**PROMOTIONAL AWARDS**

**General Purpose Brochure**

**POPULATION LESS THAN 25,000**

**GOLD**

**Port Colborne**

**Niagara’s South Coast**

*Manufacturing & Transportation Brochure Series*
City of Port Colborne
Port Colborne, ON
Canada

Port Colborne is one of the few communities that has been adding jobs in its manufacturing sector over the past ten years. Through diversification, innovation, and collaboration, flexible metal fabrication and machining shops in Port Colborne have found niche markets for custom fabrications. A major asset to these companies is the presence of a sophisticated multi-modal transportation network in Port Colborne that is comprised of road transportation, short-line rail service, marine transportation, and air-freight services. This network allows large scale and oversized manufactured products to be shipped from shops in Port Colborne to destinations across North America, and around the world.

Recognizing both of these unique competitive advantages, the economic development department produced a series of companion brochures that promote business retention and expansion by highlighting the established supply chain and the community as a location for new manufacturing investments. The “Multi-modal Transportation Solutions”, “Manufacturing: Fabrication & Machining” and “Manufacturing: Wind Energy” brochures function as stand-alone brochures, companion pieces, or to complement community information folders. The brochures feature profiles on key manufacturing sectors, workforce data, location and transportation options, government incentives, and a brief directory of Port Colborne companies engaged in the specific industry the brochure is targeting.

The objective of these brochures is to support Port Colborne’s Economic Development Strategy and promote Port Colborne’s established fabrication, machining, wind energy multi-modal transportation supply chain. The brochure kit was designed to build awareness of the competitive advantages that Port Colborne and Niagara offers to manufacturers in the fabricated metals sector, green-energy sector, and multi-modal and specialized transportation. In addition to business attraction, the brochures play a strong role in businesses retention and expansion, through marketing fabricated metal manufacturers and transportation companies.

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**

**GOLD**

**Richmond Hill**

*Richmond Hill Community Profile*
Town of Richmond Hill
Richmond, ON
Canada

The Richmond Hill Economic Development Community Profile was designed to provide an at-a-glance review of the points of parity and differentiation that make Richmond Hill the smart place for business.

The development of a Community Profile is a standard for many Economic Development teams, however the Richmond Hill version takes the next step in promoting the community. Integrated into this Community Profile are the standard points of parity, such as location, transportation, and quality of life. However the points of differentiation include the fact that we have the highest educated workforce in Canada, highlighting our sectors of strength, featuring the leading edge innovation happening in the community and our standing as a community for business now and in the future.

The project was a true collaboration between members of Richmond Hill Economic Development Staff, Town Council and the local business community. The result was an attractive document that expertly
“...I see economic strategies all over the world. This is certainly the tightest, the smartest and the best one I’ve ever seen.”

Dr. Richard Florida on Millier Dickinson Blais’ work for the City of Markham.

“I have found Millier Dickinson Blais to be scrupulously professional, thorough in their analysis of the issues under consideration and committed to finding creative and sustainable solutions to the problems identified.”

Dr. Eddie Friel OBE,
Expert in Residence at the Niagara University College of Hospitality and Tourism Management

“We’ve had the opportunity to work with Millier Dickinson Blais on several cross-border initiatives, including their team’s valuable contribution to International Day 2012. Through these partnerships, we’ve seen firsthand their knowledge and experience in both workforce development and economic development on both sides of the border.”

Ron Painter
CEO, National Association of Workforce Boards

Economic Development for a New Economy

From Detroit to Kiev, and from London to Toronto, Millier Dickinson Blais have built a reputation for effective, multidisciplinary approaches that provide communities with new kinds of economic development tools for a new kind of economy. With a rapidly growing US client base, Canada’s largest economic development specialists have built an international following through ideas, innovation and impact. For a taste of Millier Dickinson Blais, check out the monthly digital economic development publication This Is Not A Newsletter (TINAN), the largest-circulation economic development periodical in North America. Visit www.millierdickinsonblais.com for more information.
balances concrete factors like transportation infrastructure with highly desirable lifestyle features to paint a picture of a dynamic community that is open for business. The Community Profile is the centrepiece of Richmond Hill Economic Development communications and is available in print as well as online through the Economic Development website.

Visit the Town of Richmond Hill’s website for more information, www.richmondhill.ca, or www.BusinessRichmondHill.ca

**SILVER**

**Cedar Hill Community Profile 2011**
Cedar Hill Economic Development Corporation
Cedar Hill, TX

The Cedar Hill Economic Development Corporation (EDC) is a Type A Corporation operating within the City of Cedar Hill, Texas. The mission of the Cedar Hill EDC is to retain and expand business through a proactive retention and expansion program, attract desirable business and industry by fostering a business friendly environment and aggressively market Cedar Hill using a multi-faceted approach. The organization includes a staff of three, led by Director Allison J. H. Thompson, CEcD, EDFP.

The Cedar Hill Community Profile is a 31-page, 8.5” x 11” saddle-stitched booklet that contains information about the City including demographics, business climate, quality of life, educational institutions, maps, and community resources. The document is in full color and is updated annually to ensure accurate information. The information is displayed in text, pictures, charts, and graphs. It is used externally to promote Cedar Hill to prospective businesses and internally to provide information about the City to existing businesses and citizens. The Community Profile is available in print, as well as a PDF on the organization’s website. It is researched, written and designed by Marketing, Events and Business Retention Manager Michaela Dollar.

**New Business Guide, Friendswood, TX**
City of Friendswood Economic Development Office
Friendswood, TX

The City’s Economic Development Office recently published a New Business Guide that was designed to be a convenient tool to assist business owners through the process of starting a business in Friendswood, Texas. The comprehensive new guide provides information about economic development incentives, development regulations, zoning, permit applications, local taxes, and business resource contacts. Prior to the New Business Guide being published, several documents were provided to business prospects from two different offices - the Economic Development Office and Community Development Department. The new guide combines important information from both departments about local incentives and development regulations in a format that is informative, visually appealing, and easy to read and understand. A flowchart is included in the Guide that directs a business through the various steps and processes in establishing a business in Friendswood and also explains what assistance is available from the Economic Development Office. The City of Friendswood has successfully worked with many new businesses that have decided to establish themselves in our community. This new guide is designed to not only explain the City’s processes to the development community, but also encourage helpful and supportive interaction as well.

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

**GOLD**

**First Impression Piece**
Lincoln Partnership for Economic Development
Lincoln, NE

The First Impression Piece provides a brief snapshot of Lincoln above-and-beyond the numbers. Every person can recite unemployment rates, populations, incomes, etc. The goal of this piece, which would lead a complete campaign, was to let people know...
why doing business in Lincoln is better. This would be accomplished in three ways: first, the piece would focus on four core areas of strengths: workforce, technology & innovation, business costs, and quality of life. These were all backed with tangible items that could be measured. Second, success stories were gathered for each of the four core areas of strength. These stories showed not only a diversity of business but a diversity of people. Finally, a new look for Lincoln was established moving the organization towards a new branded look.

SILVER

EDC Target Cluster Brochures
Economic Development Coalition for Asheville-Buncombe County
Asheville, NC

Asheville is the capital of Western North Carolina and is at the heart of a four county metro region with a population of over 400,000. The EDC of Asheville-Buncombe County is a public private partnership which serves as the lead economic development organization for both the city and county.

Description:
The newly created brochure’s provides the reader with an easy-to-digest overview of the five target clusters through a combination of story, profile, achievement, supportive data, and regional photography. Through the voices of our business community we share compelling stories and activities that communicate our economic development efforts and Asheville’s unique brand. We also show that the area is highly competitive and prepared to support key business needs such as space, infrastructure, advanced technologies, and an educated, talented workforce. Corresponding data is compiled to detail facts, trends, and outlook, as well as to provide context and comparison.

POPULATION GREATER THAN 500,000

GOLD

GREATER MSP
Greater MSP - Prosper here
GREATER MSP
Minneapolis Saint Paul, MN

GREATER MSP is committed to accelerating job growth and capital investment in the Minneapolis Saint Paul region. It leads in developing an integrated economic development strategy across all economic development organizations, branding and marketing the region, and acting as a “one-stop-shop” for businesses looking to expand or relocate in the region. This brochure is the first for the region and tells prospects why “Business and People Prosper Here.”

SILVER

Florida’s Space Coast: America’s High Tech Titan
Economic Development Commission of Florida’s Space Coast
Rockledge, FL

The Economic Development Commission of Florida’s Space Coast designed a comprehensive piece, highlighting the Space Coast’s competitive advantages. Understanding that virtually every geographic region holds distinct competitive advantages, the EDC’s marketing and policy development team identified the Space Coast’s unique strengths, developed the brochure concept and tagline (America’s High Tech Titan), wrote the copy, researched rankings and statistics from credible sources, and identified illustrative photos. Third party rankings lend credibility and substantiate our claims of excellence. No other region can make these exact claims. While the design speaks to our space industry heritage, the brochure also focuses on additional advantages, including our high-tech workforce demographics, national and state wage comparisons, key economic drivers such as Patrick Air Force Base and Cape Canaveral Air Force Station. Designed as both hard copy and electronic form, the EDC’s “High Tech Titan” brochure has earned high marks from the Space Coast’s business community. In highlighting the Space Coast’s unique advantages, the brochure has positively contributed to recent business attraction and expansion success.
**GROW in WINNIPEG Brochure**  
Economic Development Winnipeg Inc.  
Winnipeg, MB  
Canada

Organization: Economic Development Winnipeg Inc. (EDW) is the lead economic development agency for the city of Winnipeg. EDW is a not-for-profit organization that leads and facilitates investment, capacity building, partnership, tourism development, marketing and the management of market information for Winnipeg. EDW facilitates targeted sector development, promotes Winnipeg’s diverse economy and high quality of life, and leads global business attraction, and local business retention and expansion with its Yes! Winnipeg business development team.

Project: The GROW in WINNIPEG brochure is an information attraction piece; clearly identifying a strong and compelling business reason for locating in Winnipeg - the best opportunity in Canada for growth. The piece also speaks to lifestyle opportunities in the city; showcasing Winnipeg as a vibrant and exciting community.

The GROW in WINNIPEG brand concept was developed to differentiate Winnipeg from other Canadian cities and to speak to our competitive advantages as a location. This concept is flexible and adaptable for both business attraction and lifestyle promotion. The theme and its attendant words are clean, crisp and to the point; chosen because they are common, everyday and memorable phrases that tie directly to key strengths and sectors.

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**Special Purpose Brochure**

**POPULATION 25,000 – 200,000**

**GOLD**

**Elgin Arts Trail Discovery Guide**  
County of Elgin  
Elgin County, ON  
Canada

The Elgin Arts Trail Discovery Guide is a route through Elgin County and St. Thomas that enables local and external tourists to discover and explore the unique art and artists of Elgin and St. Thomas. The program was designed to build local awareness of artists in Elgin and St. Thomas, evoke a sense of pride within the community and increase artisan revenue. Elgin County Economic Development has a vision to support and foster an environment of prosperity and opportunity for the County of Elgin, its residents and businesses. This is accomplished through investment readiness, partnerships and outreach in the community, effective marketing and promotion of Elgin County and growth in key sectors.

**Datacenter Flip Book**  
Iowa City Area Development Group  
Iowa City, IA

The Iowa City Area Development (ICAD) Group is an economic development organization located in Iowa’s Creative Corridor, a seven-county economic region in Eastern Iowa.

Prior to attending AFCOM’s Data Center World Conference in 2011, ICAD Group and the Cedar Rapids Metro Economic Alliance created a promotional piece to clearly illustrate our geographic location and its benefits for data centers. Working with in-house material, local and state testimonials, and multiple maps, we created a 10 page flip book/field guide, about the size of a pocket notebook. We implemented a ‘less-is-more’ approach and used images and bullet points to tell our story and encourage more in-depth research. Many pages referenced our regional website and encouraged readers to find more material on risk factor maps and new state legislation benefiting their industry online. We also included a QR code on the back so readers could quickly visit the website using their smartphones.
This project was accomplished in a very short window, with writing, design, and printing occurring in less than five days. We were fortunate to have much of the expertise in house, especially working with the Cedar Rapids Metro Economic Alliance, and the design services of Robyn Hepker of Benson Hepker Design.

SILVER

Valley View Business Park
The Scranton Plan
Scranton, PA

The Scranton Plan is the industrial marketing arm of the Greater Scranton Chamber of Commerce. The mission of The Scranton Plan is to create and retain jobs for Lackawanna County. With the help of two Chamber divisions, the Scranton Lackawanna Industrial Building Company (SLIBCO) and the Lackawanna Industrial Fund Enterprises (LIFE), the Scranton Plan is the driving force behind job creation and retention for Lackawanna County.

The Scranton Plan partners with relocating and expanding businesses, serving as their community development partner throughout their entire site selection process.

The Scranton Lackawanna Industrial Building Company (SLIBCO) is a wholly owned subsidiary of the Greater Scranton Chamber of Commerce and is organized as a not-for-profit industrial development corporation under Pennsylvania Law. SLIBCO has been responsible for the construction of 15 business parks and has completed seven built-to-suit and renovation projects totaling over 1.2 million square feet.

The Chamber of Commerce formed the Lackawanna Industrial Fund Enterprises (LIFE) to serve as a non-profit community banking arm, funding SLIBCO development projects.

The Scranton Plan, SLIBCO and LIFE team have enjoyed great success assisting relocating and expanding businesses to Lackawanna County and have won national awards for its economic development efforts. The Development of the Valley View Business Park Brochure is used when marketing available land sites to prospective clients.

POPULATION 200,000 – 500,000

GOLD

Promoting Conservation: Business Incentive Programs Offered by Riverside Public Utilities
Riverside Public Utilities
Riverside, CA

Riverside Public Utilities developed its commercial incentives booklet to inform local businesses of its many conservation incentives, introduce them to their personal account managers, and show company owners throughout the region and beyond why the City of Riverside would be an excellent location for their businesses. The booklet highlights Riverside Public Utilities’ heritage, fiscal strength and reliability, along with the City’s beauty and livability.

SILVER

Lincoln’s Top Rankings, “What Others are Saying”
Lincoln Partnership for Economic Development
Lincoln, NE

The Lincoln rankings brochure, “What Others are Saying,” is a tri-fold piece to showcase Lincoln’s top rankings. Due to the sweeping of multiple national rankings, the brochure categorizes Lincoln’s rankings into three separate sections; Lincoln works for business, Lincoln builds on people; and Lincoln builds on quality. Within the brochure is a multitude of rankings from various credible publications including MSNBC, Forbes, and ABC News. All rankings within the brochure are continually updated and date no later than two years to show Lincoln is constantly at the top of its rankings.
POPULATION GREATER THAN 500,000

GOLD

Greater Phoenix, USA: America’s Brightest Spot for Solar
Greater Phoenix Economic Council
Phoenix, AZ

As one of the leading markets for solar and renewable energy, Greater Phoenix offers a strong value proposition to companies in this space looking to expand or relocate. The Greater Phoenix Economic Council, the region’s leading economic development group representing 20 communities, Maricopa County and more than 150 investors, created a very unique and targeted marketing piece to package this value proposition in a visually compelling way.

SILVER

Boise Valley: Target Industry Brochures
Boise Valley Economic Partnership (BVEP)
Boise, ID

The Boise Valley Economic Partnership (BVEP) is the regional economic development organization for the Boise Valley in Idaho (population 645,000). In late 2010, BVEP commissioned an industry analysis for the Boise MSA and identified four target industries to pursue: food-processing & agribusiness, professional services (back-office & shared service operations), technology and light manufacturing. In 2011, BVEP started a new 5 year campaign initiative with a focus on recruiting and expanding jobs within these industries.

In 2012, our team designed special purpose brochures that contain specific information relating to the targeted industry. These brochures are full of data, statistics, and profiles that speak directly to a business within that industry. We wanted to create an in-depth piece that would answer targeted questions a business in that industry might have. By creating four separate pieces we are able to add solid information for a company that is considering our region.

POPULATION LESS THAN 25,000

GOLD

Aerial Map and Community Information Brochure
Hutto Economic Development Corporation
Hutto, TX

This Hutto Economic Development Corporation 2011 Aerial Map and Community Information Brochure is a double-sided aerial map and informational poster-sized display of Hutto, Texas, designed to fold up to a portable, letter-sized document. One side boasts an up-to-date aerial depicting not only city limits, zoning and land-use designations, but it also highlights all national retailers and local retailers that fall into the categories of restaurant/dining, lodging, medical facilities, public service facilities, or gift retailers. The opposite side (the informational guide) features zoning and boundary maps, demographic data, a regional perspective, facts and unique community information.

The Hutto Economic Development Corporation 2011 Aerial Map and Community Information Brochure was innovative in that it utilized a non-traditional format for economic development marketing that has proven to be preferred among Central Texas developers over multi-page general-purpose brochures. This document is widely used with developers, real estate professional and community leaders because it provides a concise, singular collateral piece with a comprehensive aerial view and other relevant information important to the development process. The other unique aspect of this project is that the design, layout, research, and development were done completely in-house by Hutto Economic Development Corporation staff, allowing unique community features to be highlighted throughout.
AWARDS

SILVER

Carbohydrate Valley Video
City of Port Colborne
Port Colborne, ON
Canada

This video is part of an important strategy to leverage existing businesses in Port Colborne’s bio-food cluster, Carbohydrate Valley, to attract new investment to this rapidly expanding business stream. A new 11-minute high-definition video promotes the concept of Carbohydrate Valley to viewers, along with strong messaging about the role that Port Colborne plays in the bio-food industry.

