

IEDC Excellence in Economic Development Awards

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

Honorary & Leadership Awards will be presented at the Recognition Dinner on Monday, October 20 from 6:30 p.m. – 9:00 p.m. at the Capital City Club across the street from the Hyatt Regency Atlanta.

Promotional and Program Awards will be presented during the Awards Ceremony on Tuesday, October 21 from 3:45 p.m. – 5:45 p.m. in the Centennial Ballroom on the Ballroom level of the Hyatt Regency Atlanta.

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HONORARY & LEADERSHIP AWARDS

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

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

One individual is also recognized by the Chair of IEDC for Excellence in Economic Development.

FELLOW MEMBER DESIGNATIONS

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



Kellie T. Danielson, CEcD
Community & Economic Development Director
City of Kalispell
Kalispell, Montana

With over twenty years of economic development experience, Kellie is the director of community & economic development with the City of Kalispell. In just 10 months of locating to Kalispell Kellie has identified certain industry clusters and developed a manufacturing project within the cluster that will create 110 jobs. The area has not experienced a new investment project in over three years. She is creating a foundation for business attraction and retention strategies, focused on economic gardening.

Prior to relocating to Kalispell Kellie lived in Illinois and managed the Kansas Department of Commerce Great Lakes office in the Chicago area. She provided corporate real estate property searches, facilitated development projects between corporate customers and Kansas communities, negotiated incentives on behalf of the State, advised firms on Kansas business development issues, advised and partnered with communities on local development and marketing outreach. She served as a volunteer for five years to

the Bartlett, Illinois Economic Development Commission and Chamber of Commerce. Kellie also worked many years in Arkansas at the local and state levels in economic development.

Kellie is a member of the Montana Economic Development Association, the International Economic Development Council to which she served two board terms; was a member of the conference committee for over 10 years and various other committees. Kellie is a graduate of the Economic Development Institute where she served as an instructor, research advisor, and facilitator.



Don Holbrook, CEcD
President & CEO
The Vercitas Group
Lake Havasu City, Arizona

Don Holbrook is a private practitioner involved in the major elements of site location analysis for major private sector investment projects. He specializes in public backed inducements and incentives that reduce the risk of new business investments. He has worked on over 100 projects representing over \$1 billion dollars in capital investment generating more than 50,000 jobs in his 18 years in the economic development profession.

Don has specialized in creating customized incentive policies to increase equity and reduce operational costs to investors that create world class projects and sustainable enterprises. He is considered a foremost thought leader on what is referred to as Hybridized Public Capital Investments for business attraction and retention efforts.

Don's approach is simple in deals there must be equilibrium that makes both parties feel satisfactory in their support for key business decisions to invest capital. He negotiates agreements that establish reasonable parameters for such investments to occur and removes the governmental red-tape in order to establish an acceptable deal between the public sectors and private sectors.

He believes the process of developing world class communities requires a paradigm shift in the mindset of community leaders and is not determined by their locales geographic location or population, but rather by the quality and vision of their local leadership. He advocates a seven step process to achieve such world class community mindsets.

Don is a board of director for the International Eco-

conomic Development Council, IEDC in Washington, D.C. and serves on the CDC Small Business Board in San Diego, California, an SBA 504 lender serving California, Arizona, and Nevada.

Don enjoys international travel, scuba diving, reading historical fiction, wine and spending quality time with his family. He is a partner/vintner in the award winning Red Zeppelin Winery in Paso Robles, California. He resides in Lake Havasu City, Arizona with his family.



Karin Richmond

Principal
Intelligent. Incentives
Austin, Texas

Principal of Intelligent. Incentives., an Austin, Texas based incentive consultancy. Formally, she was the practice leader of a Business Incentives Practice of a national State & Local Tax firm. Over the past two

decades, she has become an acknowledged authority in public and private tax incentives, exemptions and tax credit strategies throughout Texas and the nation. Her work as a community leader has become the cornerstone of a successful consultant practice within her field for the last twenty-five years. Virtually all her incentive clients are household names.

She received her Master's Degree in Public Administration from Kent State University in 1976 with a second Master's Degree in Business Administration from the University of Houston in 1979. Her doctoral work was completed in 1980 at the University of Houston in the field of business and statistical analysis.

As a result of her professional achievements, she has received several nominations and appointments, among those are: International Economic Development Council Board member, Board member of the Greater Austin Chamber of Commerce, Director of the Leadership Austin Program and Chairman of the Texas State Enterprise Zone Board. She also sits on the Editorial Board of Tax Incentive Alerts, the only national journal dedicated to incentive programs across the nation. Her most demanding job is being a mother to her 13 year old son.

OUTSTANDING NEW ECONOMIC DEVELOPER OF THE YEAR

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



Jason Crawford

Marketing & Economic Development Manager
City of Santa Clarita
Santa Clarita, California

Jason Crawford is currently the Marketing and Economic Development Manager for the City of Santa Clarita. He has been with the City of Santa Clarita since March 2001 and managed the Film & Tourism Office prior to being promoted to his current position. The City of Santa Clarita is the 4th largest City in Los Angeles County with a population of over 175,000 residents, and over 6,000 businesses.

Jason was born and raised in Nashville TN. He moved to Santa Clarita in 1993 and received a Bachelors of Fine Arts from California Institute of the Arts (CalArts) in 1999.

Under Jason's leadership, the City of Santa Clarita has been recognized as the "Best Economic Development Program in the State of CA" by CALED for two straight years, in 2007 for the Film program and in 2008 for the Tourism program. Additionally, Santa Clarita was named one of the "Top 20 Best Places to Live in the U.S." (Money Magazine, 2006); and has been named "One of the Top 5 Most Business Friendly Cities in Los Angeles County" by LAEDC every year since the inception of the award in 2006.

Earlier this year, Jason was named one of the "Forty Under 40" top business professionals by the San Fernando Valley Business Journal.

When he is away from City Hall, Jason enjoys scuba diving off of tropical islands and traveling through Europe with his wife of almost 10 years, Michelle.

HONORABLE MENTION:



Mark A. Rothert
 Executive Director
 Spoon River Partnership for
 Economic Development
 Canton, Illinois

Mark Rothert is executive director of the Spoon River Partnership for Economic Development located in Canton, Illinois. His efforts have spanned the scope of business development and attraction, community marketing, tourism development, and downtown revitalization for the Canton area. Rothert, a member of both the IEDC and International City/County Management Association, has built a close working relationship between the public, private and nonprofit sectors to advance economic development in his community. Since starting in 2005, he has been responsible for several initiatives that include the grass roots organization of Canton Main Street, downtown preservation and revitalization, completion of the city's comprehensive plan, winning a Governor's Hometown Award, successful grant writing and assisting small business owners and local entrepreneurs. Rothert has also been working with Canton city officials to remediate and redevelop a 33-acre brownfield site known as the former International Harvester Site, located two blocks from the city's historic downtown.

Rothert, a certified Professional Community and Economic Developer (PCED), holds a Bachelor of Arts degree in political science from Western Illinois University (2001) and a Masters degree in public administration from the University of Kansas (2003) and is currently working towards his certification in IEDC's Certified Economic Developer (CEcD) program. Prior to returning to his hometown of Canton, Rothert worked for the cities of Des Moines, IA and Overland Park, KS. His volunteer work includes serving on the Illinois River Road National Scenic Byway board of directors, as a commissioner on the City of Canton Planning and Zoning Commission, and on the board of the Prairie Hills Resource Conservation and Development organization. Rothert also served as a Big Brother for Big Brothers/Big Sisters of Central Iowa during his time in Des Moines. He currently resides in Canton with his wife Brenda and two sons.

LEADERSHIP AWARD FOR PUBLIC SERVICE

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



Mayor Donald L. Plusquellic
 Mayor
 City of Akron
 Akron, Ohio

Mayor Donald L. Plusquellic has been serving Akron, Ohio for 35 years both as a city councilman and mayor. The longest-serving mayor in Akron, he has been in office since 1987. During that time, his vision has helped his city thrive and survive even in challenging economic times.

Don Plusquellic consistently combines innovative ideas with a determination to make Akron a city with a global reach. He admits that his most important mission is securing and fortifying his hometown's economic future. Nationally-recognized for successfully attracting European investment to Akron, the mayor has traveled around the world, working to bring international business home. Equally important, though, is retaining current jobs; Plusquellic has, within the last two years, retained and created 10,000 new jobs.

His dedication to the future of Akron is present in all he does. Mayor Plusquellic is developing a Biomedical Corridor in the central city. It is geographically framed within a strong medical and science community bolstered by the University of Akron's powerful polymer science and research programs, and anchored by three hospitals and a business accelerator to incubate and grow entrepreneurial endeavors.

Mayor Plusquellic received the highest honor bestowed on city leaders by the U.S. Conference of Mayors in 1999, the prestigious City Livability Award, for the Mayor's leadership in the decade-long effort to create and develop Joint Economic Development Districts in Ohio. These special districts are revenue sharing plans negotiated with Akron suburbs that help fuel the city's economic development engine.

To sustain economic development, Plusquellic has been a faithful partner with the Akron Public Schools in providing leadership and the assurance of community-wide support for the challenges the school sys-

tem faces in the coming years. Under his leadership, voters resoundingly approved ballot issues to support operating and capital needs for Akron Public Schools well into the future. Additionally, the Mayor has been instrumental in developing nationally-recognized after-school programs that now serve children from Akron's most impoverished neighborhoods.

Such success has been widely recognized: Mayor Plusquellic has been named Municipal Leader of the Year by American City and County magazine, Vice President of the International Mayors for Peace, and President of the United States Conference of Mayors.

Because he has made a positive impact on the lives of the citizens in and around the city, the International Economic Development Council is proud to add to Mayor Donald Plusquellic's list of awards with the 2008 Leadership Award for Public Service.

2008 LIFETIME ACHIEVEMENT AWARD FOR EXCELLENCE IN ECONOMIC DEVELOPMENT IN HONOR OF EDWARD DELUCA

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

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



Gary M. Conley, HLM

President
Techsolve
Cincinnati, Ohio

The Lifetime Achievement Award recognizes an individual who has demonstrated consistent, exemplary performance in the economic development profession, leading the execution of projects that have a significant impact on revitalizing communities, and

playing a major role in shaping and improving the practice of economic development.

Mr. Conley has been working in the field of economic development for over 40 years. During his career, Gary's work in economic development has spanned from real estate development to job creation and brought him from Ohio to California. Throughout this time, Gary consistently used innovative economic development tools and was able to stay at the forefront of the field.

Mr. Conley has been a leader in economic development in many cities. He has taken charge of economic development programs in Dayton, Cleveland, Los Angeles and Cincinnati and delivered impressive results. He has made large strides in business retention and attraction in these cities and has created

thousands of jobs and developed affordable housing, technology centers and museums.

Mr. Conley is also a very successful writer, having composed numerous technical papers, guide books and publications on economic development. As an expert in the field, organizations such as the U.S. Department of Housing and Urban Development, the U.S. Conference of Mayors and the National Community Development Association have all come to Gary in search of his vast knowledge of economic development and his ability to compose intelligent and informative publications.

Mr. Conley has gathered great respect in the economic development community. Gary was selected in 1984 by his peers in the field to be Chairman of the Council for Urban Economic Development, a forerunner to the International Economic Development Council.

During his career, Mr. Conley has made it a point to encourage others in the field, including newcomers. He has recruited several highly talented young professionals that have advanced in the economic development profession and are today prominent practitioners. Gary takes pride in passing along his knowledge and skills to a new generation of economic developers with hopes that they will continue along the path to excellence that he has followed.

Today, and for the last thirteen years, Mr. Conley has been president of TechSolve. TechSolve is a National Institute of Standards and Technology Manufacturing Extension Partnership Center. During Mr. Conley's tenure, TechSolve's clients report that the organization has enabled them to undertake a great deal of new investment which has led to the creation and retention of thousands of jobs.

Because of his tremendous, lifelong work in economic development, the International Economic Development Council is proud to award Gary Conley with the 2008 Lifetime Achievement Award for Excellence in Economic Development in Honor of Edward DeLuca.

2008 CHAIRMAN'S AWARD FOR EXCELLENCE IN ECONOMIC DEVELOPMENT



Paul B. Strasbaugh
General Manager
Oklahoma Industries Authority
Oklahoma City, Oklahoma

Since 1946, Paul Strasbaugh has had an impressive record as a leader in economic development for Oklahoma City. His tenure of more than 60 years is marked by a 36-year period during which he operated a highly successful industrial recruiting program combined with work on several public trusts that have financed more than 200 projects valued in excess of \$1.5 billion.

Mr. Strasbaugh's industrial recruiting program established a manufacturing base that employed thousands of Oklahomans for many years. General Motors, Bridgestone/Firestone, Western Electric, Hertz, Xerox and York International are just a few of the significant employers that chose to invest in Oklahoma City during his tenure. Strasbaugh was also a leader in facilitating the expansion of Tinker Air Force Base and the establishment of the FAA's Mike Monroney Aeronautical Center. These two federal installations continue to employ more than 30,000 people today.

While his work in industrial recruitment is legendary in Oklahoma City, he has also been a leader in downtown development, urban renewal programs and in managing both city and statewide issue campaigns to create public support for significant infrastructure programs.

Mr. Strasbaugh organized the Oklahoma City Economic Development Foundation in 1982 to celebrate the land run of 1889 that settled the Oklahoma City region and secured the 1989 U.S. Olympic Festival as part of that celebration. Today, the Foundation continues under the operation of the Greater Oklahoma City Chamber, carrying out economic development initiatives for the city.

Mr. Strasbaugh is currently General Manager of Oklahoma Industries Authority and Oklahoma City Industrial and Cultural Facilities Trust, two public trusts that issue revenue bonds to finance industrial, health care and educational projects. He currently administers more than \$500 million of trust funds.

At ninety one years of age, Paul's commitment to the economic development of Oklahoma City has not waned. He works every day and his passion for his work is clearly evident to his colleagues and friends.

The International Economic Development Council is proud to award Paul Strasbaugh the Chairman's Award for Excellence in Economic Development in recognition of his great contribution to the field.

PROMOTIONAL AWARDS

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

BROCHURE – GENERAL PURPOSE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Region at a Glance

Virginia's Gateway Region
Colonial Heights, Virginia

Virginia's Gateway Region exists to enhance the economic development opportunities for the cities of Colonial Heights, Hopewell and Petersburg, and the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex. Virginia's Gateway Region is a private, nonprofit organization that is publicly and privately funded to facilitate new business opportunities, work with existing businesses, advance resources that will enhance the economic viability of the region and foster regional cooperation among the public and private entities that are involved in economic development activities.

The Region at a Glance booklet serves as a guide to hit the major highpoints of our region to spark inter-

est among site selection consultants and prospective companies nationally and internationally. We wanted to create a snapshot to educate the readers on why the Gateway Region is the right choice for their business location or expansion.

POPULATION 50,000 – 200,000



CATEGORY WINNER

“Guam – Your Business Smart Destination” CD Brochure

Guam Economic Development & Commerce Authority
Tamuning, Guam

The Guam Economic Development & Commerce Authority (GEDCA) is responsible for developing and implementing innovative programs that preserve and promote the culture of its indigenous people, attract new investment, spur growth opportunities for local business, and increases the quality of life for the people of Guam.

“Guam- Your Business Smart Destination” CD brochure is produced by GEDCA with support from private sector partners. This multi-media tool provides clear navigation and easy access to information about Guam for investors and compliments GEDCA’s website, www.investguam.com.

Utilized extensively by GEDCA’s Industry Development Division, the brochure is available free of charge to all Guam businesses and government leaders. It is a proven informational resource tool in one easily transportable collateral piece.

The brochure is widely distributed at trade and media events, sales calls, client visits and other such marketing opportunities. As the island’s economy continues to flourish and Guam becomes a sought after business destination, information is crucial and through the distribution of the brochure, GEDCA has experienced an increase in phone inquiries, “hits” to its website, and new interest in investment into Guam. This tool has delivered a high return on investment which primarily has been sponsored by our private sector.



HONORABLE MENTION

Overland Park EDC General Brochure

Overland Park Economic Development Council
Overland Park, Kansas

The Overland Park Economic Development Council’s (EDC) general purpose brochure is an effective promotion tool designed to showcase the community to national and local site consultants as well as developers and prospective companies. The EDC is a private/public partnership between the Chamber of Commerce and the City of Overland Park.

As the primary print piece used by the EDC, its purpose is to promote the city as well as attract new investment and jobs. The brochure compliments EDC’s Web site and print advertising. By using a consistent look and feel between all marketing tools, the EDC was able to begin to brand itself to site consultants and other business developers as well as promote Overland Park as “green and clean.”

The brochure positions Overland Park as “The Leading Suburban Business Community in the Midwest.” Overland Park has more than 22 million square feet of office space. The Kansas City metro has three Fortune 500 companies (Sprint, EMBARQ and YRC) and all are headquartered in Overland Park. In addition, Overland Park has more than 25 public and private headquarters and regional headquarters. Nearly 30 Fortune 1000 companies have a presence in Overland Park.

