PROMOTIONAL AWARDS

General Purpose Brochure

POPULATION LESS THAN 25,000

City of Staunton - Department of Economic Development
Staunton, VA

The Staunton Economic Development recruitment/quality of life brochure is a 12-page booklet with back pocket. The booklet uses local case studies to promote the area’s economic development and quality of life strengths. The back pocket can be used to include time-sensitive and customized information while the booklet itself contains more “evergreen” material. The purpose of this printed piece is to help the Staunton Department of Economic Development recruit major employers in target market categories including: high-tech manufacturing, life science and research and development, and professional service companies including architects, software developers, and engineers, among others. Staunton’s primary assets include: an educated workforce, numerous higher education institutions, award-winning healthcare facilities, sophisticated transportation networks allowing access to East Coast and global markets, cultural, culinary, and recreational amenities, and a pro-business support system. These assets are relayed to the reader through existing business success stories and testimonials.

The Staunton Department of Economic Development was founded in 1988 in an effort to increase private sector investment and create jobs in the Staunton community. The department’s comprehensive economic development strategy calls for bridging the private and public sectors in order to foster business location and retention, nurture entrepreneurship, and promote place-making and community development efforts.

HONORABLE MENTION

Beautiful Torbay - Community Profile
Town of Torbay
Torbay, NL
Canada

The Town of Torbay is the second fastest growing municipality in Newfoundland and Labrador, Canada. For years considered a rural suburb of our provincial capital city, St. John’s, Torbay is redefining itself through unique and innovative initiatives, designed to attract new business and support the current business community. With a new Economic Development vision focusing on support programs, communications and promotional materials, and the unveiling of the new “beautiful Torbay” brand, a Community Profile was developed to act as the backbone to launch our new image, while maintaining and celebrating our unique heritage and culture. The Community Profile was a true community project, with input from residents, businesses and community groups. It is the first ever Community Profile for Torbay and has raised the profile of the town. Since its launch it has won multiple provincial and national awards, including Best in Class at the Economic Developer Association of Canada’s Marketing Canada Awards.

POPULATION 25,000-200,000

Central Alberta: Access
Prosperity Brochure
Red Deer, AB
Canada

Through an extensive branding project undertaken in 2010, Central Alberta: Access Prosperity uncovered the need to create a strong, unifying identity for a region that is largely absent from an international stage. Central Alberta: Access Prosperity was created as the unifying identity of 42 communities throughout the Central Alberta region. The need to produce marketing materials that supported the key messaging that came from this branding project resulted in a brochure that both told our story and sold the region with hard data.
It was important that we create the brochure based on the four brand pillars: Entrepreneurial, Authentic, Ambitious, and Accessible. In that spirit, we created the brochure using imagery as authentically “Central Albertan” as possible; showcasing our natural beauty, the skilled workers, and transportation infrastructure found in the region. As well, the brochure reads like an attractive fact sheet of business case information while weaving the story of Central Alberta throughout.

The end result was a brochure that provides stakeholders with a singular identity to capture attention and increase awareness of Central Alberta’s location, resources and supply chains, unique selling features, and how Central Alberta is a profitable site for expanding companies.

**HONORABLE MENTION**

*Client Services Brochure*

Grand Junction Economic Partnership

Grand Junction, CO

With ever-changing data and a limited budget, GJEP’s primary focus is on electronic marketing. However, we do utilize one very important piece of printed collateral, our client services brochure. It is important for this piece to convey not only the services our organization provides, but also a flavor of our community. For that reason all photos are taken by local photographers and are all located within our MSA. The purpose of this project is to enumerate the services provided by GJEP, but also to demonstrate through the vivid photography, the picturesque area, business environment and excellent quality of life.

**HONORABLE MENTION**

*Leading Edge Brochure*

City of Goodyear, AZ Economic Development Department

Goodyear, AZ

Attracting jobs to Goodyear was among the city’s top priorities. With its population of 65,000, Goodyear was often overlooked by site selectors and power brokers because it is relatively small, comparatively undeveloped, and on the geographical outskirts of the Phoenix metro area. Instead of exhausting our sparse advertising budget on traditional media buys, the Economic Development Department hosted a well-attended Showcase and rolled out the Leading Edge Marketing Campaign. The brochures, logos, invitations, video and collateral materials used a modern, metallic, chiseled “edgy” look that emphasized access to key transportation corridors, proximity to West Coast markets, high quality of life, notable businesses and ready workforce. The Leading Edge Development Showcase was a triumph, generating publicity in local and state newspapers and magazines and prompting energetic inquiries by five major national developers. Goodyear has since landed Schoeller Arca Systems, Mach I, and a solar glass company, with more than 250 new jobs for the city this year. More than 1,000 “leave behind” brochures and take-away packages have been distributed at trade shows and conferences nationwide, and Leading Edge materials continue to serve an integral role in our aggressive promotional efforts.

**POPULATION 200,000 – 500,000**

**CATEGORY WINNER**

*Greater Lansing Thrive; Regional Overview Brochure*

Lansing Economic Area Partnership (Leap, Inc.)

Lansing, MI

Lansing Economic Area Partnership (Leap, Inc.) serves as Greater Lansing’s economic development organization. Leap is a coalition of area leaders committed to building a prosperous and vibrant region where business can thrive. To do this, we help entrepreneurs start new businesses, help existing business grow, and attract new businesses to the region. Through region-wide efforts, we work to attract and retain a talented workforce, support placemaking improvements throughout the region, and enhance the region’s cultural and creative assets.

To drive this mission forward, we need to position Greater Lansing to compete on a national and global scale, as a global destination known for its vibrant entrepreneurial economy, its innovation, and its strength and diversity as a great place. The “Greater Lansing Thrive” printed collateral piece was designed to promote the Greater Lansing region to two audiences. Our primary audience is business owners, young professionals, entrepreneurs from outside the region. Our secondary audience includes economic development stakeholders within the region. The single most important thing we want our audience to take away from this piece is that Greater Lansing is a great place to live, work and conduct business.
HONORABLE MENTION
2010-2011 Greensboro-High Point Community Profile
Greensboro Economic Development Alliance
Greensboro, NC

The 2010-2011 Greensboro-High Point Community Profile is an informational overview of Guilford County, North Carolina, produced as a partnership between the Greensboro Economic Development Alliance and the High Point Economic Development Corporation. The data contained in the brochure includes tax rates, corporate leaders, recent locations and expansions, cultural and recreational information, infrastructure, and other demographics. To accommodate the growing interest in our area from firms outside of the United States, PDF versions of the Community Profile were produced in six foreign languages to complement the version in English: Spanish, French, German, Japanese, Chinese, and Korean.

The Greensboro Economic Development Alliance (GEDA) is a private non-profit organization in Greensboro, NC. Our goal is to strategically develop a vibrant community that creates, expands, and attracts business while advancing the quality of life for all. We provide a broad range of services to new and existing companies in Greensboro and coordinate all aspects of data gathering and site visits to our community.

HONORABLE MENTION
Attractiveness Indicators 2010-2011
Montréal International
Greater Montréal, QB
Canada

The Attractiveness Indicators 2010-2011 brochure draws a full picture of Greater Montréal’s economic strengths and its attractiveness factors. This analysis of comparative data on location factors from neutral and objective statistical sources shows that, in terms of attracting foreign investments, the Greater Montréal region enjoys an advantageous position when compared with its main North American competitors. Montréal International analyzed a series of indicators, categorized as follows: market access, workforce, innovation, costs, taxation and incentives, quality of life, and others.

Montréal International (MI) is an economic development organization that was created in 1996 as a result of a private/public partnership. Its mission is to contribute to the economic development of metropolitan Montréal and to enhance its international status. Its mandates include attracting foreign investment, international organizations and qualified foreign workers, as well as promoting the competitive and international environment of Greater Montréal. Montréal International is funded by the private sector, the Montréal
Metropolitan Community, the City of Montréal and the Governments of Canada and Québec. Since its creation, Montréal International has helped to attract more than $8 billion in foreign investment into Greater Montréal. From these investments, close to 45,000 jobs have been created or maintained. To date, MI’s activities have also allowed almost half of the 70 international organizations present in Montréal to establish themselves in the city, and to attract and retain close to 5,500 qualified foreign workers. To learn more, please visit MI Web site at: www.montrealinternational.com.

OKLAHOMA DEPARTMENT OF COMMERCE

HONORABLE MENTION
Invest OK
Oklahoma Department of Commerce
Oklahoma City, OK

The Oklahoma Department of Commerce’s team of recruiters needed a sales collateral system to function in many ways. It needed to sell prospective business by explaining key benefits of locating in Oklahoma; it needed to look professional and portray the beauty of living in Oklahoma; and it needed to provide flexibility for recruiters to either add or delete specific sections.

The solution was a pocket folder system that allows for customization depending on the recruiter’s needs. Commerce chose a sleek black pocket folder to hold all relevant brochures, flyers and other related content. The elegant design signifies Oklahoma’s professional attitude and approach to business recruiting.

Special Purpose Brochure

POPULATION LESS THAN 25,000

MPower Economic Development

CATEGORY WINNER
McAlester Oklahoma Tourism Brochure
MPower Economic Development Corporation
McAlester, OK

The MPower Economic Development Corporation, an organization tasked with promoting the McAlester, OK area for economic development purposes, sought to create a tourism brochure that would promote the McAlester area to potential tourists from all areas. The McAlester area is a rural area with abundant natural and cultural resources, and a rich Old West history that have great tourist appeal. However, as the area lacks a visitor information center and previously did not have any tourism materials to distribute, potential tourists have been unaware of what the area has to offer. MPower worked with Marketing Alliance to create a tourism brochure for the area that showcases the area’s scenic outdoors, cultural amenities, rich history, and important community events (e.g. annual Italian Festival). MPower has since been distributing this tourism brochure and actively promoting the McAlester area in the hopes of making the McAlester area a tourist destination for state, regional, national, and international tourists. Tourism is an important sector for rural, amenity-rich communities and this tourism brochure has enabled the McAlester area to capture those crucial tourism dollars. In its first month of distribution by the Oklahoma State Department of Tourism, the brochure was requested online by 40 of the 50 states!

MPower Economic Development Corporation

PERRYTON COMMUNITY DEVELOPMENT CORPORATION

HONORABLE MENTION
Perryton Recruitment Print Piece
Perryton Community Development Corporation
Perryton, TX

Perryton Community Development Corporation promotes economic growth and pursues a progressive business climate that enhances the quality of life for citizens of Perryton and Ochiltree County, Texas.

Our recruitment piece was utilized in a mass mailing to graduates of Perryton High School before an all-class reunion. Its purpose was to attract natives of Perryton to return to start a business or retire. Created by Talk Back Media, a Texas-based marketing company, the 20-page piece shows Perryton’s personal- and business-related benefits.

To portray personal benefits, it features profiles of PHS graduates who are Perryton residents, ranging from their 20s to 70s. Each person’s occupation represents an industry to show top areas of employment, and personal quotes about Perryton’s benefits establish validity. To elicit nostalgia in alumni, we paired the profiles with photographs of town landmarks that have special meaning to each person...
profiled. To show economic benefits of owning a Perryton business, we highlighted businesses’ successes and communicated advantages to local entrepreneurship. We showed the town’s growth and vibrancy through write-ups on recent additions/improvements and things to do in town.

Since the publication, we have received numerous requests for information. New companies have come into play, and start-ups have been created.

PORT COLBORNE
Niagara’s South Coast

HONORABLE MENTION
Wind Energy Manufacturing Cluster Folder
City of Port Colborne
Port Colborne, ON
Canada

The Niagara-Port Colborne Wind Energy Manufacturing Kit was developed in 2010 as a high-quality, high-impact, comprehensive sales tool for one-on-one meetings with green energy manufacturing companies during several strategic conferences and conventions. It includes a dedicated wind energy manufacturing promotional brochure; a comprehensive site profile; aerial and transportation maps; and informative fact sheets.

An objective of the Wind Energy Manufacturing Marketing Initiative is to increase the level of wind energy equipment manufacturing in the city by promoting Port Colborne as a leading manufacturing centre for the wind energy industry. It also serves a strong role in businesses retention and expansion with a focus on promoting the existing supply chain.

The kit was developed with the input of both private and public sector stakeholders. Project partners continue to meet regularly to advance the wind energy sector and discuss potential for new partnerships.

The kit effectively combines marketing materials and messaging from two public sector economic development agencies with private industry marketing and promotional messaging under a single, unified brand identity.

The City of Port Colborne is a beautiful waterfront community located on Niagara’s South Coast, 20-minutes from the Canada-US Border crossing at Buffalo, NY. With a population of 19,000 people, the city’s largest sectors include manufacturing, tourism and government services.

POPULATION 25,000-200,000

Elgin County
Progressive by Nature

CATEGORY WINNER
Savour Elgin Culinary Guide
County of Elgin
Elgin, ON
Canada

Savour Elgin is a program with a goal to promote and enhance culinary tourism in Elgin County, ON. The Savour Elgin trail is a route through Elgin County, ON that visits some of the best restaurants, farms, wineries, and other culinary attractions that focus on food and drink that’s local and unique to Elgin County.

Other activities of the Savour Elgin program include; participation in and partnership with culinary and agricultural events as well as facilitation of connections between food producers, distributors, and suppliers.

Savour Elgin has three culinary tourism-specific goals:

1. Strengthen the local food supply chain, including suppliers, providers, and users,
2. Build awareness of culinary tourism in Elgin County, and
3. Evoke a sense of pride within and have a positive impact on the community.

To become a member of Savour Elgin, businesses must meet requirements on local products, operational months, web presence, liability insurance, and more.

This program would not have been developed without the hard work and dedication of the Steering Committee. Many thanks to those that provided their knowledge and expertise to ensure that Savour Elgin is a quality culinary program.
Newberry County, South Carolina is strategically located on Interstate 26 between the metropolitan areas of Greenville-Spartanburg and Columbia. A community of 38,000 people, Newberry County is a manufacturing powerhouse with corporate citizens including Kraft Foods, Caterpillar, Georgia-Pacific, International Paper, and Komatsu.

The winning project by Newberry County Economic Development is a special purpose marketing brochure targeting the aerospace industry. In 2009, Boeing announced that they would build a second final assembly site for the 787 Dreamliner program in North Charleston, South Carolina. Given the magnitude of this project, suppliers and other aerospace spinoffs are expected to consider the state and region. This brochure is targeted to those companies, positioning Newberry County as a preferred site location.

In addition to highlighting the County’s pro-business attributes including a low cost of operation, a skilled workforce, and market accessibility, the brochure features Newberry’s new county-owned industrial park. The Mid-Carolina Commerce Park offers companies 463 acres of class-A industrial property. A South Carolina certified site, the park provides a great location and great visibility with more than 4,000 feet of interstate frontage.

Denton’s “hidden treasure” in terms of being an economic engine for the community. In 2010, the Denton Airport became an Enterprise Fund and is no longer being funded by the city’s general fund. Therefore, priority has been given to marketing and promotion of the airport and its property available for development. In addition, because of increasing interest by private companies wanting to locate at DTO, a special purpose brochure was created to provide technical and general information about the airport and to identify property lots available for development. The brochure debuted in October 2010 at the NBAA (National Business Aviation Association) trade show in Atlanta Georgia. The brochure is now online in the Airport Development section of www.DentonEDP.com. The brochure has been a handy piece to have when talking with parties interested in locating to the Denton airport. In addition to clearly showing all airport property, it identifies available lots with taxiway access with future access and parking.

VAUGHAN

Vaughan Building a Gateway to Tomorrow’s Economy
City of Vaughan
Vaughan, ON
Canada

Having completed its 10-year Economic Development Strategy entitled, Vaughan – Building a Gateway to Tomorrow’s Economy, Vaughan’s Economic Development Department published a reader-friendly 16-page Executive Summary to accompany the original 178-page report. The Executive Summary captures and conveys in text and graphics the four goals of the Strategy.

A sense of energy, innovation, creativity and economic opportunity flows from cover to cover. The front cover 2-D illustration of the City popping-up from North America and the airways flowing from different parts of the world - successfully portrays Vaughan as a dynamic city and a gateway. The inside cover illustration of the cityscape starts the storytelling of Vaughan transforming to a great urban centre. Readers capture the sense of place that Vaughan is aiming to become for its residents, future employers, and investors.
The Executive Summary has been executed with the latest marketing technologies, using QR codes placed strategically to reference specific sections of the Strategy. The QR codes take today’s tech-savvy smart-phone users to online content to view the full Strategy on Vaughan’s corporate website – an efficient communications tool.

Visit the City of Vaughan’s official website for more information: www.vaughan.ca

HONORABLE MENTION
Tulsa’s Future II Brochure
Tulsa Metro Chamber
Tulsa, OK

The Tulsa’s Future II Membership Brochure was used primarily to recruit new investors into the program. Tulsa’s Future II is the funding group for Tulsa Metro Chamber’s Economic Development Division. Economic Development markets a region of approximately 1.2 million people.

POPULATION GREATER THAN 500,000

HONORABLE MENTION
GNO Inc. “Year in Review: Greater New Orleans at the Inflection Point”
Greater New Orleans, Inc.
New Orleans, LA

The “Year in Review: Greater New Orleans at the Inflection Point” brochure was created for GNO, Inc.’s 2011 Annual Meeting. Broad evidence suggests that the region’s progress is at an “inflection point” – on the brink of rapid acceleration in a number of key areas, including entrepreneurship, human talent, positive perception, and business development. The brochure provides details on recent successes in the economic comeback of the Greater New Orleans region. It also lists several rankings about the New Orleans area and the state of Louisiana, as well as GNO, Inc.’s 2010 Board Members and Investors. GNO, Inc. is the regional economic development agency serving the 10-parish region of Southeast Louisiana.
General Purpose Promotion

POPPULATION LESS THAN 25,000

Lisle, “The Arboretum Village,” Video
Village of Lisle
Lisle, IL

The public is continually inundated with engaging, interactive marketing messages from diverse groups. While municipalities realize that they need to capture the attention of a very distracted public, this can prove challenging due to limited marketing budgets and staffing constraints.