Carbohydrate Valley consists of a growing cluster of companies actively engaged in the biotechnology and food-ingredients/food-processing sector. These include grain and oil seed milling, grain terminals, as well as biotechnology firms Casco and Jungbunzlauer. Through partnerships between these companies, a local supply chain exists where locally grown grain can be milled and refined into value added products and ingredients that are shipped internationally.

The theme of the video – “all the right ingredients” – emphasizes that Port Colborne is one of the few locations in North America with local access to glucose and citric acid means and is well positioned for major investments in the bio-food industry. Port Colborne’s transportation network, “open for business” attitude, labour force, and attractive lifestyle means Port Colborne has all the right ingredients for success in business. It offers the amenities that businesses require, and the lifestyle that employees want.

GOLD

Innovation at Work
Fond du Lac County Economic Development Corporation (FCEDC)
Fond du Lac, WI

This video-in-print project is an effort to showcase Fond du Lac County Economic Development Corporation’s (FCEDC) in-depth study on the area’s seven targeted industries. From cow-carousels that improve milking efficiency to the unique generation of renewable power, innovation is at work in Fond du Lac County, Wisconsin. To talk about innovative businesses in Fond du Lac County, the campaign must be presented in an innovative and creative way. The videos were the feature and the catalyst to drive traffic and inform participants about market opportunities in Fond du Lac County. This valuable information needed to be received in a format that would stand out, was not a throw-away piece, and would have a high impact.

The video-in-print piece showcases six videos, each one representing a different industry. The high-impact piece was sent to 103 specifically chosen site selectors. The study is displayed in easy-to-read, multi-page colorful flyers that show thriving supply chains and the market opportunities available.

FCEDC accomplished its goal of standing out with a tremendous response from site selectors who received the video-in-print. FCEDC answered a request for a shovel-ready project shortly after the brochure was received and has shared the methodology with about 20 economic developers.
SILVER

Live Here Work Here, Friendswood, TX
City of Friendswood Economic Development Office
Friendswood, TX

For many years, City leaders witnessed residents starting new businesses in nearby communities with new capital investment and jobs but not in their own community. The project/campaign was created to showcase the benefits of having a business in the city that is targeted specifically to residents who are business owners and those that may be in the future. Billboards, t-shirts, window decals, online newspaper ads, business testimonials, and the website domain name of www.livehereworkhere.com were used to entice those business professionals who make the daily commute to Houston to invest in their own community. The message behind the “Live Here Work Here” slogan and livehereworkhere.com web address directs prospects to the city’s website which provides information about incentives, available properties, maps, demographics, and starting a business.

In just a short period of time, the campaign has been a huge success attracting approximately $8 million in new capital investment in the community from resident business owners including a new LEED-Platinum Green Office and Event Center, mediation and conference center, medical and professional offices, retail, and restaurants. The new day time employment is generating additional sales tax dollars from consumption and is also creating additional retail and service jobs in the city.

GOLD

URA Integrated Investor Prospectus and Campaign
Urban Redevelopment Authority of Pittsburgh
Pittsburgh, PA

This fun, clever, colorful and delicious multi-component campaign used curiosity - and a bright yellow six-foot tall asterisk - to promote economic development.

Through a printed Annual Report/Prospectus, microsite, candy bars, business cards and asterisk we delivered the same message several different ways.

The URA has been involved in economic development projects in every City neighborhood, yet most people really don’t know who we are, what we do or have misconceptions about our work. We wanted to address those issues. Targets were potential investors.

The asterisk denotes the message, “Wherever You Are, There’s the URA,” and was photographed around the City to create a buzz. The print piece illustrates Pittsburgh’s evolution over the past five years through the URA’s assistance, addressed misperceptions through partner testimonials and statistics, and made up for the absence of an annual report since 2005. The microsite, housed on our website, mirrors the print piece. The candy bars and business cards drove people to the microsite.

The prospectus has helped fuel growth in the City. Taking the asterisk to events and having folks discover what it meant by driving them to the microsite via the cards and candy resulted in over 7,600 new hits to our microsite.

SILVER

Imagine More

Ignite! 2011 Video Series
EngenuitySC
Columbia, SC

EngenuitySC’s signature annual celebration of all that is the knowledge economy, Ignite! highlights what is powerful and growing in Columbia’s entrepreneurial creative class. The annual event, launched in 2003, is
a lineup of Columbia’s best and brightest who share their stories of challenges and triumphs in a fast-paced hybrid of Pecha Kechua and TedX-style talks. The evening culminates in the Ignite! Ideas Contest here 3 finalists pitch their business ideas to over 500 audience attendees. Attendees then vote for their favorite pitch live. The winner receives $5000 from Wells Fargo and EngenuitySC to kickstart their idea.

Headquartered in Columbia, EngenuitySC is a public/private partnership formed to develop and grow the South Carolina Midlands’ knowledge-based economy by fostering an environment where entrepreneurship, innovation, and the creation of knowledge are fundamental elements of the region’s culture, identity, and economic development strategy. Through collaboration with business, government, and higher education, EngenuitySC leads initiatives that support research development, promote commercialization, and leverage the region’s assets. For more information, visit www.engenuitysc.com.

**POPULATION GREATER THAN 500,000**

**GOLD**

**Downtown Las Vegas Marketing Initiative Campaign**
City of Las Vegas Economic and Urban Development Department
Las Vegas, NV

Downtown Las Vegas, located a few miles north of the famous Las Vegas Strip, had become rundown and unsavory. However, years of revitalization efforts are beginning to pay off. It was time to get the word out to suburban residents. We needed to improve public perception, encourage patronage and increase business. The city of Las Vegas Economic and Urban Development Department and Redevelopment Agency instituted a multifaceted marketing-public relations program designed to do just that. Employing a public-private effort, a campaign was developed that within one year generated $1.879 million in positive publicity, obtained positive coverage for at least 75 downtown businesses, received $313,250 in added-value donations and earned an almost 1:15 return on a $150,000 campaign budget. Elements of the campaign included extensive media outreach; a photo competition; a 16-page downtown tabloid; emailed newsletters; social media interaction; a lecture series; online public voting; one-on-one meetings with stakeholders, many of whom served as spokespersons; and development of a Small Business Publicity Toolkit. A subsequent independent survey has proven that these efforts paid off, with more than 74 percent of respondents reporting an overall positive impression of downtown Las Vegas.

**SILVER**

**RightHere. RightNow.**
Business Development Board of Palm Beach County
West Palm Beach, FL

“Right Here. Right Now.” Is the tagline of the Business Development Board’s new marketing campaign developed as part of our initiative to attract corporate headquarters to Palm Beach County. The campaign features prominent Palm Beach County CEOs and headquarters that help exemplify the county’s attractive business climate. The campaign is designed to entice CEOs and site selectors to consider Palm Beach County as an ideal location in which to conduct business. An innovative component of the campaign includes a micro-website (microsite) found at HQpbc.com. The site serves to enhance the basic elements of the campaign by providing supplementary information. Traffic is driven to the microsite via a teaser question posed on campaign collateral materials such as videos, tent cards, print ads, and email blasts. In addition to the website address, a prominently placed QR code is featured on the print material so that the microsite can be accessed via a smartphone using a QR scanner. The Business Development Board (BDB), celebrating its 30th anniversary, is Palm Beach County’s official economic development organization responsible for recruitment, retention, and expansion of companies and jobs in Palm Beach County. BDB is proud of its AEDO accreditation with IEDC. In the past five years BDB assisted 107 corporate relocations and expansions that built or absorbed over 3 million square feet of office and industrial space, created 10,543 new full time jobs, and generated nearly $3.2 billion in total economic impact to Palm Beach County.
Annual Report

POPULATION LESS THAN 25,000

GOLD

Hutto Economic Development Corporation 2011 Annual Report
Hutto Economic Development Corporation
Hutto, TX

The Hutto Economic Development Corporation 2011 Annual Report is a twelve page, full-color report designed to communicate the activities of the 2011 Fiscal Year to the Hutto community. The concept, design, layout, and copy editing was done in house by Hutto Economic Development Corporation staff and the finished copy is presented to the Hutto community at the Hutto Economic Development Corporation Year in Review Banquet.

As a publicly funded organization, the Hutto Economic Development Corporation has a responsibility to report its activities to the public. The 2011 Annual Report was designed to communicate the activities and financial standing of the organization during the 2011 Fiscal Year (October 2010 to September 2011) and the year to come. It is important to note that this report was designed to not only provide a comprehensive report of the activities of the 2011 Fiscal Year, it was designed to highlight one of the most important constituencies of the Hutto Economic Development Corporation: local Hutto businesses. By including local businesses, the organization was able to highlight some of the more unique aspects of the community while instilling a sense of ownership throughout the entire community.

SILVER

2012 State of Economic Development Report
City of Piqua/Grow Piqua Now
Piqua, OH

The State of Economic Development Report is an annual publication to share the economic development successes in Piqua, Ohio. It was developed as a partnership between the City of Piqua, Grow Piqua Now and the Piqua Area Chamber of Commerce.

The report was written by the City of Piqua with input from the Grow Piqua Now Marketing Committee and the companies highlighted in the report. It is designed to be visual appealing and to incorporate the marketing message of the City and Chamber. A local graphic design company was engaged to leverage the other marketing material used by both organizations, including an award-winning quality of life publication. The report was distributed in the regional weekly business publication and the local newspaper as well as on the city’s website.

The City of Piqua is located in the Dayton Region of Western Ohio. With a population of approximately 20,000, the community enjoys strong public-private partnerships that have enabled it to undertake and successfully complete this and other notable projects, including the $22 million restoration of the Fort Piqua Plaza in historic downtown Piqua, which was recognized with a 2009 Honor Award from the National Trust for Historic Preservation.

POPULATION 25,000 - 200,000

GOLD

2011 Annual Report
Amarillo Economic Development Corporation
Amarillo, TX

This piece was created to report on the organization’s activities during 2011. Special features include a well-developed theme and copy with tie-in to the year’s activities, vivid local imagery, and a transparent plastic mailing envelope. The piece was uploaded to the Amarillo EDC website (www.amarilloedc.com) and mailed to constituents, clients and prospects. The piece is also on display in the Amarillo EDC’s reception area.
The Economic Development Council of the Bloomington-Normal Area (EDC) helps businesses in McLean County grow and attracts new businesses to our community. We are a leadership organization, investing our community’s assets to grow and improve our prosperity and quality of life.

The EDC began publishing an annual report in 2009 as a way to communicate to our investors, board members, stakeholders and local business owners about the EDC’s mission. The report is published in December each year, and looks back at the past year’s activities and achievements. It is important for our investors and stakeholders to learn more about the local companies the EDC assists each year as it provides them “real life” context to our work. Therefore, each annual report features a central case study which highlights the work done by the EDC, and this year it is the expansion project of the company Midwest Fiber Recycling in Bloomington, IL. This year’s report also shows how the EDC will work in conjunction with existing and new investors to “forge ahead” in the new capital campaign that is underway. The 2011 Annual Report, throughout the next year will be used as an educational tool to enhance structure and encourage communication between the EDC and its investors and board members.

Oakville is a community of 184,000 located in Ontario, Canada, 25 miles west of Toronto. It has a dynamic cluster of businesses supporting innovation and growth. Oakville has become the location of choice for nearly 300 national and international corporate headquarters with recent company arrivals including Siemens Canada, Canadian Tire Financial Services and PricewaterhouseCoopers. The town is home to the Sheridan Institute of Technology & Advanced Learning, named in 2012 as the top school in the world for animation. Major industry sectors include digital media & animation; life sciences; advanced manufacturing; and professional & financial services.

AEDC is a private, non-profit organization developed in 1987 to encourage growth and to diversify the Anchorage economy. The organization has more than 200 investors, which represent all industries in Anchorage and Alaska. For more information visit www.AEDCweb.com.
AWARDS

SILVER

2011 Fiscal Year Report for Pasco EDC
Pasco Economic Development Council
Lutz, FL

Most annual reports are dull and institutional. We took a different approach. Our goal was to produce an annual report that people would read. Make it concise and engaging, much like a magazine, and incorporate our new marketing campaign using kids as its major design element. We also incorporated testimonials from local business owners, community leaders, elected officials and our supporters, so that credible third parties would be helping to tell our story and show support of our efforts. Finally, we wanted to market our annual report to as many people as possible by producing an online flip-style version and promoting it through social media, the Pasco EDC website, and email marketing. We want our community engaged in what we are doing. Creating an annual report that incorporated kids from our advertising campaign not only tied everything together for stronger brand awareness, but it has people reading it! The magazine-styled report has been seen on coffee tables and around offices in the surrounding areas, and we’ve received great comments from our community and business leaders about its creativity, effectiveness and readability.

Pasco EDC is a non-profit organization that promotes economic development in Pasco County, Florida. Pasco EDC continues to be a strong partnership funded by corporate and public investors focused on the economic vitality of Pasco County.

POPULATION GREATER THAN 500,000

GOLD

2011 Annual Report
Fairfax County Economic Development Authority
Tysons Corner, VA

The Fairfax County Economic Development Authority (FCEDA)’s 2011 Annual Report provides an overview of the Authority’s activities throughout the calendar year. The theme of the report is “strengthening the local economy through global outreach” and emphasizes the critical role that the FCEDA’s six worldwide offices—in Bangalore, London, Los Angeles, Munich, Seoul and Tel Aviv—play in attracting international businesses to Fairfax County. The presence of these companies reinforces Fairfax County’s reputation as a diverse, vibrant and cosmopolitan place to work and live. The report contains letters from the FCEDA’s president/CEO and the chairman of the FCEDA commission; an interview with Fairfax County Board of Supervisors Chairman Sharon Bulova; milestones, statistics and job creation announcements; and passages that highlight the Authority’s achievements.

About the Fairfax County Economic Development Authority:
The award-winning Fairfax County Economic Development Authority (FCEDA) promotes Fairfax County as one of the world’s best business centers. The FCEDA offers site location and business development assistance, and connections with county and state government agencies, to help companies locate and expand in Fairfax County. In addition to its headquarters in Tysons Corner, Fairfax County’s largest business district, the FCEDA maintains marketing offices in six important global business centers: Bangalore, London, Los Angeles, Munich, Seoul and Tel Aviv.

SILVER

2010 Annual Report: The Making of a Regional Rock Star
Baton Rouge Area Chamber
Baton Rouge, LA

The Baton Rouge Area Chamber (BRAC) is a non-profit, investor-driven organization with over 1,500 member businesses, civic organizations, education institutions, and individuals. Its mission is to lead economic development in the nine-parish Baton Rouge, Louisiana metropolitan area. 2010’s annual report highlighted the accomplishments of the past year and the recently completed five-year capital campaign. The report was entitled “The Making of a Regional Rock Star” based on a quote from Southern Business and Development magazine that “Baton Rouge is the new economic development rock star of the South”. Utilizing this theme allowed for the creation of a creative and interesting piece which
encouraged investors to read through the entire publication. The theme was carried throughout the publication by integrating various musical themes and trends into the design from hard rock to flower power. Each spread was designed with great detail and was creative enough to stand on its own. This was done to draw the reader in and entice them to read about the many accomplishments the organization achieved through their support. The report was square with a bright cover that was foil embossed. It then slipped into an album cover for mailing.

2010 Annual Report - “Building Momentum”
Calgary Economic Development
Calgary, AB
Canada

Calgary Economic Development is an opportunity-maker, helping to spark and fuel Calgary’s growth. Our job is to connect people with resources that can help them grow their careers or businesses, thrive in new locations or markets, and feel at home in our community. We offer a wealth of information to help everyone succeed and we tirelessly promote Calgary, in Canada and around the world. We’re exhilarated about our role in shaping and sharing Calgary’s story, and we’re proud to be part of the energy. The annual report is used as a tool by Calgary Economic Development to report back to our clients, stakeholders and community on the year’s accomplishments. Every year a new theme is chosen to reflect the activities of Calgary Economic Development and The City of Calgary over the past 12 months. Calgary Economic Development’s theme for the 2010 annual report was “building momentum”. This theme describes what Calgary went through following the economic recession. While the rest of the world, and to a great extent Canada, remained engulfed in complex economic challenges, Calgary successfully emerged as a resilient global economic leader, building on the strength of its diverse economy and entrepreneurial “can do” spirit. For more information, or to read the annual report, please visit our website at www.calgaryeconomicdevelopment.com and follow us on Twitter @calgaryeconomic.

2011 Annual Report
The Right Place, Inc.
Grand Rapids, MI

Each year, The Right Place creates an annual report to provide an in-depth review of the major initiatives, projects, and accomplishments completed throughout the year. Designed for investors, strategic partners, and the general public, this annual report demonstrates the continued economic growth in West Michigan driven by The Right Place. To speak to first-time readers of this report, the beginning of each program section contains a “What We Do” explanation. This small design element provides a quick insight into that individual program outlining the role of the group and their specific area of expertise. The annual report also blends a balance of metrics/results and narrative elements to engage both results-oriented readers as well as those more interested in the “how and why” behind the numbers. The annual report has been an excellent tool in building awareness of the organization and the value it brings to the West Michigan community. The report is mailed to over 400 area companies, organizations and municipalities. The report has also helped community stakeholders better understand what economic development is and demonstrate its value in West Michigan.

