



**EXCELLENCE
IN ECONOMIC
DEVELOPMENT
AWARDS**

2022

**Winning Project
Description Binder**

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EDO of the Year Award

Economic Development Organization of the Year

Population: 200,000 - 500,000

| Bronze Winners |
Economic Development Council
of St. Lucie County
Port St. Lucie, FL



Founded in 2000, the Economic Development Council of St. Lucie County is a private, not-for-profit organization dedicated to promoting economic vitality in St. Lucie County through the attraction, retention and expansion of businesses in the community. The EDC works in partnership with local governments and the private sector to advance its goals of creating high-value, high-paying jobs for residents, broadening the tax base and improving St. Lucie County's economic quality of life.

St. Lucie County was one of the hardest-hit regions during the Great Recession; as early as 2010 one in every 19 homes in our MSA was in foreclosure (#16 of RealtyTrac's top 25 worst cities for foreclosures). Tax collections plummeted as home values sank. Unemployment topped 14%.

Now, just a decade later, an analysis by the Economic Strategy Center of 46 EDC projects announced from 2017 to mid-2021 demonstrated the addition of 10,205 jobs and an economic impact of \$1.855 billion in total output, in a county where the 2019 GDP was \$8.43 billion.

Since 2016, the EDC has also taken a leadership role in addressing workforce readiness challenges and opportunities, and has recently begun a similar collaborative effort to tackle the problem of affordable workforce housing, an issue that had not impacted our county until recently.

Invest Newark
Newark, NJ



Invest Newark is a NJ nonprofit 501c3 corporation and acts as the primary economic development catalyst for Newark, New Jersey.

Invest Newark's mission is to propel the city's strong and diverse economy, build vibrant communities, and create opportunities for all Newarkers. Invest Newark also aims to develop Newark's middle class. Invest Newark supports small, women and minority-owned businesses (MWBE), invests in world-class internet service, spurs real estate development and executes economic development activities to produce and sustain equitable economic growth, generate jobs and create wealth for the citizens of Newark. Invest Newark delivers business development programs to Newarkers to help them become (1) Financially Literate; (2) Professionally Legitimate; and gain (3) Access to Capital and Contracts.

EDO of the Year Award

Population: more than 500,000

| Gold Winner |
Greater New Orleans, Inc.
New Orleans, LA



Greater New Orleans, Inc. is the regional economic development nonprofit organization serving the 10-parish region of Southeast Louisiana that includes Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Tammany, Tangipahoa, and Washington parishes. Our mission is to create a region with a thriving economy and an excellent quality of life, for everyone.

The ultimate indication of our success will be the presence of a robust, accessible, and growing middle class in Southeast Louisiana where our children and grandchildren can live and prosper. To achieve this goal, GNO, Inc. pursues a two-pronged strategy:

- Business Development Attract: Retain, and develop the businesses that will employ our future workforce and drive our economy forward
- Business Environment: Propose, promote, and facilitate policies and programs that improve the overall conditions under which businesses operate

GNO, Inc. works together with the business community; local, state, and federal governments; and other regional stakeholders to coordinate, consolidate, and catalyze action on key issues and opportunities that maximize job and wealth creation and retention, are relevant to the region as a whole, and create systematic impact.

From workforce development and fiscal reform to coastal stabilization and criminal justice reform, when we pool our efforts toward mutually beneficial outcomes, we can produce a whole that is greater than the sum of its parts.

| Silver Winners |
Investissement Québec
Montréal, Quebec



Investissement Québec is a government corporation that plays an active role in Québec's economic development, providing creative solutions for businesses, and guiding them in their development.

The Corporation works in partnership with members of the financial ecosystem to foster business innovation, support entrepreneurship, and business succession, increase investment and accelerate exports.

Investissement Québec has a network of offices located across all of Québec's administrative regions. They provide personalized financing and investments to support the development of businesses of all sizes, as well as cooperatives and social economy enterprises.

Through Investissement Québec - CRIQ, the Corporation also offers consulting services to help businesses manage their industrial innovation and digital transformation processes, providing them with access to the technological support they need to boost their productivity, competitiveness and environmental performance.

The Corporation's Investissement Québec International arm works to attract foreign talent and investment to Québec, and assists Quebec businesses that are looking to grow and diversify their exports. To that end, it maintains a global presence through teams working out of Quebec's network of government offices in six Canadian cities and 19 countries around the world.

EDO of the Year Award

Tulsa's Future
Tulsa Regional Chamber
Tulsa, OK



Tulsa's Future is the Tulsa Regional Chamber-led regional economic development partnership. Tulsa's Future works with the City of Tulsa, Tulsa County, more than 200 private investors, and numerous regional and tribal partners to further economic prosperity in the Tulsa region. Since its inception, Tulsa's Future has supported the creation of more than 72,000 jobs and more than \$4.2 billion in capital investment.

| Bronze Winner |
Greater Sacramento Economic Council
Sacramento, CA



GREATER SACRAMENTO
ECONOMIC COUNCIL

The Greater Sacramento Economic Council (GSEC) is a public-private partnership that unites business and community leaders to create one cohesive regional economic development strategy with a focus on growth, sustainability, equity and competitiveness. GSEC's mission is to catalyze growth, prosperity and equity in the Greater Sacramento region.

Promotional Awards

Print Brochure

Population: less than 25,000

| Silver Winner |

*Workforce Opportunity Incubator
Coloring Book - WSB's Program &
Service "Brochure"*

Workforce Solutions Borderplex
El Paso, TX



The Workforce Opportunity Incubator is a disguised form of our services and programs brochure that aims to educate families of our organization while providing activities for kids. Each page incorporates creative stimulation for the child while informing parents of ways our WSB can help while inspiring a vision for career prep and purpose.

| Bronze Winner |

*Affordable Housing Developers'
Broadband Handbook*

Rural LISC
New York City, NY



For nearly three decades, Rural LISC, the national rural program of the Local Initiatives Support Corporation, has helped its rural community-based partners address complex issues in housing, workforce development, health, small business, and other factors affecting residents' quality of life. Our work expanded during the pandemic to include broadband internet access and adoption programming as an essential and intersecting component of our mission to improve the lives of low-income people. Addressing connectivity gaps tops the list of nearly every rural community's economic development agenda. Building the "last mile" of broadband infrastructure to reach every home is key to long-term American competitiveness; it is part of the foundation of economic growth and essential to addressing education, health and economic inequality. Rural LISC developed its submission, the Affordable Housing Developers' Broadband Handbook, to start a

domain-crossing conversation about the economic development outcomes that can stem from careful investment in broadband connectivity. It is a unique-to-the-market and comprehensive guide designed to be accessible to diverse audiences.

Population: 25,000 - 200,000

| Gold Winner |

Guelph Shops Holiday Wish Book
City of Guelph
Guelph, Ontario



The Guelph Shops Holiday Wish Book was created to showcase local business products and services to the local community when completing their holiday shopping. An open call was sent out to local businesses for inclusion in the Wish Book and we received more than 40 responses. We featured more than 40 businesses within, from various shopping categories and included links to their website for shoppers. The Wish Book was one piece of the overall Guelph Shops holiday shopping campaign.

| Silver Winner |

City of Peoria, AZ Profile 2.0
City of Peoria Economic Development
Peoria, AZ



This project is an 8.5 x 11", 10 page, double side printed comprehensive city profile piece that is used by our business attraction team every time they are out pitching our city. The profile is designed to be easily read through in a conversational manner during recruiting visits. The piece begins with a welcome message from our Mayor, moves on to location and facts, through quality of life, our targeted industries and recent, successful locates. The profile highlights our talent pool and workforce pipeline, our support of entrepreneurs and small business, the cost of doing business, our premier sites, our service and our exceptional team. The profile was developed in context by the Economic Development team in conjunction with the design work of the city graphic designer.

Promotional Awards

| Bronze Winner |

Iredell County Business Resource Guide

Iredell Economic Development Corporation

Mooreville, NC



Business. Life. Location.

Iredell County Economic Development Corporation (Iredell EDC) has released a Business Resource Guide to support business growth in Iredell County. The directory provides over 100 resources and featured sections based upon where a company is in its lifecycle (i.e., new business, growing business) and specific needs of businesses (i.e., workforce, assistance navigating regulations, funding). The Business Resource Guide is an extension of the Iredell EDC's existing industry and small business ombudsmen services. These programs are designed to cultivate the expansion of small businesses and retention of industry by understanding their collective needs, providing resources, and connecting these businesses to networks. In developing the guide, Iredell EDC highlighted resources for businesses owned by veterans, women, and minorities. The development of the guide both in print and digital allowed us to reach more businesses to explore resources available to help them grow and connect.

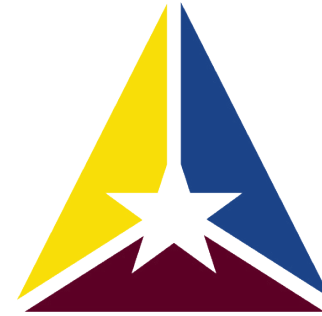
Population: 200,000 - 500,000

| Gold Winners |

Invest Brazos Valley Brochure

Brazos Valley Economic Development Corporation

Bryan, TX



Invest Brazos Valley (IBV) is the group of private investors helping financially support the economic development efforts of the Brazos Valley EDC. Over the past four years, our organization has worked to achieve a substantial increase in members. To continue the momentum, our team sought to create new collateral material to showcase the BVEDC and the benefits of joining IBV to potential members. We reached out to Bryan Creative Group (BCG), a local design team, with the hopes of amplifying our messaging.

Promotional Awards

Community Profile Brochure
**Norfolk Economic Development
Department**
Norfolk, VA



The Norfolk Department of Economic Development produced the City of Norfolk's 2022 Community Profile, a 28-page print brochure providing an overview of Norfolk, including information on Norfolk's Strategic Geographic Location, Demographics, Educational Attainment, Cost of Living, Enrollment in Higher Education Institutions, Target Industries, Transportation Assets, Quality of Life, Military Presence, City Incentives, Workforce Solutions, Export Promotion, and Small Business Initiative. All information included in the 2022 Community Profile print brochure is also available on our website. The Community Profile also included a 4-page insert showcasing 2021 transformational projects, and the department's top performance within the region in number of projects, jobs created or retained and capital investments made.

This project addresses job creation, job retention, tax base enhancements and improves overall quality of life by improved marketing of the City to current and prospective businesses, which will help to retain and attract businesses, thus retaining and creating jobs, enhancing the City's tax base, and improving the quality of life.

| Silver Winner |

*2020/21 Community Profile: Choctaw
Nation Regional Economic Development
Partnership*

Choctaw Nation of Oklahoma
Durant, OK



Choctaw Nation

Business & Economic Development

The Choctaw Nation of Oklahoma reservation consists of 10 1/2 rural counties in southeast Oklahoma. The reservation is the size of Massachusetts with a population comparable to Buffalo, NY. Nine of the nineteen EDA designated Persistent Poverty counties in Oklahoma are located in the reservation. Only three community partners have dedicated economic development staff of which the largest department has 2 full-time staff. Due to the lack of local financial resources to sufficiently fund economic development organizations, Choctaw Nation leadership created the Economic Development team to supplement local operations. In most cases, CN staff are the only economic development professional serving the community. Choctaw Nation gaming revenues are used to fund the regional marketing effort at no cost to the local community partner.

The 2020/2021 Community Profile celebrates community successes and serves as the primary marketing collateral at the local level. This is the fourth annual Profile produced and it is intended for internal and external audiences. The internal audience includes all key stakeholders within the communities which includes tribal leaders, local businesses, elected officials, and the lay public. By championing local accomplishments, the attempt is to create excitement and generate momentum in a rural, economically distressed area. The external audience includes corporate headquarters of local businesses, prospective businesses, and site consultants. Both business expansion and business attraction wins are shared to show appreciation to companies investing in the reservation communities. The demographic and economic data is provided to educate potential companies and site selectors as to the local workforce and future pipeline, as well as, economic and socio-economic trends.

Promotional Awards

Population: more than 500,000

| Gold Winner |

Invest Monterrey Brochure

INVEST MONTERREY

Monterrey, Nuevo Leon, Mexico



A brochure that promotes Monterrey as an investment destination, showcasing its main competitive advantages as well as valuable information for potential investors interested in establishing operations in North America.

| Bronze Winner |

Timeline of Innovation

Regional Municipality of Durham

Whitby, Ontario



Invest Durham is a refreshed brand from Durham Region Economic Development and Tourism (2019). Through the refresh research, it was determined that Invest Durham and Durham Region would benefit from enhanced brand awareness and a narrative shift. Central to the Durham Region's investment value proposition is strengths in several innovative sectors, and a long history of industrial innovation spanning over centuries.

To achieve this, we developed a publication called A Timeline of Innovation. Using a historical view and a 'good news story' approach, the timeline features dozens of innovations that occurred in Durham Region, gaining momentum as the reader moves towards current day. It demonstrates the diversity in our economy, highlighting our most innovative sectors. The publication exists in both print and accessible digital PDF.

To accompany the printed document, we created a digital timeline on the ARC-GIS platform, which can be updated with future innovations. We also created numerous digital and print assets to promote it, and have rolled the story out on social media over time to entice readers to this publication.

General Purpose Print Promotion

Population: less than 25,000

| Bronze Winner |

Navasota Works!

City of Navasota

Navasota, TX



In Fall 2020 the City of Navasota partnered with the Bush School at Texas A&M to review the City's capital improvement projects (CIP) over the past 15 years to assess the costs incurred and to identify the distribution of CIPs geographically and socio-economically. In addition to a formal report, the capstone class presented the City with a pamphlet and brochure to present the findings in a way that could be easily interpreted by anyone in the public. The key findings found that of the nearly \$14M in projects completed or started in Navasota since 2006, over \$5.9M have been funded by grants, saving local taxpayers almost 42%, and the downtown beautification and revitalization completed has contributed a 112% boost in sales tax revenue. The printed brochure and pamphlet also include a map, separating the type of improvement into 5 main categories: road & bridge construction & repair, water & wastewater improvements, gas improvements, beautification & revitalization, and drainage & flood mitigation. The map shows where all of the infrastructure improvements have been made, showing that the city equally distributes CIPs across all areas of town.

Promotional Awards

Population: 25,000 - 200,000

| Gold Winner |

*Grown Local - Agri-Business in
Washington County, MD*

**Washington County, MD Department of
Business Development**
Hagerstown, MD



This marketing initiative was created by our EDO's AMP (Agriculture Marketing Professional) Leslie Hart. Leslie has decades of experience in aiding the local farming community, which remains our community's largest industry with over 900 farms in the County, in marketing their products and efforts. This project consists of a magazine which promotes and highlights the agriculture community in Washington County, MD. This magazine contains individual articles which take a deep dive into various agricultural industries and the specific farms and families contributing to each. In its inaugural publication *Grown Local* begins with an exploration of the annual Washington County, MD Ag Expo and Fair and contains articles focused on fruit producers, wineries, breweries, distilleries, and the dairy industry.

Population: 200,000 - 500,000

| Gold Winner |

*Cohesive Regional Economic
Development Marketing Campaign*

Choctaw Nation of Oklahoma
Durant, OK



Choctaw Nation

Business & Economic Development

The Choctaw Nation of Oklahoma reservation consists of 10 1/2 rural counties in southeast Oklahoma. The reservation is the size of Massachusetts with a population comparable to Buffalo, NY. Nine of the nineteen EDA designated Persistent Poverty counties in Oklahoma are located in the reservation. Only three community partners have dedicated economic development staff of which none have more than 1 professional. Due to the lack of local financial resources to sufficiently fund economic development programming, Choctaw Nation leadership created the Economic Development team to supplement local operations. In most instances, CN staff function as the economic development professional in the community. Choctaw Nation gaming revenues are used to fund the regional marketing effort at no cost to the local community partner.

The regional economic development promotional campaign carries a similar look and feel throughout the traditional and digital programming. While changing colors to differentiate communities, a common look is utilized throughout each of the documents in order to depict commonality.

Promotional Awards

Population: more than 500,000

| Gold Winner |

Game-Changers, welcome home.

Invest Puerto Rico

San Juan, PR



To prompt investors, business owners, & entrepreneurs to consider Puerto Rico as an investment destination, InvestPR developed a far-reaching, multi-channel campaign. The campaign focused on the island's general value proposition, communicated via this net takeaway: "Game-Changers, welcome home." The campaign drives Puerto Rico's economic development by expertly framing the island's legacy of excellence & position as a springboard for the future.

Extensive research was distilled into four key reasons-to-believe (RTBs) for investing in Puerto Rico: advanced manufacturing capabilities, robust innovation & entrepreneurship ecosystem, highly skilled workforce, and smart tax incentives. The RTBs were transformed into multi-use marketing elements that provide interested parties with specific information differentiating Puerto Rico as the perfect investment destination, showcasing an ideal business environment that is more than ready to support businesses and individuals looking to make an impact. Specific campaign components include print and digital advertising executions, a magazine cover wrap, lead generation messaging copy points, industry research-based sell sheets, & targeted event.

| Silver Winner |

I choose Montréal Print Promotion

Montréal International

Montréal, QC



I choose Montréal, an initiative from Montréal International (MI) in partnership with the Government of Québec, carried out a print campaign on Montréal's university campuses and metro stations from March 7 to April 10, 2022.

Due to the pandemic, international students were not present on campus for the past two years. Thus, one of the main objectives of this awareness campaign was to promote the I choose Montréal initiative as an invaluable resource to Greater Montréal's international students since they were back on site.

Through a clear and striking catchphrase ("Montréal, my future"), we invited international students to consider Montréal not only as a student city, but also as a city for their professional future. We used our website's main themes to indicate the possible path of a foreign student in Montréal: study, live, work, immigrate.

With 50,000 international university students, Montréal benefits from a unique pool of talent - educated in its own educational institutions.

I choose Montréal connects these students with local employers through exclusive recruitment activities. MI seeks to retain as many of these qualified talent as possible to further the city's economic development.

Promotional Awards

| Bronze Winner |

*REDI Cincinnati Rebranding & Industries
Collateral Development*

REDI Cincinnati
Cincinnati, OH



REDI Cincinnati, along with their design partner, Bloom Creative Group, created a series of printed marketing collateral including an Annual Report, a series of sell sheets targeted to core industries, a series of comprehensive brochures, and a pocket folder to house the assets. REDI's Global Business Development, Project Management and Engagement teams utilize this information as part of their cultivation efforts with companies looking to expand within the region, locate to the region or invest in REDI's efforts to grow the regional economy. business environment that is more than ready to support businesses and individuals looking to make an impact. Specific campaign components include print and digital advertising executions, a magazine cover wrap, lead generation messaging copy points, industry research-based sell sheets, & targeted event.

Multimedia / Video Promotion

Population: less than 25,000

| Gold Winner |

DONOVANS

City of Mount Pearl
Mount Pearl, NL

DONOVANS.

Serving as a regional hub of industrial activity for the Avalon region in Newfoundland and Labrador, Donovans Business Park boasts a stable 40-year history and is easily one of our city's most valuable assets. Its core strength lies in its existing dynamic business activity which covers 470 acres of land, employs upwards of 6,500 people, and contributes almost 30% of business and property tax revenues for the City of Mount Pearl. There is an opportunity to further build on the existing success of the park, creating employment opportunities, and to insulate the city from economic challenges.

In 2020, the city unveiled Consider It Donovans, a proposed reimagination plan for Donovans Business Park. The challenge? To further establish the business park at the forefront of people's minds, strengthen its position in international markets, and to best leverage existing capacities.

The new brand and identity plan included a new logo, a brand launch and 'brand kit' delivery to businesses, a media campaign including a brand launch video and three testimonial videos, and new gateway signage to the park.

Promotional Awards

Population: 25,000 - 200,000

| Silver Winner |

Clarksdale, Mississippi - Rural LISC

Partner Spotlight Video

Rural LISC

New York City, NY



In 2021, when our annual Rural LISC seminar was moved to virtual, we knew one component of the seminar would be missed greatly - the site visit to a local Rural LISC partner - which provides the opportunity to be inspired with innovative approaches to economic development. Rural LISC quickly sprang into action to ensure the opportunity was not lost; we hired a video production team to capture this inspirational story in Clarksdale, Mississippi. This community works to overcome a declining population, poor health care, empty buildings, and struggling schools, to a community coming together to offer entrepreneurial growth, new training opportunities, creative placemaking, and hope. From a Travelers Hotel to a coffee shop serving as a youth training program, this community has listened, learned together, and developed solutions that deliver.

| Silver Winner |

Avondale EDGE Series

City of Avondale

Avondale, AZ



Launched in August of 2021, the Avondale EDGE Series is a 9-part digital series focused on highlighting the growth, economic vitality, and unique personality of the City of Avondale. Partnering with local media mogul, Emmy Award winning journalist and Founder and CEO of Inspired Media 360, Carey Pena gave a voice to the inner workings of the City's Economic Development team (better known as Avondale EDGE). As a young city demographically, with a median age of 31.6, the team created the miniseries with specific goals in mind; create digestible, easy to understand content in a platform that resonates with the community we serve. At the wrap of season 1 (with plans for a season 2!), the team had successfully produced nine, stand-alone videos, each with unique storylines ranging in topics from the housing market, to the eclectic food scene, all 7 minutes or less. The videos were distributed through the Avondale EDGE social media platforms including Facebook, Twitter, Instagram and LinkedIn, as well as cross-promoted on the City of Avondale's official accounts.

Producing these videos not only allowed the Economic Development team to share updates with the community, but it also served as an opportunity to "pass the mic" and give a platform to our business and community partners. With content focused on business recruitment, retention, awareness and education, it culminated into an insider's guide to the City of Avondale. EcDev 101, class is now in session!

Promotional Awards

| Bronze Winner |
Industry 4.0
Lakeshore Advantage
Zeeland, MI



The purpose of this project is to increase Industry 4.0 awareness among employers in the identified targeted areas of growth (Aerospace, Automotive, Food Processing, Medical Devices, and Office Furniture Design), and why it's necessary for their growth to adopt these principles. To encourage these companies' partnerships with The Center-West for assistance in implementing Industry 4.0 technology into their facilities.

Success is 200 manufacturers within the Advanced Manufacturing sector in the five targeted industries engaged in this Industry 4.0 awareness and preparedness initiative through interviews, access to educational resources, and readiness assessments. Baseline data regarding company awareness and readiness to implement Industry 4.0 technologies will also be collected and aggregated across the 4-county region so partners can measure the impact of efforts in subsequent years.

Population: 200,000 - 500,000

| Gold Winner |
Resilient Corridors Initiative (RCI) Video
New Orleans Business Alliance
New Orleans, LA



As part of the New Orleans Business Alliance's (NOLABA's) Resilient Corridors Initiative, NOLABA created a professional video piece that utilized participating businesses and NOLABA staff to help communicate the program's impact on the local community through personal storytelling.

As part of an intentional and strategic response to meet the needs of vital communities whose economic indicators are disproportionately low relative to the rest of the city, NOLABA and the City of New Orleans launched the Resilient Corridors Initiative (RCI), a joint program that provides financial support to small businesses located within seven targeted neighborhoods to ensure their ability to maintain operations through the COVID-19 pandemic.

NOLABA and the City invested \$350K to support a cohort of 40 businesses currently located in or with plans to expand within the impact neighborhoods. In addition to providing direct support for businesses within these key areas, this investment also supported projects that advance commercial revitalization efforts and build economic development capacity within each community. Businesses chosen to participate in the pilot program received \$5,000 in grant funding and customized technical support from a diverse cadre of experts and practitioners to help implement strategies to sustain their presence through this period of economic downturn and recovery.