The Village of Lisle, located 25 miles west of Chicago, Illinois, wanted to create a unique video that presented an engaging and informative overview of the community while reflecting its nature-based brand as “The Arboretum Village.” The video also needed to present information in somewhat of a timeless manner to minimize the need for frequent updating.

The video was creatively based on Lisle’s nature-based “Brand Promise,” a constant for the community. It accurately presents Lisle’s major attributes, also constants, using a variety of diverse stakeholders and a four season’s backdrop. The format continually evolves and advances, creating interest and engaging the viewer.

The video is used to help attract new businesses, residents, visitors and students to this community and makes our website more engaging. It should also prove useful in introducing Lisle to the regional and global marketplace, providing a “long distance” orientation to a wonderful community - Lisle, “The Arboretum Village.”

POPPULATION 25,000-200,000

WORK WHERE YOU PLAY CARD DECK
Central Okanagan Economic Development Commission
Central Okanagan, BC
Canada

ECONOMIC TRADING CARDS. The project consists of a deck of 13 double sided retro baseball style cards packaged with a delicious piece of bubblegum advertising the Okanagan Valley as the place to work, live and play. The trading cards provide a brief descriptions of the Region in regards to quality of place, business climate, education, health care, agriculture and wine, tourism and hospitality, technology, emigration, arts, culture and diversity, as well as services offered by the Central Okanagan Economic Development Commission (COEDC).

The Economic Trading Cards were designed to augment our standard Economic Profile – a 125 page document which highlights the business and economic climate of the Central Okanagan. Most regions in developed countries around world will have a variation of this document. Although good for research purposes, Economic Profiles are not user friendly, nor do they provide any sort of visual aid for a Region. Taking an approach that incorporated the history of sports (baseball and hockey trading cards), with great use of imagery and animated characters, provided COEDC an opportunity to illustrate, among other core aspects of the Region, our amazing quality of place and excellent business and educational opportunities.
HONORABLE MENTION
Leading Edge Campaign
City of Goodyear, AZ Economic Development Department
Goodyear, AZ

Attracting jobs to Goodyear was among the city’s top priorities. With its population of 65,000, Goodyear was often overlooked by site selectors and power brokers because it is relatively small, comparatively undeveloped, and on the geographical outskirts of the Phoenix metro area. Instead of exhausting our sparse advertising budget on traditional media buys, the Economic Development Department hosted a well-attended Showcase and rolled out the Leading Edge Marketing Campaign. The brochures, logos, invitations, video and collateral materials used a modern, metallic, chiseled “edgy” look that emphasized access to key transportation corridors, proximity to West Coast markets, high quality of life, notable businesses and ready workforce. The Leading Edge Development Showcase was a triumph, generating publicity in local and state newspapers and magazines and prompting energetic inquiries by five major national developers. Goodyear has since landed Schoeller Arca Systems, Mach I, and a solar glass company, with more than 250 new jobs for the city this year. More than 1,000 “leave behind” brochures and take-away packages have been distributed at trade shows and conferences nationwide, and Leading Edge materials continue to serve an integral role in our aggressive promotional efforts.

HONORABLE MENTION
Direct Mail Campaign
Bartlesville Development Corporation
Bartlesville, OK

The Bartlesville Development Corporation (BDC) produced a high-impact direct mail kit for a select group of company executives engaged in one of four (4) targeted industry sectors. Consistent with Bartlesville’s well-known oil and gas industry, the contents were packaged in a mock gas can, utilizing the community’s new logo and tagline, “Bartlesville: Business Fuel”. The kit included a unique, corner-riveted brochure with cover-art featuring the downtown ‘glamour shot’ and a Market Comparison table highlighting seven key site selection criteria. Utilizing digital variable-printing, each brochure was individually customized with data comparing Bartlesville with the recipient’s specific location. Additionally, brochure content was modified for each of the four (4) industry targets so as to include relevant, sector-specific examples of related industries, workforce training, sites & buildings, incentives – and two (2) sample relocation proposals. Each package also included:

- Data Wheel for snapshot comparisons of Bartlesville vs. benchmark MSAs
- Map highlighting Bartlesville’s industrial parks
- Individualized introductory note from the BDC president
- Branded match book with contact information ‘handwritten’ inside cover
- Branded shop rag

The mailing went to 360 senior executives (90 per industry sector) identified/qualified by Whittaker Associates. The BDC is charged with recruitment, retention and expansion of primary industry within the Bartlesville, OK service area.

POPULATION 200,000-500,000

CATEGORY WINNER
Marketing Kit
City of Richmond, Virginia Department of Economic & Community Development
Richmond, VA

In the fall of 2009, the City of Richmond’s mayor initiated the consolidation of city agencies and divisions (Economic Development, Real Estate Services, Workforce Development and the Community Revitalization) into a single, more comprehensively aligned Economic and Community Development agency in order to pursue economic growth in a more strategic and competitive manner. The new agency did not have appropriate marketing collateral, therefore an internal taskforce was created to design and produce cohesive marketing material that effectively communicated the city assets and programs with a limited budget and in a short period of time.
The goal of the general purpose marketing kit is to be a versatile piece that can act as a business attraction kit or welcome kit, be tailored to the specific audience desired and be of a style and quality that matches well with partner organizations’ marketing collateral that may be included. The pieces are tied together through a theme of “It’s Time”, and the use of the image of the historic Main Street Station clock tower within which the new agency is now housed.

HONORABLE MENTION
Grow Metro Tulsa Ad Campaign
Tulsa Metro Chamber
Tulsa, OK

The Tulsa Metro Chamber’s Economic Development Division represents a geographic area of more than 1.2 million people. The Grow Metro Tulsa Ad Campaign has significantly increased our region’s awareness among site location professionals and business executives alike.

POPULATION GREATER THAN 500,000

CATEGORY WINNER
Business Champion Testimonial TV Spot
Louisiana Economic Development
Baton Rouge, LA

Headquartered in Baton Rouge, La., Louisiana Economic Development is the state’s official economic agency responsible for strengthening the state’s business climate and creating a more vibrant economy. With dedicated and knowledgeable professionals committed to Louisiana’s economic future, LED focuses on business retention and recruitment initiatives, customized workforce training and small businesses and entrepreneurship.

In April 2009, LED launched a national, integrated, strategic marketing program aimed at changing perceptions and raising awareness of Louisiana as a business location. The “Business Champion Testimonial” campaign was one component designed to help reposition the state as a new frontier for business opportunity amongst C-level executives. According to creative testing in 2010, research participants enthusiastically responded to the visual appeal of the testimonial TV spot, and a sizable number said they were motivated to find out more information about Louisiana. To capitalize on the TV spots’ momentum, LED launched an expanded campaign of its 30-second “Business Champion Testimonial” TV spot to aggressively drive awareness of the state’s business opportunities. The TV spot implements peer-to-peer dialogue of credible third-party endorsements from Louisiana business leaders speaking about positive experiences and opportunities they saw when relocating or expanding their businesses within Louisiana.

Annual Report

POPULATION LESS THAN 25,000

CATEGORY WINNER
Annual Activity Report
City of Port Colborne
Port Colborne, ON
Canada

The Port Colborne Economic Development 2010 Annual Activity Report promotes and reports on departmental goals, initiatives, and achievements. It also serves as a comprehensive report to Council and the community documenting the efforts, activities and accomplishments of the Economic Development Department.

Content for the 90-page annual report is prepared in-house by staff, leveraging newsletter and media release content and other sources. Layout and editing is led by a local communications firm to strengthen the content ensuring it is well-stated and polished. A limited number of copies are printed for City Council and senior staff, and it is made available to the public on the City of Port Colborne’s website.

The 2010 Annual Activity Report is visually engaging, incorporating existing design standards and graphic elements from departmental publications into the design to strengthen the department’s brand image. This results in a publication easily identifiable to readers as being published by the City’s Economic Development Department as it closely mirrors the new departmental electronic newsletter, presentation folders, information kits, and advertisements.
The City of Port Colborne is a beautiful waterfront community located on Niagara's South Coast, 20-minutes from the Canada-US Border crossing at Buffalo, NY. With a population of 19,000 people, the city's largest sectors include manufacturing, tourism and government services.

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

**PURDUE RESEARCH FOUNDATION**

**CATEGORY WINNER**

*Purdue Research Foundation 2009-2010 Annual Report*

Purdue Research Foundation
West Lafayette, IN

The Purdue Research Foundation is a private, nonprofit Foundation created to advance the mission of Purdue University. Established in 1930, the Foundation accepts gifts; administers trusts; funds scholarships and grants; and acquires property on behalf of Purdue. In the 1990s, the Foundation was charged with helping the University in the realm of economic development. The Foundation oversees the Purdue Research Park of West Lafayette, which is the largest university-affiliated business incubator in the country. In addition, the Foundation has established business incubators in other locations across Indiana including Indianapolis, Merrillville and New Albany.

The 2009-10 Purdue Research Foundation annual report was developed to provide prospective entrepreneurs, business leaders, political leaders and key influencers with a succinct report that would promote and support economic development in Indiana. The report outlines the history, mission, goals, economic development data, economic growth, projects completed in the report’s timeframe, awards and financial statements for the Foundation.

The report is called “4 Locations. 200 Companies. 4,000 Indiana Jobs.” The purpose of this name is to let the reader know at a glance about the economic development impact of the Purdue Research Foundation and its Purdue Research Park network.

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

**category Winner**

*Annual Report 2010 Creating Expanding and Evolving Kansas City Missouri*

EDC of Kansas City Missouri
Kansas City, MO

The EDC of KCMO is the City of Kansas City, Missouri’s economic development agency. The EDC has a 25 year history of providing excellent services in the areas of retention, recruitment, expansion, redevelopment and loans to KCMO citizens and businesses.

**Virginia Beach Development Authority Annual Report Fiscal Year 2010**

City of Virginia Beach
Virginia Beach, VA

Fiscal Year the City of Virginia Beach Development Authority prepares an Annual Report in the month of July for the preceding fiscal year. In 2010, the City of Virginia Beach Development Authority completed a 43 page publication that provides an overview on the City of Virginia Beach’s economy for the Fiscal Year 2010. The report includes sections on the financial accomplishments, economy, Virginia Beach Amphitheater, Town Center, Oceana Land Use Conformity Program, and many other highlights of the past fiscal year’s activities.
FAIRFAX COUNTY
ECONOMIC DEVELOPMENT AUTHORITY

CATEGORY WINNER
2009 Annual Report
Fairfax County Economic Development Authority
Fairfax County, VA

The annual report of the Fairfax County Economic Development Authority (FCEDA) highlights the many activities and achievements of the FCEDA, which promotes Fairfax County, Virginia, as one of the best business locations in the world. The 2009 theme: “A diversified economy works for Fairfax County”.

The annual report showed the Fairfax County Board of Supervisors, the business community and county residents how a consistent and aggressive economic development program built a diversified economic base that helped Fairfax County weather the recession better than virtually any other community in the nation.

Several companies that have been building their presence in Fairfax County illustrate this economic diversity: CSC (information technology), Hilton Worldwide (hospitality), SAIC (research and engineering) and Volkswagen Group of America (automotive).

Highlighted successes include large corporate expansions and relocations and the expansion of dozens of small, minority-owned and foreign-owned companies during 2009. Highlighted activities include corporate welcoming events and a conference spotlighting the transformation of Fairfax County into an urban business location. Partnerships with dozens of organizations that support economic growth in Fairfax County also are noted.

HONORABLE MENTION
Annual Report 2009-2010
Greater Richmond Partnership, Inc.
Greater Richmond, VA

The Annual Report 2009-2010 covers the Greater Richmond Partnership’s activities and achievements for the latest fiscal year. The publication reports on progress, demonstrates successes and informs investors on developments made in the latest year to build upon the GRP’s core programs.

The GRP strives to demonstrate it is at the forefront of economic development strategies on behalf of the region. The Annual Report also allows the GRP an opportunity to provide some insight into the economy as our team works to attract new businesses and grow existing businesses.

The Annual Report content is organized by program service areas highlighting results and success stories. The content avoids being overly narrative and provides graphical representations of progress.

The design incorporates crystals which represent value, transparency and are multidimensional. The GRP provides value to the region, transparency to our investors, and a multifaceted approach to regional economic development.

The Greater Richmond Partnership, Inc. was launched in 1994 as a pioneering regional public-private initiative to serve as the regional economic development group for the City of Richmond and the counties of Chesterfield, Hanover and Henrico.
Paid Advertising Campaign

POPULATION LESS THAN 25,000

CATEGORY WINNER

Spending Locally Makes Common Cents
Village of Hinsdale
Hinsdale, IL

A weekly print advertising campaign, “Spending Locally Makes Common Cents” was created to provide much-needed support for the retailers of the historic Village of Hinsdale in west suburban Chicago. Over the course of more than seven months, many of Hinsdale’s unique, independent, owner-operated establishments were featured at no cost to their proprietors.

Most importantly, “Spending Locally Makes Common Cents” reinterpreted the ubiquitous “shop local” message in a playful, even whimsical fashion. Readers looked forward to discovering which business would receive a “visit” from Lincoln, Franklin, and Washington. The message to the consumer: “You Pay in Hinsdale...We’ll Stay in Hinsdale!”

“Common Cents” ads were designed to: highlight the Village’s retail establishments in such a manner so as to develop personal connections with residents; remind residents of the full range of options at home, from meeting daily needs to finding special gifts to enjoying special nights out; educate citizens and business owners on the direct linkage of local spending to municipal projects and services; and, help generate additional sales and food-and-beverage tax revenue.

An initiative of Hinsdale’s Economic Development Commission, “Spending Locally Makes Common Cents” is the latest local advertising campaign in the Village’s Distinctly Hinsdale brand development initiative.

HONORABLE MENTION

Uncharted. Unexpected.
City of Port Colborne
Port Colborne, ON
Canada

The “Niagara’s South Coast: Uncharted. Unexpected.” marketing campaign helps bring recognition to the many advantages of visiting, living, and conducting business in Port Colborne, Ontario.

In 2010 the “Niagara’s South Coast: Uncharted. Unexpected.” marketing campaign was developed through an extensive consultation and research process which included focus groups, formal and informal discussions, and test marketing.

The City’s logo has also been updated to include the “Niagara’s South Coast” brand in stylized text. This has helped leverage the “Niagara” brand which is known world-wide, and build awareness of our location while reducing confusion with other communities sharing similar names. Since its creation in 2010, Uncharted Unexpected branding has been introduced to the marketplace via a multi-disciplined approach that includes a strategic mix of print, outdoor, electronic, video, and online media.

The City of Port Colborne’s new Niagara’s South Coast: Uncharted, Unexpected initiative brings effective and consistent messaging to municipal tourism and investment marketing efforts. It reinforces that the Niagara’s South Coast brand could be a critical component in raising awareness of the City of Port Colborne as a business and tourism destination while also reinforcing the City’s geographic location and leveraging the Niagara name.

The City of Port Colborne is a beautiful waterfront community located on Niagara’s South Coast, 20-minutes from the Canada-US Border crossing at Buffalo, NY. With a population of 19,000 people, the city’s largest sectors include manufacturing, tourism and government services.
HONORABLE MENTION

*Martin County Races for Business*
Business Development Board of Martin County
Stuart, FL

When ALMS race driver Scott Sharp located his race team to Martin County, Florida, he was so impressed with the community’s speed in accommodating his needs that he agreed to help us spread the word. This ad is one of Martin County’s first ever paid advertisements designed to recruit from a broad audience. We utilized Florida Trend magazine as a starting point for this outreach, packaging ourselves in three issues that best feature Martin County’s strengths: Florida Economic Yearbook, Research Florida, and Business Florida 2012. These issues reach an audience well beyond Florida, and position Martin County within the context of our great state for recruitment purposes.

The Business Development Board of Martin County is the county’s official economic development organization, and partner of Enterprise Florida, Inc. and Florida’s Research Coast. The mission of the BDBMC is to promote economic growth in Martin County by retaining and assisting existing targeted businesses and attracting desirable new businesses while preserving the quality of life, and expanding educational and employment opportunities.

CATEGORY WINNER

*Integrated Marketing Campaign*
Fort Myers Regional Partnership
Fort Myers, FL

The mission of the integrated advertising campaign launched by the Fort Myers Regional Partnership was to leverage existing relationships within the community to identify potential business candidates for expansion or location to Lee County. To accomplish this, the Fort Myers Regional Partnership implemented an effective mix of both traditional and new-age marketing approaches for economic development.

“Together, we mean business” became the rallying cry for the campaign and was used in advertising, marketing and promotional materials to show everyone – local business leaders, full-time residents, winter residents and vacationers – that Lee County is a great place to expand or locate a business. The Partnership was also able to effectively saturate their market with this message, thus increasing its effectiveness.

