thriving communities across the United States. The Idea Village formalized in 2002 as an independent 501(c)(3) non-profit organization with a mission to identify, support, and retain entrepreneurial talent in New Orleans. The Idea Village supports the start-up of new entrepreneurial ventures through The Idea Village Entrepreneur Challenge™, builds the entrepreneurial ecosystem through The IDEAbank™, and develops entrepreneurial talent through I.

To date, The Idea Village has supported 570 local entrepreneurs by engaging 890 professionals and allocating over 56,000 consulting hours and $2.5 million in capital. This portfolio generates over $87 million in annual revenue and has created 979 jobs for our community. Each day we encourage the New Orleans community to live by our mantra: “Trust Your Crazy Ideas.”

POPULATION GREATER THAN 500,000

Ohio

Ohio’s Entrepreneurship Continuum
Ohio Department of Development
Columbus, OH

The Ohio Entrepreneurship Continuum is a set of four, individual programs: 1) the Ohio Third Frontier Entrepreneurship Signature Program; 2) the Ohio Third Frontier Pre-Seed Funds Program; 3) the Ohio Technology Investment Tax Credit; and 4) the Ohio Capital Fund. Collectively, the programs provide significant advantages to Ohio’s TBED companies by providing access to resources that otherwise are difficult to obtain and without which both new ventures and start-up companies are left to struggle to build their business, develop their company, attract investors, and raise capital. Each program can function alone but together they function as a continuum as they provide different types of resources and assistance to Ohio’s technology-based new ventures and small businesses at different stages of development. The Ohio Third Frontier’s Pre-Seed Funds Program and the Entrepreneurial Signature Program are key resources for helping translate innovative ideas into investment-worthy companies through business assistance and pre-seed investments, while the Ohio Technology Investment Tax Credit and the Ohio Capital Fund aim to dramatically increase the availability of early-stage capital for Ohio technology startups.

St. Louis County’s Entrepreneurial Efforts
Saint Louis County Economic Council
Saint Louis, MO

The St. Louis region, like many other areas nationwide, has not been immune to the unsettling economic climate. Many layoffs – from the corporate workplace to manufacturing plants – have left people unemployed. The Economic Council’s entrepreneurial efforts not only strengthen our overall approach, they were designed specifically to fill entrepreneurs’ unique needs in the current climate.

The goal of the three main entrepreneurship initiatives – BOOST, business plan competition, and the new business incubator – is to encourage small business growth by augmenting the Economic Council’s comprehensive resource armament. In addition to supporting them on their path to success, the three initiatives further economic development opportunities in the region.

The Economic Council also created The Helix Center, its fifth incubator and the first to provide specialized yet wide-ranging resources for startups in the plant and life science sector. We also hosted the Science of Entrepreneurship, a workshop introducing local scientists to the new facility and idea of starting their own business.

Founded in 1984, SLCEC is a not-for-profit economic development organization responsible for creating high-quality business and employment opportunities for long-term diversified growth throughout St. Louis County and region. SLCEC oversees several local and regional economic development programs including World Trade Center Saint Louis, various loan programs, small business incubators, business development and retention services, and community.
ENTERPRISECORP is the enterprise development arm of Greater Louisville Inc. – The Metro Chamber of Commerce that cultivates Louisville’s entrepreneurial vitality. With help from our community partners, we keep Louisville at the top of the nation’s list of “entrepreneurial hot spots” by serving the companies that create the vast majority of new wealth, new revenue, and new jobs. Our clients range from technology start-ups to established, fast growth companies to mature businesses in traditional industries. ENTERPRISECORP provides voice, outreach, assistance, and education for all that is entrepreneurial in Greater Louisville.

Neighborhood Development

POPULATION 25,000-200,000

HONORABLE MENTION
Downtown Business Retention & Expansion Program
City of Rochester
Rochester, NH

The project was the creation of a Downtown Business Retention & Expansion Program using elements of Industrial Business Retention, Downtown Revitalization, and Neighborhood Economic Development. The purpose was to provide critical support to the small independent business community in the Downtown Business District and to increase the entrepreneur’s individual capacity to adapt to a rapidly changing environment. Twenty-one independent small businesses participated in surveys and received individual action plans.

This project was led by the City of Rochester’s Economic Development Manager, supported and encouraged by the Rochester Economic Development Commission, and funded by the City Council. Economic Development staff supported the project every step of the way. A Business Resource Team was created to assist with the project and included local business and community leaders with support from the NH Department of State Resources & Economic Development, NH MicroCredit, NH Business Review, and the Greater Rochester Chamber of Commerce.

CATEGORY WINNER
Transformation of the Highline
HR&A Advisors, Inc.
New York, NY

The High Line, an elevated freight rail line in New York City, was built in the 1930s as part of a public works project to remove trains from the street level. The elevated rail was designed to cut through blocks, delivering goods such as milk, meat, and produce directly to factory floors. The post-World War II de-industrialization of the City led to a decline in use of the railway and left behind a semi-desolate waterfront looking for renewed economic purpose. In 1980 it went out of service. Neighborhood property owners viewed the elevated structure as a blighting influence and throughout the ‘80s and ‘90s petitioned the City to endorse its demolition. The decaying structure prevented development of property under and around the High Line, and real estate value in the area remained low, despite rising elsewhere in the City. Friends of the High Line was formed in 1999 by Chelsea residents to convert the High Line into a public space, rather than demolish it. Friends of the High Line, aided by HR&A Advisors, and the City of New York, created an economic rationale for saving the High Line. Through an innovative rezoning and air rights transfer, it became clear that transforming the structure into a park would create an amenity for neighborhood businesses and residents, as well as attract new development. In 2009, the efforts paid off when the first phase of the High Line Park opened.
COLUMBUS, OHIO | SEPT 26-29, 2010

