



iedc excellence in  
economic development  
awards

# IEDC Excellence in Economic Development Awards

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

Honorary & Leadership Awards (except Public Service) will be presented at the Recognition Dinner on Monday, September 18 from 6:45 p.m. – 9:30 p.m. in the Manhattan Room, on the Eighth Floor (the main level) of the Marriott Marquis. The Leadership Award for Public Service will be presented during Monday afternoon's general session.

Promotional and Program Awards will be presented during a special winners-only ceremony on Tuesday, September 19th from 4:30 p.m. – 6:00 p.m. Following the ceremony there will be an Awards Reception from 6:00 p.m. – 7:30 p.m. in the Broadway Lounge (also on the Eighth Floor), which will be open to all conference attendees.



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# Honorary & Leadership Awards

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

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

## FELLOW MEMBER DESIGNATIONS

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



### Thomas L. Harned, CEcD

Thomas Harned has an impressive career that spans the lumber and construction industry where he served in various executive positions.

Most recently, however, he was the Vice President of the Martinsville-Henry County Economic Development Corporation, where he still serves on an on-call basis as he transitions

to semi-retirement. Educational and professional accomplishments include the Certified Economic Developer (CEcD); graduation from University of Oklahoma, Economic Development Institute; graduation from University of North Carolina, Economic Development Course; Duke University, MBA; and Western Kentucky University, Bachelor of Science.

Mr. Harned has been active in economic development activities with the City of Martinsville, the Commonwealth of Virginia, West Virginia, North Carolina, Tennessee, the Martinsville Uptown Revitalization Association, and the Patrick Henry Development Council. He currently serves on the Virginia Economic Developers Association Board of Directors Executive Committee and this year concludes his term on IEDC's Board of Directors. Successful projects include establishment of a new business park with a shell building, a new industrial park, a new Department of Motor Vehicles Customer Service Center, several expansions in Martinsville Industrial Park, a new Farmer's Market, subdivision development, shopping center development, and several redevelopment projects.



### Frank T. Mancini, Jr., CEcD

Frank Mancini's career in the field of Economic Development spans over 35 years. While focusing on financing economic development projects through tax-exempt bonds, he also has experience in national, state and local economic development financing programs. Recently in 2006, Mr. Mancini began providing financial and economic development advisory

services to private corporations, developers and economic development organizations through his own advisory firm, Harborage, LLC. Prior to that, he served as Senior Vice President with NW Financial Group, LLC, providing investment banking and financial

advisory services to governmental entities, financial institutions, private corporations and non-profit groups.

Approximately 25 years of Frank's economic development career was with the New Jersey Economic Development Authority (NJEDA), serving as Managing Director of Investment Banking. While at the NJEDA, Mr. Mancini managed one of the most active bond financing programs in the nation, processing over \$10 billion in bonds for over 4,000 businesses.

Prior to joining the NJEDA, Mr. Mancini worked for the Mayor of the City of Passaic, New Jersey, serving as the first Director of the Office of Economic Development for the City. He was involved in assisting this Urban Aid City in developing and securing funding to develop its downtown business district and help local business in securing SBA and other forms of financing. Before joining the City of Passaic, Mr. Mancini was a Principal Planner with the New Jersey Department of Community Affairs and a Planner with the Planning Association of North Jersey, headquartered in Clifton, New Jersey.

Prior to serving on IEDC's Board, Mr. Mancini served on the Executive Board of the New Jersey Ocean County Work Force Investment Board (WIB), chaired the WIB Economic Development Committee, was Member and Chair of the Lacey Township Economic Development Commission, and was President of the New Jersey CUED State Chapter.

He earned his Master's degree in City and Regional Planning from Rutgers University and a Bachelor of Arts degree from Fairleigh Dickinson University.

### Joy M. Pooler, CEcD

Joy Pooler has more than 25 years of professional economic development experience. Her experience includes 20 years with the Commonwealth of Pennsylvania, where she worked for the Governor's Action Team and the Department of Commerce. Her focus was in heavy manufacturing and the steel industry. She has extensive experience in financial packaging, brownfield development, site selection, and business retention. Prior to her leadership in Pennsylvania, Ms. Pooler spent five years with the Maryland Department of Economic and Community Development and was instrumental in implementing the first industry retention and expansion program for the Maryland Eastern Shore.

A graduate of the Economic Development Institute (EDI) at the University of Oklahoma, she is a Dean Emeritus of the Economic Development Institute, where she served in various staff positions for 20 years.

Ms. Pooler currently serves on IEDC's Board of Directors. She has been a member of IEDC since its inception and also served on the Board of the predecessor organization. She has served on various committees and task forces for both organizations.

Ms. Pooler is the Principal of Pooler Partners, a consulting firm that focuses on marketing, professional development, and sponsorship development and sales for professional associations. She has developed and implemented the very successful sponsorship program for the newly formed Industrial Asset Management Council (IAMC).

Ms. Pooler holds a degree in Business Administration from the University of Maryland.



### **John H. Ramer, CEcD**

John Ramer served as the President of Fond du Lac County (WI) Economic Development Corporation (FCEDC) from 1997 through 2006. Prior to coming to Fond du Lac, he was the President of the Green County (WI) Economic Development Corporation.

Throughout his career, Mr. Ramer has been an innovative economic developer, and many of his achievements resulted from ideas on the cutting edge of economic development. He was one of the first CEcD's in the state of Wisconsin. Fond du Lac County Economic Development Corporation, under his leadership, achieved accreditation in 2001, being the first Economic Development Organization in Wisconsin to do so. FCEDC was also recognized by the Wisconsin Economic Development Association (WEDA) as Wisconsin's "Outstanding Economic Development Organization," becoming only the seventh such honoree since 1977.

Mr. Ramer has led the way in Wisconsin in economic and community development education and professional development. In 1992, he created an educational program for community leaders called "Community Readiness Training". The program was later adopted by Alliant Energy and the State of Wisconsin, resulting in thousands of community leaders in Wisconsin and neighboring states receiving the training he envisioned.

Mr. Ramer has also championed professional development in the economic development community and has personally served as a mentor and model for many professionals throughout the state. As a result of programs he established to encourage attainment of the CEcD, 24 professionals in Wisconsin have been awarded the CEcD designation in the last five years.

Mr. Ramer holds two Master's of Business Administration degrees (in Marketing and International Business) as well as a Master's of Science degree (Management – Strategy), all from the UW-Madison School of Business. He has 13 years of professional economic development leadership and seven years of private sector consulting as a firm principal. He has served on IEDC's Education Committee and as a member of the Wisconsin Economic Development Association, including serving on its Board of Directors and as chair of its Education Committee.



### **Robin L. Roberts**

Robin Roberts is Executive Vice President of Economic Development for the Greater Oklahoma City Chamber and leads the 10-county region in international and domestic business recruitment, expansion and retention, research and strategy development.

Ms. Roberts is a native of Oregon and has over a decade of public service in the economic development and public policy arena. She served as a Regional Coordinator for the Governor's office focusing on developing cooperation between local, community and state government on economic development projects.

Previously, Ms. Roberts served as Director of Economic Development for the Portland Development Commission, Executive Director of Economic Development for Central Oregon, and International and Product Development Manager for the Oregon Tourism Commission, part of the Oregon Economic and Community Development Department. She spent several years in the private sector before entering public service.

Ms. Roberts holds a Bachelor's of Science in Education from Oregon

State University and a Master's of Science in Educational Administration from Portland State University. She currently serves on IEDC's Board as Treasurer and will become Vice Chair of the Board for 2007. She is also an Oregon State University Trustee. She is the co-author of "Community Wisdom", a humorous look at economic and community development, and is a frequently requested speaker on economic development topics.



### **David A. Wilcox**

David Wilcox has focused upon community revitalization and redevelopment during a wide-ranging career in economic development. His practice has included city marketing strategies, business improvement district programming, transit-oriented district planning, and tourism development business plans. Recent assignments have focused upon

employment development, the impacts of technology on job locations and value creation, and the evolution of retail patterns. New work under way is targeted toward economic activity sustainability.

He has successfully assisted communities in the formation of enterprise zones, redevelopment corridors and business improvement districts. A specialty he has developed within the firm focuses upon Native American cultural centers.

Since the 1984 Olympics in Los Angeles, he has been consistently engaged in forecasting the impacts of very large-scale mass attraction events in North America.

Mr. Wilcox continues to concentrate on community redevelopment project implementation, including tax increment funded projects. Current assignments involve linking redevelopment, BIDs, and transit placemaking in comprehensive implementation delivery programs.

Prior to joining ERA, he held positions in the U.S. Office of Management and Budget and the Los Angeles Community Redevelopment Agency. He continues as Adjunct Professor at the USC School of Policy Planning and Development.

## **HONORARY LIFE MEMBER DESIGNATION**

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



### **Danny G. Fore, CEcD, FM, AICP**

Danny Fore is currently President & CEO of the Commonwealth Regional Council, a six county/one town economic development and regional planning agency located in Farmville, Virginia. He has previously directed economic development programs in Fredericksburg, Virginia, Columbia, South Carolina, Fayetteville, North Carolina, North

Kentucky and Martinsville, Virginia. He is certified both as a professional economic developer (CEcD) and city planner (AICP). He is also a Fellow of the Council of IEDC (FM).

Mr. Fore holds a Bachelor's degree from both the College of William & Mary in Virginia and Chapman University in Orange, California. He

# ERA

Revitalization Strategies

Development Economics

Economic Development  
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Project and Policy  
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Real Estate  
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Los Angeles  
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Washington, DC  
202.496.9870

San Francisco  
415.956.8152

New York  
212.481.6920

Chicago  
312.427.3855

San Diego  
619.237.1227

London  
44.20.7651.0222

holds a Masters of Urban & Regional Planning degree from Virginia Commonwealth University in Richmond, Virginia. He completed the economic development course at UNC – Chapel Hill and is a graduate of the Economic Development Institute at the University of Oklahoma. While at the Institute, he was the recipient of the IEDC Leadership Award and the SIDC Robert Casell Thesis Award. He has since instructed economic development courses at both UNC – Chapel Hill and the University of Kentucky.

The Governor of North Carolina awarded Mr. Fore the Order of the Long Leaf Pine in 1998 and the Governor of Kentucky commissioned him as a Kentucky Colonel in 2004. In 1997 he was selected as North Carolina's Economic Development of the Year. He also received the Combat Infantry Badge and the Bronze Star Medal for service as an infantry platoon leader with the First Air Cavalry Division in Viet Nam.

## OUTSTANDING NEW ECONOMIC DEVELOPER OF THE YEAR

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



### **Brenda Hicks-Sorensen, CECD**

*President*

#### **FOND DU LAC COUNTY ECONOMIC DEVELOPMENT CORPORATION**

Fond du Lac, WI

Brenda Hicks-Sorensen has accumulated a long list of accomplishments since beginning her economic development career in July of 2001. Her high energy level and her ability to focus on

goals and achieve results are known throughout the State of Wisconsin. While working as Economic Development Coordinator for Washington County, Wisconsin, Ms. Hicks-Sorensen developed the Tri-County Industry Clusters. This collaborative initiative served as a model statewide. Because of her involvement in this initiative, Ms. Hicks-Sorensen was an invited presenter on the subject at the Wisconsin "Manufacturing Matters" 2004 Conference.

