2019 Excellence in Economic Development Awards
Winning Project Descriptions

iedconline.org/2019Awards
# Table of Contents

## Promotional Awards
1. Print Brochure 4
2. General Purpose Print Promotion 9
3. Multimedia/Video Promotion 10
4. Annual Report 16
5. Paid Advertisement Campaign 20
6. Magazine and Newsletter 23
7. Special Event 24
8. Innovation in Economic Development Week 27

## Internet & New Media Awards
9. General Purpose Website 30
10. Special Purpose Website 34
11. Digital Media 38

## Program Awards
12. Multi-Year Economic Development Program 43
13. Business Retention and Expansion Initiatives (BRE) 44
14. Entrepreneurship 47
15. Neighborhood and Retail Development 50
16. Talent Development and Retention 51
17. Real Estate Redevelopment & Reuse 51
18. Economic Equity and Inclusion 54
19. Resiliency, Recovery and Mitigation 56
20. Creative Financing 57
21. Innovation Programs and Initiatives 60

## Partnership Awards
22. Public-Private Partnerships 64
23. Partnerships with Educational Institutions 65
24. Regionalism and Cross-border Collaboration 68
Promotional Awards

1. Print Brochure

Population: less than 25,000

Bronze Winners

Special Print Brochure
Town of Berthoud
Berthoud, CO

Berthoud, Colorado, located approximately 45 miles north of Denver and 25 miles south of Fort Collins, is centrally located along the fast growing north Front Range corridor of Colorado. Although experiencing rapid residential growth with a current estimated population of approximately 9,000 people, Berthoud has not been able to attract the retail and commercial establishments needed to generate the sales tax revenue to fund additional Town government programs and services that the residents have come to expect. To attract businesses in these sectors, Berthoud established a targeted marketing program, focusing on the retail and commercial industries utilizing the annual ICSC RECON conference in Las Vegas to launch our effort. The marketing brochure was one initiative of our program. The brochure was distributed at ICSC, uploaded on our web site and distributed to commercial brokers. The intent of this project was to (1) increase the awareness of Berthoud as a desirable community for retail and commercial establishments, (2) exhibit a level of knowledge and professionalism to the businesses we met with, (3) lead to the request for additional community and site information and ultimately (4) locate a company or companies in Berthoud.

Capital Campaign Brochure
Watertown Development Company
Watertown, SD

The project is a brochure we created for our 5-year Capital Campaign, GROW Watertown. Since 1947, the Watertown Development Company (WDC) has been leading the way in creating one of the state’s most vibrant, secure, and growing economies. Founded by a group of far-sighted business leaders, the WDC is organized as a private non-profit economic development corporation for the purpose of establishing, funding and directing programs designed to promote and increase the commercial, financial and economic vitality of the City of Watertown and its citizens. The organization is responsible for the creation of jobs and overall economic opportunity and owns and operates buildings, lands and development areas for the economic benefit of Watertown.
Population: 25,000 – 200,000

Gold Winner

Virginia’s New River Valley Branding Video
Onward New River Valley
Blacksburg, VA

The Virginia’s New River Valley regional video was created to provide a brief but comprehensive insight into the culture of our region. The 2.5 minute video takes a look inside industry, local cultural and social offerings, outdoor scenery and recreation, and more. The video is backed by inspiring music and a voice over that was developed based on the region’s brand narrative.

The purpose of the video was to aid in general awareness, job attraction and retention, and highlight the incredible quality of life in the region. The video connected with both internal and external audiences. Employers can also use the video to help recruit people to the area by showing them the assets here or even other companies so they feel a better sense of security.

Onward New River Valley is a public/private, regional economic development organization whose mission is to attract and retain world class jobs, investment and talent in Virginia’s New River Valley. It’s a movement where leaders from business, government, and higher education work together to promote the economic vitality of the region.

Silver Winner

City of Hamilton
BUTLER COUNTY OHIO

2019 Initiative Update
City of Hamilton Economic Development Department
Hamilton, OH

The 2019 Initiative Update showcases the City of Hamilton’s priorities and trajectory. The document provides information about upcoming and ongoing projects in a simple and visually appealing layout to maximize interest and understanding.

Bronze Winner

Bangert Island Riverfront Transformation Brochure
City of Saint Charles, Department of Economic Development
Saint Charles, MO

The City of Saint Charles, Missouri developed this marketing brochure for this riverfront development project to inform interested parties of the opportunity. Today St. Charles is prepared to unlock the potential of expanded riverfront development, and by doing so will create a center for economic activity for the entire Saint Louis metropolitan region. The Bangert Island Riverfront Transformation Project will create approximately 4,000 jobs and stimulate approximately $1.5 billion in growth.
Population: 200,000 – 500,000

Gold Winners

Cherokee By Choice Campaign Case for Support
Cherokee Office of Economic Development
Woodstock, GA

For more than 35 years, the Cherokee Office of Economic Development (COED) has been instrumental in the county’s growth and success, promoting its business, education, and lifestyle assets. Backed by a feasibility study and feedback from more than 2,400 business and community leaders, COED launched a public-private partnership campaign known as Cherokee By Choice in 2018. Prior to the public-private partnership, COED was solely government funded, so this new stream of funding was a game changer for taking community initiatives to the next level. The journey all began with a Case for Support, which was presented to nearly 100 local business and resulted in 74 partners in success.

The Cherokee By Choice Case for Support includes a call to action, strategic action plan, and big countywide “wins” that illustrate COED’s ambitious goals for the community. To accentuate the benefits of the capital campaign, the Case for Support outlines COED’s progress across three strategic goal areas: comprehensive economic development, talent development, and infrastructure/product development.

Choctaw Nation of Oklahoma is a federally recognized tribe whose service area roughly spans across 10 1/2 counties in southeastern Oklahoma which is predominantly distressed and entirely rural. Seeing that communities lacked the resources to be competitive, Choctaw tribal leadership decided to create a regional economic development organization to help market the region. The tribe works closely with local leaders and investors to attract industry and retail, increase tourism, assist existing businesses, and provide tribal business support for Chahtapreneurs through our Choctaw Small Business Development program. This is the initial report to champion the region, celebrate our wins, and set a vision for the future.

Silver Winner

Vaughan Sector Profiles
City of Vaughan
Vaughan, ON, Canada

The Vaughan Sector Profiles consist of five different brochures focusing on Vaughan’s key sectors including Advanced Manufacturing, Transportation and Warehousing, Professional & Business Services, Construction, and Wholesale Trade.

Each brochure focuses on providing the most common information that companies and site selectors often rely on when making business location decisions. These include:
- Sector overview & value proposition
- Number of businesses & employees
- Location quotient infographic
- Post-secondary schools and labour force capacity within one-hour radius
- List of top companies
- Business location map

These brochures will be used to proactively target both domestic and international businesses that are interested in doing business in Vaughan. They will also serve as educational materials to key partners such as Toronto Global and the federal trade commissioners who are promoting Canada and Toronto Region globally.
Bronze Winners

**VAUGHAN**

**VMC Lure Book**
City of Vaughan
Vaughan, ON, Canada

The VMC Lure Book is a brochure designed to attract office tenants to the Vaughan Metropolitan Centre (VMC), Vaughan’s downtown that is being built from scratch.

Residential development has been quicker and at a larger scale than anticipated (3,889 units are built or under construction) but office development has been slower. While several office towers are in the early-to-late design phase, the developers are waiting until they can secure an anchor tenant before moving forward with construction.

The developers are very particular about the kinds of tenants they want to attract so they asked for the City’s help to raise the profile the VMC as a whole and provide materials they can use in pitches, rather than approach potential tenants ourselves. This brochure is designed to fulfill that request.

The 20-page brochure has an image-forward design that incorporates photography, maps, graphic elements like a construction timeline, facts and stats, and narrative descriptions of the VMC’s assets and value proposition.

It is a high end piece intended to reflect the high design standards of the VMC, and make an impact on our audience of top-level corporate executives, corporate real estate executives, commercial realtors and brokers, and site selection professionals.

**Population: Greater than 500,000**

Gold Winners

**GREATER MSP**

*Minneapolis Saint Paul Regional Economic Development Partnership*

**All In**
Greater MSP
St. Paul, MN

In 2010, Itasca Project leaders in the GREATER MSP region came together to build a new collaboration of private and public sector leaders to realize the potential of our region’s economy and enhance our global competitiveness. Today, GREATER MSP is fulfilling the vision for a true regional partnership and led by many to a build a new, more inclusive, and effective practice of economic development.

The “All In” brochure is part of a defined strategy to educate and inspire private sector prospects to support The GREATER MSP Partnership’s work as an Investor. This piece was central to our 2018 Executive Briefings Series, hosted by GREATER MSP Board Members, where identified mid-tier leaders heard a compelling message about the Partnership’s impact with the invitation to join us – “All In.” This body of work is foundational to the success of the Partnership to ensure sufficient and sustainable funding is available now and in the future. And while annual reports and other promotional materials are very important in illustrating the role of GREATER MSP in economic development, we had never looked specifically at telling our story of why leaders and stakeholders were moved to go “All In” to support the Partnership’s work.
**Silver Winners**

**Target Industry Snapshots**
Pasco Economic Development Council
Pasco County, FL

Formed in 1987, the Pasco Economic Development Council (Pasco EDC) is the lead economic development organization dedicated to the overall growth and prosperity of Pasco County through the development of a sustainable and diversified economy. Pasco EDC is a private, non-profit organization that promotes countywide economic development and continues to be a strong partnership funded by corporate and public investors focused on the economic vitality of Pasco County.

The Industry Snapshots were created to briefly summarize some of the main questions someone might have about a specific industry when looking to relocate or expand their operations in Pasco County. They are used at industry trade shows to showcase Pasco County and the Tampa Bay Region as it pertains to each of Pasco County’s Targeted Industries. These brochures provide statistics on topics like: education and work force training, cluster maps, average industry wages, state and local incentives and tax breaks, infrastructure, and imagery from Pasco companies.

**Unlimited Key Sector Brochures**
City of Mississauga Economic Development Office
Mississauga, ON, Canada

The Unlimited Key Sector brochures were produced for the City of Mississauga’s Life Sciences, Financial Services, Food and Beverage, Automotive, Aerospace, Clean-tech and Information & Communication Technology industries. These brochures tell the story of Mississauga’s key industries in an authentic and engaging manner. Local business leaders and industry champions took the time to tell us why they chose Mississauga for their business location as seen through their quotes stitched throughout each brochure. The brochures are concise and impactful all the while showcasing Mississauga as a global player in some of the largest knowledge-based industries in Canada. As a collection, these brochures demonstrate the breadth and diversity of Mississauga’s business community as well the ecosystem that supports each knowledge based industry.

Mississauga’s Economic Development Office provides information and services to help businesses grow and prosper in Mississauga. We are the first point of contact for business development. From site selectors, real estate professionals to direct client contacts, Mississauga’s Economic Development Office can help facilitate business development and expedite the site selection process.
2. General Purpose Print Promotion

Population: 25,000 – 200,000

Silver Winner

Bureau of Land Management Headquarters
Campaign
Grand Junction Economic Partnership
Grand Junction, CO

The Grand Junction Economic Partnership is the economic development agency for Mesa County, Colorado, the Cities of Grand Junction and Fruita and the town of Palisade. We recruit new business and help local businesses expand with a focus on primary jobs. We launched a campaign which included a video and a journal which we sent to the top 50 leaders at the Department of the Interior (DOI) explaining why Grand Junction was the best location for the Bureau of Land Management (BLM) HQ and it worked! On July 15, the DOI announced that the BLM HQ would move to Grand Junction, Colorado.

Bronze Winners

Population: 200,000-500,000

Bronze Winners

Shoals Album Jacket-Armosa Studios
Shoals Economic Development Authority
Florence, AL

This was a collaborative effort with our marketing/design firm, Armosa Studios. The goal of this marketing piece was to merge the music heritage of the Shoals with our ED marketing efforts.

Loudoun Made, Loudoun Grown Hospital Onesie Campaign
Loudoun County Department of Economic Development
Ashburn, VA

A new year brings new beginnings, especially at hospital birthing centers. Working with Inova Loudoun Hospital and StoneSprings Hospital, Loudoun Economic Development promoted its “Loudoun Made, Loudoun Grown” program with free outfits for the first 100 newborns of 2019. The Loudoun Made, Loudoun Grown program was started for farmers that want to clearly distinguish when products are locally grown or created. Consumers learn to look for the logo and know that they are supporting local agriculture. The logoed onesies campaign not only helped spread consumer awareness of the program, but also celebrated Loudoun’s newest residents. We leveraged local vendors to make this partnership #LoudounPossible, including The Marketing Management Group (printed the onesies) and Graphics and Marketing (printed the accompanying, informational postcard). The marketing campaign was our first with the two hospitals, and produced more than 21,000 impressions on social media, 700 video views and 500 landing page views on the website. The campaign helped improve the administration of our Loudoun Made, Loudoun Grown program and also helped enhance citizen participation.
3. Multimedia/Video Promotion

Population: Less than 25,000

Gold Winner

Westbrook Ice Disk – Multimedia/Video Promotion
City of Westbrook
Westbrook, ME

In January of 2019 when a massive ice disk formed in the center of downtown Westbrook, Maine the drone video and pictures captured by the city’s marketing director went viral reaching a worldwide audience. This naturally occurring phenomenon put the City of Westbrook in the spotlight. Through effective media management and the use of video content, the city was able to use this as an opportunity to attract people to downtown Westbrook, an area that the city was already working to promote. The Westbrook ice disk was trending news for media outlets around the world, including the BBC, National Geographic, USA Today, CBS World News, and the New York Times. The city created additional media to leverage reach and used the power of social media to engage the community, businesses and new followers from around the world. In partnership with Brown University a webcam was installed to monitor the disk allowing for a 24/7 view of Westbrook. The total value in ad equivalency (how much it would potentially cost to buy the total press coverage) was nearly $20 million. Foot traffic in downtown Westbrook rose sharply and local businesses reported higher receipts than normal. This was a great boost to Westbrook’s economy during the cold Maine winter.

Silver Winners

Career Pathway Video Campaign
Claremore Industrial and Economic Development Authority (CIEDA)
Claremore, OK

Securing a skilled workforce is the number one objective facing employers across the country. CIEDA continues its commitment to investing in the current and future talent pipelines that fulfill primary jobs. CIEDA oversees numerous county-wide workforce development efforts to aid in the mission. To promote manufacturing careers pathways available within Rogers County, CIEDA staff visits county schools bi-annual to speak with students on career and training opportunities. To leave a resonating and lasting impact with students, CIEDA produced a series of career pathway videos, highlighting young people in various manufacturing careers. Each of the individuals featured in the presentations took a unique pathway to their current career. The videos highlight key topics such as advancement opportunities, employee background, interest area, daily job responsibilities and why each chose a manufacturing career. In addition to school presentations, CIEDA utilized the videos in a series of online marketing campaigns to foster manufacturing awareness as part of National Manufacturing Month and Oklahoma Career Exposure Week. These videos support CIEDA’s mission to promote a robust manufacturing workforce pipeline and retaining top talent within Rogers County.
Bronze Winner

Made In Saginaw’ Marketing Video
City of Saginaw, Texas
Saginaw, TX

The City of Saginaw is a historic railroad community in North Texas that is often noticed for the prominent grain elevators that tower on the horizon and the regular grinding heard of train cars hauling product across the Texan landscape; but Saginaw is also a community of welcoming, creative, innovative, and hard-working people who deeply love their hometown. The City of Saginaw was able to partner with the Eagle Mountain- Saginaw ISD and a local audio visual class at the Hollenstein Career & Technology Center, to develop a student-produced marketing video to promote and celebrate some of the great things that are being made right here in Saginaw, Texas. Because although trains and grains are the City’s identity, our residents are our heart.