Promotional Awards

| Silver Winner |

Economic Development Showcase Video

**Clayton County Office of Economic
Development**

Jonesboro, GA



Office of Economic Development

This video is a synopsis of who we are as a community and what we represent as a County. Clayton County is Where the World Lands and Opportunities Take Off ! This project was developed in preparation for Economic Development Week and has since evolved into a marketing and promotional tool for economic development in Clayton County.

| Bronze Winner |

Henderson, NV, New Business Attraction

Video Promotion

**City of Henderson Economic
Development and Tourism**

Henderson, NV

HENDERSON™

This video campaign was a highly visible and vibrant component in the storytelling key to Henderson's project of engaging targeted site selectors and company decision makers to spur recruitment and investment. Beginning with a two and a half minute video experience that provides a sweeping introduction to the city, the campaign subsequently featured shorter videos focusing on various perspectives and topics. These videos included testimonials of local business owners sharing their experiences and their perspectives on the Henderson business climate. Also, leading educators shared their knowledge highlighting the quality of the talent pipeline. By combining compelling personal testimony with dynamic location footage, including drone shots, the videos create a vantage both intimate and expansive. The power of storytelling is employed for maximum impact.

Promotional Awards

Population: more than 500,000

| Gold Winner |

Montréal, The place I now call home

Montréal International

Montréal, QC



Montréal International is Greater Montréal's economic development agency, with the mission of attracting foreign investors, international organizations, entrepreneurs, skilled foreign workers via Talent Montréal as well as international students through I choose Montréal. We know that an available workforce is crucial to attracting investment projects and contributing to the prosperity of a city.

As such, Montréal International wanted to create a video tool that would provide a unique and original perspective on everything the city has to offer, more specifically to international students and foreign workers. Not only would this video help to convince foreign talent to make their careers in Montréal, but it would also make it possible to reach our target audience already in the city by fortifying their attachment to Montréal with messages such as "Montréal is my home!"

This tool is in the form of videos ranging from 15 seconds to 1 minute and 30 seconds. It focuses above all on emotion, with inspiring images and inviting remarks and covers the various aspects of life in Montréal, for workers as well as for international students.

This video had to show the possibility of a long-term life experience by moving away from the touristy aspect, which is why it is important to present images of students and workers to properly convey our message. Various themes chosen by Montréal International were included in the video: work, family, education, neighbourhood life, community life, transportation, creativity, the four seasons, festivals, housing, wide open spaces, the Québec DNA, tolerance and ecology.

| Silver Winner |

All in NC

Economic Development Partnership of North Carolina

Raleigh, NC



**ECONOMIC
DEVELOPMENT
PARTNERSHIP of
NORTH CAROLINA**

While North Carolina's (NC) reputation as a great state for business has grown, several hurdles continue to limit the state's ability to attract new business and talent. The "All In North Carolina" campaign was designed to help remedy that through its highly targeted, creative and memorable messaging that brings to life assets including the state's natural beauty, high quality of life, mix of urban and rural settings, affordability, business-friendly tax climate, educational ecosystem, spirit of innovation, and more. Created to support lead generation for the EDPNC's business recruitment efforts, it's important to note the campaign arose out of the recognition that marketing to bring additional jobs and tax dollars to North Carolina should be part of the state's COVID-19 recovery effort as well.

Promotional Awards

| Bronze Winner |
Calgary Anthem Video 2.0
Calgary Economic Development
Calgary, AB



One of the ways that Calgary Economic Development promotes Calgary is through the “This is Calgary” videos. Our first, award-winning installment was released in 2019 and helped us to share the story of Calgary’s unique entrepreneurial spirit and quality of life. This second video reflects how Calgary is a diverse community of entrepreneurs making a global impact told from the lens of the entrepreneurs themselves - A city of innovators, dreamers, visionaries, and game changers. This 2-minute video, while shorter in length, vividly features local entrepreneurs, artists and community leaders sharing their perspectives on why Calgary is the best place for forward-thinking, innovative and caring people making an impact on the world. There are shorter cuts of this video that are 15 and 30 seconds used as bite-sized highlights through social media channels and a 1-minute version used in advertising. These videos have seen more than 1.8 million views and an average video view duration of 93.8% since launch.

Annual Report Awards

Population: less than 25,000

| Silver Winner |
Tomball Economic Development
2020-2021 Annual Report
Tomball Economic Development
Corporation
Tomball, TX



The Tomball EDC (TEDC) Annual Report is our “highlight reel” of successful economic development performance expected by citizens and city leaders. Performance is measured against metrics in the Strategic Work Plan, a plan developed through stakeholder dialogue, updated annually by our Board and reviewed constantly by staff.

The Annual Report is a summary of transparent, ongoing conversations with citizens and stakeholders. Conversations start with meetings, surveys, our quarterly newsletter and conclude with the Annual Report. Stakeholders are informed about successful EDC initiatives and planned enhancements that drive job creation, job retention, tax base enrichment [pages 6, 7, 13-14], innovation and entrepreneurship [pages 11-12], and quality of life improvement [pages 6, 8, 9-10] - delivering on the elements of the Strategic Plan.

The Annual Report is delivered to Economic Development partners, brokers, developers, site selectors, and made available to citizens. The Annual Report highlights achievements and demonstrates 2020-21’s impactful value of economic development in the community - creating and retaining 300 jobs and returning 20 times the investment from TEDC.

Promotional Awards

| Bronze Winner |

Powering into 2022

Workforce Solutions Borderplex
El Paso, TX



WSB took a previous successful attempt to digitize our printed annual report and incorporated our “Chuy” brand, whom, as a beloved staff member, was animated as the face of organization. This report was originally presented to stakeholders, partners and Board of Directors. The new, digital approach allows for a consumable, on-brand report for the general public and workforce development customers. As an organization, we serving as a non-profit opportunity incubator, personalizing the career path and connecting the right people to the right positions with a

customizable toolbox of resources. Adding Chuy personalizes the data-heavy success.

Population: 25,000 - 200,000

| Gold Winner |

Annual Report

**City of Lynchburg Office of Economic
Development & Tourism**
Lynchburg, VA



The City of Lynchburg Office of Economic Development & Tourism annual report is designed to provide an annual snapshot of the City of Lynchburg and our work as an economic development and destination marketing organization. Through visual media, print, digital and video production, we tell the story of LYH and the people who make this place their home. Designed around our Blueprint for Opportunity Reset for Resilience strategic plan, the annual report is a way to report out and promote our three overarching goals, which are:

- 1) Support and grow LYH Businesses and Destination Assets
- 2) Drive Long-Term Economic Growth and Resilience
- 3) Position LYH as the Best Small City in America

We firmly believe that Economic Development and Tourism exist in a symbiotic relationship and that by doing one, you promote the other. The Annual Report is our way of communicating these values to our citizens and stakeholders. By providing the report in a variety of formats, not only is it appealing to a wide and diverse audience, but it also provides accessibility and equity of access to information for all citizens.

Promotional Awards

| Silver Winner |

*North Richland Hills 2021 Annual
Development Report*

City of North Richland Hills

North Richland Hills, TX



Each February, our Economic Development department publishes an Annual Development Report. Created in 2015, the report collects and combines various economic activities into one easy to understand document. This resource details activity over the past year, including commercial, residential and transportation projects that grow the tax base, create jobs and revitalize strategic areas. Not only does it serve as a tool to memorialize the previous year, but it is also designed to generate interest in the City as a place to do business.

| Bronze Winner |

*2021 High Point EDC Annual Report:
Recruit. Retain. Revitalize.*

**High Point Economic Development
Corporation**

High Point, NC



NORTH CAROLINA'S INTERNATIONAL CITY
HIGH POINT ECONOMIC DEVELOPMENT CORPORATION

High Point Economic Development Corporation exists to bring new jobs and investments to the city and region. This is accomplished through the recruitment of new businesses, the retention of existing industry, and assisting the community with revitalization efforts. Recruit. Retain. Revitalize. These three Rs became the theme of our 2021 Annual Report. Its pages are devoted to the sharing the successes and continued progression of the city within those categories. The publication also begins and ends with a nod to regionalism on pages 3 and 15 – High Point, NC is an integral part of Guilford County and the NC Carolina Core.

Population: 200,000 - 500,000

| Gold Winner |

*City of Chula Vista Economic
Development Annual Report & Work Plan*

City of Chula Vista

Chula Vista, CA



The City of Chula Vista is pleased to submit its Economic Development Annual Report and Work Plan for consideration of an award. This document transparently presents a unified Economic Development approach for the city. The plan is both forward looking with goals and actions for the upcoming year and is reflective on the accomplishments of the previous year. This iteration is staff's best work to-date and is especially meaningful as it reports on the economic recovery initiatives undertaken to lead in recovery from the COVID-19 economic pandemic. It provides information on who the department is, describes the vision and mission and presents five strategic focus areas with 50 supporting actions that implement economic development within the community. Economic Development in Chula Vista is focused on 1) expanding business support, 2) improving collaboration and outreach, 3) strengthening economic vitality, 4) driving innovation and sustainability, and 5) advancing equity and inclusion. Creating and implementing this plan enhances quality of life and economic vitality for the Chula Vista community.

Promotional Awards

| Silver Winner |

LEAP 2021 Annual Report: Building a Diverse Economy

Lansing Economic Area Partnership

Lansing, MI



LEAP's Annual Report communicates the impact of economic development activity in conjunction with key prosperity metrics, within Eaton, Clinton and Ingham counties (the tri-county region). The 2021 report showcases LEAP projects in 2021, including successful business attraction and expansion efforts, entrepreneurial ecosystem development, leading equitable economic development programs and continued COVID-19 relief grant support for small businesses.

The report details projects including place-based development, business expansion, retention and attraction, entrepreneurial activity and placemaking efforts. These projects are contextualized through metrics specific to economic development (e.g. jobs and investment) that LEAP is directly responsible for driving.

The report also provides information about LEAP programming and draws an association between LEAP's cumulative success and mounting regional prosperity, even amid the onset of COVID-19. This allows the document to serve not just as an annual report, but also as a branding tool for LEAP and the Lansing Region.

| Bronze Winner |

EDC of St. Lucie County Annual Report

Economic Development Council of St.

Lucie County

Port St Lucie, FL



The EDC publishes its annual report on paper and digitally in January of each year, in conjunction with our annual partners meeting. The report covers our leadership, finances, events, development projects, business attraction efforts, awards, outreach and progress made on our programs and initiatives, most of which are directed at quality of life and workforce pipeline efforts. We also include a running report on past projects and employment, going back to 2017, the year we first began reporting projects in this format.

Promotional Awards

Population: more than 500,000

| Gold Winner |

LVEDC 2021 Annual Report

Lehigh Valley Economic Development Corporation (LVEDC)
Bethlehem, PA



The Lehigh Valley Economic Development Corporation (LVEDC) 2021 Annual Report provided a thorough review – in a visually-appealing and readable style feature narrative text, images, and data – of the many ways the organization has fulfilled its mission to market the economic assets of Lehigh Valley and create partnerships leading to recruitment and retention of employers and a strong, skilled talent base. This year’s report in particular shows the ways in which the LVEDC has strived in spite of the COVID-19 pandemic and is positioned well for continued economic growth in both traditional areas of strength and in new sectors emerging in a post-pandemic economy of rapid change and development. Additionally, the annual report highlighted Lehigh Valley’s growing GDP, our emergence as a Top 50 manufacturing market in the region, our Top 10 rankings for economic development by Site Selection, the Made Possible in Lehigh Valley marketing campaign, LVEDC’s ongoing talent supply initiative, the organization’s executive video interview series, the roughly 50 major development projects LVEDC tracked in 2021, and more.

| Silver Winner |

Invest Monterrey Annual Report

INVEST MONTERREY
Monterrey, Nuevo Leon, Mexico



The EDC publishes its annual report on paper and digitally in January of each year, in conjunction with our annual partners meeting. The report covers our leadership, finances, events, development projects, business attraction efforts, awards, outreach and progress made on our programs and initiatives, most of which are directed at quality of life and workforce pipeline efforts. We also include a running report on past projects and employment, going back to 2017, the year we first began reporting projects in this format.

| Bronze Winner |

Louisiana: Building for Tomorrow, Today

Louisiana Economic Development
Baton Rouge, LA



A printed annual report for the digital age, replacing the traditional text-heavy compendium of KPIs with a high-level, visually rich year in review interspersed with QR codes directing the reader to dig deeper online at a custom microsite, LEDAnnualReport.com.

Promotional Awards

Paid Advertising Awards

Population: less than 25,000

| Silver Winner |

It's Not Science/Entrepreneur Roadmap

Ponca City Development Authority

Ponca City, OK



Ponca City Development Authority has been assisting with small business development in Ponca City for 19 years. During that time, staff has tried several different ways to reach home-based and single owner businesses to offer support with marketing, customer segmentation, business planning and market research. As part of our outreach, the "It's Science" and the "Entrepreneur Roadmap" video was commissioned to showcase economic development and the many free resources in our community for existing and start up businesses, no matter what their area of retail, service or industry. This project also gave PCDA a way to give a pat on the back to our existing local small businesses who mentor and engage the next generation of business owners.

Population: 25,000 - 200,000

| Silver Winner |

Menifee Marketing Campaign

City of Menifee

Menifee, CA



In 2019, the City of Menifee completed a Comprehensive Economic Development Strategy (CEDS), identifying targeted industries to attract to the city to diversify the local economy. Menifee's CEDS identified food & beverage manufacturing, along with local-serving uses to include entertainment as target industries. As a City with over 100,000 residents, the city faces the challenge of only having one micro-brewery. As a response, Menifee's Economic Development Team got creative on marketing to attract breweries and distilleries to the community by creating a successful marketing Campaign to address the concern.

Promotional Awards

Population: more than 500,000

| Gold Winner |
Accelerate Success
Invest Puerto Rico
San Juan, PR



In June 2021, InvestPR executed a Paid Advertising campaign that included owned, earned, and paid media components. Working with a \$100,000 budget and 30-day execution window, InvestPR collaborated with creative agency Wunderman Thompson— and its media buying partner— to execute a campaign that would reposition Puerto Rico as a new viable option for bioscience companies looking to meet the unique requirements of a post-pandemic pharma era. Under the campaign’s umbrella message was “ACCELERATE SUCCESS - The Future of Bioscience is in Puerto Rico.” The campaign highlighted Puerto Rico’s Bio-Pharma industry strengths while re-educating the world about the island’s new value proposition in the bioscience space, proving how the island offers all the ingredients.

We produced a campaign targeting C-Suite members, site selection advisors, investors, and more placed across 10 DMAs. Campaign results exceeded its goals for driving impressions and driving consideration of Puerto Rico, which translated into heightened interest from various companies to relocate/expand operations to PR.

| Silver Winner |
Fintech advertising campaign
Greater Sacramento Economic Council
Sacramento, CA



GREATER SACRAMENTO
ECONOMIC COUNCIL

GSEC operates with a small staff across its business development and marketing teams. As the teams looked to ramp-up pipeline activity in the fall of 2021, they began exploring ways to scale their cold outreach through innovative uses of advertising and marketing automation software. The goal was to establish a framework for sharing ongoing, industry-targeted messaging to potential leads at scale and generate new interest in business relocations and expansions.

The resulting strategy took a two-prong approach: generating awareness through targeted digital advertising and capitalizing on that awareness through an email nurturing campaign. The team launched its first pilot campaign under the strategy and received excellent results, including:

- 2,000 impressions
- 22,000 video views
- 70-80% average video view rate among target audience (well above the organization’s goal of 30%)
- Upwards of a 50% email open rate
- Generated hundreds of engaged contacts and multiple direct responses, meetings and project leads

This campaign has laid the foundation for additional industry-targeted outreach that will help the organization efficiently expand its reach.

Videos featured in the ads

<https://www.youtube.com/watch?v=X-KVWvsmcJVA>

<https://www.youtube.com/watch?v=IFIZ-KuenSA>

Ad landing pages

<https://www.greatersacramento.com/business-climate/industries/fintech/>

<https://www.greatersacramento.com/diverse-talent/>

Promotional Awards

Magazine and Newsletter Awards

Population: less than 25,000

| Bronze Winner |
TopForty Award Magazine
Kerr Economic Development Corporation
Kerrville, TX



The 2021 KerrEDC TopForty Magazine, published by the Kerrville Daily Times is the second issue produced to spotlight the recipients of the annual awards event. This publication started with the inaugural Hill Country 40 Under 40 award recipients in 2020. KerrEDC's first Annual Hill Country 40 Under 40 was a component of our Business Retention and Expansion Initiatives during 2020. The award program was announced in February 2020 just prior to our nation facing a global pandemic. As an organization we realized that this initiative would be vital to promoting and supporting our local businesses, leaders, entrepreneurs and innovators. These individuals would also become major partners and participants in our Virtual Entrepreneur Center, KerrEDGE.org.

During 2021 KerrEDC rebranded the awards to KerrEDC TopForty, which now includes a nine-county region and provides us the flexibility to highlight different industries or demographics each year.

Population: 25,000 - 200,000

| Bronze Winner |
The Pasadena Pulse E-Newsletter
Pasadena Economic Development Corporation
Pasadena, TX



MOVING. FORWARD. TOGETHER

The Pasadena Pulse E-Newsletter was created as a part of PEDC's branding initiative in 2019. It includes information on projects, investments and other relevant news to our part of the Greater Houston Metro Area.

Population: more than 500,000

| Silver Winner |
Invest Monterrey Magazine
INVEST MONTERREY
Monterrey, Nuevo Leon, Mexico



A magazine that brings together expert opinions, interviews, insightful information, and much more about the business environment of the state of Nuevo Leon.

Promotional Awards

Special Event Awards

Population: less than 25,000

| Silver Winner |

Hacking Mount Pearl

City of Mount Pearl

Mount Pearl, NL



Hacking Mount Pearl is a 3-day hackathon that brings together entrepreneurs, business professionals, designers, developers, innovators, and anyone with a keen interest in designing for the future. The Hackathon is designed to focus on a specific challenge or problem that will be solved using technology. In 2019, the city partnered with Municipalities NL to host a “municipal hackathon” focused on solving challenges related to municipal government operations. In 2020, the city partnered with EcoNext (formerly NEIA) to host a virtual hackathon (due to COVID) to solve issues around climate change. Both Hackathons were very successful and has established a strong presence within the tech community. This year, the city partnered with the local Chamber of Commerce and other tech industry association partners to focus the challenge statement on Economic and Business Recovery in a post pandemic world. The participating focused on solving issues related to revenue loss, access to labour, and adaptation.

Population: 25,000 - 200,000

| Gold Winner |

Rock the Marina & Lionfish Derby

Boynton Beach Community

Redevelopment Agency

Boynton Beach, FL



As part of the Boynton Beach Community Redevelopment Agency’s ongoing mission to promote and support the local business community, the Rock the Marina & Lionfish Derby (Event) was hosted on June 26, 2021. The Event activated the Boynton Harbor Marina (BHM) and brought increased exposure to the commercial dive charters and restaurants at the location.

The lively Event had two primary functions – to promote the businesses located at the BHM and eradicate as many invasive lionfish as possible from the local waterways.

Event patrons were encouraged to explore the marina, including the waterfront, open space, Dockmaster building, restaurants, and marina slips. Visitors were able to enjoy waterfront dining at one of the three restaurants located at the marina while enjoying the sounds of live music. In addition to exploring the marina, event attendees were given the opportunity to interact with community partners and not-for-profit organizations that were exhibiting at the event to learn about various conservation and sustainability efforts taking place in Boynton Beach and throughout Palm Beach County.

For the Lionfish Derby portion of the event, the BBCRA partnered with three of the commercial diving charters that operate out of the marina. The charters accommodated 28 certified divers, who successfully removed 145 lionfish from the ocean.

Promotional Awards

| Silver Winner |

Wormburner

**Washington County Department of
Business Development**

Hagerstown, MD



At its basis, this project was a site selector, commercial realtor, and property developer bus tour through our community. In exchange for their attendance and attention to our available properties, we planned a breakfast and lunch around 18 holes of golf, at our County owned golf course, Black Rock (<https://www.washco-md.net/black-rock-golf-course/>). We began the project by mailing 4000 mailing tubes to site selectors, commercial realtors, and developers across the United States, the tubes contained a branded golf ball marker and full color inserted invitation/event explanation card. We rented a full size tour bus with a P/A system, and we talked the the participants through the tour as we drove around the County to show a total of 15 locations containing over 40 potential properties.

| Bronze Winner |

E Kupa'a Kakou

**County of Maui, Office of Economic
Development**

Wailuku, HI



COVID-19 restrictions halted domestic and international travel to Hawaii along with inter-island travel. Health and safety measures to limit the spread of COVID-19 shut down events such as conventions, luaus, community concerts and other large, in-person public gatherings. These performances were, in most cases, a major source of income for Maui County's local artists, musicians, hula halau (hula school) and audio visual engineers.

The County of Maui's Office of Economic Development (OED) gave local artists and audio visual engineers a venue to showcase their talent by creating the "E Kūpa'a Kākou" live-streaming series. This unique online entertainment program supported the local entertainment industry, while providing a source of stress relief and pride in the Hawaiian culture for our community.

As of March 2022, E Kūpa'a Kākou produced 16 - 1 hour shows featuring 41 local artists and 16 halau (with 160 dancers) on a virtual stage. We believe that our music warmed the hearts of many across the world.

Promotional Awards

Population: more than 500,000

| Silver Winners |

AZLabs Infinite Movement Conference

City of Mesa Office of Economic

Development

Mesa, AZ



On May 7, 2021, five Arizona organizations hosted the Infinite Movement event, the first live conference at Arizona Laboratories for Security and Defense Research (AZLabs), a former Air Force Research lab that is now owned and operated by the City of Mesa. This one-of-a-kind facility, built in the 1940's when the site was part of Williams Air Force Base, maintains the same security posture as when the United States Air Force (USAF) was operating this location as a military base. This 6.5-acre, five-building campus allows the City of Mesa to provide space for lease to government contractors and other businesses that require a secure site in which to perform research and development to manufacturing of products. Because of its distinctive security posture, marketing is a challenge as AZLabs needs to comply with Department of Defense (DoD) federal regulations. Therefore, the goal of the live conference was to market AZLabs to potential tenants, academia, and industry contacts who may require secure space. By increasing the awareness of AZLabs within the community, we believe that occupancy would increase as well.

Industry Capabilities Tour

Invest Puerto Rico

San Juan, PR



invest
PUERTO RICO

A three-day experience in which US federal government officials from the White House in commerce, trade, & resiliency visited Puerto Rico to see our industry capabilities.

Towards the end of FY19/20, private sector organizations, including the Pharmaceutical Industry Association & the PR Manufacturing Association, reached out to InvestPR to plan a marketing effort to inform key decision-makers in DC on the value that PR could provide the nation in response to the pandemic. Key messaging identified the unique position that Puerto Rico held in terms of competitive differentiators. The resulting tour included federal officials, professional organizations, & private firms. The event earned significant press coverage, including a “shot heard around the world” tweet by the White House; “China fired. Puerto Rico, hired.”