Paid Advertising Campaign
POPULATION LESS THAN 25,000
GOLD

When You Spend In Town, It Comes Back Around
Village of Hinsdale
Hinsdale, IL

“When You Spend In Town, It Comes Back Around” was an eight-month print advertising campaign created to encourage residents of the historic Village of Hinsdale in west suburban Chicago to consider
first the local retail establishments of the community when their shopping and dining decisions are being made.

“Spend In Town” was designed to: creatively reinterpret the ubiquitous shop local message; highlight local businesses in such a way so as to develop personal connections with residents; remind residents of the full range of options at home; educate citizens and business owners on the direct linkage of spending locally to municipal projects and services; and, generate additional sales- and food and beverage tax-revenue to bolster infrastructure investment and protect public services.

An initiative of Hinsdale’s Economic Development Commission, “Spend In Town” is one of the latest projects in the Village’s Distinctly Hinsdale brand development initiative, a multi-media effort that strives to promote economic health and vitality, ensure relevance in an evolving economy, and celebrate the community’s unique and historic sense of place.

SILVER

Historic Hinsdale
Village of Hinsdale
Hinsdale, IL

“Historic Hinsdale” was an eight-month long integrated print and online advertising campaign designed to encourage residents of the west suburban region of Chicago to visit the historic Village of Hinsdale. Highlighted in the campaign were the Village’s differential competitive advantages of a quaint and charming environment, specialty shopping districts with independent, owner-operated stores, and a burgeoning dining scene.

“The campaign’s goal is to sustainably increase the number of new housing starts in this lakeside community. New housing starts are an important metric for the City. City Council has placed increasing Port Colborne’s population and tax base as high priorities. New housing is seen as the best option to be leveraged to realize these goals. To this end, the advertising campaign is working. The number of new housing starts for Port Colborne nearly doubled between the start of the advertising campaign in 2010 and 2011, a banner year for building permits.

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.

Residential Development Advertising Campaign
City of Port Colborne
Port Colborne, ON
Canada

This project is part of an important strategy to address population growth through actively promoting Port Colborne to the development industry as an exciting community, well positioned for new residential developments. To encourage new residential development in the community, the economic development department leveraged the picturesque beauty of this small urban municipality with innovative marketing tools. The campaign features images from a unique perspective thanks to the use of birds-eye level photography.

The campaign’s goal is to sustainably increase the number of new housing starts in this lakeside community. New housing starts are an important metric for the City. City Council has placed increasing Port Colborne’s population and tax base as high priorities. New housing is seen as the best option to be leveraged to realize these goals. To this end, the advertising campaign is working. The number of new housing starts for Port Colborne nearly doubled between the start of the advertising campaign in 2010 and 2011, a banner year for building permits.

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.
Friendswood's Retail Recruitment Advertisement
City of Friendswood Economic Development Office
Friendswood, TX

Friendswood, Texas’ Retail Recruitment Ad was created as an innovative way to show the city’s retail market potential to prospective retailers, real estate brokers, and developers. Market studies showed that Friendswood had retail leakage to surrounding communities and that basic retail demand had not been met in the trade area. The ad is based on the latest consumer expenditures to estimate current spending patterns for retail goods and services in a three-mile market area, demonstrating Friendswood families’ incredible spending power, educational attainment, and personal income which is a perfect blend to capture new retail development to the city.

Located at the intersection of Texas’ newest highways, SH45 and SH130, Pflugerville is one of the fastest growing communities and the largest suburb to Austin in Travis County and Central Texas. Recent investments in infrastructure include over $100 million in the water (Lake Pflugerville) and wastewater systems and major streets along with the development of a mixed use, shovel ready industrial park named the 130 Commerce Center. The Pflugerville Community Development Corporation (PCDC) is ready to provide lucrative incentives for the right projects that further the city’s initiatives.

PCDC developed this Business Recruitment Advertising Campaign with Aha Communications to recruit businesses in select, target industries. The overall objective of the project was to create a branded look and feel that was unique and stood out from the competition. That is the reason the use of line drawings (ghost-like images) are seen in all the ads and the image is particular to the target. The chosen concept was carried across multiple target industries while maintaining a brand and creating overall awareness about Pflugerville. The overarching goal was to create print ads that would stand out in crowded industry publications.

Pflugerville Infographic Advertising Campaign
Pflugerville Community Development Corporation
Pflugerville, TX

Located at the intersection of Texas’ newest highways, SH45 and SH130, Pflugerville is one of the fastest growing communities and the largest suburb to Austin in Travis County and Central Texas. Recent investments in infrastructure include over $100 million in the water (Lake Pflugerville) and wastewater systems and major streets along with the development of a mixed use, shovel ready industrial park named the 130 Commerce Center. The Pflugerville Community Development Corporation (PCDC) is ready to provide lucrative incentives for the right projects that further the city’s initiatives.

PCDC developed this infographic advertising campaign with Aha Communications to provide comprehensive information about our entire economic development offering in a unique, fresh and different way. We did this with a “ghosted” image of something that represented our target.
industries. (e.g. an electric car charging station to signify a renewable energy target industry) The overarching goal was to create a print campaign that could convey a huge message and engage the audience to respond, and to stand out from the typical economic development ads that tend to have similar characteristics.

POPULATION 200,000 – 500,000

GOLD

Greater Halifax Partnership

Halifax Needs - Ad Campaign
Greater Halifax Partnership
Halifax, NS
Canada

The Halifax Needs ad campaign was developed to capitalize on the exciting growth happening within Halifax. In particular, the Halifax Shipyard was awarded a 30-year, $25 billion Navy shipbuilding contract, a game changer for the city and region.

The Greater Halifax Partnership realized this contract could be an economic multiplier if people allowed themselves to believe in Halifax. Cheeky campaign messages were developed to call attention to the positive spin-off benefits of the potential growth from shipbuilding and make it relevant to everyone.

The print ads featured everyday items that the city would ‘need’ more of as new jobs were created, its population grew, and the economy strengthened. These items included deodorant, pepperoni-and-cheese pizzas and karaoke machines. “Halifax Needs more karaoke machines” because more businesses in Halifax would mean more business outings, perhaps at the local karaoke bar.

In taking a fresh and edgy feel to economic development, the campaign encouraged people to think about how such economic growth would affect their day-to-day lives in ways they hadn’t even considered. The originality of the campaign even garnered media attention with a feature interview on CBC radio. To learn more about the campaign visit www.greaterhalifax.com/halifacts.

SILVER

Charleston County Economic Development
North Charleston, SC

Our department, Charleston County Economic Development, chose Atlas Advertising (Denver, CO) to design a logo and create an advertisement campaign as a prelude to developing our departmental website. We began this project by inviting the Atlas team down to Charleston for an intensive, three-day immersion tour. The result was an inventive, ground-breaking marketing campaign that we could utilize on both the web and in print. The theme is ‘History lives here, but that’s not all’ and the tagline is ‘Historically Forward Thinking’. Our goal was to broaden outsider perspectives on the Charleston area. We are widely known as a beautiful and historic tourist destination, frequently winning awards from the likes of Condé Nast and Travel + Leisure magazine. Our new campaign sends a strong message: Charleston County is also a premier place to do business. With our innovative workforce, favorable tax climate and the deepest port in the Southeast, we think businesses are perfectly positioned to join our local corporate leaders as they continue to make history and set trends. Our ads have premiered in print and on-line magazines (SC Biz and SC Commerce) as well as our own home page, www.charlestoncountydevelopment.com.

POPULATION GREATER THAN 500,000

GOLD

Calgary Economic Development
Calgary, AB
Canada

Calgary Economic Development is an opportunity-maker, helping to spark and fuel Calgary’s growth. Our job is to connect people with resources that can help them grow their careers or businesses, thrive in new locations or markets, and feel at home in our community. We offer a wealth of information to help
everyone succeed and we tirelessly promote Calgary, in Canada and around the world. We’re exhilarated about our role in shaping and sharing Calgary’s story, and we’re proud to be part of the energy. In building the WORKshift online advertisement, the key message utilized is that teleworking can increase productivity in employees, which is in contradiction to the widely held belief by many employers that if they can’t see their employees, then the employees must not be working. The purpose of the WORKshift program is to show what benefit companies can gain in productivity, employee morale and environmental sustainability by implementing flexible work practices.

**Newsletter/Newspaper**

**POPULATION LESS THAN 25,000**

**SILVER**

**Hutto Economic Development Corporation Electronic Newsletter**

Hutto Economic Development Corporation
Hutto, TX

The Hutto Economic Development Corporation develops and distributes a monthly electronic newsletter utilizing the web based Constant Contact service. Subscribers have grown to over 500 since its launch in July 2008. This newsletter is typically distributed on the first business day of each month, and news from the Hutto Economic Development Corporation as well as from the City of Hutto is included in this publication. Unlike many electronic newsletters, the Hutto Economic Development Corporation staff strives to make this one unique by being rich in links to comprehensive content, websites, and video content. The Constant Contact format allows the Hutto Economic Development Corporation to track who opens the newsletter as well as what links are utilized by specific subscribers in order to better understand use-case scenarios.

Consistent and timely correspondence with stakeholders is important to community based economic development programs. The Hutto Economic Development Corporation Electronic Newsletter conveys economic development news to the Hutto community, to site consultants and commercial real estate brokers throughout the region, state, and country. This open and easily accessible format also allows local Hutto stakeholders to stay informed of the organization’s activities and keeps other crucial economic development allies informed and up-to-date on local happenings.

**Oklahoma City Image Campaign**

Greater Oklahoma City Chamber
Oklahoma City, OK

In July 2010, the Greater Oklahoma City Chamber commissioned a study that looked at how people view Oklahoma City as a place to live and do business. Results showed that the majority of those surveyed have a negative image of the city and/or do not understand what it has to offer. Using the results, the Chamber created and executed a nationwide image campaign, including a video-driven website (www.greaterokc.tv), print and online advertisements, and an interactive online magazine, called VeloCity. The goal of the campaign was to improve Oklahoma City’s image (specifically to increase the percentages in the study). Post-test results showed the campaign to be an incredible success - those who ranked OKC highly (of those who had seen the campaign) increased from 26 percent to 52 percent. Scores increased on topics specifically addressed in the campaign – incentives, quality of labor force, accessibility, stable business climate and quality of life.
**GOLD**

**Driving Great Falls Growth**
Great Falls Development Authority  
Great Falls, MT

The Great Falls Development Authority (GFDA)'s “Driving Great Falls Growth” is a two-page, full-color feature in Great Falls Business, a bi-monthly insert in the Great Falls Tribune, a regional newspaper dedicated to North Central Montana. This cost-effective investor and community relations piece takes the place of a more expensive newsletter.

“Driving Great Falls Growth” consists of the following elements: Feature stories about businesses GFDA assisted during the period; a question from a community member for a local official (which is answered by the appropriate official); Great Falls economic rankings versus 11 benchmark cities; GFDA’s Top 5 for the period; and a random, positive Great Falls fact. The design is a progressive scheme and uses elements such as a landscape background photo of Great Falls as well as photos of the clients we have assisted. It is professionally designed by Inkfish Creative, our local design partner.

This project is innovative in the following ways:
- Unique Partnership with Major Investor (Great Falls Tribune)
- Cost-effectiveness of Producing This Piece Compared with Monthly Newsletter.
- Template Design Allows Team Members to Quickly Plug Information Into Piece.
- Template Design Means a One-Time Cost on Design.
- Unique Method of Reaching Four Objectives in One Piece
- Innovative Way to Produce Results

**SILVER**

**TDC NewsOnline**
The Development Corporation of Clinton County NY  
Plattsburgh, NY

TDC NEWS ONLINE is a digital publication created by The Development Corporation of Clinton County NY (TDC), and distributed each month to the local business community, prospecting businesses, real estate offices, site selectors, select media outlets, as well as state and local government officials. The e-newsletter includes articles relating to business expansion/retention, local success stories, community development, highlights from TDC’s Institute for Development and Economic Analysis (IDEA), local workforce/labor market updates and tables with links to available properties within TDC’s Industrial Parks and other select industrial properties as well. The e-newsletter positions TDC as the ‘go to’ source for information for economic development opportunity in the region. The available properties tables are interactive, as are all the feature articles, and some issues include links to multimedia components as well. A link to the e-newsletter is embedded in correspondence to prospects not yet in the database.

**GOLD**

**AEDC Connections - Digital Newsletter**
Anchorage Economic Development Corporation  
Anchorage, AK

AEDC’s quarterly newsletter, AEDC Connections has traditionally been a printed publication focusing on the organizations activities including economic development issues and intriguing stories of our membership. The organization decided to go paperless in 2012 and the newsletter needed to be able to transform into a digital platform. The idea was to create a digital newsletter that would cut costs, allow a more interactive platform, provide
tracking analytics and also integrate with social media. We wanted to utilize technology to create an experience for the reader that was fun and integrated with social media to better reach our audience. This switch from paper to digital has created a more valuable product for our members by creating a better platform to market AEDC and our members.

AEDC is a private, non-profit organization developed in 1987 to encourage growth and to diversify the Anchorage economy. The organization has more than 200 investors, which represent all industries in Anchorage and Alaska. For more information visit www.AEDCweb.com.

**Magazine**

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

**GOLD**

**Watch Magazine**

David Johnston Research + Technology Park
University of Waterloo
Waterloo, ON
Canada

WATCH Magazine, an annual publication of the David Johnston Research + Technology Park is one of the key marketing tools used to share the stories of the dynamic people, projects, and partnerships that are working in the university research park. This unique magazine is used in business development activities, as a pride piece for the 3,500 knowledge workers in the park, and each of our city and regional economic development partners see this as a key piece in their toolkit.

**POPULATION GREATER THAN 500,000**

**GOLD**

**Louisiana Economic Quarterly, EQ**

Louisiana Economic Development
Baton Rouge, LA

Since 2008, Louisiana has taken great strides to improve its business climate, but this progress alone will not increase economic investment in Louisiana. Stories of business success in Louisiana and the continuing improvements to the state’s business climate need to be shared. Louisiana Economic Quarterly, or EQ, is LED’s quarterly publication that communicates the state’s economic progress, innovation and business opportunities, while demonstrating the state is a smart and savvy place to do business. Each issue contains a feature story that offers a detailed look at Louisiana’s economic success and LED’s efforts to strengthen the state’s competitiveness. Additional articles showcase business innovation, small business success stories, leader Q&As and more. The publication is available in print, online and through an interactive iPad app.

**SILVER**

**AMC Special Selection in BizTucson**

UA Office of University Research Parks and the Arizona Mexico Commission
Tucson, AZ

The Arizona Mexico Commission (AMC) with the assistance of the University of Arizona Office of University Research Parks developed a 30 page special report entitled: “Arizona-Mexico: The $26 billion Connection.” The report appeared in the spring 2012 issue of BizTucson Magazine and highlighted the economic connections between Arizona and Mexico and the impact of those connections on economic development.
Special Events

POPULATION LESS THAN 25,000

GOLD

Arts & Culture Route Brochure and Launch
City of Port Colborne
Port Colborne, ON
Canada

The Niagara’s South Coast Arts & Culture Route was designed to build awareness, attract tourists and promote economic diversity. It provides a tangible opportunity to support small business and develop strategic/unique tourism experiences – both identified as key priorities in the City’s Economic Development Strategy.

The Arts & Culture Route was launched at a day-long event scheduled to align with Canada’s National Culture Days. It celebrated the arts community through demonstrations and displays by more than 35 local artists. Over 300 people from Southern Ontario and Western New York attended the launch. Additional value was provided through free, hands-on, interactive activities that invited the public to participate “behind the scenes,” to discover the world of artists, creators, historians, architects, curators, and designers at work along Niagara’s South Coast. This event has created new relationships that strengthen and build capacity of the culture sector and increases self-generated revenues. It has also resulted in several community-led follow-on events. An initial print run of 7,000 Arts Route maps was so popular that not even six months later a reprint was necessary.

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.