The Fort Myers Regional Partnership, Lee County’s Economic Development Office, works retain, expand and locate high value jobs to Lee County, a thriving business community with a highly regarded airport, significant corporate development and ample real estate opportunities. The area is attracting, retaining and growing high-value businesses with a unique blend of an outstanding business climate and superior quality of life. The county is home to five vibrant cities--Fort Myers, Bonita Springs, Fort Myers Beach, Cape Coral, and Sanibel--and is the heart of Southwest Florida.
HONORABLE MENTION

Only in Seattle Marketing Campaign
City of Seattle Office of Economic Development
Seattle, WA

Seattle’s Office of Economic Development (OED) supports a healthy business environment and empowers companies to succeed and grow. They provide services directly to businesses through advocacy, retention and expansion assistance, and workforce development. HYPERLINK “http://www.growseattle.com” www.growseattle.com

OED created Only in Seattle, a citywide marketing campaign featuring business districts and owners in various neighborhoods, which encourages consumers to shop and dine locally. This campaign is a component of Seattle’s broader neighborhood business district revitalization strategy, the Only in Seattle Initiative, which strives to allow small businesses to grow and flourish; to reflect the unique character of the neighborhoods where business districts are located and contribute to their vitality; and to empower business owners to organize around a common vision and attract investment. The marketing campaign focuses on local, independently-owned businesses that provide customers with high quality goods and services, plus an authentic experience reflective of the district where they are located. The campaign is a visually-lush celebration of the many “hidden gem” retail shops and restaurants in Seattle’s unique neighborhoods and works in conjunction with each neighborhood’s existing marketing efforts. In 2010, the campaign had 5 neighborhoods and over 20 businesses participating, and 13 neighborhoods and over 55 businesses participating in 2011. Visit “http://www.onlyinseattle.org” www.onlyinseattle.org

PORT COLBORNE

Niagara’s South Coast

CATEGORY WINNER

Port Colborne Economic Development News
City of Port Colborne
Port Colborne, ON
Canada

The Port Colborne Economic Development newsletter is designed as a flexible communication tool used to connect with a broad range of qualified stakeholders. The newsletter is published quarterly in three versions based on preferences and interests of subscribers. Two versions are distributed electronically: a highlights version distributed in HTML e-mail format, and a high-impact multi-page PDF with colour photos. Both contain HTML links to connect readers with additional background and detail – which also serves as a mechanism to track readership of both individual versions and topics. The third version features selected economic development articles which are of a general interest to residents of the City of Port Colborne and is distributed to every household (8,000+) in the city through a partnership with the local newspaper – which ensures that every local stakeholder has access to content of interest.

The newsletter has been instrumental in communicating the priorities, activities and successes of the City and its Economic Development office. Interest in subscribing to the newsletter continues to grow and engagement of the community in economic development and business activities has also increased as a result of the newsletter.

Production costs are primarily centered on copy development, layout and editing. Distribution costs for both electronic and print versions of the newsletter are nominal thanks to the partnership with the local newspaper that sponsors hard copy print and distribution costs.

The City of Port Colborne is a beautiful waterfront community located on Niagara’s South Coast, 20-minutes from the Canada-US Border crossing at Buffalo, NY. With a population of 19,000 people, the city’s largest sectors include manufacturing, tourism and government services.
1980s

1980
AIDC changed its name to AEDC

1981

1982
U.S. Unemployment Rate is 9.7%

1982
Job Training Partnership Act of 1982

1983
Housing and Urban-Rural Recovery Act of 1983 begins Housing Development Action Grant and Rental Rehabilitation programs

1984
First successful personal computer with graphical interface

Dr. David Sweet AEDC Chair 1983-1984

Economic Development Institute (EDI) class of 1980

1981 AEDC new Chicago office
1986
Tax Reform Act of 1986

1986
Low Income Housing Tax Credit was created through the Tax Reform Act of 1986

1988
Marilyn Swartz-Lloyd becomes first female CUED Chair

1985
AEDC Educational course offerings expanded to include cities such as Indianapolis, San Diego, and Kansas City

Late 1980s
First Merger talks begin between CUED and AEDC

1989
Defense Base Realignment and Closure Commission (BRAC) round one commences

1984
A gentleman at the 1984 AEDC conference

1985
New AEDC logo introduced in 1985

1986
Jeff Finkle joins CUED as Executive Director

1989
Dr. David Birch giving presentation at AEDC Conference

1988
Marilyn Swartz-Lloyd becomes first woman CUED Chair 1988-1990
The Town of Torbay is the second fastest growing municipality in Newfoundland and Labrador, Canada. For years considered a rural suburb of our provincial capital city, St. John’s, Torbay is redefining itself through unique and innovative initiatives, designed to attract new business and support the current business community. Without an active chamber of commerce in Torbay, a number of gaps were identified and addressed through a new Economic Development vision, focusing on support programs, communications and promotional materials. The Torbay Business Brief acts as the premier communication method for our existing business community. Designed to support, promote and engage businesses in Torbay this E-Newsletter is a resource tool that will help educate and celebrate businesses in our community. Within three months of its launch, the Torbay Business Brief had almost 50% of all businesses in Torbay signed on.

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

**HONORABLE MENTION**

*The Torbay Business Brief*

Town of Torbay
Torbay, NL
Canada

Our Economic Development Office (EDO) created a monthly online newsletter as another avenue of communications with the business community and with the goal of broadening the reach of programs, tools and critical news that serve to promote economic growth and vitality of our marketplace. The EDO wanted to allow for quick and cost effective high quality information in a simple format. An e-Newsletter was chosen as the best tool for accomplishing this communications agenda and to fit within the tight budget constraints of the department. The e-Newsletter is part of a web-optimization and saturation strategy to promote the EDO’s website’s resources. The monthly EDO eNewsletter consists of about a dozen informative articles and economic development resources, such as business seminars, information about changes in legislation and laws, useful facts, and Web links. Each newsletter starts with a personal message from the Economic Development Director to maintain a personal connection to the reader. The newsletter is produced in partnership with other business organizations, resulting in a synergy for our city’s business community. It communicates the unified message of a pro-business climate in Cape Coral and is a collaborative approach to grow businesses, jobs and resources within the state and region.
POPULATION 200,000 – 500,000

VAUGHAN

CATEGORY WINNER

**Vaughan e-Business Link**
City of Vaughan
Vaughan, ON
Canada

The electronic newsletter, Vaughan e-Business Link, was developed and launched in June 2010 by the City of Vaughan’s Economic Development Department as a part of its business out-reach and retention program. While the City does produce a quarterly hardcopy newsletter, our business clients also needed a shorter piece for more time-sensitive news and updates that impact their daily operations. Implementing an electronic newsletter was a cost-effective solution for reaching our local businesses as well as an audience that spans the globe.

The news caption format provides a quick read, allowing the reader to swiftly glance and select the stories that they deem important to read in full. This format also allowed staff to be more efficient in the collection and dissemination of information, in that private-sector and industry contributors could provide their pieces in full, without staff having to edit, to fit to hard page parameters. Its masthead and overall design concept speaks to an inviting and open-for-business ethos that is embodied in Vaughan’s brand.

Visit the City of Vaughan’s corporate website for more information: www.vaughan.ca/business.

HONORABLE MENTION

**URA Monthly Newsletter**
Urban Redevelopment Authority of Pittsburgh
Pittsburgh, PA

The URA newsletter was created in December 2010 to inform current and potential clients and partners about the value of our work and dispel previous misconceptions. The URA had developed a reputation, under previous leadership, as the stuffy, white man’s organization that existed to take “the little guy’s” property using eminent domain.

The newsletter also served as an internal communications mechanism for staff.

It has helped us to break down barriers with some community organizations; realize more positive news stories; and lift morale amongst staff as they began realizing the sum of their hard work.

We created a publication we would want to read, with intriguing titles, fun tidbits about Pittsburgh, and development stories. The response was so positive we took a risk - nobody would ever expect the “big, bad URA” to create anything fun.

The April Fools newsletter mimics the real one, but was full of fake news. We received over a hundred positive responses (no negative), as well as coverage by local media, who were surprised that a government agency had a sense of humor.

The URA of Pittsburgh is committed to creating jobs, expanding the City’s tax base and improving the vitality of businesses and neighborhoods.

HONORABLE MENTION

**NKYThrives.com**
Northern Kentucky Tri-County Economic Development Corporation
Covington, KY

Northern Kentucky Tri-ED, is a non-profit economic development organization serving Northern Kentucky, a region that offers the assets of a 2.1 million plus metropolitan area, all while providing the convenience and affordability of a smaller community.

Our mission is to expand the local Northern Kentucky economy by providing expert assistance in targeted sectors including:

- Manufacturing
- Professional Office
- Technology Entrepreneurs and Hi-Tech Firms
- Aviation Industry

Visit the City of Vaughan’s corporate website for more information: www.vaughan.ca/business.
If you are a Site Selection consultant, corporate real estate developer/broker or a business looking to expand, we will be your first point of contact.

Working with local associates, Northern Kentucky Tri-ED encourages a thriving business climate in Northern Kentucky. We are happy to assist in your relocation or expansion decisions and can be contacted at 888-874-3365 or info@NorthernKentuckyUSA.com

**GREATER THAN 500,000**

**MARYLAND OF OPPORTUNITY**

www.ChooseMaryland.org

**CATEGORY WINNER**

**Pulses Suite (of e-Newsletters)**

Maryland Department of Business & Economic Development
Baltimore, MD

The Pulse Suite (of e-Newsletters) is a vital tool for the Maryland Department of Business & Economic Development as it communicates with varied stakeholders. The suite includes the Business Pulse, a monthly report on business expansions, economic development activity and industry events; Economic Pulse, timely reports on Maryland’s latest economic indicators; Global Pulse, Maryland-related international investment and trade news; and the Bio Pulse, outreach to the state’s vibrant life science community.

The Maryland Department of Business & Economic Development attracts new businesses, stimulates private investment, encourages the expansion and retention of existing companies and provides Maryland business with workforce training and financial assistance. The Department markets local products and services at home and abroad.

**Magazine**

**POPULATION LESS THAN 25,000**

**CATEGORY WINNER**

**Midlothian Community Profile**

Corporation for the Economic Development of Midlothian
Midlothian, TX

The Midlothian Community Profile is produced by the Corporation for the Economic Development of Midlothian (CEDM) and is published approximately every two years. With its theme of “Family Friendly, Business Friendly”, the 48 page brochure highlights Midlothian’s quality of life, education system, health system, local government, and its extensive industrial and commercial base. It was funded by advertising and support from local businesses. It is available in print and online in an interactive electronic magazine format on the CEDM’s website.

The purpose of the project was to create a marketing piece that could be presented to commercial and industrial prospects as well as new residents to illustrate the “softer” side of Midlothian. Midlothian is known for its large industrial base; however, there is much more to the community than cement, steel, and blue collars. The “Family Friendly, Business Friendly” theme tells the story of a community that has beautiful, unique residential communities, a quality education system that includes higher education, two different medical systems, a NYSE Corporate Headquarters, responsible, industrial corporate citizens, and a retail sector that is ripe for development.

The Corporation for the Economic Development of Midlothian is a 4A sales tax corporation and represents the community of Midlothian, Texas. Located in northeast Ellis County in the southern portion of the DFW Metroplex, Midlothian is home to approximately 28,500 residents.
POPULATION 25,000 - 200,000

DAVID JOHNSTON RESEARCH+TECHNOLOGY PARK UNIVERSITY OF WATERLOO

CATEGORY WINNER
 WATCH Magazine
 David Johnston Research + Technology Park
 University of Waterloo
 Waterloo, ON
 Canada

WATCH magazine is one of the key dynamic marketing tools created for the many audiences relating to the Research Park at the University of Waterloo. This tool provides a forum to share with many communities the unique stories of research, collaborative projects between industry and academia, and personal insights into the entrepreneurs, executives, students and scientists that call the park home. Tenants and companies in the park receive this magazine as a pride piece to share with their families along with the academic campus (faculty, staff and students). Community economic development partners use as a vital element in their suite of regional promotional tools, and the park relies on WATCH in all the marketing and business development attraction efforts. Supported by advertising from ‘friends of the park’, this cost recovery marketing tool is a highly anticipated annual publication.

POPULATION 200,000-500,000

CATEGORY WINNER
 Discover Magazine
 Greater Lafayette Commerce
 Lafayette, IN

When prospects, whether a new business or new resident, think of Greater Lafayette, Purdue University is typically the first thing they think of, according to surveys and interviews. Greater Lafayette Commerce set out to create a promotional piece that highlighted all that our community has to offer and the result is Discover Magazine. Steady growth and an exciting evolution in the technology industries are what defines the economic profile of the Greater Lafayette Commerce region over the past few decades. Building on a strong economic base in world-leading agriculture and advanced manufacturing, Greater Lafayette—home to Purdue University—has also become a gravitational pull for high-tech companies specializing in life sciences, information technology and engineering.

Published annually, Discover Magazine highlights the quality of life in Greater Lafayette and also the thriving sectors from the perspectives of an entrepreneur, advanced manufacturing, Purdue Research Park, knowledge-based businesses and service sector. Articles in the 48-page publication feature everything from business assistance to the arts, education, living, industry and commerce. Greater Lafayette Commerce, whose roots go back nearly 85 years, is a nonprofit membership organization supported by local industries and governments. Its mission is to advance economic and community prosperity for a superior quality of life.

HONORABLE MENTION
 Positioned for Growth
 Greater Spokane Incorporated
 Spokane, WA

Positioned for Growth is the 2011 edition of an annual magazine Greater Spokane Incorporated creates with The Journal of Business. The piece highlights our region’s business development and successes and is used both for local and outside audiences. This year, we added a glossy cover, more vibrant colors, upbeat news and more photos to draw readers in. 20,000 copies were circulated and feedback was very positive. We included an ad with a QR code which took readers to a splashpage so that we could measure web traffic. We also posted an electronic flip-through version on our website.

Greater Spokane Incorporated is Spokane’s Regional Economic Development Council and Chamber of Commerce. Working to grow jobs and business investment, the Economic Development team assists in recruitment, retention and expansion, and business assistance. Collaborating with public and private partners throughout the region, we maintain a healthy and vibrant environment in which to live, work and do business. Spokane is the hub of the region with strengths in healthcare/biosciences, aerospace, advanced manufacturing, clean tech, higher education, and military. A river running through downtown brings clean energy, beauty, and plentiful water. We truly offer a great lifestyle at an affordable price. www.greaterspokane.org
POPULATION GREATER THAN 500,000

GHP
GREATER HOUSTON PARTNERSHIP
houston.org

CATEGORY WINNER
Opportunity Houston Magazine: “Genius Issue”
Greater Houston Partnership
Houston, TX

The first issue of Opportunity Houston magazine debuted in November, 2007. The magazine currently has a circulation of 25,000. The Spring, 2011 issue is titled “The Genius Issue: Innovation at Your Fingertips.” Access to the current issue of the magazine is available at: http://www.opportunityhoustonmag.com. It emphasizes the Houston region as a hotbed of innovation and a launching pad for technology and features videotaped interviews with the business, entrepreneurial and medical communities. One of the highlights is an interview with a Methodist Hospital cancer doctor who is pioneering surgical techniques by using gaming, IT and engineering technologies through the groundbreaking Plato’s Cave. Through Plato’s Cave, physicians use a virtual anatomical patient and interact with radio beams to map a surgery.

The Greater Houston Partnership, through its more than 2,100 Members, represents the 10-county Houston region’s business interests to promote the growth of high-paying jobs, international trade and capital investment. Through its award-winning lead generation and marketing program Opportunity Houston, GHP will help grow jobs, increase capital investment and expand foreign trade for the region by the end of 2015. Visit the Greater Houston Partnership at houston.org.

ECONOMIC DEVELOPMENT COMMISSION OF FLORIDA’S SPACE COAST

CATEGORY WINNER
Spacecoast Business Magazine
SCB Marketing / Economic Development Commission of Florida’s Space Coast
Melbourne, FL

Spacecoast Business magazine is synonymous with business success in Brevard County. This award-winning monthly magazine is considered the most respected and influential business brand on the Space Coast, reaching over 121,000 readers and 27% of adults with household incomes that are $75,000 and above. The magazine captures the spirit of the community and serves as a cooperative and unbiased forum for local business leaders and organizations to share their best practices in areas that directly impact economic development. This collaboration involves Spacecoast Business editors and writers, EDC Board members, staff, magazine readership and the general public. The magazine provides the most current information about economic development, key industries, and workforce to help readers make better business decisions. Spacecoast Business is a direct driver of public perception of economic development and is created and illustrated in a way that informs, persuades, and educates its readers.

HONORABLE MENTION
Texture Magazine
Metro Orlando EDC
Orlando, FL

Published twice a year by the Metro Orlando EDC, Texture is designed to tell the stories of innovation and innovators that are driving our region’s economy. Each edition of the publication reaches 15,000 individuals, which is mailed to technology and business executives as well as members of the media in major markets nationwide. In addition, the magazine’s content is used on an ongoing basis by our Public Relations Team as we respond to and pitch story ideas to journalists. Above all else, Texture’s true value lies in its ability to consistently and effectively tell our region’s business story.
Special Event

**POPULATION LESS THAN 25,000**

**CATEGORY WINNER**

*Carbohydrate Valley Tour*
City of Port Colborne
Port Colborne, ON
Canada

Organized by the City of Port Colborne, the Carbohydrate Valley Bio-Food event and tour took place in May 2011. It included one-on-one meetings with food manufacturers and exporters from the Port Colborne-Niagara area. Over 100 international delegates attended and participated in this networking day strategically hosted at the Ontario Investment & Trade Centre’s 35th floor venue where visitors enjoyed views of Toronto and across Lake Ontario all the way to the Niagara region. The products of Niagara food manufacturers and wine producers were also showcased to the invited food buyers from across North America. Niagara’s food manufacturers were supported by their respective economic development offices from four nearby municipalities which partnered in the initiative.

Also included was a day-long Niagara bio/food industry tour which involved round-trip bus transportation from the Toronto Convention Centre to Niagara. On route, the video screens on the bus were used to show two short background videos: “Niagara Business Success Stories”, and “Ontario’s Carbohydrate Valley”. The day highlighted tours of two Carbohydrate Valley manufacturers, and included stops in four municipalities across the region.

This two-day event was designed to leverage the unique opportunity of two bio-food conferences being held during the same week in the nearby City of Toronto, which collectively attracted 15,000 domestic and international industry delegates.

**HONORABLE MENTION**

*ElectriCities of NC, Inc. Economic Development Tradeshow Booth*

ElectriCities of NC, Inc.
Raleigh, NC

North Carolina’s Public Power communities are among the best places in the country to live and do business. The Economic Development team at ElectriCities of NC, Inc. developed a tradeshow booth that promotes the beauty, available sites and quality of life within North Carolina’s Public Power communities.