POPULATION LESS THAN 50,000



CATEGORY WINNER

Distinctly Hinsdale Multi-Media Promotional Brochure

Village of Hinsdale
Hinsdale, Illinois

The Village of Hinsdale, a traditional community of 18,000 residents with close proximity to Chicago, features a central business district listed on the National Register of Historic Places.

To remain competitive given surrounding municipalities’ revitalization plans, the Economic Development Commission (EDC) of the Village embarked on a

brand development initiative. Out of a stakeholder-driven process, the Distinctly Hinsdale brand was born.

To activate Distinctly Hinsdale, a multi-media promotional brochure was created to tell Hinsdale's compelling story as an historic suburb with an enviable quality of life. Its primary use is to attract businesses complementary to an established mix of predominantly independent businesses and national stores and to underscore that this delicate balance provides a quaint "village" atmosphere but one that also features offerings found in exclusive urban neighborhoods.

The overriding goal was to leave those who peruse the brochure and video with a keen understanding of the competitive advantages that Hinsdale affords prospective business owners and residents, including, among others, exceptional demographics, an authentic shopping experience that today's retailing formats can imitate but not replicate, superb access, walkable neighborhoods, year-round community events, and a family-centric citizenry.

We look forward to sharing our ongoing efforts to build equity in Distinctly Hinsdale.



HONORABLE MENTION
Retail Recruitment Brochure

Copperas Cove Economic Development Corporation
Copperas Cove, Texas

Copperas Cove, Texas was receiving a lot of interest from retail outlets and restaurants that were interested in a location in our community. We created this piece to answer the questions they all had: location, available space, traffic count, household income, population and retail spending. It is used as a mailer and is also given to prospects on site visits and at trade shows.

The Copperas Cove Economic Development Corporation was established in 1990 and is a 4A Sales Tax Corporation, funded by a 1/2 cent sales tax. The economic sales tax was approved by the voters of Copperas Cove to promote new and expanded industrial, commercial and manufacturing activities.



HONORABLE MENTION

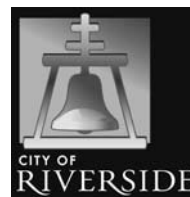
Fitzsimons Life Science District Brochure

Atlas Advertising for the Fitzsimons Redevelopment Authority
Aurora, Colorado

Atlas Advertising (formerly ccintellect), worked with the Fitzsimons Redevelopment Authority in Aurora, CO, to develop a new brand and recruitment brochure for the Fitzsimons Life Science District. Fitzsimons is one of the largest single campuses in the United States dedicated to the life sciences. With the arrival of the University of Colorado at Denver Health Sciences Center, the Children's Hospital, and many private sector bioscience employers, organizations in the district now employ over 10,000 people.

BROCHURE – SPECIAL PURPOSE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

2008 Retail Map

City of Riverside Development Department
Riverside, California

Advantageously located in one of the fastest growing MSAs in the United States, Riverside is California's 12th largest city with a population of nearly 300,000. As the highest ranking city in California on Forbes "top 100 best places for jobs" for 2008, Riverside is an economically vibrant and culturally diverse city, boasting high-end retail centers, a rapidly growing office population, a city-wide wireless Internet network and a charming historic downtown dotted with upscale dining, shopping and entertainment venues. In addition, Riverside California is fortunate to have four award-winning institutions of higher learning with a student population nearing 50,000.

The Riverside Retail Opportunities brochure is a full color, two-page map of the City with a single clear data overlay that steps beyond two dimensional testimonials and statistics—the next best thing to having a GIS display at your fingertips. In addition to providing

a reference guide to all major retail projects currently underway in the City, the map migrates carefully selected, relevant data from reliable sources into a visual presentation, allowing prospective clients to analyze statistics such as average population and household incomes and annual average street and highway traffic volume, in a truly meaningful context.



Bavarian Ministry of Economic Affairs,
Infrastructure, Transport and Technology

CATEGORY WINNER

Bavaria: Europe’s Heart of Satellite Navigation – Special Purpose Brochure

Invest In Bavaria: State of Bavaria United States Office for Economic Development
New York, New York

Invest in Bavaria is the foreign direct investment and location marketing organization of the Bavarian Ministry for Economic Affairs Infrastructure Transport and Technology. The State of Bavaria U.S. Office for Economic Development is one of Invest in Bavaria’s 20 representative offices worldwide, generating and attracting foreign direct investment to Bavaria. The office provides professional, confidential, cost-free services to U.S. investors and companies of all sizes, allowing them to achieve their business expansion and/or investment objectives in Bavaria.

“Bavaria – Europe’s Heart of Satellite Navigation”, promotes the German State of Bavaria’s satellite navigation industry, introducing investors to Bavaria and its strategic business advantages. The brochure highlights important facts and figures about the State as a business location. It portrays Bavaria’s high concentration of expertise in satellite navigation while attracting investors visually with images of Bavaria’s dynamic industries and captivating landscapes. The brochure focuses on satellite navigation and aerospace, two of the many future-oriented industries, rapidly expanding in Bavaria. The prosperity of these sectors derives in part from the European “Galileo” satellite navigation project, 30 satellites which will offer highly accurate global navigation services by 2013.

This promotional material initiates investment inquiries. It brings awareness of business opportunities and invites participation in future key technologies and markets. This will lead to foreign direct investment, resulting in the creation of new jobs in Bavaria as the Galileo project evolves over the next five years and beyond.



HONORABLE MENTION

The SBA 504 Brochure- An Interactive Guide to your SBA 504 Small Business Loan

Capital Certified Development Corporation
Austin, Texas

Our Special Purpose Brochure, the SBA 504 – An Interactive Guide to your SBA 504 Small Business Loan, is targeted toward our Economic Development / Lending Partners throughout the States of Texas and New Mexico. It is designed as a Step-by-Step Guide / Tool to understanding and ultimately utilizing the SBA 504 Loan Program to help the small businesses within their areas of service to get started and/or expand and create jobs.

Small businesses face big challenges in securing competitive financing terms to make needed investments in property and equipment. Capital CDC is a non-profit firm dedicated to economic development, to help provide small business owners with the financing to achieve the success they’ve dreamed of. Helping small business owners turn their dreams into reality isn’t just one of our services—it’s all we do. That’s what enables us to provide a distinct set of advantages to our customers: Experience, Process Efficiency, and Professionalism.

Every step of the way, Capital CDC is there to lend a hand to our Economic Development and Lending Partners and their business clients. In return, our partners help enable a business to maximize their success potential, reserve their working capital for better-controlled growth, and create jobs within their communities.

POPULATION 50,000 – 200,000



ECONOMIC DEVELOPMENT COUNCIL
OF THE BLOOMINGTON-NORMAL AREA

CATEGORY WINNER

BizBAM! Business Retention Program Brochure

Economic Development Council of the Bloomington-Normal Area
Bloomington-Normal, Illinois
BizBAM! – Building Acceleration and Momentum towards business growth. The business retention program is an action-oriented approach to economic

development. It's designed to promote job growth by helping the EDC learn about issues and concerns that affect our local businesses. BizBAM encourages the retention and expansion of existing businesses as a distinct economic development strategy that contrasts with more traditional strategies, such as recruitment and prospecting. Learning from Bloomington-Normal's existing employers provides us with clear directives that impact our economic development priorities.

The EDC has invested resources to create a foundation for a coordinated business retention program. The EDC adopted a brand statement and key messages in support of local business retention and growth. This unique brochure is a cooperative approach to allow many agencies with limited marketing budgets an opportunity to form one unified voice to attract client attention. The BizBAM theme and marketing collaterals are an innovative way to expand the awareness of programs and initiatives that are valuable to the business community.

The BizBAM marketing pieces have built positive publicity for business retention. The campaign has established brand equity and positions BizBAM as a free resource for clients, which serves as a valuable commodity for Bloomington-Normal businesses to enhance growth.



PALMDALE
a place to call home

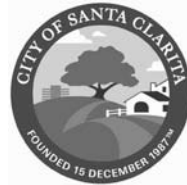
HONORABLE MENTION
Business Resource Guide

City of Palmdale
Palmdale, California

The City of Palmdale's Business Resource Guide was written and created as a reference to assist individuals in starting and growing a business in the City of Palmdale. The publication also serves as a useful resource for existing businesses and assists in marketing efforts to attract new business and industry to Palmdale.

Incorporated in 1962, the City of Palmdale has grown from a small rural town to a thriving community encompassing over 104 square miles. Located in North Los Angeles County, Palmdale is one of the nation's fastest-growing cities and home to some of the world's most advanced technology. Many industries have found Palmdale to be an excellent place to do businesses, taking advantage of a highly skilled workforce and attractive land values. Providing an

outstanding quality of life for residents is a key priority for the City. Palmdale's safe, family-oriented community offers a growing local economy with numerous new retail, dining and recreational opportunities. The City also offers some of southern California's most attractive and affordable housing, and its close proximity to all of southern California offers residents a wonderfully balanced lifestyle.



HONORABLE MENTION
2008 Sponsorship Calendar

City of Santa Clarita
Santa Clarita, California

The City of Santa Clarita is one of Southern California's premier destinations to live, work, and play. Santa Clarita residents enjoy a high quality of life as a result of the culture, arts, and entertainment that take place within the City. An impressive schedule of cultural and sporting events allows Santa Clarita to establish collaborative public-private partnerships between the City and private businesses through the sponsorship program. The City's sponsorship program generates over \$200,000 each year in sponsorship revenue, which helps support and subsidize events in Santa Clarita, resulting in increased tourism and more than \$10 million in economic benefit to the community.

POPULATION LESS THAN 50,000



CATEGORY WINNER
Building On Success- Fundraising Brochure

Jacksonville Regional Economic Development Corporation
Jacksonville, Illinois

The Jacksonville Regional Economic Development Corporation created this brochure "Building on Success" as a marketing piece for their fundraising campaign. The Building on Success Campaign is a continuation of the momentum created in 2003 by our very first campaign "Building Tomorrow." Its target is prospective new investors as well as those continuing their investment and support of the organization.

The brochure makes a bold statement about economic development “Facing Challenges” while at the same time highlighting the positive “Building on Success.” We utilized our past success and the skills and knowledge gained to improve the economic health of our region. The “Building on Success” campaign places our region in an enviable, marketable position in the very competitive arena of economic development.

The brochure focuses on the direction of our future – in our communities and the region we serve. It outlines the goals, strategies and initiatives we have in place to build a strong and competitive organization. Through the dedication of volunteers and staff, we have been successful and continue our efforts towards our goal of \$2.1 million. This funding allows us to further our mission of retaining, expanding, creating and recruiting job opportunities for our region.

PROMOTION – GENERAL PURPOSE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

“Minnesotium” Video

Minnesota Department of Employment and Economic Development

St. Paul, Minnesota

The Minnesota Department of Employment and Economic Development is the state’s principal economic development agency, with programs promoting business recruitment, expansion, and retention; workforce development; international trade; and community development. The agency’s mission is to support the economic success of individuals, businesses, and communities by improving opportunities for growth. The “Minnesotium” video was created in an effort to help the state stand out among all other states and countries amid a sea of “sameness” - we all have great workers, a great quality of life. But, what makes Minnesota so unique was our creative spirit, which was highlighted in the video.



HONORABLE MENTION

Direct Mail Campaign

Baton Rouge Area Chamber

Baton Rouge, Louisiana

Because site selectors and company executives are barraged with unsolicited marketing materials from communities, it was essential that BRAC’s direct mail pieces reflect ingenuity and creativity to cut through the clutter. Using data provided by Applied Marketing Sciences, BRAC was able to narrow down its list of potential recipients to those most likely to expand or relocate in the next 18 - 24 months. Thus, targeting the list allowed for higher per-unit production value, and created the most ‘bang for the buck’. Knowing that recipients of the pieces needed to be ‘wowed’, BRAC developed interactive products for each of its four target industry sectors: warehousing and distribution, construction materials manufacturing, life sciences, and corporate headquarters and business services in the financial, industrial, and real estate sectors (FIRE). Warehousing and Distribution: BRAC designed interactive puzzle cubes delivered in a shipping container. When manipulated, the cubes display information about the Capital Region’s assets to this sector as well as incentives and BRAC contact information. An accompanying ‘instruction booklet’ provides featured site information.

Construction Materials Manufacturing: For this piece, BRAC again used the interactive puzzle cube concept, but packaged it in a ‘crate’. The cube contained data about the amount of construction materials that would be consumed within a reasonable radius of the Baton Rouge area as well as information about the region’s available sites.

Life Sciences: To market this initiative, a coaster set was developed that includes the region’s selling points and it was delivered in a Petri dish.

FIRE: Because these types of companies value quality of life issues, a pop-up folder about life ‘outside the cube’ was designed. The folder illustrates the wide variety of outdoor activities, sporting and social events, and culinary adventures employees will enjoy in the Capital Region.

As the target industry companies were receiving fun, eye-catching materials from BRAC in the mail, national trade publications started to run stories

about economic opportunity in the Baton Rouge area as well as ads about the region's benefits. BRAC and the Capital Region were featured in Building Systems, Food Processing, Inbound Logistics, Trade & Industry Development, Bio News, and Expansion Solutions.

The Baton Rouge Area Chamber leads economic development in the Baton Rouge metropolitan area. Serving as the voice of the business community, BRAC's membership includes more than 1,500 organizations whose employees represent over a third of the Capital Region workforce.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Community Capitalism: Lessons from Kalamazoo and Beyond

Southwest Michigan First
Kalamazoo, Michigan

Community Capitalism: Lessons from Kalamazoo and Beyond, puts the groundbreaking economic development strategy, Community Capitalism, employed by Kalamazoo, Michigan to revitalize its economy during recent years in the national spotlight. Written by Ron Kitchens, Chief Executive Officer of Southwest Michigan First, in conjunction with Newsweek columnist Daniel Gross and Heather Smith, Vice President of Communications at Southwest Michigan First, the book details the region's long-term strategy for economic growth by focusing community resources into five key areas: place, capital, infrastructure, talent and education. The components of Kalamazoo's evolving Community Capitalism strategy are diverse, varied and fascinating: a revolutionary promise by local philanthropists to fund college education for graduates of the public schools; a unique venture capital fund that invests in local firms; and a community-wide effort to adapt best practices in the hiring and training of human capital. The results are impressive. But the most significant impact hasn't been in the tangible measures of rising home values and investments or in the number of jobs created. Rather, it's been in intangible measures of optimism, energy and a sense that the future and the global economy are things to be embraced, not feared.



HONORABLE MENTION

Enterprize Zone Marketing Program

City of Santa Clarita
Santa Clarita, California

The City of Santa Clarita received a State of California Enterprise Zone designation in 2007. The Enterprise Zone program is a valuable economic development tool for business attraction, retention, and expansion. City staff created an extensive outreach and marketing campaign encompassing multi-media avenues including an interactive website, full color brochure, street pole banners, bus shelter posters, table top displays, flyers, and print and radio advertisements. This marketing strategy promotes public and private partnerships resulting in job creation, successful businesses, and improved quality of life.

POPULATION LESS THAN 50,000



CITY OF NATCHITOCHEES
LOUISIANA

A Destination Since 1714

CATEGORY WINNER

Natchitoches on the Move

City of Natchitoches
Natchitoches, Louisiana

The Natchitoches on the Move promotional campaign was created to assist the work of the Natchitoches Economic Development Commission, a committee under the authority of the City of Natchitoches, Louisiana. The campaign has been used to enhance economic development efforts in the Natchitoches community, unifying the region's efforts to present a clear, consistent message to business owners, developers, filmmakers and residents.

The City of Natchitoches obtained funding for the design and production of this promotional package that consisted of a folder, four area-specific inserts, brochure, website, letterhead and collateral pieces. The four areas highlighted in this campaign are: retirement, film, industrial development and a bring 'em home campaign. The Economic Development Commission determined these four areas have the

most potential for growth in Natchitoches.

The text and the imagery contained in the materials reflect the region's national significance – including a National Historic Landmark District, a National Heritage Area and two National Parks. A public-private partnership led to the development of the promotional campaign. A \$50,000 grant was obtained by the City from the Department of Louisiana Economic Development (LED). The City of Natchitoches then matched the grant with its own cash and \$5,000 from Central Louisiana Electric Company (CLECO).



HONORABLE MENTION

Jackson Telecom Utility – Fiber Optic Project

Village of Jackson, WI
Jackson, Wisconsin

In an effort to retain the business and industry the Village has attracted to date and to attract more, the Village of Jackson initiated a fiber build project as a part of the Jackson Telecommunications Utility. The project was approved by amending the project plan for all three of the Tax Increment Financing Districts in the Village. The Jackson Telecom will also have a redundant, independent source for the fiber.

The fiber build installation brought the fiber optic cable to the wall of the business, making it easier for the business to take advantage of the high speed access. We are now marketing the high speed broadband connections in addition to Voice over Internet Protocol.

ANNUAL REPORT

POPULATION GREATER THAN 200,000

OKLAHOMA COMMERCE

CATEGORY WINNER

2007 Performance Report

Oklahoma Department of Commerce
Oklahoma City, Oklahoma

The Oklahoma Department of Commerce is the primary economic development arm of the State of Oklahoma. The agency recruits new businesses to the state, develops economic incentives, assists existing

businesses with growth, facilitates international trade and export assistance, and provides funding to Oklahoma rural communities for programs and activities aimed at sustainability and economic growth.