AWARDS

HONORABLE MENTION

**DREAM – Program Year 2006**
Missouri Development Finance Board, Department of Economic Development, & Housing Development Commission
Jefferson City, MO

The Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative provides Missouri communities an opportunity to obtain discounted planning assistance and priority access to State financial programs necessary to accomplish neighborhood revitalization goals. The State of Missouri, through the agencies of the Missouri Development Finance Board, the Missouri Department of Economic Development, and the Missouri Housing Development Commission, frames the program within the context of a three-year commitment tailored to the needs of each downtown. The resulting contract offers the city a multi-faceted downtown planning effort with integrated development project support and community involvement. The community can obtain planning help with components including:

- Organizational Structure Review
- Land Use Survey
- Community / Consumer Surveys
- Residential and Retail Market Analyses
- Streetscape and Building Design Concepts
- Financial Assistance Review
- Marketing
- Destination Assessment

These components culminate in a Downtown Strategic Plan designed to leverage the City’s public expenditures to attract new private investment that will create jobs, stabilize property values, and increase tax revenues.

To date, the State of Missouri has designated thirty-five DREAM communities representing nearly 440,000 Missouri residents. The first ten communities received DREAM designation in 2006 and have recently graduated from the Initiative.

HONORABLE MENTION

**Dubuque Works – A Workforce Initiative**
Greater Dubuque Development Corporation
Dubuque, IA

Dubuque, Iowa – Situated at the intersection of Iowa, Illinois, and Wisconsin, the community is not only a waypoint for major metropolitan neighbors, but also serves as the employment hub for several surrounding counties. With the highest unemployment rate in the country in the mid 1980’s and the media taunting “Will the last one to leave please turn out the lights,” Dubuque has seen its fair share of employment lows. Today, the community is better positioned to manage the challenges of our nation’s current economic crisis. Why? It’s simple. Unwavering collaboration and public/private partnerships have redefined a workforce development strategy to ensure the lights are on for years to come.

*Dubuque Works* was created to provide collaboration among key workforce development players within the community; encouraging open communication and transparency in all workforce development strategies. The group took a close look at existing workforce programs and identified strengths, weaknesses, duplication of services, and opportunities for collaboration. This all-encompassing approach to workforce development includes battling the local brain drain, promoting skilled trade & technology careers, developing existing talent, helping un/underemployed build bridges to employment, connecting job seekers to opportunities through the web, and welcoming newcomers into the community.

**Population 25,000-200,000**

**Human Capital**

**HONORABLE MENTION**
**Immigration Works in Halifax**
Greater Halifax Partnership
Halifax, NS Canada

In 2008, The Greater Halifax Partnership created an advertising campaign to overcome attitudes within the business community about hiring immigrants...
to help fill the increasing void of qualified workers. In addition, we used this opportunity to create alignment among the business community and were encouraged by their support.

The Immigration works in Halifax campaign had two goals: firstly, to raise awareness and change perceptions on the benefits of hiring immigrants and secondly, to provide business leaders with the information they needed to source, select, develop, and welcome skilled immigrants to their workforce.

The scope of the campaign included print, radio, television, bus shelters, inside bus ads; ads at the Halifax Stanfield International Airport where immigrants arrive; and a special website for employers with access to information and resources. We also placed online banner ads (on a local business news website) and Facebook ads (to targeted audiences).

In 2009, the Partnership expanded the program by creating two new programs – the Immigration Support Program and Connector Program. The first program helps employers learn how to hire from abroad; the second program created Canada’s first formalized immigration networking program.

**Population Greater Than 500,000**

**Columbus Chamber**

**Honorable Mention**

*Columbus Region Attracts, Retains Talent*

Columbus Chamber

Columbus, OH

The Columbus Chamber supports businesses in the eight-county Columbus Region. In preparation for a national workforce shortage, and to address the needs articulated by local businesses, the Columbus Chamber launched a three-pronged strategy to attract and retain talent, through the support of a strong public-private partnership. The strategy focused on building the area’s local workforce through internships, attracting and retaining young professionals, and assisting area companies in marketing Columbus to potential employees. The Columbus region has tremendous assets to recruit and retain a strong workforce including 25 colleges and universities with total enrollment of more than 125,000; 16 Fortune 1000 companies, 6 of which are Fortune 500; a strong culture of entrepreneurialism; and a younger-than-average population.

**Kansas City Area Development Council**

**HONORABLE MENTION**

**KC 2.0**

Kansas City Area Development Council

Kansas City, MO

KC2.0 is a marketing initiative designed to improve KC area companies’ success in attracting targeted employees, from recent college graduates to senior level executives to jobs in the Kansas City region. The program provides a suite of products and services focused on promoting the lifestyle and career assets of the KC area.

Since its implementation, KCADC’s 2.0 Talent Recruitment Marketing Initiative has helped more than 100 area corporations – including Hallmark, American Century, M&I Bank and Honeywell – successfully promote the KC region to job candidates through a variety of products and services. KCADC regularly fulfills requests for KC Options lifestyle magazine, national article reprints, customized recruitment websites, photography, merchandise, and on-site Kansas City presentation to new recruits, key educators, and interns.

The Kansas City Area Development Council is a private, non-profit organization. KCADC represents the economic interests of the entire two-state, 18-county region of Greater Kansas City.

**Responding to Globalization**

**Population Greater Than 500,000**

**Northeast Ohio Trade & Economic Consortium**

**CATEGORY WINNER**

*Global Business Development Initiative*

Northeast Ohio Trade & Economic Consortium

Kent, OH

The Northeast Ohio Trade and Economic Consortium (NEOTEC) is a nonprofit, multicounty economic development partnership dedicated to enhancing the global competitiveness of Northeast Ohio and its businesses.

