



# EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS



**2023 Winners**

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# Promotional Awards

## Print Brochure

Population: 25,000 - 200,000

| Gold |

Retail & Office Brochure

**City of Goodyear**

Goodyear, AZ



The Retail & Office Brochure project crafted by the Goodyear, AZ, Economic Development Team, serves to attract signature retail and advanced business services opportunities to the area. The initiative involves the creation of two brochures – the Goodyear Retail Market Guide and the Goodyear Office Market Guide – providing comprehensive information to developers, brokers, investors, and businesses. The target audience includes those seeking premier retail spaces, and upscale, Class-A office facilities. The impact of the project has been evident through increased investment, generating tangible leads, and positive feedback from the brokerage community. These brochures have been instrumental in at least 5-7 retail leads and several office leads have turned into prospects over the past year. The brochures’ innovative use of digital media and social media content for continuous engagement sets Goodyear’s campaign apart. Overcoming challenges like data consolidation and design, the project successfully showcases Goodyear’s economic potential.

| Silver |

Industrial Brochure

**Town of Queen Creek**

Queen Creek, AZ



TOWN OF  
**QUEEN CREEK**  
ARIZONA

The goal of the industrial brochure was to streamline the site selection process and answer the most pressing questions the target audience would have, including: demographics, workforce availability, educational partnerships, population growth, available

land sites, and nearby assets. This industrial-only focus was a first for the Town, and a necessity given the Town’s dramatic “pivot” from a bedroom community working to attract retail development to a center for advanced manufacturing in the electric vehicle (EV) and clean energy space. The brochure provides the URL and QR code linking to the Town’s new industrial website, which features an interactive map of all the Town’s industrial properties.

This brochure was launched in April 2023, but it has been distributed to hundreds of prospects and contacts at trade shows and conferences including the 2023 SelectUSA Investment Summit and SEMI-CON West. The brochure has also been shared with state and regional partners.

| Bronze |

Amplify BA

**Broken Arrow Economic  
Development Corporation**

Broken Arrow, OK



Amplify BA Case for Investment was the print brochure strategic plan created to launch the first major capital campaign to increase resources to address the five key challenges and opportunities facing the Broken Arrow community in regard to economic growth.

The key areas are:

- Need for talent
- Workforce skills gap
- Need for comprehensive economic development efforts
- Lack of commercial and industrial offerings
- Opportunity to foster greater entrepreneurship and innovation

The strategic plan describes the challenges and outlined six key initiatives to address the challenges and capitalize on the opportunities. The Case for Investment clearly outlined the overall goal of 1,000 new primary jobs over the next five years and \$150 million in new capital investment, which results in positive economic impact on the community in various sectors.

# Promotional Awards

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Population: 200,000 - 500,000

| Gold |

2021/22 Community Profile

**Choctaw Nation Regional Economic  
Development Partnership**

Durant, OK



**Choctaw Nation**

**Business & Economic Development**

The annual community profile is marketing collateral created entirely in-house by the Choctaw Nation's economic development team. The tribe prints over 5,000 copies, which are distributed to tribal leaders, local officials, and other community partners to supplement their marketing efforts. The document is also provided to site selection professionals and shown on the GrowChoctaw website. The purpose is to champion the communities and the region to both external audiences and internal stakeholders. This is the fifth publication and it has gained such a reputation that copies are requested by other EDOs and economic development marketing professionals for review.

| Silver |

*Vaughan Healthcare Centre Precinct Lure  
Book*

**City of Vaughan**

Vaughan, Ontario, Canada



**vaughan**

ECONOMIC DEVELOPMENT

The purpose of this promotional lure book is to raise the profile of the Vaughan Healthcare Centre Precinct (VHCP), Vaughan's emerging health innovation district. This piece profiles the role of each of the City of Vaughan's partners on the initiative: Mackenzie Health, the operator of the precinct's hospital and long-term care facility, York University, which is proposing a medical school at the site, and ventureLAB, which operates a first-of-its-kind in Canada MedTech hardware lab in Vaughan.

This project is unique because it demonstrates a creative approach to describing the vision, goals and impact of a complex initiative with multiple target audiences, including government, trade organizations, businesses, and talent. The lure book acts as a key promotional resource in meetings with investment leads, government stakeholders, and international partners and is continually updated to reflect ongoing developments as the VHCP project progresses.

# Promotional Awards

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| Bronze |

*Santa Clarita Valley Talent Report*

**Santa Clarita Valley Economic  
Development Corporation**

Santa Clarita, CA



**SANTA CLARITA VALLEY**  
ECONOMIC DEVELOPMENT CORPORATION

The Santa Clarita Valley (SCV) Talent Report was released in May 2022. It showcased key information and analysis for the Santa Clarita Valley to tell the story of the Who/What/Where/When/Why of the employers, employees, and education pipelines available in the community. This was used to help promote and attract prospective employers and talent looking for a new place to grow their career or their business, accompanied by a digital ad campaign, social media, print and downloadable brochures, etc. Additional target audiences included Site Selectors and Brokers, as well as regional organizations who utilize this data and analyses for their reports, business deals, grant applications, and more.

The campaign was expanded and integrated with workforce development, BRE, and assistance initiatives to become an even more cohesive effort. In 2022 alone, the efforts through talent development and retention, combined with workforce development and BRE, resulted in 927 jobs attracted or retained, across over 109 companies, and 91 individualized assistance projects.

The pandemic caused a massive shift in prioritizing work/life balance, with workers preferring to trade in their long commutes for the opportunity to work closer to home. The SCV boasts a fast-growing economy and unmatched quality of life, with a vibrant and highly skilled talent pool, exceptional academic institutions, and cutting-edge workforce training initiatives.

*Population: Greater than 500,000*

| Gold |

*Virtual Library of Sector Profiles*

**Montréal International**

Montréal, Québec, Canada



**Montréal  
International**

In today's digital climate, everyone has access to a wealth of data—including foreign investors. That's why it is crucial for investment promotion agencies to gather and promote the right data.

At Montréal International, a new library of sector profiles serves as an invaluable and creative tool for the foreign investment team and for the entire Greater Montréal business community.

Each profile contains the most up-to-date, relevant information potential investors could need while showcasing the unique and creative brand image of Montréal International.

Year after year, Montréal International uses a sector-targeting strategy to successfully attract high-value investors to a range of strategic industries in the area. The growing virtual library boasts 20 investor profiles and includes:

- Aerospace
- Artificial intelligence
- Clean technologies
- Life sciences and health technologies
- Information technologies
- Smart transportation

This library allows for centralized data to be used by the entire economic development community. It also allows private partners to be recognized, while establishing valuable business relationships.

# Promotional Awards

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## | Silver |

*Welcome to Lehigh Valley Guide*

**Lehigh Valley Economic  
Development Corporation**

Bethlehem, PA



The Welcome to Lehigh Valley Guide is a 24-page booklet, available in print and online versions, that provides an overview of what it is like to live and work in the region. The project originated from the results of a 2018 talent perception study that DCI conducted for LVEDC. The purpose of the booklet is to fill a significant gap for LVEDC's talent attraction and retention initiative by providing an authentic story of place for people who are not familiar with the region and what it offers.

The primary target audience includes individuals and families who recently moved to the region or moved back after living outside the area, and people considering relocating for a job offer or remote work away from larger cities.

The booklet was produced in partnership with Discover Lehigh Valley, the region's destination marketing organization, and features large, colorful, vibrant photos supported by concise written content about the quality of life in the region.

Collaboration has been key to the booklet's success. It is used by employers, real estate agents, and non-profit relocation organizations to help newcomers make connections and feel welcomed in the Lehigh Valley.

## | Bronze |

*Market Momentum White Paper*

**Greater Sacramento Economic Council**

Sacramento, CA



**GREATER SACRAMENTO**  
ECONOMIC COUNCIL

GSEC launched its #CApitalMomentum campaign in spring 2022, showcasing data, developments and industry innovation driving economic momentum in Greater Sacramento, California (CA)'s capital (CApital) region. The campaign was led by a white paper that GSEC created in partnership with Newmark that uncovered unprecedented growth in the regional economy. Data uncovered in the report was used as the foundation for all of the #CApitalMomentum campaign messaging, resulting in incredible reach and content engagement, including excellent ad click through rates, hundreds of downloads, and high engagement with the campaign landing page.

# Promotional Awards

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## | Bronze |

*Greater Memphis Economic  
Research Group Industry Reports*

**Greater Memphis Chamber**  
Memphis, TN



### **GREATER MEMPHIS CHAMBER**

The Greater Memphis Chamber's research and analytics team, the Greater Memphis Economic Research Group (GMERG), creates numerous reports throughout the year to track and inform the region about the economy of the Greater Memphis area. One of the most popular products is the Market Industry Reports. These reports focus on nine target industries within the Memphis MSA. Reports aim to highlight Memphis's industry strengths in Advanced Manufacturing, Automotive & Automotive Suppliers, Supply Chain & Logistics, Agribusiness & AgTech, Healthcare & Medical Innovation, HQ & Finance, Information Technology, Food & Beverage Manufacturing, and Music & Entertainment.

The reports not only advertise what Memphis can offer through its industry strengths, it also allows other community partners such as colleges, companies, and the workforce to see the scope of each industry and how it impacts Memphis's economy. The project also was unique because it created a new revenue stream through sponsorship and sales to the Chamber, which the Greater Memphis Chamber has never had access to prior.

## General Purpose Print Promotion

*Population: Less than 25,000*

## | Gold |

*Mountain Home Fact Sheet*

**North Central Arkansas  
Chamber Foundation**  
Mountain Home, AR



The purpose of the printed fact sheet is to effectively communicate the benefits and opportunities offered in the region, with the intent of attracting businesses, investors, and visitors to contribute to the economic growth and development of the Mountain Home and Twin Lakes Area.

The goal was accomplished by identifying the information relevant to potential investors, such as workforce trends, median salary information, daytime trade area demographics, etc., and compiling the data into a concise and easily accessible document.

In 2022, the team participated in an International Council of Shopping Centers event to potentially recruit new retail companies. Due to the sheer size of the Mountain Home and Twin Lakes Area, there was little interest from companies or developers. In 2023, this new fact sheet and Placer.AI data helped garner more positive results for the team at the same event - a new retail chain has already arrived and several developers are now interested in the area.

# Promotional Awards

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## | Silver |

*Promotional Folders*

**Tomball Economic  
Development Corporation**

Tomball, TX



The Tomball Economic Development Corporation (TEDC) created a promotional folder to capture the strengths of Tomball and the TEDC.

The promotional folder contains a TEDC information page, TEDC's Annual Report, and the Spirit of Tomball, Texas 2023 Community & Business Guide.

The information guide's front features the friendly faces of the TEDC staff and details on the TEDC's mission, vision, and annual work plan. On the reverse, brief descriptions are provided for demographics, workforce, grants, and incentives to help readers get to know Tomball. QR codes are provided for all of these items and more for a deeper dive into available properties, resources, and opportunities in Tomball.

The items are enclosed in a TEDC-branded folder featuring the TEDC tagline and motto - "We Mean Business." and "Shaped by Culture. Driven by Commerce. Connected by Community." The folder is unmistakably Tomball with the city's cultural hub, Old Town Tomball, featured behind the TEDC's bold red and white color profile.

The goal of the promotional folder is to offer a robust, yet efficient, set of materials that describe Tomball's economic profile and the resources TEDC offers to help businesses thrive.

## | Bronze |

*2022 Aerial Map*

**City of Corinth**

Corinth, TX



The 2022 Aerial Map tells Corinth's story through data, visuals and graphics. The map allows the City to use aerial imagery, graphics, labeling and branding of the Agora of Corinth, which is paramount! By utilizing both sides of the map, there is a single-source document that delivers effective messaging to multiple audiences - developers, businesses, realtors, citizens, etc. The map has been well received and is available as a hard copy or digitally.

# Promotional Awards

*Population: 25,000 - 200,000*

**| Gold |**

*“Swing for the Fences” in Jackson County*

**Jackson County Economic  
Development Committee**

Marianna, FL



This campaign focuses on educating site selectors about the industrial parks and other assets in Jackson County in a fun way. The “Swing for the Fences” box contains a baseball signed by local MLB World Series Champion, Jeff Mathis, canned water produced by recently announced project and community newcomer Proud Source Water, locally grown and packaged peanuts, a box of Cracker Jack’s, and four baseball cards, each featuring one of Jackson County’s certified sites. These cards, just like traditional baseball cards, have photos on the front with statistics and information about the sites on the back. This campaign supports economic development in the community by making site consultants aware of the assets of Jackson County. There have been a large number of site selection consultants responding with emails and letters as well as phone calls showing the excitement of the box and its enclosed items.

**| Gold |**

*Made for Manhattan*

**Manhattan Area Chamber of Commerce**

Manhattan, KS



Made for Manhattan is the brand under which the community markets itself for the attraction and retention of talent to the community. The program features a number of printed and digital materi-

als. The organization made the decision to alter its strategy from a direct-to-consumer campaign to creating tools that can be used by businesses in their efforts to recruit new people to key positions with much of the material focusing on interests of trailing spouses.

*Population: Greater than 500,000*

**| Gold |**

*Quarterly Palm Beach  
County Business Magazine*

**Business Development Board  
of Palm Beach County**

West Palm Beach, FL



Palm Beach County Business magazine is widely regarded as the premier quarterly publication capturing the essence of the local business landscape. It serves as a vital platform for highlighting influential figures and sharing relevant news within the County. By advocating and providing valuable insights, the magazine actively contributes to the economic development of Palm Beach County, fostering a supportive environment for the local business community. Moreover, it extends its reach beyond the County’s borders, disseminating information about economic development initiatives and prospective employers to a national audience.

Using creative storytelling and up-to-date data, each quarterly issue provides fresh and engaging information to its readers. By consistently delivering new and compelling content, the magazine ensures that its audience is informed with valuable insights they have yet to discover. With dedicated editions for each season - Winter, Spring, Summer, and Fall - Palm Beach County Business magazine maintains its commitment to delivering timely and relevant perspectives on the County’s dynamic business landscape.

# Promotional Awards

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## | Silver |

*Diversity - We Are Albuquerque Film*  
**City of Albuquerque Film Office**  
Albuquerque, NM



The City of Albuquerque Film Office organized full-page print ad campaigns with multiple insertions in trade magazines targeted at decision makers in the film industry. Ads featured an exciting grid of diverse faces of actual film crew members practicing their craft with the copy line 'We Are Albuquerque Film'. Albuquerque's film economy development is dependent on a skilled, energetic workforce. These ads support hiring of trained, local film workforce. The concept introduced industry 'above-the-line' players to Albuquerque's talented, diverse, and enthusiastic film labor teams. By reaching out directly to hiring decision makers, these ads supported the goal of promoting the professionalism of ready-to-work local talent.

## Multimedia/Video Promotion

*Population: Less than 25,000*

## | Gold |

*Multimedia Video Success Stories*  
**Tomball Economic Development Corporation**  
Tomball, TX



The Tomball Economic Development Corporation (TEDC) produced a pair of videos spotlighting local businesses as part of its "Success Stories" campaign.

The videos feature Tejas Chocolate + Barbecue and Kinsley Armelle, highlighting their unique stories and reasons for calling Tomball home.

Success Stories began in 2020 with written content featuring Tomball businesses. The TEDC took the campaign to the next level with the introduction of videos accompanying the written Success Stories for Tejas Chocolate + Barbecue and Kinsley Armelle. TEDC wanted to provide a deeper look into the companies and the people who propel them.

The videos support economic development by showcasing how businesses are successful in Tomball. Other companies considering a home in Tomball can watch the videos and get a greater understanding of how Tomball supports local business.

# Promotional Awards

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## | Silver |

*Workforce Development Initiatives at  
Arkansas State University-Mountain Home*

### **North Central Arkansas Chamber Foundation**

Mountain Home, AR



This project aims to educate the community about economic and workforce development and what Arkansas State University-Mountain Home (ASUMH) offers. In doing so, there is potential to attract new employers and ensure current employers have the skilled labor force they need.

This video is the starting point for a much larger project that will continue throughout the year. Through research and various interviews with community leaders and industry partners, it became apparent that a communication breakdown had occurred. Several definitions of workforce and economic development were given, and it became clear that the community needed to land on the same page for sustainability and growth.

This video shows how the community and ASUMH have to work together and identifies fantastic opportunities available even though the community is small. 32% of the population is over the age of 65. With the continuous threat of talent migration, creative ways to keep younger people in the community must be identified. By offering multiple programs of study and certifications at little to no cost, the goal is to keep students here and meet the demands of current and future industry partners.

## | Bronze |

*"Who We Are" Video*

### **Duncan Area Economic Development Foundation**

Duncan, OK



The Duncan Area Economic Development Foundation (DAEDF) created the "Who We Are" multimedia video to let the community better understand what the organization does to recruit new businesses, support current businesses, and increase the business quality of life. With this video, the community has confidence in the DAEDF and continues to support its economic development endeavors. The DAEDF video has been circulated over multiple social media sites and other platforms to get the message out, while improving the community's awareness of the DAEDF and its mission.

# Promotional Awards

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Population: 25,000 - 200,000

## | Gold |

*UAS: Why Grand Forks,  
North Dakota? Video*

**Grand Forks Region Economic  
Development Corporation**

Grand Forks, ND



This video was produced to be shown at the annual UAS Summit that happens every October in Grand Forks, North Dakota. The UAS Summit has become a yearly major event for UAS experts from around the world. Grand Forks is the original epicenter of drone research and earned its place as the Silicon Valley of Drones because of the commercial, government, and military flight activity filling the skies.

The Grand Forks Region EDC produced this video to showcase the vast UAS opportunities available to companies in the industry in Grand Forks. To tell this story, the EDC team utilized strong industry connections to ask for support in providing testimonials about their experience in the region's UAS ecosystem.

The video was shown to 400+ participants at the UAS Summit. After streaming the video, the EDC team was flooded with questions and over 30 business cards from decision-makers who wanted to know more about locating in Grand Forks. In the 6 months following, there were two site visits and two companies that announced their operations in Grand Forks. After the summit, the video was released on the EDC YouTube channel, receiving 574 views.

## | Silver |

*Rapid Skills Micro-Credentials  
Program - Skills Development Fund*

**City of Barrie**

Barrie, Ontario, Canada



The City of Barrie, Georgian College, and partners were successful in securing \$1,083,108 in funding through the Skills Development Fund (SDF) supported in part by the Government of Canada and the Government of Ontario to address skills development and labor shortages within the manufacturing sector.

The City of Barrie's project addressed industry demands for increasing the future manufacturing workforce and enabling current and new employees to access skills training, including upskilling currently employed workers through a micro-credential program facilitated by Georgian College.

A multifaceted promotional campaign was created to bring awareness to the micro-credential program which included hosting a series of events focused on labor and advanced manufacturing to elevate and highlight the local manufacturing sector, profiling and driving to Georgian College Employment Services as a gateway to career inception or advancements.

Some tactics included:

- Creating an anchor brand for the Rapid Skills micro-credentials program;
- Leveraging digital, print, media and radio, in alignment and concert with hosted events;
- Launching an awareness campaign that highlights/elevates the manufacturing industry among identified target audiences in alignment with hosted events, leveraging digital including a video series, print, media and radio.

# Promotional Awards

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## | Silver |

*Promotional Video Series*

**Development Corporation of Abilene**

Abilene, TX



The DCOA developed a robust marketing strategy encompassing communication systems and strategic research to support all initiatives of the DCOA under a highly recognizable brand. The DCOA created a series of videos to aggressively market Abilene as the premier location for business expansion and to be used as a resource for local existing companies looking to recruit talent for their Abilene facilities.

The Ability in ABI Video kicked off a series of informative and targeted ads showcasing Abilene as the premier destination for business. The 2022 Workforce Video featured the company partnerships the DCOA has been proud to have since 1989. The 2022 Rewind Video highlighted the important work the DCOA accomplished and completed for the year. The DCOA's newest Abilene overview video emphasized Abilene's location, infrastructure, and available land.

This campaign has effectively driven the DCOA's strategic plan initiatives in Marketing and Brand Awareness and Business Attraction. Activating this targeted campaign strengthened Abilene's competitive advantage and brand image. The DCOA has continued to see increased brand recognition for the community and interest as the team utilized strategic research and communication systems to promote Abilene.

## | Bronze |

*Faces of Farming Video Campaign*

**Washington County Department of Business and Economic Development**

Hagerstown, MD



Faces of Farming is a video campaign aimed at educating the community on the local farms in operation and agriculture available within Washington County, Maryland.

## | Bronze |

*Pet Friendly Caledon*

**Town of Caledon**

Caledon, Ontario, Canada



Through the creation and distribution of a short video project, the Town of Caledon was able to celebrate its designation as a Mars Canada 'Better City for Pets', foster pride of place for residents, advertise Caledon as a welcoming, friendly, and fun place to visitors and potential residents, and begin a registry of local, pet-friendly businesses.

The project was approached from a creative and exploratory lens, in which the video recording device was connected to a canine resident who explored the Town, putting the perspective of Caledon pets in clear focus.

# Promotional Awards

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Population: 200,000 - 500,000

## | Gold |

*Give Your Business a Boost of Vitamin SC (Sunshine Coast) Video Series*

**Sunshine Coast Council,  
Economic Development Branch**

Sunshine Coast, Queensland, Australia



The video series was created by the Investment Attraction Unit of Sunshine Coast Council's Economic Development Branch to attract businesses to the region and drive investment and jobs growth.

Through a series of TV-commercial style videos using great locations and a humorous script, the project highlighted the numerous business benefits of being located on the Sunshine Coast.

Each video in the series highlights a key benefit: work-life balance, lack of traffic, digital connectivity, thriving and collaborative business community, innovation, international airport, and others.

Initially, four videos were produced as well as a "behind the scenes" video. These were promoted in a multi-channel digital marketing campaign between 2020 and 2023.

To date the videos have been viewed more than 2.7 million times and generated 924 new investment leads. A third video series has just been shot (April 2023).

From July 2020 to March 2023, Council's Investment Attraction activities created 20 quantifiable investment outcomes, an economic impact of \$843.53 million and 2,776 full time jobs.

## | Silver |

*Matty Dee for The NOVA Bioscience Center™*

**Prince William County  
Economic Development**

Gainesville, VA



DEPARTMENT OF ECONOMIC DEVELOPMENT

Matty Dee for The NOVA Bioscience Center™ was an in-house, zero-budget marketing video promoting the Northern Virginia Bioscience Center (NOVA Bioscience Center). Designed as a humorous spoof of old-school infomercials, its purpose was to retain and attract life science companies to our region. The video targeted these companies, showcasing benefits like a talent-rich university, committed local government, and supportive infrastructure as compelling reasons to stay or set up in Prince William County.

The impact has been significant, with the video sparking increased interest and inquiries about the Center, demonstrating its effectiveness in promoting economic development. While exact metrics are being collected, anecdotal feedback indicates a positive response from the target audience.

Despite the budget limitations and the challenge of balancing humor with serious messaging, the video successfully highlighted the county's commitment to fostering a thriving life science ecosystem, reinforcing our community's image as an innovative and supportive environment for business growth. This project showcases the power of creativity and resourcefulness in achieving economic development objectives.

# Promotional Awards

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## | Bronze |

*Choose Scottsdale: All Day,  
Every Day. Promotional Video*

**Choose Scottsdale**

Scottsdale, AZ



SCOTTSDALE ECONOMIC DEVELOPMENT

Choose Scottsdale partnered with local business leaders to create a video showcasing the benefits of relocating a business or career to the city. Working with a local design studio, Choose Scottsdale interviewed 4 business leaders to hear directly from the source on what makes Scottsdale an incredible place to do business.

The video showcases business leaders discussing Scottsdale's strengths, opportunities, and business-friendly environment and serves as a powerful promotional tool. It highlights unique assets, such as infrastructure, workforce, and quality of life. By effectively communicating these advantages, the video can attract the attention of potential entrepreneurs, and businesses considering expansion or relocation.

Prospective investors are more likely to be influenced by the firsthand accounts and testimonials of successful business leaders. It creates a sense of authenticity, instilling confidence in Scottsdale's potential. The video highlights the community's professional opportunities, career growth prospects, and overall appeal as a place to live and work.

By effectively conveying these attributes and attracting attention, the video contributes to the community's reputation and visibility.

## | Bronze |

*WeldNOW Program*

**City of Norfolk Department  
of Economic Development**

Norfolk, VA



WeldNOW is a training partnership initiative between Tidewater Community College, Norfolk Works, the workforce development arm of the department, and Lyon Shipyard, the inaugural host site. The state-of-the-art mobile welding lab has eight welding booths to offer hands-on experience to each student. In about 6 weeks, WeldNOW participants earn a credential in welding recognized by the American Society of Welding that can be used to gain entry-level shipyard and advanced manufacturing jobs.

*Population: Greater than 500,0000*

## | Gold |

*#CapitalMomentum Video*

**Greater Sacramento Economic Council**

Sacramento, CA



**GREATER SACRAMENTO**  
ECONOMIC COUNCIL

GSEC launched its #CAPitalMomentum campaign in spring 2022, showcasing data, developments and industry innovation driving economic momentum in Greater Sacramento, California (CA)'s capital (Capital) region. GSEC launched the campaign with a tech-inspired video highlighting innovators, new developments and announcements driving the market's growth. The video was not only seen by the target audience hundreds of thousands of times, but it resonated with them as well because of the time they spent on the GSEC website (average 2 minutes), the incredible video view rates, and continued engagement with content that uses this campaign messaging.

# Promotional Awards

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| Silver |

*“A Seat at the Table” Video Campaign*

**JAXUSA Partnership**

Jacksonville, FL



“A Seat at the Table” is a collection of 20+ videos from four roundtables – Executive, Supply Chain, Tech and Women – filmed over the last year with the purpose of answering the question, “Why the Jacksonville Region?”. The videos are presented as casual conversations taking place “after work” in local watering holes, coffee shops, and lounge spaces. The intention is for C-Suite executives, business decision makers, and site consultants to listen in as individuals in various industries talk about the advantages of the Jacksonville region, both professionally and personally.

The individual videos were used for programmatic display, retargeting and LinkedIn advertising during JAXUSA’s spring 2023 advertising campaign. Between platforms, in programmatic and retargeting efforts, there were nearly 2 million impressions of the videos and more than 80 percent of those who started watching one of the videos completed it in its entirety. For LinkedIn, the campaign garnered more than half a million impressions over the course of the three days it was available.

| Silver |

*10 Years of SMARTstart*

**Pasco Economic Development Council**

Lutz, FL



**PASCO EDC**  
NORTH TAMPA BAY, FLORIDA

Pasco EDC offers a program called SMARTstart that is specifically geared towards helping entrepreneurs with their start-ups and small businesses in Pasco County. Not only is it unique for an economic development agency to run an entrepreneur and small business program, but the program is county-backed and funded in part by the Penny for Pasco, a local sales tax. There are three strategically placed Entrepreneur Centers throughout the county, each with a business incubator onsite with its own unique benefits, and members have access to all the Centers through one membership fee.

SMARTstart focuses on helping entrepreneurs through five main pillars; education, workspace, collaboration, funding, and guidance. This fiscal year SMARTstart celebrated 10 years of helping entrepreneurs launch and grow their businesses in Pasco County. A multifaceted campaign was launched to engage all our past and current members and participants throughout the year, while creating a buzz in our community.

# Promotional Awards

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## Annual Report

*Population: Less than 25,000*

**| Silver |**

*Annual Report*

**Tomball Economic  
Development Corporation**

Tomball, TX



The purpose of the Annual Report is to engage and inform stakeholders of the TEDC's annual accomplishments in support of job creation, job retention, tax base enrichment, innovation and entrepreneurship, and quality of life enhancements - delivering on the elements of the TEDC Strategic Plan. The report details how the organization is executing its mission and outlines future plans for the TEDC. The goal is not only to reach this essential audience of Economic Development partners, brokers, developers, site selectors, and citizens, it is to inform and engage in a manner that promotes partnership and allows change.

*Population: 25,000 - 200,000*

**| Gold |**

*2022 Annual Report*

**City of Manassas Economic Development**

Manassas, VA



The 2022 Annual Report details the City's achievements and activities in its efforts to grow the Manassas economy. It is a tool to measure success, relaying information to stakeholders, and summarizing the robust programming the Department is responsible for. The report is designed to be shared in its smaller parts with infographics, short stories, and updated performance metrics on social media and other channels.

**| Silver |**

*2021 Annual Report*

**Burlington Economic Development**

Burlington, Ontario, Canada



Burlington Economic Development's 2021 Annual Report serves as a highlight reel of the year.

The Annual Report visually illustrates the projects and strategic initiatives that were either led by or directly supported by Burlington Economic Development. The goal of the 2021 Annual Report was to educate and report to target audiences on the recent successes of Burlington's companies, the work of Burlington Economic Development, and offer a snapshot of the overall economic landscape. With a highly visual aesthetic and easy-to-read format that tells an engaging story about Burlington, the report also acts as a marketing tool for companies interested in starting up, relocating, or expanding to Burlington. The target audience included Burlington residents, businesses, community stakeholders, as well as prospective companies who are considering relocation or expansion in Burlington.

The 2021 Annual Report has a unique layout. It comes folded and opens to a large 11.5" x 17" infographic - a fresh visual design that is clear, on brand and enjoyable to read, while also maintaining the integrity and detail of a robust and transparent annual report.