As part of its' quality initiative, the Oklahoma Department of Commerce publishes an annual Performance Report which summarizes fiscal year highlights and provides an overview of current programs and services. The Performance Report is utilized to raise statewide awareness about Commerce services among key internal and external constituencies. The report also provides elected and administrative officials with impact data to validate state appropriations and additional funding requests.

The annual Performance Report showcases numerous opportunities for assistance to communities and businesses and the importance of working together to further economic and workforce development in the State of Oklahoma. Because of the level of detail the report provides, the Department's partners gain a better understanding of successful outcomes and are assured that no gaps in services exist. Internally, it is a source of pride and increased morale because it celebrates the past year's accomplishments.



CATEGORY WINNER

2006-2007 Annual Report

Tucson Regional Economic Opportunities
Tucson, Arizona

To meet the needs of a rapidly growing region, Tucson Regional Economic Opportunities, Inc. (TREO) was formed in 2005 to serve as the lead economic development agency for the greater Tucson area and its surrounding community partners. TREO offers an integrated approach of programs and services to support the creation of new businesses, the expansion of existing businesses within the region, and the attraction of companies that offer high impact jobs and share the community's values.

TREO's 2006-2007 Annual Report details activities and accomplishments related to TREO's key strategies and objectives. The Annual Report informs the Tucson community on the impact TREO has made in economic development such as total economic impact, which includes jobs created, capital investment, annual new tax revenue, improved wages, etc. The report also communicates national rankings for the Tucson region over the previous year. The Annual

Report has a region-wide focus and includes a graphic showing all TREO's economic development partners. The publication communicates a true public-private partnership of major economic development stakeholders in the Tucson region.



GREATER PHOENIX
ECONOMIC COUNCIL

HONORABLE MENTION

2007 Annual Report

Greater Phoenix Economic Council
Greater Phoenix, Arizona

GPEC's 2007 Annual Report provides an overview of GPEC-assisted job creation and investment to Greater Phoenix, summarizes our key initiatives and presents the financial position of the organization. In 2007, GPEC played an important role in the creation of 4,753 jobs for our region, 70% of which were in high-wage industries and totaled an average salary of more than \$51,000.

"Creating Long-Term Economic Sustainability" was the theme for the report, coinciding with our purpose, which is to create economic sustainability for future generations. The report is printed on 100% recycled content, 100% postconsumer waste and process chlorine-free paper.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Annual Report 2007

Greater Paducah EDC
Paducah, Kentucky

2007 Annual Report showcasing the growth of new and expanding companies in Paducah/McCracken County, Kentucky.



HONORABLE MENTION

Annual Report – "High Point: Leading the Nation in Attracting New Industry"

High Point Economic Development Corp.
High Point, North Carolina

The 2007 Annual Report of the High Point Economic Development Corporation -- entitled "High Point: Leading the nation in attracting new industry" is 20-page document highlighting the economic development news of the city. The title refers to High Point leading the way for its region to be named by Site Selection magazine as #1 in the United States in attracting new industry in its size category.

The annual report's purpose is to:

- inform the High Point business community and citizenry of the city's economic development news, attributes, and trends;
- market High Point to site selection consultants, company officials, and other economic development prospects of the High Point Economic Development Corp. – showing High Point as a prime location for a new or expanding operation.

POPULATION LESS THAN 50,000



CATEGORY WINNER

2007 Impact Report

Rural Enterprises of Oklahoma, Inc.
Durant, Oklahoma

Rural Enterprises of Oklahoma, Inc. (REI) is a state-wide economic development organization headquartered in Durant, Oklahoma.

The REI Annual Impact Report is a twenty-four page publication that is produced in-house by the REI Marketing Department. With a staff of only two people, the marketing department is responsible for the idea creation, layout, photos and writing of the report.

The Annual Impact Report is a very effective piece in relaying the results and measurable impact that REI has on Oklahoma's economy. The publication contains total impact for REI, along with a breakdown

of the impact for each of REI's successful economic development programs. In order to give a more personal side to the report, also included are photos, success stories and testimonials of REI clients who have utilized the programs and services.

In addition to annual economic impact, the report also has a fold-out map containing the 10 year impact per county in Oklahoma.

REI is recognized as a state and national model for successful economic development. Its services and activities contribute to Oklahoma's economic development through business and community assistance services. The total financial impact from all REI programs in 2007 totaled \$170,424,543 benefiting 6,143 clients.

PAID ADVERTISING CAMPAIGN

POPULATION GREATER THAN 200,000

FAIRFAX COUNTY ECONOMIC DEVELOPMENT AUTHORITY

CATEGORY WINNER

Power of Ideas Advertising Campaign

Fairfax County Economic Development Authority
Fairfax, Virginia

The Fairfax County Economic Development Authority (FCEDA) pioneered the use of advertising communities as business locations. Beginning in the late 1970s, the FCEDA has promoted Fairfax County's desirability for companies, first because of its proximity to Washington, D.C., then as technology powerhouse, and now as a creative community. The latest ad campaign uses the tag line "Fairfax County. The Power of Ideas" to highlight the innovative companies in Fairfax County -- and the highly educated, highly skilled people who work in them.

The Fairfax County Economic Development Authority (FCEDA) promotes Fairfax County as a global business and technology center. The FCEDA provides a wide array of free and confidential services and information to assist expanding companies and organizations. Special FCEDA programs are targeted at entrepreneurs seeking investors, small, minority- and woman-owned businesses, and foreign firms interested in expanding into the United States. In addition to its headquarters in Tysons Corner, Fairfax County's largest commercial district, the FCEDA maintains investment offices in six important commercial centers around the world: San Francisco, Bangalore, Frankfurt, London, Seoul and Tel Aviv.



CATEGORY WINNER

Get There First Magazine Insert

Select Greater Philadelphia
Philadelphia, Pennsylvania

Select Greater Philadelphia (Select) is a regional economic development marketing organization dedicated to building the economy of the Greater Philadelphia Region by attracting new businesses. Select markets the region nationally and globally, recruiting companies to expand or locate to the area.

Select is governed by a board of over 65 chief executive officers called the CEO Council for Growth, and is affiliated with the Greater Philadelphia Chamber of Commerce (GPCC), the Chamber of Commerce Southern New Jersey and the New Castle County Chamber of Commerce.

Our Get There First advertising campaign consisted of a 4-pg. magazine insert designed to raise the profile of the Greater Philadelphia Region as a premiere life sciences cluster, and generate interest in additional information via a specialized web site.

pittsburgh regional alliance

HONORABLE MENTION

Pittsburgh: Imagine What You Can Do Here

Pittsburgh Regional Alliance
Pittsburgh, Pennsylvania

In September 2006, the Allegheny Conference on Community Development, its affiliates and the Pittsburgh 250th Anniversary Commission launched a new regional marketing campaign: Pittsburgh: Imagine what you can do here. The campaign is promoting our region to the world as a global center of achievement and opportunity in advanced materials, life sciences and information & communications technology; as well as the arts, culture and recreation. It communicates why southwestern Pennsylvania is the right place for employers to grow, families to live, and tourists and conventioners to visit through regional and national advertising, media and community relations initiatives and www.imaginepittsburgh.com. The enclosed advertisements appeared in various local and national publications from the Pittsburgh Post-Gazette to The Wall Street Journal. They illustrate the ways that talent and innovations coming out of the Pittsburgh region are changing the world as well as the endless possibilities available to those living and working here.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Think Arlington Campaign

Arlington Economic Development
Arlington, Virginia

Arlington Economic Development (AED) unveiled a targeted marketing campaign called “Think Arlington” as a tool to attract new companies to the area. The campaign and its slogan, “Brainpower: Arlington’s Alternative Energy” positioned Arlington as a premier location for start-up and relocating high-tech, research and related companies by highlighting the County’s existing, highly-skilled workforce. The Think Arlington campaign uses a twist on a common phrase and a top-of-mind concept, promoting Arlington’s existing brainpower, current workforce and population as a diverse, well-educated community that companies can utilize to grow and prosper.



Defining Vibrant Southwest Living

HONORABLE MENTION

“Surprise is on Everyone’s List” Advertorial

City of Surprise Economic Development Department
Surprise, Arizona

“Surprise is on Everyone’s List” is an advertorial that appeared regionally and nationally to call attention to the “coming of age” of Surprise, Arizona, a city which has grown from 7,000 people in 1990 to more than 100,000 today. It took awhile for this growth to make it onto the radar screens of commercial developers and site selectors, and the city wanted to reinforce the idea that opportunities were being lost by those who failed to look beyond the national data services (whose data had not yet caught up with the city’s growth).

Moreover, the city of Surprise had also started to receive recognition from a number of economic development sources, including Money Magazine, FDi Magazine, RelocateAmerica.com, and others. The “Surprise is on Everyone’s List” ad pointed out the acclaim that the city was now receiving as it vaulted into the ranks of major cities and reinforced the fact

that the city’s growth was not only quantitative, but qualitative as well.

POPULATION LESS THAN 50,000



CATEGORY WINNER

Locals Only Branding Campaign

Downtown Ventura Organization
Ventura, California

“Locals Only” is a repositioning and branding campaign for and by downtown Ventura small business owners. By grouping like businesses together and featuring them each as people you know—professionals in their craft and your neighbors too—the ads (print and radio) highlight each business’s individuality as very independent, non-chain enterprises. Once meant to scare off out-of-town surfers at many SoCal beaches, our Locals Only campaign turned that phrase around to instead attract out-of-town investors by featuring only local business owners. Stimulating would-be entrepreneurs to take a chance on downtown Ventura by opening their own shops or restaurants was the goal—a business recruitment tactic that did not lavish relocation or tax incentives but instead lured by showing the neighborhood is inherently cohesive, organized and is proud of its uniqueness. Daily competition amongst competitors did not stand in the way of our common goal—repositioning and branding. Business owners in our entire region have responded overwhelmingly positively. The seven-month campaign, with seven different photographic compositions, were a constant reminder to budding entrepreneurs that there is support and fraternity awaiting them in downtown Ventura (but probably not at a corporately-owned mall.)

NEWSLETTER/NEWSPAPER/ MAGAZINE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

AEDC Connections

Anchorage Economic Development Corporation
Anchorage, Alaska

AEDC Connections is AEDC's quarterly newsletter. It contains information about economic development trends and business news in the Anchorage and Alaska economies. The Anchorage Economic Development Corporation is a private, nonprofit corporation operating since 1987. It exists to encourage growth and diversity in the Anchorage economy.



HONORABLE MENTION

Texture Magazine

Metro Orlando Economic Development Commission
Orlando, Florida

Texture, published twice annually, is a publication focused on the Metro Orlando region's technology companies, personalities and innovations that are "putting imagination to work".

The magazine is mailed to business consultants and companies looking to relocate or expand, in targeted direct mail and is used at tradeshow and in international mission packages.

This exciting endeavor is made possible through partnerships with Orange County Government, the University of Central Florida and the Orlando/Orange County Convention & Visitors Bureau.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Town Center Reflections

The Woodlands Township
The Woodlands, Texas

The purpose of Reflections was to create a communication tool for Town Center Improvement District (TCID) to communicate information about new developments and initiatives to all of the businesses and community leaders in The Woodlands.

The intended audience for Reflections is local business and community leaders, regional officials and prospective business owners and/or corporations looking to relocate to The Woodlands area.

Reflections serves as a leading source of information for our business community and has greatly enhanced the image of The Woodlands. In its eighth year of production, it continues to be published on a quarterly basis and is met with praise by the businesses in The Woodlands and beyond.

The objective of this project was to create a high-quality information source that was attractive, professionally produced, and eye-catching. It was also important that this piece be easy to update for future editions. This publication is recognized throughout the community as the "official source" of information about The Woodlands commercial district and downtown area.



HONORABLE MENTION

CK 4 Business Newsletter

Municipality of Chatham-Kent
Chatham, Ontario, Canada

CK 4 Business is distributed quarterly to 7,000 prospective investors, site selectors, ICI real estate agents, existing Chatham-Kent businesses and other economic development partners. The publication is mailed in hardcopy to 1,200 prospects and mailed in a pdf format with live links to another 5,800 people. The electronic version is also available for download

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



HONORABLE MENTION

Blueprint Marietta

City of Marietta, Georgia
Marietta, Georgia

Blueprint Marietta is the city of Marietta, Georgia's printed newsletter for the community on its citywide revitalization. Each issue includes information on the city's plans for redevelopment, progress in attaining goals, and how all of the projects fit into a master plan to remake parts of the city while retaining its historic charm and sense of community. Residents and businesses in Marietta receive the newsletter by mail, and it is available on the city's Web site at mariettaga.gov. The city of Marietta's Public Information Office produces the newsletter several times a year.

POPULATION LESS THAN 50,000



CATEGORY WINNER

Lompoc Valley Magazine

City of Lompoc
Lompoc, California

The City of Lompoc is a dynamic jurisdiction of 43,000 that retains a small town charm. It is located adjacent to the regional economic engine, Vandenberg Air Force Base, in Santa Barbara County. The Economic Development Office is a one-person marketing and advertising arm of the City, dedicated to retaining and creating local employment, as well as otherwise enhancing the quality of life for residents.

Lompoc Valley Magazine is a lifestyle magazine featuring arts and letters, economic development resources and other useful community information, a centerfold map and community advertisements. The semi-annual magazine has been published by the City of Lompoc for four years. The winning issue, Winter 2008, features the theme "happiness" and can be viewed at cityoflompoc.com. The magazine's targeted

audience includes businesses, tourists and residents.

The magazine seeks to brand Lompoc as a wine destination, to market Lompoc Valley lifestyle and wines and to promote City utilities, loans and other economic development resources to strengthen and grow the local economy. The magazine also seeks to enhance the quality of life of residents with an interesting and provocative publication that provides timely, useful and entertaining information. Human-interest stories feature local writers, artists, photographers, cartoonists and artisans.

SPECIAL EVENT

POPULATION GREATER THAN 200,000



CATEGORY WINNER

World Cyber Games/The Power of Play

enterpriseSeattle
Seattle, Washington

In 2007 the "Olympics" for the video game industry came to Seattle. World Cyber Games (WCG) has over 70 participating countries and over 300 members of the global press in attendance. Work began in 2005 to recruit this event to the Seattle. Key partners of this effort were enterpriseSeattle, the Seattle King County CVB, and the Seattle Sports Commission. In addition to recruiting the WCG to the area, we also created a unique business-to-business event called "The Power of Play" which took place alongside the games. To help generate media exposure, we released the results of our Economic Impact Study of our local video game industry at this event. This offered an opportunity to discuss the business of games and what this industry means to our local economy. Sharing these results helped to educate the global community about Seattle's strength in this sector. Moreover, cluster development was enhanced by the VIP opportunities available for executives to come together to discuss ideas and potential partnerships. This event also had an economic impact to our region. According to the Seattle King County CVB's report, the World Cyber Games and the "Power of Play" events generated over \$9 million for the local economy.

**HONORABLE MENTION*****Economic Forecast Conference 2007: The Economics of Global Philanthropy***

enterpriseSeattle
Seattle, Washington

enterpriseSeattle provides client-based economic development services to businesses throughout King County and its 39 cities. The organization's mission is to be a "difference-maker" in the community by offering customized client service programs focused on targeted industry clusters, including; life science, information technology and clean technology.

enterpriseSeattle's 35th Annual Economic Forecast Conference was a milestone event for the organization. From the very beginning the goal for the half day conference was to create a program worthy of the organization's 35th anniversary year by highlighting an emerging industry cluster - Philanthropy.

Warren Buffett's pledge to donate the bulk of his \$44 billion fortune to the country's largest philanthropic institution, Seattle-based Bill & Melinda Gates Foundation, for their humanitarian work in global health and local education cemented conference's topic. This boost further built upon an existing concentration of philanthropic affluence already in Seattle, where Microsoft and the dot-com boom of the '90s had spawned new wealth and a desire to use it for good. Newly-minted philanthropists were changing the face of charitable donation, approaching it instead as investments with measurable economic, as well as social return.

The event featured an economic forecast panel following by mid-morning breakouts on varying business issues related to regional economic concerns along with a keynote lunch and awards ceremony.

FAIRFAX COUNTY

ECONOMIC DEVELOPMENT AUTHORITY

HONORABLE MENTION***2007 National Conference on the Creative Economy***

Fairfax County Economic Development Authority
Fairfax, Virginia

The Fairfax County Economic Development Authority organized and hosted the 2007 National Conference on the Creative Economy. The two-day conference (www.CreativeEconomies.org) examined the role that a strong, creative workforce plays in the success of businesses and communities in an information-based

economy. Thanks to insightful panel discussions and speakers such as Thomas Friedman, Richard Florida and Alvin Toffler, almost 400 business, community, academic and cultural leaders left with strategies and tactics to attract and retain the creative class, instill a culture of creativity in the workplace to improve the bottom line, and use diversity to promote creativity.