Responding to the globalization of the world’s economies, NEOTEC developed its Global Business...
Development Initiative (GBDI) in 2007 to more aggressively assist area businesses with export sales development through its International Trade Assistance Center (ITAC), which NEOTEC began hosting in 2004. From 2004 to 2007, the demand for ITAC’s export counseling services and training events had greatly increased. NEOTEC responded by forming the GBDI to expand the ITAC program through extensive efforts to secure additional partnerships and funding support.

Recognizing that the attraction of international companies was another important step in facilitating the economic growth of Northeast Ohio, NEOTEC expanded the GBDI initiative in 2009 by adding foreign direct investment as a second objective. To achieve both objectives, the GBDI combines global partnerships, international marketing efforts, collaboration with regional, statewide and national organizations, an experienced international trade staff assisting with all phases of export development, and the Global Rapid Response Team, a team of dedicated professionals in a variety of global disciplines who are available to assist international companies with site selection and relocation issues.

**Sustainable and Green Development**

*POPULATION 200,000-500,000*

**CATEGORY WINNER**

**LEED-CRA Tax Abatement Program**

City of Cincinnati
Cincinnati, OH

In 2007, the City of Cincinnati began offering an aggressive and innovative tax incentive for ‘green’ construction called the Leadership in Energy and Environmental Design Community Revitalization Area (LEED-CRA) program. The LEED-CRA program offers a real property tax abatement for construction or renovation projects located in the City of Cincinnati. To be eligible, a project can be commercial or residential, but must earn certification by the US Green Building Council at any of the Leadership in Energy and Environmental Design (LEED) levels, which include Certified, Silver, Gold, and Platinum. Such projects are eligible to apply for a property tax exemption in the amount of 75% of the increased value of real property improvements resulting from renovation or new construction. The abatement term is limited to a maximum of 15 years, depending upon the type of project. Thus far, the abatement program has leveraged over $60 million in private investment and has eliminated real and perceived financial hurdles to doing construction in a sustainable manner. A study has shown that this tax incentive is a major reason why the Cincinnati region has experienced a dramatic surge in green construction projects, outpacing most other Midwest cities in this area.

**HONORABLE MENTION**

**Sustainable and Green Development**

Regional Development Corporation
Santa Fe, NM

The Regional Development Corporation’s (RDC) mission is to provide leadership in regional economic development and diversification in the mostly rural, sparsely populated area of North Central New Mexico characterized by a rich tri-cultural heritage (Hispanic, Native American, and Anglo) unique in the US. In 2009/2010, RDC promoted economic development in renewable energy/green economy by:

- Establishing the New Mexico Green Collaborative – RDC co-founded the New Mexico Green Collaborative as a statewide entity designed to develop New Mexico’s renewable energy training programs and position New Mexico as a leader in renewable energy and energy efficiency training.
- Helping pass Renewable Energy legislation – RDC played an instrumental role in helping pass legislation (HB 181) in February 2010 that enables large, renewable energy projects to be financed by “3rd parties,” allowing schools and municipalities to develop renewable energy projects.
- Developing a Regional Green Cluster Plan – RDC wrote a green cluster report as part of its Regional Economic Development Initiative (REDI) looking at how Northern New Mexico can develop the green economy, create green jobs, and be a leader in green technologies.
Build San Antonio Green is San Antonio’s residential green building program. A partnership of the City of San Antonio, Bexar (pronounced like “bare”) County, CPS Energy, San Antonio Water System, Via Metropolitan Transit, the Greater San Antonio Builders Association, the Greater Bexar (pronounced like “bare”) County Council of Cities, and Solar San Antonio, the program was developed specifically for San Antonio and the unique climate conditions of the area.

To date, Build San Antonio Green has certified more than 460 homes as “built green.” Five of these are retrofit of existing homes, and the remainder are new construction. More than 60 of the certifications were for affordable homes, homes costing $110,000 or less. This proves conclusively that green building is achievable at all price points and is within reach of all.

Build San Antonio Green has been recognized at the national, state, and local levels. The National Association of Home Builders was awarded the 2009 “Green Building Program of the Year” in 2009. The Texas Commission on Environmental Quality awarded Build San Antonio Green the 2009 “Texas Environmental Excellence Award,” and the San Antonio Water System chose Build San Antonio Green as the 2009 “Water Saver Partner of the Year.” In addition, Executive Director Anita Ledbetter was awarded the Texas Renewable Energy Industries Association’s “Individual Member of the Year” award for her work at Build San Antonio Green.

The Monadnock Mills Revitalization Project is an adaptive reuse project undertaken by the City of Claremont, New Hampshire encompassing four former mill buildings in a National Historic District. Claremont had acquired ownership of the vacant and deteriorating buildings over the years through tax deeds and property transfer. The redevelopment created a mixed-use development in the City Center with goals for job creation, tax base growth, infrastructure improvement and environmental remediation. The City used a public Request for Developers process which led to Purchase, Sale and Development Agreements with Sugar River Mills Redevelopment LLC, Woven Label LLC and Wainshal Partners LLC. This partnership between public and private entities was crucial to the project’s success. The developer’s included significant end users Red River Computer Co. and the Common Man Inn and Restaurant. The project took on many aspects of environmental sustainability by redeveloping and saving existing mill buildings in an urban core, remediating Brownfield’s, and providing sewer/storm water separation. Multiple financing sources were utilized including New Market and Historic tax credits within a City tax increment finance district.
HONORABLE MENTION