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

**CATEGORY WINNER**

*TDC’s ‘We can make a difference’ Clean Up Campaign at the North Country Business Expo*

The Development Corporation of Clinton County NY
Plattsburgh, NY

The Development Corporation of Clinton County (TDC) created a new theme and approach to their presence as an exhibitor at The North Country Chamber of Commerce’s Annual Business Expo – the largest business-to-business show in northern New York. Last year’s Expo featured over 185 exhibitors. Prior to the Expo, TDC publically launched the “We can make a difference’ Clean-Up Campaign by distributing oxo-biodegradable plastic litter bags to its 42-member Board of Directors, and later gave the bags out instead of a premium at TDC’s booth at the Business Expo. The bags were printed with various messages such as “Pick of the Litter”, ‘Plattsburgh Proud’, ‘Instructions: Place Eyesores Here’, ‘You Can’t Count on the Wind’, and ‘How to Improve Your Commute’. All bags were imprinted with the same tagline, “I care – we can make a difference”. Like other exhibitors, TDC wanted to attract visitors to their booth, but also wanted to use the occasion of the Expo to launch a larger message into the community – the message that TDC is a community leader that understands the big picture and is here to help make a difference.
HONORABLE MENTION

The Inside Scoop
City of Keller, Texas Economic Development Department
Keller, TX

The City of Keller, Texas rolled out the red carpet to give our VIP’s an exclusive backstage pass to learn “The Inside Scoop”. In August 2010, the Economic Development Department showcased a premiere Keller venue at a luncheon for more than 70 commercial brokers who represent properties or prospective businesses in the city. The theme was ‘The Inside Scoop’, and was intended to encourage interaction with the city’s strategic partners and share information.

The event was designed to engage commercial real estate brokers in an ongoing conversation about Keller, collaborate efforts and demonstrate our inspiring city support. Elected officials, key city staff and administrators attended to represent, highlight and promote the development-friendly atmosphere. Attendees were presented with customized USB drives loaded with extensive city data and other gifts to help them make informed site choices.

The City had not previously engaged this audience in such a fashion and truly showed the development and retail community that Keller is ‘open for business’. In 2010, 73 new businesses opened in the City of Keller, and many can be traced to relationships that were fostered from this event. Collaboration with commercial broker attendees continues to influence commercial development in a positive way.

POPULATION 200,000 – 500,000

Catalyst University 2011
Southwest Michigan First
Kalamazoo, MI

On January 20, 2011 at 8:00 am sharp, the bell rang for Catalyst University, Southwest Michigan First’s ongoing program to empower our region’s current and next generation of leaders to greatness. It was time to ready our community to greatness. Our professors immediately took the stage to give the audience a little inspiration, ask them why they get up every morning and challenge them to make a difference in the world. The day fulfilled its promises and energized our current and emerging leaders to ensure Southwest Michigan’s future relevance in the global economy.

Southwest Michigan First is an organization of privately funded economic development advisors who act as the catalyst for economic success in Southwest Michigan. Founded in 1999 on the principle that jobs and wealth creation exponentially affect the region’s future sustainability, it has since worked with its clients to create over 32,000 jobs and $3 billion in wealth for the community - and dramatically increase their bottom lines. Southwest Michigan First has engaged with more than 10,000 contacts across all industries on the advantages of the eight counties making up the Southwest Michigan Region. Go to www.southwestmichiganfirst.com.

HONORABLE MENTION

Annual Report 2010 Creating Expanding and Evolving
Kansas City Missouri
EDC of Kansas City Missouri
Kansas City, MO

The Cornerstone Awards are the annual celebration of the economic development accomplishments of the City of Kansas City, Missouri.

The EDC of KCMO is the City of Kansas City, Missouri’s economic development agency. The EDC has a 25 year history of providing excellent services in the areas of retention, recruitment, expansion, redevelopment and loans to KCMO citizens and businesses.
HONORABLE MENTION

2011 Annual Economic Forecast Luncheon
Anchorage Economic Development Corporation
Anchorage, AK

The 2011 Anchorage Economic Development Corporation’s 2011 Economic Forecast Luncheon is the premier business event in the State of Alaska. With nearly 1,500 participants, this 2-hour annual event is recognized for nationally recognized speakers and highly anticipated economic reports that are the hallmark of this signature event. The 2011 luncheon featured Jeff Finkle, President and CEO of IEDC and Peter Sheahan, noted author, speaker and consultant to global Fortune 500 companies. Economic data presented included a recap of the 2010 Anchorage jobs data, the 1-year forecast for Anchorage job growth in 2011, and the presentation of the 2011 Anchorage Business Confidence Index survey.

POPULATION GREATER THAN 500,000

GREATER OKLAHOMA CITY CHAMBER

CATEGORY WINNER

Boeing Relocation Presentation
Greater Oklahoma City Chamber
Oklahoma City, OK

In August 2010, Boeing announced that 550 jobs would be relocated from Long Beach, CA to Oklahoma City. The Chamber was asked by Boeing how they could assist in increasing the percentage of Boeing employees that would accept the relocation offer. The Chamber, with input provided by Boeing focus groups, crafted and produced in 30 days two back-to-back three hour sessions in Long Beach for the employees and their families.

Led by Mayor Cornett, over 40 content experts boarded a charter plane for Long Beach in the early morning. That afternoon, a multimedia, one hour presentation was presented by the Mayor, Secretary of Commerce, and several other community leaders. The program was based on issues and questions raised by Boeing employees. This was followed by a two hour time slot of eight topical breakout sessions, including education, partner employment opportunities, health care, real estate, etc. The entire program was repeated that evening for a second group from Boeing. Written and web-based information and gift items were provided to all employees in attendance.

In past relocations, Boeing’s acceptance rate was around 10% and to date, Boeing has seen an 80%+ acceptance rate.

pittsburgh regional alliance

HONORABLE MENTION

The Ultimate Home Game
Pittsburgh Regional Alliance
Pittsburgh, PA

The “Ultimate Home Game,” was a career awareness effort between the Pittsburgh Penguins and ImaginePittsburgh.com, a talent attraction and retention initiative of the Allegheny Conference on Community Development (of which the Pittsburgh Regional Alliance is an affiliate).

ImaginePittsburgh.com features a searchable database of 22,000+ available jobs and provides information about promising economic sectors and emerging careers in the Pittsburgh region.

The Ultimate Home Game, held on September 25, 2010, was a free, specially-added third pre-season game against the Columbus Blue Jackets designed to raise awareness among young people of the growing job opportunities in the Pittsburgh region. The event drew a sellout crowd featuring young fans aged four-to-24-years-old – a demographic that is critical to both the Pittsburgh Penguins fan pipeline as well as the Pittsburgh region’s workforce pipeline.

The Pittsburgh Regional Alliance, an affiliate of the Allegheny Conference on Community Development, markets the benefits of conducting business in southwestern Pennsylvania to companies all over the world that are growing, relocating or expanding. Visit www.pittsburghregion.org.
Innovation Day at the UA highlights the best of University of Arizona (UA) innovation – from student inventors, to faculty researchers, to emerging and established technology companies. Since its inauguration in 2004, the annual event has grown in size and stature to become one of Tucson’s signature community events. Attended by hundreds of University and community members each year, the event is a highly visible celebration of successful commercialization of UA technologies. It provides early-stage entrepreneurs with role models and incentives to continue their efforts, and it offers prospective investors with an introduction to projects with commercial potential. The event is organized and executed by the UA Office of University Research Parks (OURP) in collaboration with other UA departments. The event aligns perfectly with OURP’s mission to create communities of innovation that support and promote research and education technology innovation and commercialization and high technology business development.

WEBSITE AND NEW MEDIA AWARDS

General Purpose Website

POPULATION LESS THAN 25,000

Webster City Economic Development Website
Webster City Economic Development
Webster City, IA

Webster City Economic Development is the economic development entity for the City of Webster City, Iowa. Created in 2010, Webster City Economic Development (WCED) exists to support the growth of business in Webster City through business creation, retention, expansion and attraction. To establish a brand identity, WCED kicked off the community’s first economic development marketing campaign in fall of 2010 that included an economic development marketing website as a key element to the campaign. The website presents our community as a brand and provides the integral information that site selectors and business executives rely on to gain interest in and consider Webster City as a potential location for their project. The website has been populated with IEDC template data, as well as more customized information on the community, its assets, its industries, and its overall quality of life. It even includes a virtual tour of our community, key businesses and top amenities. While the website’s main purpose is to serve the site selector or business executive, it has elements that also appeal to our community’s residents, which has engaged the community in our project.

ElectricCities

HONORABLE MENTION
Perquimans Marine Industrial Park website
ElectriCities of NC, Inc.
Raleigh, NC

The Town of Hertford asked the Economic Development team of ElectriCities of NC, Inc. to develop a website that would promote the Perquimans Marine Industrial Park to site selectors and businesses. The website would also serve as an online resource for anyone interested in learning more about the park and marine trades in North Carolina.

MPower Economic Development Corporation
McAlester, OK

MPower is a solutions driven, local economic development organization for McAlester and Pittsburg County, Oklahoma. We promote economic growth through the expansion of existing industry and attraction of new business to our area.
**POPULATION 25,000 – 200,000**

**CATEGORY WINNER**

**Lawrence Kansas Economic Development Website**

Lawrence Chamber of Commerce/Lawrence-Douglas County Economic Development
Lawrence, KS

The Lawrence-Douglas County Economic Development website highlights the strong partnership that exists between Douglas County, the City of Lawrence and the Lawrence Chamber of Commerce. That partnership is committed to the economic growth of the region and actively promotes the unique assets of the Lawrence-Douglas County region including its proximity to three universities, educated workforce, research and technology incubators, quality of life and available property. The website demonstrates why America’s Heartland is a welcoming place for businesses with its geographically strategic location and quality of life that provides an excellent environment for employees and their families.

The website is designed to cause people to think differently about Kansas – about living in Kansas and working in Kansas. The website blog provides unique insights into culture and vibrancy of the Lawrence community that make this region an excellent choice to locate or grow a business. The website presents a complete picture of the qualities and capabilities to be found in Lawrence and Douglas County, home to high-tech businesses, agriculture, academia and industry.

**HONORABLE MENTION**

**Longview Texas EDC Website**

Longview Economic Development Corporation
Longview, TX

We redesigned and reprogrammed our website to give it a fresh look with some new, never before seen functionality. We wanted a more vibrant look for the website and also a more segmented or “boxy” feel for the layout which is becoming more and more consistent in quality website design. Both goals were absolutely accomplished beyond measure. The re-design features new video, a new live Twitter feed and an expanded dropdown navigation element making it quicker and easier for people to find what they need. The most advanced and important element that was added with this rebuild was the development of a mobile website version. This mobile version allows visitors to conduct research about Longview on the fly or on-the-go.

**POPULATION 200,000 – 500,000**

**CATEGORY WINNER**

**Niagara Economic Development Corporation**

Thorold, ON

niagaracanada.com is a powerful communications and marketing platform that effectively tells Niagara’s story to the world: that Niagara is a vibrant,
diversified, constantly evolving place where “natural power and people power come together in one perfect location.” It provides a window for the world to come and see who we really are and what we have to offer, and is a vehicle for us to initiate and sustain communications with our key target audiences. The site is a “portal” for people to understand and appreciate everything about Niagara, and its’ ideal location for investment and superb quality of life. The diversity of this ever-evolving website truly reflects the abundant diversity of the Niagara region itself. It allows Niagara to compete on a worldwide stage and meet the demands of an increasingly global, fast-paced community of investors and businesses who use the web to research potential locations for expansion or relocation.

The site has a cutting-edge mobile website application, incorporates web 2.0 functionality, and is accessible through our many social media links that connect Niagara to the global community. niagaracanada.com keeps Niagara a step ahead of our competition around the world, and provide an appealing visual showcase about what makes Niagara a truly original place.

**HONORABLE MENTION**

*Thomas Jefferson Partnership for Economic Development Website Redesign*

Rick Whittington Consulting
Richmond, VA

Rick Whittington Consulting is a website design, development and marketing strategy firm located in Richmond, Virginia. From innovative design and development to content creation, marketing and usability testing, we work with economic development and tourism organizations to plan and create effective websites that get tangible, measurable results. For more information, visit EconDevWebsites.com.

**POPULATION GREATER THAN 500,000**

**EAST TENNESSEE ECONOMIC DEVELOPMENT AGENCY**

**CATEGORY WINNER**

*East Tennessee Economic Development Agency Website*

East Tennessee Economic Development Agency
Knoxville, TN

The East Tennessee Economic Development Agency promotes the many business advantages of the 15-county Knoxville-Oak Ridge region to site consultants, companies considering a relocation, and local economic developers and commercial realtors through HYPERLINK “http://www.eteda.org/” www.eteda.org, the region’s economic development website.

To more effectively and efficiently disburse increased information, a new design and navigation were created for the website.

The expanded site provides significantly more demographic information in a user friendly, printable format. New on-line content includes labor shed information, demographics, major employers, state incentives, available buildings and sites, as well as tailored information on the 15-county region’s key business sectors and information on each county.

**HONORABLE MENTION**

*OrlandoEDC.com*

Metro Orlando EDC
Orlando, FL

The Metro Orlando EDC is a full-service, regional, public-private economic development partnership that serves the four-county Central Florida region. Our corporate website, OrlandoEDC.com, is designed to reflect the competitive advantages of the Orlando region for business investment and growth. It is a comprehensive resource utilized by companies and their representatives as they explore our community, as well as by local businesses as an information tool to assist ongoing operations. The site also serves investors and partners who provide financial support to the EDC.
During the past year, the homepage of the OrlandoEDC.com website was improved through a redesign that reduced the load time and made it more ADA compliant. That process involved a streamlining of the layout and a reduction in the number of photos. Those changes had the added benefit of making the pages of the website easier to see on smaller monitors, as well as across a multitude of screen resolutions.

OrlandoEDC.com is one of three award-winning websites maintained by the Metro Orlando EDC.

**Special Purpose Website**

**POPULATION LESS THAN 25,000**

**BALL STATE UNIVERSITY**

**HONORABLE MENTION**

**Brownfield Grant Writer’s Tool**

Center for Business and Economic Research, Ball State University

Muncie, IN

The Brownfield Grant Writers’ Tool (http://brownfield.cberdata.org/) was developed in collaboration with Building Better Communities (Ball State University, Muncie, Indiana), Kansas State University, Environmental Protection Agency Region 5, Indiana Brownfields Program and ATC Associates Inc. This web-based tool provides up-to-date demographic, economic and health data in an interactive, easy-to-use interface. This tool was created to support brownfield grant writers as they develop new projects and to stimulate growth and transformation in communities. By providing accurate and relevant data in an intuitive and dynamic way, writers’ can easily report pertinent data in grant applications and presentations. With its streamlined user interface and downloadable tables and graphs, the tool has reduced writing time significantly, giving writers the ability to better serve their communities.

About the Center (www.bsu.edu/cber):

The Center for Business and Economic Research (CBER) is an economic policy and forecasting research center housed within Ball State University’s Miller College of Business. CBER research encompasses public finance, regional economics, transportation, health care, and energy sector studies. CBER strives to create innovative and data rich web tools and projects for the public and private sectors to encourage economic development in communities. The Center also serves as the business forecasting authority in the Muncie area.

Buffalo Niagara Enterprise (BNE) has made drastic improvements to our website this year by developing four in-depth mini-sites linked from the industry section of our core website, BuffaloNiagara.org. We have created mini-sites that contain information on Buffalo Niagara’s life science, cleantech, Canadian business, and advanced business services industries. With the abundant specialized industry data that has been available in recent years, BNE set out to present the content in a more dynamic, industry specific way rather than adding to the core marketing web site. The goal of these mini-sites was to distinctly market each industry while holding a consistent look based on the core BuffaloNiagara.org site. Each site focuses on data, however they are also easy to use, simple, and visually pleasing.

BNE is a private, non-profit, marketing, business and economic development organization is the point of contact for business attraction and investment in the eight counties of the Buffalo Niagara region. Working with local economic development groups, real estate & development professionals, governmental agencies, utilities and private sector business leaders, BNE assists businesses seeking to re-locate or expand in our region with access to the various incentives, financing, site selection and other services relevant to their project.
Savour Elgin is a program with a goal to promote and enhance culinary tourism in Elgin County, ON. The Savour Elgin trail is a route through Elgin County, ON that visits some of the best restaurants, farms, wineries, and other culinary attractions that focus on food and drink that’s local and unique to Elgin County.

Other activities of the Savour Elgin program include; participation in and partnership with culinary and agricultural events as well as facilitation of connections between food producers, distributors, and suppliers.

Savour Elgin has three culinary tourism-specific goals:
1. Strengthen the local food supply chain, including suppliers, providers, and users,
2. Build awareness of culinary tourism in Elgin County, and
3. Evoke a sense of pride within and have a positive impact on the community.

To become a member of Savour Elgin, businesses must meet requirements on local products, operational months, web presence, liability insurance, and more.

This program would not have been developed without the hard work and dedication of the Steering Committee. Many thanks to those that provided their knowledge and expertise to ensure that Savour Elgin is a quality culinary program.

Cleveland Street District (Clearwater, Florida)
Website
City of Clearwater Community Redevelopment Agency
Clearwater, FL

The City of Clearwater Community Redevelopment Agency (CRA) launched a special district website located in downtown Clearwater in April 2011. The site, www.ClevelandStreetDistrict.com, is maintained through the city’s CRA office, which funded the site’s design and development.

The site’s clever design showcases the District’s unique character. The maps, that are interactive, guide users to District destinations and parking, and web visitors can subscribe to a free e-newsletter that drives them to the site for more information. Dozens of photos illustrate the area’s beauty and charm and videos from local residents and business owners invite people to visit.

