Room to Grow Brochure
City of Converse Economic Development Corporation
Converse, TX

The City of Converse Economic Development Corporation promotes development in the community through various means, including this award-winning brochure which highlights portions of the Loop 1604 Commercial Corridor Study developed by the EDC in concert with other stakeholders in the region. The brochure promotes the opportunities that exist in the community, communicating that Converse is as yet an untapped jewel for development in the San Antonio area.

Population 25,000-200,000

Gold

Why Halifax?
Greater Halifax Partnership
Halifax, Nova Scotia
Canada

Why Halifax is a special purpose brochure designed to accommodate customized content on one of several key target sectors for investment attraction.

Bronze

Potomac Communities Brochure
Prince William County Department of Economic Development & Planning Office
Prince William, VA

The Potomac Communities Brochure is a publication that highlights the unique business, governmental, environmental and historical assets of the “Potomac Communities” located between the Potomac River and Interstate 95, in Prince William County, VA. The brochure was developed in order to market this unique section of Prince William County to potential investors in an effort to cultivate development and redevelopment projects. By consolidating some of the many assets and opportunities for both economic and community development in the Potomac Communities into a single publication, Prince William County staff and ambassadors can more effectively promote this vibrant area to both a regional and national real estate and investment audience.

Population Greater than 500,000

Silver

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Population Greater than 500,000

Gold

Wisconsin Video Brochure
Wisconsin Economic Development Corporation
Wisconsin

The Wisconsin Economic Development Corporation (WEDC) developed stand-out marketing materials to be delivered personally to each attendee at the Site Selector’s Guild Conference, which took place February 24-26, 2014, in Denver. WEDC also sent this video brochure to site selectors throughout the nation in a mailing after the event. The inclusion of a video file in this printed piece combines with the non-traditional size of the brochure to create strong user engagement. The format also allowed us to repurpose existing video assets—in this case a television commercial which ran in limited markets—to reach a wider audience. In addition, we can load different video files depending upon the interests of our target audience.
AWARDS

Silver
Invest Hong Kong Corporate Brochure
Invest Hong Kong, the Government of the Hong Kong Special Administrative Region

The objective of InvestHK’s corporate brochure is to show readers why Hong Kong is the ideal place to grow their business and the range of services that InvestHK provides to its clients. It highlights the enduring advantages and emerging opportunities in Hong Kong, conveys the buzz and dynamism of the city through careful selection of key messages, unique visuals and infographics. Potential investors can see the opportunities for their business and themselves, and are encouraged to act now and contact InvestHK for details.

InvestHK is the department of the Hong Kong Special Administrative Region Government, established in July 2000 to attract Foreign Direct Investment and support overseas and Mainland businesses to set up or expand in Hong Kong. It provides free advice and customised services to help businesses succeed in Hong Kong’s vibrant economy. As of June 2014, InvestHK has completed over 3,300 investment projects creating more than 36,400 new jobs in the first year of operation and over HK$88 billion of investment. For more information, please visit www.investhk.gov.hk.

Invest Hong Kong Corporate Brochure
Invest Hong Kong, the Government of the Hong Kong Special Administrative Region
Hong Kong, SAR
China

The brochure presents data-rich information about the Columbus Region’s top Economic Sectors. The brochure has been used around the world and is one of the most frequently downloaded files on the Columbus Region website.

Bronze
San Antonio Economic Development Guide
San Antonio, TX

The San Antonio Economic Development Foundation (SAEDF) is a nonprofit organization that assists business and industry in locating and expanding into the area. The SAEDF provides site consultants and companies assistance with the site selection process by providing information regarding San Antonio’s assets that specifically address their critical search factors.

The SAEDF’s Economic Development Guide provides a comprehensive compilation of information for prospects, in a format that is easy to navigate. The Economic Development Guide contains tabulated information on key economic development factors including demographics, workforce, infrastructure, government, transportation, sites and buildings, utilities, key industry profiles, education, taxes and incentives, quality of life information, and information about living in San Antonio. Each tab within the Economic Development Guide can be supplemented with information to meet the specific needs of each individual prospect.

COLUMBUS 2020
Columbus Regions Economic Sectors Brochure
Columbus 2020
Columbus, OH

Columbus 2020 designed a Columbus Region Economic Sectors Brochure to effectively present information about the Columbus Region’s top economic sectors. The brochure presents data-rich content – including workforce information, business advantages a notable employers – in a visually engaging, easy-to-consume format. The brochures utilize custom infographics and photography of Region companies and institutions to paint a vibrant picture of the area’s business climate. Praised for its creative design and clearly presented content, the brochure has been used around the world and is one of the most frequently downloaded files on the Columbus Region website.

Special Purpose Print Brochure
Population Less than 25,000
Silver
Waynesboro Economic Development Guide
Waynesboro, VA

The primary strategic goal of the project was to make it easier for Purdue innovators to patent and commercialize their inventions and thus propagate the entrepreneurial ecosystem at Purdue and contribute to economic development in Indiana and across the country. The second goal was to increase tech transfer, entrepreneurial activities and startup creation from Purdue University innovations.

The guide included practical information on intellectual protection, startup creation, licensing opportunities, business plans, conflicts of interest, where to find startup support, internal and external resources, securing grants, understanding tax credits and a glossary of tech transfer and business terms with real-life examples from successful Purdue entrepreneurs.

The publication was distributed to all innovators who had filed a disclosure with the Purdue Office of Technology Commercialization.

The direct impact of this initiative combined with other entrepreneurial initiatives launched in FY14 is astounding. For example, we had five startups in FY12 and eight startups in FY13. We experienced a record-breaking 24 startups for the FY14.

Bronze
Clif Bar Campaign
City of Twin Falls
Twin Falls, ID

Attracting Clif Bar’s $168 million, 450-job expansion project to Twin Falls was short and intense. Twin Falls’ Ready Team went into action immediately to help Clif’s site selector and their management team that Twin was their perfect choice. For that, we designed (in-house) two descriptive brochures of Twin Falls – Business Guide and Community Guide. We included the 7 aspects of Twin Falls Strategic Plan to fit Clif Bar’s 5 aspirations. It was a perfect match!

Clif Bar Campaign
City of Twin Falls
Twin Falls, ID

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Popu.
Prairie State College  

“Steelworker for the Future” career pathway brochure  
Prairie State College  
Chicago Heights, IL

In a region where the demise of local manufacturing has had devastating consequences, convincing students to enter the industrial workforce previously was a challenge. The “Steelworker for the Future” career pathway brochure meets that challenge by highlighting a vibrant, high-earning career opportunity. Prairie State College, an Illinois public community college serving Chicago’s south suburbs, partnering with the marketing staff of ArcelorMittal USA, the world’s largest steel company, has demonstrated how academia and industry successfully work together to build qualified employees.

Industrial technology students in PSC’s 2.5 year associate degree program are prepared through classroom learning and hands-on training for ArcelorMittal employment opportunities paying more than three times the U.S. median salary. Using compelling visuals provided by ArcelorMittal’s marketing department, concrete salary information about steelworkers’ earning potential (with entry-level positions topping out at $90,000 per year), and course sequence information, PSC’s brochure has become the model for other colleges in the “Steelworker for the Future” cohort. This pathway brochure is now the model for other PSC career programs as well.

Industrial Electricity enrollment has increased dramatically. ArcelorMittal actively recruits qualified PSC program graduates to its workforce, illustrating ArcelorMittal’s theme: Start Near, Go Far.

Population 200,000-500,000

PSC’s theme: Start Near, Go Far.  
PSC program graduates to its workforce, illustrating dramatically. The Lincoln Economic Dashboard was created to illustrate Lincoln’s economic status and progress against comparable regions. Quantifiable measures of economic competitiveness and quality of life were chosen to benchmark Lincoln’s performance against a number of peer and aspirational communities throughout the nation. The publication was released to the public at the 2013 Annual Economic Development Breakfast with over 550 investors, stakeholders, community members, fellow economic developers and local entrepreneurs in attendance. The published report has been in demand from local stakeholders and institutions, oftentimes used as a tool for recruiting talent to the community. The Dashboard continues to be used as a resource by not only LPED but community stakeholders, acting as a catalyst for conversation and collaboration to continue to move Lincoln forward through economic development.

Greater Halifax Partnership  

Halifax Gateway Mega Projects  
Greater Halifax Partnership  
Halifax, Nova Scotia  
Canada

The Halifax Gateway Mega Projects Brochure profiles more than $115 billion in major project activity in the region surrounding Halifax Nova Scotia. The brochure is targeted at companies wishing to establish points of presence in Halifax to service this range of projects including offshore oil and gas development, large shipbuilding projects, major hydro projects and others.

Silver

Greensboro Partnership  
Economic Development

Dassault Proposal  
Greensboro Partnership Economic Development  
Greensboro, NC

Greensboro, located in the Piedmont Triad Region of N.C., is considered a leader in aviation services in the Southeast. Greensboro’s aviation cluster grew significantly in the early 2000s with the presence of Cessna, TIMCO, Landmark Aviation, and the global headquarters of Honda Aircraft Company. At the same time, Dassault Falcon, a well-known French aircraft company, began evaluating U.S. sites for a new aircraft completion center.

To garner the attention of Dassault Falcon, Greensboro Partnership Economic Development designed a printed brochure, published in both English and French, to tell its story in a full four-color, professionally printed brochure. The attention to detail and out-of-the-box response was important to the company— from the utilization of the four leaf clover, an image that was significant to Dassault’s founder, to a detailed explanation of the customized education program Greensboro offered. The project was put on hold during the fiscal crisis of 2009 but resurfaced in 2012. As the project team changed, the brochure proved an important tool in concisely communicating what Greensboro had to offer. Although Greensboro was not chosen for this project, the brochure demonstrates a level of professional pride in how we presented the community and ensured that the company knew we were serious about attracting their business.

Bronze

Greater Halifax Partnership  
Economic Development

Halifax Gateway Mega Projects  
Greater Halifax Partnership  
Halifax, Nova Scotia  
Canada

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Gold

Innovation Works  
Building Momentum  
Innovation Works, Inc.  
Pittsburgh, PA

In February 2014, Innovation Works (IW), a technology-based economic development organization that provides funding and support to companies throughout southwestern Pennsylvania, released “Building Momentum.” Created with partner Ernst & Young (E&Y), this report is an overview of the investment trends and highlights of Pittsburgh’s growing technology sector, covering activity between 2009 and 2013. This full-color, 20-page brochure features discussions on a wide range of statistics, including five-year capital growth, sector diversity, early-stage, angel, and seed-fund/accelerator activity, indigenous venture capital supply, national and regional investors in local companies, and benchmarking against similar regions nationwide. The information in the report was compiled from private investment data from IW, Carnegie Mellon University, the University of Pittsburgh, and Duquesne University, as well as from a combination of public resources, such as the Dow Jones VentureSource and ThomsonOne databases. The brochure was developed to fulfill two primary goals: 1) To identify and promote the key strategies of the region regarding early-stage company
investment and to highlight the relative strengths of Pittsburgh's technology sector investment market when compared to benchmark cities; and 2) to provide resources for early-stage companies seeking investment and venture investors searching for syndication partners to participate in follow-on funding rounds in the region.

Bronze

Greater Montréal’s 2013-2014 Attractiveness Factors
Montréal International
Greater Montréal, QC
Canada

The 2013-2014 Attractiveness Factors draw a full picture of Greater Montréal’s economic strengths. This analysis of comparative data on location factors from neutral and objective statistical sources shows that, in terms of attracting foreign direct investments, the Greater Montréal region enjoys an advantageous position when compared with its main North American competitors. Montréal International analyzed a series of indicators, categorized as follows: market access, workforce, innovation, costs, taxation and incentives, quality of life, and others.

Created in 1996, Montréal International is the result of a private-public partnership. Its mission is to act as an economic driver for Greater Montréal to attract foreign wealth while accelerating the success of its partners and clients. Its mandates include attracting foreign direct investments, international organizations and international strategic workers as well as promoting the competitive and international environment of Greater Montréal. Montréal International, a non-profit organization, is funded by the private sector, the governments of Canada and Québec, the Communauté métropolitaine de Montréal/Montreal Metropolitan Community and the City of Montréal. Since its creation, Montréal International has helped attract $10.6 billion in foreign direct investments to Greater Montréal. And these investments have contributed to creating or maintaining close to 52,000 jobs.

Silver

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Gold

Outlook Williamson, 2014 Trends Report
Williamson Inc., Economic Development
Franklin, TN

The Williamson County, 2014 Trends Report is a publication put together by Williamson, Inc. Economic Development to inform business and community leaders about local and regional economic indicators and trends. This report looks at several different measures of the Williamson County economy (such as demographics, housing data and education), and also includes projections and analysis (such as location quotients). The goal of this report is to keep Chamber members, business leaders and other community stakeholders informed and connected to high quality data, adding value to their decision making processes.

Williamson, Inc. is located in Williamson County, Tennessee, one of the fastest growing counties in the state and nation. Williamson, Inc. is the single point of contact for the coordination and facilitation of the continued development of Williamson County and its six municipalities. Its purpose is to grow Williamson County’s economy and improve the quality of life of residents by partnering with the public and private sectors to implement a set of strategic, multi-year initiatives to encourage job and wealth creation.

Silver

Oil & Gas Direct Mail Campaign
Lubbock Economic Development Alliance
Lubbock, TX

The Lubbock area has recently seen an increased amount of interest from the oil and gas industry due to the new activity popping up in the surrounding

Bronze

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area. While much of the work in the field is occurring in the Midland/Odessa areas and in other areas outside of the Lubbock city limits, the Lubbock Economic Development Alliance (LEDA) is striving to put Lubbock on the map as an ideal location for a company’s headquarters or manufacturing operation. In an effort to get leading oil and gas executives’ attention, the team at LEDA purchased a list targeting specific NAICS codes in the oil and gas industry. The team then developed two direct mail pieces touting Lubbock’s available workforce, housing, real estate and cost-of-living issues that have been a major struggle in the Midland and Odessa area.

Bronze
Inc. 5000 Billboards
Lincoln Partnership for Economic Development
Lincoln, NE

The Lincoln Partnership for Economic Development (LPED) is a public-private collaboration charged with fulfilling Lincoln economic development goals. Meeting the priorities of job growth and business expansion are both critical components of a vibrant and thriving community. The Inc. 5000 Billboards project was a promotion by the Lincoln Partnership for Economic Development (LPED) to recognize local businesses named in the 2013 Inc. 5000, a list of the fastest growing private companies in America. Billboards were created featuring the organization and the Columbus Region’s growth and entered at the business in the Columbus Region. The printed pieces were visually engaging and coordinated perfectly with the ice cream packaging—weaving together the Jeni’s brand and the Columbus Region brand.

Silver
COLUMBUS 2020
50,000 New Jobs Campaign
Columbus 2020
Columbus, OH

In September 2013, the Columbus Region achieved a major milestone by reaching 50,000 net new jobs created. This represented accelerated progress toward the ambitious goal set in 2010 to add 150,000 net new jobs by the year 2020.

To celebrate the achievement and raise local awareness of the Columbus Region’s thriving economy, Columbus 2020 executed an integrated promotional campaign. The campaign celebrated the 50,000 jobs mark and community-wide collaboration, while encouraging continued engagement from both the public and private sectors as the Region continues on the road to 150,000 net new jobs.

The campaign was truly multifaceted and met or exceeded all goals and objectives. Earned media placements, newly developed advertising, e-blasts, direct mail, blog posts and social media were all successfully integrated, ensuring effective reach. The result was an immediate boost in local awareness and pride, and the milestone even garnered national attention.

Silver
COLUMBUS 2020
Jeni’s Ice Cream Direct Mail Campaign
Columbus 2020
Columbus, OH

Columbus 2020 sent six pints of Jeni’s Splendid Ice Cream to location consultants throughout the U.S. Headquartered in the Columbus Region, Jeni’s consistently ranks as one of the top ice creams in the country and is growing at a rapid rate. Sending the ice cream to location consultants was a unique way to provide a special treat while also highlighting one of the Columbus Region’s best success stories. It was a direct mail piece that was guaranteed to be opened.

The ice cream was accompanied by a creative print piece that included a message to the consultants, highlighting the Columbus Region’s growth and featured advantages of doing business in the Columbus Region. The printed pieces were visually engaging and coordinated perfectly with the ice cream packaging—weaving together the Jeni’s brand and the Columbus Region brand.

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Brand Campaign “Where Business Comes, Naturally”
Invest New Brunswick
New Brunswick
Canada

Invest New Brunswick launched a new brand strategy based on insight that accessing a skilled workforce was a key consideration for prospective clients in choosing a location for expansion or relocation. This insight led Invest New Brunswick to introduce unique “spokespeople” that represent this Canadian province’s workforce in each of its key target sectors. This creative branding approach was campaigned across all promotional tactics including sector-specific print material, print and online ads, banner-stands, Power Point and RFI templates, the website, chewing gum packaging and unique sector-specific direct mail featuring custom-made bobblehead figures.

The goal of the campaign was to disrupt attention and get New Brunswick noticed. The campaign also had to inform and educate in a memorable way, to increase the probability of an Invest New Brunswick Investment Officer securing a meeting with a potential client.

Due to its ability to differentiate New Brunswick from other locations, the campaign has been extremely successful with a 36% increase in unique website visits, a 26% response rate for its insurance direct mail with a “cost per qualified lead” 42% lower than baseline. The combined response rate for all sector direct mail campaigns stands at just under 11%.

Bronze
Montréal International’s new brand image
Montréal International
Greater Montréal, QC
Canada

A fresh new look for Montréal International: A distinct, dynamic and eye-catching visual identity that reflects the unique character of Québec’s metropolis.

Montréal International (MI), the economic development agency of the Greater Montreal area, has refreshed its brand image after almost 18 years of activity. The local and international environments have evolved and changed over the years, and so has the organization. This powerful new image distills the essence of Greater Montréal, one of the most vibrant and creative urban areas in Canada, into a single logo - MTL INTL - that captures its wealth, economic strength, myriad advantages, cultural diversity and infinite possibilities.

Every point of printed contact with the brand have been renewed, ranging from promotional business cards, stationery, corporate folder, annual report, new labels to recycle old envelopes, blank wish cards, to the office entrance identification. These printed tools are useful, corporate and yet innovative, cohesive with the new brand, elegant, creative and reusable.
Kilgore Economic Development Corporation is an industrial base and urban advantages like Synergy Business Park. The production included aerial video taken by a helicopter with high definition video and gyroscope equipment. The video included stunning animation showing ceiling heights, parking spaces and adjacent developable land. The video also highlighted railroad availability as well as designated truck and passenger entrances and exits.

The goal of the project was to demonstrate that Kilgore is a distinctive community with a high-tech industrial base and urban advantages like Synergy Business Park.

Kilgore Economic Development Corporation is an organization founded in 1990 and funded by a dedicated sales tax approved by voters. It is directed by a five-person board and managed by a staff of four with certifications in business retention and expansion, economic and community development and economic development finance. KEDEC has won international awards for excellence in economic development.

The Albany-Dougherty Economic Development Commission (AEDC) in Albany, Georgia, is a traditional economic development organization taking an untraditional approach to marketing the community by placing emphasis on the internal audience: Albany, a community of about 96,000 that has long been known as the capital of Southwest Georgia. It is the hub of the Albany Statistical Area and the retail destination of a 460,000-person area. Albany has abundant natural resources, warm people, thriving local businesses, impressive global industries and limitless opportunities. Our video campaign, featuring the “We Are Albany” and “Made in Albany” videos, reminds residents of why they call Albany home and highlights goods produced locally for a global market. The ADEDC wants to reinstall pride and excitement about the community in Albany residents. The videos’ scenes are typical of a day in Albany, but are presented in a way that allows people to gain new appreciation for the life that Albany offers them and to have an emotional response to what they are experiencing through the videos. The campaign has rekindled community passion and begun a new conversation about Albany. If Albany is to prosper – if it’s to foster job creation and business investment at a rate that affords its residents not just work, but opportunities – then its residents must be its torchbearers. Learn more about Albany, Georgia, at choosealbany.com. View our video campaign at youtube.com/choosealbany.

The Logan on the Edge brochure represents one touchstone of a multi-faceted branding campaign. It concisely encapsulates the simplicity and beauty of the brand – a fertile ecosystem for successful businesses coupled with a hard-to-beat quality of life. A product of the Cache Chamber of Commerce located in Logan, Utah, the brochure is one piece of the puzzle with a twofold purpose: first, to create a unified, regional brand message that speaks to expanding businesses; and second, to dispel myths, half-truths and slanted perceptions about our area and inverting these negatives into positives. “Too far out of the way” became “we’re away just a bit from the noise and congestion…as far away as you choose, close to all that matters.” “You’re just about cows and cheese” was leveraged with a reference to a Milken study that had Logan, Utah rated as a top small city for business. The brochure communicates who and what we are and beckons all to come. The brochure and the over-arching Logan on the Edge campaign were made possible by a cooperative, regional partnership with the City of Logan, Utah State University, and various other public and private partners.

The purpose of this project was to encourage people who participated in the Online Job Fairs to “Make the Move” to Prince George for work, as well as to encourage a broader audience to look for careers in Prince George on an ongoing basis. The video series reached a potential audience of 3,071 Online Job Fair participants and is IPG’s most highly viewed series on YouTube, with a combined 4,479 views. The videos can be viewed at www.youtube.com/InitiativesPG.

The video effectively communicates and validates the Bradenton Area’s sports performance story. Originally launched in November 2011 and updated in 2013, the video has helped to attract world-class sporting events to the region, and has contributed to an increase in sports tourism. The project also provided collaboration opportunities among key stakeholders in the sports performance industry, as well as being a regional tool demonstrating the collaboration of two regional tool demonstrating the collaboration of two
counties in fostering growth of a key economic driver that had previously been under the radar.

The BAEDC is recognized by Enterprise Florida, as the lead economic development organization for the Bradenton Area’s nine communities located on the south side of Tampa Bay. The BAEDC works to diversify the local economy by attracting and retaining high-wage jobs for area residents, and connecting existing businesses to the resources they need to succeed. The BAEDC is led by a dynamic staff and diverse volunteer leadership from private businesses and public sector partners.

Bronze

**KitsapConnected**
Kitsap Economic Development Alliance
Kitsap County, WA / Greater Seattle Metropolitan Market

KitsapConnected is a multi-media economic development marketing initiative utilizing social media channels to convey the unique attributes and competitive strengths of Kitsap County within the Greater Seattle Region.

At the center of the KitsapConnected campaign is "Kitsap—Work+Life—Connected", a dynamic video telling the story of Kitsap’s economy, opportunities, and lifestyle. Supporting this core video are twelve 90-second video vignettes featuring individual Kitsap businesses and economic sectors. The videos inform the market about the composition, character, and competitiveness of Kitsap County and its integral role in the Greater Seattle Regional market. They provide the business community with a powerful marketing tool from which to attract capital – both financial and human – to continue building Kitsap’s role in the region.

A dedicated web page, www.kitsapconnected.org, links the viewer to all the videos, the Kitsap Economic Development Alliance website and additional resources. KEDA is disseminating the videos across multiple channels (news stories, email campaigns, and various social media platforms.) A new Digital Ambassador program (informed by IEDC programs) capitalizes on the campaign via the #kitsapconnected identifier.

KitsapConnected, underwritten by Kitsap businesses and organizations, provides local government and utilities and private sector business leaders, BNE assists businesses seeking to re-locate or expand in our region with access to the various incentives, financing, site selection and other services relevant to their project. For information on doing business in Buffalo Niagara, visit www.buffalonia.org.

Silver

**Northwest Florida Aviation - Promotional Video**
Gulf Power Company
Pensacola, FL

Pensacola, Florida is home of the world’s most elite flight team, the Navy Blue Angels. The Blue Angels have been dazzling audiences with their acrobatics and inspiring future generations of pilots since their formation in 1946. What is lesser known, however, is that the Northwest Florida region is also home to one of the largest concentrations of military and civilian aviation activity in the world as well. In an attempt to share this “best kept secret” with the national and international aerospace community, Gulf Power Company created a Northwest Florida aviation video that was exhibited at trade show and conference events. The video highlighted aviation related activities currently taking place across the region, future events that will positively impact the area, such as the opening of the Airbus A320 assembly plant in nearby Mobile, Alabama and interviews with existing employers that touched on the benefits of operating their business in Northwest Florida. Gulf Power Company is an investor-owned electric utility that serves more than 430,000 customers in eight counties throughout Northwest Florida. The company’s mission is to safely deliver affordable, reliable and environmentally responsible energy to very satisfied customers in strong communities.

Bronze

**“Life. Less taxing.” Campaign**
Greater Fort Lauderdale Alliance
Fort Lauderdale, FL

The Greater Fort Lauderdale Alliance - Broward County’s public/private partnership for economic development - launched a multi-faceted video advertising campaign to raise awareness on the region’s economic development assets in 2011, with the aim of attracting new businesses that would help to diversify the local economy and create quality jobs.

Using the slogan, “Life. Less taxing.,” the Alliance highlighted Greater Fort Lauderdale’s local assets through TV commercials on cable networks in target regions in the Northeast U.S. Not only did this campaign help to spur national media coverage about the location as a busy cargo hub with over 100 corporate headquarters, it helped increase traffic to the Alliance’s website by 41% in a 3-year period, and total active projects in the pipeline rose by 500%. The campaign also served as a vehicle to remind existing local businesses that the region is a great...
 place to expand their business activities, and it allowed the Alliance to spotlight the region’s advantages to site selection consultants on the national level. County residents have additionally benefited from the increased investments linked to the ad campaign, with Greater Fort Lauderdale creating the most jobs in the South Florida tri-county region between 2012 and 2013.

Annual Report

Population Less than 25,000

Gold

City of Hamilton

2013 Annual Economic Development Report
City of Hamilton
Hamilton, OH

Hamilton’s 2013 Annual Economic Development Report is an 18 page document illustrating the economic development achievements made throughout 2013. Years of continuous budget cuts in the City of Hamilton’s Economic Development Department had the unfortunate effect of largely ending the important task of measuring its effectiveness and reporting these outcomes publicly. However, 3 years ago, under new leadership, the ED Department was reinstated and emphasis shifted to economic development based on outcome-oriented strategies. In fact, the City’s new value statement states, “City of Hamilton employees own the outcome, not the work.”

Consequently, this is the 2nd annual Economic Development Annual Report which highlights the measurable outcomes of the department’s strategic initiatives. It is an opportunity for transparency, to analyze outcomes, and to evaluate how we can improve for next year.

The other goal of the Annual Report is to publicize the economic growth occurring in Hamilton. 2013 was an important year for economic development and the Annual Report is a vehicle to communicate this progress. As a Rust Belt city known better for decline, the job growth, new capital investment, and decreasing unemployment rate are crucial to communicate to stakeholders that Hamilton’s economy is alive and momentum is building.

Silver

KABA

2013 KABA Annual Report
Kenosha Area Business Alliance, Inc.
Kenosha, WI

KABA is the lead business organization that drives economic development throughout Kenosha County and supports and provides services to its members and the community, helping to ensure growth, a robust economy, and a positive business climate for the Kenosha area.

KABA has played a key role in Kenosha County’s economic development since the early 1980s. In addition to financing numerous projects for expanding or relocating businesses, KABA has also worked with the City of Kenosha, the Village of Pleasant Prairie, Kenosha County, and Wispark LLC to establish the Business Park of Kenosha and Lakeview Corporate Park as the premiere business locations in Southeast Wisconsin.

The 2013 KABA Annual Report outlines the banner year for Kenosha County’s economic development! It highlights projects involving nearly $375 million in private investment, over 2,600 jobs, and almost three million square feet of development/absorption. This activity and an improving national and global economy produced tremendous positive momentum in Kenosha County.

It also documents notable economic development items that have been accomplished during the last five years (2009-2013), since the Kenosha First report was developed and adopted as KABA’s strategic plan.

Bronze

Cooper’s Ferry Partnership
City of Camden, NJ

Now in its 6th year of production, the CFP Annual Report promotes the transformative work taking place throughout the city and stands as a testament to the many inspiring residents, community groups and regional leaders whose unwavering commitment to the City of Camden are helping to revive the heartbeat of the struggling postindustrial city.

The 2014 Annual Report remains true to its original purpose—to promote the City of Camden as a great place to live, work and invest—but the focus of the report has developed and matured from focusing solely on individual projects to highlighting how planned projects form a cohesive and sustainable vision for the city. The vision comes to life through the personal stories told throughout the report.

Over the course of six months, CFP works with local partners to craft a report that reflects both the social and economic growth of the city. CFP works to find stories that are not told by the media and that are not prominently discussed in institutional or city literature. The approach that CFP takes to compiling the report creates a unique perspective on the city: a perspective that is helping to change the negative narrative of the city to one of hope and resurgence.

Population 200,000-500,000

Gold

Lubbock Economic Development Alliance
Lubbock, TX

Year In Review

Lubbock Economic Development Alliance (LEDA). Visit Lubbock (the convention and visitors bureau) and Lubbock Sports host an annual luncheon, the Economic Forecast Luncheon, for the general public to attend. The luncheon serves as a time to highlight each entity’s accomplishments throughout the past fiscal year. A Year In Review piece is distributed during the luncheon showcasing the successes and economic impact of the entities’ past fiscal year. The Year In Review piece includes information such as annual economic impact numbers of each entity, prospects, new business locations, highlights of each...
Virginia Beach Department of Economic Development
Virginia Beach, VA

The Virginia Beach Department of Economic Development is responsible for the Economic Development activities of the City of Virginia Beach, Virginia, including business attraction, retention, workforce development and project development. The Virginia Beach Annual Report highlights key achievements in each activity over the past year, while also serving as a prominent asset in the City’s overall Economic Development marketing library.

The 2013 Annual Report, “Go Global, Go Virginia Beach”, was designed as both an informational and promotional piece. The title reflected the Department’s expanded emphasis on developing global business connections as well as increased focus on activities within the City’s target industry sectors. Reports were provided by each Business Development Manager on both attraction and retention initiatives for their respective areas of responsibility.

To improve functionality and readability, copy was condensed while increased use of graphic representations placed more emphasis on key results and data points; this also simplified conversion into digital formats. The Report was distributed using the regional business journal to increase awareness of and garner support for the City’s Economic Development programming. The Report was also made available electronically on the Department’s website and through email distribution to select Site Selection/Commercial Real Estate firms and business prospects.

Population Greater than 500,000
Gold

Prosperity through Partnership, 2012
Annual Report
GREATER MSP
Minneapolis Saint Paul, MN

GREATER MSP is a public private partnership with the mission to accelerate job growth and capital investment in the 18-county Minneapolis Saint Paul region. Its work is accomplished in partnership with many organizations throughout the region. Prosperity through Partnership is the organization’s 2012 Annual Report and celebrates all that the organizations throughout the region have accomplished.

Silver

2013 Year in Review: Building Business in the New Buffalo
Erie County Industrial Development Agency (ECIDA)
Buffalo, NY

Buffalo, New York is experiencing a welcome economic renaissance, and the Erie County Industrial Development Agency is proud to be a key player in the redevelopment of our beautiful region. As the largest economic development public benefit corporation in the Western New York area, the ECIDA is sanctioned by the State of New York to grant tax incentives, provide loans, venture capital and other financial services to businesses within the borders of Erie County, which is located on the Western end of New York State.

We chose the theme “Building Business in the New Buffalo” for our 2013 Year in Review because everywhere you turn in this once-declining area, you see a renewed economic spirit. In 2013 the ECIDA provided financial services to twenty-five businesses, resulting in the retention of nearly 4,000 jobs, the anticipated creation of 899 additional jobs, leveraging more than $589 million in private investment, and generating $16.2 million in projected new tax revenue from our PILOT programs. Our story of success is really told through the businesses we’ve helped to grow in the Buffalo region, and our 2013 Year in Review reflects that business in Buffalo is indeed building anew.

Bronze

Montréal International 2013 Annual Report
Montréal International
Greater Montréal, QC
Canada

Montréal International (MI) produced a printed and electronic version of its 2013 Activity Report. This annual report, being an integral part of the renewal of MI new identity was first presented at Montréal International’s 2014 Annual General Meeting. The new brand image of MI highlights the main forces that characterize the organization: dynamism, strength, diversity, modernity, innovation and partnership.

With its compelling charts, project descriptions, testimonials, company logos and photographs, Montréal International’s 2013 Activity Report has proven to be a very powerful tool to demonstrate the added value of the organization in terms of its contribution to the economic development and international status of the Greater Montréal area. This annual report was received very positively by Montréal International’s private sector members, government partners and other financial backers at MI Annual General Meeting on April 24, 2014. Furthermore, through the convincing testimonials that are included, this 2013 Activity Report is also very useful in promoting the assets of the region with foreign investors, international organizations and strategic workers.
“Village Voices and Choices” was designed to shopping and dining decisions are being made. educate citizens and business owners on the direct linkage of local spending 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, “Village Voices and Choices” was integral to Distinctly Hinsdale, a multi-media branding 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.

Population 25,000-200,000

Economic Development Branding Campaign
Port Arthur Economic Development Corporation
Port Arthur, TX

The project is a paid advertising campaign with focus on Site Selector Magazines and Billboards in the Houston, Texas market. This advertising campaign was created in order for the City of Port Arthur Economic Development Corporation to attract both regional and global decision makers such as site selectors and business consultant’s; especially those in the logistics industry to Port Arthur, Texas.

The goal is to raise awareness of what Port Arthur has to offer and why companies should consider relocating or moving to our community. In 2013, the Port Arthur Economic Development Board of Directors added a Marketing Manager position to its staff to accomplish this task, knowing that small businesses are the engine that drives Port Arthur’s economy, and aids in helping to create the kinds of jobs and opportunities that are so necessary to our continuous community growth.

Supplementing the campaign advertisement Build It, Ship It, Rail It in Port Arthur, Texas was focus on our local business attraction using social media outlets, including Facebook, LinkedIn, and Instagram.

Population 200,000-500,000

Silver

Lubbock Economic Development Alliance
Lubbock, TX

The Lubbock area has recently seen an increased amount of interest from the oil and gas industry due to the new activity popping up in the surrounding area. The team at LEDA-developed a series of three oil and gas ads to run in various industry publications touting Lubbock’s available workforce, housing, real estate and cost of living, which are issues that have been a major struggle in the Midland and Odessa area. The team at LEDA also ran a series of digital advertisements on the LinkedIn platform. The LinkedIn Oil & Gas Campaign was the first of its kind to be implemented by LEDA. Throughout the course of this 8-week campaign, LEDA delivered an InMail message specifically targeted to top oil and gas industry executives, as well as targeted display banner ads featuring a video touting Lubbock as an ideal location to relocate or expand your business.

Bronze

Virginia Beach Blue Sky Thinkers
Virginia Beach Department of Economic Development
Virginia Beach, VA

The Virginia Beach Department of Economic Development is responsible for the Economic Development activities of the City of Virginia Beach, Virginia, including business attraction, retention, workforce development and project development. Ensuring its employers have access to a highly skilled and motivated workforce remains a critical component to the continued expansion of its diverse business sectors.

More than 100,000 active duty military personnel are based in the Virginia Beach MSA, and nearly 12,000 members separate from each branch of the military locally each year. Highlighting the availability and skill sets of these new members of the civilian workforce to potential private sector employers allows Virginia Beach to provide a valuable service to its military residents, while also strengthening its competitive position for continued business growth.

A campaign using powerful imagery and strong direct headlines was employed across a variety of media including:

- Digital airport advertising at Norfolk International Airport including both static and video displays
- Full page ads for key geographic markets in targeted publications
- Targeted web banner advertising
- Google keyword campaign
- Targeted email blasts

The “Blue Sky Thinkers” tag was designed to educate potential employers on the innovative skill sets held by today’s Veterans.

Population Greater than 500,000

COLUMBUS 2020

Industry Advertising Campaign
Columbus 2020
Columbus, OH

Columbus 2020, the economic development organization representing the Columbus Region, executed a paid media campaign targeted to location consultants across the United States. The campaign focused on key sectors including manufacturing, logistics, science and technology, agbioscience, headquarters and business services, and international business. The integrated media plan included full and half-page print ads, static
and animated online banners, targeted e-blasts, and sponsored e-newsletters. It was a cohesive and coordinated campaign that exceeded all goal metrics, out-delivering the industry clickthrough rate and driving highly engaged users to the Columbus Region website.

**Newsletter/Newspaper**

**Population 25,000-200,000**

**Gold**

**Purdue Research Foundation**

**Tech Transfer Express eNewsletter**

Purdue Research Foundation
West Lafayette, IN

Using eNewsletters has become an effective, yet inexpensive, method to reach targeted stakeholders. The project to develop the “Purdue Tech Transfer Express: Bringing Innovations to Market” eNewsletter entailed the design and creation of a monthly eNewsletter to highlight the technology transfer activities taking place through Purdue Research Foundation’s Office of Technology Commercialization.

Planning for the eNewsletter included developing tactics through best practice searches on similar eNewsletters, Search Engine Optimization (SEO), call-to-action layout, extended boilerplate and a monthly innovator feature.

The goal of the project was to increase tech transfer activities by generating more leads to our available technologies portfolio. Increased leads support angel investments, commercialization deals, startup creation, corporate partnerships and Federal investments such as SBIR grants. The eNewsletter has a current subscription base of 103,000 people, reaching individuals across the globe who have some affiliation with Purdue through academics, partnerships, research, donors, economic investment or other connections.

We have received several requests from Purdue entities and outside economic development entities for assistance on how we developed our eNewsletter format and distribution.

**Silver**

**ElectriCities**

**of North Carolina, Inc.**

**Entrepreneurship E-Zine**

Anchorage Economic Development Corp.
Anchorage, AK

Anchorage Economic Development Corp. created and participated in the first Alaska Entrepreneurship Week, held the last week of July 2013. To report on our Alaska Entrepreneurship Week events, AEDC dedicated an edition of our digital e-zine to Entrepreneurship and Alaska Entrepreneurship Week.

The newsletter is 16-pages and published online. AEDC staff compiled the stories and designed the newsletter in-house. The digital platform allowed us to incorporate all types of media from our many different Entrepreneurship Week events, including videos, photos, web links and downloads. Using a digital platform also allowed us to track clicks and views. AEDC distributed the magazine through our email list, website and social media platforms and it is easily read on a variety of different devices.

**Bronze**

**KABA**

**Kenosha Area Business Alliance**

Kenosha, WI

The Kenosha Area Business Alliance (KABA) is the lead business organization that drives economic development throughout Kenosha County, WI and supports and provides services to its members and the community, helping to ensure growth, a robust economy, and a positive business climate for the Kenosha area.

KABA has played a key role in Kenosha County’s economic development since the early 1980s. In addition to financing numerous projects for expanding or relocating businesses, KABA has also worked with the City of Kenosha, the Village of Pleasant Prairie, Kenosha County, and Wispark LLC to establish the Business Park of Kenosha and Lakeview Corporate Park as the premiere business locations in Southeast Wisconsin.

Unexpected Kenosha is KABA’s quarterly printed newsletter. It is sent to approximately 1,000 business people throughout the greater Kenosha Area and includes information about the county’s economic development, business news, programming and events at KABA and other informational articles for companies and organizations of all sizes.

**Population 200,000-500,000**

**Silver**

**Anchorage Economic Development Corp.**

Anchorage Economic Development Corp. is a private, nonprofit membership organization developed in 1987 to encourage growth and diversity in the Anchorage economy. AEDC is hosting the 2015 IEDC Annual Conference in Anchorage, Alaska. Learn more and view the e-zine at www.AEDCWeb.com.

**Bronze**

**E-Newsletter**

City of Henderson Economic Development/Redevelopment Division
Henderson, NV

The City of Henderson is the second largest city in the State of Nevada. Economic development programming is led by the City’s Economic Development/Redevelopment Division. The division’s purpose is to enhance the well-being of Henderson by creating a healthy economy through the attraction, retention and expansion of businesses and through the revitalization of the most mature areas in the city.

Our division’s e-newsletter serves as an excellent, low-cost communication tool in support of our overall programming and outreach efforts. The goal of each issue is to provide timely information generally addressing the following areas:

- Business recruitment, attraction and retention opportunities
- Highlights of economic development success stories
- Community outreach in support of community economic development initiatives

It has been very effective for us in reaching key business interests that we serve and support with economic development/ redevelopment services. We receive regular inquiries from businesses interested in economic development/redevelopment services as issues are published.
Quebec International contributes to the economic development of the Quebec City metropolitan region and to its international standing. As an economic development agency, Quebec International fosters business growth, supports key industry clusters and attracts talent and investment to the region. For further information, please visit www.quebecinternational.ca.

The Quebec International (QI) newsletter is a weekly promotional and informational electronic bulletin providing a full range of information and promotional news. Officially launched in June 2012, it is based on customizable areas of interest (consisting of 4 industries and 6 types of services). Its publication is fully personalized and exclusively presents information on new developments and activities that match the subscriber’s selected areas of interest. The subscriber base has grown steadily since the newsletter was launched, rising from 880 (initial mass email sign up campaign) to more than 3,220 today.

Magazine
Population 25,000-200,000
Silver
Brownsville Economic Journal
Brownsville Economic Development Council
Brownsville, TX

The Brownsville (Texas) Economic Development Council’s mission is to lead, facilitate, and promote the economic and industrial development for the Brownsville-Matamoros BORDERPLEX and to build economic prosperity and create employment opportunities in the region by utilizing the resources and expertise of public/private institutions in collaboration with the Greater Brownsville Incentives Corporation.

The Brownsville Economic Journal is a full color quarterly journalistic publication that provides a snapshot of the economic trends and successes found within our local industry, as well as the numerous opportunities for investment in the Brownsville-Matamoros region. It is a useful guide for enterprises of all mediums seeking information about the Brownsville Borderplex.

After two years of taking the EJ from concept, to design and full production, the publication has become our main tool of advanced communication to major corporations nationwide. Our region has a great story to tell and the EJ is our tool to objectively report such economic trends and successes. Our journal already has grown a list of online subscribers in the thousands which include corporate executives, company decision makers, site selectors, entrepreneurs and business leaders throughout the United States as well as key target countries in Latin America, Europe and Asia.

The EJ is available in two free versions, print and online, and has a combined readership of over 9,000. Electronic versions of the magazine can be found online at www.bedic.com

Bronze
Alliance Magazine
Muncie-Delaware County, Indiana Economic Development Alliance
Muncie, IN

The Alliance is the new, twice-a-year magazine of the Muncie-Delaware County, Indiana Economic Development Alliance that highlights the work of the organization from a behind-the-scenes point of view. The focus is on explanatory writing, or the “how and why.” The publication explains how deals happened, how the process of a project works, and why our activities are important to the economic health of the community.

In addition to stories on existing and new businesses, regular features include Delaware County Made, Vision Scorecard, Q&A with a Site Selector, Delaware County Global, Quality of Life Assets, Glossary of Terms, and Community Metrics.

The first issue contains feature articles on the community’s newest major employer, Progress Rail, an article about the recent expansion of the local Sallie Mae facility, a piece about a community leader who acted as an ambassador by helping to recruit a new manufacturer, and an inside look at the growth of a local, family-owned manufacturing company.

The magazine was distributed at the Alliance’s annual Report to Investors and was mailed to the local business community, community leaders, and more than 900 site selectors.

Indy Partnership
Indy development Newsletter
Indy Chamber-Indy Partnership
Indianapolis, IN

This highly targeted newsletter provides information to three different audiences, site selectors, economic development professionals and Local Elected officials. It is designed to have a similar look yet have stories that pertain to specific niche audiences, which makes it highly effective.

Population Greater than 500,000
Gold
Columbus 2020
Economic Development Matters Newsletter
Columbus 2020
Columbus, OH

Economic Development Matters is a weekly e-newsletter, delivered to email and blog subscribers. Each edition is anchored by a blog post by Columbus 2020’s chief economic officer on a variety of topics that include leadership, talent attraction strategies, benchmarking and more. The newsletter also includes an update on Columbus 2020 activities and community involvement, a list of regional events and links to top business news stories from the past week. With an open rate that’s nearly double the industry average, the newsletter creates dialogue within the regional economic development community and challenges economic development practitioners to think about issues affecting our industry.

2014 IEDC ANNUAL CONFERENCE | FORT WORTH, TX | OCT 19-22, 2014
Silver

Think Billings Campaign
Big Sky Economic Development
Billings, MT

In February of 2013, Big Sky Economic Development launched a new business attraction campaign called Think Billings. The organization kicked off the campaign with an event marketed to Billings, Montana’s top 100 business influencers. Think Billings works to build relationships with our business community to accomplish two very specific goals. First, the team worked to assemble genuine and authentic photos and messaging about the Billings region to use in promotional materials to site selectors, corporate real estate executives and prospective employees considering moving here. The Think Billings team pushed the hashtag #thinkBillings and encouraged people to upload their own photos of local events, unique aspects of the city, or scenes that make them “think of Billings” to Facebook, Instagram, or Twitter. Secondly, the campaign works to build a network of ambassadors who will help create connections for our business recruitment team. Think Billings asks local business leaders to brainstorm relationships they have with companies across the country— they may be companies they do business with, a family relative who’s in a strong leadership position or an old college buddy they could reach out to. Ambassadors then approach them about possibly locating a project to the area.

Gold

City of Maricopa
Maricopa, AZ

The City of Maricopa became Arizona’s 88th municipality when it incorporated in October 2003. Since that time, it has transformed from a quiet town of under 5,000 residents to a bustling city of more than 46,000. Located in the Greater Phoenix area, most residents currently do much of their shopping outside of Maricopa. Retail leakage is therefore a highly important issue, estimated at more than $270 million per year.

In October 2013, the City launched a rebranded Shop Local campaign. The goal of this multi-year initiative is to stem retail leakage by raising community-wide awareness of the many benefits of shopping locally and encouraging residents to think Maricopa first. The rebrand featured a “Free Chief Stahl from City Hall” signature event. During a City Council meeting, it was announced that Chief of Police Steve Stahl had violated his commitment to shop locally. For his “crime,” the Mayor and City Council agreed he would be detained at City Hall and tasked residents with freeing him by raising more than $100,000 in local purchase receipts. Businesses were encouraged to help spread the word and participate. More than $295,000 in local receipts was raised, freeing Chief Stahl and smashing the City’s goal.

Silver

Lake Worth: Open to Endless Possibilities
City of Lake Worth
Lake Worth, FL

Policymakers had been sending mixed messages to potential investors/job creators. After years of work, policies were adopted removing the roadblocks for investment. In order to promote a new image, one that was open to endless possibilities, embracing resident values and investors needs, alike, the City undertook an aggressive marketing campaign. The campaign included event forums serving a two-fold purpose: introducing the policies and re-branding the city.

Bronze

Anchorage Mini Maker Faire
Anchorage Economic Development Corp.
Anchorage, AK

To foster a culture of innovation and entrepreneurship in Alaska, the Anchorage Economic Development Corp. hosted the first Maker Faire held in Alaska, the 2013 Anchorage Mini Maker Faire. “Makers” encompass a broad category of individuals who create new and innovative projects, including engineers, inventors, tinkerers, hobbyists and artists. AEDC sought to create more interaction between the innovative thinkers that are the bedrock of an entrepreneurial community, showcase Alaska’s Maker community and grow interest in STEM (science, technology, engineering and math) fields among Alaska’s youth. With this goal, the Maker Faire successfully attracted innovators from across Alaska to share their creations with each other and public.

The day-long event had more than 1,200 attendees, 41 Maker booths and was staffed by more than 90 volunteers. Twelve booths sold their creations at the event and three food trucks sold lunch at the event. Maker projects ranged from a fire-breathing salmon sculpture, inflatable snowshoes, robots and a sport utility watercraft. Anchorage Economic Development Corp. is a private, nonprofit membership organization developed in 1987 to encourage growth and diversity in the Anchorage economy. AEDC will be hosting the 2015 IEDC Annual Conference in Anchorage, Alaska. Learn more at www.AEDCweb.com.
In 2012, the Department of Economic Development and Innovation (EDI) developed a strategy for how the City of Ottawa could take advantage of the business opportunities arising from China’s rapidly expanding economic and social development.

At the invitation of the Beijing Municipal Government, Mayor of Ottawa Jim Watson led a City of Ottawa municipal government and business delegation to visit Beijing in October 2013. The Team Ottawa China Mission delegation was the largest mission of its kind ever undertaken by the City of Ottawa, as well as the most diverse, with the participation of more than 40 individuals representing three broad areas of interest to China: technology innovation, tourism and education.

The overarching goal of the Team Ottawa China Mission was to further strengthen the cooperative relationship as Friendship Cities between Ottawa, the Capital of Canada, and Beijing, the Capital of China. More specifically, the mission set out to encourage deeper cooperation between Ottawa and Chinese businesses; enhance the technology innovation exchange between Canada and China; and promote Ottawa in the areas of innovation, education, investment and tourism.

**INTERNET AND NEW MEDIA AWARDS**

**General Purpose Website**

**Population Less than 25,000**

**Silver**

**Kimball**

**Economic Development Website**

City of Kimball Economic Development
Kimball, NE

The City of Kimball’s Economic Development Department is working to help a rural town, who has felt the adverse effects from past booms and busts, stabilize and grow. Though we suffer from many of the same issues many other rural communities face, we are not a lonely, desolate place like much of the imagery of rural America depicts. We created a new website to let businesses and site selectors know that though we are rural, we are not falling behind or living in the past. We are a small, happy, and active community dedicated to growth.

**Bronze**

**Mount Pleasant**

**Web Page Production 2014**

Mount Pleasant Economic Development Corp.
Mount Pleasant, TX

The Mount Pleasant Economic Development Corporation worked with ED Suite to develop a new web-site with new features and a new look.

**Population Greater than 500,000**

**Bronze**

**Ottawa**

**Team Ottawa China Mission**

City of Ottawa
Ottawa, Ontario
Canada

The Petalumaastar website was born from a campaign promoting Petaluma as an ideal business and talent destination to its Bay Area neighbors to the South – namely San Francisco and Silicon Valley. The site, separate from the City is set on a word press platform for easy updating after launch. It is purposely simple, innovative, and artistic engaging the qualities of the community on display. The site engages users in the Petaluma story, shows real life companies and events, and provides high-level information about life and business. The site’s call to action is also simple and clear: come have lunch on us. Or, connect with our Economic Development Manager to learn more.

The site is mobile friendly and ever changing with new stories. One page provides an infographic poster that replaces lengthy demographic reports. There is an interactive tool for commercial real estate listings and another GIS based tool showing local schools. The Stories Tab of the site showcases local CEO’s and their companies thriving in Petaluma. The site is also connected to social media and is the backbone of a quarterly newsletter based on newly published stories.

**Gold**

**Petaluma Marketing Website - Petaluma Star**

City of Petaluma
Petaluma, CA

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**Silver**

**SelectLincoln.org**

Lincoln Partnership for Economic Development
Lincoln, NE

The Lincoln Partnership for Economic Development (LPED) is a public-private collaboration charged with fulfilling Lincoln economic development goals. Meeting the priorities of job growth and business expansion are both critical components of a vibrant and thriving community. The Partnership’s website, SelectLincoln.org, acts as a pivotal information resource for businesses of all kinds. It is divided into three basic categories designed for three different audiences that frequent the site: site selectors, entrepreneurs and business leaders. Designed to showcase Lincoln’s best success stories in order to inspire and persuade visitors, businesses of all sizes and shapes are highlighted throughout the site along with Lincoln’s current national rankings. The primary purpose of SelectLincoln.org is to recruit, retain and grow businesses in the Lincoln community by providing a portfolio of information, resources and news. A strong web presence with easy accessibility has been a key ingredient in the continued growth Lincoln is experiencing.

**Gold**

**Lincoln Partnership for Economic Development Website**

Lincoln, NE

Our website was re-designed in 2013 with a goal of improving access to business development services for current and potentials clients and providing site selectors with the up to date information they desire.

**Population 200,000-500,000**

**Gold**

**SelectLincoln.org**

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Lincoln, NE

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**Silver**

**SelectLincoln.org**

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General Purpose Website
Augusta Economic Development Authority
Augusta, GA

The Augusta Economic Development Authority website was developed to display a professional image and to provide updated and accurate information. The design is clean, bright, inviting and easily navigated. The focus for the website is to provide the required information for site selection consultants, statewide project managers, and prospects to learn about Augusta’s sites and building, our outstanding workforce and superior quality of life.

Bronze

City of Scottsdale Collaborative Website Redesign
City of Scottsdale Economic Development
Scottsdale, AZ

In 2013 the City of Scottsdale’s Economic Development team identified a strong need for its dedicated economic development website to launch more dynamic content, imagery, and tools to serve the department’s existing and prospective client base. Completed in only 90 days using in-house City resources in response to expert firm recommendations the project involved a complete revamp of the website with a separate URL (ChooseScottsdale.com) contained behind the City firewall. It involved a comprehensive rewrite of all content and integration of new analysis tools such as the SizeUp Local Business Intelligence and second, a 65-page instruction document derived from this investigation that detailed exactly how we wanted the new site to look, feel and function. And the rest, as they say, is history.

The Game Changer: Reimagining EDW’s Website
Economic Development Winnipeg Inc.
Winnipeg, Manitoba

Economic Development Winnipeg Inc. (EDW) is Winnipeg’s lead economic-development agency. We make it our business to know Winnipeg’s business climate better than anyone, and the world is taking notice.

EDW had previously been in a love-hate relationship with its website for many years: the since-departed EDW staffer who largely ‘designed’ it loved it, but everyone else basically hated it. The No. 1 complaint? “We can’t find what we’re looking for.” Usually, this was followed by a series of expletives.

In mid-2013, EDW’s president and CEO Marina James said enough was enough. Her directive? “Give me a website EDW can be proud of.” But as the work to completely reimagine EDW’s website progressed, Marina’s simple directive became more...challenging: “Give me the best site out there.”

The best site out there? Seriously? But at least it gave us something to shoot for. So before we even solicited potential vendors, EDW’s project team created two documents: first, a confidential 125-page sweep of all economic-development sites worth exploring (Calgary, Toronto, Chicago, Columbus Region, Georgia, Gilbert, Indianapolis, Minneapolis, New York, Phoenix, San Diego, Ireland, Scotland, etc.); and second, a 65-page instruction document derived from this investigation that detailed exactly how we wanted the new site to look, feel and function. And the rest, as they say, is history.

The creation of ChooseScottsdale.com was a result of gaining insight from noted site location consultants. They emphasized a clean and easily to navigate website was paramount for a city to better position themselves for potential projects. As a result, we contracted with Atlas Advertising to develop a website to improve the way our City’s assets are showcased in order to attract and retain businesses.

Our primary goal was to differentiate St. Charles from our competition; to show we are a community that is current and technologically up to date, and to ensure information in the website is easily accessible. Our intention was to display in an organized manner all the information needed when deciding where and how to open their business.

With GrowStCharles.com, we are the only City with an Economic Development specific website in the St. Louis metropolitan region. The new website has created a buzz with a number of our allies in both the economic development and brokerage community. Other municipalities have looked toward our example in thoughts of creating their own Economic Development specific website and they’ve have already utilized the demographic components to promote their sites.

www.TampaBay.org
Tampa Bay Partnership
Tampa Bay, FL

The Tampa Bay Partnership’s newly redesigned website – www.TampaBay.org – condensed nearly 10 of the organization’s original websites into one storytelling portal. The project is highly focused on the user experience and houses a wealth of economic development information.

Bronze

COLUMBUS 2020
Columbus Region Website
Columbus2020
Columbus, OH

In 2013, Columbus 2020 undertook a complete relaunch of its website, columbusregion.com. After eight months of planning, writing, design and development, the new site was launched an now serves as an effective delivery mechanism for key messaging, a primary marketing tool and hub of promotional efforts, a landing spot for paid advertising campaigns, a resource to companies and location consultants, and a publishing hub of reports, collateral and other downloadable documents. The site is rich in new features and improvements that have yielded unprecedented increases in user engagement, and is often cited as an example of industry best practices in action.

Silver

www.TampaBay.org
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Tampa Bay, FL

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Bronze
Innovation and Entrepreneurship Landing Page

Purdue Research Foundation
West Lafayette, IN

As part of a strategic initiative to increase entrepreneurship at Purdue University, the Purdue Research Foundation launched "Innovation and Entrepreneurship: Information, Support & Connections for the Next Big Idea" (http://www.innovation-entrepreneurship-purdue.com), a landing page website that offers a how-to approach to help entrepreneurs, investors, collaborators, and others find information on commercializing Purdue innovations. The site is designed to help individuals partner with the university, create a startup and invest in technologies.

The goal of the landing page is to drive Purdue innovators to the right resources to protect and commercialize their IP, drive angel investors, companies and potential partners to the right locations to find available technologies; assist companies looking for licensing opportunities or partnership opportunities; and serve Purdue University’s mission as Indiana's land-grant university by improving lives and creating jobs through technology transfer activities.

The landing page includes links to the Purdue Research Foundation, Purdue Research Park, Purdue Office of Technology Commercialization and Purdue Foundry sites. We experienced an increase of 77.96% new visits as identified by Google Analytics foundry sites. We experienced an increase of 30% greater than last year. Overall, visits to all five of our sites are on average to our other sites within one week of launching the Innovation and Entrepreneurship Landing Page. Overall, visits to all five of our sites are on average 30% greater than last year.

Population 200,000-500,000

Bronze

Commercial Development Website
Dallas/Fort Worth International Airport
DFW Airport, TX

DFW Airport is committed to generating and increasing non-airline revenues by leasing and developing the Airport’s real estate for aviation-related users and concurrent commercial development. DFW’s approximately 5,000 acres of undeveloped land is a blank canvas of opportunity to generate diverse and steady revenue streams to the Airport and its host cities. DFW Airport Commercial Development website was specifically developed to call attention to these unique commercial development opportunities. This separate and distinct site serves as a central platform geared toward expediting the decision-making process with one stop easy access and retrieval for the information prospective and current need. The website clearly communicates DFW Airport’s development plan, the benefits of doing business with us, and the unique opportunities available. It promotes DFW Airport as a preferred location for global customers to develop their business. We encourage you to check out the Commercial Development website at HYPERLINK “http://www.dfwairport.com/landhere/”www.dfwairport.com/landhere which can be translated into eighty (80) different languages.

Gold

WhyHalifax.com
Greater Halifax Partnership
Halifax, Nova Scotia
Canada

WhyHalifax.com is an investment attraction website that allows companies and clients to easily find answers to the question... why should I invest in Halifax? It includes features that include custom built report generator, social media and video content, a GIS tool, success stories and a clear call to action.

Silver

Kitsap Aerospace and Defense Alliance Website
Kitsap County, WA/Greater Seattle Metropolitan Market

Kitsap Aerospace and Defense Alliance (KADA) is a public/private partner consortium marketing Kitsap as a competitive location for aerospace business expansion within the Greater Seattle regional market. KitsapAerospace.com was created in response to provide a unified message about aerospace opportunities in Kitsap after Boeing made the 2011 announcement regarding the 737Max. The subsequent announcement regarding the 777 wing assembly in the Seattle region solidified the KADA position regarding increased aerospace opportunities in the region and county.

KADA also works to educate local defense contractors and advanced manufacturers of opportunities to diversify their revenue stream in the aerospace industry. KitsapAerospace.com establishes an introduction to Kitsap County's commitment to the aerospace and defense industries for expansion and relocation opportunities. It also assists Kitsap County companies in their quest to become part of the rapid expansion of the region's aerospace supply chain.

The website highlights Kitsap's industrial properties suited for aerospace and defense, anchored by the 3,400 acre industrial area surrounding the Bremerton National Airport and one of eight designated Manufacturing/Industrial Centers in the Seattle region.

The project is funded by local public and private partners seeking to continue diversification of the local economy, while embracing and expanding on Kitsap's strong defense legacy.

Silver

GrowdeasHere.com
Boise Valley Economic Partnership
Boise, ID

What makes the Boise Valley a top choice for tech talent to consider for their next professional move? Don’t just take our word for it; take theirs. That’s the approach of the new talent attraction website “Big Ideas Grow Here” (http://GrowdeasHere.com/), which features video vignettes of those living and working in the Boise Valley and the tech industry. The site features a day in the life of six individuals who represent the technology community in the Valley. The website serves as a recruitment tool for companies looking to bring more talent to the valley.

Over the past year, organizations like Boise Valley Economic Partnership (BVEP), Idaho Commerce, Idaho Department of Labor, Idaho Technology Council, and many Valley tech companies have been working together to fill a need. “This site is BVEP’s initiative to retain and recruit talented individuals to our Valley,” Clark Krause, BVEP executive director said. “We evaluated where we can make the biggest difference, and one area is making sure a talented, able workforce is drawn to our Valley. Being more vocal and visual about the opportunities, food, family, work-life balance, culture, recreation, and friction-free lifestyle is part of that.”
The site also offers an overview of region-wide quality of life descriptions, including general overviews of the lifestyle options of their ideal place to call home. This feature begins by asking the user to define the type of area they would prefer, choosing between six options which include City Center, Suburban Simplicity, Life on the Lakefront, and more. After making that selection, users are asked to rank the top three features in their ideal community from a group of seven categories that include Affordability, Schools, Nightlife, and more. The resulting list of communities is ranked in order of compatibility with those user-selected attributes.

The site also offers an overview of region-wide quality of life descriptions, including general overviews of the climate, arts and culture, recreation, shopping, and other community attributes.

New Media

Silver

erieCO@ICSC Mobile App

Town of Erie

In 2013 the Town of Erie launched a marketing campaign highlighting the Town’s participation in the International Council of Shopping Centers annual convention RECon. The campaign included the development of a customized mobile application called “erieCO@ICSC” which provided a free, easy, paperless method to place everything attendees of RECon wanted to know about Erie’s retail development opportunities right into their hand. The effort resulted in over three times as many meaningful meetings with retailers, commercial brokers, and developers compared to 2012. The erieCO@ICSC app has allowed for a “green” way of providing up to date marketing material and reducing the costs of printing and shipping materials. The app has offered the ability to send push notifications to app subscribers letting them know of upcoming events and exciting news for Erie all year round as well as notifying subscribers of the opportunity to meet at the annual RECon event.

Population 25,000-200,000

Gold

Macon Economic Development Commissioner

#MadelnMacon - Social Media Campaign

Macon Economic Development Commission

Macon, GA

Manufacturing Appreciation Week (MAW) was developed by the Technical College System of Georgia and the Georgia Department of Economic Development. It is celebrated the third week in April each year. The Greater Macon Chamber of Commerce and the Macon Economic Development Commission (MEDC) decided that one week was just not enough to show our appreciation for our local manufacturers. Instead, we created a social media campaign for the entire month of April called #MadelnMacon. Each day we recognized a different manufacturer with a brief post about their company and a link to their webpage. These posts appeared on MEDC’s and the Chamber’s Facebook pages, Twitter pages and on MEDC’s LinkedIn page. A weekly recap was available on our website during the campaign and the entire month’s posts can be found here.

Silver

Elk Grove Village www.BizHub.com

Elk Grove Village, IL

Just as the local government continually modernizes infrastructure, Elk Grove Village is also invested in creating and maintaining some of the most unique technology-driven resources of any municipality. EGVbizhub.com is an online oasis for all things about doing business in Elk Grove. Whether you are a current Elk Grove business, a prospective business looking for a new location, or a real estate professional facilitating the relocation process, EGVbizhub.com offers you easy access to relevant, helpful tools and resources. While prospective businesses and real estate brokers are delivered relevant information on the site, no one benefits from the EGVbizhub quite like current Elk Grove business owners and their employees. If someone owns or works for a business within Elk Grove Village (any company with an Elk Grove Village address), he/she is pre-qualified for a free membership and member profile. This profile is then linked to a company profile, giving businesspeople the opportunity to represent their company and benefit from a quality backlink to the company’s webpage.
I Love Anchorage Instagram
Anchorage Economic Development Corp.
Anchorage, AK

Anchorage Economic Development Corp. launched an Instagram account, “I Love Anchorage,” to support our initiative to make Anchorage the #1 city in America to Live, Work and Play by 2025. The initiative goal is lofty and there are many different elements in place to make it achievable. The AEDC Instagram account is one small piece of the picture. The I Love Anchorage Instagram is unique, in that each Monday a different Anchorage resident is given the account password and free reign for a week to post how they Live, Work and Play in Anchorage.

We had several small goals with the account: raise awareness locally for both AEDC and the Live, Work, Play. Initiative, show life in Anchorage through a diverse range of perspectives and to grow a following that would eventually reach beyond Anchorage and Alaska. AEDC manages the schedule of hosts and sets a new password each week.

Search “I Love Anchorage” on Instagram or go to www.Instagram.com/iloveanchorage to view. Anchorage Economic Development Corp. is a private, nonprofit membership organization developed in 1987 to encourage growth and diversity in the Anchorage economy. AEDC will be hosting the 2015 IEDC Annual Conference in Anchorage, Alaska. Learn more at www.AEDCweb.com.

Population 200,000-500,000
Gold

Georgia. Your Link to a Strong Value Chain
Georgia Department of Economic Development
Atlanta, GA

In 2013, the State of Georgia embarked upon a new multi-channel marketing campaign for the life science industry. Interactive technology was leveraged in the form of 7 distinct landing pages populated with customized content in the form of videos, case studies, whitepapers and other resources for site selection. An interactive health IQ quiz was used both as an education tool as well as a means of leveraging social media both online and at specific tradeshows. The landing pages were also integrated with a customer relationship management (CRM) system and analytics to track lead flow.

Omaha! Omaha!
Greater Omaha Economic Development Partnership
Omaha, NE

While securing playoff victory on Jan. 12, Bronco’s quarterback Peyton Manning shouted the audible “Omaha!” over 40 times. The calls touched off a rush of unexpected publicity for the city – and a tremendous opportunity to score with an organic marketing strategy. The Greater Omaha Economic Development Partnership’s marketing team capitalized by quickly launching a series of videos and a Twitter campaign that engaged and educated an audience unfamiliar with the city and region. The “Omaha!” Omaha! project accomplished its goals, bringing awareness to Greater Omaha and portraying it as a forward-moving, accelerating city while bolstering Partnership efforts to build Omaha’s worldwide brand and image.

Population Greater than 500,000
Gold

Tampa Bay Partnership
Tampa Bay, FL

The Tampa Bay Partnership’s #WeAreALLTampaBay Digital Ambassador Program engages the social networks of its ambassadors with the great news of the region. With nearly 600 ambassadors, Tampa Bay’s stories have been impressed upon those in the social sphere more than 3.3 million times.

Working across state lines, the Partnership brings together the economic development organizations of the Greater Omaha Chamber, Advance Southwest Iowa Corporation, Cass County Nebraska Economic Development Council, the Greater Fremont Economic Development Council, Sarpy County Economic Development Corporation and Washington County’s Gateway Development Corporation. The six Partnership organizations work closely with each other, local governments, and additional public and private entities to drive growth of the region’s strong, diverse economy.

Silver

#WeAreALLTampaBay Digital Ambassador Program
Tampa Bay Partnership
Tampa Bay, FL

The Tampa Bay Partnership’s #WeAreALLTampaBay Digital Ambassador Program engages the social networks of its ambassadors with the great news of the region. With nearly 600 ambassadors, Tampa Bay’s stories have been impressed upon those in the social sphere more than 3.3 million times.

Population Less than 25,000
Gold

Levelland Industrial Rail Park
Levelland Economic Development Corporation
Levelland, TX

The Levelland Economic Development Corporation (LEDC), through its development of the 297 acre Levelland Industrial Rail Park (Rail Park), has revitalized rail based business in Levelland, Texas. With the Rail Park’s opening in November 2010, the LEDC has committed to developing and attracting rail based businesses.

The Rail Park is located adjacent to the West Texas & Lubbock Railways (WTLC) short-line which interchanges with BNSF Railway thirty miles East in Lubbock, Texas and Union Pacific Railroad at Lubbock, Texas via BNSF haulage. Along with streets, water, and sewer infrastructure, the LEDC developed three (3) miles of track within the Rail Park. Economic impact from the Rail Park development project is measured both through traditional economic development measures, capital investment and job creation, as well as through the resurgence of rail based businesses and rail traffic. Since October 2011 the LEDC has been successful in attracting four (4) companies to the Rail Park and three (3) other rail-based businesses which include $40.75 million in capital investment, 77 FTE jobs, retention of a corporate headquarters location, and transload services for the Permian Basin oilfield and West Texas wind industry.

Through the resurgence of rail based businesses in Levelland three (3) additional local companies in the agriculture commodities business have re-started their utilization of rail service. Increasing, since November 2010, the total number of rail customers to eight (8) with WTLC increasing switching to five (5) day-a-week rail service to accommodate demand.

Multi-Year Economic Development

The Tampa Bay Partnership’s #WeAreALLTampaBay Digital Ambassador Program engages the social networks of its ambassadors with the great news of the region. With nearly 600 ambassadors, Tampa Bay’s stories have been impressed upon those in the social sphere more than 3.3 million times.
Partnering for the Future
Greater Burlington Partnership
Burlington, IA

About the Project
Partnering for the Future was the Greater Burlington Partnership's five-year community & economic development action plan from 2009 to 2013. The plan was conceived and supported by several business and community leaders to secure additional business and community investment in the resources necessary for the Partnership to pursue specific, aggressive and measureable economic development outcomes aligned under four strategic objectives: economic development, workforce development & recruitment, downtown revitalization, and tourism. $1.5 million was raised in 2008 and a foundation board was established to direct the funding and measure results.

This five year campaign resulted in:
- 28 New Projects
- 825 New Primary Jobs Created
- 550 Primary Jobs Retained
- 350 BRE Visits
- Over $106 Million in New Private Capital Investment
- More than $336 Million in Tourism Expenditures

About Us
The Greater Burlington Partnership is the identity for the overall organization which includes the Chamber of Commerce, Economic Development, Convention and Visitors Bureau and Downtown Partners, Inc. Each division has a separate mission, but the entities share one vision: to ensure Greater Burlington is a growing regional center of commerce, industry, education, health care, entertainment and culture which provides a great place to live and work.

Operation Facelift
Southern Idaho Economic Development Organization
Twin Falls, ID


Rural communities and partners of SIEDO expressed that facelifts of their downtown businesses was the next critical step behind infrastructure improvements for downtown revitalization. Part of bringing back customers and activity to their main street areas needed to begin with dedicated efforts to clean up and brighten up downtown business storefronts. So SIEDO established Operation Facelift to help improve these downtown regions.

The majority of SIEDO’s 11 member communities participate annually in Operation Facelift. SIEDO oversees the annual projects, works with community facilitators on planning/implementing their community’s efforts and secures regional partners to support the project. Operation Facelift’s impact locally and regionally has been significant. Over 100 downtown projects have been improved across southern Idaho since 2011 thanks to the efforts of thousands of volunteers. Citizen, business and volunteer organization/groups have been directly engaged in improving their downtown areas through the grass root effort, giving local residents an opportunity to show pride and concern for their communities. And regional support via SIEDO and Operation Facelift sponsors takes the impact to a regional audience.

Bowling Green Downtown Redevelopment
Bowling Green Area Chamber of Commerce
Bowling Green, KY

Since its founding in 1798, Bowling Green has been a hub of activity, and the centerpiece is a thriving and beautiful downtown district. The area is adorned with historic brick buildings, massive shade trees, a gorgeous fountain, impressive statues, and inviting neighborhoods. Unfortunately, in recent decades the area began to backslide, and businesses abandoned the area. Jobs began disappearing and families moved out.

In 2007, Kentucky state legislators created an opportunity for cities to use a new Tax Incentive Financing (TIF) program to revitalize blighted or declining areas in their communities and Bowling Green and Warren County’s historic downtown district qualified for the program. Our local officials and community members snapped into action. The Warren County Downtown Economic Development Authority was formed, and 363 acres were designated as the focus. The Bowling Green TIF project began in 2008 and over the past six years nearly 200 million dollars has been invested. The project has paved the way for new jobs, a minor league baseball park, a performing arts center, a new city park, and revitalized a space where our citizens now want to live, work, and play.

Connector Program Goes National
Greater Halifax Partnership
Halifax, Nova Scotia
Canada

The Halifax Connector Program is a simple but effective referral process that helps immigrants, build a professional network, and connect with job opportunities to help them settle successfully in their new communities. The program has gone national and international with more than 15 cities in Canada and the United States adopting the Program over the last 3 years.

IW Seed Fund
Innovation Works, Inc.
Pittsburgh, PA

The Seed Fund is the core investment program of technology-based economic development organization Innovation Works (IW), southwestern Pennsylvania’s most-active early-stage investor and the seventh-most-active early-stage investor in the U.S. IW utilizes a structured, four-step investment review process and Investment Committee oversight (detailed in question seven below) to provide high-growth-potential technology-based companies with convertible loans (loans that IW may choose to convert to equity at a later date) ranging from $50,000 to $300,000, with the typical investment totaling $150,000. Since the program launched in 1999, 197 companies have received a total of $17.8 million through the IW Seed Fund, while also being
Business Retention and Expansion – Single Event

**Population Less than 25,000**

**Silver**

**CULLMAN ALABAMA**
Economic Development Agency
Cullman, AL

Cullman Economic Development Agency (CEDA) is responsible for industrial and retail development and community projects in Cullman, Alabama. Cullman consistently ranks #1 or #2 in Alabama for new and expanding industry.

In November 2013, REHAU, a German Tier 1 supplier for Mercedes, announced construction of a new Technical Center (R&D) on its Cullman campus – its first outside of Germany. The center will have an investment of over $3 million and add approximately 160 additional employees and 45 engineers to the 700+ employees on the REHAU campus. Not only is this the first automotive R&D facility in Cullman, it is a first for rural Alabama.

This project will prove that Cullman is not only an excellent location for manufacturing operations, but also can attract the workforce for research and development, technical centers and engineering. This project will be a show piece for Cullman and REHAU, and hopefully set precedence for more jobs of this caliber.

CEDA had a genuine interest in the Technical Center project and was available 24 hours a day to assist the company. CEDA has a proven track record with its existing industry, so REHAU felt comfortable with the community and knew that it could be successful in Cullman.

Population 25,000-200,000

**Gold**

**Glanbia Headquarters and Cheese Innovation Center**
City of Twin Falls
Twin Falls, ID

In late 2011, City staff convinced Glanbia and partners to build a new 50,000 square-foot campus in our Old Town section. Old Town was the best place for them to be as it helped Glanbia expand its headquarters for growth & build a much needed R&D center at a very reasonable cost, renovated a large section of a blighted area, brought over 100 employees downtown, and installed new infrastructure that will also support continued redevelopment of Old Town.

**Silver**

**Project MSC Aerospace**
Cedar City – Iron County Office of Economic Development
Cedar City, UT

The Cedar City – Iron County (CCIC) Office of Economic Development is dedicated to advancing economic prosperity for the Cedar City area, local industries and its citizens. The CCIC collaborates with a number of community partners to create a business friendly environment to ensure balanced growth and targeted workforce development.

The CCIC’s dedication to business retention and expansion is evident following MSC Aerospace’s (MSC) announcement that it had selected Cedar City as the location for its headquarters and new final assembly plant. MSC, in partnership with subsidiaries Syberjet Aircraft and Metakraft Technologies will construct a $400 million facility in Cedar City to manufacture the world’s fastest and longest range light business jet – The SJ30, all while creating 1,200 new jobs. Over the 20-year life of the incentivized project, MSC will pay nearly $130 million in state taxes and over $1 billion in payroll.

A project of this size and scope does not go unnoticed by the manufacturing industry or site selection professionals. The MSC project has been recognized by Trade & Industry Magazine as one of its CiCi Investment award recipients, by Area Development Magazine’s Project of the Year, and now by IEDC as a 2014 Silver Award recipient.

Bronze

**City of Fort Collins**
Fort Collins, CO

Located in northern Colorado at the base of the Rocky Mountains, Fort Collins is home to a population of 151,000 residents and Colorado State University. Sustainably-minded and recognized for its unique bike and beer culture, the city offers bountiful recreational opportunities and a vibrant, historic downtown.

Since 1955, global company Woodward Inc. has operated in Fort Collins with a legacy of collaboration, community pride and sustainable growth. As a large primary employer, Woodward generates over $2 billion in sales per year. In 2012, the company announced it had outgrown its facilities in northern Colorado and needed to expand. After a national search, Woodward chose a 101-acre golf course in Fort Collins, located just blocks from downtown and adjacent to the Cache La Poudre River. The combined building footprint for the industrial/manufacturing campus is approximately 600,500 square feet with another 70,000 square feet for a future phase of commercial development. Woodward plans to invest $169.1 million in new building construction, $50.5 million in new equipment, and will retain or create between 1,400-1,700 jobs.

Unprecedented collaboration and creative problem-solving was critical to making the project a success, and it is a source of pride for Woodward and the Fort Collins community.

**Bronze**

**Woodward Technology Center**
City of Fort Collins
Fort Collins, CO

Since 1955, global company Woodward Inc. has operated in Fort Collins with a legacy of collaboration, community pride and sustainable growth. As a large primary employer, Woodward generates over $2 billion in sales per year. In 2012, the company announced it had outgrown its facilities in northern Colorado and needed to expand. After a national search, Woodward chose a 101-acre golf course in Fort Collins, located just blocks from downtown and adjacent to the Cache La Poudre River. The combined building footprint for the industrial/manufacturing campus is approximately 600,500 square feet with another 70,000 square feet for a future phase of commercial development. Woodward plans to invest $169.1 million in new building construction, $50.5 million in new equipment, and will retain or create between 1,400-1,700 jobs.

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**Bronze**

**Partnership Gwinnett**
Duluth, GA

PARTNERSHIP GWINNETT
A Community & Economic Development Initiative of the Duluth/Cobb Area Chamber of Commerce

Partnership Gwinnett (PG) is a public-private initiative dedicated to bringing jobs and capital investment to Gwinnett County, Georgia. In 2006, the Gwinnett Chamber contracted Market Street Services to develop a comprehensive community and economic development plan for Gwinnett. Market Street’s recommendations formed the foundation of PG’s first five-year strategy. The success of this strategy’s implementation led to PG receiving the 2010 Award for Excellence from the IEDC.

The Chamber engaged Market Street again in 2011 to produce a re-focused five year economic development plan reflecting the county’s successes, challenges, and implementation experiences from 2006-2011. PG has worked with local and regional partners to attract and retain jobs; cultivate capital investment; foster entrepreneurship and small businesses; encourage international business growth; support educational institutions; promote workforce development; and contribute to the exceptional quality of life in Gwinnett.
Chicago Cubs Spring Training Stadium Complex
City of Mesa, Office of Economic Development
Mesa, AZ

In 2009, the Chicago Cubs announced they were considering moving their Spring Training site from Mesa, Arizona - after 57 years - sending shockwaves of concern throughout the city. The Cactus League and Arizona. The loss of a long-time tradition for residents, fans and businesses carried an estimated $138M in annual economic impact.

A retention strategy to finance the construction of a new Cubs Spring Training facility was revealed by the City of Mesa. Requiring a city-wide election, it proposed using a mix of funds allowing the stadium to be built without any tax increases to residents and with no cost to the City’s general fund. Voters approved the 140 acre project comprised of Cubs Stadium, 6.5 practices fields, team clubhouse and high-tech training facility; an adjacent renovated park; urban lake; and commercial development sites. The grand opening for Cubs Park was Jan. 25, 2014, and 11 all-time attendance records were set for Cactus League Spring Training games.

The City of Mesa is located in the eastern area of the Phoenix metropolitan region. The Office of Economic Development has a talented staff of fourteen professionals working to help build a vibrant, competitive and desirable community for Mesa’s residents and businesses.

Business Services Program
City of Westminster Economic Development Office
Westminster, CO

The City of Westminster Economic Development Office focuses on creating and maintaining a vital economy and sustainable community with a vision of making Westminster the place to be for business. The Westminster EDO accomplishes this through outreach to new businesses, working with existing businesses and facilitating public/private partnerships for development and redevelopment projects. The Business Services Program is a comprehensive business retention effort that: (1) not only provides a source for local businesses for market information, demographics, real estate, and other such services; but also (2) incorporates staff from throughout the City, most specifically Fire Department personnel, in face to face visits with local businesses; (3) provides Capital Project Grants for small businesses; (4) provides Training Scholarships to small businesses; (5) recognizes business longevity through the Legacy Awards; (6) allows the networking of technology companies through quarterly Tech Connect breakfasts; and (7) seeks business interaction through biannual Business Roundtables with industry sector representatives. As a result of these retention efforts, over a dozen businesses have expanded within the city in the past 5 years, all of the City’s primary employers are regularly contacted and almost 10% of the City’s 3,000 licensed businesses has direct interaction with the City each year.

Business Retention and Expansion – Program of 3 Years or More
Population 25,000-200,000
Silver

Business Outreach and Assistance Program (BOAP)
Lucas County Economic Development Corporation
Toledo, OH

Lucas County Economic Development Corporation’s Business Outreach and Assistance Program (BOAP) responded to a critical need for Business Retention and Expansion services during the depths of the “Great Recession.” The recession’s impact was further compounded by the bankruptcy of two major employers (Chrysler and General Motors).

Launched in 2010, the BOAP has conducted over 670 business consultations. The BOAP has had a major role in projects that retained or created over 4100 jobs and played a supporting role in the retention or creation of 3300 additional jobs. Significantly, the vast majority of the 7400 jobs that have been retained or created are in the manufacturing sector, comprising an annual payroll exceeding $222 million. The BOAP builds relationships with businesses and connects them to resource and service providers. The LCEDC frequently maintains close contact with the individual businesses and serves as a relationship manager on complex transactions. Our successful projects include the expansion of the Toledo Assembly Complex, where the Jeep Cherokee and Wrangler are assembled, and the Johnson Controls battery plant. Partners include the Toledo Chamber/ SBDC, Port Authority, RGP, JobsOhio, City of Toledo, UT, Owens Community College, Northwest State, Lucas County Commissioners, and the Lucas County Workforce Development Agency.

LCEDC
Bronze

SEDA’s Business Retention and Expansion Program
Savannah Economic Development Authority
Savannah, GA

Created in 2004, the Savannah Economic Development Authority’s Business Retention and Expansion department conducts more than 100 annual site visits each year and has supported dozens of company expansions, added significant job creation and provided economic investment. SEDA’s BRE department is successful due in part to its creation and facilitation of the Business Retention Action Team program (BRAT). In becoming an effective BRE department, SEDA staff worked with area partners to create a collaborative of community, regional, and state organizations, which are each committed to serving and strengthening local businesses. All BRAT members represent an organization with a mission related to economic development. Each organization has the ability to offer free or deeply discounted services to businesses, especially as it relates to capital investment in machinery, equipment, facility and/or new job creation. Since its inception, SEDA’s BRE department has achieved great success by solving various operational and developmental business issues with an end result motivated by SEDA’s mission to create, grow, and attract jobs and investment in Chatham County.
Entrepreneurship

Population Greater than 500,000
Gold

Revitalization of Oregon’s Food Processing Industry 2003-2014
Northwest Food Processors Association and Oregon Business Development Department
Portland, OR

A decade of dynamic progress transformed a threatened manufacturing sector under siege from global pressures, with numerous plant closures and consolidations. Food processing became ‘the only manufacturing sector in Oregon to show positive job gains during the recessions. From 2007-2012, Oregon food manufacturing employment grew 7.8% whereas Oregon’s manufacturing sector shed 15.8% of its jobs.’ Private and public investment in the initiative of more than the $6 million, realized documented returns of 175 jobs, $5.8 million ROI to state revenue, and $13.1 million saved by 40 companies with revitalization projects.

Northwest Food Processors Association’s innovative industry-driven cluster pogroms achieved state, regional, and global recognition in topics such as industrial energy efficiency, sustainability, environmental affairs, innovation, productivity, food safety and workforce development.

Entrepreneurship
Population Less than 25,000
Bronze

Snellville Entrepreneur Council/Entrepreneurship Alliance
City of Snellville
Snellville, GA

The City of Snellville is working to create an ecosystem for entrepreneurs of any age and any stage. To reach this goal, the city worked with local businesses owners to launch the SEC (Snellville Entrepreneur Council) and with a local high school to establish the EA (Entrepreneurship Alliance). The EA is an innovative partnership between the city and GCPS (Gwinnett County Public Schools) that challenges high school students to create their own summer job by launching their own business. This establishes businesses within the city and leads to increases in the tax base. The mission of the SEC is to “help entrepreneurs start, fund and grow businesses... with the best business-building and advisory/mentoring expertise and tools.” The mission of EA is to build self-confidence and life ownership belief in the mind of students, and to encourage young entrepreneurs to open and build businesses in Snellville. One of the tools is the online Snellville Business Toolbox (www.snellvillebusinesstoolbox.com). The EA program is seen as a youth/young professional retention/attraction strategy. It is also seen as a way to diversify business community. This year, 2014, will see the issuance of 58 youth business licenses. The EA has shown to be replicable.

Entrepreneurial Ecosystem Development Program
EDAWN - Economic Development Authority of Western Nevada
Reno, NV

EDAWN built an entrepreneurial development (ED) program tasked with building an entrepreneurial ecosystem from the ground up, creating new jobs and fostering technology startups with a focus on forging a new future for Reno.

Across the nation and within the community, Reno has been known as a gambling town. But in 2008, as the housing market crashed and gaming revenues fell drastically, Reno found itself tethered to a decaying downtown and a dominant industry in steep decline.

It was during this period of economic turmoil that Reno found immense opportunity. EDAWN recognized that Reno lacked the entrepreneurial sophistication of established start-up hubs like Boulder and that the community faced an identity crisis as it confronted the decline of gaming. Our Entrepreneurial Development program was designed to lead the community forward with a focus on job creation through entrepreneurial encouragement and support.

The Economic Development Authority of Western Nevada is a private/public partnership established in 1983 committed to recruiting, expanding and supporting newly forming quality companies that bring jobs to the region and have a positive impact on the quality of life in Greater Reno-Sparks-Tahoe.
Business Technical Assistance Program

B-TAP

City of Minneapolis
Minneapolis, MN

The City of Minneapolis Business Technical Assistance Program (B-TAP) provides business consulting services to support new business development, retention, and growth. B-TAP has a simple pay-per-outcome system that reduces administrative steps, allowing the program managers to allocate more time to working with businesses and less time creating reports and managing paper work. B-TAP works primarily with low income individuals or businesses that provide employment to individuals from socially and economically disadvantaged groups including minority ethnic groups and new arrivals to the U.S.

B-TAP allows the City to expand its capacity by contracting with local, non-profit, business development organizations that already have community organizing power, cultural competency and technical skills. B-TAP contracts are given annually. Every year, the City invests $500,000 in contracts with service providers, selected through a competitive RFP process. Contracts serve over 500 businesses and support more than 800 jobs per year.

In addition to providing business consulting through B-TAP, City staff use business profiles created for program reporting to proactively identify business opportunities for B-TAP participants with government, institutions and other businesses. For more information you can visit: http://www.ci.minneapolis.mn.us/business/WCMS1P-097859

Launch Tennessee

Tennessee Entrepreneurship
Nashville, TN

Launch Tennessee is a public-private partnership focused on supporting the development of high-growth companies in Tennessee, with the ultimate goal of making Tennessee the No. 1 state in the Southeast for entrepreneurs to start and grow a business.

Launch Tennessee focuses on four key areas:

- Entrepreneurship: Launch Tennessee oversees a statewide network of nine regional business accelerators – providing them with resources, mentorship and connections for entrepreneurs.
- Commercialization: Launch Tennessee facilitates the transfer of technology from research institutions to the marketplace and connects inventors with entrepreneurs and investors.
- Capital: Launch Tennessee works with angel networks to foster investment across the state, organizes opportunities for out-of-state venture capital firms to interact with early-stage Tennessee companies seeking funding and co-invests with venture capital firms through the INCITE fund.
- Outreach: Launch Tennessee hosts events that bring together entrepreneurs, mentors, researchers and investors from around the country, including the Southland startup conference.

The agency’s vision is to make Quebec City a fertile ground for starting up and growing industry-leading technology companies. To do so, QI has undertaken a series of novel initiatives to support business growth and competitiveness. The purpose of these initiatives is to enhance the region’s entrepreneurial ecosystem by facilitating entrepreneur access to expertise and experience, financing, and contacts—three elements crucial to success at any stage of business development. The main objectives are to:

- Train the region’s entrepreneurs and provide them with tools to boost their chances of success
- Organize events where entrepreneurs and other stakeholders can come together to meet, talk, and actively participate in the ecosystem
- Establish partnerships in order to attract investors, partners, mentors, and talents
- Take inspiration from best practices elsewhere.

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Human Capital

Population Less than 25,000

Bronze

Telework Initiative Manual: Telework - a Growth Strategy for Rural Minnesota
Fergus Falls Economic Improvement Commission
Fergus Falls, MN

In 2008, Fergus Falls (the self-proclaimed Telework Capitol of Minnesota) began a journey to earn that title, marketing itself to both businesses and individuals as telework friendly. That year, Forward Fergus Falls—a community-based organization comprised of business leaders and concerned citizens—gathered to provide goals, momentum and direction for the future of the community. That effort, continued through today, focuses on “destiny drivers” that provide measurable goals for the common good in several “community livability” categories. Thus, the Telework Initiative was established as one of those drivers or goals. The continuing result, after five years, culminated in the compilation of a telework manual entitled: Telework – a Growth Strategy for Rural Minnesota. The growth of regional telework jobs is estimated to now exceed 350 people. The effort is now an ongoing part of our economic development strategy.

Population 25,000-200,000

Gold

Manufacturing a Future that Works
Lincoln Economic Development Association
Lincoln, NC

The Existing Business Program of Lincoln Economic Development Association (LEDA), working to meet the needs of industry, responded to concerns over the imminent shortage of skilled workers by bringing education and industry together to develop the “Manufacturing a Future that Works” program. It is an effort to improve the skills of the future workforce, increase the pool of knowledgeable workers, specifically youth, and is a textbook example of aligning education and industry to improve the existing workforce through collaboration.

Lincoln County Schools offered manufacturing leaders the opportunity to design a curriculum to address needs specific to our local manufacturers. Top leaders developed a curriculum in manufacturing/mechatronics, to provide the necessary basic skills for a graduating senior to be “operator ready” upon completing the six level Advanced Manufacturing program.

The successful collaboration has resulted in the first class in Advanced Manufacturing being offered beginning in the fall of 2014. Lincoln County Schools also responded to this urgent concern by building upon current STEM initiatives with the addition of Engineering is Elementary and CyberKids Robotics at the elementary and middle school levels. Additionally, an Intro to Advanced Manufacturing will be offered at all four middle schools.

Silver

Newcomer Services
Greater Dubuque Development Corporation
Dubuque, IA

Five years ago, local leaders gathered to determine workforce gaps. Two primary challenges emerged: the need for individuals considering Dubuque as home to feel welcome in the community immediately upon their arrival and the need to help individuals stay engaged in Dubuque long-term. Leaders agreed that there were no current practices in place to help newcomers connect to rental housing, basic amenities, provide a tour of the city or answer questions about the community that make or break a decision to relocate and ultimately stay. Not only would this be important to the individual, it was also a critical economic development strategy to assist local employers with recruitment and retention. There had been attempts in the past to create a welcome strategy, however without financial support the efforts quickly fizzled. Local human resource professionals had often expressed the need for relocation services, especially small businesses that wanted to recruit worldwide talent but did not have the capacity to retain a third-party relocation firm. Dubuque Works agreed to put a plan into action with the goal of helping employers better recruit, relocate & retain a talented workforce.

Bronze

The Leader In Me
Bowling Green Area Chamber of Commerce
Bowling Green, KY

The Leader In Me prepares the future workforce by teaching children about leadership, accountability, and teamwork—all integral skills for talent development. The initiative recognizes that all children have strengths and the potential to lead. In 2010, the Chamber began collaborating to implement The Leader In Me in both our city and county school districts.

The Leader In Me integrates Dr. Stephen Covey’s The 7 Habits of Highly Effective People into the school’s existing curriculum. This initiative will differentiate our community from others as our workforce gains more skills that help companies compete in the global economy.

Coachella Valley Workforce/Jobs Model
Coachella Valley Economic Partnership
Coachella Valley, CA

The Workforce/Jobs Model is an economic growth collaborative that that joins businesses and schools to create career-specific programs, provide work-based learning such as internships and job shadows, and support scholarships to prepare all students for college, careers, and life. The Coachella Valley Economic Partnership mobilizes business, civic, and education leaders to help align evolving employer needs with workforce development programs. The collaborative includes all three K-12 unified school districts in the region (Palm Springs, Desert Sands and Coachella Valley), Desert Community College District (College of the Desert), Cal State San Bernardino Palm Desert Campus, Riverside County Office of Education, County of Riverside Workforce Development, and the Coachella Valley Small Business Development Center. The Workforce/Jobs Model is at the nucleus of everything that CVEP does to build a 21st century job base and develop a highly skilled workforce. The goal is to increase the number of students pursuing a college education and to employ them upon graduation in the industries that are emerging in our region.
Alamo Academies
San Antonio, TX

The Alamo Academies is a national award winning, innovative, STEM-based instructional model operated by the Alamo Area Academies Inc., a non-profit organization, in partnership with the Alamo Colleges, San Antonio area high schools, industry and the cities of San Antonio, New Braunfels and Seguin providing America’s youth with tuition-free career pathways into critical demand technical STEM occupations. The program utilizes contextualized industry-driven curricula resulting in 94 percent of graduates entering higher education or high-wage careers in aerospace, manufacturing, information technology, and health care.

The Alamo Academies focus on four key industries within San Antonio: manufacturing, aerospace, information technology and health care. The program provides a college pathway to high school juniors and seniors to attain industry and academic certificates that lead to high-wage jobs or to further higher education while addressing critical workforce needs. During the two year program, students earn 31-34 college credits at no personal cost allowing them to receive both a college degree and high school diploma. Additionally, the students are paid almost $3,000 through an industry internship.

Apprenticeship Carolina
SC Technical College System, Division of Economic Development
Columbia, SC

Since its inception in 2007, Apprenticeship Carolina™ has become the fastest growing program of its kind within the United States. Consultants work directly with businesses to develop and register training programs as formalized apprenticeships by coordinating three components: on-the-job training, job-related education and a scalable wage progression. An integral part of the SC Technical College System’s division of Economic Development, Apprenticeship Carolina™ works to ensure that its companies have a viable, well-trained workforce pipeline and to bolster the entire workforce within the state. Since the program's inception, the number of SC companies with registered apprenticeships has increased from 90 to over 673. The number of registered apprentices has increased from 777 to over 10,000.

Industry sectors engaged in the registration of programs has grown to include manufacturing, health care, transportation, distribution, logistics, information technology, hospitality and tourism, energy and utilities. Currently, all programs are registered with the US Department of Labor. Due to the success of the program for European-owned companies, Apprenticeship Carolina™ will be offering dual credentialing by two or more countries by the end of 2014. The program also includes apprenticeship opportunities for high school students. Thirty-one companies have registered youth programs.

Responding to Globalization
Population 25,000-200,000
Bronze

“Akron USA”
Greater Akron Chamber and the City of Akron
Akron, OH

The Greater Akron Chamber is an economic development organization serving Medina, Portage and Summit Counties in Northeast Ohio. In 2013, the Greater Akron Chamber became the first and only Accredited Economic Development Organization (AEDO) in Ohio; one of only two Chambers of Commerce in the United States to earn the AEDO designation from IEDC. As the City of Akron has evolved from the “Rubber Capital of the World” to the “Polymer Center of the Americas” it has strengthened its international reputation as a business friendly community. The City of Akron proudly received the All-American City award in 1981, 1995, and 2008. Their long-time collaborative efforts have developed into a high profile international marketing initiative known as “Akron USA.”

Over the past 20 years, “Akron USA” has attracted more than $125M in first-time Foreign Direct Investment and approximately $200M in additional BR&E investment. Nearly 1,500 jobs have been created and more than 4,000 jobs have been retained. Through activities such as Sister City relationships (Germany/Israel), Technology Bridges (Finland/Lithuania) and trade show participation (China/Germany/India), “Akron USA” has successfully marketed the Greater Akron Region as a “soft landing” for companies looking to either enter or expand in North America.

Population Greater than 500,000
Silver

Partnership Gwinnett’s Global Business Outreach Efforts
Partnership Gwinnett
Duluth, GA

Partnership Gwinnett’s (PG) Global Outreach Efforts are a coordinated mix of resources, programs, mission trips, and partnerships engaging companies, leaders, and students from across Gwinnett County. This work is a direct response to the community’s changing demographics, growing international notoriety, and evolving, global-focused environment guiding the business world.

Global commerce outreach efforts have been a part of the PartnershipGwinnett strategic plan since its inception in 2007 and involve multiple activities, including: a sister-city agreement with Gangnam Gu, South Korea; global business and trade mission trips; an annual Global Trade Summit; a Global Business Council, consisting of nearly 250 members; a micro-site, GwinnettGlobal.com; the hosting of foreign delegations; and participation in international organizations and bilateral chambers.

The goal of our initiative is three-fold: (1) raise the global profile of Gwinnett as a thriving, international, business-friendly community; (2) maximize the opportunity presented by the growing international population in the County; and (3) enable local companies to gain a competitive edge in an increasingly global business environment.
In order to help Wisconsin companies maximize their global market potential, the Wisconsin Economic Development Corporation (WEDC) partners with the Wisconsin Manufacturing Extension Partnership (WMEP) and UW-Stout Manufacturing Outreach Center (MOC) to deliver the ExporTech™ Program. The program provides WEDC technical (hands-on research and guidance) and financial assistance ($2,500 scholarships) to eligible participating companies.

ExporTech is a proven export strategy development program designed to speed a company’s “go to market” timeline by developing a customized international growth plan for the company’s product in targeted export markets. Participating companies receive access to subject matter experts; individualized coaching and consulting; customized support; and guided development of an international growth plan. Each graduate’s plan is reviewed by a panel of business professionals with specific experience and expertise in international business development and planning. The program provides a unique focus on top management success factors and aims to provide companies with early export success.

Converse Goes Green Day
City of Converse Economic Development Corporation
Converse, TX

The City of Converse Economic Development Corporation promotes green building initiatives and conservation of the environment while saving money through its annual Converse Goes Green Day event. Held in the Spring of each year for the past three years, the Converse Goes Green Day has reached hundreds of residents of the community and region with the assistance of partners including CPS Energy, Build San Antonio Green and many others in the region of this suburban community. The purpose of the program is to promote conservation of the environment and resources while saving money.

Silver

Project Green - REI Oklahoma LEED Facility
REI Oklahoma
Durant, OK

Project Green is an initiative undertaken by REI Oklahoma to build an eco-friendly complex in Durant, OK, as part of a growing “green” movement in construction. This newly-constructed facility received LEED® Silver Certification from U.S. Green Building Council Leadership (USGBC). LEED (Leadership in Energy and Environmental Design) Certification is based on factors such as energy savings, fresh air preservation, water savings, indoor air quality, and the use of sustainably sourced materials. This facility is REI Oklahoma’s first LEED-certified building, one of the first LEED buildings in the southern part of the state, and one of only 226 in the state. The goal of the project overall was to create a healthy work environment in the southeastern Oklahoma area while simultaneously reducing the need for non-sustainable and expensive resources. From site development, water savings, and energy efficiency to materials selection and indoor environment quality, the building was specifically designed to make a positive impact on the health, comfort and well-being of its occupants and the public. The structure currently houses the Choctaw Nation’s School of Choctaw Language.

Population 25,000-200,000
Bronze

City of Hamilton
Hamilton, OH

Beyond product and prototype development, it can be very challenging for startup green technology companies to acquire seed funding that enables them to be market-ready. The City of Hamilton realizes the role it can play in developing strategies that will allow growing green companies to pilot and accelerate these new technologies. The City has partnered with its local incubator to develop a fertile entrepreneurial space that will leverage the City owned utilities (gas, water, electric, sewer, and broadband) and position itself as the local and regional lab for green technology solutions.

The goal has developed into an innovative approach to grow and attract high potential clean technology (cleantech) startups. The incubator also connects those startups with other high-profile regional partners that are vital to the success of these startups. The central aim of this incubator and partnership is to nurture an advanced clean technology-based entrepreneurial environment for enhanced environmental stewardship, wealth creation, and job growth in Southwestern Ohio, the Midwest, and nationally.

Since the transformation of the business incubator in 2013, Hamilton’s business incubator has attracted three new cleantech startups.

Gold

Washington County Economic Development Council
Johnson City, TN

In early 2012, the popular Asheville-based restaurant, Tupelo Honey Cafe launched a social media campaign to determine a new location for its fourth restaurant. Johnson City, Tennessee was ultimately chosen as the winner, and Tupelo Honey Cafe opened their doors on June 16, 2014 in the former C&O railroad depot in the heart of downtown Johnson City after tremendous renovation and transformation of the historic structure. The location of Tupelo Honey Cafe spurred numerous other projects in the revitalizing downtown area.

Population 200,000-500,000
Bronze

Natural Resources Research Institute
University of Minnesota Duluth
Duluth, MN

The Natural Resources Research Institute was formed by the Minnesota state legislature in 1983 with a mission to foster the economic development of Minnesota’s natural resources in an environmentally sound manner to promote private sector employment. Today, it employs approximately 150 engineers, technicians and environmental scientists to advocate excellence in research for a sustainable economy and environment.

Silver

City of Butner
Butner, NC

The Natural Resources Research Institute of the University of Minnesota has a large research facility in Butner, North Carolina, known as the Research Triangle. This location is home to a wide range of natural resource research and development activities, including water quality, wildlife management, and renewable energy. The facility is a hub for innovation and collaboration, bringing together scientists, engineers, and other experts to address some of the most pressing environmental challenges.

Gold

Butner’s outdoor recreation facilities include a golf course, hiking trails, and mountain biking trails. These facilities attract visitors from across the region and provide opportunities for residents to enjoy outdoor activities close to home. The city has also taken steps to promote sustainable development, including the installation of solar panels on city buildings and the implementation of energy-efficient lighting systems.

Bronze

City of New Bern
New Bern, NC

The Natural Resources Research Institute of the University of Minnesota also has a facility in New Bern, North Carolina. This location is primarily focused on research related to coastal ecosystems and sustainable development. It includes a research vessel, as well as laboratories and other facilities designed to support scientific research on topics such as marine biology, oceanography, and environmental science.

Gold

New Bern is known for its historic downtown area, which includes the New Bern Waterfront Park and the Tryon Palace, a former royal residence that is now a museum and educational center. The city has also invested in renewable energy, including the installation of solar panels on city buildings and the development of a wind farm.

Silver

City of Kinston
Kinston, NC

The Natural Resources Research Institute of the University of Minnesota has a facility in Kinston, North Carolina, which is focused on research related to water quality and aquatic habitats. The facility includes laboratories and other facilities designed to support scientific research on topics such as water chemistry, aquatic ecology, and pollution mitigation.

Gold

Kinston is known for its scenic waterways, which include the Trent River and the Albemarle-Pamlico Sound. The city has also invested in renewable energy, including the installation of solar panels on city buildings and the development of a wind farm.

Bronze

City of Wilmington
Wilmington, NC

The Natural Resources Research Institute of the University of Minnesota has a facility in Wilmington, North Carolina, which is focused on research related to coastal ecosystems and sustainable development. It includes a research vessel, as well as laboratories and other facilities designed to support scientific research on topics such as marine biology, oceanography, and environmental science.

Gold

Wilmington is known for its scenic waterfront and adjacent natural areas, as well as its historic downtown area, which features the Cape Fear River and the Cape Fear River Trail. The city has also invested in renewable energy, including the installation of solar panels on city buildings and the development of a wind farm.
The Clyde Park Project preserves the historical significance of Clyde Park and its contributions to the nation by salvaging and reusing 3 of the original 19 buildings, 250,000 bricks, wood beams, wood flooring, windows, and doors.

**Population 200,000-500,000**

**Gold**

**Virginia Beach**

**Economic Development**

**YesOceana**

Virginia Beach Department of Economic Development Virginia Beach, VA

The military is an integral part of Virginia Beach. Virginia and it serves as an economic engine for the community. Naval Air Station (NAS) Oceana generates 16,000 jobs with a total payroll of more than $1.3 billion and produces more than $400 million in goods and services each year. It is one of the most important contributors to the economic stability in the City and the Hampton Roads region.

In 2005 NAS Oceana was included in the Base Realignment and Closure (BRAC) Commission’s list of recommended base closures. The Commission’s solution was to purchase and condemn incompatible property in the area adjacent to NAS Oceana, an effort that would destroy the fabric of this great community. It also would not have effectively reduced encroachment, even if pursued for decades. Instead, Virginia Beach developed an innovative plan, known as YesOceana, to roll back encroachment in the area surrounding NAS Oceana, which is also known as Accident Potential Zone 1 (APZ-1) and the Clear Zone. The plan focuses on three components – zoning changes, property acquisition, and a land use conformity program, which reduces incompatible development while promoting conforming uses in APZ-1.

It is the only program of its kind in the country, and YesOceana now serves as a model for other localities facing problems with encroachment around air installations. The program recently received its second national award in three years, as Mayor William D. Sessoms, Jr. was named the 2012 Elected Official of the Year by the Association of Defense Communities. Virginia Beach was previously named Active Base Community of the Year by the association in 2010.
Port San Antonio, which is redeveloping the 1,900-acre site of the former Kelly Air Force Base, is a regional strategic partner to the military by helping it meet urgent needs for facilities. Between 2009 and 2013 the Port completed Lackland Annex—the first phase of the Port’s 110-acre Lindbergh Park Development, providing almost 800,000 square feet of secure office facilities that meet Department of Defense (DoD) anti-terrorism force protection (ATFP) standards and which are essential as the Department of Defense continues consolidating missions, including the Air Force’s Cyber Command, to the region.

The nearly $100 million effort entails innovative repurposing of seven existing buildings. This includes the expansion of a secured perimeter containing highly specialized military office facilities and relocation of two major Port customers to other parts of the property in order to make room for incoming Air Force operations, including the Air Force’s Cyber Command, to the region.

A new Las Vegas City Hall opened in 2012, leaving the 286,000-square-foot, 40-year-old former city hall sitting as a vacant shell on a corner off a prime corridor, Las Vegas Boulevard.

The deal cost the city nothing and generated $18 million from the sale of the building. In excess of $40 million in private dollars was spent renovating and upgrading the structure. The headquarters officially opened on Sept. 9, 2013.

Zappos’ economic impact on downtown Las Vegas has been calculated at $225 million per year, based on an analysis conducted by an independent, Las Vegas-based research company. In addition, Zappos move into this urban area inspired a well-known online retailer, Zappos, to convert the former city hall building into their corporate headquarters. Zappos generates in excess of $1 billion in gross merchandise sales each year and is consistently voted as one of America’s best work places.

As a result of this effort, there are now 6,500 Air Force uniformed and civilian workers at the Port, which account for a large part of the organization’s $4.4 billion annual economic impact. The completion of phase one provides important opportunities for additional secure office development at the Port, with the addition of thousands of new jobs in the years ahead.

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The Rose District revitalization was a collaborative public/private partnership that sought to breathe new life into a declining 100-year-old downtown core. A group of community leaders from the Chamber of Commerce, Economic Development Corporation, schools, city and private business sector collaborated on a vision for the downtown district. The result of those efforts is The Rose District, a thriving arts and entertainment district that is home to retail, restaurants, entertainment, and more. This came to fruition through a $4MM streetscape renovation that brought wider sidewalks, mid-block crossings, planters, and outdoor dining areas to create a pedestrian and business friendly atmosphere. This was funded through a TIF district, which was also utilized to provide gap financing to developers to ease the risk of developing in an as yet unproven market. A comprehensive marketing and branding initiative was also utilized to help solidify the image of the Rose District as a thriving arts and entertainment venue for the community, and promote the businesses within it. We have seen well over $10MM in private investment in less than two years, and new sales and ad valorem tax collection have doubled since the same period last year.

The City of Mesa facilitated a truly innovative Public/Private Partnership (P3) with Phoenix-Mesa Gateway Airport (PMGA) and Able Engineering—a rapidly growing aerospace company and one of the world's largest helicopter repair facilities—to design, finance and construct a new $20 million, 191,000 SF manufacturing headquarters. The partnership enabled the company to triple its size, invest more than $10 million in high-tech machinery and increase employment to more than 400 positions with an average annual salary of $80,000.

Able Engineering needed to fuel double-digit growth by investing its financial capital in high-tech machinery, automation and employee talent instead of using resources to construct a new headquarters. Able considered leaving Arizona when other states began offering buildings, incentives and other solutions. Innovative financing was used to find a solution and retain one of Arizona’s fastest growing advanced manufacturing aerospace companies. PMGA issued airport bonds to finance the construction of the building on airport grounds, leased it to the City, which then subleased to Able. The company could then invest their capital in equipment, rather than construction, and allowed Able to grow at an accelerated rate. This project has positively affected the region and the State by retaining an important aviation employer.
DreamIt Health IT Accelerator
BioHealth Innovation / Economic Alliance of Greater Baltimore
Rockville, MD

DreamIt Health Baltimore health information technology accelerator program that accelerated nine startups from around the world to take up residence in the heart of downtown Baltimore and achieve in four months what might otherwise take years.

BioHealth Innovation (BHI), a regional public-private partnership serving the biohealth cluster of Central Maryland, identified many companies in the region building health information technology products for the rapidly changing healthcare market needing additional support. In partnership with the Economic Alliance of Greater Baltimore, the Baltimore region’s premier business attraction and retention organization, BHI assembled a public-private partnership to launch DreamIt Health Baltimore.

This partnership required significant contributions from Johns Hopkins University, Northrop Grumman Corporation, and DreamIt Ventures and contributions from Kaiser Permanente and the Maryland Department of Business & Economic Development.

The program that ran from January 17 to April 30, 2014 provided these emerging technology companies to recruit young entrepreneurial teams. The result has been 8 of the 9 companies finding customers, implementation projects, investors, and office space in downtown Baltimore. Each company has the ability to grow rapidly and is now connected with the local economic development community to support their growth.

Florida First Sites Program
Gulf Power Company
Pensacola, FL

Florida First Sites is the first regional site certification program in the State of Florida to develop project-ready industrial sites. Each site undergoes a rigorous screening process developed by McCallum Sweeney Consulting, offering an objective, third party analysis to ensure the sites are ready for development. Florida First Sites allows the region to be a competitive player in site selection decisions. This program ensures that pre-work has been complete, taking the majority of the risk out of the site selection process.

Gulf Power Company is an investor-owned electric utility that serves more than 430,000 customers in eight counties throughout Northwest Florida. The company’s mission is to safely deliver affordable, reliable and environmentally responsible energy to very satisfied customers in strong communities.

Partnerships with Educational Institutions
Population 25,000-200,000
Silver

Manufacturing Careers in Lenawee - A Study and Education Project
Lenawee Now
Adrian, MI

Lenawee Now leveraged its partnerships with the Lenawee Intermediate School District (LISD) and Adrian College to complete a project that would encourage young adults to consider careers in manufacturing. With the help of Adrian College interns, 25 local manufacturing companies were surveyed on entry-level job requirements. The information was compiled into a booklet and distributed by the LISD to guidance counselors, students and parents. The project has had a positive impact. Students have gained exposure to the field and companies have insight as to what their competitors look for in and offer to employees. Tangible results of this project include a new talent/employer-matching event at the LISD, a scholarship program, and increased interest from manufacturing companies to educate youth on manufacturing technologies.

Population 200,000-500,000
Silver

Higher Education Initiative
City of Mesa, Office of Economic Development
Mesa, AZ

In 2012, the City of Mesa, Arizona announced the successful recruitment of five private, non-profit, liberal arts colleges and universities – a direct result of three years of inspired vision and strategic business attraction efforts.

The long-term goal was to create a downtown college environment of higher learning consisting of three to five universities with four-year and/or graduate degree programs aligned with Mesa’s industries of opportunity: Healthcare; Education; Aerospace/Aviation; and Tourism/Technology (HEAT). One year later, Albright College, Benedictine University, Upper Iowa University, Westminster College, and Wilkes University opened physical campuses in Mesa.

Considered one of the most successful attraction strategies the City of Mesa ever implemented, the results have garnered national media attention, earned praise from academicians, industry leaders, developers, and government officials, and has been touted as a model for innovation in higher education and public-private partnerships. The long-term benefits will be especially significant for further enhancing the region’s economy, improving Arizona’s workforce and building a better Mesa.

The City of Mesa is located in the eastern area of the Phoenix metropolitan region. The Office of Economic Development has a talented staff of fourteen professionals working to help build a vibrant, competitive and desirable community for Mesa’s residents and businesses.

Population Greater than 500,000
Silver
Bronze

readySC, Trident Technical College, Boeing Project
SC Technical College System, Division of Economic Development
Columbia, SC

readySC™, a program housed in the SC Technical College System Division of Economic Development, assists new and expanding SC companies with employee recruitment and training. In 2009, Boeing selected Charleston as the site to assemble its 787 Dreamliner. readySC™ through a partnership with DEW recruited employees for Boeing. In addition Boeing partnered with readySC to qualify instructors to deliver more than 180 Boeing courses. TTC has supplied over 35,000 square feet of training space, including 11 classrooms and 3 large labs. readySC™ has up-fitted the labs with state-of-the-art equipment, including test panels of the barrel sections. readySC™ and Boeing mutually provide logistical, technical, management and financial support for the utilization of the almost one hundred personnel making up the project team.

TTC provides recertification support and has expanded its academic offerings to include Associates of Applied Science in Aircraft Maintenance and Avionics Maintenance and certificates in Avionics, Aircraft Maintenance and Assembly. readySC™ has trained over 2,900 assemblers/fabricators for full time Boeing jobs. In addition, TTC via a contract with Boeing, manages and supports the Recertification Lab located at Boeing. To date over 47,000 recertification renewals have occurred. The project represents the largest economic development investment in SC history. The unemployment rate in the Charleston area has dropped 50% since 2009. Infrastructure has also been positively impacted, including increased shipping lanes in the Charleston Harbor and significant upgrades to Charleston International Airport.

Silver

“In A Strategy for Prosperity in Western New York” and Annual Progress Reports
Western New York Regional Economic Development Council and Empire State Development/WNY Regional Office in partnership with the University at Buffalo Regional Institute of the UB School of Architecture and Planning
Buffalo, NY

In 2011, New York State Gov. Andrew Cuomo established 10 Regional Economic Development Councils to restructure the state’s top-down approach to economic development with a region-empowering model for economic planning. A competition among Councils to develop the best five-year strategic economic development plan encouraged collaboration and creativity. The Western New York Regional Economic Development Council (“REDC”)—co-chaired by University at Buffalo President Satish Tripathi and local developer Howard Zemsky, with oversight from Empire State Development/WNY Regional Office (Christina Orsi, Director) and planning and research support from the University at Buffalo Regional Institute (Robert Shibley, Dean and UBRI Director, and Laura Quebral, UBRI Associate Director)—engaged 3,000 voices to develop “A Strategy for Prosperity in Western New York” for Allegany, Cattaraugus, Chautauqua, Erie and Niagara counties. The Plan received a “Best Plan” award and brought home $100 million in state resources in its first year. A living document, the Plan is publicly monitored by REDC through annual progress reports. The Plan’s impact is evidenced by Gov. Cuomo’s “Buffalo Billion” commitment to the region and REDC’s Buffalo Billion Investment Development Plan, which has already leveraged billions of dollars in private funding and the creation of more than 2,000 jobs.
Regionalism and Cross-Border Collaboration

Population Greater than 500,000

Gold

Northwest Indiana Regional Development Authority
Crown Point, IN

The Northwest Indiana Regional Development Authority was established by the State of Indiana in 2006 to provide leadership, direction and secure funding for five specific regional issues affecting Lake and Porter counties in Northwest Indiana: Surface transportation (rail and bus); expansion of the Gary/Chicago International Airport; restoration of the Lake Michigan Shoreline as outlined in the Marquette Plan; and regional economic development.

Since that time, the RDA has invested or committed to investing approximately $230 million in capital construction and economic development projects. This investment has attracted more than $500 million in additional local, state, federal and private investment, and will have a cumulative total economic impact of $1.1 billion by 2015.

These investments have created or are projected to create more than 5,000 jobs. By 2025, these projects will generate an estimated $770 million in economic output annually and increase personal income by $383 million a year.

Currently, the RDA is working to assemble funding for a $571 million commuter rail expansion to increase access to high-paying jobs in Chicago. The extension and related improvements to the existing line are projected to increase annual ridership by more than 5,000 while creating an additional 2,000 non-commuter jobs in Northwest Indiana.

Silver

Florida Atlantic Research and Development Authority
Research Park at Florida Atlantic University
Boca Raton, FL

The Florida Atlantic University Research and Development Authority was created by the Broward and Palm Beach County Commissions in 1985 to establish and govern the Research Park at Florida Atlantic University, South Florida’s only state university affiliated research park.

The Research Park serves as the bridge and conduit between the private business world and the University, a place where new technologies are commercialized and brought to market and an idea-based marketplace where companies interact with the faculty and student body, creating jobs and improving the economic landscape of the region.

Bronze

I-69 International Trade Corridor - Michigan’s Blue Water Gateway
I-69 International Trade Corridor
Next Michigan Development Corporation
Flint, MI

The I-69 International Trade Corridor (Michigan’s Blue Water Gateway), is a collaboration between Shiawassee, Genesee, Lapeer and St. Clair Counties that is focused on promoting the region’s shared transportation assets (road, rail, air and water) and close proximity to Canada to generate economic development opportunities.

Akron Community Learning Centers
City of Akron
Akron, OH

In 2003, Akron voters approved financial support for a unique and innovative partnership between the City of Akron, the Akron Public School system, and the State of Ohio. A goal to rebuild the vast majority of Akron school buildings, or “Community Learning Centers” as they are now called was realized with the passage of Issue 3. This efficient use of public funds, in a program supported by the partnership, is a model of how an effective partnership can achieve community goals.

During the life of the program, the Akron CLC project will provide over $800 million in order to upgrade Akron’s schools into CLC’s. 41 percent of the required funding comes from the City of Akron, while 59 percent comes from the State of Ohio. The first CLC’s were completed in 2007, and a total of 31 buildings have been completed thus far, with approximately 15 buildings yet to be completed. In addition to functioning as schools, our CLC’s are used for recreation, adult education, various community activities, after school and summer programs.

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