The Fairfax County Economic Development Authority (www.FairfaxCountyEDA.org) promotes Fairfax County as a global business and technology center. The FCEDA provides a wide array of free and confidential services and information to assist expanding companies and organizations. Special FCEDA programs are targeted at entrepreneurs seeking investors, small, minority- and woman-owned businesses, and foreign firms interested in expanding into the United States. In addition to its headquarters in Tysons Corner, Fairfax County's largest commercial district, the FCEDA maintains investment offices in six important commercial centers around the world: San Francisco, Bangalore, Frankfurt, London, Seoul and Tel Aviv.

pittsburgh regional alliance**HONORABLE MENTION*****The Pittsburgh 250 Ambassador Tour of Europe***

Pittsburgh Regional Alliance
Pittsburgh, Pennsylvania

In early 2008 the PRA built upon its successful collaboration with the PSO by partnering on their tour of Europe, accompanying them this time in Spain, The Netherlands and Germany. The PRA utilized the PSO's standing as a world-class cultural icon to build a program of business development activity centered on stimulating trade and investment. The agenda also provided a platform to promote the Pittsburgh region's yearlong 250th anniversary celebration.

Mission Objectives

Use one of Pittsburgh's world-class assets, the Pittsburgh Symphony Orchestra, and its European concert tour to:

- Inform and attract decision-makers and influencers in Spain, The Netherlands and Germany about the positive benefits of doing business in southwestern Pennsylvania.
- Promote the positive regional image of southwestern Pennsylvania using the Pittsburgh: imagine what you can do here regional marketing campaign.
- Grow and develop new in-country bilateral business alliances.
- 'Thank' European headquartered companies operating in the Pittsburgh region for their continued investment and ask them to assist the PRA in

- identifying potential growth opportunities.
- Engage local political and business leadership to support the mission through in-country and in-region support.
- Nurture established bilateral strategic alliances in-country to support PRA business development activities.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Advanced Materials Symposium

Area Development Partnership
Hattiesburg, Mississippi

A not-for-profit organization, the Area Development Partnership serves as the Chamber of Commerce, Community, Cultural and Economic Development Organization for the Greater Hattiesburg Metropolitan Statistical Area (MSA) including Forrest, Lamar and Perry County, also known as the Pine Belt. The mission of the Area Development Partnership is to stimulate economic growth through the resources of its members and partners leading to an improved economic well-being and quality of life for Pine Belt citizens.

With much emphasis on professional development, the Area Development Partnership employs programs throughout the year which benefit professionals in the area. Not only do these programs help individuals and businesses, but in return facilitates the development of the Pine Belt.

Targeted towards small and middle market companies, the Advanced Materials Symposium was a professional development program used to show the technical directors, and marketing and sales leaders of these companies how nanotechnology can make them more profitable, even if their process requires only low technology. The Symposium was well received by all, helping over thirty businesses take the extra steps to have the skills and knowledge necessary in this market. The Area Development Partnership continues to utilize similar programs throughout the year, as the benefits are plentiful.

WEBSITE AND NEW MEDIA AWARDS

WEBSITE – GENERAL PURPOSE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

www.eFlorida.com

Enterprise Florida

The eFlorida.com website aims to promote Florida as the right place for business expansion or relocation and be the key business resource on the state. Thus, eflorida.com’s main goals are 1) To brand Florida as the “Innovation Hub of the Americas. 2) To provide information about Florida’s economy and the advantages of doing business in the state. 3) To generate leads, defined as companies looking to locate, expand or start-up in Florida.

The eflorida.com website is a robust, informative and user-friendly resource about Florida’s business environment for a wide range of audiences, including economic development professionals, site selectors, business executives, entrepreneurs, researchers, Florida residents and international visitors, among others.

The site is an excellent example of a web-centric economic development marketing efforts. Eflorida.com serves as the main element in Enterprise Florida’s integrated customer relationship management (CRM) approach, which includes a quarterly web-based newsletter, targeted e-mail campaigns, landing pages, pay-per-click advertising campaigns and other customized communications that always include website elements.

Notable outcomes:

- 1) Top ranking (#1 or #2 on Google search pages) for specific, targeted keywords
- 2) Increased traffic by more than 15%
- 3) Increased registrations by more than 15%”

POPULATION 50,000 – 200,000



CATEGORY WINNER

www.blountindustry.com

Economic Development Board of Blount County
Maryville, Tennessee

The Blount County Economic Development Board is a government agency that serves as the sole economic development agency for the cities of Alcoa, Maryville and Blount County, Tennessee. Since the Board's formation in 1969, we have recognized the success in Partnerships. The Economic Development Board of Blount County is one of four organizations that are co-located together and share staff and facilities. Each of the four organizations (Blount County Chamber, Economic Development Board, Smoky Mountains Convention Bureau and the Chamber Foundation are all partners) have their own Boards and funding. Also, the Economic Development Board has operated global offices for more than 25 years in Europe and over 5 years in Asia. The Economic Development Board has recognized for several years the importance of having as much information about the community and the economy in the area on the internet. The Economic Development Board has been proud to partner with Media Pulse in the development of new software products that are beneficial for the Economic Development professional and their organization. We thank IEDC for their leadership in the areas of economic development and we are honored to accept this award and recognition.



CATEGORY WINNER

www.DentonEDP.com

Denton Economic Development
Denton, Texas

The Denton Economic Development Partnership website, www.DentonEDP.com, is a comprehensive website with over 120 pages of information about Denton for both the general public and for the site selector evaluating Denton as a potential site for a business location project.

Select Greater Philadelphia (Select) is a regional

economic development marketing organization dedicated to building the economy of the Greater Philadelphia Region by attracting new businesses. Select markets the region nationally and globally, recruiting companies to expand or locate to the area.

Select is governed by a board of over 65 chief executive officers called the CEO Council for Growth, and is affiliated with the Greater Philadelphia Chamber of Commerce (GPCC), the Chamber of Commerce Southern New Jersey and the New Castle County Chamber of Commerce.

Our Get There First advertising campaign consisted of a 4-pg. magazine insert designed to raise the profile of the Greater Philadelphia Region as a premiere life sciences cluster, and generate interest in additional information via a specialized web site.



HONORABLE MENTION

www.amesedc.com

Ames Economic Development Commission
Ames, Iowa

The Ames Economic Development Commission (AEDC) has proven that it is committed to the economic development of the Ames and Story County, Iowa area. The AEDC organizes and promotes sound economic growth in Ames and central Iowa by stimulating the expansion of existing industry, attracting new enterprises, and assuring a favorable community climate for new ideas and economic growth. The AEDC is made up of approximately 100 business and professional people in partnership representing industry, education and government, and plays a critical role in the community leadership structure.

The purpose of the newly redesigned website is to promote Ames and provide enhanced access to information about the community and surrounding areas, from history to demographics, from the cost of living to local retail statistics, and much more. A clearer structure and simplified navigation make finding accurate, up to date information about Ames easier than ever. The newly redesigned website is used as a marketing tool to promote the services of the AEDC as well as offer information to four core audience groups, including Site Selectors, New & Existing Businesses, Community Members, and AEDC Investors.



HONORABLE MENTION

Development Authority of Cherokee County
Cherokee, Georgia

The function of CherokeeGAprospector.com as a general purpose website is to maximize and abridge the process of business attraction/expansion and site selection analysis by providing a variety of business intelligence through means of Internet technology for those considering expansion/relocation into our community.

CherokeeGAprospector.com is beneficial to current and prospective businesses, industries and residents interested in the economic growth and development of Cherokee County. Brokers and developers also benefit by listing available properties and sites in the area.

Due to the fact that CherokeeGAprospector.com serves as a simple and speedy navigation tool for business attraction/expansion and site selection analysis, many prospects have resulted from site searches. In addition, the website is an integral part of routine office research by our staff.

Since CherokeeGAprospector.com launched in May 2007, the site's visitor traffic has been extremely successful. A steady increase was noted in searches, sessions, length of session and page views over the last year.

In addition, CherokeeGAprospector.com searches are user-defined and interactive ensuring better accuracy. The user is able to determine detailed specifications for each search allowing for a customized report.

POPULATION LESS THAN 50,000



CATEGORY WINNER

www.siskiyoucounty.org

Siskiyou County Economic Development Council
Yreka, California

Rural communities face unique challenges. From infrastructure to population base to capital for recruitment, we face uphill battles to promote and recruit

industry and commerce to our area. Yet we have many assets to promote including an abundance of affordable land, strong workforce and a quality of life that is the envy of many. We at Siskiyou County Economic Development knew that we had to find a way to reach out to our target audience with a one-stop website that gave users "at your fingertips" access to everything they need to learn about and locate into our county.

With that in mind we built one of the most advanced GIS applications for a county of under a population of 50,000 in California. The site offers advanced site selection GIS software, up to date access to incentives, regional data and lifestyle information. Additionally, we felt that retaining and enhancing locally grown businesses was essential to our economic development efforts so we added a dynamic business tools component to the website. The tools offer new and existing businesses some of the most comprehensive resources available on-line to start or grow a business.

The site has proven to be an invaluable tool for us to proactively market our county.

WEBSITE – SPECIAL PURPOSE

POPULATION GREATER THAN 200,000



CATEGORY WINNER

www.NevadaSiteSearch.com

Sierra Pacific Power Company
Reno, Nevada

NevadaSiteSearch.com is a web-based application, simplifying site selection analysis by providing detailed property information, demographic information, and business data in an easy-to-use and immediately accessible format. Additionally, Sierra Pacific Power Company is the first organization in the United States to provide statewide, detailed, customized business cluster data and mapping online to prospects and site selectors. NevadaSiteSearch.com enables decision-makers to have this information quickly and easily; and reduces the time required to evaluate prospective sites and identify optimum company sites/locations in Nevada based on objective data.

Sierra Pacific's Economic Development Department assists new companies relocated to Nevada and existing businesses expanding in Nevada, by providing

prospective clients, corporate real estate professionals, and site consultants with critical and comprehensive information to assist in their due-diligence process. We work closely with state and regional development authorities, the public and private sectors and with Nevada's real estate brokers and development companies. These relationships allow us to offer the most up-to-date selection assistance.



CATEGORY WINNER

www.GreaterGrads.com

Greater Oklahoma City Chamber
Oklahoma City, Oklahoma

The Greater Grads site serves as a student and employer resource for the Greater Grads Program, a human capital initiative that connects employers with students to help transition graduates into the local workforce.

The goals for GreaterGrads.com include:

- Provide enhanced resources to guide students in job search, including etiquette, resume and cover letter tips, interview advice and internship job postings
- Provide students with online pre-registration for the Career Fair
- Provide a cost of living/quality of life calculator and other examples to demonstrate the benefits of staying in the Oklahoma City region
- Create a site and employ a content management system that ensures updating is easy and frequent
- Ensure employers can post internship opportunities, pre-register for the Career Fair, enroll interns in the Summer Internship program and download resources to help them develop internships

The Greater Oklahoma City Chamber is the voice of Business and the visionary organization in Oklahoma City. We are working to create a business climate that attracts new businesses and enhances growth and expansion opportunities for existing businesses. We are committed to creating value-added membership opportunities and benefits. Ultimately, we will create a community with an irresistible quality of life.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Upstate Colorado Economic Development Website

Upstate Colorado Economic Development
Greeley, Colorado

With 4,000 square miles and more than 30 diverse communities, the process marketing Upstate Colorado presents distinct challenges. Our GIS-enabled website has allowed our organization to provide in-depth information on sites and buildings, demographics, labor and wages, suppliers and other community data to site selectors and prospective employers regionally, nationally and internationally. Since its launch, we have found this tool to be invaluable in marketing our area, and sustaining interest among our targets. Our site's GIS element was designed and has been continually supported by GIS Planning of San Francisco.



CATEGORY WINNER

www.deepwatermegasites.com

www.louisianamegasites.com

Ascension Economic Development Corporation
Sorrento, Louisiana

Comprehensive webpage of information on the Pointe Sunshine megasite, the first certified deepwater megasite on the Mississippi River including GIS maps and comprehensive engineering reports on the site available on-line to site selection consultants and prospects.

POPULATION LESS THAN 50,000



CATEGORY WINNER

www.wintergardenflprospector.com

City of Winter Garden
Winter Garden, Florida

If the world is an orange grove, how does someone find your orange? With a new website designed specifically for Economic Development. The site provides property and demographic data at the click-of-a-mouse. Utilizing technology, the message is clear: Winter Garden is open and ready for business.

NEW MEDIA

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Cooler by the Lake

World Business Chicago
Chicago, Illinois

World Business Chicago is targeting talented graduates with the launch of the new digital media project "Cooler by the Lake" to recruit talent to the city. The CD-ROM highlights Chicago's benefits as a thriving business community with an outstanding quality of life through video, dynamic visuals and extensive information about the City, set to a soundtrack of Chicago-based bands.

The project is intended to help the City attract the highly coveted 25- to 34-year old demographic, who research says is essential to compete in the global knowledge economy. This group, also referred to as the Millennial generation, is highly mobile and essential to cities in strengthening downtowns through job growth.



HONORABLE MENTION

Enterprise Florida

The Innovation Center mission is to showcase innovative companies and technologies that originated in Florida and, through them, to strengthen Florida's brand as "Innovation Hub of the Americas." The site is the platform for new media and interactive tools that Enterprise Florida Inc. is using to brand Florida as "Innovation Hub of the Americas." The Innovation Center is an interactive, user-friendly resource about Florida's innovators and innovation economy. It is designed to attract a wide range of audiences, including business executives, high tech entrepreneurs, economic development professionals, site selectors, Florida residents and international visitors, among others. The Innovation Center is an excellent example of an economic development marketing efforts that embrace the latest and most effective tools for social networking and interactive marketing. These tools have allowed Enterprise Florida to generate worldwide interest in the state through viral communications and to strengthen its ties the economic development community within the state. Since its launch in January 2008, the Innovation Center has outperformed its goals consistently: it has generated nearly 6,000 visits and over 2,000 downloads of podcasts and videos in the first five months since its launch and increased month-to-month traffic by an average of more than 50% a month. In addition, the total number of downloads has exceeded 2,000 across external platforms such as RSS feed aggregators and YouTube video views.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Priority Places Asheville

City of Asheville
Asheville, North Carolina

Priority Places Asheville is an interactive mapping analysis application designed to strengthen quality economic development investment in the City of

Asheville. Priority Places Asheville provides users the ability to search and analyze key location factors based on priorities established by the user. The application also provides tapestry reports of demographic information on the selected priority places.

Priority Places Asheville is part of the MapAsheville! suite of GIS based tools designed to provide information about the City. Other applications in MapAsheville! include Crime Mapper, which provides access to crime related information and statistics by area; Development Mapper, which provides increased access to information concerning large-scale development activities in the City; and the city's GIS application, which provides a streamlined interface for basic users as well as tools for direct access to the advanced GIS user's interface. Asheville, North Carolina is located in the heart of the Blue Ridge Mountains. With a city population of 76,00 and a Metro population of 400,000, Asheville has gained national prominence as location for the arts and cultural activities and for a vibrant and eclectic downtown. Asheville serves as a region hub for health care, government, and business for western North Carolina.



HONORABLE MENTION
"From Landfill to Landmark"

City of West Covina - Community Development Commission
West Covina, California

The City of West Covina had produced a 4-5 minute film showcasing the City's proactive role in the successful redevelopment of a 231-acre Brownfield site. The resulting production was entitled "From Landfill to Landmark", and was released as a feature slot in the 2008 National Brownfields Conference film series. The video highlights the magnitude and complexity of the City's achievements in the development of the West Covina Commercial Center and Sportsplex project. At the Brownfields conference, the video garnished much-needed and deserving exposure targeting an audience of over 6,000 professionals in a related industry. The video has also been exposed to the public on cable television and Internet websites. "From Landfill to Landmark" has successfully served its purpose not only as a form of marketing; it has also conveyed an inspiring message through media that demonstrates how West Covina's storybook ending and realized dream of turning a "landfill to a landmark" can be extended and replicated in the applied efforts of other communities as well.



HONORABLE MENTION

Marietta Momentum

City of Marietta, Georgia
Marietta, Georgia

Marietta, Ga., City Hall and developers are telling the story of citywide redevelopment directly to the public through the city's video on demand service. Marietta is undergoing a renaissance with investment in new residential, retail and commercial construction. With new housing options available, the city needed to inform residents and prospective homebuyers about the great opportunities they could see being built but likely had little idea about or how it all fit into the city's master plan. They wanted the public to understand the economic redevelopment they were seeing was not a coincidence, but a coordinated result of the city's vision for the future.

Brief videos are hosted by city of Marietta economic development staff. They are shot on construction sites and feature interviews with developers for first-hand accounts of the projects. The hosts take viewers behind the scenes to see what is going on inside and what developments will look like at completion. The stories are edited into short videos and posted on the city's Web site. Links to the videos are included in a weekly e-mail newsletter the city sends to several thousand subscribers and news reporters in the community.