SILVER

“Taylor Economic Development Summit: From Great to Greater”
Taylor Economic Development Corporation
Taylor, TX

The inaugural “Taylor Economic Development Summit” was a pivotal event for relationship building and education stakeholders about the economic development processes within the community of Taylor, Texas. Dubbed “Taylor: From Great to Greater”, the event was conceived by City Councilman Jesse Ancira and Taylor EDC Board Chair Christine Lopez to bring together one of the largest groups of diverse stakeholders to learn how stronger partnerships could be forged within the Taylor community to help make the community an even greater place to live, work and play. The half-day summit also provided opportunities for grassroots and grasstops citizens to network and learn from important state officials, key regional leaders and local economic development practitioners about the complex processes and partnerships required for successful economic development programs. Among the most notable presenters, the kickoff keynote speaker who set an encouraging and positive tone was the Honorable Secretary of State Esperanza “Hope” Andrade, one of the highest ranking state officials to recently present to the public in the rural town of Taylor, Texas. The premier event was hosted by the Taylor EDC and was possible with the support by the City of Taylor, the Taylor Chamber of Commerce & Visitor’s Center, and the Taylor Independent School District. Their sponsorships helped insure that all invitees and stakeholders could participate in the Summit free of charge.
The Fire Within
Great Falls Development Authority
Great Falls, MT

The Fire Within in an event that was created from the SBA’s request that we honor Women’s History Month. We designed a concept that allowed us to celebrate and honor women business owners while supporting our mission of growing and diversifying our economy. The event awards two women with hand-blown glass awards that resemble flames. Winners are selected by a committee of local female professionals. The first award, which features a blue flame award is presented to an established business owner while the other, a red flame, is awarded to a woman who has recently realized her dream of starting a new venture. In addition to the actual award ceremony, this event provides an opportunity for women business owners to network with each other in a nontraditional environment which is essential to creating a comfort zone necessary for women to be receptive to forming new relationships. We understand the struggles women business owners face while trying to succeed and with the number of women-owned businesses growing each year, we seized the opportunity to do something that would target and foster this market. We believe that honoring women business owners will help drive new startup ventures and expansions in Great Falls.

Upper Michigan Green Aviation Coalition (UMGAC) Green Aviation Conference
MichiganWorks! The Job Force
Gwinn, MI

The Upper Michigan Green Aviation Coalition is a group of private and public sector members and stakeholders who are participating in the creation of an industry cluster surrounding the concept of green aviation. The membership is comprised of companies and industry experts from around the world including Switzerland, France, Canada and the United States.

The mission is to join private and public sector partners across the Upper Peninsula of Michigan and bordering regions, with experts from throughout the world, to develop new business opportunities; create jobs; develop new employee categories; promote investment; develop and commercialize advanced technologies; promote collaboration among cluster partners; and expand existing third-party business and financing services within the field of green aviation.

The Coachella Valley 2011 Annual Economic Summit
Coachella Valley Economic Partnership
Palm Springs, CA

Since 2005, the Coachella Valley Economic Partnership (CVEP) has hosted the Economic Summit to address the economic vitality of the local region and to forecast the upcoming year. This annual event has become one of the most insightful business conferences of the year and one of the premier business events in the Greater Coachella Valley, better known as Palm Springs and the surrounding Southern California desert cities. This regional event caters to nine Valley cities including Palm Springs, Palm Desert and La Quinta, the Eastern portion of Riverside County and various tribal governments. This past year’s event, titled “Compete & Prosper” addressed the challenging business/economic environment of California and how as a region we can overcome these statewide challenges. Each year, the Summit focuses on viable approaches for future economic growth and prosperity in the valley. It also features the exclusive release of the annual Economic Report for the Valley. What started in 2005 as a luncheon for less than 50 people, has grown to over 850 attendees in 2011 with a goal of over 1,000 for 2012.
**POPULATION GREATER THAN 500,000**

**GOLD**

*Innovation Works*

**Demo Day, Investor Day and Annual Meeting**

Innovation Works  
Pittsburgh, PA

Innovation Works (IW) holds an annual community meeting to report the economic impact of our seed investment and other activities to stakeholders in the Pittsburgh region. More importantly, the event highlights the successes of our portfolio companies. This opportunity to bring together entrepreneurs, investors, technologists, university heads and business leaders has helped make the work of IW transparent and galvanize our startup community. In 2011, we realized we could use the event to maximize our companies’ visibility to investors. We added an Investor Day for companies in our portfolio and AlphaLab accelerator program to pitch to angels and venture capitalists. The combined event includes:

- Annual Community Meeting featuring the previous year’s highlights and a tech showcase of interactive displays from a cross-section of portfolio companies;
- Investor Day, at which up to 10 diverse IW portfolio companies make their pitch for investment;
- AlphaLab Demo Day, at which the current cycle of AlphaLab companies launch their commercial products to garner investment and other support.

Over 650 people attended IW’s Demo Day, Investor Day and Annual Community Meeting in-person and via live online streaming. Relationships introduced that day resulted in multiple investment deals for the presenting companies.

**SILVER**

*Greater New Orleans, Inc.*  
New Orleans, LA

**NOLAbound**

Greater New Orleans, Inc.  
New Orleans, LA

NOLAbound was a learning program for 27 well-connected individuals from across the country within four targeted business sectors—arts-based businesses, biosciences, digital media, and sustainable industries—to assess the status of New Orleans as a model of new business progress and thinking.

From March 14-18, 2012, the diverse group of participants explored the city and shared their observations and insights about New Orleans and its entrepreneurial community. Those experiences and opinions—positive, negative, or otherwise—were shared with the world, unfiltered and in real-time, on the NOLAbound website, (benolabound.com) and via participants’ own social media networks.

Funded by U.S. Economic Development Administration, NOLAbound was conceived of and implemented by the Downtown Development District of New Orleans, Idea Village, and Greater New Orleans, Inc. and engaged dozens of elected officials, entrepreneurs, businesses, nonprofit, and civic leaders.

Greater New Orleans, Inc. is a regional economic development alliance serving the 10-parish region of Southeast Louisiana.

GNO, Inc. plays a vital role as the regional economic development hub, serving to coordinate, consolidate, and then catalyze economic development initiatives. The organization’s aim is to generate wealth and improve the quality of life in the region.
The first annual Igniting Innovation (I²) Capital Acceleration Showcase was a cooperative project between Space Florida and the Technological Research and Development Authority (TRDA), an economic development organization focused on the incubation of high-tech businesses. The project was funded by a U.S. Economic Development Administration grant awarded to Space Florida to showcase Florida-based companies in the Aerospace/Aviation; Biotech/Life Science; Clean and Alternative Energy; Defense/Homeland Security; and IT/Telecommunications sectors. Based on several criteria including a strong market need, investment readiness and a sound business model, 20 companies (out of 70 plus applicants) were selected to be mentored by industry coaches representing a range of business sectors and professional investment expertise.

In September 2011, investors from throughout the U.S. traveled to Florida’s Space Coast to hear investment pitches by these companies. To date, seven participating companies have received funding or investment term sheets totaling over $50 million. Space Florida also awarded $100,000 to one of the presenting companies.

Space Florida was created to strengthen Florida’s position as a global leader in aerospace research, investment, exploration and commerce. As Florida’s spaceport authority and aerospace economic development organization, Space Florida is committed to attracting and expanding the next generation of space industry businesses.

General Purpose Website

**POPULATION LESS THAN 25,000**

**GOLD**

*New Primary Website*
Lindale Economic Development Corporation
Lindale, TX

Created a brand new primary website to replace website originally developed in 2005. LEDC sought a site that catered to site consultants, real estate professionals and lay people looking for data. (It’s all about the data.) Also sought improved SEO, and to compete on the world stage. Contracted with ED Solutions to help us create an RFP which was distributed locally and nationally. Chose ED Suite of Kilgore Texas due to their superior design and support.

**SILVER**

*New Primary Website*
Sweetwater Enterprise for Economic Development Inc.
Sweetwater, TX

Sweetwater Enterprise for Economic Development (SEED) is a Type A economic development organization, funded by the collection of one half cent of each sales tax dollar spent in our community. Our entity is governed by a five member board of directors, who are appointed by the city council. We are focused on providing businesses the best opportunity for growth and thereby ensuring consistent economic growth for our area. SEED is prepared for the challenge of maintaining consistent economic growth, including the creation and retention of jobs in Sweetwater. Our website project consisted of a total overhaul of our website from both an aesthetic and structural aspect. In doing this, we strived to become more interactive with our clients and provide the best and most accurate information in a manner that was easy and effortless to obtain. ED Suite’s tool set for economic development websites was the perfect fit. All of our pertinent
information is now just ONE click away and ready to take on the Web 2.0 world. We appreciate the recognition and support of our new venture and wish our fellow economic developers a great year to come.

Economic Development Website
City of Waynesboro
Waynesboro, VA

The City of Waynesboro Virginia Office of Economic Development actively promotes business growth and tourism. Waynesboro is strategically located in the I-81 corridor of the Shenandoah Valley of Virginia. The City has a growing population of 21,000 amidst a labor pool of over 250,000 and is adjacent to 2 interstate highways, 3 railroads, 4 by-ways, and 5 airports allowing for easy and efficient connection to the world. The City is surrounded by 13 colleges and universities, has a strong heritage of manufacturing excellence, and is quickly becoming a regional retail center and tourism hub.

The Economic Development website is one of three official sites of the City, and was designed to meet the needs of different end users: site location consultants, local businesses looking to start or expand, and those looking for data or general information. The website features scrolling news and an interactive map on the home page, searchable database of available real estate for sale or lease, custom report print feature, and easy to use navigation. To meet the growing smart phone market, a complementary mobile site was also launched allowing users to receive news and general information about Waynesboro as well as search the properties database.

**POPULATION 25,000 – 200,000**

GOLD

Ady Voltedge

Economic Development | Washington County Website Development
Ady Voltedge
Madison, WI

Ady Voltedge has been serving economic development organizations throughout the US since 2003. Unlike generalist marketing consultancies, the main focus of Ady Voltedge is to serve organizations that seek to attract business investment, attract talent, and enhance the quality of life in the areas in which they operate. Ady Voltedge offers a full range of economic development marketing services, from research, branding and positioning through websites, campaigns and marketing implementation activities.

**SILVER**

Hanover County (Virginia) Economic Development Website Redesign
Hanover County (Virginia) Economic Development
Mechanicsville, VA

The Hanover County Economic Development provides business development, attraction and retention services for Hanover County, which is located just north of Richmond, Virginia.

In March 2012, the County, with the talents and expertise of Rick Whittington Consultants, completed a website redesign. The design and content of the previous economic development website was data-focused and staid. However, the data was not updated and the visual design was outdated and bureaucratic looking. The new website tempers data and facts with compelling copy and visual elements that add a human touch and give a
distinct, local flavor. Profiles of local businesses in our target industries and custom photography of actual managers in their environments provide living proof of the diversity and success of our business community.

New website features include seamless integration with the county GIS system; a map room with the option to download/save copies of each map; a custom, searchable real estate directory; a custom, searchable business database; and a news publishing system.

Also, the website is responsive. It automatically scales to fit screen sizes ranging from a large TV monitor to a laptop or desktop computer to a tablet to a smartphone, making the website readable and usable on any device.

**Purdue Research Foundation/Purdue Research Park/Purdue Office of Technology Commercialization Web site project**

Purdue Research Foundation  
West Lafayette, IN

Purdue Research Foundation (http://www.prf.org) is a private, nonprofit foundation created to advance the mission of Purdue University. The foundation accepts gifts; administers trusts; funds research, scholarships and grants; acquires property; and negotiates research contracts on behalf of Purdue. In the 1990s, the foundation was charged with helping the university in the realm of economic development. The Purdue Research Foundation oversees the Purdue Research Park, which is the largest university-affiliated business incubator in the country. The project receiving the award covers the design, text, graphics, video, development and launch of a new Web site for the Purdue Research Foundation, Purdue Research Park and Purdue Office of Technology Commercialization. The Web site had not been completely redesigned and redeveloped in seven years. The project entailed every aspect of Web site development, from the research and selection of a searchable open-source content management system, best practices research on nearly 30 sites of peers and aspirant peers, and Web site map that provided minimal links between pages. We also did a rewrite and update of more than 1,000 pages, created and developed new graphics and photos, a new company profile design and many others.

**WINVA.com - Winchester-Fredrick County Economic Development Website**

Winchester-Fredrick County Economic Development Commission  
Winchester, VA

Www.winva.com, the Winchester-Frederick County Economic Development Commission’s (WFCEDC) principal site for economic development, was re-designed in 2011 to create a focused, streamlined user experience for WFCEDC’s target audience of site consultants, commercial real estate professionals, and new and existing business clients. The site was built utilizing search engine optimization, the incorporation of social media, and a new design based on current best practices in economic development web design. The re-design of winva.com has thus far resulted in a 45% increase per month in unique visitor traffic to the site and increased referral traffic 15% from EDC social media outlets, both of which surpass pre-launch goals. WFCEDC is committed to providing a wide array of information and free services, like winva.com, to assist domestic and international companies expand or locate operations in Winchester and Frederick County, VA. Your Move. Our Commitment.

**POPULATION 200,000 – 500,000**

**GOLD**

**Greater Halifax Partnership Website Refresh**

Greater Halifax Partnership  
Halifax, NS  
Canada

Greater Halifax Partnership wanted a more engaging website that would provide a one-stop shopping destination for business investment, immigration and economic information. The old website promoted the Partnership and its programs but it didn’t focus on the visitor’s needs.

Research showed that an economic development organization’s website is the first point of contact most site selectors have with a potential community. If an organization fails to communicate effectively through its website, direct contact from a site selector is likely lost.
The refreshed website’s navigation and content focused on providing information vital for making investment connections and location decisions. The new site also increased the Partnership’s level of engagement, offering two-way communication through social media. The new look and feel of the website was integrated into the Partnership’s Twitter, Facebook, SlideShare and YouTube pages so there is no mistaking who the Greater Halifax Partnership is. In the first year the more intuitive and interactive website, www.greaterhalifax.com saw a 43% increase in unique visitors. Most importantly, Greater Halifax Partnership received direct requests from businesses out of Calgary, Phoenix and Ohio to name a few, looking for additional information on why Halifax is a good location for their business.

SILVER

Wyoming Business Council website
Wyoming Business Council
Cheyenne, WY

The new Wyoming Business Council website, launched in May 2011, has helped tremendously with our outreach, education, marketing and public relations efforts. Inclusion of multimedia content, and soon GIS technology, will continue to provide our clients the best online resource possible. The creation of the Wyoming Business Council in 1998 dramatically changed Wyoming’s approach to economic development. Unlike the state’s previous economic development efforts, this organization has a more corporate structure, incorporates private business practices in order to drive programs and has established regional offices throughout the state to better serve clients.

The state of Wyoming created the Wyoming Business Council to focus public and private efforts to build a strong job creation base in the new economy with manufacturing and technology as core competencies while strengthening the existing business and industry groups under alternative energy, agriculture, manufacturing, high tech, transportation and logistics.

Our key programs focus on helping communities develop and thrive, recruiting new businesses to the state and helping established business and agricultural operations improve and working with residents and businesses to become more energy efficient. Our divisions include: Agribusiness; Business and Industry; Investment Ready Communities; State Energy Office; and Wyoming Main Street and Wyoming Rural Development Council.

POPULATION GREATER THAN 500,000

GOLD

Boise Valley: Big Ideas Grow Here
Boise Valley Economic Partnership (BVEP)
Boise, ID

The Boise Valley Economic Partnership (BVEP) is the regional economic development organization for the Boise Valley in Idaho (population 645,000). In 2011, BVEP started a new 5 year capitol campaign with the task of creating jobs, attracting new businesses to the region and encouraging investment in the community. With the start of a new campaign, BVEP hired a new executive director, Clark Krause, who re-structured the organization. To get a fresh start, BVEP decided to build a new website that would target the needs of the different audiences our organization serves.

BVEP re-branded and rebuilt, releasing a new website in January 2012. At first glance, we wanted the website to be interactive, current and contain relevant information. We wanted anyone who came to our site to immediately get a flavor of the Boise Valley and realize that we are a technologically advanced region. The site was designed to meet the needs of our local stakeholders as well as site consultants/companies looking to relocate or expand their business. BVEP created a fresh look by enhancing our photo library with new vibrant imagery, and focused on highlighting stories around our industry clusters.
Palm Beach County Economic Development Website
Business Development Board of Palm Beach County
West Palm Beach, FL

The BDB launched a new website in February of 2012 in conjunction with our new branding initiative. In addition to a fresh look and more efficient navigation, the new site incorporates social media elements and a new GIS solution called ZoomProspector. The website, a critical component of our marketing effort, serves as the primary information resource to assist site selectors, developers, stakeholders and the inquiring public with economic development facts and data. The new look is consistent with the BDB’s commitment to promoting the area in the most innovative and competitive format. The goal of the website is to highlight Palm Beach County’s vibrant business climate and to inform site consultants, companies considering a relocation, local companies wishing to expand, and economic developers and commercial real estate professionals. The site provides robust economic development information and a comprehensive list of free and confidential services the BDB provides. In addition, it provides readers with current business news and county highlights.

The Business Development Board (BDB), celebrating its 30th anniversary, is Palm Beach County’s official economic development organization responsible for recruitment, retention, and expansion of companies and jobs in Palm Beach County. BDB is proud of its AEDO accreditation with IEDC. In the past five years BDB assisted 107 corporate relocations and expansions that built or absorbed over 3 million square feet of office and industrial space, created 10,543 new full time jobs, and generated nearly $3.2 billion in total economic impact to Palm Beach County.

San Antonio Economic Development Foundation’s Reinvigorated Website
San Antonio Economic Development Foundation
San Antonio, TX

Through years of qualitative research, the San Antonio Economic Development Foundation (SAEDF) found that companies and site location consultants were increasingly using the Internet as a primary resource for initial site location research. With that, SAEDF began a campaign to enhance the number of available resources surrounding San Antonio’s economic development opportunities by recreating and launching an entirely refurbished website, SanAntonioEDF.com.