In September of 2004, Ms. Hicks-Sorensen joined the staff of Fond du Lac County Economic Development Corporation (FCEDC), the only Accredited Economic Development Organization (AEDO) in the state of Wisconsin, as Director of Client Services. In May of 2005, she earned her CECD, and in June of 2005, she was named Vice President. In June of 2006, following a comprehensive national search, she was named President of FCEDC. Since Ms. Hicks-Sorensen took the reins at FCEDC as Acting President in August of 2005, the organization has assisted companies in Fond du Lac County receive \$9.84 million in awards, leveraging private investment of over \$35.2 million. These projects created 728 full-time jobs and 40 part-time jobs and helped retain 775 jobs.

In April of this year, Ms. Hicks-Sorensen utilized her personal vacation time to volunteer in Hurricane Katrina-ravaged Hancock County, Mississippi as part of the IEDC Economic Recovery Effort. She shared her knowledge and resources to assist, among other efforts, in bringing a full service grocery store to the area. Since leaving Hancock County, she has continued to help it in further business attraction efforts. On top of her outstanding professional achievements, Ms. Hicks-Sorensen's volunteer outreach clearly exemplifies her dedication to economic development and her continued enthusiasm to not only develop her own abilities as an economic development professional, but to use her expertise to improve the lives of others.

## LEADERSHIP AWARD FOR PUBLIC SERVICE

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

### **The Honorable Edward G. Rendell**

*Governor*

#### **THE COMMONWEALTH OF PENNSYLVANIA**

Harrisburg, PA

Both historically as Mayor of Philadelphia and now as Governor of Pennsylvania, Edward G. Rendell has shown a consistent commitment to economic development.



Upon taking office in 1992 as Philadelphia's 121st mayor, Gov. Rendell inherited a fiscally distressed city with a \$250 million budget deficit. Undeterred, Gov. Rendell set out to restore Philadelphia's livelihood and reputation as a destination city. He implemented new revenue-generating initiatives and a series of pro-growth policies that reduced business and wage taxes for four consecutive years while at the same time dramatically improving services to its neighborhoods. In a unique partnership with neighboring Camden, New Jersey, Gov. Rendell used the U.S. Department of Housing and Urban Development's Empowerment Zones program to revitalize urban neighborhoods, bringing together citizens, city officials, business leaders, and the state and federal government to tackle the city's most demanding issues as decided on by its residents. Capitalizing on the flexibility of the Empowerment Zones program, Gov. Rendell strategically invested federal funds in often neglected areas. *The New York Times* called Philadelphia's renaissance under Rendell "the most stunning turnaround in recent urban history."

As Governor of Pennsylvania, he has helped to revitalize the commonwealth's communities and bring about new economic prosperity. Since he took office in 2003, more than \$1.3 billion has been returned to Pennsylvania's boroughs, cities, and towns and over 122,000 new jobs created. At the cornerstone of his efforts is a \$2.8 billion economic stimulus plan, enacted in 2004, through which 19 programs target new investments in businesses and communities and direct new funds to workforce training and development. Thanks partly to a \$15 million investment package from the Business in Our Sites program, a vital component of the his economic stimulus plan, a brownfield site in Lehigh County formerly owned by Bethlehem Steel has been transformed into the vibrant, job-creating Lehigh Valley Industrial Park.

Gov. Rendell launched his Community Action Team (CAT) in 2004 to ensure that every community can easily access funds made available through the stimulus package. Through the CAT program, the state can actively target mixed-use projects that will have a lasting impact. In Wilkes-Barre, for instance, a \$60 million downtown revitalization project will bring streetscape improvements, new housing units, commercial and retail space, and a 15-screen cinema to a formerly blighted property; in addition, a new state office building will bring 300 jobs to the city.

Throughout his three decades of public service, Gov. Edward G. Rendell has been a committed advocate for community and economic development, guiding investments that have turned Pennsylvania's economy around and fostered stronger communities. Working with businesses and stakeholders at the local level, his innovative projects are bringing new opportunities to his constituents and improving the quality of life for the state's 12.4 million residents. IEDC is pleased to present to Gov. Rendell the 2006 Leadership Award for Public Service.

## CITIZEN LEADERSHIP AWARD

The Citizen Leadership Award recognizes a community or business leader or an individual who is not an economic development practitioner but who plays a key leadership role as an advocate for economic development.



**Con Paulos**  
**CON PAULOS, INC.**

Boise, ID

Throughout his 27 years as a citizen leader in Jerome City, Idaho, Con Paulos has never been one to sidestep a problem in his community's times of need. Altruistic and tenacious, he has repeatedly volunteered his time and expertise as an advisor, a promoter, and

a negotiator on behalf of Jerome City, Twin Falls City, and the greater southern Idaho region.

Mr. Paulos' journey from local to state advisor began in 1979, soon after he purchased a Chevrolet dealership. His first foray into community involvement came as a member of the Jerome Economic Development Task Force, a handful of business owners who met on a weekly basis to discuss how to revive the city's struggling economy. Under his encouragement, the group persuaded the Idaho Transportation Department to widen one of Jerome's streets into an interstate, and the eight-year effort successfully attracted new development and industries. Upon the closing of a local Tupperware plant in 1987, Mr. Paulos once again took responsibility for visibly representing his city's economic interests. Leading the search to fill the vacated facility, he traveled to California to meet with numerous businesses before striking gold when Spears Manufacturing agreed to purchase the vacant plant. Mr. Paulos was instrumental in negotiating the release of 100 acres of property in Jerome in order to secure federal infrastructure grants and recruit new business tenants. Today, the 20 businesses operating on this property employ over 1,700 people and generate \$250 million in private sector investment.

Mr. Paulos has also volunteered his services to an impressive array of economic development organizations. In addition to his 27-year membership on the Jerome Chamber of Commerce, including six years as president, he joined the Twin Falls Chamber of Commerce, helped conceive the privately-funded regional development group Business Plus, and played a vital role in the formation of the region-wide Southern Idaho Economic Development Organization (SIEDO), of which he is now an executive board member. Since 2005, he has also served on the interim board for Idaho Tech Connect (ITC), a public-private partnership focusing on technology and its impact on Idaho's economy; he now serves as its chair. In each of these capacities, Mr. Paulos' thoughtful, forward-looking insights have helped propel business development and technological growth at the local, regional, and state levels.

Mr. Paulos' numerous awards include a key to the City of Jerome and Lifetime Achievement Awards from both the Jerome and the Twin Falls Chambers of Commerce. He is a personal advisor to Idaho Governor Kempthorne on economic and development issues and has received appointments to the state's Economic Advisory Council, the Governor's Task Force on Rural Development, the Governor's Blue Ribbon Committee, and the Workforce Development Council.

In addition to his vital, and strictly voluntary, leadership in economic development, Mr. Paulos runs a successful auto dealership, which likewise has a long history of voluntary involvement in numerous community and charitable activities.

IEDC is pleased to present Con Paulos with the 2006 Citizen Leadership Award for his 27 years of steadfast and selfless commitment to economic development and community progress.

## 2006 LIFETIME ACHIEVEMENT AWARD IN HONOR OF EDWARD DELUCA

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

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



**Michael J. Olivier, CECD, FM**

*Secretary*

**LOUISIANA DEPARTMENT OF ECONOMIC DEVELOPMENT**

Baton Rouge, LA

Michael Olivier has worked as an economic developer since 1982, successfully promoting economic growth in Mississippi and Louisiana

while steadily attaining positions of increasing authority and fiscal responsibility, a path that most recently led to his 2004 appointment as Secretary of the Louisiana Department of Economic Development under Louisiana Governor Kathleen Babineaux Blanco. A lifelong learner, he has constantly pursued new knowledge and professional development, and he has fostered a spirit of innovation and collaboration among his fellow economic development professionals.

Upon entering the economic development field in 1982, Mr. Olivier immediately sought opportunities to learn more about his new profession and became a Certified Economic Developer in 1991. His many years of service to a variety of local, regional and national professional organizations further reveal his dedication to the profession.

From 1982 to 1987, Mr. Olivier worked in various capacities to promote economic development in Lafayette, Louisiana, and in 1987 he became the Executive Director and Chief Executive Officer of the Harrison County Development Commission in Gulfport, Mississippi. He continued to serve Harrison County for over 17 years, where he managed and developed 2,500 acres of industrial park property representing a \$50 million capital investment. He established a three-county network of public/private sector groups to promote economic development. In both Lafayette and Harrison County, Mr. Olivier coordinated the statewide participation of economic development professionals in domestic and international prospect development missions, in addition to providing existing industries in both areas with first-rate business assistance.

Since his appointment as Secretary of Louisiana Economic Development in 2004, Mr. Olivier has played an instrumental role in securing relocation and expansion wins for Louisiana that have generated more than 2,660 new jobs and \$2 billion in new investment. In the wake of Hurricanes Katrina and Rita in 2005, he has implemented numerous initiatives to help impacted businesses

recover and to obtain new investments to continue the economic progress Louisiana had achieved under his leadership. Examples of these accomplishments include a short-term, interest-free Bridge Loan program to help hurricane-affected businesses sustain their operations while awaiting insurance and Small Business Administration funds, which has dispersed 733 loans totaling more than \$40 million to qualifying companies. In addition, he has launched numerous events to facilitate opportunities for businesses across the state, including a forum to bring together business leaders from all states affected by the hurricanes and a series of workshops to assist businesses in leveraging new incentives. He has also developed a network of Business Counseling Centers to provide hands-on assistance

to hurricane-impacted businesses. This year, under Mr. Olivier's leadership, Louisiana Economic Development has become the very first state agency in the nation to become an IEDC-accredited Economic Development Organization.

Mr. Olivier has earned the respect and admiration of his peers, who on numerous occasions have rewarded him for his efforts in promoting economic opportunity and the economic development profession. IEDC, its officers, and members are proud to present the Lifetime Achievement Award for Excellence in Economic Development, in honor of Edward deLuca, to Michael J. Olivier.

## Promotional Awards

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

### BROCHURE – GENERAL PURPOSE

#### POPULATION LESS THAN 50,000

##### CATEGORY WINNER

##### Claremont Welcome Kit

City of Claremont  
Claremont, New Hampshire

Claremont is a former northeast mill city of 13,350, rich in history but struggling in the post-industrial economy. New city leadership in 2001, architecturally significant buildings, infrastructure capacity and city-owned industrial land provided an opportunity for economic development that could create a stronger tax and job base.

The challenge in designing the Claremont Welcome Kit was to create a "new view" of an "old city," something without boundaries that could be flexible in content and create interest in the business and development community. It was one component of a media services plan directed by the Claremont Planning and Development office and designed by media consultant Griffin, Bodi & Kraus of Manchester, New Hampshire. It unfolds, without a fold, the new story of Claremont.

The results have been satisfying. With close to a million square feet of new, expanded or pending commercial/industrial space developed in 2005-2006 in Claremont, many of the goals that we established when the program began have already been achieved.

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

##### CATEGORY WINNER

##### Great American Business Destination Marketing Brochure

City of Frederick Department of Economic Development  
Frederick, Maryland

The City of Frederick's Department of Economic Development (DED) was created in 2002 with a mission to increase economic opportunity in the City through job creation, revitalization and reinvestment. In 2005, DED's work plan and budget permitted for a comprehensive look at the department's marketing strategy, at which time it was discovered

the marketing material was sorely out of date. Through the redesign of the brochure and other marketing materials, the goal was to target the technology and bioscience sectors along with the growing high technology sector, manufacturing, services and tourism.

A fresh look was given to DED's logo and tagline (Frederick: A Great American Business Destination). Bold colors and dynamic images transition well into stand-out trade show panels, full-color print ads and logo to promote the City of Frederick. The brochure redefines Frederick, with its award-winning historic downtown, as a City that remembers its past and is prepared for the knowledge-based economy of the 21st century. Through the juxtaposition of images throughout the brochure – Historic City Hall on one page, MedImmune researchers on the next, images of BP Solar opposite images of downtown Frederick – the brochure succeeds in capturing the many facets and opportunities of Frederick, Maryland.