The agenda included & showcased:

- Visits to available turnkey facilities
- Contact specialized human capital, who are among the world's top scientists & engineers
- Tours of multinational enterprises currently operating in PR
- Discussions of PR's strategy to attract manufacturing business reshoring opportunities to the island
- A taste of Puerto Rico's vibrant culture

Promotional Awards

| Bronze Winners |

U.S. - Mexico Border Summit 2022

The Borderplex Alliance

El Paso , TX



THE BORDERPLEX ALLIANCE

Cd. Juárez · El Paso · Las Cruces

This renowned summit brings together the sharpest minds in business, public policy, diplomacy, and the arts from both sides of the border to examine the most pressing challenges and unique opportunities facing the United States and Mexico. This event is a catalyst for business attraction and recruitment as well as foreign direct investments to our region. This year's summit featured consul generals, congressmen, site selectors, and a range of C-suite business professionals to discuss relevant topics to the border. This year's keynote lunch featured an especially interesting fireside chat with two former heads of state: former Prime Minister of Canada Stephen Harper and former President of Mexico Vicente Fox.

Ride the Summer Wave Job Fair - A Family-Centered hiring approach

Workforce Solutions Borderplex

El Paso , TX



Ride the Summer Wave was the first in-person hiring event by WSB that took place after pandemic shutdowns forced virtual operations since March of 2020. With several thousand seeking work, and over 100 employers desperate to fill positions, WSB took adopted a new strategy in curating a job fair that considered a 'family-centered' approach. Knowing that many families, on their last leg of financial cushions, unemployment benefits and school being out for kids, WSB brought summer fun to hiring. In partnership with Western Technical College, the Summer Wave job fair brought in 105 employers of multiple target industries and experience levels to attract low-, mid-, high- level skilled jobseekers. Additionally, several community resource partners set up to spread awareness about housing assistance, utility assistance, child care services, training/education and career readiness opportunities.

A fun corner was set up to encourage families to bring children for face-painting and arts & crafts activities. Employers were willing to be flexible when conducting interviews with parents accompanied with children, considering it a 'multi-tasking' talent! To encourage jobseekers' booth visits, employers handed out tickets for each interview conducted. Tickets were redeemable at the outdoor "Dunk the Unemployment Rate" dunk tank where our mascot Chuy and our CEO, Leila Melendez sat as the tank victims..

Promotional Awards

Innovation in Economic Development Week

Population: less than 25,000

| Bronze Winner |

*2022 Economic Development Week in
Maumelle, AR*

City of Maumelle, Arkansas
Maumelle, AR



May 9th-13th was Economic Development week in the City of Maumelle and around the United States! Economic development is a vital part of what makes our city thrive and our community great. This project improves the overall quality of life and community development by bringing awareness to local businesses, educating the citizens on the role of economic development, and creating positive engagement with the public.

Population: 25,000 - 200,000

| Bronze Winner |

*Celebration of Economic Development
Week*

VI Economic Development Authority
Kingshill, VI



Much of what the VI Economic Development Authority does is often unseen with everyday residents, including the collaborate effort that occurs amongst a variety of partners outside of the agency. This project's objective was to share the impact of economic developers across each of the three main islands via radio, TV ads, live televised interviews, and social media, including YouTube. We met huge success and engagement throughout the week and continued to see residual impact from the weeklong project.

The celebration of Economic Development Week included a series of events, including highlighting economic developers across the public, private and non-profit sectors. The emphasis was placed on the opportunity captured when leveraging public/private partnerships as a means of growing the VI's economy in key sectors as determined by the USVI's 20 year economic plan, Vision 2040, including High-Value Manufacturing, Agribusiness, VI-style Tourism, Renewable Energy, and Maritime. It was also important to highlight the importance of nonprofits and the role they play in community buy-in, increasing community awareness, and improving the quality of life for all Virgin Islanders.

The project included a series of videos where stakeholders and partners shared with the community how they were impacting and/or implementing Vision 2040 as a way to grow the economy and engage with their audiences. Agencies highlighted included discussed their efforts in creating jobs, retaining jobs, encour-

Promotional Awards

aging youth involvement, and improving the lives of Virgin Islanders.

The celebration even gained support from Governor Albert Bryan, Jr. with the signing of the proclamation in recognition of Economic Development Week, May 9-13, 2022 in the United States Virgin Islands.

Lastly, the VIEDA spotlighted their managerial team and encouraged the community to reach out and meet key economic developers in the territory.

The video series campaign included a daily release as follows:

Monday, May 9, 2022:

- VIEDA CEO Message

Tuesday, May 10, 2022:

- Frandelle Gerard, Executive Director of the Crucian Heritage and Nature Tourism (CHANT) - "I am a Community Economic Developer"
- Khalarni Rivers, President, of the Governor's Millennial Council (GMC) - "I am an Economic Developer"

Wednesday, May 11, 2022:

- Akeel St. Jean, President, St. Croix Chamber of Commerce - "I am a Business Developer"
- Ted Gutierrez, State Director, and Karen Jones, Associate State Director, Virgin Islands Small Business Development Center (VI SBDC) - "I am an Economic Developer"

Thursday, May 12, 2022:

- Dr. Jennifer Sequiera, Executive Director, and co-founder, SEAT Innovation and Entrepreneurship Center (SEAT IEC) - "I am an Economic Developer"
- Sommer Sibilly, Executive Director, VI Good Food Coalition - "I am an Economic Developer"

It also included a 40-min panel discussion with local experts discussing the good, the bad and the opportunity when public/private partnerships are leveraged in growing the economy, building stronger industries including tourism, and the incentive programs provided by VIEDA to attract businesses to the Territory.

A live interview was conducted in partnership with the Office of the Governor on The Press Box, where VIEDA highlighted the CARES Act

Fisheries Financial Assistance program in partnership with Department of Planning and Natural Resources for the benefit of businesses in the fishery industry that were impacted due to COVID-19 in 2020. During this interview, the VI SBDC also joined to share the Small Business Innovation Grant through Governor Bryan. One of the major highlights of this interview included a licensed generational fisher, Hans "Panche" Larson, in St. Croix who shared his story of hardship experienced due to COVID and the relief these funds will provide to his business, his fellow commercial fishers, and to the long-time tradition within the fishing industry and its impact to the culture and livelihood of the people of the Virgin Islands.

Population: 200,000 - 500,000

| Silver Winner |

#EconDevWeek22 Video and Social Media Campaign

Greater San Marcos Partnership

San Marcos, TX



Economic Development Week is one of the prime opportunities to show off the work of economic development by showing how economic development addresses quality of life, facilitates new jobs, and spurs new investment.

During #EconDevWeek22, GSMP decided to highlight economic development work by launching a full-press video and social media series. This week, GSMP let our community tell the story of economic development in five categories: transportation, utilities, workforce, quality of life, and regionalism.

By having our public and private stakeholders tell the story of how economic development impacts the Texas Innovation Corridor, GSMP successfully raised awareness of economic development's impact in our region and developed a model for how to engage stakeholders during this weeklong celebration in a new way.

Promotional Awards

| Bronze Winner |

JEDCO's Economic Development Week Campaign/ Churchills Park
Jefferson Parish Economic Development Commission (JEDCO)
Jefferson Parish, LA



JEDCO used Economic Development Week 2022 as a platform to highlight JEDCO's extensive role in the community, elevate the organization's current messaging and initiatives, and launch new programming in alignment with the 2022 Strategic Operating Plan and Jefferson Parish's long-term economic development strategic plan (Jefferson EDGE 2025).

JEDCO hosted a Kick-off Event & Open House to promote interest in Economic Development Week. This was the first public event held at Churchill Technology and Business Park, a 480-acre Jefferson Parish asset being developed by JEDCO. The organization invited partners and community leaders to experience food, music, and open house tours of the JEDCO Complex (located in Churchill Park). During the event, JEDCO hosted the grand opening of the JEDCO Finance Center, which houses JEDCO's award-winning, top-performing Finance Department.

The festivities continued with a week of Spend Local Business Walks, where JEDCO's staff visited small businesses in all five of the Parish Council Districts; dynamic and engaging social media content and video production; the re-launch of JEDCO's podcast; and a multi-parish mega-networking business event to close out the week.

Population: more than 500,000

| Silver Winner |

Palm Beach County Public Relations
Business Development Board of Palm Beach County
West Palm Beach, FL



The Business Development Board distributed five press releases and hosted a press conference during Economic Development Week 2022, announcing five relocation and expansion projects facilitated through its economic development services. This resulted in nearly 600 new jobs, 203,500 sq. ft. of combined occupied space, and over \$2.5 million capital investment in Palm Beach County. It also included a local success story, Aerojet Rocketdyne, which showcased world-changing news happening in Palm Beach County as it manufactures rocket engines that will launch NASA's Artemis 1 project to the moon.

Companies Announced:

- **Announcement #1:** MyBambu, a fintech company, will create 82 new jobs in West Palm Beach and a capital investment of \$405,000. It is poised to be the #1 financial solution for the Hispanic market. The Mayor of the City West Palm Beach, Keith James, congratulated the company on stage.
- **Announcement #2:** UOVO, a leading art storage and logistics provider, will build a 50,000 sq. ft. fine art storage facility to accommodate the wealth migration of art collectors into Palm Beach County. This is its second expansion this year. The Mayor of Palm Beach County, Robert Weinroth, congratulated the company on stage.
- **Announcement #3:** RENCO USA, a new manufacturing headquarters in Palm Beach County, will create 100 new jobs at a 50,000 sq. ft. facility as it makes sustainable building materials for the construction sector. The Mayor of Palm Beach County, Robert Weinroth, congratulated the company on stage.

Promotional Awards

- Announcement #4: Procaps Group, a life sciences pharmaceutical manufacturer, will create 242 jobs at an 86,000 sq. ft. facility as it increases capacity to 1.6 billion capsules per year by making the move. The Mayor of the City of Riviera Beach, Ronnie Felder, congratulated the company on stage.
- Announcement #5: Percepto, the largest commercial autonomous drone project in the world, will open an 11,000 sq. ft. facility, create 100 new jobs and several million dollars in capital investment. The Mayor of the City of Riviera Beach, Ronnie Felder, congratulated the company on stage..

Internet and Digital Media Awards

General Purpose Website

Population: less than 25,000

| Silver Winner |

*Office of Economic Development
Website Redesign*

**Mississippi Band of Choctaw Indians
Office of Economic Development
Choctaw, MS**



An existing website for the Office of Economic Development had been in place since 2020, and we felt it was important to make some updates this year. The main updates consisted of:

- New photography to refresh the appearance of the site and make it more visually appealing.
- Copy was reduced and more infographics were incorporated to get our messaging across in a succinct manner.
- An interactive tool was added to the home page showing the economic benefits of the Choctaw community, including information about the local workforce, housing, and demographic data.
- An interactive tool was added to the home page showing transportation advantages of the local area, including roadways and access to airports and seaports.

A new welcome video was shot featuring the Chief describing the benefits of working with the Mississippi Choctaws.

| Bronze Winners |

Tomball Economic Development Website
**Tomball Economic Development
Corporation**
Tomball, TX



The Tomball Economic Development Corporation (TEDC) was finalizing its website redesign as COVID-19 arrived, fortuitous timing to meet digital needs required by pandemic impacts on businesses, customers and residents.

The website was designed with capability to handle digital needs of consultants, site selectors, and business executives to conduct research online in preparation for site visits to review locations and community assets, including incentives to develop projects and create jobs in Tomball. The new website contains data – demographics, labor force, workforce availability, workforce development initiatives, healthcare, testimonials and quality of life; as well as GIS capability, video and photography. This information has helped consultants understand how Tomball could fully meet Economic Development needs.

Serendipitously, the website had capability to manage large amounts of data, facts and stories that could provide to local businesses and the community both knowledge and access to resources needed to navigate twists and turns of the pandemic.

The improved website is aligned with the TEDC Strategic Work Plan to better educate stakeholders on TEDC plans and activities.

Internet and Digital Media Awards

*York County Development Corporation
Website Redesign*

York County Development Corporation
York, NE



We redesigned our website to better provide resources to the business community that promoted business stability and growth while also providing useful information for our workforce. We wanted to ensure this new version of the site continued to develop and recruit the talent we need.

While making the content more relevant and complete, we streamlined the design to make it more navigable. We enhanced our branding by changing the color palette to a vibrant red and blue color, adding a video banner to the home page to showcase our community, and editing the text content for brevity to enhance both clarity and ease. To further add value, we highlighted our podcast.

Other site enhancements include the incorporation of SizeUp, a software that enables entrepreneurs/small businesses to compare their business to industry competitors and identify the market needs for their product.

The new site also has a page dedicated to a "Featured Site." The webpage is complete with information site selectors need to know, as well as a 360-degree video and flyover video with 3D renderings of each piece of real estate. We also helped site visitors better zero in on our location by partnering with GeoFli.

Population: 25,000 - 200,000

| Silver Winner |

San Patricio County, TX Website Project
**San Patricio County Economic
Development Corporation**
San Patricio County, TX



This project was a complete overhaul of the San Patricio County EDC website. In this era, it is crucial to have a robust online presence. We strived to build a sleek, user-friendly website that told our story and included relevant data/resources. We wanted to develop a site that would give prospects the tools to envision themselves in our County as well as educate them on the vast opportunities San Patricio County has to offer. Our new website offers resources that encourages and entices prospects to relocate to or expand in San Patricio County.

Internet and Digital Media Awards

| Bronze Winners |

*Conroe EDC Website
Modernization Project*

Conroe Economic Development Council
Conroe, TX



On November 18, 2020, the CEDC unveiled a redesigned and enhanced ConroeEDC.org. Purposefully developed in partnership with the Golden Shovel Agency, the updated website contains critical economic development information in a modern, user-friendly layout. With an improved layout, the new ConroeEDC.org enables visitors to quickly navigate the site for resources and news.

The website's updated design emphasizes important tools that make it easier for site selectors, developers, and businesses to locate valuable data. Utilizing geographic information systems (GIS) tools, visitors can efficiently access the Conroe community profile, find available sites, discover demographic and workforce information, and compare Conroe to other communities when visiting the ConroeEDC.org homepage.

Other highlights of the freshened ConroeEDC.org include easy-to-access information on local and state economic incentives for prospective businesses, details on Conroe's expanding recreational and cultural amenities, and links to key local partners to grow business and enhance the Conroe experience.

www.KyleED.com

Kyle Economic Development
Kyle, TX



Kyle Economic Development's redesigned website was launched during ED Week in 2021. The dropdown menus on each tab have been specifically designed to address the most critical topics economic developers face today.

Population: 200,000 - 500,000

| Gold Winner |

Henderson, NV, General Purpose Website

**City of Henderson Economic
Development and Tourism**

Henderson, VA



The Henderson Economic Development website promotes the city's assets to site selectors and company decision-makers across targeted sectors and supports the growth of existing Henderson businesses with strategic resources and information. To create maximum engagement, the site incorporates dynamic components including video, interactive location maps as well as location intelligence presented through map visualizations. The digital experience is immersive, highly visual and highly interactive. Through its effective targeting and execution, the website promotes external economic investment leading to job creation and a more robustly diversified economy, while at the same time helping existing businesses to flourish, not only retaining jobs but also creating new ones.

Internet and Digital Media Awards

| Silver Winner |

GSMP Website Redesign

Greater San Marcos Partnership

San Marcos, TX



The Greater San Marcos Partnership (GSMP)'s website – renovated and relaunched in 2021 – serves as the first point of organization contact for nearly all representatives who interact with economic development in the Texas Innovation Corridor.

| Bronze Winners |

*Greater Waco Chamber Website -
WacoEconomicDevelopment.com*

Greater Waco Chamber of Commerce

Waco, TX



“The Greater Waco Chamber provides regional economic development services for the McLennan County area. Understanding the need to have a strong “first impression” to potential businesses, site selectors and entrepreneurs interested in locating within our community, the economic development team sought to reinvent the digital presence of the Greater Waco region.

Prior to the launch of its new website, all information regarding site expansion and workforce development information was housed on the Greater Waco Chamber website, as well as, the websites of other regional partners, creating challenges with decentralization and information consistency. To more efficiently serve our economic development audience, our team sought to create a standalone website providing a clear, one-stop-shop of economic development resources for our region. Thus, WacoEconomicDevelopment.com was born.

When it came to selecting a partner to make this idea a reality, our team sought out an industry expert with a history of producing unique, quality and user-friendly websites, EDSuite. That decision proved to be the right choice, as the company has produced a visually appealing, informative, and easy-to-use experience for those seeking information about the Greater Waco area.

Creating an entirely new website provided our team with an opportunity to refocus the narrative of the story we wanted to share about our community, concentrating and reshaping the information we were putting out into the world in a way that would speak to our audience and convey our unique assets. We have chosen a forward-thinking approach, providing the information and data most requested by our clients but also focusing on the future of our community, workforce and talent development, entrepreneurship; overall, taking a holistic approach to showcasing the community as a location for businesses and people now and into the future.

The “Grow in Waco” section of the website provides both new and existing industries the opportunity to find resources to inform their decision on expanding operations in Waco.

Quality of life has become a key decision driver for industry expansion, so painting the picture of the life well-lived and enjoyed in Greater Waco was important for this project. An entire section of the website is dedicated to lifestyle, with information on entertainment, tourism and other flavors that make Waco unique. Also on the website are key data points for Waco demographics and real estate opportunities.

Waco has become a community of choice for business attraction, both for national and international companies. In fact, since 2006 to year-end 2021, our team has supported 62 new attraction projects and 83 expansions by existing businesses, creating more than 11,700 jobs and \$2.58 billion in private industrial capital investment in the Greater Waco community. WacoEconomicDevelopment.com reflects the data we provide, and the authentic stories we share with businesses and talented individuals considering our community for their next home and investment.

Internet and Digital Media Awards

PWCDED.org
**Prince William County
Economic Development**
Gainesville, VA



When site traffic to PWCDED.org spiked during the COVID-19 pandemic as businesses searched for any information to help, the Prince William County Department of Economic Development (PWCDED) marketing team began redesigning the website to keep up with growing traffic and provide a better user experience to site visitors.

The redesigned PWCDED.org features many new functionalities, including dynamic content based on a user's behavior, that delivers a completely new and customized experience for each visitor.

By making our online presence more accessible, professional and familiar to our target audiences, we aim to establish Prince William County as a premier business destination.

Population: more than 500,000

| Gold Winner |
Invest Brampton web site
**City of Brampton
Economic Development**
Brampton, ON



The City of Brampton Economic Development Office offers investors a branded digital presence with the web site InvestBrampton.ca. With 7 main sections, the web site functions to: showcase the business case for selecting Brampton; communicate sector profiles across 5 key sectors; provide news on recent investments and FDI milestones; and share a variety of digital tools and real-time resources like the comprehensive business park guide. The web site assists decision making for: site selectors, investors, startups, and businesses. Additionally, the Brampton Innovation District and resources for partners and programming are easily accessible on the InvestBrampton web site to showcase the opportunity for innovation.

| Silver Winner |
*Calgary Economic Development Website
Redesign and Replatform*
Calgary Economic Development
Calgary, Alberta



Our Calgary Economic Development website is the central storytelling vehicle sharing the benefits of working, living and doing business in Calgary to our various audiences. The website showcases Calgary as a place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges. The site redesign prioritized easy-to-access information, clear navigation and a visually engaging environment that inspires and educates. Like the community we serve, the site highlights the diversity of our economy, talent and lifestyle. Visitors are met on the site's homepage with a video showcasing Calgary's vibrant, entrepreneurial mindset and are invited to self-identify based on their interest in Calgary - to live, work, invest or play. This simplified navigation and messaging is a contrast to the complicated navigation and content-heavy structure of our former site. Within the first two months of launching, the new website saw an increase of 13.57% in total site visits over the same period in 2020.

Internet and Digital Media Awards

Special Purpose Website Awards

Population: less than 25,000

| Gold Winners |

Upgrade To Mount Pearl

City of Mount Pearl

Mount Pearl, NL



The city has recognized that change is happening. Population growth has slowed compared to previous years. Residents are aging, a challenge faced not only in Mount Pearl but across the province. Economic and business activity has wavered with the boom and bust of the local oil industry. The city's limited geographic space will restrict outward expansion. These challenges are compounded by the impact of COVID-19. In response to these challenges, the city has identified that it is time for action to build and support high-growth sectors and attract new investment.

A website, designed with investors in mind, that provides all key industry specific information, demographics, site selection tools, and incentive programs to conveniently provide decision makers with the beneficial details they need to easily make the choice to Upgrade to Mount Pearl.

The microsite is supported through six industry specific eBooks and one general Upgrade To Mount Pearl eBook. These are tangible resources customized to help those who are interested in investing in Mount Pearl. They will, ultimately, attract and support new businesses by building awareness, trust, and confidence.

KerrvilleTogether.com

**Kerr Economic
Development Corporation**

Kerrville, TX



Kerrvilletogether.com website was created in 2020 by KerrEDC with input from local, regional, and state partners in an effort to provide a centralized location for the Kerrville community during COVID-19, providing crisis management information. Throughout the pandemic KerrEDC was proactive in updating the site to provide additional information relevant to recovery and resiliency. It currently functions as a workforce initiative.

Internet and Digital Media Awards

Population: 25,000 - 200,000

| Gold Winner |

Greater Grand Forks: Way Cooler than You Think! talent attraction website

**Grand Forks Region Economic
Development Corporation**
Grand Forks, ND

WAY COOLER THAN YOU THINK
◦ GREATER GRAND FORKS ◦

Grandforksiscooler.com sprouted in answer to a question asked by our human resources managers: How on earth can we attract outside candidates to Grand Forks, North Dakota when perceptions of our region include words like frozen, flat, winter, flood, and cold?

Area HR managers told GFREDC their recruitment emails to external candidates cobbled together links to schools, amenities, and housing – which were mostly served up on state or city websites (functional but not beautiful). They wanted a one-stop shop to house information and showcase the cool things our region offers and did the thing we Midwesterners hate – a little bit of bragging.

Along with regional information, the website contains a list of hot careers in the primary sector and video stories. In 2019 we added a digital relocation map and downloadable relocation guide. In 2021 we piloted a community-written blog component and will be bringing that back full-time beginning Summer of 2022.

| Silver Winner |

Sarnia-Lambton Apprentice Job Match Tool

Sarnia-Lambton Economic Partnership
Sarnia, ON

SARNIA-LAMBTON
Economic Partnership 
Powering a Sustainable World®

The Sarnia-Lambton Apprentice Job Match is free, one-of-a-kind online tool to match skilled apprentices with local hiring employers. The tool allows employers to post their apprenticeship hiring needs and to have apprentices register their skills, experience, and interest in living Sarnia-Lambton while applying for posted opportunities. When a successful job match is made the employer is notified and connected directly to the jobseeker. With over 140 different skilled trades in Ontario, this online tool offers service to employers in various sectors ranging from positions such as plumbers, carpenters, welders, automotive service technicians, cooks, hairstylists, and many more.

The new online tool allows the employer to maximize their talent outreach by promoting opportunities to skilled talent across Ontario and saving time with recruitment by matching to those with the required skills. Making the connection a seamless and simple process for Sarnia-Lambton employers and apprentices is an important step at aiming to attract and retain in-demand skilled workers to Lambton County.

Internet and Digital Media Awards

| Bronze Winners |

*The Madison County Mega Site
Specialty Webpage*

**Madison County Economic Development
Authority**
Canton, MS



Madison County Economic Development Authority (MCEDA) is pleased to present MadisonMegaSite.com, a microsite dedicated to the 1,025-acre Madison County Mega Site. The microsite is part of a full marketing campaign MCEDA has developed over the past two years by working with VisionFirst Advisors, who designed, created, and implemented the site along with Maris, West & Baker (MWB), and Raborn Media.