Former Industrial Harvester Brownfield Site Redevelopment
Spoon River Partnership for Economic Development
Canton, IL

In the autumn of 1997, a fire, set by an arsonist, ripped through the former International Harvester Site and burned for three days, destroying much of the property and leaving a contaminated brownfield site in its wake. This event culminated what had been Canton’s economic decline over the past twenty-five years since local area coal mines closed in the late 1970’s and an International Harvester closed its plant in 1983. Unemployment had reached heights of 17% and hundreds of families left the community. Incomes dropped and poverty rose. After the fire, the City of Canton spent the next ten years procuring federal and state grant dollars to help assess and remediate the site. Over the past five years with a focused economic development effort, new development has sprung up at the site. In December 2008, the world’s largest private medical device manufacturer, Cook Medical, announced plans to build a 45,000 square foot facility in Canton, Illinois. This facility was constructed in 2009-2010 and started operation in April 2010. This facility plans to employ up to 300 people over the next 1-2 years.

POPULATION 25,000-200,000

Livermore Valley Center
City of Livermore Economic Development Department
Livermore, CA

The Livermore Valley Center, commonly referred to as the LVC, consists of over five acres redeveloped in the heart of Downtown Livermore. The LVC’s blend of public parking, pedestrian-scaled open space, retail/restaurant/office uses, and entertainment continues to successfully stimulate retail and other commercial activity and redevelopment in the Downtown that increases the City’s tax base.

The LVC is a mixed-use development built between 2005 and 2008 that includes the following projects that are now contributing to a vibrant Downtown core: a 13-screen digital cinema; a First Street Mixed-Use Commercial complex; a 500-seat performing arts theater; and a public plaza with an amphitheater. The LVC’s variety of attractions meets and expands the cultural desires of the Livermore community and sets the stage for continuing revitalization throughout the Downtown.

Upon the Cinema’s opening during the 2006 Holiday season and completion of the mixed-use commercial projects and public plaza in 2007, existing retail and restaurant businesses in the Downtown saw increases in foot traffic and customers, and sales tax in the downtown increased 13%. The LVC transformed a rundown dull, aging downtown into a vibrant, bustling, tax generating, family friendly City Core that generates pride in its residents.

HONORABLE MENTION

University Corners/Elevations Lofts on Main
Greater Wilkes-Barre Chamber of Business and Industry
Wilkes-Barre, PA

The $31.8 million University Corners development is the centerpiece of efforts to revitalize the City of Wilkes-Barre’s downtown. This mixed-use infill/rehabilitation project joins five rehabilitated, three-story commercial buildings to new construction on a Main Street site formerly comprised of vacant lots and surface parking. University Corners combines a 14-screen multiplex cinema, 21 loft condominiums, 30,000 square feet of street retail, and an 85-car garage on a single 2.08-acre site.

University Corners has become a true catalyst for downtown investment. Since the cinema opened in June of 2006, patronage has exceeded 10,000 patrons per week. In a remarkably short period, downtown has emerged as a regional entertainment destination, and Wilkes-Barre has seen the emergence of a vibrant 18-hour downtown, netting 26 new retailers, bars, and restaurants since the project opened. Since 2006, Downtown office occupancy rates have increased by 10%. In a recent intercept survey, 85% of respondents said Downtown Wilkes-Barre is headed in the right direction.
The Purdue Research Foundation purchased the deteriorating Whirlpool Corporation building located adjacent to the Purdue Research Park of West Lafayette. Seeing its potential as an asset to the local economy, it was redeveloped as a multi-tenant office and laboratory space. The intent was to attract Sikorsky Aircraft Corporation as an anchor tenant and then make the additional space available for lease to tenants with life science concentration in keeping with the Purdue Research Park’s focus. To do this, the Purdue Research Foundation had to create an incentive package offering world class quality service with a building design that would enhance and contribute to the client’s success. When accomplished, the Purdue Research Foundation would aid in the long-term economic development of the community in the process. Key players in this endeavor were the Purdue Research Foundation, Purdue University, the State of Indiana, the City of West Lafayette, and Tippecanoe County. The addition of over 500 employees to the local workforce has made a significant impact on the local and state economy.

Over the past decade approximately 1.5 million square feet of new buildings have been delivered at the Port, including offices, aircraft repair facilities, and rail-served warehouses.

Recently, Port San Antonio managed over $100 million in upgrades to a 450,000 square-foot building where a dozen Air Force agencies are consolidating in 2010. The Port also conducted upgrades of over $10 million to another former military building, measuring 89,500 square feet, allowing its longtime tenant ACS, a Xerox company, to add 300 employees to its local workforce.

Today, Port San Antonio is a thriving economic engine. Real estate development at the Port has attracted over 70 employers, including aerospace, business services, warehousing, logistics, educational, and military organizations. Port customers employ 14,000 workers and help provide indirect jobs to another 11,000 people. Thanks to this employment foundation, the Port’s regional economic impact exceeds $4 billion annually.
federal government. Canton was quite fortunate to have amassed nearly $8 million in state and federal grants to help assess and remediate this brownfield site as well as attract more than $7 million in private investment. Canton’s success was due to creating a common vision for the site, leveraging political capital with our elected leaders at the state and federal levels, hiring well qualified technical assistance for the brownfield remediation and having our community’s institutional stakeholders work well together to get the site redeveloped.