The site map for the new website reflects the top site selection factors that location consultants and re-locating businesses consider: labor/workforce, incentives/taxation, transportation and real estate/availability of buildings. The site was designed to compartmentalize data by industry sectors, quality of life factors and business profile information so that relevant information can be searched for in an intuitive fashion that yields targeted data. SAEDF and its agency, Anderson Marketing Group, developed a list of key terms used by site selectors and industry representatives to enhance search engine optimization.

With the new website SAEDF will now disseminate critical information they research and compile surrounding San Antonio’s economy, business landscape and industry developments. SAEDF has transformed its traditional online presence into an advanced platform that has become a leading source of information on San Antonio for individuals and organizations across the country.
**Special Purpose Website**

**POPULATION 25,000 – 200,000**

**GOLD**

**ICAD**

**Iowa City Area Development Group**

**Pick Your Pace Website**
Iowa City Area Development Group
Iowa City, IA

The Iowa City Area Development (ICAD) Group is an economic development organization serving interstate commerce companies in the southern section of Iowa’s Creative Corridor. From business expansion and attraction to workforce and entrepreneurial development, ICAD Group helps drive the economy within the communities we serve.

The number one issue facing our clients is the ability to attract and retain a quality workforce. Specifically, when recruiting employees from outside of the area, there are misconceptions and lack of knowledge about life in Iowa. To counter this issue, a product known as Pick Your Pace (PYP) was created over a decade ago. It debuted as a packet of printed material and a CD-ROM showcasing how anyone could “Pick Your Pace” when it came to life in Eastern Iowa.

In mid-2010, PYP was modernized, including creating a website for quality of life videos and information (www.pickyourpace.com). The PYP site has become a landing page for the region, with a ‘news ticker’ feature showcasing local events in real time, and company specific pages and videos which detail corporate culture and available employment opportunities.

The PYP website is an ongoing project with new videos and information to debut this fall.

**SILVER**

**Dalton - Whitfield County Joint Development Authority**

**Greater Dalton Small Business Network Website**
Dalton-Whitfield County Joint Development Authority
Dalton, GA

The Greater Dalton Small Business Network website is a free web portal designed to connect entrepreneurs with business support organizations, programs and service providers who can support their new or growing business. Focused on Dalton, Georgia, the website matches the user with the corresponding resources for the current stage of business. This allows any potential entrepreneur or existing small business owner to access helpful information any time of the day or night and provides an online presence to our existing services provided in office at the Dalton-Whitfield County Joint Development Authority. Some of the features include downloadable local and state business forms, business plan support, a map showing local business assistance organizations and a list of upcoming small business events. The website was launched in April 2012.

The Dalton-Whitfield County Joint Development Authority provides a full range of economic development services to both existing and prospective businesses in Dalton, Georgia. As the general development agency for Dalton and Whitfield County, the Authority is a public-private partnership whose primary goal is to promote economic growth and stability by supporting existing businesses, targeting new businesses, and attracting new investment into the community.
AWARDS

POPULATION 200,000 – 500,000

GOLD

MT&L Public Relations Limited

CanadianShipsStartHere.ca
MT&L Public Relations Ltd./NATIONAL and the Ships Start Here Partnership
Halifax, NS
Canada

The Government of Canada announced the National Shipbuilding Procurement Strategy (NSPS), which would establish relationships with two Canadian shipyards to build the country’s navy vessels. This was the largest procurement process in Canadian history, worth a combined $33 billion.

CanadianShipsStartHere.ca was developed in partnership with industry, business, educational and government institutions, the Nova Scotia Premier’s Office, and Irving Shipbuilding Inc. (ISI) to create a groundswell of community and industry support for ISI’s bid, while building awareness, confidence and pride in a highly-targeted way.

CanadianShipsStartHere.ca launched on July 1, 2011, creating a clear call to action: if you believe Canada’s next generation of naval ships should be built by the best Canadian-owned shipyard in Canada – show your support right now. In total, more than 11,000 people placed ‘pins’ of support on the site, and provided 4,000 email addresses as expressions of interest.

In October 2011, the Government announced that Irving’s bid was successful. At its peak, it is estimated that the contract could create up to 11,500 jobs, provide work for a 30 year period, and a 2.4% lift in provincial GDP. There have been 7,000 job applicants thus far, many of whom pledged their support on CanadianShipsStartHere.ca.

SILVER

GreaterHalifax Partnership

Being Greater Halifax – Online Annual Report
Greater Halifax Partnership
Halifax, NS
Canada

More than 130 businesses along with all three levels of government invest in the Greater Halifax Partnership. The Partnership’s challenge was to develop an annual report that captured the milestones of the year while also tracking whether or not partners and investors were sharing in these successes by reading the report.

Many beautifully designed – and expensive – annual reports go immediately from the mailbox to the recycle bin. Developing a special website for the Greater Halifax Partnership’s online annual report enabled them to avoid this pitfall and at the same time provide a unique and ‘green’ way to engage private and public sector stakeholders.

By using infographics to highlight data, compelling content, interactive videos and web links to actual programs and services, the online annual report highlighted the Partnership’s accomplishments and allowed users to customize their experience; a capability not possible with a traditional print report.

This year BeingGreaterHalifax.com attracted over 4,100 page views and the average visit lasted over 2:00 minutes. This shows that the online annual report was actually being read. Feedback on the annual report also indicated a high level of confidence in the Partnership’s progress to date and economic development plans for the future.
**POPULATION GREATER THAN 500,000**

**GOLD**

**Site36 Website**
The Right Place, Inc.
Grand Rapids, MI

In 2011, a unique three-way partnership was created to manage the remediation, marketing and redevelopment of a former General Motors manufacturing facility in Grand Rapids, Michigan. Branded Site36, site36plan.com is a property-specific website designed to market and promote the 92-acre site globally. The custom site provides detailed information and data on the site, including: site videos, infrastructure details, development partners, image galleries, news, and more. This website is part of a larger marketing plan and campaign to attract the next generation of business to Site36.

Serving the West Michigan region since 1985, The Right Place, Inc. is the area’s leading economic development organization. Our mission is to promote wealth creation and economic growth in the areas of quality employment, productivity and innovation in West Michigan by developing jobs through leading business retention, expansion and attraction efforts. Staffed by a team of economic development and business professionals with more than 150 years of combined experience, The Right Place provides a single, unified source of information and support for business in West Michigan.

**SILVER**

**michigan.org**
Michigan Economic Development Corporation
Lansing, MI

www.michigan.org is the state of Michigan’s official travel and tourism website. The site has attracted more visits than any state tourism website in the country for five years in a row, according to the independent online measurement company Experian Hitwise. Whether you are looking for adventure or relaxation, family-friendly trips or a romantic getaway, Michigan has something for everyone. michigan.org is the perfect place to help you plan your Pure Michigan vacation.

The Michigan Economic Development Corporation is a public-private partnership serving as the state’s marketing arm and lead agency for business, talent and jobs, tourism, film and digital incentives, arts and cultural grants, and overall economic growth. MEDC offers a number of business assistance services and capital programs for business attraction and acceleration, economic gardening, entrepreneurship, strategic partnerships, talent enhancement and urban and community development. MEDC, founded in 1999, also developed and manages the state’s popular Pure Michigan brand.

**OKCEDIS.com**
The Greater Oklahoma City Chamber
Oklahoma City, OK

In 2002, the Greater Oklahoma City Chamber and its partners formed the Greater Oklahoma City Partnership, a group of economic development specialists representing the 10-county metro area, and launched www.OKCEDIS.com as a way for people unfamiliar with the area to find industrial and commercial real estate with corresponding demographic information. At the time, the site’s cutting-edge use of global information systems (GIS) through GIS Planning was unprecedented. Since that time, Chamber staff re-evaluated the effectiveness of the website and in 2011 surveyed site selection professionals to see if the website continued to meet their needs. Based on audience needs as outlined in the survey results, the Chamber increased the number of commercial real estate listings on the site and the frequency in which properties were updated. The Chamber and GIS Planning staff created searchable filters that allow the target audience to find properties based on city, county, zip code and availability. The city and county filters also have customized widgets that can be embedded in city websites or hosted at their own domain. In addition to the site updates, the Chamber also incorporated a mobile version compatible with smart phones and tablets. This allows the information hosted on the site to be available anywhere, anytime.
**New Media**

**POPULATION LESS THAN 25,000**

**GOLD**

**Mobile Website**
Belton Economic Development Corporation
Belton, TX

About the Belton Economic Development Corporation:
Our mission is to enhance the economy of the City of Belton by assisting primary industry expand or locate into the community, thereby creating new job opportunities. Each year the BEDC assists new companies interested in establishing operations in the City of Belton, encourages and facilitates expansion of local companies, continues developing the Belton Business Park, and supports infrastructure projects in the community to spur growth.

About the project:
Our goal was to get an all-user friendly mobile website to display current and critical information about Belton that could easily be accessed by site selectors, corporate decision makers and the general public. This option accomplished our goal without having to develop a mobile app exclusive to a few smartphones. Our mobile website attributes:

- **Social media**: Facebook, live Twitter feed
- **Search capabilities** for available properties and placement on live Google maps
- **Custom Profile builder** to select/assemble necessary information
- **Content managed** in one system platform
- **Keyword Search**
- **Touch to call access** to EDC’s contact information

Mobile websites will revolutionize the way EDCs communicate with site selectors and their audience. In the next 5 years, mobile capabilities will continue to improve and become more a standard practice.

**POPULATION 25,000 – 200,000**

**GOLD**

**Mobile Version - http://choosetemple.com**
Temple Economic Development Corp.
Temple, TX

The new website for ChooseTemple.com, completed with the aid of EDsuite, is a complete re-design and re-development of our web presence in Temple, Texas. This new project started with research about new technologies and current trends with economic development websites. The project then moved to a complete custom design, specifically for our centrally located community in Texas, and further along to programming and publication.

Because of the increasingly mobile nature of the economic development industry, Temple Economic Development Corporation elected to provide a mobile optimized version of the ChooseTemple.com website. This optimized version pulls information/content from the main content management system and displays that on various mobile devices fluently. This mobile website is not an application that must be downloaded from an app store. It is viewed through the native web browser on mobile devices. The mobile website version provides up to 90% of the desktop functionality; it is not simply an optimized landing page that welcomes visitors to the mobile website.

**SILVER**

**Tourmidland.com**
Midland Tomorrow
Midland, MI

Midland Tomorrow is the private, nonprofit 501(c)(3) economic development corporation serving the County of Midland, Michigan, and all the municipalities in it. Our mission is to enhance the quality of life for Midland County residents through the retention and creation of quality jobs and diversification of the economic base. The Midland
Virtual Tour, located at www.tourmidland.com, is an interactive, Web-based multimedia tour that allows visitors from anywhere around the world to tour the highlights of the Midland community at any time. The tour uses a new Web-based system developed by Map n Tour that improves upon Google Earth to deliver audio, video, text and links to users exploring the community. This tour doesn’t include all Midland businesses or landmarks; rather, it links to existing community resources that do aggregate that information, making this a useful tool to drive business to Midland Web sites. Midland Tomorrow’s Virtual Tour was funded by the Midland Area Chamber of Commerce.

**iSCP Smartphone App**
St. Charles Parish Department of Economic Development and Tourism
Hahnville, LA

The iSCP app provides fingertip access to economic development and tourism data for St. Charles Parish, Louisiana. The app’s “Business Advantages” section highlights the many reasons why St. Charles Parish is an ideal location for companies seeking to expand or relocate to the U.S. Gulf Coast. The app allows businesses and site selectors to access key economic statistics, an interactive map of available properties, financial and tax incentives, and learn about the area’s intermodal transportation network. The “Tourist Info” section offers users information that explains why St. Charles Parish is a favorite destination among travelers visiting New Orleans and the Gulf Coast. Visitors can use the app to view an interactive map pinpointing all of the area’s tourist attractions, see a calendar of events, learn about local history, access a listing of area golf courses and learn about the best places to eat and spend the night.

The St. Charles Parish Department of Economic Development and Tourism is a public organization responsible for all economic development initiatives for the 53,000-person community. Located in Southeast Louisiana, St. Charles Parish (County) is approximately 25 miles west of the City of New Orleans & is part of the 9-parish Metro Area.

**POPULATION 200,000 – 500,000**

**GOLD**

**CenterState Connect**
CenterState Corporation for Economic Opportunity
Syracuse, NY

The CenterState Connect mobile business directory is a business directory listing for the 12 county region of CenterState New York. It is a free download on: iPhone, iPad, BlackBerry and Android devices. Businesses receive a free basic listing which includes the business’ name, phone number, website and chamber affiliations. Additionally, the CenterState Connect app includes our organization and its affiliate’s events and news.

Users of the app can:
- Download the app for FREE.
- Search for businesses. The app is location based so it shows businesses based on a user’s location.
- Get information on each business including websites, phone numbers, affiliations and offers.
- Get walking or driving directions.
- Get offers from participating businesses.
- Stay connected to local news and events.
- Share a listing, news article, or event on Facebook or Twitter.

The CenterState Connect mobile app is a program of the CenterState Corporation for Economic Opportunity (CEO), a twelve-county business leadership and economic development organization. A private, not-for-profit organization, CenterState CEO represents 2,000 members and serves as the region’s primary economic, community and business development catalyst. CenterState CEO works to achieve regional growth and total community prosperity through partnerships, planning and problem solving. www.centerstateceo.com
**SILVER**

**Greater Halifax Partnership**

*Building Online Communities – Social Media*

Greater Halifax Partnership
Halifax, NS

Greater Halifax Partnership strives to be best in class using social media. This year, it elevated its social media strategy by taking a market segmentation approach, identifying what content works best for each medium. This shifted the focus from building followers to building online communities and generating dialogue.

Using social media, the Partnership is the first to report trends and highlight examples of economic development. The content delivers real value, relevant to each online community, be it Facebook, Twitter, YouTube, LinkedIn, or the SmartCity Blog. The timing of posts are based on research that determines high-usage times for each different media to ensure maximum reach.

As a result of carefully selecting content for each media, the Partnership has successfully engaged its communities, as evidenced by an increase in comments and interactivity within each social channel. In particular, this year saw a 15% increase in blog followers, with 18 new guest blog entries.

It’s clear that social media is helping the Partnership cement its position as the economic voice for Halifax, trusted by an engaged community. www.greaterhalifax.com

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**GOLD**

**Site Selector App**

World Business Chicago
Chicago, IL

Site Selector is a web-based mapping application that illustrates location options for companies & organizations looking for space in Chicago. The tool combines information from the City of Chicago’s open data portal with commercial real estate information and quality-of-life amenities, all presented in an easy-to-navigate environment. More than 20 map layers can be combined to help users visualize which areas of the city might be best for their business location. For example, a location specific incentive program (which can be filtered by company size and type) can be layered over industrial districts. Then available industrial real estate locations can be layered on top. Other available layers include: colleges & universities, Planned Manufacturing Districts, Special Service Areas, City owned land, rail lines, schools, etc.

SiteSelectorApp.com

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**SILVER**

**AccessNC Mobile App**

North Carolina Department of Commerce
Raleigh, NC

The State of North Carolina’s AccessNC™ Mobile App is a breakthrough tool that allows site selectors direct, easy access to search available business properties in North Carolina while they’re on the go, and then manage and store that property data using their smartphone or tablet device. AccessNC is a service offered by the North Carolina Department of Commerce, the state’s lead economic development agency. The Department, led by Secretary of Commerce J. Keith Crisco, champions a mission to improve the economic well-being and quality of life for all North Carolinians and works closely to assist local, regional, national and international companies as they consider North Carolina as a business location. More information about the agency can be found online at ThriveNC.com

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**Irvine Micropreneur Program**

Irvine Chamber of Commerce
Irvine, CA

As small-businesses are increasingly strapped for time, the Irvine Chamber developed a weekly webinar program aimed at bringing best practices and thought leaders to micropreneurs. The on-line format allows executives to listen to and interact with the thought leaders while having lunch at their desks. In addition, past events are archived on-line to allow for anytime access. The Irvine Micropreneur program has developed a partnership with Microsoft’s Business on Main web-portal to provide this resource on a nation-wide basis.
SizeUp
SizeUp
San Francisco, CA

SizeUp (http://www.sizeup.com) is a small business intelligence website that helps small businesses become smarter, more profitable, and more competitive. It enables small business owners to benchmark themselves against competitors, find the best places to advertise, and map their competitors, customers, and suppliers. In July of 2012 a prestigious judging including Sheryl Sandberg, Chief Operating Officer at Facebook; Vint Cerf, Chief Internet Evangelist at Google; Vivek Kundura, VP at Salesforce.com; Tim O’Reilly, CEO of O’Reilly Media; John Bryson, U.S. Secretary of Commerce and Steven Van Roekel, CIO of the United States selected SizeUp as the 1st place business tool to create jobs and grow businesses. It was a TechCrunch Disrupt Finalist in 2011 beating out over 1200 startups from around the world to launch at this “Super Bowl” of startup launches.

SizeUp is a free service of GIS Planning Inc., the inventor of online GIS implementations 15 years ago that today serves over 250 economic development organizations. With the majority of the 100 largest cities in the USA and covering over 13,000 cities as clients, its ZoomProspector Enterprise technology is the industry standard in economic development.