The content was organized into main areas of interest: Business, Dining, Entertainment, Residential and News. Then, technologies to improve the functionality were added including: multimedia content accommodation with embedded capability to upload and run audio/video files such as MP3 or Flash; email newsletter functionality to utilize group messaging and marketing tools; site optimization for mobile phone compatibility; easy to use calendar of events; tracking/analytics for marketing and quality control; interactive maps with businesses, parking and event locations; and, a district Business Directory.

ClevelandStreetDistrict.com is positioned to improve communications for downtown businesses and patrons, while showcasing opportunities for potential incoming businesses and residents.
POPULATION 200,000 – 500,000

TULSA
WHERE BUSINESS GROWS.

CATEGORY WINNER
Let's Do Business Website
Tulsa Metro Chamber
Tulsa, OK

Let’s Do Business brings out-of-area spending back to the Tulsa region. More than 1,100 Tulsa-area companies participate in Let’s Do Business and pledge, when possible, to do business with a local company.

POPULATION GREATER THAN 500,000

GREATER OKLAHOMA CITY CHAMBER

CATEGORY WINNER
A Better Life OKC Website
Greater Oklahoma City Chamber
Oklahoma City, OK

In August 2010, Boeing announced that 550 jobs would be relocated from Long Beach, Calif. to Oklahoma City. These jobs represented highly-skilled, highly-paid seasoned engineers, with years of training and knowledge that would be difficult to replace. Boeing needed a high percentage of those employees deemed “essential personnel” to agree to the move.

In order to increase the number of those who would relocate, Boeing partnered with the Greater Oklahoma City Chamber to inform Long Beach employees on the positives of the Oklahoma City region in a way skilled engineers preferred- via technology and the internet.

The Chamber built a website, www.ABetterLifeOKC.com, and launched it on the relocation announcement date. The website focused on issues most common with relocation projects: housing costs, schools, cultural activities, quality of life issues and weather.

In past relocations, Boeing’s acceptance rate was around 10 percent. At the end of the current process, 84 percent of employees offered relocation packages in Long Beach accepted the company’s offer to move to Oklahoma City.

The success of the Chamber’s partnership with Boeing has led to the possibility of more partnerships in the future.

The Greater Oklahoma City Chamber is the voice of business and the visionary organization in Oklahoma City.

HONORABLE MENTION
Coastal Vitality Project Website
Greater New Orleans, Inc.
New Orleans, LA

The GNO, Inc. / Chevron Coastal Vitality Project (CVP) launched as a proactive response to mitigate the economic impact incurred on the regional workforce and business community by the Deepwater Horizon Oil Spill Disaster. CVP will serve as an umbrella program, providing a broad set of services specifically tailored to businesses and communities impacted by the disaster. GNO, Inc. will work with local economic development organizations, industry associations and community-based organizations, focusing on three areas of core deliverables:

1. Marketing the Sustainability and Vitality of the Southeast Louisiana Coast Brand
2. Supporting Regional Workforce Development
3. Catalyzing Small Business Capacity Building and Entrepreneurship

GNO, Inc. is the regional economic development agency serving the 10-parish region of Southeast Louisiana.
Webster City Economic Development is the economic development entity for the City of Webster City, Iowa. Created in 2010, Webster City Economic Development (WCED) exists to support the growth of business in Webster City through business creation, retention, expansion and attraction. To establish a brand identity, WCED kicked off an economic development marketing campaign in fall of 2010, which includes Social Media Marketing as one of the primary elements. Through the use of social media tools like Twitter, LinkedIn and Facebook, WCED has been able to support the establishment of Webster City’s brand identity, create new networking opportunities with targeted industries and existing businesses, and leverage additional connections from our existing contact database. The result has been heightened awareness of Webster City as a site, as well as new opportunities and leads.

Central Okanagan Economic Development Commission provides vivid details on quality of life and business climate for those interested in bringing their business to the Central Okanagan. The information reflects what matters to people when considering moving a business or starting one in a new area (i.e. location, climate, housing, healthcare, protective services, recreation, culture and social amenities).

In the pre-production process of the Nacogdoches EDC’s mobile website, several concepts needed to be in place. The website, NEDCO.org, required a solution that also provided critical content and data to people using mobile devices simultaneously, as the growing trend is dramatically shifting toward mobile web use. By undergoing this approach, features such as the Community Profile and Online Proposals are still 100% function. Even information for building a Custom Profile is fully functional using a mobile device.

Instead of creating an Apple iPhone app, Nacogdoches EDC took into account the general census of our viewers and, instead, created an all-user-friendly mobile website. This allows for information and data that is displayed to be the most current and relevant to everyone from site selectors to community members, regardless of their mobile device (i.e., iPhone, Blackberry, etc.).
This has given us the following advantages: our mobile website is available on multiple platforms, not just on iPhone or other smart phone models; 90% of desktop functionality is available on the mobile version of NEDCO.org; unlike an iPhone App, NEDCO.org provides the most current information about Nacogdoches; and critical functions such as Community Profile, Proposals, Available Properties, and Custom Profiles are still fully functional on this mobile version of our website.

HONORABLE MENTION
Chattanooga Gig
Development Counsellors International
New York, NY

Development Counsellors International (DCI) executed the Chattanooga Gig Campaign on behalf of the Chattanooga Area Chamber of Commerce and the city’s municipally owned utility, EPB, to raise awareness of Chattanooga, TN’s secret economic development weapon: America’s largest and fastest fiber-to-the-home network. The campaign used online media relations, websites and social media to garner coverage in top-tier news websites, launch the microsite ChattoogaGig.com, and engage the global business community in conversations about the network. Within 48 hours of the campaign’s launch, stories appeared on the websites of the New York Times, CNN, The Associated Press, Fortune, Yahoo! and others, with the top 50 articles reaching an audience of 200,000,000. Social media interaction generated 9.8 million Twitter impressions and helped make articles on Chattanooga’s gig the most read in the tech sections of the New York Times and CNN. Since the announcement, Intelligent Community Forum has named Chattanooga a Top 7 global “Intelligent City” and companies from Amazon to HomeServe USA have made investments, citing the infrastructure as a key selling point.

DCI is the leader in marketing places. Since 1960, DCI has worked with more than 400 cities, regions, states and countries, helping them attract investors and visitors, specializing exclusively in all phases of economic development and travel marketing.

POPULATION 200,000 – 500,000

Greater Halifax Partnership

CATEGORY WINNER
Increasing Participation on Social Media
Greater Halifax Partnership
Halifax, NS
Canada

In 2010-11, we decided to significantly increase both the quality and quantity of our online activity, branching into more areas, with different media within Social Media to live our mandate as an organization. Ultimately, we used our enhanced Social Media program to help our organization reach its goals as ‘a catalyst for economic growth and confidence’ - to build awareness of Greater Halifax in local, national and international markets; to engage our community in dialogue and encourage them to take action; and to position us as a leader in promoting alignment and collaboration with other like-minded and mandated organizations within the city and province.

We developed a Social Media Strategy, guidelines and a comprehensive content plan and specific messages for each medium (as the way one communicates on Twitter is not the same as Facebook (FB), for example) and clear goals to engage our audiences and celebrate our investors. We also branded all of our social media accounts to present a consistent brand message.

As a result of our efforts, in the past year, we have seen our participation numbers increase, for example: Twitter was up 129%, Linked in up by 132% and YouTube page views were up 584%.

POPULATION GREATER THAN 500,000

WORKshift video
Calgary Economic Development
Calgary, AB
Canada

It is easy to say and hard to do: “Create an engaging and thought provoking video short on the future of work — in essence, capture the imagination of hardened cynics in the C_Suite.” It also has to do a lot more than just capture the imagination: it must present business value, showcase program features, highlight case studies,
provide proof points, and drive program adoption. It has to include a sense of urgency, yet it has to have a shelf life of up to three years. It must be long enough to tell a story and short enough not to alienate the audience. The purpose of this specific project was to create a video short on the Future of Work (telework, WORKshift) which would be used to promote the WORKshift program, create a context for the discussion of flexible work and further develop credibility with “C-suite” and decision makers in the Calgary business community. Since launching the video, Calgary Economic Development has had an increasing demand for WORKshift as a presentation topic across a wide variety of business associations, verticals and organizations, as well as a strong and growing interest for replication in other jurisdictions across Canada, including Halifax, Toronto & Vancouver.

**AWARDS**

**CATEGORY WINNER**

**RichmondJobNet**

Greater Richmond Partnership, Inc.
Greater Richmond, VA

RichmondJobNet is a comprehensive online career resource tool incorporating new media on multiple platforms, including: a geographically targeted website offering unique career resources; a monthly newsletter providing industry-focused job postings, career events and tips; and social media tools. RichmondJobNet uses Twitter and Facebook to create more awareness and exposure for positions with area employers, retain and attract talented jobseekers and to provide useful career development information and news about the regional economy.

RichmondJobNet was originally developed to better connect local talent to career opportunities with new and expanding businesses and it is evolving into a tool to attract new talent and position Greater Richmond as a career destination.

Since launching, RichmondJobNet.com has had more than 35,000 unique visitors from every state in the U.S., as well as several foreign countries. The Twitter account has more than 3,000 followers and has posted more than 23,000 tweets, of which 85% were Richmond job leads. Recent investments on the Facebook platform will further the targeted reach of the site.

The Greater Richmond Partnership, Inc. was launched in 1994 as a pioneering regional public-private initiative to serve as the regional economic development group for the City of Richmond and the counties of Chesterfield, Hanover and Henrico.

**Gis Planning**

**ZoomProspector**

**HONORABLE MENTION**

*Economic Development Facebook Applications from ZoomProspector*

GIS Planning, Inc. & ZoomProspector.com
San Francisco, CA

ZoomProspector has developed the first Facebook applications exclusively for economic development, which can be added to any organization’s Facebook Page. These applications provide business prospects and site consultants with two important resources: the properties application allows visitors to quickly search for available properties, and the demographics application offers immediate access to current community data, including statistics on the population, labor force, entrepreneurship/innovation, and tax burden. The applications are available at HYPERLINK “http://facebook.com/ZoomProspector” \t “.blank” facebook.com/ZoomProspector.

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

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

Technology-Based Economic Development

**Populations 25,000-200,000**

**Category Winner**

*University of South Carolina - City of Columbia Fuel Cell Collaborative*

Columbia, SC

The USC-Columbia Fuel Cell Collaborative was formed in 2006 by the University of South Carolina, the City of Columbia, EngenuitySC and SCRA to position Columbia, SC as a leader in hydrogen and fuel cell innovation and technology. Its mission is to attract private sector partners, top fuel cell scientists, entrepreneurs and innovators to the Columbia region; as well as to collaborate with private sector leaders from all areas of the fuel cell market for the unprecedented deployment of fuel cell and other alternative energy technologies into multiple city, university and commercial applications throughout the region.

The activities supported by the collaborative are intended to help create and expand an “innovation pipeline” for fuel cell technology, which include efforts to build a critical mass of research knowledge (the discovery phase), commercialize the fruits of that research in specific applications for product creation and company formation (the development phase), and then create incentives to grow and attract industries into enterprise clusters (the deployment phase). To date, the Collaborative secured more than $50 million in capital investment, supported the growth of 10 new startups, launched 22 technology deployment projects, and established industry partnerships with 35 private sector companies.

**Honorable Mention**

*Dunedin ICT Internship Programme*

Dunedin City Council Economic Development Unit
Dunedin, New Zealand

**Populations 200,000-500,000**

**Category Winner**

*CAER - Industry - University Collaboration in R&D*

Center for Advanced Engineering and Research
Lynchburg, VA

The Center for Advanced Engineering and Research (CAER) is drives the growth and success of the region’s economy through the efforts of an industry-university collaborative science and engineering research organization that assists area companies in creating new products and processes, as well as serving to develop, recruit and retain science and engineering talent. The CAER is part of a technology based economic development (TBED) strategy that also includes Science, Technology, Engineering and Mathematics (STEM) workforce development and related business support services. It accelerates the region’s transition to a knowledge based economy by bringing university level research and technology into a region where it was previously lacking. This initiative includes the engagement of research faculty
from R&D partners and the facilities to house the CAER’s activities. These R&D activities are targeted to the unique, high potential technology industry clusters that will drive economic growth in the region over the next 10-20 years, specifically the nuclear power cluster and the wireless communications cluster. This R&D translates into new product innovations that can either grow existing businesses or spin-off new ones. In addition the CAER fosters educational opportunities that help in recruitment and retention of a well paid and highly trained STEM workforce.

HONORABLE MENTION
NEXT - An Economic Development Program of Greenville Chamber
Greenville, SC

NEXT is in the business to grow the economy of the Upstate of South Carolina by attracting and supporting globally-impactful, technology-based companies. NEXT leverages resources into economic results by growing jobs, fostering livable wages, creating new wealth, expanding access to capital, growing and nurturing the entrepreneurial talent pool, and attracting new companies aligned with the regions emerging clusters. NEXT supports the needs of technology entrepreneurs through infrastructure development, concierge service and public advocacy. NEXT serves entrepreneurs and early-stage ventures representing a variety of technology verticals including IT/software, energy, biotechnology, and life sciences, advanced materials, manufacturing, electronic devices and more. Our clients are in all stages of business development and are located in both urban and rural communities of the Upstate.

Multi-Year Economic Development

POPULATION LESS THAN 25,000

Lisle
THE ARBORETUM VILLAGE

CATEGORY WINNER
Multi Year Economic Development - The Redevelopment of Downtown Lisle
Village of Lisle
Lisle, IL

Redeveloping a downtown is a significant undertaking with high stakes hanging in the balance. The results will transform a community and remain in place for decades. This project presents the initiatives that contributed to Downtown Lisle’s redevelopment.

Downtown Lisle had experienced significant deterioration. Anchor businesses closed, remaining buildings needed repair. The streetscape, infrastructure, utilities and landscaping required replacement. A four lane street whisked people through and out of downtown. Homes located in a floodplain routinely flooded.

A Downtown Master Plan was created to guide redevelopment. Master Plan initiatives successfully completed within the past five years include:

- Installing a beautiful prairie style “place making” streetscape featuring a stunning fountain, extensive landscaping, seating, lighting
- Grant programs facilitated new prairie style facades, retail and restaurants
- 23 floodplain properties were purchased and transformed into a retention basin to manage storm water. A $400,000 Il Dept of Natural Resources grant helped create a popular 4.5 acre nature themed recreational area
- Main Street was reduced to one lane in either direction with a center median to attract pedestrians, calm traffic, improve safety
- Zoning changes facilitated new retail and restaurants
- The Village refreshed its nature brand as “The Arboretum Village”
**HONORABLE MENTION**

*Central Alberta: Access Prosperity*

Central Alberta Foreign Direct Investment Project
Red Deer, AB
Canada

The Foreign Direct Investment (FDI) Project is an investment attraction initiative aimed at economic diversification and stabilization of the Central Alberta region.

Red Deer Regional Economic Development (RDRED) initiated the project in 2008 which would be carried out in three phases. A gap analysis of the Red Deer region completed in phase one revealed three sectors that would thrive here, with reasonable development.

With research confirming that significant potential exists for FDI in the region, RDRED moved onto the leads generation phase. At this critical juncture, RDRED partnered with Central Alberta Economic Partnership (CAEP) to broaden the scope to include all of Central Alberta. Through qualitative and quantitative research, RDRED and CAEP identified over 150 interested and growing companies from Europe and the United States that would be a strong and complementary fit to existing industry.

In phase three, RDRED and CAEP pursued foreign companies with customized information and ongoing communication about advantages of expanding into Central Alberta. A leads generation database was also developed to ensure ongoing dialogue and effective follow up with targeted companies. By project completion in April 2011, the project has become a critical enabler of bringing in new investment and strategic alliances into the region.

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**Business Retention and Expansion – Single Event**

**POPULATION LESS THAN 25,000**

*Grenada Stamping and Assembly, Inc.* needed a strategy to turn its fate around and increase profits by diversifying its income base. After finding new customers in new industries, the company faced the challenge of upgrading its facilities to accommodate new orders. A negative banking climate and cash flow situation brought about by the recession threatened the initiative.

**PUNCH 1:**
The County of Grenada secured a $495,000 CDBG grant from the Mississippi Development Authority (MDA) to rehab a County-owned building to be leased by the company. Grenada County provided a $50,000 match.

**PUNCH 2:**
The success of the venture required another expansion within months. This time the Grenada EDD secured a $135,000.00 grant from the MDA to renovate a city owned building that had to be acquired from a local bankrupted company. The City provided a $15,000.00 match.

**KNOCKOUT:**
The City, County, and Grenada EDD facilitated diversification efforts of one of its largest employers. As of March 2011, the company had created 65 jobs and had exceeded its sales and investment projections. Currently the company is on target to create 50 additional jobs and plans to build an additional 80,000 sq. ft. facility in Grenada, Mississippi.
**CATEGORY WINNER**

**Downtown Lansing Ottawa Power Station Project**
Lansing Economic Development Corporation
Lansing, MI

The Downtown Lansing Ottawa Power Station Project transformed a vacant and contaminated ten-story, former coal burning power plant into the world headquarters of the Accident Fund Insurance Company of America. This brownfield redevelopment project combined the renovation of the historic power plant with the construction of a new contemporary office space, to create results that are both visually stunning and extremely functional. A long list of physical, environmental and economic barriers had to be overcome to make the project a reality. Mayor Virg Bernero, the Lansing Economic Development Corporation, the City of Lansing and its Brownfield Authority worked closely with the developer, Christman Company, to overcome each and every hurdle. The Michigan Economic Development Corporation, Michigan Department of Environmental Quality, State Historic Preservation Office and the U.S. Environmental Protection Agency also provided invaluable assistance to help create a financial incentive package that turned a prominent symbol of stagnation and decline into a major generator of economic activity and civic pride. All together the $182 million project tallied over one million worker hours, retained 600 high-paying jobs and will create another 500 more positions over the next five years.