Population: 25,000-200,000

Gold Winner

Better Off in Billings Talent Attraction Campaign
Big Sky Economic Development
Billings, MT

Big Sky Economic Development is dedicated to ensuring our community has a deep and qualified talent pool for our business community to thrive. As such, the workforce development program, BillingsWorks, has created a talent attraction campaign messaging Billings’ quality of life and why you truly are Better Off in Billings. This campaign utilized geo-targeting to 26-38 year old single men and women in competitive markets. Via Google and Facebook ads this targeted demographic was linked to a landing page which compared our commute time, housing prices, time spent outdoors and other life-style highlights creating a compelling message illustrating why they are Better Off in Billings. This campaign not only put Billings, MT on the map of great places to relocated to but, also provided BillingsWorks with useful data on potential talent markets.

Silver Winners

Savannah Manufacturing Center
Savannah Economic Development Authority
Savannah, GA

The Savannah Manufacturing Center video is a marketing tool for a new 719 acre advanced manufacturing development in Chatham County.
Bronze Winners

Empowering Entrepreneurs Video
Wake Forest Business & Industry Partnership
Wake Forest, NC

The WFBIP Empowering Entrepreneurs Video gives a brief narrative to the big dreams of entrepreneurs who find themselves starting out in Wake Forest. It begins with the main character, who has just left his current job, and he's a couple of inches tall and grows throughout the video as his idea grows and gets help from the Wake Forest Business & Industry Partnership. By the end of the video he's reached full-size and finds himself setting up his desk in his own office, CEO of his own company.

In this video, we demonstrated how supportive Wake Forest and the WFBIP are to entrepreneurs, and how committed we are to empowering them to take their idea and grow it into a successful business. As those businesses develop and grow, they hire more people, build new buildings, increase the tax base and also provide more opportunities for people to work and live in our community, which enhances quality of life.

Wake Forest Animated Community Profile
Wake Forest Business & Industry Partnership
Wake Forest, NC

Wake Forest is part of the Research Triangle Region of North Carolina and minutes from Raleigh, the state capital. Home to over 45,000 residents and a growing business base, Wake Forest stands as a vibrant community in one of the nation’s fastest growing regions.

We pulled the most impressive stats and infographics from our printed Community Profile and brought them to life in a short, lively animation set to upbeat music. The Animated Community Profile strategically presents the amazing strengths of our community in one concise, fun and engaging viewing experience. It highlights specific strengths that foster job creation, job retention, and improvements to overall quality of life, such as tremendous population growth, highly-educated workforce, impressive tier-one research universities, low corporate tax rate and quality of life assets. In addition, the video uses animated maps to identify Wake Forest’s location for those who are not familiar with the region.
Population: 200,000-500,000

Gold Winners

NETWORKS
Sullivan Partnership

Tri-Cities TN Quality of Life Video
NETWORKS Sullivan Partnership
Blountville, TN

The Tri-Cities Tennessee Quality of Life video is a short, fast-paced video highlighting the various quality of life assets across the region. It was produced with the intention of use as a recruitment tool - not just for the NETWORKS team to use when recruiting companies or to show to consultants, but for Chamber programs, tourism programs, educational partners, and industry and local business partners to use for talent recruitment.

The video was offered as a gift to the Tri-Cities Tennessee region. The book ends at the beginning and end of the video can be replaced with a different agency’s logo and tagline. There is no charge for licensing the footage, only a very minimal fee from the marketing agency to cover the labor cost of switching out the logos. Twelve organizations have taken advantage of this offer, including a local young professional group, Tri-Cities Airport, Bristol Motor Speedway, and a real estate agency.

Silver Winners

CHOOSE Scottsdale
CITY OF SCOTTSDALE ECONOMIC DEVELOPMENT

Cure Corridor Video
City of Scottsdale
Scottsdale, AZ

As part of the Cure Corridor Annual Event, the economic development developed a Cure Corridor video to promote the health care and bio-life science industries. Scottsdale is home to an array of business assets in the bio-life sciences sector from education and research, to clinical trials and patient care delivery. The target subsectors in this cluster include pharmaceuticals, other biological products, medical laboratories and biotech research. Geographic clustering is particularly important for these industries to support innovation and to connect those conducting clinical trials with health care providers. The team worked closely with industry leaders and regional stakeholders to put together a video that captures the essence of the corridor, positioning Scottsdale at the center of an ecosystem of medical treatment and pharmaceutical advancements. It includes compelling statistics and graphics along with key elements found in the Cure Corridor brochure that was also developed by the department. An added benefit of the video is that it can also be used as a business attraction tool throughout the year. Goals for the video include:1. Keep the content clean, concise and informative 2. Raise local and national awareness for health care and bio-sciences 3. Provide a marketing and business attraction tool for Scottsdale health care companies and the economic development department to use year round 4. Elevate the overall mission of the Cure Corridor.
Bronze Winners

Made in Simcoe County
The Corporation of the County of Simcoe
Midhurst, ON, Canada

The Made in Simcoe County campaign promotes the world class products, services and job opportunities created in our region. It gives residents and commuters a “backstage pass” into local companies, showcasing the breadth of available career opportunities, helping bridge the gap between job seekers, the general public, and industry. The campaign supports labour market needs by shifting existing stigmas of the sector (i.e.: dirty, unsafe, underpaid) and modernizes the “image” as cutting edge, vibrant, and innovative.

The County of Simcoe is comprised of 16 lower-tier municipalities and the geographical area encompasses the Cities of Barrie and Orillia. As the upper-tier municipality, the County of Simcoe takes an overarching coordination role across the entire County in areas such as economic development.

Sunshine Coast International Submarine Broadband Cable - Promotional Video
Sunshine Coast Council
Sunshine Coast, Queensland, Australia

The Sunshine Coast is one of the top 10 significant urban areas in Australia with an average economic growth rate of 4 percent (2001-2016). It’s current population of approximately 311,000 is expected to grow to more than 500,000 people by 2041. In February 2019, the Sunshine Coast was recognised by the Global Intelligent Community Forum as one of the Top7 Intelligent Communities of 2019 and the only community named in the Southern Hemisphere.

Sunshine Coast Council undertook a multimedia marketing campaign in the Asia Pacific to promote the announcement of the first submarine cable landing on the Sunshine Coast. From 2020, the Sunshine Coast International Broadband Submarine Cable will create the fastest data connection from the eastern seaboard of Australia to Asia (and the second fastest to the United States). The cable will increase our international competitiveness and stimulate new investment. Independent modelling forecasts that this cable will generate up to 864 new jobs and up to $927 million in new investment for Queensland.

Population: Greater than 500,000

Gold Winners

Amazon HQ2
Virginia Economic Development Partnership
Richmond, VA

This video was part of Northern Virginia’s pitch for Amazon’s HQ2 project. Housed on hqnova.com, the video captures things you may not know about NOVA-from A to Z.
Lehigh Valley has been and always will be home to those with great vision. We don't just innovate; we elevate. We are a region committed to excellence, where anything is possible.

That's all part of the message in the ‘Made Possible in Lehigh Valley’ hype video, which conveys both the history and deep roots of Lehigh Valley, as well as the thoughtful progress and forward-thinking evolution of the region.

Today's business leaders and decision-makers are telling us they will come to where the talent is, or where they can recruit in competition with other markets. That means that we need to tell a story of place: of our people, our cities, our communities, and our quality of life. Our Made Possible in Lehigh Valley story.

The video is part of a broader marketing campaign that will allow LVEDC to tell stories of Lehigh Valley companies and residents alike, increase outside awareness of our region, and let everyone know the amazing things made possible here. The campaign was designed so that regional employers and stakeholders can use it themselves to tell their stories and attract talent to Lehigh Valley.

The national cable TV series, Remastered, moved beyond traditional advertising channels to promote Tennessee as an authentic, established, worldwide brand on the rise. By telling the stories behind six iconic, highly successful Tennessee brands, The Tennessee Department of Economic & Community Development's goal was to promote job growth by recruiting other companies from around the world to do business in Tennessee.

This series represents a groundbreaking approach to showcasing culture in Tennessee that established a new level of creativity for economic and workforce development.
4. Annual Report

Population: Less than 25,000

Gold Winners

Mesquite Region Economic Development’s 2018 Annual Report was a great opportunity to showcase the organization’s new branding and accomplishments all in one.

Silver Winners

The Tomball Economic Development Corporation (TEDC) is a non-profit organization formed in 1994, after citizen approval of a ½ cent sales tax dedicated to economic development within City of Tomball.

The Board of Directors and staff are committed to developing innovative programs and working with community partners to positively impact the economic well-being of the Tomball community. The TEDC focuses on attracting new business & industry, promoting business retention and expansion, and coordinating economic development efforts in Tomball, the region, and the state.

The 2018 Annual Report is a comprehensive account of the Corporation’s efforts in fulfilling the goals outlined in the Strategic Work Plan. The report provides an overview of the TEDC’s initiatives, achievements, and performance and conveys the value and impact of economic development activity in the community.

The report is a valuable outreach and marketing tool that highlights the resources and assistance offered by the TEDC. The report is available on the TEDC website, it is distributed at all major TEDC functions, direct mailed to existing and prospective clients, used during prospect meetings, and displayed in numerous businesses in Tomball.
Gold Winners

Opportunity Lynchburg

This is Lynchburg: Economic Development & Tourism Annual Report
Office of Economic Development & Tourism
Lynchburg, VA

“This is Lynchburg,” the 2018 annual report for the City of Lynchburg’s Office of Economic Development & Tourism reports the latest economic statistics and the results of business investment programs and tourism and economic development marketing. The purpose of the report is to show the business community, stakeholders, elected officials and citizens our values, our accomplishments, and our bright future. The report organizes information around the City’s economic development and tourism strategic plan, making sure that data is connected to larger goal to move the City forward. We use the annual report to as an engagement tool and an opportunity to demonstrate how the goals and strategies for economic development and tourism are helping the City grow, thrive and succeed.

Silver Winners

Burlington

Annual Report 2017
Burlington Economic Development Corporation
Burlington, ON, Canada

Burlington Economic Development Corporation (BEDC) helps create a positive business environment that encourages new investment, supports local businesses, and facilitates opportunities for local growth and prosperity. The 2017 Annual Report highlights Burlington’s competitive advantage and celebrates successes in the Burlington business community.
Population: 200,000-500,000

Gold Winners

Invest Atlanta is the official economic development authority for the City of Atlanta. The organization differs from many others in that we have a broad economic and community development mission.

Like other economic development agencies, Invest Atlanta focuses on business attraction, business retention and expansion, and small business support, but we also operate many community development programs and initiatives. These include affordable housing development incentives, downpayment assistance programs, and projects supported by tax allocation district (TADs).

While this broader mission allows Invest Atlanta to impact the lives of more Atlantans, it has also presented a challenge in terms of communicating the depth and breadth of our work to the public.

Invest Atlanta set out to provide an annual report that told our story more effectively to our diverse audiences with distinct needs. We also aimed to present a seamless brand experience to readers.

To do this, Invest Atlanta worked with a talented graphic designer in Atlanta. Together, we developed an intuitive visual narrative for each audience, showcased Invest Atlanta’s stories, and made it easier to locate specific content.

By collecting, organizing, and creating stories for the report, Invest Atlanta provided readers with a visually interesting overview into our 2018 activities.

Silver Winners

Cherokee Office of Economic Development Year in Review
Cherokee Office of Economic Development
Woodstock, GA

In 2007, the Cherokee Office of Economic Development (COED), started a concerted effort to track and measure its efforts with its first ever Year in Review/Annual Report. This report has improved every year, starting as an in-house designed booklet to a professionally-designed spotlight of COED’s efforts and accomplishments. It also serves as a marketing and awareness mechanism for our partners and to better explain economic development to residents.

As community initiatives have grown, so has the audience for the annual report. Elected officials, economic development partners, local businesses, civic organizations, real estate professionals, etc., all look forward to receiving this year in review.

The Cherokee Office of Economic Development is the county’s lead organization for business and film recruitment, business retention and expansion, and entrepreneurship development.
The Lansing Economic Area Partnership (LEAP) serves Clinton, Eaton and Ingham counties in the Lansing, Michigan region as the region’s one-stop economic development organization with focus on a broad spectrum of economic development work, from placemaking and entrepreneurial ecosystem development to business attraction, retention and expansion. The LEAP Annual Report communicates the impact of LEAP’s work, serving as both a benchmarking and marketing piece, by illustrating a stable regional economy with tremendous growth potential, as well as a strong focus on regional, community-focused economic development.

**Bronze Winners**

**GILBERT**

**ARIZONA**

**ECONOMIC DEVELOPMENT**

*Fiscal Year 2018 - Gilbert Office of Economic Development Annual Report*

Gilbert, AZ - Office of Economic Development
Gilbert, AZ

Gilbert, Arizona Office of Economic Development (OED) produces a full annual report that details the measurable outcomes of Gilbert’s program of work and highlights transformative projects. The production of an annual report ensures that the OED holds itself accountable for providing transparent information to leadership, business and community investors, and residents. The goal of the report is to establish trust, advance ethics and compliance, and serve as a best practice for municipal economic development.

**Gold Winners**

**LEHIGH VALLEY**

**ECONOMIC DEVELOPMENT**

*2018 Annual Report*

Lehigh Valley Economic Development Corporation
Lehigh Valley, PA

The mission of the Lehigh Valley Economic Development Corporation is to market the economic assets of the Lehigh Valley region of Pennsylvania, and to create partnerships to lead the recruitment, growth, and retention of employers. The LVEDC 2018 Annual Report is not merely a summary of the organization’s efforts and accomplishments from the past year, but also a narrative about the continued pattern of economic growth and success in the Lehigh Valley. The region’s gross domestic product reached a record-high $40.1 billion in 2018, and, for the third consecutive year, the Lehigh Valley was ranked by Site Selection magazine as the top region of its population size in the Northeast for economic development. All this and more is detailed in the 32-page LVEDC Annual Report, which highlights nearly three dozen business attraction/retention projects either announced, under construction, or completed in the Lehigh Valley in 2018, creating 4,400 jobs and retaining more than 2,300 more. The report also details LVEDC’s newly-launched Made Possible in Lehigh Valley initiative, the organization’s ongoing efforts to attract and retain talent, an overview of the region’s office and industrial markets, and testimonials from the residents and business representatives who live and work in the Lehigh Valley.