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

**Historic Roshek Building Redevelopment**  
City of Dubuque  
Dubuque, IA

The redevelopment of the 1931 Historic Roshek Building in downtown Dubuque, Iowa was a community-wide economic development effort in conjunction with IBM Corporation creating 1,300 new Information Technology jobs in Dubuque. The project involved recruiting IBM to Dubuque, acquiring the largest commercial building in the downtown from McKesson Corporation (who was relocating their operations to another location in the community), securing the $43 million financing required to completely renovate the Roshek Building, redeveloping the 250,000 square foot historic building to its original grandeur, committing to making the project sustainable through LEED Gold certification and community sustainability investments, and restoring the building as a retail cornerstone in the downtown. Public-private partnerships were the only way this monumental project could be accomplished. A partnership of 33 different organizations was forged to make this job-creation project a remarkable success during a national recession. This redevelopment project blended economic development, historic preservation, sustainability, and technology into a showcase project that will have long-term, dramatic effects on the Dubuque downtown area and on the residents of the Tri-State area.

**HONORABLE MENTION**

**Houston Museum of Natural Science at Sugar Land**  
City of Sugar Land  
Sugar Land, TX

On October 3, 2009 the Houston Museum of Natural Science at Sugar Land opened its doors providing the Houston area new opportunities to participate in unique educational activities and cultural arts while preserving a building with an important place in Sugar Land’s history. The museum facility is located in the residential community of Telfair in a renovated historic Central State Farm prison building which was originally built in 1939. The 43,000 square foot building and the surrounding 5.5 acres of land offer opportunities for a variety of compelling permanent and traveling exhibitions.

The project is the result of an innovative public-private partnership between the City of Sugar Land, Sugar Land 4B Corporation, the Houston Museum of Natural Science and Telfair developer Newland Communities. This public-private partnership invested $11.5 million into the project. Newland Communities performed external renovations to the building, investing $2.5 million, and then conveyed the site and building to the City of Sugar Land. The City then performed extensive site and building improvements through $6 million in funding provided by the Sugar Land 4B Corporation. Finally, the Houston Museum of Natural Science completed the final exhibit build-out and manages the museum operations – investing $3 million.

**POPULATION 200,000-500,000**

**CATEGORY WINNER**

**Corryville Crossings Mixed-Use Development**  
City of Cincinnati/Department of Community Development  
Cincinnati, OH

Corryville Crossings is an exciting $24 million mixed-use development in Uptown Cincinnati that began
construction in the summer of 2009. The project resulted from a partnership between the City of Cincinnati, the Uptown Consortium, and the local developer. The group engaged various community leaders representing the Corryville neighborhood and the Short Vine business district where the project is located. In order for the project to move forward, the stakeholders had to utilize creative financing tools. In late 2008, the City approved the use of Tax Increment Financing (TIF) revenues to fund public parking garage improvements valued at $6.2 million. The Uptown Consortium provided the financing for both the public and private improvements leveraging an allocation of New Markets Tax Credits. When completed in winter 2010, Corryville Crossings will include a 132-room hotel, three retail spaces, and a 219-space public parking garage. It will bring over 200 permanent jobs to the neighborhood and is expected to catalyze further development in the Short Vine business district.

POPULATION GREATER THAN 500,000

CATEGORY WINNER
Job Creation in NM through Technology Park Development
Sandia Science and Technology Park Development Corporation
Albuquerque, NM

In 1998, the Sandia Science & Technology Park Development Corporation organized a public/private partnership focused on developing a technology park in Albuquerque, New Mexico. The resulting Sandia Science & Technology Park is now the area’s foremost high-technology community and a vital catalyst for economic rejuvenation. Strategically located adjacent to Sandia National Laboratories and the Air Force Research Laboratory, two of our nation’s premier research facilities, the Park is a collaborative endeavor where private companies thrive in an invigorated business climate.

Shortly after formation, the 240-acre technology park welcomed its first private sector company. Ensuing years have produced a steady stream of new commerce and ongoing construction. Today, it is an energetic community of laboratory outreach operations and home to 31 companies with more than 2,000 employees. Companies are attracted to the Park by its many amenities including a fiber optic network and a business-friendly, collaborative setting, ideal for joint research projects, conducting business with the labs, and networking with other companies. Synergistic relationships among resident organizations abound and provide additional avenues for business growth.

From inception, the Sandia Science & Technology Park has been an exceptional vehicle for job creation and a tremendous boost to the area’s economy. The Park has just scratched the surface of its potential as it continues to be a vital and vibrant community component.

HONORABLE MENTION
Exploration Park
The Pizzuti Companies
Columbus, OH

Exploration Park – Exploration Park is a mixed-use, multi-tenant technology and commerce park supporting both government and commercial space activities. Located on Kennedy Space Center property, the park is designed to be in close proximity to existing launch and payload processing facilities, providing a direct benefit to tenants with business models that include gaining access to space. Ideal tenants include those specializing in the following areas: aerospace contracting and commercial space services supporting U.S. government and private space initiatives; bio-technology and life/environmental sciences, clean energy research, development, and demonstration; advanced technology for automation, robotics, and microelectronics; spacecraft fabrication, assembly, and component manufacturing; and IT, cyber security, and homeland security.

Pizzuti Solutions
Formed in 1976 in Columbus, Ohio by Ronald A. Pizzuti, the Pizzuti firm features a team of professionals whose primary goal is to provide the most efficient, cost-effective real estate and development solutions to meet our clients’ goals. Pizzuti offers our clients the highest standards of performance and quality, making us one of the country’s most respected owner representatives, project planners, and full-service real estate development firms.