POPULATION LESS THAN 50,000



CATEGORY WINNER

buildanewlife

The Corporation of the County of Prince Edward & Small World Media Group/f3 webover
Prince Edward County, Ontario Canada

The Prince Edward County municipal economic development office as part of its Creative Rural Economy strategy – developed, with its community business partners, a Web 2.0/social media based investment attraction initiative. The purpose of the initiative is to use the power of the internet and world wide web, with it's emerging Web 2.0/social media technologies to showcase local success stories as a means to

generate global investment leads from the difficult to find target market of small business owners/investors and entrepreneurs in multiple sectors/types of businesses.

The main feature of www.buildanewlife.ca is the digital testimonials (in the form of classic editorial of pictures and words, video and audio podcasts as well as audio slide shows) from current investors sharing both their business success by locating in and operating out of Prince Edward County and their lifestyle enjoyment of the place.

This project cost \$60,000 to put together. The federal government funded half, the municipality the other half in cash. Both Small World Media Group and f3 webover contributed approximately \$15,000 each (\$30,000 in total) in additional services because they believed so strongly in this project as a showcase and new business generating tool for their businesses. As well we got approximately \$8,000 worth of content produced for free from our college intern student and one full testimonial from the high school students (Kelly's) worth approximately \$250.



HONORABLE MENTION

An Interactive Guide to Starting a Business in Charlottesville

Office of Economic Development,
City of Charlottesville
Charlottesville, Virginia

An Interactive Guide to Starting a Business in Charlottesville is a CD-based program designed to help local entrepreneurs set up and operate a successful business. This unique guide focuses exclusively on doing business in Charlottesville, Virginia and will be available to the public free of charge. The CD is a comprehensive guide of all resources necessary to start a small business including: local, state, and federal regulatory requirements with relevant forms; market analysis and demographic information specific to Charlottesville; advice on successful business operations and strategy; and EntrePlan™, an innovative program that allows the user to customize a business plan.

The Office of Economic Development's mission is to serve as a catalyst for public and private initiatives that promote the long-term economic vitality of Charlottesville.

BEST PRACTICES PROGRAM AWARDS

The Best Practices Program Awards recognize outstanding and innovative programs in economic and business development that retain or generate jobs and investment on an ongoing basis.

TECHNOLOGY-BASED ECONOMIC DEVELOPMENT

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Technology-Based Economic Development in the Commonwealth of Pennsylvania

Ben Franklin Technology Partners
Harrisburg, Pennsylvania

Ben Franklin Technology Partners (BFTP) is one of the most highly regarded and longest-running programs in the country dedicated to growing a state's technology-based economy. BFTP has been embraced by six different Pennsylvania governors and the Pennsylvania General Assembly since its inception in 1983 and remains the country's gold standard for state and regional technology-based economic development programs. Its longevity is due to its consistent positive impact, including the creation and retention of tens of thousands of jobs in Pennsylvania, in industries that pay 28 percent higher than the statewide average. Over the past three years alone BFTP assisted client companies in creating or retaining 9,410 jobs, provided 758 companies with financial assistance or investment, provided 2,483 companies with business or technical assistance and helped companies create 751 new or improved products or processes. During the same period BFTP portfolio companies also collectively generated \$1.1 billion in follow-on funding, helping fuel these companies' growth and enabling success. BFTP has boosted Pennsylvania's economy by more than \$8 billion and every public dollar invested in BFTP yielded nearly \$23 of additional state income.

BFTP serves as a catalyst for economic growth by providing access to capital, business expertise and a network of resources to foster innovation, growth and

success. Positioned strategically throughout Pennsylvania – with regional headquarters in the Lehigh Valley, Philadelphia, Pittsburgh, and State College – BFTP supports and executes the Commonwealth's technology agenda, builds on regional strengths, capitalizes on new opportunities and addresses the specific needs of Pennsylvania's diverse communities.

FAIRFAX COUNTY

ECONOMIC DEVELOPMENT AUTHORITY

HONORABLE MENTION

Technology-Based Economic Development Program

Fairfax County Economic Development Authority
Fairfax, Virginia

For the last 20 years the Fairfax County Economic Development Authority has promoted Fairfax County's assets for technology companies: the proximity to Washington, D.C., a highly skilled and educated workforce, and a quality of life that includes one of the top-ranked public school systems in the nation. The success of the program has been spectacular. More than 5,400 technology companies, including foreign and minority-owned firms, employ more than 130,000 people in Fairfax County. More than 30 venture capital firms and organizations also have a presence in the county. The FCEDA also has established partnerships with other organizations to foster technology growth in the county.

The Fairfax County Economic Development Authority (www.FairfaxCountyEDA.org) promotes Fairfax County as a global business and technology center. The FCEDA provides a wide array of free and confidential services and information to assist expanding companies and organizations. Special FCEDA programs are targeted at entrepreneurs seeking investors, small, minority- and woman-owned businesses, and foreign firms interested in expanding into the United States. In addition to its headquarters in Tysons Corner, Fairfax County's largest commercial district, the FCEDA maintains investment offices in six important commercial centers around the world: San Francisco, Bangalore, Frankfurt, London, Seoul and Tel Aviv.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Creating Mesa del Sol

Forest City Mesa del Sol
Albuquerque, New Mexico

Mesa del Sol is one of the most innovative economic development projects in the country. It is one of the

largest New Urbanist mixed-use, master-planned community projects in the country and is being developed on state-owned land by a public-private partnership led by Forest City Enterprises. The master plan is approved for 37,000 residential units, 18 million square feet of industrial, office and retail space and will accommodate 100,000 residents and 50,000 new jobs.

The project utilizes complex public-private partnerships that combine local innovation and technology assets with the company's cutting-edge sustainability design practices and economic development acumen.

One of the unique elements of Mesa del Sol's master plan is the design and development of an economic base for the community ahead of the housing, so local governments will have the surplus tax revenue to support the project's transformational aspirations for new standards for sustainability, public education and new urbanism development.

The developers of Mesa del Sol and their public partners in New Mexico have chosen to focus initial economic development efforts on four technology based industry sectors: Entertainment and Digital Media, Federal Government Services, Renewable Energy and Sustainable Materials, and Financial Services.

Overall, these efforts have created more than 11 projects under contract, in the ground and/or occupied with 3,610 jobs and a total of 1.3 million square feet.



HONORABLE MENTION

Technology Strategy for the 21st Century

Greater Scranton Chamber of Commerce
Scranton, Pennsylvania

The purpose of this program is to implement a comprehensive technology strategy to transform Scranton, Pennsylvania, with its older industrial economy, into an innovative, knowledge-based community. The strategy is remarkably wide-ranging, including programs and investments for the development of our human capital, quality of place, infrastructure and innovation mechanisms.

The audience must be the entire community: education, business, government, foundations and individuals. The key to the program's success is communications, interplay and partnership commitments among all sectors. The contribution to economic

development is in the successfully implemented process – self-analysis; shared vision; strategic plan; a sustainable organization; measurable action steps and long-term commitment – which provides a model of success for economic development groups in older urban areas.

POPULATION LESS THAN 50,000

PURDUE
RESEARCH FOUNDATION

CATEGORY WINNER

Discovery, Development and Delivery: Technology-Based Economic Development

Purdue Research Foundation
West Lafayette, Indiana

The Purdue Research Foundation’s economic development goals include the discovery, development and delivery of Purdue University-generated innovations. Foundation officials cultivate collaborations with Purdue University, the City of West Lafayette, the Greater Lafayette Commerce, the State of Indiana and other public and private partners. By fostering technological innovators, we develop successful firms and bolster Indiana’s economy.

The Purdue Research Park, which is managed by the Foundation, is home to the largest university-affiliated business incubation complex in the country. The 725-acre park is home to over 150 companies, about 100 of which are high-tech firms, and another 39 incubator businesses. These companies employ over 3,000 people. We foster their success through state-of-the-art facilities; media relations and marketing assistance; access to capital; human resources recruitment services; Gateways Programs; and an Office of Technology Commercialization. According to a 2007 Battelle study titled “Characteristics and Trends in North American Research Parks,” every research park job brings an additional 2.57 jobs to that area’s economy. In addition, the Foundation has established satellite technology parks in Merrillville and New Albany, Indiana. Early in 2009 a fourth park will be opened in the State’s capital, Indianapolis.

MULTI-YEAR ECONOMIC DEVELOPMENT PROGRAMS

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Menomonee Valley Industrial Center

Redevelopment Authority of the City of Milwaukee
Milwaukee, Wisconsin

For over 100 years, Milwaukee Road Shops built railcars and locomotives on this 133-acre property in the Menomonee River Valley in the heart of the City of Milwaukee. At its peak, the company was one of the largest employers in Wisconsin; however, after it closed in 1985, the property became the most visible brownfield in the State. The site’s central location, access to multiple modes of transportation, proximity to customers and suppliers, and easy access to more workers than anywhere else in Wisconsin, made it a prime target for redevelopment. Furthermore, the redevelopment of such a large site provided an opportunity to respond to the economic and environmental problems by promoting a sustainable approach to development. Economic revitalization offers family-supporting jobs for local residents, safe and stable neighborhoods, and a stronger tax base for the city. Environmental revitalization improves the Valley’s ecological health and quality of life. City leaders believed the site held the opportunity to maximize the site’s economic returns, restore an ecological system and fulfill the needs of a broad range of stakeholders. Since 2003, the City of Milwaukee and its’ partners remediated the property while successfully integrating economic development, site sustainability, ecological restoration, and recreational enhancement goals.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Research Support Fund Programme

Dunedin City Council – Economic Development Unit
Dunedin, New Zealand

Dunedin City Council, New Zealand, encompasses an area of 3,341 square km and is the 4th largest city in the world based on land area. The Dunedin City Council aims to serve the people and business of Dunedin. At the same time, Council envisages a prosperous city that achieves strong business growth through valuing our integrity, heritage, creativity, knowledge and environment, as well as by listening to our stakeholders – the public and businesses of Dunedin. Underlying this vision, our key driver is to create a balanced and wealthy community by positively influencing economic growth, celebrating our distinctive blend of cultural heritage, architectural character and lifestyle choice. We aim for a thriving central business heart and vibrant suburban community with a strong and sustainable connection to a uniquely beautiful harbour, peninsula and hinterland.

The Research Support Fund (RSF) developed through the Council's Economic Development Unit aims to assist in delivering more grant funding to Dunedin City research and development (R&D) teams and businesses. This is achieved by R&D practitioners using the fund to purchase services aimed at lifting the quality of grant applications to reputable funding agencies. The Council has invested approximately \$80,000 in this programme which has assisted by attracting \$17 million to the local economy.



HONORABLE MENTION

The Link, the first five years

Columbus Lowndes Development Link
Columbus, Ohio

In June of 2003 the Columbus Lowndes Chamber of Commerce and CLEDA were merged in an attempt to develop a more competitive Economic Development organization. The organization became the Columbus Lowndes Development Link, or "The Link". During the first five years of The Link's existence the orga-

nization has led the effort to attract \$3.3 Billion in direct Industrial investments and created over 5,000 direct jobs in a County of just 65,000 in population. Some of the highlights include certifying two of the eight certified automotive MegaSites by TVA, the location and expansions of a helicopter plant (Eurocopter/EADS), a Steel Mill (Severcorr/Severstal) and a Diesel engine plant (PACCAR-Peterbilt and Kenworth). In addition the organization also directed the acquisition and development of 2,500 acres of additional industrial park space adjacent to the Golden Triangle Regional Airport (GTRA) for future growth in the area.

POPULATION LESS THAN 50,000



CATEGORY WINNER

Community Progress Initiative

Heart of Wisconsin Business & Economic Alliance
Wisconsin Rapids, Wisconsin

The Community Progress Initiative is a multi-year economic development initiative, which created broad citizen engagement around community vision and self-reliance in economic development delivered with a systemic, integrated approach to programming designed to be delivered with an intensive pace. The Community Progress Initiative fosters business expansion and retention, stimulates new enterprises, builds endowed charitable assets, fosters stronger community spirit, and creates shared vision for people in South Wood & Northern Adams Counties. The Community Progress Initiative is a collaborative partnership between the Heart of Wisconsin Business and Economic Alliance and Community Foundation of Greater South Wood County, with active participation and leadership sought from other organizations, educational institutions, support agencies, and area communities. The Initiative was a response to the downturn and sale to foreign owners of major paper mills in Central Wisconsin, which resulted in layoffs of 40% of the workforce. The economic development role of the Heart of Wisconsin, coupled with the philanthropic role of the Community Foundation produced a complimenting synergy that sparked wide-spread involvement in community economic development efforts. The initiative outcomes include a multitude of new business start-ups and expansions, access to new capital and over 1000 jobs created over the 3 years from 2004-2007.

ECONOMIC DEVELOPMENT TRAINING

POPULATION GREATER THAN 200,000



Connecticut
Light & Power



The Northeast Utilities System

CATEGORY WINNER

Community Builders Institute

Northeast Utilities
Berlin, Connecticut

The NU-led Community Builders Institute (CBI) is a six year-old training program which teaches basic to advanced economic development and land use planning. CBI allows economic developers, planners, municipal officials and real estate professionals to receive quality, best-practice training locally. The program's goals are to raise the capacity of Connecticut's land-use decision makers and demonstrate the value of life-long professional education. It brings those in planning and economic development together to foster an understanding of each other's issues.

CBI has numerous partners including NU's operating companies, Connecticut Light and Power and Yankee Gas; the Connecticut Chapter of the APA; Connecticut Economic Resource Center; Land Use Leadership Alliance; UCONN's Center for Land Use Education and Research; NEDA; Connecticut Economic Developers Association; the Southeastern Connecticut Enterprise Region and the Connecticut Department of Economic and Community Development. All help in curriculum development, presenter recruitment and marketing. The programs are held at NU's corporate headquarters in Berlin, CT

CBI's recognition, attendance and course offerings have grown each year. Attendance, now reaches 90 while course offerings have grown to nine. CBI has taught over 500 individuals since 2003. APA and NEDA now certify all courses for continuing education credits for their respective certified professionals.

ECONOMIC DEVELOPMENT TRAINING PROGRAM

POPULATION 50,000 – 200,000



CATEGORY WINNER

Leadership Denton – Economic Development Day

Denton Economic Development
Denton, Texas

As part of the Denton Chamber of Commerce's Leadership Denton program, class participants are engaged a nine-month series of learning experiences designed to help make interested individuals better aware of opportunities for community service as well as all types of public office. One of the required sessions for the class is a day-long session in economic development. Economic development day consists of a "Economic Development 101" type presentation given by the chamber's vice president of economic development and the city's economic development director. As part of economic development day, the class learns the following: what is economic development; how economic development activities are carried out in Denton; how economic development in Denton compares to other cities; tools used in economic development; and current projects being worked in the City of Denton. From the beginning class in 1986, there have been 425 community citizens that have gone through the Leadership Denton program and 413 people have graduated from the program. Of those that have graduated from the program: 1 has become mayor for the City of Denton; 10 have been on City Council; 10 have been on the Denton Independent School District board; 2 have become County Commissioners; 2 have become County Judges; and 7 have gone on to economic development related areas.

BUSINESS RETENTION AND EXPANSION – PROGRAMS OF 3 YEARS OR MORE

POPULATION GREATER THAN 200,000



CATEGORY WINNER LAEDC Business Retention & Expansion Project

Los Angeles County Economic Development Corporation
Los Angeles, California

Since 1996, the LAEDC Business Assistance and Development Team has successfully provided free business assistance to over 1,030 companies, helping to retain, attract, or expand over 144,000 jobs. The economic impact from the first-year wages associated with these jobs totals \$6.1 billion and generates tax revenue for local governments totaling \$104 million. The Business Assistance and Development Team provides a variety of services to help business grow and remain competitive in Los Angeles County. The top business assistance requests include: tax credits, hiring and training assistance, financing, permit assistance, energy cost savings and efficiency, and site searches.

In our fiscal year ended March 31, 2008, the LAEDC celebrated three key milestones. The economic impact on L.A. County from our BRE programs exceeded \$6 Billion from first-year wages, local government tax receipts crossed the \$100 million mark, and we served our 1,000th business client! The LAEDC's mission is to attract, retain, and grow businesses and jobs for the regions of Los Angeles County. The LAEDC's Business Assistance and Development Team is the front line of economic development for Los Angeles County and is committed to sustaining and growing the economy by meeting one-on-one with businesses to listen, understand, and resolve their business needs and issues.



HONORABLE MENTION

Goodyear Akron Riverwalk Project

City of Akron
Akron, Ohio

In December 2007, Goodyear announced its commitment to keep its World Headquarters in Akron, retaining 2,900 jobs. Goodyear agreed to sell their current headquarters to a developer, IRG, in return for the building of a new World Headquarters as well as a new North American Headquarters that Goodyear will lease from IRG. In an effort to secure the Goodyear commitment, The City of Akron and its public and private partners agreed to a \$900 million undertaking referred to as the Goodyear Akron Riverwalk Project. The purpose of the project is to centralize Goodyear's Akron employees and create a campus-like atmosphere in order to attract and retain young talent. As part of the project, Goodyear Tire & Rubber Company sought the developer and the public sectors help in revitalizing the neighborhood around their campus. The team collaborated on a plan to create a retail development to both serve the Goodyear employee needs as well as to create a regional retail attraction.