**Silver Winners**

**TULSA REGIONAL CHAMBER**

*2018 Tulsa’s Future Annual Report*

Tulsa Regional Chamber
Tulsa, OK

The Tulsa’s Future Annual Report is a yearly
publication created by the Tulsa Regional Chamber’s economic development team and the communications team. The Annual Report highlights northeast Oklahoma's economic development activity from the previous year and progress on the program’s five-year goals.

Bronze Winners

**Greater Phoenix**

**ECONOMIC COUNCIL**

*Annual Report Video*
Greater Phoenix Economic Council
Phoenix, AZ

Established in 1989, the Greater Phoenix Economic Council (GPEC) actively works to attract and grow quality businesses and advocate for the competitiveness of Greater Phoenix. As the regional economic development organization, GPEC works with 22-member communities, Maricopa County and more than 160 private investors to accomplish its mission, and serve as a strategic partner to companies across the world as they expand or relocate. Consistently ranked as a top national economic development organization, GPEC’s approach to connectivity extends beyond the fabric of the community. Known as The Connected Place, Greater Phoenix is in a relentless pursuit of innovative and entrepreneurial technology-focused companies that are committed to changing the game. This Annual Report Video project was developed to highlight the organization’s regional accomplishments in a unique and creative way. Due to the high energy of the video, it was determined that it would be appropriate to launch the video at GPEC’s Annual Event as a way to celebrate what we were able to accomplish by working together.

5. Paid Advertisement Campaign

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

**Bronze Winners**

**Maple Trail Marketing Campaign**
County of Elgin
St. Thomas, ON, Canada

Nestled along Lake Erie’s north shore in the heart of southwestern Ontario farm country, Elgin County is comprised of seven partner municipalities with a total population of approximately 50,000 residents. Elgin is an oasis of rural peace and tranquility with all the amenities and conveniences of a larger urban centre without all of the hassles. Elgin’s residents enjoy a competitive cost of living, have access to first class medical facilities and can choose from a wide selection of educational institutions. Residents and visitors alike have easy access to the area’s pristine natural environment. Carolinian Forest trails, sandy beaches, conservation areas, and public parks are always just a few steps away.

The Elgin County Maple Trail Marketing Campaign was designed to promote visitation to Elgin County’s maple syrup producers, festivals, and businesses that utilize local maple syrup in their products. This campaign includes both digital and print advertising together as a cohesive tourism product. The digital advertising included: a 1 minute and 30 second video, paid Facebook advertisements, a local blogger, 30 second radio spots on 3 radio stations, and TV commercials on CTV. The Print advertising included a Maple Syrup Brochure.

The end goal of this campaign was for maple businesses to increase their revenue and retain employees. Moreover, to help all businesses open during this season see an increase in visitation, resulting in an economically viable tourism industry in all seasons for Elgin’s foreseeable future.
Silver Winners

IRVING ECONOMIC DEVELOPMENT

Headquarters of Headquarters
Irving Economic Development Partnership
Irving, TX

The Irving Economic Development Partnership needed to set itself apart from the clutter. We are located in one of the most competitive regions in country. Branding is crucial. Our target marketing initiatives focus on national publications including Business Facilities. Through purchase of advertisement and editorial content we embarked on drafting a piece that would allow us to begin crafting and identifying our community as the Headquarters of Headquarters. This editorial piece entitled Headquarters of Headquarters outlined why Irving is a magnet for Fortune 500 and Fortune 1000 corporate headquarters. We have more headquarters per capita than any other city in Texas and more than most cities throughout the country. By touting this claim, we focused on why businesses are in good company when they relocate or expand in Irving, as well as highlight our central location, business-friendly legislative environment and great quality of life amenities.

Gold Winners

This is BIG
Toronto Global
Toronto Region, ON, Canada

This is BIG. This is Toronto Region.
After the Toronto Region’s successful bid submission and shortlisting for Amazon HQ2, Toronto Global saw an opportunity to leverage social media to assist in driving continued awareness and generating leads by driving relevant traffic to our website to connect with us.
As the Toronto Region is still relatively unknown to international investors, more work needs to be done to enhance both Canada and the Toronto Region’s profile internationally. Getting on the Amazon HQ2 shortlist brought enormous profile to the Toronto Region and we did not want to let the opportunity go by. As many international investors still do not know the size and scale of the Toronto Region, and often equate it to smaller U.S. cities, our goal was simple: to demonstrate that the Toronto Region is comparable to larger U.S. metropolitan areas like Chicago, New York, and Silicon Valley. For the Toronto Region to make the 20 city short list, it put our region on the map in terms of being ranked comparably, and we wanted to leverage that exposure to gain more awareness from global investors.
Silver Winners

*Fashion Hong Kong at New York Fashion Week F/W 2019*
Hong Kong Trade Development Council
New York, NY

Fashion Hong Kong is an integrated and comprehensive promotional campaign to promote Hong Kong designers and labels in the global fashion arena. Fashion Hong Kong, initiated by the Hong Kong Trade Development Council (HKTDC), showcases Hong Kong’s fashion creativity, nurtures and explores business opportunities for Hong Kong designers in the international marketplace. Since 2016, the HKTDC has brought 12 fashion collections and 45 accessory brands to participate in the New York Fashion Week for four consecutive years (2016-2019). Fashion Hong Kong at New York Fashion Week is an extensive marketing program, including runway shows, business meetings, trade shows, market visits, media interviews and post-show receptions. The advertising campaign tactically promotes brand awareness for Fashion Hong Kong through selected media channels and social media platforms in the U.S. market. Over time, this strategy builds a consistent image for Hong Kong as a trend setting hub for fashion.

Established in 1966, the HKTDC, a statutory body, is the international marketing arm for Hong Kong-based traders, manufacturers, and service providers. With 50 offices globally, including 13 in Mainland China, the HKTDC creates opportunities and promotes Hong Kong as a platform for doing business with Chinese mainland, Asia and the world. The HKTDC organizes international exhibitions, conferences and business missions to provide companies, particularly SMEs, with business opportunities on the mainland and in overseas markets. The HKTDC also provides business information via trade publications, research reports and digital channels. For more information, please visit www.hktdc.com Follow us on Twitter @TATHK_USA & LinkedIn HKTDC USA

Bronze Winners

*National Ad Campaign*
Business Development Board of Palm Beach County
Palm Beach, FL

The Business Development Board of Palm Beach County (BDB) launched a National ad campaign targeting CEOs in the Northeast of the United States for companies leaving the high taxes and cold weather. Palm Beach County has seen an influx of inquiries from New York, New York, Boston, Massachusetts and Greenwich, Connecticut. The BDB is the official economic development resource for Palm Beach County, an area comprised of 39 municipalities.
6. Magazine and Newsletter

Population: 25,000-200,000

Silver Winners

BKCEDC Investor Insights & Board Brief
Boerne Kendall County Economic Development Corporation
Boerne, TX

The BKCEDC implemented two separate electronic internal newsletters, one for our Board members and the other for our full roster of Investors. As we are 2/3 privately funded, it is critical that our Investors get a return on their investment, and we remain committed to providing information as soon as possible to our Investors.

Population: 200,000-500,000

Gold Winners

The Weekly Trader
World Trade Center New Orleans
New Orleans, LA

The Weekly Trader is The World Trade Center of New Orleans’ weekly newsletter, reaching a local, national, and global population. Weekly editions recap trade and economic development news starting with Louisiana, and then reaching out to a national and international scope. The newsletter explicitly promotes job creation and retention on the Louisiana level by consistently including news on new, large-scale job opportunities in popular local industries (LNG, Transportation, Agriculture), and further reporting the economic impact of these initiatives. By reporting national and international news alongside pertinent local information, a strong basis of small businesses’ in Louisiana receive industry comprehension that puts them in the best position to succeed. In Louisiana, when small businesses succeed alongside the chemical and energy giants, our economy flourishes, as has been the recent trend.

Population: Greater than 500,000

Gold Winners

Virginia Economic Review
Virginia Economic Development Partnership
Richmond, VA

Virginia Economic Review is a new quarterly publication published by Virginia Economic Development Partnership. Each issue provides an inside look at Virginia’s economy, its diverse array of world-class companies, its amazing talent, and its stunning natural beauty, as well as insights from national thought leaders.
7. Special Event

Population: 25,000-200,000

Silver Winners

eSTEAM Sumter Festival
Sumter Economic Development/the LINK
Sumter, SC

Developing our talent pipeline is critical to the continued success of this region. Hosting a festival to celebrate advancement in Science, Technology, Engineering, Art and Math allows show goers to see, experience, and dream about future careers while interfacing with industries and organizations that can make their dreams a reality. eSTEAM Sumter was our way of bridging the gap, shoring up our workforce, talent and highlighting the development and growth of our region.

Dazzling color guards, drumlines, cheerleaders and dancers kicked off this community festival. Presented by TheLINK Economic Development Alliance, in its inaugural year, the eSTEAM Sumter Festival brought out more than 3,000 attendees, and 60+ exhibitors. With a purpose to endorse STEAM related careers and advancements in Sumter and surrounding counties, the festival energized the region and cultivated learning through hands-on experiences that promote modern manufacturing, technology and science while incorporating the arts.

The festival tagline was ‘Boost your eSTEAM’ to encourage participants not only to embrace advances in STEAM, but also to take notice of the great assets, products and quality of life that is unique to our region.

Bronze Winners

Small Business Week Scavenger Hunt
City of Keller
Keller, TX

Keller participates in National Small Business Week by hosting an interactive event for Keller businesses and residents/visitors. The event engages the community and encourages them to explore our small businesses through a week-long scavenger hunt. “Kelly the Bear” is the mascot for the event and she visits various businesses leading up to Small Business Week. We take a photo of Kelly at each participating business and they provide a prize for the participant that finds them in the scavenger hunt. Throughout the week, Kelly’s pictures are posted on the Keep It In Keller Facebook page and our followers are directed to find where she was and take a picture there. The first to comment on our post with the picture wins the prize from that business.

By promoting our businesses through the Small Business Week Scavenger Hunt, we not only provide exposure, but encourage actual foot traffic into the business. This increases the opportunities for the business to make a sale and for participants to explore new businesses in the city.
The Square One Contest is a business idea pitch competition. Area residents are encouraged to apply their business idea. This is not a business plan competition, just an idea pitch. The contestants are allowed five minutes to present their idea to the judges and the audience. After each contestant presented, the judges were allowed five minutes to ask questions. After all contestants presented, the judges deliberated to determine the winner of the “Idea Genius” Award. After which we had the audience determine the “Audience Choice” Award. The Idea Genius Award included a $1,000 cash prize and the Audience Choice Award included a $250 cash prize. The primary purpose of the contest was to promote the growth of the entrepreneurial ecosystem in Lenawee County.

Population: 200,000-500,000

Silver Winners

Loudoun’s Playbook: Many Ways to Win
Loudoun County Department of Economic Development
Loudoun County, VA

Last fall, Loudoun Economic Development hosted a familiarization tour where the theme was “Loudoun Playbook: Many Ways to Win.” The weekend schedule included a bus tour of the county, private tours of a winery, brewery and distillery, and a VIP experience at a professional football game. To stand out in the crowd, we sent each invitation with a custom-engraved wine glass, celebrating our county’s viticulture industry. As a result of these invitations, the event was more heavily attended than past familiarization tours, including five influential site selectors from out of market. Upon arrival, the guests received a “playbook” agenda highlighting the weekend’s events and Loudoun statistics. Afterwards, we followed up by sending a framed photo of themselves at the Washington Redskins Homecoming Game. We leveraged relationships with businesses already located in the county (transportation fleet, wine glass engraver, winery, brewery, distillery and pro football team) to illustrate Loudoun’s quality of life. The event allowed us to forge relationships with community partners and site selectors, who can now recommend Loudoun as a superior business location.
Bronze Winners

Idaho Media Events: Select USA Summit
Violet PR
Montclair, NJ

The SelectUSA Summit draws more than 3,000 companies including 1,000+ global business investors and economic developers to the Washington, D.C. area each year. To set Idaho apart from other states, Violet PR worked with Regional Economic Development for Eastern Idaho (REDI) and Southern Idaho Economic Development Organization (SIEDO) on a series of media events. The team arranged for international companies to make Idaho investment announcements at Idaho’s booth, set up dozens of media interviews on-site for Idaho representatives, and promoted the news on social media.

The impact of Idaho’s trade show presence, media events and publicity generated at the SelectUSA Summit from 2016-18 has significantly furthered economic development in Eastern and Southern Idaho. Favorable news coverage appeared in the Associated Press, NPR’s Marketplace, Politico, McClatchy News, Voice of America, Governing, FDI magazine and more. Violet PR earned over 435 million impressions from our media coverage in 2018 and 2017, with an estimated advertising value of over $793,000.

Gold Winners

ReThink West Michigan
The Right Place, Inc. & Hello West Michigan
Grand Rapid, MI

ReThink West Michigan is a casual, professional networking event held in multiple regional locations on Thanksgiving Eve. It is not a typical career fair, instead it is a smaller, more intimate event at a local bar or brewery that encourages face-to-face conversations. This event is primarily a talent attraction initiative that connects hiring local companies with former West Michiganders to bring them back to the region. The Right Place, Inc. and Hello West Michigan, which are strategic partners, established ReThink West Michigan in Grand Rapids in 2012. It has become our signature event every Thanksgiving Eve, where we welcome hundreds of former Michiganders home for the holiday, while making the case for them to make their visit permanent and move back home.
Silver Winners

Mission Wisconsin
Wisconsin EDC
Madison, WI

In 2018, the state of Wisconsin launched the Mission Wisconsin talent attraction initiative as a means of promoting the abundant lifestyle and career opportunities Wisconsin offers to transitioning military service members and their families. Recognizing that the skills and training military personnel develop during their service are also the fundamental traits businesses seek, this initiative connects Wisconsin employers with highly-skilled service members preparing for post-military life.

Wisconsin's veteran talent attraction strategy relies heavily on face-to-face interaction with service members at events throughout the country and abroad that are designed to help attendees connect with career and educational opportunities. These events are hosted by Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation devoted to helping veterans, transitioning service members and military spouses find meaningful employment opportunities.

Wisconsin's Hiring Our Heroes delegation includes state ambassadors—many former military—who deliver timely, relevant and actionable information about the benefits Wisconsin offers transitioning veterans and their spouses. These "brand ambassadors" are joined by Wisconsin employers who promote available career opportunities to attendees. This face-to-face interaction with transitioning veterans serves as the start of an ongoing relationship with attendees that is supported by a comprehensive marketing campaign and post-event concierge service.