Pizzuti Solutions, LLC, operates as a development advisory and planning consultant subsidiary of Pizzuti, providing context-sensitive and market-based design, planning, and development solutions to both
The Pizzuti Solutions team is led by professionals with more than a century of combined public sector experience. Our expertise includes:

- Master Planning and Entitlements
- Site Planning and Schematic Design
- Facilities/Infrastructure Development
- Adaptive Reuse and Redevelopment
- Project Management
- Financial Planning
- Government/Community Relations
- Economic Development Strategies and Incentive Negotiations

Partnerships with Educational Institutions

**POPULATION UNDER 25,000**

**CATEGORY WINNER**

*A Framework for Understanding Poverty*
West Monroe-West Ouachita Chamber
West Monroe, LA

The West Monroe-West Ouachita Chamber of Commerce, under the leadership of Mary Ann Newton, CEO, partnered with the City of West Monroe, the Ouachita Parish School System, and the University of Louisiana at Monroe to provide community and educational support to instructors teaching children who are recipients of Title One funding/programming. By offering professional development based upon needs identified by the project’s partners and the educators themselves, a curriculum of instruction was established and offered at the University of Louisiana at Monroe. Enrollment was mandated by the Superintendent of the Ouachita Parish School System for all new teachers entering the parish system. Newton recognized the vast differences between the backgrounds of many new teachers and the students to whom they were assigned. In doing so, a syllabus was presented to the university for consideration.

The curriculum provides information, strategies, and interventions which equip teachers with practical support for real life situations they encounter in the classroom, all related to poverty. Implementation of the strategies bridges the gap between instructors who, for the most part, are raised in middle class families and those children who reside in low income, poverty level households. Integrating best practices with programs of intervention, which support the importance of quality education for all children regardless of socio-economics, the program serves two purposes:

(a) To equip new teachers with tools to help disadvantaged children
(b) To provide children with knowledgeable and understanding instructors

Instructors shared insights in discussion forums, offered replies, arguments or comments, and utilized other strategies such as blogs and journals. The format engages participants in the professional learning community to make the connection between learning new ideas and putting those concepts to practical use.

The course has been introduced to the Louisiana Board of Regents and is being considered for permanent inclusion in university Pre-K through 6th grade undergraduate curriculum.

**HONORABLE MENTION**

*Whitewater Technology Park and Innovation Center*
University of Wisconsin – Whitewater Small Business Development Center
Whitewater, WI

The City of Whitewater, Whitewater Community Development Authority (CDA), and the University of Wisconsin-Whitewater collaborated on the creation of a 125-acre Technology Park and a 38,000 square foot Innovation Center technology incubator. The CDA has taken the lead on this 11 million dollar project, and, with technical assistance from the university, attained a $4.74 million grant from the Economic Development Administration (EDA). The ongoing collaboration, under leadership of a seven member board comprised of four city members and three university members, has rapidly propelled the Tech Park and Innovation Center project forward from initial concept and feasibility study in 2007, through funding attainment in 2008, to the tech park groundbreaking in 2009, and to the commencement of construction on the Innovation Center in April of this year. An anchor tenant for this facility, which will open fall of 2011, has already been secured.
The incubator will attract businesses and foster job creation. Chancellor Richard Telfer is president of the board and City Manager, Kevin Brunner, is vice-president. At the Innovation Center groundbreaking ceremony, Brunner said, “It is remarkable to see how much we’ve done in such a short period of time. It has been a collaboration on every level of the community.”

**POPULATION 25,000-200,000**

**CATEGORY WINNER**

**Million Dollar Conversation**

Wichita Falls Chamber of Commerce and Industry

Wichita Falls, TX

The Wichita Falls Chamber of Commerce and Industry is currently co-managing the Million Dollar Conversation (www.milliondollarconversation.net) along with the Region 9 P-16 initiative supported by the Higher Education Coordinating Board through Midwestern State University in Wichita Falls, Texas.

While attracting respectful yawns and atta-boys while highlighting the need for more participation in post-secondary education when speaking to service organizations, employers, and community leaders, Workforce Development at the Wichita Falls Chamber of Commerce proposed a marketing strategy to engage a targeted population by emphasizing the “bottom-line” towards income potential, employer productivity, and the macro economy. Through the brain-storming sessions of key Region 9 P-16 partners, we established the Million Dollar Conversation marketing campaign.

The CONVERSATION... The Million Dollar Conversation is the one free investment that EVERYONE possesses in which the rewards are exponential. The ultimate epiphany is when you recognize that the conversation reaches beyond students, parents, educators, and employers – it touches entities that affect our everyday lives and helps advance the quality of life. The career path you choose at whatever stage in life – the skill, the ability you and your community possesses becomes the new commodity for long-term economic vitality. So, let us ask you what we ask everyone we meet.... Have you had the Million Dollar Conversation?!?

**HONORABLE MENTION**

**North American Advanced Manufacturing Research & Education Initiative**

McAllen Economic Development Corporation

McAllen, TX

The North American Advanced Manufacturing Research Initiative is devoted to developing a world-class, advanced manufacturing industry in the Rio South Texas Region, comprised of eight counties located on the Texas/Mexico border. NAAMREI combines the innovation, talents, and strategy of more than 60 partners in business, education, economic development, industry, finance, and government to offer manufactures across North America and the globe, access to proprietary, world-class advanced and rapid response manufacturing.

Focused on collapsing traditional time-to-market models and offering truly customizable solutions, NAAMREI assists companies developing next-generation products for a variety of markets including automotive, consumer electronics, and industrial, to name a few.

Leveraging regional assets including an existing manufacturing infrastructure, highly skilled labor, geographic location, and economic incentives, NAAMREI provides companies and industry partners access to a vast network of partners devoted to their success; advanced and rapid response manufacturing prototyping services; customized training programs from trade skills to business management; access to business incubation support services; economic incentives; and entrepreneurial services.