PROGRAM AWARDS

Technology – Based Economic Development

POPULATION 200,000-500,000

GOLD

iTslSC - Columbia's Insurance Technology & Services Cluster
iTslSC - Columbia's Insurance Technology & Services Cluster (an initiative of New Carolina)
Columbia, SC

The Columbia Insurance Technology & Services Cluster (iTslSC) is a New Carolina cluster dedicated to promoting the Columbia, S.C. region’s wealth of opportunities within the insurance technology and services sector. Its mission is to foster a collaborative environment where the private sector, government, and higher education work to strengthen industry competitiveness, a world class talent pool, and South Carolina’s reputation as a premier destination for insurance & technology. News, events, and information can be found online at www.its-sc.com.

SILVER

Innovation Connect
Lincoln Partnership for Economic Development
Lincoln, NE

Innovation Connect’s purpose is simply to make connections that will foster greater economic vitality and growth for Lincoln in the long term. This may take the form of business to business connections, which are common at Innovation Connect. However it would also include collaborative research agreements between a business and a professor, an academic engineer assisting to solve a specific problem at a firm, or an entrepreneur connecting with an investor. In short, any situation where new resources are leveraged by a business or entrepreneur.

POPULATION GREATER THAN 500,000

GOLD

Regional Innovation Cluster Model
NorTech
Cleveland, OH

As a catalyst for growing emerging technology industries in Northeast Ohio, NorTech – a regional nonprofit economic development organization – helps to build regional innovation clusters that create jobs, attract capital and have a long-term, positive economic impact. To this end, the organization has created a comprehensive cluster development model that can be applied to multiple technology-based industries. The model incorporates the
creation of industry roadmaps; a disciplined metrics approach; revenue, funding and market opportunities for companies; and connecting, convening and educating cluster organizations. The model serves all organizations in the value chain and those that support the value chain, such as small, medium and large companies; research institutions; universities; public, private and philanthropic funding sources; regional, state and federal government; industry associations; and other economic development organizations. While traditional cluster development can be theoretical and often hard to implement, NorTech is taking a grassroots, “bottom up” approach to regional cluster development and putting theory into practice. From July 2010 to June 2012, cluster companies supported by NorTech have attracted $40.4 in capital, created 478 jobs and generated $31.7 in payroll in Northeast Ohio’s advanced energy and flexible electronics industry clusters. www.nortech.org

Multi-Year Economic Development

POPULATION LESS THAN 25,000

GOLD

TAYLOR

ECONOMIC DEVELOPMENT CORPORATION

Taylor Economic Development Campaign (2008 - 2011)
Taylor Economic Development Corporation
Taylor, TX

The “2008-2011 Taylor Economic Development Campaign” represents the dynamic transformation of a rural E.D. agency into a successful, results-oriented team that made Taylor, Texas a great competitor in the Austin, Texas region. The Taylor Economic Development Corporation was created in 1994 as a non-profit development corporation as a subcomponent of the City of Taylor. It is funded by one-fourth of the local sales tax and works with the City (and the Chamber of Commerce) to promote and expand business enterprises. In 2008, four metrics-based goals were crafted with an aggressive emphasis on business retention and job creation. The transformation of the program required significant changes in staffing, I.T., incentives, policies, and workflows. It also required creation of a project tracking system for BRE and Business Recruitment. The EDC published a new website, marketing materials, and newsletters in addition to relocating offices to a more accessible, professional location.

To promote Taylor in the region, the EDC initiated a media campaign that helped double the number of tenants in the EDC Industrial Park. In spite of the economic downturn, the EDC surpassed its target economic goals by assisting 20 companies that announced 305 jobs and nearly $40 million in new capital investments.

POPULATION 25,000 – 200,000

GOLD

REBUILDING GREAT FALLS DEVELOPMENT AUTHORITY

Great Falls Development Authority
Great Falls, MT

Great Falls is a city of 58,000 people in north central Montana. Great Falls Development Authority (GFDA) is an IEDC-accredited EDO and private/public partnership whose mission is to lead Great Falls economic development efforts to promote growth, diversification, and the creation of high-wage jobs. GFDA serves a 13-county trade area with a population of 220,000.

In the fall of 2007, GFDA set out to change the way it did business to produce greater results. Though the organization had attracted a couple of companies in the few years prior, the attention had been solely on business attraction with limited targeting; there was limited involvement with the community, and few efforts were made to help existing companies.

The challenge has been difficult, but GFDA has grown our economy every year since 2007 by doing more than just attraction. We were successful despite problems that come with change, a recession and a cut in military presence, our largest primary sector industry. GFDA’s effort to change was guided by five “methods.”

#1 TEAM GREAT FALLS-Get the Community Involved
#2 USE PROFESSIONAL ECONOMIC DEVELOPMENT MANAGEMENT PRACTICES
#3: MAKE MARKET DRIVEN DECISIONS
#4: REFOCUS ON OUR HOME
#5: MAKE COMPETITIVE IMPROVEMENTS
The decision to change the way we grow our economy was a good one. The results have been better informed investors and a stronger economy. And, we’ve set the stage for even more growth in Great Falls. Proof includes:

The Great Falls metro area climbed 29 places in Policom’s 2011 Economic Strength Ranking. Since 2006 we have climbed 135 spots with consistent improvement every year.

Great Falls was recently named the 2012 Montana Small Business Community of the Year by the U.S. Small Business Administration. Our loan products are stronger and more varied. And best of all, we’re now primed to take advantage of our recent successes and grow our economy even more.

SILVER

Great Plains Energy Park™
Minot Area Development Corporation
Minot, ND

The Great Plains Energy Park™ in Minot, North Dakota, is the premiere oil center in the Bakken Shale Oil Formation. Between 2008 and 2011, a $3.5 million investment by the City of Minot leveraged more than $200 million in capital investment and created more than 500 jobs for this growing community of about 50,000 residents in northwest North Dakota. The initiative paved the way for 54 more petroleum company expansions to Minot and the creation of about 2,500 jobs. The Great Plains Energy Park™ successfully met its goals to concentrate community assets and infrastructure to provide smart planning and strategic growth for the community and the petroleum industry. Additionally, it advanced public infrastructure for future growth needs of the community.

Minot Area Development Corporation’s mission is to facilitate the retention, expansion, start-up and relocation of primary sector businesses and to recruit workforce to the Minot area to diversify and grow the region’s economy. With the support of investors, the City of Minot, Ward County, the State of North Dakota and its congressional delegation, and others, MADC strives to increase employment and provide continued economic stability for the area to ultimately achieve a more prosperous future for all Minot residents.

GOLD

Greater Halifax Partnership
Halifax, NS
Canada

Halifax Connector Program
Greater Halifax Partnership
Halifax, NS
Canada

The Halifax Connector Program is a simple solution to a problem that has plagued the city for generations: employers needing talent and talent needing opportunity.

Greater Halifax Partnership developed the program with the initial goal to recruit 50 volunteer business and government leaders (called Connectors) to meet with immigrants so they could learn about the job market and network with professionals in their field. That was three years ago and now 366 Connectors take part in helping jobseekers rapidly build their professional networks.

What makes the Connector Program unique is that instead of merely trying to match jobs and people, the program focuses on integrating participants into the culture of Halifax, while helping to offset the qualified-labour shortage.

The best outcome has been helping over 100 participants find jobs. Greater Halifax Partnership has also expanded this initiative to include international students and young and emerging talent. The program has been replicated in nine other cities and towns across Canada.

Looking ahead, with the help of 300+ volunteer Connectors, the Connector Program will continue to make Halifax a more welcoming and inviting place to live and work. www.greaterhalifax.com/connector

Program support is provided by the Province of Nova Scotia.
Supporting the Local Economy: Economic Development and Business Retention Rates offered by Riverside Public Utilities
Riverside Public Utilities
Riverside, CA

For the past two years, Riverside Public Utilities has helped support the economic health of the City of Riverside by offering commercial customers Economic Development and Business Retention electric rates. The Economic Development Rate - which gives green technology, large manufacturing, and research and development companies a 40% reduction on their electricity bills in their first year of operation and a 20 percent reduction in their second year of operation - has already attracted several new businesses to Riverside and helped existing customers expand operations in town. To keep existing businesses from relocating or shutting down, the Business Retention Rate offers temporary electric discounts of up to 25%. With 10 contracts signed and eight more pending, these two programs have helped participating businesses save millions of dollars in operating costs and create and preserve 1,580 Riverside jobs.

Economic Development Training

ShaleNET
Pittsburgh Regional Alliance
Pittsburgh, PA

ShaleNET is a U.S. Department of Labor Employment and Training Administration (DOL ETA) grant funded, multi-state, comprehensive recruitment, training, placement and retention program for jobs in the burgeoning natural gas industry throughout the Marcellus Shale footprint. The founders of the program are the Allegheny Conference on Community Development (of which the Pittsburgh Regional Alliance is an affiliate), PIOGA, Pennsylvania College of Technology and Westmoreland County Community College.

The $4.94 million award was the largest DOL ETA training award in the national grant competition. ShaleNET provides a better prepared local workforce to the growing natural gas industry by providing participants with an industry overview, a realistic job preview and collaborative training with the...
local industry, workforce investment boards and the training institutions. The program aims to place workers in family sustaining jobs within the natural gas industry. ShaleNET has met industry demands by creating a highly relevant, accessible and industry led training that has placed 1,000+ people in natural gas jobs.

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.

**Business Retention and Expansion (BRE) - Single Event**

**POPULATION 25,000 – 200,000**

**GOLD**

**Montana Eggs Project**
Great Falls Development Authority
Great Falls, MT

Montana Eggs, LLC, a produce company comprised of 26 separate Hutterite Colonies (similar to Amish), had been serving the market since 1996, but increased market awareness meant the company had to start carrying the quality-assurance label of the U.S. Department of Agriculture—known as the “shield.” In order to receive the shield, Eggs needed financing for expansion and the purchase of a $1.5 million grader along with washing equipment. Officials knew they would not only need the shield, but would have to grow their customer base to justify the cost. Without financing, the company would close its doors, leaving 50 people jobless. Montana Eggs had to decide whether to expand their plant or move. In order to remain, the company would have to request the City of Great Falls extend water and sewer to the building as it was located beyond city limits. Montana Eggs was hauling water to the site, which would not work with the new grader. Company officials decided to expand and the City agreed to contribute $211,000 to extend water and sewer. GFDA helped the company purchase a grader with a bridge loan for $767,000 for the down payment. We were able to make these loans through our Economic Development Administration Loan fund and our USDA Intermediary Relending Program. Mountain Bank West, financed the construction of the new building at $2.2 million. GFDA was able to further help Eggs with more equipment and construction costs through a $1.4 million loan using our Small Business Administration’s 504 program. The colonies contributed $848,000 in cash. Montana Eggs contributes an estimated $25-million dollars to the economy.

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

**GOLD**

**Nexteer’s Journey & Project Delphi**
Saginaw Future Inc.
Buena Vista Township, MI

In 2004, Michigan lost 46,000 jobs with most being manufacturing, so Delphi’s bankruptcy sent a chill through the Saginaw County community. At the time, Delphi was the County’s largest employer and taxpayer, and impacted its suppliers along with healthcare, retail and service businesses.

Rather than panic, leaders from business, labor, education and government came together to identify issues we could positively influence and effectively communicate to Delphi decision makers. Each local governmental unit passed resolutions supporting a unified package encouraging Delphi to retain operations and look for opportunities to expand in the region.

The effort was successful - Delphi Steering Systems was spun off as a standalone automotive supplier, renamed Nexteer Automotive and was later purchased by Pacific Century Motors.

Currently Nexteer is Saginaw County’s largest taxpayer, has 4,200 local employees and company revenue is expected to reach $2.2 billion this year. Nexteer now produces steering components for 60 automakers besides GM and announced $150 million in equipment upgrades. Nexteer’s journey is clearly a testament to its outstanding local management, talented workforce, innovative technology and determination present in our community.

Established in 1992, Saginaw Future Inc. (SFI) is a public-private alliance of local businesses and municipalities. SFI has remained dedicated to fostering quality job creation through expansion of local industry and attraction of new business projects to Saginaw County, MI.
Success Starts Here Tour
Montgomery Area Chamber of Commerce
Montgomery, AL

The Success Starts Here Tour, held September 30, 2011, was launched as a business retention and expansion initiative under the Montgomery Area Chamber of Commerce Imagine a Greater Montgomery economic development strategy. The event consisted of a half-day whirlwind tour, via city trolley, whereby members of the media, business, and elected leaders highlighted local expanding industries. The tour featured seven local expanding industries, stopping at four businesses for site tours and expansion announcements. Companies highlighted on the tour represented 1582 existing jobs, 194 new jobs and nearly $57 million in capital investment. The following companies were acknowledged on the tour: MOBIS Alabama, All State Beverage Co., J & P Khamken Industries, Smith Industries/Jay R. Smith Manufacturing Co., Thermalex, Shinsung Petrochemical, and KyungshinLear.

Business Retention and Expansion (BRE) - Programs of 3 or More Years
POPULATION LESS THAN 25,000

“Portfolio Taylor” aka Taylor Business Expansion and Retention (“BRE”) Program
The Community of Taylor, Texas
Taylor, TX

“Portfolio Taylor” is the Taylor Business Retention and Expansion (“BRE”) program is a robust, multi-year approach to retain and assist primary employers in Taylor, Texas. Formed in 2008, the program is a team effort by Taylor EDC, the City of Taylor and Taylor Chamber of Commerce. The EDC spearheaded the initiative including planning, budgets, and goal-setting, plus tracking results for all activities with primary employers. BRE team members made extensive efforts to engage primary employers through 255 meetings and special events tailored to needs of local employers. The BRE team utilized valuable information gained from employers as target talking points with community leaders, and as a result, special projects and permitting changes were initiated to improve the business climate and address needs of local employers. The EDC published the findings in an 18-page BRE Report which summarizes development and employment growth, establish a baseline for subsequent assessments, and establish powerful communication between the business community and state.

FallinForBusiness is an unprecedented public/private collaboration to promote survey participation. A diverse group of more than 45 partner organizations from all areas of the state worked together to ensure the project’s success and businesses from all 77 counties responded to the Governor’s call to MAKE THEIR VOICE HEARD. With 5,376 Oklahoma businesses participating, FallinForBusiness is the largest survey of Oklahoma employers ever conducted. The companies participating represent more than 250,000 jobs and more than 20 percent of Oklahoma’s total workforce.
surveys and feedback from three-fourths of local industry. The report has since been shared with more than 100 business & community leaders to celebrate progress and serve as a guide for future planning efforts to improve Taylor’s business climate. Since 2008, the City and EDC have jointly assisted a dozen companies on expansion projects creating 170 new jobs and $20M in new investments.

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

**GOLD**

**One Southern Indiana**

business resources
economic development advocacy

**Metro Manufacturing Alliance**

One Southern Indiana
New Albany, IN

One Southern Indiana’s Metro Manufacturing Alliance (MMA) is an ongoing initiative created to supplement its BR&E program in Clark and Floyd Counties. Created in 2008, the MMA provides another avenue for 1SI to engage with the regional manufacturing base. In essence, it’s a forum where manufacturing professionals interact, share best practices, and discuss pertinent issues. The agenda of each meeting is dictated by the MMA members, and the group’s philosophy is: “The MMA is designed by manufacturers, for manufacturers.” In 2011 the MMA decided to develop peer group roundtables with specific areas of concentration. Not only would this give MMA participants the chance to navigate more in-depth topics, it would also give 1SI the ability to engage with employees it otherwise may never have contact with. Currently nine roundtables exist with more than 100 different participants. As relationships strengthened with MMA interactions, 1SI's BR&E efforts have yielded greater than 800 one-on-one business visits and 43 existing company expansions committing to 2,300 jobs, $207 million in capital investment, and $79 million in new payroll annually. In light of this success, 1SI has taken on a modified version of the MMA’s mantra: economic development solutions driven by manufacturers, for manufacturers.

**SILVER**

**ARVADA ECONOMIC DEVELOPMENT ASSOCIATION**

**The Arvada Way**

Arvada Economic Development Association
Arvada, CO

The Arvada Way is not a program; it is a culture. This model has been recognized by local, regional, statewide, national and international organizations as an effective method to support economic development efforts. While the Arvada Economic Development Association (AEDA) enjoys strong working relationships and strategic alliances with a widely diverse group of organizations, AEDA also focuses on a more non-traditional component – engaging all employees who work for the City of Arvada – approximately 700 of them. AEDA staff members attend City department meetings annually to talk about economic development and business retention, as well as recruit employees to become involved. About 90% of Arvada city employees are onboard as active members of the economic development team. Action items and ongoing proactive solutions result from these meetings. Employees seek ways to help attract new businesses and support existing ones. Employees keep the lines of communication open and produce helpful products and services. Employees at every level are guardians and supporters of our strong, proactive business environment. That is The Arvada Way!

**Economic Gardening**

Midland Tomorrow
Midland, MI

Midland Tomorrow is the private, nonprofit 501(c)(3) economic development corporation serving the County of Midland, Michigan, and all the municipalities in it. Our mission is to enhance the quality of life for Midland County residents through the retention and creation of quality jobs and diversification of the economic base. Midland Tomorrow’s economic gardening initiative was designed to “meet companies where they live” by addressing their most direct top-line opportunities for growth. Working with our base of local clients and local resource providers, Midland Tomorrow is
able to help our clients identify, define and pursue growth opportunities in six key areas; core strategy and CEO leadership, innovation model, sales and commercialization, marketing data and analysis, financing expertise, and human resources and organization.