8. Innovation in Economic Development Week

Population: Less than 25,000

Bronze Winners

Town of Riverdale Park Economic Development Week
Town of Riverdale Park
Riverdale, MD

The Town of Riverdale Park celebrated its 1st Economic Development Week from May 6th - 11th. The theme was, “Celebrating the Impact of Economic Development in our Community.” The project included:

1. A proclamation signed by the Town Mayor (English and Spanish versions presented at Council Meeting);
2. An Economic Development Week Reception on Wednesday, May 8th;
3. An original pamphlet created and promoted on the Town’s website, and social media;
4. A social media campaign that posted materials from IEDC and solicited profiles from businesses and organizations to gain their insight on the meaning of economic development.

The Town of Riverdale Park is a small municipality of about 1.7 square miles, with a population over 7,200. In 2017, the Town established the Office of Development Services, which creates and administers economic / community development programs, initiatives, and systems.

The Office of Development Services (ODS) seeks to improve economic and livability standards to position the Town of Riverdale Park as a leading destination for quality housing and neighborhoods.
Population: 25,000-200,000

Gold Winners

Grand Junction Area Chamber of Commerce

CHAMPIONS of Economic Development - EDW 2019
The Grand Junction Area Chamber of Commerce
Grand Junction, CO

Our ED Week Campaign project for 2019 focused on a multi-pronged approach, intended to reach out to both the local business community and the overall community-at-large in the hopes of reminding everyone that “We Are Champions” for Economic Development in all that we do.

By focusing on strengthening the recognition of our traditional ED Partners, such as the local GJ Economic Partnership and the local Business Incubator, we continued the awareness of the daily efforts put forth to ATTRACT new business, GROW new business, and RETAIN existing business within our valley. In addition to the traditional ED Partners, other community organizations that play key roles in ED success were highlighted, showing the strong network of partners involved in ensuring continued job creation, job retention and improved quality of life that keeps our economy strong and growing. These partners included the local Workforce Center, Regional Airport, School District, University, Youth Apprenticeship Program, Business Park Development Organizations, and more!

Efforts focused on telling stories of success, achieved through these partnerships and collaborative efforts to move our local Economic Development forward, collectively.

Silver Winners

2019 Familiarization Tour – Innovation in Economic Development Week
Athens County Economic Development Council
Athens, OH

The Athens County Economic Development Council (ACEDC) hosted and sponsored a Familiarization Tour to highlight five local businesses in Athens County, Ohio. This was an all-day event at which attendees were taken to these businesses by charter bus. This event addressed job creation, job retention, tax base enhancements and/or improved the overall quality of life in a variety of ways. We asked each company to highlight the number of jobs they provide, their history, goals/mission, and their future plans to remain in Athens County in a biography which was included in an event booklet given to each attendee on the tour. One of the companies that we visited is going through an expansion involving historic rehabilitation tax credits, local tax abatements and investment from JobsOhio. This company made a deliberate choice to renovate a historic building at a significant cost to them compared to building a brand-new building outside of city limits to enhance the tax base of the city and to bring more jobs to the area. We felt it was important their story and their commitment to their community was shared with Ohio’s elected officials.

Another company that we visited has significantly improved the quality of life for residents. They are a well-known distillery in the area with a strong commitment to community. The roles and importance of economic development organizations and practitioners was highlighted throughout the tour.
**Bronze Winners**

**Williston Economic Development Week**
Williston Economic Development
Williston, ND

Williston Economic Development Week creates awareness of the WED office by providing a week’s worth of events by highlighting successful projects, initiatives, outreach efforts, and more to the public. Williston Economic Development is a department within the City of Williston with a full time staff of four. WED recently received recognition as an Accredited Economic Development Organization through IEDC. WED is the first office in North Dakota to receive this designation.

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

**Bronze Winners**

**Champions of Economic Development**
St. Tammany Corporation
Mandeville, LA

The Champions of Economic Development Digital Campaign was designed to highlight members of the business community as well as leaders in the parish that understand the importance of economic development and advocate for growing jobs and creating wealth, advancing workforce development opportunities and promoting St. Tammany to be the destination of choice for businesses, families and communities to thrive!

**Population: Greater than 500,000**

**Bronze Winners**

**2019 IEDC Economic Development Week**
CERC/CEDAS
Rocky Hill, CT

A week of activities showcasing the state’s leading economic development organizations and resources.
9. General Purpose Website

Population: Less than 25,000

Gold Winners

Schuyler County Partnership for Economic Development
Schuyler County Partnership
Watkins Glen, NY

This website is managed internally by SCOPED, a P3, responsible for economic development for a tiny county (largest village pop. 1,900) in upstate New York. The goals included meeting our economic development needs such as; portraying available renewable talent, proximate location of higher educational institutions, industry clusters, assisting in the BRE and attraction efforts, entrepreneurial support efforts and very directed place-making goals. There were multiple project goals. First, to give residents of Schuyler County, a renewed sense of pride in the spectacular assets and qualities of the area. Changing their attitude from a sense of shortage to one of optimism. This was accomplished with the development of a beautifully graphic website that motivates residents and businesses to share the link with family and friends. The second purpose was to create a site providing all the information needed by entrepreneurs seeking to start/grow their businesses as well as the key information necessary for site selectors. Videos and podcasts are made available and streamed from the site. The third goal was to create a fresh, topically relevant website that could be used for special campaigns such as “Hello, I am your new Neighbor”. The new website is user-friendly, mobile-enhanced and ADA compliant.

Silver Winners

Economic Development Website
City of Waynesboro
Waynesboro, VA

The City’s EDO flagship site has undergone a major graphic redesign and a substantial content update to create an easy-to-navigate, graphically pleasing, comprehensive general-purpose website designed to meet the needs of three end-users: Local Businesses, Site Selectors/Corporate Real Estate Executives, and Citizens looking for information about the community. The site gives access to key information by user type and offers multiple access points for each. Key information on workforce development, incentives, maps, available properties, and quality of life is included.

Additionally, we have partnered with two technology firms to provide up-to-date demographic data and business startup and building tools. Entrepreneurs will be able to access information they need for effective business decision-making—including industry-specific information on business climate, trends, customers, competition, and more are available through technology firm Localintel; while StateBook provides current facts on population, households, education, and workforce which are displayed in colorful interactive charts and graphs. Information contained in the charts, graphs, and reports in both of these new tools is downloadable in a variety of formats.
Bronze Winners

Website Redesign - General Purpose Website
Palestine Economic Development Corporation
Palestine, TX

The Palestine Economic Development Corporation redesigned their website found at www.palestinetexas.net in late December 2018. The redesign went live in early January 2019. There is visual appeal in the basic design of the website and a clarity of the information provided to site selectors, businesses and the public at large. Our news stories populate to our PEDC Facebook page and Twitter feed from the website through the Social Pilot platform. Our website has links to The Palestine Area Chamber of Commerce, our business and retention arm of economic development. We also link to the Tourism page; and have our Palestine Main Street links within our website. The downtown revitalization grants are easy to locate under our Main Street grant program. New website visitors in Q4 totaled 909, but in Q1 with the redesign, new users increased to 1,285.

Population: 25,000-200,000

Gold Winners

Lee County EDG Website
Lee County Economic Development Group
Keokuk, IA

Lee County EDG redesigned our economic development website, incorporating a more responsive design and updating many features such as available properties, new mapping of our resources by taking a regional approach working with our neighboring counties, as well as integrating Laborshed and workforce data into the site. We also made the site more visual, incorporating infographics, charts and high-quality photos. The redesign gave Lee County EDG the autonomy to make changes to our site instantly at no additional cost.

Silver Winners

General Purpose Website
Rowan EDC
Salisbury, NC

The Rowan EDC was long overdue for a new website. In April of 2017, the EDC’s new Director of Business Development, Kendall Henderson was tasked with sending out an RFP for Rowan EDC’s new website. The EDC selected a local agency called Miller Davis and so began the design for the new site. In July of 2017, Rod Crider was chosen as the new president and CEO of Rowan EDC. Having a great deal of experience in navigating marketing initiatives, Crider worked with Miller Davis for a year until the website was launched. A company’s website is absolutely paramount for reaching their target audience and is by far the most powerful marketing tool a company can employ. This project was our top priority for some time as it was our goal to provide our audience with a way to explore Rowan County and the many opportunities available within our community.
Bronze Winners

BKCEDC General Purpose Website
Boerne Kendall County Economic Development Corporation
Boerne, TX

The BKCEDC updated its general purpose website to make it even more easy to navigate and embedded a data service throughout the site to give site selectors and businesses the most up-to-date information about our community.

Population: 200,000-500,000

Gold Winners

Sonoma County Connections
Sonoma County Economic Development Board
Santa Rosa, CA

Sonoma County Connections is a website that was created to be a resource for all of the information an individual would need to make an informed choice about living and working in Sonoma County.

The website provides information about major employers, current job opportunities and possibilities to relocate one's business to the region. There is also a great deal of information about what to expect in regards to the cost of living in the area, average wages and various activities that one could be involved with once they move to Sonoma County.

Silver Winners

www.wtcno.org
World Trade Center New Orleans
New Orleans, LA

www.wtcno.org is the World Trade Center New Orleans’ new website, which launched in February 2019. The website has been very effective in furthering economic development - both in the way it enables the WTCNO to promote events and the way visitors can browse and register for our trainings, educational programming, and social events which help foster collaboration and partnership between a variety of corporations and economic development agencies in the region.

Bronze Winners

ThriveED Website
Thrive Economic Development
Jefferson, WI

Thrive Economic Development is a non-profit 501(c)3 public-private organization created to promote the economic competitiveness of the Jefferson and Dodge County region by providing professional economic development services for the purpose of retaining, expanding and attracting capital investments and driver industry jobs to our communities. The ThriveED website was created to provide businesses looking to expand or relocate, site selectors, commercial brokers and other audiences with information they need when considering a capital investment in the Jefferson and Dodge county region.
***Population: Greater than 500,000***

**Gold Winners**

**TNECD.com 2018 Relaunch**
Tennessee Department of Economic and Community Development
Nashville, TN

When site traffic to TNECD.com reached over a million sessions in 2018, The Tennessee Department of Economic and Community Development Marketing Department began the project of redesigning the website to keep up with growing traffic and provide a better user experience to site visitors. The redesigned TNECD.com features many new functionalities, including dynamic content based on a user’s behavior, that delivers a completely new and customized experience for each visitor.

The overall goal of TNECD.com and TNECD itself is to capture the unmatched success of global brands thriving in Tennessee, by making our state more accessible, professional and familiar to a global audience. We want to establish Tennessee as the only business destination for the world’s best products and services.

**Silver Winners**

**KCSourceLink Website**
SourceLink at the UMKC Innovation Center
Kansas City, MO

Entrepreneurs serve a critical role in the prosperity in every community. Research by the Ewing Marion Kauffman Foundation reveals that new firms are the primary source of job creation in the U.S. economy. In

Kansas City, startups accounted for 58 percent of net new jobs between 2013 and 2017.

Yet, research also tells us most businesses fail within the first five years because of numerous factors, including lack of knowledge, capital and connections.

KCSourceLink’s new website makes it even easier for any aspiring or established entrepreneur to access those resources 24/7/365. With one click from the homepage, Kansas City entrepreneurs can learn how to start a business, get it funded, find a class or event and solicit help from KC’s network of 240+ entrepreneurial resources. Entrepreneurs also can get a personal action plan by calling, emailing or submitting a digital request to KCSourceLink’s Resource Navigators, who map entrepreneurs’ next steps to reach their next milestones.

For those who are not entrepreneurs (investors, corporate leaders, etc.), KCSourceLink.com also outlines how they, too, can advance entrepreneurship.

Key participants in the project are SourceLink, KCSourceLink, Grow Digitally and 5All Design.

**Bronze Winners**

**New Website for Division of Small Business**
Delaware Division of Small Business
Wilmington, DE

The Division of Small Business is the newest agency in Delaware state government, created to focus especially on the needs of small businesses. The Division's new website, DelBiz.com, launched in January 2019. It was designed not to have the look and feel of a typical state agency website but more than of a modern financial institution. This included making it visually appealing by using videos and photos of actual Delaware businesses, instead of stock imagery. The Division conducted listening sessions with Delaware small business owners and other stakeholders to ask what features they wanted in a website, which guided creation of the end product.
10. Special Purpose Website

**Population: Less than 25,000**

**Bronze Winners**

*Nature’s Crossing Website*
City of Waynesboro
Waynesboro, VA

The City has made a substantial investment in the development of a new 170 acre industrial park, Nature’s Crossing Technology Center, which will be available in 2023. This special-purpose website was developed to provide easy navigation through a wealth of information for businesses looking to expand or move to Waynesboro. Using industry data as a guide, the site includes key information on the park infrastructure, workforce development, incentives, maps, quality of life, and more. Advanced information, including engineering reports, surveys, and other details are available after the user obtains a password. We also partnered StateBook to provide online resources to provide the best possible user experience with very reliable, automatically updated data. Current facts on population, households, education, and workforce are displayed in colorful interactive charts and graphs and are downloadable in a variety of formats.

**Gold Winners**

*Life Balanced Kenosha County*
Kenosha Area Business Alliance (KABA)
Kenosha, WI

Working in partnership with several area organizations, the Kenosha Area Business Alliance (KABA) has developed a website designed to attract highly educated and skilled professionals to live and work in Kenosha County. The website - lifebalancedkenosha.com- captures the essence of living in Kenosha and serves as an online destination and resource for anyone considering making Kenosha their home.

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.
Silver Winners

Living Color Utah
Salt Lake City Department of Economic Development
Salt Lake City, UT

In the rapidly growing state of Utah, Salt Lake City is quickly becoming a more diverse and culturally rich city. ‘Living Color UT’ is a comprehensive guide to discovering diversity in the Beehive State. Our website answers questions, displays event calendars and provides information on community initiatives to help the growing diverse population in our state become more active in the community.

Bronze Winners

Invest Fort Sask Website
City of Fort Saskatchewan
Fort Saskatchewan, AB, Canada

Investfortsask.ca is an investment attraction website dedicated to economic development in Fort Saskatchewan. It is geared to those already invested in Fort Saskatchewan and those who are considering investing in the community.

The campaign for investfortsask.ca was focused on providing a more convenient, accessible and engaging experience for the business community.

Unique features of the site include a tool to search for available grants and incentives from all three levels of government, a custom MLS integration for local commercial land for sale or lease and interactive mapping.

The City held multiple stakeholder engagement sessions and spoke with everyone from international site selectors to local small businesses and incorporated their feedback in order to organize and present information required to make sound investment decisions.

The site was designed to be our stakeholder’s first destination and their one-stop shop for all aspects of conducting business in Fort Saskatchewan.

Population: 200,000-500,000

Bronze Winners

AerialMesa
City of Mesa Office of Economic Development
Mesa, AZ

The City of Mesa Office of Economic Development (OED) is always looking for new ways to promote our city and highlight the unique assets that make Mesa the perfect place in which to locate, operate, and conduct business. Together with AerialSphere, a company that merges aerial photography and geospatial mapping technology with decades of mapping and real estate experience, Mesa OED developed seven dynamic digital aerial maps of the city’s key employment areas. AerialSphere’s immersive 360-degree aerial mapping technology allows for detailed labeling and layers to highlight the unique facets of each of the city’s employment areas. Being accessible on web and mobile applications 24/7, the maps allow us to more effectively market opportunities to industry executives, site selectors, brokers, and developers in a visually appealing way.
Population: Greater than 500,000

Gold Winners

UpstateSCAlliance

MoveUpstateSC.com
Upstate SC Alliance
Greenville, SC

The goal of MoveUpstateSC.com is to attract talent to South Carolina’s 10-county Upstate region by connecting prospective residents to jobs and information about living and working in the area.