# Promotional Awards

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## | Bronze |

*Economic Development  
Annual Report 2021-2022*

**City of Burbank**  
Burbank, CA



Burbank Economic Development created and distributed the City of Burbank Economic Development Annual Report 2021-2022. The Report provides a snapshot of major projects, data, and economic insights on the state of the economy in Burbank. The Report was first distributed during the State of the City luncheon co-presented by the Burbank Chamber of Commerce in October 2022. The luncheon boasted a recording-breaking 650 attendees from the business community with key industries such as entertainment, healthcare, tourism, manufacturing and construction represented. Major employers that call Burbank home were also in attendance such as, The Walt Disney Company, Warner Bros, Discovery, Universal Studios Hollywood, Netflix, Providence St. Joseph Medical Center, the Hollywood Burbank Airport and many more.

The Report played a key role in supplying data and economic insights for the event's presentations, and summarized the motivation for the execution of new measures and projects. In addition to the distribution of the Report during the event, it was sent to developers, decision makers and key stakeholders within the community to encourage additional investment and showcase the economic stability of the City of Burbank. The Report was also promoted on the cover of the Los Angeles Business Journal with a weekly readership of 77,138 to further promote Burbank to developers and decision makers.

## | Bronze |

*Fiscal Year 2022 Annual Report*  
**Development Corporation of Abilene**  
Abilene, TX



The DCOA's Annual Report for Fiscal Year 2022 had a clear message that was tailored to celebrate Abilene's success with local stakeholders, including existing businesses, elected officials, and former and current board members of the DCOA Board of Directors.

The DCOA crafted both a physical and virtual experience of the Fiscal Year 2022 Annual Report that captures the essence of the DCOA's achievements and strategic objectives. The comprehensive package of the report served as a conduit to educate and engage with Abilene's key stakeholders. As a symbol of the DCOA team of economic development professionals' commitment and passion to building the future Abilene, the package included a tape measure, symbolizing the DCOA's eagerness to measure up to the highest standards of economic excellence. This comprehensive report highlighted the DCOA's impactful company partnerships, notable milestones, and the significant contributions the DCOA has made to the growth and prosperity of Abilene.

# Promotional Awards

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*Population: 200,000 - 500,000*

**| Gold |**

*2021/2022 Impact Report*

**South Island Prosperity Partnership**

Victoria, British Columbia, Canada



To inform members on progress, the South Island Prosperity Partnership (SIPP) publishes an annual Impact Report. This report used to be done in print, but the 2021/2022 version saw an evolution into an interactive multimedia project. Through a stand-alone landing page, the viewer gets to explore SIPP's work in a visually-appealing and data-rich format.

The 2021/2022 Impact Report blends stories, testimonials, and vibrant graphics, along with infographics and videos. This format allows SIPP to communicate the breadth of its four strategic pillars to a diverse audience.

The Impact Report also enables SIPP to take abstract concepts and explore concrete projects behind them; such as the Indigenous Prosperity Centre (IPC) and the Centre for Ocean Applied Sustainable Technologies (COAST) - two initiatives that bring the strategic pillars to life and create real economic, social and environmental progress.

Finally, the Impact Report demonstrates the importance of SIPP's thought-leadership program: the Rising Economy Conference, an in-depth exploration of key economic constraints and their solutions.

**| Silver |**

*2022 Annual Report*

**McKinney Economic Development**

McKinney, TX



The Annual Report is a breakdown of MEDC Key Performance Indicators (KPIs) and the projects that have been worked on over the previous year. As an organization led by a governing board, MEDC takes feedback on strategic initiatives to guide goals for the next year. The KPIs are used to evaluate areas of strength and areas that could benefit from additional attention in the next year. This project supports economic development within the organization by bringing attention to MEDC goals and the previous year's accomplishments.

**| Bronze |**

*2022 Annual Report*

**BE NKY Growth Partnership**

Fort Mitchell, KY



The annual report highlights BE NKY's 2022 accomplishments and showcases to the public the services offered to the business community. In 2022, BE NKY implemented a Target Industry Study, which identified industry clusters integral to the future success of the region. These clusters and messages from the BE NKY CEO, Board Chair, and three county judges/executives are included in the report. It also features ribbon cuttings and grand openings, companies that announced new jobs and investment, and event photos of the BE NKY team. The report is available both in a print version and online. Hundreds of business and community leaders were sent copies of the report as well.

# Promotional Awards

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## | Bronze |

*Fiscal Year 2022 Annual Report*

**City of Richmond**

Richmond, VA



In December 2022, Richmond Economic Development released its first Annual Report to highlight key fiscal year achievements, launch a new organizational brand, and promote the foundational and strategic economic development efforts undertaken by Richmond, Virginia during the previous few years.

The annual report supports economic development initiatives by providing essential information and analysis to stakeholders. It attracts investors and businesses by showcasing the region's stability, growth potential, and investment opportunities. It fosters community engagement by communicating the positive impact of economic development to residents. It highlights key achievements, challenges, and trends, helping government officials and policy makers make informed decisions.

Some of the projects and accomplishments highlighted in the annual report included: CoStar Group's expansion, the City's Strategic Plan for Equitable Economic Development, and the redevelopment of the Diamond District.

*Population: Greater than 500,000*

## | Gold |

*"The Mesa Momentum"  
Annual Report FY22*

**City of Mesa Office  
of Economic Development**

Mesa, AZ



During FY21-22, the Mesa Office of Economic Development (OED) assisted a record number of projects for business attraction, retention, and community development. More than 2,400 jobs were created or announced by 37 companies including Meta, Gulfstream, Dexcom, Amazon, and more. Growth and expansion projects resulted in the creation and absorption of 5.9M+ SF of space and \$2.8B+ of capital investment. The Mesa OED also launched a workforce development initiative and provided technical assistance to hundreds of small businesses. The report highlighted projects, successes, and ongoing programs to educate the community and increase buy-in from stakeholders, city leadership, and residents for OED's activities. The greater challenge was to identify a way to showcase the accomplishments more dynamically and to visually communicate a large amount of information in an easily digestible format.

The Annual Report, titled "The Mesa Momentum," supported economic development efforts by marketing what OED works on during the year and highlighting the successes that support community growth and development. Promoting those efforts is key to gaining support for OED's continued work.

# Promotional Awards

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## | Silver |

*2022 Annual Report*

**Lehigh Valley Economic  
Development Corporation**

Bethlehem, PA



LVEDC's Annual Report has evolved from a basic summary of organizational structure and financial performance to a storybook that highlights development, actions, and trends in the regional economy. It supports LVEDC's strategic marketing objectives, and is a publication on the regional economy, labor market, and commercial real estate market that is used and referenced widely within and outside the Lehigh Valley.

## | Silver |

*2022 Annual Report*

**Greater Memphis Chamber**

Memphis, TN



**GREATER MEMPHIS CHAMBER**

The Annual Report of the Greater Memphis Chamber chronicles the organization's impact over the past year on economic development, workforce development, and the business climate. The Annual Report supports economic development in three ways: 1) by showcasing recruitment/retention wins; 2) by promoting economic development strategy; and 3) by making the case for businesses in the region to support economic development work.

In addition, the Annual Report quantifies the growth of the region with hard data, details of economic development projects, and features on key team members and initiatives. Because of the sheer volume of work the Greater Memphis Chamber is doing to grow the regional economy, choosing what goes into the Annual Report can be a challenge. Over the course of two months, the Chamber narrowed down its work to what had the most significant regional impact, holding to its north star of building a greater Memphis for all.

## | Bronze |

*Annual Report*

**PartnerTulsa**

Tulsa, OK



PartnerTulsa was formed less than two years ago. However, as part of its formation, a strategic plan was developed to communicate the key mission of the organization and establish actions and performance metrics to gauge its effectiveness. The primary goal of the annual report is to demonstrate progress towards goals and stated actions in the plan to ensure accountability. The report was distributed on PartnerTulsa's website, the City of Tulsa's website, and various social media channels. The results of the report were presented to the PartnerTulsa Board in a live televised meeting. The target audience for the report includes the City of Tulsa citizens, elected officials, developers, and local funders. The report was well received by elected officials and the public. It clearly demonstrated the significant impact the organization had in the first year of its operation. Key accomplishments included \$275 million invested in Tulsa as a result of PartnerTulsa programs and the creation of 545 housing units.

# Promotional Awards

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## | Bronze |

*Partnership 2023 Annual Report Video*

**Greater Des Moines Partnership**

Des Moines, IA



The annual report video showcases the organization's and region's accomplishments in the most recent year. It covers key statistics against a backdrop of compelling video images and fast-paced, catchy music. The 2022 video ends with a statement for viewers: "Feeling proud yet? You should. We did this. Together." The video was shared on January 26, 2023, at The Partnership's Annual Dinner in front of more than 1,000 people - most being investors, members, and stakeholders. The Annual Dinner is the organization's celebration of the prior year and look-ahead to the current year, and is regarded as one of the must-attend business events of the year. This video lives on past the Annual Dinner and is often used by employers who share it with prospective employees who are considering a move to the Greater Des Moines region. The video was also shown during The Partnership's annual advocacy fly-in to Washington, DC with nearly 200 people in attendance, including 30+ staff members of Iowa's Congressional Delegation. Additionally, more than 2,500 people have viewed the video online.

## Paid Advertising Campaign

*Population: 25,000 - 200,000*

## | Gold |

*Entrepreneurship Campaign*

**City of Barrie**

Barrie, Ontario, Canada



In response to feedback that the local business support network, although welcoming, left a gap in the knowledge of where an entrepreneur could go for help, Invest Barrie mapped out a support campaign that included the launch of the Entrepreneurs & Startups webpage on the Invest Barrie website, as well as a sponsored article in the National Post, a business support infographic in both hard-copy handout and interactive digital formats, digital ads with Village Media, and a social media campaign. Each tactic of the campaign was supported by a photo series that came out of a shoot highlighting Barrie-based entrepreneurs and their journeys.

The goal of the campaign was to not only support existing entrepreneurs in Barrie, but also attract new investment by showcasing the business support network and the successes that have come out of it. The stories of local entrepreneurs and why they chose Barrie allowed the value proposition of the city to be told from the perspective of entrepreneurs that have intentionally chosen the city to start, grow and scale their businesses. Additionally, the interactive digital infographic presents information in a clear and concise way allowing the user to easily navigate the supports available and to engage with the Invest Barrie website. By the end of the 3-month period, the webpage saw an increase of 1093% compared to the same period in 2021.

# Promotional Awards

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## | Silver |

*Brand Identity & Advertising  
Campaign: You're In Good Company*

### **City of Goodyear**

Goodyear, AZ



The Goodyear Economic Development Team collaborated with Highnoon, a digital marketing and advertising agency, to develop a new brand identity and advertising campaign with the goal of enhancing the city's visibility, business recruitment, and attraction of desired restaurants and retailers. In addition to rapid growth and demand for space across all industry sectors, Goodyear also sought to promote its mixed-use destination and downtown area. Through strategic advertising efforts, the campaign targeted high-end businesses to establish or expand their presence in the city.

The project successfully attracted a range of best-in-class companies, including Microsoft, Amazon, Vantage Data Centers, BJ's Restaurant & Brewery, and more, solidifying Goodyear as a destination for growth and prosperity. The new brand identity, "You're in Good Company," emphasizes the city's strengths and community spirit, positioning it as a logical, strategic location for businesses to thrive.

Launched in November 2021, the advertising campaign utilized digital media and print ads resulting in over 282,000 website page views, 4.35 million impressions, and a 32% increase in page views and unique page views. The project's successful execution, budget management, and collaboration among stakeholders ensures Goodyear's continued economic development and growth.

*Population: 200,000 - 500,000*

## | Gold |

*Give Your Business a Boost of Vitamin SC  
(Sunshine Coast) Marketing Campaign*

### **Sunshine Coast Council, Economic Development Branch**

Sunshine Coast, Queensland, Australia



The paid advertising campaign was created just after Covid hit and cities were experiencing dreadful lockdowns. The goal of the campaign was to inspire a capital city business audience to 'Give your business a boost of Vitamin SC'.

Until mid-2020, the Sunshine Coast region had been experiencing strong economic growth for a decade. Covid caused a dramatic slowdown, threatening businesses and communities with job and income losses and uncertainty.

In Australia, another phenomenon arose out of Covid: people flocked out of the cities, preferring to be in lifestyle regions like the Sunshine Coast.

The Investment Attraction unit recognized the opportunity to capitalize on the country's regional renaissance.

Specific investment attraction goals were outlined in the region's Covid Economic Resurgence Plan:

- Let investors know 'we are open for business and that we remain business responsive'.
- Escalate promotion of the Sunshine Coast International Broadband Network.
- Position the region as an innovative, entrepreneurship and digital leader.

To accomplish these goals, the campaign used a range of promotional tactics, including social media advertising, email marketing campaigns, and industry-specific publications.

# Promotional Awards

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## | Silver |

*Take Off in Colorado Springs  
#WelcomeToOurOrbit*

**Colorado Springs Chamber & EDC**  
Colorado Springs, CO



The Take Off in Colorado Springs #WelcomeToOurOrbit campaign was developed and launched to leverage the international attention of the International Space Symposium, held in Colorado Springs, CO. Attracting nearly 20,000 attendees, the Colorado Springs Chamber & EDC wanted to share the “Why Colorado Springs” story to future talent and business leaders. The campaign included visuals of astronauts enjoying iconic Colorado Springs assets, signage throughout the community, signage at Colorado Springs Airport, billboards on I-25 to capture Denver International Airport traffic, lapel pins, collateral, a website landing page with “Why Colorado Springs” data and messaging, and in-room hotel TVs with a video message.

## | Bronze |

*“Bright Minds + Big Ideas”*

**York County Economic Development**  
Fort Mill, SC



The “Bright Minds + Big Ideas” project, a collaboration between York County Economic Development and Rock Hill Economic Development Corporation, produces an annual 16-page publication to strategically market York County’s economic success. This initiative targets business executives, real estate brokers, new residents, investors, and community allies.

The project significantly furthers economic development by showcasing growth in the Charlotte Business Journal, reaching 42,000 readers, and through digital articles. It aims to attract businesses, create jobs, and expand the tax base, improving community engagement, perception, and collaboration.

Metrics from the Charlotte Business Journal campaign highlight its tangible impact, with open rates exceeding averages by 3.8 times with social media shares and engagement rates also above norms, ensuring a wide reach.

The collaboration’s synergy, in-house design, and personal testimonials set this project apart. It creatively merges print and online platforms, efficiently using a \$16,000 budget, showcasing innovation in economic development marketing.

The project’s adaptable approach can be replicated, profiling strengths, showcasing assets, and utilizing multi-platform marketing.

Overcoming challenges required redirecting content to emphasize economic strength, achieved through collaboration, clear communication, and strategic messaging.

# Promotional Awards

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*Population: Greater than 500,000*

**| Gold |**

*Leader 2 Leader*

**Economic Development  
Partnership of North Carolina**

Raleigh, NC



North Carolina's reputation as an exceptional state for business has aided tremendously in attracting and retaining new business and talent. The retention and migration of significant business leaders has been impactful in increasing job availability, boosting economic growth, and spurring outside interest in the state.

In executing the Leader 2 Leader campaign, ED-PNC selected and conducted video interviews with recognizable (or well-known) business leaders who had North Carolina connections, such as Rick Hendrick, Chairman and CEO of Hendrick Automotive and Owner of Hendrick Motorsports; Lynn Good, Chair, President, and CEO of Duke Energy; and Ward Nye, Chairman and CEO of Martin Marietta. These leaders acted as peer-to-peer ambassadors by providing their testimonies about the state business environment, discussing the contributions of the people of North Carolina and their assistance in its immense success, and sharing thoughts on building and growing a business in the state.

**| Gold |**

*Digital Campaign - AI  
with a Montréal Flavor*

**Montréal International**

Montréal, Québec, Canada



Montréal is a world leader in artificial intelligence. Close to 50 companies, including Google, Microsoft and Meta, have set up R&D centres here over the last 5 years, investing over 1 billion dollars (CAD) in the region. Montréal is home to 900 researchers who work at Mila, the world's largest academic research centre for deep learning and reinforcement learning.

Thanks to Montréal's thriving ecosystem, foreign companies can conduct advanced AI research and apply that research to various industries. There have been many success stories proving such opportunity, while promoting the ethical use of AI.

Montréal International created a video on AI to showcase all that Montréal has to offer the industry, with the aim of attracting more investment projects. The video was used in an awareness and lead generation campaign to reach potential investors with the goal of generating visibility and investor leads.

# Promotional Awards

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| Silver |

*LinkedIn Lead Generation Campaign*

**Tampa Bay Economic  
Development Council**

Tampa, FL



The Tampa Bay EDC launched a targeted lead generation campaign utilizing LinkedIn to proactively market Tampa and Hillsborough County to C-level executives of prospect companies within strategic growth areas that might be seeking new markets for expansion or relocation.

This project supports economic development in the area because it used two existing tools in new ways to raise awareness about the community to prospect companies with a goal of generating new business development projects.

## Magazine & Newsletter

*Population: 25,000 - 200,000*

| Gold |

*Grown Local Magazine*

**Washington County Department of  
Business and Economic Development**

Hagerstown, MD



The purpose of this magazine is to promote and highlight local agricultural businesses and to inform the general public of what Washington County's farms have to offer. This is the second year Grown Local has been published and it has showcased over seventeen local Washington County farms and businesses. This publication has created quite the ongoing conversation within and outside agriculture industries, which demonstrates the effectiveness of this campaign.

The Grown Local Magazine has raised awareness throughout local and regional communities about the various types of agriculture produced in Washington County such as, plants, crops, animals, and value-added products like soaps, lotions, ice cream, cheese, and deli products. By educating the community, there has been an increase in production and an interest in the sale of local foods, beverages and other such goods produced and grown in the area.

# Promotional Awards

## | Silver |

*OEV Newsletter*

### **Office of Economic Vitality**

Tallahassee, FL



The Office of Economic Vitality (OEV) Newsletter is a regular publication that provides updates, insights, and valuable information on economic development initiatives, programs, and opportunities in Tallahassee-Leon County. The newsletter serves as a comprehensive resource for businesses, entrepreneurs, community leaders, and residents—featuring articles, success stories, upcoming events, industry trends, and relevant economic data.

*Population: 200,000 - 500,000*

## | Silver |

*York County Economic Insight:  
Quarterly Newsletter Campaign*

### **York County Economic Development**

Fort Mill, SC



York County Economic Insight, a quarterly newsletter campaign, fosters economic development in York County by providing crucial insights into economic trends, workforce development, infrastructure improvements, and business growth. Designed to engage a diverse range of stakeholders, including local businesses, investors, community leaders, and government officials, the project aims to inform and empower the community.

The project's success is demonstrated through its exceptional metrics. With an average open rate of 32.6% and click-through rate of 3.4%, the newsletter consistently delivers valuable information to its audience. Notably, the Winter 2023 edition achieved an impressive open rate of 43.2%, showcasing the project's effectiveness in capturing attention and encouraging action.

York County Economic Insight stands out for its innovative approach. Leveraging technology, data analytics, and collaborations with local economic development organizations and community leaders, the project ensures the content remains relevant and impactful. Its adaptability, evident in the willingness to refine strategies based on feedback and analytics, showcases its commitment to continual improvement.

Endorsements from industry professionals and positive feedback from subscribers further validate the project's value. It's proven to attract new businesses, facilitate informed decision-making, and foster collaborative partnerships. The project's recognition and receipt of an award underscore its remarkable contribution to economic development, making it a model for other communities to emulate.

## | Bronze |

*The HIVE - Monthly Newsletter*

### **City of Virginia Beach**

Virginia Beach, VA



The HIVE - Business Resource Center Newsletter is a resource tool for the entrepreneurial ecosystem in Virginia Beach. It highlights a monthly awareness topic, offers a list of trainings and workshops with registration links, notes available small business grants and loans with applications links, lists upcoming opportunities in particular vending and contracting, shares details on a new program or initiative, showcases a Virginia Beach small business, and identifies a resource partner that can provide a service or product related to the awareness topic.

Initially, the newsletter was used to increase enrollment in the trainings, events and in the one-on-one counseling services provided at the HIVE. It has since expanded beyond Virginia Beach businesses to those across all seven cities in Hampton Roads. The HIVE has increased its client list to 800+ clients within 8 months since the newsletter initially circulated.

# Promotional Awards

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*Population: Greater than 500,000*

**| Bronze |**

*Program Newsletters*

**Pasco Economic Development Council**

Lutz, FL



**PASCO EDC**  
NORTH TAMPA BAY, FLORIDA

Pasco EDC has newsletters that are sent to specific audiences and support each program individually. Each of the newsletters has a specific target audience, including: investors, Pasco businesses, site selectors, workforce partners, Pasco County startups, and a general listing for news updates. The newsletters provide valuable information to local and national audiences.

The design and subject lines of the newsletters engage the audiences fully and ensure they are digesting the content. Overall, the newsletters have a click through rate of over 16% compared to the industry standard of 6%.

## Special Event

*Population: Less than 25,000*

**| Gold |**

*Vienna Restaurant Week*

**Town of Vienna Economic  
Development Division**

Vienna, VA



Vienna Restaurant Week (March 3-12) was an initiative designed to support and promote the local food and beverage business community in the Town of Vienna, Virginia. This project brought visibility to restaurants, niche food providers, and brewers in Vienna, offering them marketing and promotional opportunities to boost their visibility and patronage. The target audiences for Vienna Restaurant Week included individuals within the 5-10-mile radius of the community as well as food and beverage businesses in the Town. The week-long event increased foot traffic and recognition of the Town's businesses and helped to boost meals tax revenue. The event gained widespread attention through a media campaign that is estimated to have reached approximately 19 million people. The media campaign (social media, web, radio, digital media, and television) resulted in:

- 34 unique articles and mentions
- 80 radio ads with roughly 1.42 million impressions
- 3 TV segments
- 1 landing page that promoted 50 of Vienna's restaurants

The radio ads alone reached 514,445 people, while paid digital media drove the most traffic to the [explorevienna.com](http://explorevienna.com) website, resulting in a total of 41,184 visits. Overall, Vienna Restaurant Week fostered a sense of community unity and pride in the local culinary scene, attracting both residents and visitors, and enhancing the Town's reputation as a vibrant dining destination.

# Promotional Awards

Population: 25,000 - 500,000

## | Gold |

*Spring Training*

**City of Goodyear**

Goodyear, AZ



The project aimed to support economic development in Goodyear, AZ, by capitalizing on the Spring Training events at Goodyear Ballpark. The Economic Development team hosted 6 targeted events, welcoming over 120 guests for strategic outreach. Attendees engaged in conversations on the exciting opportunities Goodyear has to offer, reinforcing the conclusion their business should grow, expand, or locate in the city. The events resulted in successful lead conversions and engaged existing businesses for potential expansions.

Positive feedback from the development community demonstrated the outreach was quite effective. The project showcased innovation by creatively utilizing the ballpark suites and providing city branded, baseball-themed promotional items. Overall, the project successfully attracted developers and businesses, furthering Goodyear's economic growth and recognition.

## | Silver |

*The Simcoe Muskoka Craft Beverage Forum*

**City of Barrie**

Barrie, Ontario, Canada



The Simcoe Muskoka region is home to one of Ontario's most prominent clusters of beverage entrepreneurs. These entrepreneurs, whose companies have grown considerably over the past decade, operate at the intersection of the agri-food, manufacturing, tourism, and retail industries. The Simcoe Muskoka Craft Beverage Forum was developed by a regional group of planning partners to deliv-

er an event that would provide an opportunity for local beverage producers, economic development teams, tourism professionals, and other partners and stakeholders to network, educate, and be educated about how beverage entrepreneurs contribute to the local and provincial economy.

Through presentations, panels, and interactive sessions led by ecosystem partners and industry leaders, over 60 beverage entrepreneurs learned how they, with support from their economic development colleagues, can chart their own paths for growth moving forward at the Simcoe Muskoka Craft Beverage Forum. Key speakers from leading beverage producers shared their stories, while others focused on the zero-waste movement, supply chain challenges, ensuring product quality, diversity, equity and inclusion (DEI), and adaptations to the changing workforce.

## | Bronze |

*Business Pfirst: Diversity - Equity - Inclusion*

**Pflugerville Community Development Corporation**

Pflugerville, TC



Diversity, Equity, and Inclusion (DEI) lie at the heart of the City of Pflugerville, defining its distinct and exceptional character since inception. In this enlightening event, Pflugerville unveiled its long-term history of proactive participation in DEI and shared its visionary plans for fostering an even more inclusive future. The event underscored the pivotal role of DEI as a catalyst for economic development, nurturing communities where residents, entrepreneurs, and business owners are esteemed, secure, and uplifted. This Business PFirst Luncheon featured a keynote speaker and was followed by a panel discussion and Q&A with 140 participants. The discussion was so compelling that the speakers and the participants stayed after the event and continued discussions with one another for another 45 minutes.

# Promotional Awards

*Population: 200,000 - 500,000*

## | Gold |

*Novelis Procurement Event*

**Baldwin County Economic  
Development Alliance**

Fairhope, AL



The Novelis Procurement Event organized by the Baldwin County Economic Development Alliance (BCEDA) was a morning event that aimed to connect industry leaders who invest in the area with Novelis, the latest industry moving to Baldwin County. This event supported economic development by facilitating networking and collaboration opportunities between local industry leaders and Novelis, a company making a substantial capital investment of \$2.5 billion and creating over 1,000 new jobs. By showcasing the talent and industry readiness in the community, the event aimed to attract and secure partnerships that would further enhance economic development in Baldwin County.

## | Bronze |

*Super Bowl LVII Activations*

**City of Glendale**

Glendale, AZ



The City of Glendale's Office of Economic Development leveraged its position hosting the 2023 Super Bowl to drive positive economic impact for local businesses, generate positive brand recognition amongst national and international visitors, and create synergy amongst a growing technology sector.

First, the City created a unique experience at the Glendale Airport called "The Glendale Experience Lounge," where high-net-worth individuals were welcomed to the city with a unique experience at the FBO. Secondly, the City launched the "Locals Guide to Glendale" campaign, which used print,

video and social media during Super Bowl Week to drive new visitors to discover and experience local merchants. Over 2,000 flyers and posters were also distributed to local hotels and companies. The guide was promoted in Glendale hotel rooms and lobbies with a welcome video featuring Glendale Mayor Jerry Weiers. Finally, the City hosted its first "Advancing Esports Conference" with nearly 200 people in attendance. The event featured nationally recognized leaders in the gaming industry.

*Population: Greater than 500,000*

## | Silver |

*French-Speaking Business Forum*

**Québec International**

Québec, Canada



In July 2022, the French-speaking Business Forum held in Québec City and jointly organized by Québec International, the Centre des congrès de Québec [Québec City Convention Centre], and Québec Cité Destination Affaires, was attended by a wide range of people from the international French-speaking world including the business and industry communities, as well as organizations and associations from various backgrounds, with the main objective of developing business. The event also represented the first major activity targeting business tourism after two years of the pandemic. Against this backdrop, the French-speaking Business Forum was an essential step in taking stock and providing food for thought for future collaborations and partnerships in the international French-speaking world. Business-to-business meetings were central to the event, which also featured a wealth of presentations. To encourage discussion, the event focused on four themes: entrepreneurship, sustainable development, supply chains and digital technology.

# Promotional Awards

## | Silver |

*Education Outreach Mission to New York*

**Business Development Board  
of Palm Beach County**

West Palm Beach, FL



The Business Development Board coordinated an outreach mission trip to New York with 25 Palm Beach educational leaders. Public and private school leaders attended a two-day event where they met with executives considering a move to Palm Beach County. The project supports economic development in Palm Beach County because education is one of the top deciding factors for not only the CEOs of major companies relocating from Wall Street, but also for their entire workforce.

## | Bronze |

*'Stranger Things' Season 4 Premiere*

**City of Albuquerque Film Office**

Albuquerque, NM



This film screening/premiere of the Netflix series 'Stranger Things' Season 4 at the historic downtown Albuquerque Kimo Theater was designed to highlight the community/industry partnership required to host production of one of Netflix's highest rated series. At this premiere event the audience was given a unique and fresh experience by viewing the show on the big screen, cinema-style. Hosting a major cinematic premiere of a film project in the city where it was filmed brought pride and recognition to the community. Sharing and celebrating the end result acted as a wonderful thank you to the crews, neighborhoods, and citizens who participated. A popular series such as 'Stranger Things' brings millions of dollars to the local community. Along with the film tourism created by visiting fans, 'Stranger Things' will have a positive economic impact for years to come. The film industry

in New Mexico represents nearly \$850 million spent in FY22 alone, and its robust ecosystem is supported at both the city- and state-level, ensuring collaboration across the board.

## Innovation in Economic Development Week (EDW)

*Population: 25,000 - 200,000*

## | Gold |

*Celebrating Economic Development  
Week in Greenville-Pitt County*

**Greenville Eastern North Carolina Alliance**

Greenville, NC



Economic Development Week in Greenville-Pitt County was a 5-day celebration in partnership with the Greenville ENC Alliance and Pitt County Economic Development. Greenville ENC Alliance earned 7 media placements and saw engagement on social media increase by 400% throughout the week.