#### POPULATION MORE THAN 200,000

##### CATEGORY WINNER

##### Calgary Reasons Brochure

Calgary Economic Development  
Calgary, Alberta

The Calgary Reasons brochure was created in January of 2006 to act as an attraction piece for the Calgary Region. The brochure uses ten reasons to explain why the audience should move to Calgary. These ten reasons introduce facts about the Calgary area that make it a very attractive place to live. The reasons are visually demonstrated in the photos that correspond to titles and facts. This creates an accurate and attractive picture of the exceptional quality of life, health care, education and recreation options available in the Calgary Region.

### BROCHURE – SPECIAL PURPOSE

#### POPULATION LESS THAN 50,000

##### CATEGORY WINNER

##### Historic Buildings Reuse Project

Greene IDA  
Catskill, New York

Finding new uses for older unique and historic buildings is the goal of the Greene County Industrial Development Agency's historic buildings reuse program, otherwise known as "cool sites."

The Greene IDA has accumulated engineering and construction related information, including renovation estimates, technology infrastructure

and other building related information, for each of our historic sites that are outstanding options for technology companies. We have also secured price guarantees for each location. Greene County successfully secured funding from the Governor's Office of Small Cities to gather this information and market these historic and "cool" properties. Please check out the additional information on our website, [www.greeneida.com](http://www.greeneida.com), or call the Office of the Greene County IDA at 518-943-0118.

## POPULATION 50,000-200,000

### CATEGORY WINNER

#### **Lincoln County Industrial Park Brochure**

Lincoln Economic Development Association  
Lincolnton, North Carolina

The brochure is designed to tell the story of the Lincoln County Industrial Park and encourage new industries to become a part of the success. It provides a foundation of information that is updated using velum inserts that continue to tell the story.

The brochure has four components. The first is the outer folding component that gives an overview of the park; its developer, the Lincoln Economic Development Association; and the state's Certified Industrial Site Program. It also includes a map and the story of the park. The second inner folding component has testimonials and overviews and pictures of the companies in the park depicting the park's success. The third component is a custom envelope. The fourth component is the velum inserts, which provide updated information on new companies, new shell buildings and statistics. In addition, custom inserts can be added based on target audience, promotion, industry or event.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### **"Invest in Bavaria – The Location for Champions"**

Bavarian Ministry for Economic Affairs and State of Bavaria U.S. Office  
New York, New York

The brochure "Invest in Bavaria – The Location for Champions" is a soccer ball-shaped marketing piece. As the home of various Bundesliga Clubs and recently the host of many events during the World Cup, Bavaria has a great reputation among soccer fans. This brochure takes advantage of this fame, providing an overview of Bavaria's success as a business location and highlighting the fact that Bavaria is as much a champion when it comes to economic strengths as it is in regards to soccer. The back side of the brochure sports a match schedule to help soccer fans keep track of World Cup developments.

We believe that through the design and contents of this brochure, combined with the attention drawn to the region by the World Cup, people will learn about the advantages of Bavaria as a business location while also recognizing it as a great place to be and live.

### HONORABLE MENTION

#### **"Rochester, NY – A Leader in Food and Beverage Manufacturing"**

Greater Rochester Enterprise  
Rochester, New York

Greater Rochester Enterprise (GRE) is a public-private partnership established to professionally market the Rochester, New York metropolitan region as a competitive, high-profile place for business location and growth.

With more than 100 food and beverage manufacturers in the Rochester, New York region, the GRE team recognized that this industry was a significant regional asset that needed promotion. One of the marketing materials developed to showcase the numerous food and beverage

industry assets was a four-color brochure that included location quotient statistics, leading local industry employers and research and development centers. GRE has begun to leverage this marketing communications piece to attract companies such as Barilla America to the Rochester, New York region.

## PROMOTION – GENERAL PURPOSE

## POPULATION LESS THAN 50,000

### CATEGORY WINNER

#### **"Visibility, Activity, Affluence, and Growth" Campaign for the Town of Superior**

ccintellect  
Denver, Colorado

The Town of Superior, a community of 9,000 residents in Boulder County, Colorado, hired ccintellect to develop an integrated marketing campaign to market the Town's available land (including a Town center parcel) to real estate developers, retailers, business owners and brokers. The Town had few remaining developable parcels and wanted to attract quality development. The campaign, which included a website, quarterly newsletter, print collateral, and event strategies, was targeted specifically to real estate brokers and developers and highlighted the high visibility, demographics and growth rate of the town. The campaign provided brokers and developers with an attractive "front door" to the Town that they did not have before and has assisted in generating interest in developing retail, housing and community gathering places to serve the Town's 9,000 residents.

## POPULATION 50,000-200,000

### CATEGORY WINNER

#### **"Navigating a New Direction"**

Economic Development Council of the Bloomington-Normal Area  
Bloomington, Illinois

"Navigating a New Direction" has become the EDC's theme over the past year. EDC wanted a theme that would convey that the organization was moving in a new direction, open to exploring new ideas and opportunities. The designs include a travel theme: a compass, a GPS system, a map, etc. These designs were incorporated into all aspects of their marketing materials: Services brochure, strategic plan information, website headings, newsletters, etc. It became "the look" of EDC, giving the organization a high-tech, kinetic image as they evolved into this new age of economic development.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### **Big 12 DVD + mini suitcase**

Greater Oklahoma City Chamber  
Oklahoma City, Oklahoma

The Greater Oklahoma City Chamber partnered with the City of Oklahoma City, All Sports Association and the Convention & Visitors Bureau to create a video that highlighted the top 12 reasons that Oklahoma City is the best location for the Big 12 Women's and Men's Basketball Tournaments. The video was set to play inside a portable DVD player that was nestled in a sleek silver mini-suitcase and mailed to 40 Athletic Directors and Big 12 Commissioners. At the time they received the mailing, it was 664 days until the tip-off of the Big 12 Women's and Men's Basketball Tournaments in Oklahoma City in March 2007. The goal was to create excitement about Oklahoma City and encourage decision-makers to consider Oklahoma City for future Big 12 Tournaments.

## CATEGORY WINNER

### **Precision Marketing Direct Mail Campaign**

Wake County Economic Development

Raleigh, North Carolina

Wake County Economic Development's Precision Marketing Direct Mail Campaign targeted innovative textile companies who had an established relationship with North Carolina State University's College of Textiles, whether they were being run by an alumnus or had research and development relationships with the College. The goal was to educate the companies on the resources available in the area, recruit the companies, and subsequently create more jobs in Wake County.

Three unique marketing pieces were used to achieve this goal—(1) a reprint of *Forbes'* May 2005 article featuring North Carolina State University's textile program, sent along with a letter touting Wake County's many accolades; (2) a mini-booklet titled "The Future of Textiles is Here," which provided information about the various resources available to textile companies in Wake County; and (3) a tailored mini-booklet which included individual company names on the cover and information about the company's needs within the text of the book. The most unique aspect of this final piece was that the cover of the booklet was printed on Evolon, a non-woven material manufactured in the region.

## HONORABLE MENTION

### **Tupperware Promotion**

Metro Orlando Economic Development Commission

Orlando, Florida

Metro Orlando is a very diverse region, home to many industry sectors including corporate business, digital media and entertainment, simulation and training, photonics, manufacturing, biomedical, new technology, shared services, aviation/aerospace, international business and agri-tech, just to name a few. These sectors allow for a broad range of promotional and collateral development.

Tupperware is one of our private investors and their products are known worldwide. Using three of their most popular items, we produced the following categories of direct mail:

Ice Cream Scoop: Tagline "Get the scoop" – prepared mailings for MS&T, digital media, aviation, shared services, outreach, photonics and site selectors.

Bowl: Tagline "Keep it fresh" – prepared mailings for the photonics industry.

Opener: Tagline "Open in Orlando" – prepared mailings for digital media, technology, corporate business, site selectors and international business.

## RESEARCH REPORT/GENERAL

### **POPULATION MORE THAN 200,000**

## CATEGORY WINNER

### **Mississauga: A Leading Canadian ICT Cluster**

City of Mississauga Economic Development Office

Mississauga, Ontario

The City of Mississauga's Economic Development Office developed a research study to examine the information, communications and technologies (ICT) sector in order to better gauge Mississauga's current position, understand the driving location factors, and research future opportunities in this highly competitive knowledge sector.

The report provided the City of Mississauga with in-depth knowledge and understanding of the ICT sector. This enabled the Economic

Development Office to clearly position Mississauga as one of Canada's largest ICT clusters, strengthen relationships with ICT companies in Mississauga, position the City to attract more ICT companies, and increase the City's profile as a major business center with competitive costs in Canada and the United States.

The study entitled, "Mississauga: A Leading Canadian ICT Cluster," became an effective vehicle to promote the key marketing message, that Mississauga's ICT sector is one of the largest and fastest growing in Canada. This research study provided valuable knowledge that will assist the City's Economic Development Office in developing strategic business and marketing plans and defining specific ICT targets.

## HONORABLE MENTION

### **Bavaria's Industry 04/05 – Setting the Pace**

Bavarian Ministry for Economic Affairs and State of Bavaria U.S. Office  
New York, New York

The 92-page brochure, "Bavaria's Industry 04/05 – Setting the Pace," provides potential investors with a comprehensive overview of facts and figures as they relate to Bavarian industries. The brochure analyzes Bavaria's industrial development and structure, provides individual industry profiles, including that sector's own performance, offers industry profiles of each administrative district, and outlines industrial innovation within the State of Bavaria. The actual entry (current edition) is provided as a link to our website; additionally, the previous edition is provided as a hard copy showcase.

## HONORABLE MENTION

### **"Can our Workforce Afford Housing in Miami-Dade County?"**

The Beacon Council

Miami, Florida

In February 2006, The Beacon Council, Miami-Dade County's official economic development partnership, published a study entitled "Can our Workforce Afford Housing in Miami-Dade County?" to address the issue of housing affordability in Miami-Dade County, Florida. Over the last year, housing affordability has emerged as a major issue for businesses looking to relocate to the area and for existing businesses concerned about recruiting and retaining employees in the Miami-Dade community. The study examined the relationship between the cost of single-family homes and the wages earned by occupations in targeted sectors.

The results of the study reveal that there is a large gap between the overall cost of housing and the average wages earned in Miami-Dade County. The study also showed that many occupations in the targeted industries, such as life sciences and financial services, do not earn enough to afford the average price of a home without the assistance of a partner earning additional income. The results showed that workers in higher earning positions are experiencing similar difficulties as the essential workers (teachers, nurses, and police officers) in finding housing that is affordable. The study also concluded that Miami-Dade County is becoming more densely populated and new housing options, such as condominiums and town houses, will become the only viable housing option for more and more families. This trend confirms Miami-Dade's continued evolution into a major metropolitan area, similar to New York, Chicago, and San Francisco.

# ANNUAL REPORT

## POPULATION LESS THAN 50,000

### CATEGORY WINNER

#### 2005 Annual Report

Enterprise Maine

South Paris, Maine

Enterprise Maine is a family of non-profit community economic development organizations and for-profit affiliates with the shared mission of creating economic opportunity and improving the quality of life in rural western Maine. The 2005 Annual Report communicates Enterprise Maine's activities and community impact to its public and private stakeholders, investors and clients.

### HONORABLE MENTION

#### Annual Activity Report

Rural Enterprises of Oklahoma, Inc.

Durant, Oklahoma

Rural Enterprises of Oklahoma, Inc. (REI)'s Annual Activity Report informs clients, legislators, supporters, economic development professionals and partners with a comprehensive annual report on the activities and impact of each program. It also includes messages from REI administration, highlights of staff achievements and activities, sources of funds, and other relevant information. The Annual Activity Report also serves the organization as a self-evaluation and measurement tool to ensure that REI's mission and goals are being met.

REI's Annual Activity Report may also be accessed online to provide the general public about the organization's services, activities and impact. The Annual Activity Report is composed and designed in-house, providing the printer with ready-to-print artwork and copy.

## POPULATION 50,000-200,000

### CATEGORY WINNER

#### 2004 Annual Report

Savannah Economic Development Authority

Savannah, Georgia

In 2005, SEDA resumed the production of a summary annual report after a five year hiatus and therefore wanted the return issue to be something special. In addition to publishing the 2004 financial summary, the goal was to create an annual report that would serve the dual purpose of promoting Savannah/Chatham County. Effectively, the annual report was to serve as a sales and marketing tool.

Also, because SEDA focuses its marketing efforts outside of the Savannah area, the community is often unaware of just how large a contribution it makes to the local economy. Although SEDA works with hundreds of clients each year, the community only hears about those who decide to expand or locate to the area.

One of SEDA's greatest strengths – respecting client confidentiality – is also one of its greatest dilemmas. The annual report gave SEDA a much-needed platform to deliver its message to the local community.

### HONORABLE MENTION

#### 2004 Annual Report

Town Center Improvement District

The Woodlands, Texas

Town Center Improvement District (TCID) plays a vital role in the development of The Woodlands Town Center, a 1,000 acre "downtown" in The Woodlands. The purpose of the Annual Report is to address the various initiatives of TCID using high-impact photos, quality graphic

design and the communication of important financial information. The Annual Report presents information of importance to the general public in a fresh, concise manner. The report is distributed along with a personalized letter to political and business leaders, business owners and potential new businesses to our area.

Town Center Improvement District's 2004 Annual Report was well received by business leaders as well as the general public. It quantifies the impact of creating the District through the Texas Legislature and allows others to see firsthand the achievements the District has made since its inception. The aesthetic appeal of the piece keeps readers' attention while delivering vital information. It provides a comprehensive documentation of the organization's financial records combined with a high-quality, graphic presentation.

### HONORABLE MENTION

#### Annual Report 2005

Winchester-Frederick County Economic Development Commission

Winchester, Virginia

In continuing the economic evolution of Winchester-Frederick County, Virginia, the EDC introduced a more sophisticated, forward-thinking annual report for 2005. The repackaged annual report provides an improved illustration of the area's economic happenings, presenting a wide array of business development accomplishments for the Winchester-Frederick County economy. The report is distributed to both internal and external audiences, including existing industries, local government leaders, new prospective businesses and site consultants.

The new annual report format is the result of an extensive branding strategy undertaken by the EDC in which a new logo and tagline for business development activities was adopted: Your Move. Our Commitment. The report contents emphasize the graphical elements displayed in the EDC's new website and publications in addition to information proven to be valuable among the EDC's various audiences.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### Annual Report

Metro Orlando Economic Development Commission

Orlando, Florida

The Metro Orlando Economic Development Commission produces its annual report at the beginning of each calendar year and gives an overview of the past year's highlights and goal accomplishments, initiatives worked, and public/private partnering results. The report is first used as a table setting piece at the James B. Greene Annual Award Dinner in February, where a recipient from the region is honored because of his or her contributions to the advancement of our mission and vision.

The annual report is then mailed to private sector investors and public partners, which number around 2,000. During the year, the annual report is used at events, investor receptions, in new member packets, and for general promotion of the organization throughout the year.

### HONORABLE MENTION

#### 2005 Annual Report

Calgary Economic Development

Calgary, Alberta

Collaboration is the key to Calgary Economic Development's success, and explains why 'Building Together' is the theme of their 2005 annual report. It symbolizes the ongoing efforts of building a strong economy and building solid partnerships that together shape the success of Calgary. The photos featured in the annual report are an example of the strong partnerships Calgary Economic Development has built since its inception.

## **HONORABLE MENTION** **2005 Annual Investor Report**

Cincinnati USA Partnership  
Cincinnati, Ohio

The Cincinnati USA Partnership is the regional economic development initiative directed by the staff of the Cincinnati USA Regional Chamber. The Partnership is designed to stimulate economic growth by unifying the region's economic development strengths and resources. It is supported through a five-year campaign with investments from more than 200 private and public organizations and hundreds of Chamber members from throughout the 15-county, three-state region known as Cincinnati USA.

The 2005 Annual Investor Report focuses on the significant accomplishments by the Cincinnati USA Partnership that are designed to deliver a return on investment. The annual report covers the three major aspects of the Partnership's program of work: regional business growth, regional marketing and regional business development. The main theme of the report is the "Power of Partnership" through connecting and aggregating the talents, expertise and resources of our region.

## **HONORABLE MENTION** **2005 Performance Report**

Oklahoma Department of Commerce  
Oklahoma City, Oklahoma

The Oklahoma Department of Commerce's Performance Report is published annually to summarize fiscal year highlights and provide an overview of programs and services. The report was initially designed to present elected officials with impact data to validate state appropriations and additional funding requests, but it has ultimately been utilized to satisfy a broader marketing purpose and document the agency's successes and results from the prior year's activities. The report furnishes compelling data, stories and testimonials in a succinct form. It includes information about major customer groups the Department has served, what's new and changing, how Oklahoma compares nationally, and new initiatives planned for next year. For FY 2005, the Performance Report was expanded to include an overview brochure and PowerPoint presentation. All are designed as a set to work together consistently with the department's various constituencies.

The report showcases the numerous opportunities for assistance to communities and businesses and the importance of working together to further economic and workforce development in the State of Oklahoma. With its comprehensive overview of state-level services, the report also has found an unexpected audience with site selectors. Internally, it is a source of pride and increased morale because it celebrates the past year's accomplishments.

## **PAID PUBLICATION ADVERTISING CAMPAIGN**

### **POPULATION LESS THAN 50,000**

#### **CATEGORY WINNER** **The Colony "Leader" Ad Series**

The Colony Economic Development Corporation  
The Colony, Texas

The "Leader" ad campaign was designed to increase awareness for specific types of development projects within The Colony. Three unique designs and headlines were created to easily promote/highlight specific initiatives. The objective of the campaign is to properly position and

promote The Colony in the minds of consumers, business owners, developers, and real-estate agents, resulting in increased economic development activity.

Through a series of images, each ad focused on premier opportunities for corporate office, light industrial/distribution sites as well as mixed-use, big-box retail and specialty retail depending on the desired audience. The message positions The Colony as a prospering city that provides businesses with incentive packages and the flexibility required to get projects completed in a cost effective and efficient manner. To help drive home that message, a quote from a prominent developer was featured. To close out each ad, several location maps were created to help identify the location as related to the placement on that particular ad.

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

#### **HONORABLE MENTION** **Orangeburg County's Vision for South Carolina's Global Logistics Triangle**

Orangeburg County Development Commission  
Orangeburg, South Carolina

Our vision of the Global Logistics Triangle is to simply utilize the existing highway transportation infrastructure in order to benefit the citizens of Orangeburg County. This plan includes but is not limited to the Triangle formed by I-95, US301 and I-26.

The plan is to option property at the three interchanges and create a village concept development so that we do not unleash the potential for sprawl. The village concept allows for development to occur within an area of a one to two miles radius. The development should be planned to include industrial, commercial and residential, inside of the aforementioned radius. Development outside of these villages would be extremely limited in order to control the cost of infrastructure, such as water, sewer, roads and schools. In addition, a partnership with the Audubon Society will help conserve and protect highly sensitive environmental areas as well as educate the landowners on how to benefit financially by participating in a mutually beneficial conservation and development plan. By creating villages, all known costs for infrastructure can be maintained at a relatively constant cost, and the villages can all be unique and independent.

The Orangeburg County Development Commission has kicked-off the branding of the "Global Logistics Triangle" marketing campaign with an advertising quad located in the Columbia, SC Metropolitan Airport. For more information on the Global Logistics Triangle, go to [www.ocdc.com](http://www.ocdc.com).

### **POPULATION MORE THAN 200,000**

#### **CATEGORY WINNER** **Benefits of Immigration Advertising Campaign**

Greater Halifax Partnership  
Halifax, Nova Scotia

The Halifax Region Immigration Strategy was launched in October 2005. The Greater Halifax Partnership, which is the economic growth organization for Halifax, Nova Scotia, has partnered with the Metropolitan Immigrant Settlement Association (MISA) to lead the implementation of the Strategy. This Strategy focuses on retaining current immigrants and attracting prospective immigrants to the area.

The early Strategy implementation works on structure, coordination and awareness. One early action was the launch of a print awareness campaign in early 2006 in two Halifax newspapers, The Chronicle Herald and the Daily News. The Benefits of Immigration Advertising

Campaign is targeted at the local business community, with a particular focus on changing the perceptions and attitudes towards hiring an immigrant and providing information on how to take a step in this direction. The print campaign was designed to outline the benefits of hiring immigrants and included a strong call to action.

**CATEGORY WINNER**  
**Why Ohio Ad Campaign**

Ohio Business Development Coalition and Paul Werth Associates  
Columbus, Ohio

Who could be more credible in relating the virtues of living and doing business in Ohio to corporate level executives than their counterparts at the many successful companies already based here? No one, according to research conducted by *Forbes* magazine and confirmed by the Ohio Business Development Coalition's (OBDC) own quantitative studies. That insight has built the foundation for an advertising strategy that is proving very successful in promoting economic development in the State of Ohio.

In 2005, OBDC launched a national print campaign featuring many of Ohio's top corporations and executives explaining why they have been successful in Ohio and how the new tax laws will make the state's business environment even better. The ads were targeted to capital investment decision-makers and site selection consultants as well as Ohio-based business leaders. The campaign has been extremely successful in creating awareness of the state's improved business climate. Through their participation, many Ohio business ambassadors have also been created to further spread the message that investing capital in Ohio will help maximize a company's profits. The professional and personal advantages found in Ohio will continue to be the subject of this ongoing ad series. Visit [OhioMeansBusiness.com](http://OhioMeansBusiness.com) for more information.

**HONORABLE MENTION**  
**Select Site Ad Campaign**

Entergy's Teamwork Arkansas  
Little Rock, Arkansas

In February 2006, Entergy Arkansas unveiled a new program – *Select Site*. The program was designed to better prepare Entergy Arkansas-served sites as winning candidates for office, manufacturing, and distribution projects and to effectively communicate this prepared status to site location consultants and company decision-makers.

The ads ran in *Site Selection* magazine and were designed to introduce the reader to the programs in stages, from the teaser in January to the listing of communities with certified sites in May. Additional community names will be added to future ads as new sites are certified.

**NEWSLETTERS/NEWSPAPERS/  
MAGAZINES**

**POPULATION LESS THAN 50,000**

**CATEGORY WINNER**  
**Richland Hills Report: Economic  
Development News**

City of Richland Hills  
Richland Hills, Texas

The *Richland Hills Report* newsletter seeks to attract new business while promoting existing businesses in the city. The city has been very aggressive in seeking redevelopment opportunities both within its borders and in partnership with neighboring cities. This newsletter has been an excellent means of communicating the city's plans and successes to its target audiences.

The newsletter is distributed to commercial real estate brokers and developers, business owners and managers that are looking to locate in this area, attendees to the annual ICSC convention in Las Vegas, and local business and property owners that have a current investment in the development occurring in Richland Hills, Texas.

Richland Hills is home to two of Tarrant County's larger industrial parks. The industrial parks' operators/developers have successfully used this newsletter to attract new tenants. Both industrial parks currently operate at over 90% occupancy.

The *Richland Hills Report* newsletter gets noticed. The submitted issue is a redesign from the original publication first published about four years ago. The updated layout was created for us by graphic artist David McCoy and Grapevine Marketing Solutions. While feedback on the publication has consistently been positive, the new format, which features more existing businesses than earlier issues, has received ecstatic reviews.

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

**CATEGORY WINNER**  
**CK 4 Business Newsletter**

Municipality of Chatham-Kent  
Chatham, Ontario

*CK 4 Business* is distributed quarterly to 5,000 prospective investors, site selectors, ICI real estate agents, existing Chatham-Kent businesses and other economic development partners. It is also available for download from the Chatham-Kent web portal.

Each issue of the newsletter includes a story on manufacturing, retail/commercial, agri-business, entrepreneurial services and tourism development. It also includes updated information on unemployment rates and building starts.

The publication is a regular reminder to our targeted audience of the opportunities and benefits of investing in Chatham-Kent. It also reinforces the investment decision of existing Chatham-Kent businesses.

Newsletter articles are short and concise to cater to our information overloaded targets. The use of colorful pictures and graphics helps tell the story. Each newsletter includes a map to remind the audience of Chatham-Kent's strategic location in Southwestern Ontario.

**HONORABLE MENTION**  
**EDTS Update**

City of St. Catharines  
St. Catharines, Ontario

The City of St. Catharines Department of Economic Development & Tourism Services (EDTS) has launched a new, full-color quarterly newsletter called *EDTS Update*. The publication focuses on EDTS success stories (as opposed to general economic news), and although it touches on the full range of the department's work, it is primarily focused on its traditional economic development activities.

The publication is inserted into the center spread of 20,000 copies of *Business Niagara* magazine, the region's leading private sector business publication. An additional run of 1,000-1,500 copies of the newsletter alone is then distributed by EDTS at trade shows and meetings and by mail to key business and political leaders.

This print run of 21,000 copies costs about US\$3,000 per issue (or about 14 cents per copy) but also includes free distribution of the 20,000 copies bound into *Business Niagara*, making it an extremely cost-effective marketing tool.

# We've Got The Low-Down On High-Tech.

AngelouEconomics is a recognized leader in technology-based economic development consulting, specializing in the needs of high-tech companies. Many Fortune 100 companies trust our team of professionals for site selection and real estate feasibility solutions. To see how we can develop successful strategies for you, contact us at 512-225-9322 or [info@angeloueconomics.com](mailto:info@angeloueconomics.com)

 **AngelouEconomics**  
technology-based economic development

[angeloueconomics.com](http://angeloueconomics.com)

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### **TVA Economic Development Quarterly Report Card**

Tennessee Valley Authority  
Nashville, Tennessee

TVA Economic Development works to foster job creation and capital investment in the seven-state TVA region. To communicate its effectiveness in meeting these goals, TVA reports on its progress to Valley communities, economic development partners, business leaders, and site selection consultants. One method it uses to demonstrate its accountability is the Quarterly Report Card, a newsletter in the form of a mailer card that outlines performance measures for the quarter and year-to-date. It gives figures on jobs added or retained, capital investment, and other measures and presents a brief overview of recent economic development efforts.

The Report Card enables TVA's distributor customers and partners to see the positive results of their cooperative efforts and the impact of the regional approach to economic development. The report enables community leaders to gauge the tangible results of these efforts on their communities. It gives business leaders and site selection consultants a snapshot of the dynamic Valley economy and TVA's role in it. The concise format and attractive design encourages readership, helping TVA deliver the message that the Valley economy is thriving and TVA's economic development programs are contributing greatly to that success.

### HONORABLE MENTION

#### **Teamwork Louisiana Newsletter**

Entergy's Teamwork Louisiana  
New Orleans, Louisiana

Entergy is a global energy company that owns or manages power plants generating nearly 30,000 megawatts of electricity and delivers domestic electricity to about 2.5 million customers in Arkansas, Louisiana, Mississippi and Texas. Entergy's Economic Development Department provides free site selection services to business seeking to locate within its area. Entergy's Teamwork Louisiana newsletter highlights economic development projects within the State and has feature articles on those individuals that make progress happen.

## SPECIAL EVENT

### POPULATION LESS THAN 50,000

### CATEGORY WINNER

#### **"Harvesting of CORN"**

City of Dublin  
Dublin, Ohio

Dublin, together with the Third Frontier Network, established the Central Ohio Research Network—or CORN—linking education and commerce for research and economic development purposes.

The TFN links Ohio's colleges and universities, research labs, and hospitals via 1,600 miles of high-speed broadband network. DubLink, Dublin's underground optical fiber route encompassing nearly 100 miles, provides the necessary infrastructure.

The City of Dublin launched the new network with a ceremonial "lighting" or "harvesting." We invited many of our partners on the project, including hospital, university and OSC representatives as well as political leaders, to attend the joint press conference/event.

A video showcased the various uses. Through TFN, Ohio can explore new experimental networking technologies and customize networks to meet specific and unique research requirements. Schoolchildren can take virtual field trips and interact with university researchers in their classrooms. Doctors will be able to consult with patients across the state without leaving their offices. And, students and researchers will have access to OSC's computers in the blink of an eye.

By promoting this critical scientific and industrial research, we illustrated ways in which the TFN will help increase technology-sector jobs by fostering research collaboration between Ohio's university and business communities, contributing to the growth of the state's economy.

## POPULATION 50,000-200,000

### CATEGORY WINNER

#### **2005 Reverse Trade Mission**

Economic Development Council of the Bloomington – Normal Area  
Bloomington, Illinois

On September 20th, 2005, the EDC hosted twenty foreign trade commissioners in a reverse trade mission. During the day-long program, the trade commissioners toured Bloomington-Normal, stopping to visit local landmarks including the Mitsubishi Motors automobile manufacturing plant, the Illinois State University College of Business, and the ISU farm. A luncheon was held at the Radisson Hotel and Conference Center and featured a variety of speakers from several area organizations, as well as guests from the State of Illinois and Wako Takayasu, a retired executive of Mitsubishi who came to start up the plant but liked the area so much he and his wife chose to retire here.

About 120 local business leaders also attended the luncheon and had the opportunity to interact with each of the commissioners. The commissioners were presented with special travel bags containing numerous gifts from local organizations. The event was designed to showcase the Bloomington-Normal area to the trade commissioners and to encourage them to promote the area to their colleagues in their respective countries for international business purposes.

### HONORABLE MENTION

#### **The Polar Express Site Selector Excursion**

Shiawassee Economic Development Partnership  
Owosso, Michigan

This weekend event takes attendees back to the time when Christmas was magical and trying to go to sleep on Christmas Eve was the hardest thing to do. Over the course of a weekend, potential business prospect leaders and their families venture through the magical journey of "The Polar Express," also known as the Pere Marquette 1225 Steam Engine. Housed right in the heart of downtown Owosso, The Pere Marquette 1225 was selected by Sony Pictures to be the train used for graphic design and sounds for the major motion picture "The Polar Express," starring Tom Hanks.

On Saturday morning, attendees grab a quick bite to eat at the Historic Capital Theatre, and then board a private car on "The Polar Express" and travel to Owosso's version of The North Pole. While there, attendees enjoy a visit with Santa and take part in the merry activities of Santa's elves. Later, while the prospects are learning about the benefits of Shiawassee County as a business destination during a special dinner at the Owosso Country Club, their families attend a private screening of the film in Curwood Castle. This event showcases why Shiawassee County is a great place to live, work and play.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### From Music City to New York City CMA Awards Event

Nashville Area Chamber of Commerce  
Nashville, Tennessee

In 2004, the Country Music Association (CMA) announced that for the first time in the 39-year history of the CMA Awards, Nashville would not host its annual awards show. The move of the CMA Awards to New York City in 2005, albeit a temporary one, was viewed by many as a huge loss for Nashville. The Nashville Area Chamber of Commerce's economic development arm, Partnership 2010, saw this temporary relocation as a great opportunity for Nashville to gain national exposure and to take the city's business message to the Big Apple.

In partnership with the Nashville Convention and Visitors Bureau (NCVB), both organizations invited top-level boards and investors/stakeholders to travel to New York at their own expense to share the Nashville story with prospects and create a buzz about the Nashville region. The primary event, co-sponsored by NCVB and NACC, was a business luncheon for approximately 200 Nashville-area-based business leaders and New York-based prospects and site consultants, creating significant opportunity for Nashville business leaders to send the message on a personal level that Nashville is where they should be looking to make their next business move.

### HONORABLE MENTION

#### Building Together

Calgary Economic Development (CED)  
Calgary, Alberta

The purpose of this meeting was to recognize the contributions of key City of Calgary departments and key influencers within the business community, as well as to highlight CED's 2006 strategic priorities.

Lego building pieces were the central theme in the décor. This theme speaks to the ongoing efforts of building a strong and solid economy. Calgary Economic Development is working with many different stakeholders, stacking up, one by one, these strong individual pieces that together will shape the success of the city. During the meeting, a looping presentation depicted the organizations contributing to Calgary's success. As the guests left the meeting, they each received a gift to thank them for building together.

## MEMENTO

### POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### Select Site BBQ Set Mailer

Entergy's Teamwork Arkansas  
Little Rock, Arkansas

In February 2006, Entergy Arkansas unveiled a new program – *Select Site*. The program was designed to better prepare Entergy Arkansas-served sites as winning candidates for office, manufacturing and distribution projects and to effectively communicate this prepared status to site location consultants and company decision-makers.

The high-end BBQ set was sent to site location consultants and real estate contacts across the United States. The enclosed card stating "Things are Cooking in Arkansas" listed significant recent economic development events in Arkansas.

### HONORABLE MENTION

#### Bavarian Beer Mug

Bavarian Ministry for Economic Affairs and State of Bavaria U.S. Office  
New York, New York

The Bavarian Ministry for Economic Affairs produces a handmade Bavarian beer mug that is a popular and much appreciated gift to Bavaria's American business clients. Representative of traditional Bavaria, the mug is manufactured by the applied arts tin foundry of Mutz in Munich and painted in the traditional Bavarian white and blue diamond pattern with the Bavarian coat of arms artfully engraved in the tin cover.

### HONORABLE MENTION

#### "The Work Zone" Lunch Box

Economic Development Council for Central Illinois  
Peoria, Illinois

The greater Peoria region is undergoing a renovation and revitalization that is transforming a vision into a shared reality – merging our rich past with our promising future. Roadways are taking us in new directions, allowing a fresh perspective on familiar routes and taking us to sites where ideas and innovations are rising out of the ground and building up our community.

The "WORK ZONE" was chosen as the theme of our 2006 Annual Meeting and Annual Report to build upon the fact that large parts of the region were quite literally a "work zone" in 2006 due to the Interstate 74 reconstruction project, the largest road reconstruction project in downstate Illinois history. The "WORK ZONE" Lunch Box memento was presented to over 800 annual meeting attendees from Peoria, Tazewell and Woodford counties in Illinois. The lunchbox was at each table setting and contained an annual report and the participant's dessert. Participants took their lunchbox home with them, and now, when you visit the executive offices of CEOs, business leaders and elected officials from all over the region, you'll find them on the shelves and desks to demonstrate that in the greater Peoria region, we are all part of the WORK ZONE.

## WEBSITE – GENERAL PURPOSE

### POPULATION LESS THAN 50,000

### CATEGORY WINNER

#### www.edglenalliance.com

The Alliance of Edwardsville & Glen Carbon  
Edwardsville, Illinois

The Alliance of Edwardsville & Glen Carbon is a public/private partnership that was established to work collectively with each community in marketing the area for new business growth and investments. The Alliance website, [www.edglenalliance.com](http://www.edglenalliance.com), has been promoting the Edwardsville/Glen Carbon area for over five years and was created and maintained "in-house." The primary focus and overall mission of the website is to provide prospective businesses and investors with updated pertinent data that is considered essential to making a business location decision.

The Alliance website has been an effective tool and resource and has been recognized by the Illinois Department of Commerce & Economic Opportunity as a model economic development website. We continue to receive positive responses from site-selection firms on the ease of accessing relevant information as well as links to key websites. The website receives over 130,000 hits monthly from over 17 countries. The data-rich, highly functional website features demographic profiles and community data, profiles of major development sites and current projects, information on utility and infrastructure, workforce and

employment data, economic incentives, and other relevant information. The primary feature of the website is an interactive commercial site and building database. Also posted and archived on The Alliance website are research reports, quarterly newsletters and PowerPoint presentations.

## POPULATION 50,000-200,000

### CATEGORY WINNER

#### [www.southcentralkentucky.com](http://www.southcentralkentucky.com)

Bowling Green Area Chamber of Commerce  
Bowling Green, Kentucky

With the cooperation of their regional partner counties, the Bowling Green Area Chamber of Commerce designed this site to provide in-depth information on the eight-county region that makes up South Central Kentucky. The site serves as a research tool for professional site selectors who are considering the region, existing industries considering expansion opportunities, and individuals considering relocating in the area. It provides demographics, economic data, workforce information, and much more.

At the heart of the site, is a powerful GIS (Geographic Information System) technology called SouthCentralKentuckyProspector, developed by GIS Planning, Inc., which makes this new Internet service more powerful than typical websites. GIS is an integration of software and geographic data designed to efficiently display and analyze information. In the case of southcentralkentucky.com, GIS allows visitors to rapidly tailor maps and reports to suit their needs and to access data that would normally take weeks to collect and thousands of dollars to obtain from specialty data researchers.

Southcentralkentucky.com speeds up and simplifies the process of business attraction and site selection for expanding and relocating businesses by efficiently answering the main questions involved in the site selection process. All of this information is provided to users in minutes using interactive Internet GIS mapping technology.

### HONORABLE MENTION

#### [www.fcfdc.com](http://www.fcfdc.com)

Fond du Lac County Economic Development Corporation  
Fond du Lac, Wisconsin

In January of 2006, the new Fond du Lac County Economic Development Corporation (FCEDC) website was launched. Being the only accredited economic development organization in Wisconsin, FCEDC set high goals for the structure of the new site. The site now does an updated and appealing graphics look and improved navigation functionality. Upon its release, it was apparent from feedback received from site selectors, real estate consultants, business owners, entrepreneurs organizational and community partners that the new user-driven format was being well utilized.

As Fond du Lac County continues to drive a vital industrial, business and retail base, its website will continue to grow and offer useful information for those looking to do business in Fond du Lac County. As each page of the site declares, Fond du Lac County is indeed "Looking Forward."

## POPULATION MORE THAN 200,000

### CATEGORY WINNER

#### [www.TVAed.com](http://www.TVAed.com)

Tennessee Valley Authority  
Nashville, Tennessee

A dynamic website is considered by many professionals today as their most important economic development tool because it supports the

fast-paced nature of business decision-making and provides immediate access to large databases of relevant information. TVAed.com is a comprehensive website that supports the mission of TVA Economic Development to be a one-stop-shop for information on the seven-state Tennessee Valley region, as expressed in the mission statement "One Source. Seven States."

When TVA Economic Development sharpened its focus as a marketing organization a few years ago, one of its first actions was to redesign its general website to provide a more reader-friendly structure and expand the amount of information available there. Once that was done, a concerted effort was made to drive business to the site. Every press release, ad, or collateral piece displays the URL and refers readers to the site for more information. The site is never seen as static; it is ever-changing to meet the competitive demands of today's business world.

### CATEGORY WINNER

#### [www.gatewayregion.com](http://www.gatewayregion.com)

Virginia's Gateway Region  
Petersburg, Virginia

When it came to redesigning and revamping the Gateway Region's website, cutting-edge interactivity and convenience were the goals. The new site, [www.gatewayregion.com](http://www.gatewayregion.com), delivers on all that and more. From the Gateway Region's homepage, prospects are but a click away from the Data Center, where they can develop customized reports featuring their selections of more than 5,000 data points, including the latest information about the business environment, community, financing, government, labor, quality of life, transportation and utilities. In addition to comprehensive demographic data, the website includes an interactive Site Selection Center, from which prospects can tailor their search of the Region's available industrial buildings, office buildings, and sites/land to those properties that meet their specifications. Within the Site Selection Center, prospects have easy access to any property descriptions, interactive maps, reports, photos and videos of each site as well as direct access to additional workforce, business and quality of life information.

Since going live in December, the website has led to a surge in interest in the Gateway Region. The average number of daily hits has doubled, and the number of repeat visitors has skyrocketed. The site was developed by Oliver Creative.

### HONORABLE MENTION

#### [www.ShovelReady.com](http://www.ShovelReady.com)

National Grid  
Syracuse, New York

National Grid serves 33 counties in Upstate New York, including the Buffalo-Niagara, Syracuse, Utica-Rome and Albany-Schenectady-Troy metropolitan statistical areas and most of the Adirondack North Country. Our Economic Development Department developed the website [www.Shovelready.com](http://www.Shovelready.com) to serve two important purposes: (1) to provide all the data and information necessary to help companies and consultants make an informed site location decision in favor of Upstate New York., and (2) to provide critical resources to our state, regional and local economic development allies to enhance their competitiveness.

The site provides meaningful data that you cannot get anywhere else in the same place, hosting, among others, an extensive site and building database, a major employer database, and a database of higher education institutions in Upstate New York. The extensive *Programs and Services* section and online application make it easy for National Grid allies to get the help they need.

## WEBSITE – SPECIAL PURPOSE

### POPULATION LESS THAN 50,000

#### CATEGORY WINNER

**<http://exploregeorgetown.com>**

City of Georgetown  
Georgetown, Texas

The City of Georgetown Department of Economic Development is constantly looking for new and innovative ways to reach companies that are looking to expand or relocate in the area. Once their attention is gained, the challenge is to expediently provide appropriate and accurate information. To meet this challenge, the Georgetown EDC implemented a GIS property and demographic search tool.

ExploreGeorgetown.com allows site selectors, business owners, etc. to search for available sites by type, size, or location. Sites can be viewed as parcel or aerial maps with land use, zoning, downtown overlay, and foreign trade zone layers. In addition, demographic, workforce, consumer expenditure, wage, and business surveys can be conducted in distance or drive time increments from a selected site or any location selected on the map. This dynamic, interactive site is easily navigated and provides users with immediate information 24 hours a day.

The success of this site has exceeded expectations. In addition to the obvious benefit of visibility to site selectors and corporate decision-makers, City staff members use the site routinely in recruitment and retention functions. Further, the site has allowed the City to develop and improve relationships with brokers, developers, and business owners as they use the site and discover its value.

### POPULATION 50,000-200,000

#### CATEGORY WINNER

**[www.tippecanoe prospector.com](http://www.tippecanoe prospector.com)**

Lafayette – West Lafayette Economic Development Corporation  
Lafayette, Indiana

Site selection in the global economy requires easy access to information. Site selection consultants and companies turn to the Internet first in their site searches. By their own definition, these experts utilize the Internet as a means of researching potential sites. The information is used in their efforts to narrow the search to a select few. As areas are quickly rejected when information is not easily accessible, having the needed and appropriate information is essential in today's economic development practices.

It was important to the community that we build a one-stop, user-friendly tool that would allow for a comprehensive search for available property and source of current demographic information. In February 2005, the Tippecanoe Region Prospector was launched. It features a database of available sites and buildings in Tippecanoe County and surrounding counties and is a source of GIS mapping, demographics and much more. This is a state-of-the-art website utilizing best practices in economic development and cutting edge technology.

#### HONORABLE MENTION

**[www.investfredericton.com](http://www.investfredericton.com)**

Enterprise Fredericton  
Fredericton, New Brunswick

The future of the Greater Fredericton Region depends on its ability to continuously grow its economy. There are tremendous opportunities within the Region's grasp, but there is also plenty of competition.

As a key component of Enterprise Fredericton's Investment Attraction Initiative, the Invest Greater Fredericton website was created to

connect business decision-makers and site location firms with valuable information about the Greater Fredericton Region.

Invest Greater Fredericton provides direct access to an important information search tool, quickly linking users to pertinent, up-to-date information necessary for making site location decisions. Commercial real estate, key industry profiles, utility rates and a comprehensive business directory are just a few of the many resources Invest Greater Fredericton has to offer investors and site selectors.

By promoting business and community development within the City of Fredericton, the Town of Oromocto, and the village of New Maryland, the Invest Greater Fredericton website is expanding economic opportunities for our region.

### POPULATION MORE THAN 200,000

#### CATEGORY WINNER

**[www.pnl.gov/edo](http://www.pnl.gov/edo)**

Pacific Northwest National Laboratory and ImageWorks Media Group  
Richland, Washington

The goals of this site are to provide information and tools to help build technology-based businesses in the Tri-Cities, Washington and the Northwest. Specifically, the website, updated at least monthly, has three purposes: (1) to describe the programs and services offered by Pacific Northwest National Laboratory that are designed to start, grow, and recruit tech businesses; (2) to serve as a clearinghouse for businesses and economic development partners regionally; and (3) to educate entrepreneurs.

The website receives about 6,000 unique visitors monthly. More than 3,000 people nationwide subscribe to the award-winning electronic SBIR Alerting Service, and more than 1,100 subscribe to the Tri-Cities Tech Business Update. Economic development partners have systematically used the Technology Business Directory at least five times for market research, recruiting and economic assessments; the directory is also viewed about 1,700 times monthly. In addition, about 60 entrepreneurial firms annually download an online form to request technology assistance from Pacific Northwest National Laboratory. At least two positions for local businesses have been filled as a result of appearing on the Mid-Columbia Tech Job Connection. Information from at least 25 seminars and talks given by business experts is viewed about 1,600 times monthly.

#### CATEGORY WINNER

**[www.TVAsites.com](http://www.TVAsites.com)**

Tennessee Valley Authority  
Nashville, Tennessee

When today's companies are seeking new sites for expansions or relocations, they turn first to the Internet for information. TVA Economic Development recognized this trend and set up TVAsites.com, a comprehensive property and building database that facilitates information-gathering for companies considering an expansion or move to the Tennessee Valley. The site conforms to TVA Economic Development's stated mission of "One Source. Seven States." by offering information on more than 1,700 properties in the seven-state, 80,000-square-mile TVA service area. With its Geographic Information System mapping program, TVAsites.com provides access to a vast amount of demographic and business data that help paint a complete picture of how a location will best meet a client's needs.

TVAsites.com supports a regional approach to economic development by allowing various organizations that formerly had separate databases to combine their information. The innovative nature of TVAsites.com has also earned a finalist slot in two prestigious award competitions: the CoreNet Global Economic Development Leadership Awards and

the Stockholm Challenge, an international competition that recognizes innovation used in the service of society.

#### HONORABLE MENTION

##### **www.tennessee-valley.org**

Chamber of Commerce of Huntsville/Madison County  
Huntsville, Alabama

The website, [www.tennessee-valley.org](http://www.tennessee-valley.org), was created by the Chamber of Commerce of Huntsville/Madison County to serve civilian and military personnel that had been asked to follow or accept jobs moved to Redstone Arsenal as mandated by the recent U.S. Department of Defense Base Realignment and Closure (BRAC) activity. The Chamber, as part of the larger Tennessee Valley BRAC Committee (which includes more than 10 communities and several counties), created this special purpose site to provide links to agencies, schools, businesses and other entities that continue to furnish timely, detailed information on the area.

Under BRAC law, more than 4,700 direct jobs will be moving onto Redstone and an unidentified number of indirect jobs will be coming into the region between now and 2011. Government agencies, including the Army Materiel Command Headquarters, the Space and Missile Defense Command Headquarters, the Headquarters of the Missile Defense Agency, the U.S. Army Aviation Technical Test Center, and the 2nd Recruiting Brigade, provide this URL as the official website for information on the Tennessee Valley to the 9,400 (includes direct and projected indirect) government and contractor jobholders affected by BRAC.

## OVERALL MARKETING

### POPULATION 50,000-200,000

#### CATEGORY WINNER

##### **“Haverhill Means Business”**

Greater Haverhill Chamber of Commerce  
Haverhill, Massachusetts

The Chamber's leadership stepped in as an economic development partner to the City to develop a strategic plan to encourage the growth of the city's commercial and industrial tax base. The committee set out to create and implement a set of marketing strategies and tools called “Haverhill Means Business.” In selecting the slogan, the committee made a conscious decision to align its message with the state's promotional economic development slogan, “Mass Means Business.” The entire “Haverhill Means Business” program has now become a model for the state. A subsequent project based on the Haverhill model and strategies has now been funded by the legislature, and is currently being duplicated by a neighboring Chamber of Commerce, which includes four adjoining communities, with an ultimate goal of creating a regional initiative that is coordinated with the state's economic development campaign and will be duplicated across the state.

#### HONORABLE MENTION

##### **Research Valley – Easterwood Air Service Marketing Campaign**

Research Valley Partnership, Inc.  
College Station, Texas

The Research Valley Partnership provided leadership to initiate and implement a strategic plan to market Easterwood Airport and raise the awareness of the important role convenient local air service plays in the regional economy. Television commercials, radio and print ads, streaming video on websites, a speakers bureau, and e-campaign were met with enthusiasm by the community and local media partners who donated airtime and space to the campaign.

The campaign acted as a catalyst with Continental Airlines to add flights and with American Airlines to reconsider making any further cuts in air service at Easterwood as they worked through the implications of the repeal of the Wright Amendment. Business and civic leaders volunteered their time and expertise to assist with the project and helped to influence others to consider Easterwood first when making their travel plans. By surpassing the prior year's load factor by seven percent, citizens are showing their civic pride and changing their travel patterns to support the campaign theme of “Easterwood... *Now Boarding.*”

### POPULATION MORE THAN 200,000

#### CATEGORY WINNER

##### **Minnesota-China Partnership**

Minnesota Department of Employment and Economic Development  
St. Paul, Minnesota

In February 2005, the Minnesota Department of Employment and Economic Development (DEED) launched the Minnesota-China Partnership, a statewide initiative to strengthen ties with China and cultivate new relationships with Chinese partners. DEED's marketing efforts are multi-dimensional and include collaborative initiatives with several public and private organizations; education and training initiatives; trade development initiatives; and foreign investment initiatives. This submission focuses on the Partnership's first major event: the largest official mission to China ever assembled by any U.S. state.

#### CATEGORY WINNER

##### **NYC Business Solutions**

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

NYC Department of Small Business Services (SBS) initiated a program called “NYC Business Solutions” that has broken new ground by fundamentally changing the way that small business owners perceive and interact with city government. The program adopts a broker model of service that which connects local businesses to the best sources of assistance available in government, non-profit and the private sector, ensuring high quality service and reducing service redundancy.

To launch this approach, NYC Business Solutions embarked on a high-caliber strategic marketing campaign that has profoundly enhanced demand for the services that the program provides. The marketing campaign made extensive use of private sector marketing strategies and strategically maximized low-cost, high impression channels to reach out to the city's 200,000 small businesses. The utilization that this marketing campaign has driven has led to tremendous results, including the fulfillment of 29,000 service requests and the connection of over 120 businesses to 15.4 million dollars in financing.

The program has had the overall effect of making New York City a promising and encouraging destination for small business development and enhancing the diversity and prosperity of its neighborhoods.

#### HONORABLE MENTION

##### **MeetDowntownOAK.com Marketing Campaign**

Marketing Division, City of Oakland  
Oakland, California

Coordinated by the City of Oakland's Cultural Arts & Marketing Division, the MeetDowntownOAK.com Marketing Campaign was launched in July 2005 to promote downtown Oakland as a local and regional entertainment destination, with a primary focus on stimulating evening and weekend foot traffic at various venues. The desired outcomes were to increase awareness of downtown Oakland as an entertainment destination, increase foot traffic to downtown venues, and increase

sales tax and business tax revenue generated by food and beverage sales in downtown. The campaign's primary target audience was the thousands of new residents moving to downtown attracted by Mayor Jerry Brown's 10K Downtown Housing Initiative. Other key audiences include the hip, urban pioneers that have settled in downtown and west Oakland as well as revelers from throughout the Bay Area.

Funded with redevelopment dollars, the campaign resulted in a modern, hip brand that has been well received by both our intended audiences and our promotional partners. Most are surprised by the sheer volume of choices in downtown Oakland: 75 restaurants and cafes; 33 galleries and cultural venues; 40 clubs and bars; and 32 major attractions and events, all in one happening downtown.

## Best Practice Awards

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

### CLUSTER-BASED STRATEGIES

#### POPULATION MORE THAN 200,000

##### CATEGORY WINNER

#### Logistics Industry Development Initiative

Metro Atlanta Chamber of Commerce  
Atlanta, Georgia

Based on findings from Michael Porter's Clusters of Innovation Initiative in 2001, logistics was identified as an area for focused economic development by the Metro Atlanta Chamber of Commerce. A logistics task force was established to develop a strategy to grow the industry. Key stakeholders included Delta Air Lines, IBM, Manhattan Associates, UPS, Hartsfield-Jackson Atlanta Airport, Georgia Ports Authority and numerous private sector companies. Led by our Logistics Council, and in collaboration with multiple partners like the Atlanta Development Authority, Georgia Power Company, and the Georgia Dept of Economic Development, the Chamber has worked to market Atlanta as a gateway to the Americas and a center for logistics innovation to attract companies and create jobs.

This initiative resulted in the establishment of the Atlanta Logistics Innovation Council, boasting more than 100 members, as well as a prospect pipeline with over 40 active logistics prospects. Other results of this strategy include: the relocation or expansion of 32 firms, creating more than 4,200 jobs in Atlanta; creation of a marketing platform to include brand image, trade show booth, collateral materials, web site [www.logisticsatlanta.com](http://www.logisticsatlanta.com), and a brochure in Mandarin Chinese; as well as the establishment of a strong partnership with Hartsfield-Jackson to recruit air cargo carriers and routes, including Cathay Pacific Cargo for the first Atlanta - China route. This initiative has elevated awareness of the strategic importance of logistics statewide, resulting in economic development and transportation policy changes at the state, city and regional levels.

### MULTI-YEAR ECONOMIC DEVELOPMENT PROGRAMS

#### POPULATION LESS THAN 50,000

##### CATEGORY WINNER

#### Moline Centre Project Management Team (PMT) and Design Build Management Team (DBMT) Process

Renew Moline, Inc.  
Moline, Illinois

The Moline Centre PMT/DBMT is a proven model that has guided the redevelopment of a once decaying and deteriorating industrial downtown riverfront resulting in \$250 million worth of public and private investments while also achieving distinctive architectural character and exceptional urban design. As a result over 1500 permanent jobs have been created and the downtown is now vibrant and alive.

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

##### CATEGORY WINNER

#### 1999 Downtown Merced Strategy

City of Merced  
Merced, California

The style of the 1999 Downtown Merced Strategy combined an economic development business plan with an easy to read, graphically attractive document that broke with traditional strategies of the past. The idea was to create a public-friendly economic development plan that the public and staff could use as a roadmap to Downtown development.

Downtown Merced, once a vibrant city center, had become the home of marginal businesses and was characterized by low-rents, high commercial vacancy rates. The community sentiment was that Downtown should be revitalized into the "heart of the city" it had once been. At the direction of the City Council and with high amounts of public participation, the 1999 Downtown Merced Strategy was developed and captured the community's desire to preserve the historical component of Downtown while developing it into a vibrant, urban, pedestrian-oriented place.

Fifty-five action items categorized into five major strategies provided the City with direction to save the flailing business district. By 2006, over 91% of the action items had been completed, yielding a property tax-base increase of over 27%. Large investments by regional businesses infused millions of dollars and hundreds of professional workers into the area. Downtown Merced was once again a destination featuring a mix of national tenants and local boutiques, live theatre venues, and an overall dining and entertainment district.

The results of the 1999 Strategy are impressive achievements that have successfully turned around Downtown Merced.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER Cornerstone III

Cornerstone Regional Development Partnership  
Jacksonville, Florida

After years of high-volume, low-wage job growth, Jacksonville and the Northeast Florida region adopted a new strategy of attracting high-wage jobs to the Northeast Florida region by marketing to specific targeted industries that typically pay higher average salaries with special emphasis on headquarters operations. Only quality employers offering higher than average area wages (\$38,000 and above) and capital investments that increase prosperity and wealth of the Northeast Florida region were to be used in measuring economic development success. Additionally, steps were taken to change location incentive program criteria and staff bonus compensation goals to achieve results.

Cornerstone III ran from 2001 to 2005, and the combination of public and private funding netted \$16 million for use during this time period. The program utilized several new strategies, including a public/private partnership, a concentration on regional collaboration by the seven partner counties, an emphasis on research to demonstrate the region's competitive advantages, a dynamic marketing plan, and a reevaluation of incentives to target high-wage opportunities. The new strategy produced \$24,100 new targeted industry jobs in the five year period, of which more than \$20,000 were considered high-wage. With an average wage of \$45,000 and \$1.19 billion in capital investment, Cornerstone III was an enormous success.

### CATEGORY WINNER Partnership 2010

Nashville Area Chamber of Commerce  
Nashville, Tennessee

Partnership 2010 is the economic and community development arm of the Nashville Area Chamber of Commerce. The Partnership operates in four-year cycles, and the 2002-2006 cycle has been the most successful in the organization's history. In the past three years alone, seven \$100 million companies have relocated their headquarters to the Nashville region, making a total of 401 relocations and expansions in Nashville, along with an estimated 40,000 net new jobs created. In 2005, Partnership 2010's hard work and Nashville's unique strengths were recognized by two national publications with prestigious rankings; *Expansion Management* magazine named Nashville the No. 1 City in America to Relocate or Expand Your Business (an honor the city would win again in 2006) and *Business Facilities* magazine named Nashville the No. 1 Corporate Headquarters City of the 21st Century.

## TECHNOLOGY-BASED ECONOMIC DEVELOPMENT

### POPULATION 50,000-200,000

### CATEGORY WINNER Commercialization Management Model (CM<sup>2</sup>)

Center for Advanced Technology & Innovation, Inc.  
Sturtevant, Wisconsin

The Center for Advanced Technology and Innovation (CATI), Inc. was launched in 2001 by a partnership of academic, workforce development and economic development agencies. Located strategically between Chicago and Milwaukee, CATI's mission is to be a source of innovation for entrepreneurs, companies, and students seeking new opportunities by harnessing the research and development engine of U.S. industry. CATI's Commercialization Management Model (CM<sup>2</sup>) represents a

comprehensive program approach to technology-based economic development.