The project will enable Goodyear to achieve higher productivity and more efficiency. Keeping Goodyear in Akron provides the opportunity for approximately 9,500 new jobs, while securing the future of the City and strengthening the region.



HONORABLE MENTION

High Impact Program

Greater Louisville Inc.
Louisville, Kentucky

Greater Louisville Inc. is the metro chamber of commerce and economic development agency for the Louisville, Kentucky - Southern Indiana Metropolitan area. In support of our business expansion strategy, the High Impact Program is a four year old, public/private partnership between the Louisville, 25-county MSA region and Greater Louisville Inc. The program was initiated by Mayor Jerry Abramson, is funded annually by Louisville Metro Government and is administered by GLI. Its purpose is to identify and serve the

fast-growth companies, companies with the potential for fast growth and those companies that enable fast growth in other businesses that are headquartered in the region and that have a disproportionately higher impact on the metro area economy. Our objective is to establish a firm relationship with these companies that enhances their leadership and growth and results in further job and wealth creation for our community. We assist them through client solutions including: business growth and expansion, workforce needs, site selection, facilities, talent attraction and more. Companies selected to our High Impact Portfolio receive its many leadership benefits with our hope that they find it easy to grow a business in Greater Louisville and become the next large, corporate citizens of our community.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Existing Business Program

Lincoln Economic Development Association
Lincolnton, North Carolina

Lincoln Economic Development Association has strategically developed an Existing Business Program that consist of an action plan detailing goals, objectives, strategies, programs and services emphasising our most innovative programs. Over the past five years Lincoln County has had an economic impact on its community with an increase in the overall tax base, and the creation of new jobs; with more than twenty expansions totaling over \$242,000,000, resulting in over 1400 jobs. That portion of the economic impact is a direct result from the support of the Existing Business Program.

Existing Business Program Includes:

- Committees and Associations
- Existing Industry Committee
- Industrial Managers Association
- Services and Programs
- Retention and Expansion Program
- Incentive Grants Program
- Existing Industry Directories
- Visitation Program
- WINS (Welcoming Industry's New Stars) Program
- Milestone Achievement Awards
- Industry Appreciation Month
- Industry of the Year
- Lincoln Leaders Seminar

Lincoln Economic Development Association is a private, 501c(3) non-profit corporation charged with

facilitating industrial, office and commercial development in Lincolnton and Lincoln County.

POPULATION LESS THAN 50,000



CATEGORY WINNER

Norwalk, Ohio's Business Appreciation Week Program

Norwalk Economic Development Corporation
Norwalk, Ohio

Norwalk's Business Appreciation Week program has served as our community's premier business retention and expansion effort for the past five years. With nearly fifty volunteers from government agencies and elected offices, education institutions and private sector leaders, outreach visits are made to 100 businesses during an annual week-long event. The Business Appreciation Week program has provided services to 69% of the 90 companies in the Norwalk, Ohio area which have expanded between 2004 and 2008.

The retention program has been an overwhelming success in the community, not only in assisting businesses to expand but in bringing together a variety of partners in the government and private sector. Elected leaders from local, county and state government are teamed with representatives from other agencies, educators and private economic development supporters to fan out across the area and create an atmosphere of customer service and responsiveness. Since 2004, over 50% of Norwalk's businesses have been visited during this one-week period. On average, nearly half of executives visited each year have an issue that needs additional follow-up, which has resulted in building relationships and ensuring local economic stability.

BUSINESS RETENTION AND EXPANSION – SINGLE EVENTS

POPULATION GREATER THAN 200,000



CATEGORY WINNER

C-17 Red Team Project

City of Long Beach
Long Beach, California

Long Beach's C-17 Red Team (Red Team) was formed in response to Pentagon plans to end orders for Boeing's C-17 Globemaster. In December 2005 it was announced the program was being discontinued and no additional orders were planned for 2007 and beyond.

The audience of this project included local and national media outlets, federal elected officials and leadership of the Department of Defense.

The project successfully demonstrated the dramatic effectiveness of a regional collaboration's ability to address issues related to economic development and expanded the concept to include a broader range of partners and enhanced communication.

The C-17 Red Team included representatives from the City, private industry, utilities, regional nonprofits, the County, the State and Congressional representatives. The Red Team's efforts resulted in approval of ten additional C-17s retaining 5,700 jobs at Boeing's Long Beach facility and more than 5,300 people employed at 346 California suppliers.



HONORABLE MENTION

Rackspace Project

County of Bexar – Economic
Development Department
San Antonio, Texas

The County of Bexar, the City of Windcrest through its Economic Development Corporation and the San Antonio Economic Development Foundation (SAEDF) led a creative effort in 2007 to retain Rackspace, one of the San Antonio region's largest IT employers. Through collaborative efforts including city, county,

and state representatives, the County, Windcrest and the SAEDF were able to spearhead a complex and innovative economic incentive package that allowed Rackspace to relocate and expand at an abandoned 1.2 million-square-foot shopping mall located on a 68-acre tract. As a result, the property once in dire need of a tenant is now revitalizing an area along the Interstate 35 corridor that had been in economic decline.

The Rackspace project required two local governments to alter their usual approach to economic development. In order to initiate revitalization along the corridor surrounding the vacated retail center, Bexar County's small land-locked suburban city of Windcrest sought to annex and own the abandoned Windsor Park Mall, which was located within the San Antonio city limits. Windcrest, in partnership with Bexar County and the SAEDF, worked diligently to secure additional partners, including the City of San Antonio, the State of Texas, CPS Energy and San Antonio Water System (SAWS), to present a unique development solution that benefited both Rackspace and the community surrounding the former mall.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Arizona Proving Ground (APG)

Mohave County Economic Development Division
Kingman, Arizona

In order to save the Arizona Proving Ground (APG), one of North America's largest vehicle testing facilities, from a planned closure / consolidation, the Mohave County Economic Development Division successfully organized a regional incentive package with participation from the State of Arizona, Mohave County, Lake Havasu City and the City of Kingman. Together, these groups were able to enhance the competitiveness of APG by lowering expected tax requirements and presenting Chrysler with one of the largest grant / loan packages ever awarded to a company in rural Arizona. Today, thanks to early detection and regional cooperation, the Chrysler Group is adding 75 new, high paying jobs and investing approximately \$10,000,000 in new testing facilities and infrastructure at APG.

ENTREPRENEURSHIP

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Rural Entrepreneurship – Incubator on Wheels

Louisiana Business & Technology Center
Baton Rouge, Louisiana

The Louisiana Business & Technology Center (LBTC) at Louisiana State University endeavors to enhance economic development in Louisiana through the support of existing small businesses and the development of new businesses through its business incubation program. The LBTC “Business Incubation on Wheels” program is a new concept designed to bring first-rate business counseling and technical assistance to rural, underserved areas of Louisiana.

The LBTC’s “Incubation on Wheels” program visits 25 + rural communities offering entrepreneurship programs to foster new business creation and value-added rural development through an array of programs, seminars and workshops. These programs include modules on how to start, market and finance a business and how to manage and operate a successful business that can create jobs and economic growth for the community. Local partners and economic developers are brought in and trained so that follow-up assistance can be given once the mobile classroom leaves the community.

After the hurricanes of 2005 (Katrina & Rita), the LBTC mobilized the mobile classroom into the hurricane stricken areas to offer business assistance to small business owners impacted by the storms. The unit was used to provide counseling, conduct seminars on disaster relief programs and loans and to pass out information and applications to those impacted businesses during the first stages of recovery.



HONORABLE MENTION
Innovation Day at the UA

University of Arizona Economic Development/The Arizona Center for Innovation
Tuscon, Arizona

Innovation Day at UA celebrates entrepreneurship by highlighting the achievements of University of Arizona students, staff and faculty. Its key components include the following:

UA at the Leading Edge: Top University of Arizona researchers are selected to present their work with an emphasis placed on research and the potential for commercialization.

Technology Innovation Awards Luncheon: The University honors individuals whose work has led to the successful commercialization of a technology. The Technology Innovation Award is presented to one or two faculty members. Awardees receive a prize of \$10,000. The University also recognizes UA students annually with a Student Innovation Award, which includes a \$1,000 scholarship.

Innovation Showcase: Students from the McGuire Entrepreneurship Program at the University’s Eller College of Management exhibit their business concepts and are judged by a group comprised of University personnel and representatives of private sector firms.

New Venture Presentations: Innovation Day at UA culminates as student teams selected by judges during the Innovation Showcase compete for recognition by a distinguished panel of business people and angel investors.



HONORABLE MENTION

KCSourcelink

University of Missouri-Kansas City
Kansas City, Missouri

KCSourcelink connects a network of over 140 non-profit business-building resource organizations in the 18-county Kansas City region to the aspiring and existing businesses owners that need their services. The mission is to help small business grow and prosper by providing business owners easy access to needed services. Entrepreneurs and business owners can access the entire network by making one phone call, emailing or using a search tool, The Resource Navigator®, on the web site at www.kcsourcelink.com. KCSourcelink strengthens the nonprofit network by collaborating with the resource partners to enhance

their effectiveness, resulting in economic growth and impact.

Created in 2003 by a consortium of the Ewing Marion Kauffman Foundation, the U.S. Small Business Administration, and the University of Missouri-Kansas City's Henry W. Bloch School of Business and Public Administration, KCSOURCELINK has emerged as a major component of the Kansas City region's economic development strategy.

KCSOURCELINK is a program of UMKC's Bloch School. As part of an urban university, KCSOURCELINK is an example of how UMKC is connecting with the community to both educate students and promote economic growth.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Empowering Northern New Mexico's Business Spirit

Regional Development Corporation
Santa Fe, New Mexico

Empowering Northern New Mexico's Business Spirit (EBS) is a collaboration of regional business assistance organizations, lenders, and educational institutions that provide free services to entrepreneurs, deliver financial literacy and entrepreneurship education programs to youth and adults, and develop outstanding information on the importance of small businesses to the economic health of Northern New Mexico for regional policymakers.

EBS' sponsor agency is the Regional Development Corporation, a Santa Fe-based non-profit Economic Development Organization (EDO) serving Northern New Mexico. The RDC partners with Northern New Mexico communities, organizations and small business economic development activities on projects that help to diversify and expand the region's economy.



HONORABLE MENTION

Technology Assistance Program

Battelle at Pacific Northwest National Laboratory
Richland, Washington

Battelle, a non-profit science and technology en-

terprise, manages the staff and resources at Pacific Northwest National Laboratory (PNNL) for the U.S. Department of Energy (DOE). The organization has a long history of supporting technology-based economic development through the creative leveraging of national laboratory resources and deployment of government-sponsored research.

The Technology Assistance Program (TAP) is an innovative program designed to provide free service from national laboratory experts to small businesses needing that little push—or sometimes a significant boost. The program is stewarded for the Laboratory by its Economic Development Office. Many of the TAP projects benefit the Northwest, with more than 680 projects at over 420 businesses in Washington, Oregon, and Idaho since 1994. More assistance projects extend well beyond the region and across the nation.

Small businesses qualifying for assistance can receive up to five days of free technical help each year from scientists, researchers, and engineers at PNNL. In addition, small businesses that use PNNL's free program are eligible to receive a royalty-free license for technology developed through the award-winning Program.



HONORABLE MENTION

STARTech: High-Tech Business Incubator/Accelerator

Richardson Economic Development Partnership
Richardson, Texas

The Richardson Economic Development Partnership (REDP) is a joint effort of the City of Richardson and the Richardson Chamber of Commerce and is dedicated to building a vibrant and thriving local economy through REDP's business attraction, retention and new business formation activities. The REDP has achieved some business expansions and relocations in recent years working with companies such as Texas Instruments, BlueCross & BlueShield of Texas, Nortel and AT&T to accomplish locating some of their most significant operations to Richardson. The REDP has been recognized for their achievements in economic development from economic development groups, business journals and industry trade groups.

STARTech Early Ventures was founded in 1997 as a for-profit business incubator/accelerator to focus on developing technology-based start-up and entrepreneurial activity in the Telecom Corridor® in Richardson, Texas. In 1998, STARTech formed a seed-stage investment fund to complement its methodology for

company creation and growth. STARTech has created strong networks of executives, entrepreneurs, co-investors, and other partners which allow them broad visibility into Texas deal flow.

POPULATION LESS THAN 50,000

City of Littleton

CATEGORY WINNER

Economic Gardening

City of Littleton
Littleton, Colorado

Economic Gardening is an entrepreneurial approach to economic development. Created in 1987, the project uses sophisticated corporate level tools like database research, geographic information systems and search engine optimization as well as cutting edge theories like complexity science, network theory and temperament to help entrepreneurial growth companies be competitive. Economic Gardening helps companies develop core strategies, understand market dynamics, create marketing lists and build management teams. In 20 years the employment base in Littleton, Colorado has more than tripled from \$6 million to over \$21 million. Not one company was recruited during this time and not one penny was spent on incentives.

PURDUE

RESEARCH FOUNDATION

CATEGORY WINNER

Purdue Research Parks: Dynamic Arenas Where Entrepreneurs Thrive

Purdue Research Foundation
West Lafayette, Indiana

The mission of the Purdue Research Parks is to develop, grow and retain high-technology startup companies based upon Purdue University intellectual property as well as companies seeking collaborations with the University. The Purdue Research Foundation, which manages the Research Parks, has an entrepreneurship mission that includes developing and producing high-quality, stable and successful companies. By creating a dynamic entrepreneurial business environment, we have the ability to attract high-technology companies, launch new startups and foster collaboration with Purdue University resulting in accelerated business growth and economic progress within the region.

The Purdue Research Park is the largest university-affiliated business incubation complex in the country. The 725-acre park is home to over 150 companies, about 100 of which are high-tech firms, and another 39 incubator businesses. We foster their success through state-of-the-art facilities; media relations and marketing assistance; access to capital; human resources recruitment services; Gateways Programs; and an Office of Technology Commercialization. In addition, the Foundation has established satellite technology parks in Merrillville and New Albany, Indiana. Early in 2009 a fourth park will be opened in the State's capital, Indianapolis.

NEIGHBORHOOD DEVELOPMENT INITIATIVES

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Corridors of Opportunity in Louisville

Louisville Metro Economic Development Department
Louisville, Kentucky

Corridors of Opportunity in Louisville (COOL) was created in January 2003 by newly elected Mayor Jerry Abramson, as part of the newly merged government combining the City of Louisville and Jefferson County. Prior to merger, candidate Abramson listened to residents across the region calling for new retail outlets, stores, restaurants, services, community centers and other neighborhood amenities.

Mayor Abramson responded by creating a retail-focused economic development initiative to attract retail businesses to area neighborhoods and corridors that had not had retail and to spaces that had been left vacant. The program's mission, to encourage and facilitate retail development along Louisville Metro's corridors, integrates – for the first time – retail development within the community's overall economic development efforts.

COOL staff works with new, local, national, small, specialty, and big-box retailers, offers information including site selection assistance, demographic consultation, and provides "on-the-ground" knowledge. They also help businesses and developers navigate the regulatory process to meet planning and design requirements.

The program administers a variety of loan programs and incentives for prospective clients. They include micro loans ranging from \$10,000 to \$30,000 for start up businesses and small business loans of up to \$100,000 in gap financing. Other loans include small and disadvantaged business loans, and forgivable, façade, and accessibility loans.



HONORABLE MENTION

Woodward Corridor Development Fund

Detroit Renaissance
Detroit, Michigan

Formed in 1970 by the region’s distinguished business leaders, Detroit Renaissance is a private, nonprofit organization that brings the business community’s leadership and resources together to encourage and facilitate the physical and economic revitalization of Detroit and Southeast Michigan. Detroit Renaissance’s board is made up exclusively of CEO’s from leading corporations and universities in the Southeast Michigan region.

The Woodward Corridor Development Fund was established by Detroit Renaissance to act as a catalyst for the redevelopment of the lower Woodward corridor neighborhood in Detroit. The fund provides below market pre-development loans, which typically are not readily available through traditional financing sources, to encourage the development of new and renovated housing in the target area.

The fund has been able to leverage minimal dollars into transformational results. The WCDF provided nearly \$2.8 million in loans to support 34 housing projects. These 34 projects resulted in the construction of approximately 500 housing units (an additional 300+ units are in the planning stage), leveraging more than \$146 million of housing investment activity. The projects supported by the WCDF have helped to establish a viable residential market in the target area. This residential market has contributed to expanded commercial development activity in the neighborhood.



Working Together...Making It Work!

HONORABLE MENTION

The Queen City Hub: A Regional Action Plan for

Downtown Buffalo

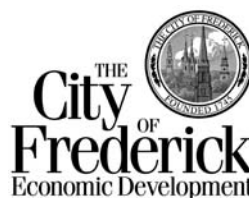
The Urban Design Project, School of Architecture and Planning, State University of New York – Buffalo Place Inc. – The City of Buffalo, New York
Buffalo, New York

The Queen City Hub is the framework for a place-oriented program of development that facilitated significant investment in strategic areas downtown. It is not an incentive program. It does not offer tax breaks, low interest loans, grants, or any other funding programs to businesses or developers (although many such programs are otherwise available). Rather, it provides a strategic and legal framework to reduce risk for private investors by coordinating public investments with private ones according to a shared community vision of the neighborhood.