On Monday, a luncheon and panel discussion featuring experts in business, placemaking, and tourism was held. City and county leaders also shared their Economic Development Week proclamations. On Tuesday, a visit for the North Carolina Taskforce for Offshore Wind Economic Resource Strategies (NCTOWERS) to read a children's book about wind energy to second graders was coordinated. NCTOWERS then had a formal meeting in Greenville on Wednesday to discuss supply chain competitive advantage for offshore wind. On Thursday, a focus group was held for young professionals on talent attraction/retention efforts and Friday included a breakfast for HR managers to discuss workforce trends.

# Promotional Awards

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## | Silver |

*2023 Economic Development Week -  
Using Our Home Field Advantage to Grow  
Gallup and McKinley County, New Mexico*

### **Greater Gallup Economic Development Corporation**

Gallup, NM



A 10-member team consisting of Greater Gallup Economic Development Corporation (GGEDC), state and local partners delivered a robust week of activities, panels, and seminars highlighting economic achievements throughout the community. Daily presentations, discussions, economic development-related social media blasts, and newspaper columns addressed topics including how to start a business, create more housing, develop and train the workforce, build the tourism/outdoor recreation industry, and promote entrepreneurship in the creative economy.

Target audiences for these activities included the business community, workforce developers, local students, creative professionals, and government officials. Attendees were provided with resources, workforce development strategies, and information on incentive programs. The University of New Mexico-Gallup (UNM-G) and the local school district held a job fair with 50+ companies attended by 200 job seekers.

Live presentations and discussions generated interest among local businesses and entrepreneurs by highlighting ongoing local economic development initiatives and impacts, such as New Mexico Economic Development Department's (EDD) support to economic-base employers. Employers and job seekers learned about valuable training resources and opportunities. These events also facilitated newly recruited business leaders in meeting with New Mexico Department of Workforce Solutions, EDD, and UNM-G representatives, reinforcing their decision to locate companies here.

Presenting the long-term economic outlook for Gallup and McKinley County, Patricia Lundstrom, State Representative and GGEDC Executive Director, underscored the need for economic-base wages to promote developing more housing and a more vibrant retail sector.

## | Bronze |

*Innovation in Economic  
Development Week (EDW)*

### **City of Eagle Pass**

Eagle Pass, TX



During Economic Development Week, the City of Eagle Pass got to interact with partners and educate citizens on the current incentive programs it offers. The community was able to participate in events during the week, which fostered working relationships and networking opportunities.

# Promotional Awards

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Population: 200,000 - 500,000

| Silver |

*Innovation in Economic  
Development Week (EDW)*

**Laredo Economic  
Development Corporation**

Laredo, TX



The LEDC hosted daily events to celebrate Economic Development Week (EDW) during the month of May. The week started with a proclamation at the City of Laredo's Council Chambers, followed by a "State of Transportation and Infrastructure" presentation at Laredo College. Members and stakeholders were informed about community projects by TXDOT and the Regional Mobility Authority. In addition, the Entrepreneur and Small Business Forum took place at the MileOne - International Business Development Center, where awards were given to the Male Entrepreneur, Female Entrepreneur, and Startup of the Year. PeopleFund and SBA representatives participated in the forum by presenting to the small business community about access to capital. The Membership Spring Mixer was hosted in collaboration with the City of Laredo's Economic Development Department to highlight the community's current economic growth. The LEDC closed EDW by promoting and recognizing downtown businesses through a "Shop Local Initiative." Small and corporate business leaders who have made significant contributions towards the economic development of Laredo and Webb County, as well as members and community stakeholders, were invited to attend the EDW events.

| Silver |

*Clayton the Great: Industrial Block Party*  
**Clayton County Board of Commissioners**

Jonesboro, GA



Office of Economic Development

Clayton County Office of Economic Development kicked-off Economic Development Week by hosting an Industrial Block Party. The party was a celebration of all the major components of economic development including redevelopment, business attraction, and business retention.

This Industrial Block Party was the first of its kind in the community and was held at Gillem Logistics Center in Forest Park, Georgia. The goal of this event was to inform the public about the story of Gillem Logistics Center, celebrate the companies who are currently operating in Gillem, attract new investment to Gillem Logistics Center, and demonstrate the economic impact.

# Promotional Awards

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*Population: Greater than 500,000*

## | Gold |

*Economic Development Week  
Social Media Campaign*

**Pasco Economic Development Council**

Lutz, FL



**PASCO EDC**  
NORTH TAMPA BAY, FLORIDA

Pasco EDC participated in this year's Economic Development Week through a social media campaign on Facebook, LinkedIn, and Twitter. During the week, there were more frequent posts to highlight #EconDevWeek, which led to an increase in social media activity. The campaign introduced Pasco EDC team members with fun facts, and then different Pasco EDC programs were highlighted each day. This campaign was tied into standard social media postings like #WorkforceWednesday and #TradeTuesday as well. Pasco EDC reached over 15,000 people during this campaign organically with only 13 total posts throughout the week.

## | Silver |

*Decide DeKalb Economic  
Development Week*

**Decide DeKalb Development Authority**

Decatur, GA



Decide DeKalb Development Authority hosted a series of events for Economic Development Week to showcase how ongoing efforts to spur economic growth, equity, well-being, and quality of life across the county are "Making Business Easier in DeKalb."

The events during the week of May 8-12, 2023, were created to highlight programs and resources for businesses of all sizes as well as people seeking opportunities in DeKalb. Decide DeKalb's vision is to create prosperous communities with opportunities for all which aligns with Decide DeKalb's hyper

focus on helping to create and expand high-quality jobs and direct investment in the county.

The first ever proclamation for Economic Development Week was given by the DeKalb County Board of Commissioners. Over 50 city partners, local business owners, and friends of Decide DeKalb attended the kick-off event. Other events during the week included a media-only event with President Dorian DeBarr entitled, "Donuts with Dorian", a business workshop in collaboration with the Better Business Bureau, as well as a Business of Entertainment panel discussion to address the county's booming film industry.

The events drew in more than 2K people and drove significant awareness in print, television, and social media.

## | Bronze |

*Economic Development Week in Hamilton*

**City of Hamilton**

Hamilton, Ontario, Canada



This past Economic Development Week, the City of Hamilton's Economic Development Office engaged in a social media campaign through its official Twitter and LinkedIn accounts from May 8 to May 14, 2023.

The campaign comprised 41 social media posts, which communicated the department's mission and services, highlighted its industry sectors and their successes, announced recent large-scale investments, and championed key partnerships.

Overall, the campaign supported economic development in Hamilton by educating the local community on what the office does and how it contributes to the community's overall prosperity while demonstrating value to prospective investors.

# Internet & New Media Awards

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## General Purpose Website

Population: Less than 25,000

| Bronze |

Explore Vienna VA Website

**Town of Vienna Economic  
Development Division**

Vienna, VA



ExploreViennaVA.com is the Town of Vienna’s premiere marketing resource for businesses—providing vital information to stakeholders—helping them to locate, grow, and expand in the area. The website showcases the community as a true destination for businesses, workers, and visitors in Fairfax County.

The website was launched in March 2023. Since then, the site has seen over 34,000 users—mostly through exciting social media campaigns that have promoted signature events such as Vienna Restaurant Week and the 2023 Ignite Small Business Webinar Series. In addition, a business directory has been added to the site as a feature for small businesses. In this directory, businesses can also update their listing and add promotions and job descriptions.

The pages for the business directory and signature events continue to be in the top five most viewed on the website. The platform’s user-friendly design, featuring clear and concise tab headings, ensures optimal accessibility, enabling users to navigate with ease and locate the desired information promptly. Furthermore, the interactive blog section allows for the creation of captivating narratives, highlighting the businesses and the dedicated business owners who lead them.

Population: 25,000 - 200,000

| Silver |

Choose Chester Website

**Chester County Economic Development**

Richburg, SC



Chester County Economic Development (CCED) launched its new website in Spring 2023 as the centerpiece of its “Choose Chester” rebrand.

The Choose Chester website was created as the CCED’s go-to source for actionable insight on why and how to select a site in the area for industrial investment. The website provides an easy way to find key information about the community’s offerings – such as GIS-powered information about existing buildings and shovel-ready sites – and easy access to the stakeholders who can help make deals happen.

The website uses appealing design and seamless functionality to guide users through a wide variety of essential information from available land to workforce demographics to lifestyle information and the wide array of recreational opportunities.

# Internet & New Media Awards

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## | Bronze |

*Lawton-Fort Sill Economic  
Development Corporation Website*

**Lawton-Fort Sill Economic  
Development Corporation**

Lawton, OK



The purpose of the new LEDC website is to provide factual site and community information displayed in an intuitive manner for economic development professionals. The target audience for the project was primarily site selectors and companies looking for a new location and therefore headings were tailored in terms they would be searching for. An added bonus is that everything LEDC offers to new companies is available to existing companies, which expands the target audience.

Project leads have increased since the new website was completed. Historically, fiscal year leads/proposals were 27 in 2018-2019; 33 in 2019-2020; 38 in 2020-2021. In the 2021-2022 year, leads/proposals jumped to 75, almost doubling. Many told us they viewed the new website prior to contacting LEDC staff.

## | Bronze |

*Website*

**City of Southlake**

Southlake, TX



The Select Southlake website supports economic development activities in the City of Southlake, Texas, by serving as a tool and a resource for business attraction, retention, and expansion. The website's effortless navigation makes it easy to find any information a company might need to solidify the decision to "Select Southlake" for their business location. Existing businesses and other visitors can access a community calendar of events and New Biz List, which supports local Southlake businesses through online marketing. From the homepage, visitors experience the beauty of the city through the banner video. The "Why Southlake" page provides demographic data and information on high-quality education and health care in the community. Businesses can also explore available properties utilizing the Property Search tool and complete market research with the Southlake Business Database. Companies also have the opportunity to request a business visit, volunteer, and/or ask a question through the website, making the Economic Development team easily accessible in all capacities.

# Internet & New Media Awards

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| Bronze |

*DevelopAbilene Website*

**Development Corporation of Abilene**

Abilene, TX



The website was one of the first marketing initiatives the DCOA activated after undergoing a year-long strategic planning process. Through an extensive audit of the website and current marketing assets, the DCOA developed a plan with strategic relationships to ensure the website's messaging and resources were tailored to the needs of the intended target audience. The DCOA understood the website was a critical tool in driving effective economic development attraction and business retention and expansion, and that this tool served as a conduit for many expansion projects.

The dynamic and highly interactive website was launched in the first quarter of 2022 and has undergone extensive revisions starting in June 2022. It was nearly a yearlong process to ensure that Abilene was showcased as the premier location for business expansion through a custom-built website with innovative copy and strong creative assets.

*Population: 200,000 - 500,000*

| Gold |

*BE NKY Growth Partnership Website*

**BE NKY Growth Partnership**

Fort Mitchell, KY



In late 2022, BE NKY re-launched its website, and later re-launched again in early 2023, when the company underwent a name change and re-branding.

This new website provides clients, businesses, site selectors, and community members with the most up-to-date information about the Northern Kentucky region. It includes information about regional and city rankings, transportation infrastructure, utilities support, tax incentives, opportunity zone programs, and much more.

BE NKY has identified four integral target industry clusters and 13 subclusters important for a balanced economic development agenda in the region. These clusters and subclusters are featured prominently on the new website, each with their own page with industry information, statistics, education opportunities, and Northern Kentucky companies based in that industry.

BE NKY is seeing a more targeted audience visiting the website and an increase of 55% in page views when comparing Q1 of 2023 to Q1 of 2022 due to seasonality.

# Internet & New Media Awards

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| Silver |

*Richmond Real Website*

**City of Richmond**

Richmond, VA



The new Richmond Economic Development website ([www.richmondeda.com](http://www.richmondeda.com)) encourages business investment, job creation, and strategic redevelopment in the City of Richmond, Virginia, by creating an economic development marketing hub for City efforts.

The Greater Richmond Region and the Commonwealth of Virginia have robust and excellent online marketing strategies. However, as identified in Richmond's 2022 Strategic Plan for Equitable Economic Development (SPEED), the City needed a modern, up-to-date economic development website to communicate the unique advantages of locating within the City. Further, the plan identified the inherent weakness of having two separate local economic development websites managed by two distinct, but connected groups - the City of Richmond Department of Economic Development (DED) and the Economic Development Authority of Richmond, Virginia (EDA).

The new site fills this important marketing gap and unites the two organizations under a single external facing marketing brand - "Richmond Economic Development."

*Population: Greater than 500,000*

| Silver |

*Website Redesign*

**Greater Richmond Partnership**

Richmond, VA



Greater Richmond Partnership (GRP)'s goal in re-launching its website was to revamp, modernize and simplify the design while maintaining the website's breadth of knowledge. Desired outcomes included an increase in session duration and pages per session. GRP's website has three target audiences: corporate executives, site selection consultants and investors. This project was measured in Google Analytics through key performance indicators like the number of sessions and pages per session plus average session duration, engaged sessions per user, average engagement time per session, and conversion rates.

Upon launch, the website witnessed a boost in both sessions and pages per session: June 2022 saw 8,052 sessions (vs 4,667 in July '21) and 1.77 pages per session (vs 1.73). Prior to the relaunch, average sessions July 2021 - Feb. 2022 saw 5,134 sessions. However, average sessions between July 2022 - Feb. 2023 found 6,552 sessions, an increase of more than 1,400 per month, which translates to a 27.6 percent boost. However, the biggest KPI since relaunching is the addition of 227 generated leads.

The project is effective in furthering economic development in the region as it has been a tool in swaying major corporate decisions from companies like The LEGO Group and CoStar Group.

# Internet & New Media Awards

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| Silver |

*Ann Arbor SPARK 2022 Website Update*

**Ann Arbor SPARK**

Ann Arbor, MI



In September 2022, SPARK launched its new website, thoughtfully designed to enhance user experiences and — by extension — make a positive and lasting first impression. The redesigned site incorporated several enhancements, including improved navigation, new search functionality, and more search-optimized content.

As a result of this project, the new website's organic search traffic dramatically outperformed standard SEO trends for new sites post-launch. The thoughtful and intentional updates succeeded in growing Ann Arbor SPARK's organic traffic by 26 percent in the first month after launch. In comparison, SEO experts report that it can usually take 6 -12 months for website traffic from organic search to improve. After 8 months, organic search traffic is up more than 40 percent. Furthermore, once those users arrive at the site, they are spending an average of 38 percent more time there.

As a result, insightful blogs and resourceful pages are informing the target audiences and growing SPARK's impact. A great example of that impact is this feedback from a representative with a Belgium-based company who met with with an Ann Arbor SPARK team member, "You have a great website by the way. It really sold this meeting for us before we had it."

| Bronze |

*Website*

**REACH**

San Luis Obispo, CA



Ideas + Action for a Thriving Central Coast

Though well-known as a tourist destination, the Central Coast had never really promoted the breadth of business assets and opportunities across its 15 cities and two counties. As a regional economic development coalition founded in 2019, REACH decided to put out the digital welcome mat in a fresh and engaging way. Over the past year, the REACH website was overhauled to raise awareness of California's Central Coast as a place where business and innovation thrive - messaging was sharpened, extensive new content incorporated, and tools to inform investment and location decisions were added.

The effort has yielded great results so far: a 73% increase in average monthly visitors over the previous fiscal year, an uptick in contacts coming through the website, and widespread excitement from community partners and stakeholders, who have championed the site at public events and wrapped it into their own individual economic development strategies.

# Internet & New Media Awards

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## Special Purpose Website

Population: 25,000 - 200,000

| Gold |

*C-Valley: A Clean Carbon Initiative in Wyoming*

**Violet PR**

Montclair, NJ



Campbell County and Gillette, Wyoming, home to the largest and most productive coal region in the United States — with 165 billion tons of recoverable coal — recognized the need to adapt to the evolving energy industry’s sustainability goals. The region aimed to transform into a hub for clean energy by attracting companies interested in testing alternative uses for coal and driving economic growth.

Violet PR was hired to create a brand and website to help Campbell County and Gillette - as well as the Energy Capital Economic Development organization - achieve these objectives. The C-Valley campaign, anchored by the website, drew 146 pieces of media coverage, with 90M estimated views of the coverage, based on audience reach and engagement rate. On social media, the provided articles were viewed or shared 207,000 times.

| Silver |

*Grow ENC: Regional Marketing Collaboration*

**Greenville Eastern North Carolina Alliance**

Greenville, NC



As a public-private partnership, the Greenville Eastern North Carolina (ENC) Alliance works to strengthen economic progress by bringing new capital investment and new, well-paying jobs to the community. While the organization serves the Greenville - Pitt County area, it did identify the need to strengthen its regional marketing efforts.

To do so, it partnered with neighbors in a 10-county area to develop the “Grow ENC” marketing initiative. This collaborative effort included Beaufort, Craven, Carteret, Greene, Jones, Lenoir, Pamlico, Onslow, Pitt, and Wayne counties. The project was funded by the State of North Carolina through a \$50,000 grant proposed by local legislators over a two-year period.

The initiative’s website content includes overviews of the entire region, sites and buildings, overviews of target industries, educational opportunities, workforce and talent pipelines, quality of life in the region, taxes and incentives, and demographics. The hope is that this information will attract industry and business to eastern North Carolina, which will grow and strengthen the entire region.

# Internet & New Media Awards

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| Bronze |

*WorkinFirelands*

**Firelands Forward**

Sandusky, OH



The overall objective of the WorkinFirelands tool is to build and maintain a robust and self-actualized workforce. It helps do this in several ways. First, WorkinFirelands is a critical component of a larger workforce system built, in partnership with Business Advisory Councils and the Northpoint Education Service System, called the Career Exploration Pipeline. This pipeline starts with assessing students' aptitudes and interests, and then exposes them to industries and career opportunities that align with those attributes. WorkinFirelands helps streamline this exposure by capturing participation in events such as student bootcamps and at an annual workforce fair. Students can create resumes with the tool's resume builder, search for, and then apply to internship and job opportunities. Second, the tool helps job seekers overcome employment barriers by searching for opportunities where employers offer traditional and nontraditional benefits. As Firelands Forward continues to help build foundational workforce needs, such as transportation, housing, and childcare, this tool will help businesses who offer these nontraditional benefits gain a competitive advantage over those that do not.

| Bronze |

*East Metro Center Industrial Park Microsite*

**Rankin First Economic  
Development Authority**

Brandon, MS



**RANKIN  
FIRST**  
Economic Development Authority

Rankin First Economic Development Authority created a microsite dedicated to marketing the economic advantages of the East Metro Center (EMC) Industrial Park. This dedicated marketing platform is a tool utilized both in person and virtually when pitching to prospective companies and site location consultants about a new location in the Southeast. Time is limited and because most key project drivers are already pre-determined, the relevant site information, labor/workforce, industry demographic information, as well as case studies and industry profiles are readily available to discuss, rather than piecing together large presentations and flipping through slides.

The EMC Industrial Park microsite provides site location consultants and business decision makers with a one-stop overview of the property, community, state and utility advantages and assets. Unlike a typical website, this microsite has one customer, businesses interested in expanding into a new location. All the information is tailored towards how the EMC Industrial Park has removed barriers to increase speed to market and even hosts a number of case studies, highlighting success stories, workforce and untapped talent in the region. The site also features a detailed overview of the EMC Industrial Park, with current and future utility capacity.

# Internet & New Media Awards

*Population: 200,000 - 500,000*

**| Gold |**

*HostinVaughan Microsite*

**City of Vaughan**

Vaughan, Ontario, Canada



The [hostinvaughan.ca](http://hostinvaughan.ca) microsite was developed by Tourism Vaughan, the City of Vaughan's destination marketing organization, which targets planners in the meetings, events, conferences and sports sector. The site includes event venue and supplier listings as well as information on the City's hosting services. The purpose of the project was to equip planners with information and reasons to select Vaughan as their event destination, and in turn, drive overnight stays. There are multiple direct, indirect, and induced impacts that occur when Vaughan is chosen as an event destination.

**| Silver |**

*Northern Kentucky Atlas*

**BE NKY Growth Partnership**

Fort Mitchell, KY



The Northern Kentucky Atlas was developed by BE NKY Growth Partnership in collaboration with Chicago-based analytics company, Metopio. The Atlas is an online data visualization tool intended to make data free and easily accessible to stakeholders in the community with the goal of providing information and insights to focus community development efforts. This interactive website features close to 200 unique data variables for Boone, Kenton, and Campbell counties, the majority of which are sourced from publicly available Federal datasets. Topics include demographics, quality of

life, economics, housing, infrastructure, education, health, and workforce. These topics can be visualized using the mapping interface at various geographies. Existing functionality in the tool also allows users to graph the data to assess change over time, compare across places, and explore possible relationships between variables. BE NKY is utilizing this data to focus on four main areas: population/labor force growth, early childhood development/third grade reading, housing affordability, and access to transportation.

*Population: Greater than 500,000*

**| Gold |**

*WONDERFL*

**Florida Power & Light Company**

Juno Beach, FL



The "WONDERFL" campaign, centered around [WONDERFL.com](http://WONDERFL.com) and including eight regional websites, is a first-of-its-kind campaign to promote the state of Florida as an ideal location to live, work and play. It features statewide and regional websites promoting the unique work/life balance, employment opportunities and quality of life found in Florida. All funding for the statewide and regional sites is provided by Florida Power & Light Company.

Each regional site is produced with guidance from leaders of those respective regions. The regional teams review and approve content, iconography, images and colorways for their sites. Each regional site includes specific information about local communities, culture, dining, housing, schools and more.

The statewide site serves as a funnel to direct new transplants, potential boomerangs and remote workers to regional WONDERFL sites. The statewide site includes a cost of living calculator, an interactive regional map, information on housing, education, and employers, as well as information for entrepreneurs and veterans.

# Internet & New Media Awards

## | Gold |

*Louisiana Entertainment Website*  
**Louisiana Economic Development**  
Baton Rouge, LA



LouisianaEntertainment.gov has been designed to make essential information easier to find and to create a user experience that embodies the diversity and dynamism of the industry itself. Visitors to the homepage are immediately immersed in the show and the business: video clips of made-in-Louisiana productions lead to an overview of the industry's economic impact, the latest industry news and information about how to get involved in the entertainment business if you are not already. The site provides a wealth of information about this booming sector and the industry-leading incentives program that supports it. The site opens the door to a multitude of employment and development opportunities for businesses, industries, residents, students, training facilities, and educational institutions. The result is an economic development website that is dynamic, fluid and has something for every stakeholder.

## | Silver |

*Comprehensive Economic  
Development Strategy (CEDs)  
Implementation Dashboard*  
**Greater Portland**  
Portland, OR



The Greater Portland Comprehensive Economic Development Strategy (CEDs) was developed to engage community leaders, leverage the involvement of private-sector partners, and establish a blueprint for regional collaboration.

The CEDs is a strategy document, updated every

five years, that charts a course for the region's future. It allows hundreds of partners throughout the region to align around shared priorities. This alignment positions the region to leverage investment from local and federal governments.

In order to track the progress of the actions identified in the CEDs, Greater Portland worked to develop an interactive web-based dashboard. The completed website displays an aggregated summary of strategy implementation. Users are able to view and filter objectives, actions, and their status along with priority outcomes, recommended metrics, and partnering organizations.

## | Silver |

*Verified Industrial Properties - VIPbyDRP*  
**Detroit Regional Partnership**  
Detroit, MI



The Verified Industrial Properties program, VIPbyDRP, simplifies site selection in the Detroit Region through a dedicated, searchable website featuring vetted industrial sites of 10+ acres, zoned industrial, in various evaluation stages. A team of civil and environmental engineers assess site conditions for future development. This progressive evaluation process segments properties in to 3 stages: Desktop Diligence, Conceptual Site Planning, and Physical Site Studies. These detailed assessments, vetted by third-party engineers, create transparency, and save time for users.

The program also provides interactive property maps, drive time maps, workforce profiles, demographic and business data, and drone imagery, reducing speed to market timelines. Once due diligence is complete, sites are actively marketed for development, benefiting site owners, municipalities, and partner counties. The program provides essential details for location decisions, benefiting site selectors, companies, and potential investors, boosting the region's economic growth.

# Internet & New Media Awards

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| Bronze |

*Develop Jeffco Asset Mapping Site*

**Jeffco EDC**

Golden, CO



The mapping tool started with the often heard comment - “we are out of land to develop on.” The statement had been heard so much it was taken as truth, but also in an almost dismissive way when talking with community leaders. It was evident a tool was needed to measure and visualize the reality of development opportunities in Jefferson County. The result was the Develop Jeffco Asset Mapping Site that not only aggregates all city and county zoning into one place, but adds layers for development zoned land; vacant lots but not zoned; in addition to many other useful layers for developers, policy makers, engineers, and more.

| Bronze |

*Memphis Moves*

**Greater Memphis Chamber**

Memphis, TN



**GREATER MEMPHIS CHAMBER**

Memphis Moves is a virtual platform providing information on economic development in Memphis. The website aims to support economic growth and development by promoting the competitive advantages of the Greater Memphis region. It showcases the key sectors that contribute to the economic vitality of Memphis and provides details on available sites for development, allowing businesses to explore potential locations for their ventures. Furthermore, the website presents population and talent demographics, offering insights into the workforce composition and skills available in the region. In addition to these practical resources, Memphis Moves incorporates dynamic imagery that captures the essence and spirit of Memphis. The bold and diverse colors and graphics used on the website showcase the region’s unique characteristics and differentiators. This portrayal helps create a strong brand identity for Memphis, attracting attention and generating interest from businesses, investors, and individuals considering relocation or investment opportunities.

# Internet & New Media Awards

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## Digital Media

Population: 25,000 - 200,000

| Gold |

*Hiring in Hanover App*

**Hanover County Economic Development**

Mechanicsville, VA



As businesses pivoted to adjust to new working conditions created by the pandemic, the Hanover County Economic Development's outreach efforts quickly uncovered the need for a local job board to assist local businesses and job seekers.

Hanover County Economic Development created the Hiring in Hanover App in July 2020 using the Glide platform to satisfy the numerous requests from Hanover-based businesses. Anyone can access the app from any device - mobile, tablet, or desktop, and the app can be shared as a simple web link or QR code.

There are two target audiences - employers and job seekers. The app is a free tool that Hanover County can use to engage businesses and broadcast their career information. Job seekers have a free and easy way to access information regarding potential employment in Hanover County by company name, industry, and/or job title.

The app has been well received by the business community, and the businesses are appreciative of the efforts and social media exposure of their employment needs. Hanover County will continue to explore more options for app enhancements and broader marketing opportunities. Since its inception in July 2020, the app has received more than 5,900 views.

| Gold |

*Business Expansion and Startup Guide*

**Erie County Economic Development Corporation**

Sandusky, OH



The Business Expansion and Startup Guide is a comprehensive, step-by-step document that walks a business owner through starting or expanding their business. Due to the variability in the process across municipalities it can be challenging for a business owner to know who they need to speak to, what information is needed and when, and how long the process will take. The Business Expansion and Startup Guide was developed to answer these questions.

Additionally, the guide was customized to direct business owners towards relevant information depending on their stage of development. As businesses look to locate in different municipalities across Erie County, there are individual guides that contain all the necessary information and steps required by each municipality.

There has already been large use of the Business Expansion and Startup Guide to assist both current and future business owners in Erie County. Since its publication the guide has been utilized over 300 times.

# Internet & New Media Awards

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## | Silver |

*DevelopAbilene Social Media*  
**Development Corporation of Abilene**  
Abilene, TX



Social media has paved the way to reach audiences quickly and effectively. Revamping the DCOA's social media presence was one of the first marketing initiatives the DCOA activated in late 2021 to reflect the high performance of the DCOA's efforts.

Through an extensive audit of the DCOA's current social media presence and marketing assets, the DCOA developed an innovative and strategic social media strategy tailored to promoting Abilene's successes with local stakeholders. Activating this social media strategy has increased brand recognition for the community as the DCOA continues to engage with stakeholders on LinkedIn, Instagram, and Facebook.

## | Bronze |

*Shop Local: The Faces Behind Our Locally-Owned Small Businesses*  
**City of Goodyear**  
Goodyear, AZ



The "Goodyear's Got Gifts" holiday shopping campaign is designed to promote economic development in Goodyear, AZ, by supporting locally owned small business retailers during the holiday season. Targeted at residents of Goodyear and the surrounding communities, the campaign highlighted the individuals behind the city's small businesses, maintaining the close-knit, small-town ambiance amid phenomenal growth. Running for five weeks from November 26 to December 24, 2022, the campaign achieved impressive results, garnering a 65.4% open rate and an 11.2% click rate for its e-blast, over 20,000 social media impressions, and more than 700 social media engagements. Additionally, the campaign generated over 500 page views on target landing pages showcasing featured businesses.

By featuring photos of retail business owners in their shops, the posts connected the community with the faces behind locally owned businesses, fostering a personal touch and encouraging residents to shop local. The success of the campaign has led to plans for future themed posts featuring more local business owners throughout 2023. The Economic Development team continues to support local retailers through ongoing social media posts, e-blasts, videos, and blog stories, demonstrating Goodyear's commitment to supporting small businesses year-round and furthering economic growth in the city.

# Internet & New Media Awards

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## | Bronze |

*Visit Burbank Influencer Campaign*

### **City of Burbank**

Burbank, CA



The Visit Burbank Influencer Campaign began in 2018, operating along the traditional lines of hiring content creators to tell the Burbank story and reach new audiences. Campaign goals were to heighten Burbank's visibility on social media, increase follower counts, create more robust Visit Burbank owned-media channels, and brand Burbank as the "Media Capital of the World". In a typical pre-pandemic year, Visit Burbank used six influencers costing a total of \$30,000 annually. With the arrival of the pandemic, influencer activity ceased, and Visit Burbank's marketing budget was slashed by more than 50%.