**HONORABLE MENTION**

**North Main Street Bridge Mitigation Strategy**
Rochester Economic Development
Rochester, NH

The City of Rochester, New Hampshire was awarded ARRA Funds to complete an important repair to the North Main Street Bridge, a stone-arched bridge constructed in the 1800's and that is still a main arterial into the Downtown Business District. The Economic Development Department saw the necessity to provide relief and support to the Downtown merchants to be affected by the 6 month bridge closure, which lasted June 1 through November 23rd, the day before Thanksgiving. The strategy was developed with the input of merchants, the Rochester Main Street Organization, the Chamber of Commerce and arts and entertainment groups. The plan involved aspects for communication of construction activity, downtown beautification, special events and promotions, initializing a “shop local” program and capacity building for entrepreneurs struggling with the weak economy on top of it all. The City Council funded $30,000 - less than half of the original request - and the coalition of support was able to pull off all of the elements of the plan including a television commercial which aired on the cable networks for 2 months. During the construction the business community pulled together and all of them survived through the Summer and Fall months.

**HONORABLE MENTION**

**Business Retention & Expansion - Single Event**
One Southern Indiana
New Albany, IN

Two of One Southern Indiana’s business retention and expansion clients were in desperate need of space to grow their respective operations. Accent Marketing Services and Kemper Foods International both considered opportunities to leave Indiana entirely, essentially pulling one of Clark and Floyd Counties’ largest employers (Accent) and one of its high growth companies (Kemper) out of the region. Accent had operations in three municipalities spanning both counties, while Kemper Foods was poised for future growth in Floyd County. With a national economic climate where States are hungry and hyper-competitive for the allure of new jobs, a premium was placed on the challenge of getting these three communities with competing interests to work together and ensure the region was not dealt a devastating blow.

With One Southern Indiana inviting all the key players to the negotiating table, the region united together to broker a deal keeping both companies’ in Clark and Floyd County. Although some of the facility addresses would change from one city to another, egos were checked at the door for the greater good of the region, and each community received a piece of the total project in the form of capital investment and added employment.
HONORABLE MENTION

**DMC Vanguard**
Wayne County’s Economic Development Growth Engine
Detroit, MI

The largest single investment in the City of Detroit’s history, Vanguard Health Systems’ $1 billion acquisition of the Detroit Medical Center (DMC) would not have been possible without significant cooperation from the State of Michigan, the City of Detroit, and Wayne County, who provided one of only two remaining geographic Renaissance Zones for this project, which created a virtually tax-free environment. Ultimately, this deal paved the way for Vanguard to clear the DMC’s balance sheet of over $400 million in debt and other obligations, as well as invest $850 million to expand and renovate DMC’s campuses, creating hundreds of new jobs for the region.

Named one of Site Selection Magazine’s Top Economic Development Groups of 2010, Wayne County’s Economic Development Growth Engine (EDGE) is leading the economic transformation of Southeast Michigan, working closely with local governments, private partners, and academic institutions to diversify this region’s economy and attract new businesses. Through strategic partnerships, robust incentives and a dedication to the businesses and citizens that have made their home here, Wayne County has emerged as a hub for advanced manufacturing, biotechnology, alternative energy, logistics, and air commerce.

**Business Retention and Expansion – Programs of 3 Years or More**

**POPULATION 200,000 – 500,000**

**CATEGORY WINNER**

**Business Expansion Toolkit**
Colorado Springs Regional Economic Development Corporation
Colorado Springs, CO

The Colorado Springs Regional Economic Development Corporation (EDC) has a proven track-record in its expansion efforts. For this reason, the EDC was asked and provided a grant by the Colorado Office of Economic Development and International Trade (OEDIT) to develop a “Business Expansion Program Template” based on the EDC’s capabilities, that is replicable statewide; and also, to assist the OEDIT with rolling out and implementing the program for economic development organizations throughout the State of Colorado.

Many communities, smaller ones in particular, do not have the means or the manpower to develop an expansion program. Most of their efforts are related specifically to attraction and retention. The purpose of this program is to help a community (or communities) allocate attention to business EXPANSION, netting new jobs for Colorado from existing Colorado companies, without a significant additional investment or development of resources in marketing, etc. The Business Expansion Toolkit, available to all Colorado communities, allows them to implement best practices in business expansion, offering a cost-effective way of leveraging existing resources. Economic development agencies of all sizes are able to utilize the toolkit, taking the tools that are appropriate in their areas, and also drawing from local community resources.

Community partnerships are part of what makes the expansion program in Colorado Springs successful. We work with many local partners to ensure that companies have the resources necessary for a local expansion. The EDC’s best practice toolkit will have a significant impact and effect on communities throughout the state.
The mission of the Colorado Springs Regional Economic Development Corporation, a private not-for-profit corporation, is to sustain quality of life through a healthy economy. It does so by providing economic development services that result in the current and future retention and attraction of primary jobs which provide for economic diversity, replacement of lost jobs and job opportunities for those entering the workforce for the first time. www.coloradosprings.org

**POPULATION GREATER THAN 500,000**

**BUSINESSFIRST greater richmond**

**CATEGORY WINNER**

*Business First Greater Richmond*
Greater Richmond Partnership, Inc.
Greater Richmond, VA

Business First Greater Richmond is a business retention and expansion program executed in collaboration with the economic development offices of Chesterfield, Hanover, Henrico and the City of Richmond. The program works to support the region’s existing businesses through a proactive outreach effort to connect area businesses to resources and information needed to grow and thrive.

The program uses a systematic, holistic approach by engaging economic development practitioners in each respective jurisdiction and a network of resource partners. Business First utilizes an innovative web-based technology platform to manage projects, which was the first in Virginia.

The outreach effort engages the business community as volunteers who have helped conduct interviews with more than 2,600 business leaders in Greater Richmond since 2006. Outreach teams are led by localities’ economic development staff. Interview results inform the economic development community and resource team who work to address critical business issues and remove barriers to business growth. Collectively, the responses serve to inform the region’s stakeholders on business climate issues.

The Greater Richmond Partnership, Inc. was launched in 1994 as a pioneering regional public-private initiative to serve as the regional economic development group for the City of Richmond and the counties of Chesterfield, Hanover and Henrico.

**HONORABLE MENTION**

*The GCP Business Development Program*

Greater Cleveland Partnership (GCP)
Cleveland, OH

An association of more than 15,000 business members, the Greater Cleveland Partnership (GCP) is one of the largest private-sector economic development organizations in Ohio and one of the largest chambers of commerce in the nation.

The GCP Business Development Program focuses on business retention, expansion and attraction opportunities. Our core objective: growth for Northeast Ohio companies. We execute our mission by conducting site visits with our businesses. We establish relationships that enable us to identify opportunities and challenges. We work collaboratively with our public and private partner organizations. We connect business to resources including but not limited to real estate, workforce, economic incentives and financial assistance.

Since 2007, our team has conducted site visits with over 600 companies. We have identified over 160 expansion projects, completing 60. From 2007 to 2010, our companies reported 155 potential projects with an estimate of 2,684 new jobs, 22,879 retained jobs, 3,337,500 square feet of real estate, and $648,870,000 investment.

In 2010 and 2011 Q1 & Q2, our expansion pipeline of projects grew by 24 which could result in upwards of 966 new jobs, 4,787 retained jobs, nearly 3,975,000 square feet of new real estate development, and $376,332,000 capital investment.
Entrepreneurship

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

WASHINGTON COUNTY

** getCategory winner**

**Will This Float**

Washington County Economic Development Council
Johnson City, TN

Will This Float is a business pitch competition giving entrepreneurs a platform to “float” their ideas. Contestants have 5 minutes to pitch their concept using any presentation aid they may have. A panel of three judges experienced in start-ups critique their delivery, concept, and business fundamentals. Ultimately however, the audience chooses the winner via text message voting. The winner receives $1,000 of seed funding, assistance from our local Small Business Development Center, and free space from Spark Plaza a Johnson City based co-working venue. Will This Float focuses on the initial stages of developing innovative ideas, while at the same time creates a platform for potential investors to learn about these ideas at an early stage.

**City of Dublin**

**get category winner**

**The Dublin Apprentice: Teen Entrepreneurial Camp**

The City of Dublin, OH
Dublin, OH

The City of Dublin Economic Development team provides programs to retain, expand, attract and create jobs and promote the success and global competitiveness of Dublin businesses in order to ensure the long-term fiscal health of the City of Dublin, the region and the State of Ohio.

In 2008, Dublin launched the Dublin Entrepreneurial Center to provide services and promote an environment to encourage entrepreneurial ventures. Realizing the need to engage the entrepreneurial spirit at a younger age, the Economic Development team worked with the City’s Recreation Services department, which offers school-age activity camps, to create a summer camp aimed at middle-school students. The result is an award-winning program where teens gain real-world business experience that gives them an opportunity to create new ventures.

The primary purpose of the Dublin Entrepreneurial Camp, also known as The Dublin Apprentice, is to capture the entrepreneurial spirit inherent in teens by building strong, long-term and sustainable partnerships between teens, local government and businesses. This program creates a system of transfer of valuable knowledge among teenagers and local businesses that prepare these young entrepreneurs for the future needs of the small business owner and workforce.

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

LEAP INC.

**get category winner**

**Entrepreneurs’ Edge**

Lansing Economic Area Partnership (Leap, Inc.)
Lansing, MI

Lansing Economic Area Partnership (Leap, Inc.) serves as Greater Lansing’s economic development organization. Leap is a coalition of area leaders committed to building a prosperous and vibrant region where business can thrive. To do this, we help entrepreneurs start new businesses, help existing business grow, and attract new businesses to the region. Through region-wide efforts, we work to attract and retain a talented workforce, support placemaking improvements throughout the region, and enhance the region’s cultural and creative assets.

Leap currently serves entrepreneurs by providing easier access to everything they need to launch and build sustainable companies in our region—globally competitive companies that will improve the area’s economic health. For entrepreneurs, being agile and intensely connected are essential components of maintaining a competitive advantage. Through Entrepreneurs’ Edge (E2), we have developed programmatic to serve all stages of venture development. E2 allows entrepreneurs to choose when and how to engage, primarily through three key stages - Discovery, Launched or Growth. Entrepreneurs and other small business owners from our region can now engage with E2 programs, events and participants to gain access to critical support services and expertise including domain experts and investors, while also developing a strong peer to peer network.
AWARDS

POPULATION GREATER THAN 500,000

**small business**
**DEVELOPMENT PROGRAM**
**CITY OF AUSTIN**

**CATEGORY WINNER**
**Small Business Development Program**
City of Austin Small Business Development Program
Austin, TX

SBDP is a race and gender-neutral, 100% city-funded program established to foster the creation, growth and survival of small businesses. SBDP has served over 14,000 clients since its inception in 2000. Most services are provided at no cost to the customer.

The SBDP’s services are needs-based and address the findings of a small business needs assessment study conducted in 2002 and updated in 2009 by providing the following services:

- One-on-one assistance in writing a business plan and formulating a marketing plan;
- Direct assistance in preparing a loan package and advocating on applicants’ behalf with lenders;
- Training classes on a variety of business topics;
- Online small business mapping service, www.ExploreLocalAustin.org;
- The Business Solutions Center, a dedicated facility, that offers access to business information through a variety of web-based resources;
- BizOpen®, which helps small business owners navigate Austin’s complex land development and building permit processes;
- Special-topic annual events such as the award-winning Meet the Lender® and Getting Connected® expos;
- Assistance with completing forms to establish a business in Austin;
- Online small business mapping service, www.ExploreLocalAustin.org;
- Information on doing business in Austin;
- Referrals to area small business services;
- Directories of local organizations that help small businesses, networking organizations, women and minority professional organizations, and City of Austin programs and incentives.

**CATEGORY WINNER**
**Advisory Board Council**
Small Business Development Center at University of Central Florida
Orlando, FL

Founded with the purpose of strengthening Central Florida’s economy, the Small Business Development Center at University of Central Florida conceived and developed the Advisory Board Council (ABC) in 2003 to help small businesses reach the next level. Funded by Orange County Government since the program’s inception to facilitate sustainable revenue and job growth, the Advisory Board Council provides established businesses with no-cost advisory boards comprised of area professionals who volunteer their expertise. The ABC targets second stage companies and is designed to offer an intensive period for the business owner to focus on key strategic issues to grow their company and improve business performance. Advisory boards are powerful management tools that assist firms to address challenges, strengthen their competitive advantage and take advantage of market opportunities. The ABC has found an extremely cost effective model to tap into community resources for the benefit of small businesses. The program’s $100,000 annual budget is modest compared to the economic impact achieved by its participating companies. The program has formed over 150 advisory boards for Orange County businesses, which have achieved $64.2 million sales increase, 1,804 jobs created and retained, $14.1 million in capital formation and $54.1 million in government contracts obtained.
HONORABLE MENTION
Bluegrass Business Development Partnership
Bluegrass Business Development Partnership
Lexington, KY

The Bluegrass Business Development Partnership (BBDP) drives wealth and job creation in the Bluegrass Region of Kentucky by supporting high-technology startup companies. High-tech startups encounter challenges not shared by other "lifestyle" startup firms. High-tech startups need a tremendous infusion of early cash to buy expensive scientific equipment and supplies, recruit Ph.D. level researchers, and attract experienced entrepreneurs to manage the business aspects of the company. To lower these hurdles, BBDP provides one-on-one support—individualized for each company at its stage of growth—in three areas: business planning, making connections, and securing funding. BBDP has worked with 144 startups and scores of individuals in Advanced Manufacturing, Biotechnology & Healthcare, Business Services, Education & Media, Energy & Biomass, Food & Consumer products, and IT & Software.

HONORABLE MENTION
JumpStart: Transforming Economies through High Growth Entrepreneurship
JumpStart Inc.
Cleveland, OH

JumpStart unites public, private, and philanthropic entities to transform regional economies through high-growth entrepreneurship. The organization has been working toward this goal in Greater Cleveland since 2004 by assisting and funding innovative startups with the potential to raise millions in capital, generate wealth, and create jobs for the community. As Northeast Ohio transforms, JumpStart is sharing its unique experience and expertise. The organization received funding from the U.S. Economic Development Administration and the Surdna and Knight Foundations to assist six Midwest regions across the country in assessing their unique strengths and accelerating their high growth entrepreneurial activities. And, as a founding partner of the Startup America Partnership, JumpStart is also working to raise $2 billion in public, private, and philanthropic resources to help other regions across the United States develop and strengthen their own entrepreneurial support ecosystems.

Neighborhood Development
POPULATION LESS THAN 25,000

HONORABLE MENTION
Downtown Wahpeton Appearance Program
City of Wahpeton
Wahpeton, ND

The Dakota Avenue Appearance Program was created by Wahpeton Economic Development Director Jane Priebe and adopted by the Wahpeton City Council in April of 2009. The purpose of the grant program is to enhance the downtown historic district. The initial funding was allocated from the Wahpeton City Sales Tax for Economic Development and administered by the Wahpeton Economic Development Commission. Investment in this central business corridor preserves...
and perpetuates a center of commerce that has existed since the frontier days of 1869 that is now competing with big box retailers conveniently located on a highway by-pass 2 miles northwest of the central business district. This program has been an essential piece in the re-investment of several historic buildings. It has helped to incent businesses to make exterior, structural and interior improvements to their buildings which in turn, have helped to revitalize a small Midwestern downtown.

POPULATION 25,000 - 200,000

HONORABLE MENTION
Downtown Incentive Reimbursement Grant
Denton Economic Development Partnership
Denton, TX

The Downtown Incentive Reimbursement Grant Program is a city funded grant which offers a 50:50 match for the expenses of downtown building owners’ improvements up to $50,000. Eligible improvements include new awnings and signs, outside wall repairs, utility upgrades, and other renovations that enhance the exterior of the buildings. Since fiscal Year 2007-2008, 15 grants have been awarded. For every dollar the City has invested, the private sector has invested $36. The redevelopment that has occurred in the past four years nearly equals the growth of the previous 17 years combined. Since the inception of the grant program, $6,793,814 has been invested in the area in new construction and redevelopment, which is directly related to grant recipients. This activity has encouraged others to build and develop in the downtown area. An additional $6 million has been reinvested in the area from private investors who did not seek grant monies.

POPULATION 25,000 - 200,000

CATEGORY WINNER
EastSide Phases I, II and III
Urban Redevelopment Authority of Pittsburgh
Pittsburgh, PA

The EastSide project is a successful effort to bring new employment and transit options into a retail corridor that had suffered through decades of disinvestment. A multi-phase, 20-year plan emphasizing ‘zipper development’ was designed and executed. The first stage brought Whole Foods store into a vacant commercial building; the second phase built a dense, two-story retail center mixing national and local businesses; the third, fourth and fifth stages include office/retail/residential units, a transit center, and a large two-story Target department store designed to fit within an urban context. With a plethora of new stores and establishments in the area, more customers are already being drawn into the community. The impact has been felt across various sectors: private investment has improved significantly, affordable and market-rate housing has increased, hundreds of new jobs have been created, and new projects are eager to enter the area. As an example of the success the project has seen, within the first two years of opening, the demand at Whole Foods was so strong that it hired 100 more employees than it had previously expected. Additionally, 56% of all new hires were from low-income communities, and 63% of the jobs paid more than minimum wage.
**CITY OF ORLANDO**

**CATEGORY WINNER**

*Orlando’s Pathways for Parramore Initiative*

City of Orlando  
Orlando, FL

In June 2005, Orlando Mayor Buddy Dyer and District 5 City Commissioner Daisy W. Lynum launched Pathways for Parramore, a comprehensive effort to revitalize Orlando’s historic Parramore Heritage community, which had become Orlando’s most blighted and crime-challenged neighborhood. At the time, 73% of Parramore’s 2,000 children lived in poverty, 47% of Parramore adults had neither a high school diploma, nor GED, and the juvenile arrest rate was 2 times the citywide rate of Orlando.

Pathways for Parramore focuses on revitalization in five key areas: housing, public safety, business development, children and education, and quality of life.