The “Move Upstate SC” brand encourages people living in higher-cost metros like Atlanta, Charlotte and New York to “Up Your Lifestyle” by moving to an area with lower cost of living. With excellent education and housing options and a vibrant, wellness-focused community, MoveUpstateSC.com conveys the Upstate as a place where you can “Up Your Passions” and “Up Your Career.”

The website aims to provide Upstate SC employers with tools to “sell” the region to prospective hires, while serving as a resource for people seeking new opportunities. It includes an Indeed RSS feed for job searches; custom interactive community maps; interactive cost of living data visualizations; video integration and on-page Instagram feed.

Move Up has a collaborative, research-based foundation, informed by focus groups and one-on-one interviews with major employers, community leaders and current residents across the region. The Upstate SC Alliance spearheaded the project, with support from the Anderson Area Chamber of Commerce, Greenville Chamber of Commerce, Spartanburg Area Chamber of Commerce and Ten at the Top.

Silver Winners

Mocostrength.com is a special website and campaign promoting the Strength in Numbers campaign. It is an innovative economic development campaign that helps potential businesses, investors and citizens explore the compelling metrics that support business success in Montgomery County, Maryland. The campaign included narrative story maps that translate specific data points into visual representations using state-of-the-art GIS technology. This information is pulled from ESRI and other powerful analytic sources which use sophisticated mapping technology resulting in reliable, instantly up-to-date data. Strength in Numbers was a strategically produced video series that explores the data story using key metrics. These metrics include Talent and Education; Connectivity & Housing; Diversity; Cybersecurity and Life Sciences; and Sustainability.

ABOUT MCEDC
The Montgomery County Economic Development Corporation (MCEDC) is the official public-private organization representing Montgomery County, Maryland. The organization was created in 2016 to help businesses start, grow, and relocate in Montgomery County by providing access to top talent, business and market intelligence and prime locations.
Bronze Winners

San Diego Foreign-Trade Zone Website
City of San Diego Economic Development Department
San Diego, CA

Launched in 2018, the City of San Diego Foreign-Trade Zones (FTZ) website (www.sandiego.gov/FTZ) is resource and promotional tool designed to educate San Diego FTZ 153 service area businesses about FTZ program benefits. Using Esri’s Story Maps platform, the website opens with panoramic photos of San Diego’s port and a time-lapse video of shipbuilding by General Dynamics/NASSCO at its FTZ Subzone. Concise text about FTZ benefits and testimonials overlay vivid photographs of San Diegans engaged in international trade. Scrolling takes users on an FTZ region tour of subzones and third-party logistics firms and warehouses near the U.S.-Mexico border. Users enter addresses to navigate the map. Popups show site contact information and acreage. Users have links to an FTZ application, City contacts, fee schedules and other resources. Using state-of-the-art geospatial presentations shows our smart city leveraging technology to assist businesses. Since the website launch, FTZ interest increased 150% in inquiries and applicants. Seven companies applied for FTZ Subzones/Sites; four are now operational. Firms featured in the website consider inclusion value-added promotion of their FTZ services. World Trade Center San Diego said the City’s site is “impressive” and makes it “easy to understand FTZ.” Since July 2018, website traffic eclipsed 5,000 unique views.

Amazon HQ2
Virginia Economic Development Partnership
Richmond, VA

hqnova.com was originally a password-protected website (initially accessible only by Amazon) which included data on local talent, a proposed location, digital and physical infrastructure information, livability considerations, and an overview of the business climate. At the time of the Amazon HQ2 announcement, the website became a portal for the community to gain insight into the project's impact, access announcement documents, and learn more about the project.
11. Digital Media

Population: Less than 25,000

Gold Winners

"Westbrook Works for You" Campaign
City of Westbrook
Westbrook, ME

The “Westbrook Works for You” Campaign is a broadcast TV and Digital campaign that was produced entirely in-house by the City of Westbrook’s Economic Development & Marketing team. The team produced two :30 second spots featuring the City’s Economic Development Director and high quality footage of the City of Westbrook and local businesses. The objective was to elevate the City of Westbrook as a great place to do business and visit. The ads invited the audience to take another look at Westbrook after recent changes and investments. Using a multi-platform media buying strategy including broadcast television, the commercials ran on a variety of networks on cable TV and local news channels. The campaign also ran on OTT Overt the Top streaming networks (Hulu etc.) to reach those cord cutters who no longer have cable TV. The city managed the campaign internally and placed Facebook Ads, YouTube, Google Ads and social media posts to reach our targeted audience. The campaign had broad reach and the city received a lot of feedback solidifying the effectiveness of the campaign. Testimonials from business owners and new residents claim they decided to come to Westbrook after seeing the ads. Doing everything in-house allowed for flexibility to work on our own timeline and pivot as needed.

Gold Winners

Power BI Data Presentation
Burlington Economic Development Corporation
Burlington, ON, Canada

Burlington Economic Development Corporation (BEDC) helps create a positive business environment that encourages new investment, supports local businesses, and facilitates opportunities for local growth and prosperity.

The Power BI Data Presentation allows BEDC to showcase data in a way that is easily understood by a variety of audiences. Relevant data showcase job growth, permits, construction value, vacancy rates, tax rates, housing costs, population characteristics, wages, and more. All data is placed in context against past data, other jurisdictions, or other categories.

The Power BI Data Presentation addresses job creation, retention, and tax base enhancements in two ways. The first is through the project’s strength as a marketing tool, allowing the city to showcase its strengths and recent performance, acting as a catalyst for further investment. The second is through the project’s ability to highlight the strengths and weaknesses of Burlington for city employees, allowing targeted development. By making informed decisions with accessible data, the continued high quality of life in Burlington is ensured.
Silver Winners

**PlanetM Digital Thought Leadership Campaign**
Michigan Economic Development Corporation-PlanetM
Lancing, MI

Michigan has a unique ecosystem of automotive headquarters, manufacturers and suppliers, talent and research and development facilities, making it an ideal environment for mobility-focused companies. The MEDC launched the PlanetM initiative to connect Michigan’s mobility assets with new and growing tech companies, startups, pilot programs, investors, accelerators and others looking to expand the industry through innovative advancements that will define the future of transportation.

MEDC needed to build awareness and reputation for PlanetM among mobility-focused startups, companies and investors. Using LinkedIn and Twitter’s paid targeting capabilities, as well as LinkedIn’s long form publishing platform, MEDC developed a digital thought leadership campaign positioning Michigan as a leader in mobility and an environment ripe for investment, business expansion and relocation opportunities for talent and companies.

Leveraging Group VP Trevor Pawl as an expert, the team developed and ran a series of digital ads and articles focused on relevant mobility-related topics to attract businesses, talent and drive investment in the state leading the charge in creating the future of mobility.

Bronze Winners

**Making News: San Marcos Article Series**
City of San Marcos
San Marcos, CA

In 2017, after some momentum was built, the City launched a series of news stories to showcase its new economic development services and successes. By highlighting this, the project aimed to retain existing businesses—and help the general public better understand how economic development improves the overall quality of life.
Population: 200,000-500,000

Gold Winners

HALIFAX PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.

We are all Connectors Social Media Campaign
Halifax Partnership
Halifax, NS, Canada

In 2009, the Halifax Partnership created the Halifax Connector Program, a formalized networking system that matched community and business leaders (Connectors) with internationally trained immigrants (Connectees) in their fields of expertise. This program became so successful it was extended to recent international and local graduates, young professionals, and youth (ages 20-29) to help Halifax meet its ambitious population growth targets (550,000 by 2031, 430,500 in 2018) by connecting business with talent. From April to December 2017, the Partnership strategically refreshed the program branding and recognized a niche opportunity – identifying and celebrating “Super Connectors” to reengage Connectors and gather new ones. A social media campaign was developed to recognize Connectors and new commitment to the program using the faces of real Super Connectors.

Silver Winners

TULSA REGIONAL CHAMBER

Digital Marketing Campaign
Tulsa Regional Chamber
Tulsa, OK

Tulsa’s Future is a regional economic development partnership led by the Tulsa Regional Chamber and supported by public and private investors. Now in its third five-year phase, Tulsa’s Future leverages diverse strategies to create jobs, attract capital investment and improve the quality of life for residents of northeast Oklahoma.

The Tulsa Regional Chamber ran a digital marketing campaign with the goal to increase inquiries for business relocation proposals. The Chamber partnered with a local digital marketing firm, Gitwit, to work on the campaign. Gitwit created videos and advertisements to increase awareness about Tulsa, as well as event-specific advertisements to set up meetings between the Tulsa economic development staff and site selectors.
Bronze Winners

**Opportunities & Investments Virtual Tour**
Town of Oakville
Oakville, ON, Canada

The new Oakville Opportunities and Investments Virtual Tour is an interactive tool that combines text, authoritative mapping, and multimedia to showcase new and ongoing investment opportunities in the Town of Oakville.

The tool is easy to navigate and presents information that is routinely requested by companies, site selectors and realtors in a visual format. The tour is a powerful way to engage and inspire potential investors as to what success looks like when doing business in Oakville. The virtual tour highlights the work being done in the community and illustrates that Oakville is “Open for Business” to attract investment, increase jobs, and grow the local economy. The tour illustrates to stakeholders that Oakville is the ideal destination to grow, relocate, or start a business.

Oakville’s Economic Development department is the first point of contact for business investment, relocation, and expansion in town. Our office provides services and assistance to support the growth of the local economy, including investment attraction, business retention and expansion, research and analysis, and site selection. www.investoakville.ca

Gold Winners

**Population: Greater than 500,000**

**PoweringFlorida Illumination**
Florida Power & Light Company
Juno Beach, FL

Florida Power & Light Company is the largest energy company in the United States as measured by retail electricity produced and sold, serving more than 5 million customer accounts across the state of Florida. FPL’s Office of Economic Development developed an event called PoweringFlorida Illumination bring Florida’s economic developers and communities together with site selection and corporate real estate professionals. This brings sought-after professionals to Florida communities for 24-hours of engagement, conversation and networking. In November 2018, FPL held the fifth annual Illumination for South Florida communities in Jupiter, FL. The theme of the event was “Changing the World” to showcase how the attendees are impacting their communities and the state. Also, for the first time ever, the event included speakers from FPL and the group also went to FPL and NextEra Energy’s headquarters for a tour which included four unique experiences. The tours included: the FPDC, where all wind and solar assets around the world are controlled and monitored, the solar panel testing program, the Mobile Command Center, which FPL deploys during hurricanes and other emergencies, and an EV ride and drive where attendees had the opportunity to learn about and test drive Teslas, Chevy Volts and Nissan Leafs.
Silver Winners

West Michigan Life Instagram
The Right Place, Inc.
Grand Rapids, MI

Countless regions and cities are trying to make a case as to why they are the best place to be. To stand out from the competition and reach the younger generation, The Right Place decided to create the @WestMichiganLife Instagram account. This is part of the organization’s efforts to attract and retain talent and jobs in the region, by highlighting its quality of life. The account showcases the people and places that make the region a great destination for current and prospective residents. Each week, the page highlights a location, a featured quote, or an individual supporting the idea that West Michigan is the place to be. These posts are also designed to be visually engaging, which is a critical component of Instagram. We have designed a specific brand for all of our Instagram posts, making them feel like a cohesive visual library of what it is like to live and work in West Michigan.

Bronze Winners

Greater Des Moines Partnership Blog
Greater Des Moines Partnership
Des Moines, IA

The Greater Des Moines Partnership is the economic and community development organization that serves Greater Des Moines (DSM), Iowa. Together with 24 Affiliate Chambers of Commerce, more than 6,400 Regional Business Members and 340+ Investors, The Partnership drives economic growth with one voice, one mission and as one region. Through innovation, strategic planning and global collaboration, The Partnership grows opportunity, helps create jobs and promotes Des Moines as the best place to build a business, a career and a future.

In April of 2017, The Partnership launched a blog to showcase stories about economic development, residents, events and more. The blog gives The Partnership another avenue to share its news, initiatives and events, and just as importantly gives a platform for other businesses, organizations and residents to share their story. The blog showcases economic development progress and stories about why talented people choose to live in DSM. It helps with The Partnership’s search engine optimization (SEO), making it more likely for site selectors and prospective residents to find information on DSM on Google and other search engines.
Program Awards

12. Multi-Year Economic Development Program

Population: Less than 25,000

Bronze Winners

Progress Program
Goshen County Economic Development Corporation
Torrington, WY

The Progress Program is a local grant that Goshen County Economic Development Corporation pushes funds back into Goshen County to enhance economic development projects.

The Progress Program Community Enhancement fund is intended to assist communities, businesses and non-profit organizations working to create, improve and strengthen the quality of life by promoting and enhancing job development through cultural, historical, recreational, educational, health/fitness and social/ethnic activities in Goshen County.

The Progress Program Capital Matching Fund is intended to take small steps to make Goshen County a better place by helping new and existing businesses to succeed, make their property more attractive for their customers, and to make the community more attractive to potential new businesses, employees, residents, and visitors.

Understanding the importance of quality and up-to-date infrastructure for the economic health and wellbeing of all Goshen County communities the Goshen County Economic Development Corporation (GCEDC) Board of Directors have set aside proceeds for an Infrastructure Investment Fund. These grant funds are designated to provide funding for publicly owned infrastructure that serves the needs of businesses and communities.

Grant funds are collected through the 1/4 cent sales tax for economic development. Since its inception in 2011, The Progress Program has assisted over 220 businesses, non-profits, and municipalities and pushed over 1 million dollars back into the community towards economic development projects.

Population: 25,000-200,000

Bronze Winners

The Lakefront at Little Elm
Little Elm Economic Development Corporation
Little Elm, TX

We’re home to the sun on your face, drink in your hand, sitting outside laughing with your best friends kind of feeling that doesn’t end when the summer fades. From our pristine sandy beach to plenty of restaurants, events, and activities, Lakefront at Little Elm is an escape from the city where everyone can come together to have fun and let loose.
Population: 200,000-500,000

Bronze Winners

**CITY OF CLEVELAND**

Mayor Frank G. Jackson

_Gardening for Greenbacks Program 2017 & 2018_  
City of Cleveland- Dept. of Economic Development  
Cleveland, OH

In 2008, the City of Cleveland passed legislation which created the Gardening for Greenbacks Program that provided grants up to $3,000 to entrepreneurs, businesses and/or non-profits intending to grow and sell produce through farmers markets, local restaurants, and/or community supported agriculture (CSAs). The program was created as an initiative for smart growth. Cleveland has an abundance of vacant land with many neighborhoods finding themselves in “food deserts”. By providing entrepreneurs with grants, the Program aims to reduce our carbon footprint by reducing the distance that food grown in other states is shipped thousands of miles to Cleveland.