Through the related Downtown Buffalo 2002! implementation campaign the project awarded also coordinated the actions of dozens of public and private sector actors – people with the ability to “put a shovel in the ground” – to facilitate the implementation of projects identified as public priorities by the Downtown Buffalo constituency. By ensuring, then celebrating, successful development projects, the program began to overcome public skepticism and build momentum for future achievements. It made the Queen City Hub vision plausible. Results on the ground demonstrated that people want to live downtown.

The plan and implementation campaign was led by the University at Buffalo’s Urban Design Project, a center for the study and critical practice of urban design. The UB center worked with the downtown business improvement district, Buffalo Place Inc, and with the City of Buffalo.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Carroll Creek Park – Neighborhood Development Initiative

City of Frederick, Department of Economic Development
Frederick, Maryland

Carroll Creek Park is a world-class mixed-use urban park through historic downtown Frederick, MD.

The park and related flood control project was a bold initiative of the City of Frederick to encourage downtown revitalization and economic development following years of decline and devastating floods. A fully mixed-use neighborhood, Carroll Creek Park is generating \$155 million in adjacent infill and adaptive reuse development. The project will generate more than 1,500 new jobs and over \$2.5 million annually in local property taxes.

This project which now spans 30 years and 5 administrations, is an excellent example of using a park and waterway as a catalyst for neighborhood revitalization. The park includes fully handicap accessible paths and bridges, amphitheatre, water features and public art. The project was recognized in 2007 by the Maryland Chapter of the American Planning Association (APA) as the "Project of the Year".

The project is spearheaded by the City of Frederick Department of Economic Development. www.businessinfrederick.com

POPULATION LESS THAN 50,000



CATEGORY WINNER

Mason Run: Sustainable Brownfield Redevelopment

Soil and Materials Engineers, Inc.
Monroe, Michigan

Mason Run: New Urbanism Takes Sustainable Brownfield Redevelopment Back to the Future!

Move over Mayberry. Mason Run is the new icon of a classic American small town. For over eight years, the City of Monroe, Michigan, Crosswinds Communities, Soil and Materials Engineers, Inc. and others have worked together to transform a 50-acre abandoned paper mill site into a thriving 500-home community. It is one of the largest New Urbanism projects constructed on an urban brownfield site and a national model for residential sustainable development.

Our team developed a creative funding program using multiple, leveraged brownfield redevelopment financing mechanisms to mitigate environmental and site preparation costs. We acquired and managed over \$6.5 million in brownfield financing through federal, state and local grants and loans. The complex financing package was structured to correspond to the four remediation/construction phases of the project.

Our team designed an alternate solution to swap 150,000 cubic yards of cinder/ash fill for clean soil from beneath roads and parks in the development. This resource-conserving approach successfully remediated the future home sites, safely encapsulated the impacted material, and provided replacement clean fill. This approach saved over \$2.5 million in response costs and made the project economically viable!

With its innovative engineering, sustainability and 21st century amenities, Mason Run is the place to live!



HONORABLE MENTION

Renaissance and Revitalization of the Downtown

Central Business District of the City of Rahway
City of Rahway, Union County, New Jersey
Rahway, New Jersey

The City of Rahway, Union County, New Jersey is a 4-square mile community of 27,500 people. The City is sixteen (16) miles southwest of New York City and was named the seventh of nineteen "Transit Villages" in the State. The "Transit Village" designation is important because the City had to fulfill many criteria, all relating to high-density, mixed use development within walking distance to the train station in the center of the downtown. The City's Central Business District had become all but abandoned with the construction of large shopping malls in the 1960s. The buildings became run down and retail uses almost non-existent. Mayor James Kennedy's initiative to "redevelop" the downtown was many years in the making, but finally came to fruition in the late 1990s through 2008, when many of the older, blighted buildings were demolished and new construction of a 524 space parking deck, townhouses, luxury rental apartments, new retail space and a 16-story Indigo Hotel all followed New Jersey Transit's \$13.5 million reconstruction of the Rahway Train Station, the fifth busiest on the Northeast Corridor line into New York City.

HUMAN CAPITAL

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Central Illinois Workforce Board: Talent Force 21

City of Peoria Workforce Development Department
Peoria, Illinois

The Central Illinois Workforce Board has been instrumental in energizing the community to take a serious look at streamlining education, economic and workforce processes in the Peoria area. The Board has been the catalyst behind the design of a strategic approach to implementing and aligning human capital to the current and emerging economy.

Although the Board has been successful in working to enhance the competitiveness of the regional economy, Board members realized the importance of the development of a long-term investment strategy in order to maintain, grow and accelerate investments to expand talent development in the region. A public-private partnership to develop a long-term investment strategy was essential for the local workforce system to meet the needs of workers and employers in the region as well as in improving the public workforce development system and its policies.

Board members welcomed the opportunity to being the catalyst for new innovative approaches to workforce development. To begin development of an investment strategy, the Board convened and built a partnership of 80 regional organizations (200+ community members). Through Talent Force 21, the partnership addresses these regional workforce challenges: 1) workforce quality; 2) workforce quantity; 3) quality of life; and 4) 21st century workforce (www.workforcenetwork.com).



HONORABLE MENTION

Greater Grads Program

Greater Oklahoma City Chamber
Oklahoma City, Oklahoma

With enrollment in Oklahoma City Metro area universities exceeding 120,000, the Greater Oklahoma City Chamber created the Greater Grads Program to tap into this talent pipeline by retaining and attracting the best and brightest Oklahoma graduates, developing the future workforce for the 10-county Greater Oklahoma City region. A human capital initiative that connects employers with students to help transition graduates into the local workforce, the Program consists of three components: an aggressive internship program, a regional career fair and an extensive Web resource for graduates and employers.

The Greater Oklahoma City Chamber is the voice of Business and the visionary organization in Oklahoma City. We are working to create a business climate that attracts new businesses and enhances growth and expansion opportunities for existing businesses. We are committed to creating value-added membership opportunities and benefits. Ultimately, we will create a community with an irresistible quality of life.



HONORABLE MENTION

Training Funds

NYC Department of Small Business Services
New York, New York

The Department of Small Business Services (SBS), an agency of 250 employees and a \$100 million budget, makes it easier for companies in New York City to form, do business and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, promoting financial and economic opportunity among minority- and women-owned businesses, and preparing New Yorkers for jobs and linking employers with a skilled and qualified workforce.

In 2007 SBS launched the innovative Training Funds program with the vision of merging goals of economic development and workforce development. With a \$5 million annual budget, Training Funds provides financial assistance to businesses that propose innovative ways of training entry-level workers. Employers can apply for up to \$400,000 to offset the costs of training their employees (employers are required to pay at least 30% of the total training cost). SBS collects applications on a quarterly basis and evaluates them on criteria like the size of the wage gains, training cost per capita, the business rationale for the proposal, and the transferability of skills gained. The 21 Training Funds awards issued thus far are projected to

result in 1,576 workers gaining new skills, including 241 new hires.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Workforce Development

Longview Economic Development Corporation
Longview, Texas

Longview Economic Development Corporation seeks to improve the standard of living for the citizens of the Longview, Texas. To accomplish this purpose, LEDCO recognized that workforce development is critical to achieving this purpose and to have quality economic development. LEDCO further learned that very few groups in the Nation, the region or locally were focused on the broad picture and needed to work together to really have a serious impact. The Longview, Texas region relies on manufacturing, the oil/gas industry, and healthcare as its primary employers – the main drivers of the economy. Within these industries, there is an expected loss of fifty per cent (50%) of their employees over the next five to eight years due to retirements. The area has a very high employment rate with 96.2% of the workforce employed and different skills will be needed for all of these industries. This has been accomplished with a new staff of three that was employed to: address the need for more career technical education in high schools in the region; provide a full-time recruiter to take information directly to students, teachers, and parents; assimilation of the Hispanic population; and focus on existing business growth.

RESPONDING TO GLOBALIZATION

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Reacting Locally, Expanding Globally

Northwest Commission
Oil City, Pennsylvania

Responding to globalization is promoted by the Northwest Commission's International and Technology programs in a variety of ways.

A full time bilingual trade specialist was hired to focus on exporting to Mexico and South America in 2004. This led to the addition of a full time bilingual trade specialist focusing on Eastern European countries in 2007.

The international program provides a 'Breakfast with the Pros' event to connect regional companies with specialists in their fields relating to international trade. Training programs were devised to educate regional businesses on European and China product certifications. A training series was implemented to assist regional businesses in developing an exporting strategy to the emerging China market. The international program provides regional companies with targeted trade leads and sourcing requests from international companies, and hosts the annual international hardwood buyers' inbound mission. Pre-qualified international hardwood and secondary wood product buyers travel to the region and are introduced to local suppliers.

The Northwest Commission is successfully addressing the challenge of high speed internet access, essential to global trade, by aggregating demand and petitioning the Incumbent service provider to provide DSL service when a specified number of customers commit to service, through the "Bona Fide Retail Request Program."



HONORABLE MENTION

21st Century Strategic Economic Development Plan: A Global Commerce Initiative

Economic Development Office, Palm Beach County, Florida
West Palm Beach, Florida

The principal goal of the Global Commerce Initiative is to improve the livability and quality of life in Palm Beach County through economic growth that creates high quality jobs, generates wealth and investment, sustainability, and helps to ensure long term fiscal health. In a 21st Century environment we think differently about our community, as an economic and environmental prototype among the world's top locations; we intend to thrive in the competitive, global marketplace.

Our research of global "best practices" in economic development and our consultation with the World

Trade Center and Business Development Board leaderships articulated our need to “think differently about competitiveness, and Palm Beach County’s role as a “world class” place. In our strategic economic plan we updated the old models and approaches to stimulating economic growth, combining the role of innovation with new international capital equity, finance, industries of the mind, an intermodal trade hub, and sustainable quality of place initiatives. The result is the Global Commerce Initiative, a comprehensive international economic development strategy to position Palm Beach County in the global economy that is rapidly approaching.

With its’ recent successes in European trade, Palm Beach County and its 38 municipalities need to re-frame their thinking of our governments, businesses and neighborhoods - from a South Florida Region or USA tourism icon to one of a very limited number of world class places.

POPULATION 50,000 – 200,000



HONORABLE MENTION

International Trade Program

City of Ontario Economic Development
Ontario, California

International trade is having profound implications for regions and cities throughout California. The Inland Empire’s total two-way trade in 2006 is estimated at \$17.5 billion or 18.5% of the region’s aggregate income. The City of Ontario led this regional activity with \$7.1 billion in total 2006 trade or 40% of all Inland Empire trade highlighting Ontario’s vast economic importance in global goods movement. With this understanding, the City of Ontario has been strategically implementing policies to position itself as a “global gateway”. Expanding on the successful trade mission program started in 2004, Ontario established a representative office in Shenzhen, China in 2006. The City of Ontario partnered with Henry Wang, the founder of American Business Development Consulting, Inc., to manage the Shenzhen office. The move marks Ontario’s commitment to growing international trade by providing much needed Asian-based resources and contacts to Ontario companies interested in starting or expanding business activity in China.

SUSTAINABLE AND GREEN DEVELOPMENT

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Clean Technology Practice

enterpriseSeattle
Seattle, Washington

In late 2004, enterpriseSeattle saw sustainability and green development as having significant growth potential, and realized that Seattle and the Puget Sound region had particular advantages. As a result, we created the Clean Energy and Technology practice, the purpose of which is to promote and grow the sector, thereby increasing its contributions to regional development and environmental improvement. A five-year work plan was prepared, with four objectives: assistance to new and emerging firms, marketing of the region as a national center for clean technology, formation of a clean technology business association, and collaboration with other organizations to meet the cluster’s needs.

The Clean Energy and Technology practice has contributed to the creation of more than 1,100 jobs in Seattle and King County, and an economic output of more than \$120 million. Seattle is becoming known as a “hotbed” of clean technology activity and is attracting international investors.

enterpriseSeattle is a public-private partnership dedicated to job creation and economic development in Seattle and King County, Washington. Founded in 1971, the organization provides business development and relocation assistance to new and existing firms and presents conferences on timely topics in the region.



HONORABLE MENTION

Renewable Energy Programs

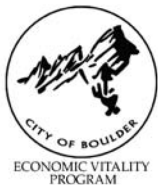
Regional Development Corporation
Santa Fe, New Mexico

The Regional Development Corporation, in an effort to diversify Northern New Mexico’s economy, form strategic economic partnerships, and create new sources of jobs, developed a Renewable Energy

Program (REP) to address both environmental and economic concerns in Northern New Mexico. Serving as a clearinghouse for clean energy projects, REP creates strategic partnerships between the private and public sectors to enable more clean energy projects. REP identifies new or existing wind, solar, biomass, geothermal, and other clean energy opportunities throughout New Mexico and works with the local communities to implement their clean energy projects. The economy in Northern New Mexico benefits from increased clean energy projects through new jobs, added revenues into the local tax base, cleaner air and water, and community empowerment.

RDC responded to a growing need within the wind energy industry for qualified wind energy technicians by helping develop the North American Wind Research & Training Center (NAWRTC) at Mesalands Community College in Tucumcari, New Mexico. A collaborative effort between REP, Mesalands Community College, New Mexico State University (NMSU), Florida Power & Light, Sandia National Labs (SNL), and Governor Richardson's administration, the NAWRTC is designed to offer an Associate of Applied Science degree in Wind Energy, customized industry training for wind energy technicians, and R&D for operations and maintenance issues related to wind farm operations. The NAWRTC is also establishing important relationships with surrounding school districts, enabling students in science classes to learn about the value of wind energy as a contribution to the nation's energy challenges and as a source of employment within a rapidly growing industry.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Flexible Rebate Incentive Program

City of Boulder Economic Vitality Program
Boulder, Colorado

Boulder, Colorado's flexible rebate incentive program requires companies to verify compliance with community and environmental sustainability guidelines. These guidelines were key to City Council adoption of Boulder's first business incentive program in October 2006. Community sustainability is a framework to help Boulder make decisions by looking at the long-term implications for the community. To our knowledge, this is the only rebate incentive in the country

that is tied to compliance with broad community sustainability policies.

In 2006, Boulder was the only municipality in the region that did not offer a business incentive program. The city had experienced a decline in overall economic activity and city revenues along with an increased outflow of local businesses moving to other cities. In this context, city economic vitality staff recommended the adoption of four business incentives, including a flexible rebate program which primarily helps retain and expand homegrown primary employers and encourages their investment in Boulder through upgrading facilities and equipment.

Boulder's flexible rebate program is focused on businesses with sustainable practices. In order to qualify, companies comply with community and environmental sustainability guidelines. Companies choose from guidelines addressing issues such as health insurance, non-profit support, recycling, transit passes, and commute trip reduction.

POPULATION LESS THAN 50,000



HONORABLE MENTION

AgTech Initiative and Tollway Station Point Project

Growth Dimensions for Belvidere and Boone County Inc.
Belvidere, Illinois

In recent years as the area's economy improved and Belvidere and Boone County began experiencing growth pressures from both the Rockford and Chicago metropolitan areas. To date Boone County is the 4th fastest growing county in Illinois and ranked 98th in the nation for population growth. Growth Dimensions, Boone County's public/private economic development corporation recognized the need to set new economic development objectives and strategies to address these trends as the community moves into the rapid growth stage. Growth Dimensions retained Vandewalle and Associates to prepare an economic development strategic action plan in conjunction with a city-county comprehensive land use plan. In 2006 Vandewalle and Associates completed what is now known as the Flora Neighborhood Plan to encompass the land use plans for both the AgTech Initiative and the Tollway Station Point Project.

AgTech Initiative: Growth Dimensions in partnership with the City of Belvidere and Boone County, Illinois, Northern Illinois University, Illinois Technology Development Alliance in conjunction with the northern

Illinois business community, research institutions, is embarking upon the Ag-Tech Initiative of northern Illinois. The purpose of the Ag-Tech Initiative is to establish the long term support system for the commercialization and entrepreneur development of agricultural research into alternative industrial use products. Product sector focus areas include: bio-energy, bio-based lubricants, bio-based chemicals, bio-based plastics and bio-based composites.

Tollway Station Point Project: Tollway Station Point is a Transit-Oriented Development Plan created for the purpose of organizing land development along the I-90 corridor. The development plan calls for Planned Mixed Use Development, specifically, high-density, mixed-use, transit-oriented development. The Transit Center will provide multiple transit options including commuter rail service linking Belvidere and Rockford to Chicago.

PARTNERSHIP AWARDS

PUBLIC-PRIVATE PARTNERSHIPS

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

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Community Venues

City of Orlando
Orlando, Florida

This year, Orlando undertook the largest building project in Central Florida History. The City of Orlando committed to building three Downtown Community Venues: a performing arts center, an events center that would be home to NBA's Orlando Magic, and a renovated Citrus Bowl at a cost of \$1.1 billion. Beyond merely putting up buildings, the City rallied together to support a bold and innovative plan to use

these new structures as a way to lift up neighborhoods and provide thousands of jobs for the entire region. Much like Franklin Delano Roosevelt used his Public Works Administration in the 1930's to create jobs to help people through tough economic times, the City plans to leverage these public projects to expand education, job training, and opportunity to its residents.