**POPULATION 200,000 – 500,000**

**GOLD**

**LINCOLN PARTNERSHIP FOR ECONOMIC DEVELOPMENT**

**Lincoln Business Retention & Expansion Program**
Lincoln Partnership for Economic Development
Lincoln, NE

Lincoln’s Business Retention & Expansion Program’s purpose is to proactively respond to the needs of existing businesses. By reaching out to local employers, Lincoln’s economic development team learns about the issues and challenges facing these businesses in an effort to retain them in our community and assist in growth opportunities. A final report is designed to inform business leaders, government officials and the community about the perceptions of doing business in Lincoln. By learning more about these issues, programs, policies, and services can be developed and implemented to help lead businesses toward innovation, increased competitiveness and sustainability, and provide economic opportunity for our area residents.

**POPULATION GREATER THAN 500,000**

**GOLD**

**GREATER CLEVELAND PARTNERSHIP**

**Greater Cleveland Partnership Business Development Program**
The Greater Cleveland Partnership
Cleveland, OH

With 15,000 members, the Greater Cleveland Partnership (GCP) is one of the largest chambers of commerce in the nation. GCP mobilizes private-sector leadership, expertise and resources to create jobs and leverage investment to improve the economic vitality of Northeast Ohio.

Our business retention and expansion program executes its mission through site visits, providing technical assistance and connecting businesses to real estate, workforce, incentive and financial resources. Our relationships allow us to identify opportunities and challenges, working collaboratively with our public and private partners to create long-term solutions.

Since 2007, GCP Business Development Team conducted site visits with 775 companies, including 300+ e-Synchronist in-depth company interviews with C-level executives. We completed 70 projects with an estimated $919 million in capital investment, 4,139 new jobs and 5,735,000 square feet of new real estate development.

In the first half of 2012, our team conducted 222 company visits and completed 17 retention and expansion projects resulting in 2,010 jobs created, 3,492 jobs retained, 406,600 square feet of real estate developed and $208 million of capital invested. With 33 additional pipeline projects and our continuing outreach, we look forward to improving those numbers throughout the year.

**LAEDC**

**LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION**

**Layoff Aversion Program**
Los Angeles County Economic Development Corporation
Los Angeles, CA

The Layoff Aversion Program (Program) was created in 2009 by the Los Angeles County Economic Development Corporation (LAEDC), an organization dedicated to attracting, retaining and growing jobs and businesses for Los Angeles County, to address the significant toll the Great Recession had taken on businesses of all sizes and in every sector.

The Program focuses on identifying at risk businesses, providing critical information about relevant programs and resources and conducting needs assessments with business owners to determine needs, issues and challenges. Afterward, an action plan of no-cost resources and programs is developed to help sustain the business and avert layoffs.

The Program also includes business retention and expansion referrals to city staff, referrals of businesses...
with pending workforce reductions to the Workforce Investment Board’s (WIB) Rapid Response Unit, Customer Satisfaction Surveys, business testimonials, dedicated website, Electronic Business Toolkit, Layoff Aversion Program Economic Impact Study, and a 5- to 10-year industry and occupational forecast conducted by LAEDC economists, highlighting the most promising industries to target.

**SILVER**

*The BRE Program of the Greater Oklahoma City Chamber*

The Greater Oklahoma City Chamber
Oklahoma City, OK

Helping existing companies, industries and entrepreneurs thrive is at the heart of the Greater Oklahoma City Chamber’s Business Retention and Expansion (BRE) program. The Chamber targets traded sector jobs that have a high economic impact on the region in two ways: (1) the overall BRE program targets strategic industries that represent significant employment, payroll or recent growth in the region; and (2) the dedicated cluster efforts support growth in the bioscience, aerospace, energy and other key industries. The Chamber’s economic development staff takes a proactive approach to building relationships with companies in the region. Each BRE staff member works with a specific industry, providing expertise and confidentiality to clients. The team attempts to visit larger employers (with more than 500 employees) at least once a year, and other firms are contacted more frequently, based on the client’s needs. Each visitation creates an open dialogue between the client and staff member. Once problems and opportunities are identified, the Chamber staff involves and engages partners that are best able to assist the firm. Some examples of assistance include workforce training assistance, providing relocation materials to recruit out-of-state candidates, business intelligence, incentive information and permitting assistance, but each company receives a tailored plan specific to their needs.

**Entrepreneurship**

*POPULATION LESS THAN 25,000*

**GOLD**

*Rural Enterprises of Oklahoma, Inc.*

Rural Enterprises of Oklahoma, Inc.
Durant, OK

Rural Enterprises of Oklahoma, Inc. (REI Oklahoma) is celebrating its 30th year of impacting lives by assisting entrepreneurs to create jobs and bolster Oklahoma’s economy. Today, REI Oklahoma serves businesses of all sizes with financing, tax credit incentives and a housing program providing down payment and closing cost assistance for working families. REI Oklahoma also operates Oklahoma’s only Women’s Business Center and Native American Business Resource Center. More than 20,000 women entrepreneurs, Native American and minority entrepreneurs have received business counseling or training in all areas of business development.

REI Oklahoma was founded on vision, innovation and creativity. What sets it apart is its “one stop menu” of services. REI Oklahoma provides technical assistance long after a loan closes, during hard times and good times, with affordable training always available close to home. The organization also stands out from the crowd because it has remained flexible and adaptable to make changes and meet the needs of businesses. REI Oklahoma has five office locations, a staff of 40 professionals and a 13-member governing Board of Directors.
POPULATION 25,000 – 200,000

GOLD

**Small Business Innovation Initiative - Product Development Fund**
UMD Natural Resources Research Institute
Duluth, MN

With the support of the Knight Foundation and Blandin Foundation, the Natural Resources Research Institute at the University of Minnesota Duluth created the Product Development Fund to help small businesses and entrepreneurs succeed. The Fund allows NRRI to deploy expertise, research equipment and laboratories to develop new or improved products or production efficiencies. The grants of $10,000 to $25,000 require cash and in-kind contributions from the grantee, and in return the business receives hands-on assistance specific to their needs. NRRI also connects clients to vital links within the business community or industry. NRRI has almost 30 years of experience in entrepreneurial support. The Institute was signed into legislation in 1983 with the mission to foster the economic development of Minnesota’s natural resources in an environmentally sound manner to support private sector employment.

Over the decades its research has earned the respect of industry leaders, the academic community and environmental watchdogs.

POPULATION 200,000 – 500,000

GOLD

**Annual Idea Village Entrepreneur Season**
The Idea Village
New Orleans, LA

Founded in 2000, The Idea Village is a 501(c) (3) non-profit organization with a mission to identify, support and retain entrepreneurial talent in New Orleans. The Idea Village delivers against its mission by focusing on building and nurturing an entrepreneurial ecosystem – a complex interrelated system of diverse constituencies required to ensure that entrepreneurs succeed. The ecosystem is an investable asset that will attract talent and capital investment required to aggressively grow the New Orleans community. Each July-March, The Idea Village engages the ecosystem through the Entrepreneur Season™, a platform of integrated programs and events that allows the collaborative network of partners, including government, universities, corporations, non-profits, professionals and investors to strategically and efficiently support New Orleans startup ventures. Entrepreneur Season culminates with New Orleans Entrepreneur Week (NOEW), a week-long festival that engages the New Orleans ecosystem to support over 500 local entrepreneurs.

POPULATION GREATER THAN 500,000

GOLD

**Gwinnett Entrepreneurship**
Gwinnett Chamber Economic Development
Duluth, GA

The Gwinnett Entrepreneurship project is a coordinated set of tools, support programs, initiatives, events, and networks to create the best possible entrepreneurial ecosystem in Gwinnett County. Pursuant to a carefully researched and vetted strategic economic development plan, particular emphasis is given to helping certain industry sectors, such as technology startups, but any startup or small business in the County will benefit.

Developed components, or those in the planning stages, include an Entrepreneur Council, a printed Small Business Resource Guide and accompanying website, a business plan competition, an effort under way to establish a local SCORE chapter, and collaboration with Georgia Tech to establish a branch of its high-tech incubator, the Advanced Technology Development Center (ATDC).

Gwinnett Chamber Economic Development globally markets Gwinnett as the premier location in Metro Atlanta and Georgia for growing and conducting business. By encouraging investment and trade into the county through relocation and expansion assistance, the organization works with regional partners to bring technology, life science, supply chain, and corporate headquarters to the community. One of Atlanta’s leading job creators, and home to FORTUNE 500 and 1000 companies, Gwinnett hosts a wide range of businesses from industry giants, to international companies and homegrown startups.
Revitalize Regional Economies by Accelerating Entrepreneurial Successes
JumpStart
Cleveland, OH

JumpStart was launched in 2004 to nurture tech entrepreneurs that could go on to become Greater Cleveland's next generation of corporate employers. The nonprofit venture development organization provides resources and assistance—sometimes coupled with investment—to regional entrepreneurs leading high growth, early stage companies, to help successfully identify advisors, find clients and raise the capital they need to generate revenue and jobs more quickly. Eight years later, JumpStart has a proven track record of creating jobs and helping entrepreneurs develop competitive companies.

Now, JumpStart is leveraging this expertise on a broader level, helping other regions develop high-impact economic development approaches tailored to their innovation assets and needs. From its experience, the organization believes the best way to revitalize regional economies is by accelerating the formation and growth of new and existing young high growth companies that can create globally competitive jobs. This requires regional collaboration, identification of areas of opportunity and the development of a sustainable entrepreneurial support ecosystem comprised of investors, educators, resource providers, idea creators, funders, advocates and others.

Neighborhood Development
POPULATION 200,000 – 500,000
GOLD

Great Streets Neighborhood Business District Program
City of Minneapolis Department of Community Planning and Economic Development
Minneapolis, MN

The Great Streets program is a coordinated effort to help businesses develop and succeed along commercial corridors, at commercial nodes, in LRT Station Areas, and in Activity Centers throughout the city. Through the Great Streets Program, the City of Minneapolis funds activities that support the economic strength and vitality of neighborhood commercial districts, helping to create vibrant communities and strong businesses. Recognizing that commercial districts throughout the city have different strengths, challenges, and opportunities, the program is designed to support a variety of activities so communities can develop and implement comprehensive strategies to advance their unique goals.

A range of tools and resources are available including business financing, real estate development gap financing, and business district assistance such as façade improvement matching grants, market studies, district wide branding and marketing campaigns, business recruitment efforts and more.
**POPULATION GREATER THAN 500,000**

**SILVER**

*Hamnett Place - Wilkinsburg, PA*
Allegheny County Economic Development
Allegheny County, PA

Allegheny County Economic Development (ACED) is the lead economic and residential development agency for Allegheny County, Pennsylvania (population 1.2 million, including the City of Pittsburgh and 129 other municipalities). Its principal mission is to coordinate success by forming broad public-private-neighborhood partnerships that spearhead the County’s progress. ACED’s activities span economic and residential development, infrastructure repair and replacement, and critical social services.

The Hamnett Place project has been a multi-faceted effort, part of a comprehensive initiative spearheaded by ACED that has targeted 18 sites in the Borough of Wilkinsburg (population 15,000), a once vibrant but currently distressed community bordering Pittsburgh. This project has focused on affordable housing revitalization and related efforts to restore blighted and abandoned properties in a key historic six-block area of Wilkinsburg.

Initiated with a plan by neighborhood residents in 2004, Hamnett Place has grown into a prominent series of activities involving numerous active partners, with ACED providing ongoing funding, technical assistance, coordination, and oversight. Over $13 million has been committed from numerous sources. This has produced 7 beautifully restored and affordable homes, 27 attractive rental units, a regional housing resource center, and a community garden. Spinoff activities have also resulted, creating much excitement for further growth.

**BIG**

*Superkilen*
BIG – Bjarke Ingels Group
Copenhagen
Denmark

Superkilen is a half a mile long urban space that cuts through one of the most ethnically diverse and socially challenged neighborhoods in Denmark. The project possesses all that typically makes up a modern park with trails for pedestrians and cyclists, connections to local transport and outdoor recreation spaces. Superkilen is a park reflecting diversity. The project celebrates the neighborhood’s multi-cultural heritage and unites everybody in one global neighborhood. The project is conceived as a giant exhibition of urban best practice - a collection of global objects from the 62 home countries of the local inhabitants.

BIG is a Copenhagen and New York based group of architects, designers, builders and thinkers operating within the fields of architecture, urbanism, research and development. In our projects we test the effects of size and the balance of programmatic mixtures on the triple bottom line of the social, economic and ecological outcome. Like a form of programmatic alchemy we create architecture by mixing conventional ingredients such as living, leisure, working, parking and shopping. By hitting the fertile overlap between pragmatic and utopia, we architects once again find the freedom to change the surface of our planet, to better fit contemporary life forms.

**Human Capital**

**POPULATION 25,000 – 200,000**

**GOLD**

*Work Hard - Work Smart*
The Wichita Falls Chamber of Commerce and Industry
Wichita Falls, TX

Work Hard – Work Smart currently has over largest condensed population of National Career Readiness Certificate holders in Texas. We seek to become the first work-ready county in Texas. We are a work ready region for business attraction, job creation and entrepreneurship.
POPULATION 200,000 – 500,000

GOLD

Greater Halifax Partnership

Halifax Connector Program
Greater Halifax Partnership
Halifax, NS
Canada

The Halifax Connector Program is a simple solution to a problem that has plagued the city for generations: employers needing talent and talent needing opportunity.

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The best outcome has been helping over 100 participants find jobs. Greater Halifax Partnership has also expanded this initiative to include international students and young and emerging talent. The program has been replicated in nine other cities and towns across Canada.

Looking ahead, with the help of 300+ volunteer Connectors, the Connector Program will continue to make Halifax a more welcoming and inviting place to live and work. www.greaterhalifax.com/connector

Program support is provided by the Province of Nova Scotia.

Sustainable & Green Development

POPULATION 25,000 – 200,000

GOLD

Benicia Sustainability Management Program: “Business Saves”
Chabin Concepts on Behalf of City of Benicia
Chico, CA

Benicia, California, is a small city of 26,000 operating in the heavily populated San Francisco Bay Area. With a goal to reduce greenhouse gas emissions by 10%, and the knowledge that Benicia Industrial Park contributed disproportionately to overall emissions, the City faced a common dilemma: Do you regulate or do something else? The resulting Sustainable Management Program, “Business Saves,” addressed energy and water efficiency, waste, recycling and fuel, as well as employee training in sustainability practices. Designed to benefit the 450 industrial park businesses, key features included:

Free sustainability analysis provided with other business retention outreach provided businesses with recommended sustainability measures, including estimated costs and ROI.

Sustainability Fund provided reimbursements and loans for improvements undertaken by businesses.

Web-based tracking through greentraks.com monitored continual reduction of greenhouse gases and helped businesses manage resources.

Workshops and training was offered to business management and employees.

Businesses taking action were recognized with Benicia Green certification.

Aside from its unique funding source — Valero oil refinery’s “Good Neighbor” agreement with the City — the program is fully replicable, including: Integration of sustainability with business retention (facilitated by ExecutivePulse), free assessments and revolving loan fund, and online monitoring (facilitated by greentraks.com).
AWARDS

Petal Project
East Central Intergovernmental Association
Dubuque, IA

The Petal Project is a regional green business certification program developed by East Central Intergovernmental Association staff and a group of pilot businesses. The program is designed to encourage organizations in Eastern Iowa to adopt more environmentally friendly business practices. The Petal Project provides a simple framework for businesses wishing to save money and resources while enhancing their brand and customer loyalty through sustainability initiatives. The program consists of five categories: waste reduction, energy conservation, pollution prevention, staff education, and water conservation. Within each category, a business must complete all required and a specified number of optional criterion to earn that petal. Once a business has earned all five petals, it is a green certified business. Some examples of criterion include: installing energy efficient lighting, using faucet aerators, and purchasing recycled products.

The ultimate goal of the Petal Project is to make sustainability simple, easy, and cost effective for businesses. The program alleviates some barriers by offering businesses a simple framework to becoming more sustainable and providing the resources needed for implementation. The Petal Project also strives to create a universally understood definition of a green business for consumers wishing to shop based on their values.

Camden SMART Initiative
Cooper’s Ferry Partnership & The Camden SMART Team
Camden, NJ

The Camden SMART (Stormwater Management And Resource Training) Initiative aims to restore and revitalize Camden, NJ through efficient stormwater management to positively impact area flooding, air quality and other public health issues that currently affect livability for residents. Led by the Camden SMART Team, comprised of Cooper’s Ferry Partnership, the City of Camden, Camden County Municipal Utilities Authority, NJ Department of Environmental Protection, and the NJ Tree Foundation, in less than one year, Camden SMART has planted eleven (11) rain gardens in Camden and has developed plans for 20-40 more. Camden SMART has hosted a series of stormwater management educational workshops with residents and produced educational marketing materials, as well as supported the removal of impervious surface to plant hundreds of trees throughout Camden. With this resident-driven momentum, the Camden SMART Team will continue to promote the use of green infrastructure to protect water quality in the City of Camden.

CFP is a nonprofit organization that works to facilitate the revival of Camden, NJ to an environment where people choose to live, work, and invest. We develop visionary, long-range plans for the redevelopment of Camden and work with private sector, government and community partners to make these plans a reality.

GOLD

WORKshift
Calgary Economic Development
Calgary, AB
Canada

Myth: If I can’t see my employees in the office, then they aren’t really working.
Truth: Data consistently proves that an employee who teleworks two days per week is 15-40 per cent more productive than their office counterparts.
WORKshift is Canada’s only regional telework initiative. It works with Calgary businesses to accelerate, promote and measure the impacts of the adoption of flexible work practices. Organizations that participate in the pilot program will not only realize tangible bottom-line benefits, but will help to change the culture of how Calgarians live and work. WORKshift is an innovative initiative of Calgary Economic Development. Calgary Economic Development is an opportunity-maker, helping to spark and fuel Calgary’s growth. Our job is to connect people with resources that can help them grow their careers or businesses, thrive in new locations.
or markets, and feel at home in our community. We offer a wealth of information to help everyone succeed and we tirelessly promote Calgary, in Canada and around the world. We’re exhilarated about our role in shaping and sharing Calgary’s story, and we’re proud to be part of the energy. For more information, please visit our website at www.calgaryeconomicdevelopment.com and follow us on Twitter @calgaryeconomic.

**ARIZONA**

**Office of University Research Parks**

**Solar Zone at the UA Tech Park**
UA Office of University Research Parks
Tucson, AZ

UA Tech Park created the Solar Zone to accelerate the growth and development of the solar industry in Southern Arizona. The Solar Zone is a business and research zone aimed at new product development, test, evaluation, demonstration and generation of solar energy to spur industry growth. Phase One of the Solar Zone occupies 165 acres of land and hosts seven companies demonstrating a variety of solar energy technologies. When fully complete in early 2013, Phase One will be the largest multi-technology solar demonstration site in the world. Companies can demonstrate their technology at the “utility” or grid level (MW). Phase Two focuses on research, development and production of new solar technology and applications.

**SILVER**

**Energy Saving Solutions program**
UTSA Small Business Development Center’s Contracting Resource Center
San Antonio, TX

The Energy Saving Solutions program is available to assist small businesses with reducing utility costs, lowering overhead expenses, and improving profitability. Small businesses obtain a no-cost energy analysis of their leased or owned commercial building to identify energy saving opportunities. After the analysis phase, a small business is provided with a report outlining no-cost and low-cost recommendations for reducing energy use, and advisory services on implementing such recommendations. The energy analysis is conducted in conjunction with a team of students at UTSA. Students obtain valuable on-the-job training enhancing their academic studies, while small businesses gain no-cost resources for improving sustainability and profitability in their business.

The Contracting Resource Center is a partnership program between the U.S. Small Business Administration and the University of Texas at San Antonio and the South-West Texas Border Small Business Development Center Network. The Contracting Resource Center assists small business owners, veteran entrepreneurs, woman – owned small businesses, employers and energy conscious business owners by providing expert business advisors who assist small businesses in expanding their business into government contracting opportunities through practical, low-cost business growth workshops and expert one-on-one business advising.

**Real Estate Redevelopment and Reuse**

**POPULATION 25,000 – 200,000**

**GOLD**

**Berwyn Gateway Plaza**
City of Berwyn and the Berwyn Development Corporation
Berwyn, IL

Berwyn Gateway Plaza is an urban infill redevelopment project of a critical commercial block within Berwyn, IL. An entire commercial block was assembled and redeveloped into a new neighborhood retail center through the City of Berwyn and their economic development arm, the Berwyn Development Corporation.
SILVER

**West Bank Redevelopment**
Great Falls Development Authority
Great Falls, MT

The 65-acre West Bank had been for decades a site for heavy industrial use. As industrial shifted elsewhere, the area became an obstacle to enjoying a natural asset, the Missouri River. So the City of Great Falls and GFDA secured an EDA planning grant. The aim was to clean up the area and reconnect it with the city. One of the challenges that came out of the plan was how to deal with contamination. The City and GFDA successfully applied for an EPA Brownfields Assessment grant, which discovered that contamination from a 1930s oil refinery on land now occupied by Cascade County had also spread to land owned by a processing plant. The issue was resolved with the county purchasing the land from the plant and leasing it back to the company. The County has been cleaning the area as development demands.

The City designated the area a TIF-district, which set the stage for construction of the new Missouri River Federal Courthouse. A second milestone occurred when West Bank Properties received a $2 million SBA 504 loan and a $625,000 EDA bridge loan in fall of ’08, when credit markets were frozen—both from GFDA, to build Staybridge Suites next to the courthouse. West Bank Properties also built a second building that houses a coffee shop and bar.

As part of designating the area an Urban Renewal District, the City prepared a master plan to redevelop West Bank Park. This project shows what can occur when different organizations and government entities work together towards a common goal. The result has been the creation of hundreds of jobs and a beautiful river bank.

GOLD

**Historic American Can Building**
City of Cincinnati
Cincinnati, OH

Located in one of Cincinnati’s most unique, but distressed, neighborhoods, the American Can Building has been transformed into a neighborhood anchor. For decades, the 130,000 square foot factory sat deteriorating. The City partnered with a developer and the community of Northside to bring multiple sources of financing and expertise to the project. Together, we completed a historic restoration, remediated environmental contamination, and financed construction in the midst of the Great Recession. Today, the 110 market-rate loft apartments are fully leased. The project has bolstered the neighborhood business district, as residents can walk to a variety of restaurants, shops and a park.

Cincinnati is home to 17 Fortune 1000 headquarters, with robust clusters of companies and talent in consumer marketing and brand development, biohealth, advanced manufacturing, finance and insurance and information technology. We are reinventing our riverfront with a new park, apartments, and entertainment destinations. Renovations to the civic heart of our city, Fountain Square, draw crowds day and night. Historic Over-the-Rhine is experiencing a renaissance. Our hospitals and universities are growing. We are renovating or rebuilding every school in our system. And we recently broke ground on a streetcar line. In spite of the economy, Cincinnati is in a growth mode.

SILVER

**Buffalo Lakeside Commerce Park**
Buffalo Urban Development Corporation
Buffalo, NY

The mission of Buffalo Urban Development Corporation (BUDC) is to support the urban economic development efforts of the region through acquisition, remediation and management of distressed properties, and to engage in related real estate...
development activities for the purpose of attracting and/or retaining new and existing businesses to the City as part of the region. The mission of BUDC also includes supporting the revitalization of downtown Buffalo by serving as the lead management entity for Buffalo Building Reuse Project (BBRP) initiatives, working in collaboration with the City of Buffalo; including the coordination of financial assistance for downtown adaptive re-use projects and public right-of-way improvements.

Once the home to Buffalo Union Steel Corporation and Hanna Furnace Corporation, this premier 275 acre brownfield site (Buffalo Lakeside Commerce Park) was acquired by Buffalo Urban Development Corporation in 2003. The newly developed “smart growth” urban commerce park sits on waterfront land in Buffalo, New York, with multi-modal transportation opportunities and excellent access to the interstate. Buffalo Lakeside Commerce Park is also home to Ship Canal Commons. This 22 acre green space project provides an attractive park that allows waterfront access for employees of Buffalo Lakeside Commerce Park as well as residents throughout the Buffalo Niagara Region.

POPULATION GREATER THAN 500,000

GOLD

SCRA Innovation Centers
SCRA
North Charleston, SC

SCRA is an applied research corporation delivering technology solutions with high returns on investment to federal and corporate clients. To fulfill our mission, SCRA has three sectors: Our Technology Ventures sector helps early-stage companies to commercialize innovations and create jobs, our Applied R&D sector manages over 100 national and international programs worth over $1.5 billion in contract value and our R&D Facilities sector builds and manages research facilities that include wet labs, secure rooms for sensitive work and advanced high-tech manufacturing shops.

In 2005, SCRA began planning and developing three new world-class business, laboratory and light manufacturing facilities called “Innovation Centers.” In support of the company’s commitment to create high-paying, new jobs and assist start-up companies, SCRA invested $15-17M to build/renovate these new Innovation Centers, located in close proximity to the state’s major research universities. The three Innovation Centers are the:

- SCRA MUSC Innovation Center for high-tech bio research (built near the Medical University of South Carolina (MUSC) on the corridor into historic downtown Charleston)
- SCRA USC Innovation Center for companies moving to the light manufacturing stage (adjacent to The University of South Carolina (USC) Engineering School)
- Duke Energy Innovation Center focused on advanced materials research (located near Clemson University)

PARTNERSHIP AWARDS

Public-Private Partnerships

POPULATION 25,000 – 200,000

GOLD

Ogden City/Boyer Company Public-Private Partnership
Ogden City Community and Economic Development Department - Ogden, UT
Ogden, UT

Business Depot Ogden (BDO) is the brainchild of Ogden City and economic developers seeking to turn the bitter results of the 1995 Base Realignment and Closing (BRAC) process into jobs and economic development opportunities. Through a public/private partnership with Ogden City and The Boyer Company, the redevelopment of BDO has spurred economic growth by becoming one of the premier business and industrial parks in Utah. BDO has been a center piece of Ogden City’s goals of job creation, increased property tax base, and sales tax base.
AWARDS

POPULATION 200,000 – 500,000

GOLD

Brick City Development Corporation (BCDC)
Newark, NJ

Brick City Development Corporation (BCDC) is the primary economic development catalyst for Newark, NJ, organized to retain, attract and grow businesses, enhance small and minority business capacity, and spur real estate development within the City. BCDC contributed $2 million of capital, advocacy and real estate development expertise to actualize development, construction and opening of Food Depot, which is Newark’s first new full-service supermarket in the City’s Central Ward in twenty-two years. Food Depot, a 31,000-square foot state-of-the-art supermarket facility, provides Newark’s residents with healthy food options like fresh fruits, vegetables and a full-service meat counter and also offers a hot food deli with seating for customers, ten checkout lines for fast customer service and a well-lit efficient space for customers to shop.

POPULATION GREATER THAN 500,000

GOLD

Space Florida and NASA/Kennedy Space Center Commercial Partnership
Space Florida
Kennedy Space Center, FL

Space Florida and NASA signed an infrastructure agreement for critical facilities at the Kennedy Space Center (KSC) that led to a pathfinder deal with The Boeing Company. With significant job losses after the Space Shuttle program and the danger of infrastructure being demolished due to lack of funding, NASA/KSC stood up a Commercial Office to facilitate the reuse of infrastructure through entities like Space Florida. The agreement has created opportunities for significant commercial growth and partnership in a previously “untouchable” government facility because it allows private industry use of government facilities through a commercially-attractive lease structure (compared to traditional cost-plus government lease structures). In October 2011, Space Florida executed an agreement with The Boeing Company, facilitating the company’s use of a former shuttle processing facility to manufacture, test and headquarter its Commercial Crew Transportation Program – a key player in next-generation U.S. space programs. This agreement could potentially create 550 jobs in the area by December 2013.

Space Florida was created to strengthen Florida’s position as a global leader in aerospace research, investment, exploration and commerce. As Florida’s spaceport authority and aerospace economic development organization, Space Florida is committed to attracting and expanding the next generation of space industry businesses.

SILVER

Office of University Research Parks

The Bridges/ UA Bio Park
UA Office of University Research Parks
Tucson, AZ

The Bridges is a master-planned, 350-acre mixed-use development in south central Tucson, Arizona. The Bridges/UA Bio Park is a partnership of the University of Arizona, 5151 LLC (Lennar and KB Home) and Retail West/Eastbourne Investments. The Bridges is anchored by a 65 acre bio park and is bringing much needed retail and residential development to Tucson’s inner core. Core infrastructure on-site is complete with the retail and bio park sites being development ready. The Bridges is living up to its potential to provide economic and community benefits to the City of Tucson with two large retailers on-site and smaller retail pads under development and the Bio Park actively marketing for tenants.
Partnerships with Educational Institutions

POPULATION LESS THAN 25,000

GOLD

**Startup-Industrial Technology Training Center**
Mount Pleasant Industrial Development Corporation
Mount Pleasant, TX

In 2009 the region’s largest employer was purchased by an out of state company who then announced plans to relocate the company’s corporate headquarters. Shortly after, the region and the nation entered a recession which laid off several hundred production workers in the community. Positive action was required and a partnership was the solution. The Mount Pleasant Industrial Development Corp (MPIDC) partnered with the Northeast Texas Community College (NTCC) and Mount Pleasant Independent School District (MPISD) to purchase a venue and equipment to start an Industrial Technology Training Center which includes certified training at two levels in Industrial Maintenance, Certified Training in two CAD Programs and Electrical Technology. The program advanced from concept to facility acquisition and remodel to startup in less than one year. At the end of year two the Industrial Technology Training Center operates with more than 100 high school and adult students.

The story here is not in the “Training”. Many communities have industrial training available. The story is in the cooperation and synergy that was created by the need which was recognized by the IDC, the Community College and the local School Board.

**Horsehead Corporation**
SC Technical College System, Division of Economic Development and Workforce Competitiveness
Columbia, SC

The SC Technical College’s Division of Economic Development and Workforce Competitiveness – readySC™ and Apprenticeship Carolina™, Denmark Technical College, Barnwell County Economic Development Commission, and SC Department of Commerce collaborated with Horsehead to ensure its first green field facility for recycling EAF Dust had the workforce it needed for profitable operations.

readySC™ worked with Horsehead to provide the customized recruiting and training assistance necessary for a successful start-up. Then Apprenticeship Carolina™ helped their workforce continue to grow by guiding them through the registered apprenticeship process and recognition in the National Registered Apprenticeship System. The training associated with the work of these two programs is directly correlated to jobs in SC – the Horsehead project brought 56 to Barnwell, SC. The addition of these jobs had a huge impact on the local economy as Barnwell is categorized as one of South Carolina’s least developed counties.

This project exemplifies excellence in economic development through meaningful linkages with postsecondary education for the collaboration between the SC Technical College System and a private company in workforce development.

The Division of Economic Development and Workforce Competitiveness is integral to South Carolina’s economic development success. The unrivaled recruiting, training and workforce development tools offered bring SC as well as the organizations that choose to relocate or expand in SC the opportunity to grow and prosper by remaining competitive.
The Critical Core Manufacturing Skills (CCMS) was an outcome of a collaborative partnership of the Chippewa County Economic Development Corporation’s (CCEDC) President/CEO Charlie Walker and the Chippewa Valley Technical College’s (CVTC) Chippewa Falls Campus Administrator Tim Shepardson. The two had discussed the need for cutting-edge training opportunities, and creating a competitive, well-trained, and skills-oriented workforce in the Chippewa Valley, thus keeping our area workforce competitive.

Creation of this program involved conducting focus groups and town hall style meetings with manufacturers to identify the skills found lacking in the current workforce and to identify solutions. These three key strategies were identified--to raise the level of manufacturing employee productivity, raise the level of manufacturing business effectiveness and develop advanced technology manufacturing. Through a steering committee twelve CCMS Core Competencies were developed. Participants in the program are trained with skills in the areas of productivity, problem solving, teambuilding and adaptability. After completion of the 12 program modules the participants walk away with a transferable technical certificate.

The consortium has been positive; companies are more productive, safer, and more profitable. This keeps businesses going strong and more people employed right here in the Chippewa Valley which is always a good thing.
Regionalism and Cross-border Collaboration

POPULATION 200,000-500,000

SILVER

Upper Michigan Green Aviation Coalition (UMGAC) Green Aviation Conference
MichiganWorks! The Job Force
Gwinn, MI

The Upper Michigan Green Aviation Coalition is a group of private and public sector members and stakeholders who are participating in the creation of an industry cluster surrounding the concept of green aviation. The membership is comprised of companies and industry experts from around the world including Switzerland, France, Canada and the United States.

The mission is to join private and public sector partners across the Upper Peninsula of Michigan and bordering regions, with experts from throughout the world, to develop new business opportunities; create jobs; develop new employee categories; promote investment; develop and commercialize advanced technologies; promote collaboration among cluster partners; and expand existing third-party business and financing services within the field of green aviation.

POPULATION GREATER THAN 500,000

GOLD

Southeast Super-Region Committee
Greater New Orleans, Inc.
New Orleans, LA

The purpose of the Southeast Super-Region Committee (SRC) is to foster cooperation for mutual benefit between the Baton Rouge and Greater New Orleans regions – which together form the “Southeast Super-Region.”

The SRC focuses on issues important to both regions, which both regions can more effectively execute together. Current initiatives include:
• Education Reform
• International Trade
• High-speed Rail
• Improving the International Airport
• Coastal Restoration
• Innovation and Entrepreneurship

The Super-Region Committee has driven significant results:
• The SRC developed a major higher education reform package, subsequently adopted by the Governor and passed by the legislature as the LA GRAD Act.
• A new super-regional high-speed rail coalition was formed, to promote the funding of rail between New Orleans and Baton Rouge
• Partially driven by the SRC, the New Orleans airport continues to improve, with $417M in enhancements underway
• The SRC now promotes its own legislative agenda. At a recent reception to explain the agenda, over 40 legislators attended - indicating the importance of the SRC
• The SRC made a super-region trade mission to Brazil in Fall 2011
• The SRC now has co-branded marketing materials for the “Super Region”