The new microsite features information on the Mega Site and Madison County, including maps, drone footage, case studies, economic advantages, profile pieces and more. The site offers a quick, but thorough review of the Madison County Mega Site, including downloadable PDFs and interactive maps. This site is used to promote the Mega Site to prospective companies along with site consultants through in-person meetings, social media promotion, project submissions, and direct email.

The mission of MadisonMegasite.com is to act as a marketing tool that will locate industry to Madison County. New industry in our community will result in job creation and strengthen the tax base. Additionally, new industry will retain talent and jobs in our area that we will be able to reap the benefits from for years to come.

Vision 2040 Website

**Virgin Islands Economic Development
Authority**
Kingshill, VI



As the Virgin Islands Economic Development Authority sought funding for the development of a long-term plan for the U.S. Virgin Islands through federal funding by the Economic Development Administration, the commitment was made to ensure transparency, accessibility, and comprehensiveness. The website was used throughout the visioning process to collect surveys, conduct virtual open houses, hear thoughts from the community, and so much more.

The website, www.usvi2040.com, became a home base for many Virgin Islanders in the territory and abroad to stay abreast of media, upcoming virtual town halls, and truly a vehicle of communication with over 8,000+ visitors and 21,000+ visits.

It is at this website, thousands of surveys were collected with representation from each island, St. Thomas, St. John, and St. Croix. Being at its greatest distance 40 miles separated by water, with unique cultures, and needs, during the heart of the pandemic, the voices of over 3,000 surveys were collected from residents, businesses, and Virgin Islanders in the diaspora in a 6-month time period.

Today, the most visited page hosts the ability to download the released 20 year economic plan, Vision 2040 and more time is spent learning about the eight (8) aspirational goals determined by this comprehensive, credible, and collaborative project.

Internet and Digital Media Awards

Population: 200,000 - 500,000

| Gold Winner |

Diamond District Website
**City of Richmond Department of
Economic Development**
Richmond, VA



DEPARTMENT OF
**ECONOMIC
DEVELOPMENT**

The Diamond District is a 67 acre redevelopment site that is owned by the City of Richmond and Virginia Commonwealth University (“VCU”). Improvements on the site include “The Diamond”, a 37 year old baseball stadium that is home to Double-A Minor League Baseball Team the Richmond Flying Squirrels and VCU, Sports Backers Stadium, and the Arthur Ashe Jr. Athletic Center. A redevelopment strategy for the site was put in place based on:

- Adoption of Richmond 300: A Guide for Growth, a 2021 Daniel Burnham Award winning Comprehensive Plan from the American Planning Association;
- Adoption of the Greater Scott’s Addition Small Area Plan, the area that includes the Diamond District;
- Adoption of the Richmond Equity Agenda;
- Redevelopment activity on private property surrounding the site; and
- Mandate from Major League Baseball/ Minor League Baseball that stadiums conform to the new league standards by 2025.

A marketing strategy aligned with the redevelopment vision for the Diamond District was launched to appeal to development teams globally. The Diamond District Website was created to highlight the transformational redevelopment opportunity and generate interest from development teams.

| Silver Winner |

InveST St. Tammany
St. Tammany Corporation
Mandeville, LA



St. Tammany Corporation launched its strategic economic development website, InveST St. Tammany, to provide access to valuable economic development tools and resources for existing business and industry stakeholders, site selectors, and prospective businesses looking to relocate to St. Tammany Parish. Additionally, in collaboration with GIS Planning, St. Tammany Corporation integrated intuitive technology that serves as a resource hub to provide users with free, relevant economic indicators about St. Tammany and our local economy. Because we know that the majority of site selection is done through desktop analyses of communities, InveST St. Tammany is meant to serve as the best first impression of St. Tammany and our economic landscape. It is our hope that InveST St. Tammany will help our business community in new ways as we continue to strive to be the destination of choice for our people, our businesses, and our communities to THRIVE!

Internet and Digital Media Awards

Population: more than 500,000

| Gold Winners |

*Bergen County Business
Resource Network Website*

Bergen County Economic Development
Hackensack, NJ



Bergen County Economic Development (BCED), a division of Bergen County, provides services and resources to new and existing small and medium-sized businesses (SMB) in Bergen County, NJ. With a large number of SMBs struggling from the pandemic and associated economic conditions, BCED created the Bergen County Business Resource Network (BRN) and launched the Bergen for Business program and associated website (www.bergenforbusiness.com) The program provides a single destination for all of Bergen County's professional business advocacy resources in one easy-to-use website. It also provides live student support specialists and real-time business intelligence tools. The partnership with Bergen Community College helped make this program possible by offering SMBs the assistance they need at no cost whatsoever, and students real life business experience in helping them overcome challenges.

LEDAnnualReport.com

Louisiana Economic Development
Baton Rouge, LA



A complete reimagining of the classic economic development agency Annual Report as an iterative, interactive narrative about Louisiana's ongoing economic transformation.

| Silver Winner |

Health Care Landing Page

Delaware Prosperity Partnership
Wilmington, DE



One of Delaware's core sectors is health care. Recruiting health care professionals, especially primary care doctors and specialty nurses, to practice in Delaware has been an ongoing challenge for Delaware's health care systems. DPP was approached by one of our major investors - Highmark Blue Cross Blue Shield Delaware - to create a marketing strategy that would target primary care physicians and nurses to consider the healthcare career openings throughout the state. Our approach was to develop a landing page (<https://www.choosedelawarehealthcarecareers.com/#opportunities>) and a corresponding social media ad campaign to build greater awareness and understanding of the health care opportunities throughout Delaware. For this strategy the DPP team worked with two agencies, AB&C and Views Digital Marketing to create an additional channel for prospects to pursue the health care job opportunities in Delaware.

Internet and Digital Media Awards

| Bronze Winner |
Life Sciences Microsite
**Lehigh Valley Economic
Development Corp.**
Bethlehem, PA



The Life Sciences microsite project supports a strategic objective of LVEDC related to attraction and expansion of businesses in identified key target sectors. The first sector we targeted was Life Sciences Research and Manufacturing in 2021. This sector was identified as a target based on important attributes and advantages of the Lehigh Valley, including our historical position as a manufacturing powerhouse in the Northeast, our central location in the Life Sciences “supercluster” stretching from New England to the Research Triangle of North Carolina, our proximity to about one-third of the U.S. population within 500 miles of the Lehigh Valley, and the presence of important Life Sciences companies in the region. Existing companies include Olympus Corporation of the Americas, B. Braun, Sharp, OraSure Technologies, McKesson, and ThermoFisher Scientific. The Lehigh Valley also has attracted and grown leading-edge smaller companies such as Tyber Medical, CryoConcepts, and BioMed Sciences. The project was developed to support a growing industry sector that is a key strategic target of LVEDC that employs 6,430 workers at more than 170 facilities (offices, laboratories, research centers, manufacturing facilities, and distribution hubs). It is a sector ripe for future growth, and potential to attract additional business based on the interest in reshoring key components in the pharmaceutical, medical equipment, and medical devices supply chain. It also is a sector that provides good-paying jobs, with current average wages of \$96,000 a year in the Lehigh Valley. Attracting businesses in the Life Sciences sector has the potential to create and retain jobs across a wide range of skill sets and further enhance the diversification of the Lehigh Valley’s economy.

Digital Media

Population: less than 25,000

| Silver Winner |
“It’s Science”
Ponca City Development Authority
Ponca City, OK



The “It’s Science” video was created for the intent of better explaining what economic development is and isn’t in our area. Using humor and paid actors, this six and half minute video showcases, with humor, why the Ponca City Development Authority exists, how it was created and what the EDO does with the half cent sales tax that funds incentives and staff.

Internet and Digital Media Awards

Population: 25,000 - 200,000

| Gold Winner |

More is Made Here Marketing Campaign
Conroe Economic Development Council
Conroe, TX



Our “More is Made Here” digital campaign is a marketing initiative that began with the idea to increase our community’s understanding of what economic development is, what it looks like in our community with existing companies and quality of life, and what part the CEDC plays. We wanted to increase exposure of current companies and overall quality of life to assist with job retention and tax base enhancements, which may lead to job creation.

When we say “more,” it is not a comparison or just a little extra. More represents everything, tangible and intangible, that contributes to making Conroe the premier destination for someone and their business.

Thanks to a modern, business-friendly atmosphere that inspires companies, award-winning educational institutions, a commitment to professional development, and exciting attractions for residents and visitors of all ages, thousands of products and ideas are created in Conroe.

While the monthly themed feature stories are hosted on our website, it is a social media-driven venture to help our current and future followers discover why in Conroe, Texas, More is Made Here.

| Silver Winner |

Starting your business in Deerfield Beach Flipbook
City of Deerfield Beach
Deerfield Beach, FL



The Starting Your Business in Deerfield Beach Flipbook addresses tax base enhancement and job creation by fostering the opening of new businesses in the city. The Florida Small Business Development Center shows that small businesses make up 98.9% of all Florida employers generating 3 out of every 4 new jobs in the State, which ranks 3rd in receipts, only behind California and Texas. The City of Deerfield Beach has embraced a commitment to removing local jurisdiction barriers to small business development by providing a multi-lingual written and virtual step by step guide to forming a new enterprise.

Internet and Digital Media Awards

Population: 200,000 - 500,000

| **Gold Winner** |

*Choose Chula - Small Business
Economic Recovery App*

City of Chula Vista
Chula Vista, CA



The City of Chula Vista realized very early on in the COVID-19 pandemic that local businesses were being hit particularly hard. Because community businesses are the core of a thriving community, the city's economic development team got creative and implemented a tool to provide support and encourage residents to shop, dine and stay local.

The 'Choose Chula' app was born. The mobile app engaged the community by rewarding users for supporting local, small and diverse businesses with 'Chula Points,' the City's branded reward point system and local currency.

The innovative app provided businesses with an exciting new way to attract more customers and increase revenues, while creating a more vibrant and connected Chula Vista as the community began to recover from the impacts of the COVID-19 pandemic. The program is rooted in the rewards system of behavioral economics with the intent of strengthening the circular economy to catalyze economic recovery from the pandemic. For an overview of how the app works, this marketing video was created in [English](#) and in [Spanish](#).

| **Silver Winner** |

#ShopEatSpendKitsap

Kitsap Economic Development Alliance
Silverdale, WA



Kitsap is known for its five unique, charming small towns that make tourism one of our key industries. Due to the pandemic, we knew the 2021 holiday season was going to be "make it or break it" for the small shops, galleries, coffee shops, pubs, and restaurants that are the lifeblood of our communities because:

1. Financial assistance in the form of state and federal grants were largely gone.
2. Supply chain difficulties affected many industries.
3. Significant inflation was occurring.
4. People had gotten used to, and more comfortable with, online shopping, and dining at home.

In response, KEDA initiated SESK (#ShopEatSpendKitsap) Social Media Campaign to support downtown businesses. This campaign was critically important because those downtown businesses are what make Kitsap County vibrant and special. Each of those communities is small in area, and each is a unique gem. We made it our mission to garner community support by creating an emotional response that would help people appreciate those downtowns, and also help them remember that small businesses are their neighbors. Those neighbors and their families depend on trade, customers, customer loyalty, and the holiday season.

Internet and Digital Media Awards

Population: more than 500,000

| Gold Winner |

Tax Credit Calculator

Montréal International

Montréal, QC



We launched our [tax credit calculator](#) in collaboration with globally recognized tax specialist firm PwC Canada in January 2022. This digital data visualization application promotes the most relevant tax credits for Greater Montréal's high-tech sectors such as R&D, video games, software development, visual effects and animation. It includes 24 different scenarios (in English and French), with or without R&D, depending on the sector.

This interactive tool is available free of charge in the Invest section of our website and enables international companies to gain a clearer understanding of the incentives available to them when they set up a project in Greater Montréal. With just a few clicks, users can calculate the potential tax incentives they can enjoy when they choose Greater Montréal. It provides quick responses with credible and concrete data in an ergonomic, factual and attractive format.

Program Awards

Multi-Year Economic Development Program

Population: less than 25,000

| Silver Winner |

Comanche Land Management Authority

City of Comanche

Comanche, OK



The City of Comanche created the new authority to bring economic life back into our dying community. Main Street was empty, businesses were closing and residents were moving away. This program was created to generate new sales tax, offer new jobs and keep our small city from becoming a ghost town. Through low interest loans, incubator spaces, utility rate restructuring, infrastructure improvements, and new sidewalks we have accomplished these goals with continued growth on the horizon. Our efforts included providing low interest loans to small businesses, creation of incubator spaces for businesses with utilities included to help them get off the ground, provide a clean and inviting main street and create new destination points to draw people in through tourism. We also installed a fast charge EV Charger as a draw for new demographics.

| Bronze Winner |

Economic Development Launch Program

City of Bondurant

Bondurant, IA



The Bondurant Economic Development Launch Program employs due diligence efforts for strategically located commercial and industrial properties, predominantly through the Certified Site Process promoted through the Iowa Economic Development Authority. The Certified Site program consists of economic development planning work, effectively completing the due diligence process on a property. This work includes identifying ownership and easements or other property restrictions, creating utility maps and providing contact information, conducting environmental, historical, and architectural studies, delineating and/or mitigating wetlands, performing endangered species reviews, and developing cost estimates for site work essential for probable development. The goal for doing this is to promote economic development by removing the barriers to development proactively and having shovel ready industrial sites in tactical locations, in the ultimate effort of increasing the city's industrial tax base. This program not only enhances property valuation but also facilitates job creation. The increased property tax base also enables the City to provide quality of life amenities to its growing residential population.

Program Awards

Population: 25,000 - 200,000

| Silver Winner |

Reimagine 419 Plan

Roanoke County

Roanoke, VA



The Reimagine 419 Plan is a 20-year roadmap to the strategic revitalization of the Route 419 corridor, which is the heart of commerce in Roanoke County and a key economic driver for the community. The planning area includes 390 acres which holds 260 commercial and residential properties, and sees 43,000 vehicles per day. This corridor has long served as a premiere shopping and business destination for a diverse mix of retail, commercial and residential opportunities desired by citizens and visitors. Roanoke County's vision is to revitalize this corridor through Placemaking, a multi-faceted approach that capitalizes on the community's assets to reimagine this area. At the time of this entry, the Reimagine 419 plan has created 600 jobs, leveraged \$60 million in state and federal funding for infrastructure improvements, attracted 13 new businesses to the area, and produced \$45 million in capital investment. Development of new retail, service, and dining opportunities, as well as walkability and diverse residential opportunities will add value to Roanoke County's Quality of Life.

| Bronze Winners |

*BBCRA Economic Development
Grant Programs*

**Boynton Beach Community
Redevelopment Agency**

Boynton Beach, FL



As part of its mission to activate vacant commercial space, the BBCRA provides financial assistance in the form of Economic Development Grant Programs (Programs). The BBCRA Programs are designed to help facilitate the establishment of new businesses and aid in the expansion of existing businesses within the BBCRA area. The Programs are divided into two grants and both operate as 50% matching, reimbursable grants: The Commercial Rent Reimbursement Grant Program (CRRGP) and the Commercial Property Improvement Grant Program (CPIGP). The CRRGP provides financial assistance to new and expanding businesses in the form of rent reimbursement to help during the critical first year of operation. The CPIGP provides financial assistance to new and expanding businesses with the initial costs associated with the repair and rehabilitation of commercial buildings. Improvements paid for by the BBCRA must be permanent and stay with the building.

Program Awards

Cascade Industrial Center
City of Marysville and City of Arlington
Marysville, WA



The CIC was established in 2019 by the Puget Sound Regional Council of Governments (PSRC). The CIC designation is defined as an existing employment area with intensive, concentrated manufacturing and industrial land uses that cannot be easily mixed with other types of uses. The program focuses government resources to this area and fosters partnerships among municipal, county and regional entities, economic development agencies, and workforce and higher education institutions leveraging tax incentives to generate jobs and expand area tax base. The project was initially conceived starting with the Arlington-Marysville manufacturing Industrial Center Study in 2016.[1] The designation allows the Center jurisdictions to receive priority funding for infrastructure for economic development.

The area jurisdictions and communities benefit through incentives for quality family-wage jobs and increased economic development support for business retention and expansion efforts in the CIC and more than 100 agency services, mostly free, support the retention of employers. Over the long run, both Cities and Snohomish County will experience tax base enhancements and investments that will support overall quality of life, and state and federal resources focused into the CIC will provide needed infrastructure improvements.

The founders of the CIC anticipate as many as 20,000 new jobs by 2040. Already in the first several years 40 related businesses or developers obtained permits in Arlington and Marysville were initiated since the establishment of the Center and, at the time of permits, anticipated jobs from these permits were

2,404 jobs and \$1.13 Billion in private investment. Continued intense growth is expected in the CIC which provides a unique opportunity in a region impacted by unprecedented industrial activity here and in the U.S. industrial market.[2] There is also an increase of re-shoring and Foreign Direct Investment (FDI) coming to this area, which is well connected to the Pacific Rim and a short distance from the massive ports of Canada. With robust absorption and development, low vacancy, and record-high asking rents throughout the Puget Sound region, investors are clamoring to find sites in points north and south of Seattle for industrial assets and growth, and it is out performing anticipated growth targets.

Economic developers leverage the aerospace and heavy manufacturing workforce of Snohomish County. The Market Study included an examination of workforce strengths against emerging clusters, describing industries where competitive local advantages (labor location quotients greater than 1.0) provided insights into target markets for attraction. With major Boeing and Microsoft facilities located in or adjacent to this area, the CIC is epicenter of manufacturing and boasts more than 43,000 advanced manufacturing workers. Additionally, Everett Community College and Washington State University programs directed at the emerging needs of the innovative advanced manufacturing world have cultivated powerful relationships with area employers from STEM internships to advanced degrees.

Finally, the CIC has viewed the opportunities for development through the eyes of the private investor and identified a number of incentives for good jobs including designating the CIC as an Opportunity Zone, creating a state and local real estate tax exemption when certain employer hurdles exist, and partnering with the Port of Everett Seaport to make magnet Foreign Trade Zones accessible to companies that would benefit.

Program Awards

Population: more than 500,000

| Silver Winner |

Renaissance Commerce Park

**Erie County Industrial
Development Agency**

Buffalo, NY



Renaissance Commerce Park (RCP) is a 240-acre new light manufacturing business campus located on what was once the old Bethlehem Steel complex in Lackawanna, NY. Since the closure of Bethlehem Steel in 1983, which saw its 20,000 employees permanently out of work, the site has become an eyesore and a reminder of the deep economic and psychic wounds endured by the Buffalo area in the 1970s and 1980s. RCP has transformed not only the acreage on the former steel plant site, but it has strengthened our region's marketability for attracting manufacturers to Erie County, and encouraging existing businesses to expand here.

In 2017, Erie County Executive Mark C. Poloncarz announced that the Industrial Land Development Agency, the development arm of the Erie County Industrial Development Agency, had purchased the first parcels of what would become RCP. Since then, extensive work has been completed to ready the property for sale to private businesses including the construction of the Dona Street Extension, which is the first public road on the site, relocating a railroad track, designing of an infrastructure Master Plan, construction of a public bike path along the edge of the RCP parcels, and the first manufacturer on the site has opened its doors. TMP Technologies, which manufactures cleaning products for a large national brand, purchased 28 acres in 2020 for a new \$23 million, 290,000 square foot facility, which allowed TMP to create 20 jobs and preserve 103 local full time positions. Uniland Development purchased approximately 10 acres in 2021, and

began construction on a \$17 million, 15,000 square foot manufacturing/warehouse "spec" building. Uniland also began negotiations to purchase an adjacent parcel for another "spec" building.

The momentum has grown substantially during the past three years, and work continues on infrastructure, and marketing the site.

Business Retention and Expansion (BRE) Initiatives

Population: less than 25,000

| Gold Winner |

Shared Equipment Group

Ponca City Development Authority

Ponca City, OK



PCDA has a high level of collaboration with our career technology center, Pioneer Technology and great communication with our local industries. At the beginning of 2021, it was very clear our manufacturers were having difficulty recruiting new employees at the same time supply chains were beginning to get extremely tight and shipping costs were rising. Cost and time of shipping equipment for special quality inspections during the manufacturing process, single prototype component requests, lack of skilled employees and speed to market were identified as the main manufacturer issues. Pioneer Technology Center Business Services reps Janet Schwabe and Johnny Thornburgh teamed up with PCDA BR&E Director Laurence Beliel to expand an existing Plan/Bid Room available to construction and trades, into a shared equipment program for local industry to access. Additional equipment added were a Keyence CMM measuring machine, a 3D Photopolymer Printer and a Vectris Cobot robotic

Program Awards

welder. Seven local companies have been able to slash shipping and time constraints with the access to the CMM inspection device, with all of those companies taking training on the machine for more detailed use. The photopolymer printer and the robotic welder have been used in tandem to increase industry productivity by creating parts to speed up turnaround time and filling the void left by the shortage of skilled labor such as small part welders.

| Bronze Winner |
Connect Lavon/Shop Lavon
**Lavon Economic
Development Corporation**
Lavon, TX



We Cultivate Investment
and Growth

www.lavonedc.com

A series for four separately issued Lavon EDC \$20 coupons (May 2020 to May 2022) have been sent to the citizens of Lavon and to the residents of the Lavon Zip Code to be utilized at Lavon participating businesses. The first two were in the heart of the COVID pandemic. The response was well received and the Lavon EDC has continued with two more to encourage more citizens and more businesses to connect and support each other.

Population: 25,000 - 200,000

| Silver Winners |
BA Business Blitz
**Broken Arrow Economic
Development Corporation**
Broken Arrow, OK



The Broken Arrow Economic Development Corporation facilitated a new approach in 2021 for expressing their collective appreciation for business investment both large and small, while also identifying opportunities to help companies succeed. The BA Business Blitz was a two-week-long event that involved representatives from the Broken Arrow Chamber of Commerce, the Broken Arrow Economic Development Corporation (BAEDC), the City of Broken Arrow Staff, Volunteers, and City Elected Officials that formed teams to visit businesses as an extension of our ongoing business retention and expansion efforts. Several visits were pre-scheduled, while a large portion was completed on a walk-in basis. The event was driven by the combined team approach and allowed us to strengthen existing relationships, uncover expansion opportunities, uncover current challenges, solve problems, and identify trends within our local businesses.

The BA Business Blitz was primarily focused on relationship building and identifying additional opportunities to assist the greater business community. This event helped us identify action items that will have a long-term impact on job creation and retention.

Program Awards

Case Hindalco

Invest Minas

Belo Horizonte, Minas Gerais



Invest Minas is the investment promotion agency for the state of Minas Gerais. Its mission is to foster development in the state by attracting investment, supporting established companies and promoting exports.

With regard to supporting established companies, we identified in 2021 that Indian multinational Hindalco (from Aditya Birla Group), the largest employer in the city of Ouro Preto, Minas Gerais, providing more than 600 jobs, had decided to close operations in the city.

The city of Ouro Preto is highly symbolic to the state, having once been the state capital. It is one of Brazil's most important cities from a historical and economic perspective. During the Brazilian gold rush, which peaked in the eighteenth century, Ouro Preto was the largest city in Latin America, with 40,000 inhabitants—twice as many as New York at the time. At the end of the following century, however, most of the population left and Belo Horizonte became the state capital, which it remains to this day.