These impacts forced a reappraisal of the role played by influencers, their deliverables, and their messaging. Societal changes brought about by the pandemic allowed for the emergence of three market trends that Visit Burbank identified:

- Third-Party Collaborations beginning in November 2021;
- A Multi-Year Campaign beginning in January 2022; and
- A No Cost Campaign beginning in April 2022.

Burbank influencer visits have been positively impacted by these new trends, and simultaneously, influencer projects have mirrored Burbank Economic Development's pandemic recovery goals of mitigation, response, and recovery by showcasing Burbank airlines, attractions, restaurants, and commercial neighborhoods that are once again open for business.

*Population: 200,000 - 500,000*

## | Gold |

*Living in Halifax Talent  
Attraction & Retention Toolkit*

### **Halifax Partnership**

Halifax, Nova Scotia, Canada



In 2020, Halifax Partnership developed a Living in Halifax (LIH) Toolkit to establish a shared and consistent talent attraction narrative, brand, and suite of customizable marketing materials that best showcase Halifax's unique lifestyle advantages and attractive career opportunities.

The Toolkit has become a valuable, ready-to-use resource for local businesses of all sizes, governments, and post-secondary institutions as part of their talent attraction efforts. Also used as a research tool by individuals considering a move to the city, it helps drive population growth.

In March 2022, the Partnership used the LIH assets in a digital campaign aimed at increasing awareness of Halifax tech careers among mid- to senior-level talent in nine Canadian tech centres. The campaign garnered 1.77 million impressions and 2,326 clicks to the LIH "Opportunities" page on the Partnership's website featuring Partnership Investors offering tech jobs.

Over 13,722 unique pageviews of the LIH section of the Partnership's website were received from March 1, 2022–April 30, 2023; top users are from India, the United States, and the UK, which are among the top 10 source countries for immigrants to Halifax.

This Toolkit is used by public, private, post-secondary, and community partners to promote a common Halifax narrative and brand image to global talent which is contributing to population and labor force growth, and business success.

# Internet & New Media Awards

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## | Silver |

*Halifax Index 2020 - 2022*

### **Halifax Partnership**

Halifax, Nova Scotia, Canada



Since 2012, the Halifax Index has been the city's economic scorecard and key planning resource for government, industry, post-secondary institutions, and community. In 2020, the Partnership transitioned from producing a 60+ page printed report to developing a digital Index on the Partnership's website.

The Index's primary audience is 14,000 small to medium businesses and over 300 large businesses in Halifax. Secondary audiences include municipal, provincial, and federal policymakers and planners, Halifax residents, global business and talent considering Halifax, and the media.

The digital Index makes Halifax's economic performance information more accessible to its target audiences. Over three years, the Partnership has:

- Increased users by 413% and have 5x greater reach.
- Significantly increased the depth and breadth of the content, enabled by going digital.
- Reduced its carbon footprint (eliminated use of 135K sheets of paper).
- Saved nearly \$10,000 (CAD) annually.

Trusted by business, government, and community leaders as a non-partisan, factual assessment of Halifax's economy, the Index furthers economic development in the community by identifying issues and opportunities to sustainably grow the city. It tracks residents' well-being and is an essential resource for business and talent attraction and retention, all of which contribute to population, labor force, and GDP growth - Halifax's five-year economic strategy goals.

## | Bronze |

*Waze #WorkLocalStLucie Campaign*

### **Economic Development Council of St. Lucie County**

Port St. Lucie, FL



The Waze campaign supports the EDC's #WorkLocalStLucie initiative; 61% of the workforce commutes outside the county. The EDC has been very successful in attracting employers and there was a need to bring residents back home to fill new positions. This campaign reached commuters where they spend their time - on the road to/from work. The campaign's goal was to reach as many commuters as possible via Waze, a cellphone navigational app, to let them know that good jobs were available locally and to promote a link as well as a hashtag for the EDC's website employment pages. Ads were displayed in the app only after users crossed a geofenced line during commute hours. Roughly 145,000 impressions with a 35,000 unique reach delivered ads to the target audience affordably and effectively. The three-month campaign cost under \$2,700. The only other option to reach commuters was with billboards, mostly unavailable and expensive (\$5,000-\$11,000/month). The campaign's uniqueness (it was the first of its kind) also resulted in 3 minutes of regional television news coverage.

# Internet & New Media Awards

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## | Bronze |

*Business Resources Guide*

### **City of Chula Vista**

Chula Vista, CA



A comprehensive guide of resources available for businesses looking to locate or expand in Chula Vista.

*Population: Greater than 500,000*

## | Gold |

*Uncommon Thinkers Welcome*

### **Greater Seattle Partners**

Seattle, WA



If you're looking for a common place, Greater Seattle isn't it. Uncommon Thinkers Welcome is a new brand position that has enjoyed widespread adoption in a community notorious for not accepting labels or being defined, as well as amongst regional economic developers that have historically worked in silos and even competed against one another. It has been embraced and supported by some of the world's most recognized brands such as Amazon, Boeing, and Microsoft, and the associated creative assets have been widely amplified on social media with an incredible amount of positive feedback from the larger community. It helps many smaller communities and economic development partners with limited staff and resources be a part of a larger effort to market the region and compete for new business and talent. The launch of Uncommon Thinkers Welcome included a new logo, video featuring 22 participating companies and partners, website landing page, and a social media strategy that generated widespread adoption, amplification and a strong ROI.

## | Silver |

*Workforce Wednesday*

*Social Media Campaign*

### **Pasco Economic Development Council**

Lutz, FL



**PASCO EDC**  
NORTH TAMPA BAY, FLORIDA

Pasco EDC's workforceCONNECT program helps connect employers to the local workforce and obtain relevant data on the community. The "#WorkforceWednesday" social media campaign was created in November 2021 to share insights on the workforceCONNECT program with the community. Every Wednesday, a new post is shared across Pasco EDC social media channels and it details what the workforceCONNECT team is doing or covers data relevant to local employers and partners.

There has been a significant increase in engagements since this campaign began in November 2021, tripling in the first year. Also, as part of this campaign, a video testimonial series "#CONNECTtoYourFuture" was developed to highlight local companies' current employees and show high school students what jobs are available in the area.

# Internet & New Media Awards

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| Silver |

*#CApitalMomentum Campaign*  
**Greater Sacramento Economic Council**  
Sacramento, CA



**GREATER SACRAMENTO**  
ECONOMIC COUNCIL

GSEC launched its #CApitalMomentum campaign in spring 2022, showcasing data, developments and industry innovation driving economic momentum in Greater Sacramento, California (CA)'s capital (CApital) region. The team shared campaign content across owned and paid channels, both digital and print, resulting in 725,000+ impressions, 281,000+ video views, 7,800+ pageviews, 150+ media placements and nearly 200 white paper downloads over seven months. Themes from the campaign were also featured in Area Development's Innovation Corridors publication in December 2022.

| Silver |

*FastStart Virtual Reality Workforce Training*  
**Louisiana Economic Development**  
Baton Rouge, LA



Developers and designers with FastStart, Louisiana Economic Development (LED)'s workforce training program, have created a series of virtual reality training programs for companies around the state, most notably for ExxonMobil Baton Rouge. The petrochemical giant came to FastStart to help build the digital modules to train its workforce on the technical processes at its newly expanded polyolefins plant.

The LED FastStart team not only helps recruit individuals to operate that equipment, they also conduct virtual training that provides a safe and efficient way to give new hires hands-on experience. By going virtual with their training, companies don't need to worry about shutting down operations and delaying the workflow. That's extremely valuable to every company's bottom line. ExxonMobil's Baton Rouge Refinery is a prime example of how virtual training maintains operations while providing a safe environment for its employees to master complex tasks.

| Bronze |

*Off the Clock*  
**Workforce Solutions Borderplex**  
El Paso, TX



Off the Clock is an edutainment TV show intended to promote the organization's programs, services and success stories with comedy and newscast storytelling.

# Program Awards

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## Multi-Year Economic Development

*Population: Less than 25,000*

**| Bronze |**

*Northgate Mall Redevelopment*

**Tullahoma Area Economic  
Development Corporation**

Tullahoma, TN



In 2015, the main retail mall corridor, Northgate Mall, was mostly empty. By 2019, the mall welcomed Publix, the only one to open in the state of Tennessee. Continued openings with major national brands followed, and the mall is now 100% leased after a \$17 million dollar redevelopment, reclaiming Northgate Mall as the retail hub in the region. The outcome of this partnership with Brookside Properties was the result of the Tullahoma Area Economic Development Corporation issuing a Tax Increment Finance plan. Since 2020, the city has seen a 40% increase in sales tax and the addition of 20 new retailers to the corridor. Based on corporate data, the estimates for sales tax and jobs created by this development in Tullahoma is 300 retail jobs and \$65M in increased retail sales. Other beneficiaries of this project are the county government and the citizens in this region. In addition, destination retail makes Tullahoma more competitive in quality of place marketing for recruiting as a desirable location for businesses and helps distinguish the city from other similarly sized communities in the region.

*Population: 25,000 - 200,000*

**| Gold |**

*Path to Prosperity Suite of Services*

**Spruce Root**

Juneau, AK



Spruce Root's Path to Prosperity (P2P) programs are a suite of business, workforce development, and financial literacy training programs. These programs support rural and Indigenous entrepreneurs to grow regenerative businesses that support their communities, the environment, and the economy.

Started in 2012 as a business plan competition by Sealaska and the Nature Conservancy, Spruce Root's programs aim to enhance socially sustainable entrepreneurship and leadership in underserved communities. Seeing the need for additional support, Spruce Root expanded programming to start-ups in Business Basics, growing businesses in Business & Balance, and mature businesses in Master Class, with industry-specific variations of these programs. The cohort-based approach is complemented by a one-on-one Business Coaching program.

As a result, Spruce Root has supported more than 839 entrepreneurs across 23 communities, delivered more than 1,200 hours of technical assistance, and assisted entrepreneurs in preparing more than 250 business plans. Annually, program graduates offer 100+ jobs and add \$1M+ in revenues to the region. Of the 27 loans Spruce Root has deployed, 100% have been made to borrowers that have received significant programmatic support through one or more of the programs noted above.

# Program Awards

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| Silver |

*Airport Gateway South Industrial Park*

**City of Goodyear**

Goodyear, AZ



The purpose of the “Airport Gateway South” project in Goodyear, AZ, was to attract investment to a 221-acre industrial park lacking crucial infrastructure despite its advantageous location and Magnet Foreign Trade Zone (FTZ) designation. The primary audience targeted businesses seeking a prime location with FTZ benefits and investors interested in economic growth and job opportunities in Goodyear. The project’s impact was significant, with the fully developed industrial park housing nine advanced manufacturing and logistics companies, generating over 3,000 jobs, and attracting \$200 million in capital investment within a decade. The project spurred additional surrounding developments, bringing 2,100 new jobs and \$1.1 billion in capital investment to the Bullard Corridor, and further transforming Goodyear into a vibrant community with increased retail, restaurants, and amenities. The success of the project showcased a replicable model for communities seeking economic development through infrastructure improvements and FTZ establishment.

*Population: 200,000 - 500,000*

| Gold |

*Evolution of the Partnership*

**South Island Prosperity Partnership**

Victoria, British Columbia, Canada



The Greater Victoria metropolitan area is the capital region of British Columbia. In the years following the 2008/09 financial crisis, the region was the second-slowest in Canada to rebound. As a response to this stagnation, stakeholders launched the South Island Prosperity Partnership (SIPP) in 2016. Because the region comprises 13 municipalities and 9 First Nations communities, local leaders realized the need for a collaborative model. Led by municipal and First Nations governments and sectoral partners, they created SIPP as an alliance of 29 founders.

Today, SIPP has grown to include over 70 collaborators. After leading the region through the pandemic, SIPP used its momentum to launch two new organizations: the Centre for Ocean Applied Sustainable Technologies (COAST) and the Indigenous Prosperity Centre (IPC). These two initiatives have taken SIPP to a new level by increasing stakeholder engagement even further and helping SIPP raise significant capital with a projected funding ratio of 8 to 1 — for every \$1.00 of municipal contribution invested, SIPP leverages \$8.00 of non-municipal investment into projects. This shows the leverage power of a collaborative model.

# Program Awards

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| Silver |

*Downtown Richmond Business Improvement District*

**Venture Richmond**

Richmond, VA



Venture Richmond is a non-profit that provides enhanced property management services for the Downtown Richmond Business Improvement District, a 440-block area of Downtown Richmond since 1999, and an expanded 320-block area in Manchester since 2022.

Venture Richmond's predecessor organization, Richmond Renaissance, was founded in 1982, a public/private partnership that intentionally brought together a diverse group of business, community, and civic leaders to partner with the City to revitalize Downtown. The organization was a catalyst for many of Downtown's anchor assets that have propelled its growth, including the Biotech Research Park, the Riverfront and Canal Walk, and the performing arts center. After two mergers 17 years ago, Venture Richmond formed with a mission to engage business and community leaders in partnering with the City to ensure the economic vitality of the community - particularly Downtown, through economic development, marketing, promotion, advocacy, and events.

*Population: Greater than 500,000*

| Silver |

*UTEP Teacher Prep Program*

**Workforce Solutions Borderplex**

El Paso, TX



Workforce Solutions Borderplex (WSB) collaborated with partners to create an innovative model that remedied issues of financial hardship and teacher retention. The braided funding collaborative involved the following partners: CREEED, El Paso Community Foundation, UTEP, and TWC. The Teacher Prep Program provided access to teachers and a preparation regimen that paid stipends to encourage completion.

| Bronze |

*Strategic Planning 2020-2022*

**Québec International**

Québec, Canada



The organization has designed a three-year strategic plan to meet the needs of local businesses and provide a direction for its programs and actions. After consulting with industry, political and social stakeholders, the strategic plan influenced the creation of specific initiatives to continue the steady economic growth that the region has sustained over the past 25 years. However, the pandemic, and its evolution, forced Québec International to adapt rapidly to the situation. At varying degrees, all activities were affected, which forced all business lines to adapt their services. More than ever, Québec International's team has shown agility and creativity. Far from slowing down the organization's and region's growth, the pandemic gave a highly positive impulse. Not only did the benefits surpass the results of 2020 (\$736M) and 2021 (\$973M), they also crossed the one billion dollar threshold for the first time in Québec International's history in 2022 (\$1.15B).

# Program Awards

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## | Bronze |

*Wall Street South*

**Business Development Board of Palm Beach County**

West Palm Beach, FL



The Business Development Board of Palm Beach County introduced “Wall Street South,” an initiative that positions Palm Beach County as the premier financial hub in the Southeastern US. This visionary strategy, conceived a decade ago, had a transformative impact on the county’s economic landscape and cultural identity in 2022 through groundbreaking real estate achievements.

The primary objective of the “Wall Street South” initiative is to solidify Palm Beach County’s position as a prominent financial district and attract additional companies to the area. This goal is achieved through targeted advertising campaigns and proactive outreach efforts directed towards Wall Street.

A mission was previously organized to New York, where 25 education leaders engaged with families who were contemplating a move to Palm Beach County and sought suitable educational options for their children.

## Business Retention & Expansion (BRE) Initiatives

*Population: Less than 25,000*

## | Gold |

*Shared Equipment Program*

**Ponca City Development Authority**

Ponca City, OK



At the beginning of 2021, it was very clear manufacturers were having difficulty recruiting new employees at the same time supply chains were beginning to get extremely tight and costs were rising. The 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. Representatives of Pioneer Technology Center Business Services teamed up with Ponca City Development Authority to expand an existing Plan/Bid Room available to construction and trades, into a shared equipment program for local industry access. Additional equipment added to the space included a Keyence CMM measuring machine, a 3D photopolymer printer, and a Vectis Cobot robotic welder. Twelve local companies have been able to slash shipping and time constraints with the access to the CMM inspection device, with several 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 productivity by creating parts to speed up turnaround time and filling the void left by the shortage of skilled labor.

# Program Awards

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## | Silver |

*Claremore Economic Development  
Industrial Park Expansion*

**Claremore Economic Development**  
Claremore, OK



Despite economic challenges due to the pandemic, Claremore's manufacturing sector is experiencing unprecedented growth. However, the need for existing business space continues to challenge growing companies.

In 2019, Blue Arc Metal Specialties, a locally-owned manufacturing operation, entered into a contract with another Claremore-based company. Due to the rapid increase in production volume required to fulfill its contract requirements, it needed a new facility.

Fortunately, just a year prior, Claremore Economic Development entered into an incentive agreement with MST Manufacturing for a lease-to-own option on a 60,000-square-foot manufacturing campus. This served as a catalyst for economic growth in the Claremore Industrial Park.

As a result of continual BRE visit conversations, MST subleased a portion of its facility to Blue Arc, allowing the organization to expand its product offerings and serve as a supply chain across the industrial park.

The expansion in capabilities and continued fiscal growth allowed Blue Arc to construct a new 36,000-square-foot facility on five acres in the Claremore Industrial Park.

Claremore's BRE program was crucial in connecting these organizations, identifying the need for space, and helping new partnerships form.

## | Bronze |

*Flagstaff Crafted*

**Flagstaff County**

Sedgewick, Alberta, Canada



Flagstaff Crafted, a program managed by Flagstaff County, enhances the visibility of local makers, artisans, and retailers in the Flagstaff Region. Launched in May 2019, it supports small businesses with marketing and exposure, providing tangible resources alongside training. Engaging 121 businesses and expanding distribution of local goods to North American retailers, the program has brought direct and indirect benefits to the Flagstaff Region.

Empowering both new and established entrepreneurs, Flagstaff Crafted builds a stronger market for unique, quality, handcrafted products, fostering a positive business environment, with the purpose of supporting local businesses to preserve community character, secure the region's future, and reinforce customer relationships. Many vendors are family-owned, driven by passion for exceptional service. Choosing local products directly contributes to their success, benefiting families and the community.

# Program Awards

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*Population: 200,000 - 500,000*

**| Gold |**

*The Energy Series*

**Lafayette Economic  
Development Authority**

Lafayette, LA



LEDA's Energy Series offers informative sessions on the economic opportunities emerging from the energy transition at no cost to local business owners, university researchers, and other community leaders.

Louisiana was the first southern state and among the first energy-producing states to adopt a climate action plan and goal to reach net zero by 2050. The energy transition has implications for states and communities whose economies consist largely of fossil fuel industries. While Lafayette has been intentional in diversifying its economy since the oil bust of the '80s, there is still a significant number of oilfield services providers and jobs at risk if these companies do not expand their portfolios or pivot to new service lines such as renewable energy technologies.

LEDA is serving as a convener, assisting local existing businesses in finding strategies to expand their portfolios for their own viability and for the community's long-term economic vitality. LEDA's Energy Series has been well received and new topics/programming generates more B2B interactions.

As a result of the LEDA's Energy Series, the Louisiana Oil & Gas Association formed a new energy transition committee. The University of Louisiana at Lafayette also connected with a major company resulting in significant research grant funds. LEDA is now receiving more inbound calls relating to clean energy and the region is a finalist for a solar panel manufacturing facility. 47% of session participants reported being able to capitalize on information learned during the series and 65% indicated making contacts they would not have otherwise made.

**| Silver |**

*Arlington Business Appreciation  
Month Coordinated Visits*

**Arlington Economic Development**

Arlington, VA



Following two years of virtual engagement with businesses during COVID, Arlington Economic Development (AED) aimed to connect companies with valuable resource partners via BRE visits during Business Appreciation Month.

While AED regularly conducts BRE visits, the program took this routine task to another level via several innovations. The concept condensed a larger number of BRE visits into a limited period, in this case, 40 visits over two weeks, thus increasing the prominence and creating a hook for companies to participate.

Another key innovation was including 30 community ambassadors on the visits, complementing AED staff and allowing companies to connect with resources directly. The combination provided immense value to the companies, which learned about workforce programs, financial incentives, community initiatives, and AED services.

As a result of the visits and ensuing engagement, AED supported four company expansions, totaling 60,000 SF of new office space and 350 new jobs.

# Program Awards

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| Bronze |

*2022 Business Survey*

**Santa Clarita Valley Economic  
Development Corporation**

Santa Clarita, CA



**SANTA CLARITA VALLEY**  
ECONOMIC DEVELOPMENT CORPORATION

The SCVEDC conducted a comprehensive business survey with 155 respondents in March 2022 as a post-pandemic special extension of SCVEDC's BRE program. Companies surveyed represented diverse business sectors within the Santa Clarita Valley, targeting key industry clusters that necessitate skilled labor, experienced leadership, and higher wages along with larger companies whose presence in Santa Clarita Valley make a significant economic impact.

SCV business climate and quality of life received high marks from respondents, with 82% and 91% 'good' or 'extremely good' rankings respectively—put to great use attracting companies to SCV. The survey found that workforce has largely been restored, though most businesses faced increases in wages/benefits to retain and recruit employees. Headcounts are also expected to remain stable.

The data and information collected through this post COVID-19 business survey yielded great insights into the business climate of the region and gave rise to strategic shifts in SCVEDC's priorities and focus to address specific needs identified through the survey process.

| Bronze |

*Tech & Trucks*

**McKinney Economic Development**

McKinney, TX



As the organization's direction and focus has turned to technology startups, MEDC realized a need to act as a convener for these companies to get to know one another and utilize local entrepreneur relationships to enhance their business goals. As such, Tech & Trucks was formed to bring together Innovation Fund recipients, prospects, entrepreneur assistance programs and partners, educational partners, and those in the funding space to provide networking opportunities with venture capitalists, angel investors, etc.

MEDC hosts each Tech & Trucks event from a local co-working space, brings in a food truck, and offers a few speaker positions, with the primary duration of the event being devoted to networking. Each event is around \$3,500 and hosts between 75-90 people.

# Program Awards

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*Population: Greater than 500,000*

**| Gold |**

*GRE Economic Gardening Program*

**Greater Rochester Enterprise**

Rochester, NY



The purpose of the Greater Rochester Enterprise (GRE) Economic Gardening program, the first of its kind in New York State, is to help companies increase revenue and job creation.

Second-stage privately held companies are proven job creators yet are typically not the focus of most economic development efforts. The GRE Economic Gardening program was created to provide a unique suite of strategic information to these critical businesses in order to support their growth in the region. Entering new markets and increasing revenue is even more critical for small businesses due to the lingering impacts of the COVID-19 pandemic.

Since the program's inception in 2012, GRE has delivered its program to more than 250 companies. Collectively, these companies have created 1,640 new jobs and increased revenues by more than \$775 million since participating in the program. GRE participating companies record an average revenue growth of 30%. In addition, 98% of participants would recommend this program to other CEOs.

**| Silver |**

*St. Louis BRE Initiative*

**St. Louis Economic  
Development Partnership**

St. Louis, MO



The BRE Initiative links St. Louis companies with government and economic development officials to ensure business owners, leaders, and entrepreneurs know who to contact regarding opportunities or challenges. Communication between government and industry is an essential part of business growth. From May 2020 to May 2023, the BRE Committee met with 138 companies and assisted 35 firms.

St. Louis BRE Objectives are:

- Engage regional companies through planned visits (in-person and virtual) to cultivate further investment in St. Louis to grow, expand and create jobs.
- Become an active partner with company leaders and management to identify and resolve business/community/workforce related issues and challenges unique to the St. Louis market.
- Identify new investment opportunities through industry knowledge, company supply chain and customer relationships.
- Equity and inclusion throughout - Include businesses located in areas of economic disadvantage and owned by women, minorities and immigrants.

The BRE Committee cultivates efficient service among its cooperating entities. It works to clear confusion among companies regarding who to call for help (with a "no wrong door" policy) and also tracks proposed solutions to ensure their timeliness.

# Program Awards

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## | Bronze |

*Hamilton County Business  
Retention & Expansion Program*

### **Alloy Development Co**

Norwood, OH



Alloy Development Co, the Economic Development Office for Hamilton County, leads the Business Retention & Expansion Program. Hamilton County's program strategically targets 150 businesses per year in sectors that have historically proven to result in the highest growth rates. Since its inception, the program has played a vital role in promoting economic growth, job creation, and business development in the region. The program has also helped to build stronger business relationships, further strengthening the local economy. One of the key strengths of this program is its focus on providing ongoing support to local businesses. Alloy Development Co has created a robust network of resources that businesses can tap into at any stage of their growth journey. Alloy Development Co recognizes that impediments to growth exist, and businesses need help to overcome them. As a result, the program has been designed to be flexible and adaptive, providing tailored support to each business based on their unique needs and challenges.

## | Bronze |

*LEAN Breakfast Club*

### **Partnership Gwinnett**

Duluth, GA



The LEAN Breakfast Club is an invite-only event that is hosted at manufacturing and supply chain companies located in Gwinnett County. Through excellent, engaging speakers, the Breakfast Club highlights topics that are current and relevant to the Manufacturing and Supply Chain Industries through LEAN practices. In addition to the presentations by speakers, tours of the facilities are offered to Breakfast Club participants.

## Entrepreneurship

*Population: Less than 25,000*

## | Gold |

*Connect Claremore Small  
Business Program*

### **Claremore Economic Development**

Claremore, OK



With more than 80 percent of businesses in Rogers County employing ten people or less, the Claremore Economic Development team launched a powerful new initiative, Connect Claremore, to provide area small businesses with the tools, training, resources, and relationships needed to succeed.

First introduced at the beginning of 2020, Connect's efforts shifted due to COVID-19 impacting Oklahoma and primarily focused on supporting small business owners through the pandemic. This included navigating emergency financial resources, implementing point-of-sale systems, shifting sales online, and digital marketing best practices.

Following the pandemic, Connect Claremore strengthened its alignment with community organizations by streamlining access to coaching and identifying resource gaps for small businesses.

A year of action followed as Connect Claremore increased events and networking opportunities, hosted and shared specialized training sessions, and continued aligning entrepreneurs, small business owners, bankers, developers, and training partners across Rogers County.

The team also grew to assist in property location/development. To date, Connect has facilitated the sale or lease of over \$1.5 million of property in historic downtown Claremore. In addition, Connect Claremore has had a total community economic impact of \$3,820,800, with an additional \$6,340,000 in pending projects.

# Program Awards

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## | Silver |

*Flagstaff Crafted*

**Flagstaff County**

Sedgewick, Alberta, Canada



Flagstaff Crafted, a program managed by Flagstaff County, enhances the visibility of local makers, artisans, and retailers in the Flagstaff Region. Launched in May 2019, it supports small businesses with marketing and exposure, providing tangible resources alongside training. Engaging 121 businesses and expanding distribution of local goods to North American retailers, the program has brought direct and indirect benefits to the Flagstaff Region.

Empowering both new and established entrepreneurs, Flagstaff Crafted builds a stronger market for unique, quality, handcrafted products, fostering a positive business environment, with the purpose of supporting local businesses to preserve community character, secures the region's future, and reinforces customer relationships. Many vendors are family-owned, driven by passion for exceptional service. Choosing local products directly contributes to their success, benefiting families and the community.

## | Bronze |

*Pesona Subang*

**PT Pertamina EP Subang Field**

Subang, West Java, Indonesia



Concerned by the problem of domestic waste in Subang, PT Pertamina EP Subang Field created a program called “Pesona Subang”. This community-based program, located in the Cikadu Village, turned pineapple leaf waste into useful products like fibers, fabrics, organic fertilizer, and paper pulps. PT Pertamina EP Subang Field helped program participants gain skillful training to execute the production and offered education in business management in order to nurture well-being and allow for knowledge transfer to other places in the area facing similar issues.

Applied with green textile principles, the program used no chemical substances and created zero harmful outputs as its novelty. Supported by local youths, a more cost effective decorticator machine was developed to extract the pineapple leaf waste and increase production capacity from 3 kg to 5 kg fibers per day. This increase in production capacity resulted in an average income of more than 130 million Indonesian rupiahs per year and reduced 40 tons of organic waste. Such positive impacts for the environment and its people would not have been achieved without strong relationships between local stakeholders, the government, business owners, and pineapple farmers.

# Program Awards

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*Population: 25,000 - 200,000*

**| Gold |**

*Path to Prosperity Suite of Services*

**Spruce Root**

Juneau, AK



Spruce Root's Path to Prosperity (P2P) programs are a suite of business, workforce development, and financial literacy training programs. These programs support rural and Indigenous entrepreneurs to grow regenerative businesses that support their communities, the environment, and the economy.

Started in 2012 as a business plan competition by Sealaska and the Nature Conservancy, Spruce Root's programs aim to enhance socially sustainable entrepreneurship and leadership in underserved communities. Seeing the need for additional support, Spruce Root expanded programming to start-ups in Business Basics, growing businesses in Business & Balance, and mature businesses in Master Class, with industry-specific variations of these programs. The cohort-based approach is complemented by a one-on-one Business Coaching program.

As a result, Spruce Root has supported more than 839 entrepreneurs across 23 communities, delivered more than 1,200 hours of technical assistance, and assisted entrepreneurs in preparing more than 250 business plans. Annually, program graduates offer 100+ jobs and add \$1M+ in revenues to the region. Of the 27 loans Spruce Root has deployed, 100% have been made to borrowers that have received significant programmatic support through one or more of the programs noted above.