In just the first five years of Pathways for Parramore, revitalization successes include:
- The construction of 35 new and rehabilitated single family homes and the opening of 120 new housing units.
- Opening of 11 new retail and commercial businesses between July 2009 and June 2010.
- A 37% decline in violent crime.
- By engaging the nearly 2,000 youth living in Parramore, there has been an 80% decline in juvenile arrests.

After five years of concentrated revitalization efforts, the Parramore Heritage community is once again a safe, livable, sustainable and prosperous place for Orlando citizens, businesses and institutions to thrive.

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**HONORABLE MENTION**

*Pipeline to Finish Line Project: Newark’s Groundbreaking Year*

Brick City Development Corporation  
Newark, NJ

Brick City Development Corporation (BCDC) was founded in 2007 by Newark Mayor Cory Booker as the primary economic development catalyst for Newark, New Jersey. BCDC was organized to retain, attract and grow businesses, enhance small and minority business capacity and spur real estate development. Mayor Booker’s vision is for Newark to become “America’s leading city in urban transformation.” Critical to this effort is BCDC’s role in successfully promoting Newark’s assets, strategic location and bright future as a place for value creation and investments in an urban landscape.

The Pipeline to Finish Line Project (“the Pipeline/Finish Line Project”) was created by BCDC in response to Mayor Booker’s call for visible, catalytic change. 37 projects were in the Pipeline. All were stalled or slow moving. In response, BCDC formulated a strategy and mechanism to focus energy and resources toward the most actionable projects. Armed with a catalog of development possibilities, BCDC leadership assessed developer readiness and the viability of site and financing structures. From the original 37 projects, the BCDC executive team determined that it would work to move nine projects from the “Pipeline” and across the “Finish Line.” Collectively, this would result in over $282 million of investment.
POPULATION GREATER THAN 500,000

CITY OF AUSTIN

CATEGORY WINNER

IBIZ Districts
City of Austin Small Business Development Program
Austin, TX

The City of Austin recognizes and promotes the value of locally-owned businesses by funding the establishment and marketing of Independent Business Investment Zone (IBIZ) Districts. An IBIZ District is an association of merchants within a geographic area that promotes the district as a destination for shopping and entertainment through a cooperative marketing campaign. There are currently seven IBIZ Districts in Austin encompassing over 300 locally-owned businesses, with an eighth district forming.

The City of Austin contracts with a local, city-wide, non-profit merchants association (Contractor) to provide staff support for the districts. An area must submit an application and meet certain criteria to become an IBIZ District. Only locally-owned, independent businesses within the district are eligible to participate as district members. The Contractor assists potential districts to organize, choose a name and logo, and develop an initial marketing plan. The Contractor then performs all tasks required to implement the marketing plan, with some voluntary member assistance.

After establishment, the Contractor continues to work with each IBIZ District to host periodic meetings, maintain inter-district communications, solve problems that hinder the district’s success, and to develop and implement an annual marketing plan.

HONORABLE MENTION

Allegheny Grows
Allegheny County Economic Development
Pittsburgh, PA

Allegheny County Economic Development (ACED) is the premier public agency for economic and residential development in Allegheny County. ACED’s eight Divisions specialize in a variety of development services. The Business Development Division focuses on facilitating the growth of existing businesses and building strong of neighborhoods through community development programs. Among them is the Allegheny Grows program, which encourages community and workforce development through urban farming and gardening. Through a partnership with local non-profits, Grow Pittsburgh and the Western Pennsylvania Conservancy, Allegheny Grows provides education, planning resources and technical assistance for community food gardens in low-to-moderate income communities across the County. The program’s mission is to support and utilize community gardening activities to return vacant land to productive, visually attractive use; provide a platform for community engagement through a shared project; increase sources of fresh, local and healthy produce for communities; and educate communities on running a community gardening initiative. In its first two years, Allegheny Grows has transformed five vacant lots into thriving community food gardens, provided seven local food pantries with fresh produce, delivered fifteen rainwater catchment, composting and other educational workshops to participants and improved food access for nearly 100 families.

HONORABLE MENTION

Community of Lemay Neighborhood Development Initiative
St. Louis County Economic Council
St. Louis, MO

St. Louis County Port Authority’s Community Reinvestment Fund is an impressive example of the innovative use of an unlikely funding source to stimulate economic development on the neighborhood scale. From early on, the reinvestment fund has accomplished an environmental cleanup, streetscape improvements, historic preservation as well as the creation of jobs, investment and low interest loans for small businesses. Ultimately, the reinvestment fund is transforming a once disinvested community into a focal point of economic regeneration.

The unique funding resource is a land lease with casino owner and operator Pinnacle Entertainment. After years of severe contamination, the former National Lead site gained new life as the location of Pinnacle’s gaming and entertainment facility. When St. Louis County negotiated the deal, a benefit was included for Lemay, the South St. Louis County neighborhood where the facility was built. As part of the agreement,
Pinnacle completed extensive environmental remediation, built an arterial roadway within the area, and contributed $5.1 million toward a community center.

Using the rental payments, St. Louis County Port Authority established the Community Reinvestment Fund. The purpose of this fund is to endow community development projects that create new jobs and redevelopment opportunities. The reinvestment fund is allocated through 1) a grant process and 2) implementation of Lemay’s comprehensive plan and St. Louis County’s Comprehensive Economic Development Strategy (CEDS). For the first five years, 75 percent of Pinnacle’s lease payments are devoted to projects in Lemay.

**Human Capital**

*POPULATION 25,000-200,000*

**CATEGORY WINNER**

**Greater Dubuque Development Workforce Initiative**

Greater Dubuque Development Corporation

Dubuque, IA

With an unemployment rate of 24% in January of 1983, billboards in Dubuque, IA read “Will the last one in Dubuque please turn out the lights?” In 1984, Greater Dubuque Development Corporation was formed with an industrial focus that brought steady returns and, over time, assumed an expanded role to harness the strengths of the region. Although the economy improved, recruiting talent remained the perfect storm looming in the distance. The Greater Dubuque Development Workforce Initiative was created to address not only the needs of existing businesses expansion but also business prospects weighing Dubuque against competition worldwide. Ranking top 20 nationwide and number one in the State of Iowa for job growth, the Greater Dubuque region sets the pace as a visible leader in 2011. Boasting accolades from Forbes.com as the #1 Best Smaller Metro for Projected Job Growth and a #3 job growth ranking from Careerbuilder.com, Dubuque sets the pace for other communities across the country. Local leaders continue to shape a model community filled with ample opportunity and an ideal environment for the workforce of our future to thrive – one in which the lights stay on for our children, grandchildren and generations to follow.

**HONORABLE MENTION**

**METS Mobile Training Lab (METS Manufacturing Education Training System)**

Ponca City Development Authority/Pioneer Technology Center

Ponca City, OK

The Manufacturing Education Training System (METS) training lab was the brain child of Pioneer Technology Center and Laurence Beliel, current Director of Business Retention &Expansion at Ponca City Development Authority (PCDA), formerly of Pioneer Technology. The goals of the METS mobile training lab were simple: to take manufacturing equipment to companies and educational facilities to better expose the technical side of the manufacturing industry, recruit workforce from primary and secondary school levels, help businesses with onsite training to grow their companies and to retain training dollars in the community. These goals were in line with economic development goals in Ponca City and PCDA recognized this as a great economic gardening tool. The partnership between Pioneer Technology Center and PCDA continues to help existing, local industry to prosper as well as supporting new start up and relocating companies with training programs such as METS.

*POPULATION 200,000-500,000*

**CATEGORY WINNER**

**MichAGAIN**

Ann Arbor SPARK

Ann Arbor, MI

In an effort to lure back grads who have left the state to take jobs at burgeoning high tech firms elsewhere, Ann Arbor SPARK led a consortium of several private companies, economic development groups, and the University Research Corridor member universities – Michigan State University, the University of Michigan, and Wayne State University – to launch the MichAGAIN campaign. MichAGAIN hosts events in various cities with vibrant high tech communities and significant numbers of Michigan college alumni. These events connect talent with representatives.
from companies, such as GE and Barracuda Networks, colleges and universities, and economic development officials to talk about the career opportunities available to them back home in Michigan.

The main goal of MichAGAIN is to attract talent back to Michigan by raising awareness of job opportunities within growing companies. A secondary goal is of MichAGAIN is to generate buzz for the growing businesses -- and subsequent job opportunities -- in the state.

By attracting talent back to Michigan, MichAGAIN directly supports economic development in the state. Businesses benefit by having access to the talent they need to grow. Talent benefits by having opportunities for employment with exciting, growing businesses. As businesses and individuals succeed, so does the state’s economy.

**POPULATION GREATER THAN 500,000**

**Innovation Works**

**CATEGORY WINNER**

**Intern Program**

Innovation Works
Pittsburgh, PA

Innovation Works’ Intern Program helps match local technology companies with students to participate in a summer internship program, with the cost of the intern split 1:1 between the companies and Innovation Works. The purpose of this program is to demonstrate the value of interns to small technology and advanced manufacturing companies that do not regularly hire interns either due to cost or perceived value as well as help provide post-school opportunities in the region to promising students. Interns have a variety of backgrounds from undergraduate engineering students to MBA candidates and work on projects critical to the continued success of the participating companies, such as market segmentation and analysis and process analysis.

**Responding to Globalization**

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

**International Gateway**

**CATEGORY WINNER**

**Research Valley International Gateway**

The Research Valley Partnership, Inc.
Bryan-College Station, TX

The Research Valley International Gateway is a signature globalization program of The Research Valley Partnership to attract and help foreign-owned science/technology businesses rapidly and inexpensively enter the U.S. marketplace. For international companies pursuing the commercialization of their innovative products, the International Gateway offers proximity for connecting with The Texas A&M University System, one of the nation’s elite research institutions headquartered in The Research Valley. Whether entrepreneurs are exploring their market opportunities or going forward to establish a U.S. presence, the value-added, business virtualization services of the International Gateway streamline the complexities of launching, investing and developing customers in the U.S.

The Research Valley Partnership is a public-private economic development corporation and the catalyst for industry growth in the Bryan, College Station and Brazos County region of Texas. As an innovation economic development tool with Texas A&M collaborators, the International Gateway has positioned the community in a competitive position to secure foreign trade, investment and prospect deal velocity from targeted countries and preexisting international relations. Leveraging The Research Valley Partnership’s customized speed-to-market support in a strong, business and innovation-friendly environment, a new pathway for accessing the U.S. economy has opened.
Sustainable and Green Development

POPULATION LESS THAN 25,000

CATEGOR Y WINNER

Sustainable Lisle Business Partnership - “Green By Choice”
Village of Lisle
Lisle, IL

While the sustainable movement has generated enthusiasm around the world, how can municipalities facilitate positive sustainable changes within their communities?

Lisle, “The Arboretum Village,” has a great appreciation for nature. The world renowned Morton Arboretum, 1,700 acres of woodlands, wetlands, prairies, lakes and meadows, serves as the Village’s brand inspiration. To honor this nature connection, the Village is encouraging green or sustainable initiatives throughout the community.

Lisle businesses support this green focus by joining the Sustainable Lisle Business Partnership - “Green By Choice,” which focuses on meeting the needs of consumers, while reducing waste and conserving natural resources. Participating businesses receive a green audit, sell sustainable products/services and incorporate sustainable practices into operations. Members display “Green By Choice” decals in windows and colorful tent cards in stores. These materials thank consumers for supporting the business and direct them to the Village’s website to review the Green Directory of Lisle businesses. The directory lists each participating business’ green products, services and operations and highlights special green initiatives.

To stretch limited marketing budgets, the Village, organizations and businesses participate in joint marketing campaigns.

This program effectively introduced sustainability to many businesses and consumers in the community while supporting Lisle’s nature based brand.

POPULATION GREATER THAN 500,000

HONORABLE MENTION

KC Advanced Energy: America’s Home for Next Generation Energy Technology
Kansas City Area Development Council
Kansas City Region

The Kansas City Area Development Council (KCADC) is the area’s economic development agency charged with creating new jobs, new payroll and new capital investment throughout the entire bi-state, 18-county region of Kansas City. By establishing strategic targeted industry initiatives, KCADC identifies high-growth sectors to attract new investment to the region. With clean energy as a national priority, KCADC identified an opportunity to aggressively promote the Kansas City region for economic growth in this industry. The Kansas City Advanced Energy initiative positions our region competitively against other major national markets to attract new jobs and new investment in this industry. www.kcadvancedenergy.com

HONORABLE MENTION

Vail Academy and High School
UA Office of University Research Parks
Tucson, AZ

Vail Academy and High School (VAHS) is a K-12 charter school, operated by Vail Unified School District and located on the campus of the University of Arizona (UA) Tech Park. VAHS is the first K-12 educational facility in the country to be located on the campus of a university research park. This unparalleled integration creates an environment where students – from the earliest grades – see science and technology as accessible and approachable. In 1997, Vail High School opened its doors at the UA Tech Park. It provided high school students with an award-winning, school-to-work curriculum that allowed them to “rub shoulders” with scientists and engineers daily – both formally, through internships and work experience, and informally in the cafeteria and common areas. In 2005, new zoning ordinances forced the school to relocate to another location in the UA Tech Park. The
Vail School District and the UA Office of University Research Parks took a positive approach to this challenging turn of events – and used it as a catalyst to expand to a full K-12 program, housed in a state-of-the-art green facility.

**Real Estate Redevelopment and Reuse**

CATEGORIZED WINNER

**Whirlpool Corporation’s New Office Campus - Transforming Downtown Benton Harbor**

Cornerstone Alliance
Benton Harbor, MI

Cornerstone Alliance is a non-profit, investor-driven, economic development organization dedicated to tax and job base creation in the communities that comprise Northern Berrien County in the lower corner of Southwest Michigan. The organization partners with local units of government and other economic development organizations such as the Michigan Economic Development Corporation to facilitate location and expansion projects.

Our purpose is to facilitate change through partnerships to enhance the quality of life enjoyed by all through job creation and improved tax base. Services provided include site location assistance and customized research for business prospects considering our service area. Cornerstone Alliance serves as a single point of contact for companies, site selection consultants and corporate real estate executives.

This project is business retention accomplished through partnerships with several local government and state organizations, resulting in Whirlpool Corporation constructing a new 270,000 square foot, state-of-the-art office facility in Benton Harbor. The first phase of the project is a $20 million investment, with two subsequent phases to follow, totaling nearly $70 million, and housing 1,100 employees.

The project solidifies Whirlpool’s 100-year history of contributions toward building our community and our economy and will serve as the catalyst to the revitalization of Downtown Benton Harbor, as well as a beacon of commerce at the City’s western entrance. POPULATION 25,000-200,000

The Downtown Lansing Ottawa Power Station Project transformed a vacant and contaminated ten-story, former coal burning power plant into the world headquarters of the Accident Fund Insurance Company of America. This brownfield redevelopment project combined the renovation of the historic power plant with the construction of a new contemporary office space, to create results that are both visually stunning and extremely functional. A long list of physical, environmental and economic barriers had to be overcome to make the project a reality. Mayor Virg Bernero, the Lansing Economic Development Corporation, the City of Lansing and its Brownfield Authority worked closely with the developer, Christman Company, to overcome each and every hurdle. The Michigan Economic Development Corporation, Michigan Department of Environmental Quality, State Historic Preservation Office and the U.S. Environmental Protection Agency also provided invaluable assistance to help create a financial incentive package that turned a prominent symbol of stagnation and decline into a major generator of economic activity and civic pride. All together the $182 million project tallied over one million worker hours, retained 600 high-paying jobs and will create another 500 more positions over the next five years.
HONORABLE MENTION

**A Military Base Conversion Success Story**
America's Central Port
Granite City, IL

America’s Central Port®, which is managed by the Tri-City Regional Port District, is strategically located in the heart of the U.S. on the Mississippi River and adjacent to a strategic intermodal transportation system of river, rail and highway systems. The Port, and its tenants, offer a wide range of services and facilities including barge, rail and truck transfer of commodities, industrial, commercial and residential development sites, as well as warehouse and commercial lease opportunities. The former Charles Melvin Price Army Support Center was transferred to the Port by an act of the US Congress and now serves as an economic engine for southwestern Illinois.

HONORABLE MENTION

**The Palace Senior Housing Development**
City of Coral Gables
Coral Gables, FL

The City of Coral Gables, Florida is a beautifully architectural and tropical upscale community of approximately 47,000 residents and is also home to the University of Miami. The City has been focused in the last several years in bringing residential opportunities to its central business district, and also identified a strong community need for senior housing that would allow residents to remain in the City as they age. The City utilized an aging City garage property and a parking lot across the street, both of which were in a distressed condition, but well located within a block from the City’s main street and close to local hospitals, to enter into a public/private partnership with the Palace Group to build a new garage that replaces the public parking and provides additional parking to support an upscale residential building with 243 units being constructed across the street on the City lot. In addition, the Palace Group purchased an adjacent aging hotel property that was included in the site. A unique feature of the partnership was the creation of a Community Development District used to finance the public parking portion of the Project with the issuance of tax exempt bonds.

**POPULATION 200,000 – 500,000**

BUILDING PITTSBURGH WITH

**URAPORT**

**URBAN REDEVELOPMENT AUTHORITY OF PITTSBURGH**

**CATEGORY WINNER**

**Bakery Square**
Urban Redevelopment Authority of Pittsburgh
Pittsburgh, PA

The Bakery Square Project revitalized an abandoned industrial strip of East Pittsburgh through the strategic reuse of a former 6.5-acre Nabisco Bakery complex. Originally built in 1918 by the National Biscuit Company, the lot sat vacant since 1998. Thanks to a dedicated developer and strategic financial investment from the City and State, the site was turned into a LEED-certified, mixed-use lifestyle center.