**HONORABLE MENTION**

**Northeast Neighborhood Revitalization**

City of South Bend

South Bend, IN

The Northeast Neighborhood Revitalization is an effort by the City of South Bend, neighborhood residents, and major institutions like the University
of Notre Dame to redevelop the area near campus. Components include:

- **Eddy Street Commons** – A $215-million mixed-use development by Kite Realty Group, selected by the University as developer.
- A new neighborhood – The City acquired and re-platted land to build 60 new low-to-moderate-income and market-rate homes.
- Infill Housing – University incentives for faculty and staff and neighborhood planning led to the building of 30 new homes and the rehabilitation of 60 others.
- Indiana University School of Medicine at South Bend – The University created a development site for a medical school that had been on Notre Dame’s campus since 1968. With Indiana University, Notre Dame built a new facility in 2005. Now, construction nears completion on a $20-million cancer research center.
- Innovation Park at Notre Dame – The City and University created Innovation Park, a state-certified technology park. The first of four buildings was completed in 2009 and already has five tenants.
- Hospital site – The partners created a master plan to redevelop a former hospital site, now likely to be home to a new Catholic high school.

**POPULATION GREATER THAN 500,000**

**CATEGORY WINNER**

**Intellectual Capital Partnership Program**

University System of Georgia

Atlanta, GA

The Intellectual Capital Partnership Program (ICAPP) is the economic development program of the University System of Georgia, comprised of Georgia’s 35 public colleges and universities. ICAPP helps academic programs innovate and accelerate talent development to grow jobs in Georgia, and provides economic developers with a single point of access for the System’s statewide resources.

ICAPP builds programs to educate Georgians to fill positions that require college education, and that impede Georgia’s economic development because not enough people have the skills and knowledge required to fill them. ICAPP helps grow Georgia’s workforce in areas critical for economic development.

ICAPP is also a partner with other economic development agencies, especially the State’s Department of Economic Development. ICAPP brings an up-to-date knowledge of the wide range of resources at Georgia’s 35 public colleges and universities, insights about how those resources work, and how they could be tailored to add value to Georgia’s incentive package. ICAPP staff members have the relationships to quickly access University System resources and combine them into a Georgia solution that the State’s department of economic development can offer to a prospect as part of the State’s incentive package.

**HONORABLE MENTION**

**UB 2020 / Building UB:**

**The Comprehensive Physical Plan**

University at Buffalo

Buffalo, NY

UB 2020 and its related Building UB: The Comprehensive Physical Plan represent a multifaceted strategic plan of the University at Buffalo aimed at raising UB among the ranks of America’s greatest public research universities while driving the revitalization of the Buffalo Niagara region in the area of “knowledge based” economies. The goal in partnering with the region is to provide the essential competitive economic advantage in a region that lacks one by leveraging the faculty and student body of the university, streamlining its operations, developing its campuses as great places to learn, and focusing the intellectual power of its faculty on research in areas of “strategic strength” that will produce the knowledge needed to fuel the 21st century economy.

Under the leadership of President John B. Simpson, UB 2020 and the physical plan have become a broad-based regional movement for both institutional development and economic growth. The movement fully engages the on and off campus communities to include leaders in business, government, community, labor, churches, and neighborhoods as well as students, staff, faculty, and alumni. The physical plans for three campuses are fully aligned with the
comprehensive plans of their two host communities and a two county framework for regional growth.

**Prairie State College**

**HONORABLE MENTION**

*Chicago Southland Wind Council*

Prairie State College
Chicago, IL

The mission of the Chicago Southland Wind Council (CSWC) is to develop the experience and capabilities of Chicago Calumet businesses to support and grow with the wind industries. In order to accomplish this, CSWC founder and Chairperson Harry Holtz has partnered with Prairie State College (PSC) to assemble an organization of principals each of which has something valuable to offer towards the realization of the Council’s goal. And, as that mission is realized, these same partners – as well as the entire Chicago Southland – stand to gain from both the economic development and the enhanced quality of life it will encourage.

**Regionalism and Cross-Border Collaboration**

**POPULATION 25,000-200,000**

**CATEGORICAL WINNER**

*i-Gate Innovation Hub*

City of Livermore Economic Development Corporation
Livermore, CA

The new Innovation for Green Advanced Transportation Excellence (i-GATE) Innovation Hub (iHub), will build a robust economic and workforce development program led by the managing partners of the City of Livermore, Sandia National Laboratories-California (lead lab) and Lawrence Livermore National Laboratories. This collaborative project exemplifies the transformative economic power of non-traditional alliances. Winning one of six State of California iHub designations in February 2010, this amazing cohort of over thirty local, regional, national, and international organizations will foster innovation, collaboration, and job creation for the region and the State of California linked to the Laboratories core missions.

With over 30 agencies and organizations representing municipal government, national research and academic institutions, workforce and economic development organizations, and private business interest, the partnership has a broad reach across the San Francisco East Bay and across the greater Bay Area region. The i-GATE iHub partnership was created in response to the growing need to collaboratively address innovation and resulting job creation across the SF East Bay region. The i-GATE iHub establishes a pipeline for training, academic scholarship, and private investment for an estimated 200 new companies and the creation of over 5,000 high-wage, new technology jobs in the next two decades.