Through the community Blueprint, the City will be able to assist the development and support of local, small and historically disadvantaged businesses which the City recognizes is an important aspect of the continued growth of our community. While doing so, the Blueprint will contribute to a significant and long-term, positive economic impact for minority and women-owned businesses. It will also work to establish a workforce program that trains our citizens for the Venues construction and additional opportunities created by the Venues project.

DURHAM



1869
CITY OF MEDICINE

HONORABLE MENTION

Building Public-Private Partnerships in Durham, North Carolina

Office of Economic and Workforce Development, City of Durham
Durham, North Carolina

Durham, an historic tobacco town with an extremely diverse population of 215,000 people, has gone through a visible metamorphosis over the past 5 years. Beginning with the creation of a downtown master plan, it continued with an administration committed to systematically working the plan, and it has resulted in unparalleled growth from public/private partnerships.

Critical to the success of downtown's revitalization is city leaders' decision to set aside one-cent of the city's tax rate in a fund to be used solely to leverage downtown revitalization projects. Monies accumulated in the downtown fund have leveraged hundreds of millions of dollars in public-private partnership projects. It should be noted that all of the projects are interrelated – and, to date, all are developed by local individuals/firms.

Today, Durham's skyline is changing and the tobacco

warehouses of yesteryear are filling with over \$1.2 billion in new projects that are now in design, in construction – or completed – and new construction projects are rising on brownfield sites with public-private partnership projects.

Development includes over 2 million sq.ft. in historic redevelopment of old tobacco warehouses, a new 2,800 seat performing arts center, a renovated old ballpark where the movie “Bull Durham” was filmed, a new transportation center and \$16 million in new downtown streetscape improvements.

This project shows the adaptability of developers to related projects and to the introduction of social values in the incentive mix.

POPULATION 50,000 – 200,000



CATEGORY WINNER

West Covina Commercial Center and Sportsplex

City of West Covina – Community Development Commission
West Covina, California

In 2001, the West Covina Community Development Commission (“CDC”) partnered with the private development sector and took the first step in what was to be the catalyst for the future revitalization of a blighted part of town. But more importantly, for the City’s 115,000 residents, it meant the transformation of the infamous 583-acre BKK Landfill into a destination attraction with productive, community-serving uses. West Covina residents had suffered from the dangers posed by the landfill for nearly 40 years. The landfill’s geographic prominence, in size and height, and at times its smells, were constant reminders of the hazardous conditions that existed on-site and the public nuisance it presented. The City’s public-private partnership venture has successfully turned the “thorn” that once plagued the area into a vibrant part of the community that is valued over \$212 million once the final phases are completed. The project will create 1,845 new jobs and generate \$4 million in local revenue and \$74.2 million of economic growth for the immediate region. The development of the West Covina Commercial Center and Sportsplex project has erased the stigma of the notorious BKK Landfill, and in the process has fostered community pride, transforming a “Landfill to a Landmark.”



HONORABLE MENTION

The America’s River Project

City of Dubuque
Dubuque, Iowa

The America’s River Project in Dubuque, Iowa began in the late 1990s as a \$188 million revitalization effort to transform 90 acres of riverfront property into a destination that captures the historical, environmental, educational and recreational majesty of the Mississippi River. By reclaiming brownfield property for mixed-use development and creating a place where people reconnect with the river, it provided a much needed boost to Dubuque’s economy, tourism, and image.

The America’s River Project created a world-class venue to experience the Mississippi River. Phase I has five anchor components: the Mississippi Riverwalk, the National Mississippi River Museum and Aquarium, the Grand River Center, the Grand Harbor Resort, and the Star Brewery. The Port of Dubuque is again a busy “construction zone” thanks to a \$200 million vision for America’s River Phase II, which includes an expansion of the National Mississippi River Museum and Aquarium, new offices for McGraw-Hill Higher Education and the Durrant Group, an architectural firm; the Diamond Jo Casino expansion; a public parking ramp; the Portside Plaza mixed-use development; and the construction of more than 110 transient boat slips.

POPULATION LESS THAN 50,000



CATEGORY WINNER

The Heldrich Redevelopment Project

New Brunswick Development Corporation
New Brunswick, New Jersey

The Heldrich Redevelopment Project, located in the heart of downtown New Brunswick, New Jersey, is a model of public-private partnerships, joint ventures, and community collaborations. This \$120 million, 345,000 square-foot, state-of-the-art, mixed-use redevelopment project comprises a 248-room hotel, a 50,000 square foot executive conference center,

48 condominiums, street level retail space, extensive academic space, and underground parking. The Heldrich was a true collaborative effort and included unique partnerships in all stages of the project including community organizations, state entities, local, county and state officials, art groups, workforce training organizations, equity investors, public and private lenders, and nonprofit groups.

The Heldrich has resulted in significantly increased municipal tax ratables, created nearly 300 new, permanent positions with 35% of these jobs being held by city residents and 70% by residents of surrounding Middlesex County, resulted in more than 100,000 visitors during year one of operations to what was once a dark, blighted corner of the city, improved public safety, created a new pedestrian friendly destination through a renovated park situated directly in front of the hotel entrance, and significantly increased patronage at area restaurants.

With the assistance of the New Jersey State Council on the Arts and the New Brunswick Historical Society, unique programs were developed within The Heldrich celebrating New Jersey artists and providing recognition for key historic figures from New Brunswick's long and varied history.



HONORABLE MENTION

City of Webster and Space Center Houston: Reaching New Horizons

City of Webster: Economic Development
Webster, Texas

For the City of Webster, Texas, an exclusive partnership with Space Center Houston, NASA's official visitor center, is an economic boon that positions the small municipality in the tourism arena. Webster's remarkable public-private partnership has spanned seven consecutive years and accounts for 40% of the City's hotel occupancy tax revenue, serves as a catalyst for new hotel growth, enhances restaurant, retail, and entertainment sales, and markets the City on a worldwide scale.

Since Webster has no tourist destination within its 6.7 square miles, the public-private partnership with Space Center Houston enables the municipality to attract the more than 700,000 guests who visit Houston's top attraction annually. Space Center Houston markets Webster's hotels exclusively on its website, year-around brochures, rack cards, facility maps, coupons, and collateral. By partnering with Space Center

Houston, the "Webster message" is viewed more than 70,000,000 times through TV coverage, print advertising, Pepsi can distribution, and other collateral.

Webster's public-private partnership with Space Center Houston can serve as a model for cities that would benefit from an alignment with a destination, attraction, or venue to generate profound economic effects.

PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS

POPULATION GREATER THAN 200,000



CATEGORY WINNER

Bluegrass Business Development Partnership Lexington, Kentucky

In an effort to focus Lexington, KY's economic development efforts on a knowledge-based economy, the University of Kentucky, Lexington city government, and Commerce Lexington's (Chamber of Commerce) economic development division formed a new, collaborative effort called the Bluegrass Business Development Partnership (BBDP) in January 2007. The BBDP's goal is to be a one-stop, super-service provider, linking entrepreneurs with the information they need to be successful, including assistance in financial planning, business plans, and funding sources.



CATEGORY WINNER

Employ Florida Banner Center Workforce Florida, Inc. Tallahassee, Florida

Workforce Florida, Inc., the state-level Workforce Investment Board, working with Enterprise Florida, Inc., the state's lead economic development organization, developed a strategy to support the workforce needs of targeted industries critically important to the state's economy. To brand this multi-industry approach and link the initiative to the state's workforce development system, the Employ Florida Banner Centers were created.

The Employ Florida Banner Center mission is to impact Florida's economy by collaboratively engaging industry, education, workforce and economic development leaders in a creative and innovative environment to address the workforce needs of a targeted industry. Each industry-driven Banner Center integrates industry's needs through Advisory Councils and targeted Focus Groups.

All Employ Florida Banner Centers are envisioned as new business units within Florida's educational system, each involving multiple educational partners, post-secondary and secondary, including Florida's universities and Community Colleges. Florida's workforce system accesses the programs developed by the Banner Centers through statewide delivery, referring students and aligning workforce training funds to Florida's targeted industry sectors.

Workforce Florida is a catalyst for creating world-class talent by anticipating businesses' needs and contributing to their success while supporting Florida's priorities. Florida's workforce system serves 4 million Floridians annually seeking jobs and/or training.



HONORABLE MENTION

Campus Partners: Strategic Collaborations for Urban Neighborhood Revitalization

Campus Partners
Columbus, Ohio

The Ohio State University has engaged with the City of Columbus and other public, private and non-profit stakeholders over the past 13 years in an extraordinary series of partnerships to revitalize the distressed urban neighborhoods around its main campus. Ohio State and its community partners have employed a comprehensive approach involving participatory community-based planning; multiple city, university and neighborhood partnerships; and the implementation of strategic projects of sufficient scale to change perceptions of neighborhood disinvestment and to stimulate market-based revitalization. The university established Campus Partners as a non-profit redevelopment corporation to spearhead this revitalization. From the early planning and efforts to improve municipal services came the recognition that the concentrated poverty, poorly managed subsidized housing, and crime in the Weinland Park neighborhood of the University District must be addressed

more comprehensively and more boldly if revitalization were to succeed. Since 2000, Campus Partners has assisted Weinland Park residents, city planners, developers and other stakeholders to articulate a vision for a truly mixed-income community and to develop strategic transformational projects that are attracting public and private investment of more than \$300 million. The neighborhood is approaching a "tipping point" where these investments are triggering an upward spiral of renewal.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Southside Bethlehem

Keystone Innovation Zone

LVEDC, City of Bethlehem, & Lehigh University
Bethlehem, Pennsylvania

The mission of the Southside Bethlehem Keystone Innovation Zone is to foster a "Knowledge Neighborhood" that enhances the urban environment of innovation and entrepreneurship. To accomplish this goal the Southside Bethlehem Keystone Innovation Zone was created. Consisting of fourteen partner organizations, the zone has funded over \$450,000 in Technology Transfer grants to twenty four new startup companies, leveraging over \$11,000,000 in total investment. In order to educate students about the growing technology opportunities within the zone, we have instituted and placed 44 undergraduate and graduate students into paid internships. These internships are all within our selected business clusters of Life Sciences, Optoelectronics, Information Technology and Advanced Materials and Nanotechnology. Working closely with Lehigh University and Northampton Community College, the Keystone Innovation Zone, which is administered by the Lehigh Valley Economic Development Corporation, has a governing board comprised of a local bank, three hospitals and seven other economic development support organizations as well as the City of Bethlehem Department of Community & Economic Development and the Commonwealth of Pennsylvania.

**HONORABLE MENTION****Electrical Line Technician Program**

Lake Superior Community Partnership
Marquette, Michigan

The Electrical Line Technician Program graduated its 5th class in April 2008 with a placement rate of nearly 80%. The program was requested by regionwide utility companies because of current and future needs for trained line technicians. The industry partners, Lake Superior Community Partnership Foundation, regional workforce development agency and Northern Michigan University join together to create a model recognized by the state of Michigan's Department of Labor and Economic Growth.

The program is a pre-apprenticeship program that prepares students to install, maintain, and operate electrical systems to supply energy to residential, commercial and industrial customers and underground generation facilities. The Program Advisory Board is made up of industry, municipality, education and community leaders from across the Upper Peninsula of Michigan, and is responsible for overseeing the program. For more information log on to lscpfoundation.org.

POPULATION LESS THAN 50,000

PURDUE

RESEARCH FOUNDATION

CATEGORY WINNER
**Purdue Research Foundation and
Purdue University: Partnerships for
Economic Success**

Purdue Research Foundation
West Lafayette, Indiana

The Purdue Research Foundation and Purdue University have a rich history in partnering their talents, expertise and resources to encourage economic development. This idea dates to the Great Depression when successful entrepreneurs David E. Ross and Josiah K. Lilly combined their financial resources and founded the Purdue Research Foundation. A primary goal of the Foundation is to partner industry with Purdue University knowledge and aid. Today the Foundation/University partnership attracts busi-

nesses to the Purdue Research Park, launches new startups powered by Purdue-generated innovations and cultivates high-tech collaborations with the University.

The Purdue Research Park, which is managed by the Foundation, is the largest university-affiliated business incubation complex in the country. The 725-acre park is home to over 150 companies, about 100 of which are high-tech firms, and another 39 incubator businesses. These businesses employ over 3,000 people. We foster their success through state-of-the-art facilities; media relations and marketing assistance; access to capital; human resources recruitment services; Gateways Programs; and an Office of Technology Commercialization. In addition, the Foundation has established satellite technology parks in Merrillville and New Albany, Indiana. Early in 2009 a fourth park will be opened in the State's capital, Indianapolis.

REGIONALISM AND CROSS-BORDER COLLABORATION

POPULATION GREATER THAN 200,000

**CATEGORY WINNER**
**Staying on Top: Winning the Job
Wars of the Future**

Research Triangle Regional Partnership
Raleigh, North Carolina

"Staying on Top: Winning the Job Wars of the Future" is the regional economic competitiveness plan for the Research Triangle Region of North Carolina, home of The Research Triangle Park™. The ambitious five-year, \$5 million plan was developed by the Research Triangle Regional Partnership (RTRP) in partnership with chief executives of leading businesses and major research universities in the region. It outlines 30 strategies to create 100,000 new jobs in targeted clusters and boost employment in all 13 counties in the region, both rural and urban. RTRP is the public-private organization that promotes economic development for the region.

Key to the success of the "Staying on Top" plan has been the strategic alignment and voluntarily collaboration of hundreds of public, private, academic and nonprofit organizations working with RTRP to implement the plan. They include economic development

agencies, chambers of commerce, workforce boards, nonprofits, universities and others whose participation is critical for economic growth. Spring employment data reported 101,000 new jobs were created in the region during the first four years of five-year plan.



HONORABLE MENTION

Economic Development Coalition of Southeast Michigan

Detroit Renaissance
Detroit, Michigan

Formed in 1970 by the region's distinguished business leaders, Detroit Renaissance is a private, nonprofit organization that brings the business community's leadership and resources together to encourage and facilitate the physical and economic revitalization of Detroit and Southeast Michigan. Detroit Renaissance's board is made up exclusively of CEO's from leading corporations and universities in the Southeast Michigan region.

The Economic Development Coalition of Southeast Michigan (EDCSEM) was first convened by Detroit Renaissance in November, 2006. Members include: Ann Arbor SPARK, Automation Alley, Detroit Economic Growth Corporation, Detroit Regional Chamber, Detroit Regional Economic Partnership, Detroit Renaissance, Macomb County, Michigan Economic Development Corporation, Oakland County, NextEnergy, TechTown, Tourism Economic Development Council and Wayne County.

The coalition supports the work of its partners while at the same time focuses on projects that benefit the entire region. The EDCSEM has become a leading force in pushing forward initiatives that accelerate regional economic growth. The coalition's primary objectives include:

- Expanding the capacity for entrepreneurship and innovation in the region,
- Identifying priorities and jointly seeking federal, state and other resources to advance economic development in Southeast Michigan, and
- Partnering on policy initiatives that support economic growth in the region.

POPULATION 50,000 – 200,000



CATEGORY WINNER

Texoma Regional Consortium

Southeastern Oklahoma State University Center for Regional Competitiveness
Durant, Oklahoma

The Texoma Regional Consortium (TRC) is a regional two state consortium (OK/TX), which is focused on competing as a region even with strong history of state and football rivalries. The Texoma region is identified as 13 counties-three in Texas and ten in Oklahoma based on workforce designated regions. This initiative began due a realization that although the region is divided by a river and state line, the area shares a workforce, over 2900 new jobs and an all time low unemployment reate of 3.4%. Based on the 13 county area, the group completed industry cluster focus groups, strategic plan and initiatives to provide business retention and workforce programs. This group is comprised of economic developers, workforce representatives, secondary and higher education representatives, local, regional, and state agencies working together to ensure continuation of a prosperous region. The most innovative part of this process has been collaboration and consensus with the two-state regional workforce and economic development coalition. The TRC has been effective in reaching consensus, getting buy-in from all levels of bureaucracy, developing a working plan, and working the plan through industry focused summits and an annual regional comprehensive conference.

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American City & County is designed to serve as a clearinghouse of information about issues of interest to local government leaders, both elected and appointed. Its focus is broad enough to encompass the concerns of the administrative officials who are charged with the making of policy and operational professionals who must implement that policy. Coverage areas include streets and highways, public transportation, solid waste collection and disposal, water supply, wastewater collection and treatment, public safety, urban revitalization, public finance, parks and recreation, government technology and buildings and grounds maintenance.



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ERA is an international consulting firm that provides economic and real estate development consulting services for the public sector, real estate industry, and entertainment industry. Since its founding in 1958, ERA has completed over 16,000 assignments for a diverse roster of public and private clients around the world. For public sector and economic development agencies, ERA specializes in economic development policy and planning with particular emphasis on neighborhood and corridor revitalization strategies, public/private financing analysis and deal structuring, economic development strategic planning, and real estate feasibility analysis. ERA has offices in Los Angeles, Washington, DC, San Francisco, New York, Chicago, San Diego and London.

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