**| Silver |**

*Startup Elk Grove Incentive Program*

**City of Elk Grove**

Elk Grove, CA



The Startup Elk Grove Incentive Program is designed to support the launch, growth, and attraction of innovative startup companies in and to Elk Grove, California by providing a mix of financial, site selection, and entitlement and permitting support to entrepreneurs, startup companies, and operators of co-working, incubator, and accelerator spaces. The overriding goal of the Program is to identify and invest in new and innovative companies that will grow rapidly and become future large company anchors of the Elk Grove economy. The Program also seeks to develop and support a robust entrepreneurial ecosystem in Elk Grove by investing in entrepreneurs, companies, and physical spaces that will promote a clustering of startup businesses that will in turn, attract resources and capital to the city.

Since 2018, Startup Elk Grove has awarded \$262,500 to six Elk Grove-based startups and co-working space operators who have jointly raised \$11,950,000 in additional investment. This activity has resulted in the addition of 80 new tech employees in Elk Grove and the surrounding region. Collectively, these startups occupy more than 11,000 square feet of space, generate \$10M in annual revenue, and serve 4,700 customers.

# Program Awards

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*Population: 200,000 - 500,000*

## | Gold |

*StartUp Virginia*

**StartUp Virginia**

Richmond, VA



Startup Virginia is a nonprofit, high-growth business incubator and entrepreneurial hub that provides startups and innovators access to an engaged community, holistic programs, targeted resources, and dynamic workspace to help them reach their full potential and positively impact Virginia's economic landscape.

## | Silver |

*MileOne International Business Assistance Center*

**MileOne International Business Assistance Center**

Laredo, TX



MileOne is Laredo's only business incubator assisting startups and developing businesses through community-building projects and direct technical assistance. The overall outcome for this project is the sustainable increase in small business and female-lead economic development. The MileOne Incubator program created a centralized and visible community resource for all entrepreneurs to grow their entrepreneurial ventures and connect with other small business owners in the historically underserved Laredo, Texas region. MileOne's two year Launchpad Program provides aspiring business owners with a modern office space at a subsidized rate meant to prepare them to launch their business into the local community. With the support of local and national mentors, business amenities, conference rooms and a community of like-minded

individuals, businesses can focus solely on expanding their operations. Since its inception, the Mile-One International Business Assistance Center has assisted over 6,500 entrepreneurs, helped create over 100 local businesses, graduated 10 Launchpad incubator participants, and created over 430 jobs for the community.

## | Bronze |

*The HIVE - VB Business Resource Center*

**City of Virginia Beach**

Virginia Beach, VA



Established in August 2021, the HIVE is a Business Resource Center designed to promote an innovative and entrepreneurial ecosystem in Virginia Beach. The HIVE is committed to serving small businesses particularly those that are in socially and economically disadvantaged communities. The HIVE offers individualized counseling, training programs, workshops, procurement assistance, capital formation, mentorship, networking, and a variety of fundamental resources to start ups and established businesses within a cooperative network of government agencies, educational institutions, private sector, and community organizations. Since taking the lead in June 2022, the City of Virginia Beach has increased its HIVE client base to 800+ clients, held 870 trainings and workshops, conducted 830 one-on-one counseling sessions, and partnered with 80+ business resource partners. The HIVE has also assisted over 46 clients with their business startups and 305 existing businesses with resources to expand and thrive.

# Program Awards

*Population: Greater than 500,000*

**| Gold |**

*Impeller*

**Invest Puerto Rico**

San Juan, Puerto Rico



A first for Puerto Rico and the industry, Impeller is a dynamic and accessible online investment platform that connects interested investors with businesses and development opportunities across the island. By providing an easy-to-use and feature-full platform for analyzing projects and companies, driving dialog between investors and companies, and offering turnkey investment in deals, Impeller is becoming a central hub for investment activity in Puerto Rico.

**| Silver |**

*New Mexico Minority Business  
Development Agency Business Center*

**City of Albuquerque Economic  
Development Department**

Albuquerque, NM



The New Mexico Minority Business Development Agency (NM MBDA) Business Center is committed to fostering the growth and global competitiveness of minority business enterprises (MBE) by facilitating greater access to capital, contracts, and new markets.

The NM MBDA Business Center is part of a national network of centers established to assist existing minority-owned businesses. This program is designed to improve small businesses' access to capital, procurement opportunities, and domestic and international markets, while helping businesses become more profitable, create jobs, and work towards company sustainability.

Through the second quarter of 2023, the NM MBDA had exceeded its gross revenue generated goal of \$25 million with over \$52 million in contracts.

**| Bronze |**

*Entrepreneurship Program  
for Returning Citizens*

**Employ Prince George's**

Largo, MD



The Entrepreneurship Program for Returning Citizens is dedicated to delivering unparalleled resources and real world values-based business skills to returning citizens of the Prince George's County area. The program is meant to ensure these citizens have the tools, skills, and support structure to pursue healthy, fulfilling, productive entrepreneurial pursuits.

Through grants and the support of Employ Prince George's, this program is free to all returning citizens in Prince George's County. The curriculum is facilitated by The Solid Foundation and the program concludes with a formal concept competition. The winner of the competition receives a prize to assist with startup costs.

# Program Awards

## Neighborhood Development

*Population: Less than 25,000*

**| Silver |**

*Ice on the Plaza*

**Ponca City Development Authority**

Ponca City, OK



Ice on the Plaza (IOTP) is Ponca City Main Street (PCMS)'s new annual fundraising event, a synthetic ice rink located in the heart of downtown during the holiday season. A PCMS board member wrote a T-Mobile Hometown Grant application at the end of December 2021, in hopes of partially funding the synthetic ice rink project, as this type of rink can be expanded, does not have to be kept cold by electricity, and will not melt in Oklahoma's unpredictable winter weather. In February 2022, PCMS was awarded a \$50,000 grant from T-Mobile, thus starting the process of raising additional funds to purchase the synthetic ice rink, skates, skate shack trailer and various other supplies, as well as funds to pay rink employees. The project cost was roughly \$125,000. In addition to the T-Mobile grant, PCMS secured large-scale funding from the City of Ponca City, Phillips66, Heather Cannon Honda, and the Renfro Foundation to cover the entire start-up cost of the rink.

Ice on the Plaza began on November 18, with a tree lighting ceremony at City Hall followed by a grand opening at the rink and continued throughout the holiday season, closing on December 31, 2022. Over 250 people attended the tree lighting and grand opening.

The objectives of IOTP were as follows: to create a long-term, sustainable and lucrative fundraiser for PCMS so the organization could fully fund its programs; to create a positive connection to the downtown area by creating a holiday event that would be remembered fondly for years to come; to use that community connection to help re-

tain and attract population; and to involve other non-profit groups that could benefit from volunteering at the rink.

**| Bronze |**

*Housing Development Program and Pattern Zones*

**Claremore Economic Development**

Claremore, OK



Following a 2015 Housing Study showcasing a need for diversified housing options partnered with significant regional growth, the City of Claremore began investigating innovative mechanisms to meet the increase in demand. As a result, the Claremore 2040 Comprehensive Plan was created after a 15-month planning and citizen involvement process. The plan's findings and recommendations focus on the physical and economic aspects of the community's projected growth and development.

In 2021, Claremore City Council formally adopted an innovative new Uniform Development Code (UDC) to streamline the City's planning efforts, simplify regulations for residents and businesses, and position Claremore for future growth.

Claremore is the second community in the nation to utilize pattern zone concepts, placing it at the forefront of rural development and planning. Claremore's pattern zones are a tool that utilizes pre-approved plans for building types based on identified special districts. These architecturally designed offerings provide a pre-permitted quick-start tool that can be easily implemented.

Within the first sixty days of implementation, 22 permits were filed. This showcased significant interest in addition to the more than 1,800 units that were already in progress, including completed and occupied units, which are already impacting area ad valorem and sales tax contributions.

# Program Awards

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Population: 25,000 - 200,000

| Gold |

Commercial Property Revitalization

**Economic Action Group**

Youngstown, OH



Commercial Property Revitalization (CPR) works to reshape commercial corridors and blighted neighborhoods covered by the Community Reinvestment Act (CRA) in the Mahoning Valley. This work creates people-focused, livable spaces where residents can reconnect with the community through walking, shopping, and engaging locally. The program consists of three main stages: Predevelopment Services, Revitalization Management Services, and Workforce Development. While the Economic Action Group (EAG) targets the entire city in order to create healthy and accessible spaces, the main beneficiaries of CPR are the residents and local businesses operating near CPR's current project sites. EAG work, which has leveraged \$250,000 to date, has resulted in \$1.8 million in pending and ongoing investment along the Mahoning Avenue corridor, with additional investment taking place by planning partners citywide. As of August 2023, EAG has revitalized 27,756 square feet of commercial property in Youngstown.

| Silver |

Burbank Mural Program

**City of Burbank**

Burbank, CA



To generate social media awareness, attract visitors to commercial districts, enhance arts and culture, and amplify Burbank's reputation as the "Media Capital of the World," Burbank Economic Development launched the Burbank Mural Program in 2017, in collaboration with the Downtown Burbank Property Based Business Improvement District (PBID). The program's main goals were to enliven neighborhoods, create placemaking, enhance building facades, distribute art citywide, and encourage visitation and walkability in core commercial neighborhoods. The program also spotlighted Burbank's entertainment industry by harnessing the creativity of local animators and industry artists.

Launching with four murals in the core commercial district of Downtown Burbank in 2017, and adding an additional four more in 2018, the program quickly snowballed with individual property owners and businesses in other commercial districts in the City taking the initiative to create murals on their properties. In that way, Burbank Economic Development set in motion the profusion of street art on building facades citywide, often featuring entertainment icons. Today, the number of murals stands at 38, for a pace of approximately five additions per year since 2017.

As a combined initiative led by Burbank Economic Development, the Burbank Mural Program successfully leveraged funding from the private sector through the PBID to fund the installations of the murals in Downtown Burbank. Working in partnership with the PBID, the Economic Development team was successful in branding Burbank as a creative, appealing, and attractive place to visit and do business.

# Program Awards

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## | Bronze |

*Downtown Bolton Revitalization Plan*

### **Town of Caledon**

Caledon, Ontario, Canada



With the knowledge that a place is truly its people, the Downtown Bolton Revitalization Plan focused on events, art, refurbishment, public domain beautification, and enhanced placemaking in order to bring back a space where small businesses could thrive, people wanted to dine and shop, and an empowered BIA could support beautification efforts. The Town of Caledon needed to bring a sense of place back to its most urban downtown core, and over the course of this project, established a task force, met regularly to prioritize action items and, in partnership with various community groups, achieved success.

Since the beginning of 2021, 15 new businesses have opened in downtown Bolton, multiple jobs have been created, four public art installations were completed, a designated cleaning crew was established, new seating was installed, and multiple events with attendance over 5,000 people were undertaken to bring shoppers into the downtown core. Strong partnerships with business owners, key stakeholders, Mississaugas of the Credit First Nation, and the Bolton BIA as well as other community and resident groups were created and continue to meet and feel supported.

*Population: 200,000 - 500,000*

## | Gold |

*Commercial Area Revitalization Effort (CARE) Program*

### **City of Richmond**

Richmond, VA



The Commercial Area Revitalization Effort (CARE) Program was established in 1992 by the City of Richmond, Virginia, as an incentive program to encourage investment and job creation in areas needing revitalization. The program, which has been adapted over the past 21 years to target more areas of the city and optimize the program benefit, provides a cash rebate of up to \$25,000 or up to \$50,000 per applicant for multiple buildings as a reimbursement for eligible investments in existing commercial structures located in one of the fourteen designated CARE areas in Richmond.

CARE impact is measured by private investment and jobs associated with the rebated projects. Since 2010, the CARE Program has been associated with \$110 million in capital investments in existing commercial property – a 36.67 to 1 ratio to the public investment through the program.

# Program Awards

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## | Silver |

*Facade Improvement Program*

**City of Richmond**

Richmond, VA



The City of Richmond's Planning and Development Review Department, in concert with the Economic Development Authority, manages the Façade Improvement Program. The program is designed to help property owners or tenants renovate or rehabilitate the façade of their buildings.

The program was launched in 2013 for businesses located in the Arts District, which had seen a significant revitalization since the early 2000s, but still struggled with urban blight and high vacancy rates. Through the program, the city has helped finance improvements for 35 building facades. With a city investment of \$515,505 and a matching private investment of \$894,850, the program has helped bring over \$1.33 million in improvements to the businesses in the Arts District. As a result, the vacancy rate has dropped from 12% in 2013 to 1% in 2023.

Over the last 10 years, the program has seen much success in the Arts District. As a result, it was expanded in 2023 to include the Hull Street commercial corridor. For the 2023 fiscal year \$100,000 has been allocated to the Arts District and \$250,000 to the Hull Street commercial corridor, reflecting the City's commitment to equitable development.

## | Bronze |

*Downtown DSM: Future Forward  
Vision and Action Plan*

**Greater Des Moines Partnership**

Des Moines, IA



The Downtown DSM: Future Forward Vision and Action Plan was created to help position Downtown Des Moines (DSM) for short-term economic recovery and long-term economic vitality and vibrancy by making it the destination for inclusive opportunities and welcome surprises. The Plan addressed five goals: creating a welcoming urban neighborhood, highlighting inclusive arts and entertainment, becoming a rewarding market for development, building a vibrant outdoor city, and creating a connected and sustainable mobility system.

Nearly 60 diverse, local leaders collaborated to drive the process and inclusiveness of the Plan. The Steering Committee assisted the team in choosing and working with a consulting group made up of local, regional and national experts to develop the research needed to create the Plan. The Future Forward Council was designed to give input and drive ideas for the planning process for the future of Downtown DSM.

The Downtown DSM: Future Forward Vision and Action Plan was the most inclusive, community-driven plan and process Downtown DSM has ever had with nearly 8,000 participants that contributed to its research.

# Program Awards

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*Population: Greater than 500,000*

**| Gold |**

*Asian District*

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



The City of Mesa Office of Economic Development (OED) works to enhance Mesa's economy. As such, OED promotes Mesa by highlighting unique assets of the city that make it the perfect place to locate, operate, and conduct business. The Asian District branding initiative began in 2019, with a goal to revitalize west Mesa by increasing awareness of ethnic shops, growing the sales tax base, and engaging the community. After much relationship building and research, including two stakeholder events and 1,500 surveys collected, Mesa's newest brand - representing a uniquely diverse neighborhood - launched in January 2020. Signage and murals followed to create a sense of place.

Since 2020, media regularly covers new businesses, events and branding efforts (murals) coming to the Asian District (90M+ impressions). Sales tax revenues increased 74.3% between 2018-2022. Event organizers chose to bring the Asian Festival in 2022 (20K+ visitors) and multiple Night Markets once held in Phoenix (each attracting 7K+ visitors), helping connect and engage a community needing activation. The branding success led to inquiries from other communities seeking to duplicate revitalization efforts.

## Talent Development & Retention

*Population: Less than 25,000*

**| Gold |**

*Wildcat Internship Program*  
**Ponca City Development Authority**  
Ponca City, OK



The Wildcat Internship Program is an elective class at the Ponca City High School that connects junior and senior students with local businesses and provides the opportunity to foster relationships through mentorship and training. In a rural community with a high number of manufacturing careers, Ponca City Development Authority has taken the approach of growing its own workforce. This partnership with the high school has given hundreds of students connections and local job experience. 30% of the interns placed in the 22/23 school year were hired as employees by the intern hosts. Several of those positions were full-time career positions upon the student's graduation. This program began as a partnership in 2016, and has grown from 6 students in the first semester to over 100 in the upcoming school year. Hiring a full-time internship coordinator was required to run this growing program, and Ponca City Development Authority is sponsoring the full-time salary by 40%.

# Program Awards

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Population: 25,000 - 200,000

| Gold |

*Welcoming Workplaces*

**Brattleboro Development  
Credit Corporation**

Brattleboro, VT



Welcoming Workplaces is a talent recruitment, attraction, and support initiative to increase the size and quality of Southern Vermont's dwindling workforce. It is a collaborative, multi-stakeholder, long term project with the goal of attracting and retaining 1,000 New Vermonters to Windham County by 2030.

The project has three distinct focus areas; fostering greater workplace inclusivity, employer-driven workforce development targeted to English-language learners, and coordination partnerships with immigrant support organizations.

Since the start of this project in January 2022, Windham County has welcomed 120 refugees from Afghanistan, Guatemala, and Eritrea, and over a dozen asylum-seekers from Latin America and East Africa.

With this project, 80% of adults have found full time jobs in high-demand occupations, including forestry and wood products, manufacturing, construction, and distribution and logistics. The average starting wage of New Vermonters in the project is \$18.23/hour. Two manufacturers have been able to fully staff production lines, having millions of dollars in economic impact. New workforce training programs are being delivered that were previously not offered in our region due to a lack of trainees. New Vermonters have created two new businesses in the area. Employers are competing for talent by raising wages and taking forward-thinking steps to become employers of choice for immigrants.

| Silver |

*Rapid Skills Micro-Credentials  
Program - Skills Development Fund*

**City of Barrie**

Barrie, Ontario, Canada



The City of Barrie, Georgian College and partners, were successful in securing over \$1M in funding through the Skills Development Fund (SDF) supported in part by the Government of Canada and the Government of Ontario to address skills development and labour shortages within the manufacturing sector.

The City of Barrie's project addressed industry demands for increasing the future manufacturing workforce and enabling current and new employees to access skills training, including upskilling currently employed workers through a micro-credential program facilitated by Georgian College. It provided post-pandemic support and assisted local economic recovery efforts by addressing talent pipeline issues and labour market shortage. This had a two-fold effect of improving workers' job competencies and productivity, and helping manufacturing businesses build talent capacity, motivate, and retain skilled employees.

The program also addressed current labour supply challenges by offering pre-employment supports, including soft-skills and mental health supports together with specific foundational manufacturing competency-based skills training to individuals seeking new employment or a career change. RapidSkills program interventions encouraged job seekers to consider the wide range of opportunities in the manufacturing sector and helped them prepare for job applications, interviews, and moving into employment.

# Program Awards

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## | Bronze |

*Medical Workforce Program*

**City of Eagle Pass**

Eagle Pass, TX



The objective of the Medical Workforce Program is to grow the healthcare industry by training disadvantaged members of the community, recruiting and retaining medical professionals, developing the youth in high school career and technology programs, and aligning economic and workforce development activities through systematic attempts.

The ongoing efforts by the City of Eagle Pass Economic Development Department have created a catalyst for the healthcare industry. The relationships that have been created and strengthened continue to aid in the progression of the program. The rapid response in 2021 to quickly train and certify 43 low-income individuals to assist with the administration of the Covid-19 vaccine was a success.

The Medical Workforce Program was quickly adapted to continue to attract and retain talent in the underserved community and continues to be flexible and innovative. The partnerships that have been created thanks to the program have also served to create a pipeline of young professionals.

*Population: 200,000 - 500,000*

## | Gold |

*2nd Chance Job Fair*

**Lafayette Economic  
Development Authority**

Lafayette, LA



LEDA and community partners have hosted the 2nd Chance Job Fair annually for five years with great success. The 2nd Chance Job Fair benefits local employers and justice involved or formerly incarcerated individuals who are reentering the workforce.

With record low unemployment rates and the effects of the pandemic on workforce participation rates, employers have experienced a dire need to fill vacant positions. The 2nd Chance Job Fair connects employers with an alternative workforce pipeline. Meanwhile, formerly incarcerated or justice involved individuals face impediments to reentering the workforce. The job fair allows these individuals, who often experience rejection while attempting to reenter the workforce, the opportunity to apply for employment opportunities with confidence that participating hiring managers are aware of the candidates' background and are willing to consider these candidates for employment opportunities. The community at large also benefits from the 2nd Chance Job Fair in that studies show that employment is the single most important factor in reducing recidivism.

By organizing and hosting the 2nd Chance Job Fair, LEDA is supporting the needs of employers, formerly incarcerated individuals, and the community as a whole. The April 2023 event had strong participation and positive outcomes: 12 employers, 6 resource providers, and 211 job seekers participated; employers reported making 45 job offers at the event and there were plans to schedule 109 follow up interviews. LEDA is not only motivated by the economic and workforce development impact of the 2nd Chance Job Fair, but also positive impact on the community's quality of life.

# Program Awards

## | Silver |

*Connector Program*

### **Central Okanagan Economic Development Commission**

Kelowna, British Columbia, Canada



The Connector Program is a formalized networking initiative designed to broaden a job seeker's (Connectee) network through 1:1 meetings with business leaders (Connector) in the community. It is a simple, effective, no-cost referral process that puts newcomers in touch with others, so they can connect to the workforce and settle successfully in the community.

Connectors are people in the community who have large networks and who are in the habit of making introductions, while Connectees include immigrants, newcomers, post-secondary students/recent graduates, and trailing spouses.

This program is a unique, industry-changing tool that provides young/new/returning professionals of Central Okanagan the opportunity to create a network in their respective industries, an easier path to employment, and a way to settle successfully in the area.

The Connector Program is one of many ways the Central Okanagan Economic Development Commission seeks to enhance the sharing of Okanagan regional labor market opportunities and provide a connection between employers and job seekers.

## | Bronze |

*Work Where You Want To Live*

### **Economic Development Corporation of Sarasota County**

Sarasota, FL



A workforce attraction campaign to connect job seekers to the open positions within Sarasota County.

*Population: Greater than 500,000*

## | Gold |

*Job Training Albuquerque (JTA)*

### **City of Albuquerque Economic Development Department**

Albuquerque, NM



Job Training Albuquerque (JTA) is a workforce development partnership between the City of Albuquerque's Economic Development Department (EDD) and Central New Mexico Community College (CNM). The EDD provides the funding, marketing, and strategy for the program and CNM provides the administration and training courses through CNM Ingenuity, the college's workforce training arm.

JTA provides Albuquerque small businesses with an opportunity to skill up their employees by offering free training courses in high-demand skills. The program's goal is to provide small businesses with the skillsets they need to add at least one job to their operations within two years, thereby spurring local small business growth and building a deeper pool of skilled workers in Albuquerque.

Since the program launched in January 2020, JTA businesses have reported adding 587 jobs, generating \$22.6 million of additional annual earning power. JTA has also trained 775 workers at 172 Albuquerque-based small businesses. In the current program year, JTA has increased its worker enrollments by 134% compared to the prior year. JTA also prioritizes serving a diverse set of businesses and workers. JTA participating businesses report being 42% women-owned and 36% minority-owned. For participating workers, 64% identify as women and 50% identify as being a minority.

# Program Awards

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## | Silver |

*Apprenticeship Innovation Program*

**Employ Prince George's**

Largo, MD



Employ Prince George's has done groundbreaking work to meet the needs of the local economy and Prince George's County residents. One of its programs was developed to do this and beyond by providing Prince George County residents with scholarships for Registered Apprenticeships. The Apprenticeship Innovation Program has 2 pre-apprenticeships and 4 apprenticeships that are connected to employer partners and provide apprentices with the support and mentorship needed to be successful in the workforce.

## | Silver |

*Find Your COS*

**Colorado Springs Chamber & EDC**

Colorado Springs, CO



In 2022, the Chamber & EDC launched Find Your COS (pronounced "cause") a suite of talent initiatives to help address one of the greatest needs of existing businesses and businesses seeking to expand or relocate here. Find Your COS includes a suite of programs that allow various talent sectors to engage with key industries and the local community, helping them broaden both careers and personal lives here.

Below are the first two initiatives with Find Your COS:

Hello Colorado Springs, a wraparound program to encourage young professionals to fall in love with both their companies and the Pikes Peak region. The Colorado Springs Chamber & EDC has partnered with Colorado College to provide the cohort with safe, affordable housing in downtown Colorado Springs.

Connect Colorado Springs, a concierge program available to Chamber & EDC member businesses to help them sell the region to potential, new-to-market candidates. A local volunteer will be matched to the candidate based on like interests and demographics to share relocation tips, neighborhood information, childcare options, recreation ideas, and possibly hold an in-person tour to cover specific questions and needs. Wraparound services will include helping a candidate find their people based on common interests, such as activities, faith community, and so forth.

## | Bronze |

*Immersion Pro Program*

**Québec International**

Québec, Canada



Attracting international talent (workers and students) is part of Québec International's key mandates. The Immersion Pro Program stems from the needs identified by newcomers, local organizations and international students and promotes interaction between international students, permanent residents and open work permit holders from the Québec City region and local employers to help them become more familiar with Québec's labor market.

The Immersion Pro Program allows employers in the greater Québec City region to host, either in person or virtually, two groups of international students and workers each year. In each cohort, the program aims to put 10 employers in relation with about 60 to 80 candidates. This way, all participants can have an enriching experience on all aspects. It is also an excellent way to help them learn about the work space and job opportunities in the region's dynamic and growing businesses as well as the Government of Québec departments that support this initiative.

# Program Awards

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## | Bronze |

*Tulsa's NextGen Talent / Tulsa's Future*

**Tulsa Regional Chamber**

Tulsa, OK



Tulsa's NextGen Talent provides college-bound black high school students with 3 weeks of career exploration and experiential learning. Pairing students with local employers, before they go away to college, helps them to build their professional network, learn about various career pathways, increases their career vocabulary and allows them to discover the qualifications needed for success. The intent is to help retain diverse talent for the region and to help companies grow their own diverse talent pipelines. Through employer support and sponsorships, the students are paid a stipend.

Tulsa's Future is a collaborative economic development partnership that works with the City of Tulsa, 201 private investors from the business community, and a number of regional and tribal partners to further economic prosperity. Now in its third phase, Tulsa's Future has generated \$1.9 billion of capital investment and created 16,429 jobs since 2016. Since its inception in 2005, Tulsa's Future has supported the creation of 69,249 jobs in northeast Oklahoma.

## Real Estate Redevelopment & Reuse

*Population: Less than 25,000*

## | Gold |

*Broadway Lofts*

**Michigan Community Capital**

Mount Pleasant, MI



Broadway Lofts is located at 410 W Broadway in rural Mount Pleasant, Michigan. The four-story, new construction building offers modern living with all of the conveniences of a downtown location. GreenTree Cooperative Grocery, a staple of downtown since 1977, relocated and expanded their footprint in Broadway Lofts in 2022. The building welcomed Isabella Community Credit Unit in 2023. There are 48 for-rent residential units, with a mix of studio, 1- and 2- bedroom apartments. 15 units are income-restricted at 80% of the area median income. The property was fully leased at the end of 2022.

Broadway Lofts is the redevelopment of a long-vacant and contaminated property adjacent to Mount Pleasant City Hall. The property was the top priority for the city and after multiple development teams declined to proceed, Michigan Community Capital purchased the site and assembled a creative financing package that allowed the development to move forward. Project partners include the City of Mount Pleasant, National Cooperative Bank, PNC Bank, Cinnaire, Norther Trust, Michigan Economic Development Corporation, and Michigan Department of Environment, Great Lakes and Energy.

# Program Awards

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| Silver |

*Merrill School Redevelopment*

**Michigan Economic  
Development Corporation**

Lansing, MI



**MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION**

The old Merrill High School is located in downtown Merrill, a small farming village in Michigan. For years, the building sat vacant and unusable. Built in 1937, the school served the community for over six decades. A few businesses came and went from the space until the building was left empty.

The Merrill High School project renovated the building to create a multi-story residential development in the heart of the Village of Merrill. This 17,449-square-foot project redevelopment is the first major rehabilitation in the community.

The project saved the full brick façade of the prominent two-story that sits in the center of the business district. Seventeen residential units with 13,251 square feet of habitable space and 4,198 square feet of common area, a new garage with 10 covered sites and 10 additional parking spaces can now bring vibrancy back to the main street in Merrill.

*Population: 25,000 - 200,000*

| Silver |

*Bell Works Chicagoland*

**Village of Hoffman Estates**

Hoffman Estates, IL



**HOFFMAN ESTATES  
ILLINOIS**  
Where **Businesses** Converge

The Ameritech Center in Hoffman Estates, originally built as the former headquarters of AT&T with 5,000 employees, is being transformed into Bell Works Chicagoland — a destination for business and culture unlike any other in the region. By combining world-class workspaces, curated dining options, fabulous fitness collaborations, one-of-a-kind retail experiences, main-street-like public gathering places and much more, it is becoming everything a great downtown can offer, all under one roof. We call it “The Metroburbs” as it offers the benefits of a metropolis, but in a great suburban location. This once shuttered giant now breathes life into the community again!

# Program Awards

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## | Silver |

*The Virginian Hotel Redevelopment Project*

**The City of Lynchburg &  
The Economic Development  
Authority of the City of Lynchburg**

Lynchburg, VA



In 2018, developers opened the fully restored Hilton Curio Virginian Hotel at 712 Church Street in Downtown Lynchburg, a property that had been shuttered for several years after serving various purposes since the 1970s.

The Virginian Hotel redevelopment project involved a creative financing package from the City of Lynchburg and the Economic Development Authority, including a gap financing loan of \$5 million, repaid by net new taxes generated by the operation of the property as a full-service hotel with three restaurants. Revenues from all taxes generated by the project have surpassed projections during the first 18 months of operation. The total investment for the project was \$30 million.

The Virginian Hotel has put the City of Lynchburg on the map as a visitor destination and new location for statewide meetings and conferences, strengthening tourism sales efforts with a strong return on investment for the locality. The Virginian Hotel is considered a critical piece of Downtown Lynchburg's revitalization.