The results include a \$40 million patent portfolio from national companies such as Kraft Foods, S.C. Johnson, Boeing, and ISP, six license agreements, five company product line expansions, and three new company launches within the last two years. In addition, the State of Delaware's Economic Development Office recently contracted with CATI to replicate the model by leveraging 250 patented technologies from Dupont and Hercules Corporation.

### CATEGORY WINNER The Telecom Corridor® Creating a Tech-Based Economy

Richardson Economic Development Partnership  
Richardson, TX

How does a community, a first-ring suburb north of Dallas – still with a population of less than 100,000 – develop itself into an internationally-known, technology powerhouse? It is a story of uncommon vision, inspiring leadership and an unwavering devotion to building a model technology-based community. Since its inception in 1984, and on a total annual budget that averaged under \$500,000, the Richardson city/chamber public/private partnership has capitalized on some key foundations of a tech-based economy to create a world-renowned center for technology company growth, high-tech entrepreneurship and innovation.

Some specific REDP initiatives that have made Richardson an internationally-studied model for technology-based growth are: (1) its branding of the Telecom Corridor®, (2) its formation of a region-wide technology business council, (3) its founding of an innovative high-tech business incubator/accelerator, (4) the attraction of a \$3 billion Texas Instruments semiconductor "fab," or factory, which will help to ensure U.S. leadership in semiconductor technology for many years to come, and (5) taking a leading role in creating the Texas Emerging Technologies Fund, the first major attempt by the state specifically designed to develop technology companies and their innovations.

## POPULATION MORE THAN 200,000

### CATEGORY WINNER Building the High-Tech Future: New York State's Centers of Excellence

New York State Empire State Development  
Buffalo, New York

The Centers of Excellence program began a few short years ago, when New York State Governor George E. Pataki unveiled a strategy so compelling that it has catapulted the state into a position as an international leader in high-technology. The goal was straightforward: establish high-tech clusters around the state to support business and create jobs. As the state's economic development organization, Empire State Development (ESD) worked to bring potential partners to the table, seeking to join government and private resources with the research strengths of the state's universities. Centers of Excellence were established in key geographic locations: Albany, Syracuse, Rochester, Buffalo and Long Island. The program's community is, in the greatest sense, the entire state, which has become well-positioned in five specific high-tech areas. Businesses in the areas can draw on the Center expertise and on the workforce that is educated there. Each Center community has a high-tech identity as a platform for growth.

In terms of other measured results, while each one has a high-tech specialty, the Center of Excellence in Nanoelectronics in Albany stands as an example of the power of partnership in the high-tech arena. In the past three years alone, this Center has attracted more than \$2.5 billion

in public-private investment and has gained world-wide recognition. For example, *Small Times* magazine ranked New York second (March 2005) in the nation for nanotechnology research and fourth as a "small-tech hot spot".

## Partnership Awards

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

### POPULATION LESS THAN 50,000

#### CATEGORY WINNER

#### **Edgewater, a Mixed-Use Destination**

City of Webster and Cherokee Investment Partners  
Webster, Texas

When a small municipality and a developer team up to dismantle and eradicate an obsolete power plant that is located on prime real estate positioned in the very center of town, remediate a number of environmental contaminants, design a mixed-use destination that accommodates over 2,600 new residents, create more than 375,000 square feet of new retail, construct a marina with accompanying infrastructure, develop at least 31 acres of public park land, preserve wetlands along a creek, and fund over \$32,000,000 of capital improvements by working together – then, this project is extraordinary!

Within a very short time period (October 2005 to January 2006), the City of Webster and Cherokee Investment Partners solidified a long-term relationship and formulated innovative financing structures incorporated within development and utility agreements that would enable this \$55,000,000 brownfield redevelopment project to transpire. Webster has invested in Cherokee Investment Partners, and Cherokee has invested in Webster. In return for a blighted brownfield, which represents nearly 9% of the City's total real estate, Webster and Cherokee are creating a mixed-use destination that will result in sustainable growth, new economic opportunities, new residents, new businesses, new jobs, new parks, and preservation of natural resources.

### POPULATION MORE THAN 200,000

#### CATEGORY WINNER

#### **Highlands' Garden Village**

Perry Rose LLC and Denver Urban Renewal Authority  
Denver, Colorado

The development of Highlands' Garden Village was made possible through a public/private partnership formed between Perry Rose LLC and the Denver Urban Renewal Authority. The purpose of the partnership was to rezone and redevelop an abandoned amusement park site into a mixed-use, mixed-income urban in-fill community, highlighting the green built environment and creating social capital, enhancing the existing historic neighborhoods bordering the development site. Through this partnership with DURA, a Tax Increment Financing District was established to help finance and bring new life into the abandoned and deteriorated 27-acre site.

Increases in retail sales, the rise in property values and revitalization of the surrounding neighborhood can be directly linked to Highlands' Garden Village. Both the Denver Urban Renewal Authority and the City treasury have benefited and will continue to benefit from the development and the partnership between Perry Rose LLC and DURA. The nearby commercial corridor of Tennyson St. has seen an increase of occupancy and pedestrian traffic due in a large part to the link created by Highlands' Garden Village between historic neighborhoods that were once separated by the former amusement park.

Phased development financed through Tax Increment Financing, Low Income Housing Tax Credits, Multifamily Housing Revenue Bonds, Home Loans, profit-sharing agreements and conventional retail loans have all been creatively combined to help create one of Denver's first urban in-fill developments. Highlands' Garden Village is used as a model internationally to demonstrate how mixed-use, mixed-income and intergenerational developments can be successful and beneficial to cities, communities and their inhabitants.

## Sponsors of the Excellence in Economic Development Awards

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AngelouEconomics is a recognized leader in technology-based economic development consulting, building globally competitive companies and communities. AE produces results-oriented strategies for clients seeking high impact investment and targeted, sustainable growth. One of the nation's largest full-service economic development consulting firms, AE utilizes an innovative and integrated approach with a global perspective using both a site selectors' and practitioners' point of view for our clients' long-term economic success. Communities from rural to state and foreign governments have put their trust in our professionals for their economic development needs. For information on how we can develop successful solutions for you visit [www.angeloueconomics.com](http://www.angeloueconomics.com).

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Economics Research Associates advises governments throughout the United States and abroad about urban planning economics and development policy, project feasibility, public-private partnerships, and community economic development. Since its founding, the firm has undertaken more than 15,000 engagements. Our clients include public agencies, private firms, and not-for-profit institutions. ERA understands the public sector's policy objectives, the private sector's economic imperatives, and the inherently political public decision making process. We serve all levels of government and collaborate with government staff, constituents, developers, officials, and other professional service firms.

# 2006 Awards Judges

The International Economic Development Council would like to thank the following 2006 Awards Judges for their participation:

## **Dyan Brasington, CEcD, FM**

Towson University  
Baltimore, Maryland

## **Elise Butler**

Maryland Department of Housing & Community Development  
Crownsville, Maryland

## **Sherie Ellington**

City of Cedar Hill  
Cedar Hill, Texas

## **Chris Engle**

AngelouEconomics  
Austin, Texas

## **Thomas Flynn**

Thomas Point Associates, Inc.  
Annapolis, Maryland

## **Todd Greene, CEcD**

Georgia Tech Enterprise Innovation Institute  
Atlanta, Georgia

## **Karim Khan**

Business Facilities Magazine  
Red Bank, New Jersey

## **Allison Larsen**

Chabin Concepts, Inc.  
Chico, California

## **Bernie McShea**

Pittsburgh Regional Alliance  
Pittsburgh, Pennsylvania

## **Ornamenta Newsome**

Local Initiatives Support Corporation (LISC)  
Washington, DC

## **Erik R. Pages**

Entre Works Consulting  
Arlington, Virginia

## **Jan Rogers**

Southern Idaho Economic Development Organization (SIEDO)  
Jerome, Idaho

## **Larry Rosenstrauch**

Loudoun County Economic Development  
Leesburg, Virginia

## **Claire Sale**

City of College Park  
College Park, Maryland

## **Aaron Smith**

Economics Research Associates (ERA)  
Washington, DC

## **Sally Sternbach**

Rockville Economic Development, Inc. (REDI)  
Rockville, Maryland

## **Susan St. Germain, CEcD**

Washington State Community, Trade and Economic Development  
Seattle, Washington

## **Melissa Woodall**

City of Mansfield/Mansfield Economic Development Corporation  
Mansfield, Texas

## **Brenda Workman, CEcD**

Enterprise Florida  
Orlando, Florida

## **John R. Zakian, CEcD**

Montgomery Village Foundation  
Montgomery Village, Maryland

# In Recognition of the IEDC Economic Recovery Program Volunteers

IEDC thanks our members who volunteered their time and services in the Gulf Coast Region affected by Hurricanes Katrina and Rita

James Allen	Kellee Fritzal	Skip Negalvoort
Lindsey Ballas	Nicole Guanzon	Joy Pooler, CEcD, FM
Fred Baughman	George Harben, CEcD	Anthony Price
Paulette Bethel	Thomas Harned, CEcD	Leslie Quinn, CEcD
Charles Blankenship	Brenda Hicks-Sorensen, CEcD	Michael Reese, CEcD
Nancy Bowen, CEcD	Sue Southon	Courtney Roberts
Michael Busch	Don Holbrook, CEcD	Frank Shap
Robert Camoin	Brian Holland	Robert Shinnors
Mike Casserly	Cynthia Johnson	Stuart Sloame
Mike Chance	Mary McLean Johnson	Michael Stumpf, CEcD
Tedra Cheatham, CEcD	Daniel Keefe	Scott Taylor
Rod Crider, CEcD	Allan Kotin	Marty Vanags
Suzanne Christman, CEcD	Ronald Kysiak, HLM	Randy Welker, CEcD
Vin DiCara	Larry Lallo, CEcD	Charles "Bubba" Weir
Brett Doney, CEcD	Anthony Lyons	Dean Whittaker, CEcD
Fred Duplantis, CEcD	John Maddocks	John Zakian, CEcD
Robert Farley	John Morand, CEcD, FM, HLM	Melissa Ziegler, CEcD
Brenda Foreman	David Myers, CEcD	

## IEDC Economic Recovery Volunteers contributed:

- Individual counseling to nearly 200 businesses in seven communities on topics including strategic planning, cash-flow issues, applying for loans and grants, marketing and advertising, dealing with a displaced customer base and restoring the operation of businesses
- Grant writing assistance resulting in grant proposals totaling more than \$600 million for reinvestment projects in the New Orleans region
- An off-site resource database and communications systems to continue to provide counsel to businesses and economic development organizations, and to communicate with future volunteers to ensure project continuity
- Final strategic plans and recommendations for economic recovery, including a retail study and attraction package

Volunteer sites in Louisiana included Greater New Orleans Inc., Louisiana Economic Development, Chamber of Southwest Louisiana, Chamber of St. Tammany West, and Jefferson Parish Economic Development Commission. In Mississippi, sites included Hancock County Chamber of Commerce and the Southern Mississippi Business Assistance Center.

***The Economic Recovery Volunteer Program is funded by an Economic Development Administration grant, with in-kind support from IEDC. Volunteer your time and skills today! Visit the IEDC Annual Conference resource center (in the exhibit hall) to register, or go to [www.iedconline.org/Katrina\\_Response.html](http://www.iedconline.org/Katrina_Response.html)***