The project currently includes office space, retail, a 120-room hotel, a coffee shop, a gym and an 849-space parking garage. Tenants such as Google, UMPC Technology Development Center, Anthropologie and Coffee Tree Roasters have crafted an identity that radiates through the area. Situated a short walk from two residential communities attracting young professionals, the project was also a part of the city’s attempt to reverse a decades-long trend of businesses and young workers moving to the periphery of the city. It has helped area businesses attract customers, property owners see an increase in the value of their homes, and Pittsburgh citizens appreciate the potential for large-scale reuse projects that bring in new employers while maintaining the architectural integrity of the Pittsburgh’s industrial past.
category winner

Pipeline to Finish Line Project: Newark’s Groundbreaking Year
Brick City Development Corporation
Newark, NJ

Brick City Development Corporation (BCDC) was founded in 2007 by Newark Mayor Cory Booker as the primary economic development catalyst for Newark, New Jersey. BCDC was organized to retain, attract and grow businesses, enhance small and minority business capacity and spur real estate development. Mayor Booker’s vision is for Newark to become “America’s leading city in urban transformation.” Critical to this effort is BCDC’s role in successfully promoting Newark’s assets, strategic location and bright future as a place for value creation and investments in an urban landscape.

The Pipeline to Finish Line Project (“the Pipeline/Finish Line Project”) was created by BCDC in response to Mayor Booker’s call for visible, catalytic change. 37 projects were in the Pipeline. All were stalled or slow moving. In response, BCDC formulated a strategy and mechanism to focus energy and resources toward the most actionable projects. Armed with a catalog of development possibilities, BCDC leadership assessed developer readiness and the viability of site and financing structures. From the original 37 projects, the BCDC executive team determined that it would work to move nine projects from the “Pipeline” and across the “Finish Line.” Collectively, this would result in over $282 million of investment.

category winner

NC Music Factory
Charlotte Regional Partnership
Charlotte, NC

Charlotte Regional Partnership collaborates with over 150 private businesses and 16 counties to market Charlotte USA. The NC Music Factory adds to the vibrancy of the region and provides an example of successful, cooperative use of economic development tools at every level of government: brownfields improvement involved Mecklenburg County and NC Department of Environmental and Natural Resources; US Department of Interior and NCSHPO historic site redevelopment and tax credits; City of Charlotte and NCDOT transportation agreements; and local support of Charlotte Center City Partners. The NC Music Factory, located in Center City Charlotte NC, illustrates the possibilities of challenging redevelopment and reuse in an urban setting. The site is surrounded by I-77 and I-277 beltway, yet was isolated in access across several active railroad tracks from the core of Center City Charlotte, and provides a point of connection across the beltway to the Greenville urban renewal neighborhood. Vision, risk, and experience by developers Rick and Noah Lazes combined economic development tools over a decade to accomplish creative use of space, talent, and promotion into an authentic destination district to the northwest edge of Center City Charlotte.
PARTNERSHIP AWARDS

Public-Private Partnerships

POPULATION 25,000 - 200,000

CANCER TREATMENT CENTER
Ardmore Chamber Foundation
Ardmore, OK

Ardmore’s new Cancer Center was developed and is owned by the Ardmore Chamber Foundation, a sister organization of the Ardmore Development Authority. The $15 million Center encompasses 13,377 square feet of modern medical space. The project mirrors the Ardmore Development Authority build-to-suit program. In this case, it is for a state of the art medical facility that is leased to Mercy Memorial Hospital.

Wes Stucky is President and CEO of the Development Authority, the Chamber Foundation and the Chamber of Commerce. This unique organizational set-up of a Public Trust Authority, Charitable Foundation and Membership Organization allows great flexibility in choosing the appropriate and legal method to develop and construct facilities benefitting the community.

The new Cancer Center is an economic development project (25 jobs and two new physicians); but more importantly, it is a project that improves medical services in the community. The new Cancer Center allows local residents to receive the best of cancer care in their own community with the most modern linear accelerator in the State available.

City of Orlando

CATEGORY WINNER
Amway Center
City of Orlando & Orlando Magic
Orlando, FL

A public-private partnership between the City of Orlando and the Orlando Magic, the Amway Center is a $480 million redevelopment project including a new 20,000 seat, 875,000 square foot sports and entertainment arena with supporting office, retail, parking, public plaza, infrastructure and surrounding streetscape improvements encompassing 20 acres in Downtown Orlando, Florida. Located on historic Church Street in the downtown entertainment district, the Amway Center opened in October 2010, on time and within budget as the new home of the NBA’s Orlando Magic, AFL’s Orlando Predators and will host national events, concerts and family shows.

The Amway Center project serves as a catalyst to revitalize Downtown Orlando and the surrounding Parramore neighborhood, once considered Orlando’s most disadvantaged and blighted community. Creating jobs for residents and opportunities for local, minority and women-owned businesses, project efforts provided more than 1,400 Central Floridians with employment. Firms owned by women and minorities performed more than $94 million worth of work on the project, representing one of the largest minority and women-owned business participation rates of any project in Florida’s history.

POPULATION GREATER THAN 500,000

2nd Street District
City of Austin Economic Growth and Redevelopment Services Office
Austin, TX

In 1999 the City of Austin initiated efforts to transform six city blocks in the southwest quadrant of its central business district. The City owned five of the six blocks fronting West 2nd Street, and wished to further several goals including: building a new City Hall; catalyzing redevelopment of a distressed downtown
area; returning underutilized city-owned land to the tax base; preserving historic assets; demonstrating responsible/sustainable land development practices; leveraging public assets to secure private investment; re-establishing downtown as a retail destination; adding downtown residential stock; luring major employers; creating a pedestrian-friendly public realm; creating a denser city center; stimulating additional public and private investment downtown; and, overall, strengthening downtown vitality. All six blocks have been redeveloped in partnership with six private entities. The City’s goals have all been realized. In 2010, the six block core of the 2nd Street District spun off $4.55 million in property taxes, and this was before the $300 million W Hotel and Residences project opened in late 2010. The district also produced $2.29 million of sales taxes in 2010. The success of the district, in spite of the recent economic downturn, has regenerated investment in residential and retail projects throughout downtown Austin.

**Partnerships with Educational Institutions**

**POPULATION LESS THAN 25,000**

**CATEGORY WINNER**

**A Perfect Public Private Public Partnership**

Borough of Glassboro
Glassboro, NJ

In an effort to address negative economic and social issues surrounding a blighted downtown and deteriorating residential areas that borders Rowan University’s campus, located in the heart of Glassboro, NJ, Glassboro’s governing body partnered with Rowan University’s administration to create the Rowan Blvd./Downtown Redevelopment project. The plan creates a roadway that directly links the University’s campus to the existing downtown with the expectation to spur revitalization. The plan, adopted by Mayor and Council and approved by a redevelopment team including Rowan University officials/planners, downtown redevelopment planners, Borough, county and state code officials, as well as SORA Holdings our master redeveloper and commercial marketing specialists; has initiated the renovation of the downtown without creating sprawl and is revitalizing the existing neighborhood with more efficient, updated housing, retail and commercial options. The partnership helped both entities realize the economic impact the students and University staff generate. They’re the true financial catalyst for the redevelopment. Glassboro’s Rowan Blvd./Downtown Redevelopment plan is an outstanding example of how a community/university based partnership utilizes this catalyst to restore its commercial core, enhance existing assets, utilize the creativity of students and create a walkable downtown where people live, work, learn, shop, play and dine.

**POPULATION 25,000 – 200,000**

**CATEGORY WINNER**

**City of York and York College of Pennsylvania SIFE’s York Business Academy**

Department of Community and Economic Development, City of York, Pennsylvania
York, PA

The York Business Academy (YBA) is a six-week program which provides new and prospective business owners with the concepts, details, and advice concerning operating and owning a business in the Commonwealth of Pennsylvania and the City of York. The YBA is run by the Students in Free Enterprise organization (SIFE) from York College of Pennsylvania. The content has been developed by the students with support and assistance of the Business Department faculty, based on entrepreneurs’ needs and updated based on feedback after each class. YBA sessions include Developing A Business Plan; Strategic Planning; Accounting and Financing Growth; Understanding City Codes, Zoning, Permits, and Inspections; Marketing and Customer Service; and Tax Regulations. Classes have been held for the past seven years with fall and spring sessions.

Over the life of the program, more than 175 students have graduated, with 25 of those students currently running their own businesses. The most recent class was the most successful to date, with 26 students, including two high school students, completing the six-week program. This program, conducted by a group of dedicated volunteers from the College and the City, has inspired and motivated program participants to continue their pursuit of economic self-sufficiency.
CATEGORY WINNER
Growing Our Own Workforce in Virginia’s Region 2000
Virginia’s Region 2000 Technology Council
Lynchburg, VA

The Region 2000 Technology Council and Central Virginia Community College have formed an ongoing dynamic partnership in an effort to cultivate a workforce appropriate to regional employers’ future needs. Since 2003, this effort has reached thousands of area youth and adults in K-20 via activities and initiatives in the “Grow Your Own Workforce” initiative, an innovative use of the career pathways model. The primary design philosophy of the “Grow Your Own” comprehensive workforce development strategy was to create well-defined, regionally relevant career path pipelines with activities and opportunities, which extend from elementary school through graduate education.

The “Grow Your Own” project provides a seamless continuum whereby students can access engaging educational activities, career technical education, post-secondary education, and hands-on work experience with area employers. The Initiative has as its main focus the nuclear technologies career pathways, however the components of the pathway provide an effective regional pipeline for all STEM (science, technology, engineering, and math) careers.

The “Grow Your Own Workforce” partnership has provided an effective bridge between economic development and education in Virginia’s Region 2000. By providing for employers’ future workforce needs and bringing students together with area employers at an early age, the region is working proactively to produce a workforce appropriate to the region’s projected strong growth in technical jobs.

CATEGORY WINNER
Maryland Industrial Partnerships (MIPS)
University of Maryland / Maryland Technology Enterprise Institute (Mtech)
College Park, MD

MIPS provides matching awards for collaborative R&D between Maryland companies and University System of Maryland (USM) faculty to develop innovative technology products that create jobs in Maryland. This innovative program, unique among US states, leverages the world-class expertise and facilities of Maryland’s public universities, putting them to work for the State’s economy.

Both MIPS and company funds go to University faculty and student researchers. Participating companies co-fund these projects with matching contributions depending on their size. MIPS has engaged nearly 500 Maryland companies in every part of the State in developing products from biotechnology to clean energy, homeland security, communications, information technology, aerospace, and many others. Commercial products aided by MIPS projects include: MedImmune’s Synagis® drug for infant respiratory disease; Black and Decker’s Bullet Speed Tip Masonry Drill Bit; Hughes Network Systems’ industry-leading HughesNet Internet-via-satellite product; and Martek Biosciences’ Formulaid® infant formula additive.

MIPS applications are subject to a rigorous evaluation process consisting of reviews of both technical merit and economic potential. MIPS’ track record of successful technology innovation and commercialization has proven that the program works. Successful commercial product development supported through MIPS has generated $21B billion in sales, created jobs and increased the state of Maryland’s revenue.
**AWARDS**

**HONORABLE MENTION**  
*The Nanotechnology Institute--Accelerating Innovation*  
The Nanotechnology Institute  
Philadelphia, PA  

The Nanotechnology Institute™ (NTI) is a novel program that has succeeded in removing barriers to innovation, entrepreneurship and the commercialization of university research. Created in 2000, the NTI addresses these barriers through completely new thinking and new structures, uniquely combining: (1) core public investment of funds carefully managed by a leadership team that integrates faculty, economic development experts, and technology transfer officials; (2) multi-university participation through a novel, comprehensive IP-pooling and revenue-sharing strategy; (3) strategically-targeted grants to universities and loans to small businesses that promotes faculty-industry collaboration and prioritizes university IP with commercial potential; (4) strong emphasis on interdisciplinarity, regional strengths, and high quality research; (5) recruitment of commercialization experts in oversight and program review, and (6) extensive outreach, networking, information sharing, and marketing efforts. These coordinated activities are generating outcomes at an accelerating pace: In the past three years the number of new IP assets, technology licenses, and new company spinoffs has exceeded all activities in the previous seven years. Most importantly, these activities are now being reflected in real economic impact for the region in terms of job growth. This reflects not only the maturation of nanotechnology in general, but the success of the NTI model in particular.

**HONORABLE MENTION**  
*Employ Florida Workforce Centers*  
Workforce Florida, Inc.  
Tallahassee, FL  

Banner Centers partner with industry in targeted sectors to identify training needs and, among other things, create new curricula. A key objective is to create timely and relevant training that can be shared across multiple educational institutions and training providers for access by businesses statewide.

According to labor market statistics, more than 70 percent of Florida’s current labor force will still be in the state’s workforce 10 years from now—making skills upgrade training critical to businesses and to Florida’s future.

Banner Centers are designed to respond to the needs of business. With industry, workforce, education and economic development all working together through postsecondary institutions and industry organizations, the Banner Centers are able to address existing, real-time and emerging needs for training.

The Banner Center concept surfaced formally in the 2004-2009 Roadmap to Florida’s Future and remains a world-class talent component of the state economic development plan.

Banner Centers Trainees’ wages increased 48% fifteen months after completion of training [2008-09 FETPIP data]
Regionalism and Cross-Border Collaboration

POPULATION 25,000-200,000

Central Alberta: Access Prosperity

CATEGORY WINNER
Central Alberta Foreign Direct Investment Project
Central Alberta: Access Prosperity
Red Deer, AB
Canada

The Foreign Direct Investment (FDI) Project is an investment attraction initiative aimed at economic diversification and stabilization of the Central Alberta region. The FDI project is planned and implemented by a highly collaborative partnership between Red Deer Regional Economic Development (RDRED) and Central Alberta Economic Partnership (CAEP). RDRED is a strategic alliance between the Red Deer Chamber of Commerce, The City of Red Deer, Red Deer County and Red Deer College. CAEP is a regional economic development alliance consisting of 42 municipalities and 15 associate members that include industry associations, post-secondary institutions and private companies.

Since 2008, RDRED and CAEP have contributed $273,000 to the FDI Project and have successfully leveraged an additional $240,000 in federal funding to supplement the project. By project completion in April 2011, the project has become a critical enabler of bringing in new investment and strategic alliances into the region and developed a new branding identity, Central Alberta: Access Prosperity which could be used for FDI purposes. This collaboration, in pursuing shared strategies and joint funding is exemplary of the positive impact that regional cooperation can have on an area.

First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE)
First-Ring Industrial Redevelopment Enterprise, Inc./City of West Allis
West Allis, WI

First-Ring Industrial Redevelopment Enterprise (FIRE) is a regional Community Development Entity, formed in 2007, strategically focused to provide gap financing to mixed-use developments, commercial, and industrial development projects and expansions throughout the Southeast Wisconsin historic industrial corridor (Kenosha, Racine and Milwaukee counties). FIRE was created utilizing the experienced development and NMTC team from the City of West Allis. The City partnered with neighboring communities and economic development shareholders to form FIRE in seeking New Markets Tax Credits from the U.S. Treasury. With the main mission being stimulation of regional economic growth, FIRE’s vision is to inject capital into projects throughout three (3) counties that produce job creation and retention, to enhance tax base growth, and to yield new life in the urban cores of targeted dis-invested areas. Beyond the direct benefit, FIRE supports projects that advance “green” concepts and workforce development (i.e. job training), or employment initiatives such as minority business participation. FIRE received a NMTC allocation of $35 million in 2007, followed by a $70 million allocation in 2009. To date, FIRE has obligated all $105 million in NMTCs, which has leveraged over $200 million of new development and economic output, and fostered the creation of 1,600 family-supporting jobs.
POPULATION GREATER THAN 500,000

METRO PULSE BUSINESS RETENTION & EXPANSION

CATEGORY WINNER

Metro Pulse Partnership
Sacramento Metropolitan Chamber of Commerce
Sacramento, CA

Metro Pulse is a partnership of eighteen public, private and non-profit partners in the 6-county Sacramento region. These partners have pooled cash and in-kind resources to maximize the cost effectiveness of our region’s business retention and expansion efforts. The partnership is governed by a steering committee of the investors (partners), each of whom sign an intergovernmental cooperation agreement that specifies the protocols by which they must adhere.

Each partner receives a voting seat on the steering committee, which directs both the activities and the finances of the partnership. As the Managing Partner, the Sacramento Metro Chamber provides administrative support to the partnership, including management of the partnership’s finances. All funds dedicated to the partnership’s activities are accounted for separately from the general finances of the Metro Chamber.

Since launching Metro Pulse in May 2007, the partners have conducted nearly 8,200 face-to-face visits with existing regional companies. As they have expanded use of the business walk model and engaged in other business retention and expansion strategies, they have increased their annual number of business visits every year. In 2007, they visited just over 450 businesses. In 2010 alone, they visited approximately 4,200.

HONORABLE MENTION

Space Transition Public Relations Strategy
Economic Development Commission of Florida’s Space Coast
Rockledge, FL

The flux in America’s space program – in particular, the Space Shuttle retirement – provided the Economic Development Commission of Florida’s Space Coast with an opportunity to develop a proactive, affirmative response to capitalize on national media attention and mitigate negative press – the Space Transition Public Relations Strategy. This awareness provided us with an unprecedented opportunity to highlight the Space Coast’s opportunities and competitive advantages. However, if this endeavor was to accomplish its goal, we needed to forge a partnership with Space Coast business, political, and community leadership. A collaboration was born. Where other communities might suffer in silence through a uniquely challenging economic hardship, the Space Coast partnership, comprised of the EDC, Brevard County, 16 municipalities, Space Florida, Brevard Workforce, Space Coast Tourism Development Council, Lead Brevard, four Chambers of Commerce, and numerous private sector leaders, acted expeditiously to capitalize on an opportunity. As Space Shuttle Atlantis embarked on the final such mission on July 8, this partnership realized the fruits of its labor. As news reports spanned the globe, several key messages from the Space Transition Public Relations Strategy came into view, offering reassurances that the Space Coast would indeed emerge from this economic challenge, perhaps even stronger than before.