**HONORABLE MENTION**

*Roosevelt Road Form-Based Zoning Overlay District*

Berwyn Development Corporation
Berwyn, Cicero, and Oak Park, IL

The City of Berwyn and the Village of Oak Park, in partnership, completed a corridor study in 2003 for the Roosevelt Road corridor. The corridor spans three municipal boundaries in addition to the County and State of Illinois right-of-way. In 2006, the Town of Cicero joined with Berwyn and Oak Park to work collaboratively in an effort to improve the Roosevelt Road Corridor; this led to an Intergovernmental Agreement signing in April of 2007 by all three elected boards. The IGA created a multi-jurisdictional advisory committee to implement action steps identified in the initial corridor study. The collaborative group oversaw the action steps of a uniform streetscape design and drafted a comprehensive form based zoning code throughout the corridor. The creation and adoption of the Form Based Code was achieved by all three communities in late 2010 with construction of a comprehensive $12 million streetscape improvement currently underway that will transform the shared corridor.
POPULATION 200,000-500,000

HONORABLE MENTION
Regionalism and Cross-Border Collaboration
Virginia’s Region 2000 Partnership
Lynchburg, VA

Virginia’s Region 2000 Partnership is a unique collaboration of independent organizations that are co-located, working together to improve the greater Lynchburg, VA region. (The name “Region 2000” refers to the 2,000 square miles that make up the four-county, two-city, two-town region.) The Partnership is made up of four public/private organizations, each focused in various areas of economic development: The Economic Development Council, Young Professionals of Central Virginia, Technology Council, and the Center for Advanced Engineering and Research. Together, they conduct a combined fundraising campaign every five years, based on strategic priorities. The other two organizations in the Partnership are the regional planning commission (Local Government Council) and the Workforce Investment Board. All six share resources, payroll, and other functions, while encouraging board members to serve on more than one board to facilitate even stronger collaboration. In 2008, the region led the state in job growth. In 2009, it completed a regional branding process, and in April 2010, it was ranked 28th of 200 metros in Forbes’ Best Places for Business and Careers. Another visible impact of the Partnership’s efforts is the creation of a LEED-certified 30,000 square foot regional research center set to open in 2011.

HONORABLE MENTION
Michigan Solar Advantage: Regionalism and Cross-Border Collaboration
Great Lakes Bay Economic Development Partnership
Bay City, MI

Michigan’s Great Lakes Bay Region (Bay, Midland, and Saginaw Counties) is a hub of chemical, technology, and alternative energy manufacturing. The three counties’ economic development organizations – Bay Future, Midland Tomorrow, and Saginaw Future – joined forces in 2009 to form the Great Lakes Bay Economic Development Partnership (GLBEDP), comprising staff members from the three organizations. The GLBEDP has worked over the last year to secure jobs and investment from growing second-stage solar companies across the U.S. and the world, with a coordinated marketing campaign and attendance at the world’s largest solar trade shows. Within the last two years, Evergreen Solar, Suniva, and GlobalWatt have all opened new manufacturing locations in the Great Lakes Bay Region as a result of the partnership’s efforts. We continue to work to promote the Great Lakes Bay Region to the world as the location for solar manufacturing.

POPULATION GREATER THAN 500,000

CATEGORY WINNER
The Detroit Region Aerotropolis
Wayne County Edge
Detroit, MI

The Detroit Region Aerotropolis was created to leverage the Detroit region’s world-class airport system and transportation assets into an economic development and job creation engine for Southeast Michigan. Wayne County Executive Robert A. Ficano has led the charge to create a pre-planned aerotropolis, or airport city, between Detroit Metropolitan and Willow Run Airports that has the potential to create more than 60,000 jobs, $10 billion in annual economic impact for Michigan, and a diversified industrial base that will stabilize the value of personal and commercial investment assets.

Since 2007, almost 6,000 jobs and $1 billion in capital investment have been created by projects that sought the advantages of being in the Aerotropolis. Most recently, General Electric located its new $175 million Advanced Manufacturing Technology and Software Center in the heart of the Aerotropolis.

The Detroit Region Aerotropolis Initiative is made up of four cities, three townships, two counties, Wayne County’s airport authority, and private partners.
From its conception, these groups quickly came together to work as a unified regional alliance and to act in a collaborative and expeditious manner for purposes of promoting the Aerotropolis region.

**SCRA**

**HONORABLE MENTION**

*Sustaining Regional and Cross-Border Collaborations*

SCRA  
N. Charleston, SC

SCRA, an applied research and commercialization services corporation, is a critical component of South Carolina’s ecosystem of entrepreneurial support.

- SC Launch is a partnership between SCRA and South Carolina’s research university foundations. The program offers assistance to early-stage companies, including funding, mentoring, and access to manufacturing facilities. SC Launch companies commercialize new technologies and create high wage-earning jobs.

- SCRA is establishing three Innovation Centers to complement the research focus of the state’s three research universities. These centers provide space for early-stage companies commercializing university research findings. The Charleston Center features fully-equipped, shared bioscience/pharma labs. The Center in Columbia houses companies entering the light manufacturing stage. The Clemson Center will provide a place to commercialize automotive and advanced materials research. The Centers help retain top local talent and attract landing parties (relocation of established businesses) to the state.

- SCRA-built research parks in the three main regions of the state, house businesses with employees earning an average of $56K annually.

- SCRA manages the SC Experimental Program to Stimulate Competitive Research program, a federal-state-university partnership that helped to secure a $20 million National Science Foundation research award, the largest single competitive NSF award in the state’s history.

**HONORABLE MENTION**

*Florida’s High-Tech Corridor*

Florida High Tech Corridor  
Heathrow, FL

The Florida High Tech Corridor Council (FHTCC) represents not only a cross-border collaboration with economic development organizations, workforce boards, and educational institutions, but truly a partnership leveraging the combined strengths of more than 50 organizations to grow high tech industry 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) supported by 27 economic development organizations, 12 workforce boards, and 14 community and state colleges. The unique partnership has resulted in a strategic approach to high tech economic development that involves research grants, workforce development, and a marketing program leveraging governmental, EDO and corporate budgets for greater regional impact.
2010 Awards Judges

The International Economic Development Council would like to thank the following 2010 Awards Judges for their participation:

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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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