Another goal under the Gardening for Greenbacks Program was to foster entrepreneurship while advancing the local food system agenda. Since 2013, the City has supported 35 urban gardens. Of the 35 urban farms that were funded, 23 are still in operation and 21 are minority and/or female owned and operated. This success has helped to reutilize vacant land, promote small business growth and improve the over-all health of Cleveland’s neighborhoods. Additionally, grant recipients produced and sold 71,492 pounds of produce with a value of approximately $303,898 in the years 2013 through 2018 combined.

13. Business Retention and Expansion Initiatives (BRE)

Population: Less than 25,000

Gold Winners

**Business Retention and Expansion Initiative**  
Kossuth/Palo Alto County Economic Development Corporation  
Algona, IA

Kossuth/Palo Alto Economic Development Corporation (K/PACEDC) has a comprehensive Business Retention and Expansion (BRE) program that conducted 167 BRE visits last year. The program includes an annual business survey, business call visits, economic impact snapshot, intern program, human resources networking committee, and Palo Alto County leadership that are all critical programs and committees that address workforce issues to keep the region viable and assist with growing the workforce and future leadership pool.

K/PACEDC has developed workforce tools to assist the local economy and continues moving forward into their next stage of development by coordinating to retain and expand local businesses, educate leaders on available programs that could assist their workforce, and enhance the quality of their businesses. A number of businesses in Kossuth and Palo Alto counties have expanded or are planning to expand and hire additional employees. There is a need for available workforce and how to reach prospective employees and connect them to our employers.

K/PACEDC is focused on creating an economic environment that promotes and supports Kossuth County and Palo Alto County businesses and communities in the state of Iowa.
Bronze Winners

*Monthly Building Meet and Greet*
Town of Addison
Addison, TX

The monthly Meet and Greet is an innovative program part of the Town of Addison's Business Retention and Expansion efforts. The Economic Development and Tourism Department will target an office building once a month, set up a table early in the morning and greet employees as they arrive to work with a simple, "Thank you for working in Addison. We appreciate you being here, and hope you have a nice day!" Employees are given a banana, granola bar, and the Town’s visitor guide. The event encourages employees—many of which do not live in Addison—to engage with the department and elected officials. This helps the department gain intelligence of local companies and demonstrate to corporate officials that the Town values their employees. This is a great opportunity to seek feedback from employees who drive into the community to work. It also creates more awareness of our 180+ restaurants, 23 hotels, meeting locations, and local attractions. Encompassing an area of 4.4 square miles, Addison is a first-ring tier suburb of Dallas. With over 11 million square feet of quality office space, Texas's busiest general aviation airport, and over 1800 businesses, Addison is the central business district of North Dallas County.

Gold Winners

+ **Population:** 25,000-200,000

*Teacher Industry Day*
Bristol Tennessee Essential Services
Bristol, TN

Teacher/Industry Day is an innovative opportunity that brings businesses in our community together with educators to provide learning experiences and insight of the relevant skills needed in our current job market. The all-day event is designed to connect schools with businesses to promote economic and career development in our community. In its 23 years, over 700 teachers have participated in the event.

BTES is the local power company that provides reliable, cost effective power and 10 gigabit Internet to every business and every home in our service territory.
Silver Winners

Social Media Outreach Program (SMOP) – Business Retention & Expansion Initiatives
Boynton Beach Community Redevelopment Agency
Boynton Beach, FL

The Boynton Beach CRA developed a new Social Media Outreach Program (SMOP) free of charge to small businesses within the CRA Area, to supplement their marketing and promotional efforts on Facebook, Instagram, Twitter and their own website. The SMOP was created at no cost to the public to provide small business owners with a better understanding of social media, customized strategies for effective business promotion, and ways to increase customer engagement with a professional online identity. Since the program’s inception and roll out in April 2017, there are now 63 local businesses participating in the CRA’s SMOP.

Gold Winners

Simcoe, Grey, & Bruce Counties Agriculture and Agri-Food Value Chain Business Retention & Expansion Study
The Corporation of the County of Simcoe
County of Simcoe, ON, Canada

Simcoe, Grey and Bruce Counties are located along the shores of Georgian Bay (Lake Huron) in Ontario, Canada, representing 35 lower-tier municipalities. The counties are home to a diverse economy from agriculture, and manufacturing to energy and tourism. Regional partners undertook a significant study of the area’s agriculture and agri-food sector to build regional and local Action Plans. The partnership group includes the County of Simcoe, Grey County, Bruce County, City of Barrie, City of Orillia, Georgian College and local business support agencies.
14. Entrepreneurship

Population: 25,000-200,000

Gold Winners

INSTIG8
Brattleboro Development Credit Corporation
Brattleboro, VT

The Brattleboro Development Credit Corporation's INSTIG8 program helps to cultivate entrepreneurs in southeastern Vermont. This accomplished through 1.) ideation activities such as regional Idea Jams to cultivate creativity, collaboration, and entrepreneurial culture creation; 2.) early stage firm development - regional startup labs and business planning workshops are great examples; 3.) growth-stage firms are supported through incubation and access to capital through the Southern Vermont Microentrepreneur Loan Program; and 4.) in development, as the program evolves, INSTIG8 will help businesses that have aging proprietors transition their businesses, helping to find qualified buyers, and further develop programming to help mature firms in the field of innovation.

Silver Winners

Technology Incubator at Knowledge Park
Rock Hill Economic Development Corporation
Rock Hill, SC

The City of Rock Hill's Economic and Urban Development Department and the Rock Hill Economic Development Corporation (RHEDC) launched the Technology Incubator @ Knowledge Park (TIKP) on a shoestring budget as a three-year pilot project, without knowing whether it could attract innovative technology startups or have the capability to effectively assist them. The initial mission was to address two long-term goals: 1) to foster the creation of new knowledge worker jobs in the community, and 2) to build a vibrant and sustainable entrepreneurial ecosystem.

Entering its 6th year, the 3-year TI@KP Pilot Project has now become embedded as an on-going economic development program for the City of Rock Hill and RHEDC. The TIKP has assisted over 200 entrepreneurs and 30 client companies, and has catalyzed the growth and development of an entrepreneurial ecosystem in center City Rock Hill (known as Knowledge Park) composed of business service professionals, students, founders, wannabees, community leaders, and interested citizens.

The TIKP is now ready to scale up its local influence by building capacity and expanding programs, including the adaptation of MIT’s Venture Mentoring Service (team mentoring) model; new initiatives to involve underrepresented entrepreneurs, and exploring options to create a Venture Center, a one-stop shop for entrepreneurs.
**Population: 200,000-500,000**

**Gold Winners**

*HCDC Business Center - Business Incubator Program*

HCDC
Cincinnati, OH

HCDC's Business Center is a nationally-recognized startup business incubator in Southwest Ohio that helps entrepreneurs launch successful technology-oriented businesses through coaching, connections, innovative programming, access to capital, and a diverse learning environment.

Established by HCDC in 1989, the Business Center is one of the largest and most successful business incubators in the country. More than 300 innovative and scalable businesses have participated in HCDC’s incubation program including more than 60 current resident businesses that call the Business Center home. Over the past 25 years, HCDC resident companies have created more than 2,300 jobs and generated $500 million in economic activity.

**Population: Greater than 500,000**

**Gold Winners**

*LOUISIANA ECONOMIC DEVELOPMENT*

Small Business Services Program Suite
Louisiana Economic Development
Baton Rouge, LA

Cultivating small business, innovation and entrepreneurship is one of the nine integrated economic development strategies in Louisiana Economic Development’s mission to cultivate jobs and economic opportunity for the people of Louisiana. Over time and in support of this mission, LED’s Small Business Services division has created a comprehensive array of programs in direct response to needs observed within the small business community. This suite of programs is designed to provide small business owners with the right tool at the right time in their path towards sustainability and growth. The programs provide a broad range of services to equip our small businesses with the tools they need to build capacity, increase opportunity and accelerate growth.
Ann Arbor SPARK’s Entrepreneurial Services programs help early stage companies thrive by connecting entrepreneurs to resources. SPARK’s Entrepreneurial Services helps more than 200 companies annually with intensive support and many more in less intensive ways, such as when entrepreneurs attend hosted events, meet with knowledgeable team members, and request referrals within the startup ecosystem. For more than 10 years, SPARK has served the Ann Arbor region as an economic development catalyst by attracting, developing, strengthening, and investing in driving industries.

These programs are supported by the Michigan Economic Development Corporation and the Ann Arbor/Ypsilanti Local Development Finance Authority. Both of these entities also support the SPARK-administered capital programs. These programs fill an important funding gap by investing in very early stage companies. The Pre-Seed Capital Fund made investments between 2007 and 2014 and continues to reinvest returns. The Michigan Angel Fund is the largest angel organization in Michigan with 120 members and 16 companies in its portfolio. In 2018, MAF invested $13.8 million in 24 companies.

From networking events and affordable office spaces to expert counsel and access to funding opportunities, SPARK’s Entrepreneur Services team addresses all sides of the multi-faceted challenge of starting a business.
15. Neighborhood and Retail Development

Population: Less than 25,000

Gold Winners

Roanoke

**Downtown Expansion Project**
City of Roanoke, Texas
Roanoke, TX

The Downtown Expansion Project, which is the last phase in completing the City’s Downtown Master Plan, is currently underway. This project includes extension of Oak Street and development of a mixed use concept anchored by a New City Hall and Hotel/Conference Center. City Staff worked diligently with the property owner of a 23 acre tract of land where the existing roadway and Downtown dead-ended. The property owner donated approximately 2 acres of land that allowed the City to extend the Downtown and Oak Street with the same design standards and characteristics as previously constructed. The new section of roadway includes new street grid of concrete streets with curb and gutter, coherent network of large sidewalks (promoting walkability), streetscape that integrates massive amounts of trees and landscaping, park benches, stamped concrete paving, LED street lighting and parallel parking. The City also constructed a New City Hall facility, which this new state of the art facility opened in January 2019. The New City Hall complex complements the historic relevance and downtown aesthetics Roanoke prides its self on and is a staple for the community to enjoy and utilize for many years. As part of a public/private partnership the City of Roanoke completed the construction of all public infrastructure throughout the City Center mixed-use civic zone area. This project has already attracted multiple restaurants, an 18,000sf themed sports bar with music venue, a 55,000sf family entertainment facility, 311 urban residential living units and a townhome community consisting of 35 brownstones. As illustrated above the Downtown Expansion project has been a catalyst in bringing new concepts, extensive retail, office, entertainment and additional eclectic restaurants to Downtown Roanoke.

Population: 25,000-200,000

Bronze Winners

North Main Plaza Corridor Retail & Affordable Housing Development
Columbia Empowerment Zone, Inc.
Columbia, SC

This project is a four-phase, comprehensive retail and affordable housing development located in an Empowerment Zone/Opportunity Zone along a main corridor into the city center. Phases I & II consist of two commercial spaces, and Phases III & IV is a senior housing project. The project reflects the overall mission of the Columbia Empowerment Zone (CEZ), Inc. The North Main Plaza, has 95% of its available square footage under a signed lease. Currently, 10 small businesses occupy the plaza, 3 of which are national chains, have created/retained approximately 39 jobs. The Veranda at North Main is a three-story building complex comprised of 58 mixed-income apartments. The one-and two-bedroom units will welcome residents in April 2019. The Veranda is a public-private partnership constructed under a Limited Liability Company that is taxed. These developments have increased the amount of municipal fees collected and the tax base of the area. They have also improved the quality of life in the area through jobs creation and retention as well as eliminated blight which typically attracts criminal activity and increases zoning issues. This development helps fulfills Envision Columbia 2036.
16. Talent Development and Retention

Population: 200,000-500,000

Silver Winners

HALIFAX PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.

Game Changers Youth Retention Action Plan
Halifax Partnership
Halifax, NS, Canada

In 2015, the Halifax Partnership created the Game Changers Youth Retention Action Plan (Game Changers). It was a three-year initiative developed to debunk myths around hiring youth (ages 20-29) as well as to change behaviour by supporting businesses to hire youth, offer meaningful experiential learning opportunities for students, and connect youth to professional networks and opportunities in their fields of education and experience.

In 2014, the Partnership conducted its own research to learn that youth were leaving the Province of Nova Scotia at an unsustainable rate. Every year an average of net -1,300 more youth left the province than settled here. For every group of 1,300 youth who left and never returned, our provincial economy lost $46.4 million in tax revenue over the course of their lifetime.

Our research showed Halifax’s business community held strong beliefs that youth would leave the province to gain entry-level work experience and then return. In reality, they were not coming back. The annual average interprovincial migration was only 153 for ages 30-39. This was a vicious cycle we had to break, or risk economic and population decline.

17. Real Estate Redevelopment & Reuse

Population: Less than 25,000

Bronze Winners

Addison Grove Redevelopment
Town of Addison
Addison, TX

When Walmart Stores informed the Town of Addison that they would be relocating their 100,000+ square foot Sam’s Wholesale Club to a neighboring community in a little over a year, it created a dilemma for the community. The community quickly mobilized and hired a consultant to evaluate the property and to offer possible solutions for the 17.36-acre property. The result was a new vision adopted by City Council. Walmart then chose a buyer who could deliver on that vision.

Work soon began on the new Addison Grove Development. It will include 161 town homes, 17 live/work units, 330 high-end apartments, and 20,000 square feet of neighborhood retail. The new appraised property value is anticipated to go from $9.6 million to $121 million which will also more than make up for the lost retail sales tax revenue collected by the community. The project will also satisfy a need for more housing options in the community.

As a first-ring tier suburb of Dallas, Addison is known as the central business district for North Dallas County. It encompasses an area of 4.4 square miles with over 180 restaurants, 23 hotels, 11 million square feet of office space, and over 1800 businesses, plus Texas’ busiest general aviation airport.
**Gold Winners**

**Bridge & Stocking**
Michigan Economic Development Corporation
Lansing, MI

The Bridge & Stocking project includes the redevelopment of approximately 3.3 acres on the west side of Grand Rapids by demolishing six existing buildings to construct three new buildings, one of which houses a full-service urban grocery store in downtown.

Additionally, the project includes the construction of 116 market rate residential units, 56,000 square feet of office space, and a structured parking deck. The project created 130 jobs and generated $55.6 million. It subsequently served as an important spark for additional development in this area of Grand Rapids.

Not only did this project redevelop an underutilized site, but it greatly increased the density within the neighborhood. This project created housing opportunities for a wide array of individuals by providing mixed-income housing options, non-profit office space, and perhaps most notably, by bringing a full-service urban grocery store to downtown. This project transformed Grand Rapids’ west side neighborhood by adding amenities that are now walkable for the neighborhood and sparked additional investment along the corridor.