To avoid the loss of so many jobs, Invest Minas took action to resolve the issues that led to Hindalco's decision to cease operations and search for a new company willing to acquire the industrial plant.

Population: more than 500,000

| Gold Winner |

*Regional BRE Program Redesign
in Greater Albuquerque*

**Albuquerque Regional
Economic Alliance**

Albuquerque, NM



Over the past 15 years, Albuquerque Economic Development Inc. (renamed Albuquerque Regional Economic Alliance in 2022) has engaged consultant services to outreach to local firms primarily to respond to requests for support in obtaining state and local workforce training and infrastructure incentive grants. However, the program was completely disconnected from the business development side of the organization and was not asking companies key questions such as: what are your biggest challenges? What talent are you having the hardest time hiring? and - what buyers/suppliers should be attracted to the region to assist in your growth? It was decided in mid-2021 to make a significant staffing and technology tools shift from that approach to one with a full-time staff member focused on target industry outreach and interviews and delivering NEW support services and offerings to assist in their business development. In addition, a new website interface and educational brochure specific to this program of service was created from scratch to educate local businesses.

Program Awards

| Silver Winner |

REDI Cincinnati's BR&E Program

REDI Cincinnati

Cincinnati, OH



Through the economic development support provided to local companies through REDI Cincinnati's Business Retention and Expansion (BRE) program, Total Quality Logistics (TQL), one of the largest freight brokerage firms in North America and Cincinnati's largest private company, is investing an additional \$78 million in the region. This development is expected to bring an additional 1,000 jobs to the region and serves as TQL's third expansion in the region since 2019, with commitments totaling \$146.8M in new payroll and \$31.1M in capital investment. The project, made possible by Clermont County, Union Township, JobsOhio and REDI, also substantially expands TQL's real estate footprint with an \$18 million investment in its Ivy Pointe corporate headquarters campus in Union Township, Ohio, just off of I-275.

| Bronze Winner |

EDPNC's Existing Industry

Expansions Team

**Economic Development Partnership
of North Carolina**

Raleigh, NC



**ECONOMIC
DEVELOPMENT
PARTNERSHIP of
NORTH CAROLINA**

The Economic Development Partnership of North Carolina's business retention and expansion program was formed, along with the organization, in 2014. The EDPNC's existing industry expansions managers work to retain businesses already operating in the state by helping them recognize and alleviate barriers to growth. Each manager works regionally within one of eight multicounty regions across the state. Each manager interacts with roughly more than 150 businesses in a typical year — touring operations, exploring opportunities, and identifying any challenges to growth. Then the manager works to assemble the local, regional, state, or federal resources that can help manufacturers clear those hurdles.

This free assistance includes helping companies navigate state financial and training incentives, sharing updates on COVID-19 recovery programs, referring businesses to alternative supply chain resources, connecting companies to workforce development programs and operational expertise as well as helping companies secure grants to renovate buildings or upgrade manufacturing equipment during an expansion.

Program Awards

Entrepreneurship

Population: less than 25,000

| Gold Winner |

Ponca City Business Plan Pitch Off
Ponca City Development Authority
Ponca City, OK



The Business Plan Pitch off was initiated by the Ponca City Development Authority (PCDA) to assist and anchor business start-ups to Ponca City. Small businesses are the workhorses of any economy. Identifying and assisting start-ups and home based businesses was the goal when the Pitch-off began in 2016 with a concept competition and then the official start in 2017. A business plan is the foundation of any business; giving the owner the information and tools to approach a bank for funding, to buy a building, to start a line of credit or in this case, to Pitch to a panel of judges for incentives. Even with this knowledge, business owners need an incentive to write it. With the assistance of the entrepreneurial coordinator at Pioneer Technology Business Services, PCDA was able to identify an easy-to-use business plan software participants can access on their time: LivePlan. When three companies are ready to submit business plans, a Pitch-off is initiated. Small businesses seeking micro-loans benefit most from the \$5000 in incentives including cash, equipment/advertising, and lease costs. The once-a-year program is now every June and November if three new or diversifying businesses are willing to write a business plan, plan the pitch and pitch to a panel of three to five judges. The companies must be based or be willing to be based in Ponca City and have office, storefront or manufacturing within the city limits.

| Bronze Winner |

*KerrEDGE Virtual Entrepreneur
Center - KerrEDGE.org*
**Kerr Economic
Development Corporation**
Kerrville, TX



KerrEDGE is an entrepreneurial center, also frequently referred to as a business incubator or accelerator program. This center is a one-stop shop for current and prospective business owners to receive support, education, and mentorship from experts in a wide variety of business sectors. The KerrEDGE Entrepreneurial Center provides both the structure and support of a virtual team of like-minded individuals. Each contributes their varied skillsets to enhance the productivity of each member, and thus, the team as a whole. KerrEDGE's mission is to promote growth and development for new and existing businesses creating an environment for these businesses that fosters innovation and resiliency.

According to Small Business Trends about half of the US private workforce is employed in the small business sector. Startup stats show that these companies have a significant impact on the economy and with the addition of 4.4 million new companies started worldwide in 2020 it is vital to our local economy to encourage entrepreneurs and support our local small business sector.

Access to resources, mentorship, and a collaborative environment are key components to ensuring that our local entrepreneurs are successful throughout each of their business development cycles (Inception, start-up, and scaling for growth)

Program Awards

Population: 25,000 - 200,000

| Gold Winner |

Innovation Village: Center for Advanced Manufacturing, Design and Entrepreneurship of the Appalachian Highlands

Sync Space Entrepreneur Center

Kingsport, TN



Innovation Village

Center for Advanced Manufacturing, Design,
and Entrepreneurship of the Appalachian Highlands

The Innovation Village of Kingsport Tennessee, reflects a strategic vision to position Kingsport as a Center for Advanced Manufacturing, Design and Entrepreneurship of the Appalachian Highlands. It serves as a multi-facility/multi-discipline ecosystem for creators, inventors, and to train a digital workforce.

Innovation Village is also a marketing opportunity for the region, while the operations and program offerings are designed to be decentralized across multiple organizations, industries and academic partners to fulfill the mission as a creative sandbox of programs, technology and experienced mentors.

The facilities include more than 30,000 sq ft ranging from a prototyping/makerspace, a digital media lab, a Tennessee Entertainment Office and the hub of a mobile digital media lab that travels throughout rural Tennessee.

Access to this level of technology and training is very expensive and can be a non-starter for many entrepreneurs and creators, especially when you consider traditionally underrepresented and minority populations. A central focus of this center is the removal of those historical barriers and creating accessibility and programs for all members of our community.

| Bronze Winner |

The eBridge Center for Business and Commercialization

Brownsville Community Improvement Corporation

Brownsville, TX



On the border by the sea, on the very tip of Texas a regional collaboration towards entrepreneurship led economic development is taking place. The eBridge Center for Business and Commercialization is an entrepreneurial resource center and startup incubator in the heart of Historic Downtown Brownsville. The center is geographically positioned on the banks of the Rio Grande across from Matamoros, Mexico. This center has consolidated all the foundational resources necessary for entrepreneurs to start their ventures, obtain capital, scale, and reach new markets.

The eBridge Center is divided into two floors. The first floor is a "one stop shop" for any entrepreneur from the ideation phase to full scalability. Here entrepreneurs can gain access to the only U.S. Patent and Trademark Resource Center in South Texas, the Procurement Training Assistance Center, the Texas Manufacturing Assistance Center, InBIA certified Soft Landing for International businesses looking to enter the U.S. Market (important in our Borderplex region), DISC: Data information Systems Center, Kauffman affiliated programming including 1 Million Cups, bilingual mentorship, business education, seed funding, co-sharing workspace, and assistance with municipal City permitting.

Our second floor is specialized towards acceleration of new businesses, including our Start-Up Texas Accelerator Program, incubation space, makerspace, and access to Latin American markets through our collaborative agreements with other incubators and innovation centers in Matamoros, Guadalajara and Monterrey, Mexico. We also aid in obtaining capital through local and state venture capitalists, angel investors, Small Business Administration lending, or lending through our own organization thanks to a \$2 million investment from the Economic Development Administration.

Program Awards

Everything we do is for the entrepreneur. It's in our name: eBridge. An Entrepreneurial Bridge to commercialization, scalability, sustainability and beyond.

Population: 200,000 - 500,000

| Gold Winner |

ArtSpark

**Lafayette Economic Development
Authority (LEDA)**
Lafayette, LA



In 2014, the Lafayette Economic Development Authority (LEDA) and the Acadiana Center for the Arts (ACA) collaborated to develop an annual Individual Artist Funding Program called ArtSpark. The purpose of the program is to provide opportunities for artists in the Acadiana Region to display their artistic excellence which reflects and represents the diversity of the region while increasing economic opportunities through revenue-generation for area artists. Artists who apply for the program can request funding ranging from \$1,000-\$5,000 for expenses related to a new work of art in one of the following artistic disciplines: visual arts, craft, traditional arts/folklife, photography, performing arts, literary arts, film, media arts, interdisciplinary arts or multimedia arts. Applications are reviewed by a panel comprised of artists, community, and business leaders using various evaluation criteria. Applicants are scored on their proposal's impact on the community, the artistic merit, and the proposed budget for the project. Those selected to participate are required to attend entrepreneurial development classes offered by LEDA's business incubator-the Opportunity Machine, Inc. (OM).

| Silver Winner |

The Startup Hub

Greater Green Bay Chamber
Green Bay, WI



**GREATER GREEN BAY
CHAMBER**

In 2019, the Greater Green Bay Chamber underwent the rebranding and relaunch of its 50,000 sq. ft business incubator from Advance Business and Manufacturing Center to "The Startup Hub." This name change helped better align the building to physical space to better suit target market, increase market outreach through community engagement, and developed programming for the education of entrepreneurs in and around the Greater Green Bay region.

The name change also marked the latest step in the initiative's transformation from a physical business incubator established in 1987 to the "virtual front door" for entrepreneurs.

One indicator of the Startup Hub's success is its occupancy rate. Due to a partnership with a local technical college (Northeast Wisconsin Technical College) that added some previously unused office space, the occupancy rate for office space reached 107 percent, with manufacturing at 100 percent.

Program Awards

| Bronze Winner |
IGNITE Grant Program
**Prince William County
Economic Development**
Gainesville, VA



Innovation ignites during disruption. Launched in December 2020, The Prince William County Department of Economic Development (PWC-DED) piloted the IGNITE grant program in 2021 to support and attract high-growth entrepreneurs with cash grant awards of \$25,000 for companies in the pre-revenue startup phase and \$50,000 for start-ups with institutional or investor funding or post-revenue.

After four rounds of applications and 83 applicants, the program was a success with 10 companies approved to receive grant awards by December 2021, totaling \$475,000. The winners represent cutting edge ideas and products in healthcare, biosciences, virtual reality technology, and cybersecurity.

Sixty percent of the award winners were from outside Prince William County, including one international company. Collectively, the 10 companies that passed the internal review committee as part of IGNITE's first round are projecting to add 223 jobs and estimate an investment of \$12.8 million in Prince William County while occupying 13,500 square feet over three years.

Population: more than 500,000

| Gold Winner |
Community Business Launch
**Virginia Department of Housing and
Community Development**
Richmond, VA



Community Business Launch (CBL) is a Virginia Department of Housing and Community Development grant program created in 2015 as a pilot project to address downtown vacancies. Three communities, Gloucester, Staunton, and Hopewell, were selected for the pilot and received \$100,000 each in funding to coordinate a six-to eight-week business course for new entrepreneurs and existing small businesses, who ultimately entered a pitch competition for seed funding from the grant to open a storefront in the community. Each was expected to fund 3 businesses, create/retain 5 full-time equivalent employees, and to improve vacant storefronts within a targeted and walkable area with the ultimate goal of creating dynamic, and vibrant commercial districts. From this pilot, 12 businesses were created/expanded, 20 jobs created/retained, and over \$430,000 in additional private investment generated. In addition to job and tax base enhancements, we found CBL cultivated a greater sense of community, created a network of entrepreneurs that supported each other (despite the competition for funding) and increased access to resources not typically available to new businesses. Many of the CBL businesses created filled needed gaps in local markets, adding to the livability and overall attractiveness of each community. The 2015 pilot validated CBL's proof of concept, and the program has since completed seven additional rounds of funding over seven fiscal years, which have created or retained 345 jobs, an additional \$2.6 million in private investment, and 158 businesses with an average survival rate of 85% after the first year.

Program Awards

| Silver Winner |

Brampton Innovation District
City of Brampton
Economic Development
Brampton, Ontario



To scale global-ready entrepreneurs, Brampton offers innovators the Brampton Innovation District, which is a multimillion dollar multi-city block capital investment. The Innovation District is designed with a partner ecosystem model of innovation with close to twenty innovation partners working together to scale entrepreneurs. Each ecosystem partner is delivering best-in-Canada innovation services, including: co-working spaces; cohorts in wellness, health, smart cities; a national centre of excellence in cybersecurity with the Catalyst, and small business entrepreneurship with the Brampton Entrepreneurship Centre. To date, the Brampton Innovation District has received more than \$20,000,000 in investment, and is expecting to scale significantly in the coming years to approach +\$100,000,000 in total and planned investments.

| Bronze Winner |

Startup302
Delaware Prosperity Partnership
Wilmington, DE



One of the pillars of Delaware Prosperity Partnership's mission is to support and encourage the innovation ecosystem. With roots dating back more than 200 years with the creation of the DuPont company.

Delaware has a rich and storied history of innovation. DPP is committed to advancing equity in the innovation ecosystem and focuses on encouraging and supporting innovators in many ways. This entry focuses on one such program: Startup302, a cash awards pitch competition that focus exclusively on under-represented innovators. The prize money pool for Startup302 is generated by investors who support the mission to advance equity in innovation startups. The Startup302 program solicits tech-enabled startups from underrepresented groups to compete for award funding. The DPP Director of Innovation and DPP marketing team engaged Views Digital Marketing to develop a targeted LinkedIn ad campaign to increase visibility and applicants. The strategy was very effective and StatUp302 had a 33% increase from the prior year in underrepresented startups.

Program Awards

Neighborhood Development

Population: less than 25,000

| Gold Winner |

*Neighborhood Solutions Tour:
Jobs Toolbox on Wheels*

Workforce Solutions Borderplex
El Paso, TX



Workforce Solutions Borderplex (WSB) expanded its workforce development services from static centers into a Jobs Toolbox on wheels entering neighborhoods needing support for upskilling and improving quality of life. The project, a silver lining of COVID-19, was inspired by the unpredictability of pandemic lockdowns forcing WSB to take more innovative approaches in serving the community in dire need of a workforce development center. Our data-driven tours consider low wage quartile zip codes, unemployment rate, and poverty measures to determine our next stop. Other non-profits, such as shelters, foster homes, and similar organizations also open their doors to our street team for their direct communities.

Beyond converting services to the virtual realm, the organization decided to deliver the services directly to the jobseeker with a pop-up office strategy. The WSB Solutions Crew sets up their pop-up operations (known as the Job Toolbox on Wheels) throughout the area, particularly those hardest hit with job loss. Each trailer is managed by a WSB Crew Member who runs the pop-up office as if it were a headquarters center, offers program guidance for those looking for a job, skills training through workshops, childcare enrollment, and various other available services. Free access to a computer and the internet is also provided for jobseekers to be able to register for programs, job fairs or conduct job searches through their smartphones or personal laptops.

These pop-ups bring direct access to unemployed jobseekers and individuals looking to pivot their careers with new opportunities. They provide hope and motivation, reinforce

community collaboration and charitable efforts, and connect a large population to opportunities with countless employers partnered with WSB. Campaign results exceeded its goals for driving impressions and driving consideration of Puerto Rico, which translated into heightened interest from various companies to relocate/expand operations to PR.

Population: 25,000 - 200,000

| Gold Winner |

*City of Cambridge Downtown
Revitalization Strategy*

City of Cambridge
Cambridge, Ontario



The City of Cambridge Downtown Revitalization Strategy is a hybrid approach encompassing several different methods, each with a different focus that merge together to create and eventually sustain a strong downtown core. One of the key ingredients to a healthy downtown is people: people who work there during the day and, most importantly, live there in the evenings and on weekends. In order to achieve this desired outcome, key strategic investments are required to both directly fund projects and to create the overall environment for people to invest. This can be achieved through direct investment, providing financial incentives through Community Improvement Plans, and creating a supportive and flexible policy and regulatory environment. The City of Cambridge created a number of different initiatives to achieve this including the Core Area Transformation Fund (CATF), a new Community Improvement Plan (CIP) and increased staff support through internal staff working groups including the Downtown Working Group, Downtown Development Team, staff liaison position with the three area Business Improvement Areas (BIA's) and a Core Area Connections webpage that is a one-stop shop for core related information.

Program Awards

| Silver Winner |

The Business Improvement and Growth ("BIG") Program

Brownsville Community Improvement Corporation
Brownsville, TX



The Downtown Brownsville Business Improvement and Growth (BIG) Programs, started in 2019, are reimbursable and stackable grants offered by the Brownsville Community Improvement Corporation (BCIC) to provide financial support to commercial property owners and tenants to make quality exterior and interior improvements to activate vacant commercial buildings, support the expansion of existing downtown businesses, create new businesses and jobs, and support the diversification of the downtown experience.

The BIG Program was designed as a multifaceted program offering four (4) different financial reimbursement grant opportunities to businesses, commercial property owners, and developers to encourage site activation, job creation, and retention and create opportunities for private investment in downtown. BIG offered four (4) different financial reimbursement grant opportunities to businesses, commercial property owners, and developers: (1) Exterior Facade Improvements Grant - covers up to 50% of contractor's project cost up to \$15,000; (2) Interior Capital Improvements Grant - covers up to 50% contractor's project cost up to \$15,000; (3) Signage Improvement Grant Program - covers up to 50% contractor's project cost up to \$2,500; and (4) Rent Subsidy Assistance - 12-month rental assistance up to \$9,600.

| Bronze Winner |

Brightening Barriers - Artist Designed Patio Enhancement

Invest Barrie - City of Barrie
Barrie, ONT



Brightening Barriers was a temporary public art project organized by the Barrie Public Art Committee and the City of Barrie for the 2021 patio season. The program was such a success that it was re-launched for the 2022 patio season.

Local and regional artists were paired with downtown business owners to create an artistic response on their seasonal patio fencing. Aiming to relieve the physical separation necessary during the pandemic, the patios offered an opportunity to turn barriers into a collective artistic experience.

This initiative led to seven artistic patio installations made by five individual artists and two artist teams. Each artist was paid \$5,000 for their design, materials, fabrication and installation (\$5,500 for the teams).

In 2022, we commissioned six new artworks and three legacy works from last year's exhibition were also on display. The exhibition runs from May 20 to September 30.

Population: 200,000 - 500,000

| Gold Winner |

Cherie Buckner-Webb Park
Capital City Development Corporation
Boise, ID



Program Awards

Cherie Buckner-Webb Park, located at the corner of 11th and Bannock Streets in downtown Boise, replaced a half-block, private surface parking lot with a destination community open space. This evolving neighborhood lacked public space amenities for the growing number of residents and businesses, and the public expressed its desire for more parks in the area. A unique public-private partnership in 2019 between Capital City Development Corporation (CCDC), the City of Boise, and Eleven Eleven West Jefferson, LLC, made this dream a reality.

Situated along the future 11th Street Bikeway, currently under construction, the park provides amenities that enhance the downtown pedestrian and cycling experience. Prominently displayed on the corner of 11th and Bannock Streets is the world-class interactive public art piece, “Gentle Breeze” by renowned artist Matthew Mazzota. Additional key features include a large, tree-lined green space, a plaza with movable tables and chairs, public Wi-Fi, enhanced streetscapes along three street frontages, public restroom, drinking fountains, bike repair and storage, and programmable lighting.

The redevelopment of what was originally a surface parking lot, to a beautiful destination has revitalized the entire city block. The space has catalyzed and influenced a resurgence of activity to this area and helped realize the neighborhood’s potential and the City’s visions for an active urban neighborhood. In 2019 when park designs first began, there were 77 apartments along the eight city blocks of the 11th Street corridor. To date, there are 800 new apartments under entitlement. Additionally, two hotels were under construction at that time. Three more are now underway with a total of 500 new hotel rooms.

Whether living, visiting or working downtown, the iconic space now provides a place to connect with the outdoors, serves as a hub for community events, and enhances Boise’s urban lifestyle.

| Silver Winner |

Terrytown Neighborhood Revitalization Strategic Plan & Model Home Program
Jefferson Parish Economic Development Commission (JEDCO)
Jefferson Parish (County), LA



The Terrytown Neighborhood Revitalization Study Strategic Plan is a progressive vision to improve the housing stock and quality of life in Terrytown, a neighborhood located on the West Bank of Jefferson Parish. Terrytown is the oldest planned suburban development in Jefferson Parish. The Jefferson Parish Council voted for Terrytown to become the first neighborhood for the pilot program because of its many community strengths, opportunities and challenges. The plan serves as a model for other neighborhoods across Jefferson Parish, providing opportunities to retain residents and attract a new generation of homebuyers.

Out of the plan, JEDCO played a role in the construction of a 1,500 square-foot, mid-century modern model home, created a property tax incentive for those who renovate their homes and businesses, engaged in a land use and zoning study of key corridors within Terrytown, and supported the revitalization and launch of several businesses in the area. The Terrytown Neighborhood Revitalization Strategic Plan provides a holistic approach to driving quality of life, investment, and job creation in Jefferson Parish.

Program Awards

| Bronze Winner |

Youth Driven Art Murals Project
New Orleans Business Alliance
New Orleans, LA



The New Orleans Business Alliance (NOLA-BA) has completed the first phase of its New Orleans East Public Art Project, a creative placemaking initiative comprised of a series of youth-driven murals within Joe W. Brown Park.

The project is the result of a \$75,000 NEA: Our Town grant secured by NOLABA, in partnership with the City of New Orleans' Office of Cultural Economy and Arts Council New Orleans, to support public art and creative placemaking projects across the New Orleans East ("the East") community. Representing one of just 63 grants awarded nationwide, NOLABA and its grant partners are leveraging this funding to support a range of community engagement activities to help guide the design and creation of new public art investments along key commercial corridors in the East, ultimately laying the groundwork for sustainable systems change.

With the unveiling of the four youth-led mural pieces in Joe W. Brown Park, NOLABA and its partners celebrated the successful execution of Phase 1 of the multi-year "Public Art in New Orleans East: Altering the Perception of a Vital Corridor through Art and Engagement" project, which coincides and aligns with broader revitalization efforts in the East.

Population: more than 500,000

| Silver Winner |

City of Dallas Tax Increment Reinvestment Zone #12 (Deep Ellum TIF District)
City of Dallas Office of Economic Development
Dallas, TX



The City of Dallas Deep Ellum Tax Increment Reinvestment Zone #12 (TIF District) was established in 2005 to transform the urban neighborhood into an economically diverse, pedestrian friendly, and mixed-use neighborhood. Historically known as home to struggling musicians, African American businesses, and immigrant merchants, Deep Ellum, since 1873, has been recognized for its night life but also its cyclical nature of growth and disruption.

The TIF District has halted the area's cyclical tendencies and has become a driving catalyst for the vibrant, sustainable redevelopment of the neighborhood. These goals have been achieved by identifying under-performing real estate, partnering with developers and employers, and reinvesting a portion of the property tax revenues generated from increased values into the area.

The TIF District has resulted in a significant increase of 453% in the area's property tax value, more than 4,000 jobs, over 700,000 sq ft of new office/retail, and redevelopment of historic buildings. The diversification of uses and increase in daytime population has molded Deep Ellum into an economic powerhouse and successful 24-hour neighborhood.

Program Awards

Talent Development and Retention

Population: less than 25,000

| Gold Winner |

Ponca Works Program

Ponca City Development Authority

Ponca City, OK



It was developed to combat the issue of available jobs outnumbering the available workforce. Digital recruiting, community connection, and growing our own have been the tools used throughout the process. School programs have evolved into class credit internships for junior and senior students, Careers & Cookies program for seniors to learn about local career opportunities, augmented reality tours to bring local industry to schools in the form of an iPad program, Ambassador Program for millennial-aged industry employees to learn to tell their career journey and company story to students in classrooms, career fairs and company tours. Girl Power STEM camp was created to educate and empower middle school girls to know about male-dominated industries. Community-wide job fairs, digital recruiting, and recruiting at college career fairs across the region are other arms of the program. The Ambassador Program has helped 9 companies tell their stories through 'A Day in the Life Of' videos and the Ambassador speaking to students. The Careers and Cookies Program has led to industries meeting with students each year able to share their future workforce needs and recruit high school students. Girl Power tours keep seeing more and more former participants working at the companies that current Girl Power students are touring.

Population: 25,000 - 200,000

| Gold Winners |

Manufacturing SOS

Chippewa County Economic

Development Corp

Chippewa Falls, WI



CEDC's Business Expansion and Retention (BEAR) Programs, surveys, and visits continually show the need for a stronger development of a pipeline of labor in the machine and manufacturing industry. To address this issue in 2021-22, a collaborative effort established a non-profit organization called Manufacturing SOS (Supporting Our Schools) Alliance. This partnership between the industry and the non-profit group is aimed at creating an awareness of the increased need for skilled tradespeople and other manufacturing professionals by industry. The primary mission of Manufacturing SOS Alliance is to raise money to market the manufacturing trades and invest in local school districts to improve their technical education programs. Over the years, many school districts have not been able to fund or keep up with their technical education programs. The Manufacturing SOS Alliance aims to breathe life into an otherwise stagnant or non-existing high school technical education system and reestablish these programs as the primary exposure and marketing outlets for manufacturing occupations. The actions of Manufacturing SOS Alliance are to enhance enrollments at local technical colleges by increasing interest at the high school level by offering high school tech ed instructors bonuses and other incentives (equipment, training, etc.) to accelerate their identification and recruitment of students going into the trades. This unprecedented program increases trade school instructor compensation outside of the traditional school district salary structure and provides the teacher with opportunities to increase their earning potential.

Program Awards

Through this program, students that are recruited into the trades by high school tech ed teachers are exposed to careers in the manufacturing fields associated with machining, welding, and fabrication (“metal manufacturing”). This exposure builds a desire for continued skill attainment at the technical college level. Local manufacturers will hire these locally grown students faster, thus creating more jobs.

The Chippewa Valley manufacturing arena recognizes the skills of their local workforce, and with the addition of Manufacturing SOS Alliance, the talent pipeline for industrial manufacturing is solidified. As these companies are able to utilize the talent pipeline, they tend to add production capability at their existing facility, thus increasing the local tax base. Employees created, due to more manufacturing exposure and ultimately skill attainment, will stop some out-migration of skilled manufacturing talent by training them close to home. This allows for small rural Wisconsin communities to retain their residents, who will then be able to either grow their own businesses or work locally.

Firelands Forward
Firelands Forward
Sandusky, OH



Firelands Forward is a regional workforce development collaborative, proactively created by local leaders in 2019 to address the challenges of a growing economy with a declining population. Firelands Forward is a partnership between community leaders, educators, employers, and local philanthropists in order to increase retention, increase labor force participation rates, decrease unemployment, and systemize the breakdown of employment barriers. Firelands Forward does this by implementing programming, advocacy, and education. The formation of an Employer Resource Network that provides an onsite wellness coach to employers to address turnover is an example of the programming that Firelands Forward provides to the community. Firelands Forward has established an informal Tourism, Hospitality, and Main Street Business Industry Sector Partnership and is advocating at the State level for formal recognition. We also educate students about regional opportunities in order to retain local talent. These examples are ways in which Firelands Forward brings solutions to the community that help retain, connect, or attract a workforce.

Program Awards

Population: 200,000 - 500,000

| Gold Winner |

WeldNOW Mobile Welding Lab
**City of Norfolk Economic
Development Department**
Norfolk, VA



The WELDNOW mobile welding lab program is a collaboration between Tidewater Community College, Norfolk Works (a workforce program of Norfolk Economic Development) and inaugural host site, Lyon Shipyard, a 94-year-old Norfolk ship repair facility adjacent to the region's largest concentration of households in poverty. This comprehensive training initiative prepares individuals for employment in shipbuilding and advanced manufacturing with an emphasis on work readiness and industry-recognized certification.

Following a \$24.4M, 119 job planned job expansion at Lyon Shipyard, supported by the City of Norfolk and Virginia Economic Development Partnership, local leaders were determined that the adjacent community, which typically had not participated in past economic growth, would see tangible benefits.

Recognizing this history, Norfolk Economic Development's workforce initiative, Norfolk Works, partnered with the local community college, Tidewater Community College (TCC), and Lyon Shipyard to bridge the skills gap between nearby residents and the incoming jobs. The mobile welding lab concept, "WeldNOW" brought the training within walking distance of the community.

| Silver Winner |

*Michigan STEM Forward Internship
Program (MI STEM Forward)*
**Michigan Economic
Development Corporation**
Lansing, MI



**MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION**

Start-up companies are the biggest source of new job creation and those in the high-tech sector create high-paying jobs, augmenting the tax base. Michigan has a thriving high-tech entrepreneurship ecosystem, but a major barrier to the growth of these companies is access to STEM talent. MI STEM Forward was developed to create up to 450 STEM internships annually around the state.

Launched in 2021 by the MEDC and [SPARK](#), MI STEM Forward is a program that matches students attending Michigan colleges and universities with internship opportunities at the state's leading innovative companies. The process involves participation of 21 business incubators, 20 local economic development organization partners, and 32 higher education institutions in the state.

The program provides a wage match and a high level of recruiting assistance and administrative support. Participating companies can focus on providing engaging work experiences, serving to retain a higher percentage of the interns in the state and STEM fields; both internship and full-time jobs are created. The program's impact on population and job retention will have positive effects on the state's economy and quality of life.

Program Awards

Population: more than 500,000

| Gold Winner |

Earn Up Career Pathways Campaign

JAXUSA Partnership

Jacksonville, FL



As talent remains the single most important factor for business expansion and relocation efforts, JAXUSA Partnership reimagined how to engage talent to explore the region's robust industries. As such, through a strategic career pathways campaign, created collateral on EarnUp.org and training for the region's talent stakeholders--school districts, colleges/universities, community partners, students and parents were utilized to reach the Earn Up target populations. The region-specific resources support in-depth awareness of target and support industries and highlight the multitude of career pathways in Northeast Florida (NEFL). This knowledge benefits the individual and can fill jobs created by existing and new companies. If talent see the region's diversity of growing industries and available pathways, they are more likely to enter these industries and retain employment critical to the success of NEFL companies. As talent see possibility through NEFL data, testimonials, and multimedia resources, the campaign has fostered effective talent retention. Ultimately, a continued positive quality of life and a nimble economic landscape are strategic outcomes.

| Silver Winner |

McMaster University Humanities Career Apprenticeship Program

City of Hamilton

Hamilton,



In 2020, following a generous gift from philanthropist Alan Rottenberg and the Rottenberg Family Foundation, McMaster's Faculty of Humanities began working with the City of Hamilton (chiefly in partnership with the City's Economic Development Division) on an innovative program designed to help new Humanities graduates make the transition from university to employment.

The Humanities Career Apprenticeship Program would connect new graduates with Hamilton employers, who would provide 12-month, full-time paid apprenticeship positions. The Rottenberg Family Foundation donation would cover four months' salary, with the employers paying the remaining eight months.

In 2020-2021, the Humanities Career Apprenticeship Program attracted 177 applications from 44 eligible students for 13 positions, with each position receiving 5-26 applications per role. The City of Hamilton ended up placing 10 graduates in jobs.

Building on the success of the program's first year, funding was doubled in its second year. In 2021-2022, the program received 157 applications from 33 eligible students for 19 postings, with 30 students applying to multiple positions. Each role received 1-19 applications.

Program Awards

Real Estate Redevelopment & Reuse

Population: less than 25,000

| Gold Winner |

*Williamson Aviation Historic
Hangar Redevelopment*

**Tullahoma Area Economic
Development Corporation (TAEDC)**
Tullahoma, TN



In February 2021, Mike Williamson learned of a World War II 20,400-sq-foot hangar at Tullahoma Regional Airport. Constructed by the Army Corps of Engineers, it was used to house WWII B-24 and B-25 bombers and later general aviation aircraft. The hangar sat unused and was a blighted structure at the City's front door. As a longtime resident of Tullahoma and airport tenant for several years, the neglected 1941 hangar was well-known to Williamson.

This hangar became a crucial component in Williamson's efforts to market to Department of Defense customers. Already using space for his aircraft maintenance business and the adjoining property for a multifaceted manufacturing business, he closed on the property within a month. He acquired the property because it was a great place to house both of his companies with enough room to expand and offer new services needed in the area.

Williamson now offers hangar space for corporate and general aviation aircraft, and general maintenance to locally-stationed aircraft and transient planes. There are plans for a Federal Aviation Administration repair station, pending agency approval. In addition, an existing flight school on the field, Tullahoma Aviation Company, will be housed there.

Assistance from the Tullahoma Area Economic Development Corporation (TAEDC), the Coffee County Industrial Board, and the South Central Tennessee Development District (SCTDD) helped him find funding to restore

the structure allowing the company to expand operations, create new businesses and service more airplanes. These efforts are increasing the tax base of the area through aircraft fuel sales and taxes as well as bringing more jobs to Coffee County, Tennessee.

| Silver Winner |

The Muse Theatre
City of Perry
Perry, GA



Where Georgia comes together.

Private investors wanted to purchase the 1950s Antique Theatre, a 5,000-square foot brick historical building located in the heart of downtown Perry, GA and revitalize it as an event venue for weddings, concerts, business and chamber receptions and more.

The Antique Theatre opened in the 1950s as The Muse Theatre. In the 1970's it was used for concerts and other events. It closed in the late 1970's and remained so until 2012, when it was converted into an antique shop. The intent was to restore the theatre to its original glory, preserving as much historical nature as possible, while creating a beautiful space for the community. Aptly named "The Muse Theatre," the goal was to give Perry back one of its beloved historical buildings. The bank would not approve the loan purchase unless Gap financing was obtained. City staff worked with the investors and Downtown Development Authority to obtain financing from the state's Downtown Revolving Loan Fund program at a 2% interest rate and the Georgia Cities Loan Foundation of 3.5%. A total of \$320,000 in gap financing was quickly secured to move the project forward. Crystal chandeliers, a bridal suite, balconies and cocktail tables and an outdoor area with lighting, a pagoda and bar were built as well as an expansion on the building for women's restrooms and a catering kitchen setup. State Rural Zone tax credits were utilized for job creation of 3 new jobs and the rehab expenditures that cost more than \$700,000. The venue holds up to 675 guests and has helped to create more visitors and nightlife to downtown Perry.

Program Awards

Population: 25,000 - 200,000

| Gold Winner |

*City of Dublin Quantum Health
Headquarter Project*

City of Dublin
Dublin, OH



In 2015, the City of Dublin lost one of its biggest employers, Ashland Chemical. Ashland developed and operated three buildings along Blazer Pkwy, which combined is more than 600,000-square-foot of office space in the City. The campus sat vacant for more than four years until 2019 when Quantum Health, Inc., a health care navigation company offering coverage, outgrew its 120,000-square-foot building in the City of Columbus and needed to expand into a larger facility. Founded in Central Ohio 1999, Quantum Health provides claims eligibility and provider selection, decision support services, care coordination, pre-certification and UR, case management, and health coaching.

Quantum Health Inc. has already exceeded its 2025 job creation targets since moving its headquarters to Dublin, and plans to expand into the building adjacent to its new home.

The health benefits counseling service has 1,400 employees, up from more than 800 a year ago, making it one of the five largest employers in Dublin, according to a news release. Its more than 350 corporate clients cover 1.7 million workers and dependents.

Renovations are expected to be complete this spring in the 280,000-square-foot office 5240 Blazer Pkwy. Once it's safe for more employees to return to in-office work, amenities greeting them will include coffee and dining options, plus a fitness center, game room and outdoor walking path.

Once that's done, work will start on the attached 5260 Blazer.

"Quantum Health's headquarters investment signals their long-term commitment to Dublin," City Manager Dana McDaniel said in a release.

| Silver Winner |

PH Country Style Market (310 Huron)

**Michigan Economic
Development Corporation**
Lansing, MI



**MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION**

PH Country Style Market is a full-service grocery store making a significant economic and health difference in the lives of residents, workers, and visitors by providing access to essential groceries in the underserved food desert of Downtown Port Huron.

The project is important to the community because of the need for a downtown grocery store, and the historic renovation of a vacant and functionally obsolete building. Many of the deteriorated buildings in the downtown are being redeveloped for new commercial and residential uses that are revitalizing the area.

The building will once again become an asset with new roofs, facades, windows, structural repairs, businesses, and an increase of activity in the area. The renovation is in the heart of downtown on a major corner. It is a critical building downtown because of its unique architecture and large visual scale/mass. Once the project is completed, the renovated building will make a dramatic improvement to the sense of place in the downtown and will attract various downtown consumer and leisure activities. The project is expected to create 40 permanent, full-time equivalent jobs. The average hourly wage is estimated to be \$15.75.

Program Awards

| Bronze Winner |

*Industrial Revitalization Fund- Trapezium
Brewing/Petersburg Ice and
Coal Redevelopment*

**Virginia Department of Housing and
Community Development**
Richmond, VA



The Petersburg Ice and Coal redevelopment project had two interconnected goals: revitalization of a 150-year-old building that had sat vacant for almost twenty years, and ensuring that the end-use would act as a catalyst for further private investment in the area. The project combined private lending with historic tax credits and a loan from the Virginia Industrial Revitalization Fund (IRF). This is a unique program run by the Virginia Department of Housing and Community Development (DHCD) that awards grants and loans to applicants reactivating vacant and blighted buildings. In this case, the program supported the redevelopment of Trapezium Brewing, retail space, and residential units. The project generated construction, retail, hospitality, and small-scale production jobs directly, as well as secondary job creation in buildings, businesses, and sectors surrounding the project and supporting the completed development. The project also serves to enhance the tax base through higher assessment values, ultimately resulting in higher property tax collections. The tax base is further enhanced by the nature of the end of use- breweries generate sales and equipment tax revenues as well.

Population: 200,000 - 500,000

| Gold Winner |

*Contender Boats - Packing House
Redevelopment & Reuse*

**Economic Development Council
of St. Lucie County, Inc.**
Port Saint Lucie, FL



St. Lucie County is part of the Indian River Citrus District, famous for Indian River red grapefruit and a variety of high-quality oranges. For 100+ years, our citrus-based economy included abundant groves, packing houses, juice processing plants and gift shipping. Our district became so famous the Indian River name needed protection from the Federal Trade Commission to stop outside growers from using the district's name. At its peak in 1978, total fruit shipped from St. Lucie County alone topped 30 million boxes. By 2003, farmers had been battling citrus canker on and off for a number of years but then canker was joined by another even more devastating bacterial disease, citrus greening. Then, the perfect storm(s) hit. Multiple hurricanes during 2003 and 2004 spread both diseases throughout the district and county production toppled from more than 25 million boxes in 2004 to about 7 million in 2005. By 2018, the county was shipping fewer than 5 million boxes. Groves were abandoned, juice plants closed or imported foreign fruit, and packing houses employing hundreds closed. This project is about the redevelopment and reuse of the largest packing house remaining in St. Lucie County.

Program Awards

Population: more than 500,000

| Gold Winner |

*Historic Continental Gin
Redevelopment Project*

**City of Dallas Office of
Economic Development**
Dallas, TX



The Continental Gin Building Redevelopment Project (the “Project”) repurposed what was once the largest manufacturer of cotton gins in the world into an experiential office, retail space, and enticing neighborhood destination. After two years of redevelopment and aided by an innovative partnership with the City of Dallas, developer August Real Estate Co. has achieved the creation of over 60,000 square feet of Class A/B office space and ground level restaurant/retail space within the historic property, generating approximately 210 new jobs, and significantly increasing the building’s property value from \$2,009,950 to a current value of \$9,873,000.

Dallas based shared-office provider Common Desk has curated each office suite, co-working space, and common area. The flexible-term spaces were renovated with a post-pandemic work environment in mind. As a nod to the building’s past artist tenants, each work environment is uniquely designed. The project includes indoor-outdoor work and retail/restaurant space, is dog friendly, and includes showers for those commuting via the Santa Fe Trail. Built in 1888, the Continental Gin Building is on the National Register of Historic Places.

Economic Equity & Inclusion

Population: less than 25,000

| Silver Winner |

Nailed It! : A Handywomen Training Series
Workforce Solutions Borderplex
El Paso, TX



Nailed It! is a multi-collaborative, skill training pilot program for women. Participants enroll into workshop series at one of the host campuses. Students tour construction through a series of micro-workshops throughout the program, each focused on a specialized field within the industry. From construction basics and HVAC to plumbing, electrical, and more, the goal is to introduce students to a variety of professional possibilities, identify the areas they excel in, and allow them to gain confidence in a casual environment dedicated to their success.

Upon completion, participants receive a certification, verifying their accomplishment and

skill-set from a recognized institution, along with gift cards to home improvement stores to begin accumulating the tools of the trade. This portion of the program functions to instill confidence, empowering women to believe in themselves. It’s this belief and the spark it generates that interests them in taking the next step with us.

From there, graduates decide what’s next. We have career navigators on stand-by ready to connect students to viable positions based on their specialization preference. They also have the option of continuing their education through one of our affiliate partnerships or apprenticeship programs.

Program Awards

Population: 25,000 - 200,000

| Gold Winner |

FAMU SmartSteps Microloan
**Tallahassee-Leon County Office
of Economic Vitality**
Tallahassee, FL



One of the principal responsibilities of the Tallahassee-Leon County's Office of Economic Vitality's Minority, Women & Small Business enterprise program is to support and encourage the growth of small, minority, and women-owned businesses. The SmartSteps Program was created in collaboration with the Florida Agricultural & Mechanical University Credit Union in order to initially make \$1 million available to minority and women business owners in Tallahassee-Leon County, which was supplemented with a \$250,000 match by the FAMU Federal Credit Union for the administrative, marketing, and operational costs of the program. The program offered microloans of up to \$50,000 to qualified local businesses.

Many minority and women businesses are still facing financial challenges from the effects of COVID-19 and didn't qualify for federal funding, but with the assistance of the SmartSteps Program, these minority and women businesses were able to receive the necessary capital to maintain their businesses. The funding has allowed opportunities for businesses to hire new employees and to continue to further their business.

| Silver Winner |

Minority Business Empowerment Team
**Erie County Economic
Development Corporation**
Sandusky, OH



The Minority Business Empowerment Team (MBET) is a grassroots collaborative effort between local minority-owned businesses, economic development organizations - Erie County Economic Development Corporation (ECEDC) and Regional Incubator for Sustainability and Entrepreneurship (RISE), the City of Sandusky and its Commissioners, and Sandusky City Schools. Formed in 2011, MBET's mission is to champion minority business development through collective and intentional entrepreneur support that improves the economic, social, and personal standing for all minority entrepreneurs in the Greater Sandusky Area.

After examining local data, MBET identified two critical areas where economic success has not been equitable for all members of our community - representation in business ownership and leadership positions and participation in prosperous career tracks. Leaders recognize that after years of poverty measures etc. staying the same, true economic progress will only come by addressing barriers and unlocking opportunity for all.

Program Awards

| Bronze Winner |
For Fort Collins
City of Fort Collins
Fort Collins, CO



For Fort Collins (FFC) is a “support local” campaign created early in the pandemic to support local businesses. The campaign has transformed into a wide-reaching recovery assistance program for businesses and includes resources and strategies for community members to support local business. Assistance is focused primarily on underserved businesses and industries that were most impacted by the pandemic.

FFC’s Ambassador Program was created to rally support for the local business community. Selected business ambassadors helped share out FFC and critical information with the community. Ambassadors received a pro-bono marketing audit with a local marketing firm contracted by the City. The next Ambassador Program will also ask businesses for potential recovery work – facilitating discussions addressing the needs of businesses, especially the needs of underserved businesses.

Each month FFC recognizes a cultural and historical observation by featuring a local business, such as Black History Month, Women’s History Month, Pride Month, and others. These interviews touch on important issues and highlight our local underserved businesses.

Population: 200,000 - 500,000

| Gold Winner |
Resilient Corridors Initiative (RCI)
New Orleans Business Alliance
New Orleans, LA



As part of an intentional and strategic response to meet the needs of vital communities whose economic indicators are disproportionately low, the City of New Orleans and New Orleans Business Alliance (NOLABA) launched the “Resilient Corridors Initiative.” The joint program provides much-needed financial support to small businesses to ensure their ability to continue operations through COVID-19 and continue to be anchors for future economic growth within these strategic neighborhoods.

NOLABA and the City invested \$350K to support a cohort of 40 businesses currently located or with plans to expand within the impact neighborhoods. In addition to providing direct support for businesses within these key areas, this investment also supported projects that advance commercial revitalization efforts and build economic development capacity within the seven targeted neighborhoods. Businesses chosen to participate in the pilot program received \$5K in grant funding and customized technical support from a diverse cadre of experts and practitioners to help implement strategies to sustain their presence through this period of economic downturn and recovery.

Program Awards

| Silver Winner |

*Commission on Racial
Justice and Equality*
**Lexington Fayette Urban
County Government**
Lexington, KY



LEXINGTON

Racial Justice and Equality Initiative.

Clean Slate Expungement Clinic and Job Fair to remove barriers and promote equity in accessing workforce, housing, health and education opportunities.

| Bronze Winner |

Minority Business Academy
Williamson, Inc.
Franklin, TN



Following the death of George Floyd in 2020, Williamson, Inc. realized that though our community is predominantly white, our membership and attendance at events did not reflect our demographics. We wanted to make sure all members of our local business community felt welcome and valued. Our CEO, Matt Largen, approached members of the Black business community and the Black Business Coalition of Williamson County was formed. We published a list of Black-owned businesses and contributed to the cost of an external survey and assessment to determine needs of minority owned businesses in our community. That assessment brought to light 5 main areas of need: small business finance, small business marketing, human resources, legal and insurance, and information technology.

The Minority Business Academy (MBA) was our response to those needs. It was open to all businesses and professionals in our community, but the content and marketing were geared to minority owned businesses including women-owned enterprises and veteran-owned enterprises. The MBA was a 5-part series where external subject matter experts provided information, resources, and relational capital to MBA participants. Each of the five sessions focused on one of the five needs brought to light by the survey. Williamson, Inc. coordinated speakers, a catered lunch, marketing, technology, and hosted the event in our conference space. Speakers included local business professionals and state and federal partners. Speakers were unpaid but invited to bring marketing materials and join us for lunch. Attendance to this event was free and lunch was provided. We capped attendance at 25 participants per session to keep each session intimate and small enough for participants to converse with speakers. Attached you will find a sample agenda. Each of the program days followed the same pattern.

It is important to note that the content, speakers, and program layout of the Minority Business Academy was heavily influenced by leadership of the Black business community. We could not have developed such an effective program without their input and the relationships they had with minority business owners.

Program Awards

Population: more than 500,000

| Gold Winner |
Small Business Flex Fund
DH on behalf of NDC
Spokane, WA



The COVID-19 pandemic wrought economic turmoil across Washington's smallest businesses and nonprofits, but for many businesses owned by historically excluded communities, the pandemic exacerbated economic inequities they have been struggling with for years or decades. We knew this crisis would widen the racial wealth gap and worsen outcomes for already vulnerable communities if we didn't act. Federal programs like PPP provided widespread direct support but were insufficient to support businesses through the prolonged economic slowdown.

Together, the Washington State Department of Commerce and the National Development Council (NDC) built a program to provide statewide equitable access to flexible, working capital to small business owners to help them keep their doors open, retain their employees and look to grow. The program works with and through Community Development Financial Institutions - lenders who have decades of experience in serving Indigenous, rural, and immigrant communities and communities of color across Washington. The Fund also connects the local community lenders with a network of business advisory services to support the full small business ecosystem.

| Silver Winner |
Rural Revitalization
Louisiana Economic Development
Baton Rouge, LA



Rural communities are critical to Louisiana's economic well-being, and LED set to work on multiple fronts to assist and develop these communities and to attract new projects, while innovating and investing in support of rural development. LED facilitated the work of the Resilient Louisiana Commission, created by Gov. John Bel Edwards during the onset of the COVID-19 pandemic, and the Rural Task Force was a key part of that group's overall mission. With support from LED, the Governor's Advisory Council on Rural Revitalization issued a strategic plan in 2021 for addressing concerns to rural Louisiana communities. LED launched its Rural Entrepreneurship Initiative, targeting rural small businesses around the state for second-stage growth; prioritized the expansion of broadband throughout our state to close the digital divide undermining rural community competitiveness; and launched a website, LaRuralEvolution.com, to promote and facilitate all aspects of these rural revitalization efforts.

Program Awards

| Bronze Winner |
LaunchKC Social Venture Studio
**Economic Development Corporation
of Kansas City**
Kansas City, MO



LaunchKC Social Venture Studio is a six-month program that is custom-designed for social entrepreneurs to grow their business and increase their community impact. The program offers a variety of benefits and opportunities that are designed to meet entrepreneurs at their unique stage of growth.

Programming includes business mentoring, cohort peer connections, curriculum focused on social impact, technical assistance, and more.

Kansas City Social Venture Studio (SVS) is an accelerator started by the Economic Development Corporation of Kansas City and Downtown Council of Kansas City, operated through Keystone Innovation District, and funded by The Sunderland Foundation.

Resiliency, Recovery and Mitigation

Population: less than 25,000

| Bronze Winner |
Shop Lavon!
**Lavon Economic
Development Corporation**
Lavon, TX



We Cultivate Investment
and Growth

www.lavonedc.com

In the early months of the COVID pandemic there was bleak hope to retain jobs and businesses. Lavon EDC representing a small city of less than 5000 residents and 32 businesses searched for ways to support the small businesses of our small city and also help those businesses retain the jobs at those businesses. Likewise, the residents, many held up in their houses, were in need of food, personal supplies and ways to stretch what dollars they had. The \$20 Connect Lavon/Shop Lavon coupon was developed, by the Lavon EDC, to initially link the residents to the local businesses. Our residents wanted to support those businesses and to keep the jobs at those businesses. Today this coupon promotion has demonstrated a connected community where residents and business work together to support each other and to increase the jobs and tax base of Lavon.

Program Awards

Population: 25,000 - 200,000

| Silver Winner |

*Businesses' Disaster Recovery
and Resiliency Program*

Autonomous Municipality of Caguas

Caguas, PR



The Business's Disasters Recovery and Resiliency Program (BDRRP) Mission "Retention and maximizing recovery and resiliency of businesses facing a disaster, providing planning, mentoring, capacity building, financing, awareness, technical assistance, and emergency working space. In addition, to mentoring/technical assistance services the program includes the construction of a Business Disaster Recovery Center (BDRC) of 15,000 square feet at a cost of \$7.1M; financing approved by US EDA and matching from the Municipality. Ready To Go; Starts construction of 7/2022 and ending for occupancy of 09/2023. This business bunker will provide working space and all utilities and communication services needed by business in disasters. The Program Starts on 10/01/2017 after Hurricane María (4.5 years) and was expanded in 2019 to include services needed by businesses in relation to the COVID-19 Emergency.

| Bronze Winners |

Reconnecting Silicon Valley

City of Milpitas

Milpitas, Americas



**Economic
Development**

There is no historical parallel for the economic collapse that COVID-19 inflicted on the Silicon Valley economy. Among the hardest hit were the hotel and travel industries, as California guidelines and countrywide lockdowns halted travel in mid-March 2020. The hotel industry experienced significant decreases in reservations, occupancy rates, revenues due to cancellations in air travel, conferences, and events resulting in a dramatic loss in jobs. The ongoing structural damage to the hotel industry and the long-term impacts of business travel raised a red flag to Silicon Valley policymakers and public officials. The City of Milpitas' Office of Economic Development led a regional effort in the best interest of both local government and industry to boost the recovery of the hotel and travel industries during the pandemic. Local government officials and hotel and travel leaders joined to develop a sound public and private partnership (P3) to strike a balance between public health and safety, and the ability to proceed with opening these industries safely and productively. The result is a report by the name of "Surviving the Pandemic and Building Resilient Hotel and Travel Industries in Silicon Valley: A Guide for Local Government and Industry Leaders" and an advocacy task-force by the name of Reconnecting Silicon Valley. [Click here to view the document.](#)

The Milpitas Office of Economic Development partnered with various public and private partners. They include the City of Campbell's Economic Development Division, Santa Clara County Economic Recovery Support Function (RSF) Team, Silicon Valley Economic Development Alliance (SVEDA), and various municipalities located within the Silicon Valley region (Santa Clara and San Mateo Counties) in California. Other partners include various travel industry organizations including the Silicon Valley Global Business Travel Association (SV GBTA), regional convention and visitors' bureaus including Santa Clara Convention and

Program Awards

Visitors Bureau, San Mateo County/Silicon Valley Convention and Visitors Bureau, Visit Santa Cruz County, Visit Gilroy, and the state's Visit California. In addition, the P3 also included hotel General Manager's from Milpitas as they were seeking to develop a voice in front of local government to ensure the industry did not collapse entirely.

The purpose of the Report and the Reconnecting Silicon Valley taskforce is advocacy, thought leadership, and strengthening relationships between regional policymakers and public officials, and hotel and travel industry leaders. This research document served as a starting point for how local government officials are supporting the recovery of these industries, and for industry leaders to start a discussion on leveraging the research and recommendations to inform their recovery process. The Report consists of guidelines and recommendations developed by the P3, which were categorized into four important sections:

1. Clean 365 - focuses on the current COVID-19 case surge and the importance of staying vigilant and adhering to public health and safety measures.
2. Increased Sensitivity to Changing and Adapting Industries - focuses on how the pandemic has shed light on the lodging changes that have taken place and how flexibility and sensitivity to the changing environment could result in a more resilient industry.
3. Regional Partnerships - SJC, Santa Clara County, Visit California and CVBs - focuses on collaboration with the San Jose Mineta International Airport (SJC), regional counties, convention and visitor bureaus (CVBs), State of California, and hotel and travel industry leaders.
4. Marketing and Promotions Campaign - "We Are Ready, When You Are" - focuses on marketing and promotions of Silicon Valley's tourism services and updates travelers on cleanliness standards so they feel safe to travel, and a virtual tour that demonstrates a safe experience through a promotional video like SJC's "When you're ready to travel, SJC is ready for you."

A Hotel Operators Business Survey was completed in 2020, and a significant amount of data was gathered for the report and Reconnecting Silicon Valley. The Survey was conducted between August and November 2020 resulting

in 70 responses from hotel operators throughout Santa Clara County. The Survey was distributed to regional hotel operators to obtain data regarding the impact of the pandemic and economic crisis. The survey results provided an understanding of how well-equipped hotel operators were in responding to evolving guest needs for traveling safely, teleworking, occupancy rates, workforce, and marketing, etc. Complete Hotel Operators Business Survey results can be obtained through the Report's Addendum A.

The City of Milpitas' Office of Economic Development recognizes that hotel and travel businesses provide an array of benefits to the Silicon Valley economy, and the pandemic has underscored the importance of communicating these benefits to policymakers to secure resources, funding, and other forms of assistance. Milpitas is home to 20 hotels that create quality job opportunities and generate significant transient occupancy tax (TOT) revenues for various City services and initiatives, so a focus to support these hotels and their respective workforces is critical. In Fiscal Year 2019 the City of Milpitas received \$14.5M in transient occupancy tax revenues, but in Fiscal Year 2021, the City received \$4.2M which is a reduction of 71% in transient occupancy tax revenues during the pandemic. In April 2020, Milpitas suffered its most severe unemployment rate at 13%. With a record unemployment rate, and significantly decreased TOT and sales tax revenues, the City Council and City executives were forced to make difficult decisions to ensure residents continued to receive the same high-quality services that they are accustomed to receiving.

We knew that by helping our local hotel and travel businesses, they would in turn, help with job generation and much needed revenues. The Office of Economic Development and Reconnecting Silicon Valley started advocacy efforts and informed the City Council of how grave the economic outlook was for the hotel and travel industries. The result was the City Council approving \$200K of American Rescue Plan Act (ARPA) funds for 20 local hotels to ensure that they survive the negative impacts of the economic recession due to the pandemic. As of the writing of this award application, 13 of the 20 hotels have received their \$10K ARPA grants! Staff is currently developing a Survey to evaluate the Milpitas Hotel Assistance Grant Program.

Program Awards

OneEastside SPARK
OneRedmond
Redmond, WA



In March, 2021, OneRedmond was awarded a \$500,000 grant from the U.S. Department of Commerce's Economic Development Administration (EDA) to launch the OneEastside SPARK initiative to provide technical assistance and programming to small business owners. This regional business resiliency center helps to fortify our small businesses with the resources, expertise, and additional key areas of support needed to build back from the effects of the pandemic, and to withstand future economic crises.

The initiative is focused on providing tailored small business recovery support throughout the 23 cities and towns in East King County. This was accomplished through a number of ways including webinars featuring local, state and federal funding efforts and industry/topic experts, one-on-one advising, industry roundtables with local, state and federal leaders, regional collaboration programs, an Injury Disaster Loan (EIDL) Resource Hub and a pilot project to support historically underserved communities with the EIDL application process, including offering in-language support in Arabic and Korean.

OneRedmond has developed collaborations across the region including the SBDC, the Small Business Administration, Service Core of Retired Executives (SCORE), (re)Startup425, and chambers of commerce, and cities across East King County. Connecting with our regional partners on a regular basis ensured that we leave no stone unturned in discovering the needs in our community. As the needs change, the programming adapts to meet the current needs of our businesses.

Throughout our program, there is a strong emphasis on partnerships with multi-cultural

organizations as these are critical as we work to reach as many business owners as possible from our underserved communities. With over 50% of the one-on-one advising program clients self-identifying as women or minority-owned organizations, it was clear that the outreach with regional community partners has been effective

In its first 6-months, the new OneEastside SPARK program reached over 680 organizations that represented over 48,000 jobs in the 23 cities and towns of East King County, and beyond. As the program was virtual we also had some organizations attend from other parts of Washington State and the nation. In addition, OneEastside SPARK helped to connect over 140 companies in 15 cities to over \$2,878,500 in grant funding that would have otherwise been missed. However, the reach of these programs has extended across the state as our programming is all virtual.

Program Awards

Population: 200,000 - 500,000

| Gold Winner |

ReLaunch

Arlington Economic Development

Arlington, VA



BizLaunch

ReLaunch is an innovative program designed to directly address pressing issues facing small businesses negatively impacted by the long-term effects of the COVID-19 pandemic. Several of Arlington's diverse, hard-to-reach legacy microentrepreneurs found themselves in danger of closure because of pandemic challenges. These once steady and successful members of the business community were now facing economic disaster because of local ordinances that prevented trade and commerce for nearly two years. While local governments like Arlington County stepped forward with a series of emergency grant funding to assist, we learned our businesses needed more. They didn't just need financial assistance; they also needed new tools and expertise in navigating the challenges of doing business online.

Through a series of surveys, individual outreach and discussions with Arlington's small business community about those challenges, ReLaunch was born. Using ARPA funds, this program was designed to offer long-term personalized in-depth services ranging from business consulting, website creation/enhancement, eCommerce, marketing services and more to help our small business community not only survive, but also remain competitive and secure in an online world.

Population: more than 500,000

| Gold Winners |

The Water Campus

Louisiana Economic Development

Baton Rouge, LA



Louisiana changed the way it approached long-standing threats of coastal vulnerability following Hurricanes Katrina and Rita in 2005. Now nearly 20 years later, it stands at the vanguard of the water management industry thanks to work being done at the Water Campus, a 35-acre research and business park developed with LED support along the Mississippi River in Baton Rouge. The campus is the country's first major center dedicated to the study of coastal restoration and sustainability, serving as a hub for public, private, non-profit and academic coastal sectors to collaborate and develop innovative solutions for challenges that affect coastal communities and wetlands. Thousands of research scientists, water management professionals, contractors and support staff fill more than 1.6 million square feet of labs, research facilities and commercial space. Housed on the Water Campus are the Coastal Protection and Restoration Authority, The Water Institute of the Gulf, and the LSU Center for River Studies - all dedicated to creating solutions to water issues both regionally and globally.

Program Awards

mRNA Victoria: Development of an mRNA vaccine ecosystem in Victoria, Australia

mRNA Victoria

Melbourne, Victoria



During the Covid-19 pandemic, a global shortage of vaccine availability saw countries, including Australia, compete for vaccine supply. To ensure this does not happen in the future, the Government of Victoria, Australia set out to build an mRNA and RNA ecosystem to develop resilience and future proof the State and nation with vaccine supply for future pandemics. The State focused on developing the capability to research, translate and manufacture vaccines and therapeutics for Australia and the Asia-Pacific region. In addition, the government saw the long-term medical research potential of mRNA as a critical medical research platform for a broad range of therapeutic research in the future. Victoria decided to become an early mover in this space, funding the development of research and translation of a wide range of mRNA therapeutic research in pre and clinical phases through to population-scale vaccine manufacturing.

To ensure the success of this project, in early 2021 the Government of Victoria, Australia, committed AU\$50 million (US\$35 million) to the creation of mRNA Victoria, a unique and dedicated economic development agency responsible for establishing an Australian and Asia-Pacific hub for the mRNA and RNA sector in Australia. The remit of the agency was to rapidly develop a hub in Victoria that would become Australia's leading research center for medical research into mRNA, clinical translation capability, and population-scale manufacturing.

Over the past 12-months, mRNA Victoria has successfully led the funding and clinical manufacture of Australia's first mRNA covid vaccine candidate; provided more than \$25 million in research grants to develop mRNA research candidates in a wide range of therapeutics; successfully developed mRNA clinical manufacturing capability; secured investments into Victoria from the USA of HQ's and research labs by leading US RNA synthetic bio and

medical research companies, including Intervenn Biosciences and Ginkgo Bioworks; secured the Asia Pacific Headquarters of Moderna; secured the Asia-Pacific Regional Research Center for Moderna; secured Moderna's vaccine manufacturing facility; signed a series of intergovernmental mRNA research and manufacturing partnerships, including with the Korean Government through the Korean Health Industry Development Institute and the UAE Government through the Department of Health - Abu Dhabi; and established an mRNA workforce training center. These investments will form the foundation of Australia's research and manufacturing mRNA hub, will drive new research and development opportunities, and are expected to create thousands of highly skilled direct and indirect jobs in the biotech sector in Victoria over the next three years.

Program Awards

Innovative Project Financing

Population: 25,000 - 200,000

| Gold Winner |

DoubleTree Hotel Renovation Project

Battle Creek Unlimited

Battle Creek, MI



Communities are often defined by their downtown area. Residents and visitors alike want walkability, convenience, and options. A vibrant, economically healthy downtown is essential for Battle Creek, Michigan, to turn a corner. Meaningful strides have been made toward that goal. For economic sustainability, however, a flagship hotel in downtown is essential. The project addresses an unmet hospitality demand and complements adjacent businesses that will benefit from renewed commercial traffic. Also, this project will demonstrate the ability of a community to act collaboratively with public and private partnerships to assemble human resources, capital resources, and financial resources from local stakeholders, local government, state, and federal entities to salvage the 239-room, vacant McCamly Plaza Hotel, which is adjacent to the Kellogg Arena (a 6,500-seat concert and event venue) in downtown Battle Creek. The facility is across the street from the Kellogg Company World Headquarters (Fortune 300) and sandwiched one block between the W.K. Kellogg Foundation (top 20 global philanthropy) and the W.K. Kellogg Institute (R&D).

Battle Creek Unlimited (BCU), a 501(c)3 economic development entity for the City of Battle Creek, created a for-profit entity named 50 Capital Ave. Development Corp. (50 CADC) to redevelop the dilapidated McCamly Plaza Hotel and convert it into a DoubleTree Hotel by Hilton and conference center after several failed attempts by private developers. BCU acquired the hotel in November 2020, pursuant to a litigation settlement with the previous owners. Having formerly been a creditor to the hotel project, as well as being the economic development entity that promotes develop-

ment in Battle Creek, it was in the best interest of the community for BCU to take on a developer role to restore and modernize the hotel asset. This was a strategic organizational shift for BCU as this was the first time taking on the private developer role.

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Forty years later from its original opening, the community faced a new profound dilemma - either let the hotel continue to deteriorate in its vacant state or take charge by collaboratively pooling all resources available to save the hotel. The Battle Creek community chose to fight for the hotel asset. With a price tag of nearly \$60 million for the renovations, BCU began rallying allies within local philanthropic circles, the Michigan Economic Development Corporation (MEDC), local/state/federal government(s), financial institutions, and other community organizations. BCU was able to secure a combination of debt financing, grants, loans, and owner's equity to finance the project. Most notably, BCU received over \$28 million in direct grants and a \$16 million senior position being guaranteed by the W.K. Kellogg Foundation. The direct grants included: \$2 million appropriation in the 2022 Michigan State budget; \$4.5 million from the American Rescue Plan Act (ARPA) funds from the City of Battle Creek and Calhoun County; \$20 million from the W.K. Kellogg Foundation; \$1 million from the Miller Foundation; \$400K from the Calhoun County Visitor and Convention Bu-

Program Awards

reau; \$300K from the Kellogg Company 25-year Fund; \$250K from the Consumers Energy Foundation; and \$200K from Bronson Community Partners.

Currently, construction is underway with the 180,000-square-foot hotel section undergoing comprehensive renovations to replace the aging mechanical systems, infrastructure, roofs, original windows, and five elevators. Additional upgrades include aspects that will incorporate the Hilton brand standards. Moreover, the adjacent 85,000-square-foot McCamly Mall was recently acquired and now is being demolished and reconfigured to make way for a new pre-function space, a ticket box office to compliment access into Kellogg Arena, outdoor gathering space, and a new prominent entrance to the DoubleTree by Hilton hotel. These renovations, backed by an internationally recognized hotel brand, will ultimately improve the hotel's competitive positioning, and allow the property to command higher room rates. Redeveloping the site as a premier hotel and mixed-use amenity has already sparked more investment momentum in the surrounding blocks, which ultimately increases the tax base.

A special piece of the project is that the hotel will offer a teaching concept as a workforce development tool to create exposure and job opportunities in the hospitality industry for youth and other area residents. The hotel is slated to partner with educational institutions, such as Grand Valley State University's hospitality program, Kellogg Community College, local school districts, and workforce development partners to create a teaching hotel as an educational tool and a workforce development recruitment strategy. Revitalization of the hotel will create long-term employment, entrepreneurial opportunities, and increase the tax base. Once the hotel is operational, it is expected to employ 165 FTE. Moreover, construction jobs in 2021 for the facility created an estimated 207 jobs in Calhoun County. These jobs include direct construction jobs, jobs created through the supply chain (indirect), and jobs created by household spending as part of compensation for labor (induced).

Having a hotel of this size and magnitude will significantly contribute to the economic vitality of downtown Battle Creek and the entire city. This multi-faceted project will be a showpiece for Battle Creek, serve other charitable purposes to support children, families, and

communities, and it will be a regional draw for the community. Furthermore, having the hotel operational will allow for the Kellogg Arena to book more headlining events, conventions, and concerts into the future and will once again make Battle Creek a destination for entertainment and events.

| Silver Winner |

*Innovative Financing for City
of Dublin's Bridge Park*
City of Dublin, Ohio USA
Dublin, OH



City of Dublin, Ohio USA's Bridge Park ("Bridge Park") is an approximately 30-acre site located along the east and west side of the Scioto River and connected via a Pedestrian Bridge, the now infamous Dublink Link. Bridge Park is a master planned, high-density mixed-use development which, upon full build-out, will deliver approximately 2 million square feet of new development including 600,000 SF of Class A office, a 150 key AC Marriott Hotel, a 145 key Marriott SpringHill Suites Hotel, a 1,000 person conference center (the "Exchange Events Center"), 231,000 SF of restaurant/retail space, 30,000 SF of public market space, 720 luxury apartments, and 294 for-sale condo/townhome units. Bridge Park started construction in 2015, delivered its first product in the fall of 2016, and is anticipated to be fully completed by 2025.

Bridge Park was developed by Crawford Hoying Development Partners in partnership with the City of Dublin. The project includes multiple phases with development anchoring the multi-million dollar pedestrian bridge on both sides of the Scioto River, which runs through the heart of the city adjacent to the City's historic village core.

Program Awards

Population: 200,000 - 500,000

| Silver Winner |

JEDCO Growth Fund (JEDgrow) Program
**Jefferson Parish Economic Development
Commission (JEDCO)**
Avondale, LA



Through the JEDCO Growth Fund (JEDgrow) Program, JEDCO supports economic development and investment in Jefferson Parish by creating opportunities for small businesses to grow and expand in the area. JEDgrow was specifically designed to provide creative financing solutions for small businesses that were unable to secure traditional loans through a bank.

Before JEDgrow, JEDCO offered four different revolving loan funds (EDA, HUD, LRFC, and ILT-AP). In 2017, JEDCO combined the four sources of funding to create the JEDgrow Program, providing for a more flexible and creative approach to financing.

Since 2018, JEDCO has funded 51 projects for \$8,009,273 and total project costs of \$10.6 million.

Population: more than 500,000

| Silver Winner |

Reimagine Redbird (Mall Redevelopment)
**City of Dallas Office
of Economic Development**
Dallas, TX



Redbird Mall, an obsolete 1970s mall on 95 acres in historically underserved southern Dallas, is now undergoing a \$220 million+ transformation. The Reimagine Redbird project will transform the mall area into a mixed-use development with shopping, dining, entertainment, multifamily, Class A office space, medical offices, and a hotel and conference center. The Lawn, a 1-acre green space has also been established for programming and community gathering.

Since 2016, the City of Dallas has partnered with the Developer, Peter Brodsky of WCWRD Inc., to facilitate innovative public/private financing to support the development of Reimagine Redbird. This project has spurred economic development in southern Dallas with the major expansion of tenants such as Parkland Hospital, UT Southwestern Medical Center, Workforce Solutions, and Chime Solutions Inc., a minority and family-owned business process outsourcing center (and southern Dallas' first office development in 20+ years). Over 3,200 jobs are anticipated in the project at build-out.

Program Awards

Innovation Programs and Initiatives

Population: 25,000 - 200,000

| Gold Winner |

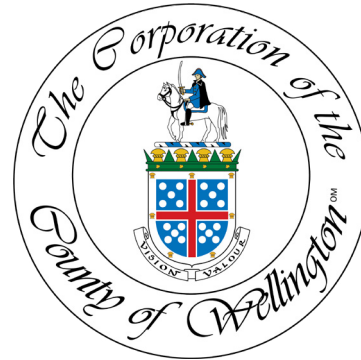
*Geek Out Gold - You Stay
We Pay Program*
OneRedmond
Redmond, WA



Utilizing \$50,000 of Lodging Tax Advisory Committee Funds (LTAC dollars), the program involved distributing those funds in \$100 increments to 500 guests staying two nights (or more) in City of Redmond hotels. The overarching goal was to generate 1,000 room nights to benefit Redmond hoteliers and small businesses.

| Silver Winner |

Taste Real Farmers' Market Box Series
County of Wellington
Wellington County, Ontario



The Farmers' Market Box Series was a collaborative marketing campaign to showcase all eight Wellington County farmers' markets and increase vendor sales.

From late June to early October 2021, residents could order curated boxes featuring products from a different farmers' market every two weeks. Boxes were delivered every second Tuesday to avoid competing with in-person markets that were typically scheduled for later in the week. County staff coordinated orders, box deliveries, and communication while the individual markets took care of curating and packing the boxes.

This project created significant additional revenue for farmers and local vendors, helped create job/vendor retention at struggling markets and encouraged members of our geographically large county to discover local businesses that may not have been on their radar previously. This project improved quality of life for its residents by making local food more easily accessible, especially since many individuals were unable to or did not feel comfortable attending in-person markets. It also supported local food and agricultural businesses by amplifying their reach and exposure to a larger audience.

Program Awards

Population: 200,000 - 500,000

| Silver Winner |
WRK Denver South
Denver South
Denver, CO

DENVER
SOUTH

A key component of economic development is ensuring a high quality of life for those already in the region, which in turn helps to attract and retain employers and employees. One facet of this is transportation; we continually work to reduce traffic congestion and improve air quality.

During the pandemic, telework became the norm for many and a great test for employers on what flexible work arrangements could look like. Unsurprisingly, there were mixed feelings when employees began to seek permanent flexibility. While many still debate the merits of in-office vs. telework, one thing is certain: businesses need help navigating this issue.

In response, Denver South developed WRK – a collection of resources available on our website for free to educate and help employers decide what work arrangements are right for their business. Elements include:

- Questionnaires on approach
- Research around the cost/benefits of telework vs. office full time vs. hybrid
- Policy implementation steps
- Templates for company guidelines and employee agreements
- Sample policies from local companies

Awareness of the program was furthered by a grant-funded, paid media campaign.

Population: more than 500,000

| Gold Winner |
Pierce County Business Accelerator
Pierce County Economic Development
Tacoma, WA



Pierce County
Economic Development

The pandemic heightened awareness of the lack of access to resources for our underserved communities of color and the fragility of our smallest businesses. This necessitated a focus on building generational wealth in our BIPOC communities through business ownership. Pierce County Economic Development Department (PCEDD) utilized \$5M of ARPA funds to launch the Pierce County Business Accelerator (PCBA) in October 2021. The program is in partnership with BIPOC organizations in our county to help foster entrepreneurship for 200 BIPOC, veteran and women owned businesses.

The PCBA is unique in that the participants receive traditional business training by instructors, trainers, and coaches that reflect BIPOC constituents and speak several different languages. Upon graduation participants receive access to capital managers for them to raise at least \$10,000 in capital that is matched by the County (an additional \$10k). Each business receives 12 months of rent reimbursement stipend (up to \$500/month for a year) and \$5,000 of tailored professional services that are unique to each business. This program is helping create jobs for early-stage businesses and retain jobs for businesses on the margins.

Program Awards

| Silver Winner |

*The Acadiana Regional
Broadband Initiative*

Acadiana Planning Commission

Lafayette, LA



In 2017 the Acadiana Planning Commission underwent a strategic planning session to develop a Comprehensive Economic Development Strategy for the Acadiana Region. A SWOT Analysis with regional stakeholders identified broadband access as both a strength and a weakness for the region. Broadband access in Acadiana has been a tale of “Haves and Have Nots”. The City of Lafayette is internationally recognized for its Gigabit, affordable, municipal fiber service. However, numerous communities outside Lafayette parish and within the Acadiana Region are limited to slower Satellite, DSL, or even dial-up service. In some communities, broadband was slow that local businesses were not able to run credit card machines. Consequently, expanding regional broadband access was incorporated into the CEDS as a regional goal that gave birth to the Acadiana Broadband Initiative. Broadly this initiative can be broken into three phases: Assessment, stakeholder engagement and partnership development, and implementation. In 2019 the Assessment phase was funded by a \$200K grant from USDA rural development and resulted in a final report. This assessment revealed that Acadiana’s rural communities with poor broadband access were losing population, jobs, and businesses to communities with improved broadband access. Before the completion of the assessment and in direct response to known job losses along the US HWY 90 oil and gas manufacturing cluster, APC, with the support of parish (County)-level organizations, partnered with LUSFiber to apply for an a \$3.1 million EDA grant to expand 10 Gbps broadband access along this corridor to serve 4 industrial parks and including 600 businesses that were all impacted by COVID and the downturn of the Oil and Gas sector in Louisiana. Based on the needs assessment and utilizing partners selected by the parish governments, APC was awarded a \$30 million NTIA

BIP grant to expand broadband access to 11 rural communities, approximately 22,000 households, over 2,000 businesses and over 20 anchor institutions. Expanded broadband service under this grant will be provided through a public/private that includes APC, service providers LUSFiber and Allen’s communication, and Acadia, Vermilion, and Evangeline Parish. The award was announced earlier this year by Vice President Harris in Acadiana. APC continues to work with local parish governments to support partnerships and applications to Louisiana’s GUMBO broadband grant program. APC is currently working with the state broadband office, Connect La, on the statewide mapping initiative ahead of the implementation of NTIA’s BEAD program. Prior to these investment almost a quarter of regional businesses and almost a third of local households lacked access to reliable, affordable, and adequate broadband service in the seven parish region of Acadiana that includes Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, and Vermilion Parishes. Upon completion of construction of the currently funded projects the number of these will be decreased by half.

Program Awards

| Bronze Winners |

Mesa & Meta: A Successful Partnership in Sustainability & Water Stewardship

**City of Mesa Office
of Economic Development**
Mesa, AZ



In August 2021, Meta (formerly Facebook) first announced the location of their new, \$800 million, 396-acre, mission critical campus in Mesa, Arizona's Elliot Road Technology Corridor. Through close collaboration with the City of Mesa, in May 2022, Meta further announced that they would be proceeding to the ultimate build-out of their campus, bringing the total investment to well more than \$1 billion and 2.5 million square-feet of state-of-the-art data center space. The project will also bring 2,000 construction jobs and more than 200 high-tech operational jobs once finished.

While the economic impact this project will generate is massive, the most innovative component of Meta's project is the unique approach to sustainability and community partnership. Meta and the City of Mesa entered into a unique Sustainable Water Services Agreement, the first of its kind in the City. This agreement allows Meta to transfer 1.79 billion gallons in Long-Term Water Storage Credits to the City of Mesa to help offset their facility's anticipated water use for the next 20 years. In addition, Meta also partnered with environmental non-profits, like The Nature Conservancy, to fund multiple water restoration projects across Arizona. These projects alone will help restore 200 million gallons of water per year in the Colorado and Salt River Basins, as well as fund programs to provide permanent drinking water solutions to families within the Navajo Nation. They have also partnered with the electric utility, Salt River Project, to bring 450 megawatts of renewable solar energy to the grid, and have donated \$50,000 to the Mesa College Promise, a city-led program to support Mesa high school graduates attending community college. Meta's data center campus in

Mesa is a true case study in responsible water stewardship and collaborative community engagement for utility-intensive operations and the communities they support across the country.

CARE Homes Initiative
**The Port of Greater Cincinnati
Development Authority**
Cincinnati/Hamilton County, OH

THE PORT

Making Real Estate Work

As a fallout from the foreclosure crisis in 2008, institutional investors began flooding the housing market, purchasing thousands of homes with depressed values in cities across the U.S. This triggered wealth extraction from communities and rising rents for tenants, often in already disinvested neighborhoods. These out-of-town investor-owned properties frequently contribute to blight, code violations, evictions, and tax delinquency. To slow down this trend, The Port of Greater Cincinnati Development Authority (The Port) took an innovative approach to drive wealth creation through homeownership and stimulate local investment. In late 2021, The Port submitted a bid against 13 other corporations to acquire 194 homes previously owned by a large investor to write a new story for tenants and communities centered around stability and opportunity. On January 28, 2022, The Port closed on that acquisition, now known as the CARE Homes initiative (CARE = Creating Affordable Real Estate) The goal is to provide current tenants who would like to become homeowners with homeownership and financial training to help them achieve that goal and begin building wealth.

Partnership Awards

Public-Private Partnerships

Population: 25,000 - 200,000

| Silver Winners |

DoubleTree Hotel Renovation Project

Battle Creek Unlimited

Battle Creek, MI



Communities are often defined by their downtown area. Residents and visitors alike want walkability, convenience, and options. A vibrant, economically healthy downtown is essential for Battle Creek, Michigan, to turn a corner. Meaningful strides have been made toward that goal. For economic sustainability, however, a flagship hotel in downtown is essential. The project addresses an unmet hospitality demand and complements adjacent businesses that will benefit from renewed commercial traffic. Also, this project will demonstrate the ability of a community to act collaboratively with public and private partnerships to assemble human resources, capital resources, and financial resources from local stakeholders, local government, state, and federal entities to salvage the 239-room, vacant McCamly Plaza Hotel, which is adjacent to the Kellogg Arena (a 6,500-seat concert and event venue) in downtown Battle Creek. The facility is across the street from the Kellogg Company World Headquarters (Fortune 300) and sandwiched one block between the W.K. Kellogg Foundation (top 20 global philanthropy) and the W.K. Kellogg Institute (R&D).

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development entity that promotes development in Battle Creek, it was in the best interest of the community for BCU to take on a developer role to restore and modernize the hotel asset. This was a strategic organizational shift for BCU as this was the first time taking on the private developer role.

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Partnership Awards

Calhoun County Visitor and Convention Bureau; \$300K from the Kellogg Company 25-year Fund; \$250K from the Consumers Energy Foundation; and \$200K from Bronson Community Partners.

Currently, construction is underway with the 180,000-square-foot hotel section undergoing comprehensive renovations to replace the aging mechanical systems, infrastructure, roofs, original windows, and five elevators. Additional upgrades include aspects that will incorporate the Hilton brand standards. Moreover, the adjacent 85,000-square-foot McCamly Mall was recently acquired and now is being demolished and reconfigured to make way for a new pre-function space, a ticket box office to compliment access into Kellogg Arena, outdoor gathering space, and a new prominent entrance to the DoubleTree by Hilton hotel. These renovations, backed by an internationally recognized hotel brand, will ultimately improve the hotel's competitive positioning, and allow the property to command higher room rates. Redeveloping the site as a premier hotel and mixed-use amenity has already sparked more investment momentum in the surrounding blocks, which ultimately increases the tax base.

A special piece of the project is that the hotel will offer a teaching concept as a workforce development tool to create exposure and job opportunities in the hospitality industry for youth and other area residents. The hotel is slated to partner with educational institutions, such as Grand Valley State University's hospitality program, Kellogg Community College, local school districts, and workforce development partners to create a teaching hotel as an educational tool and a workforce development recruitment strategy. Revitalization of the hotel will create long-term employment, entrepreneurial opportunities, and increase the tax base. Once the hotel is operational, it is expected to employ 165 FTE. Moreover, construction jobs in 2021 for the facility created an estimated 207 jobs in Calhoun County. These jobs include direct construction jobs, jobs created through the supply chain (indirect), and jobs created by household spending as part of compensation for labor (induced).

Having a hotel of this size and magnitude will significantly contribute to the economic vitality of downtown Battle Creek and the entire city. This multi-faceted project will be a show-

piece for Battle Creek, serve other charitable purposes to support children, families, and communities, and it will be a regional draw for the community. Furthermore, having the hotel operational will allow for the Kellogg Arena to book more headlining events, conventions, and concerts into the future and will once again make Battle Creek a destination for entertainment and events.

Innovation Village: Center for Advanced Manufacturing, Design, and Entrepreneurship of the Appalachian Highlands.

Sync Space Entrepreneur Center
Kingsport, TN



Innovation Village
Center for Advanced Manufacturing, Design,
and Entrepreneurship of the Appalachian Highlands

The Innovation Village of Kingsport Tennessee, reflects a strategic vision to position Kingsport as a Center for Advanced Manufacturing, Design and Entrepreneurship of the Appalachian Highlands. It serves as a multi-facility/multi-discipline ecosystem for creators, inventors, and to train a digital workforce.

Innovation Village is also a marketing opportunity for the region, while the operations and program offerings are designed to be decentralized across multiple organizations, industries and academic partners to fulfill the mission as a creative sandbox of programs, technology and experienced mentors.

The facilities include more than 30,000 sq ft ranging from a prototyping/makerspace, a digital media lab, a Tennessee Entertainment Office and the hub of a mobile digital media lab that travels throughout rural Tennessee.

Access to this level of technology and training is very expensive and can be a non-starter for many entrepreneurs and creators, especially when you consider traditionally underrepresented and minority populations. A central focus of this center is the removal of those historical barriers and creating accessibility and programs for all members of our community.

Partnership Awards

Population: more than 500,000

| Bronze Winner |

Montgomery Can Code

**Montgomery County Economic
Development Corporation**

Rockville, MD



MONTGOMERY COUNTY
ECONOMIC DEVELOPMENT
CORPORATION **MARYLAND**

This program is a unique collaborative initiative offering middle school students the opportunity to participate in a weeklong, free Swift coding camp. Swift is programming language for Apple OS and requires no coding knowledge. Summer of 2021 was the third year of this successful venture, which pivoted to a virtual model during the pandemic. The camp has been highly successful, growing each year and spurring other coding and computer-based initiatives in the County, such as the new Career and Technical Education (CTE) program of study in partnership with Apple, “Mobile Applications & Software Development” classes added to the 2021-22 Maryland’s high school curriculum, and the launch of Montgomery College’s Ignite Hub, a brand new, unique space where students of all ages can learn coding and entrepreneurial skills to help prepare them for the workforce.

The return on investment has been multi-fold. Thousands of students over 3 years have benefited by adding skills and getting acclimated to coding as a gateway to future careers in coveted jobs. The program has expanded into offering both beginner and advanced sessions. Along with coding fun and experience, students interact with business leaders who come to the virtual classrooms to talk about their work and careers in coding or computer programming. In addition, the students participate in an end-of-year showcase, solving real-life challenges which build confidence and skills. The MC faculty also benefited, adding Apple coding to its professional development roster for its instructors.

MC has provided 30 part time instructors, 20 part time instructional assistants and 1 part

time program coordinator to fulfill the needs of the program. MCPS has provided 2 part time program coordinators. This program led to additional support jobs.

Partnerships with Educational Institutions

Population: less than 25,000

| Gold Winner |

Ponca Works Program

Ponca City Development Authority

Ponca City, OK



It was developed to combat the issue of available jobs outnumbering the available workforce. Digital recruiting, community connection, and growing our own have been the tools throughout the process. School programs have evolved into class credit internships for junior and senior students, careers, and cookies for seniors to learn about local career opportunities, augmented reality tours to bring local industry to schools in the form of an iPad program, ambassador program for millennial-aged industry employees to learn to tell their career journey and company story to students in classrooms, career fairs and company tours. Girl Power STEM camp was created to empower middle school girls to know about male-dominated industries in that females can succeed. Community-wide job fairs, digital recruiting, and recruiting at college career fairs across the region are other arms of the program. The ambassador program has helped 9 companies tell their stories through a day in the life of videos and their ambassador speaking to students. Careers and cookies have led to industries meeting with students each year able to share their future workforce needs and recruit from high school students.

Partnership Awards

Population: 25,000 - 200,000

| **Gold Winners** |

Innovation Village: Center for Advanced Manufacturing, Design, and Entrepreneurship of the Appalachian Highlands

Sync Space Entrepreneur Center

Kingsport, TN



Innovation Village

Center for Advanced Manufacturing, Design,
and Entrepreneurship of the Appalachian Highlands

The Innovation Village of Kingsport Tennessee, reflects a strategic vision to position Kingsport as a Center for Advanced Manufacturing, Design and Entrepreneurship of the Appalachian Highlands. It serves as a multi-facility/multi-discipline ecosystem for creators, inventors, and to train a digital workforce.

Innovation Village is also a marketing opportunity for the region, while the operations and program offerings are designed to be decentralized across multiple organizations, industries and academic partners to fulfill the mission as a creative sandbox of programs, technology and experienced mentors.

The facilities include more than 30,000 sq ft ranging from a prototyping/makerspace, a digital media lab, a Tennessee Entertainment Office and the hub of a mobile digital media lab that travels throughout rural Tennessee.

Access to this level of technology and training is very expensive and can be a non-starter for many entrepreneurs and creators, especially when you consider traditionally underrepresented and minority populations. A central focus of this center is the removal of those historical barriers and creating accessibility and programs for all members of our community.

Population: 200,000 - 500,000

| **Silver Winners** |

Frederick's Biotech Boot Camp

The City of Frederick (in partnership with Frederick Community College, Frederick County Workforce Services, and Frederick County Office of Economic Development)

Frederick, MD



FREDERICK

ECONOMIC DEVELOPMENT

Frederick's Biotech Bootcamp is a unique and highly effective workforce training program designed through the collaborative effort of Frederick Community College, Frederick County Workforce Services, The City of Frederick Department of Economic Development and Frederick County Office of Economic Development -- to teach participants the basic skills needed for entry-level positions within the biotechnology/biomanufacturing industry.

Biotech in Frederick is booming, and its workforce demand is only expected to continue growing. At the same time, during COVID-19 many employees in other industries were displaced. The Biotech Bootcamp offers a unique solution to both challenges.

The program runs 4 days a week for 4 weeks and is offered in both the morning and evening. The boot camp features a combination of classroom and hands-on training experience in local lab space. Crafted in partnership with regional biotech companies, the curriculum introduces basic industry-specific skillsets such as gowning, aseptic techniques, documentation, and good manufacturing practices. The Biotech Bootcamp is fully funded for participants and requires no previous background experience in life sciences. Following the successful completion of the program, students are matched with participating local companies for job interviews.

Partnership Awards

Regionalism and Cross-Border Collaboration

Population: 25,000 - 200,000

| **Gold Winner** |

Kingston-Syracuse Pathway
Kingston Economic Development Corporation
Kingston, Ontario

KINGSTON

— *Economic Development* —

The Kingston-Syracuse Pathway (KSP) is a cross-border collaboration between Kingston, ON and Syracuse, NY. This project is not the first cross-border pathway between the U.S. and Canada, but it is the first of its kind, granting multiple opportunities. For example, this pathway grants ease of collaboration for academia and business support.

The collaboration allows for cross-border research to be conducted more easily between medical professionals. One such example is Dr. Corona's interest, from Upstate University Hospital, into the digitalization of hospitals which has the potential to address similar challenges and leverage both sides of the border.

Businesses have gained a valuable and easy-to-use method to expand their reach through the pathway, allowing for more significant job creation and retention. In addition, this collaboration allows for a facilitated entrance into the U.S./Canada market through a soft-landing program. This specific program helps businesses find space, resources, expertise and local programs to help them benefit from each other's ecosystems through the collaboration of Kingston Economic Development Corporation, Queen's University, CenterState Corporation for Economic Opportunity and Central New York Biotech Accelerator.

| **Silver Winner** |

Eastern Shore Economic Resiliency Toolkit
Dorchester County
Economic Development
Cambridge, MD



When COVID-19 emerged in 2019, it became evident that business shutdowns and restrictions could cripple the economy. Economic developers quickly became valued members of emergency response teams as jurisdictions grappled with a response. The Eastern Shore Economic Recovery Project grew out of these newly formed partnerships, spurred by the need for information to make speedy, data-driven decisions. The pandemic response simply underscored the importance of accurate, useful, easily accessible data.

When the U.S. Economic Development Agency offered non-compete grants to develop resiliency plans, the Mid-Shore Regional Council seized the opportunity. With a plan already in place, MSRC captured these funds to build a set of tools for economic developers to use when faced with an economic crisis. These tools have dramatically increased our knowledge of our communities, as well as our ability to respond quickly. The tools created will assist in business retention efforts in future crisis situations, from natural disasters to public health emergencies.

This project will ultimately become part of the Delmarva Index, managed by the Eastern Shore Regional GIS Cooperative.

Partnership Awards

Population: more than 500,000

| Gold Winner |

Virginia Initiative for Growth and Opportunity in Every Region (GO Virginia)

Virginia Department of Housing and Community Development

Richmond, VA



With advocacy and leadership from the business community, the legislature created the Virginia Initiative for Growth and Opportunity in Every Region (GO Virginia) program in 2017 with a keen focus on encouraging and rewarding collaborative regional approaches to strengthen and diversify economies and supporting the creation of high-value jobs in traded industry sectors.

GO Virginia seeks to drive transformational, long-term regional strategies that make regions, and the companies that reside in them, more competitive. Today, GO Virginia receives approximately \$30 million in annual state appropriation to support investments in four key areas - workforce development, sites/infrastructure development, start-up ecosystem, and cluster-scale up activities.

These projects provide sustained, growth-oriented, high-wage employment opportunities for residents, improve sector competitiveness, and provide the right environment for new and sustained capital investment. Long term these projects increase community wealth and tax revenues to the Commonwealth of Virginia and to localities.

GO Virginia's State Board consists of private-sector leadership as well as elected officials and key Cabinet officials. To support the successful implementation of the project, the State Board created nine GO Virginia regions and seated nine regional councils with cross-disciplinary composition and a private sector majority to guide investments. The regions are comprised of two or more planning district commissions (PDCs) to further align regional planning activities and infrastructure investments and leverage federal resources typically administered by PDCs.

GO Virginia uses a region-first approach by empowering the Regional Councils to develop a unique Growth and Diversification Plan. During this planning process, councils reflect on their own unique assets and opportunities as well as their priority traded industry sectors. The founding-year plans brought focus and a framework around the four priority investment areas as well as the evaluation criteria for grant requests - regional collaboration, economic impact, project readiness, and sustainability. This bottom-up approach to strategy development separates GO Virginia from other economic development efforts and provides maximum flexibility while providing an investment framework, sustained funding for regional administration of the program as well as a resource pool for regional planning and implementation projects.

GO Virginia funds require matching funds from the regions, some of which must come from the collaborating localities, and as such, catalyze new, innovative approaches to economic development in each region.



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of
Knowledge and Leadership