*Population: 200,000 - 500,000*

## | Gold |

*Mahoning Valley Campus of Care*

**Western Reserve Port Authority**

Youngstown, OH



The Mahoning Valley Campus of Care project involves repurposing a former state residential compound for adults with disabilities on 35 acres of land, comprising 10 buildings with 100,000 square feet. It partners the Western Reserve Port Authority, Mahoning County Commissioners, and Ohio's Department of Developmental Disabilities to create a campus offering mental health treatment, developmental services, education, and job training. The initiative generates economic impact by creating 344 new full-time jobs and over 100 part-time jobs, establishing local food production, job training programs for teens with disabilities, and a coffee shop run by former foster children. The project's innovation lies in its multi-agency partnerships, holistic approach, and self-sustainability model. It gained support from government bodies and created new economic opportunities while fostering community well-being and support for vulnerable members.

# Program Awards

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## | Silver |

*Moxy Hotel Development*

**City of Richmond**

Richmond, VA



In 2016, Richmond Economic Development Authority (EDA) published a RFP for the purchase of an EDA owned property on an underutilized corner of Downtown Richmond. Nearly all respondents proposed some version of mixed-use development, with one exception: Shamin Hotels. Considering the need for more hotel beds in the central business district and the increase in tax revenue associated with a hotel project, the EDA awarded the sale of the property to Shamin Hotels for \$2.5 million for the redevelopment of the property as a new brand of hotel to the Richmond region, Moxy Hotel by Marriott.

The project's development was delayed by the impacts of COVID-19, but recently opened in November 2022. The tangible benefits of increased transient occupancy taxes, property taxes, and employment are expected to generate annually over \$300,000 of additional transient tax revenue, \$40,000 of local sales tax revenue, and \$20,000 of meals tax revenue. An additional \$20,000 annually is expected to be generated from the local sales tax and the state is expected to receive over \$180,000 annually from sales taxes generated by the hotel.

Overall, the project will provide roughly \$500,000 annually in the form of direct tax revenue to the City of Richmond and over \$700,000 annually to the public. Aside from increased tax revenue, visitor spending, and further development of the area, the project has created approximately 25 FTE jobs.

## | Bronze |

*Two Silos at Farm Brew Live*

**Prince William County  
Economic Development**

Gainesville, VA



**DEPARTMENT OF ECONOMIC DEVELOPMENT**

Two Silos at Farm Brew Live is an innovative multi-use facility, breathing new life into a 100-year-old dairy barn and advancing economic development in Prince William County. The project, developed by Silva Holdings, transformed the once deserted corner of Innovation Park into an 8-acre hotspot, featuring a brewery, restaurant, live music stage, and events center, while preserving the historic barn's integrity.

Targeting young suburban residents and families, Two Silos attracts thousands of visitors every weekend, adding vibrancy to the area's nighttime and weekend scene. The project's success also triggered other developments, leading to a significant reduction in office vacancy rates in Innovation Park.

Moreover, Two Silos provides over 100 jobs, bolstering local employment. Its consistent innovation and attention to enhancing visitor experiences, such as the introduction of wintertime igloos, ensure sustained interest and community engagement. Through a unique blend of preservation, innovation, and economic stimulation, Two Silos stands as a testament to successful community-oriented development.

# Program Awards

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*Population: Greater than 500,000*

## | Gold |

*Bedrock's Book Tower*

**Michigan Economic  
Development Corporation**

Lansing, MI



**MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION**

The historic Book Tower was once an icon of Detroit's architectural elegance, standing as the tallest structure in the city when it was built in 1916. Almost 90 years later, the dilapidated building had been vacant for nearly a decade and had become a symbol of decline.

The goal of the Book Tower project was to bring new opportunities to live, work, celebrate and stay in downtown Detroit. The method was to undergo one of Michigan's largest adaptive reuse projects.

The project was part of four development sites within a Transformational Brownfield Plan (TBP), which qualifies the parcels for tax increment financing. The TBP went through an economic and fiscal impact analysis before construction began, which concluded that the project would produce an estimated \$596 million in incremental state taxes year-over-year.

The final result was the restoration of this beautiful and iconic building that turned a vacant and worn space into new housing, hotel and commercial space to help with the rebirth of the great City of Detroit.

## | Bronze |

*Project Meadow*

**City of Dallas Office of  
Economic Development**

Dallas, TX



**Economic  
Development**

Project Meadow anchors the redevelopment of an 11-acre site near the American Airlines Center (AAC). Originally developed in 1997 as a low-density apartment complex, the surrounding area has seen tremendous growth including the Perot Museum, hotels, shops and high density apartments in the vicinity. Hunt Realty acquired the property in 2000, and in 2020 revealed plans to demolish the apartment complex and redevelop the property as a 3.7 million-square-foot high-density mixed-use development, with green roofs and terraces, to include 4 buildings and commercial (office, retail, etc.) and residential spaces, in addition to a 1.5-acre park serving as a pedestrian friendly linkage between the Perot and the AAC.

Manhattan-based, Fortune 100 company Goldman Sachs will be the first official tenant of the campus, and will occupy an 800,000 square foot office space designed by Henning Larsen, a Danish studio internationally known for architecture, landscape, and urbanism. With this project, Goldman Sachs will double its presence in Dallas to 5,000+ employees, making Dallas the largest U.S. office outside of its headquarters.

# Program Awards

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## Economic Equity & Inclusion

Population: Less than 25,000

### | Gold |

*Tullahoma Village Apartment  
Homes Redevelopment*

**Tullahoma Area Economic  
Development Corporation**

Tullahoma, TN



This was a multifamily-residential deal that included a \$10,000,000.00 Bond Issue and payment-in-lieu-of-taxes (PILOT) to approve a unique developer to redevelop an aging low-income housing tax credit property, Tullahoma Village. The project created 85 short-term construction jobs, when the PILOT expires, the property tax assessment will have more value and unsanitary living conditions for citizens living in the 85 units will be successfully addressed.

Remodeling these apartments and providing the education, security, and stable utility services for this facility has been transformational to the residents and their children. A 13-year resident reported: “She was thankful for all the renovations, new management, cleanliness, and for the people responsible for creating an environment where she is so very proud to live. She was exuberant with pride as she walked her dog around the complex. She said to thank everyone for doing their part to make her such a happy woman.”

### | Silver |

*Hispanic Heritage Festival*

**Ponca City Development Authority**

Ponca City, OK



The Hispanic Heritage Festival began as an idea when a local Latino couple (Peru and Dominican Republic) sat down to discuss business planning and making their respective businesses “legal and American.” During this discussion, the question was asked “Why is there no Hispanic/Latino festival in Ponca City?” And there really was not a good answer. And so, the champions for the Hispanics/Latinos emerged!

Over the next six months, the couple worked with local Hispanic leaders in the community alongside the Ponca City Development Authority to find sponsors, engage potential attendees, and build a level of trust between the “white” people and the Latinos. Ponca City has over 850 people of Hispanic/Latino origin according to the 2020 Census. The goal of this event was to begin bringing them together, develop an association to support Hispanics in the community and welcome new Hispanics/Latinos to Ponca City, creating opportunities for fellowship and businesses to thrive.

# Program Awards

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Population: 25,000 - 200,000

**| Gold |**

*OneEastside SPARK*

**OneRedmond**

Redmond, WA



**OneRedmond**

Over the course of a year, OneRedmond forged new territory in equity and economic development by piloting programs in partnership with community-based organizations, bringing in language advisors and technical assistance to over 1,400 business owners from underserved communities.

The OneEastside SPARK program coordinates dozens of regional partners to maximize resources and focus on small business recovery and resiliency.

With partners, OneEastside SPARK delivers responsive programming that strengthens the regional small business support ecosystem and allows business owners across all communities to access critical funding and resources.

OneEastside SPARK had 28,000 instances of engagement, and helped with over \$4.4M in funding assistance within a single year. In addition, during the last quarter of 2022, the OneEastside SPARK team worked with partners on outreach, education, and support for the Working Washington Round 5 grant program, which supported 430 organizations resulting in over \$7.5M in grant funding to these organizations.

**| Silver |**

*Path to Prosperity Suite of Services*

**Spruce Root**

Juneau, AK



Spruce Root's Path to Prosperity (P2P) programs are a suite of business, workforce development, and financial literacy training programs. These programs support rural and Indigenous entrepreneurs to grow regenerative businesses that support their communities, the environment, and the economy.

Started in 2012 as a business plan competition by Sealaska and the Nature Conservancy, Spruce Root's programs aim to enhance socially sustainable entrepreneurship and leadership in underserved communities. Seeing the need for additional support, Spruce Root expanded programming to start-ups in Business Basics, growing businesses in Business & Balance, and mature businesses in Master Class, with industry-specific variations of these programs. The cohort-based approach is complemented by a one-on-one Business Coaching program.

As a result, Spruce Root has supported more than 839 entrepreneurs across 23 communities, delivered more than 1,200 hours of technical assistance, and assisted entrepreneurs in preparing more than 250 business plans. Annually, program graduates offer 100+ jobs and add \$1M+ in revenues to the region. Of the 27 loans Spruce Root has deployed, 100% have been made to borrowers that have received significant programmatic support through one or more of the programs noted above.

# Program Awards

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## | Bronze |

*Together for Hayward Point  
of Sale Grant Program*

**City of Hayward Office of  
Economic Development**

Hayward, CA



As part of the COVID economic recovery efforts, the City of Hayward launched a community gift card program. Customers purchased gift cards that could be used at over 100+ registered businesses. Economic Development staff signed up businesses across the community and focused efforts on the ethnically diverse shopping centers and districts. During these outreach efforts, staff realized that many of the small minority-owned businesses did not currently accept credit cards, which was a requirement to participate in the program. To address this issue, staff created a new Point of Sale Grant Program. This grant provided businesses with up to \$800 towards the purchase and set-up of a new digital point of sale system.

Through the grant program, 44 businesses were able to purchase new systems that can now accept credit cards as well as the community gift cards. Of those, 41 of the businesses were minority-owned and/or women-owned businesses. Several of the businesses that took advantage of the program became top recipients of the community gift card funds.

## | Bronze |

*Economic Empowerment Program  
and Integration Success Program*

**Ignite**

Fredericton, New Brunswick, Canada



These programs provide immigrants and international students with essential soft skills required to succeed as entrepreneurs, boost employability opportunities, support their families, engage in their communities, and build social connections. Participants leave the programs understanding their opportunities for growth in Canada and how they play an important role in advancing the economy and contributing positively to their communities. These programs have a great impact on participants - many note how they helped build confidence, networks, and a sense of possibility. Since launching in 2021, the programs have supported 116 newcomer women and international students.

# Program Awards

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*Population: 200,000 - 500,000*

**| Gold |**

*Digital Inclusion & Livelihood  
Creation of Underprivileged  
Through Innovative Technology*

**Anudip Foundation for Social Welfare**

Kolkata, West Bengal, India



This program helps youth from marginalized sections learn skills that are in-demand and helps them embark on stable career paths. The right market-aligned skill sets mapped to the job roles available can help the unemployed and the under-employed secure aspirational jobs. The newest component of our digital livelihood program is FuturePro, which builds core 21st Century behaviors such as curiosity, self-learning, critical-thinking and communication laying the foundation on which domain knowledge can be built, thus bridging the gap.

Anudip believes that a life of dignity is essential to impact lives, communities and societies and that people from disadvantaged backgrounds can excel in new-age, digital, knowledge economy and 21st Century careers. These jobs are sustainable, provide for consistent income, learning and growth opportunities and above all safe and secure environments. The transformation from extremely disadvantaged, difficult lives can be facilitated through 1) Meaningful partnerships with corporations, 2) In-depth counseling, 3) Customized and curated technical curriculum, 4) Blended learning/active learning pedagogy, 5) Life skills and work readiness skills, 6) Access to markets and work opportunities, and 7) Supportive networks and relationships. Our theory of change is to create lifelong learners with a strong foundation in human values and socio-cultural awareness by imparting multi-dimensional education. The goal is to create a bridge of continuous learning and progress for the learners, a life of dignity and security for their families and general advancement of their communities. The students are made “future-ready” with skills for new economy technology enabled careers for the 21st Century (gig, self-made or employed) and to serve as effective global citizens.

**| Silver |**

*2nd Chance Job Fair*

**Lafayette Economic  
Development Authority**

Lafayette, LA



LEDA and community partners have hosted the 2nd Chance Job Fair annually for five years with great success. The 2nd Chance Job Fair benefits local employers and justice involved or formerly incarcerated individuals who are reentering the workforce.

With record low unemployment rates and the effects of the pandemic on workforce participation rates, employers have experienced a dire need to fill vacant positions. The 2nd Chance Job Fair connects employers with an alternative workforce pipeline. Meanwhile, formerly incarcerated or justice involved individuals face impediments to reentering the workforce. The job fair allows these individuals, who often experience rejection while attempting to reenter the workforce, the opportunity to apply for employment opportunities with confidence that participating hiring managers are aware of the candidates' background and are willing to consider these candidates for employment opportunities. The community at large also benefits from the 2nd Chance Job Fair in that studies show that employment is the single most important factor in reducing recidivism.

By organizing and hosting the 2nd Chance Job Fair, LEDA is supporting the needs of employers, formerly incarcerated individuals, and the community as a whole. The April 2023 event had strong participation and positive outcomes: 12 employers, 6 resource providers, and 211 job seekers participated; employers reported making 45 job offers at the event and there were plans to schedule 109 follow up interviews. LEDA is not only motivated by the economic and workforce development impact of the 2nd Chance Job Fair, but also positive impact on the community's quality of life.

# Program Awards

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## | Bronze |

*Strategic Plan for Equitable  
Economic Development (SPEED)*

**City of Richmond**

Richmond, VA



The Strategic Plan for Equitable Economic Development (SPEED) informs all economic development efforts of the City of Richmond. Its tangible cross-disciplinary initiatives aim to address long-standing inequities to build a more equitable, inclusive, and sustainable economy for Richmond. SPEED includes five ambitious goals to measure success by the end of FY 2026:

- Economic development projects totaling \$3 billion of capital investment
- Creation of 3,000 new jobs with annual salaries at or above \$52,000 (110% of the City's median household income)
- A reduction in the poverty rate by 5 percentage points
- Public and private sector real estate development activities that generate \$25 million in annual real estate tax revenue
- Award of 2,500 postsecondary credentials to Richmond residents

This plan provides a comprehensive roadmap for how Richmond's economic development program can build a local economy that achieves greater equity and more economic growth from fiscal years 2022 through 2026.

*Population: Greater than 500,000*

## | Gold |

*The Equity & Diversity Collaborative*

**City of Mississauga**

Mississauga, Ontario, Canada



The Equity & Diversity Collaborative (EDC) is a consortium of healthcare and life sciences companies dedicated to driving gender equity and diversity. EDC's mission is, "To achieve gender parity ("50%") and significant representation ("30%") of other under-represented groups, including racialized persons, people living with disabilities, and members of the LGBTQ+ community at all levels of organizations and on Canadian board(s)." This mission is in alignment with Innovation, Science and Economic Development (ISED) Canada's 50-30 Challenge.

Measurement of achievement and progress is through continuous member engagement and participation and actions taken by member companies towards achieving this goal. Measurable actions include: 50% of Collaborative members diversified recruitment channels in their first year; 6 Collaborative companies completed bias training for between 50-100% of their workforce; 82% of Collaborative members surveyed reported receiving good or significant value from participation; and 50% of Collaborative members confirmed their work with the EDC has led their company to implement new programs or metrics to improve representation.

In its first year, the Collaborative represented a total workforce of 4,300+ employees. In 2022, the Collaborative experienced a 20%+ growth in its workforce representation, with the addition of 4 new members bringing the total number of employees to 5,000+. There has also been an increase in awareness of the importance and economic impacts of making these changes. A diverse workforce contributes to the betterment of an organization and its communities.

# Program Awards

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## | Silver |

*Small Business Navigator Program*

**City of Tucson**

Tucson, AZ



Rooted in principles of social and economic justice, the City of Tucson’s governance seeks to directly engage and consult with underrepresented members of the community. The City’s work has advanced goals of sustainability, equity, and economic growth through corridor, place-based initiatives and special projects.

The Small Business Navigator Program mobilizes existing regional assets, relationships, and commitments to bring this work to address the needs of overlooked struggling businesses belonging to minority races and identities.

This heritage and culture of the City of Tucson is brought to life through the work of thousands of small businesses throughout the region. The Small Business Navigator Program delivers recovery support and business development services to small businesses in the city by addressing three fundamental needs: Access to Capital, Financial Health, and Leadership Acumen. All support services are offered via email, telephone, in person at various City facilities, in person at the business location, or virtually to accommodate the needs of all entrepreneurs. The program has been creating and facilitating workshops/trainings that directly address the needs of small business owners. Navigators have provided more than 1,000 hours of small business training since inception in 2022, with more than 100 business visits and more than 300 hours of technical assistance.

## | Bronze |

*Workforce Development Systems Improvement to Increase Employment Equity*

**City of Albuquerque Economic Development Department**

Albuquerque, NM



In March 2020, the City of Albuquerque’s Economic Development Department (EDD) was awarded a \$450,000 grant from the W.K. Kellogg Foundation for its “Workforce Development Systems Improvement to Increase Employment Equity” project. The project’s goals were to establish the EDD as the hub and convener in Albuquerque for aligning workforce and economic development systems, and to improve available resources for underserved residents in the Early Childhood Education (ECE) sector, thereby building a more dynamic and equitable economy.

The primary groups identified for equity-focused workforce training assistance in Albuquerque were low-income residents, residents with limited-English proficiency, Native American residents, and immigrant residents.

The program exceeded its goals, which led to positive tangible and intangible outcomes for the individuals receiving the services and Albuquerque’s economy as a whole. At the conclusion of the grant, the EDD assisted 362 individuals with workforce development programming, 94% of whom identified as being low-income, and 92% of whom identified as being a person of color.

This program demonstrated that a municipality and community partners can unite to remove career pathway barriers for underserved residents. The model developed by the partners can be employed in any community interested in providing workforce development resources to its underserved communities.

# Program Awards

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## Resiliency, Recovery & Mitigation

Population: 25,000 - 200,000

| Silver |

*Together for Hayward Restaurant Relaunch and Restore & Re-Open Programs*

**City of Hayward Office  
of Economic Development**

Hayward, CA



As part of the COVID economic recovery efforts, the City of Hayward Economic Development team created two programs to assist businesses with updating their facilities to meet current health requirements and customers' expectations. These programs were called the Restore and Re-Open program and the Restaurant Relaunch program.

The Restore and Re-Open program assisted with improvements to building façades to update the look and feel of the businesses. The Restaurant Relaunch program focused on creating outdoor dining spaces and refreshed indoor dining spaces that met the current expectations of customers as they came out of the pandemic.

A total of 30 businesses, each receiving \$10,000 to \$30,000, were able to make significant improvements that helped with the overall customer experience. The improvements included new permanent outdoor dining patios, new signage, lighting and awnings, new interior floors that could be easily cleaned, new tables and chairs, paint, bathroom updates, and more. The participating businesses were all grateful for the assistance they received as they welcomed customers back.

Population: 200,000 - 500,000

| Gold |

*Halifax's COVID-19 Economic Response & Recovery Plan*

**Halifax Partnership**

Halifax, Nova Scotia, Canada

**HALIFAX  
PARTNERSHIP**  
CONNECT. COLLABORATE. PROSPER.

In March 2020, the Province of Nova Scotia declared a state of emergency in response to the COVID-19 pandemic, immediately affecting businesses, residents, and the economy. Halifax Partnership led the development and implementation of Halifax's COVID-19 Economic Response and Recovery Plan (ERRP), a three-phased plan to:

- Support businesses and residents in weathering the urgent health crisis,
- Reopen and stabilize Halifax's economy, and
- Recapture pre-COVID economic momentum and growth.

In the Urgent Phase, the Partnership's COVID-19 web-based Resource Hub generated over 25,000 page views. There were also over 900 points of contact with Halifax businesses, an enrollment of 160 businesses in an online readiness and marketplace program, and connections between 27 businesses and virtual advisers to help manage COVID-19 impacts.

By July 2020, most sectors of the economy were in the Stabilization Phase. In the Recovery Phase, Halifax Partnership continued working with partners on business and consumer confidence initiatives to inspire and encourage consumers to return to their favorite local businesses.

By September 2020, Halifax had gotten back as many jobs as were lost in the spring, and as 2020 turned into 2021, Halifax led all Canadian cities in job growth. Halifax experienced its second best year ever for population growth and 17 companies opened or expanded their operations with 1,181 expected jobs.

# Program Awards

## | Silver |

*Homegrown Holidays*

### **New Orleans Business Alliance**

New Orleans, LA



The New Orleans Business Alliance (NOLABA) launched this local shopping campaign in 2021, as part of an ongoing effort to support local retail businesses during the holiday season. NOLABA selected 50 participating businesses located across seven high-impact, disinvested neighborhoods, including Algiers, Gentilly, Gert Town/Hollygrove, Lower Ninth Ward, New Orleans East, and Tremé. Those who shopped at the 50 participating businesses between Black Friday and New Year's Eve were entered into a raffle for a chance to win a \$200 cash prize. The campaign was so successful, seeing an increase in sales and repeat business participation, that NOLABA relaunched the Homegrown Holidays shopping campaign in 2022.

*Population: Greater than 500,000*

## | Gold |

*Supply Chain Resiliency Program*

### **City of Surrey / City of Richmond / Township of Langley**

Surrey / Richmond / Langley,  
British Columbia, Canada



In response to the supply chain challenges faced by local manufacturers during the COVID-19 pandemic, the City of Surrey, City of Richmond, and Township of Langley partnered to deliver the Supply Chain Resiliency Program (“SCRP”) to improve the resilience of manufacturers and allow for more rapid response to future supply chain disruptions.

The program had three major components, including:

- A pilot Industrial Capabilities Inventory and Intake Form that was distributed among manufacturers in the region to collect data about existing manufacturing capabilities and equipment;
- A series of technology adoption workshops used to identify opportunities for investment and innovation in the region's manufacturing sector, and;
- A De-risking Emerging Market Opportunities (DEMO) toolkit designed to guide manufacturers through the process of identifying and evaluating new market opportunities.

Approximately 15% of the region's manufacturers provided their manufacturing capabilities through the Industrial Capabilities Inventory and Intake Form, and the data collected from these manufacturers was used to identify unique strengths and opportunities within the sector. In addition, the SCRП built awareness among manufacturers about processes that are being developed and employed by leaders in each manufacturing subsector. Further, the DEMO Toolkit assisted manufacturers in the region in de-risking investments in new technologies, materials, processes, and capabilities needed to capitalize on emerging market opportunities.

# Program Awards

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## | Silver |

*ARPA-Funded Small Business Implementation Plan*

**City of San Antonio Economic Development Department**

San Antonio, TX



**ECONOMIC  
DEVELOPMENT**

The City of San Antonio's ARPA-funded Small Business Implementation Plan is an ambitious framework for supporting small businesses through hardship and enhancing resiliency within the community.

Early initiatives focused on stabilizing the small business ecosystem providing more than \$18 million in grant funding for businesses impacted by the pandemic. Phase II of the project, which launched spring 2023, focuses on access to capital through growth funding, capacity building through back-office support and establishing or improving businesses' web presences, geographic placemaking through corridor redevelopment and façade and outdoor spaces opportunities, implementation of buy local initiatives, and a transformation of the ecosystem. Through these initiatives, the City is committed to achieving the following outcomes for businesses—with a focus on historically underserved Black- and Latino-owned enterprises:

- Improving opportunities through access to capital,
- Increasing awareness of, and application for, grant programs,
- Cultivating a resilient and sustainable small business ecosystem,
- Strengthening connection between residents and the places they share, and
- Supporting the production and consumption of local goods and services.

## | Bronze |

*Small Business Resiliency Playbook*

**Greater Memphis Chamber**

Memphis, TN



**GREATER MEMPHIS CHAMBER**

Drawing from insights of some of the city's top business minds, our goal in shaping the Small Business Resiliency Playbook was to create a dynamic tool that any small enterprise could consult time and again, for dilemmas, transition periods, and crises both large and small. The result is a resource that can unleash the innate power of any enterprise to PROSPER and indeed endure, whatever the next major external change brings.

In the Fall of 2020, 40 members of the Memphis small business community (not just members of the Greater Memphis Chamber) held weekly sessions to discuss what a playbook for almost any crisis would look like, after all, it was so often said regarding COVID-19, "there was simply no playbook." Inspired by the acronym PROSPER (P=Perspective, R=Re-focus, O=Operations, S=Systems, P=People, E=Engagement, R=Resiliency), subject matter experts would share their best practices on topics pertaining to business continuity and crisis planning. Additionally, the Chamber surveyed over 300 small business owners during this time, asking how small business leaders were faring during the pandemic. The group of 40 was deliberate in sharing universal information, not just for Memphis small business owners, but for everyone, this is evident in the title of the overall effort not associating with a particular city nor group.

The end result was a multi-media platform that is easy to access and contains the culmination of advice from subject matter experts to arm small businesses with tools needed during times of uncertainty. The Small Business Playbook is evergreen and is often revisited by those same subject matter experts to share further insight and updates. It is one of the Chamber's most-utilized resources as our businesses navigate the post-pandemic world.

# Program Awards

## Innovative Project Financing

Population: Less than 25,000

| Gold |

*Broadway Lofts*

**Michigan Community Capital**

Mount Pleasant, MI



Broadway Lofts is located at 410 W Broadway in rural Mount Pleasant, Michigan. The four-story, new construction building offers modern living with all of the conveniences of a downtown location. GreenTree Cooperative Grocery, a staple of downtown since 1977, relocated and expanded their footprint in Broadway Lofts in 2022. The building welcomed Isabella Community Credit Unit in 2023. There are 48 for-rent residential units, with a mix of studio, 1- and 2- bedroom apartments. 15 units are income-restricted at 80% of the area median income. The property was fully leased at the end of 2022.

Broadway Lofts is the redevelopment of a long-vacant and contaminated property adjacent to Mount Pleasant City Hall. The property was the top priority for the city and after multiple development teams declined to proceed, Michigan Community Capital purchased the site and assembled a creative financing package that allowed the development to move forward. Project partners include the City of Mount Pleasant, National Cooperative Bank, PNC Bank, Cinnaire, Norther Trust, Michigan Economic Development Corporation, and Michigan Department of Environment, Great Lakes and Energy.

| Silver |

*Business Park Infrastructure -  
Ranch House Explosion*

**Elgin Economic Development Corporation**

Elgin, TX



The Elgin EDC purchased 80-acres of land to recruit businesses to Elgin with the explosive growth happening in Central Texas. The property was not accessible with roads and lacked the necessary infrastructure required to support manufacturing facilities.

Over an 18-month period, Elgin EDC signed contracts with seven new business park tenants purchasing tracts of land. The EDC was awarded \$1.6 million EDA grant funding and Issued Bonds for an additional \$2.3 million to construct the necessary road and utilities. The road was designed to meet the needs of the initial tenants, which required demolition of a large ranch house with a pool, barn, and pond.

The EDC contacted a television network that had recently filmed in the area to see if it had any use for the ranch house or barn. The network's location scouts decided it was the perfect location for a ranch house explosion scene that they had been looking for. After the explosion was filmed, the network demolished the entire property and cleared all debris at no cost to the city.

The road (Innovation Way) will connect the Elgin Business Park to Highway 290 with a lighted intersection being provided by TXDOT. This project demonstrates the importance of having strong relationships with local, state, federal, and private sector entities. The partnerships will have a drastic economic impact on Elgin creating more than 700,000 square feet of new buildings with an estimated investment of \$125 million, and over 400 new jobs for this rural community experiencing EXPLOSIVE growth.

# Program Awards

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*Population: 25,000 - 200,000*

**| Silver |**

*Sweetwater Road - Capital Improvement Project*

**City of Surprise**

Surprise, AZ



When is a road more than a road? The City of Surprise's Sweetwater Ave project shows that roads can be more than just pavement and lines, they can be the gateway to Economic Development success in a community. Through strategically prioritizing Surprise's Capital Improvement Projects the City was able to land major entertainment, retail, and restaurant development several years earlier than would have otherwise been possible.

*Population: Greater than 500,000*

**| Gold |**

*Impeller*

**Invest Puerto Rico**

San Juan, Puerto Rico



A first for Puerto Rico and the industry, Impeller is a dynamic and accessible online investment platform that connects interested investors with businesses and development opportunities across the island. By providing an easy-to-use and feature-full platform for analyzing projects and companies, driving dialog between investors and companies, and offering turnkey investment in deals, Impeller is becoming a central hub for investment activity in Puerto Rico.

## Innovation Programs & Initiatives

*Population: Less than 25,000*

**| Gold |**

*Shared Equipment Program*

**Ponca City Development Authority**

Ponca City, OK



At the beginning of 2021, it was very clear manufacturers were having difficulty recruiting new employees at the same time supply chains were beginning to get extremely tight and costs were rising. The 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. Representatives of Pioneer Technology Center Business Services teamed up with Ponca City Development Authority to expand an existing Plan/Bid Room available to construction and trades, into a shared equipment program for local industry access. Additional equipment added to the space included a Keyence CMM measuring machine, a 3D photopolymer printer, and a Vectis Cobot robotic welder. Twelve local companies have been able to slash shipping and time constraints with the access to the CMM inspection device, with several 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 productivity by creating parts to speed up turnaround time and filling the void left by the shortage of skilled labor.

# Program Awards

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## | Gold |

*Childcare Working Group*

**Kerr Economic Development Corporation**

Kerrville, TX



Faced with the challenge of childcare shortages hindering parents' return to the workforce post-COVID, KEDC devised a creative solution. The project aimed to identify and address obstacles through a lean, 90-day approach involving three 90-minute meetings with key stakeholders, including employers, childcare directors, and community leaders.

Despite skepticism about the effectiveness of this approach, the Working Group successfully achieved its goals within the set timeframe. The project's success criteria included adding 100 jobs to the local workforce, outlining three solutions, and gathering insights from industry leaders. The group pinpointed challenges and proposed solutions, such as forming a Shared Services Alliance, partnering with expanding childcare providers, and establishing an incubator for new childcare businesses.

The project's impact within just seven months was remarkable. It facilitated increased childcare capacity, recognized providers' contributions through a special day, and paved the way for potential state funding. The KEDC demonstrated effective cross-industry collaboration, leveraging strong relationships for rapid progress.

## | Silver |

*Great American Defense Community*

**Tullahoma Area Economic Development Corporation**

Tullahoma, TN



The Tullahoma Area Economic Development Corporation (TAEDC) set out to earn the Great American Defense Community designation to help recruit and grow the area's aerospace and defense sector. As Tullahoma is home to the Arnold Engineering Development Complex (AEDC), this designation was important to the continued success of the economic engine of the region. The Association of Defense Communities (ADC) recognized Tullahoma as a Great American Defense Community because of the way the community supports service members, their families, veterans, and the Arnold Air Force Base's mission.

Earning this designation was one of TAEDC's largest accomplishments and helps tell the workforce development story to support the high tech work at AEDC. In addition, ADC created a new video showcasing Tullahoma, which now serves as a recruiting tool.

# Program Awards

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## | Bronze |

*Pembroke Strong*

**Nicor Gas Company**

Naperville, IL



Pembroke Strong was designed and executed by Nicor Gas Community and Economic Development (CED) to promote opportunities to invest in businesses and families, enrich the community, and provide safe, reliable, and affordable energy to one of the poorest areas in Illinois.

The Pembroke Strong campaign and multiple partnerships made all of it possible. The Kankakee Community College cohort enrolled and certified 17 students and residents. NPL Constructions hired 11 residents and 2 local businesses to help bring natural gas infrastructure. CED spearheaded a business resource network that provided grants and resources to entrepreneurs and small businesses to grow and expand in Pembroke. Nicor Gas successfully installed more than 36,213 feet of gas main as of June 2023, and is on track to complete Phase 2 of the Pembroke Township Natural Gas Investment Pilot Program. CED and Economic Alliance of Kankakee County have designed a business recruitment framework and secured a memorandum of understanding to market areas and properties in Pembroke.

The foundations laid, partnerships forged, and opportunities ahead will change the trajectory of a surviving to a thriving community.

*Population: 25,000 - 200,000*

## | Gold |

*Anchor Institution Commitment*

**Dallas College**

Dallas, TX



Three years ago, Dallas College joined the Anchor Learning Network committing to intentionally apply its economic power and human capital in partnership with local communities to improve mutual well-being. This initiative challenges Dallas College to better align its economic assets to its educational mission to equitably benefit the local economy.

The “Buy. Hire. Build.” focus means increasing local hires into full-time living wage jobs; growing procurement spend with local and diverse businesses; and creating communities that attract, retain, and sustain residents.

College-wide departments have excelled at leading and engaging coalitions partnering with civic, education, private industry, and local non-profit organizations to secure \$187M in active grants being used to drive innovation and economic opportunity, particularly through work-based learning models. Dallas College is on track to pay a living wage to all employees. Local and diverse procurement spend has increased, and the College earned the AASHE Silver rating for sustainability performance.

The Anchor Institution Commitment is now embodied in the Board’s strategic priorities to “leverage college facilities, land, technology, programs, partnerships and other capabilities to strengthen and build communities and the workforce now and in the future,” and Dallas College looks forward to growing the initiative and its impact.

# Program Awards

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## | Gold |

*Regional Workforce Development  
Innovation Program*

**San Angelo Chamber of Commerce**

San Angelo, TX



The Chamber-led San Angelo Regional Workforce Development Innovation Program consists of four industrial workforce development programs: 1) SME PRIME (Society of Manufacturing Engineers - Partnership in Response in Manufacturing Education) projects linking local manufacturers with students; 2) Fabricators Recruitment Day, a day in which a local steel fabrication company interviews over 90 students; 3) Manufacturing Days - Each October the SARMA (San Angelo Regional Manufacturers Alliance) organizes events and factory tours for students from Angelo State University, Howard Community College and the San Angelo Independent School District (SAISD); and 4) Aermotor Windmill School - a 4-day event attended by students throughout the United States to learn skills for maintenance and construction of wind-powered water supply systems.

## | Silver |

*Sweetwater Road -  
Capital Improvement Project*

**City of Surprise**

Surprise, AZ



When is a road more than a road? The City of Surprise's Sweetwater Ave project shows that roads can be more than just pavement and lines, they can be the gateway to Economic Development success in a community. Through creative funding and management strategies, garnering the support of city leadership, and working diligently with partners, the City of Surprise was able to land a major entertainment center that will benefit the entire area.

## | Bronze |

*The Way to Impact*

**Pflugerville Community  
Development Corporation**

Pflugerville, TX



State Highway 130 toll road was completed in Pflugerville in 2007, and opened the door for significant growth. The Pflugerville Community Development Corporation (PCDC) purchased 167 acres to develop the One Thirty Business Park bringing centralized drainage, wet and dry utilities along two roads, Helios and Impact Way. The project made a significant impact on the local tax base, however, Impact Way was stubbed out 1,200 feet short of the property line because 24-acres were dubbed “undevelopable.”

Over the next 8 years, PCDC found a pathway to extend Impact Way to develop these acres. This proved to be a just-in-time delivery to provide shovel ready tracts to meet market demands and to retain a local manufacturing company that would have been forced to leave for their critical expansion.

In January 2023, the \$2.8MM Impact Way extension was completed. The manufacturing company will break ground in two months, the PCDC acquired an additional 17-acre tract that is now shovel ready thanks to the road extension, and Impact Way opens up development for an additional 120-acres to the south bringing tax base and primary jobs.

The PCDC's determination paved the Way to Impact for the community despite an “undevelopable” verdict.

# Program Awards

## | Bronze |

*Talent Tours*

### **Flint & Genesee Economic Alliance**

Flint, MI



The Flint & Genesee Economic Alliance Talent Tours program brings specific populations (returning citizens thus far) to available jobs with local employers through facility tours. Employer partners struggling with recruitment find the more personalized interactions more fruitful and efficient than traditional recruitment strategies. With time to discuss the unique barriers of these individuals and set expectations, both parties are more equipped for hiring success.

By showing job seekers up front what the work environment is like, the Flint & Genesee Economic Alliance Talent Tours better prepare job-seekers for the workforce and improve the likelihood that employers hire qualified candidates who will stay employed. As the convening partner for the program, Flint & Genesee Economic Alliance leverages partnerships with local service providers and employers, offering transportation funding and meals.

Since its launch in December 2022, more than 40 individuals have participated in five Talent Tours. Not only have participants become more aware of available jobs and what it will take to get them, but employers and service providers have found barriers in hiring processes, systems, and training that could improve hiring outcomes for job seekers. Correcting these systemic issues can create impactful change for employers, training providers, and job seekers.

*Population: 200,000 - 500,000*

## | Gold |

*Ready Built Units to Support  
Socio-Economic Development  
Through Entrepreneurship*

### **Saudi Authority for Industrial Cities and Technology Zones (MODON)**

Riyadh, Saudi Arabia



Ready-Built Units (RBUs) are designed, constructed, and fitted industrial buildings leased out to MODON industrial partners. The MODON portfolio includes 828 Ready-Built Factories (RBFs) in operation (90% occupancy rate), and 32 Supported Units recently completed, as well as all types of RBUs in construction, including Multistory Factories (M).

The objectives of RBU projects have evolved from standard business to development: supporting the growth of SMEs, clusters, job creation, localization of value chains, regional and local development and, most recently, increased business resilience.

Besides saving compliance costs and upfront capital investment, renting an RBU in MODON comes with integration into a functional business ecosystem, access to quality services, and additional incentives through MODON institutional partnerships.

The quality and sophistication of RBUs are continuously growing, in terms of design, as well as business model and governance. There are increasingly more options for the prospective industrial clients to complement the brick-and-mortar products.

# Program Awards

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| Gold |

*Impact of Activation Capital*

**Activation Capital**

Richmond, VA



**ACTIVATION  
CAPITAL**

*From start to phenomenal*

As an innovation ecosystem development organization, Activation Capital's vision is clear – to cultivate and sustain a steady pipeline of globally impactful tech entrepreneurs. Playing a unique role in growing this ecosystem, Activation Capital aligns its every action with the goal of growing Virginia's community of advanced tech entrepreneurs and empowering them to solve the world's toughest problems.

Examples of Activation Capital's impact in the past year includes:

- Successful operation of a 34-acre park with 1.2 million SF of office and research space.
- Development of an ecosystem that includes 450,000 SF Altria Center for Research and Technology; Medicines for All – Bill & Melinda Gates-funded institute focused on the development innovation manufacturing techniques for medicines; and Phlow's Advanced Pharmaceutical Development Center; U.S. Pharmacopeia.
- The organization serves as the only public enterprise that is focused on revitalizing downtown Richmond with the agility to operate at the speed of business.
- The convener of a regional coalition of public and private sector stakeholders that secured over \$111 million in funding by federal, state, local, and private supporters over the past year.

| Silver |

*Innovation Fund*

**McKinney Economic Development**

McKinney, TX



McKinney Economic Development Corporation

The mission of the MEDC Innovation Fund is to spur and accelerate innovation-focused companies' growth at various revenue and funding stages during the startup lifecycle. It is designed to grow with the company as it scales, supplementing growth during the timeliest need in the startup lifecycle. Since January 2020, nearly 150 companies have applied for funding, with nearly 40 of them receiving grant funding. The MEDC takes no equity; it is a performance-based grant.

# Program Awards

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## | Silver |

*Northshore Healthscape*  
**St. Tammany Corporation**  
Mandeville, LA



Healthcare is a major economic driver on the Northshore, in terms of both jobs and productivity, contributing more than \$1.5 billion to the three-parish GDP. The industry represents 22,000 jobs in the area, and demand continues with 5,000 unique postings for jobs in the past 12 months.

In 2021, St. Tammany Corporation (STC) launched a robust, collaborative, and solutions-focused facilitated quarterly dialogue for leaders in the healthcare industry. As the engagement evolved, there was a clear desire among partners to pursue a healthcare infrastructure assessment, prioritize workforce development and talent solutions, and formalize this collaborative effort.

In May 2022, St. Tammany Corporation launched the three-year regional healthcare sector pilot program, “Northshore Healthscape: A Collaborative Enhancing the Pulse of the Regional Healthcare Economy”, with direct engagement from healthcare entities from across a three-parish region inclusive of St. Tammany, Tangipahoa, and Washington parishes. Recognizing the opportunities, challenges, and needs of the healthcare ecosystem, the priority areas of work for the pilot program are capacity building, workforce and talent, ecosystem development, and strategic implementation.

## | Bronze |

*Okanagan Young Professionals Collective*  
**Central Okanagan Economic Development Commission**  
Kelowna, British Columbia, Canada



A decade ago, the region was one of the oldest census metropolitan areas (CMAs) in Canada and was seeing graduates leave in search of employment opportunities elsewhere. The Central Okanagan Economic Development Commission (COEDC) recognized a few groups facilitating activities in the areas of professional development, mentorship, networking, and volunteering, but their communications and identities were often fragmented or disconnected, leading to difficulties in marketing and scaling efforts.

The Okanagan Young Professionals (OYP) Collective, powered by the COEDC, was thus established in 2012, with a focus on retention and attraction of young professionals and their families. A student liaison component was added to the OYP Collective in 2020, with a focus on post-secondary student and graduate engagement and retention.

The OYP Collective is run by a Community Cultivator and guided by the “Members of Influence” – representatives from almost every industry sector and Okanagan geographic area – who provide guidance and connection to the young professional pulse of the region.

Since, the OYP Collective has become the umbrella that fosters and supports the existing young professional groups by opening lines of communication and helping cross-pollinate memberships, as well as serving as a central hub for information, resources, and 1:1 support for young professionals and newcomers.

# Program Awards

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*Population: Greater than 500,000*

**| Gold |**

*Entertainment Development Fund*  
**Louisiana Economic Development**  
Baton Rouge, LA



The mission of the Entertainment Development Fund is to cultivate the state's intellectual infrastructure through customized education and workforce opportunities. Since 2021, the fund has awarded nearly \$5 million dollars for educational and workforce training initiatives that are building a sustainable pipeline of entertainment sector employment opportunities for Louisiana residents. In 2022 alone, 10,000 jobs were supported by Louisiana's entertainment industry. Louisiana continues to be a global leader in groundbreaking film industry initiatives. The Entertainment Development Fund provides critical support for vital programs that are meeting the workforce needs of the future.

**| Silver |**

*Global Ventures at Florida Atlantic*  
**Research Park at Florida Atlantic University**  
Boca Raton, FL



Global Ventures is a hub for international, second-stage companies to scale-up, becoming sustainable contributors to South Florida. It targets the healthcare and smart systems industries.

Global Ventures seeks to bring new intellectual capital by contributing to FAU's research mission; enhancing the student experience, creating internships, new jobs; and to bring new capital to South Florida.

By January 2023, it had 33 member companies from 16 countries. By year's end, 3 companies will graduate into the Research Park, making room for others to begin their growth cycle. In 2022, 25 net new jobs were created, a total of 98 supported by Global Ventures companies, plus 35 student internships.

Global Ventures has widespread community support: service providers and corporations donate or discount time to companies to integrate themselves in the region. Many have invested in Global Ventures - \$110,000 - adding to the \$200,000 and \$150,000 by Palm Beach County and City of Boca Raton, respectively. Units of FAU also invest in Global Ventures for the value it brings students and alumni. Further, the FAU Career Center is involved to inform students of the myriad opportunities available.

South Florida is ranked as a top region for startups but lacks in scaling those companies up. Only Global Ventures fills the second-stage gap.

# Program Awards

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## | Bronze |

*Resources for Developing Minds*

**One Acadiana**

Lafayette, LA



Resources for Developing Minds is a new program aimed at promoting early childhood development across South Louisiana (Acadiana).

Led in partnership between United Way of Acadiana, Ochsner Lafayette General, and Our Lady of Lourdes, the program provides resources within both hospitals to every new parent—about 6,000 each year.

With the goal of supporting healthy brain development, promoting early learning, and improving outcomes for all young children within our region, parents receive a bag of resources, including books, and are enrolled in a text messaging service that provides milestone-appropriate tips and reminders.

On a larger scale, One Acadiana has a vision of an equitable education system that meets the region's need for talent and offers all Acadiana residents the chance for a better life through increased educational attainment. Increasing educational attainment starting from as young as possible is critical because nearly 85% of a child's brain will develop in their first three years, influencing how ready for school they will be. To measure educational attainment, One Acadiana has developed an interactive data dashboard to collect and report on the latest data for the region. The dashboard uses data from publicly available sources like the Louisiana Department of Education and the U.S. Census Bureau.

## | Bronze |

*Bridge to Home Program*

**City of San Diego Economic  
Development Department**

San Diego, CA



The Bridge to Home Program (BTH) was launched by Mayor Todd Gloria as part of his effort to produce more homes that are affordable for all San Diegans. The program provides gap financing to qualified developers to make affordable housing projects a reality and create homes for families and individuals who cannot afford market-rate housing — including many who are at-risk or currently experiencing homelessness. Round 1 and 2 of Bridge to Home NOFA contained approximately \$50M and focused on the following key objectives: leverage limited resources and incentive programs by maximizing quality unit production; enhance built-environment by revitalizing neighborhoods through catalytic economic impact; and invest in people who need it most.

# Partnership Awards

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## Public-Private Partnerships

*Population: Less than 25,000*

### | Silver |

*Pembroke Strong*

**Nicor Gas Company**

Naperville, IL



Pembroke Strong was designed and executed by Nicor Gas Community and Economic Development (CED) to promote opportunities to invest in businesses and families, enrich the community, and provide safe, reliable, and affordable energy to one of the poorest areas in Illinois.

The Pembroke Strong campaign and multiple partnerships made all of it possible. The Kankakee Community College cohort enrolled and certified 17 students and residents. NPL Constructions hired 11 residents and 2 local businesses to help bring natural gas infrastructure. CED spearheaded a business resource network that provided grants and resources to entrepreneurs and small businesses to grow and expand in Pembroke. Nicor Gas successfully installed more than 36,213 feet of gas main as of June 2023, and is on track to complete Phase 2 of the Pembroke Township Natural Gas Investment Pilot Program. CED and Economic Alliance of Kankakee County have designed a business recruitment framework and secured a memorandum of understanding to market areas and properties in Pembroke.

The foundations laid, partnerships forged, and opportunities ahead will change the trajectory of a surviving to a thriving community.

### | Bronze |

*Southwest Florida Evacuation  
Center at Babcock Ranch*

**Kitson & Partners**

Babcock Ranch, FL



Southwest Florida and Charlotte County in particular have a critical shortage of shelter space. In 2019, Kitson & Partners proposed a public/private partnership with the state of Florida to construct a regional shelter at Babcock Ranch. The town's inland location and elevation combined with resilient design make it a "shelter in place" community where residents can safely ride out storms in homes rated to withstand up to 165 mph winds. The same factors that make it safe for Babcock Ranch residents also make it a desirable place to shelter evacuees. Kitson & Partners matched state funding with donation of land and additional funding for construction. It is the only shelter in the region designed and built to ICC 500 standards to meet a pressing public safety need. It also meets community and regional needs for multi-purpose space for large community gatherings and demonstrates the inherent value of developers and community working together. For 100 years, Charlotte County had the opportunity to build a shelter in a suitable location outside of coastal evacuation and flooding zones and they couldn't do it. It took a public/private partnership with all the right participants and ingredients to meet this critical community need.

# Partnership Awards

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Population: 25,000 - 200,000

## | Gold |

*Heart of Boynton Village  
Apartments & Shops*

**Boynton Beach Community  
Redevelopment Agency**

Boynton Beach, FL



What makes the Heart of Boynton Village Apartments and Shops project possible is the collaboration of a creative public-private partnership. This partnership leveraged publicly owned real estate and development incentives to encourage private redevelopment. As a result, the partners in this project shared the risks (and benefits) which kept the project on track when the developer was faced with the post-pandemic increase in construction costs. As the first redevelopment project in over 50 years on the historic African American commercial boulevard, getting the community support and buy-in was essential to the success of the project. The mixed-use project will reactivate the once vibrant corridor and spur future redevelopment opportunities along the corridor. The project includes 124 affordable multi-family rental apartments and 8,250 square feet of neighborhood serving commercial uses.

## | Silver |

*San Diego Promise Zone/Cal Coast  
Credit Union Financial Partnership*

**City of San Diego Economic  
Development Department and  
California Coast Credit Union**

San Diego, CA



This multiyear partnership presents an opportunity for Cal Coast and the City of San Diego to invest in nonprofits serving communities of concern in the San Diego Promise Zone, enabling them to expand their capacities to help revitalize historically under-invested areas in the City. As one of 22 federally designated Promise Zones nationwide, the San Diego Promise Zone is characterized by concentrated poverty, low employment, and disproportionately high rent burden. Yet it is also home to over 80 nonprofit partners working together to co-create an ecosystem of opportunity and investment that addresses systematic inequities to improve the quality of life for the area's 80,000 residents. As part of the partnership with Cal Coast, \$120,000 in one-time microgrants has been administered to 9 nonprofit organizations serving residents of the San Diego Promise Zone. The shared goal of this partnership is to expand the capacities of approximately 25 high-impact nonprofits (over 5 years) to deliver financial, technical, and empowerment services to low and middle income residents, to strengthen place-based sustainability strategies, and to assist area youth and adults in overcoming barriers to education and employment.

# Partnership Awards

*Population: Greater than 500,000*

## | Bronze |

*Modon & Isuzu Motors Saudi Arabia  
Industrial Development Partnership*

### **Saudi Authority for Industrial Cities and Technology Zones (MODON)**

Riyadh, Saudi Arabia



MODON, a Saudi Arabian government agency, partnered with Isuzu Motors to build a light commercial vehicle manufacturing plant in Saudi Arabia. The partnership was designed to mitigate the risks that were preventing foreign investors from investing in Saudi Arabia, such as compliance with local construction standards, assurance of construction quality and timeliness, and construction related project management risks.

The partnership was successful in attracting Isuzu to Saudi Arabia and in meeting its goals of reducing the country's reliance on imported light commercial vehicles, generating employment, and minimizing construction risks. The plant is now operational and producing vehicles.

MODON, which until then had only been a lessor of industrial and logistics empty land plots, designed and developed a built-to-suit partnership agreement for Isuzu to mitigate the above-mentioned risks and attract them to Saudi Arabia and, specifically, to one of MODON's industrial cities.

The partnership was a success and has been a model for other public-private partnerships in Saudi Arabia.

## | Bronze |

*Emerge Manufacturing*

### **REDI Cincinnati**

Cincinnati, OH



Emerge Manufacturing's story is one of community revitalization through place-based investment, good-paying local jobs, minority enterprise, and partnerships with neighborhood and regional stakeholders. It is an excellent example of economic development done right. Through site preparation to strategic collaborations with anchor institutions, EmERGE Manufacturing illustrates how intentional development can truly make a difference in a deserving community.

When The Port demolished the Cincinnati Gardens arena in 2018, and remediated the property with the assistance and funding from JobsOhio, REDI Cincinnati and the City of Cincinnati created three separate parcels on the site to attract the greatest amount of investment to reignite Cincinnati's prominence as a Midwest manufacturing hub. The City's involvement with the current project includes a Commercial Community Reinvestment Area Tax Abatement. REDI Cincinnati and JobsOhio also provided assistance through the JobsOhio Economic Development Grant. The site became the perfect place for Cynthia Booth and her vision for a manufacturing company in the heart of Bond Hill.

Emerge Manufacturing, a minority-owned and led company, was founded by Ms. Booth to bring on-shore PPE manufacturing to the United States, with a particular focus on the Roselawn and Bond Hill neighborhoods of Cincinnati.

The primary goal of all the partners collaborating on this project was to create jobs, stimulate the local tax base, and revitalize the Bond Hill and Roselawn communities.

# Partnership Awards

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## Partnerships with Educational Institutions

*Population: Less than 25,000*

### | Gold |

*Wildcat Internship Program*

**Ponca City Development Authority**

Ponca City, OK



The Wildcat Internship Program is an elective class at the Ponca City High School that connects junior and senior students with local businesses and provides the opportunity to foster relationships through mentorship and training. In a rural community with a high number of manufacturing careers, Ponca City Development Authority has taken the approach of growing its own workforce. This partnership with the high school has given hundreds of students connections and local job experience. 30% of the interns placed in the 22/23 school year were hired as employees by the intern hosts. Several of those positions were full-time career positions upon the student's graduation. This program began as a partnership in 2016, and has grown from 6 students in the first semester to over 100 in the upcoming school year. Hiring a full-time internship coordinator was required to run this growing program, and Ponca City Development Authority is sponsoring the full-time salary by 40%.

### | Bronze |

*MyBluefield Entrepreneur's Bootcamp*

**Bluefield Economic Development Authority**

Bluefield, WV



The MyBluefield Entrepreneur's Bootcamp equips existing business owners and aspiring entrepreneurs with the tools they need to succeed. The Bootcamp is aligned with BEDA's mission to cultivate entrepreneurship and innovation locally, regionally, and beyond. BEDA also aims to combat the high failure rate of entrepreneurs and new businesses through education. BEDA primarily created the Bootcamp to serve its city and the surrounding region, however, the training is available to those outside the region who may want to enroll.

Since the Bootcamp's creation in 2020, BEDA has welcomed 200+ enrollees with 56 current graduates. The custom curriculum and online platform of the Bootcamp are provided by the SCU My Own Business Institute (MOBI). The Bootcamp is free, online, self-paced, and fast-tracked, broken into two courses: "Starting a Business" with 21 topics and "Business Expansion" with 16 topics. Users can comfortably complete a topic in 30-45 minutes. Participants can take the full course and earn a certificate or just complete the topic(s) they need. The Bootcamp has helped over 100 individuals per year, creating over 12 new businesses/startups and assisting at least 20 existing businesses. Together BEDA and MOBI are making a true economic difference in the Bluefield region.

# Partnership Awards

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## | Bronze |

*Educational Partnerships*

**Duncan Area Economic  
Development Foundation**

Duncan, OK



As an EDO, one of the largest concerns in modern times is workforce. Duncan Area Economic Development Foundation (DAEDF) saw this coming on the horizon before it became national headlines.

DAEDF has hosted the CO2 car races as a STEAM activity for Duncan and the surrounding communities for 16 years. This program gets students interested in engineering, while teaching STEAM skills. DAEDF then created a state-of-the-art internship program with Duncan Public Schools called Pathways to Future Careers, where high school juniors and seniors spend two school periods four days a week interning in local businesses and industries that they are considering after graduation. By doing this, students figure out both, what they want to do, while also realizing what they might not want to pursue as a career. DAEDF takes all district teachers on industry tours through local businesses as well, so they can see what occupations are in the community and how important the skills they teach contribute to a future workforce.

These educational partnerships and activities foster the school and business community relationships while assisting with workforce challenges.

*Population: 25,000 - 200,000*

## | Gold |

*Rapid Skills Micro-Credentials Program -  
Skills Development Fund*

**City of Barrie & Georgian College**

Barrie, Ontario, Canada



The City of Barrie, Georgian College and partners, were successful in securing over \$1M in funding through the Skills Development Fund (SDF) supported in part by the Government of Canada and the Government of Ontario to address skills development and labor shortages within the manufacturing sector.

The City of Barrie's project addressed industry demands for increasing the future manufacturing workforce and enabling current and new employees to access skills training, including upskilling currently employed workers through a micro-credential program facilitated by Georgian College. It provided post-pandemic support and assisted local economic recovery efforts by addressing talent pipeline issues and labor market shortage. This had a two-fold effect of improving workers' job competencies and productivity, and helping manufacturing businesses build talent capacity, motivate, and retain skilled employees.

The City of Barrie and Georgian College's relationship strengthened throughout this project, working closely with members of the SDF team and with additional colleagues across the respective organizations.

# Partnership Awards

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## | Gold |

*eBridge Center for Business  
& Commercialization*

**Brownsville Community  
Improvement Corporation**

Brownsville, TX



**BROWNSVILLE COMMUNITY  
IMPROVEMENT CORPORATION**  
AN ECONOMIC DEVELOPMENT ORGANIZATION

The Center has been able to develop two distinct phases for entrepreneurs. The first phase is for any entrepreneur along the ideation phase to full scalability. 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, an InBIA certified Soft Landing for international businesses looking to enter the U.S. market (important in a Borderplex region), DISC: Data Information Systems Center, Kauffman affiliated programming including 1 Million Cups, the Wendy Kennedy Program, bilingual mentorship, business education, seed funding, co-sharing workspace, and assistance with municipal permitting.

The second phase is specialized towards acceleration of businesses, including the StartUp Texas Accelerator Program, incubation space, prototyping space, and access to Latin American markets through collaborative agreements with other incubators and innovation centers in Matamoros, Guadalupe and Monterrey, Mexico.

Since the eBridge Center partnership began, \$5.1 million in grants and loans have been distributed, over 1,500 at-risk employees saved, over 1,000 businesses served, 140 businesses have participated in incubation programming, and 34 entrepreneurs and small businesses have been funded.

## | Bronze |

*IQ® Headquarters / IQHQ®*

**City of Richardson**

Richardson, TX



**RICHARDSON**

**ECONOMIC  
DEVELOPMENT**

The City of Richardson (COR) and the University of Texas at Dallas (UTD) have formed a powerful, on-site partnership that is the IQ® Headquarters, or IQHQ®, for the Richardson Innovation Quarter®. This new, innovative space supports Richardson's startup and entrepreneur community and advances UTD research. The purpose of this innovative space is to facilitate collaboration and entrepreneurial networking for businesses and the North Texas startup community.

UTD occupies approximately 10,000 square feet of the newly remodeled 27,500-square-foot facility with its Venture Development Center and six faculty-led research centers. Approximately 3,000 square feet has been dedicated for programs, networking and event space that attracts entrepreneurial and startup activity to the area's thriving business ecosystem. The remainder is occupied by COR's Economic Development Department, which coordinates with partners to activate and promote the 1,200-acre innovation district. Approximately 7,000 square feet has been set aside for future expansion or flexible partnering opportunities. The City-owned-and-operated building also adjoins the district's Duck Creek Trail.

# Partnership Awards

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Population: 200,000 - 500,000

| Silver |

*College Partnerships -  
Talent Development Initiatives*

**City of Virginia Beach**

Virginia Beach, VA



The City of Virginia Beach partnered with Tidewater Community College (TCC) and Virginia Wesleyan University (VWU) to develop additional talent development resources and capacity to support local employers and the workforce, which was negatively impacted by the pandemic.

The City signed a Memorandum of Understanding (MOU) with TCC in October 2020 for C.A.R.E.S funds in the amount of \$1,178,331.00 to be used exclusively for the cost of training courses and the purchase of instructional equipment to support the trainings as well as equipment purchases for the emerging offshore wind industry. TCC developed Certificate & Associate degrees in offshore wind technology and will begin accepting students for these degree programs in August 2023.