**Silver Winners**

**Virginia Square**
Ho-Chunk Capital
Sioux City, IA

Strategically located in downtown Sioux City’s old Warehouse District, Virginia Square is a group of renovated historic buildings offering high end contemporary condominiums, apartments and mixed use space perfect for office or retail. With easy access from I-29 and within walking distance to Historic 4th Street’s entertainment district, Virginia Square has plenty of parking and other amenities for tenants, homeowners and business owners.
Bronze Winners

North Channel Development
Michigan Economic Development Corporation
Lansing, MI

After sitting vacant for over a dozen years, the three-story historic asset of the North Channel building in Manistee, Michigan, had deteriorated and fell subject to vandalism. The structure was renovated into 14 new residential units, and a micro-brewery and full-service kitchen on the first floor.

This created 20 jobs, generated $4,417,639 in private investment, renovated 22,000 square feet of blighted space and stabilized an aging historic resource significant to the community.

This project not only activated the building but improved the park directly adjacent to the Manistee River that hosts a weekly farmers market during the summer months. The storefront was activated to allow lake access boat slips for both public and private usage for the boating community. Plus, the redevelopment included the addition of a new river walk, sidewalk system, upgraded water and sewer capacity for the area, as well as added streetscape efforts along Washington Street. Overall, the redevelopment better connects the neighborhood north of the river down Maple Street to River Street, which is the traditional main thoroughfare through the City of Manistee.

Gold Winners

Cherokee 75 Corporate Park
Cherokee Office of Economic Development
Woodstock, GA

Cherokee County, GA, metro Atlanta’s fastest growing county, is located approx. 30 miles north of the city. Cherokee 75 Corporate Park is a 200-acre master planned corporate park in southwest area of the county. Since the purchase of the initial 52-acre tract, the Cherokee Office of Economic Development (COED) has worked to assemble 19 additional properties to make up the entire 200 acres. Think about Johnny Cash’s “One Piece at a Time” song. That’s the way the park developed, but with a much better end product.

Cherokee 75 Corporate Park has over 1M sq. ft. of product, with 7 companies (5 of which are international), providing over 1500 jobs to local residents and the metro Atlanta region. Substantial capital investment has been committed as a result of the development. The corporate park also provides significant tax revenue and boasts two State of Georgia “Deal of the Year” honorees, the only adidas SPEEDFACTORY in North America (awarded in 2017), as well as Inalfa Roof Systems (awarded in 2013), which supplies panoramic sunroofs to auto industry, including the BMW X-Line.
Silver Winners

Elevar Design Group expansion project
City of Cincinnati Dept. of Community & Economic Development
Cincinnati, OH

The Department of Community and Economic Development worked with Elevar Design Group to convert a 128-year old industrial warehouse into a modern workspace for the firm’s more than 80 employees. The group purchased the 60,000 square foot building in 2016, and brought the project to life with help from the City in the form of a 12-year Commercial Tax Abatement.

18. Economic Equity and Inclusion

Population: 25,000-200,000

Silver Winners

NH New Americans Loan Fund
Regional Economic Development Center of NH
Raymond, NH

In 2018 REDC developed NH’s first loan fund for first generation immigrants, the NH New Americans Loan Fund. Not only does the fund provide capital for our newest residents to start or grow their businesses it also provides free comprehensive technical assistance. Our TA program has the standard forecasting, financial analysis and strategic planning components but also digital marketing, website design, QuickBooks instruction, videography and logo/brochure design. This holistic approach means we are heavily involved in helping the business grow and succeed to get them ready for traditional financing.
**Silver Winners**

The Catapult: Start-up to Storefront program breaks down barriers for disadvantaged entrepreneurs. As Pittsburgh business districts revitalize, affordability for MWBE businesses has become an ongoing issue. They face lack of access to capital and resources, credit and legal issues, and little to no history or culture of entrepreneurship. Initially developed as a 9-month retail-in-residence and incubation strategy, the program is a collaboration between the URA of Pittsburgh and Circles Greater Pittsburgh. It aims to support new and growing minority-led businesses in Pittsburgh’s East Liberty neighborhood. Through seminars and one-on-one mentoring, businesses accelerate their growth and achieve sustainable outcomes.

With Circles serving as the managing program partner, Catapult completed its first cohort, graduating 12 businesses at the end of 2018. All participants improved their businesses, and several positioned themselves to receive a URA micro enterprise loan. The success of the program led to the opening of a retail incubator storefront, Gallery on Penn, where 6 of the Catapult businesses are selling their goods to customers. A second, 12-month cohort will commence in September 2019 in East Liberty. The program is set to expand to 1-2 additional sites in 2020.

**Gold Winners**

The City of San Antonio’s Small Business Economic Development Advocacy (SBEDA) program addresses disparities experienced by local minority/women-owned businesses by creating City contract opportunities that require the equitable utilization of all local business groups.

In 2018, the Program recorded $186 million dollars in payments to 519 unique local minority/women-owned businesses, representing 44% of the City’s total spend on contracts in which the SBEDA program was applied. This figure is up from $5.5 million in 2011, which is a direct attribution to the success of the SBEDA program.

The $186 million in City contract payments made to local minority/women-owned businesses spurs the creation and retention of jobs, but more importantly, it helps break down barriers of inequality experienced by local minority/women-owned businesses and improves the vitality of the entire business community so all have a chance to succeed equally.
19. Resiliency, Recovery and Mitigation

Population: 200,000-500,000

Silver Winners

Hurricane Michael
Office of Economic Vitality
Tallahassee, FL

As a direct result of Hurricanes Hermine and Michael, Tallahassee-Leon County Office of Economic Vitality (OEV) considered new approaches to assist businesses to prepare, recover, rebuild. To assist businesses with recovery efforts, OEV formed a partnership with a local incubator to provide free co-working space to businesses affected by the hurricane; developed an “Open for Business” mapping application to allow residents to see what essential businesses were open; hosted the Ready for Business Workshop to assist local businesses in developing their emergency management and operation plans; provided information about the Emergency Bridge Loan Program to access funds for businesses to reopen; and began a public outreach campaign to be designated as the first #HurricaneStrong community in the nation.

Population: Greater than 500,000

Bronze Winners

High-Speed Rail Business Support Program
Fresno County EDC
Fresno, CA

Fresno County Economic Development Corporation is a public/private nonprofit organization established to market Fresno County as the premier location for business prosperity. We facilitate site selection for new businesses within Fresno County, and also assist in the retention and expansion of businesses through our alliance with collaborative partners and resources. The High-Speed Rail Business Support Program helped to relocate, retain and support businesses affected by the infrastructure construction projects that continue to make-way through the California Central Valley. Since 2013, 1,705 jobs have been retained and 137 businesses relocated as approximately 390 businesses and property owners were affected in Fresno County.
20. Creative Financing

Population: Less than 25,000

Gold Winners

Historical Rehabilitation of 133 E. Mill Street
City of Plymouth, WI
Plymouth, WI

The project resulted in the redevelopment of 133 E. Mill Street into the Cheese Counter & Dairy Heritage Center. The project included three (3) market rate apartments and a main floor retail store and heritage center. The $2.8 million historical renovation of the building was originally built in 1875. The project required the creation of a downtown historical district. Project partners included the City of Plymouth, Plymouth Redevelopment Authority, and the Sheboygan County Economic Development Corporation. The project had nine (9) different sources of funding including: state historical society grant, state historical tax credits, tax incremental financing, USDA-Rural Development funding, Wisconsin Economic Development Corporation funding, Lakeshore Community Foundation funding, corporate sponsorships, and individual gifts.

Silver Winners

North Main Plaza Corridor Retail & Affordable Housing Development
Columbia Empowerment Zone Inc.
Columbia, SC

This project is a four-phase, comprehensive retail and affordable housing development located in an Empowerment Zone/Opportunity Zone along a main corridor into the city center. Phases I & II consist of two commercial spaces, and Phases III & IV is a senior housing project. The project reflects the overall mission of the Columbia Empowerment Zone (CEZ), Inc. The North Main Plaza, has 95% of its available square footage under a signed lease. Currently, 10 small businesses occupy the plaza, 3 of which are national chains, have created/retained approximately 39 jobs. The Veranda at North Main is a three-story building complex comprised of 58 mixed-income apartments. The one-and two-bedroom units will welcome residents in April 2019. The Veranda is a public-private partnership constructed under a Limited Liability Company that is taxed. These developments have increased the amount of municipal fees collected and the tax base of the area. They have also improved the quality of life in the area through jobs creation and retention as well as eliminated blight which typically attracts criminal activity and increases zoning issues. This development helps fulfills Envision Columbia 2036.
Bronze Winners

Green Commercial Rehabilitation
City of North Miami Government
City of North Miami, FL

The Green Rehabilitation Grant Program provides funding to small businesses for “green” or energy efficient improvements to their business. This may include a new A/C unit, LED lights, solar panels, insulation, impact windows/doors, energy star appliances. The City of North Miami utilized Community Development Block Grant funding to pay for improvements up to $10,000.

There was a two-pronged goal to this project. The first goal was to make an investment in small businesses to lower their cost burdens by reducing their energy bills. Older A/C units are cheaper, but they use more energy on a monthly basis which creates a burden on small business owners. The goal of this project was to lower that monthly cost of doing business.

The second goal was to promote sustainability in our community. As a coastal City that is vulnerable to climate change and sea level rise, the City of North Miami is always looking for opportunities to promote carbon reduction lower green house gas emission and encourage sustainable business practices. New and energy efficient improvements through the grant help to reduce the overall carbon footprint of the City and promote green awareness.

The Woodward Theatre project located in Over the Rhine neighborhood in Cincinnati leveraged the SBA 504 Loan Program administered by HCDC. Without a traditional bank to help with financing, HCDC turned to Cincinnati Development Fund, a local non-profit lending institution who provides funding for real estate development in under-served markets in the Greater Cincinnati area, to be the primary lender on the project. The Woodward Theatre was constructed as an early movie theater, opening its doors on June 18, 1913 and operating until the early 1930s. Subsequent to that, it was also an automotive dealership, a grocery store, and lastly, an antique store. When the antique store closed in the early 2010s, it appeared that the highest and best use for the site was to raze the building for surface parking.

The Woodward Theatre project was the catalyst for additional entertainment and restaurant activity in Over the Rhine and has led the way for the revitalization of the neighborhood. The Woodward Theatre has been the location for all the major announcements involving Futbol Club Cincinnati and their rise into Major League Soccer.

The total cost of the project was $1,250,000 and it has created 50+ jobs.
Population: Greater than 500,000

Gold Winners

The NMLF Program was initiated by staff at the URA, who also are the staff for the PUI LLC. That staff consists of the Executive Director of the URA, The Director of the Center for Innovation and Entrepreneurship and various staff in the economic and lending departments at the URA.

The PUI LLC, which is an entity housed within the URA, applies for a New Markets Tax Credit Allocation and they described in their application that they would be exploring creation of a New Markets Loan Fund. The Director of CIE was willing to present to the URA board a loan that could be matched with the equity contributed that would capitalize the fund. The URA is able to offer very competitive rates as a participant in this fund, which in turns means that the fund can lend at a very competitive rate when pooled with the equity raised by PNC. Without a partner like the URA, it would be difficult to find another lending partner that would be willing to lend at such discounted rates and through a structure with such limited collateral.

PNC Bank has been a strong New Markets Tax Credit buyer and CDE partner in the region. They are the number one investor that PUI LLC has worked with when closing on projects, a total of $188 M in allocation of tax credits, since PUI’s inception in 2011. Their commitment to the City is what brought them to participate, as an investor doesn’t typically purchase credits in a project that is under $5M. In our loan fund the total credits awarded to PNC in each round has only been between $2 and $3M. This means that PNC has made a social in addition to business decision to invest with the URA and PUI. The back of house cost and compliance required to facilitate the purchasing of the credits is not charged to PUI in additional fees, but is absorbed by PNC. With PNC as a partner the end borrower also sees a lower interest rate due to their partnership.

The New Markets Loan Fund (NMLF) is a program that utilizes New Markets Tax Credits capitalized by PNC Bank and the URA of Pittsburgh to create a loan pool that provides patient capital to new or expanding businesses. The loans are between $500,000 and $2,000,000.00 and are only made to businesses that are in qualifying highly distressed census tracts, as defined by the CDFI Fund of the Treasury Department. In addition, these borrower cannot conduct business’ s that are considered “sin” businesses as described by the CDFI Fund.

PUI created the NMLF in 2014 and has since deployed $6M into smaller loans through three projects located throughout the City of Pittsburgh.

Because the loan fund is capitalized with NMTTC equity and URA debt it is able to provide a patient, low cost of capital, debt program for Pittsburgh-based located businesses to invest in fixed asset and large capital expenditures that facilitate business and job growth, including equipment and real estate investments. The NMLF is able to provide a NMTTC instrument for transactions smaller than typical leveraged NMTTC real estate deals and provide capital directly to operating businesses.
21. Innovation Programs and Initiatives

Population: 25,000-200,000

Gold Winners

**Economic Development Agreement Monitoring System**
City of Peoria, Arizona
Peoria, Arizona

The Economic Development Agreement Monitoring System is an Access Database developed in-house. The structure is set up to provide a high-level summary of agreements, detailed reporting of obligations, as well as a monitoring history for each agreement. In addition to the Access Database, a Development Agreement layer was created in GIS Maps and the City’s Accela Permitting System is used to add notices to parcels to notify staff of associated Economic Development Agreements or easements.

The database allows for proactive management of agreements by triggering quarterly monitoring letters to recap the terms of the agreements and remind stakeholders of performance obligations tied to reimbursement requests. In establishing this monitoring system, Economic Development staff is able to work collaboratively with agreement holders to achieve the agreed upon performance criteria; and, find out early if they are struggling, which provides time to address issues to ensure their success. The database addresses the issue of job retention by allowing the city to be proactive in assisting a business, rather than penalizing them if they do not meet the performance thresholds. This proactive, rather than reactive approach is key in ensuring a win/win outcome for all parties.

Silver Winners

**Cochrane Dollar Project**
Town of Cochrane, ATB Financial, Cochrane Monetary Foundation
Cochrane, AB, Canada

The Cochrane Dollar was created through a partnership among three organizations: The Town of Cochrane, ATB Financial and the Cochrane Monetary Foundation. The result is a freely circulating currency that is designed to encourage spending in the community, both by locals as well as by those from outside of the community.

Bronze Winners

**Northeast Louisiana Healthcare Alliance**
North Louisiana Economic Partnership
Monroe, LA

The Northeast Louisiana Healthcare Alliance is a collaboration of businesses, education, workforce development, economic development and community organizations to address workforce and other pressing competitiveness needs. The NELA Healthcare Alliance represents nearly 40 diverse healthcare organizations in Northeast Louisiana, comprised of hospitals, long term care facilities, skilled nursing facilities, home health organizations and others. Led by Workforce Development Boards 83 and 81, this sector partnership is developing innovative solutions to support Monroe, LA’s healthcare hub, which represents the largest employment sector in the area with 16,300 jobs. The Alliance offers a framework for healthcare, education, workforce and economic development partners to work together. The group has launched many successful initiatives, including a Region 8 Hospital Resource Guide, a regional acute network data-sharing project and the reestablishment of the Ambulance Advisory Committee. These efforts led to a new ambulance provider, shortening response times. However, the biggest impact created by the Alliance is an initiative to address the critical need for nurses, funded by a $300,000 Blue Cross/Blue Shield grant and a $44,000 Living Well Foundation grant.
Population: 200,000-500,000

Gold Winners

Students2Startups
Invest Atlanta
Atlanta, GA

Students2Startups is an initiative developed by Invest Atlanta and WorkSource Atlanta to help the City of Atlanta continue to build its tech talent pipeline. The program subsidizes high-potential students, including those from backgrounds underrepresented in the technology industry, for entrepreneurial-focused internships at Atlanta-based startup companies. In addition, this innovative initiative supports Atlanta startups by meeting some of their tech talent needs—helping to retain more of Atlanta’s top talent in the city.