The City also signed a MOU with VWU in August 2022, in the amount of \$450,000.00 to be used exclusively for the cost of professional soft skills training courses. These courses were so well received, and attendance reached maximum capacity that the City funded VWU in FY2023 and is proposing to fund it again in FY2024.

| Silver |

*Workforce Roundtable*

**St. Tammany Corporation**

Mandeville, LA



Since 2018, St. Tammany Corporation has led collaborative efforts in workforce, education, and talent by facilitating the Workforce Roundtable, comprised of executive representatives from Northshore Technical Community College (NTCC), St. Tammany Parish Public Schools (STPPS), Tri-Parish Works/Workforce Development Board (TPW), and Southeastern Louisiana University (SLU).

Coordinated and facilitated by St. Tammany Corporation, the roundtable participants gather for monthly meetings, which include the local community college's Chancellor and Vice Chancellor of Strategic Initiatives, the Executive Director of the area's Workforce Development Board, the Superintendent of the local school system who represents 55 schools and over 37,000 students, the Career and Technical Education Coordinator and Supervisor of Curriculum and Instruction for the school system, St. Tammany Corporation's Director of Economic Development, and representatives from regional 4-year institutions.

# Partnership Awards

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*Population: Greater than 500,000*

**| Gold |**

*Job Training Albuquerque (JTA)*

**City of Albuquerque Economic  
Development Department**

Albuquerque, NM



Job Training Albuquerque (JTA) is a workforce development partnership between the City of Albuquerque's Economic Development Department (EDD) and Central New Mexico Community College (CNM). The EDD provides the funding, marketing, and strategy for the program and CNM provides the administration and training courses through CNM Ingenuity, the college's workforce training arm.

JTA provides Albuquerque small businesses with an opportunity to skill up their employees by offering free training courses in high-demand skills. The program's goal is to provide small businesses with the skillsets they need to add at least one job to their operations within two years, thereby spurring local small business growth and building a deeper pool of skilled workers in Albuquerque.

Since the program launched in January 2020, JTA businesses have reported adding 587 jobs, generating \$22.6 million of additional annual earning power. JTA has also trained 775 workers at 172 Albuquerque-based small businesses. In the current program year, JTA has increased its worker enrollments by 134% compared to the prior year. JTA also prioritizes serving a diverse set of businesses and workers. JTA participating businesses report being 42% women-owned and 36% minority-owned. For participating workers, 64% identify as women and 50% identify as being a minority.

**| Gold |**

*Aerospace Manufacturing  
Technology Program*

**Louisiana Economic Development**

Baton Rouge, LA



Not long after Boeing announced it would build NASA's Artemis Mission Space Launch System core at Michoud, it sought help from LED FastStart. The aerospace company needed more than typical recruiting and training assistance. The Artemis Mission would rely on a cutting-edge manufacturing technology known as friction-stir welding, which features a super-fast rotating pin that whips solid metal pieces into the consistency of butter and fuses them to bond the space rocket core's rings, domes and barrel segments. Boeing knew FastStart had the best customized workforce training program in the country, but a project the size of Artemis would require a higher education partner to drive a sufficiently large and steady flow of trained workers. Ten minutes from the Michoud Assembly Facility, just across the Gulf Intracoastal Waterway, Nunez Community College was the logical choice to forge that workforce partnership. Most college-based training programs teach foundational skills that open doors to private sector jobs, but leave continuing education to the companies themselves. The Nunez partnership is structured to offer shorter programs that allow students to complete certificate and diploma programs, go to work for Boeing and while employed, return to school to gain additional skills. Boeing also offers internships and apprenticeships to students, and Nunez's flexible schedules lets students rotate work and school.

# Partnership Awards

## Regionalism & Cross-Border Collaboration

Population: 25,000 - 200,000

### | Bronze |

*Firelands Forward*

**Firelands Forward**

Sandusky, OH



In the last three years, Firelands Forward has had a significant impact in its three-county region. The organization established the first Employer Resource Network (ERN), serving over 3,000 local employees and providing businesses with a 300% ROI based on decreased turnover. Firelands Forward has partnered with Business Advisory Councils, schools, and the Education Service Center to develop the career exploration pipeline, exposing over 3,500 students to regional opportunities. It also played a pivotal role in addressing employment barriers through studies and follow up solution generation, a childcare needs assessment, and a regional housing study. Firelands Forward has developed a digital platform to connect job seekers with employment, students with internships, and residents with resources. It also acted as the project manager and primary fundraiser to bring 2-1-1 service back to Huron County. This collaborative effort has influenced change over the last three years and will continue to do so in the foreseeable future.

Population: 200,000 - 500,000

### | Silver |

*Tri-County STEMersion*

**Charleston County  
Economic Development**

North Charleston, SC



**CHARLESTON  
COUNTY ■ SC**  
ECONOMIC DEVELOPMENT

The Tri-County STEMersion event is the critical connection between industry and the classroom, ultimately impacting the future workforce pipeline. It allows select counselors, teachers, and students to interface with the region's leading employers to develop high-impact, meaningful, and thought-provoking lessons for the region's students. More than 32 area industries and resources were presented to 99 participants through multiple panel discussions, hands-on activities, and on-location site tours and 38 of these participants represent Title I Schools.

The program has significantly impacted STEM education in the community, such as increasing interest, engagement, and achievement in STEM subjects, which is seen as a valuable contribution to the community. Counselor, educator, and student participants report the potential reach of 14,695 individuals.

This partnership initiative is an innovative program for South Carolina as it does not exist elsewhere to promote talent and workforce development in the classroom and throughout industries in the Tri-County region. In addition, the creation of the educator ambassador program with the school districts has helped amplify the mission and reach of the program. The program's ability to inspire and empower students to pursue STEM fields and/or enhance their STEM skills is commendable.

# Partnership Awards

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*Population: Greater than 500,000*

**| Gold |**

*Project Aurora - Ford Blue Oval City*

**Greater Memphis Chamber**

Memphis, TN



**GREATER MEMPHIS CHAMBER**

Blue Oval City is a \$5.6B, 5,700-job transformational win for West Tennessee, representing the largest economic development deal in the State's history. It is regionalism at its best, driven by diverse partners willing to work across boundaries to bring high quality jobs to the region. Key partners include the Tennessee Department of Economic & Community Development, Jackson Chamber, Greater Memphis Chamber, HTL Advantage, and Tennessee Valley Authority.

Team Tennessee beat out more than a dozen states to become home to Ford's first greenfield factory in more than 50 years, along with the SK Innovation + Ford joint venture battery manufacturing facility. Team Tennessee remains a strong partnership, with no formal funding agreement or governance mechanisms.

Announced in September 2021, Blue Oval City represents more than 15 years of work by the State, area chambers, workforce agencies, and EDOs, each investing when and where appropriate to prepare the site, develop the workforce, and effectively communicate why West Tennessee is the ideal location.

**| Silver |**

*Taiwan Delegation Visit*

**Greater Phoenix Economic Council**

Phoenix, AZ



GPEC hosted a delegation of 52 Taiwanese businesspeople from 31 companies operating in the semiconductor industry to showcase the advanced manufacturing ecosystem, labor pipeline, and community amenities offered in Greater Phoenix.

During the event, participants heard short presentations from representatives of cities and towns, higher education institutes, utility providers, and semiconductor and EV industry leaders in the region. This helped create and further conversations of expansion with participants. It also laid the framework for GPEC to host more international delegations in the future.

# Partnership Awards

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## | Bronze |

*Uncommon Thinkers Welcome*

### **Greater Seattle Partners**

Seattle, WA



To differentiate from the competition, you must engage your key stakeholders, evaluate your global perceptions, and consider the marketing implications as it relates to strategy, positioning and creative opportunities. Uncommon Thinkers Welcome was the culmination of more than a year of research that first included qualitative and quantitative surveys with key stakeholders in Snohomish, King and Pierce County. This base of research informed a larger research study to evaluate the external perceptions of Greater Seattle. Then, an extensive quantitative and qualitative global perceptions research study was conducted with business decision makers and talent in California, Massachusetts, New York, Texas, London, Shanghai, Tokyo and Toronto, as well as across Greater Seattle.

While Greater Seattle partners act as the stewards of the brand, cities such as Everett, Seattle and Tacoma tell their unique stories by leveraging Uncommon Thinkers Welcome and the assets thus far created. It has also been embraced and supported by some of the world's most recognized brands such as Amazon, Boeing, and Microsoft, and the associated creative assets have been widely amplified on social media with an incredible amount of positive feedback from the larger community.

## | Bronze |

*READI Grant Acquisition and Distribution*

### **South Bend – Elkhart Regional Partnership**

South Bend, IN



**SOUTH BEND | ELKHART**  
REGIONAL PARTNERSHIP

The South Bend – Elkhart Regional Partnership, alongside the Northern Indiana Regional Development Authority (RDA), worked with a variety of people and organizations to obtain and distribute the \$50 million Regional Economic Development Acceleration and Development Initiative (READI) grant from the State of Indiana. The Partnership collaborated with committees and organizations from its three counties to develop the 2023 Smart Connected Communities Plan, which identified goals and strategies for the region, as well as potential READI projects. A key component was the projects needed to have a broader region-wide impact, as opposed to individual cities or towns.

The second component for a successful READI grant process was the awarding of funds. The projects were divided into two categories: \$40 million dedicated to capital projects, while the remaining funds were put aside for programs. The capital project request for proposal opened in June 2022 with the Partnership facilitating the process and the RDA making the allotment to 17 projects in September and funds being awarded to 11 projects in December.

READI was an incredible opportunity for the South Bend – Elkhart region. The \$50 million in funds from the state was leveraged into an additional \$448 million in public and private funding, bringing the total investment to nearly 10x the initial funds awarded. It is anticipated that these READI projects will create 669 new housing units, as well as 127,802 square feet of new commercial space.

# Economic Development Organization (EDO) of the Year Awards

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## EDO of the Year

*Population: Less than 25,000*

### | Gold |

**Duncan Area Economic  
Development Foundation**

Duncan, OK

**DUNCAN**  
AREA ECONOMIC DEVELOPMENT FOUNDATION

Duncan, Oklahoma is in the southwest part of the state about one hour from Oklahoma City and two hours north of Fort Worth, Texas. The population of the community is 23,000. Since 1994, the voters/citizens have held an election every 5 years to pass the renewal of a sales tax commitment for economic development. Thankfully, the voters/citizens understand the value of investing into economic development, which creates competition for higher paying jobs and total compensation improvements in the community.

The Duncan Area Economic Development Foundation (DAEDF) is a 501(c)3 that has over 70 members. The DAEDF Board consists of 11 voting members - 9 from membership, 1 is the Superintendent of Red River Technology Center, and 1 is the City Manager. The DAEDF contracts with the City of Duncan to provide economic development services for the area.

### | Silver |

**Charles City Area  
Development Corporation**

Charles City, IA



Charles City Area Development Corporation (CCADC) in Charles City, Iowa, is a 501(c)6 multi-community development organization serving the entirety of Floyd County and Nashua in neighboring Chickasaw County. Stakeholders include Floyd County, City of Charles City, and local financial institutions alongside the 85 business members and 16,964 constituents. CCADC has 1 full-time staff person and earned the Accredited Economic Development Organization designation in 2021. Recently, CCADC helped write, package, and/or provide data for 2 local expansions and 1 recruitment effort in the past year. Over the next 18 months, capital investment of these projects is expected to be \$135 million with creation of 500+ competitively waged jobs.

# Economic Development Organization (EDO) of the Year Awards

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*Population: 25,000 - 200,000*

**| Gold |**

**Development Corporation of Abilene**  
Abilene, TX



The Development Corporation of Abilene (DCOA) is a competitive, visionary, and award-winning organization committed to transforming its community by creating an environment that fosters economic growth and attracts businesses to Abilene, Texas. The DCOA's team of economic development professionals implements an approach that is both sophisticated and strategic. The team works every day to create opportunities for the families of Abilene, Texas through the expansion of companies.

The DCOA is a 501(c)3 organization that leverages one half-cent sales tax that contributes \$14.6 million to the DCOA's annual budget of \$18 million for the benefit of leading the City of Abilene's economic development strategies. As the economic development driver for the Abilene region, the DCOA's mission is to lead economic growth in Abilene by attracting and sustaining industries that support job creation, foster strong business, and ensure a prosperous community. The vision of the DCOA is to build the future Abilene.

**| Silver |**

**Henderson Economic Development**  
Henderson, KY



Henderson Economic Development (HED) is a non-profit organization striving to facilitate economic development in Henderson, Kentucky. Situated on the Ohio River, Henderson is a small town that consistently goes above and beyond compared to surrounding communities. Henderson is set apart from other communities because leaders know their neighbors and know what they need in a community to succeed. Bringing the right team to the table adds momentum to projects.

HED is funded by a 5-year capital campaign that includes pledges from 94 investors, totaling to over \$2 million dollars.

Prior to the campaign, HED identified with the Henderson Chamber of Commerce. In 2020, the two organizations split to allow economic development and the Chamber to narrow their efforts, both with a mission to make more impact in the community.

A strategic plan was created alongside the campaign to ensure HED had its own identity. As a result, the organization's staff and board came up with five components that encompass HED's mission, which is to facilitate economic development and job growth in Henderson, Kentucky. The five components are:

1. Existing business retention and expansion
2. Workforce development and talent attraction
3. Industry attraction and recruitment
4. Investor relations and communications
5. Community development

# Economic Development Organization (EDO) of the Year Awards

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From the components, goals were created to be achieved within the 5-year capital campaign period. These goals are to:

- Create 1,000 jobs through local expansions and recruitment
- Conduct 225 existing industry visits
- Facilitate \$200 million in new capital investment

Fulfilling HED's goals results in growing local prosperity to improve quality of life for its citizens.

## | Silver | City of Cedar Park Cedar Park, TX



The City of Cedar Park's Economic Development Corporation strives to foster a pro-growth environment that promotes local businesses. The City meets regularly with local businesses at their facilities to gain a better grasp of the business community's activities as well as to share insights about incentives or programs designed to encourage their continued growth. By proactively addressing issues of concern, the City of Cedar Park demonstrates its commitment and appreciation of the business community's investment in the area.

The City provides many services free of charge for area businesses to assist in their efforts to do business and expand in Cedar Park. The City of Cedar Park Economic Development Corporation works closely with regional partners such as the Governor's Office of Economic Development, the Cedar Park Chamber of Commerce, Capital Certified Development Corporation (SBA), the Opportunity Austin program of the Austin Chamber of Commerce, the Pedernales Electric Cooperative, and the Texas Workforce Commission to address the needs of businesses.

## | Bronze | Chester County Economic Development Richburg, SC



The Chester County Department of Economic Development (CCED) promotes and facilitates the unprecedented growth of its primarily rural county of about 32,000 people at the southern end of the Charlotte MSA in South Carolina.

The county's history is textiles, but its industrial base has been growing rapidly as widely diverse employers have committed billions of dollars, including tiremakers, electric vehicle battery recyclers, building materials manufacturers, and even E. & J. Gallo Winery, which is opening its first East Coast facility in the area.

CCED has a growing network of attorneys, engineers, brokers, and state and county officials who are helping Chester County achieve unprecedented economic growth.

CCED is an active member of the Charlotte Regional Business Alliance, the South Carolina Economic Developers Association, and the South Carolina I-77 Alliance. CCED also operates the Chester Development Association (CDA), a network of businesses and professionals who help pay for marketing and professional development.

CCED is housed in the Gateway Conference Center, an attractive facility that prominently fronts I-77 in Richburg, South Carolina.

# Economic Development Organization (EDO) of the Year Awards

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| Bronze |

**Manhattan Area Chamber of Commerce**

Manhattan, KS



The Manhattan Area Chamber of Commerce serves as the lead economic development organization in the Manhattan, Kansas region. The Chamber's economic development program is a public-private partnership between the City of Manhattan and over 100 private investors in the region. The program focuses on four key areas as a catalyst for community economic prosperity. These include: jobs, talent, entrepreneurship, and innovation. The Chamber partners with a number of organizations in the region including Kansas State University and the City of Manhattan to achieve results. In 2022, the organization set a record for job announcements, celebrated the grand opening of a new federal laboratory, and developed a new entrepreneurship organization called "Spark" to enhance the region's start-up ecosystem.

*Population: 200,000 - 500,000*

| Gold |

**Halifax Partnership**

Halifax, Nova Scotia, Canada



Halifax Partnership is Halifax's public-private economic development organization. For 27 years the Partnership has led economic development on behalf of Halifax, the capital of Nova Scotia, and the economic hub of Atlantic Canada. Located on the eastern seaboard of Canada, Halifax has one of the most diverse economies with many strong business sectors including: financial services, IT, ocean technology, life and health sciences, clean technology, and transportation and logistics.

The Partnership drives and accelerates economic growth by selling and marketing Halifax to the world to attract business, talent, and investment, helping businesses reach their full potential, tracking and reporting on Halifax's economic progress, and helping its diverse communities thrive. The Partnership is the expert and go-to-source on Halifax's economy.

The Partnership works in collaboration with an influential and globally connected network of 100+ public (municipal, provincial, and federal governments), private, post-secondary, and community partners to build an inclusive, sustainable, entrepreneurial, and prosperous Halifax.

# Economic Development Organization (EDO) of the Year Awards

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| Bronze |

**Baldwin County Economic  
Development Alliance**

Fairhope, AL



The Baldwin County Economic Development Alliance (BCEDA) is a 501(c)6 non-profit comprised of public and private investments. The purpose of the BCEDA is to provide opportunities for businesses in Baldwin County, grow and improve the county's economy, and enhance the quality of life for residents and employees. BCEDA history dates back nearly thirty years, and the geographical scope of operations is focused on Baldwin County, Alabama. BCEDA stakeholders and investors include local chambers of commerce, private businesses, government entities, and community organizations.

*Population: Greater than 500,000*

| Gold |

**Tulsa Regional Chamber**

Tulsa, OK



Representing more than 2,150 member organizations and more than 178,000 workers, the Tulsa Regional Chamber is the primary driver of regional and individual prosperity in northeast Oklahoma. The Chamber develops and delivers a wide variety of programs and services designed to bolster and benefit Tulsa-area businesses of all shapes and sizes, from large corporations to small startups. For more than 115 years, the Chamber has served as an integral part of what makes the Tulsa region a great place to live, work and play. As epitomized by the Chamber tagline - "Your Partner in Prosperity" - every strategy, program and service of the Chamber is created specifically to increase prosperity.

| Gold |

**Tampa Bay Economic  
Development Council**

Tampa, FL



The Tampa Bay Economic Development Council (Tampa Bay EDC) is a 501(c)6 private non-profit organization serving Hillsborough County and the cities of Tampa, Temple Terrace, and Plant City. Founded in 2009 as the lead designated economic development organization for the county and these three municipalities, the Tampa Bay EDC is responsible for business recruitment, expansion and retention and marketing Tampa and Hillsborough County as a business destination domestically and internationally. The Tampa Bay EDC promotes its market to site selectors, corporate relocation decision makers, and executives who are evaluating new markets for expansion and relocation as well as existing Hillsborough County companies in need of business expansion and retention assistance. In 2017, the Tampa Bay EDC began a talent recruitment campaign in partnership with Visit Tampa Bay to attract skilled talent and young entrepreneurs to the region.

# Economic Development Organization (EDO) of the Year Awards

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| Silver |

**Invest Minas**

Belo Horizonte, Minas Gerais, Brazil



Invest Minas, a state-level public investment promotion agency, was created in 1968, and is the first of its kind in Brazil and one of the first in Latin America. The institute was formed to industrialize an essentially rural state, and its conception was supported by renowned US consultancy Arthur D. Little.

Operations encompass the entire state of Minas Gerais, Brazil's second-largest economy, with a land area of 586,000 km<sup>2</sup> (6.8% of the national area) and population of 21 million (10% of the Brazilian total).

The agency is funded by the Minas Gerais Development Bank (BDMG) and the Minas Gerais Development Company (CODEMGE), both organizations are linked to the Minas Gerais State Government.

Invest Minas works across different sectors to assist and attract companies, and comprises four directors, including the CEO, who report to the Higher Council led by the BDMG and CODEMGE CEOs, with the State Treasury, Planning & Management, and Economic Development Secretaries. This organizational structure ensures that the agency's actions are aligned with the state development strategy.

Since 2019, Invest Minas has made its mark on the international and national stages, being elected to the South American Board of the World Association of Investment Promotion Agencies (WAIPA) in that year and re-elected to the post in 2021.

Between 2019 and 2022, the agency broke records in investment attraction and job creation across the state, improving living conditions for Minas families.

| Silver |

**Greater Phoenix Economic Council**

Phoenix, AZ



The Greater Phoenix Economic Council (GPEC) works to attract and grow quality businesses and advocate for the competitiveness of Greater Phoenix. A data-driven regional economic development organization, GPEC works with 22 member communities, Maricopa County, and more than 200 private investors to accomplish its mission and serve as a strategic partner to companies across the world as they expand or relocate to Greater Phoenix.

Over the past 34 years, GPEC has fueled the regional economy by helping 987 companies, creating over 182,000 jobs, and promoting more than \$66 billion in capital investment. GPEC is in a relentless pursuit of innovative and entrepreneurial-focused companies looking to thrive and scale in a vibrant, dynamic region. There is an undeniable spirit about Greater Phoenix; one rooted in strength, collaboration and resilience. Greater Phoenix is Greater Together.

# Economic Development Organization (EDO) of the Year Awards

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| Bronze |

**Greater Sacramento Economic Council**

Sacramento, CA



**GREATER SACRAMENTO**  
ECONOMIC COUNCIL

Greater Sacramento Economic Council (GSEC) is a 501(c)3 non-profit and public-private partnership comprised of 40+ CEOs, 20+ communities, higher education institutions, and community-based organizations. GSEC's mission is to catalyze growth, prosperity and equity in the six-county Greater Sacramento region. GSEC brings CEOs and public leaders together to create one economic strategy for the entire region, with an emphasis on elevating Greater Sacramento's global competitiveness. The organization focuses on growing tradable-sector industries as the key to building a sustainable and equitable economy and fundamentally changing the lives of its residents.

# Federal Resources Awards

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## Best Use of Federal Economic Development Resources

Population: Less than 25,000

| Silver |

Small Business Assistance  
**City of Greenbelt**  
Greenbelt, MD



## GREENBELT MD

The City of Greenbelt established grant programs to support businesses negatively impacted by COVID-19. These grant programs were funded by the American Rescue Plan Act (ARPA) and CARES Act. The City has allocated nearly \$2 million in grant funds to local businesses.

Currently, the City has launched the Business Improvement Recovery Fund and Business Capital Infrastructure Grant Program to help businesses with capacity building projects, operating expenses and equipment purchases, and building renovations.

Population: 25,000 - 200,000

| Gold |

Hart Lift  
**MetroHartford Alliance**  
Hartford, CT



The effects of COVID-19 on central business districts across the United States has been profound and with long-lasting implications. The initial loss of restaurants and retail establishments in communities with large commuter populations now represents an impediment to employers considering a return-to-office mandate. With little service structure left to cater to office workers, many employers are reticent to bring workers back into the office.

The Hart Lift program is designed to help reinvigorate the restaurant and retail offerings in Hartford's central business district (CBD) using American Rescue Plan Act (ARPA) dollars to offset the cost to building owners to redevelop vacant spaces. With new restaurants and retail establishments to cater to the daytime population, and burgeoning residential population, it is hoped that employers will bring workers back to the office recreating, or exceeding, the vibrancy of the pre-pandemic CBD.

Eighteen months into the program all of the original \$6 million has been awarded, though not all of it has been deployed. This has led to the creation and/or redevelopment of 65 restaurants and retail establishments in Hartford. Of these 65 establishments, approximately 70% are MWBE. The program has redeveloped over 225,000 square feet of ground floor space and created over 700 new jobs.

# Federal Resources Awards

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## | Silver |

*Eagle Pass Business Incubator*  
**City of Eagle Pass**  
Eagle Pass, TX



The purpose of the Eagle Pass Business Incubator was to create an extension of the Economic Development Department and its mission to facilitate the innovation, growth, and success of new business in the community. The Business Incubator assists in the process by providing and maintaining affordable office space, specialized training, mentoring, a network of professional advisors, and a cluster of other growing businesses in the community.

## | Bronze |

*Creating the Greater Gallup  
Industrial Workforce Program*  
**Greater Gallup Economic  
Development Corporation**  
Gallup, NM



The Economic Development Administration (EDA) supported Greater Gallup Economic Development Corporation (GGEDC) in creating the Greater Gallup Industrial Workforce Program (GGIWP) to combat workforce shortages in Gallup and McKinley County and teach residents skills for in-demand jobs. GGIWP provided participants with industry-recognized trade certifications over a 10-week course with an optional welding course and helped place them into jobs with long-term career potential.

GGEDC partnered with the New Mexico Department of Workforce Solutions to provide a small stipend during classroom instruction and minimum wage for participants' work building homes for low-income families. GGEDC provided instruction, safety equipment, laptops, manuals, and support following program completion.

The EDA fully funded the GGIWP's 3-year pilot program. Initially, GGEDC proposed to graduate 30 participants; however, 59 participants graduated with an 83% job placement rate even despite COVID-19.

Other partners helped build and sustain the program including the Northwest New Mexico Council of Governments, State of New Mexico, and McKinley County.

Since GGEDC transitioned GGIWP management to the Southwest Indian Foundation (SWIF), a partner providing the classroom and hands-on training, SWIF has completed three classes. It plans to partner with the school district to share instructors and resources. SWIF received a substantial grant to continue building the program.

# Federal Resources Awards

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| Bronze |

*eBridge Fund*  
**Brownsville Community  
Improvement Corporation**  
Brownsville, TX



**BROWNSVILLE COMMUNITY  
IMPROVEMENT CORPORATION**  
AN ECONOMIC DEVELOPMENT ORGANIZATION

The Brownsville Community Improvement Corporation received a \$2 million EDA CARES Act Recovery Assistance grant to capitalize and administer a Revolving Loan Fund (RLF) to provide critical gap financing to small businesses and entrepreneurs adversely affected by the coronavirus pandemic in Cameron County.

In its first year of operation, the eBridge Fund surpassed expectations, closing 13 loans and expending 94% of the RLF funds. This achievement is particularly noteworthy given the challenging economic conditions of the past year and a half. The eBridge Fund has been a critical economic development tool for the community, stimulating investment and job creation.

One of the most significant impacts of the eBridge Fund has been its support of minority- and veteran-owned businesses. The program has been instrumental in creating and retaining 87 jobs in the region. The fund's goal is to create or retain at least 83 jobs within a five-year term, and it is predicted that this goal will be exceeded in year two, with a total of 519 jobs expected to be created by that time.

As the eBridge Fund enters the revolving phase, it has successfully generated an income of \$252,638, which will be available for lending to support small businesses, entrepreneurs, and startups in the Cameron County region.

*Population: 200,000 - 500,000*

| Bronze |

*Hatch Fairhope*  
**Baldwin County Economic  
Development Alliance**  
Fairhope, AL



**BALDWIN  
COUNTY** | ECONOMIC  
DEVELOPMENT  
ALLIANCE

Hatch Fairhope is a business hub created by The University of Alabama, The City of Fairhope, and the Baldwin Community and Economic Development Foundation. It provides facilities and resources for technology-based entrepreneurs to grow their businesses in Baldwin County. Hatch Fairhope's new home at the former Fairhope K-1 Center is currently under renovation and expected to be operational in 2024, thanks to a \$2.5 million grant awarded by the Economic Development Administration's Economic Adjustment Assistance Program and \$750,000 from Congressman Jerry Carl. The K-1 Center and Hatch Fairhope will provide a spacious area for the community workforce to gather and use state-of-the-art business planning practices. With the help of the Baldwin County Economic Development Alliance in securing this grant, Baldwin County's entrepreneurs will be able to tap into a new level of business growth opportunity creating local, sustainable job opportunities in the area.

# Federal Resources Awards

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*Population: Greater than 500,000*

**| Gold |**

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



**Economic  
Development**

The Dallas Development Fund (DDF) supports and expands economic and community development opportunities in Dallas' low-income communities through the administration of the federal New Markets Tax Credits (NMTC) program. The NMTC program rules require investment in distressed census tracts, which are often both the hardest locations for new development within City and the areas that need it the most. NMTC provides a needed source capital for projects that would not proceed but for the NMTC investment—projects that provide vital accessible jobs or needed services to the community.

DDF was created by the City of Dallas in 2009. Since then, DDF has been awarded five separate allocations of NMTC from the CDFI Fund that has allowed DDF to continuously operate as it continues to meet the evolving community and economic development needs of the City. From 2009 through 2022, DDF has supported 19 projects and \$185M in NMTC allocation throughout the City of Dallas, which generated \$49.9M in net subsidy as a direct benefit and leveraged over \$280M in total project costs. 1.2M square feet were constructed or rehabilitated with this support, leading to 1,602 jobs created or retained with an average wage of \$21.10.

**| Bronze |**

*Technical & Economic Assistance Program*  
**Clark County**  
Las Vegas, NV



**CLARK COUNTY**  
ECONOMIC DEVELOPMENT  
**BRIGHT BEYOND THE LIGHTS**

The Technical and Economic Assistance Program (TEAP) is a 13-month program that provides business advisory services and a monetary grant to small businesses. TEAP was designed to give businesses impacted by the pandemic the tools and resources necessary to stabilize their operations while building capacity and organizational resilience.