Startup companies often have limited budgets for the talent necessary to expand their business. As a result, they often rely on unpaid interns, which can be financially challenging for students with limited resources. In addition, many students need assistance connecting to Atlanta’s startup ecosystem to help them develop entrepreneurial skills through experiential learning.

Students2Startups was piloted in 2018 to address these opportunities through entrepreneurial-focused student internships with Atlanta-based startups. In its first year, the program hosted 14 students comprised of 50 percent women and 86 percent people of color.

Silver Winners

VAUGHAN

Social Innovation Challenge
City of Vaughan
Vaughan, ON, Canada

Since 2016, the City of Vaughan has been a lead partner in the Ontario Network of Entrepreneurs Social Enterprise Partnership. The City of Vaughan leveraged this partnership and existing provincial entrepreneurship programming to offer training, mentorship and grants to local social entrepreneurs to assist in the development and growth of their ventures.

By providing support and resources to social enterprises and existing businesses who aspire to have a social impact, the City of Vaughan’s program aimed to foster innovation and economic growth. The program also aimed to raise awareness and understanding of the viability and value of social enterprise as a business model.

The program impacted more than 85 local entrepreneurs and more than 40 community and business mentors. The program also awarded $36,500 to 11 ventures to help expand their operations, enabling them to create 19 new jobs. The program produced and developed innovative solutions which impact issues such as environmental sustainability, education, health, and equality.

The City of Vaughan’s Social Enterprise program focused on supporting and developing social enterprises not only to stimulate job creation and economic activity, but also to encourage the development of solutions to social and environmental problems which would benefit the community at-large.
Bronze Winners

InvestNOLA
New Orleans Business Alliance
New Orleans, LA

In spite of a majority African-American population and the fact that black-owned businesses in New Orleans account for 40% of all businesses, they receive less than 2% of all business receipts – a margin that has remained constant since 1997. A critical service gap exists despite vast providers in the broader ecosystem. This disparity has profoundly affected businesses of color (EOC) that have the potential to scale. NOLABA’s small business efforts are directly addressing the adverse outcomes as a result of this lack of resources for EOC’s to close the racial wealth gap in New Orleans – a gap that has grown for the past 50 years. InvestNOLA is a comprehensive ecosystem meeting the needs of scalable EOC’s through a focused approach encompassing three areas for successful growth – “Management, Markets and Money.” InvestNOLA targets EOC’s at $1M annual revenue with a goal to accelerate growth to $10M within 5 years, by connecting them to innovative capital, contracts, advanced business education and mentorship. These resources will facilitate the creation of wealth for owners, jobs for residents, an increase in middle class citizens, resulting in a much-improved quality of life for people of color in New Orleans.

Gold Winners

Population: Greater than 500,000

The “Industrial Internet of Things (IIoT) - Smart Manufacturing Roadmap and Cluster
Team NEO – JobsOhio
Cleveland, OH

The “Industrial Internet of Things (IIoT) - Smart Manufacturing Roadmap and Cluster” is a multi-year initiative by Team NEO and JobsOhio, the regional and state’s private economic development groups, to accelerate the rate of digital transformation and IIoT implementation, innovation and workforce development by the Northeast Ohio Region’s nearly 11,000 manufacturers.
Silver Winners

PARTNERSHIP GWINNETT

Redevelopment Peer Tour
Partnership Gwinnett
Duluth, GA

Partnership Gwinnett is a public-private initiative dedicated to bringing new jobs and capital investment to Gwinnett County, Georgia. Since 2007, Partnership Gwinnett has worked with its local partners to attract and retain jobs, cultivate capital investment, support educational institutions, foster workforce development, and contribute to the exceptional quality of life found in Gwinnett. Every day, a team of dedicated professionals work to drive the mission of Partnership Gwinnett to strengthen the economic vitality of the community.

The Redevelopment Peer Tour is an annual invitation-only event that brings Gwinnett elected and appointed officials and community stakeholders to peer communities in metro Atlanta and beyond to learn about redevelopment trends, best practices, opportunities and successes.

Bronze Winners

MEDC Redevelopment Services Team
Michigan Economic Development Corporation
Lansing, MI

MEDC’s Community Development team, with the Redevelopment Services Team (RSTeam) and the Redevelopment Ready Communities (RRC) program, supports the growth of communities through proactive approaches to site redevelopment.

Through RRC, communities are guided through a rigorous certification program where they must meet best practices such as sound zoning and master planning, a predictable site plan review process, and site readiness and prioritization. When certified, communities get access to the RSTeam, which focus on in-depth technical assistance, site marketing and promotion, and developer relationships and matchmaking to attract investment/development to priority sites. The RSTeam consults with each community and helps them identify sites that could be viable for redevelopment. Once these sites are identified, the RSTeam helps market them to developers across the state.

Often the properties the RSTeam works with are blighted, Brownfields, or the downtown “white elephant” that has sat vacant for years. Nearly every site the RSTeam consults on has the innate potential to spur job creation, increase local tax base and improve the overall quality of life for residents.
**Partnership Awards**

**22. Public-Private Partnerships**

**Population: Less than 25,000**

**Gold Winners**

St. John's Dairy Processing Campus (City of St. Johns, Michigan)
Lansing Economic Area Partnership
Lansing, MI

The Lansing Economic Area Partnership (LEAP) serves Clinton, Eaton and Ingham counties in the Lansing, Michigan region as the region’s one-stop economic development organization with focus on a broad spectrum of economic development work, from placemaking and entrepreneurial ecosystem development to business attraction, retention and expansion. The St John's Dairy Processing Campus is one of the largest value-added agriculture projects in Michigan's history. The $555 million investment will create 297 new jobs and is a joint venture partnership between Glanbia Nutritionals, Dairy Farmers of America (DFA) and Select Milk Producers, paired with a supplier partnership with Proliant Dairy Ingredients. The project included unprecedented collaboration among farmers, private investors, state and regional economic developers, local governments and talent-building organizations. When fully operational, the milk demand created by the processing facilities will reduce Michigan's over supply by 80% and reduce logistics costs for Michigan's dairy farmers, improving farmer margins and stabilizing pricing in the future.

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

**Gold Winners**

MGM Springfield
City of Springfield, Massachusetts
Springfield, MA

The City of Springfield, Massachusetts completed a successful public process to recruit a unique casino redevelopment project in an urban setting, partnering with MGM Springfield on a project that included historic preservation, a new four-star hotel, spa, new retail, movie theaters, skating rink, and market rate housing. The development of an urban resort in a historic industrial mid-sized city has been unlike any other casino development in the United States, and the competitive process developed to select MGM Resorts is one that has been used as a model for other cities and countries now considering similar gaming projects.

MGM Springfield opened to rave reviews in August, 2018 as the first casino resort in Massachusetts. With a unique urban design and interior design elements that incorporated Springfield history and artifacts from the site, the project has helped boost and instill a new civic pride. The project has brought a great deal of energy to the city’s downtown, and returned top-flight entertainment to Springfield, with acts like Stevie Wonder, Cher, and Aerosmith among others now putting Springfield on the touring itinerary for the first time in decades.

The nearly $1 billion project has also been a financial winner for Springfield, generating $25 million in annual revenue on a site that had historically produced $600,000 in annual tax revenue. MGM Springfield has been a major driver of the local economy, employing approximately 2,500 and spending $50 million on local vendors.
23. Partnerships with Educational Institutions

Population: 25,000-200,000

Gold Winners

**Invest in Guelph**

Agriculture Media Tour Partnership with University of Guelph
City of Guelph
Guelph, ON, Canada

Global Affairs Canada organized an Agriculture Media Tour for 12 journalists and selected four cities across Canada to participate to show off their Agriculture strengths - Guelph was selected as one of them. In order to execute the Agriculture Media Tour the City of Guelph partnered with the University of Guelph to put together a fulsome schedule for the journalists so that they could collect the great news business stories that Guelph has. The overall purpose of this Media Tour was to showcase Guelph’s agri-innovation excellence on an international stage.

Silver Winners

**Grand Innovations Partnership**
City of Cambridge
Cambridge, ON, Canada

The Grand Innovations hub has been developed to provide co-working space and growth opportunities for early stage scalable companies, as well as large corporations looking for innovation space and partners. The partnership between Grand Innovations, The City of Cambridge and Conestoga College provides access to business advisory services and workshops through the municipal small business centre; supportive services (grant writing, legal, public relations) through Grand Innovations; and groundbreaking research/innovation opportunities through the Centre for Smart Manufacturing and Digital Innovation located within Conestoga@The Foundry.
Bronze Winners

Colgate-Palmolive
readySC
Greenwood, SC

South Carolina’s nationally recognized workforce training program, readySC, led Colgate-Palmolive’s recruitment and training efforts in South Carolina by partnering with local educational and job service entities to assess, recruit and train Colgate’s new workforce. This partnership expedited Colgate’s successful start-up in the state, saving the company time, effort and a significant sum of money.

EPIC - Exploring Potential Interests and Careers
Greater St. Cloud Development Corporation
St. Cloud, MN

EPIC - Exploring Potential Interests and Careers is a community collaboration between High Schools, Post Secondary Institutions and Industry to deliver a high quality career exploration event designed for high school students in our region. Our organization - Greater St. Cloud Development Corporation, was instrumental in engaging the partners to the table to plan and execute this key event.

Silver Winners

Lubbock Coding Academy
Lubbock Economic Development Alliance
Lubbock, TX

The Lubbock Economic Development Alliance partnered with South Plains College, Texas Tech University, Austin Coding Academy and Workforce Solutions to open the Lubbock Coding Academy in the spring of 2019. LEDA and its educational partners use developmental training to address the programming needs of regional businesses. This initiative creates a conducive path for the local workforce to train for high-demand jobs in coding. The goal of this project was to address a need for talent within the local workforce, providing a pool of highly skilled candidates who are prepared for work in coding. LEDA believes it is crucial to identify areas in which your community can grow in knowledge of skills and be creative in problem solution.
Population: Greater than 500,000

Gold Winners

Michigan Translational Research and Commercialization Program (MTRAC)
Michigan Economic Development Corporation
Lansing, MI

The Michigan Translational Research and Commercialization (MTRAC) program is a collection of innovation hubs at research universities across Michigan -- including the University of Michigan, Michigan State University, Michigan Technological University and Wayne State University -- that support researchers at institutions of higher education, nonprofit research centers and hospital systems throughout the state. Each hub focuses on one sector -- advanced transportation, agbio, life sciences, advanced applied materials and advanced computing -- accelerating commercial development through funding, mentorship and resources. By partnering with and supporting researchers, MTRAC provides resources for them get their ideas off the ground and helps the Michigan entrepreneurial community grow. MTRAC programs have funded more than 180 projects, helped develop more than 30 start-up companies, created more than 100 jobs and secured over $130M in follow-on funding.

Silver Winners

Ann Arbor SPARK & University of Michigan KLA Attraction Project
Ann Arbor Spark
Ann Arbor, MI

KLA is a global capital equipment company headquartered in Milpitas, California, that supplies process control and yield management systems for the semiconductor and related nanoelectronics industries.

During its quest for a new R&D center, KLA considered a total of 350 candidate sites worldwide and Ann Arbor SPARK saw an opportunity to attract a significant number of jobs and investment dollars to the region. The project required access to talent and Ann Arbor SPARK knew the University of Michigan would be a key partner in attracting KLA to Ann Arbor. Working together, Ann Arbor SPARK and the University of Michigan proactively addressed a number of questions regarding talent, real estate, and incentives that both organizations knew would differentiate Ann Arbor from competing areas. By providing site selection services as well as facilitating introductions to local business leaders, key ecosystem influencers, and academic partners, SPARK helped secure Ann Arbor as KLA's final selection. These efforts are already paying dividends. In June of this year, KLA announced it was expanding the Ann Arbor R&D center to now become the company's second North American headquarters, increasing the initial $70 million investment to $150 million, and hiring hundreds more than originally estimated.
24. Regionalism and Cross-border Collaboration

Population: 25,000-200,000

Silver Winners

**Great Miami Riverway Coalition**
Great Miami Riverway
Dayton, OH

The Great Miami Riverway is an area of vibrant city waterfronts interconnected by extensive land and water trails and includes the communities along the Great Miami River corridor from Sidney to Hamilton in Ohio. The goal of the Riverway Coalition is to develop and implement ongoing marketing, planning, and programming to: increase use of recreational, historical, and cultural assets; attract more visitors; support economic development; support and advocate for physical improvements to the river corridor as a whole; and strengthen river corridor neighborhoods. The Coalition is a 99 mile stretch of vibrant riverfront communities that engage in recreational and cultural projects and come together to enhance placemaking and advance tourism in Southwest Ohio.

Gold Winners

**SOUTH ISLAND PROSPERITY PARTNERSHIP**

**A Growing Regional Alliance for Economic Development**
South Island Prosperity Partnership
Victoria, BC, Canada

Business and community leaders in Greater Victoria, Canada worked over several years to establish a region-wide economic development alliance of municipal and First Nations governments, private-businesses, NGOs, post-secondary institutions, and business/industry associations. The South Island Prosperity Partnership (SIPP) was launched by 28 of these partners in 2016 and has since grown to over 55 collaborating organizations and governments - a profound accomplishment in an often fractured region. SIPP is now delivering results in Canada’s 15th largest metropolitan area in areas such as First Nations economic development, growing local jobs through business expansion and investment attraction, investing in cutting-edge research and measurement processes and leading the region’s Smart Cities strategy--which was shortlisted to the TOP 10 in Canada’s first national Smart Cities Challenge from over 180 cities across the country. SIPP applied for an IEDC award in regionalism and cross-border collaboration as a demonstration that we are stronger when working together.
Population: Greater than 500,000

 Bronze Winners

CHICAGO REGIONAL GROWTH CORPORATION

Regionalism & Cross-Border Collaboration
Chicago Regional Growth
Chicago, IL

Chicago Regional Growth Corporation (CRGC) launched as a 501c3 nonprofit organization in Illinois in 2018 after four years as the Chicago Regional Growth Initiative working group. CRGC manages projects across the region leading to growth, investment, and creation of quality jobs. The initial scope of work is focused on global programs (trade and investment), industry clusters, and regional systems.
INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

The Power of Knowledge and Leadership

Sponsored By: